IX
2019

# BILLET D'ÉTAT

## TUESDAY, 25th JUNE, 2019

*BUSINESS OF THE MEETING*

1. Policy & Resource Plan - 2018 Review and 2019 Update, P.2019/40

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# BILLET D'ÉTAT

**TO**
**THE MEMBERS OF THE STATES**
**OF THE ISLAND OF GUERNSEY**

I hereby give notice that a Meeting of the States of Deliberation will be held at **THE ROYAL COURT HOUSE,** on **TUESDAY,** the **25th June, 2019** at **9.30 a.m.,** to consider the item listed in this Billet d'État which has been submitted for debate.

R. J. COLLAS
Bailiff and Presiding Officer

The Royal Court House
Guernsey

20th May, 2019

P.2019/40

**THE STATES OF DELIBERATION**
**of the**
**ISLAND OF GUERNSEY**

**POLICY & RESOURCES COMMITTEE**

POLICY & RESOURCE PLAN
2018 REVIEW AND 2019 UPDATE

The States are asked to decide:-

Whether, after consideration of the Policy & Resource Plan (2018 Review and 2019 Update) Policy Letter dated 20th May 2019 they are of the opinion:-

1. To direct -

a) the Policy & Resources Committee to redraft the Policy & Resource Plan to reflect the revised policy objectives as set out in appendix 1 to the Policy Letter:

   a. 'Access to Secondary Pensions' in place of 'Social Welfare';
   b. 'Housing Strategy' in place of 'Housing Supply Policy';
   c. 'Meeting Guernsey's Energy Needs' in place of 'Energy Policy';
   d. 'The Future Model of Care' to include 'Partnership of Purpose', 'Health and Wellbeing' and 'Regulation and Support Policy'; and
   e. to introduce the priority policy area 'Mitigate climate change';

b) the Policy & Resources Committee to design, in discussion with Committees, political 'policy supervisory boards' with political members who are authorised to discharge relevant functions of those Committees under section 2 of the States (Reform) (Guernsey) Law, 2015, within the context of specific policy objectives resolved by the States;

c) the Committee *for* Health & Social Care to undertake expeditiously all work associated with revisions and amendments to the Children (Guernsey & Alderney) Law, 2008;

d) the Policy & Resources Committee and the Committee *for* Home Affairs working in partnership to deliver the Justice Policy and, together with the Committee *for* Health & Social Care and the Committee *for* Education, Sport & Culture, to expedite work that removes delay from systems and processes relating to the delivery of services to children and young people in need, and to ensure that such systems and processes are centred on the best interests of the child or young person concerned;

e) the Committee *for the* Environment & Infrastructure to develop a climate change policy and a 'Climate Change Action Plan' in a policy letter no later than May 2020;

f) that all Committees of the States of Deliberation ensure that, when delivering or overseeing the delivery of their operational functions, they reasonably assess, and where practicable address, the consequential impact on climate change of their actions;

g) that all Committees of the States of Deliberation when laying policy letters before the Assembly should assess therein any consequential impact on climate change of their proposals together with, where appropriate, their adaptation and mitigation actions;

h) the Policy & Resources Committee to review and assess the impact of current initiatives contributing to States of Guernsey's response to in-work poverty, bringing an update in the Policy & Resources (Future Guernsey) policy letter in May 2020;

i) the Policy & Resources Committee, working with the third sector, to undertake preparatory investigations of policies successful in breaking poverty, with a specific focus on generational focus .

2. To amend the Rules of Procedure of the States of Deliberation and their Committees as follows -

(a) by substituting paragraph (1) of Rule 23 with the following paragraph -

"(1) Committees of the States must contribute to the formulation and, once agreed by the States, the application of the States' Policy & Resource Plan to be known as 'The Future Guernsey Plan'.";

(b) by substituting throughout Rule 23 "The Policy & Resource Plan" with "The Future Guernsey Plan";

(c) by substituting paragraph (3) of Rule 23 with the following paragraph -

"(3) The Future Guernsey Plan shall be formulated according to the following timetable and in conformity with the following actions from 2020 and in every year thereafter in which a term of the States comes to an end:

(a) March / April – all Committees shall produce a handover report to apprise their successors of what are considered to be the main policy and operational challenges facing the Committee in the next term outside the priority areas of the current Plan. Committees may also use this report to identify important policy issues and extant resolutions that Committees either did not complete or could not prioritise during the term, but which they believe should be considered in the forthcoming term by their successor Committees. Reports will be transmitted to the Policy & Resources Committee and published as an appendix to its policy letter;

(b) At the last meeting of the States of Deliberation before a General Election of People's Deputies, the Policy & Resources Committee shall lay a policy letter setting out or including:

a. High level commentary on the Future Guernsey Plan;
b. Progress against extant States' Resolutions which remain outstanding;
c. An order of priority for the drafting of significant items of legislation for the year ahead; and
d. The handover reports transmitted to it under the preceding sub-paragraph."

(d) by substituting paragraph (4) of Rule 23 with the following paragraph -

"(4) Future Guernsey Plan Phase 1

(a) July-October – the new Policy & Resources Committee develops a statement of policy objectives for the medium term (four years) in connection with issues of strategic importance to the Island and the overall policy objectives for the long term established in the Future Guernsey Plan (2018-38), with recommendations for the areas of focus e.g. fiscal and economic affairs, social affairs, the environment, population and external relations;

(b) November – the States debate and resolve their overall policy objectives and areas of focus for the political term."

(e) by substituting paragraph (5) of Rule 23 with the following paragraph -

"(5) Future Guernsey Plan Phase 2

(a) Each Principal Committee develops its own four year Medium Term Committee Policy Plan setting out its contribution to the development and implementation of the priorities of the States as established by the Assembly through the Future Guernsey Plan; its other policy priorities for the political term to fulfil its purpose as set out in its mandate; and action required to discharge extant resolutions;

(b) The Policy & Resources Committee develops a Medium Term Financial Plan for the States which sets out a fiscal plan covering the medium term designed to ensure the finances of the States can support the delivery of the outcomes set out in the Future Guernsey Plan and provide a framework for budget setting over the period;

(c) Alongside the work described in the preceding sub-paragraph, the Policy & Resources Committee works with Principal Committees to embed governance arrangements for political supervisory boards, with political members who are authorised to discharge relevant Committee functions under section 2 of

the States (Reform) (Guernsey) Law, 2015, providing political oversight to 'areas of focus' identified in the Future Guernsey Plan;

(d) The States debate and make resolutions on work streams in their 'areas of focus' (sub-paragraph (4b) refers) to meet and prioritise their strategic objectives and ultimately finalise the content of the Future Guernsey Plan Phase 1 and Phase 2 which will inform the Budget debate;

(e) Every 12 months the Policy & Resources Committee submits to the States a commentary on overall progress on delivery of the Future Guernsey Plan including annual performance reports from the political supervisory boards referred to in sub-paragraph (c) and any proposals to amend the Future Guernsey Plan which are considered necessary; and

(f) The Policy & Resources Committee:

(i) advises the States in its annual update on the Future Guernsey Plan on progress against extant States' Resolutions which remain outstanding; and

(ii) lays before the States an order of priority for the drafting of significant items of legislation for the year ahead."

(f) by inserting paragraph (6) in Rule 23 –

"(6) Notwithstanding the foregoing, a special Meeting of the States shall be convened on Tuesday 5th May 2020 to consider the [Policy & Resource Plan]/[Future Guernsey Plan]."

3. To rescind or transfer accountability for the resolutions of the States of Deliberation as set out in Appendix 5 of the 'Policy & Resource Plan (2018 Review and 2019 Update) Policy Letter dated 20th May 2019'.

The above Propositions have been submitted to Her 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**

POLICY & RESOURCE PLAN
2018 REVIEW AND 2019 UPDATE

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

20th May, 2019

Dear Sir

## 1. Executive summary

1.1 This policy letter is the annual commentary from the Policy & Resources Committee on the performance of the States of Guernsey in relation to the Policy & Resource Plan[1]. It incorporates updates provided by the Principal Committees of the States.

1.2 The review and reporting process established by the States of Deliberation in 2016 enables the Assembly to assess where progress is being made in relation to the Policy & Resource Plan, what can be done to improve progress where needed, and whether or not the States needs to re-prioritise.

*Enhanced annual reporting*

1.3 Following work that has been undertaken since the annual update 12 months ago, the Assembly can now consider reports by priority area of focus, and also reports on Committee Policy Plans which generally focus on meeting extant resolutions.

1.4 The enhanced reporting means that there is now greater clarity in the progress the States is making, for example with the Partnership of Purpose, Seafront Enhancement, the Supported Living & Ageing Well Strategy and the Children & Young People's Plan. It is clear too, where progress has been more cautious but the building blocks have been put in place to enable greater momentum over the next 12 months, such as in the energy policy and the strengthening of transport connectivity. It is also clear where progress has been limited, for example with the Long-Term Infrastructure Investment Plan.

[1] Rule 23, Rules of Procedure of the States of Deliberation and their Committees

1.5 Reporting in this manner helps to demonstrate how the States is addressing cross-Committee themes of importance to the community, such as climate change, transport connectivity, healthcare and in-work poverty. This approach informs debate and assists with prioritising pipeline work for the next iteration of the Plan.

*Long-term objectives and progress*

1.6 The Committee notes that the Plan remains ambitious in its objectives. However the Assembly established a plan with long-term horizons because much of the policy work required to achieve its objectives will need time to deliver.

1.7 In November 2017 the Assembly agreed its priorities for this phase of the Plan (2018-2021). It is therefore pleasing that a number of important enabling policy development work streams have now been completed this year and move to an implementation phase, for example:

- Brexit planning and legislation;
- the extension of Guernsey's territorial seas;
- progressing the extension of the UK's membership of the World Trade Organization to Guernsey;
- the States of Guernsey Economic Development Strategy;
- the proposals to modernise the Princess Elizabeth Hospital;
- transport connectivity and contingency planning;
- the submission to the UK for extension of the UN Convention of the Rights of the Child;
- the Carers' Action Plan; and
- the review of the Marriage Law.

1.8 In addition, this is the first review following the publication of the Better Life Indicators Report[2]. This report provides a baseline from which to measure progress in the future. The indicators in the report were agreed by the Assembly in June 2017. They were adapted from the Organisation for Economic Co-operation and Development's (OECD) Regional Wellbeing Index, which is part of its Better Life Initiative. The initiative enables a comparison between nations and regions using measures the OECD deem to be generally representative of wellbeing across a range of areas. The intention behind using this framework as a basis for reporting is to enable Guernsey to be compared with other jurisdictions using internationally accepted measures, as well as to track changes over time. It will also enable to the States to add in other measures that are seen as appropriate in the future, for example further indicators in relation to climate change and in-work poverty.

1.9 Although the Policy & Resources Committee continues to have concerns with the overall deliverability of the Policy & Resource Plan's 22 priorities, it is not recommending that reprioritisation is necessary at this stage. The Committee recognises that some priorities are long-term and will be addressed through more

[2] Resolution 1(f), Billet d'État No. XV of 2018

than one States' term. Consequently the Committee is focused on the work streams within the areas of focus to ensure progress is made in this term to support further work in the next term. It is, however, also supporting the Committee *for* Employment & Social Security in recommending the refocusing of Social Welfare to Secondary Pensions with a view to conclude the work stream with a policy letter brought to the States in early 2020.

*Meeting the legislative challenge*

1.10 A considerable number of pieces of legislation have been passed by the States in this term, and with the most urgent Brexit related work now achieved, greater progress can be made on other areas of legislation. Funding in the 2019 budget and the creation of a Legislative Drafting Resource Panel (a panel of experienced drafters to assist in some circumstances, as further set out in section 6) should also enable greater progress on other non-Brexit areas of legislation.

*Extant resolutions and new policy development*

1.11 For all Committees, balancing the resourcing of Policy & Resource Plan work, the discharging of extant resolutions and supporting policy development in a consistent and timely fashion is challenging.

1.12 The Committee continues to work with Principal Committees on policy planning and development to achieve a situation where there is greater alignment between extant resolutions and the Plan, ensuring that propositions are laid only when they can reasonably be delivered should the States resolve to support them.

1.13 The States of Guernsey have also supported the Policy & Resources Committee allocating significant resource to establish a States-wide policy team to support Principal Committees on States-agreed priorities for policy development.

*Supporting cross-Committee working*

1.14 Last year's update advised that more cross-Committee work was being undertaken, and that approach has continued. The Policy & Resources Committee's view is that this is an important and positive development, but that it needs to be supported through appropriate governance and administrative structures. If the States' strategic direction is truly the priority for the Assembly then the Policy & Resource Plan is sovereign. A consistent and formalised approach is critical in delivering the States-agreed priorities at pace and will facilitate sharing of resources and expertise.

1.15 The Committee is bringing forward proposals to establish political policy supervisory boards under section 2 of the States (Reform) (Guernsey) Law, 2015[3], in order for the relevant Committee functions to be performed by individual Committee Members in cross-Committee priority areas of focus.

[3] The States (Reform) (Guernsey) Law, 2015

*Transition into the next States' term*

1.16 The Committee has also taken this opportunity to set out its proposed approach in relation to the transition of the Plan into the next States' term following the 2020 General Election. This work will also address concerns raised by the Scrutiny Management Committee with regard to the Plan's transition. The transition requires the new political body to accept that it will achieve a four year span of influence, driving the priorities and direction of policy development towards the overall 20-year objectives, but not with immediate effect. The 2018-2021 Plan will inform the 2021 budget process through the timing of the budget debate (November 2020). During this period and up to debate on the refreshed Plan in June 2021, the current priorities remain resourced and in progress.

1.17 Following the principles of Rule 23, the new Policy & Resources Committee will develop a statement of policy objectives for the medium term (2022-25) in connection with issues of strategic importance to the Island and the overall policy objectives for the long term established in the Policy & Resource Plan, e.g. fiscal and economic affairs, social affairs, the environment, population and external relations. The new Assembly will debate and make resolutions on its overall policy objectives and areas of focus as soon as practicable but with the intention this is achieved by November 2020.

1.18 Principal Committees will then develop their own four-year Medium Term Committee Policy Plans setting out their policies and priorities over the life of the Plan (2022-25) to:

- implement the priorities of the States pertinent to their mandate;
- fulfil their purpose as set out in their mandate; and
- discharge extant resolutions.

1.19 Committees will also resolve to work under new governance arrangements within 'areas of focus' identified in the Policy & Resource Plan to establish work streams to meet government's strategic objectives.

1.20 The refreshed Policy & Resource Plan will be debated by the new Assembly in June 2021 to inform the 2022 budget.

*Ownership of the Plan*

1.21 Finally, the Committee has taken every opportunity over this term to stress that the Policy & Resource Plan belongs to the States of Deliberation. It was created by changes to the policy planning process introduced in 2016 by the whole Assembly. It is not the Committee's Plan but its title often causes confusion. It is for this reason that the Committee seeks support in formally moving to name it the 'Future Guernsey Plan'.

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**SECTION 2**

## 2. Introduction

2.1. The States agreed in July 2015[4] that the States' Strategic Plan should be replaced with a Policy & Resource Plan with a 'significant focus on policy matters', which was to be 'reasonably straightforward, flexible and un-bureaucratic' and was to be seen as a 'means of strengthening leadership, co-ordination and accountability' rather than an end in itself.

2.2. The Rules of Procedure of the States of Deliberation and their Committees[5] (Rules of Procedure) requires that the Committee resubmits the Policy & Resource Plan to the States annually in June, together with commentary from the Committee on overall progress; annual performance reports from the Principal Committees; and any proposals to amend the Policy & Resource Plan considered necessary.

2.3. Last year for expediency, given the Policy & Resource Plan was not finalised until November 2017, all Committees and Boards, not limited to Principal Committees, submitted annual performance reports. These combined their management accounts with the requirements of the Rules of Procedure for an update on the Policy & Resource Plan.

2.4. This year the Policy & Resources Committee has been able to better meet the underlying purpose of the updates on the Plan, including holding the Principal Committees to account and advising on future work streams. It has achieved this by working with Principal Committees to bring reports focused exclusively on the priority areas and, separately, update reports on Committee Policy Plans addressing areas of work outside the Plan.

2.5. This policy letter provides:

- commentary on overall progress;
- proposals to amend the Plan, its governance and the policy planning cycle to further meet the objective of a 'reasonably straightforward, flexible and un-bureaucratic' approach with a 'significant focus on policy matters', and that strengthens leadership, coordination and accountability;
- a progress report on the 'Future Guernsey Plan' (the Plan - previously known as the Policy & Resource Plan) by providing separate reports on each priority area. For the first time, the Assembly is receiving the updates on each of the work streams developed in each area to deliver the high level objectives of the States of Guernsey. It is the phasing and prioritisation of these work streams that is the focus of the Committee in its policy planning leadership capacity; and

[4] Billet d'État XII of 2015
[5] Rule 23, Rules of Procedure of the States of Deliberation and their Committees

- Committee Policy Plan reports which fulfil the annual performance report requirement of Committee activity operating within its mandate without repeating the detail on work each Committee is undertaking in support of the priority areas within the Plan.

2.6. The Committee's duties in relation to laying before the States their management accounts and an order of priority for the drafting of significant items of legislation for the year ahead are discharged at Appendix 8 and 4 respectively.

2.7. Concurrent with the annual debate on the Policy & Resource Plan, the Committee has a duty to advise the States on progress against extant States' Resolutions. This is discharged through the reports from Principal Committees on progress within their Committee Policy Plans. The Policy & Resources Committee's commentary also presents those resolutions that Committees are seeking to rescind or transfer.

2.8. Following the States' consideration of the Framework for Public Service Reform Policy Letter[6] the Committee is required to report to the States annually on progress with this long-term reform agenda. Progress reporting is discharged through the requirement for an Annual Report from the Chief Executive of the States of Guernsey as Appendix 7 to the Policy & Resource Plan.

**SECTION 3**

## 3. Theme: Our community

**One community: inclusive and committed to social justice**

3.1. We are an open, forward-looking community, celebrating difference and diversity and freedom of expression. But we also need to further strengthen our commitment to inclusion and social justice to ensure they are universal. Inclusion and equality of opportunity should exist from birth into adult life in areas such as education, the workplace and the community. The Bailiwick of Guernsey should be a place where no-one gets left behind, and where a commitment to community is balanced by a recognition of the importance of personal responsibility.

3.2. We want to better understand the extent of relative poverty and income inequality and their effects on the wellbeing of individuals, families and the community. There is a need to mitigate the immediate impact of in-work poverty with shorter term fixes which the recently debated Review by the Scrutiny Management Committee has highlighted and the Future Guernsey Plan is addressing. However the Review has not considered some of the more fundamental factors that can be causal, such as the nature of the employment market, the skills gaps, and the way that the economy will evolve in a more digitally-based economy. The Policy & Resources Committee explores 'tackling poverty' more closely within this policy letter at section 3.11-3.19 and in Appendix 2.

[6] Billet d'État XVI of 2015

***Progress during 2018 - 2019***

3.3. During this political term the Committee *for* Employment & Social Security has led on the implementation of the Disability & Inclusion Strategy. It has commissioned a comprehensive evaluation of discrimination and equality legislation from six countries by academics from the Centre for Disability Law and Policy at the National University of Ireland. In June 2018 the Assembly unanimously agreed that this programme of work should be expanded to develop policy proposals for legislation to protect people from discrimination on multiple grounds, including disability.

3.4. In mid-2019 the Committee *for* Employment & Social Security intends to publish for consultation policy proposals to inform this legislation, bringing a policy letter to the Assembly by April 2020. Disability, Equality & inclusion is a priority area within the Future Guernsey Plan and a comprehensive update on this work stream is included within the Disability, Equality and Inclusion update at Appendix 1(p).

3.5. During 2018 a significant milestone was the successful implementation by the Committee *for* Employment & Social Security of the new system of Income Support which brought together the supplementary benefit and the rent rebate systems for social housing into a single comprehensive system. This is intended to create a fairer welfare system that treats social housing tenants and private rental tenants equitably, and has reduced the anomalies that were created by having two separate sets of rules.

3.6. The focus is now switching to Secondary Pensions. In 2016 the Assembly agreed in principle to introduce a system of automatic enrolment into private pension saving. During 2018-2019 a procurement exercise has been undertaken to select an experienced provider. In addition, policy work has been undertaken to develop the detailed design of the rules around automatic enrolment. A policy letter setting out proposals, regulation and costs will be laid before the Assembly this year. If approved, legislative drafting and preparations to launch the scheme are anticipated to take 18-24 months.

3.7. The Assembly will also be considering proposals in the latter half of 2019 on long-term care insurance funding that respond to extant resolutions within the Supported Living & Ageing Well Strategy.

3.8. The Assembly has made support for children and young people a priority, considering an update report in February 2019. The Children's Law requires the creation of a Plan at least once every three years and whilst culturally this is becoming business as usual, there are work streams to complete as part of establishing the services to deliver the objectives of the legislation. These are important and remain a focus for this Assembly.

3.9. Despite this positive progress, there is increasing concern regarding what appear to be unintended consequences of the Children's Law and the best efforts of all involved. It is critical that the changes to the primary legislation which have been reported in the Committee *for* Health & Social Care's Policy Plan are advanced as a priority to prevent the delays created by the system from ensuring the best and safest outcomes for children and young people.

3.10. A major achievement is the progress on submitting the formal request for the extension of the United Nations Rights of a Child with the submission to the UK Government made on 28th February, 2019. As yet, it is not known when the Charter will be formally extended to Guernsey, but this is a significant milestone. Concluding the submission has demonstrated that the best progress is achieved when managed from within such programmes and therefore the priority area – International Standards Framework – is under review.

**Improving standards of living: tackling poverty**

3.11. The Scrutiny Management Committee In-Work Poverty Review[7] examined issues faced by those who are in paid employment but still face difficulties in meeting their day to day needs from their income.

3.12. The Policy & Resources Committee acknowledges the work of the Review Panel and the Scrutiny Management Committee but could not support the propositions. However it does support the overall objectives of the Review and noted that the Panel observed:

> 'the achievement of the key objectives of the Policy & Resource Plan depend on ensuring that economic prosperity is effectively shared across the whole community within what is widely perceived to be an otherwise prosperous society'.

3.13. The Assembly resolved that in the absence of a dedicated programme focusing on in-work poverty that the Policy & Resources Committee would review and report on work streams and measures in the Policy & Resource Plan, with particular regard to the issues referred to at sections 13.2-13.6 in the In-Work Poverty Review, and would bring forward any recommendations that it determined may be required.

3.14. This policy letter provides a summary at Appendix 2 of the appropriate analysis of more recently published data and the impact of the Future Guernsey Plan work streams on in-work poverty, in particular the new Income Support scheme, together with consideration of areas not addressed within the Review, such as:

- the 'disregard' within the Island's benefit system;
- the rent induced poverty factor – fear of losing social housing if income or savings exceed threshold values, and impact of private rental costs; and
- utilisation of the medical assistance scheme available to those not receiving benefits on a means tested basis.

3.15. The Policy & Resources Committee continues to hold the view that there is much within the Plan that will deliver against the States of Guernsey's overarching objectives when analysed in this manner. However it also recognises that a more overt focus would provide the scrutiny the Assembly requires. It is therefore recommending that it:

[7] Billet d'État No.I of 2019

- reviews and monitors overall progress;
- co-ordinates activity across Committees;
- considers the impact of the current Future Guernsey Plan initiatives in totality on reducing in-work poverty; and
- brings a final update to the Assembly in the Future Guernsey Plan policy letter in May 2020.

3.16. Policy development to break the generational pattern to lift people out of relative poverty is the next phase for the Assembly to consider. However it is imperative that focus and resources are directed to complete current priority policy areas and extant resolutions, not to create more, with the resultant inherit risk that nothing is then completed. This will assist in remediating the immediate inequalities and hardship.

3.17. The new Assembly should only consider prioritising any further activity when presented with a suitable programme of work with resources identified and objectives defined. This is how the Future Guernsey Plan should be developed, giving visibility to the work streams so they can be prioritised against each other when competing for the same limited resource.

3.18. This can be achieved for this area of policy by working with the third sector. The Guernsey Community Foundation intends to commission research on poverty in Guernsey. Focusing this research on policies successful in breaking generational poverty would:

- review the available information and evidence on the extent of poverty in Guernsey;
- identify data and evidence gaps;
- consider progress with extant resolutions that will further impact poverty or support breaking the generational pattern;
- investigate and identify successful policy actions in other jurisdictions to break the generational pattern;
- consider whether additional government policy measures to alleviate poverty and break the cycle of generational poverty should be considered; and
- any actions that may usefully be undertaken by the third sector, taking into consideration the impact of existing policies and strategies of the States of Guernsey.

3.19. The Policy & Resources Committee recommends it undertake to work with the Guernsey Community Foundation and bring forward proposals to the Assembly.

**Lifelong learning**

3.20. We want every child to receive a first class education as a right and not a privilege. This should be reflected both in equal opportunity to achieve to the best of one's ability in every school and in learners' wellbeing and personal development. We want everyone in our community, recognising their diversity, to have the opportunity to develop knowledge, understanding and skills, to be adaptable and resilient, and to pursue

happy, healthy and fulfilling lives, contributing to their own health and wellbeing and to the future success of our economy.

3.21. The quality and depth of education and lifelong learning will be critical in determining how successfully we are able to meet the opportunities and challenges of the future global economy, and this is recognised as an essential element in the States of Guernsey Economic Development Strategy and the work of Skills Guernsey.

***Progress during 2018 - 2019***

3.22. The States of Guernsey have made recent significant policy decisions on education since the development of the Future Guernsey Plan which the Committee *for* Education, Sport & Culture is leading on. It is pertinent, therefore, to re-examine the current policy development work streams now within the Plan and distinguish them from the capital plans and associated operational matters to develop appropriate learning spaces and facilities for future learning. These policy work streams are:

- Further and Higher Education - the Guernsey Institute;
- Developing educational centres of excellence including further development of the new curriculum, an inspection framework, performance reporting and admissions; and
- the repeal and replacement of the Education (Guernsey) Law, 1970 and associated amendments.

3.23. The integration of the provision of all technical, vocational and professional studies, including apprenticeships, into a single entity called the Guernsey Institute, will merge the College of Further Education (CFE), the Institute of Health and Social Care Studies (IHSCS) and the GTA University Centre (GTA UC). From 1st July 2019, a shadow board will be in place with representation from the three existing entities. The long-term aim is to partner with a UK university to seek University College status.

3.24. An Executive Principal will be appointed this summer and once the new Education Law is in place, governance and leadership responsibilities will be devolved to a single board, established as a statutory corporation. Meanwhile the focus of learning continues to be informed by the work of Skills Guernsey, supporting the States of Guernsey Economic Development Strategy, the Disability and Inclusion Strategy, the Digital Strategy and the Longer Working Lives initiative.

3.25. The Assembly will be asked later this year to agree proposals in support of its extant Resolutions[8] to identify the two most appropriate sites within the existing education estate for use as part of one 11 to 18 school, operating as one organisation in two constituent colleges of campuses, both offering the full 11-18 provision of the Bailiwick's Big Picture Curriculum (Le Murier, Les Voies and St Anne's remain open and operating as currently). Proposals to support the organisation of post-16 education will also be laid.

[8] Billet d'État No II of 2017

3.26. The Review of the Education (Guernsey) Law, 1970 and its various amending legislation will repeal and replace the 1970 Law. Including special education needs, the new Law will underpin a twenty first century, equal opportunity education system appropriate for a modern society. This is a significant enabling work stream and, like the discrimination legislation, has been resourced by the States of Guernsey policy team to support the Committee *for* Education, Sport & Culture meet its ambitious timeframes.

**Theme: Our quality of life**

3.27. The Better Life Indicators Report monitoring the Future Guernsey Plan was published for the first time in 2018. Its adapted version of the Regional Wellbeing Framework from the OECD Better Life initiative gives an overall impression of quality of life in Guernsey compared to other jurisdictions, via a set of internationally comparable indicators. It will be used to support the States of Guernsey's policy planning and monitoring process, providing a framework against which progress can be measured. It provides an overall impression of living conditions in Guernsey, which is intended to help give an objective view of the effectiveness of the policies of the States and help highlight areas that need attention.

3.28. At this very early stage it should be noted that the measures presented are intended to be evaluated over the long-term. The information is historical (relating to 2017 and earlier), so at this stage provides a reflection of the past policies of the States as well as recent global and Island conditions.

3.29. Guernsey can now be compared with other jurisdictions over time. In the 2018 edition, if the best performing jurisdiction is scored 10 and the worst 0 and other jurisdictions scored based on their relative position in between, Guernsey scores as follows for each of the key themes of the Plan:

- 9.4 for Our Economy
- 7.0 for Our Quality of Life
- 7.4 for Our Place in the World

Surveys to collect data for Our Community are underway and data on these indicators will be presented in the next version of the report

3.30. This is the first step to place our performance on these very high-level indicators in context by comparing with other jurisdictions. Generally speaking, our relative performance on these indicators is 'good' or 'very good'. However, even where our performance is exemplary, these indicators suggest areas where we might need to look closer at what is going on in Guernsey. The introduction of this annual monitoring and benchmarking process will be invaluable when the new Policy & Resources Committees leads the next Assembly on the development of the next iteration of the Plan.

**Healthy community**

3.31. We are fortunate that in the Bailiwick we have a high life expectancy and most islanders report good health[9]. Leading causes of death in Guernsey are circulatory diseases, cancers, respiratory diseases, and mental and behavioural disorders[10] – many of which are likely to be driven by common risk factors including tobacco, alcohol and sedentary lifestyles. Only 15% of respondents to the Guernsey and Alderney Healthy Lifestyle Survey in 2013 were assessed as having high mental wellbeing based on their responses to standardised questions.

3.32. Health care provision is also being challenged by the increasing needs of an ageing population. The ratio of older people to those of working age has increased from 0.25 in 2011 to 0.31 in 2018[11], and the number of people living past the age of 85 is projected to increase significantly over the next decade. As a result, our services are increasingly presented with patients who have multiple and complex health conditions, including both physical and mental health conditions such as dementia.

3.33. We want to ensure the continued good health of the community, by ensuring we have a health and social care system to meet the changing needs of a diverse range of service users in a small community where the tax payer does not benefit from the purchasing power or economies of scale of a larger organisation. We are expecting the population changes to put pressure on affordability which requires a change of focus to prevention and early intervention as well as reviewing and improving processes with a view to delivering more efficiently.

***Progress during 2018 - 2019***

3.34. The States of Guernsey have undertaken a significant programme to transform the Bailiwick's health and care services, as set out in the Partnership of Purpose Policy Letter[12]. A number of work streams have been established during 2018-19, including a review of the future model of the funding of primary care; the development of a universal offer of health and care services; a programme to transform community services and to invest in new technology; and a programme of hospital modernisation at the Princess Elizabeth Hospital.

3.35. The Policy & Resources Committee, supported by the Committee *for* Employment & Social Security, is bringing a policy letter to the States in early June 2019 to restructure, in part, the funding of health and care through the Guernsey Health Service Fund. This is intended to enable the fundamental remodelling of service provision as envisaged in the unanimously supported Partnership of Purpose.

3.36. There has also been a significant focus on early intervention and prevention through a comprehensive health and wellbeing programme. This has included the establishment of a Health Improvement Commission for Guernsey and Alderney; the introduction of

[9] Health, Wellbeing and Social Inclusion Survey 2013
[10] Health Profile for Guernsey and Alderney 2013-15
[11] Data and Analysis Unit
[12] Billet d'État XXIV of 2017

a pilot to introduce free contraceptives for the under 21s; a review of cancer screening programmes; a review of the funding of drugs, treatments and devices; and the publication of a Joint Strategic Needs Assessment for older islanders. Public health strategies are working systematically to improve the health and wellbeing of the population, reduce risk factors and alter the environment, notably through:

- prioritising prevention and early intervention;
- championing approaches that support individuals, families and communities in taking responsibility for their own health and wellbeing; and
- working with partners to make certain that public health is included in policies so people have the necessary skills, knowledge and environment to easily make healthy choices.

3.37. The Committee *for* Health & Social Care's proposals for an independent commission-led model of health and care regulation were approved by the Assembly in February 2019 and work is ongoing to explore the option of establishing a pan-island Commission with Jersey. A priority for 2019 will be the introduction of capacity legislation to ensure that there are safeguards in place to protect people who may not have the capacity to make their own decisions. Brexit has impacted the drafting work but this is now re-energised and the Committee *for* Health & Social Care anticipates receiving the first draft mid-summer. This is being closely monitored by the Policy & Resources Committee as the legislation is fundamental to a number of other current government ambitions, not least the multi-ground discrimination legislation.

3.38. The responsibility for promoting a healthy community does not sit solely with the Committee *for* Health & Social Care. There are a number of cross-committee initiatives that aim to promote the health and wellbeing of our community. For example, the Children and Young People's Plan sets out how the States intends to meet the health and activity needs for children and young people in the Bailiwick. The Assembly should also see before the end of this term the proposals for a Sports Strategy resulting from the work of the Committee *for* Education, Sport & Culture to discharge an extant resolution.

3.39. The Supported Living & Ageing Well Strategy sets out how the Bailiwick will deliver and fund the long-term care needs of the Bailiwick's population. Progress includes the publication of a Carers' Action Plan and the development of a new reablement service to promote independent living. Work is ongoing to consider the implications of expanding the scope of the Long-term Care Insurance Fund to cover care at home and to ensure that the funding arrangements for long-term care are sustainable given the Bailiwick's changing demographic.

**Safe and secure place to live**

3.40. Guernsey is an attractive place for those who live here and for those that visit us. It is a safe place, crime rates are low and the majority of the population are not concerned by the risk of crime.

3.41. Land and space are at a premium, and there is a clear need to protect the natural environment and encourage a balance between protection and development for the benefit of our community and economy. For example the availability and affordability of housing is a challenge that we need to address within this context.

3.42. We also need to be cognisant of issues such as climate change – not just through playing our part as a member of the global community, but through understanding the potential impact on our Island infrastructure

3.43. In an increasingly uncertain world we need to ensure that we can be resilient in the face of unexpected events, both in Guernsey and in the wider world – be that climate change, Brexit, cyber security or other external factors that we need to manage.

***Progress during 2018 – 2019***

3.44. Phase one of the Justice Review is complete. The concluding summary report recommended that the Justice Review should focus on the core criminal justice institutions and their functions, before broadening out to consider the justice system more widely, its statutory framework and its relationship with social justice and related policies. Further detail is set out by the Committee *for* Home Affairs at Appendix 1(g).

3.45. The Policy & Resources Committee notes that four of the eight justice outcomes that are the focus of phase two of the Review support the ambition of the revision to the Children's Law highlighted as necessary by the Committee *for* Health & Social Care and further commented on by the Policy & Resources Committee in this policy letter at section 3: one community. These are:

- recognising the links between justice policy and social policy;
- increase confidence in justice institutions and processes;
- the promotion and delivery of the correct intervention at the right time; and
- ensuring value for money services within the justice system.

3.46. Phase two is programmed to be achieved by collating and analysing already available quantitative information and engaging with the principal criminal justice institutions. It is clear that many social justice services as such the Family Proceedings Advisory Service continue to operate under an unsustainable demand which leads to delay in outcomes which may be distressing and harmful to children and those who care for them. Alternative dispute resolution such as mediation will most likely significantly contribute to more timely determination and will negate the need to resort to the formal public or private processes set out in law.

3.47. The Island is seeking a justice strategy that recognises both criminal and social demands. Given that the Policy & Resources Committee is working in partnership with the Committee *for* Home Affairs to deliver the Review, and in light of this pressing identified need, it is recommending work that removes delay from systems and

processes relating to the delivery of services to children and young people in need is also addressed in phase two of the Review.

3.48. Meanwhile Bailiwick Law Enforcement's high level objectives and priorities are being established politically by the Committee *for* Home Affairs to which the Service will respond through its operational business plan.

3.49. More generally, in July 2018 the States of Deliberation supported the Committee *for the* Environment & Infrastructure's Local Market Housing Review and development of a housing strategy. The housing strategy is the collective vision for the direction of housing and housing policies over the next ten years. A comprehensive update on the Housing Supply Strategy is included as a Priority Policy Area Update at Appendix 1(r) and comprises ten work streams, including the identification of future housing requirements; the consideration of the housing needs of specific groups such as key workers and the elderly; and the consideration of the need for affordable housing.

3.50. Later this year the Assembly will consider its energy policy that will form the basis of government policy. This will provide direction for businesses and consumers to plan for the future and make sound investment decisions in a changing market. Further work continues on the hydrocarbon supply and renewable energy programmes to meet Guernsey's long-term energy needs. These contribute to the Island's response to climate change, and operationally the States is overseeing considerable work aligned to previous policy decisions with regard to integrated transport and traffic and to environmental protection and biodiversity.

**Fighting climate change**

3.51. The States will also have an opportunity to contribute positively to the global response to climate change and acknowledge their previous commitment to Kyoto targets when considering the Committee *for the* Environment & Infrastructure's energy policy letter.

3.52. Not only does Guernsey contribute to global climate change but, as an island state, it is already feeling the impacts of climate change. We are seeing rising sea levels in the Channel Islands, and experiencing more volatile and violent weather patterns – stronger storms, greater frequency of storm damage, flooding, hotter summers, and milder winters.

3.53. The need for urgent and meaningful action on climate change is widely recognised. As a mature and responsible jurisdiction, we are alive to the pressing need to minimise our carbon emissions and reduce our environmental impact. Guernsey has made relatively good progress to date with the cable to Jersey reducing carbon emissions by around 35% on 1990 levels, but even so falls short of the reductions that scientists say are necessary to avert dangerous levels of warming.

3.54. Government must continue to reduce Guernsey's contribution to global climate change through the policies it develops and the services it delivers. It has made a good start with many factors relating to climate change included in existing work streams

such as energy policy, hydrocarbons supply programme, renewables, integrated transport strategy, waste strategy, biodiversity strategy and the long-term infrastructure investment plan. In addition Guernsey Finance and the Guernsey Financial Services Commission are developing a 'green finance' offer that combines Guernsey's finance sector expertise with its desire to be part of the global fight against climate change. This has led to Guernsey registering the world's first regulated green fund, and to joining the International Network of Financial Centres for Sustainability[13].

3.55. However there is a need to ensure the different strands are co-ordinated, the cumulative impact is effective and to include any relevant factors (such as agriculture and land management) that fall outside existing work streams. Indeed there are other work streams that should not be overlooked in this area of policy, such as Guernsey's commitment to the blue economy in its Economic Development Strategy.

3.56. While resources (funding and people) are not available until currently prioritised work streams are completed, some are heading towards conclusion. This does not, however, prevent preparatory work in developing a more unified climate change policy and commencing on the formulation of a 'Climate Change Action Plan'. The Assembly can then decide how to prioritise further activity when presented with a suitable programme of work with resources identified and objectives defined. This is how the Future Guernsey Plan should be developed, giving visibility to the work streams so they can be prioritised against each other when competing for the same limited resource.

3.57. Recognising that generally this appears to be a co-ordination requirement rather than developing and implementing new strands, at least initially, it would seem pragmatic that the Committee *for the* Environment & Infrastructure scope the policy recommendations and phase the work streams it has identified for the 'Climate Change Action Plan', and determine if its service areas can accommodate another set of initiatives. Policy resources will become available to provide support to this initiative during the latter part of the year as recruitment and training is completed.

3.58. The Assembly will want to recognise the severity of climate change now and to continue to shift the culture and expectations of the community. The Policy & Resources Committee therefore recommends as an immediate action that all policy matters brought to the Assembly should address their consequential impact on the environment. This reinstates previous practice lost under the cessation of the States' Strategic Plan (established in 2009) and changes to the Rules of Procedure (in 2016). It would be re-enforced by the re-introduction of States' Committees formally engaging with the Office *of the* Policy & Resources Committee when developing policy.

[13] The International Network of Financial Centres for Sustainability

3.59. If the Island is to respond responsibly to the existential crisis that is climate change, it must plan to do so and prioritise the allocation of its resources accordingly.

3.60. In summary, it will serve no-one's interest for there to be declarations of intent alone as a substitute for action to salve consciences. Whilst recognising that the Assembly continues to be busy, some of its current priorities are moving nearer conclusion and it is appropriate to recommend that it formally acknowledge the requirement for climate change planning in the Future Guernsey Plan.

**Theme: Our place in the world**

**Centre of excellence and innovation**

3.61. We live in a world of increasing digitisation, connectivity and unprecedented advances in the availability and use of technology. High-speed low-cost digital connectivity is critical to a knowledge-based economy, local business, delivery of government services, social inclusion and maintaining modern lifestyles.

***Progress during 2018 – 2019***

3.62. The States of Guernsey's Digital Framework, published in 2017, identified the role that government can play in directly supporting the digital and wider economy through digital innovation and capability.

3.63. The economic objective of the Digital Framework is to develop digitally enabled industry, data and innovation. This is an area which fulfils all the requirements of a high value economy; that benefits from our flexible and responsive regulation and legislative environment; and that builds on our brand values around trust and security.

3.64. The Framework has ten action areas which fall under four broad categories. Considerable progress has been made in each of these four areas, the highlights of which are set out in the Committee *for* Economic Development's update at Appendix 1(d).

3.65. The Committee *for* Economic Development also published the Future of Telecoms strategy document in July 2018. This sets out policy for the roll-out of next generation telecoms infrastructure to secure the Island's digital connectivity into the future. It includes policy for the accelerated implementation of 5G, fibre to business and minimum residential broadband speeds. The three overall objectives of the strategy are:

- fibre to business districts;
- a target of up to 100 megabits per second to homes; and
- acceleration of 5G - the next generation mobile technology.

3.66. Following consultation with on-island telecommunications providers and the regulator, the Committee *for* Economic Development will be submitting a policy letter for debate by the Assembly in September 2019 to seek States' approval for the implementation of the strategy during 2020.

**Mature international identity**

3.67. Guernsey is a mature jurisdiction with an established international identity, and this brings responsibilities in meeting international standards. In order to strengthen and enhance our international identity, we are seeking greater autonomy in relation to international agreements and an enhanced clarity in respect of our constitutional position.

***Progress during 2018 – 2019***

3.68. The Policy & Resources Committee, together with the States' Principal Committees, has been working closely with the UK Government to manage the impact of the UK's exit from the EU and to mitigate from any impact to the islands where possible. This has included the establishment of a rolling programme of meetings with Whitehall departments, in Westminster with Parliamentarians, and with EU institutions in Brussels. We have worked closely with Jersey and the Isle of Man, and with the devolved administrations through the British-Irish Council, which we hosted in 2018.

3.69. In the autumn of 2018 the Committee started to work with the Civil Contingencies Authority to manage the risk of a no deal scenario. In November 2018, the States agreed to establish a Brexit Transition Fund of £3m. In January 2019, the Principal Committees of the States established a Brexit Transition Group in order to manage any issues arising out of the risk of a no deal scenario.

3.70. Important areas of progress are set out at Appendix 1(c) and in summary are:

- The proposed extension of the territorial seas around the Bailiwick from 3nm to 12nm, in order to clarify the status to these waters;
- Maintaining the free movement of goods with the UK, through the establishment of a new Customs Arrangement with the UK;
- Managing the issue of the free movement of people by maintaining the Common Travel Area and respecting the rights of EU nationals resident in Guernsey on Exit Day;
- Working to extend the UK's Membership of the World Trade Organization to Guernsey in order to provide a clear basis for international trade post Brexit in the event of a no deal scenario, and to provide a basis upon which Guernsey can take part in any Free Trade Agreements alongside the UK;
- Setting out a blueprint for a Future Economic Partnership with the EU; and
- Developing a contingency plan to manage the risk created by a no-deal scenario.

3.71. Work has continued with the EU Commission's Code of Conduct Group on a screening process relating to fair taxation, tax transparency and substance. In March 2019 the European Council of Finance Ministers (ECOFIN) formally reaffirmed Guernsey as a cooperative jurisdiction.

3.72. The Overseas Aid & Development Commission will be bringing a policy letter to the Assembly in mid-summer which responds to an extant resolution[14]. The proposals in this policy letter are intended to help achieve this theme by strengthening Guernsey's mature international identity as a positive actor on the global stage. Effective overseas aid has a significant impact on the world's most disadvantaged communities, and Guernsey has a moral international obligation to play its part.

3.73. Guernsey also needs to meet its international maritime obligations. The UK will be audited under the Mandatory International Maritime Organisation (IMO) Member States Audit Scheme (MIMSAS), intended to promote consistent and effective implementation of applicable IMO instruments in relation to a Member State's flag, port and coastal state responsibilities and obligations. The Maritime and Coastguard Agency (MCA), on behalf of the UK Secretary of State, is responsible for implementing those international conventions to which it is a party and for ensuring that all other Red Ensign Group (REG) jurisdictions accomplish the same in accordance with their obligations under the International Conventions. During the UK's audit, scheduled for September 2020, it will need to demonstrate that the Crown Dependencies and Overseas Territories (CDOTs) constituting the REG are also compliant.

3.74. In addition to these areas, Guernsey has good bilateral relationships with many jurisdictions which reflect meeting our responsibilities. One example of this will be the conclusion of a reciprocal agreement on social security with Latvia.

**Theme: Our economy**

**Strong, sustainable and growing economy**

3.75. We want our economy to continue to be strong, to be sustainable and to grow. Our critical strengths will continue to include constitutional stability; the rule of law; substantial human capital through a well-educated, highly-skilled population; nimble decision making; the English language; a safe and secure environment; a time-zone convenient for global business; and world-class digital connectivity. It is important that we promote this offer and our successes around the world, and the Committee will continue to actively support the promotion of Guernsey as a place to do business.

3.76. Utilising these strengths will enable Guernsey to maintain and strengthen its status as a high value economy – that is, one which focuses on activities that generate a large margin between the final price of a good or service and the cost of inputs used to produce it, and thus create higher profits for businesses and higher wages for employees. This will provide sustainable prosperity, enabling us to maintain and grow

[14] Billet d'État XXVI, Amendment 4A, of 2018

our existing economic sectors, to support emerging sectors and ideas, and to diversify into new areas that build on what we do well today.

3.77. Whilst maintaining our support for the financial services industry, the States of Guernsey Economic Development Strategy sees opportunities in other sectors including higher education (where Guernsey can leverage the world-class brand of the UK), medical technology ('medtech' – where Guernsey already has an emerging sector), renewable energy (natural resources of solar, wind, marine current and tidal energy), data analytics and processing, and data governance and digital services.

3.78. The types of businesses that we most want to attract are 'scale ups' in high value added industries. In this context, the term 'scale-up' describes the process in the business cycle whereby an existing business is seeking to expand, achieve new investments, and seek new market opportunities. The types of people we want to attract are ambitious entrepreneurs who want to take advantage of the work/life balance Guernsey offers – a high quality of life in a safe, conveniently-connected location with a low-tax and professional environment.

3.79. Without a strong economy the States of Guernsey will not have the revenue necessary to pursue social welfare programmes or invest in vital public services and infrastructure.

***Progress during 2018 – 2019***

3.80. Government's focus should be on ensuring we have the right conditions for business to set up, grow and operate successfully, creating conditions that encourage and foster enterprise as set out in the States of Guernsey Economic Development Strategy. The Committee *for* Economic Development has reported strong progress against the critical priorities of the Strategy in its Committee Policy Plan update at Appendix 1(a).

3.81. Critical to this is connectivity, and updates on the digital strategy and transport connectivity are attached as appendices to this policy letter at Appendix 1(d) and 1(b) respectively.

3.82. We are now properly monitoring our economic environment to ensure we stay competitive – for example the use of the Global Entrepreneurship & Development Index in respect of the development of the digital economy; the use of the World Bank's Doing Business index to ensure ease of doing business; more robust competitor jurisdiction analysis; better use of data and information, from revalidated GDP figures through to the works of newly-established Economy & Productivity Advisory Panel.

3.83. Additionally we have provided our formal commitment to demonstrating and enhancing our economic substance – evidenced through the March 2019 announcement by the European Council of Finance Ministers, and by Guernsey's signing up to the OECD's anti-Base Erosion and Profit Shifting ('BEPS') Action Plan, including our membership of the OECD's BEPS Inclusion Forum.

3.84. The newly-established cross-Committee approach to the development of a long-term infrastructure investment plan will support the development of a stronger economy, not least through the potential opportunities for the Island's construction and development sector. The current review of the new Population Management Law and importantly the States' Strategic Population Objective will bring to the Assembly later this year the opportunity to re-affirm its commitment to ensuring we have enough workers with the necessary skills to support the economy now and in the future.

3.85. Other initiatives within the Plan are making sure that those who want to work can work by removing multi grounds of discrimination through new equality legislation, the principles for which will be debated in the current political term as public consultation should progress during the summer.

**Sustainable public finances**

***Progress during 2018 – 2019***

3.86. 2018 was a good year with positive income receipts, particularly in income tax and document duty which, together with an expenditure underspend, meant that there was a surplus that modestly exceeded that budgeted. The 2020 Budget Report will include proposals for use of this surplus, taking into account the projected financial position for 2019 and 2020.

3.87. In respect of 2019, despite it being relatively early in the year, there are already a number of significant expenditure pressures being faced, including in respect of pay awards. The first quarter Employee Tax Instalment Scheme receipts were slightly above budget and document duty receipts remain strong. However, it is too early in the year to meaningfully update the estimates for other income areas, particularly other (non-Employees Tax Instalment Scheme) income tax. In addition, a critical component of achieving the budgeted financial position for 2019 is the delivery of the £4.6m savings target and progress is currently behind schedule. Therefore, the 2019 financial position is delicately poised and there are multiple risks faced in all areas: income; expenditure; and delivery of savings. The budgeted surplus for 2019 was £1million and therefore, the crystallisation of any of these risks will most likely lead to a deficit position.

3.88. The Medium Term Financial Plan (Appendix 1 to the Policy & Resource Plan – Phase Two)[15] (MTFP) included a commitment that the burden of eliminating the structural deficit would be shared between taxpayers, particularly those most able to pay (35%), and a reduction in the cost base (65%). The identification of sources of raising additional income is proving challenging; there are a limited range of options available and relying purely on economic growth is not prudent or justified.

[15] Medium Term Financial Plan 2018-2022, Billet d'État No XII of 2017

3.89. The expenditure pressures being experienced in 2019 are expected to continue into 2020 and increase as Committees seek additional funding including in order to deliver on the Policy & Resource Plan priorities. There is also a risk around delivery of the savings as firm and detailed plans are not yet in place for each of the initiatives.

3.90. The starting base position for 2020 will be a net deficit of some £4m as 2019 includes a one-off receipt of £5.3m in respect of a specific income tax settlement.

3.91. The role of the Policy & Resources Committee is to try and find a reasonable balance between revenue raising at a level which the economy can bear and providing funding for delivery of an appropriate level of public services. This is a difficult balance but the funding necessary to invest in development of services can only be provided from reducing the cost of existing services; ceasing to provide services which are no longer required or considered not to be priorities; or raising additional income through increased taxation which takes money from islanders and out of the economy.

3.92. The MTFP agreed by the States in June 2017 included that, over the Plan period of 2018-2021, a total net improvement to the States' baseline financial position of £40million is necessary in order to eliminate the structural deficit and ensure that the finances of the States can support the delivery of the outcomes set out in the Policy & Resource Plan. The MTFP estimated that £26million would be delivered through savings delivered as a result of the reform of public services and revenue raising measures would total £14million.

3.93. Following consideration of the MTFP, the States resolved, inter alia,

> "To agree that the Policy & Resource Plan annual review of 2019, which the Policy & Resources Committee must submit to the States in June of that year in accordance with Rule 23(5)(d) of the Rules of Procedure, shall include a Proposition which allows the States, in light of two years' experience of the Medium Term Financial Plan, to determine whether to maintain or amend the anticipated value and timing of the savings targets set out in Appendix 1 and the contribution which reductions in expenditure should be expected to make to returning public finances to surplus."

3.94. Based on modelling and analysis undertaken at that time, the MTFP included a range of potential savings of between £15m and £37m over the period, derived from five transformational themes plus universal efficiency budget reductions. The MTFP acknowledged that significant further work would be necessary to quantify them in more detail and that it was extremely unlikely that all initiatives would be capable of achieving the upper end of the ranges and therefore these values should not be considered as savings targets.

3.95. The Policy & Resources Committee was confident that the potential opportunities warranted further research and investigation and represented realistic strategies to achieve the £26million baseline annual savings required over the medium term.

3.96. As set out in the MTFP, £5.5million of expenditure reductions were applied in 2018 comprising:

- £3.1million arising from a 1% budget reduction applied to all Non-Formula Led Cash Limits before allowing for any inflation/general cost pressures or service developments. No reduction was applied to Formula Led budgets as, once the rates have been set, there is no scope to influence expenditure levels; and

- £2.4million as a further budget reduction by the Committee *for* Health & Social Care via initiatives such as the re-negotiation of agency staff rates and improved management of off-island patients.

3.97. These were fully delivered with the exception of the Policy & Resources Committee; Committee *for* Education, Sport & Culture and Committee *for* Home Affairs which had £370k, £750k, and £300k respectively outstanding at the start of 2019[16].

3.98. The 2019 Budget Report[17] (Section 7) included a comprehensive update on the Transformation of Public Services and delivery of the savings targets.

3.99. This included:

*2019 – 2021 Savings*

- In respect of savings for the period 2019 to 2021, more detailed planning and research work has now been undertaken on the work streams set out in the table in paragraph 7.5 [as per the MTFP] resulting in changes to the savings values estimated as well as their profile. The total savings forecast over the period remain in line with those modelled as part of the MTFP. However the timing and nature of the savings now looks somewhat different.

- The medium term savings estimates are inherently difficult to plan for with a high degree of certainty. The amounts below are included for planning purposes noting that the actual savings delivered could be more or less than those set out. However, there is more certainty regarding the amounts that can be delivered in the next year, and the estimate for savings to be delivered in 2019 is £5.25million as set out in the table below:

[16] In addition, the Committees *for* Education Sport & Culture and Home Affairs had balances of £3m and £150k respectively of budget reductions allocated in prior years to deliver.
[17] 2019 Budget Report, Billet d'État No XXIV of 2018

| Initiative | 2019 Savings £'000 | Total 2019-2021 £'000 |
|---|---|---|
| Organisational and Service Design[18] | 1,670 | 10,000 |
| Future Digital Services | 900 | 3,600 |
| Procurement | 900 | 3,400 |
| Managing Sickness, Overtime and Allowances | 295 | 535 |
| Property Rationalisation | 100 | 395 |
| Revenue Service | 180 | 1,470 |
| Transforming Education & Training Services | 105 | 1,405 |
| Transforming Health & Care Services | 945 | 945 |
| Home Affairs Improvement Programme | 150 | 1,085 |
| **TOTAL** | **5,245** | **22,835** |
| Less: Amounts already included in savings targets | (625) | (2,225) |
| **NET ADDITIONAL MTFP SAVINGS** | **4,620** | **20,610** |
| **Savings previously achieved** | | **5,500** |
| **TOTAL MTFP SAVINGS** | | **26,110** |

3.100. 2019 is the first year in which it is planned that savings will be wholly delivered through transformation of the delivery of services and the States supported the organisational design approach set out in the 2019 Budget Report.

3.101. An update on the success of this approach and details of the savings it has, or, is planned to deliver will be included in the 2020 Budget Report together with any revised forecast of their value and timing of delivery.

3.102. It is reiterated that delivery of these savings is not about cutting services, but to realise significant savings by delivering services at a lower cost. The Policy & Resources Committee continues to support delivery of such savings since it is the initial means of funding investment in service developments, etc. Without the delivery of these savings, the overall cost of public services will need to increase substantially, wholly funded by the taxpayer.

3.103. It is necessary to ensure that public services are modern, fit for purpose and efficient. Transactional, back and middle office processes need to be improved to ensure front line services can be properly funded and demographic pressures addressed. The Future Digital Services project is a key enabler of service design which will move outdated manual processes into automated digital processes, removing duplication.

3.104. The MTFP sought to share the burden of eliminating the structural deficit and moving to a sustainable surplus. Without delivery of savings, the financial position is likely to reverse into a deficit which could then grow progressively larger.

[18] This work stream is currently estimated to deliver savings in the range of £10million to £17million, but the lower estimate is included here for prudence

**Capital Portfolio Update**

3.105. The objective of the Capital Portfolio is to support the achievement of the strategic objectives set out in the Future Guernsey Plan and the objectives of Public Service Reform through investment in infrastructure and systems.

3.106. The States continue to improve the way infrastructure and major projects are developed and delivered in order to ensure that the 'right' solutions are delivered that best support government's priorities and offer best value. Programmes such as the Waste Strategy and more recently, Future Digital Services, have involved significant internal resources, managing multiple integrated work streams, and engaging publicly and politically. As a result business cases and policy letters are developing, setting out in a more professional and informed manner the key justifications and benefits of investment in order to better facilitate the making of important decisions.

3.107. The Policy & Resources Committee believes that the longer term approach to the development of capital projects which is being encouraged through the funding of a project pipeline should help ensure that projects are better placed to commence once the States consider the next prioritisation round in 2021. In addition, the States' recent approval of the proposals surrounding the Modernisation of the Princess Elizabeth Hospital further endorses taking a longer term view.

3.108. The total estimated value of the projects and programmes currently being planned and delivered is in excess of £300m, from immediate routine projects that maintain existing services to major projects that will support the transformation of services over the next ten years, including Hospital Modernisation, Future Digital Services, the Revenue Service, Hydrocarbon Supply and Education Estate Development.

3.109. Up to the end of Q1 2019 a total investment of c.£47m has been approved for the continued development and delivery of 20 major capital projects. This includes the £29.5m for Waste Transfer Station and £2.2m for Household Waste Recycling Centre. In addition to the large programmes, several smaller projects such as the Bus Fleet Replacement (Phase 2), Health Services' Local Area Network, Footes Lane Track Refurbishment and the Turntable Ladder Fire Appliance are expected to be completed during 2019 with an estimated value of £6.5m.

3.110. Progress with the development of major projects is beginning to emerge which is encouraging and the Policy & Resources Committee continues in its wish to support the acceleration of activity levels. This is being done through the provision of seed funding to ensure projects are appropriately resourced and, later in 2019, through the introduction of a small team of Capital Business Partners which should provide focused guidance and targeted resource to such projects.

3.111. Appendix 9 contains an update on all of the projects currently within the capital portfolio.

**SECTION 4**

## 4. Future Guernsey Plan – transition to new Assembly

4.1. The commentary provided by the Scrutiny Management Committee[19] on the update to the Plan in 2018 contained a number of suggested improvements to the process which have been considered by the Policy & Resources Committee.

4.2. One of the concerns identified was the time taken for the Plan to be produced, and the Scrutiny Management Committee believes that the process should be quicker in terms of agreeing the areas of focus for the States of Guernsey. The Policy & Resources Committee agrees in principle and notes the indicative timeline provided in the commentary.

4.3. The Policy & Resources Committee has therefore reflected on the Assembly's Rules[20] to which it is working; on lessons since 2016 on the application of those Rules; and on comments from individual States Members, as well as the Scrutiny Management Committee, to propose a timetable of progress on the Future Guernsey Plan centred on the 2020 General Election.

4.4. The starting point is the high level 20-year vision of the Future Guernsey Plan resolved by the Assembly in November 2016[21], namely:

> 'We will be among the happiest and healthiest places in the world, where everyone has equal opportunity to achieve their potential. We will be a safe and inclusive community, which nurtures its unique heritage and environment and is underpinned by a diverse and successful economy'.

4.5. Four themes for government were established for the 20-year period: our community; our economy; our quality of life; and our place in the world. Specific 'policy priorities' or 'areas of focus' for the current political term were then developed from the Committees' Policy Plans as Phase Two and were developed across two meetings of the Assembly in June and November 2017, later than set out within the Rules.

4.6. The Scrutiny Management Committee expressed the view that the resulting 23 policy priorities are too many, and that too many priority areas negate the concept of true prioritisation. The Policy & Resources Committee acknowledges this as the inevitable result of drawing from Committee Policy Plans from six Principal Committees and itself, as established in the Rules, but emphasises that the Plan should be viewed in the following way:

- The four themes set out a series of outcomes to be delivered against a long-term horizon to meet the high level objective of the Future Guernsey Plan;

[19] Scrutiny Management Committee - Commentary on the Policy & Resource Plan 2017 Review and 2018 Update (Billet D'État No XV of 2018)
[20] Rule 23, Rules of Procedure of the States of Deliberation and their Committees
[21] The Policy & Resource Plan – Phase One, Billet d'État No XXVIII

- The 23 (from 2018 this reduced to 22) areas of focus are the policy development programmes that the Committees and then the States' Assembly resolved were prioritised for this political term to deliver the agreed outcomes; and

- Each of these 22 areas of focus are comprised of a number of work streams which are clearly set out herein at Appendix 1.

4.7. For reporting purposes:

- The four themes and their associated outcomes are the framework for reporting and have provided the structure for the Annual Monitoring Report; and

- Each of the 22 priority policy areas is delivering against one or more of the four themes and contributing to the associated outcomes, and very few do not involve more than one Committee's activity.

4.8. The Policy & Resources Committee recommends that given the number of areas of focus in place, the Assembly continues to require reporting by the four themes to enable the Committee to report high level progress in an accessible manner in 2020. Each priority area would again require a summary review to facilitate this reporting.

4.9. Additionally the 2020 policy letter would be supported by the prioritisation of legislation and a full list of progress against extant resolutions as a separate appendix and not within individual reports, this assisting the Assembly in assessing the volume of work and determining priorities.

4.10. However for 2020 it would seem appropriate to require all States Committees (and for the avoidance of doubt this includes all Authorities and Boards) to produce an 'end of term' handover report reflecting on the full political term and not to produce a Committee Policy Plan report in addition. Committees could also use this report to identify important policy issues and extant resolutions that Committees either did not complete or could not prioritise for 2016-20, but which they believe should be considered in the forthcoming term by their successor Committees. Progress on drafting legislation and extant resolutions would be reported separately as indicated above. The table at Appendix 10 sets out the recommended scheduling to conclude this Assembly's reporting on its strategic policy work.

4.11. Following the principles of Rule 23, the new Policy & Resources Committee will develop a statement of policy objectives for the medium term (2022-25) in connection with issues of strategic importance to the Island and the overall policy objectives for the long term established in the Future Guernsey Plan, e.g. fiscal and economic affairs, social affairs, the environment, population and external relations. The new Assembly will debate and make resolutions on its overall policy objectives and areas of focus as phase one of the process as soon as practicable but with the intention this is achieved by November 2020.

4.12. Principal Committees will then develop their own four year Committee Policy Plans setting out for this refresh of the Future Guernsey Plan (2022-25) how they will:

- implement the priorities of the States pertinent to their mandate;
- fulfil their purpose as set out in their mandates; and
- discharge extant resolutions.

These will be known as Medium Term Committee Policy Plans.

4.13. Committees will also resolve to work under new governance arrangements within the 'areas of focus' identified in the Future Guernsey Plan (which the States will have agreed in November 2020). Work streams in each area of focus to meet government's strategic objectives will be identified for consideration and prioritisation under the stewardship of the Policy & Resources Committee.

4.14. In turn this informs, in part, the resource requirements which can be incorporated into the next Medium Term Financial Plan that the new Policy & Resources Committee will bring to the Assembly. The refreshed Plans will be debated by the new Assembly in June 2021 to inform the 2022 budget.

4.15. The resolutions of the current Assembly and the resourcing decisions made in their support will inform the strategic direction of government until it can reasonably debate and resource the refreshed Future Guernsey Plan in 2021.

**States of Guernsey Policy Planning Cycle**

4.16. The Policy & Resources Committee has acknowledged that progress on policy development and implementation across the States will come from improving the prioritisation the areas of focus in the Plan and their work streams. This will therefore be the approach the Committee adopts to progress the Plan over the next 12 months, assessing the individual work streams within each area of focus to determine their priority.

4.17. This process will be assisted by moving to a common and coordinated States of Guernsey approach to policy planning, including managing extant resolutions, considering the prioritisation of legislation, and reporting against Committee Policy Plans which establish a longer-term view. This must work alongside the annual budget process, operating within the Assembly's Medium Term Financial Plan. This policy planning cycle will be managed under the Policy & Resources Committee's mandate to coordinate policy development.

4.18. The Policy & Resources Committee is therefore recommending that all Committees, Authorities and Boards move to a rolling schedule of prioritising, monitoring and review. This is an important step to facilitate the new Assembly influencing policy development in a coordinated manner ahead of the 2021 Future Guernsey Plan debate. Furthermore it will enable a more consistent approach which will support prioritisation while reducing the burden of the current practice where a significant

annual review disproportionately disrupts Committees' business rather than support it. Moving the process itself onto a 'business as usual' footing will also facilitate more responsive and transparent government and embed good governance principles into policy development and implementation. The table at Appendix 10 sets out the recommended approach for 2021.

**Prioritisation of legislation**

4.19. Under Rule 23 of the Rules of Procedure of the States of Deliberation[22] and their Committees, the Policy & Resources Committee has a duty to lay before the States an order of priority for the drafting of significant items of legislation for the year ahead. This is discharged through the schedule presented at Appendix 4.

4.20. The Committee is also making arrangements for this schedule to be published on the States of Guernsey intranet to afford access on the rolling progress of legislative drafting to all States Members.

**SECTION 5**

## 5. Prioritisation of work streams

5.1 Effective prioritisation is challenging for the States of Guernsey, and this has been recognised by the Policy & Resources Committee throughout this term in its updates on the Future Guernsey Plan. The Policy & Resources Committee has striven to bring more detail to the Assembly this year to demonstrate the long term nature of some areas of focus and thereby to demonstrate that prioritisation is required at the level of the phasing and resourcing of work streams and to a lesser extent to the Priority Policy Areas - hence the inclusion of the Priority Policy Area reports at Appendix 1.

5.2 The 2019 Committee Policy Plan reports at Appendix 3 are presented separately from the Committee management accounts this year. This affords Principal Committees the opportunity to inform the Assembly on the policy work they are undertaking that is both outside the current States-set priorities of the Future Guernsey Plan and the operational issues addressed in the accounts. Much of the work being undertaken outside of the Future Guernsey Plan priorities is the result of decisions taken by previous Assemblies.

5.3 Considering the workload of Committees in this manner brings into sharp focus how ambitious this Assembly has been in setting its strategic direction for new policy, given the inherited programmes in each mandate. No Principal Committee starts a term with a clean sheet, and this was especially the case given the re-organisation of government at the time of the last election.

[22] [22] Rule 23, Rules of Procedure of the States of Deliberation and their Committees

5.4 Future Guernsey is a 20-year plan and each Assembly has its part to play in prioritising and resourcing the programmes of policy work to facilitate the overall objectives. It is clear from the Committee Policy Plan reports this must be done while recognising the additional ongoing work driven by extant resolutions pre-dating the Plan. This draw on resources will become increasingly important as new resolutions are made under the Plan which must be discharged by successive incoming Assemblies.

5.5 The first step has been to review the extant resolutions with Principal Committees and bring to the Assembly those currently considered superseded or now without basis to proceed as set out in Appendix 5. These political judgements have been made within the context of the Future Guernsey Plan and the policy planning approach established in the Rules of Procedure. The Assembly is asked to support this approach and rescind or transfer the identified Resolutions.

5.6 The next step is to consider the priority status afforded to older extant resolutions that are neither rescinded nor discharged given that they have at some time had the support of the Assembly; have already been resourced to this stage at tax payers' expense; and are rooted in providing benefits to the community. Prioritisations rests with the Principal Committee, and decisions must be considered in the context of (a) the objectives of the Future Guernsey Plan 2018-2021 and (b) the operational service delivery requirements.

5.7 Once these decisions are made, resourcing must be addressed.

5.8 Committees are generally supported by an 'Office' structure that meets the routine secretariat, policy development and governance requirements of the Committee and separately by the resources for (a) subject matter experts (professional advisors) and/or (b) service delivery in accordance, with their mandates.

5.9 Policy matters debated by the States should include consideration of skills, funding and timescales in order that they can be delivered. Where this has not been the case and policy development skills are required to discharge the resulting extant Resolutions, Committees can be supported by the new policy team where the Resolution strongly aligns with the current priorities of the Future Guernsey Plan. This team was funded through the 2019 Budget and is managed under the Policy & Resources Committee's mandate to coordinate policy development.

5.10 Examining the Future Guernsey Plan priority policy areas through their phased work streams in a consistent manner, rather than trying to measure the merits of one large policy area compared to another, is already assisting the Policy & Resources Committee with prioritising the deployment of resource in accordance with the Plan established by the Assembly. It will continue this approach, resourcing the enabling policy work that underpins the objectives, such as discrimination legislation, education law, energy policy and policy letters for capital bids to support transformational programmes such as Future Digital Services and Modernising the Princess Elizabeth Hospital.

**Governance of areas of focus**

5.11 The Policy & Resources Committee has duties and powers in the leadership and co-ordination of the work of the States, and particularly in promoting and facilitating cross-Committee policy development.

5.12 Each cross-Committee programme of work requires political direction from representative Committees. This is because the Rules of Procedure state the role of each Committee is 'to advise the States and to develop and implement policies on matters relating to its purpose'. The programmes must, in many cases, develop policies across differing political mandates to be successful. This often slows down progress.

5.13 A methodology to inject pace needs to be brought to the Assembly for debate. Furthermore the Policy & Resources Committee is under an extant resolution

> 'To promote and facilitate cross-committee policy development by ensuring priority policy areas have appropriate governance and structure to manage resources, progress initiatives and report cohesively within the policy planning process.'[23]

5.14 The Reform Law allows for delegation of Committee authority to a member of that Committee and has been used in the extraordinary circumstances of the UK exit from the EU in the creation of the Brexit Group.

5.15 Recognising that the authority to govern rests with the States of Deliberation and they empower their Committees to advise on policy as established in their individual mandates, the Policy & Resources Committee has considered extending the Brexit Group approach to establish political supervisory boards for priority policy areas under section 2 of the States (Reform) (Guernsey) Law 2015 in order for the relevant Committee functions to be performed by individual Committee Members. Subject to the support of the Assembly, this could provide a mechanism for timely decision making.

5.16 Delegated authority to individual Deputies representing their Committees would allow the new political supervisory board members to meet in a different capacity with members acting on behalf of, and in accordance with, their Committee's mandates. Each cross-cutting area would have its own terms of reference and objectives. The Policy & Resources Committee would need to be represented on each priority policy area political supervisory board, exercising its policy co-ordination mandate, and in some instances be responsible for bringing policy letters to the Assembly on behalf of the policy supervisory boards.

[23] Billet d'État No XV of 2018

5.17 At present much cross-Committee working is undertaken in an informal structure (e.g. the Seafront Enhancement Area Group) with differing levels of collaboration and shared ownership, with no ultimate formal authority or responsibility for delivery. This can work well, but its success is primarily dependent on individuals and informal relationships, at political and/or officer level.

5.18 Therefore a more formal approach should be considered in order to accelerate delivery against the Future Guernsey Plan and cross-Committee working that supports it.

5.19 The Policy & Resources Committee is inviting the Assembly to debate the merits of establishing a formalised and consistent approach to cross-Committee working that will support stronger government and enhanced governance. It commends the approach given the attention that the Public Sector Reform initiatives are bringing to good governance; the underlying issues of separation of policy and operational matters; and the governance reviews each Principal Committee is completing. The Policy & Resources Committee will be the next committee to benefit from an independent review following those undertaken by the Committee *for* Health & Social Care, and the Committee *for* Home Affairs.

**SECTION 6**

## 6. States of Guernsey policy resource

6.1. In the 2018 Update Report[24] the Policy & Resources Committee recognised that in its role as employer it should review the effectiveness of operational and structural changes effected within the organisation since 2016, taken to support the political restructure of the States following the recommendations of the States' Review Committee. For example, Principal Committees consistently raised the issue of a lack of policy development resource that could be drawn upon in order to support work prioritised in the Future Guernsey Plan.

6.2. The Policy & Resources Committee included in its considerations whether Committees were working effectively to priorities, and also the increase in work which was being undertaken across multiple Committee areas. Consequently the States considered the 2019 Budget Report[25] and resolved, inter alia, to fund a flexible pool of additional States of Guernsey policy officers as the solution. This funding has enabled appointments, expecting to reach full complement by November 2019. These officers are being deployed across the organisation on short to medium-term placements, spending time working to different mandates in accordance with the priorities established by the States within the Future Guernsey Plan.

6.3. Whilst not yet at 50% strength, the officers have injected significant pace to prioritised areas, for example:

[24] Billet d'État No XV of 2018
[25] 2019 Budget Report, Billet d'État No XXIV of 2018

- The Committee *for* Employment & Social Security is receiving support on its policy development for secondary pensions and long term care funding provision. In addition a long term secondment and additional short–term resource has been deployed to give further momentum to the work on discrimination legislation before the end of this political term;

- The Committee *for* Health & Social Care has been supported with its policy letter to secure States' funding for the Princess Elizabeth Hospital modernisation programme, which is critical to the delivery of the Partnership of Purpose. It also continues to be supported in the development of Early Years policy as part of the Children and Young People's Plan.

- The States' Assembly & Constitution Committee was supported through it first 2020 General Election policy letter, as this Assembly must successfully deliver Island–wide voting;

- The Committee *for the* Environment & Infrastructure has been resourced to develop its Energy Policy with on-going commitment to continue to drive the completion of its policy letter; and

- Several officers have also been seconded for a number of days every week since the start of the year to work with the Committee *for* Education, Sport & Culture as it develops policy proposals for a new Education Law, including governance arrangements and Special Educational Needs.

6.4. There remain requests that cannot be met until the full complement of officers are in post. Additionally the creation of the Future Guernsey Plan has brought into sharp relief the tension between the strategic policy ambitions of the Assembly as set out in the Plan, and those policy obligations established previously through extant resolutions as examined in section 5.

6.5. Good governance requires Committees to consider how to resolve these tensions when setting their priorities for each political term. This has been challenging in this political term, which has the responsibility of developing the long-term Plan as well as establishing the process for its development. The Policy & Resources Committee will continue to work with the Committees of the States of Deliberation to align extant resolutions with strategic policy development to secure the very best, effective and efficient use of the limited policy resource within the States of Guernsey.

**Legislative drafting counsel**

6.6. The States have directed the preparation of a large number of pieces of legislation. It is critical that these are carefully prioritised against the States' Future Guernsey Plan in order to make best use of the capacity and expertise of the legislative drafting resource.

6.7. From June 2018 to April 2019, eight Projets and 47 Ordinances were approved by the States, and more than 120 statutory instruments were made as set out in Appendix 6.

6.8. As might be expected, Brexit preparations have had a significant impact on the work of the legislative drafters. Over 40 Brexit-related statutory instruments (some lengthy and complex) were made in the above period, in fields as diverse as customs, animal health and road traffic, and several Brexit-related Projets and Ordinances were approved by the States.

6.9. This unavoidable diversion of resource has delayed the finalisation of some important but less time critical legislation, though drafting undertaken primarily as a preparation for Brexit has effected regulatory and other improvements that will be of value in any event.

6.10. In November 2018, the States considered the 2019 Budget Report and resolved, inter alia, to support a range of measures to enable an increase in the overall pace and productivity of the legislative drafting process.

6.11. A panel of external legislative drafters has now been established by the Law Officers' Chambers which will offer the States of Guernsey increased flexibility and resilience. Work undertaken by these panel drafters will need to be supported by prior high quality policy work, and co-ordinated and overseen by the drafting team within Chambers. However together with the recruitment activity currently in hand and the developing capacity within the States of Guernsey's policy team, the Policy & Resources Committee anticipates this initiative will have a positive effect on increasing the overall pace and productivity of the legislative drafting process.

**SECTION 7**

## 7. Compliance with Rule 4

7.1 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.

7.2 In accordance with Rule 4(1), the Propositions have been submitted to Her Majesty's Procureur for advice on any legal or constitutional implications. She has advised that there is no reason in law why the Propositions should not to be put into effect.

7.3 In accordance with Rule 4(4) of the Rules of Procedure of the States of Deliberation and their Committees, it is confirmed that the propositions above have the unanimous support of the Committee.

7.4 In accordance with Rule 4(5), the Propositions relate to the duties of the Committee as set out is section (a) of its mandate.

7.5 Also in accordance with Rule 4(5), the Policy & Resources Committee consulted:
Committee *for* Home Affairs
Committee *for* Health & Social Care
Committee *for the* Environment & Infrastructure
Committee *for* Employment & Social Security
Committee *for* Education, Sport & Culture
Committee *for* Economic Development

Yours faithfully

G A St Pier
President

L S Trott
Vice-President

J P Le Tocq
T J Stephens
A H Brouard

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Economy |
| **Future Guernsey Outcome:** | Strong sustainable and growing |
| **Priority Policy Area:** | **Economic Development** |
| **Political Governance:** | Committee *for* Economic Development |

| **Overview** |
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| In November 2018 the States approved a prioritisation plan for delivering the Economic Development Strategy, which in turn had been approved by the States in July 2018. The policy letter agreed by the States in November 2018 set out the full details of the work of the Committee *for* Economic Development (the **"Committee"**). Therefore in the interests of brevity, this update to the Future Guernsey Plan will focus on the "critical" actions and some of the significant "important" actions that the Committee is currently actively delivering. Over the past twelve months, the Committee has made significant progress with these policy priorities and a summary of the work undertaken to date is set out below. |

| **Work stream 1 – support the Finance Sector with a plan that supports growth and diversification** | |
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| **Brief overview:** | The Committee, working with Guernsey Finance and business representative bodies, is undertaking initiatives aimed at delivering finance sector growth and diversification through, for example, Financial Technologies ("FinTech") and green finance (defined as financial investment into sustainable development projects, initiatives and policies that encourage the development of a more sustainable economy while providing a return on investment). Updates on these initiatives are set out below.<br><br>**Green Finance:** A Guernsey Green Finance industry body was established in Q4 2018. Subsequently, Guernsey has become a member of the International Network of Financial Centres for Sustainability (the "FC4S Network"); a World Bank insurance proposal is being developed via industry and Guernsey Green Finance with the Guernsey Financial Services Commission. Government and industry are continuing to work together to develop an impact fund.<br><br>**Fintech:** The Committee has led the development of a policy letter on legislation relating to electronic agents, debated by the States in October 2018, and the implementation of the Electronic Transactions (Electronic Agents) (Guernsey) Ordinance, 2019 which came into force on the 1st March 2019. The Ordinance provides enhanced certainty regarding the use of electronic agents in contract formation, execution, performance and termination. This will help to ensure that Guernsey continues to have a world leading framework for electronic commerce and be an attractive jurisdiction of choice for innovative businesses and entrepreneurs. |

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| | In order to develop further new and emerging opportunities, the Committee continues to undertake strategic reviews relating to the Island's finance sector. In this respect, it continues to carry out monitoring and implementation of:<br><br>• the Fintech Review (now part of the Digital Sector Strategic Framework);<br>• the Fiduciary Sector Review (80% of the recommendations completed);<br>• the Insurance Sector Review (70% of the recommendations now completed);<br><br>The Investment Sector Review has now been concluded and the implementation of its recommendations will be monitored by the Committee. |
| **Resourcing:** | This work stream is being led by officers from the Committee *for* Economic Development, Guernsey Finance and business body representatives. |
| **Next steps:** | 1. The Committee *for* Economic Development and the Policy & Resources Committee (together the "**Committees**") will be jointly issuing a policy letter in respect of Credit & Finance. The Committees consider that consumer protection, in relation to non-bank lending, should be improved and that the best way of achieving this aim is to remodel the framework of the Registration of Non-Regulated Financial Services Businesses (Bailiwick of Guernsey) Law, 2008 by repealing it, and replacing it, with new legislation. Officers have been developing a policy letter which is intended to be submitted to the States in Q2 2019.<br><br>2. The Committee is currently effecting a consultation on the potential development of Limited Liability Companies in Guernsey in order to guide further policy development. A draft consultation has been prepared and once approved by the Committee is intended to be released in Q2 2019.<br><br>3. With regard to the Company Law Review, consultation with stakeholders (the Commercial Bar Association, GFSC, Guernsey International Business Association and the general public) closed in 2018. The policy letter containing the proposed amendments to the Companies Law is due to be issued in Q2 2019.<br><br>4. Legislation is being prepared by the Law Officers to implement amendments to the insolvency law provisions of the Companies (Guernsey) Law, 2008, in accordance with a resolution of the States of Guernsey. Industry feedback on a first draft has been reviewed and it is anticipated that a revised final draft will be ready for approval in the near future. |

| **Work stream 2 – investigate and support new opportunities to diversify the local economy with a particular focus on using digital technology to enable commerce of all types** | |
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| **Brief overview:** | The Digital Framework published in 2017 identified the role that government can play in directly supporting the digital and wider economy through digital innovation and capability.<br><br>The economic objective of the Digital Framework is to develop digitally enabled industry, data and innovation. This is an area which fulfils all the requirements of a high value economy; that benefits from our flexible and responsive regulation and legislative environment; and that builds on our brand values around trust and security.<br><br>The Digital Framework has 10 action areas which fall under the following broad categories. Considerable progress has been made in each of these areas, the highlights of which are as follows:<br><br><u>Driving digital sector economic growth (current and new) and competitive advantage</u><br><br>• Working with partners, Locate Guernsey has facilitated the relocation of 13 digital businesses to Guernsey since 2016.<br>• Significant work has been undertaken by the Digital Greenhouse to support the growth of digitisation across the Island. Industry engagement has accelerated, working in 2018 with 50 businesses, 10 Industry bodies and 24 charities and third sector groups. Activities to grow the digital economy included:<br><br>o Over 70 public events during 2018, including specialist events in new technologies, digital marketing, cyber security and broad digital skills, with both on and off-Island speakers and attendees;<br>o Significant social media impact, including 335,000 impressions on twitter during 2018, with a 44% female audience; and<br>o 35,000 individual (unique) users of the Digital Greenhouse website during the first three years, with 51,000 sessions recorded.<br><br>• The Digital Greenhouse working premises has seen exponential growth:<br><br>o Running at near to capacity in terms of the number of allocated desks available, with growing businesses moving on through to private accommodation;<br>o Co-working hot-desk membership has grown by a further 106% in the past 6 months; and<br>o Over 80 residents actively using the premises as a space to do business. |

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| | <u>Delivering next generation digital infrastructure</u><br><br>• The Committee *for* Economic Development published the Future of Telecoms strategy document in July 2018. This sets out policy for the roll out of next generation telecoms infrastructure to secure the Island's digital connectivity into the future. It includes policy for the implementation of 5G, fibre to the business and minimum residential broadband speeds.<br>• Following detailed consultation with on-Island telecommunications providers and the regulator, the Committee *for* Economic Development will be submitting a policy letter to the States in July 2018 to seek States' approval for implementation of next generation telecommunications infrastructure investments, including proposals for licencing of a 5G network on the Island.<br><br><u>Developing the digitally skilled workforce of the future</u><br><br>• There has been notable success in developing digital skills on the Island. This includes changing the Bailiwick curriculum to include digital skills. A digital roadmap has also been developed by the Committee *for* Education, Sport and Culture.<br>• Over 35,000 people have visited the Digital Greenhouse over the first three years of opening, covering a very broad audience from young people, industry and senior citizens.<br>• A range of programmes have been developed and delivered by the Digital Greenhouse, including:<br><br>o Launch of the 'Digital Innovators Programme' in 2018, a new industry partnership with First Central Technology Group to deliver free to access skills hackathons to under 21s, with over 100 young people already through the programme;<br>o Over 200 young people have gained skills, worked with industry professionals and built interest in digital pathways through a range of activities delivered by Digital Greenhouse over weekend and holiday workshops in the past 18 months;<br>o Over 9,000 people have attended the annual Digital ACE online safety event over the past 3 years, supported by 25 companies, gaining invaluable knowledge of cyber security; and<br>o Digital Greenhouse has worked with the University of the 3rd Age, supporting growth of digital skills for the older generation. 2019 has seen a new partnership with the Duke of York iDEA qualification, being rolled out across a broad range of community groups to grow digital skills across the Island.<br><br>• The Digital Greenhouse has been instrumental in developing awareness of digital careers and opportunities on Guernsey. They have: |

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| | ○ Established and operated a highly successful and well regarded internship programme, now in its third year. This programme has demonstrated considerable success with local students securing further funding for further education and offers of employment. Employers have been pleased to be able to secure locally qualified students.<br>○ Built and delivered app content to showcase career pathways in conjunction with the annual careers show.<br>○ Engaged with industry to case study over 100 local individuals working in digitised areas of the economy. This content has given a face to roles that are often misunderstood and de-bunked the myths about how to get into new careers and career change in later life.<br>○ Over 8,000 people have used the Digital Greenhouse job and careers website content.<br><br><u>Third Sector Working</u><br><br>The Digital Greenhouse established a charities/third sector membership in 2018 to identify and work directly with partners across the community. This included providing them with free access to the facilities, as well as facilitating programmes to support them. A wide range of activities have taken place, focused on supporting and building opportunity in digital and creative areas, including hosting film nights for local cinema, learning and up-skilling programmes, networking events and promotion.<br><br>Notable programmes in the past year include:<br><br>• University of the Third Age: U3A Digital group meet weekly at the Digital Greenhouse, with over 300 3rd Agers having now completed the iPad course at the Digital Greenhouse. The Digital Greenhouse has now extended this programme to include the iDEA.<br>• iDEA: 2019 has seen the launch of a partnership between the Digital Greenhouse and the Duke of York, Inspiring Digital Enterprise Award. This online digital accreditation is being rolled out as a free community and business resource to up-skill all ages in digital creation, cyber security, programming and enterprise. So far the Digital Greenhouse has worked with the Scouts, U3A, Young Enterprise, The Youth Commission, Schools and individual businesses to 'soft-launch' the programme.<br>• National Coding Week: A week-long series of events focused on up-skilling the community, last year saw over 200 attendees learning about programming, social media, digital marketing and cyber security.<br>• Digital ACE: 2019 saw over 3,000 people attend a full day of online safety information talks and 25 industry stands promoting cyber security. Digital Greenhouse organise and coordinate the event on behalf of the Online Safety Committee for Guernsey. |

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| | <u>Providing a world leading and proportionate compliance and regulatory environment</u><br><br>• Guernsey offers international business a safe haven for data. This is becoming an increasingly important enabler of the digital economy, and will build on and is aligned to the opportunities presented by 5G, the growth of Artificial Intelligence applications and the use of Big Data. Trusted handling and security of data will become an important differentiator for the Guernsey economy. Guernsey's secure and trusted environment has been strengthened by the work led by the Committee *for* Home Affairs on data and cyber-security. This includes the publication of the Cyber Security Strategy in December 2017. The strategy will enhance our cyber protection and resilience through a range of measures including strengthening our relationship with Jersey and with the UK's National Cyber Security Centre. It also importantly includes the adoption of legislation to ensure Guernsey is compliant with EU regulations on data protection (GDPR).<br>• The Digital Framework also supports the development of Guernsey's knowledge economy. The intellectual property regime will need to be flexible to adapt to the external opportunities and challenges such as Brexit. Progress in securing extension of international agreements to Guernsey has been hindered by the need to focus on Brexit issues first, including the extension of the UK's membership of the World Trade Organisation to Guernsey. |
| **Resourcing:** | States' investment and funding in the Digital Greenhouse. This work stream is staffed by officers at Digital Greenhouse and other Economic Development staff. |
| **Any other comments:** | Delivery of the strategic aims set out in the Digital Framework is underpinned and supported by the States' investment in the Digital Greenhouse as a central hub for business growth, knowledge sharing and accelerated innovation for the Island. We have continued to build on the early successes of the Digital Greenhouse and in 2018 a further three year period of investment was secured to enable a focused Digital Greenhouse offering to be provided. This will leverage links with industry partners including the strategic partner who will be delivering the States' Future Digital Services project subject to the agreement of the States' Assembly. |

| **Work stream 3 – support the effective operation of the local economy outside of the finance sector through the development of policy to remove barriers to commerce** | |
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| **Brief overview:** | The Economic Development Strategy includes an initiative to identify and remove red tape, to boost competitiveness and to reduce the cost of doing business in Guernsey. Highlights of this project are as follows:<br><br>• A Red Tape Audit Working Party was formed at the end of last year. It is made up of representatives from both the Committee *for* Economic Development and the business community.<br>• The group had its first meeting in December 2018 with subsequent meetings during 2019. The working party has focused its work on three areas:<br><br>1. Evaluating how easy it is to do business in Guernsey compared to other countries. As a starting point, it has looked at the World Bank's Doing Business index to get an idea of where Guernsey sits in the global ranking. This was an informal in-house exercise not for external publication, but it has helped to shape the group's findings and suggests that Guernsey would score well overall and is indeed a good place to do business.<br>2. Understanding if local businesses have any immediate and specific concerns which the States should seek to address). This analysis is being undertaken through feedback from various business groups.<br>3. Assessing how other places have been successful in removing barriers to doing business. This will help Guernsey to identify effective solutions to its own challenges. |
| **Resourcing:** | Members and staff officers from the Committee *for* Economic Development and business body representatives. |
| **Next steps:** | Working Party to report back its findings to the Committee *for* Economic Development during Q2 2019. At that point, the Committee will determine what it can do in order to help to address any issues that have come up through this process. |

| Work stream 4 - support the development of skills, talent and entrepreneurialism within firms and the workforce | |
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| **Brief overview:** | As stated in the Economic Development Strategy, if Guernsey is to meet the aspirations for economic development set out in that strategy, then the skills of its people to deliver this will be critical.<br><br>During 2018, Skills Guernsey published a Skills Action Plan, led jointly by the Committee and the Committee *for* Education, Sport & Culture. The Plan was developed through extensive engagement with industry and is informed by the findings of research into current skills gaps. It provides coordinated action to ensure that skills development remains a priority in Guernsey, in order to support the skill needs of the business community.<br>The Plan also sets out the practical steps to be taken by government, in partnership with the local community and industry, as it seeks to develop lifelong learning, digital skills, entrepreneurship, and employability skills.<br><br>Skills Guernsey is a States of Guernsey sub-committee that has responsibility for ensuring the development of workforce skills, supporting both the States' Future Guernsey Plan and the States' Economic Development Strategy.<br><br>For 2018/2019, the Skills Guernsey Action Plan has focused on the following areas:<br><br>• Continue to review and recognise industry need for qualified staff;<br>  ○ A review and report on school leaver and graduate data trends has been completed by Careers Guernsey.<br>  ○ Careers Guernsey are developing an "Inspire, Motivate, Connect" app to promote awareness of careers opportunities in Guernsey.<br>  ○ The Guernsey International Business Association ("GIBA") has developed a "Welcome to Guernsey" recruitment brochure.<br>• Consider opportunities to establish life-long learning incentives in Guernsey;<br>  ○ The Committee *for* Economic Development is currently scoping a piece of research.<br>• Support work to develop best in class digital skills, education and training;<br>  ○ This work has been carried out as part of the Digital Framework. See above for examples of some of the achievements that have occurred.<br>• Look at opportunities to develop and enhance innovation and entrepreneurship in Guernsey;<br>  ○ There is potential to develop further opportunities and links for business start-ups and scale-ups through the States' Future Digital Services contract.<br>• Ensure continued recognition of the importance of readiness for work, attitudes and employability skills;<br>  ○ This is being undertaken by the Committee *for* Education, Sport & Culture. |

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| | • Support the Guernsey Apprenticeship and the identification and development of future apprenticeships and work-based learning opportunities;<br>  o New modern apprenticeships launched in Retail, Adult Care and Early Years Care.<br>• Close working with the Population Management Office to develop opportunities for skills development.<br><br>A Skills Guernsey representative will be attending Population Employment Advisory Panel meetings in order to act as a link and liaison point between the Population Management Office and Skills Guernsey |
| **Resourcing:** | Officers from Committee *for* Economic Development, the Committee *for* Education, Sport & Culture, the Population Management Office and business representative bodies. |
| **Next steps:** | Explore potential to develop further opportunities and links for business start-ups and scale-ups through the States' Future Digital Services project. |

| **Work stream 5 - develop a plan for investing in Guernsey's tourism product** | |
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| **Brief overview:** | A draft review of the Guernsey Tourism Strategic Plan is being developed with the tourism and hospitality industry and will be considered by the Committee during Q2/3 2019. The review of the Tourism Strategic Plan has been put on hold until the recommendations and outcomes of the Policy & Resources Committee's review of sea and air links infrastructure are known. |
| **Resourcing:** | Officers from the Committee *for* Economic Development and business representative bodies. |
| **Next steps:** | Complete review of the Guernsey Tourism Strategic Plan. |
| **Any other comments:** | The Committee is establishing a Tourism Advisory Panel with members drawn from industry in order to advise on this work. |

| **Work stream 6 – develop plans for an international university presence in Guernsey** | |
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| **Brief overview:** | The Economic Development Strategy includes as an initiative to support emerging sectors and diversification, the development of plans for an international university presence in Guernsey.<br><br>The States of Guernsey's cross-Committee university working party is continuing to identify a partner to establish a clear Guernsey offer and to set out in detail the investment required and economic benefits that could be delivered. The approach is to establish an international university presence, as an opportunity for economic diversification and to promote Guernsey as a centre for excellence and innovation.<br><br>The Working Party has developed links with a number of overseas universities that have expressed an interest in the opportunity to partner with Guernsey on this project. These conversations have not only illustrated the level of support for the concept but has helped to further develop the potential model and curriculum of the University. |

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| | Based on these discussions, it is likely that the University will focus on a cellular model, which would result in Guernsey partnering with multiple universities, all simultaneously offering some form of physical study presence in Guernsey and utilising the same campus.<br><br>It is the intention that the curriculum of the University would be bespoke, building on Guernsey's economic, technical and geographic strengths. With this in mind, the University will aim to develop courses in the following:<br><br>• Digital innovation and financial innovation, including artificial intelligence and blockchain technology, and opportunities for innovation in clinical and medical services through 'MedTech'.<br>• Sustainable development, which would take advantage of Guernsey's natural assets to develop a marine-based renewable energy industry, the blue economy (including ocean health) and sustainable green finance.<br>• Arts (both physical and digital) and creative industries, which will also provide an environment for creative thinking across other curricula.<br><br>An informational document has since been developed to further expand on Guernsey's vision. This will be shared with prospective university partners and other project stakeholders.<br><br>The Working Party is now working on a report on the feasibility of the University Project. This will report on the viability of the model and curriculum offering, how this will be delivered, including investment required from the States of Guernsey and the private sector, and the direct and indirect benefits of an international university presence in Guernsey.<br><br>It is expected that the findings of the feasibility study will be used to develop a concise business case to be submitted to the States of Deliberation in Q4 2019. |
| **Resourcing:** | Officers from Committee *for* Economic Development and private sector representatives. |
| **Next steps:** | 1. Complete feasibility study of University Project.<br>2. Prepare concise business case to submit to States of Deliberation in Q4 2019. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Themes:** | Our Place in the World<br>Our Economy |
| **Future Guernsey Outcomes:** | Centre of excellence<br>Strong, sustainable and growing |
| **Priority Policy Area:** | **Strategic Air and Sea Links - Transport connectivity** |
| **Political Governance:** | Committee *for* Economic Development<br>Policy & Resources Committee |

## Overview

It is essential that the Island has robust, sustainable, reliable and affordable air and sea links in order to deliver a dynamic and growing economy. This incorporates business travel to and from the Island, visitor and local travel to and from the Island, and the import and export of freight.

In December 2018, the States of Guernsey agreed its Air and Sea Route Policy Development and Investment Objectives following the submission of a policy letter from the Committee *for* Economic Development. The core strategic objectives for the Island's air and sea links are that they must:

- Meet the majority, if not all, of the current and future requirements of the residents of the Bailiwick;
- Enable economic growth; and
- Increase visitor numbers.

Critical success factors were identified, which are that air and sea links must:

- Act as an economic enabler;
- Act as a social/cultural enabler;
- Be affordable;
- Be sustainable;
- Optimise choice and flexibility of connections;
- Provide reliability and continuity of service; and
- Deliver the air and sea link connection priorities.

The December 2018 policy letter followed on from the States agreeing in July 2018 to reform Guernsey's transport licensing framework following a policy letter from the Committee *for* Economic Development.

The agreement of the policy letter meant that from September 2018 Guernsey has liberalised its aviation licensing framework, with public service obligations in place on the two lifeline links of Guernsey-London Gatwick and Guernsey-Alderney, and open skies otherwise.

The combination of clear policy and investment objectives, and a market-based approach to developing air connectivity has enabled the establishment of a trial Guernsey-London Heathrow service, and eight new routes have been established since September 2018.
During 2018 PwC was commissioned by the Policy & Resources Committee, following a States'

resolution, to deliver an independent study of Guernsey's air links infrastructure. The report sets out that market-based options for enhancing Guernsey's air links connectivity were important, as these options could be used to target investment; to create flexibility in meeting specific challenges and opportunities; and to make expeditious improvements. These options are already being progressed, and the investment in these options demonstrates a commitment across the States of Guernsey to invest in Guernsey's air links. Examples of this are:

- The Committee *for* Economic Development has used funding from the Future Guernsey Economic Fund to provide route development support for the Guernsey-London Heathrow link from March to October 2019;
- The application by Guernsey Airport of a route development airport charges discount policy for new routes;
- The use of Public Service Obligations on routes designated as lifeline; and
- The adoption of the "quasi-open skies" approach from September 2018 that enabled the liberalisation of the licensing framework.

In addition, in December 2018 the States agreed to support the business case for a new Aurigny fleet that would utilise of ClearView technology.

In April 2019 the States decided not to invest further funding from the Capital Reserve to develop a business case to extend the Guernsey Airport runway, a recommendation from the Policy & Resources Committee as part of the review of Guernsey's air and sea links strategic infrastructure. The States did agree to invest further funding in protecting and maintaining Guernsey's critical sea links.

In its independent report, PwC confirmed the importance of the Island's sea links to its economic and social wellbeing, and advocated that this critical connectivity is protected from disruption in the long-term through effective contingency planning in the event that the potential sale of Condor Limited leads to a reduction or loss of sea link services.

The States agreed with the Policy & Resources Committee's recommendation that only two of the four contingency options considered by PwC merit further analysis at this stage: on assessing the capacity and appetite of other ferry operators to operate a ferry service to Guernsey should Condor Limited not be in a position to provide the required services in the future; and on examining the cost and feasibility of establishing a stand-alone ferry service should it be required in the future. This will ensure that the States of Guernsey is prepared for any eventuality as the sale process of Condor Limited progresses. The States also supported PwC's analysis that the States of Guernsey should work closely with Condor Limited and its owner in order to be fully appraised of developments in relation to any future change of ownership, and to continue to negotiate the best possible service. The Committee *for* Economic Development has the mandate to undertake this work, which it is actively undertaking.

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Place in the World |
| **Future Guernsey Outcome:** | Mature International Identity |
| **Priority Policy Area:** | **Brexit** |
| **Political Governance:** | Policy & Resources Committee |

**Overview**

In June 2016 the UK held a referendum on the UK's Membership of the EU, the result was a decision that the UK would leave the EU. The formal process of leaving the EU, under Article 50 of the Functioning of the European Union was commenced on 29 March 2017.

On 29 June 2016, the States of Deliberation set its high level objectives: to maintain the constitutional and trading relationship with the UK as well as the Common Travel Area; to seek to maintain the trading relationship in goods with the EU on at least the same terms as the UK and to see to further the trading relationship with EU services; to manage the impact on free movement of people in a way that respects Guernsey's interests; to further the trading relationship with the rest of the world, including extending the UK's membership of the World Trade Organization.

In March 2017, the States of Deliberation acknowledged the impact of triggering of 'Article 50' of Treaty for European Union by the UK Parliament would have on the island's Protocol 3 relationship. Article 50 was triggered

In November 2017 the States of Deliberation agreed a package of legislation that would be required as a result of the UK's exit from the EU which would allow for the retention of the relevant EU law, the ability to enact legislation or make any necessary amendment to any Law created by the UK's exit, to provide a power to amend retained EU law once the UK has left the EU and a power to implement trade agreements (including extending the UK's membership of the World Trade Organization).

The Policy & Resources Committee, along with the States' Principal Committees, has been working closely with the UK Government to mitigate where possible any impact to the islands from the UK's exit from the EU. This includes meeting with senior officials from the Cabinet Office as well as the Department for Exiting the EU on a fortnightly basis to discuss strategic issues.

In autumn 2018 the Committee started to work with the Civil Contingencies Authority to manage the risk of a no deal scenario. In November 2018, the States agreed to establish an initial Brexit transition fund of £3m. In January 2019, the Principal Committees of the States established a Brexit Transition Group in order to manage any issues arising out of the risk of a no deal scenario.

On 29 March 2019 (the initial exit day for the UK) the Article 50 period was delayed until 12 April 2019 (or 22 May if the UK approve the Withdrawal Agreement). On 10 April 2019 the EU agreed to extend this period to 31 October 2019 (or before 1 June 2019 if the UK do not take part in the EU elections).

Work streams

1) To extend the **territorial seas** around the Bailiwick from 3nm to 12nm, in order to clarify the status to these waters.
2) To seek to maintain the **free movement of goods** with the UK, through the establishment of a new Customs Arrangement with the UK
3) To manage the **free movement of people** by maintaining the Common Travel Area and respecting the rights of EU nationals resident in Guernsey on Exit Day.
4) To extend the UK's Membership of the **World Trade Organization**: in order to provide a clear basis for the trade post exit in the event of a no deal scenario and provide a basis upon which Guernsey can take part in any Free Trade Agreements alongside the UK.
5) To negotiate with the UK a **Future Economic Partnership** with the EU.
6) To manage **any other issues** arising from the UK's exit from the EU in order to mitigate the impact.
7) To develop a **Contingency Plan** to manage the risk created by a no deal scenario.

Scenario

Key Performance Indicators

- To minimise the economic impact from the UK's exit from the EU.

| **Work stream 1** | |
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| **Brief overview:** | **Territorial Seas** |
| **Resourcing:** | No additional resources |
| **Barriers to progress:** | • Requires the support of the States of Deliberation, States of Alderney and Chief Pleas of Sark as well as consultation with the UK.<br>• Agreement with France to define the maritime boundary. |
| **Next steps:** | 1. Approval from the States of Deliberation (January 2019); States of Alderney (February 2019); Chief Pleas of Sark (February 2019).<br>2. Agreement with the UK to extend the territorial Seas by Order in Council (Draft in negotiation and will be made before July 2019).<br>3. Agreement between the UK and France on the Maritime Boundary (Note Verbale was sent by the UK to France in March 2019).<br>4. Initiate consultation to transfer the seabed from the Crown to the Bailiwick (yet to be commenced). |

| **Work stream 2** | |
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| **Brief overview:** | **Free Movement of Goods** |
| **Resourcing:** | • New GEMS computer system<br>• Project staff at the Committee *for* Home Affairs |
| **Barriers to progress:** | • New customs legislation (enacted March 2019)<br>• A customs arrangement negotiated between the UK and the Bailiwick<br>• New computer system (operational March 2019) |
| **Next steps:** | 1. The States approved a policy letter in July 2018; the legislation was given Royal Sanction in March 2019.<br>2. The Committee *for* Home Affairs agreed a customs arrangement with the UK Government in November 2018 and the necessary legislation was made under the Customs Law (given Royal Sanction in March 2019), and using the Brexit Withdrawal Law, by 29 March 2019 |

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| | 3. The computer system required to operate the customs arrangement was build and developed for the end of March 2019. |

| **Work stream 3** | |
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| **Brief overview:** | **Free Movement of People** |
| **Resourcing:** | • Funding to operate the Settled Status scheme free of charge.<br>• Additional staff resources at the Guernsey Border Agency. |
| **Barriers to progress:** | • Agree a Settled Status Scheme with the UK.<br>• Seek agreement with the UK and the EU to maintain the Common Travel Area.<br>• To seek an entrustment from the UK to negotiate a Social Security Agreement with Latvia.<br>• To seek a commitment from the UK to establish a new reciprocal healthcare agreement. |
| **Next steps:** | 1. The UK has committed to maintain the Common Travel Area and the EU has agreed to respect the Common Travel Area. Work is ongoing with the Home Office to define a new immigration regime.<br>2. To agree and launch a Settled Status Scheme aligned to the scheme in operation in the UK (launched on 1 April 2019).<br>3. To initiate negotiations with Latvia on a Social Security Agreement (entrustment issues in March 2019).<br>4. To initiate negotiation on a Reciprocal Healthcare Agreement with the UK post exit (initial discussions with the UK Department of Health have been undertaken). |

| **Work stream 4** | |
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| **Brief overview:** | **World Trade Organization (and other trade treaties)** |
| **Resourcing:** | No new resources |
| **Barriers to progress:** | • Need to demonstrate compliance with the WTO agreements<br>• To seek approval from the States of Deliberation; States of Alderney and Chief Pleas of Sark.<br>• To seek approval from the UK's Department for International Trade and agree a memorandum of understanding relating to the management of the relationship as part of the UK's membership of the WTO, including a mechanism to manage disputes effectively.<br>• Manage the other trade agreements that the UK are negotiating including the EU agreement being rolled over by the UK to establish continuity in respect of trade.<br>• To seek agreement to take part in any new Free Trade Agreements being sought by the UK post exit. |
| **Next steps:** | 1. Compliance review sent to the UK in March 2019 and negotiations on outstanding issues are ongoing.<br>2. States of Deliberation agreed in February 2019; the Chief Pleas of Sark agreed in March 2019 and the States of Alderney are expect to agree in April 2019.<br>3. Following a meeting between the President of the Policy & Resources Committee and the Secretary of State for International Trade in February 2019 a Memorandum of Understanding is currently being negotiated. |

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| | 4. Extend the UK's membership in the event of a no deal scenario (as soon as possible after the UK has left the EU).<br>5. The UK's EU agreements are being rolled over in respect of Guernsey to the extent they applied when the UK was a member of the EU (insofar as Protocol 3 applied and where they apply by other reasons linked to the UK's membership).<br>6. The possibility of taking part in any new Free Trade Agreement is linked to the WTO compliance work and is currently being negotiated with the Department of International Trade. |
| **Needs/requirements that have not been supplied/resolved:** | The compliance assessment of the Bailiwick with the UK's WTO membership commitment is ongoing (and is complex due to the nature of these agreements). Areas of difference in policy or legislation will need to be agreed. |

| **Work stream 5** | |
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| **Brief overview:** | **Future Partnership with EU** |
| **Resourcing:** | No further resources are required |
| **Barriers to progress:** | • The UK will need to agree the objectives behind an negotiation.<br>• Whether the UK approve the Withdrawal Agreement with the EU and ratify and implement it.<br>• The UK will need to approve the Political Declaration agreed with the EU (or agree another set of objectives for a new economic relationship with the EU). |
| **Next steps:** | 1. Explore the aspiration and needs of the Guernsey Economy (the Committee *for* Economic Development undertook a survey in 2018).<br>2. Explore the 'red line' for the Bailiwick in any negotiations.<br>3. Discuss with the UK the various commitments that may be required under any new economic partnership with the EU (including the level playing field commitments and regulatory alignment).<br>4. Explore how any future economic partnership may be managed with then constitutional relationship with the UK and taking into account the customs arrangement negotiated with the UK (Work Package 2) and the WTO issues (Work Package 4) |

| **Work stream 6** | |
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| **Brief overview:** | **Any Other Issues** |
| **Resourcing:** | No additional resources required |
| **Barriers to progress:** | • Managing unintended consequences that may be unknown |
| **Next steps:** | 1. Extend the Vienna Convention on Road Traffic to ensure the continued movement of vehicles and drivers with the EU (extended in March 2019).<br>2. Seek approvals from the EU to allow for the movement of Animals, products of animals origin and plants, in the event of no deal (negotiations ongoing).<br>3. Continue to monitor other issues and implement strategies to mitigate their impact. |

| Work stream 7 | |
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| **Brief overview:** | **Contingency Plan** |
| **Resourcing:** | £3m Brexit Transition Fund (with funds ring fenced for contingency planning) |
| **Barriers to progress:** | • Keeping plans aligned to the UK contingency plans and those in Jersey |
| **Next steps:** | 1. Establish the Brexit Transition Group and other local governance arrangements (established January 2019 and meeting on a regular basis).<br>2. Open the Brexit Transition Fund to principal Committees (guidelines and fund opened in January 2019).<br>3. Established plans to maintain supply of: Food; Medicines, Fuels and Data (work with the Civil Contingency Authority and UK Operation Yellowhammer established in Autumn 2018).<br>4. Work with Condor, freight agents, food supplies and Portsmouth port to ensure that the supplies to essential goods will continues when the UK has left the EU. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Themes:** | Our Community<br>Our Quality of Life<br>Our Place in the World<br>Our Economy |
| **Future Guernsey Outcomes:** | One community: inclusive and committed to social justice<br>Lifelong learning<br>Safe and secure place to live<br>Centre of excellence<br>Strong, sustainable and growing |
| **Priority Policy Area:** | **Digital Connectivity** |
| **Political Governance:** | Committee *for* Economic Development<br>Committee *for* Home Affairs |

**Overview**

The Committee *for* Economic Development published a Digital Framework in 2017 with input from the Committee *for* Home Affairs and the Policy & Resources Committee. The action plans that support the delivery of the objectives set out in the framework are:

- Digital connectivity and infrastructure
- Digital skills
- Digital promote
- Digital assurance

Progress is monitored by and reported to Digital Guernsey, which is chaired by the Vice-President of the Committee *for* Economic Development, and which also includes a member of the Policy & Resources Committee. It also has representation from officers supporting those two Committees as well as the Committee *for* Home Affairs, and representation from the Digital Greenhouse and Locate Guernsey.

The overall strategy is guided by input at Digital Panel meetings, which includes representatives from business bodies, individual business bodies and organisations such as the Guernsey Financial Services Commission, the Office of the Data Protection Authority and Guernsey Finance.

Progress over 2018-19 has been strong. A summary of points supporting that is set out below:

<u>Digital connectivity and infrastructure</u>

In summer 2018 the Committee *for* Economic Development published a telecommunications strategy following consultation and engagement with the public and private sector in the island. The States of Guernsey's Economic Development Strategy confirmed that the implementation of the telecommunications strategy was a critical priority, and resources have been prioritised to develop a government and regulatory framework to deliver the objectives of the strategy and to foster investment in the infrastructure required. A policy letter will be debated by the States' Assembly in 2019.

Subject to the approval of the States' Assembly in June 2019, the economic pillar of the Future Digital Services project will support the development of a 'data economy' by supporting the development

of data storage and data analytics economic opportunities, and supporting the work of the Digital Greenhouse in the development of digital skills.

Digital skills

In 2018, the Committee *for* Economic Development agreed a further three-year investment in the Digital Greenhouse to build on its success in establishing a digital training and workspace hub during 2016-18. The excellent work of the Digital Greenhouse in supporting the digital skills objectives of the Skills Action Plan is set out in the Committee *for* Economic Development's Committee Policy Plan.

The Committee *for* Economic Development has worked with the Digital Greenhouse to foster an environment where digital skills are developed in partnership with industry, and welcomes the significant investment many Guernsey businesses have made in supporting the work of the Digital Greenhouse.

Subject to the agreement of the June 2019 policy letter by the States' Assembly, the opportunity to enhance the work on digital skills through the Future Digital Services project is significant.

Digital Promote

During 2018 the Committee *for* Economic Development has appointed a new team at Locate Guernsey and invested in it after a period of establishment. The new Locate Guernsey team has been tasked, among other things, with attracting digital businesses to Guernsey and it is working with the Digital Greenhouse in that respect.

The Digital Guernsey group is working with the FinTech group that is chaired by Guernsey Finance as part of the Finance Sector Strategy (that was published in autumn 2018) to further develop and promote Guernsey's FinTech offer. In addition, the implementation of electronic agents' legislation has added a further strength to Guernsey's Digital Promote offer as a jurisdiction.

Digital assurance

The Committee *for* Home Affairs has ensured that Guernsey meets international digital adequacy standards, which is essential in providing assurance that Guernsey is a safe and secure jurisdiction for businesses, public sector bodies and individuals. This is supported by the implementation of legislation equivalent to the European Union's General Data Protection Regulation (**"GDPR"**) regime and the establishment of the Office of the Data Protection Authority.

Guernsey's cyber-secure strategy has been developed in partnership with the UK and Jersey, and the Committee *for* Home Affairs has established a cyber-security lead officer role. The Guernsey Financial Services Commission has also undertaken significant work in cyber-security and data security which is important for the jurisdiction, and developed a strong capability in this area, which is welcomed by the States.

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Themes:** | Our Quality of Life<br>Our Economy |
| **Future Guernsey Outcomes:** | Safe and secure place to live<br>Strong, sustainable and growing |
| **Priority Policy Area:** | **Seafront Enhancement Area** |
| **Political Governance:** | Committee *for* Economic Development<br>Policy & Resources Committee<br>Committee *for the* Environment & Infrastructure<br>States' Trading Supervisory Board |

**Overview**

The Seafront Enhancement Area Steering Group is the cross-committee body established to coordinate the Seafront Enhancement Area (**"SEA"**) policy priority area, which concerns the development and coordination of policies for the enhancement of the St Peter Port Harbour Action Area.

Following the establishment of the SEA Steering Group, good progress has been made. A number of Enhancement Principles and Enhancement Objectives have been agreed, which establish the broad criteria that all potential development must adhere to and which sets the high-level desired outcomes of the SEA programme respectively.

In order to achieve the Enhancement Objectives, the SEA Steering Group will, though extensive public engagement, identify what specific changes need to come forward. A two-day stakeholder workshop was undertaken in February 2019 with the aim of gaining an understanding of what industry believes are the main problems with the area that need to be addressed and the opportunities that the area presents, not just for delivering economic enhancement but also for realising social and environmental benefits.

The workshop represented the beginning of the process, but it did begin to highlight a number of development themes. These will require further research to understand the options available, so that the Steering Group can identify an appropriate way forward to meet Guernsey's future economic, social, environmental and infrastructural needs.

Following public engagement, and once an understanding of the viability of these themes has been reached, the SEA Steering Group will produce a high-level Seafront Enhancement Area Plan, setting out which specific developments should come forward as part of the SEA programme. Alongside the production of this Plan, there is a statutory requirement for the development of a Local Planning Brief, which will involve the need to undertake environmental impact assessments into the identified developments. Both the high-level Plan and the Local Planning Brief will be presented to the States' Assembly in the form of a policy letter, the approval of which will signify the movement into the delivery phase of the SEA programme. The SEA Steering Group has set a target for presenting the high level Seafront Enhancement Area Plan to the States before May 2020, and will work closely with the Development & Planning Authority, which is the body responsible for producing the relevant plans and briefs.

In the meantime, work continues to bring forward the enhancements of a number of sites along the east coast. Following an extremely successful public engagement process, which saw over 350 positive suggestions for change being submitted, the States has sought expressions of interest on those sites that can be delivered ahead of the production of a Local Planning Brief. The SEA Steering Group has shortlisted the bids down from 35 submissions to 11 across the six sites and it is envisaged that work will commence on one or more of these sites by Q3 2019.

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life<br>Our Community<br>Our place in the World |
| **Future Guernsey Outcome/s:** | Safe and secure place to live<br>Inclusive and equal<br>Mature international identity |
| **Priority Policy Area:** | **Justice Policy** |
| **Political Governance:** | Committee *for* Home Affairs and the Policy & Resources Committee will be responsible for the delivery of the Justice Review as it progresses through 2019 |

| **Overview** | |
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| **Brief overview:** | **Justice Review**<br>The purpose of the Review is to support the development of justice policy for the Bailiwick which maintains a community that is safe and secure, inclusive and committed to social justice. The objective is to submit a Policy Letter to the States by the end of 2019, for consideration early 2020, outlining a blue print for future justice policy.<br><br>This Review acknowledges the positive work contained within the Criminal Justice Strategy 2013-2020. It seeks to build on the solid foundations laid by the Strategy and supports the Justice Vision which is defined as "A justice system that contributes positively to the development of a responsible, tolerant and inclusive society, where everyone is safe and secure and the rights of victims are protected."<br><br>The Justice Review is being undertaken in three stages; establishing what we understand "justice" to encompass, where we are now, and where we would like to be in the future.<br><br>**Phase 1** The objective of Phase 1, which was delivered at the end 2018, was to establish the scope and governance structure of the Justice Review. This Phase was informed by a series of one-to-one meetings with identified stakeholders. The concluding summary report recommended that the Justice Review should focus on the core criminal justice institutions and their functions, before broadening out to consider the justice system more widely, its statutory framework, and its relationship with social justice and related policies.<br><br>The Committee *for* Home Affairs, in partnership with the Policy & Resources Committee will be responsible for the governance and delivery of the Review. The future governance of Justice Policy will be outlined in the recommendations and findings of the Review to be considered by the States of Deliberation. |

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| | Phase 1 recommended that the Review should be carried out by an independent expert, providing a crucial element of independent challenge and facilitation, but that the Review and its outcome should be fully overseen and owned at political, institutional and practitioner level by the Island.<br><br>**Phase 2** of the Review will seek to understand the effectiveness of existing criminal justice provision. There will be a focus on the eight justice outcomes identified as:<br><br>• Identifying and tackling the causes of crime<br>• A reduction in the levels of crime and fear of crime<br>• Ensuring value for money services within the justice system<br>• Increase confidence in justice institutions and processes<br>• The promotion and delivery of the correct intervention at the right time<br>• A reduction in re-offending<br>• Identifying and confiscating the proceeds of crime<br>• Recognising the links between justice policy and social policy<br><br>This will be achieved by collating and analysing already available quantitative information and engaging with the principal criminal justice institutions. For the purpose of this aspect of the Review these have been identified as those agencies established to:<br><br>• Stop unlawful behaviour and prevent it from happening again;<br>• Impose penalties on those who break the law; and<br>• Rehabilitating offenders.<br><br>The Review will consider and assess programmes and initiatives in terms of evidence based potential to add value and transform service delivery.<br><br>**Phase 3** will be informed by the report arising from the second stage which will form the basis of a consultation document containing proposals for the content, structure and governance of future Justice Policy for consultation with stakeholders, including services users. This will culminate in a blue print for future Justice Policy contained within the policy letter "Future of Justice Policy" which will be submitted to the States at the end of 2019. |
| **Resourcing:** | Funding has been approved from the Transformation and Transition Fund to appoint external consultants to progress Phases 2 and 3 of the Review and to cover internal costs of supporting the Review. |
| **Barriers to progress:** | The Justice Review is reliant on the engagement and contribution of key stakeholders, particularly, but not limited to Law Enforcement, the Law Officers, the Judiciary, the Probation and Prison Services. |
| **Next steps:** | 1. Engagement with core criminal justice agencies. Data collection and analysis to be undertaken to establish baseline data and demands on the criminal justice system and assessment of programmes and initiatives. Bilateral meetings to discuss submissions and data. |

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| | 2. Wider engagement with key contributing agencies both within government and the third sector acknowledging the aims and objectives of existing strategies and work streams to identify the interdependencies with future Justice Policy.<br>3. Explore findings and proposals through a series of workshops involving a mixture of operational and strategic staff, where possible and appropriate, to understand challenges and identify potential solutions.<br>4. Seeking views from all stakeholders on current and future policy and operations and more broadly on the draft justice roadmap.<br>5. It is proposed to submit a report outlining proposals for future Justice Policy to the States of Deliberation by the end of this year for consideration in early 2020. |
| **Needs/requirements that have not been supplied/resolved:** | The Justice Review is intended to provide a blue print for future Justice Policy and recommendations will seek to identify the resources required to support implementation during 2020 and beyond. |
| **Any other comments:** | It is impossible to separate justice and social policy, the experiences of the child will influence the actions of the adult they will become. It is therefore essential that the Review recognises the relationship and interdependencies between the two to ensure that the justice roadmap delivers in partnership with social policy initiatives.<br><br>Transformational justice policy will be delivered by the effective working of component services individually and as part of an inclusive justice system, exploiting opportunities for efficiencies by working strategically with social policy partners across government. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Gsy Theme:** | Our Economy<br>Our Quality of Life<br>Our place in the World |
| **Future Gsy Outcome/s:** | Sustainable public finances<br>Strong, sustainable and growing<br>Safe and secure place to live<br>Centre of excellence<br>Mature international identity |
| **Priority Policy Area:** | **Security and Cyber Security** |
| **Political Governance:** | Committee *for* Home Affairs and the Policy & Resources Committee |

| **Overview** | |
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| **Brief overview:** | One of the primary duties of government is to keep and maintain the security of its jurisdiction. Whilst in the past the threats to our safety and wellbeing have been conventional, for example World Wars and the Cold War, today we face a far more complex range of threats from terrorism, cyber-attacks, large scale accidents, natural or environmental hazards, vulnerability to climate change, right through to political changes such as Brexit.<br><br>These new threats do not only emanate from hostile States, but also from non-State actors such as terrorists, criminals and other insurgents.<br><br>The concept of what constitutes security in the widest sense is very different today from what it was in the past.<br><br>Whilst the Bailiwick of Guernsey, through its unique relationship with the United Kingdom as a Crown Dependency, benefits from some protection from threats, for example from Her Majesty's Armed Forces in relation to defence, the Bailiwick has to ensure that most other aspects of the security of its people can be provided from within its own capability, or in some cases in partnership with other jurisdictions.<br><br>The Committee *for* Home Affairs is working with Bailiwick Law Enforcement to publish a strategic plan that sets out Bailiwick Law Enforcement's business objectives and priorities which Bailiwick Law Enforcement will use to inform a revised service delivery plan. This will also serve as a high level statement from the Bailiwick of our jurisdiction's commitment to keep islanders, visitors and businesses safe and secure. |
| **Resourcing:** | Resource has been secured and a Lead Cyber Security Officer appointed to drive forward the Strategy. A feasibility study is also being progressed in regards to the possible establishment of a Pan-Channel Island Cyber Emergency Response Facility. |

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| **Barriers to progress:** | It is essential that work keeps pace with a continuously changing environment to ensure that the Bailiwick's cyber security capability remains robust to support its continued success as an international financial services and digital centre. |
| **Next steps:** | 2017 saw the publication of the Cyber Security Strategy which will form the basis of future actions in relation to cyber security and form a framework for activity over the next four years. The Cyber Security Strategy identifies eight strategic goals:<br><br>• The provision of proportionate legislation and regulation to meet the current threat. This includes the delivery of the new Data Protection (Bailiwick of Guernsey) Law, 2017.<br>• Establish a framework to continuously assess the threat to government, businesses and individuals.<br>• To work in partnership with specialist agencies, organisations and businesses from across the UK, the EU and Jersey.<br>• Establish a framework and capability to share and report cyber security information across government, business and Islanders.<br>• To develop, in partnership, the appropriate incident response capabilities at strategic, tactical and operational levels.<br>• Set minimum-security standards for government and business based on international best practice.<br>• Provide a focus from Law Enforcement as the lead agency for Cyber Security.<br>• Work with other Committees to provide relevant, timely and accurate education on cyber security.<br><br>The Cyber Security Strategy is based on the assumption of partnership with both the UK (National Cyber Security Centre) and Jersey in order to lever best practice and value for money. The Strategy further recognises that we have specific requirements that are unique to the Bailiwick and work to achieve the Strategy goals that are ongoing. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life |
| **Future Guernsey Outcome:** | Healthy Community |
| **Policy Priority Area:** | **Partnership of Purpose** |
| **Political Governance:** | Committee *for* Health & Social Care |

**Overview**

**Objective:** *To deliver sustainable, safe and high quality services, designed together with our partners and the community which enable the people of the Bailiwick to achieve healthy lifestyles and social wellbeing.*

The Partnership of Purpose, approved by the States in December 2017 (Billet d'État XXIV of 2017), sets out an ambitious programme to transform health and care services in the Bailiwick, based on the following aims:

- **Prevention**: supporting islanders to live healthier lives;
- **User-centred care**: joined-up services, where people are valued, listened to, informed, respected and involved throughout their health and care journey;
- **Fair access to care**: ensuring that low income is not a barrier to health, through proportionate funding processes based on identified needs;
- **Proportionate governance**: ensuring clear boundaries exist between commissioning, provision and regulation;
- **Direct access to services**: enabling people to self-refer to services where appropriate;
- **Effective community care**: improving out-of-hospital services through the development of Community Hubs for health and wellbeing, supported by a Health and Care campus at the PEH site delivering integrated secondary care and a Satellite Campus in Alderney;
- **Focus on quality**: measuring and monitoring the impact of interventions on health outcomes, patient safety and patient experience;
- **A universal offering**: giving islanders clarity about the range of services they can expect to receive, and the criteria for accessing them;
- **Partnership approach**: recognising the value of public, private and third sector organisations, and ensuring people can access the right provider; and
- **Empowered providers and integrated teams**: supporting staff to work collaboratively across organisational boundaries, with a focus on outcomes.

The programme contains a large number of interdependent work streams that require careful prioritisation and project management and the allocation of the necessary resources to drive the programme forward. Importantly, the transformation of health and care also requires structured engagement and support from across States' committees and wider health and care providers in the private, public and third sectors, bringing providers together to deliver integrated care which places the user at the centre and provides greater focus on prevention and the delivery of care in the community.

While the substantial organisation and financial reform under the transformation programme will take five to 10 years to complete, it is hoped that the most significant milestones will be in place to deliver incremental change over the next three- to-five years. With this in mind, during 2018, the Committee continued to lay the foundations for the longer-term transformation of health and care and has developed a 'roadmap' which focuses on key deliverables in five main areas of activity:

**1. Partnership of Purpose/Universal Offer**

Preparatory work has been underway to consider options for the future model and funding of primary care which capitalises on the excellent services it currently provides whilst seeking to make it more accessible to all. The key objectives are to diversify and broaden the offer to make it more accessible and affordable, investing more into prevention and early intervention. There is a need to ensure that the primary care service is financially sustainable, through the development of a funding model based on an appropriate balance between States support, personal funding and private health insurance.

This work also supports the foundations of the Universal Offer, to produce a schedule of primary, secondary and tertiary health and care services that shall be publicly available as the Universal Offer either fully-subsidised or at an agreed rate.

Building on the values of the Partnership of Purpose, the Committee will also consider how it can further embed the ethos of a partnership approach to health and care across the Island, possibly by establishing a charter or network of providers which demonstrate shared values in delivering high quality user-centred care. This is considered to be an important next step in encouraging organisations to acknowledge their broader role in the health and care economy of the island; in making every contact count for service-users to change the ways that people engage with and use our services, and to support greater emphasis on prevention and early intervention across the community.

**2. Transforming Community Services**

The overriding aim of this Programme is to redesign and bring together community services to enable the significant changes required to support the islands changing demographic. The ongoing development of a Programme Business Case (OBC) is informed by an in-depth review of service provision, and outlines the transformational changes required to realise benefits for staff, service-users and islanders alike. These include understanding the current issues preventing maximising efficiencies, identification of quick wins and pilots, capabilities for agile working, re-design of physical spaces, categorisation of spaces to accommodate varying working styles and service-user needs. This will ensure that any future development of a Community Hub is appropriately influenced by the need to transform service provision and facilitate the merits of co-located services, for the benefit of the wider community.

**3. Digital transformation**

This aspect focuses on investing in new technology and physical infrastructure to support new care models, including the development of digital solutions to enhance citizens' access to prevention and care and support. This is an important enabler for further transformation to deliver increasingly personalised services and to engage people in managing their own health and care, including the development of a Care Passport

Significant progress has been made. This has included mapping out our approach to ensure that not only is it clinically led but also robustly defines our requirements for any future Electronic Health Record. In addition, work on the upgrade to our IT infrastructure through the deployment of a new

Wi-Fi system and Local Area Network across our estate is progressing well. This has involved thoroughly testing applications and medical equipment in parallel with a re-wiring of the estate with approximately 19.5 miles of cable before rolling out the new solution during the course of 2019.

**4. Cost and Service improvement**

The transformation programme is underpinned by reviews of clinical pathways to enhance patient outcomes, to introduce medical developments and to implement efficiencies in service delivery. Some recent changes have already delivered cost savings by engaging new technologies to save tertiary costs, to lower invasive procedures, to advance diagnostics, and to lower unnecessary referrals to secondary care. In some service areas, the work completed to date is highlighting challenges in meeting patients' needs within existing resources.

**5. Hospital Modernisation**

The Committee published a Policy Letter setting out a phased programme of improvement works to address key areas of estate and clinical risk at the Princess Elizabeth Hospital (PEH) site. This Programme is an important enabler to delivering other aspects of the Partnership of Purpose, such as developing the Universal Offer and Private Patient offering and will seek to ensure that acute services are part of an integrated system of care provided from a hospital that is safe, flexible and modern for the future. (Further information is detailed in Work package 5.) The projects which form Phase 1 of the Programme were approved in principle by the States of Deliberation in March 2019.

In addition to the above, and due to the integrated nature of the work that falls under the banner of the Partnership of Purpose, a number of other workstreams (some of which are reported on in further detail in the Health & Wellbeing Policy Priority update) also support the transformation of health and care. They are as follows:

- Strengthening the Health Intelligence Unit to enable future Population Needs Assessments to understand better the health and care needs of the population and to enable evidence-based decision-making when recommending changes to health care policy;
- Reform of the funding of health and care, including the strategic review of the Health Service Fund;
- The strategic review of the terms and conditions of nurses, midwives and other health and care workers employed by the States of Guernsey; and
- Supporting the Committee *for* Education, Sport & Culture with the transfer of the Institute of Health & Social Care Studies into the Guernsey Institute.

**Key Performance Indicators:**

In time, the Committee would wish to demonstrate the success of the transformation programme through a suite of key performance indicators which demonstrate:-

- *Population health* - using aggregated data in respect of health of the population;
- *Individual health and care outcomes* - using anonymised data to measure outcomes relative to other sectors of the Islands' community;
- *Clinical quality and appropriateness of care* – measuring the services and care patients receive to achieve desired outcomes;
- *Responsiveness of the health and care system* - in respect of the way individuals are treated and the environments that they are treated in. This would include patient dignity, autonomy, confidentiality, communications, timeliness, social support;
- *Measuring equity across the health and care system* - including accessibility and outcomes

Such Key Performance Indicators will take time to develop and the Committee would hope that subsequent annual updates to the Policy & Resource Plan will show an ever increasing maturity of performance data and high level P&R Plan KPIs, which is then reflected in evidence-based decision making.

**Resourcing:**
The Policy & Resources Committee has delegated authority to approve funding from the Transformation and Transition Fund (TTF) up to a total of £3.1 million for 2019 up from £1.89 allocated in 2018. Further TTF funding will be necessary to deliver the full transformation programme and the Committee will work with Policy & Resources Committee in this regard for inclusion in future budgets. Capital funding will be necessary to support infrastructural developments, for example the Hospital Modernisation Programme and the development of a Community Hub and this will be the subject of separate funding requests to the States of Deliberation.

Recognising the potential economic value of an improved private health offering, consideration will be paid to the potential use of the States' bond.

*For future updates of the P&R Plan, the Committee for Health & Social Care proposes to merge this Policy Priority with the Health & Wellbeing and Regulatory and Support Policy updates into one area to be known as 'The Future Model of Care'.*

The following work packages describe key areas of work for 2019-2020:

| **Work stream 1 – Review of the model and funding of Primary Care** | |
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| **Brief overview:** | Primary care is the bedrock of our healthcare service and to ensure its sustainability, work is currently underway to develop a new model for Guernsey which capitalises on the excellent services it currently provides whilst seeking to make it more accessible to all. This work will also include funding of primary care covering both GPs and HSC's Emergency Department and will lead to a Policy Letter being brought to the States later this year. The Committee is working closely with the Policy & Resources Committee and the Committee *for* Employment & Social Security.<br><br>In developing a new model of primary care, some of the key objectives that are in place include:<br><br>• Not losing what we value about our current system, such as good access to GPs in primary care in terms of opening times, ease of arranging appointments and speed of access;<br>• diversifying and broadening the offer to make it more accessible and affordable; and<br>• investing more into prevention and early intervention.<br><br>One of the key aims of the work is to diversify and modernise the primary care model to enable direct access to certain services as opposed to always having to go through a GP. This work should lead to many patients and service users being diagnosed and treated more quickly which in turn will lead to delivering improved outcomes and better value for money. In addition, we're looking at different funding options to help better support |

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| | those who need it but in a way which enables patients to take full opportunity of private health insurance. |
| **Resourcing:** | There will be a significant amount of work undertaken to model demand and costings and resources have now been allocated to provide this important support. Funding is being provided from the TTF. |
| **Barriers to progress:** | None at present |
| **Next steps:** | 1.Develop Policy Letter with proposals with options for a future model and funding for Primary Care<br>2.Policy Letter to the States – anticipated Q3 2019 |
| **Needs/requirements that have not been supplied/resolved:** | None at present |

| **Work stream 2 – Transforming Community Services** | |
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| **Brief overview:** | The review and redesign of community service provision is underway. Research suggests that co-ordinated service provision from across Health and Education, as well as the private and third sectors, is key to community services being sustainable and appropriate to the islands future needs. Whilst the focus remains to support delivery of care closer to home, putting the user at the centre of everything we do, it is recognised that new ways of working are required to achieve this in a more efficient manner.<br><br>Pilots are being designed to test agile working, joined-up service provision and the merits of physical co-location of services.<br><br>In anticipation of the pilots resulting in supporting the proposals of a Community Hub for the provision of multi-disciplinary teams from a single central site, the Programme is working to achieve a strategic long-term solution for the physical requirements.<br><br>It is anticipated that details of the longer-term strategy will be included in a Policy Letter to be submitted by the Committee *for* Education, Sport & Culture's Policy Letter on the Transforming Education Programme to the States in mid-2019. |
| **Resourcing:** | This work package is being funded from the TTF but will require a capital allocation and further programme management resources to develop the Community Hub |
| **Barriers to progress:** | As above, this is subject to further funding and prioritisation of capital funding<br>Also dependent on the Committee *for* Education, Sport & Culture's proposals for Transforming Education |
| **Next steps:** | 1. Finalisation of the Outline Programme Business Case (Q2 2019)<br>2. Proposals to be finalised for consideration by the States of Deliberation (mid-2019 – date to be confirmed.) |
| **Needs/requirements that have not been supplied/resolved:** | None at present |

| Work stream 3 – Digital Transformation | |
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| **Brief overview:** | Work on the upgrade to our IT infrastructure through the deployment of a new Wi-Fi system and Local Area Network across our estate is progressing well. In quarter three 2019 the new LAN will be supported by the introduction of new mobile computers specifically designed for clinical environment and a set of new bedside monitors.<br><br>The preparation work for the Trak upgrade remains on plan with the extensive pathway mapping work completing March 2019. Attention now shifts to vendor engagement, Standard Operating process design and change management planning. |
| **Resourcing:** | This work package is being funded from the TTF but will require a capital allocation and further programme management resources for the non Trak elements and the Business Change activity. |
| **Barriers to progress:** | None at present |
| **Next steps:** | 1. Complete pathway mapping<br>2. Standard Operating Process design<br>3. Digital and Data strategies and roadmaps<br>4. Business Case for non Trak Digital Transformation<br>5. Trak upgrade plans<br>6. New LAN live<br>7. New mobile devices and bedside monitors in wards |
| **Needs/requirements that have not been supplied/resolved:** | None at present |

| Work stream 4 – Cost and Service Improvements | |
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| **Brief overview:** | Review of clinical pathways to enhance patient outcomes, mitigate against rising costs in the future, improve efficiency and service quality, and to optimise savings, where possible. |
| **Resourcing:** | This work package is being funded from the TTF. It would benefit from additional resources such as project staff with clinical understanding and business skills to work as a team. |
| **Barriers to progress:** | Demands for cashable savings as a priority where other types of savings, i.e. cost avoidance and delayed spend, sometimes need to be used to justify spend-to-save. |
| **Next steps:** | 1. Engage with clinicians to continue to source the right issues to investigate.<br>2. Continue overarching work in Theatres and individual services where cost savings can be achieved as part of service revision. |
| **Needs/requirements that have not been supplied/resolved:** | As above with regard to resourcing |

| Work stream 5 – Hospital Modernisation | |
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| **Brief overview:** | The Committee published its proposals for a ten-year modernisation of the PEH site in a Policy Letter that was considered and approved by the States in March 2019 (Billet d'État V of 2019). This phased Programme of work will address the highest area of clinical and estate risks; provide an enabling |

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| | environment for service-users and staff, and support new ways of working. The States has approved the release of capital funding for Phase 1 of the Programme (up to £44.3m) in principle, subject to P&R approval of the necessary business cases.<br><br>The first projects to be progressed include Women's and Children's, Critical Care, Theatres and the feasibility study for the potential relocation of the Medical Specialist Group.<br><br>Further work identified in Phases 2 and 3 of the Programme will return to the States for consideration in future rounds of capital prioritisation. |
| **Resourcing:** | • Project and programme management resources are being funded from the capital reserve against a vote which has been opened for the Programme.<br>• The Programme will also require significant capital funding to develop the necessary infrastructure as set out in the Policy Letter. Approval for the capital costs for Phase 1 of the Programme has been received from the States for an amount not to exceed £44.3m. |
| **Barriers to progress:** | Securing the necessary resources and capital funding, as set out above. |
| **Next steps:** | 1. Confirm appointment of Strategic Partner<br>2. High-level design and completion of Outline Business Cases and for Women's & Children's; Theatres and CCU projects;<br>3. Complete feasibility study for the possible relocation of the Medical Specialist Group onto the PEH Campus;<br>4. Complete upgrade to staff changing facilities<br>5. Complete temporary parking project<br>6. Commence recommendations from the travel strategy report<br>7. Appoint a core team to support the programme and initial projects |
| **Needs/requirements that have not been supplied/resolved:** | Appointments to the core team are required |

| **Work stream 6 – Developing a Universal Offer** | |
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| **Brief overview:** | In order to ensure that low income is not a barrier to health, there needs to be proportionate funding processes based on identified needs. To support the development of a Universal Offer, there needs to be a reorganisation of health and care funding which will additionally provide additional transparency across the system. Work is ongoing with the Policy & Resources Committee and the Committee *for* Employment & Social Security on the Reform of Health Care Funding. |
| **Resourcing:** | Resources are currently being funded from TTF |
| **Barriers to progress:** | Capacity within existing resources to complete this work |
| **Next steps:** | 1. Establishing the current position<br>2. Determine what the offer should look like |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life |
| **Future Guernsey Outcome:** | Healthy Community |
| **Priority Policy Area:** | **Health and Wellbeing Policy** |
| **Political Governance:** | Committee *for* Health & Social Care |

## Overview

**Objective:** *To create across the Bailiwick an environment for health and wellbeing where opportunities are maximised both to improve health and wellbeing and to reduce health inequalities.*

Investing in prevention and early intervention is a key aspect of the Partnership of Purpose and this is supported by the Health and Wellbeing Policy. Public health strategies are well-established with embedded performance monitoring in place and this is working systematically to improve the health and wellbeing of our population, reduce risk factors and alter our environment. This is being done through:

- prioritising prevention and early intervention that will achieve change for the greatest number of people at an affordable cost;
- championing approaches that support individuals, families and communities in taking responsibility for their own health and wellbeing; and
- working with partners across government, non-government and private sectors to make certain that public health is included in all policies. This means that we will ensure people have the necessary skills and knowledge and live in environments (e.g. built, social, fiscal) and communities where healthy choices are easy choices.

Cross-Committee engagement and support is also needed to embed a "health in all policies" approach to create an environment for health.

Monitoring against Key Performance Indicators is embedded into the reporting on the progress of individual strategies which form part of the Health & Wellbeing Priority.

In addition, all of the work set out in this update relies upon robust health intelligence. The Public Health team are working to produce a Public Health Outcomes Framework (PHOF) which will be a central repository for data published in all Public Health work areas. The PHOF will also show the health indicators that we consider to be important for the future, where we might not currently have data but which we are working on. Our aim is to make the PHOF publically available online as a 'go-to' place for Public Health data.

An extant resolution of the '2017 Review and 2018 Update' on the P&R Plan (resolution c), Billet d'État XV of 2018) directed the Committee *for* Health & Social Care and the Policy & Resources Committee to look for opportunities to coordinate the PHOF and the Guernsey Annual Better Life Indicators Report (P&R Plan Monitoring Report). The Committees have worked together to develop the PHOF and to strengthen the public health intelligence team and consider that this resolution has been discharged.

A number of significant developments were made during 2018 including:

**i) The establishment of the Health Improvement Commission for Guernsey and Alderney**

The Health Improvement Commission has been established as an independent body to bring together public, private and third sectors to help raise awareness, encourage healthy lifestyle choices and take proactive steps to improve islanders' general health and wellbeing, mentally and physically. The Commission focuses on the operational delivery of health improvement services and will work with Public Health on the implementation of the following strategies: (i) Healthy Weight; (ii) Drug and Alcohol; (iii) Breastfeeding, and (iv) Tobacco Control. This discharges Proposition 16 of the Partnership of Purpose Policy Letter (Billet d'État XXIV of 2017).

**ii) The introduction of a free under 21s contraception pilot under the Sexual Health Strategy**

Introduced in 2018, this pilot has had extremely positive results in reducing the number of unintended pregnancies in young women under the age of 18 years. Early results are showing a two-third reduction in under 18 conceptions;

**iii) Review of cancer screening programmes**

Public Health has completed a review of breast, bowel and cervical cancer screening programmes. This resulted in the introduction of free cervical cancer screening for all women from 2019 through primary care providers, which is aligned with the aspirations of the Partnership of Purpose to ensure fair access to care. This development responds to evidence from the Orchard Centre, where 80% of women receiving this service for free through the Centre said that cost was a barrier to accessing cervical cancer screening through primary care. Cervical cytology has also been replaced by HPV detection;

**iv) Population Needs Assessments**

A comprehensive Joint Strategic Needs Assessment (JSNA) for older islanders was completed during 2018; the findings of which were published in Q2 2019. This JSNA provides an evidence-based upon which to understand the size, structure and characteristics of our older population, which is essential to understanding what the health and care needs of older people are locally. The JSNA highlighted a need to focus on the wider determinants of health, which means better integration of health and social care with transport, leisure, planning and housing, ensuring we keep people connected, active, independent and in their own homes. The importance of health and care services that provide prevention and reablement are key to achieving this aim.

There is also a need to foster strong partnerships between communities and the business and voluntary sector to help to address a range of health challenges, such as depression and frailty. Most importantly, we need to have an environment that supports people in making healthy choices, and that makes these choices easier.

Services for older people within the hospital need to reflect the requirements of our ageing population, aiming to optimise and treat chronic health conditions.

**v) Bailiwick Immunisation Plan**

The seasonal influenza immunisation plan has been reviewed and the childhood immunisation programme expanded to cover all primary school-aged children; and

**vi) Introduction of a 'soft' opt out organ donation scheme**

This was approved by the States of Deliberation in November 2018 (Billet d'État XXV of 2018) and awaits legislative drafting to give effect to the States decision.

In addition to the above, a range of service improvements introduced in 2018 have also led to new key clinical initiatives with the benefit of early identification of problems and early treatment, upholding the ethos of the Partnership of Purpose. For example, Familial Hypercholesterolemia (FH) genetics testing pilot supports our focus on prevention and early intervention. FH is a genetically inherited condition which can lead to exceptionally high cholesterol levels and early development of cardiac disease, unless mitigated by early diagnosis and medication & lifestyle interventions.

During 2018, Heartflow was also established as a non-invasive diagnostic tool in 3D heart imaging to help specialists achieve a more accurate treatment pathway for patients, as well as improving patient safety and comfort.

*For future updates of the P&R Plan, the Committee for Health & Social Care proposes to merge this Policy Priority with the Partnership of Purpose and Regulatory and Support Policy updates into one area to be known as 'The Future Model of Care'.*

The following work streams describe key areas of work for 2019-2020:

| **Work stream 1 - Review of the funding of drugs, treatments and devices** | |
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| **Brief overview:** | • In December 2018 (Billet d'État XXVII of 2018) the Committee *for* Health & Social Care, working closely with the Committee *for* Employment & Social Security, was directed to review the funding of drugs, treatments and devices to include the implementation of a policy for the availability of all drugs, treatments and devices approved by the National Institute for Health and Care Excellence (NICE) Technology Appraisals (TA).<br>• An external provider with specialist healthcare public health experience has been engaged to carry out an independent review of the implications of moving towards a position where NICE TA treatments approved for use in England are also funded by the States of Guernsey. This will include a cost and outcome analyses to inform future decision-making and ensure that any changes to current policy are evidence-based. |
| **Resourcing:** | £100,000 has been allocated from the Budget Reserve to fund the external support required to progress the review. Other resources are being provided internally within the Public Health and Policy teams. |
| **Barriers to progress:** | None at present |
| **Next steps:** | 1. Progress review, including engaging with a wide range of stakeholders during Q1 2019<br>2. Findings and recommendations to be published by the end of Q2 2019<br>3. 3. Policy Letter to the States during Q3 2019 with recommendations to inform budget setting for 2020 |

| **Work stream 2 - Strategic Needs Assessments** | |
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| **Brief overview:** | • The Partnership of Purpose highlights the need for robust health intelligence on which to base decisions about health and care services. The Committee will carry out a number of thematic population-based needs assessments where there would be benefit in having greater insight and more robust evidence about the service requirements of |

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| | particular groups and where there may be gaps in preventative services or in treatment and care.<br>• The findings of the first of those strategic needs assessments – the JSNA for Older People - were published in Q2 2019. Further needs assessments are planned for the next 12 months and are prioritised as follows:<br><br>i) JSNA for drugs, alcohol and tobacco - to support the development of a Combined Substance Misuse Strategy<br>ii) Rheumatology needs assessment |
| **Resourcing:** | Within existing Public Health resources |
| **Barriers to progress:** | Limited staffing resources within Public Health and the time consuming nature of carrying out a comprehensive strategic needs review requires an incremental approach to this work. |
| **Next steps:** | As above – further JSNAs to take place in the following order:<br><br>1. Substance misuse needs assessment<br>2. Rheumatology needs assessment |

| **Work stream 3 – Review of Screening Programmes** | |
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| **Brief overview:** | • Screening is the process of identifying individuals who appear healthy but may be at increased risk of a disease or condition. There are three cancer screening programmes delivered by the States of Guernsey: bowel, breast, and cervical. All three population-based cancer screening programmes have been reviewed and are now provided free of charge to people living in Guernsey and Alderney, with free cervical screening being introduced on the 1st January 2019.<br>• Specific information on the three cancer screening programmes includes:<br><br>i) ***Cervical Screening Programme:*** Fewer than five people are diagnosed with cervical cancer each year in Guernsey and Alderney. The combination of an effective cervical cancer screening programme, together with a programme of immunising young people with HPV vaccine, will be key as Guernsey and Alderney embark on a programme of the elimination of cervical cancer.<br><br>ii) ***Breast Screening:*** Around nine women die from breast cancer each year with a mean age of diagnosis is 63.6 years. Awareness of the symptoms of breast cancer, 'being breast aware', together with the Breast Screening Programme, are key to improving outcomes for women diagnosed with breast cancer. Screening is intended to reduce mortality by detecting breast cancer at an early stage when there is a better chance of successful treatment. In Guernsey and Alderney women between 50 and up to the age of 75 years are invited for screening every two years. After the age of 75 years women can self-refer for screening every two years. The mortality associated with breast cancer in Guernsey and Alderney is lower than Jersey, the South-West of England and England as a whole. |

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| | iii) ***Bowel Screening:*** In 2017, it was decided to replace the bowel cancer screening using flexible sigmoidoscopy with a simple stool test called a Faecal Immunochemical Test (FIT). The rationale for this was that flexible sigmoidoscopy prevents any pre-cancerous polyps developing into cancer by removing them through an invasive procedure that requires patients to undergo unpleasant pre-screening treatment in the form of an enema. It is also limited to detecting polyps in the lower third of the bowel. In contrast, FIT detects early cancers and advanced pre-cancerous polyps using a non-invasive method by detecting blood in the stool from cancers and large pre-cancerous polyps. Converting to FIT will allow the Bowel Cancer Screening Programme to screen approximately 4,100 people per annum, compared with the current 500 per annum using flexible sigmoidoscopy.<br>• A review of the Diabetic Retinopathy Screening programme is currently underway with a scoping of a local abdominal aortic aneurysm screening (AAA) screening in men also planned for later in 2019. |
| **Resourcing:** | • Review process conducted within Public Health resources<br>• Any changes in the screening programmes may require additional resources |
| **Barriers to progress:** | None at present |
| **Next steps:** | 1. Develop a monitoring programme within Public Health for all population based screening programmes<br>2. Complete the review of non-cancer population based screening programmes |

| **Work stream 4 - Review of the Abortion Law** | |
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| **Brief overview:** | • Consultation will take place on the gestational limits under the existing Abortion Law and possible decriminalisation of abortion. The Abortion Law in Guernsey states that an abortion may be performed under certain circumstances. However, there are concerns about the gestational limits of abortion in the Bailiwick which are more conservative than those of the UK.<br>• Furthermore, in the past few years, the Royal College of Obstetricians and Gynaecologists, the British Medical Association and the Royal College of Midwives have backed calls for the decriminalisation of abortion— supporting the removal of criminal sanctions associated with abortion in the UK. This need to be considered in the local context. |
| **Resourcing:** | To be met from within existing Public Health and Policy teams. Support will also be required from St James' Chambers. |
| **Barriers to progress:** | Policy resourcing may present an issue due to the scale and scope of other policy work also prioritised within Public Health. This will be kept under review. |
| **Next steps:** | 1. Consultation/engagement about gestational limits and other possible changes to the existing legislative framework, by the end of Q3 2019<br>2. Policy Letter to the States in Q4 2019 |
| **Needs/requirements that have not been supplied/resolved:** | As above with regard to resourcing |

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| **Any other comments:** | Will require changes to legislation in due course |

| **Work stream 5 - Proposals for a new Public Health Law** | |
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| **Brief overview:** | • The Partnership of Purpose Policy Letter (Resolution 11) agreed that the Committee should report back to the States in the legislative changes required to disband the roles of Medical Officer of Health and Chief Medical Officer and, where relevant, to transfer their functions to existing services or statutory officials whilst exploring the potential for creating reciprocal arrangements for the challenge and peer review of respective health and care policy on a regular or ad hoc basis by other small jurisdictions.<br>• This will involve a Policy Letter to the States to set out proportionate proposals for the public health function in the Bailiwick. |
| **Resourcing:** | Whilst it is envisaged that oversight of this work can be provided from within Public Health, there would also be benefit of additional legal advice to support the review, such as a graduate law officer for one year. |
| **Barriers to progress:** | Additional resources will be required to progress this review |
| **Next steps:** | *Achieving these timescales will be subject to resourcing:*<br><br>1. Complete scoping of proposed new law, by end Q2 2020<br>2. Develop and finalise proposals, by end of Q3 2020<br>3. Present to the States of Deliberation during Q4 2020 |
| **Needs/requirements that have not been supplied/resolved:** | As above As above with regard to resourcing |
| **Any other comments:** | Will require changes to legislation in due course |

| **Work stream 6 – Making Every Contact Count** | |
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| **Brief overview:** | • The Making Every Contact Count (MECC) Framework is a National Framework for health behaviour change in the health service, which sets out how interventions to support lifestyle behaviour change need to be integrated into our health service.<br>• MECC is an approach to behaviour change that uses the millions of day-to-day interactions that organisations and individuals have with other people to support them in making positive changes to their physical and mental health and wellbeing. It supports the opportunistic delivery of consistent and concise healthy lifestyle information and enables individuals to engage in conversations about their health at scale across organisations and populations. Put simply delivering brief advice by simply having a conversation. The main risk factors health professionals usually talk about are:<br><br>o tobacco use<br>o alcohol and drug use<br>o healthy eating<br>o physical activity |

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| **Resourcing:** | The early stages of this work package are to be resourced from within Public Health. There may be further resource requirements at a later date. |
| **Barriers to progress:** | None at present |
| **Next steps:** | The steps that are currently being taking to implementing MECC locally include:<br><br>• Making the case, including drafting the business case<br>• Looking at the evidence base for the intervention<br>• Developing a logic model with clearly articulated goals<br>• Planning an evaluation<br><br>This work package is at an early stage. Further consideration needs to be given to resource requirements and a full timetable for implementation. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life |
| **Future Guernsey Outcome:** | Healthy Community |
| **Priority Policy Area:** | **Regulation and Support Policy** |
| **Political Governance:** | Committee *for* Health & Social Care |

**Overview**

**Objective:** *To establish proportionate governance arrangements for health and care and a robust, enabling regulatory framework to support the aims of the Partnership of Purpose and safeguard the wellbeing of islanders*

**Regulation of Health and Care**

This policy area focuses on the introduction of effective and proportionate regulation for health and care in the Bailiwick. Having established the key objectives of a regulatory regime locally, the Committee's proposals for an independent Commission-led model were approved by the States in February 2019 (Billet d'État II 2019). The design of the proposed regulatory framework has been developed to reflect the Bailiwick's size and be proportionate to its needs. As described in further detail below (Work package 1) work is ongoing to explore the option of working closely with Jersey to establish a pan-Island Commission. The States has also approved the drafting of the necessary legislation to give effect to this new form of regulation and the Committee has requested that this be assigned 'high' priority for legislative drafting.

This Policy Letter discharges Proposition 17 of the Partnership of Purpose Policy Letter (Billet d'État XXIV of 2017).

**Capacity Legislation**

A new Capacity Law will ensure that there are safeguards and processes in place protect people who may not have the capacity to make their own decisions. During 2018, the Committee worked with St James' Chambers to progress the drafting of the legislation and engaged some external support to assist in shaping the Law.

**Safeguarding vulnerable adults**

Adult Multi-Agency Safeguarding Hub (Adult MASH)

In January 2018 the Adult Safeguarding Multi Agency Safeguarding Hub (Adult MASH) arrangements were implemented.

The adult MASH meets weekly to review and plan adult safeguarding activity on island. Unlike the children's MASH the adult MASH is predominantly involved in the co-ordination, risk assessment and reviewing of adult safeguarding concerns but on occasions also supports the co-ordination of complex case management with adults who have care and support needs on island as defined by the HSC single agency adult safeguarding policy.

The MASH is attended by partners both internal and external to HSC and has been very well received and attended. The work over 2018 has also seen the bringing together of adult safeguarding arrangements and the governance arrangements around Serious Incidents within HSC.

Extension of ICPC Regulations to adults

Having given this due consideration it is no longer considered appropriate to extend the remit of the Islands Child Protection Committee (ICPC) to include that of vulnerable adults. Alternative options are being considered, as set out in work package 3.

Furthermore, to support the objective of this Policy Priority, the Committee has also been working across service areas to introduce and embed the 'Safer Everyday' initiative that was launched in January 2018. 'Safer Everyday' ensures continuous quality and safety improvement and learning, the best outcomes for our patients and is a commitment to reduce avoidable harm. The Safer Everyday initiative follows best practice from both the Institute of Healthcare Improvement in Boston, USA (the world's leading patient safety organisation) and NHS Improvement. There was a 30% reduction in falls during 2018.

*For future updates of the P&R Plan, the Committee for Health & Social Care proposes to merge this Policy Priority with the Partnership of Purpose and Health & Wellbeing updates into one area to be known as 'The Future Model of Care'.*

The following work packages describe key areas of work for 2019-2020:

| **Work stream 1 – regulation of health and care in the Bailiwick** | |
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| **Brief overview:** | • A key aim of the transformation of health and care is proportionate governance: ensuring that clear boundaries exist between commissioning, provision and regulation. The Committee's proposals to introduce a new regulatory framework were approved by the States in February 2019 and will lead to an independent Commission-led model similar to that implemented in Jersey, and a risk-based implementation plan for regulatory standards, prioritising the areas of greatest risks first (i.e. the unregistered workforce).<br>• Work will continue during 2019 to develop the Commission in shadow form and to include further details of the financial requirements to be included in the Committee's budget submission for 2020.<br>• In the longer-term it is the intention for the Commission to be self-funding from fees and charges (by 2023). |
| **Resourcing:** | • This is being resourced from within existing resources and supplemented by project management resources funded from the Transformation and Transition Fund |
| **Barriers to progress:** | None at present |
| **Next steps:** | 1. Further develop proposals to establish a shadow regulatory Commission, working closely with Jersey<br>2. Further refine the financial and resource implications to establish the Commission on a 'shadow' basis to inform the 2020 budgeting process<br>3. Progress the drafting of the new Enabling Law to give effect to the States decision, working with St James' Chambers |
| **Any other comments:** | Progressing the legislative drafting to the new Enabling Law will depend on resources within St James' Chambers. |

| Work stream 2 – Capacity Law | |
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| **Brief overview:** | • In March 2016 the States agreed to introduce new Capacity Legislation. This will ensure that there are safeguards and processes in place protect people who may not have the capacity to make their own decisions and empower individuals who may lack capacity to make their own decisions where possible, to allow them to plan for the future.<br><br>• Where individuals lack capacity, the legislation will ensure that decisions made on their behalf respect their basic rights and freedoms.<br><br>• The legislation has been assigned a 'high' priority for legislative drafting. |
| **Resourcing:** | • External support has been engaged to support the legal drafting and to shape the Law. |
| **Barriers to progress:** | Although allocated a high priority, other pressures in St James Chambers have delayed the drafting of the legislation. |
| **Next steps:** | 1. Professional engagement about framework of the draft Law<br>2. Draft legislation to be finalised, by end Q2 2019<br>3. Draft legislation to States Assembly during Q4 2019 |

| Work stream 3 – Safeguarding vulnerable adults | |
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| **Brief overview:** | • In addition to the work to progress the drafting of the Capacity Law, further work is also ongoing to safeguard vulnerable adults to prevent harm and reduce the risk of abuse or neglect to adults with care and support needs in a way which supports such islanders making choices about having control in how they choose to live their lives.<br>• The adult MASH will continue to meet weekly to review and plan adult safeguarding activity on island.<br>• It is hoped that the recruitment of a pan island chair during 2019 will allow the development of an Adult safeguarding board on island to seek to further strengthen the governance arrangements around this currently vulnerable space.<br>• Consideration is also being given to a short policy letter which would promote the drafting of a limited piece of legislation to drive forward the implementation of an Adult Safeguarding Board in statute.<br>• Whilst this matter is being considered and addressed it is intended that an Adult Safeguarding Board will be implemented in shadow form to facilitate multi agency strategic oversight of adult safeguarding risk on the island. |
| **Resourcing:** | • The Committee is considering how it might additionally resource adult safeguarding activity as well as how best to promote joint adult safeguarding responsibility island wide |
| **Barriers to progress:** | The availability of resources is limiting progress but this is under review. |
| **Next steps:** | 1. Recruitment of a pan Island Chair<br>2. Establishing an Adult Safeguarding Board in shadow form |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Community and Our Quality of Life |
| **Future Guernsey Outcomes:** | Lifelong learning and Inclusive and Equal<br>Safe and secure place to live |
| **Priority Policy Area:** | **Improving Educational Outcomes** |
| **Political Governance:** | Committee *for* Education, Sport & Culture |

| **Overview** |
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| This policy area includes the following work streams:<br><br>• Further and Higher Education - The Guernsey Institute;<br>• Developing educational centres of excellence including further development of the new curriculum, an inspection framework, performance reporting and admissions; and<br>• The Review of the Education (Guernsey) Law, 1970 and associated amendments. |

| **Work stream 1 – Further and Higher Education** | |
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| **Brief overview:** | This involves the integration of technical, vocational and professional studies, including apprenticeships, into a single organisation called The Guernsey Institute. The Guernsey Institute will merge the College of Further Education (CFE), the Institute of Health and Social Care Studies (IHSCS) and the GTA University Centre (GTA UC). The long-term aim is to partner with a UK university to seek University College status.<br><br>The Committee is planning to appoint an Executive Principal by 1st July 2019 in order to lead this transformational change. Initially the three existing organisations will retain their identities, with the GTA fulfilling its legal and statutory obligations as a company. Once the new Education Law is in place greater responsibilities for governance and leadership will be devolved to the board of The Guernsey Institute, which will be established as a body in law. From 1st July 2019, a shadow board will be in place with representation from the three existing entities. |
| **Resourcing:** | The Transforming Education Programme (see Priority Policy Area plan for Transforming Education) has been funded from the Transformation & Transition Fund up until the States debate in the summer of 2019, at a total cost of £1.728m.<br><br>Capital funding relating to The Guernsey Institute will be included within the transformation programme policy letter. |
| **Barriers to progress:** | Availability of suitably skilled resources with the relevant experience and capacity to successfully drive the merger of the three different organisations and lead this significant change, whilst continuing to ensure the delivery of education and training courses.<br>Any delays to the progression of the reform of the Education Law. |

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| **Next steps:** | 1. The shadow Board of Governors are recruited and in place by 1st July 2019;<br>2. The Executive Principal is appointed by 1st July 2019;<br>3. The three entities work towards integrating into one organisation; and<br>4. Development of the part of the new Education Law which will set up The Guernsey Institute in law, to be informed partly by the advice and experience of the shadow board. |

| **Work stream 2 – developing educational centres of excellence** | |
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| **Brief overview:** | <u>Curriculum and performance reporting</u><br>The Committee has been working with educationalists, including the new Executive Head Teacher (secondary phase), to ensure that the curriculum is further developed to provide students with an offer which is rich in knowledge and skills. The curriculum was written with a view to preparing all children and young people of our islands for the opportunities and challenges of living in the 21st century and recognises that all children and young people should have the same opportunities and entitlement.<br><br>The Committee is phasing in the use of Attainment 8 as the new key performance measure in key stage 4 and is considering how to establish a local form of Progress 8 to measure progress between key stages 2 and 4. The new performance measures are designed to encourage schools to offer a broad and balanced curriculum with a focus on an academic core at key stage 4; to ensure that every grade improvement of every student is equally recognised; and to allow the progress and attainment of students locally to be compared more easily with those in England.<br><br>The Committee is working with officers and head teachers to enable the introduction of these additional performance measures, which will be phased in over the next four years.<br><br><u>Admissions</u><br>From September 2019 the Committee is moving towards a partner system for secondary school admissions, whereby a learner's secondary school will usually be based on the primary school they attended. This will smooth the transition process between years 6 and 7 and allow each secondary college to work more closely with its partner primary schools.<br><br><u>Inspections</u><br>From September 2019, schools and colleges in Guernsey and Alderney will be inspected by Ofsted. In the spring of 2019 school leaders and other stakeholders were invited to comment on a first draft of the new schools' inspection framework, which was written by the Committee in conjunction with Ofsted and features modifications to the framework used by Ofsted in England in order to reflect local needs and priorities and to be consistent with the islands' unique model of education. For the academic year 2018/19 schools are being inspected by Terry Carr Consultancy using the current inspection framework, an 'off the shelf' framework written by Education Scotland that reflects the needs and priorities of education in Scotland. |

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| | <u>One school, two colleges structure</u><br>In the summer of 2019 the Committee will submit a policy letter (and business cases, as appropriate) containing proposals for the capital developments required to give effect to the States' previous decision to organise secondary education in one school operating in two colleges.<br><br>The four existing secondary schools (three 11 to 16 schools and one 11 to 18 school) will close and be replaced by two 11 to 18 colleges, both of which will have sixth forms that will be part of one organisation (one school). St Anne's School will continue to provide secondary education in Alderney; and Le Murier School and Les Voies School will continue to provide for students with special educational needs in Guernsey. |
| **Resourcing:** | Programme management resources which include education specialists to inform policy development has been funded from the Transformation & Transition Fund.<br>Capital funding for the secondary school infrastructure changes, together with any transitional funding necessary, will be included in the policy letter to be submitted in the summer of 2019. |
| **Barriers to progress:** | Approval of the capital funding is not given by the States, causing delays to the programme.<br>Sufficient and capable programme resources are not in place to support the management of such a substantial and complex programme.<br>Change is not effectively managed resulting in the intended outcomes not being delivered or delivered in part. |
| **Next steps:** | 1. The inspections framework is finalised;<br>2. The transformation programme and capital funding policy letter to be submitted to the States;<br>3. First Year 7, non-selective intake – September 2019; and<br>4. Implementation of secondary school infrastructure changes. |

| **Work stream 3 – Education Law Review** | |
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| **Brief overview:** | The Education (Guernsey) Law, 1970, as amended, is wholly outdated and inappropriate for a modern education system; the need for a new Law has been recognised for many years; and in 2018 the States made a Resolution directing that the Law be repealed and replaced. The new Law will be fit for purpose for a modern society and underpin the educational policy changes made by the States since the current Law was established. |
| **Resourcing:** | Drafting the new Law requires the commitment of substantial legal resources.<br><br>The States of Guernsey Policy and Strategy Team and the Transformation and Change Team have provided additional officer support for various policy developments upon which the new Law will be based, including in relation to SEN provision and the governance of schools and colleges. |

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| | In order to expedite this work, the Committee has recruited legal advice to support the development of the policies that will underpin the new Law and to begin drafting the new Law. |
| **Barriers to progress:** | Stakeholder engagement identifies issues that take time to resolve causing delays to the progression of the policy letter |
| **Next steps:** | 1. Complete Law review and determine indicative proposals for change;<br>2. Public consultation on proposals to reform the Law; and<br>3. Policy letter to be debated in early 2020. |
| **Needs/requirements that have not been supplied/resolved:** | Resources to support all aspects of the Review are not yet fully confirmed e.g. student needs, appeals and complaints, parent and student responsibilities and the public consultation drafting.<br>The need for additional specialist resources to inform the policy proposals and the legislation have been identified, but not yet resourced. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Community<br>Our Quality of Life<br>Our Economy |
| **Future Guernsey Outcomes:** | Lifelong learning and Inclusive and equal<br>Safe and secure place to live<br>Sustainable public finances and Strong, sustainable and growing |
| **Priority Policy Area:** | **Transforming Education** |
| **Political Governance:** | Committee *for* Education, Sport & Culture |

| **Overview** |
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| This policy area focuses on the implementation of the agreed future education structure to deliver an all-ability secondary education system for the Island. The transformation to the new structure will require resolution by the States of how the Island's education estate is best utilised, with the associated capital prioritisation. It also involves workforce planning, admission and transport logistics, and the application of appropriate governances structures and empowerment of schools through the development of a new Education Law, captured under the Improving Education Outcomes Priority Policy Area.<br><br>In January 2018, the States agreed the future structure of secondary and post-16 education, including merging the existing selective 11-18 school and three 11-16 high schools into one organisation on two sites, under a single board of governors and an Executive Head Teacher.<br><br>The Committee *for* Education, Sport & Culture has now identified the resourcing requirements for the revised education model and will soon publish a policy letter with further proposals on 'Transforming Education', including the capital funding requirements for primary, secondary and further and higher education phases. |

| **Work stream 1 – Transforming Education Programme** | |
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| **Brief overview:** | The transformation of education programme vision is to create an education system for learners, which provides our community with the knowledge and skills to face a complex and challenging future with enthusiasm and confidence. This, in itself, will improve educational outcomes.<br><br>The programme includes four projects;<br><br>• The 11-18 School Project;<br>• The Guernsey Institute Project;<br>• The Early Years and Primary Project; and<br>• The Education Services Project. |
| **Resourcing:** | The Transforming Education Programme has been funded from the Transformation & Transition Fund up until the States debate in the summer of 2019, at a total cost of £1.728m, which includes the costs of the |

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| | transformation team, the Executive Head Teacher, additional educationalist subject matter experts and the Estates Management resources.<br><br>A bid for capital funding will be sought through a policy letter and related business cases in the summer of 2019. To date £978,000 has been released from the Capital Reserve to fund: the feasibility study, procurement strategy, design and assurance review of the 11-18 school's capital bid; and scope the space requirements, prepare the initial design and identify outline costs for the new Guernsey Institute. |
| **Next steps:** | 1. The policy letter seeking capital funding for the Transforming Education Programme to be debated by the States by this summer;<br>2. School and College names, and the uniform design and implementation are publicised;<br>3. The staffing structure for the 11-18 School is confirmed; and<br>4. Aspects of the programme will move into implementation.<br>5. |
| **Needs/requirements that have not been supplied/resolved:** | See above point on future funding bids.<br>It is expected that approximately £135,000 of capital funding will be required to further develop existing plans for primary education and in particular test and assure the anticipated development of La Mare de Carteret primary school. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Themes:** | Our Quality of Life<br>Our Community |
| **Future Guernsey Outcomes:** | Healthy Community<br>One Community: inclusive and committed to social justice |
| **Priority Policy Area:** | **Supported Living and Ageing Well Strategy (SLAWS)** |
| **Political Governance:** | Policy & Resources Committee |

## Overview

SLAWS was agreed by the States of Deliberation in 2016. The strategy set out a number of recommendations in relation to the provision and funding of long-term care and support services provided to adults, aged 18+, in Guernsey and Alderney. The vision set out in the strategy is to have an adaptable and continuously improving care and support system in the Bailiwick of Guernsey that is fair, person-centred, enabling and sustainable.

The Policy & Resources Committee (P&RC) co-ordinates the States-wide activity to implement the strategy, working closely with the Committees *for* Health & Social Care (HSC), Employment & Social Security (ESS) and *the* Environment & Infrastructure (E&I), in addition to charitable/third sector organisations. The Strategy set out four key priorities for change:

- A better resourced and developed strategic planning function
- The addressing of social attitudes towards care, disability and ageing
- The reconfiguration of health and social care services to provide a greater emphasis on community-based, person-centred services (including those provided to carers)
- A radical overhaul of the funding of long-term care services and the operation of the Long-term Care Insurance Scheme in particular.

Some of these priorities are being addressed within other States' strategies, e.g. the Disability & Inclusion Strategy is aiming to introduce legislation to prevent discrimination towards individuals with a disability and their carers, or towards older citizens. HSC is addressing the reconfiguration of health and care services to provide a greater emphasis on community care in its Partnership of Purpose work. The care and support needs of the under-18's are addressed within the Children and Young People's Plan (CYPP).

The SLAWS Implementation & Engagement Group identified three priority work streams for 2018/19:

1. The development of a pilot for a new reablement service within Adult Community Services (ACS) to enable individuals to relearn the skills needed to be able to continue to live independently in their own homes, for example, following a hospital admission, illness or injury
2. The development of a Carers Action Plan to identify the services and support that should be available to support informal, unpaid carers in the community
3. The development of a policy letter addressing the strategic funding resolutions set out in the Strategy for consideration by the States of Deliberation.

Key Performance Indicators (KPIs) are being developed for the Strategy, which:

- monitor the extent to which the over-55's receiving care and support are supported to live independently
- track the level of general and mental health of individuals receiving care and support and of their carers
- assess whether the care system is financially sustainable and affordable in the medium to long term.

| **Work stream 1 – Reablement Service in Adult Community Services** | |
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| **Brief overview:** | The strategy directed HSC to investigate, as a matter of priority, the expansion of the range and availability of community care services, including, but not limited to, the expansion of services for rehabilitation and reablement for those recovering from hospitalisation. |
| **Resourcing:** | HSC established a reablement steering group to develop a business case for a pilot for a new reablement service within Adult Community Services which would enable service users to relearn the skills to enable them to continue to live independently in their own home. A reablement manager has been appointed. |
| **Barriers to progress:** | Funding for year 1 of the reablement pilot has been released from the Transition and Transformation Fund. It is envisaged that if the pilot is successful, then HSC will factor the ongoing operating costs into the Budget bid for 2020. |
| **Next steps:** | 1. Recruit team members for the reablement service.<br>2. Develop protocols and pilot the reablement service. |
| **Any other comments:** | It is anticipated that the reablement service pilot will be operational within Adult Community Services during 2019. |

| **Work stream 2 – Carers Action Plan (CAP)** | |
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| **Brief overview:** | The strategy directed P&RC, in conjunction with HSC, ESS and appropriate third sector organisations, to develop, as a matter of priority, a Carers Strategy and to report to the States with its recommendations no later than June 2018. A CAP has been developed in conjunction with third sector partners which sets out the services and support that will be available to support informal, unpaid carers. The CAP was published on 30th April 2019. |
| **Resourcing:** | A Carers Project Board was established with representation from officers from HSC, ESS and charitable/third sector organisations representing or involved with supporting carers. Officers from P&RC and ESS supported the Carers Project Board. |
| **Barriers to progress:** | A consultation was undertaken with carers in the first half of 2018, and policy proposals and a CAP were then developed. Funding to deliver the CAP needed to be secured during the usual Budget process. This caused a short delay to the project. |
| **Next steps:** | 1. A Carers Implementation Group has been established to co-ordinate the implementation of the CAP.<br>2. States of Guernsey to take forward the actions identified for the Government to take forward in the CAP.<br>3. Third sector organisations to take forward the actions for the third sector identified in the CAP. |

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| **Any other comments:** | The CAP was published on 30th April 2019 and is available at the following link: https://www.gov.gg/carersactionplan |

| **Work stream 3 – Strategic Funding Resolutions** | |
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| **Brief overview:** | The SLAWS strategic funding resolutions directed ESS to:<br>i. Increase the contribution rate to the Long-term Care Insurance Fund (LTCF) by 0.5% from 1 January 2017.<br>ii. Investigate the implications of the principle that the LTCF should cover care and support costs only, with payments for accommodation and living costs being the responsibility of the person receiving care.<br>iii. Investigate the implications of the principle that the LTCF should be extended to cover the cost of care and support at home.<br>iv. To keep under review whether there is a strategic, long-term financial need to introduce (a) the inclusion of capital assets in any means-testing of benefits from the LTCF, and (b) the capping of care costs to set out the respective funding liabilities for individuals and the States. |
| **Resourcing:** | An officer from ESS has been assigned to this workstream. In addition, officers from P&RC have been providing accounting support and policy analysis. |
| **Barriers to progress:** | ESS has implemented the contribution increase to the LTCF by 0.5% from 1st January 2017. Considerable financial analysis has been undertaken to separate the costs of care and support from the accommodation and living expenses. A Special Committee meeting has been constituted involving Members of ESS, HSC and P&R. Nevertheless the issues are complex, inter-related and there are no simple solutions. This workstream is therefore running behind schedule. |
| **Next steps:** | 1. Consultation with care homes on draft funding proposals.<br>2. ESS to submit a policy letter on the SLAWS strategic funding resolutions for consideration by the States of Deliberation by the end of 2019. |

# Future Guernsey –Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life<br>Our Community |
| **Future Guernsey Outcomes:** | Safe and Secure Place to Live<br>Health Community<br>Inclusive and equal<br>Lifelong learning |
| **Policy Priority Area:** | **Children & Young People's Plan (CYPP)** |
| **Political Governance:** | CYPP Supervisory Board is chaired by the Social Policy Champion (Policy & Resources Committee) and represented by Members from the Committees *for* Health & Social Care, Education, Sport & Culture, Home Affairs and Employment & Social Security. |

| **Overview** |
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| The CYPP sets out the way in which the States intends to meet the requirements of the Children Law 2008, which is tailored to the needs of children and young people in Guernsey and Alderney.<br><br>The Children Law 2008 requires the creation of such a Plan at least once every three years. The Law says that the States has "a duty to provide services to any child in need" and the CYPP sets out how that's to be achieved.<br><br>The CYPP represents the local vision and aspirations for children and young people. The Plan shows how partners will *work together better* to address locally identified needs, integrate provision and focus on early intervention, safeguarding; mitigating the effects of child poverty to improve outcomes. The CYPP sets out what actions will be delivered and, as appropriate, what resources we will commit to deliver the priorities in the CYPP.<br><br>The CYPP is structured around four policy priorities:<br><br>1. Safe and nurtured<br>2. Healthy and active<br>3. Achieve individual and economic potential<br>4. Included and respected<br><br>In February 2019, an update report on progress to CYPP objectives was presented to the States (Billet d'État IV of 2019).<br><br>The full Plan and associated KPI's can be found at https://www.gov.gg/cypp |

| **Work stream 1 – Achieve Individual and Economic Potential** | |
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| **Brief overview:** | Develop and implement a States of Guernsey Apprenticeship Scheme for Young People identified as being vulnerable to becoming NEET (Not in Employment, Education or Training). |
| **Resourcing:** | This work package is currently at an early stage. There is a commitment to provide the financial resources to secure the payment of young people to |

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| | take part in the scheme but the following additional resources will also be required:<br>• Coaches/mentors to support young people in and out of workplace<br>• Identification of appropriate workplace experience within the States of Guernsey<br>• Sustainable input from the Third Sector to support the scheme<br>• Lead Officer to develop and implement the scheme |
| **Barriers to progress:** | Progress of this work package is subject to securing the above resources |
| **Next steps:** | 1. Secure commitment across committee areas<br>2. Secure sustainable payment stream for salary of the Lead Officer<br>3. Develop working agreement for support with identified 3rd sector organisations<br>4. Identify young people to take part in the scheme<br>5. Begin scheme (with effect from Q2 2019) |

| **Work stream 2 – Included and Respected** | |
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| **Brief overview:** | Extension and implementation of the United Nations Rights of a Child (UNCRC). |
| **Resourcing:** | Staffing resource from the policy team to support delivery, implementation and monitoring of UNCRC across all committee areas is in place.<br>The following additional resources are also required:<br>• Support from External Affairs to advise on the UNCRC reporting framework<br>• Financial resource to support ongoing work with UNICEF to deliver Rights Respecting School Awards (RRSA) and Community Awards to support demonstrating compliance<br>• Support from Corporate Communications Team |
| **Barriers to progress:** | Ongoing financial resource as required to ensure continuation of development and training programme over the next three years. |
| **Next steps:** | 1. Work with all schools to implement RRSA alongside UNICEF<br>2. Submit UNCRC evidence matrix to UK Government<br>3. Gain extension from UK – Media launch<br>4. Support delivery of Bronze Award and Silver RRSA in all schools<br>5. Investigate RR Community Award<br>6. Successful awards in schools – media launch<br>7. Develop implementation of community award<br>8. Develop ongoing mapping, monitoring and reporting systems |
| **Needs/requirements that have not been supplied/resolved:** | As above in relation to resourcing |
| **Any other comments:** | Matrix sent to UK Government on 28th February 2019<br>RRSA training started Q1 2019 |

| **Work stream 3 – Healthy and Active** | |
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| **Brief overview:** | Development of Mental Health & Wellbeing (MHWB) planning and provision across all schools and community settings. |

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| **Resourcing:** | Funding has been secured for two-years to support the delivery of Mental Health First Aid (MHFA) workshops across all community environments that work with/for children and young people<br>Further resources are required:<br>• Funding to secure the appointment of MHWB Coordinators in Schools<br>• Support from CAMHS for supervision<br>• Support from Corporate Communications Team |
| **Barriers to progress:** | As set out above, resources are required to deliver this work package |
| **Next steps:** | 1. Identify trainers and resource to deliver sessions across 2019<br>2. Work with Public Health to ensure coordinated approach with Bailiwick Mental Health & Wellbeing Strategy (MHWB)<br>3. Deliver training across all areas<br>4. Identify gaps in provision – work with MHWB Strategy to meet needs<br>5. Appointment of MHWB Coordinators in schools |
| **Needs/requirements that have not been supplied/resolved:** | In addition to the requirement for the resources set out above, the following will also be required:<br>1. Ongoing support from colleagues trained to deliver Mental Health First Aid (MHFA) Training and funding to deliver MHFA workshops across all community environments that work with/for children and young people<br>2. Ongoing support from Guernsey Mind |
| **Any other comments:** | This work stream has been established and started in Q1 2019 with training dates identified across 2019 |

| **Work stream 4 - Achieve Individual and Economic Potential** | |
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| **Brief overview:** | Development of a cross committee/multi-agency Early Years Roadmap identifying future provision and support for our youngest children and subsequent implementation plan. |
| **Resourcing:** | • Policy Officer to support development of the Early Years Roadmap has been secured<br>• Senior Officer to act as SRO – this is an ongoing resource requirement<br>• Support from Corporate Communications Team |
| **Barriers to progress:** | Securing any potential resource required to meet the gaps in provision/service development identified through the Roadmap process. |
| **Next steps:** | 1. To establish an Early Years Roadmap Team by setting up a cross-committee working group to scope out and oversee development (Q1 2019)<br>2. Working Group to agree Terms of Reference<br>3. Gather information through consultation and audit to build a picture of what is happening within Early Years services<br>4. Identify 'gaps' in service provision<br>5. Write Roadmap with clear objectives that forms part of the broader CYPP objectives (during Q4 2019)<br>6. Identify strategic and operational change required and subsequent resources (not yet known) |
| **Needs/requirements that have not been supplied/resolved:** | As above in relation to resourcing |

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| **Any other comments:** | This work stream is at an early stage of development |

| **Work stream 5 – Safe and Nurtured** | |
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| **Brief overview:** | Developing and implementing the 'Strong Families' Programme to ensure that children and their families achieve better outcomes.<br><br>These are evidence-based programmes which will demonstrate improved outcomes for identified vulnerable children and their families over time, which are intended to have a positive impact upon the negative effects of:<br><br>• Unemployment<br>• Drug, alcohol and substance misuse<br>• Domestic Abuse<br>• Non-school attendance<br>• Offending behaviours<br>• Homelessness<br><br>Success of the programme will be measured by a number of indicators:<br><br>• Increase in school attendance<br>• Reduction in CP incidents<br>• Increase in academic outcomes<br>• Reduction in exclusions from school<br>• Reduction in instances of children involved in/ on edge of criminal activity<br>• Reduction in children subject to CP Plan<br>• Reduction in the numbers of children being received into care |
| **Resourcing:** | • A Strong Families Team is being recruited. This is being revenue-funded by the Committee *for* Health & Social Care.<br>• The programme will also require access to data to monitor the outcomes indicators referenced above. |
| **Barriers to progress:** | None at present. Success of this work package will rely on engagement of families with services. |
| **Next steps:** | 1. Establishing the Team and recruiting the right staff<br>2. Identifying families to work with<br>3. Establishing programmes of support<br>4. Systematic tracking against outcomes |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Community |
| **Future Guernsey Outcome:** | Inclusive and equal |
| **Policy Priority Area:** | **Disability & Inclusion Strategy/Equality** |
| **Political Governance:** | Committee *for* Employment & Social Security |

| **Overview** |
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| The Policy Priority Area (PPA) 'Disability & Inclusion Strategy/Equality' is very broad in its potential scope. The Disability and Inclusion Strategy (DIS) has been prioritised under this PPA for implementation during this term of government.<br><br>The aim of the DIS is to improve the quality of life of disabled islanders and their carers through changing attitudes towards disabled people and carers so that they can be active and engaged socially, economically and culturally. The DIS Framework (see Appendix 1) sets out the purpose, vision, desired outcomes, strategic commitments and priority areas of the Strategy. This update focuses on the 12 work packages identified in the Strategy. |

| **Work stream 1 - Discrimination Legislation** | |
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| **Brief overview:** | • As part of the Disability and Inclusion Strategy, the States agreed that detailed policy proposals should be developed for the introduction of disability discrimination legislation.<br>• In March 2018, following a comparative evaluation of discrimination/equality legislation from six countries carried out by academics from the Centre for Disability Law and Policy at the National University of Ireland, Galway, ESS agreed that this legislation should be based, where appropriate, on relevant provisions of the Irish Employment Equality Acts 1998-2015, the Irish Equal Status Acts 2000-2015, and the Australian Disability Discrimination Act 1992 (see media release for further information).<br>• In June 2018, the States of Guernsey unanimously agreed that this programme of work should be expanded to develop policy proposals for legislation to protect people from discrimination on multiple grounds, including disability (see Amendment to The Policy & Resources Plan).<br>• Following this agreement, the ESS re-engaged the same academic advisers to produce a 'straw man' model piece of legislation outlining which provisions would likely be needed and drawing on what they considered to be best practice in the aforementioned Irish and Australian legislation. The straw man was presented to engaged stakeholders in November 2018.<br>• The straw man is a tool that the Committee is using to identify all relevant aspects that should be covered in its policy proposals and those aspects that require tailoring for Guernsey, either because the |

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| | matter is controversial or because the proposed provision does not meet the needs of, or translate well to, the Guernsey context.<br>• During early 2019 all States service areas reviewed statutory provisions, policies, procedures, rules and criterion used to determine the provision of goods and services to the public in order to identify any necessary exceptions to the proposed discrimination legislation. This exercise is expected to lead to the identification of various issues which will require legislative or operational changes to be made in order to comply with the forthcoming legislation. These matters will be raised with relevant Committees and the Policy & Resources Committee (P&RC) as appropriate.<br>• ESS is currently in the process of finalising its draft policy proposals and is intending to publish these proposals for consultation in mid-2019. The Committee is directed to report back to the States with detailed policy proposals by April 2020. |
| **Resourcing:** | • Two policy staff (1.6 FTE) from ESS and one staff member (1 FTE) from P&RC's Strategy & Policy Team are working on the development of policy proposals for the new legislation and also on the business case and accompanying policy letter in respect of the Equality and Rights Organisation (see work package 2 for further information on the latter).<br>• Modest consultancy costs are being funded from the DIS budget. |
| **Barriers to progress:** | • Competing demands on the limited staff resources in this area.<br>• Scale and legal complexity of the project.<br>• Potential for opposition to the proposals. |
| **Next steps:** | 1. Finalise draft policy proposals for multi-ground discrimination legislation.<br>2. Consult widely regarding the draft policy proposals, analyse consultation responses and publish summary.<br>3. Prepare policy letter for consideration by the States no later than April 2020. |
| **Needs/requirements that have not been supplied/resolved:** | Currently considering the recruitment of one additional Policy Officer on a temporary basis, subject to budget being available. |
| **Any other comments:** | If the Committee's policy proposals are approved by the States, the project will move into its second phase, 'preparing for implementation', which will involve:<br><br>• Drafting the legislation (subject to the normal prioritisation process co-ordinated by P&RC);<br>• Establishing a system for providing impartial advice and conciliation/mediation services;<br>• Establishing a legal framework for bringing and hearing complaints under the new legislation;<br>• Providing training and information on the new legislation.<br><br>The above work packages will need to be resourced and plans for this will be included in the Committee's policy letter. |

| Work stream 2 - Equality and Rights Organisation (ERO) | |
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| **Brief overview:** | • In November 2013, following consideration of the DIS the States agreed:<br>*"To approve, in principle, the establishment of an equality and rights organisation, based on the Paris Principles, but defer the implementation of such an organisation dependent on:*<br>*a. a business plan being developed stating in detail the functions, staffing resources, costs and charges for such an organisation; and*<br>*b. any additional funding required being available and the States having given priority to the establishment of an organisation through any prioritisation process in effect at that time."*<br>• An ERO is a statutory body which promotes equality and human rights and helps to protect individuals from discrimination and human rights violations.<br>• ESS is developing proposals for an ERO that is proportionate for Guernsey and meets the needs of the public and businesses.<br>• During 2019, the Committee will present its proposals to the States for the staged development of an ERO. |
| **Resourcing:** | • See comment on resourcing in work package 1.<br>• The Committee's policy letter will include estimated costs for the establishment and operation of the proposed ERO. |
| **Barriers to progress:** | • Competing demands on the limited staff resources in this area.<br>• Complexity of governance arrangements.<br>• Need to manage competing expectations about what the ERO will do.<br>• Lack of representative data to demonstrate scale of existing discrimination. |
| **Next steps:** | 1. Draft business case.<br>2. Discuss business case with key stakeholders including P&RC.<br>3. Finalise business case and policy letter.<br>4. Submit policy letter and business case to the States in 2019. |
| **Any other comments:** | Since the ERO may form part of the structure to support and enforce discrimination claims, this work package is closely linked to the discrimination legislation project (work package 1). |

| Work stream 3 - information & awareness raising | |
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| **Brief overview:** | • The aim of the DIS is to improve the quality of life of disabled islanders and their carers through changing attitudes towards disabled people and carers so that they can be active and engaged socially, economically and culturally.<br>• The DIS identified that providing information was key to changing attitudes and empowering disabled people and carers.<br>**Information for disabled persons and carers**<br>• In November 2013, the States approved expenditure of up to £70,000 for the development of information for disabled persons and carers.<br>• The signpost.gg website was developed to create a central source of information for people with disabilities and for those caring for someone with a disability. This was launched in January 2017 and is updated regularly. |

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| | • Accessibility information about premises/facilities in Guernsey is provided by AccessAble under a contract. This contract is due to expire at the end of 2020.<br>**Information for businesses**<br>• In November 2013, the States approved expenditure of up to £50,000 for the development of information for businesses and other organisations.<br>• In 2016 an SLA was entered into between the States of Guernsey and the Guernsey Employment Trust (GET) to assist employers to become prepared for the introduction of forthcoming disability discrimination legislation. The agreed outcomes of the SLA were:<br>- Production of a Good Practice Guide for Employers.<br>- Production of a Charter for Employers.<br>- Securing a minimum of 20 employers signed up to the Charter.<br>- Organising and delivering at least four presentations open to all businesses regarding best practice in terms of reasonable adjustment in relation to the recruitment and retention of staff in preparation for future disability discrimination legislation.<br>• The Good Practice Guide and the Charter for Employers were published in May 2017. To date, 30 employers have signed up to the Charter, including the States of Guernsey. GET has delivered a number of presentations regarding good employment practice and reasonable adjustments, including two for States HR staff in January 2019.<br>**Awareness raising initiatives**<br>• In November 2018, in accordance with the aim of the Strategy, ESS invited charities, businesses and other organisations to apply for grants to run awareness-raising initiatives on disability specifically and human rights/equality generally.<br>• In December 2018, grants were awarded to three organisations. These initiatives will largely be delivered during Q2 2019 and align with the requirements of Article 8 of the UN Convention on the Rights of Persons with Disabilities (which the States has agreed should be extended to Guernsey at the earliest appropriate opportunity) to undertake to adopt immediate, effective and appropriate measures to, amongst other things, raise awareness throughout society, including at the family level, regarding persons with disabilities, and to foster respect for the rights and dignity of persons with disabilities. |
| **Resourcing:** | The aforementioned information and awareness raising activities have been funded through the DIS budget. |
| **Barriers to progress:** | Lack of annual General Revenue budget to funding ongoing information provision and awareness raising activities (see 'needs/requirements that have not been supplied/resolved' for further information). |
| **Next steps:** | 1. Deliver agreed awareness raising initiatives from March - July 2019.<br>2. Consider next steps in relation to information provision and awareness raising. |
| **Needs/requirements that have not been supplied/resolved:** | • There is an ongoing funding requirement in order to deliver the aims of the DIS.<br>• Of the original Strategy budget of £250,000 made available from the Budget Reserve in 2013, approximately £20,000 remains unspent or uncommitted. This is expected to be exhausted sometime during 2019. |

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| | • During the 2019 budget cycle ESS submitted a bid to P&RC for an annual General Revenue budget to be allocated to fund "business as usual" under the DIS and to fund other workstreams under the social inclusion aspect of the Committee's mandate which is not limited only to disability. This bid included a provision of £50,000 for awareness-raising and training activities.<br>• The bid was not approved by P&RC. Instead, the Committee was invited to submit requests for funding for specific projects as they arose.<br>• The Committee has no certainty that funding for phase 2 of the awareness raising activities will be made available. |

| **Work stream 4 - supported & mainstream employment** | |
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| **Brief overview:** | • In 2015, the former Health & Social Services Department's (HSSD) Supported Employment Service was taken over by GET.<br>• GET has an Agreement with the States of Guernsey to assist disabled people to secure and maintain work.<br>• In addition to offering support to all jobseekers looking for work, including those recovering from long-term illness, the Job Centre works with Giving Opportunities (GO), Guernsey Rural Occupational Workshop (GROW), GET and the Guernsey Society for People w/Physical Disabilities to provide working placements. The Job Centre also provides support to jobseekers through a variety of training schemes and funded training courses through providers such as the College of Further Education.<br>• This workstream supports an overall States objective to maximise the working population. |
| **Next steps:** | 1. Continue engagement with stakeholder groups to identify current gaps in service provision.<br>2. Discuss the gaps identified with stakeholders and agree an action plan for filling the gaps in priority areas.<br>3. Further promote the ESS grant scheme which enables organisations to access funding to support work rehabilitation initiatives. |

| **Work stream 5 - framework for people with autism** | |
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| **Brief overview:** | • In November 2013, following consideration of the DIS, the States directed the former HSSD to lead the development of a framework for people with autism and communication difficulties. This work package has subsequently been split into two discrete work packages (5 and 6 in this document).<br>• The Autism Framework was completed and approved by the Committee *for* Health & Social (HSC) in October 2016 and is now in the implementation phase. There have been a number of key recent developments:<br>- An Adult Autism Lead began in post in September 2018;<br>- The construction of the Autism Hub is progressing and is due to be completed in mid-2019. HSC is presently recruiting staff for this facility;<br>- Work around an adult diagnostics pilot continues with a view to open this more widely later this year; and |

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| | - HSC, the National Autistic Society and Autism Guernsey continue to work in partnership through the Guernsey Autism Partnership.<br>• There are ongoing resource challenges within the diagnostic pathway which are affecting diagnostic services. Every effort is being made to resolve these as urgently as possible. The challenges are multi-agency, multi-disciplinary and multi-faceted. |
| **Resourcing:** | • Clinicians continue to work within current resources to enable progress.<br>• HSC is currently in the process of exploring what additional resource, if any might be required to assist the diagnostic pathway to function more effectively and to meet identified need. |
| **Barriers to progress:** | Availability of the key professional skills required to undertake reliable diagnostic processes. |
| **Next steps:** | 1. Continue with framework implementation.<br>2. Business case for additional resources to be considered.<br>3. Continue working relationships with Autism Guernsey and partner agencies. |

| **Work stream 6 - framework for people with communication difficulties** | |
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| **Brief overview:** | • As part of the DIS, the States directed the former HSSD to lead the development of a framework for people with autism and communication difficulties. This work package has subsequently been split into two discrete work packages (5 and 6 in this document).<br>• HSC is leading on the development of a framework for people with communication difficulties.<br>• A bid for funding to develop the Communication Framework has been successful and the work associated with this work package began early in Q2 2019. |
| **Resourcing:** | • A Senior Responsible Officer is required to lead the work stream and provide oversight of the production of the framework.<br>• External body/bodies to act as authors and advisor(s) in the production of a framework for the Bailiwick.<br>• Release time (as appropriate) for colleagues to support and input into the production of the framework. |
| **Barriers to progress:** | Progress is subject to securing the necessary resources |
| **Next steps:** | 1. Identify/engage external support and secure the necessary resources set out above.<br>2. Begin project as set out in Project Initiation Document.<br>3. Deliver framework by end of Q4 2019. |

| **Work stream 7 - framework for people with learning disabilities** | |
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| **Brief overview:** | • As part of the DIS, the States directed the former HSSD to lead the development of a framework for people with learning disabilities.<br>• A review of Adult Disability Services was undertaken between September 2018 - February 2019. This included consultation on many topics involving service users, parents, carers, health professionals and other stakeholders, which will inform the development of the framework. |

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| | • Short break care provision for children with learning disabilities continues to be provided by short break carers, as well as provision at The Croft. The Croft provides both bed-based overnight breaks and shorter evening and daytime breaks for children and young people with disabilities. Additional funding was secured through the Carers Action Plan for additional resources in this area and decisions are currently being made about how best to utilise this.<br>• There is an ongoing need for additional Playscheme holiday provision for children in the community with additional needs. Opportunities are being explored with both third sector providers and partner agencies about what a long term sustainable model might look like. |
| **Resourcing:** | • There may be a requirement for additional policy support to bring together key documentation and to write the framework. This is estimated at 75 hours of project support. |
| **Next steps:** | 1. A number of consultation and engagement events are planned for Q2 2019.<br>2. Report on the review of the Adult Disability Service to be presented to HSC in Q2 2019.<br>3. Feedback findings of the review to stakeholders in Q3 2019.<br>4. Write Learning Disability Framework by pulling together reviews from adult, children and educational services.<br>5. Present Framework to the DIS Programme Board in Q3 2019. |

| **Work stream 8 - framework for people with dementia** | |
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| **Brief overview:** | • In November 2013, following consideration of the DIS, the States directed the former HSSD to lead the development of a framework for people with dementia.<br>• The framework was approved by HSC in February 2017 and the implementation phase is now underway.<br>• In keeping with the Partnership of Purpose model, Dementia Friendly Guernsey continues to deliver interactive information sessions across the community for the public and local businesses. There are also plans to organise further train-the-trainer courses to increase the number of dementia-friendly trainers.<br>• The Guernsey Alzheimer's Association has purchased approximately 10 respite half-day sessions in Green Acres dementia care home. These "vouchers" have been provided to HSC via the Older Adult Community Mental Health Team (CMHT) and can be offered to families to provide much-needed free respite from caring roles.<br>• The Older Adult CMHT has also been expanded to include a post-diagnostic dementia support worker. This new role will sit within the Memory Clinic Team and will enable the team to provide closer and faster follow-up and signposting to those who have recently been diagnosed with dementia.<br>• Recent presentations to the GP practices on the early diagnostic pathway were well received and generated a lot of interest on referral standards, financial guardianship, driving issues and Capacity Law. |
| **Resourcing:** | • Ensuring adequate Community Services care packages is important to ensure that there are no barriers to people with dementia being |

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| | discharged from hospital in a timely way. This is currently being funded through the reablement pilot. |
| **Next steps:** | Roll-out of level 2 & 3 dementia awareness sessions for hospital staff by Practice Development Lead during 2019. |

| **Work stream 9 - UN Convention on the Rights of Persons with Disabilities** | |
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| **Brief overview:** | • Following consideration of the DIS, the States directed the former Policy Council to seek the extension of the UN Convention on the Rights of Persons with Disabilities (CRPD) to Guernsey at the earliest appropriate opportunity.<br>• The CRPD exists to protect and promote the human rights of disabled people. It covers a wide range of areas including:<br>- health<br>- education<br>- employment<br>- access to justice<br>- personal security<br>- independent living<br>- access to information<br>• The rights contained in UN human rights treaties, of which the CRPD is one, represent binding obligations in international law. By ratifying the CRPD Guernsey will be committing to achieve progressively the full realization of the rights set out in the treaty over time (a process the UN calls 'progressive realisation').<br>• However, before the UK government will formally submit a request to the UN for their ratification of the CRPD to be extended to Guernsey, the States of Guernsey will need to satisfy the UK government that the island meets certain minimum requirements in terms of compliance.<br>• One of these minimum requirements is that legislation exists that prohibits all discrimination on the basis of disability and guarantees to persons with disabilities equal and effective legal protection against discrimination on all grounds. Progress on this work package is, therefore, essentially on hold until such time as the proposed discrimination legislation (see work package 1) enters into force. |
| **Resourcing:** | Not currently resourced. |
| **Barriers to progress:** | • Discrimination legislation needs to be enacted before the States of Guernsey can seek extension of the CRPD to Guernsey.<br>• Lack of capacity to complete a detailed compliance matrix setting out Guernsey's position in respect of the obligations set out in the CRPD for consideration by the Office for Disability Issues (part of the Department for Work and Pensions), which is responsible for co-ordinating the implementation of the CRPD across government.<br>• Other potential, as yet unknown, requirements of the UK government arising from consideration of the compliance matrix. |
| **Next steps:** | 1. Develop detailed proposals for legislation that prohibits all discrimination on the basis of disability and guarantees to persons with disabilities equal and effective legal protection against discrimination on all grounds.<br>2. If resourced, work could commence on the development of a compliance matrix in parallel with the development of the discrimination legislation proposals. |

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| **Needs/requirements that have not been supplied/resolved:** | Staff resources are likely to be required to complete the necessary compliance matrix to facilitate extension of the UK's ratification on the CRPD to Guernsey and, following extension, to progress and champion necessary policy and legislative developments, and monitor the progressive realisation of the rights set out in the treaty over time. |

| **Work stream 10 – States' obligations** | |
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| **Brief overview:** | • In July 2017, the Business Disability Forum (BDF) undertook an audit to assess the States of Guernsey's readiness for the proposed disability discrimination legislation, as both an employer and a service provider - see BDF overarching report.<br>• The review covered:<br>- Commitment: To provide an excellent service to disabled customers.<br>- Know how: To have a framework and supporting materials to ensure that customer-facing colleagues understand the needs of disabled customers and are able to respond to those needs.<br>- Understanding the needs of disabled customers: To anticipate the needs of disabled customers and consult with disabled people to ensure their needs are understood and accommodated when designing new products, services and processes.<br>- Suppliers and partners: To ensure when a third party supplier provides elements of customer service that they can demonstrate understanding and ability to meet the needs of disabled customers.<br>- Communication: When communicating with disabled customers to ensure that the methods are as inclusive as possible and to make adjustments to accommodate the communication preference of individuals.<br>- Premises: To ensure that premises are accessible to customers with disabilities and where possible make adjustments for individuals.<br>• The reports and recommendations were shared with all Committees in March 2018 and were endorsed by the Civil Service Senior Leadership Team.<br>• The Heads of Operations of all Committees are responsible for overseeing the implementation of the BDF's recommendations.<br>• Quarterly update reports are presented to the Disability Review Project Board.<br>• An updated "action plan" is published on www.gov.gg every 6 months. |
| **Resourcing:** | • Each Committee meets minor costs from its General Revenue budget.<br>• More significant works require a capital portfolio bid.<br>• P&RC's HR Team has an annual budget to fund "reasonable adjustments" required by States of Guernsey employees. |
| **Barriers to progress:** | • Limited Committee General Revenue funding.<br>• The low prioritisation of any capital bids which may delay progress of recommendations/projects.<br>• Some States properties are difficult to make fully accessible (e.g. Raymond Falla House). |
| **Next steps:** | 1. Disability Review Programme Board to carry out the next quarterly review of the action plan in April 2019. |

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| | 2. Publish action plan update on www.gov.gg following Disability Review Programme Board meeting in June 2019.<br>3. To continue to deliver programme of accessibility audits (in-house) on main States public facing buildings as per the BDF recommendations. |

| **Work stream 11 - Capacity Legislation/ Work stream 12 – safeguarding vulnerable adults** | |
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| **Brief overview:** | Please see the PPA update on 'Health and Social Care Regulation and Support'. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Economy |
| **Future Guernsey Outcome:** | Sustainable Public Finances |
| **Priority Policy Area:** | **Social Welfare – to become 'Secondary Pensions'** |
| **Political Governance:** | Committee *for* Employment & Social Security<br>Policy & Resources Committee |

| **Overview** |
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| The secondary pensions project will introduce an auto-enrolment 2nd pillar pension scheme. This means that occupational pensions will have to be provided to the vast majority of employed people. The default position will be for people to be enrolled into an occupational pension; individuals who do not want to take part will have to actively opt-out. The UK has had a similar scheme in place for a number of years and has seen a significant increase in pension provision, particularly for those with a lower income. The desired outcome is to improve the availability and use of pensions in order to reduce pensioner poverty and reliance on means-tested benefits in later life. This is particularly important given the island's aging population. In the short to medium term there is expected to be a negative effect on the States' budget and to a lesser extent, the economy. Over a long-term horizon we expect that the project will lead to significant benefits. It will make it more achievable and sustainable for a diminishing younger population to support a growing older population.<br><br>The success of the project in the short-term will be determined by whether there is a meaningful increase in the number of individuals making regular contributions to a pension. In the long-term the project's success will be judged against whether there is a reduction in pensioner poverty and reduction in means-tested benefit expenditure relative to projections.<br><br>Phase 1 of the project has been completed. This included commissioning an economic impact assessment as well as preparing to tender for services. The project is currently in phase 2 which consists of two work packages, detailed design of auto-enrolment rules and procurement. Phase 3 will include two further work packages, legislative drafting and engagement & implementation. |

| **Work stream 1 – detailed design of Auto-Enrolment Rules** | |
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| **Brief overview:** | The States have agreed in principle to the establishment of a secondary pension policy. This would require employers to automatically enrol most of their staff into a suitable pension scheme. While the basic principles have been agreed, there are exceptions to rules and special cases which must be considered. A policy letter must be produced, which not only provides some certainty for the States, but also provides enough detailed information that employers and pension providers can start to prepare for the introduction of the scheme. |
| **Resourcing:** | At present there is one dedicated Project Manager who is working full time on the project. A Project Support Officer is being provided on a 0.2 FTE basis. A Policy Officer is provided by the P&RC in a project assurance role on a 0.2 FTE basis. Additional support is provided on an as-needs basis from other States of Guernsey staff and from several industry experts who have kindly volunteered their time. |

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| **Barriers to progress:** | A change in Project Manager alongside other factors has resulted in a delay to project delivery. Some areas of the project rely on policy advice from individuals with specialist knowledge. Progress is dependent on the continuing access to this advice. |
| **Next steps:** | 1. To refine the definition of a pension scheme which will be a 'qualifying scheme' for the purpose of an employer's secondary pensions duty.<br>2. To refine proposals regarding the circumstances in which a person would not be automatically enrolled into a pension scheme.<br>3. To refine and accurately present the full costs of the policy to the States, individuals and the economy.<br>4. To develop suitable proposals for regulation and compliance.<br>5. To consult with industry and other stakeholders, such as the States of Alderney Policy & Finance Committee, regarding the detailed proposals.<br>6. To finalise a draft policy letter. |
| **Needs/requirements that have not been supplied/resolved:** | The introduction of this policy will come with a direct cost to the States and a significant reduction in revenue through tax allowances. The States will have to approve the release of the necessary funds to progress to the next stage. |
| **Any other comments:** | This policy letter is now expected to be delivered in the latter half of 2019. |

| **Work stream 2 - procurement** | |
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| **Brief overview:** | In order to ensure that there is an affordable qualifying pension scheme available to all employers, the States will need to facilitate the establishment of a pension scheme. This scheme will be called Your Island Pension. The project board have tendered for the provision of services related to the operation of the scheme. The project board are currently in the process of selecting suppliers. Once the selection process is complete ESS will need to present this package to the States alongside a funding proposal for the establishment and initial period of operation. |
| **Resourcing:** | At present there is a dedicated project manager who is working full time on the project. A Project Support Officer is being provided on a 0.2 FTE basis. A Policy Officer is provided by P&RC in a project assurance role on a 0.2 FTE basis. A Procurement Manager is overseeing the tender process as part of his wider responsibilities. A solicitor from St James Chambers is providing legal advice in relation to procurement and contractual matters. Additional support is provided on an as-needs basis from other States of Guernsey staff and from several industry experts who have kindly volunteered their time. An external consultant was hired to assist with the drafting of the tender document and evaluation of the bid. |
| **Barriers to progress:** | The selection process has taken longer than expected; this is because there has been extensive follow-up work with shortlisted providers during the evaluation stage. There has also been time spent adapting the proposed services to better suit the desired policy outcome. |
| **Next steps:** | 1. To finalise the selection of providers.<br>2. To undergo any final negotiation.<br>3. To present the proposals to the States as part of the policy letter mentioned in work package 1.<br>4. To assist the service providers to establish the scheme. |

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| **Needs/requirements that have not been supplied/resolved:** | A budget will need to be approved to fund the establishment of Your Island Pension. |

| **Work stream 3 – legislative drafting** | |
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| **Brief overview:** | The launch of the secondary pension scheme, both in relation to auto-enrolment responsibilities, and the establishment of Your Island Pension will require the creation of a new Law as well as secondary and tertiary legislation. Although the policy letter will be drafted to be as informative and detailed as reasonably possible, there will be matters to be addressed and determined during the drafting stage. Once drafting begins, we expect a period of 18 months or more until the legislation is in place and the scheme is ready to launch. |
| **Resourcing:** | At present there is no legislative drafting resource dedicated to the project. It is expected that the Project Manager will work with St James Chambers to help produce the necessary legislation. |
| **Barriers to progress:** | Legislative drafting cannot begin until the States have approved the Propositions. |
| **Next steps:** | 1. Receive States approval of the Propositions.<br>2. Draft a Projet de Loi and progress it through the approval process.<br>3. Draft an Ordinance and Statutory Instruments and progress them through the approval process.<br>4. Once all legislation has been registered with the Royal Court, commencing legislation will implement the legislation from an appropriate date. |
| **Needs/requirements that have not been supplied/resolved:** | A legislative drafting resource. |
| **Any other comments:** | This work package will be progressed simultaneously with work stream 4. |

| **Work stream 4 – engagement & implementation** | |
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| **Brief overview:** | Once the policy has been agreed, work will need to begin preparing individuals, employers, the pension industry and associated professionals for the introduction of the auto-enrolment obligations. |
| **Resourcing:** | It is expected that the Project Manager will continue to work on the project during this stage, but no other resource has been specifically allocated at present. |
| **Next steps:** | 1. Provide online and hard copy resources for the various stakeholder groups.<br>2. Publish FAQ documents.<br>3. Explore other methods to engage with individuals such as public presentations, social media, videos, direct mailing etc.<br>4. Establish compliance and regulation procedures. |

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| **Needs/requirements that have not been supplied/resolved:** | It is likely that the States will need to approve additional funding for the compliance and regulation procedures. The assistance of the Corporate Communications team may be required, but they have not been approached about resourcing concerns at this point. |
| **Any other comments:** | This work package will be progressed simultaneously with work stream 3. |

# Future Guernsey – Priority Policy Area update (June 2019):

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| **Future Guernsey Theme:** | Our Quality of Life |
| **Future Guernsey Outcome:** | Safe and Secure Place to Live |
| **Priority Policy Area:** | **Housing Strategy** |
| **Political Governance:** | Committee *for the* Environment & Infrastructure<br>Committee *for* Employment & Social Security |

| **Overview** |
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| Following States approval of the propositions contained in the "Local Market Housing Review and Development of Future Housing Strategy" Policy Letter, in July 2018, the work streams set out in this update feed into updating, directing and setting the overarching Housing Strategy for Guernsey. The Housing Strategy will be the collective vision for the direction of Housing and housing policies over the next ten years. For this reason, we recommend amending the title of this Priority Area to 'Housing Strategy' so that it more accurately reflects the package of work leading to its development.<br><br>There are ten work packages that fall under this policy priority area. Eight of them follow the work packages approved by the States in July 2018. These are: housing requirements, elderly tenure strategy, key worker strategy, government intervention in the housing market, review of partial ownership scheme, private rental market, general housing law, and the future housing strategy. The final two key work packages are the affordable housing development programme and rent setting review. |

| **Work stream 1 – housing requirements** | |
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| **Brief overview:** | Research and establish an appropriate data collection model and process to determine the profile of housing supply for Guernsey. This will initially cover the social rental and partial ownership housing requirements. It will then be extended to cover the broader housing requirements of the Island including private market ownership and rental, specialised housing and key worker housing.<br><br>This work stream will establish an ongoing monitoring process that can be used to recommend to the States the level of the States Strategic Housing Indicator (the States Strategic Housing Indicator informs housing land supply to ensure that a sufficient quantity of housing provision exists to meet the Island's identified housing requirements). |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing, the Housing Strategy and Development Officer and the Research and Information Officer. It will also be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited.<br><br>It is intended to appoint an external body to develop the required model. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer. |

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| | Inability to identify or appoint an external body to develop the necessary model.<br>Lack of data upon which to model the Island's housing requirements.<br>Availability of funding to source external body initially and, if required, on an ongoing basis to keep the data 'live'. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Finalise the scope for the required data and exactly what elements of the housing requirements we want to predict.<br>3. Procurement of a body that has the capability to undertake the necessary modelling. |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 2 – Elderly Tenure Strategy** | |
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| **Brief overview:** | Review elderly housing provision across all sectors, identify where there are gaps in provision and whether they impact on the delivery of services and, ultimately, make recommendations to better address the elderly tenure housing requirements of Guernsey for the future. This will include an options analysis of the possible mechanisms of delivery to meet the identified requirements, inclusive of the costs and impacts for each.<br><br>An assessment and review of specialised housing and extra care housing provision will be undertaken as part of this Work Package.<br><br>It will also look at researching into the under-occupancy issues faced by Guernsey and why people do not chose to downsize when their circumstances change. The extent of this issue needs to be researched, and the reasons why, further examined to ascertain whether intervention is required.<br><br>This research will ultimately lead to the development of an Elderly Tenure Strategy for Guernsey. |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing, the Housing Strategy and Development Officer and officers from the Committee *for* Health and Social Care, the Policy & Resources Committee and the Committee *for* Employment & Social Security. It will be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer.<br>Competing work priorities of key officers involved. |

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| | Insufficient data currently available.<br>Inability to model future requirements due to gaps in data. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Fully scope the work stream, identify key contacts, data required and planned steps.<br>3. Brief relevant political bodies of the scope of work and agree sign off. |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. It may be that additional resources across the organisation are required to complete this work package. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".*<br><br>This Work Package will link closely with the Supported Living and Ageing Well Strategy, Disability, Equality and Inclusion Priority Area and the Joint Strategic Needs Assessment for Older People. |

| **Work stream 3 – Key Worker Strategy** | |
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| **Brief overview:** | Analyse key worker requirements and review how they are currently accommodated and resourced. Look to model future key worker housing requirements so that the provision of accommodation for this tenure can be provided in the most cost effective way. This will include:<br><br>• Setting an agreed definition of "Key Worker";<br>• Considering the role of, and need for, key worker housing;<br>• Analyse the current provision of key worker housing in Guernsey and the associated costs;<br>• Assess the future requirements of key worker housing in Guernsey;<br>• Options analysis for how key worker housing requirements could be met, including associated costs and impacts for each option.<br><br>Following this scoping exercise, if it is concluded that key worker housing should be provided by government, a Key Worker Housing Strategy for Guernsey will need to be developed setting direction for the accommodation and funding requirements. |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing, the Housing Strategy and Development Officer, Human Resources and key worker employing committees. It will be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited.<br><br>If a Key Worker Strategy is to be developed, this will involve working with the Guernsey Housing Association. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer. |

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| | Competing work priorities of key officers involved.<br>Lack of data upon which to model the Island's key worker housing requirements.<br>Financial constraints to meet key worker housing requirements. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Fully scope the work stream, identify key contacts, data required and planned steps.<br>3. Seek to define and get agreement on who is a 'Key Worker'.<br>4. Analyse the existing approach to housing key workers in Guernsey. |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. It may be that additional resources across the organisation are required to complete this work package. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 4 – Government intervention in the housing market** | |
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| **Brief overview:** | Analyse the current and future costs of government intervention in the housing market and the economic and financial implications of policy intervention. This will include an analysis of the feasibility of a deposit guarantee scheme for Guernsey, reviewing the 2014 analysis of the reduction in Document Duty for First Time Buyers, reviewing Bond Fees and assessing the merits of Guernsey's Conveyancing Court. |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing, the Housing Strategy and Development Officer, the Research and Information Officer and officers from the Policy & Resources Committee. It will also be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer.<br>Lack of data on the costs of the historic or potential current interventions.<br>Competing priorities of key officers involved. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Fully scope the work stream, identify key contacts, data required and planned steps.<br>3. Identify all known government interventions in the housing market and secure the necessary data |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. It is likely that additional resources to those listed above will be required to complete this work package, in particular if additional first time buyer schemes are to be pursued. |
| **Any other comments:** | This Work Package was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee |

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| | *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 5 – Review of the Partial Ownership Scheme** | |
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| **Brief overview:** | Undertake a full scale review of the Guernsey Housing Association's Partial Ownership Scheme. This will include reviewing if it remains a suitable intervention to helping first time buyers and, if it is, whether the scheme should be refined to make it more effective.<br><br>The review will include:<br><br>• Eligibility for the scheme;<br>• The maximum equity share that can be purchased;<br>• The rent setting process for the scheme including whether a subsidised rent remains appropriate;<br>• The staircasing methodology and requirements;<br>• How, and if, purchasers should be encouraged to move on from the scheme;<br>• Funding the scheme. |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing, the Housing Strategy and Development Officer, the Finance Business Partner, the Assistant States Treasurer – Corporate Accounting and Treasury and the Guernsey Housing Association Chief Executive. The work stream will be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer.<br>Competing work priorities of key officers involved. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Fully scope the work stream, identify key contacts, data required and planned steps. |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. It may be that additional resources across the organisation are required to complete this work package. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 6 – Private Rental Market** | |
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| **Brief overview:** | Analyse and assess the private rental market, including the adequacy of legislative protection for both private tenants and private landlords, to determine whether there are any areas where intervention might improve the functioning of this section of the housing market. This will include considering issues such as standards and conditions, tenancy agreements, |

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| | security of tenure, deposit protection schemes and the current Rent Control legislation. |
| **Resourcing:** | At present, this work stream will be resourced by the Director of Housing and the Housing Strategy and Development Officer. It will be co-ordinated by the Local Market Housing Review Programme / Project Manager and the Local Market Housing Review Programme Support Officer once these posts have been recruited. |
| **Barriers to progress:** | Unsuccessful recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer.<br>Competing work priorities of key officers involved. |
| **Next steps:** | 1. Recruitment of Local Market Housing Review Programme / Project Manager and Local Market Housing Review Programme Support Officer<br>2. Fully scope the work stream, identify key contacts, data required and planned steps. |
| **Needs/requirements that have not been supplied/resolved:** | The exact resource requirements of this work stream will become evident once it is scoped in detail and the scale of the work confirmed. It may be that additional resources across the organisation are required to complete this work package. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 7 – General Housing Law** | |
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| **Brief overview:** | Analyse the legislative framework and processes governing housing quality and standards in Guernsey and ultimately make recommendations for a General Housing Law to ensure basic living standards across the Island's housing stock are in place. Areas that this Work Package covers are:<br><br>• The existing legislation, and recommended future legislation, to support the provision of good quality housing;<br>• The registration of the private rental sector to substantiate that a dwelling meets basic standards;<br>• The licensing arrangements of houses in multiple occupation;<br>• The possible introduction of a Deposit Protection Scheme.<br><br>The Committee *for the* Environment & Infrastructure has completed consultation on its recommendations for the above, with the intention of publishing a Policy Letter in 2019. |
| **Resourcing:** | This work stream is resourced by the Director of Environmental Health and Pollution Regulation. |
| **Barriers to progress:** | Competing work priorities of key officers involved. |
| **Next steps:** | 1. Analyse the consultation responses<br>2. Refine proposals taking into account consultation responses<br>3. Draft Policy Letter making recommendations for change |
| **Needs/requirements that have not been supplied/resolved:** | These will be analysed and accounted for in more detail once the outcome of the consultation, and subsequent proposals, are known. |

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| **Any other comments:** | This Work Package was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 8 – Future Housing Strategy** | |
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| **Brief overview:** | The States approved a Housing Strategy and Corporate Housing Programme in 2002 (Billet d'État II 2003, Article 1). While many of the Strategy's objectives remain relevant today, the approach needs revising in light of the current housing requirements and housing pressures facing Guernsey.<br><br>The Future Housing Strategy will set the vision for Housing policy for the next ten years, ensuring that the provision and supply of housing, government interventions in the market and development plans for the future align with the changing requirements of the Island.<br><br>It will undoubtedly be informed by the outcomes of the previously referenced work streams and, as a minimum, will include the focus and direction of provision of affordable housing in Guernsey and review the current mechanisms in place. This will link directly into the work on In-Work Poverty, Disability, Equality and Inclusion and SLAWS. |
| **Resourcing:** | The Housing Strategy and Development Officer and the Director of Housing. |
| **Barriers to progress:** | A delay in completing the associated work streams that will inform the Future Housing Strategy.<br>Managing industry and political expectations.<br>Competing work priorities of key officers involved. |
| **Next steps:** | 1. Progress with all Work Packages that feed into developing the Future Housing Strategy.<br>2. Review the content of the existing Housing Strategy. |
| **Any other comments:** | This work stream was endorsed by the States of Deliberation at its meeting on 18 July 2018 (Billet d'État XIX 2018) upon consideration of the Committee *for the* Environment & Infrastructure's Policy Letter: "*Local Market Housing Review and Development of Future Housing Strategy".* |

| **Work stream 9 – Affordable Housing Development Programme** | |
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| **Brief overview:** | To develop a Land Acquisition Strategy and corresponding Development Programme to meet the Island's affordable housing requirements.<br>This includes:<br><br>• Setting the Affordable Housing Indicator and meeting the requirements of all tenures of affordable housing;<br>• Determining the development and redevelopment potential of existing housing stock;<br>• Securing sufficient land for the development of future affordable housing;<br>• Securing funding for the development of future affordable housing;<br>• Working in partnership with relevant services to fully determine housing service user requirements. |

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| **Resourcing:** | The Housing Strategy and Development Officer, the Director of Housing and the Tenancy Manager working with the Guernsey Housing Association. |
| **Barriers to progress:** | Competing work priorities of key officers involved.<br>Insufficient land acquired<br>Insufficient funding to acquire land<br>Uncertainty over what should and should not be included in the affordable housing development programme |
| **Next steps:** | 1. Progress the housing requirements work stream.<br>2. Liaise with relevant officers across the organisation to better understand current affordable housing requirements and how these could feed into the affordable housing development programme<br>3. Pursue justification for funding the affordable housing development programme<br>4. Analyse the site acquisition and redevelopment options. |
| **Any other comments:** | Affordable Housing' is defined in Guernsey's Land Planning and Development (Planning Covenants) Ordinance, 2011 as intermediate housing (this includes the partial ownership) and social housing (housing owned by the States or a registered housing association and reserved for households on low incomes or with other needs identified by the Committee *for* Employment and Social Security. This includes social rental, specialised housing and key worker housing.) |

| **Work stream 10 – Rent Setting Review** | |
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| **Brief overview:** | Currently, the rents charged by the States for its social rental properties are fixed by the 'States Rental Formula', which was agreed by the States in 2004 (Billet d'État XX 2004). The Guernsey Housing Association calculates its social rents based on a different formula that ensures it covers all its operational costs.<br><br>The Committee *for* Employment & Social Security has recognised that the existing States Rental Formula needs updating and, in considering this, will also explore whether an aligned rent setting process is feasible for both States Housing and the Guernsey Housing Association social rents.<br><br>If agreed, this work stream will also identify a strategy for implementing and administering the new rent setting process. |
| **Resourcing:** | The Director of Housing with consideration being given to outsourcing administering the practical implementation of the rent changes – depending what Committee approves |
| **Barriers to progress:** | Competing work priorities of key officers involved.<br>Lack of staff resource and expertise to implement the changes. |
| **Next steps:** | 1. Seek agreement from the Committee *for* Employment and Social Security and the Guernsey Housing Association on the revised approach to setting rents for the social rental tenure operated by the States of Guernsey and the Guernsey Housing Association.<br>2. Develop how the implementation of such changes can be resourced in preparation for setting future rents.<br>3. Confirm resource to practically implement the changed rent-setting process. |

# Future Guernsey – Priority Policy Area update (June 2019):

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|---|---|
| **Future Guernsey Theme:** | Our Community<br>Our Economy |
| **Future Guernsey Outcome:** | One community: inclusive and committed to social justice<br>Strong, sustainable and growing |
| **Policy Priority Area:** | **Strategic Population Review** |
| **Political Governance:** | Policy & Resources Committee<br>Committee *for* Home Affairs<br>Committee *for the* Environment & Infrastructure<br>Committee *for* Economic Development |

**Overview**

The Policy & Resources Committee (the Committee) is under resolution to lead a review of the Population Management Law and working with the Committee *for* Home Affairs to report back to the States recommending, if necessary, any amendments to the Law and any associated legislation which may be desirable in order to support the achievement of the States' strategic objectives.

It established a Strategic Population Review Panel (the Panel) to undertake this work which has engaged with interested parties and fully considered the wider context in which the Island's population approach must operate.

The Committees note that there is much that is now working well with the population management approach, though it is essential to maintain the significant progress and improvement in transparency that have been achieved. There have already been pragmatic policy changes as the Committee *for* Home Affairs has brought several policy letters to the Assembly.

The Panel has kept abreast of the developing context in which the new approach is operating. Furthermore in making recommendations to the Committees, the Panel has been cognisant of the need to consider matters such as the implementation of the Island's new Skills Action Plan; the work to extend the UK's membership of the World Trade Organization to Guernsey; the impact that Brexit may have on immigration rights and migration flows in respect of the Common Travel Area, and the role that the population management approach may play in that; and the importance of supporting Guernsey's commitment to maintaining and demonstrating the substance that underlies economic activity in the Island.

The Panel has submitted its recommendations which are being considered by the Committees. A policy letter should be submitted in Q3 of 2019.

# Future Guernsey – Priority Policy Area update (June 2019):

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|---|---|
| **Future Guernsey Theme:** | Our Economy; Our Quality of Life; Our Place in the World |
| **Future Guernsey Outcomes:** | Strong, sustainable and growing economy<br>Safe and Secure Place to Live<br>Centre of excellence and innovation |
| **Priority Policy Area:** | **Long-Term Infrastructure Investment Plan** |
| **Political Governance:** | Committee *for the* Environment & Infrastructure<br>Policy & Resources Committee |

| **Policy Progress Report** | |
|---|---|
| Brief overview: | The Long Term Infrastructure Investment Plan intends to:<br><br>• Assess Bailiwick infrastructure and set out infrastructure needs and priorities;<br>• Set out the principles for how existing and new investment requirements are identified and prioritised, with a framework co-ordinated approach to infrastructure development programmes and with cognisance of the States' fiscal framework;<br>• Establish infrastructure principles managing transition, decommissioning and obsolete infrastructure;<br>• Identify opportunities for public-private partnerships, including consideration of the use of fiscal levers;<br>• Identify opportunities for co-ordination with Jersey and others;<br>• Ensure alignment with other strategies of the States including but not exclusive to: the States Economic Development Strategy; the Telecommunications Strategy; the Seafront Enhancement Area; the Island Development Plan; and the Partnership of Purpose; and<br>• Identify optimum infrastructure investment programmes as an economic enabler.<br><br>In order to progress the Plan lead officers have been identified and a joint supervisory board comprising members from the Committee *for the* Environment & Infrastructure and the Policy & Resources Committee. The group will revert to the States Assembly in Q1 2020. |
| **Resources allocated to date:** | Allocated SRO and lead officers |
| **Next steps:** | Convening of the Steering group to progress scope, governance, resources, engagement with infrastructure providers and a review of the objectives. |

# Future Guernsey –Priority Policy Area update (June 2019):

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|---|---|
| **Future Guernsey Theme:** | Our Economy; Our Quality of Life; Our Place in the World |
| **Future Guernsey Outcomes:** | Strong, sustainable and growing economy<br>Safe and Secure Place to Live<br>Mature international Identity |
| **Policy Priority Area:** | **Energy Policy** |
| **Political Governance:** | Committee *for the* Environment & Infrastructure |

| **Work stream 1 – Policy Letter** | |
|---|---|
| **Brief overview:** | The Committee *for the* Environment & Infrastructure aims to lay before the States, in Q3 2019, propositions and an accompanying policy letter setting out recommendations for an Energy Policy for Guernsey.<br><br>The Committee *for the* Environment & Infrastructure has engaged with the energy industry and consumers in the development of the policy letter, and has drawn on research undertaken by energy market analysts, on behalf of the Committee *for the* Environment & Infrastructure, to forecast the Island's future energy demand and to provide advice on the potential impact of various policy options. In addition, the States of Guernsey Economic Development Strategy, which the States approved in June 2018, emphasised the potential for the Energy Policy to act as an economic enabler, particularly through the development of renewable energy. The Committee *for the* Environment & Infrastructure has therefore worked closely with the Committee *for* Economic Development in the preparation of the Energy Policy.<br><br>The detail of the policy letter's recommendations remain in draft stage but it is intended that the approach set out in the policy letter will form the basis of government policy and provide direction for businesses and consumers to plan for the future and make sound investment decisions in a changing market. |
| **Budget:** | £375,000 |
| **Resources allocated to date:** | £311,000<br>In addition, policy letter advisory and drafting support has been provided by the States of Guernsey policy team. |
| **Barriers to progress:** | • Competing pressures on officer and legislative drafting resource as a consequence of planning for Brexit.<br>• The potential need to address policy issues which may arise during the planned pre-publication stakeholder engagement. |
| **Next steps:** | 1. Engagement on draft proposals with energy stakeholders, and incorporation of stakeholder input into draft policy letter.<br>2. Consideration of draft policy letter (including any changes made as a consequence of stakeholder engagement) at political-level.<br>3. Lodging of propositions and policy letter for States' debate. |
| **Any other comments:** | The approach set out in the policy letter will set the direction necessary for the further progress to be made in two additional areas of work also being conducted under the heading of this priority policy area; the Guernsey Hydrocarbons Supply Programme and the Renewable Energy Programme. |

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| | To avoid confusion between this priority policy area and the policy letter to be laid before the States, it is proposed that this priority policy area should be retitled 'Meeting Guernsey's Energy Needs'. |

| **Work stream 2 – Guernsey Hydrocarbons Programme** | |
|---|---|
| **Brief overview:** | The Guernsey Hydrocarbon Supply Programme examines the current and future options for the supply of hydrocarbons including, refinery, transport, upload and distribution.<br><br>The programme of work has completed phase one and two which includes the following:<br><br>• A hydrocarbon demand supply forecast<br>• Risk assessment of the existing supply chain<br>• Development of a long list of options for the supply of hydrocarbons<br>• Options evaluation<br>• A short list of options for the supply of hydrocarbons<br><br>The hydrocarbon demand supply forecast shows declining volumes. The vessels used within the current supply chain are indicated to start becoming end of life from 2021. Options for future supply chains relate to Energy Policy and in particular the energy transition from hydrocarbons to electrification, energy efficiency and demand reduction, all of which have been significantly influenced by external policy.<br><br>The link to Energy Policy and the need to establish a direction to enable sound infrastructure investment decisions given the local and non-local drivers influence the Hydrocarbon Supply Programme timetable which is due to revert to the States after the Energy Policy, Q4 2019. |
| **Budget:** | £1.19m |
| **Resources allocated to date:** | £1.13m |
| **Barriers to progress:** | Development of the Energy Policy |
| **Next steps:** | 1. Programme Review<br>2. States update and approval for next phase (following Energy Policy) |

# Future Guernsey – Priority Policy Area update (June 2019):

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|---|---|
| **Future Guernsey Theme:** | Our Place in the World |
| **Future Guernsey Outcome/s:** | Mature international identity |
| **Priority Policy Area:** | **International Standards** |
| **Political Governance:** | Policy & Resources Committee working with all Principal Committees |

**Overview**

Guernsey has a constitutional relationship with the UK as a sovereign state. The UK is responsible for managing the Island's international relationships (with the consent of the Island's government). Guernsey is increasingly representing its own interests internationally, either alongside the UK or under entrustments issued by the UK (such as in the field of taxation, asset sharing or social security). Guernsey has been working to develop its international profile including through the extension of various conventions, particular in relation to economic and taxation cooperation, human rights and environmental matters.

This work stream does not follow the approach where it has outcomes and objectives in the same way that other areas of policy. Although treaties are extended, the External Relations team do not own or manage the policy and legislation within, therefore the target for extension should sit with the relevant policy areas (e.g. United Nations Convention on the Rights of a Child [UNCRC] is part of Children and Young People's Plan; International Maritime Organisation [IMO] would be reported in the Committee *for the* Environment & Infrastructure Policy Plan update).

The Policy & Resources Committee has a role in helping principal committees manage international relationships, and helping ensure the Island maintains its international standing by meeting it obligations.

In 2016 the States of Deliberation agreed recommendations from the Constitutional Investigation Committee to further develop Guernsey's ability to manage its own relationships internationally, and to enhance its international identity building on the International Identity Framework agreed between the UK and Guernsey on 2008.

**Work streams:**

1) Treaty Guidance
2) Treaty support – Brexit Treaties
3) Treaty support – other treaties

**Key performance indicators**

The islands should be able to demonstrate a high level of compliance with international obligations through validation or periodic review by international bodies (such as the UN, the Council of Europe, OECD, MONEYVAL, IMF).

| Work stream 1 | |
|---|---|
| **Brief overview:** | **Treaty Guidance** - introduce guidance to help direct Committees and any other related States entities to understand the treaty extension process, including commitments once treaties have been extended. |
| **Resourcing:** | Treaty officer within the External Relations Team (currently seconded to manage Brexit related treaty work) |
| **Barriers to progress:** | • Resourcing within External Relations, which is by necessity focused on Brexit-critical tasks.<br>• Treaties regularly take many years to extend. Further experience and evidence of some aspects of the treaty process are needed to better formulate guidance that is sufficiently generic to Committees but is sufficiently detailed to be a valuable resource.<br>• Knowledge transfer and policy resourcing within Committees to research treaties, work towards compliance and ensure adequate reporting and resourcing post-extension is an ongoing issue.<br>• Treaty roles and responsibilities within Committees are not always well understood. |
| **Next steps:** | 1. Draft guidance has been prepared and elements of it are being used by the External Relations team in advance of any roll out wider in the States of Guernsey.<br>2. It is a medium-term aim to release guidance notes to Committees. |
| **Needs/requirements that have not been supplied/resolved:** | Resourcing and knowledge/handover across the States.<br>Brexit has meant that resourcing has been directed towards more time-critical tasks. |

| Work stream 2 | |
|---|---|
| **Brief overview:** | **Treaty support – Brexit Treaties** - to provide advice and expertise help enable Committees to achieve the extension and/or transition of Brexit-critical treaties |
| **Resourcing:** | Treaty officer within the External Relations Team (currently seconded to manage Brexit related treaty work) |
| **Barriers to progress:** | • Much of this work is timeframe critical and has to be managed in a very short timescale. If time was not an issue, many of these tasks would take several years to progress; the ability to sustain this level of work is finite.<br>• As with work stream 1, there are some knowledge and resourcing gaps across the States.<br>• There are lots of dependencies on the UK, such as the timeframe available, the ability to secure specialist advice, and information flows.<br>• General political uncertainty in the UK affects the ability to know which treaties to prioritise and when. In terms of Brexit work, the UK, along with partner countries, makes the decisions over treaty prioritisation and there may be instances where it is not possible to remain part of certain treaties post-Brexit. Resourcing locally also makes it possible that some treaty continuation may be unable to occur. This work is, by its nature, highly reactive. |

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| **Next steps:** | 1. Continue engaging with the UK to help identify critical treaties and treaty actions. Committees involved in Brexit are also key to this as engagement needs to occur on a subject-specific basis.<br>2. Continue to engage with relevant principal Committees as well as the Law Officers Chambers, regarding treaty transitions. |
| **Needs/requirements that have not been supplied/resolved:** | • Resourcing and knowledge/handover across the States.<br>• UK political certainty.<br>• Insufficient time to receive and process information and make decisions will be an ongoing issue in this area of work. |

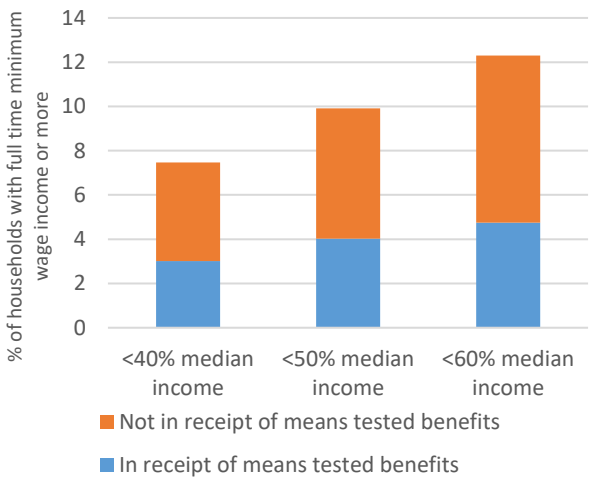
| **Work stream 3** | |
|---|---|
| **Brief overview:** | **Treaty support – other treaties** - to provide advice and expertise to Committees in the treaty extension process to help them in getting treaties extended. |
| **Resourcing:** | Treaty officer within the External Relations Team (currently seconded to manage Brexit related treaty work) |
| **Barriers to progress:** | • Resourcing within External Relations.<br>• Knowledge transfer. Where there has been a turnover of staff transferring between different roles and when Committees' restructure can mean that subject-specific knowledge is eroded, which can affect Committees' abilities to fully understand their international obligations and effectively discharge their international treaty obligations. The result is that, in some cases, there is a reliance on the External Relations Team to provide advice on or input into policy areas and to provide continuity.<br>• Dedicated policy resources within some areas of the States is limited, which inhibits some Committees' abilities to research treaties, work towards compliance and ensure adequate reporting and resourcing post-extension. |
| **Next steps:** | 1. Work stream 1 on treaty guidance will help guide Committees through the treaty process.<br>2. Utilise the growth of policy resources across the States, and upskill Policy Staff on international matters. This should provide additional opportunities to address some of the identified issues relating to treaty research, working towards compliance and extension, and ensuring that there is an adequate reporting and resourcing infrastructure to manage treaties post-extension.<br>3. In 2018, Committee mandates were amended to include treaty obligations. This is an important step in helping ensure that responsibility for treaty work rests with the relevant Committees and is not seen as an External Relations task because the word treaty or extension are referenced. Putting these mandatory actions into effect will be take time to achieve, and the other work streams should help to achieve this. |

## Tackling Poverty

### Analysis of recent data: defining in-work poverty and its prevalence in Guernsey

Defining poverty is challenging. Beyond definitions of absolute poverty (internationally defined as $1 per person per day), measures of relative poverty tend to be criticised as either subjective or arbitrary. However, such measures can provide insight into the risk of poverty in the community and those factors which make people most vulnerable.

*Figure 1: Benefit status of household with full time employment income at risk of relative poverty after payment of housing costs*




A couple without children with an equivalized income of 60% of the median would have £373 a week left to spend after they had paid their tax, social security and any rent or mortgages.

A couple with an income of 50% or 40% of the median would have a disposable income of £311 or £249 a week respectively.

Equivilisation is a process by which household incomes are adjusted to reflect the different number of people in a household. For example, it costs more to house, feed and clothe three people than two, so the reported income of the three-person household is adjusted downwards to reflect this.

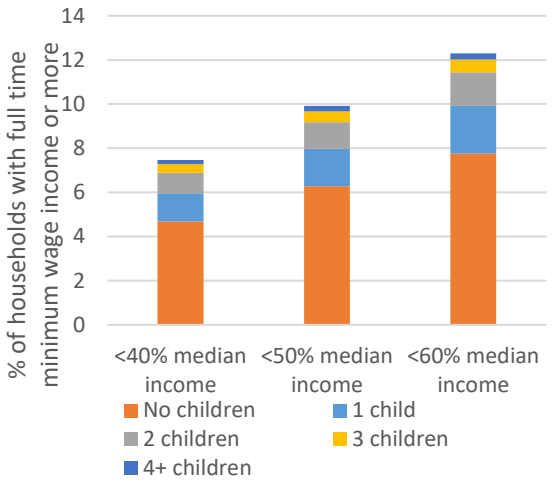
Guernsey publishes both a suite of indicators of poverty[1] and data on household incomes[2]. These two publications contain a number of indicators intended to measure various aspects of deprivation such as health and education outcomes, and income. They included, for the first time in 2018, an indicator of the number of households with employment income which, after payment of tax and housing costs (i.e. rents and mortgages) falls below 60% of the median household income. The 60% median income threshold is an internationally recognised methodology of identifying those who may be at risk of relative poverty. However, this data must be considered with caution. For example, the number of hours worked by individuals is not known and neither is it possible to identify which households may be choosing to do a limited amount of work because they have capital on which to draw. It is also not known whether these households consider themselves to be poor. However, the data does provide a clearer profile of those who may be at risk.

In 2016, 12.3% of households with at least one adult with enough employment income to be working at least 30 hours a week on minimum wage had an equivalised household net income below 60% of median income after the payment of housing costs. Taking this analysis, a step further, 9.9% had an income of less than 50% of the median and 7.5% had an income of less than 40% of the median[3]. These households are considered at risk of relative poverty; the

[1] https://gov.gg/CHttpHandler.ashx?id=116548&p=0
[2] https://gov.gg/CHttpHandler.ashx?id=116547&p=0
[3] Data drawn from additional analysis of raw data from the Household income report 2016

further below the mean their income falls, the greater the risk that they may experience deprivation.

*Figure 2: Number of children in household with full time employment income at risk of relative poverty after payment of tax, contributions and housing costs*



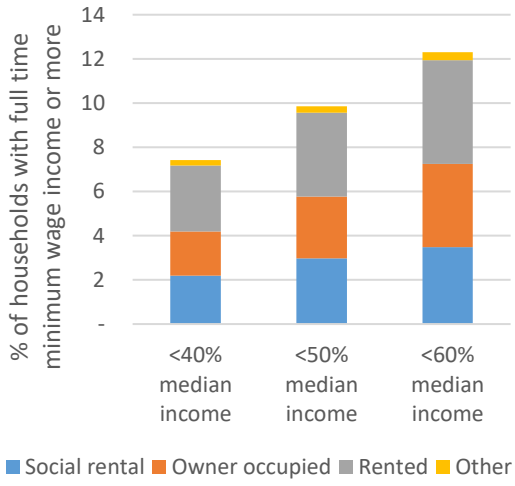

It should be noted that because median household income in Guernsey (the income of the households in the middle if all were ranked in order of income) is higher than other OECD jurisdictions, the thresholds of 60%, 50% and 40% are also higher than their equivalents in other countries. A household at 60% of median income in Guernsey may, for example, have more disposable income (after paying rent etc) than a household living in the UK at the 60% median threshold.

Within this group it is possible to look at the profile of households captured by these definitions. At each level:

- Approximately 40% of households identified were in receipt of means tested benefit in the form of either social rental housing or supplementary benefit[4] or both.
- Approximately 63% of households had no children
- Approximately 39% of households were in the private rental market

The distribution of households in this group reveals some aspects which may be unexpected. For example, the single largest group within working households that may be at risk of relative poverty is single adults without children living in private rented accommodation. This group makes up almost 20% of the total.

*Figure 3: Housing tenure of households at risk of relative poverty after payment of tax, contributions and housing costs*




Guernsey also publishes a Gini co-efficient which is a measure of income distribution. Gini reports a number between 0 and 1 where 0 represents perfect income equality (every household has the same income) and 1 represents maximum inequality (where one household has all the income). Guernsey had a Gini coefficient of 0.40 in 2016. The UK had a Gini Coefficient of 0.35 and the OECD average was 0.32. This suggests that the distribution of income in Guernsey is less equal than other jurisdictions, in part because there are a small but significant number of households in Guernsey who have an exceptionally large income. Guernsey's efforts to attract high net worth individuals, who bring necessary skill and value

[4] Data pre-dates the implementation of Income Support

to our community, tends to skew this measure upwards. Despite the high median household income in Guernsey, the wealthiest 5% of all households in Guernsey had 21% of all equivalised income.

**Ongoing Future Guernsey work streams**

There are States of Guernsey work streams already underway which address some elements of the areas of concern raised in the Review.

*Access to care services*
The Review described a need to ensure equality of access to healthcare, including primary care and Emergency Department care. Ensuring that low income does not impact on health is an aim of the Partnership of Purpose[5] programme.

The Partnership of Purpose includes proposals to achieve this, including the creation of a universal offer and care passport to improve transparency within the system and a comprehensive review of current fees, subsidies and grants so that the available finance best supports islanders. This work is ongoing.
Primary care is the bedrock of our healthcare service and to ensure its sustainability, work is currently underway to develop a new model for Guernsey which capitalises on the excellent services it currently provides whilst seeking to make it more accessible to all. This work will include funding of primary care covering both GPs and the Emergency Department and will lead to a policy letter being brought to the States later in 2019. Advice and support is also being provided by the Committee *for* Employment & Social Security. In developing a new model of primary care, some of the key objectives include diversifying and broadening the offer to make it more accessible and affordable, and investing more into prevention and early intervention.

The Partnership of Purpose also emphasises the need for better health intelligence to define need, guide decision making, set goals and targets and to monitor progress, and this was supported by the findings of the Scrutiny Management Committee's Review. The Committee *for* Health & Social Care has begun a series of Population-based Strategic Need Assessments and will report on the findings of the first of those Assessments in relation to older islanders during the second quarter of 2019. This will continue to be a considerable area of focus for Committee *for* Health & Social Care and will ensure that collectively the States of Guernsey benefit from structured, evidence-based decision making when recommending changes to health care policy.

*Housing*
The Committee *for the* Environment & Infrastructure brought a policy letter to the States in July 2018 entitled Local Market Housing Review and Development of Future Housing Strategy.[6]

[5] Billet d'État XVII of 2017
[6] Billet d'État XIX of 2018

This strategy, in part, focuses on the supply of an appropriate amount of housing of the required size, mix, type and tenure to meet the Island's housing needs in an affordable and sustainable way, including through affordable housing and private sector housing.

The ongoing work streams include several areas which might assist those at risk of in-work poverty:

- reviewing the delivery mechanism for Affordable Housing (Guernsey Housing Association and potentially other similar organisations) to ensure a suitable number of units of appropriate types are available;
- a review of the current partial ownership scheme including its criteria and the maximum level of ownership participants in the scheme that can be achieved;
- analysis of current and future cost of government intervention in the housing market (which can include looking at the implications for in work poverty);
- reviewing the development of key worker housing;
- conducting further data gathering, monitoring and analysis to better understand the needs of the community;
- investigating the legislative framework which could provide greater protections to tenants in the private sector, landlords and property owners; and
- analysing the legislative framework and processes governing housing quality standards to support the provision of good quality housing.

Work is also underway to procure more detailed analysis of future social housing need, as an extension of the existing Government Economic Modelling System. This will draw on the Rolling Electronic Census data and projections of the population to project future requirements for social rental accommodation in the medium and long term.

*Income support benefits*

In 2018 the Committee *for* Employment & Social Security launched the Income Support scheme, merging the old supplementary benefit and rent rebate schemes to bring consistency to the provision of means-tested benefits. With the new system progressing through its transition period, that Committee is in the process of reviewing three complementary elements of the social welfare system, following resolutions of the States during the debate of that Committee's October 2018 policy letter on non-contributory benefit rates for 2019[7].

The first is to consider the application of the benefit limitation and its impact on households in the context of the new structure. The move to a unified Income Support system and the removal of Rent Rebates means that the benefit limitation is now applied to significantly more families. Recognising that this can have a significant impact on larger families, above inflation increases to the benefit limitation were made in 2018 and 2019.

The second is to review the treatment of earned income in the assessment of households for income support. At the current time the first £35 of a claimant's earned income is disregarded in their application for support, but the full value of anything they may earn beyond this is captured in their assessment. As a result, while all claimants must meet any applicable work requirements as a condition of receiving benefits, any additional work is of little financial

[7] Billet d'État XXIII, of 2018, Article 10

value to them unless it is enough to take them adequately beyond the scope of the income support system.

Third, the Committee *for* Employment & Social Security was also directed by the States in October 2018, following a successful amendment from Deputy Roffey, to report back to the States on the financial implications should medical support be available to all income support claimants. The current medical capital limits in place limit access to cover for medical expenses, to those with capital below the level for their type of household. Medical cover is also available to some people whose income is just above the qualifying level for eligibility to a cash payment from income support, which has the benefit of ensuring those on low incomes, but with no savings or capital, are able to access some form of support.

The Committee *for* Employment & Social Security is aware of how interlinked the three areas are, in terms of how adjustments to each of them would need to be considered more widely alongside each other. Further, that Committee has expressed its intention to review the 'basket of goods' used to set income support requirement rates, which will take place during 2020.

Other areas which might be considered in relation to in-work poverty are whether the income and savings threshold applied to people in social rental accommodation are appropriate and provide adequate support. Additionally there is an extant resolution requiring a review of family allowance[8] and the winter fuel allowance[9].

The Committee *for* Employment & Social Security intends to return to the States with a policy letter discussing some of these issues later in 2019.

*Taxes and Contributions*

The Review raised the issue of whether more might be done to support low income working families via the tax system. Specifically whether additional allowances or credits for lower income households might be effective in providing additional support.

Analysis of the data supporting the household income report provides estimates that between 28% and 30% of the households identified as at risk of in-work poverty were paying less than £1 a week in income tax in 2016 (the most recently published household income data). With real increases in personal tax allowances made in 2017, 2018 and 2019 the proportion of people in this group paying little or no income tax is likely to have increased.

It should be further noted that Income Support payments are assessed on net income and therefore a reduction in tax payments has no net impact on the total household income of the majority of households in receipt of income support. As a result, increases in tax allowances or a lower tax band, while potentially beneficial for middle income households and some lower income households, would provide little benefit for at least 40% of this group. Any measures considered would need to be very carefully designed to ensure they provided cost effective support to those it was intended to help and an update on this work will be provided in the 2020 Budget Report.

A far greater proportion of those identified as at risk will pay social security contributions, although again, those in receipt of income support are compensated, positively or negatively,

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[8] Resolutions in respect of Billet d'État XXIII, of 2015

[9] Billet d'État XXI, of 2017, Article 2

for any changes in the amount they must pay. The work stream looking at restructuring the funding of Health and Social Care has undertaken some provisional work reviewing the structure of contributions, including considering ways the system might be made more progressive. This work is to be taken further in the second phase of this project later in 2019. However, while this might help ease financial conditions for those on lower incomes, any changes to the structure of contributions has the potential to increase the burden for other members of the community, and therefore needs careful consideration.

*The Economy*

The policy initiatives set out above are in the main addressing the results and impact of relative poverty. The Policy & Resources Committee believes the work will make an important difference but does not necessarily address the causes and break the generational pattern to lift people out of relative poverty. The States of Guernsey Economic Development Strategy carries work streams in relation to the Skills Strategy and understanding the changing nature of the economy and employment. Successful implementation of this strategy will ensure that there is longer-term context for the analysis and recommendations of future appropriate policy development and managing public finances. It will become more cognisant of emerging and likely future trends in the economy and employment; the types of jobs that will be available in Guernsey in the future; and the types of skills that will be needed.

Policy & Resources Committee

## COMMITTEE POLICY PLAN UPDATE 2019

**Introduction**

The Committee's workload includes collaborative development on policies within the priority policy areas (PPAs) as determined through the States of Guernsey Future Guernsey Plan (previously titled the Policy & Resource Plan). These are reported in detail separately in the 2019 update to the Plan. This document comprises the Policy & Resources Committee's (the Committee) 2019 update submission to the Future Guernsey Plan on other areas of its role in government.

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**Section One: policy mandate**

The Committee works collaboratively with Principal Committees in the delivery of the Future Guernsey Plan through its mandated role to co-ordinate the States of Guernsey's policy development. The Committee's officers liaise closely with policy leads across government to provide timely updates on extant resolutions, legislative drafting requirements/priorities and progress on the Plan.

Other important areas include oversight of fiscal policy and the financial and other resources of the States, as well as external relations and international and constitutional affairs, much of which is currently focused on Brexit and its many associated work streams.

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**Section Two: implementing Future Guernsey**

The Committee is working actively with Principal Committees to deliver across the four themes of Future Guernsey. By way of example, but not limited to, -

- Partnership of Purpose (working with the Committees *for* Employment & Social Security and Health & Social Care on the Reform of Health Care Funding, including Primary Care)
- Supported Living and Ageing Well (SLAWS – the Committee's social policy lead chairs the SLAWS Strategy Implementation & Engagement Group; Committee is supporting work on strategic long-term care funding)
- Disability, Equality & Inclusion (the reform of Matrimonial Law and Matrimonial Causes Law)
- International Instruments (establishment of International Standards Framework)
- Economic Development Policy (assisting with the establishment of a Digital Strategy through the development of the Future Digital Services programme)
- Long-term Infrastructure Investment Plan (working with the Committee *for the* Environment & Infrastructure through a newly established governance model)
- Justice Policy (working with the Committee *for* Home Affairs on reviewing the policy and developing a programme of work)

- Children and Young People's Plan (CYPP – Supervisory Board is chaired by the Committee social policy lead)
- Strategic Population Policy (working with the Committee *for* Home Affairs to review and recommend the Strategic Population Objective to support the objectives of the Plan)

A number of priority fiscal policies and projects are set out in the Medium Term Financial Plan (MTFP) on which the Committee is working and an update is provided below.

*Independent Taxation*
Following consideration of the 2018 Budget Report, the States endorsed the intention to introduce a system of independent taxation which will mirror the current position on the ability to transfer unused allowances and therefore not change overall entitlement to allowances. Phase 1 was introduced with effect from 1st January 2018.

Work is ongoing to enable the full introduction of independent taxation through the Revenue Services Programme. The areas of legislation that require amendment have been identified and legislative drafting will be progressed appropriately.

*Returns from Commercial Entities*
The MTFP included a target return of £30million over the period 2017 - 2021 from the States' trading entities, both incorporated and unincorporated (in addition to any dividend paid in accordance with the existing policy). Since 2017, the States' Trading Supervisory Board (STSB) has returned a total of £10.5million to General Revenue, which is in line with the contribution set out in the MTFP. These returns have been transferred to the Capital Reserve to contribute to funding the current capital portfolio.

As set out in the 2019 Budget Report, the Committee and STSB have agreed a series of principles to be applied in seeking to identify options to enable delivery of the balance of the target. STSB is undertaking an exercise to validate the overall level and source of return that can be delivered in line with these principles.

*Property*
In June 2018 (Billet d'État XVI, 2018), the States approved a Policy Letter from STSB entitled 'Optimising the use of the States Land and Property Portfolio'. An appointment has been made to the new post of Head of Guernsey Real Estate to lead the transformation of the property services function and deliver the resolutions of the policy letter including the development and adoption of a new operating model for land and property within the Estates Plan, with the purpose of rationalising and optimising the management and administration of land and property owned and leased by the States.

During 2018, as part of the estate's rationalisation programme, a number of properties were sold realising £1.8million, including land at Rue Marguerite (next to the Court building) and Platte Fougere (near Beaucette Marina).

*Social Investment Commission*
The Committee will submit a policy letter for consideration in Q4 2019 recommending the establishment of the Social Investment Commission and setting out its terms of reference, governance structure, funding and applications process.

In advance of the above, a shadow commission has been appointed which is working in collaboration with the third sector to develop the Commission's operating structure and processes.

*Guernsey Investment Fund*
In February 2018 it was announced that £25million had been committed to the Guernsey Investment Fund to support the development of innovation and technology businesses, along with £12.5million of private sector investment. This investment, which is a little over 1% of the total investment portfolio overseen by the Committee, is independently managed with an investment objective to achieve a commercial return for its investors and support business in the Bailiwick or which will realise benefits to the Bailiwick.

During 2018, investments were made in this first Technology and Innovation Cell, with £3.3million of the £25million States of Guernsey commitment drawn-down. It is forecast that draw-downs will accelerate significantly during 2019 with several exciting projects moving from pipeline to implementation and funding stages.

Work is now underway to create a second cell, focusing on property, which is expected to be launched in Q2 2019.

*Funding Health and Long Term Care*
A policy letter has been lodged with HM Greffier by the Committee for debate in June as the first step in reforming the way in which health services are funded in Guernsey. The Committee has worked with the Committees *for* Employment & Social Security and Health & Social Care to develop proposals to make the provision and funding of health services more transparent, effective and efficient. This means that responsibility for all publicly-funded health and social care services (including those that are directly commissioned by the States and those that are subsidised, such as prescriptions or primary care) would rest with the Committee *for* Health & Social Care which has the mandate to protect, promote and improve the health and well-being of individuals in the community.

*Resource Accounting*
As the States of Guernsey moves towards Financial Statements being prepared in accordance with International Public Sector Accounting Standards (IPSAS), there are incremental changes being made to the format and presentation of the States' Accounts as the systems and processes necessary for generating the required financial information are developed.

*Priority Based Budgeting*
The priority based budgeting approach that was undertaken in 2016-17 for the Committees *for* Education, Sport & Culture and Home Affairs was initiated in the first quarter of 2018 for States' Corporate Services, encompassing Finance, Human Resources, transactional 'HUB' services, and Information Systems and Services (ISS).

As part of this exercise, the analysis and insights relating to ISS have informed the Future Digital Services project and the development of the full business case supporting the recommendations in the policy letter to be considered by the States in June. Opportunities identified relating to other services are being considered as part of the development of the 2020 budget and in light of the organisation changes being initiated as part of Public Sector Reform (PSR).

*Fiscal Policy Framework*

In addition to the projects listed in the MTFP, the Policy & Resources Committee has also embarked on a project to review the Fiscal Policy Framework. This project has been necessitated as a result of the update to the method of calculating GDP to align Guernsey's calculation methodology with international standards and the transition to international accounting standards resulting in a change to the format of the States' Accounts. The original framework criteria were linked to levels of published GDP and the extent of the restatement resulted in a need to review the levels and thresholds related to the criteria. The Committee has taken this opportunity to carry out a comprehensive review of the Fiscal Policy Framework and has consulted on its initial findings in a series of workshops with States Members. The Committee will review its proposals in light of the feedback received and will be submitting a policy letter with its recommendations to update the Framework ahead of the 2020 Budget Report.

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**Section Three: extant resolutions**

The Committee is responsible, *inter alia*, for advising the States and developing and implementing policies and programmes relating to the implementation of extant States' resolutions.

During the States' debate on the Policy & Resource Plan 2018 Update, the States Assembly resolved[1] to direct the Committee to 'undertake a comprehensive review of extant States' resolutions by reference to the Policy & Resource Plan, and as appropriate consulting with lead Committees to agree rescission for those de-prioritised by the process, bringing regular Policy Letters to the States to effect the rescissions'.

In addition to consulting with States' Committees to examine extant States' resolutions pertaining to those Committees, the Policy & Resources Committee has identified a number of resolutions for which it is responsible, and which it recommends should now be put forward for rescission by the States of Deliberation.

[1] Resolution 1(k) of Billet d'État XV of 2018, Article I.

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| **Resolution Date** | 8th March, 2012 |
| **Article & Billet** | Article XIV of Billet d'État V of 2012 |
| **Original Sponsor** | Public Accounts Committee (PAC), Scrutiny Committee and States' Assembly & Constitution Committee (SACC - together the "Joint Committees") |
| **Title** | Improving Governance in the States of Guernsey |
| **Resolution** | 1hh). When considering the findings of the review of the scrutiny function it has commissioned, the Policy Council should also take account of the observations made in the report in paragraphs 7.2 to 7.29; |
| **Description** | In their States' Report, the Joint Committees put forward recommendations which sought to improve governance within the system of government in place at the time the States' Report was published.<br><br>Concurrent to the Joint Committees' review on improving governance, the then Policy Council had commissioned a review of scrutiny in the States, in order to re-examine the constitution, powers, resources and mandates of the Public Accounts, Legislation Select, and Scrutiny Committees and make appropriate recommendations. The States agreed to direct the Policy Council to take into account the Joint Committees' observations when considering the findings of its commissioned review of the scrutiny function. |
| **Update** | The Joint Committees' observations have since been superseded by the States' resolutions made following debate on the States' Review Committee's (SRC) propositions to change the structure and governance of the Assembly with effect from the 2016 General Election. This resolution has therefore been superseded and the Committee recommends that it should be rescinded. |

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| **Resolution Date** | 8th April, 2015 |
| **Article and Billet** | Article I of Billet d'État IV of 2015 |
| **Original Sponsor** | Treasury & Resources Department |
| **Title** | Planning a Sustainable Future - The Personal Tax, Pensions and Benefits Review (the "review") |
| **Resolution** | 27. To agree between 2015 - 2025, and subject to approval and implementation of the measures set out in Propositions 28 - 39, to phase in increases in personal tax allowances to no more than £17,500 (*at 2015 prices*), the level of phasing having regard to the effect of the other measures introduced as a result of the States of Deliberation's approval of these Propositions, and direct the Treasury and Resources Department to bring forward proposals to effect this in their annual Budget Reports |
| **Description** | The review was established to examine the long-term future of Guernsey's public finances and the future pressures on income and expenditure. It sought to ensure that the income raised by the States to support public services would be sustainable to 2025 and beyond.<br><br>This resolution related to the phasing-in of increases in personal tax allowances but was conditional upon the States approving and implementing the measures proposed under propositions 28 - 29 of the same review, referred to in this extant resolution |

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| **Update** | This Proposition was based upon the assumption that there would be a single source of funding, without which increasing the tax allowance would not be feasible. However, the States did not give the necessary approval to enable the implementation of these measures. This resolution has therefore been superseded and the Committee recommends that it should be rescinded. |

**Section Four: governance on service delivery**

In addition to its direct contribution to Future Guernsey and its policy co-ordination mandate, the Committee is also leading on a number of other work streams which impact on the services delivered by the States of Guernsey. These include:

- Oversight of the National Risk Assessment, working with on-island authorities and organisations as well as independent evaluators, which will issue an initial report in summer 2019;
- Co-ordination of the Revision of Laws project, working with the Guernsey Financial Services Commission and the Law Officers' Chambers as well as other on-island bodies;
- Oversight of the work of the Financial Stability Committee;
- Oversight of the Channel Islands Public Services Board;
- Establishment and monitoring of a memorandum of understanding on the principles of the working relationship between the States of Guernsey and the Law Officers' Chambers;
- Oversight and coordination of the Alderney Liaison Group and the Bailiwick Council;
- Review of the Probate Function – the policy development work has been completed and implementation is in progress (this involves changes to primary legislation which will be brought to the Assembly and thereafter will need to be prioritised in accordance with current practice);
- Co-ordination of the Independent States' Members' Pay Review; and
- Co-ordination of the Arm's Length Body Review, for which the Review Panel will be consulting on its findings with stakeholders in the Bailiwick before finalising its report.

The Committee also has political responsibility for the relationship with the Civil Service and fulfils the role of employer of the public sector. As such it has political oversight of the Public Sector Reform programme which it discharges through dedicated performance review meetings. It is the Committee that is bringing important policy letters to the Assembly on related matters such as completing pension reforms for the public sector; the Future Digital Services requirements of the organisation to serve the community; the reorganisation of the civil service structured to meet the needs of the political body and its Future Guernsey Plan; and a comprehensive terms and conditions review of the public sector. The Assembly is receiving an update on Public Sector Reform from the Chief Executive in his report attached at Appendix 3(a).

**Section Five: Horizon Scanning**

Leadership and co-ordination of the work of the States

The General Election in June 2020 will see the introduction of island-wide voting which will provide new challenges to the existing procedures of the States of Guernsey. It is important to ensure that there is a seamless transition from one Assembly to the next, particularly with regards to the Future Guernsey Plan. In order to achieve this, it is essential that working with the States' Assembly & Constitution Committee there is an appropriate induction for new States' Members which gives clear guidance on the policy planning process within the States, and how the embedded Future Guernsey Plan is central to this.

External relations and international and constitutional affairs

*Future relationship with the European Union and beyond*
The Committee, along with representatives from various committees across the States of Guernsey, continues to liaise closely with the UK, the European Union (EU) institutions, Jersey and the Isle of Man on various aspects of the UK's exit from the EU ('Brexit'). While the UK's current Withdrawal Deal and the accompanying Political Declaration indicate the direction that a future relationship for trade and cooperation between the UK and EU might take, Guernsey will have to establish its place within the future UK-EU and UK-rest of the world framework.

Given that the future UK and EU negotiations are likely to be time-limited, if this work comes to fruition it is likely to require additional resourcing, and the review, adaptation and creation of policies and practices across various areas of the States of Guernsey, potentially at short notice. At the time of writing, it is not possible to indicate the extent of change that may be required, but this is being closely monitored by various officers from across the States of Guernsey and dialogue with the UK is ongoing to help ensure that Guernsey can react quickly to this expected area of future change.

*Monitoring and responding to events in the UK, EU and rest of the world*
The Committee continues to monitor many aspects of the external environment, particularly political and economic issues. Recent events, such as the UK's Financial Services (Implementation of Legislation) Bill (and before it the Sanctions and Anti-Money Laundering Bill), and recent developments, for instance in relation to international tax listing matters, have demonstrated that there remains a need to actively monitor and respond to the external environment. The need to engage with other jurisdictions, supra-national bodies and non-governmental organisations has grown more important. Active membership of international bodies such as the OECD helps to ensure that Guernsey identifies threats and opportunities and can react appropriately to a changing external environment.

Committee *for*
Economic Development

# COMMITTEE POLICY PLAN UPDATE 2019

## Introduction

The Committee's workload includes collaborative development on policies within the priority policy areas (PPA) as determined through the States of Guernsey Future Guernsey Plan (previously termed Policy & Resource Plan). These are reported separately in the 2019 update to the Plan. This document comprises the Committee *for* Economic Development's 2019 update submission to the Future Guernsey Plan on other areas of its role in government:

1. Its mandate to advise the States in specific policy areas
2. Its contribution to Future Guernsey
3. Extant resolutions otherwise not addressed by the above
4. Governance on service delivery

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## Section One: policy mandate

A full version of the Committee's mandate is shown in Appendix 8(b) as part of the reporting of the 2018 accounts.

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## Section Two: implementing Future Guernsey

The Committee is responsible for leading on the delivery of the following policy priority areas of the Future Guernsey Plan, listed below in alphabetical order:

- Air and Sea Links
- Digital Connectivity
- Economic Development

The Committee has prepared detailed updates on the policy priority areas for which it has lead responsibility. These are appended to this Policy Letter as Appendix 1.
In addition, the Committee is undertaking cross-committee work on the achievement of the following policy priority areas, also listed below in alphabetical order:

- Brexit Policy
- Energy Policy
- Seafront Enhancement
- Security & Cyber Security Policy

Updates in respect of this cross-committee work are set out below.

**Brexit Policy**

The Policy & Resources Committee is responsible, on behalf of the States of Guernsey, for coordinating the Island's response to the United Kingdom's exit from the European Union (Brexit); however, in view of the clear links between Brexit and trade locally, the Committee has worked, and continues to work, closely with the Policy & Resources Committee.

The UK's withdrawal from the EU impacts on the Island's trading relationship with the EU. At the point the UK leaves the EU, Protocol 3 of the UK's Treaty of Accession (which sets out the Channel Islands' relationship with the EU) will fall away, therefore Guernsey needs to establish its future trading position with the UK, the EU, and globally to ensure that the trade in goods and services continues and the impacts on businesses are minimised.

The main areas of risk identified with a scenario in which the UK leaves the EU without a deal are related to the 'supply chain', as the regular flow of goods in and out of the Island is essential. There are other risks associated with the free movement and settlement of EU nationals, which is being mitigated through the recent introduction of the Bailiwick's Settlement Scheme.

Should the UK leave the EU without a deal, the Committee will need to work with Guernsey businesses to support and find solutions to potentially many wide-ranging trading issues which may arise, especially when trading with EU member states and globally.

Alongside the substantial amount of work in preparing for a no-deal, there has been a significant focus on and preparation of the Bailiwick's position within the UK's future relationship with the EU, having regard to the UK Government's July 2018 white paper on the same, which details how the UK intends to leave the EU single market and customs union and how this would offer flexibility for the UK to strike new trade deals globally.

Irrespective of whether the UK leaves the EU with or without a deal, there will be a wide range of impacts to local businesses in the short to medium term, especially those trading in goods and services with the EU and globally. The UK is already focused on developing its new trade policy, potentially aligning to World Trade Organisation (WTO) trade rules and negotiating future free trade agreements. The Committee has also been working closely with the Policy & Resources Committee to explore the economic impact, as well as practical implications, of the extension of the UK's WTO membership to the Bailiwick, to explore Guernsey's position in relation to the UK's future economic partnership with the EU, and in respect of UK free trade agreements.

**Energy Policy**

The Committee *for the* Environment & Infrastructure is responsible for advising the States on matters relating to energy, including renewable energy, and is leading on the development of an overarching Energy Policy for Guernsey. The States of Guernsey's Economic Development Strategy[1], acknowledges the potential of the Energy Policy to act as an enabler of economic growth. The Committee is therefore working closely with the Committee *for the* Environment

[1] Billet d'État XVIII of 2018, Article III

& Infrastructure on the development of an overarching Energy Policy for Guernsey. The successful delivery of the Energy Policy will help the States to achieve its long-term outcome to make Guernsey a safe and secure place to live. It will also contribute towards the achievement of a number of the States' other long-term outcomes including the development of a strong, sustainable and growing economy and the development of a mature international identity. The two Committees will continue to work together to form the basis of government policy and to provide direction for businesses and consumers to plan for the future and make sound investment decisions in a changing market.

**Seafront Enhancement**

The Committee is undertaking cross-committee working on the Seafront Enhancement Area (**"SEA"**) policy priority area, which concerns the development and coordination of policies for the enhancement of the St Peter Port Harbour Action Area.

The Committee is represented on the SEA Steering Group, the cross-committee body established to coordinate the States' approach to SEA policy. Following the establishment of the SEA Steering Group, good progress has been made. A number of Enhancement Principles and Enhancement Objectives have been agreed, which establish the broad criteria that all potential development must adhere to and which sets the high-level desired outcomes of the SEA programme respectively.

In order to achieve the Enhancement Objectives, the SEA Steering Group will, though extensive public engagement, identify what specific changes need to come forward. A two-day stakeholder workshop was undertaken in February 2019 with the aim of gaining an understanding of what industry believes are the main problems with the area that need to be addressed and the opportunities that the area presents, not just for delivering economic enhancement but also for realising social and environmental benefits. The workshop represented the very beginning of the process, but it did begin to highlight a number of development themes. These will require further research to understand the options available, so that the Steering Group can identify an appropriate way forward to meet Guernsey's future economic, social, environmental and infrastructural needs.

Following public engagement, and once an understanding of the viability of these themes has been reached, the SEA Steering Group will produce a high-level Seafront Enhancement Area Plan, setting out which specific developments should come forward as part of the SEA programme. Alongside the production of this Plan, there is a statutory requirement for the development of a Local Planning Brief, which will involve the need to undertake environmental impact assessments into the identified developments. Both the high-level Plan and the Local Planning Brief will be presented to the States' Assembly in the form of a policy letter, the approval of which will signify the movement into the delivery phase of the SEA programme. The SEA Steering Group has set a target for presenting the high level Seafront Enhancement Area Plan to the States before May 2020, and will work closely with the Development & Planning Authority, which is the body responsible for producing the relevant plans and briefs.

In the meantime, work continues to bring forward the enhancements of a number of sites along the east coast. Following an extremely successful public engagement process, which saw over 350 positive suggestions for change being submitted, the States has sought expressions of interest on those sites that can be delivered ahead of the production of a Local Planning Brief. The SEA Steering Group has shortlisted the bids down from 35 submissions to 11 across the 6 sites and it is envisaged that work will commence on one or more of these sites by Q3 2019.

**Security & Cyber Security Policy**

Whilst the Committee *for* Home Affairs is responsible for leading on Security & Cyber Security Policy, the work of the Committee *for* Economic Development, which is responsible for the promotion and development of the digital sector and is represented on the cross-committee Digital Guernsey Group, aligns closely with the Policy Priority Area of Security & Cyber Security Policy.

This work has been carried out under the heading of the Digital Framework. A detailed update on this work is provided under the Committee's priority policy area update for 'Economic Development'. However, with regard to cyber security, it is relevant to restate that this work has included the following:

- Work by the Digital Greenhouse to grow the digital economy, including by organising public events on the subject of cyber security;
- The launch of a partnership between the Digital Greenhouse and the Duke of York, Inspiring Digital Enterprise Award, which is being rolled-out as a free community and business resource on topics including cyber security; and
- The hosting of the Digital ACE 2019 online safety and security event in February 2019.

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**Section Three: Extant Resolutions**

The Committee proposes that the following extant States' resolution has been superseded and should consequently be rescinded.

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|---|---|
| **Billet & Title** | Billet d'État IV of 2002 - Controlling Garden Retailing – Introduce Garden Centre Registration System |
| **Sponsoring Committee** | States' Board of Industry |
| **Resolutions** | 6. To agree in principle to the control of garden retailing through a registration system supported by use class schedules as set out in section III of this report and administered by the Board of Industry as described. |
| **Reason for Rescission** | The need for the resolution has been superseded by the policies of the Island Development Plan, which control the location of retail development in accordance with States strategic policy. |

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**Section Four: Governance on service delivery**

The Committee is responsible for policy development and service delivery in accordance with the States of Guernsey's Economic Development Strategy, which the States agreed in June 2018, and the plan for the implementation of the Economic Development Strategy, which the States agreed in November 2018.

The implementation plan for the States of Guernsey's Economic Development Strategy identifies the following as 'critical' areas of work:

- Strengthen air and sea links
- Implement the telecommunications sector strategy
- Support the finance sector with a plan that supports growth and diversification
- Continue to develop and implement the digital framework
- Support the development of a long-term Skills Guernsey development plan
- Prioritise Seafront enhancement area work

In addition to these 'critical' areas of work, the Committee continues to work on a number of actions categorised as 'important' and 'beneficial'.

The majority of the work of the Committee falls within one or more of the Future Guernsey priorities, and therefore the Committee has reported progress under most of these areas of work in the update sections of its Committee Policy Plan, above, and in its Priority Policy Area reports. In addition, the Committee is able to provide the following updates in respect of work which is categorised 'important' or 'beneficial'.

The Committee continues to work in the following areas: attracting high net worth individuals to Guernsey through the Open Market; ensuring the population management regime is flexible and supports skills needs; investigating the potential to make more of Guernsey's blue economy, including potential for renewable energy; and developing a clear jurisdiction-wide economic risk appetite. The Committee also continues to work with the private sector to address the future needs of retail through the production of a retail sector policy statement; and to encourage an increase in activity in the construction industry, through promoting major infrastructure projects such as the SEA programme. The Committee is also investigating opportunities in the medical technologies ('medtech') space.

The Committee is also responsible for a number of business as usual activities that deliver specific services. These include the Guernsey Company Registry (**"Guernsey Registry"**) and the Office of the Director of Civil Aviation (**"DCA"**).

The Guernsey Registry currently registers around 20,000 companies, 2,500 trade marks and 1,500 charities, and generates approximately £9m in direct revenue for the States and significantly more in secondary benefits to Guernsey's economy, through the work of corporate service providers, advocates, accountants, etc. Work is currently underway to ensure the Guernsey Registry remains fit for purpose and to improve its overall contribution to the economy. This is being done through an early analysis of future IT requirements and how technology could be used to innovate the Guernsey Registry's current offering.

The Office of the DCA has overall responsibility for ensuring the safety of civil aviation in Guernsey and its airspace, and has recently been audited by the Civil Aviation Authority to

ensure that its functions remain compliant with international standards. As a result of this, recommendations are expected, which are anticipated to have resource implications.

The States of Guernsey's Finance Sector Development team not only works towards the development, refinement and implementation of sector strategies, in accordance with the Future Guernsey Plan, but also undertakes regular reviews of legislation affecting the industry. This places considerable pressures on resources, but, to ensure Guernsey remains an attractive and successful place to do business, it is essential that any issues are dealt with swiftly.

Committee *for*
Education, Sport & Culture

# COMMITTEE POLICY PLAN 2019

**Introduction**

The Committee's work on policies within the Policy Priority Areas (PPA) as determined through the States of Guernsey's Policy & Resource Plan are reported separately in the 2019 update to the Plan. This document comprises the Committee *for* Education, Sport & Culture's 2019 update submission to the Policy & Resource Plan on other areas, namely:

1. Its mandate to advise the States in specific policy areas
2. Its contribution to the Policy & Resource Plan
3. Extant States' Resolutions otherwise not addressed by the above
4. Governance on service delivery
5. Horizon scanning – where applicable

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**Section One: Policy mandate**

As explained in Appendix 8(c), the purpose of the Committee is to encourage human development by maximising opportunities for participation and excellence through education, learning, sport and culture at every stage of life. The Committee is responsible for developing and implementing policies on matters relating to: pre-school, primary, secondary, further and higher education; apprenticeships; skills; lifelong learning; sport, leisure and recreation; youth affairs; the arts; libraries, museums, galleries and heritage; Island Archives; and civic celebrations and commemorations, including Liberation celebrations.

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**Section Two: Implementing the Policy & Resource Plan**

The Committee is leading on the States' Policy Priority Areas of Transforming Education and Improving Educational Outcomes. This work includes repealing and replacing The Education (Guernsey) Law, 1970 ("The Law"). A brief summary of work under way is included here, with further details on each priority included in the respective Policy Priority Area updates.

In 2018, the States of Deliberation ("States") agreed the future structure of secondary, further and higher education. They also made resolutions on other related matters which will shape the future of education in the Bailiwick. These decisions form part, but not all, of the Policy Priority Area 'Transforming Education'. In June or July 2019, the Committee will publish a Policy Letter with further proposals on 'Transforming Education', including capital funding requirements in the primary, secondary and further and higher education phases. More specifically the Policy Letter will include:

- An overview of the Transforming Education Programme;

- A capital funding request relating to the development of The Guernsey Institute to enable the integration of the College of Further Education, the Institute of Health & Social Care Studies and the GTA University Centre into fit-for-purpose buildings;
- A capital funding request for the extensions necessary to the secondary schools at Baubigny and Les Beaucamps to create the single 11-18 school operating in two colleges; and
- A capital funding request for the redevelopment of La Mare de Carteret Primary School.

The Law review is progressing and includes a review of governance arrangements across all sectors and a review of Special Educational Needs (SEN) provision, in line with the Resolutions of the States[1]. In 2020, the Committee intends to submit a Policy Letter to the States on the policy proposals relating to the contents of the new Law.

The Committee has supported other areas of the Policy & Resource Plan including:

- Digital Connectivity and the Committee *for* Economic Development's Digital Sector Strategic Framework, which seeks to develop the skills and enabling legislation to support growth in the digital sector, and the development of the Skills Strategy through representation on Skills Guernsey;
- The implementation of the Children and Young People's Plan (CYPP). In particular, being responsible for an early years' action plan and working with other relevant Committees to support children up to five years of age. The action plan will support the objectives of the States' funded pre-school education policy and support the Resolution 'to identify the need for early intervention and early years' services for children under the age of three, the consequential resource implications and the links between any such new services with those provided by the Committee *for* Education, Sport and Culture, including States-funded Pre-School Education' (Resolution 5)[2]. Work has commenced in this area, captured under the CYPP PPA update, and it is expected that the action plan will be published by the end of 2019. In 2018, the Committee confirmed its commitment to continuing to provide free universal pre-school access for all 3-4 year olds, in the year before starting school in reception;
- The Health and Wellbeing Priority through: the Be Active initiative; reviewing its policy on food in Guernsey Schools; the ongoing development of a sports strategy; and
- Working with the Committee *for* Employment & Social Security to support Disability, Equality and Inclusion work and likewise ensuring that the review of the Education Law - in particular in relation to SEN provision – is able to align to any future policy decisions in this area.

Over the next year the Committee will predominately be focusing on:

[1] Billet d'État II of 2018
[2] Billet d'État III of 2016

- Integrating the three higher and further education providers – the College of Further Education, the Institute of Health and Social Care Studies and the GTA University Centre into The Guernsey Institute;
- Work to repeal and replace The Law so that it meets the current and future needs of the community;
- The development of the operational policy to integrate the four secondary schools into one school operating in two colleges on two sites. 2019 is a key year in the development of secondary education in Guernsey with the first non-selective year 7 intake starting at their new secondary schools in September. In September 2021, the year 7 intake will be on the two college sites only – at Baubigny and Les Beaucamps. Secondary education will cease at La Mare de Carteret in 2022 and at Les Varendes in 2023. This timetable is subject to the States approving the capital investment necessary at Les Beaucamps and Baubigny in the summer of 2019;
- Presenting a comprehensive sports strategy to the States;
- The development of a strategy for the arts in partnership with the Guernsey Arts Commission and the Guernsey Community Foundation;
- Preparing for the Island to host the Island Games in 2021, the 75th Anniversary of the Liberation and the 80th anniversary of the evacuation in 2020;
- Presenting a comprehensive heritage strategy to the States;
- Starting work on the funding arrangements of the grant-aided colleges which will apply when the existing arrangements cease in 2026;
- Continuing to oversee work to restructure the Office *of the* Committee *for* Education, Sport & Culture;
- Plans to deliver the further efficiency savings required to bring the Committee's budget properly into balance over the medium to long term;
- Introducing a new schools' inspection framework in partnership with Ofsted, which will be the inspectorate of schools from September 2019;
- Developing the Bailiwick Curriculum, in particular to ensure that it provides students with the knowledge as well as the skills they require;
- Making changes to measures of students' progress and attainment in Key Stages 2, 3 and 4; and
- Presenting a plan to support the local language (Guernesiaise) to the States.

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**Section Three: Extant Resolutions**

Resolutions completed/discharged – not covered already

**2016 Education Debate - Billet d'État VII, Vol. 1, of 2016[3]**

The extant States' Resolutions relating to publishing policies on high attainers (1b) and behaviour (1c) were completed in February 2019.

[3] Billet d'État VII, Vol. 1, of 2016

Resolutions (2a – 2c) relating to reporting back on the capital requirements of the two options then identified for secondary education were discharged by the previous Committee's Policy Letter entitled 'The Future Structure of Secondary and Post-16 Education in the Bailiwick'[4].

**Requête – Holocaust Memorial - Billet d'État III, Vol. 3, of 2016[5]**

Since 2017, the 27th January has been officially recognised as Holocaust Memorial Day, as set out in Resolutions (1 and 6). In September 2018, teachers from Guernsey and Alderney were provided with training in relation to curriculum delivery by a national expert from Cambridge University, who alongside the Holocaust Educational Trust has created a bespoke teaching pack for use primarily by the Islands' schools, discharging Resolution 5.

**The Role of the Grant-Aided Colleges and their Funding Arrangements - Billet d'État No XVIII of 2017[6]**

The outstanding Resolution (2d) from the 2016 education debate, and the subsequent Resolutions (1 b, f) in the 2017 Policy Letter relating to the grant-aided colleges and agreeing a funding agreement, were also completed in 2018.

**2018 Budget Report – Billet D'État XX of 2017[7] and 2018 P&R Plan Update - Billet d'État XV of 2018[8]**

The Committee provided an assessment of each opportunity identified in the PricewaterhouseCoopers (PwC) Report entitled "Costing, benchmarking and prioritisation" together with an implementation plan including anticipated costs, benefits and timeline for delivery. The Committee has therefore completed Resolution 18 (2018 Budget Report) and Resolution 1m (2018 P&R Plan update).

**2018 The Future Structure of Secondary and Post-16 Education in the Bailiwick – Billet d'État II of 2018[9]**

The Committee has published details relating to the future admission of students to secondary schools, including those who will move to secondary schools in the earliest years following the abolition of selection at 11, subject to approval by the States of aforementioned capital investment.

[4] Billet d'État II of 2018
[5] Billet d'État III, Vol. 3, of 2016
[6] Billet d'État XVIII of 2017
[7] Billet d'État XX of 2017
[8] Billet d'État XV of 2018
[9] Billet d'État II of 2018

Outstanding/ongoing with update – not already mentioned elsewhere in this update

**Requête – Holocaust Memorial - Billet d'État III, Vol. 3, of 2016**[10]

The extant Resolution 4 relating to engaging with Her Majesty's Department for Education in relation to the curriculum on the Holocaust has not yet been progressed.

**2018 P&R Plan Update - Billet d'État XV of 2018**[11]

The Committee has been reviewing the arrangements for reporting performance and standards in all phases of education, including considering how best to publicly report on progress on the Bailiwick Curriculum, in line with the 2018 Policy & Resource Plan update and Resolution 1l. Work in this area is ongoing.

**2013 Transforming Primary Education - Billet d'État XX of 2013**[12]

Also outstanding/ongoing are the extant Resolutions (4 and 5) relating to transforming primary education, i.e. moving to primary schools of two and three forms of entry and the future of the Catholic primary schools.

Outstanding Resolutions requiring additional policy or legislation drafting resources

The Committee does not have any outstanding legislation awaiting drafting.

The repeal and replacement of the Education Law requires legal and expert subject matter resources.

Resolutions to be rescinded

The Committee is not proposing that any States' Resolutions be rescinded as part of this Policy & Resource Plan.

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**Section Four: Governance on service delivery**

Schools and colleges in Guernsey and Alderney will be inspected by Ofsted from September 2019. At the time of writing (May 2019) a consultation with school staff and professional associations, including trade unions, is under way on the draft new schools' inspection framework. It has been developed by the Committee in conjunction with Ofsted and has been adapted for Guernsey and Alderney to reflect local circumstances and current education priorities.

The Committee is gradually introducing Attainment 8 as a new performance measure in schools and is also considering the introduction of a local form of Progress 8. The new

[10] Billet d'État III, Vol. 3, of 2016
[11] Billet d'État XV of 2018
[12] Billet d'État XX of 2013

performance measures are designed to encourage schools to offer a broad and balanced curriculum with a focus on an academic core at key stage 4; to ensure that every grade improvement of every student is equally recognised; and to allow the progress and attainment of students locally to be compared more easily with those in England.

Through the work of reviewing the Law the future governance of the education system is being considered and revised with the aim of giving the 11-18 School and the Guernsey Institute more autonomy, in line with the States Resolutions of January 2018. The changes to the governance arrangements for education will include reforms to the Office *of the* Committee *for* Education, Sport & Culture.

Committee *for*
Employment & Social Security

## COMMITTEE POLICY PLAN UPDATE 2019

**Introduction**

The Committee's workload includes collaborative development on policies within the priority policy areas (PPA) as determined through the States of Guernsey Future Guernsey Plan (previously termed Policy & Resource Plan or P&R Plan). These are reported separately in the 2019 update to the Plan. This document comprises the Committee *for* Employment & Social Security's (ESS) 2019 update submission to the Future Guernsey Plan on other areas of its role in government:

1. Its mandate to advise the States in specific policy areas
2. Its contribution to Future Guernsey
3. Extant resolutions otherwise not addressed by the above
4. Governance on service delivery
5. Horizon scanning

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**Section One: policy mandate** A full version of the Committee's mandate is shown in Appendix 8(d) as part of the reporting of the 2018 accounts. The Committee would like to use this report to highlight the specific work streams that it is focusing on to enable it to deliver the services that fall under its mandate. In addition to the four priority areas that ESS lead on or support, as detailed in section two below and Appendix 1 to this policy letter, this report focuses on other work streams that come from States' Resolutions, operational priorities and looking to the future.

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**Section Two: implementing Future Guernsey**

**Policy Priorities**

The Committee's top policy priorities for implementing Future Guernsey are set out within Appendix 1 to this Policy Letter. Those key areas that align with the Committee's mandate are, in no particular order:

- Disability & Inclusion Strategy & Equality
- Housing Strategy (formerly named 'Housing Policy')
- Social Welfare (the Committee recommend that this is retitled 'Secondary Pensions' as this is the key remaining work stream in this priority area)
- Supported Living and Ageing Well Strategy (SLAWS)

Further to the commentary set out in those individual reports in Appendix 1, the Committee would like to reiterate its commitment to achieving the work streams set out under those priority areas. This includes working with the other Committees mandated to deliver on those

priorities by the end of this political term, as far as possible. The detail of the progress with the PPA, including resourcing and barriers to implementation, are reported in Appendix 1; however the Committee wanted to highlight its contribution to the cross-Committee policy areas.

The Committee is working with the Committee *for* Health & Social Care (HSC) and the Policy & Resources Committee (P&RC) to deliver on the work streams set out within the Disability & Inclusion Strategy & Equality PPA. It is of particular importance to the Committee to ensure that progress is made to deliver a set of proposals for the establishment of an Equality & Rights Organisation, and agreement in principle from the States on the structure of disability discrimination legislation for the Bailiwick. Both of these work streams, which have been underway for a number of years, will need to be implemented during the next term of Government, so the Committee is keen to ensure that as much groundwork as possible is completed to ensure the successful delivery of those outcomes in the future, helping to make Guernsey a fair, equal and inclusive society, with a mature international identity.

The Housing Policy PPA predominantly focuses on the work packages that came out of the July 2018 debate of the policy letter entitled 'Local Market Housing Review and Development of Future Housing Strategy'. It is therefore proposed that the PPA is renamed to reflect this. In addition, there are two other work packages which relate to the affordable housing development programme and a review of rent setting. Both of these areas fall under the mandate for the Committee, however the Committee is working closely with the Committee *for the* Environment & Infrastructure (E&I) to progress the other work packages that form the priority area.

Following the implementation of income support, the Committee's main focus under the 'social welfare' priority is now the secondary pensions project to establish the 'Your Island Pension' scheme. It is therefore proposed that the priority area is renamed to reflect the change in focus. The Committee is working with P&RC to ensure that a policy letter is delivered during 2019, which will follow the completion of two work packages, involving the procurement of a preferred service provider for the operation of the scheme and the detailed design of the auto-enrolment rules.

The Committee is working closely with HSC and P&RC on the SLAWS PPA. The three priority work streams will be reported on in a policy letter in 2019.

Further to the four areas listed at the start of this section, the Committee would also like to note its commitment to assisting HSC in progressing the work related to the Partnership of Purpose, where it aligns with the Committee's mandate.

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**Section Three: Extant Resolutions**

This section provides the Committee with an opportunity to update on progress with extant resolutions of the States, and highlight areas where additional resources are required in order to discharge extant resolutions.

Extant resolutions for rescission or transfer

Firstly, the Committee would like to state that following the rescission of a number of resolutions earlier in the political term, there are no further resolutions that the Committee would like to recommend for rescission at this time. However, some of the resolutions from the 2015 debate of the Personal Tax, Pensions and Benefits Review, for which ESS and P&RC shared responsibility until the implementation of the Revenue Service, are recommended for transfer to P&RC, as outlined in section 4 of this policy letter.

The Committee would also like to highlight that P&RC intends to bring a policy letter to the States later in the year, which will recommend the transfer of health services from ESS to HSC. The impact of this will be that the following 2010 resolution (Billet d'État XX of 2010, Article 5) will be superseded by the propositions within that policy letter:

> "13. That the Social Insurance (Guernsey) Law, 1978, and the Health Service (Benefit) (Guernsey) Law, 1990, be amended so that the Travelling Allowance Grant provisions are transferred to the Health Service (Benefit) (Guernsey) Law, 1990."

Progress updates on extant resolutions

Extant resolutions which relate to the top 22 PPAs are commented on through the reports in Appendix 1, so to avoid duplication, progress with those resolutions is not referred to in this section. The Committee would like to highlight two areas of work in progress that follow extant resolutions, although the policy letters are likely to be near completion by the time the States debate this policy letter:

1. Off-island health insurance (Billet d'État XVIII of 2015, Article 8)

   The Committee has been working on a replacement for the former reciprocal health agreement between the UK and Guernsey, which ended in 2009. Having consulted thoroughly with several insurers about a number of insurance-based options, the Committee concluded that it was not a viable option. Consequently, an in-house option and the establishment of a new reciprocal health agreement with the UK were considered. The Committee met with representatives of the UK's Department of Health about this, and discussions were positive. However, the outcome of Brexit and what the UK does about reciprocal health agreements with EU countries and the European Health Insurance Card (EHIC) scheme will depend on whether Guernsey will be able to negotiate a suitable arrangement with the UK in the future. In the meantime, the Committee is finalising a policy letter that will propose that the States runs an in-house option, which will ensure that Guernsey and Alderney residents are covered, should they require any medical treatment while in the UK. It will be an opt-in scheme, limited only to those who struggle to obtain medical travel insurance at a reasonable cost.

2. Reallocation of family allowance (Billet d'État XVIII of 2015, Article 8)

   The Committee has been working with HSC and the Committee *for* Education, Sport & Culture (ESC) on a 2015 resolution which came from a successful Dorey amendment to look into the options for reallocating the family allowance budget to children's services. The three Committees are in the process of considering various options before putting a

policy letter to the States later in 2019, which will contain proposals to either amend family allowance and fund children's services, or retain family allowance as it is presently.

Pipeline resolutions

The Committee would like to draw attention to two specific extant resolutions that are important to the Committee, and could be progressed in some way with a short-term additional staff resource.

1. Winter fuel allowance (Billet d'État VII of 2016, Volume 2, Article 9)

   The following 2016 resolution from the debate of the Social Welfare Benefits Investigation Committee's policy letter on the model for income support.

   > "To direct the Committee *for* Employment & Social Security to report to the States of Deliberation, no later than October 2017, with recommendations for the reform of the arrangements for winter fuel allowances to householders receiving supplementary benefit."

   It is estimated that it would take approximately three months to complete the work required to discharge this resolution. The Committee notes that the outcome of the debate of E&I's forthcoming policy letter setting out proposals for the direction of energy policy for Guernsey will need to be considered in developing proposals to discharge this resolution. This remains an important work stream for ESS as it has the potential to deliver a significant saving on current expenditure.

2. Longer Working Lives (Billet d'État V of 2018, Article 4)

   Following the debate of the policy letter on longer working lives in February 2018, the Committee has not had sufficient resources to progress the resolutions from that debate. Some initial work has been undertaken on the communications strategy regarding mid-career reviews and engagement with employers using existing resources. However, additional resources would be required to progress the work streams further, as existing staff are deployed to work on the PPAs. The 2018 policy letter detailed the resource requirements for each work stream, which totalled approximately three years of FTE time (excluding admin costs), at an estimated cost of £199,000 (in 2017 terms). Some of the work streams could be worked on concurrently, where others would follow each other and could be dependent on progress with other work streams, for example, the work on the Supporting Occupational Health and Wellbeing initiative, for which responsibility has transferred to HSC.

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**Section Four: governance on service delivery**

The Committee is working on a number of work streams as a result of operational or legislative requirements. Some of them involve a significant staff resource and some fixed deadlines. At Committee level, the work streams have been categorised in terms of whether they are a high, medium or low priority to ensure that it keeps on track with progressing the most important ones first.

At a high level, the work streams include:

- The review of a number of social housing policies, such as evictions, income thresholds and capital sums, and statutory tenancies.
- Preparing for compliance with the EU's General Data Protection Regulation (GDPR) ahead of implementation on 25th May 2019.
- Annual policy letters on benefit and contribution rates, the minimum wage, and the selection of industrial disputes officers.
- The digitisation of some customer-facing services through the Future Digital Services programme.
- Work to assist unemployed people to maximise their earnings, through the development of employment initiatives such as training and skills courses.
- A number of smaller policy pieces, that are important to support service delivery, improve customer service and reduce expenditure, but are not in the top 22 PPAs, so the Committee can only focus on them when existing resources allow.

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**Section Five: horizon scanning**

The Committee does not wish to propose any additional work streams that should be included within the top 22 priorities before the end of the political term.

However, the Committee would like to highlight that the PPA named 'Social Welfare' is no longer an appropriate title. This is because it predominantly related to the implementation of income support. Now that this has happened, the remainder of the work streams, such as the re-pricing of the basket of goods, and the review of the benefit limitation, the earnings disregard, personal allowances and the medical capital limits, will be undertaken as business as usual. The other part of the PPA was secondary pensions. As this is still in progress, the Committee is proposing that the priority area is renamed 'Secondary Pensions' to reflect that work stream as one of the Committee's top policy priorities for the rest of the political term.

The Committee is also involved in the delivery of the work packages listed under the Housing Policy priority area, and is recommending, along with E&I, that this is renamed 'Housing Strategy' to better reflect the work packages that the two Committees have prioritised under the umbrella topic of housing policy.

Committee *for the*
Environment & Infrastructure

## COMMITTEE POLICY PLAN UPDATE 2019

**Introduction**

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1. Its mandate to advise the States in specific policy areas
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**Section One: policy mandate**

A full version of the Committee's mandate is shown in Appendix 8(e) as part of the reporting of the 2018 accounts.

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**Section Two: implementing Future Guernsey**

The Committee continues to be actively involved in cross-Committee working towards delivering the States' 22 priority policy areas in a lead, joint lead, or support capacity. Full details on the Committee's involvement with progress of these priority areas are set out in the update of the Future Guernsey Plan.

The Committee is leading on the development of policies relating to the policy priority areas of:

- Energy (including Future Energy Policy, the Guernsey Hydrocarbons Supply Programme and the Renewable Energy Team Programme) working closely with the Committee *for* Economic Development as well as the Policy & Resources Committee and States' Trading Supervisory Board. The Committee has provided a detailed update on this priority policy area in Appendix 1(u) to this policy letter.
- Long-term infrastructure investment – working with the Policy & Resources Committee and States' Trading Supervisory Board.
- Maritime Strategy (International Standards) – working closely with Guernsey Harbours and St James' Chambers.

- Brexit - leadership on specific issues principally in the areas of Road Transport and Driving Licence Implications for Driving in Europe post-Brexit and other related matters and Guernsey's plant health and animal health legislation

The Committee is jointly leading on the development of policies relating to the priority policy areas of:

- Housing Strategy - jointly with the Committee *for* Employment & Social Security and also involving the Committee *for* Health & Social Care and the Policy & Resources Committee.

- Seafront Enhancement Area/Harbour area redevelopment – As a member of the political governance group, jointly leading, and working positively with other Committees, to help deliver the Local Planning Brief for the St Peter Port Harbour Action Area and considering the wider enhancement and investment opportunities of the Seafront. This also helps to deliver the Economic Development policy area.

The Committee is working to support the development of policies relating to the priority policy areas of:

- Strategic Air and Sea Links – Transport Connectivity – the Committee is providing a supporting role for the Review of Strategic Air and Sea Links, particularly in relation to areas of the Committee's mandate including Infrastructure (including ports and airports) and Maritime Affairs as well as its work on Harbour Area Redevelopment and the Long-term Infrastructure Investment Plan. This also helps to deliver the Economic Development priority policy area.

- Health and Wellbeing - The Committee is also supporting the Health and Wellbeing Policy in relation to Sustainable Integrated Transport Policy.

As well as leading on, and contributing to, policy development to specifically deliver the States' 22 identified priority policy areas, the Committee is focussing on policy areas and initiatives, fulfilling extant resolutions and has also prioritised work streams, which support or underpin delivery of the priorities expressed in the Future Guernsey Plan. However the Committee continues to be aware that the implementation of the policies and priorities, once they have been developed, and recognition of further policy work associated with the implementation of extant States' Resolutions is fundamental to the effectiveness of delivery going forward and needs to be adequately resourced.

The Committee is also responsible for a number of resolutions that, whilst important in their own right, are not currently in its direct focus. Some of these have already progressed with considerable work having been done and the resource commitment required to progress and complete these resolutions, albeit not currently available, is relatively low. In order to manage extant resolutions generally, the Committee has identified those that are less time intensive to be worked on whenever time is available from the Law Officers and the new

Future Guernsey Strategy and Policy Team, working with the Committee's own policy resource.

**Long Term Infrastructure Investment**

The approach to Long Term Infrastructure Investment is being developed and the scope of the project/programme determined as explained in the update for the Future Guernsey Plan. In addition, and to help support delivery of infrastructure, the Committee is actively progressing work streams to fulfil the requirements of resolutions relating to infrastructure.

Coastal Defence Flood Studies (Billet d'État XV of 2013) and Coastal Defence Flood Prevention Measures (Billet d'État II of 2016) – These resolutions address the impact of rising sea levels caused by storm surge or other factors on the Island's sea defence infrastructure, with specific regard to seven areas. The States' approved strategy aims to reduce the risk of coastal flooding over the next 20 years for the identified areas at risk. There is a substantial amount of work ongoing on these work streams, and they are progressing sufficiently. The project at St Sampson's has funding available and may be progressed in 2019; however, the Committee is mindful of the potential impacts of development at Leale's Yard, should this progress, and the need for comprehensive consideration and this may impact upon the timescale for delivery. The project at Belle Greve Bay has funding available for design work which is due to commence in 2019. There has been some erosion along this section of coastline which is currently being addressed as a priority, working with utility companies, so that flood defence work is not negatively impacted. Future priority areas (Resolutions (3) and (4)) are due to be identified by the end of 2020.

Removal of the Anti-Tank Wall in the Eastern Part of L'Ancresse Bay (Billet d'État XVIII of 2018) – The States approved option 7b as the preferred option. The design for this project was finalised in 2018, and the scoping exercise for the Environmental Impact Assessment was completed in mid-January 2019. Following the conclusion of all the necessary technical studies, an environmental statement will be submitted, triggering the planning process. Following the statutory planning approval, work will commence as soon as possible.

The Committee's Policy Plan identifies a need to develop a strategy which provides for the security of Alderney Harbour in the long term by having and maintaining a break water. A communications and engagement programme on the future strategy for the Alderney breakwater was started in quarter 1 of 2018 in close liaison with Alderney's General Services Committee. The Committee will deliver a Policy Letter to the States which sets out the options, including a preferred option, for the long-term maintenance and security of Alderney Harbour once a thorough consultation and review has been completed.

**International standards**

The Committee's Policy Plan and the Future Guernsey Plan have identified the importance of developing a strategy approach across the States (and the wider Bailiwick where appropriate) which supports and embraces international requirements through a Maritime Strategy which complies with relevant international rules and regulations. Work is progressing well on the development of the Maritime Strategy. The Strategy will enable Guernsey to demonstrate compliance with international instruments when it is audited by the International Maritime Organisation. The Strategy consists of a high level strategy document supported and

underpinned by a detailed manual. The first draft of the high level document and the common gap analysis was submitted to the UK's Maritime and Coastguard Agency (MCA) in September 2018, ahead of the required deadline, for comment, representing a key milestone in the programme. The Committee is actively addressing any gaps identified through the development of the Strategy. In support of the Maritime Strategy, work has progressed well to fulfil the requirements of the resolution relating to the Extension of Wreck Removal Convention to the Bailiwick (Billet d'État I of 2017). The Removal of Wreck 2007 Convention has the effect of making ship owners financially liable in response of wrecks, and requires owners of larger vessels to take out insurance to cover the costs of wreck removal. This resolution commits to amending the current Merchant Shipping Law and other pieces of legislation that may be necessary in order to extend the Convention to Guernsey. The Ordinance was agreed by the Committee and the Legislation Review Panel in 2019 and was approved by the States in April 2019 (Billet d'État VII of 2019). This will still require additional work in order that the Convention can be extended to Guernsey.

**Housing Strategy**

Progress with the various work streams associated with the Housing Strategy are explained in the PPA update for the Future Guernsey Plan. The Committee continues to work closely with other relevant Committees, particularly the Committee *for* Employment & Social Security, to deliver a holistic Housing Strategy for Guernsey and the requirements of the States' resolution, Local Market Housing Review and Development of Future Housing Strategy (Billet d'État XIX of 2018). The Committee is pleased with progress on the work stream to deliver a General Housing Law to ensure basic living standards across the Islands housing stock are in place. A Policy Letter for this work stream will be submitted for States consideration in Quarter 3 of 2019.

**Brexit**

As with most other Committees, the Committee *for the* Environment & Infrastructure has had to divert resources from other work to deal with Brexit as a priority. In particular the Committee has been leading on work relating to the States' resolution on Road Transport and Driving Licence Implications for Driving in Europe post-Brexit and Other Related Matters (Billet d'État XXVII of 2018). Eight Ordinances were submitted for States consideration in March 2019 as part of a commitment to meeting the various Articles of the UN Convention on Road Traffic, 1968 ("The Vienna Convention") ahead of its enactment on Friday 29th March and further regulations and orders are due to be laid before the States over the next few months, including a Statutory Instrument introducing a Highway Code for Guernsey and various amendments to the Traffic Signs and Traffic Light Signals Ordinance, 1988.

As part of this process, the Committee is now committed to bringing in a formal register of driving instructors by April 2020 and a system of periodic technical inspections for all categories of motor vehicles by April 2025, commencing with the inspection of vehicles entering international traffic by April 2021. These work streams will require further legislation to be drafted and additional resources to help address the logistical and operational challenges that will have to be overcome. Depending on the favoured solution, it may well be necessary to secure bespoke premises to conduct periodic technical inspections and the appointment of a specialist advisor to take matters forward. Current options include the

provision of a Public Sector owned and Operated service, Private Sector Single Operator and Private Sector Multiple Operator services.

In the meantime, the UK Government continues to negotiate with individual EU Member States regarding the possible agreement of mutual recognition and exchange of driving licence arrangements post-Brexit which may well be extended to the Crown Dependencies. In such circumstances it may be necessary for further legislative provisions to be put in place in relation to Operator Licensing (for hauliers) and Continued Professional Competence training (for commercial vehicle drivers). Discussions are currently taking place with the UK Government in relation to other important transport related matters, such as potential access arrangements to haulage permits issued by the European Conference of Ministers of Transport (ECMT), and these may require Guernsey to become more closely aligned to other EU driver and vehicle standards, such as those outlined in the EU 3rd Directive on Driver Licensing.

Legal drafting of an Ordinance to update Guernsey's plant health legislation in line with that in force in the UK (and EU) was completed in March 2019. It is anticipated that this legislation will be in force by Brexit Day.

The Island's animal health legislation has been amended to ensure that regulatory alignment is maintained with the UK and the EU. This has covered aquatic animal health controls (previously not subject to statutory controls), bees, Asian Hornet, and notifiable animal diseases. It is anticipated that amendments to statutory instruments will be required in due course to align the Island's implementation of the Pet Travel Scheme with that agreed between the UK and the EU as part of withdrawal arrangements.

Officers have maintained close and regular contact between States' service areas and with counterparts (DEFRA) in the UK as part of the process of seeking both to understand the developing plant and animal health and trade controls that will result from Brexit and to ensure readiness as far as is possible with the emerging systems being established by the UK.

**Guernsey On-Island Integrated Transport Strategy**

The delivery of sustainable and integrated transport policy is fundamental to social equity and has an important role in fostering integration by providing for freedom of movement and access to transport for all whilst safeguarding vulnerable road users. This policy area provides essential support for the sustainable growth of the Island economy by providing access to businesses and services and the efficient and safe delivery and movement of goods, people and services around the Island. Inadequate transport will be a barrier to the delivery of many of the 22 priority policies in the Future Guernsey Plan. The policy will have a direct influence on the successful delivery of policies to develop the seafront to create vibrant, attractive and thriving locations and will help to identify the strategic requirements for transport related infrastructure.

The States' resolutions relating to the Guernsey Integrated On-Island Transport Strategy (Billet d'État IX ofs 2014) give the Committee a series of directions for action which are also incorporated into the Traffic and Highway Services Policy and Implementation Plan. Within the resolutions of the Integrated Transport Strategy (ITS) there was the requirement for the

Committee to report back to the States by December 2018 on the effectiveness of the Strategy. Unfortunately, due to competing demands on resources, principally as a result of Brexit, this has been delayed. The analysis of the effectiveness of measures implemented to provide transport choice and encourage modal shift, and identification of further changes that may be required in order to continue to deliver the Strategy Vision will be submitted in a Policy Letter during Quarter 3 of 2019.

Various projects and initiatives have been completed or are in progress which support the priorities of the Strategy to increase active travel as an alternative to car use. These focus on improving safety for all road users, especially the most vulnerable (including the provision and condition of our pavements, cycle paths and roads, a review of speed limits, driver competence and introduction of safer vehicle construction standards ); promoting alternative forms of transport (including walking, cycling and bus use) through a variety of different methods; enabling accessibility for all (e.g. through physical improvement schemes) and considering external influences/requirements in relation to driving and vehicle standards. This work will continue in 2019 and beyond. A range of specific work streams sit under each of these high priority work streams.

The Committee would like to draw attention to the bus passenger figures which have been steadily increasing since 2013. The upward trend in passenger numbers demonstrates an increase in bus use in the island, most importantly among the local population. While there is still capacity for continued improvement, this is a positive achievement of one of the core objectives of the Strategy.

In order to deliver the Strategy, the Committee is also focussing on fulfilling a number of extant States' resolutions.

Review of Public Transport Legislation (Billet d'État XX of 2000) - These resolutions give a mandate for consolidating the Public Transport Ordinance 1986 and any subsequent amendments into one existing piece of legislation, as well as a number of additional amendments. As of January 2019, the drafting of this legislation has not been given priority status by the Policy & Resources Committee and may well be influenced by any subsequent decision by the States in respect of the outstanding States' resolution relating to the proposed transfer of licensing functions to the Transport Licensing Authority.

Guernsey Integrated On-Island Transport Strategy (Billet d'État IX of 2014) – The remaining aspects of the resolutions directing the preparation of legislation relate to theory test amendments and motorcycle licensing amendments. The Committee has requested that the legal drafting be allocated a high priority because improving road safety, including driver competency, safety and licensing is the highest priority afforded to the Committee's approved Integrated Transport Strategy. This accords with a principal policy outcome of the Future Guernsey Plan, a 'safe place to live' given that interaction with the public highway is a necessity for all members of the public as soon as they leave the security of their home or place of work. The Policy & Resources Committee has assigned this a medium priority on the basis that the Register of Driving Instructors Law and the drafting required to comply with the Vienna Convention both take priority as Brexit related work streams involving the same drafter and policy officers although as alluded to earlier it is possible that driver licensing

standards might need to more closely reflect the position in the UK and EU should the Crown Dependencies be offered the opportunity to be included in any subsequent bi-lateral or multi-lateral agreements that the UK Government negotiates with EU Member States in relation to the mutual recognition and exchange of driving licence entitlement. Within the resolutions of the Integrated Transport Strategy there is a requirement for the Committee to report back to the States on the effectiveness of the Strategy and this is planned for Quarter 3 2019 as detailed above.

Integrated Transport Strategy – Funding (Billet d'État XIV of 2015) - These resolutions provided funding arrangements for the numerous work streams arising from the Integrated On-Island Transport Strategy. Funding requirements are in place for this purpose.

Residential On-Street Parking Scheme (Billet d'État XIV of 2015) - The purpose of these resolutions was to simplify the existing on-street residential parking scheme in St Peter Port and St Sampson's. The resources to set up the operational element of the On-Street Parking Scheme are available, however four pieces of legislation need to first be amended to allow its implementation. Some of this legislation has already been drafted by Law Officers, but resources to review it have been stretched due to Brexit. Because of this the Committee has given this project a medium priority, with the hope of progressing it in 2020, followed by 12-15 months of implementation. However in view of the amount of work already completed and the availability of resources to set up the operational elements this work stream could be accelerated should suitable staff resources become available. This work supersedes a previous resolution relating to Parking Strategy (see below).

Although not previously a priority for the Committee the aforementioned requirements for complying with the Vienna Conventions means that the need to establish a formal register of driving instructors (Billet d'État XXVI of 2014) has taken on a higher priority. These resolutions, which provide a mandate for creating a register of driving instructors, intended to protect the health and safety of those undergoing tuition; encourage those entering the business to become properly qualified; introduce fair contractual arrangements into the business; and ensure the Guernsey driving licence continues to be internationally recognised will now be given a higher priority. The Projet for this resolution has been completed, and was considered by the States in December 2018. The Regulation is resourced and will follow in mid-2019. It is anticipated that a mandatory register will be established in Quarter 2, 2020.

Road Transport Strategy (Billet d'État VII of 2006) - This resolution provides a mandate for the consolidation of the various changes made to the Driving Licenses (Guernsey) Ordinance, 1995 into a single piece of legislation. Although this work stream is currently a lower priority for the Committee it remains in the pipeline to be resourced in the future.

Road Transport Strategy - To approve the introduction of legislation banning the use of "bull bars" as set out in section 6.5 of that Report (Billet d'État VII of 2006) - This legislation would not have been an outright ban in itself, but would have instead given the Committee the authority to introduce a ban through Regulations. This legislation is no longer seen as a high priority as the majority of motor vehicles are no longer being produced with this type of frontal obtrusion.

**Environmental Policy**

Within its mandate the Committee has specific responsibility for protection and enhancement of the natural environment, biodiversity, climate change and maritime affairs. The Committee's significant progress on the Maritime Strategy is explained in the Committee's update, above, under the heading of 'International Standards'. The matter of climate change policy is addressed below under 'horizon scanning'.

Agriculture

The policy context for the dairy industry and its future development remains as set out in the policy letter/States' Report approved in September 2014 (Billet d'État XX of 2014). This gave greater responsibility to the sector to develop a self-sustaining and forward looking industry in collaboration with the Guernsey Dairy. This aspect of the policy is developing with the adoption of RSPCA-assured welfare codes (from 2020) which will require some investment on farms in such things as isolation pens. A new farm data recording approach has been launched and farmers have agreed to work towards accreditation under the LEAF (Linking the Environment and Farming) marque.

The Committee is responsible for extant resolutions relating to agriculture:

Biotechnology and Genetically Modified Organisms (GMO) (Billet d'État XXV of 2003) - These resolutions approved the creation of legislation that would prohibit the importation of all GM products, other than those which have marketing consent in the European Community due to this being a legal requirement under Protocol 3, and to regulate the use of GM products for scientific or general purposes. Currently the Committee has afforded low priority to fulfilling this resolution but is mindful that there is the possibility that this matter may develop into an urgent priority depending on Brexit. This resolution and current progress in the drafting of the legislation could be drawn into the work which has recently commenced on Conservation legislation due at end of 2019 (see below).

Plant Health and the Control of Plants and Plant Pests Legislation (Billet d'État VIII of 2006) - This resolution approves the replacement of plant health legislation with new legislation that reflects current internationally accepted plant health standards. The drafting of this substantial piece of legislation is now complete and has been submitted to the LRP and Committee for approval.

Review of Animal Welfare Legislation (Billet d'État III of 2003) - These resolutions provide a mandate for reviewing the existing legislation on animal welfare. This has been partially discharged but is still a work in progress. The primary legislation is in place, but there are three additional Ordinances to be drafted. The Committee has previously requested that the drafting be allocated a medium priority but it does not anticipate there to be any Brexit linkages in this area. As a consequence, the Committee has not prioritised this work at the present time although, as this is partially discharged and a considerable amount of progress has already been made, the resource commitment required to progress the resolutions may be relatively low and may be one which could be worked on whenever time is available from the Law Officers and the new Future Guernsey Strategy and Policy Team, working with the Committee's own policy resource.

Trade in Endangered Species (Billet d'État III of 2014) - This resolution sets out a number of amendments to the existing Control of Trade in Endangered Species (Enabling Provision) (Bailiwick of Guernsey) Law, 2010. This work has now been completed with approval from DEFRA to the local mechanism for the establishment of a CITES scientific authority and the appointment of such a body. The Ordinance has been commenced by Order on 4th April, 2019.

Protection and Enhancement of the natural environment

*Biodiversity Strategy*
The Biodiversity Strategy aims to protect and enhance Guernsey's biodiversity, and includes a general review of wildlife resource in the Island; the identification of threats to its biodiversity; and criteria for the identification of priority species and habitats among others. The Biodiversity Strategy was approved by the States in 2015 (Billet d'État XX of 2015) and remains an extant resolution albeit that there is no specific end date. The resolutions guide the Committee on the development of the strategy, and commit it to reviewing the legislation on wildlife and habitat protection as well as to seek a UK extension of the Convention on Biological Diversity to the Island. This resolution is currently actively resourced.

The Committee is continuing to develop policies and work streams to implement the Biodiversity Strategy. Although there are no primary links to the 22 Future Guernsey Plan priorities the work involved in delivering the biodiversity related work streams underpins many of the 22 priorities and is relevant to delivery of a number of the Phase 1 Future Guernsey Plan objectives. It also reflects several of the priority statements that emerged from the public consultation on phase one of the Plan in January 2017.

Work to implement the Biodiversity Strategy is progressing well and there have been a number of notable achievements in 2018 and 2019. These include the establishment of a third sector standing consultative body – The Biodiversity Partnership – and developing numerous operational partnerships with both local conservation organisations and the other Channel Islands to help deliver programmes of work at low cost. For example controlling and preventing invasive non-native species which harm our wildlife; delivering an education programme which uses the living environment as an outdoor classroom; engagement with the community to establish management of important sites such as the Ramsar site of Herm; helping start the award winning Pollinator Project to support species under threat; working with Seasearch, a charity based citizen science project, to help get to know more about our precious marine habitats.

In response to a specific ecological (and public health) threat, the Committee has developed its response to Asian Hornet (and invasive non-native species) with a three-year project to learn more of the biology of this insect and to seek to control its population size, which would grow rapidly if unchecked.

A comprehensive Habitat Survey of Guernsey was completed in late 2018 and will be published in Quarter 2 2019. This survey, which is the third of its kind, will allow a review of trends and changes over the last 19 years and thus will be a valuable tool for policy and decision makers.

The signing up to the Convention on Biological Diversity (CBD) is in progress, and the review of the legislation is also progressing. The Committee is working with States of Guernsey External & Constitutional Relations to identify the remaining detailed requirements to enable the extension of the CBD to Guernsey. The next step is to approach DEFRA to determine the required actions to achieve the extension. This is due to return to the States as a Policy Letter by the end of 2019.

An important element of effective action to protect and conserve the environment is having suitable statutory controls. While some protection has existed it has been limited in scope and so now the development of appropriate and wide ranging wildlife and habitat protection legislation is in hand. The Committee supported a proposal for a project to review and consult on a new statutory basis to replace the limited current provision. It is anticipated that this will in due course augment and enhance the Island's capacity to provide effective protections.

Work has also commenced with thorough consultation and the involvement of key stakeholders, on the development of a business case for a Biodiversity Centre to fulfil the long term vision of a centre of excellence for environmental study and education and which will bring greater awareness of environmental issues. This work is at an early and conceptual stage and will be developed further during 2019.

*Environmental Protection*

Within the terms of its mandate for the protection and enhancement of the natural environment the Committee continues to focus work on progressing a number of States resolutions.

The Environmental Pollution (Guernsey) Law, 2004 Part VII – Air Pollution (Billet d'État III of 2017) - These resolutions are related to components of the Environmental Pollution (Guernsey) Law, 2004 and seek to introduce statutory ambient air quality standards for common pollutants; prohibit emissions of dark and black smoke; regulate the composition of fuels; and restrict uncontrolled burning of waste materials among other key areas. It was identified as a drafting priority because it would have implemented parts of the former Environmental Policy Plan and is consistent with the health protection and health improvement measures outlined in the Committee *for* Health & Social Care's 2020 Vision strategy. The Committee was also mindful of the potential burning of household waste once waste charging commenced early in 2019. The priority was lowered because of the emphasis placed on Brexit-related matters. However, drafting of the Air Pollution Ordinance was commenced in Quarter 4 2018 and is actively resourced.

Environmental Pollution (Guernsey) Law, 2004 Part IV – Water Pollution 2012 (Billet d'État XXI of 2012) -This resolution will commence and implement Part VI (Water Pollution) of the 2004 Law to provide a modern framework for the regulation of water pollution and the setting of standards for water resources, including surface and ground waters. This is currently dovetailed with the Environmental Pollution - Air Pollution 2017 resolution listed above. This work stream has commenced but drafting for the Water Pollution section will not begin until the drafting for Air Pollution has been finished. Ongoing work on Brexit-related issues may slow progress on these work streams and this has been assigned a lower priority for legislative drafting at this time. However, the work stream could be accelerated, if resources are made

available, given progress already made and that a significant amount of work has already been completed. Lack of effective regulation in this area could be an issue when considering Guernsey's potential compliance to international conventions/protocol (e.g. Minimata Convention).

Amendments to the Transfrontier Shipment of Waste Ordinance, 2002 (Billet d'État XVIII of 2013) - These resolutions recommended amendments to the Transfrontier Shipment of Waste Ordinance, 2002, which controls the shipment of waste in and out of Guernsey in order to align Guernsey legislation with European Union legislation. Giving effect to EU legislation also allows Guernsey to meet the requirements of other international agreements relating to waste shipments which apply to the Bailiwick.

The Transfrontier Shipment of Waste – Supplementary Policy Letter (Billet d'État XXIII of 2018) - These various resolutions approve the draft legislation behind the exportation of the Island's waste, specifically a draft of the 'Transfrontier Shipment of Waste (Guernsey) Ordinance, 2018' and the supplementary policy letter, subject to the approved amendments. Both of the above resolutions have now been fulfilled.

**Work Streams Supporting Other Policy Development and Implementation**

During the prioritisation process the Committee identified some significant policy areas that are important but which, because of their stage in the policy cycle and the long term strategies already agreed and being implemented, are not priorities in terms of policy development at the moment. These are particularly the Strategic Land Use Plan and the Solid Waste Strategy which have established long term strategies and are at the stage of strategy delivery through operational work streams.

*Strategic Land Use Plan*

Although the Committee is aware that there is no requirement in the Planning Law or the Future Guernsey Plan for it to monitor the Strategic Land Use Plan (SLUP), unless it decides itself that amendments are necessary or the Policy & Resources Committee directs it to make amendments, it is conscious that the SLUP needs to remain fit for purpose over time and be capable of adjusting to demographic change and future revisions to the strategic policies of the States. Therefore, in 2018, the Committee decided that it was important to consider the information in the Development & Planning Authority's Annual Monitoring Report, 2017 about how effective land use policies are at delivering the objectives of the SLUP, as well as its own conclusions about the delivery of the SLUP. The Committee concluded that the Purpose and Core Objectives of the SLUP remain consistent with the Future Guernsey Plan's 20 year vision and its priorities and there is no evidence that the SLUP and its spatial strategy are not supporting, or are hindering delivery of, the States priorities. The Committee referred its findings for information to the Policy & Resources Committee in October 2018 which noted its findings.

*Waste Strategy*

The Waste Strategy is now nearing some of the final stages of the key infrastructure and services implementation. The new collections of waste and recycling were introduced successfully as planned in 2018. Early indications are that recycling levels have increased

significantly since the new collection system has been introduced, with the introduction of food waste recycling being a major factor.

The Committee is conscious that policy areas, such as these, could become priorities if the States or other mechanisms direct a course of action. This scenario would have unexpected resource implications and could lead to other work that has been prioritised having to stop or be delayed if sufficient resources are not identified.

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**Section Three: Extant Resolutions**

*Superseded or Redundant Resolutions*

There are some extant resolutions which are the responsibility of the Committee to discharge that are no longer relevant, do not meet the needs of the Island, or have been superseded by subsequent resolutions. For the reasons set out below the Committee requests that the States rescinds the following resolutions as part of the update of the Future Guernsey Plan.

Traffic Signs and Traffic Light Signals Ordinance, 1988 amendment (Billet d'État X of 1996) - These resolutions gave direction to amend the 1998 Traffic Signs and Traffic Light Signals Ordinance. One part out of the resolution has recently been completed through inclusion in the Traffic Signs and Traffic Light Signal (Amendment) Order, 2019 but the others will require a policy letter and subsequent Amendment Ordinance when resources permit.

Parking Strategy (Billet d'État XXII of 1998) - Section 13 of the Policy Letter sought to introduce a parking scheme for the residents of St Peter Port. These resolutions have been superseded by various traffic strategies, including the current 2014 Integrated On - Island Transport Strategy and the Residential Parking Scheme outlined in resolutions above but former outstanding resolutions need to be rescinded.

Island Transport Strategy (Billet d'État VII of 2009) – This related to funding by charges for residents' parking, vehicle registrations and increase in fuel duty. A subsequent resolution, Residential On-Street Parking Scheme (Billet d'État XIV of 2015) supersedes this resolution which now needs to be rescinded.

*Transfer of Responsibility for Extant Resolution*

Vehicle Exhaust Noise (Billet d'État XXVI of 2007) - This resolution followed a requête that sought to remedy the 'ineffectiveness' of the 1986 legislation which attempted to curb vehicle exhaust noise. A number of provisions and standards were agreed. The resolution tasked the former Home Department to report back to the States with proposals on how to proceed with these provisions. This resolution originally rested under the Committee *for* Home Affairs, however, with the agreement of the Committee *for the* Environment & Infrastructure, it will be transferred to rest under its mandate and form part of the Environmental Pollution Law. This is not identified as a Committee priority however.

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**Section Four: Horizon Scanning**

*Future States' policy priorities*

The Committee has within its mandate the responsibility to advise the States on policy matters relating to climate change. The phase one objectives of the Future Guernsey Plan include a need to be proactive in monitoring potential threats to our way of life and make provision to mitigate the effects. Climate change and its effects is one of the most certain threats we face. The impacts of extreme weather events, increased intensity of rainfall and sea level rise as a result of climate change can have a devastating negative effect on vital infrastructure, businesses and homes resulting in a significant threat to the Island's economy and way of life.

Although the States has committed through various plans and strategies over the years to address the risks of climate change and it is being considered through various ongoing policies and work streams the States does not have an overarching climate change strategy or consolidated policy approach, or corresponding resources allocated or priority given.

Key policy priorities, as set out in the Future Guernsey Plan and the Committee's plans seek to address climate change. These are in the areas of energy (decarbonisation of supply and renewables); sustainable and integrated transport (supporting a shift from the internal combustion engine vehicles towards active travel and electric vehicles); waste management and minimisation; sea defences and flood mitigation.

What is noticeable however is that the Future Guernsey Plan is silent on addressing climate change as a specific priority. Identification of this policy area as a priority is needed to draw together and address the issues and mitigate where possible, through policy development, including signing up to appropriate and proportionate environmental standards The need to ensure the Island is proactive in preparing for any threats that may impact on our safety, security or way of life was raised as a priority during the public consultation on phase one of the Plan in January 2017 and this policy area is of direct relevance to that concern. The Committee recommends that this is addressed in the next review of the States' priorities.

Committee *for*
Health & Social Care

# COMMITTEE POLICY PLAN UPDATE 2019

## Introduction

The Committee's workload includes collaborative development on policies within the priority policy areas (PPA) as determined through the Future Guernsey Plan. These are reported separately in the 2019 update to the Plan. This document comprises the Committee *for* Health & Social Care's 2019 update submission to the States of Guernsey Future Guernsey Plan (previously termed Policy & Resource Plan) on other areas of its role in government:

1. Its mandate to advise the States in specific policy areas
2. Its contribution to Future Guernsey
3. Extant resolutions otherwise not addressed by the above
4. Governance on service delivery
5. Horizon scanning

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## Section One: policy mandate

A full version of the mandate of the Committee *for* Health & Social Care is shown in Appendix 8(f) as part of the reporting on the 2018 accounts.

This report focuses on other work streams that arise from Resolutions of the States, operational policies and the discharge of the Committee's legislative duties.

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## Section Two: implementing Future Guernsey

### Policy priorities

The Committee's top policy priorities for implementing the Future Guernsey objectives are set out in the detailed priority policy updates provided in Appendix 1 to this Policy Letter. These key areas of work align closely with the Committee's mandate and are as follows:

- Partnership of Purpose
- Health & Wellbeing
- Regulatory & Support Policy
- Children & Young People's Plan (CYPP)
- Supported Living & Ageing Well Strategy (SLAWS)
- Disability, Equality & Inclusion

The commentary set out in the individual reports in Appendix 1 provide a brief look at key achievements over the last 12 months and describe priorities for future work in a number of distinct work steams that contribute towards achieving the overarching policy objectives.

The Committee recognises that there are many important linkages between the areas of work in these updates, which support the development of the future model of health and care. For

example, the initiatives described in the Health & Wellbeing Policy focus on a preventative approach to health and to develop more robust intelligence to ensure that decisions about health care policy are evidence-based and underpin transformational activities. Similarly, the work streams set out in the Regulatory and Support Policy support the aims of the Partnership of Purpose.

With this in mind, the Committee proposes to merge the Partnership of Purpose, Health & Wellbeing and Regulatory & Support policy priorities into one area to be called 'The Future Model of Health and Care'. The Partnership of Purpose and the States Resolutions attached to this important area of work set the agenda for delivering the strategic aims set out in the vision to deliver this policy priority.

**Delivering the vision – working in partnership**

It is acknowledged that achieving the aims of the policy priorities will require effective cross-Committee working. The Committee *for* Health & Social Care acknowledges the support provided by other Committees to deliver the transformation of health and care and values their ongoing assistance. Further embedding the ethos, values and ways of working embodied in the Partnership of Purpose remains the Committee's highest priority and this can only be achieved by adopting a partnership approach across the private, public and third sectors.

Integral to realising the target operating model are a number of parallel work streams that will support a more sustainable funding model for health and care. This includes the Reform of Health Care Funding being led by the Policy & Resources Committee and the review of long-term care funding, which is part of SLAWS.

Furthermore, a number of resolutions of the Partnership of Purpose rely on improvements of an operational nature, but which are essential 'enablers' for achieving its broader aims. This includes improvements to the technical infrastructure and efforts to facilitate user-friendly online access to services. Changes to the ways in which the States of Guernsey procures its I.T. provision must enable this work to continue to be prioritised and resourced.

The Partnership of Purpose also includes a Resolution (Resolution 9) which states that processing of health and care data should be based on the premise of sharing information where this is in the interests of the service user or the delivery of the public health function, whilst also protecting the integrity and confidentiality of such data. Collectively across the States of Guernsey there is a need to ensure that the operating environment in this respect supports rather than hinders the delivery of the strategic objectives for the transformation of health and care and puts the interests of service users at the centre of its decision-making when it comes to data capture and sharing.

As a priority for the next 12 months the Committee will also consider how it can further embed an integrated approach to health and care in the Island, possibly by establishing a charter or network of providers that demonstrate shared values in delivering high quality user-centred care. This is an important next step in encouraging organisations to acknowledge their broader role in the health and care economy of the Island; in making every contact count for service-users; to change the ways that people engage with and use our services, and to support greater emphasis on prevention and early intervention.

As part of this commitment, the Committee recognises the importance of ensuring that mental health is given equal consideration and priority to physical health. It plans to focus on

identifying perceived gaps in services between primary and secondary mental health care and to address any shortfalls in services where some islanders may find themselves unable to access the help and support they require.

It is also of particular importance to the Committee to ensure that progress is made to bring the Capacity Law before the States for approval during 2019.

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**Section Three: extant Resolutions**

The Committee has used the preparation of this Policy Plan submission as an opportunity to review progress on its extant States' Resolutions and to prioritise its work for the remainder of the political term.

Whilst much has been achieved and is to be celebrated, there should be a sustained approach to support transformation activities and there are many important areas of work to be completed and limited resources to deliver this work. It is important to take a long-term view of the benefits that will accrue from the transformation and it is increasingly important to invest in the resources required to prepare the Island to meet future demographic and changing health and care needs.

<u>Extant resolutions for rescission or transfer</u>

1. '2020 Vision' Resolutions

   In May 2011 (Billet d'État VII of 2011) the former Health and Social Services Department (HSSD) published a Policy Letter entitled 'Future 2020 Vision of the Health and Social Services System'. The three resolutions agreed by the States of Deliberation were as follows:

   *"The Health and Social Services Department recommends the States to:*

   1. *Directs the HSSD to pursue the plans outlined in this report to ensure the future health and social care needs of the population of Guernsey and Alderney are met with a financially sustainable model.*

   2. *Directs all States Departments to contribute, where relevant, to each area of the plan which makes up this framework and for the HSSD to establish a suitable governance framework with which States Departments can engage.*

   3. *Directs the HSSD to consult the public, professionals and other interested parties on the main objectives and the key elements of the framework (noting that each element will also have its own engagement and consultation plan, due to the size and complexity of the whole system)."*

The Committee *for* Health & Social Care considers that these resolutions are superseded by the resolutions of 'A Partnership of Purpose: Transforming Bailiwick Health and Care'.

<u>Progress updates on extant resolutions</u>

Actions arising from extant resolutions which relate to the Priority Policy Areas are included in the update reports in Appendix 1 and so are not referred to in this section. However, there areas of policy work which merit particular mention in this submission:

1. Review of the funding of Drugs, Treatments and Devices (Billet d'État XXVII of 2018)

   The Committee *for* Health & Social Care, working closely with the Committee *for* Employment & Social Security, has sought to expedite a comprehensive review of the funding of drugs, treatments and devices. The Policy & Resources Committee has agreed to make available funding of £100,000 from the Capital Reserve to engage external specialist public health input to complete the review. The findings are due to be published towards the end of Q2 2019 and a Policy Letter will follow in Q3 2019.

2. The Public Health Outcomes Framework and the P&R Plan Monitoring Report

   In the Policy & Resource Plan update to the States in June 2018 (Billet d'État XV of 2018), the Committee *for* Health & Social Care and the Policy & Resources Committee were tasked with identifying opportunities to coordinate the Public Health Outcomes Framework and the Policy & Resource Plan Monitoring Report, and to report on progress as part of the 2018 review of the priority area 'Health and Wellbeing'.

   The Committee is grateful for the support of the Policy & Resources Committee in enabling it to secure additional resources to strengthen this function, which will provide the Guernsey Annual Better Life Indicators Report (the P&R Plan Monitoring Report) with key information relating to life expectancy and mortality rates, together with years of potential life lost and excess winter mortality. Furthermore, data from the Well-being Survey, coordinated by the Public Health Team, will support the development of indicators relating to "Our Community", including quality of support network and life satisfaction data.

   Whilst this area of work will continue to be developed further by the Public Health Team, working with the Policy & Resources Committee, more robust health intelligence is increasingly becoming available to support evidence-based decision-making for health and care. This provides an important foundation for the Partnership of Purpose and is now being embedded as 'business as usual' activity within service areas.

   As reported in the accompanying update on Health and Wellbeing, the Committees consider that this Resolution has been discharged.

<u>Progress to extant resolutions where legislative drafting is required</u>

A number of extant Resolutions assigned to the Committee require input from St James' Chambers. Progress has been slow on a number of high priority work streams due to competing pressures within the legislative drafting team. Whilst the Committee is sensitive to the need to prepare adequately for Brexit, it has nevertheless been of considerable frustration that important work streams, such as the Capacity Law, which is an integral part of the Disability & Inclusion Strategy to put in place improved measures to safeguard vulnerable adults, together with the reform of the Adoption Law, have not progressed at the desired pace.

<u>Pipeline resolutions</u>

The Committee would like to draw attention to an extant resolution that can only be progressed with the allocation of additional funding and the short-term allocation of additional staff resource:

1. Improving health outcomes for islanders at the end of their lives (Billet d'État of XII of 2018, Article 5)

   In May 2018, the Committee *for* Health & Care was directed to consider the measures necessary to improve quality of life and health outcomes for all islanders towards the end of their life and to make recommendations for possible future developments and improvements, together with the resource implications. At this time, the Committee does not have the resources to support this work stream without diverting resources from other equally important public health initiatives which support the delivery of the Health & Wellbeing Policy Priority.

   It also considers that this review would benefit from external assistance to provide an independent assessment of current services and to make recommendations for future developments. In order for the Committee to continue to deliver on its other policy priorities as set out in the Plan, additional policy resource would also be required to support a period of engagement on the findings and to prepare a Policy Letter for the States.

   The Committee would like to ask the Policy & Resources Committee to consider allocating additional funding (for a sum not to exceed £100,000) and short-term policy resource to deliver this review, which it considers is necessary to enable the Committee to deliver this work and report back to the States within the required timescale.

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**Section Four: Governance on service delivery**

In addition to the policy priorities, there are a number of other work streams being progressed by the Committee to deliver operational or service improvements within health and social care. These areas of work equally support the delivery of the strategic vision of the Partnership of Purpose and are aligned to transformation objectives:

- The Care Values Framework, in its second year of implementation, is based around the six themes of Service Guernsey, integrated with the six key themes for health and care staff, to ensure that there is a focus on the areas that will help the Service Areas to deliver higher quality care. Importantly, the framework remains committed to the values of the 6Cs (Care, Compassion, Competence, Courage, Communication and Commitment) and to the standards within each of the professional codes to which each individual care provider is duty bound, reinforcing professional leadership.

- The introduction of the 'Safer Everyday' initiative in January 2018, as part of the Care Values Framework, ensures continuous quality and safety improvement and learning, the best outcomes for our patients and is a commitment to reducing avoidable harm. The Safer Everyday initiative follows best practice from both the Institute of Healthcare Improvement in Boston, USA (the world's leading patient safety organisation) and NHS Improvement.

- Establishing a Client Services Team has enabled the Committee to look closely at the needs of its service-users, actively monitor the effectiveness of contractual arrangements with health and care partners and to support more robust health intelligence on which to guide decision-making about services.

- The strategic review of the terms and conditions of nurses, midwives and other health and care workers employed by the States of Guernsey considered a full range of issues such as the competitiveness of pay in relation to the cost of living on the Island and any workplace cultural issues affecting recruitment and retention. This has helped the Committee to look closely at the barriers to the recruitment and retention of staff and to consider ways to address these challenges.

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**Section Five: horizon scanning**

The Committee is responsible for administering an array of legislation, which it keeps under review. An area that has come to the Committee's attention is the need for some amendments to be made to the Children (Guernsey and Alderney) Law, 2008. It has become evident in the implementation of the Law that delay is introduced into the system by some of the statutory provisions and processes to be followed, which does not serve the best interests of the child and which therefore go against the primary purpose of the Law.

The Committee wishes to progress this work package and to consult on the proposed changes with the relevant parties, with a view to reporting to the States during 2019. Although this is not included within the Appendix 1 update on the CYPP, which sets out a number of work packages to discharge the duties of the Law, a review of the primary legislation will support the ongoing delivery of CYPP priorities.

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Committee *for* Home Affairs

## COMMITTEE POLICY PLAN UPDATE 2019

**Introduction**

The Committee's workload includes collaborative development on policies within the priority policy areas (PPA) as determined through the States of Guernsey Future Guernsey Plan (previously termed Policy & Resource Plan). These are reported separately in the 2019 update to the Plan. This document comprises the Committee *for* Home Affairs' 2019 update submission to the Future Guernsey Plan on other areas of its role in government:

1. Its mandate to advise the States in specific policy areas
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**Section One: policy mandate**

A full version of the Committee's mandate is shown in Appendix 8(g) as part of the reporting of the 2018 accounts.

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**Section Two: implementing Future Guernsey**

The Committee *for* Home Affairs (the "Committee") has reported separately on the priority policy areas of Justice Policy and Cyber Security in Appendix 1 of this policy letter.
In addition, the Committee is pleased to report on its cross-Committee work in the following Policy Priority Areas: Brexit, International Standards and Strategic Population, as well as continuing to support the work of the Children and Young People's Plan.

**Brexit**

Brexit has remained a priority for the Committee in 2018 and 2019 and representatives from the Committee *for* Home Affairs continue to form a part of the Policy & Resources Committee's Brexit Group.

The Committee, in particular Bailiwick Law Enforcement, have been heavily involved in delivering multiple work streams for Brexit. The focus being in relation to the rights and movement of EU nationals, maintaining the Common Travel Area and in ensuring that trade agreements and new customs arrangements are in place when Brexit occurs. In addition, the Emergency Planning Team have been working across Committees on contingency planning in relation to Brexit.

**Justice**

The Committee has provided a detailed update on the Justice Policy priority policy area in Appendix 1(g). The Committee considers that the development of justice policy goes to the very core of its mandated responsibility to maintain and promote a safe, secure, stable and equitable society which values public protection and justice. Successful delivery of the justice policy will result in a community where crime rates are kept low and where the money that is invested in the criminal justice system truly is invested in securing better outcomes for the community.

As such the Committee continuously reviews operational working practices and the supporting legislation to ensure best practice and compliance with international standards and therefore provides the following updates on extant resolutions which link directly to the Future Guernsey Justice priority policy area. These are reported on separately below ahead of the formal establishment of any programme of work arising from the Justice Policy Review which the Committee is undertaking in partnership with the Policy & Resources Committee in 2019.

- Sexual Offences Legislation

  The States have resolved to introduce sexual offences legislation in two parts. The first, The Criminal Justice (Sex Offenders and Miscellaneous Provisions) (Bailiwick of Guernsey) Law, 2013, was successfully introduced in 2015. The Committee is now focused on the second part of this resolution to deliver a new Sexual Offences Law which will provide a modern framework of sexual offences and criminalise inappropriate sexual behaviour, and has undertaken consultation with key stakeholders in relation to the draft Law. Whilst the new legislation will be a significant milestone the Bailiwick introducing more targeted sexual offences legislation the public should be assured that it is not the case that defendants have been able to escape from prosecution as more general offences have been used to ensure that criminal behaviour has been prosecuted.

  The Committee continues to consider the introduction of this legislation as a high priority and it is currently assessed as such by the Prioritisation of Legislation Working Group. However this, and other prioritised work streams are having to be progressed alongside other significant work streams, in particular Brexit.

- Vetting and Barring

  The Committee is actively working with the Home Office and representatives of other Crown Dependencies to progress this resolution to strengthen arrangements around current vetting and barring practices. The changes to the UK system are being explored and options to introduce relevant offences in Guernsey are being considered.

- Domestic Abuse Strategy

  The Committee continues to pursue a number of legislative and practical initiatives under the Domestic Abuse Strategy designed to support the Strategy's primary objective of

focusing government, public services and voluntary agencies on the coordinated and effective delivery of services. The Committee will be reporting back to the Assembly on the progress made against the Strategy's outcome framework and recommended priorities for the next four years, this year.

**International Standards**

- Data Protection

  The States approved the appointment of the Data Protection Authority in May 2018 following the commencement of the Data Protection (Bailiwick of Guernsey) Law, 2017.

  The ability to transfer data with strategic partners in the UK and the EU in the context of Brexit has been a priority for the Committee. The Committee brought forward legislative proposals to safeguard the Islands' current data sharing practices in the event of a no deal scenario and continues to proactively monitor the situation

  The Committee considered that data protection can be an enabler for supporting the States' wider strategic priorities, as was recognised in the Partnership of Purpose. The Committee continues to work with partners to explore legal and practical mechanisms to support transformational change which respects the rights of Islanders.

- Violence Against Women and Girls Strategy

  In January 2016, the States approved an amendment to the Domestic Abuse Strategy for Guernsey and Alderney 2016 – 2020[1] directing the Committee to investigate the merits of establishing a Violence Against Women and Girls (VAWG) Strategy and to report its findings to the States.

  Whilst at the time the amendment envisaged that the investigation would be managed within the existing resources of the Committee, competing priorities has meant that the Committee has not been able to report back to the States by the end of 2018 as directed.

  Initial research into the merits of establishing a VAWG Strategy, including gathering evidence from stakeholders, has made it clear that this is a cross-Committee, multi-agency matter and the Committee intends to continue to conduct more formal engagement and research during 2019 with a view to bring a policy letter before the States in due course.

**Strategic Population Policy**

The Committee has continued to work with the Policy & Resources Committee, the Committee *for* Economic Development and the Committee *for the* Environment & Infrastructure on the Review of the Population Management (Guernsey) Law, 2016. The Committees established a Strategic Population Review Panel consisting of political representatives from all four Committees. A joint policy letter will be presented to the States by the end of 2019.

[1] Billet d'État XXIII, 2015

**Children & Young People's Plan**

The Committee continues to be a member of the cross-Committee group responsible for facilitating the cross-sector working required to deliver the Plan. Enhancements to the existing vetting and barring scheme have been prioritised by the Committee and are currently being developed by the Committee in liaison with the Law Officers' Chambers and in coordination with other jurisdictions. The work has been endorsed by the Committee as a priority. It is a long-term project which involves working with the UK Government and other Crown Dependencies to develop a co-ordinated approach.

The Justice Review will be wide reaching and consideration will be given to the needs of children and young people within the criminal justice arena.

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**Section Three: extant Resolutions**

Trading Standards legislation

In 2016 the States resolved to introduce consumer protection legislation. Once introduced the matters addressed in the Resolutions listed below will be dealt with. The Committee recommends that as these Resolutions have been superseded they could consequently be rescinded.

| **Billet & Article No.** | **Resolution Date** | **Subject matter & comments** | **Status** |
|---|---|---|---|
| VIII/2000 (art.II) | 15.03.2000 | **Fair trading - sale & supply of goods & services** Law based on 1979, 1982 and 1994 UK Acts | This resolution has been superseded by the Consumer Protection resolution of 16.02.16. |
| VIII/2000 (art.II) | 15.03.2000 | **Fair trading - unfair contract terms** Law based on 1977 UK Act | This resolution has been superseded by the Consumer Protection resolution of 16.02.16. |
| VIII/2000 (art.II) | 15.03.2000 | **Fair trading - misrepresentation:** Law based on 1967 UK Act | This resolution has been superseded by the Consumer Protection resolution of 16.02.16. |

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**Section Four: governance on service delivery**

Service Area Delivery Plans

The Committee's individual operational Service Areas publish Delivery Plans which are approved and endorsed by the Committee and can be found at www.gov.gg.

Report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service Review of Bailiwick Law Enforcement

The Committee presented a report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service - Review of Bailiwick Law Enforcement ("the HMIC report") to the States at their meeting of January 2019.

The report identified eight Recommendations and 26 Areas for Improvement. The Committee is working with officers and Law Enforcement staff to progress these recommendations and areas for improvement and good progress has already been made. Following the report's publication, senior leads were appointed within Law Enforcement against all the operational areas for improvement. Some of these incorporate work streams that were already being reviewed prior to the report's publication and others are new initiatives, put in place as a result of the report.

In order to meet the requirements of Recommendation 6, the Committee has commissioned a Governance Review of the Committee *for* Home Affairs which is due to be completed by the end of May 2019. A follow-up Inspection by HMIC has been scheduled for the end of 2019.

Police Complaints Law Review

The Committee has prioritised a review of the Police Complaints Law as good practice to take account of lessons learnt since the introduction of the Law in 2011. This process supports the principles of good governance and will continue to ensure public confidence in the complaints process and the Police in general.

Prioritisation of Home Affairs Portfolio

During the latter part of 2018 and early 2019, the Committee undertook an exercise to collate, categorise and prioritise all of its identified initiatives in the context of the Future Guernsey Plan priorities, as well as other priorities outside the Future Guernsey Plan, such as Public Service Reform and the recommendation from the HMIC Report. As part of this exercise, the Committee agreed a list of "achievable priorities" for the remainder of this political term in order to develop its Delivery Plan for the next 18 months.

To support this portfolio approach to the Committee's priorities a set of governance principles for management of delivery were agreed. The Committee recognises that its Delivery Plan, which sets the Future Guernsey Plan as its foundations, will be an organic document which needs to remain adaptable in the event of new priorities.

Property Rationalisation

The Committee recognises the importance of making best use of its resources, whilst being efficient and supporting service delivery. A review of its strategic property requirements is ongoing and part of this programme of work has resulted in the vacation of Les Vardes House.

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**Section Five: horizon scanning**

Looking forward, the Committee will continue to deliver the quality of operational services necessary to ensure that Guernsey remains a safe and secure place to live and do business. The Committee will prioritise the development of Justice Policy in 2020 following completion of Justice Review.

Election 2020

The successful delivery of the 2020 General Election, which will see the implementation of the new Island-wide electoral system, is a priority for Government for the next 12 months. Any islander who wishes to vote in this Election must be registered on the Electoral Roll; a key objective for the Committee is encouraging a high percentage of those eligible to vote to register their details on the Electoral Roll.

The Committee will be delivering a new Electoral Roll for the 2020 Election and has been working in close consultation with the States' Assembly & Constitution Committee in preparation for the General Election. The Committee endorses the collective objectives of the 2020 General Election to ensure that:

- a high percentage of those eligible to vote are registered on the Electoral Roll;
- a good number of candidates stand for the election;
- the majority of those on the Electoral Roll cast their votes; and
- there is fair, efficient and democratic election.

In April 2019, after consideration of the Committee's policy letter[2] dated 11th March, 2019, entitled 'Preparation for a New Electoral Roll', the States resolved to approve the compilation of a new Electoral Roll for the 2020 General Election of People's Deputies.

The Committee reaffirms the commitment it made to its previous update to the Policy & Resource Plan in June 2018 to seek to identify opportunities to work differently so as to optimise resources, identify core functions, champion best practice and support and encourage innovation and collaboration so as to ensure sustainable and affordable future service-provision.

[2] Billet d'État VII of 2019

APPENDIX 4

## Resolutions of the States of Deliberation directing the preparation of legislation

| | Sponsor | Billet & art. no. | Resol. Date | Subject matter & comments | Status | Priority as at 05.02.2019 P&RC | 02.04.2019 POLWG meeting | Responsibility for next step to | Link/s to P&R Plan Priorities |
|---|---|---|---|---|---|---|---|---|---|
| **1** | Policy & Resources | XXI/2017 (art. III) | 08.11.17 | **Protecting the interests of the Bailiwick as the UK leave the EU**<br>Immigration legislation (para. 6.3 of the Policy Letter) | *The following have been completed: Immigration (Bailiwick of Guernsey) (Amendment) Rules 2019 and Immigration (Fees) (Bailiwick of Guernsey) Order, 2019.*<br><br>*Drafts of the following are about to be finalised: Directions of the Lieutenant-Governor Concerning Leave to Enter and Remain, 2019.*<br><br>*The Immigration and Social Security Co-ordination (EU Withdrawal) Bill is awaiting its third reading in Parliament, after which the Immigration (Guernsey) Order, 2019 will be finalised as an Order in Council and submitted to the Privy Council.* | **High** | | Law Officers | Brexit Policy; Strategic Populations Policy; Int'l Standards Policy |
| **2** | Policy & Resources | XVIII/2015 (art. V) | 30.10.15 | **GFSC law revision project**<br>Enact new GFSC enforcement Law containing all sanctions and powers currently set out in regulatory laws; revise individual GFSC sector law**s** | Drafting of four Laws and two Ordinances.<br><br>Final drafts of the Enforcement Powers Law, Protection of Investors Law, Regulation of Fiduciaries Law and Banking Supervision Law were sent to officers working to the Policy & Resources Committee on the 11 December 2018. The Laws *have been* submitted to the Policy & Resources Committee and the Committee for Economic Development *and consequently further review work is in progress . The draft Laws have been sent to the Ministry of Justice for comment with particular reference to the Ordinance making powers.*<br><br>*Drafting of the Insurance Business Ordinance is almost complete and work is underway on Insurance Managers and Intermediaries Ordinance .* | **High** | | P&RC/CfED | Justice Policy; Int'l Standards Policy |
| **3** | Policy & Resources | XVIII/2015 (art. VII) | 30.10.15 | **Guernsey gross domestic product**<br>Enact Guernsey & Alderney law equivalent to the UK Statistics of Trade Act 1947 with power to require provision of data/estimates/returns from businesses to calculate GDP | *Law approved by the Policy & Resources Committee on the 2 April, 2019. The Law will be submitted to the 20 May Legislation Review Panel meeting.* | **High** | | *Legislation Review Panel* | Economic Development |
| **4** | Policy & Resources | III/2016 (art. XII) | 16.02.16 | **Central register of contact details**<br>Establish a register of core data and contact details for individuals and organisations | *Drafting is complete and the next step is for the Law to be considered by the Policy & Resources Committee* | **High** | | *Policy & Resources Committee* | Economic Development; Brexit Policy; Security & Cyber Security Policy; Int'l Standards Policy |
| **5** | Policy & Resources | XIX/2011 (art.XI) | 30.11.11 | **States Official Gazette**<br>Simplification of legislative requirements for Gazette Officielle publications | Officers working to the Committee are considering whether the draft Law will need further amendment following comments received from the Douzaines. Officers to confirm whether amendments are required following review of all responses. | **High** | | Policy & Resources Committee | N/A (governance) |
| **6** | Economic Development | XIV/2015 (art. XV) | 31.07.15 | **Roll On/Roll Off Ferry Services**<br>Licensing regime for Roll On/Roll Off services at St Peter Port Harbour | The Committee requested that the drafting be allocated a high priority because the impending sale of Condor by Macquarie means the States need to put in place a formal licensing regime for Roll On/Roll Off services at St Peter Port harbour. The Committee is re-evaluating options for ferry services to the Island and a formal licensing regime for RoRo services should be established.<br><br>*Draft legislation prepared. Awaiting further instructions from the Committee.* | **High** | | Committee *for* Economic Development | |
| **7** | Economic Development | VIII/2006 (art. IX) | 27.04.06 | **Plant Health (Guernsey) Ordinance**<br>Ordinance to update Guernsey's plant health legislation and implement EU Regulations | *Consistent with the 2006 resolution, the draft will bring Guernsey up to date with international standards to ensure that Guernsey plant traders continue to have access to international markets. However, the draft is being aligned with the proposed UK legislation post Brexit to ensure that Guernsey plant traders have access to the UK market and that plants can be consigned on a UK plant passport within the British Islands.*<br><br>*Ordinances have been submitted to the Greffier for inclusion in the June Billet.* | **High** | | *Legislation Review Panel* | Brexit Policy |

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| **8** | Environment & Infrastructure | III/2017 (art. III) | 01.02.17 | **Environmental Pollution (Guernsey) Law, 2004**:<br>**Air Pollution**<br>Commence Part VII of the Law and preparation of subordinate legislation under this Part to introduce local air quality standards and a regulatory framework for actual or potential pollution to the atmosphere. | *An outline draft of the Parts relating to air quality standards, prescribed operations requiring a licence, controls on dark smoke and boilers and furnaces has been circulated and the policy officers and drafter met twice in February to discuss those provisions. Further instructions have been received on those parts but drafting was put on hold while the Brexit related Plant Health Ordinances were drafted. Drafting will now recommence on the Ordinance. Several related Statutory Instruments will also be required.* | **High** | | *Law Officers* | |
| **9** | Health & Social Care | VII/2016 (art. III) | 08.03.16 | **Capacity Law**<br>Projet to deal with incapacity in adults based on the Mental Capacity Act 2005; tests as to capacity; appointment of guardians; taking legally binding decisions as to medical treatment; deprivation of liberty standards. | *An advanced draft was provided to the Committee (including the Bailiwick equivalent of the Deprivation of Liberty Safeguards) on the 13 March. A meeting is scheduled for the 16 April for comments on the draft. It is anticipated that the Law will be ready for consultation by the end of Q2 or early Q3.* | **High** | | *Committee for Health & Social Care* | Health & Wellbeing; Disability & Inclusion; Health and Social Care Regulation and Support |
| **10** | Health & Social Care | VII/2016 (art. V) | 08.03.16 | **Adoption**<br>Repeal of the Adoption (Guernsey) Law, 1960 and all relevant legislation relating to adoption to be replaced by new legislation based on the provisions of the Adoption and Children Act 2002. | *A working draft is being reviewed by a childcare lawyer within Chambers and a further meeting is scheduled for the 24 April to discuss comments. Once that review is complete the working draft will be provided to officers working to the Committee to facilitate decisions on policy matters.* | **High** | | Law Officers & Committee *for* Health & Social Care | Children and Young People |
| **11** | Home Affairs | XXIV/2009 (art.XII) | 01.10.09 | **People working with children and vulnerable adults:**<br>Vetting and barring scheme | This matter was considered at a Committee meeting on 20 August 2018 and work is now being progressed in two stages:<br>1. Officers working to the Committee and the Law Officers liaising with the Home Office and representatives of other Crown Dependencies to extend relevant legislation (Safeguarding Vulnerable Groups Act) to the Bailiwick. The other Crown Dependencies do not view this as a priority so the Bailiwick will move this forward alone.<br>2. A further Policy Letter is planned to inform the States of the changes made to the UK system and consider updates to Bailiwick legislation including the introduction of relevant offences equivalent to the UK Safeguarding Vulnerable Groups legislation. Local rehabilitation of offenders legislation will also be reviewed against the UK legislation as part of this work stream. | **High** | | Committee *for* Home Affairs and Law Officers | Justice Policy; CYPP |
| **12** | Home Affairs | XIII/2011 (art.IX) | 28.07.11 | **Sexual offences**<br>New legislation based on the Sexual Offences Act 2003; protection of complainants/witnesses; registration of sex offenders; preventative civil orders | This is being progressed in two parts: the second part of this workstream is the drafting of a new Sexual Offences Law. *A final meeting is planned with officers before Easter and it is expected that it will be possible to finalise the legislation shortly after that.* | **High** | | Committee *for* Home Affairs and Law Officers | Justice Policy; CYPP |
| **13** | Environment & Infrastructure | IX/2014 (Vol. 1 art.VI) | 14.05.14 | **Integrated Island transport strategy**<br>Extensive legislative proposals (e.g. presumed liability, speed limit review, motorcycle licensing requirements, amendments to theory tests, etc.) | The remaining aspects of the Policy Letter directing the preparation of legislation relate to:<br><br>· Theory test amendments<br>· Motorcycle licence amendments<br><br>The Committee is preparing drafting proposals regarding licensing.<br><br>The Committee had requested that the drafting be allocated a high priority because improving road safety, including driver competency, safety and licensing is the highest priority afforded to the Committee's approved Integrated Transport Strategy as defined in the Traffic and Highway Services Policy and Implementation Plan. This accords with principal policy outcome of a 'safe place to live' given that interaction with the public highway is a necessity for all members of the public as soon as they leave the security of their home or place of work.<br><br>The Policy & Resources Committee assigned a medium priority on the basis that other E&I legislation (which have since completed) took priority as Brexit related workstreams involved the same drafter and policy officers. *The drafter is awaiting further policy input before drafting can proceed. Officers working to the Committee advise that instructions in relation to theory test amendments will be provided during Q3 of 2019 and instructions in relation to motorcycle licences will be provided in late 2019/early 2020. The status of this work will be reviewed once full drafting instructions have been provided.* | **Medium** | | Committee *for the* Environment and Infrastructure | |

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| **14** | Health & Social Care | XXV/2018 (art. XIV) | 28.11.18 | **Organ donation - soft opt out scheme**<br>Introduction of an organ donation scheme based on deemed consent. | The Committee for Health & Social Care requested that the drafting be allocated a medium priority. The Committee is keen to progress the drafting of new legislation for an organ donation scheme based on deemed consent, which will also repeal and replace the Human Tissue (Bailiwick of Guernsey) Law, 1981. Drafting of the new Capacity Law should inform the drafting of the new legislation for a 'soft' opt out organ donation scheme.<br><br>The Policy & Resources Committee allocated a medium priority for the reasons set out above. It is noted that the Law was not reliant on the Capacity Law being in force because the organ donation legislation could have its own capacity provisions. | **Medium** | | | Health & Wellbeing |
| **15** | Home Affairs | XV/2013 (art.XII) | 24.09.13 | **International Criminal Court**<br>Legislation to implement Rome Statute establishing the International Criminal Court | *Draft Projet and subordinate legislation with Committee for approval.* | **Medium** | | *Committee for Home Affairs* | Justice Policy |
| **16** | Home Affairs | XXIII/2016 (art. III) | 21.09.16 | **Extradition Law**<br>Bailiwick wide Projet to put in place an extradition regime framework broadly based on the Category II procedures in the Extradition Act 2003 | *Draft Projet with Committee for approval.* | **Medium** | | Law Officers | Justice Policy; Int'l Standards Policy |
| **17** | Policy & Resources | XV/2002 (prop. 13) | 10.07.02 | **Tribunals Service**<br>Legislation to establish | Work has been amalgamated with review of the governance of Arms Length Bodies to be reported in 2019 | | | Policy & Resources Committee | |
| **18** | Policy & Resources | II/2009 (art.XI) | 30.01.09 | **Matrimonial causes**<br>Amend the Matrimonial Causes (Guernsey) Law, 1939; extend powers to divide assets and transfer property | *The deadline for a response from the Royal Court on the draft legislation has passed. A supplementary Policy Letter must now be prepared to explain why the pension sharing provisions have not been included (i.e. because it will require separate primary legislation and reciprocal arrangements will need to be made with the UK).* | | | *Law Officers* | |
| **19** | Policy & Resources | XXIV/2009 (art.VII.14) | 02.10.09 | **Income tax**<br>Consolidation of the Income Tax (Guernsey) Law, 1975 | This workstream will be considered after the establishment of the revenue service. | | | Policy & Resources Committee | |
| **20** | Policy & Resources | XIX/2011 (art.XII) | 30.11.11 | **Court of Appeal**<br>Amendments to the Court of Appeal (Guernsey) Law, 1961 | A draft was provided to the Royal Court in 2013. Drafter met with the Bailiff on the 12 September 2018 to discuss the draft. A revised draft incorporating comments raised by the Bailiff during that meeting was sent to the Bailiff on the 19 September 2018. A reminder was sent on the 6 December, 2018. | | | Royal Court | |
| **21** | Policy & Resources | XVI/2015 (art. XII) | 29.09.15 | **Public Functions Law**<br>Amendments to the Public Functions (Transfer and Performance) (Bailiwick of Guernsey) Law, 1991 to include those to permit functions to be transferred to a public or statutory office or body by Ordinance; encompass other descriptions of public or statutory office or body in relation to the performance of functions by officers. | Draft is finalised but awaiting further instructions from officer working to the Committee. | | | Policy & Resources Committee | |
| **22** | Policy & Resources | XX/2015 (art. VIII) | 27.11.15 | **Financial Services Commission**<br>Amendments to Financial Services Commission (Bailiwick of Guernsey) Law, 1987 to introduce primary objectives for the GFSC and secondary matters to which they must have regard; removing the statutory cap on the number of Commissioners, term of office and compulsory retirement age; enabling power re the introduction of a regulatory decisions appeal mechanism; and complaints procedure | An Ordinance addressing those aspects of the resolution relating to the number of Commissioners, their terms of office and compulsory retirement age was approved at the June, 2016 States Meeting.<br><br>The remaining aspects of the resolution will be taken forward in a separate Ordinance. | | | GFSC & Law Officers | |
| **23** | Policy & Resources | VI/2016 (art. XIII) | 02.03.16 | **Administrative Decisions Review Law, 1986**<br>Amend Law to transfer functions of Chief Executive and H.M. Greffier to an independent Complaints Panel and other miscellaneous changes | Law approved by the States of Deliberation on the 28 February, 2018.<br><br>A further Ordinance will be required to amend the Reform (Guernsey) Law, 1948 to extend privilege to cover the Deans and independent members. New system expected to be in place by middle of 2019. | | | Law Officers | |
| **24** | Policy & Resources | XI/2018 (art. III) | 18.04.18 | **Transformation of Income Tax and Contributions Services**<br>To develop a single service for the collection of Income Tax and Social Security Contributions; to establish the office of Director of Revenue Services and transfer functions of the Director of Income Tax and the operational contributions responsibilities of CESS and the Administrator of the Social Insurance Law to that post | An Ordinance transferring the functions of the Director of Income Tax to the Director of the Revenue Service was approved the States of Deliberation in October 2018.<br><br>*Two sets of draft Regulations dealing with the abolition of social insurance cards and health benefit cards are with officers working to the Committee for comment.*<br><br>A projet will be required to deal with the remaining propositions. | | | Policy & Resources | |

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| **25** | Policy & Resources | XI/2018 (art. IV) | 18.04.18 | **Miscellaneous amendments to the Taxation of Real Property (Guernsey & Alderney) Ordinance, 2007** | Drafter met with officer to discuss draft Ordinance. A revised draft is being prepared to take account of the points raised. | | | Law Officers | |
| **26** | Policy & Resources | XXVII/2018 (art. XXII) | 14.12.18 | **Revision of Double Taxation Agreements arising from the effects of the OECD/G20 Base Erosion and Profit Shifting Multilateral Instrument**<br>Amendments to sections 172 and 75C of the Income Tax (Guernsey) Law, 1975 regarding amendments to Guernsey's DTAs by the Multilateral Instrument | *Draft Ordinance with the Director of the Revenue Service for comment.* | | | Policy & Resources | |
| **27** | *Policy & Resources* | *I/2019 (art. II)* | *01.02.19* | ***Extending the Bailiwick of Guernsey's Territorial Seas***<br>*Following or upon extension of the territorial seas of the Bailiwick, legislation to give effect to the extension and any consequential amendments to extant Bailiwick legislation, such as the Sea Fish Licensing (Bailiwick of Guernsey) Law, 2012* | *Chambers is liaising with the relevant UK Government Department in respect of the wording of the Order in Council and provided draft wording for its consideration. Initial comments were given on the 22 March 2019 and discussions are ongoing.* | | | *Policy & Resources* | |
| **28** | *Policy & Resources* | *IV/2019 (art. I)* | *28.02.19* | ***Extending the United Kingdom's membership of the World Trade Organisation***<br>*Legislation to ensure the extension may have effect including statutory privileges and immunities relating to the WTO and its officials.* | *[New resolution since the last P&RC meeting] This work will be prioritised given its subject matter is Brexit related.* | | | *Policy & Resources* | |
| **29** | *Policy & Resources* | *III/2019 (art. VI)* | *28.02.19* | ***Reform of the Marriage law***<br>*A Law and subordinate legislation will be required* | *This is an important demonstration of social change under the current States' inclusion agenda and the Policy & Resources Committee has requested every effort is made to secure the new Law and subordinate legislation within the current political term.* | | **Medium** | *Policy & Resources* | |
| **30** | *Policy & Resources* | *III/2019 (art. VII)* | *28.02.19* | ***Asian Infrastructure Investment Bank - Articles of Agreement***<br>*Ordinance to be enacted under the Privileges and Immunities (Bailiwick of Guernsey) Law, 2004 to implement the required privileges and immunities as set out in Chapter IX of the Asian Infrastructure Investment Bank Articles of Agreement* | *[New resolution since the last P&RC meeting]* | | | *Policy & Resources* | |
| **31** | *Policy & Resources* | *III/2019 (art. VIII)* | *28.02.19* | ***States of Alderney - new single property tax***<br>*Amendment of the Alderney (Application of Legislation) Law, 1948 and the Taxation of Real Property (Guernsey & Alderney) Ordinance, 2007 to provide for Alderney's legislative autonomy in relation to property taxation.* | *[New resolution since the last P&RC meeting]* | | | *Policy & Resources* | |
| **32** | *Policy & Resources* | *V/2019 (art. IV)* | *27.03.19* | ***Insurance - statutory discount rate***<br>*Legislation to enable the introduction of a statutory discount rate and other matters* | | | | *Policy & Resources* | |
| **33** | *Policy & Resources* | *VI/2019 (art. I)* | *28.03.19* | ***Referral of UK Acts of Parliament and Orders in Council to the States of Deliberation*** | *Law has been submitted to the Greffier for inclusion in the June Billet.* | | | *Legislation Review Panel* | |
| **34** | Economic Development | XXIII/2002 (art.XIX) | 27.11.02 | **Innovation patents** | Initial drafting undertaken. Following consultation in 2017, the legislative draft will require amendment. This is the subject of a draft Policy Letter being prepared which will be brought to the Committee later this year. | | | Committee *for* Economic Development | |
| **35** | Economic Development | XXIII/2002 (art.XIX) | 27.11.02 | **Trade marks - geographical indications:**<br>Ordinance for Bailiwick | Initial drafting undertaken. Following consultation in 2017, the legislative draft will require amendment. This is the subject of a draft Policy Letter being prepared which will be brought to the Committee later this year. | | | Committee *for* Economic Development | |
| **36** | Economic Development | VI/2010 (art.XI) | 25.03.10 | **Limited partnerships**<br>Re-enactment of the Limited Partnerships (Guernsey) Law, 1995 with miscellaneous amendments – e.g., transfer functions to company registrar, migrations, conversions, protected cells | The draft Law was finalised in 2014 but following a long consultation with the private Bar, revised policy proposals are under discussion and a further Policy Letter will be submitted to the States. | | | Committee *for* Economic Development | |
| **37** | Economic Development | IV/2012 (art.XI) | 22.02.12 | **EU batteries directive**<br>Implement EC Directive 2006/66 by Ordinance under the European Communities (Implementation) (Bailiwick of Guernsey) Law, 1994 | Committee advised that this is currently a low priority. | | | Committee *for* Economic Development | |

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| **38** | Economic Development | IX/2015 (art.VI) | 27.05.15 | **Utilities - laying services in private land**<br>Amend Public Thoroughfares (Guernsey) Law 1958 in favour of Guernsey Electricity; and consider additional powers for water/sewerage undertakers [and report back if necessary] | Drafting has not yet been prioritised by the Committee *for* Economic Development. | | | Committee *for* Economic Development | |
| **39** | Economic Development | III/2016 (art. XVII) | 16.02.16 | **Regulation of utilities**<br>Remove postal services and electricity regulation by the Guernsey Competition and Regulatory Authority; amend Post Office and Electricity Laws to enable the CED to regulate those utilities | The Committee for Economic Development is working to support the Committee for the Environment & Infrastructure in the development of an Energy Policy and has identified that the future Energy Policy will need to be underpinned by an appropriate framework for the oversight of the electricity sector. The Committee will need to return to the States with propositions which reflect both the need to support the Energy Policy, and to account for changes in the generation market since 2015/2016. The Committee may also need to consider what, if any, changes may be required in terms of the legislation for the regulation of post. | | | Committee *for* Economic Development | |
| **40** | Economic Development | VII/2017 (art. XIV) | 31.03.17 | **Insolvency Review**<br>Amendments to the Companies (Guernsey) Law, 2008 to reform corporate insolvency provisions. | *A draft is with officers working to the Committee for comment. The officers will be meeting with the drafter at the end of March/beginning of April to discuss any comments raised. The final draft will then be circulated to industry* . It is hoped that a final draft will be complete in quarter 2 of 2019. | | | Committee *for* Economic Development | |
| **41** | Economic Development | XXIII/2018 (art. XIII) | 25.10.18 | **Amendments to the Banking Deposit Compensation Scheme (Bailiwick of Guernsey) Ordinance, 2008**<br>Amendments to provide for the Committee for Economic Development to define (1) the terms and conditions of appointment and (2) the notice period for members of, the Guernsey Banking Deposit Compensation Board and (2) | *Drafting has commenced.* | | | *Law Officers* | |
| **42** | Economic Development | XXV/2018 (art. XV) | 28.11.18 | **Banking Deposit Compensation Scheme**<br>Amend the Banking Deposit Compensation Scheme (Bailiwick of Guernsey) Ordinance, 2008 to reflect compliance with certain core principles issued by the International Association of Deposit Insurers | *Drafting has commenced.* | | | *Law Officers* | |
| **43** | Employment & Social Security | XX/2010 (art.V) | 30.09.10 | **Health Service Benefit Law**<br>Minor amendments. Travelling Allowance Grants | Committee requested that this be put on hold pending a review of the rules and entitlements relating to the Travel Allowance Grant. | | | Committee *for* Employment & Social Security | |
| **44** | Employment & Social Security | XXIII/2018 (art. X) | 25.10.18 | **Non-Contributory Benefit Rates for 2019** | Severe Disability Benefit and Carer's Allowance Ordinance, 2018, Family Allowances Ordinance, 2018 and Income Support (Implementation) (Amendment) (No. 2) Ordinance, 2018 approved by the States in November 2018.<br><br>*The one outstanding resolution directing the preparation of legislation (resolution 10) has been addressed in a Law which was approved by the Legislation Review Panel on the 25 March and has been submitted to the Greffier.* | | | *States Assembly* | |
| **45** | Environment & Infrastructure | XX/2000 (art.XVI) | 11.10.00 | **Public transport legislation**<br>Amend and consolidate the Public Transport Ordinance 1986 | Draft with Committee.<br><br>Committee to rescind part of the resolution.<br><br>Committee advises that further amendments are likely to be required following a review of the licensing requirements for and availability of taxis. | | | Committee *for the* Environment & Infrastructure | |
| **46** | Environment & Infrastructure | III/2003 (art. VI) | 28.02.03 | **Animal Welfare Legislation**<br>Ordinance required for welfare of animals during international transport, regulation of professions and responsibilities and liabilities of animal owners. | Committee requested that the drafting be allocated a medium priority because there are still gaps to fill in relation to the welfare of exotic species of animal.<br><br>The Committee have advised that they do not anticipate there to be any Brexit linkages in this area. As a consequence, this workstream will not be prioritised at the present time. | | | Committee *for the* Environment and Infrastructure | *Int'l Standards Policy* |

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| **47** | Environment & Infrastructure | XXV/2003 (art.XI) | 27.11.03 | **Genetically modified crops**<br>Legislation to regulate | Committee advised that this is currently a low priority. | | | Committee *for the* Environment and Infrastructure | |
| **48** | Environment & Infrastructure | VII/2006 (res. 28 on art. VIII) | 31.03.06 | **Transport strategy**<br>Consolidation of Driving Licences (Guernsey) Ordinance, 1995 | Committee advised that this is currently a low priority. | | | Committee *for the* Environment & Infrastructure | |
| **49** | Environment & Infrastructure | XXI/2012 (art.VI) | 01.11.12 | **Environmental pollution**<br>Amendment of the Environmental Pollution (Guernsey) Law, 2004; water standards; exemptions from the Food and Environmental Protection Act for certain deposits in sea. | The Law was approved by the States of Deliberation on the 29/09/15.<br><br>Ordinance required under the Environmental Pollution Law to set standards for the Island's water resources, prescribe operations requiring a licence, and other provisions in relation to water pollution. Drafting had commenced but this stalled because further instructions were awaited from an officer working to the Committee in relation to water quality standards in order to finalise the schedule to the Ordinance. The drafting of the air pollution Ordinance has since taken priority. | | | Law Officers | Brexit Policy; Int'l Standards Policy |
| **50** | Health & Social Care | XXII/2007 (art.VII) | 01.11.07 | **Health and Social Services Charitable Trust**<br>To be constituted by Projet | Projet drafted but the matter has not been finalised due to a disagreement between the existing trustees and the Committee re a clause in the draft Trust Deed giving the States certain powers in the event of a breach of trust. *The Committee sought advice in respect of a letter to the Trustees. Chambers is now awaiting further instruction.* | | | Committee *for* Health & Social Care | *Good governance* |
| **51** | Health & Social Care | XXIII/2012 (art. VIII) | 29.11.12 | **Tobacco Products (Guernsey) Ordinance**<br>Ordinance to provide for confiscation of tobacco products from under-18s in public places | Final draft was sent to officer working to the Committee in mid-2017. Following political feedback, HSC staff have, in conjunction with the Law Officers and colleagues from other Committees been reviewing the proportionality of the proposals and will be making recommendations to the Committee shortly. | | | Committee *for* Health & Social Care | Health & Wellbeing |
| **52** | *Health & Social Care* | *III/2019 (art. V)* | *28.02.19* | ***Health and Care Regulation in the Bailiwick***<br>*Bailiwick wide enabling Law to establish, amongst other things, an independent Commission to regulate health and care provision.* | *This workstream is integral to the delivery of the Partnership of Purpose, which commits to "improving health outcomes through effective commissioning and independent regulation". Accordingly, the Committee for Health & Social Care considers the legislative drafting required to give effect to the States decision should be allocated 'high' priority. This will enable the introduction of a robust and proportionate regulatory system to safeguard the standards of health and care provision in the Bailiwick, beginning with the areas of highest risk.* | | **High** | *Committee for Health & Social Care* | *Health and Social Care Regulation and Support; Partnership of Purpose* |
| **53** | Home Affairs | VIII/2000 (art.II) | 15.03.00 | **Fair trading - torts (interference with goods)**<br>Law based on 1977 UK Act | Not addressed by proposals agreed by States 16th Feb 2016 – Resolution XIX,Resolution will be addressed by the Consumer Protection legislation (resolution 16.02.16), when prioritised. | | | Committee *for* Home Affairs | |
| **54** | Home Affairs | VIII/2000 (art.II) | 15.03.00 | **Fair trading - disposal of uncollected goods**<br>Law based on UK Act | Not addressed by proposals agreed by States 16th Feb 2016 – Resolution XIX, Resolution will be addressed by the Consumer Protection legislation (resolution 16.02.16), when prioritised. | | | Committee *for* Home Affairs | |
| **55** | Home Affairs | IV/2005 (art.VII) | 27.04.05 | **Parole legislation:**<br>Ordinance under the Parole (Guernsey) Law, 2009. | Draft Ordinance substantially complete and was provided to the Committee in September 2015.<br><br>The Committee for Home Affairs advised in September 2018 that it considers the Parole Law to be a "high" priority and Officers are aiming to progress finalising the Ordinance and Regulations in the coming months. | | | Committee *for* Home Affairs | Justice Framework |
| **56** | Home Affairs | XVIII/2006 (art.XIII) | 29.11.06 | **Terrorism**<br>New offences based on Terrorism Act 2006 | The Bailiwick's existing terrorism legislation is being compared against the UK's terrorism legislation in order to evaluate what additional provisions the Bailiwick should adopt. The review extends far beyond a comparison with the Terrorism Act 2006 and therefore notwithstanding that drafting instructions are in place, once the review is complete a Policy Letter will be prepared which will include the revocation or modification of this resolution. | | | Law Officers | |
| **57** | Home Affairs | XI/2008 (art.XVIII) | 01.08.08 | **Sale of knives to under-18's**<br>Amend the Police Powers and Criminal Evidence (Bailiwick of Guernsey) Law, 2003 and the Criminal Justice (Miscellaneous Provisions) (Bailiwick of Guernsey) Law, 2006 | Not had priority from the Committee | | | Committee *for* Home Affairs | |

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| **58** | Home Affairs | XII/2008 (art.IX) | 24.09.08 | **Fire services**<br>Amendments to the Fire Services (Guernsey) Law, 1989; fire safety education, attendance at road traffic collisions, attendance at non-fire emergencies, mutual assistance at incidents outside Guernsey, investigation of fires. | Draft amending legislation was provided to officers working to the Committee in 2013. In 2016, an officer working to the Committee advised that the draft legislation would be reviewed in its entirety given the time that had elapsed since it was provided. | | | Committee *for* Home Affairs | N/A Operational |
| **59** | Home Affairs | XXI/2009 (art.IV) | 29.09.09(adj. from July meeting 31.07.09) | **Domestic Proceedings and Magistrates Court (Guernsey) Law, 1988**<br>Amend Law to allow Court to hand down suspended sentences of imprisonment for breaches of Domestic Violence Injunctions and to permit an individual contesting a breach of a Domestic Violence Injunctions to be remanded in custody. | Working draft prepared in 2014 but not progressed because officers working to the Committee were considering further proposals relating to domestic violence legislation in other jurisdictions. Officers working to the Committee advise that they intend to resume work after the first quarter of *2019* . | | | Committee *for* Home Affairs | Justice Framework |
| **60** | Home Affairs | XV/2013 (art.X) | 24.09.13 | **Terrorist financing, money laundering and weapons proliferation**<br>Legislation equivalent to the provisions of schedule 7 of the UK Counter Terrorism Act 2008 | A first draft has been produced, and discussions are ongoing with the relevant UK authorities. It will be picked up as part of the wide-ranging and comprehensive review of terrorism legislation detailed under the heading 'Terrorism' (resolution of 29.11.2006) | | | Law Officers | |
| **61** | Home Affairs | XIV/2015 (art. XVII) | 31.07.15 | **Gambling legislation**<br>Implementation of the resolutions of 01.11.07 by amendment to existing legislation rather than repealing and replacing the existing legislative framework; introduction of gaming machines; removal of certain restrictions, including those in relation to Crown and Anchor, Sunday opening for bookmakers, betting offices being located on the ground floor of shops, and restrictions on size of television screens. | The Committee prioritised amendments to the Gambling (Betting) Ordinance, 1973. The amendment Ordinance was approved by the States of Deliberation on the 8th June, 2016 and the second amendment Ordinance was approved by the States on the 21st September, 2016. | | | Committee *for* Home Affairs | |
| **62** | Home Affairs | III/2016(art. XIX) | 16.02.16 | **Consumer Protection**<br>**Introduction of statutory consumer protection powers**<br>Preparation of Ordinance under the Trading Standards (Enabling Provisions) (Guernsey) law, 2009 | The Committee requested that this be given a medium priority rating.<br><br>Having considered the case put forward by the Committee previously, the Policy & Resources Committee was of the view that this item could not easily be prioritised at the present time given other competing demands. The sponsoring Committee has not yet revisited this request. | | | Law Officers | |
| **63** | Home Affairs | XXI/2017 (art. X) | 30.11.17 | **Amendments to Population Management Law**<br>To amend provisions relating to Part B and Part C Open Market Employment Permits and Short Term Employment Permits | *Draft with officers working to the Committee* | | | Committee *for* Home Affairs | |
| **64** | Home Affairs | XXVII/2018 (art. XX) | 14.12.18 | **Amendments to Population Management Law**<br>Amendments in relation to Resident Permits, Resident Certificates and occupation by Short Term Employment Permit and Open Market HMO Resident Permit holders of property inscribed in Part D of the Open Market Housing Register. | *Draft with officers working to the Committee* | | | Committee *for* Home Affairs | |
| **65** | *Home Affairs* | *VII/2019 (art. III)* | *25.04.19* | **Preparation for a new electoral roll**<br>Legislation to create a new Electoral Roll, that the validity of the existing Electoral Roll will cease in 2019, and the closure of the new Electoral Roll in 2020. | | | | | |
| **66** | Scrutiny Management Committee | IV/2016 (art. II) | 16.02.16 | **Scrutiny Management Committee Powers**<br>Scrutiny Management Committee to have powers to call for persons, papers and records; extend legal privilege to witnesses providing evidence to the Scrutiny Management Committee | *Following the completion of draft legislation pursuant to the Committee's instructions, the Committee has revised its approach and draft legislation is being finalised to give effect to the Committee's amended instructions.* | | | Scrutiny Management Committee | |
| **67** | States Assembly & Constitution Committee | IX/2016 (art. III) | 08.03.16 | **Reform Law – declaration of unspent convictions**<br>Amend the Reform (Guernsey) Law, 1948 Law to require candidates for People's Deputy to declare unspent convictions under Rehabilitation of Offenders (Bailiwick of Guernsey) Law, 2002 | The amendment needs to be made before the nomination period for the June 2020 election as it requires candidates for People's Deputy to declare unspent convictions. | | | Law Officers | |
| **68** | *States Assembly & Constitution Committee* | *VII/2019 (art. II)* | *25.04.19* | ***General Election 2020***<br>*Various amendments to the Reform (Guernsey) Law, 1948, repeal of the Loi Relative au Scrutin Secret, 1899 with replacement of equivalent provisions in the Reform Law, and amendment to the Law Reform (Age of Majority and Guardianship of Minors) (Guernsey) Law, 1978.* | | | | | |
| **69** | States Trading Supervisory Board | XVI/2006 (art.XV) | 27.09.06 | **Sewerage - grants and loans**<br>Miscellaneous amendments to the Sewerage (Guernsey) Law, 1974 Law | The Board requested that the draft Law be put on hold. | | | States Trading Supervisory Board | |

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| **70** | States Trading Supervisory Board | III/2012 (art.X) | 08.02.12 | **Guernsey Water and Wastewater**<br>Prepare water utility sector law to replace the Loi ayant rapport à la Fourniture d'Eau par les Etats de cette Ile aux Habitants de la dite Ile [1927] and the Sewerage (Guernsey) Law, 1974 Law. | Drafting has not yet been prioritised by the States Trading Supervisory Board. | | | States Trading Supervisory Board | |
| **71** | States Trading Supervisory Board | XX/2014 (Vol. 2 art.XIII) | 24.09.14 | **Channel Islands lottery**<br>New Ordinance under Gambling (Guernsey) Law, 1971 to permit other forms of lottery; amend the Gambling (Channel Islands Lottery) (Guernsey) Ordinance, 1975; allocation of proceeds | Drafting has not yet been prioritised by the States Trading Supervisory Board. | | | States Trading Supervisory Board | |

**Resolutions which have been rescinded/discharged since the 05.02.2019 P&R meeting**

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| i | Economic Development | XXIII/2018 (art. XII) | 25.10.18 | **Electronic Agents**<br>Ordinance under the Electronic Transactions (Guernsey) Law, 2000 to provide enhanced certainty regarding the legal effect of actions carried out by means of an electronic agent. | Ordinance approved by the States of Deliberation |
| ii | Development & Planning Authority | XI/2017 (art.VIII) | 08.06.17 | **Certificates of lawful use**<br>Ordinance under the Land Planning and Development (Guernsey) Law, 2005 to make provision for certificates of lawful use. | Ordinance approved by the States of Deliberation |
| iii | Environment & Infrastructure | XXVII/2018 (art. XVIII) | 14.12.18 | **Road transport and driving licence implications for driving in Europe post-Brexit and other related matters**<br>The adoption of legislative and regulatory measures to demonstrate compliance with the requirements of the Vienna Convention | Eight Ordinances laid before the March States meeting. |
| iv | Environment & Infrastructure | XXIV/2007 (art.XI) | 30.11.07 | **States property rationalisation:**<br>Inscription of 1 dwelling at Belvedere House on Register, subject to the States-owned property known as "Longacre", Les Baissieres being deleted from Part A | Regulations have been made under the Open Market Housing Register Law to enable applications to for new inscriptions on the Housing Register to be submitted to the Committee. |
| v | Environment & Infrastructure | VII/2015 (art.IX) | 29.04.15 | **Housing register - Forest Park Hotel**<br>Ordinance to authorise inscription on Part B of Register | Regulations have been made under the Open Market Housing Register Law to enable applications to for new inscriptions on the Housing Register to be submitted to the Committee. |
| vi | Environment & Infrastructure | XIV/2015 (art. XXIII) | 31.07.15 | **Housing register – Fort Richmond**<br>Ordinance to authorise inscription on Part A of Register | Regulations have been made under the Open Market Housing Register Law to enable applications to for new inscriptions on the Housing Register to be submitted to the Committee. |
| vii | Environment & Infrastructure | III/2017 (art. IV) | 01.02.17 | **Housing register – former Guernsey Brewery site**<br>Inscribe eight apartments on the former Guernsey Brewery site in Part A of Register, subject to eight Part A dwellings located elsewhere in the Island first being deleted from Part A | Regulations have been made under the Open Market Housing Register Law to enable applications to for new inscriptions on the Housing Register to be submitted to the Committee. |
| viii | Health & Social Care | XX/2007 (art.XI) | 27.09.07 | **Nursing and residential homes**<br>Extend regulation to all care homes and care agencies | Rescinded by the Health and Care Policy Letter in the February Billet |
| ix | Employment & Social Security | XIV/2015 (art. XX) | 31.07.15 | **Eligibility for Industrial Injuries Benefits**<br>Amendment of the Social Insurance (Guernsey) Law, 1978 to prescribe additional categories of persons to be treated as | Law approved by the States of Deliberation |
| x | Employment & Social Security | XX/2018 (art. VIII) | 26.09.18 | **Minor amendments to Social Security legislation**<br>To amend the Social Insurance (Guernsey) Law, 1978, to ensure that while pensionable age increase incrementally from 65 to | Law approved by the States of Deliberation |
| xi | Environment & Infrastructure | I/2017 (art. III) | 11.01.17 | **Extension of Wreck Removal Convention to the Bailiwick**<br>Ordinance(s) under the Merchant Shipping (Bailiwick of Guernsey) Law, 2002 to give effect to the Nairobi Convention on the Removal of Wrecks, 2007 and any corresponding repeals or amendments | Ordinance approved by the States of Deliberation |

**Completed Brexit secondary legislation as of 27 March, 2019**

1. Animal Health (Brexit) (Amendment) (Guernsey) Regulations, 2019
2. Aquatic Animals (Brexit) (Modification) Regulation, 2019
3. Bees (Importation and Prevention of Disease) (Brexit) (Amendment) (Guernsey) Regulations, 2019
4. Cash Controls (Specified Amount) (Brexit) (Bailiwick of Guernsey) Regulations, 2019
5. Communications, Broadcasting and Wireless Telegraphy (Bailiwick of Guernsey) (Brexit) Regulations, 2019

6 Companies (Panel on Takeovers and Mergers) (Brexit) (Guernsey) Regulations, 2019
7 Companies (Recognised Stock Exchanges) Regulations, 2019
8 Companies (Regulation of Auditors) (Brexit) (Guernsey) Regulations, 2019
9 Customs and Excise (Approved Ports and Customs Declarations) (Bailiwick of Guernsey) Regulations, 2019
10 Customs and Excise (Personal Reliefs) (Amendment) Order, 2019
11 Customs and Excise (Safety and Security (Export) (Bailiwick of Guernsey) Regulations, 2019
12 Customs Transit Procedures (Bailiwick of Guernsey) Regulations, 2019
13 Directions of Lieutenant Governor Concerning Leave to Enter and Remain, 2019
14 European Communities (Food and Feed Controls) (Brexit) Regulations, 2019
15 European Union (Amendment of Legislation) (Bailiwick of Guernsey) Law, 2018 Commencement
16 European Union (Brexit) (Bailiwick of Guernsey) Law, 2018 Commencement
17 European Union (Modifications and General Provisions) (Bailiwick of Guernsey) Regulations, 2019
18 Export Control (Bailiwick of Guernsey) (Brexit) Regulations, 2019
19 Highway Code for Guernsey, 2019
20 Immigration (Bailiwick of Guernsey) (Amendment) Rules 2019
21 Immigration (Fees) (Bailiwick of Guernsey) Order, 2019
22 Import Duties (Tariff and Related Provisions) (Bailiwick of Guernsey) Ordinance, 2019
23 International Trade Agreements (Implementation) (Bailiwick of Guernsey) Law, 20118 Commencement
24 Lighting of Vehicles and Skips (Amendment) Ordinance, 2019 (Commencement) Regulations, 2019
25 Lighting of Vehicles and Skips (Exemptions) Order, 2019
26 Medicines (Human and Veterinary) (Bailiwick of Guernsey)(Brexit) Regulations, 2019
27 Methods of Valuation (Import Duty) Regulations, 2019
28 Motor Vehicles (Construction and Use) (Rear Under-run and Side guards) Regulations, 2019
29 Motor Vehicles (International Circulation) (Alderney) (Brexit) Regulations, 2019
30 Motor Vehicles (International Circulation) (Amendment) Ordinance, 2019 (Commencement) Regulations, 2019
31 Notifiable Animal Diseases Order, 2019
32 Road Traffic (Construction and Use of Motor Vehicles) (Amendment) Ordinance, 2019 (Commencement)
33 Road Traffic (Construction and Use) (Exemptions) Regulations, 2019
34 Road Traffic (Guernsey) Ordinance, 2019 (Commencement) Regulations, 2019
35 Road Traffic (Miscellaneous Provisions) Ordinance, 2019 (Commencement) Regulations, 2019
36 Road Traffic (Motor Vehicles and Trailers) (Periodic Technical Inspections) Ordinance, 2019 (Commencement) Regulations, 2019
37 Road Traffic (Motor Vehicles and Trailers) (Periodic Technical Inspections) Regulations, 2019
38 Road Traffic (Trailer Registration) Ordinance, 2019 (Commencement) Regulations, 2019
39 Road Traffic (Trailer Registration) Regulations, 2019
40 Seat Belts (Amendment) Ordinance, 2019 (Commencement and Transitional Provisions) Regulations, 2019
41 Seat Belts (Exemptions) Order, 2019
42 Traffic Signs and Traffic Light Signals (Guernsey) (Amendment) Order, 2019

**Brexit related legislation which is not yet complete**

1 European Union (Exit Day and Designated Day) (Brexit) (Bailiwick of Guernsey) Regulations, 2019

2 Amendments to the Sea Fish Licensing (Bailiwick of Guernsey) Law 2012

**APPENDIX 5**

**Future Guernsey Plan – 2019 Review**

**States' Resolutions for Rescission**

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| **Billet & Title** | Billet d'État V of 2012 – Improving Governance in the States of Guernsey |
| **Sponsoring Committee** | Policy & Resources Committee |
| **Resolution** | 1).hh). To direct the then-Policy Council to take account of observations made in the PAC/Scrutiny Committee's review on improving governance in the States, when considering the findings of the review of the scrutiny function it had commissioned |
| **Reason for Rescission** | This resolution has been superseded by later resolutions made following debate on the States' Review Committee's (SRC) propositions to change the structure and governance of the assembly with effect from the 2016 General Election, and can therefore be rescinded |

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| **Billet & Title** | Billet d'État IV of 2015 - Planning a Sustainable Future - The Personal Tax, Pensions and Benefits Review |
| **Original Sponsor** | Policy & Resources Committee |
| **Resolution** | 27). To agree between 2015 - 25, & subject to approval and implementation of the measures set out in Propositions 28 - 39, to phase in increases in personal tax allowances to no more than £17,500 (*at 2015 prices*) |
| **Reason for Rescission** | The States did not give the necessary approval to enable the implementation of these measures outlined in Propositions 28 – 39, so completing this resolution could not be achieved; it has since been superseded and can therefore be rescinded |

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| **Billet & Title** | Billet d'État XX of 2010 – Travelling Allowance Grant |
| **Sponsoring Committee** | Committee *for* Employment & Social Security |
| **Resolution** | 13. That the Social Insurance (Guernsey) Law, 1978, and the Health Service (Benefit) (Guernsey) Law, 1990, be amended so that the Travelling Allowance Grant provisions are transferred to the Health Service (Benefit) (Guernsey) Law, 1990 |
| **Reason for Rescission** | This will be superseded by proposition 2 of P&RC's forthcoming 2019 policy letter, which will recommend the transfer of health services from the Committee *for* Employment & Social Security to the Committee *for* Health & Social Care. N.B. rescission of the 2010 resolution will be subject to the States approval of proposition 2 in that policy letter |

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| **Billet & Title** | Billet d'État XII of 1998 – Parking Strategy |
| **Sponsoring Committee** | Committee *for the* Environment & Infrastructure |
| **Resolutions** | Section 13 of the Policy Letter sought to introduce a parking scheme for the residents of St Peter Port, with three supporting resolutions |

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| **Reason for Rescission** | These resolutions have been superseded by various traffic strategies, including the current 2014 Integrated On - Island Transport Strategy and the Residential Parking Scheme, so can be rescinded |

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| **Billet & Title** | Billet d'État VII of 2006 – Road Transport Strategy |
| **Sponsoring Committee** | Committee *for the* Environment & Infrastructure |
| **Resolutions** | 8. To approve the Environment Department's proposals for the introduction of further on-street residents' parking schemes, as set out in section 4.9 of that Report. |
| **Reason for Rescission** | This resolution has been superseded by the 2015 Transport Strategy |

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| **Billet & Title** | Billet d'État VIII of 2000 – Fair Trading |
| **Sponsoring Committee** | Committee *for* Home Affairs |
| **Resolutions** | Three resolutions relating to fair trading, as follows:<br>- Introduce legislation relating to the sale and supply of goods and services<br>- Introduce legislation relating to Unfair Contract Terms<br>- Introduce legislation relating to Misrepresentations |
| **Reason for Rescission** | All of the above resolutions have since been superseded by the Consumer Protection resolution of 16.02.16 (Billet III of 2016). N.B. The resolution relating to the introduction of legislation on the Disposal of Unallocated Goods remains in place as it has not been superseded by the new resolution. |

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| **Billet & Title** | Billet d'État VII of 2011 – Future 2020 Vision for Health & Social Services System |
| **Sponsoring Committee** | Committee *for* Health & Social Care |
| **Resolutions** | Three resolutions related to the above vision/plan, specifically for the former-HSSD to pursue plans outlined in this report to ensure the Bailiwick's future health & social care needs were met with a financially sustainable model; for States Departments to contribute to the vision & HSSD to establish a suitable governance framework for this engagement; and for HSSD to consult the public, professionals and other interested parties of the framework |
| **Reason for Rescission** | These resolutions have been superseded by the resolutions of 'A Partnership of Purpose: Transforming Bailiwick Health and Care' |

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| **Billet & Title** | Billet d'État IV of 2002 - Controlling Garden Retailing – Introduce Garden Centre Registration System |
| **Sponsoring Committee** | Committee *for* Economic Development |
| **Resolutions** | 6. To agree in principle to the control of garden retailing through a registration system supported by use class schedules as set out in section III of this report and administered by the Board of Industry as described. |

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| **Reason for Rescission** | The need for the resolution has been superseded by the policies of the Island Development Plan, which control the location of retail development in accordance with States strategic policy. |

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| **Billet & Title** | Billet d'État II of 2003 – The Development of Belgrave Vinery Housing Target Area |
| **Sponsoring Body** | Development & Planning Authority |
| **Resolution** | 3. To direct the (*former*) States Housing Authority and Island Development Committee to work together to ensure that the release of land at Belgrave Vinery is managed on a phased basis & is predominately used to provide affordable and social housing in accordance with targets to be established through the Corporate Housing Programme. |
| **Reason for Rescission** | Under the Island Development Plan, which was adopted by the States and came into force on 2nd November, 2016, Housing Target Areas no longer exist as a designation, and therefore this resolution has been superseded and can be rescinded. |

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| **Billet & Title** | Billet d'État XXVII of 2016 – The Island Development Plan – Development & Planning Authority Recommendations |
| **Sponsoring Body** | Development & Planning Authority |
| **Resolution** | 6. To direct the Development & Planning Authority to determine which changes would need to be made to legislation or policy in order to establish a gateway for the development of a café on the current site of the Stan Brouard Group Garden, Leisure and Furniture Store; and if, during the course of the work and consultation described above, it becomes clear that such a gateway could not be established without first altering the Strategic Land Use Plan also to direct the Committee *for the* Environment & Infrastructure to consider whether it should exercise its powers under Section 5(2) of the Land Planning and Development (Guernsey) Law, 2005 to propose such alteration to the Plan; and also to direct that the Authority, and the Committee if appropriate, shall report its or their conclusions to the States in propositions and a policy letter or policy letters to be submitted to Her Majesty's Greffier by no later than the 30th of April, 2017. |
| **Reason for Rescission** | The above-referenced extant States' resolution has been superseded by approval by the States in June 2017 (Billet d'État XI of 2017, Article VIII), of the Land Planning and Development (Certificates of Lawful Use) Ordinance, 2019, which entered into force on 6th May, 2019. |

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| **Billet & Title** | Billet d'État I of 2014, Article IX – 'The Airfield in Alderney' |
| **Sponsoring Body** | States' Trading Supervisory Board |
| **Resolutions** | Resolution 4 - To reaffirm their Resolutions on Billet d'État XIX of 2013 which, inter alia, directed the Public Services Department and the Treasury and Resources Department to advance preparations for the rehabilitation of Alderney runway as a Category A pipeline project in their capital investment |

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| | programme; and to direct that as far as possible that project should be advanced in a manner which would not prejudice any further work at the airfield which may in future be considered necessary or desirable either to make it suitable for the next 25 years or to contribute to stimulating Alderney's economy and reversing depopulation. |
| **Reason for Rescission** | The above extant States' resolution has been superseded by the States' resolutions made following consideration of the States' Trading Supervisory Board's policy letter entitled 'Alderney Airport Runway Rehabilitation', in Billet d'État I of 2019, Article II. |

**States' Resolutions for Transfer**

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| **Billet & Title** | Billet d'État XXVI of 2007 – Vehicle Exhaust Noise |
| **Current Sponsoring Committee** | Committee *for* Home Affairs |
| **Proposed Sponsoring Committee** | Committee *for the* Environment & Infrastructure (CftE&I) |
| **Resolution** | This resolution followed a Requête that sought to remedy the 'ineffectiveness' of the 1986 legislation which attempted to curb vehicle exhaust noise. A number of provisions and standards were agreed. The resolution tasked the former Home Department to report back to the States with proposals on how to proceed with these provisions |
| **Reason for Transfer** | This resolution will be transferred to rest under the mandate of C*ft*E&I and will form part of the Environmental Pollution Law |

**APPENDIX 6**

**Legislation Approved June 2018 - April 2019**

**Projets**

1. European Union (Brexit) (Bailiwick of Guernsey) Law, 2018
2. International Trade Agreements (implementation) (Bailiwick of Guernsey) Law, 2018
3. European Union (Amendment of Legislation) (Bailiwick of Guernsey) Law, 2018
4. Probation (Bailiwick of Guernsey) Law, 2018
5. Referendums (Enabling Provisions) (Guernsey) Law, 2018
6. Customs and Cross-Border (General and Enabling Provisions) (Bailiwick of Guernsey) Law, 2018
7. Register of Driving Instructors (Guernsey) Law, 2018
8. Social Insurance (Guernsey) (Amendment) Law, 2019

**Ordinances**

1. Income Support (Implementation) (Amendment) Ordinance, 2018
2. Alderney (Application of Legislation) (Income Support) Ordinance, 2018
3. Income Tax (Guernsey) (Approval of Agreement with San Marino) Ordinance, 2018
4. Electoral System Referendum (Guernsey) Law, 2018 (Commencement) Ordinance, 2018
5. Regulation of Investigatory Powers (Bailiwick of Guernsey) (Amendment) Ordinance, 2018
6. Land Planning and Development (Exemptions) (Amendment) Ordinance, 2018
7. Alderney (Application of Legislation) (Adoption) Ordinance, 2018
8. Road Traffic (Miscellaneous Amendments) Ordinance, 2018
9. Interpretation and Standard Provisions (Bailiwick of Guernsey) Law, 2016 (Commencement and Amendment) Ordinance, 2018
10. Income Tax (Guernsey) (Amendment) Ordinance, 2018
11. Parochial Collection of Waste (Guernsey) Ordinance, 2018
12. Waste Management Services (Charging) Ordinance, 2018
13. Sark Machinery of Government (Transfer of Functions) (Guernsey) Ordinance, 2018
14. Director of Income Tax (Transfer of Functions) (Guernsey) Ordinance, 2018
15. Republic of Maldives (Restrictive Measures) (Guernsey) Ordinance, 2018
16. Income Tax (Guernsey) (Approval of Agreement with United Kingdom) Ordinance, 2018
17. Income Tax (Substance Requirements) (Guernsey) (Amendment) Ordinance, 2018
18. Social Insurance (Rates of Contributions and Benefits, etc.) Ordinance, 2018
19. Health Service (Benefit) (Amendment) Ordinance, 2018
20. Long-term Care Insurance (Guernsey) (Rates) Ordinance, 2018
21. Severe Disability Benefit and Carer's Allowance Ordinance, 2018
22. Family Allowances Ordinance, 2018
23. Income Support (Implementation) (Amendment) (No. 2) Ordinance, 2018
24. Criminal Justice (Proceeds of Crime) (Bailiwick of Guernsey) (Amendment) Ordinance, 2018
25. Terrorism and Crime (Bailiwick of Guernsey) (Amendment) Ordinance, 2018
26. Terrorist Asset-Freezing (Bailiwick of Guernsey) (Amendment) Ordinance, 2018

27. Disclosure (Bailiwick of Guernsey) (Amendment) Ordinance, 2018
28. Income Tax (Zero 10) (Company Intermediate Rate) (Amendment) (Guernsey) Ordinance, 2018
29. Disclosure (Bailiwick of Guernsey) (Amendment) (No. 2) Ordinance, 2018
30. Income Tax (Pension Amendments) (Guernsey) Ordinance, 2018
31. Income Tax (Guernsey) (Amendment) (No. 2) Ordinance, 2018
32. Merchant Shipping (Miscellaneous Repeals, etc.) (Bailiwick of Guernsey) Ordinance, 2018
33. Financial Services Ombudsman (Bailiwick of Guernsey) (Amendment) Ordinance, 2018
34. Chemical Weapons (Restrictive Measures) (Guernsey) Ordinance, 2018
35. Land Planning and Development (Certificates of Lawful Use) Ordinance, 2019
36. Electronic Transactions (Electronic Agents) (Guernsey) Ordinance, 2019
37. Motor Vehicles (International Circulation) (Amendment) Ordinance, 2019
38. Seat Belts (Amendment) Ordinance, 2019
39. Road Traffic (Trailer Registration) Ordinance, 2019
40. Road Traffic (Motor Vehicles and Trailers) (Periodic Technical Inspections) Ordinance, 2019
41. Road Traffic (Construction and Use of Motor Vehicles) (Amendment) Ordinance, 2019
42. Road Traffic (Guernsey) Ordinance, 2019
43. Lighting of Vehicles and Skips (Amendment) Ordinance, 2019
44. Road Traffic (Miscellaneous Provisions) (Guernsey) Ordinance, 2019
45. Social Insurance (Guernsey) (Amendment) Law, 2019
46. European Union (Brexit) (Bailiwick of Guernsey) Law, 2018 (Commencement) Ordinance, 2019
47. Merchant Shipping (Bailiwick of Guernsey) Law, 2002 (Wreck Removal Convention) Ordinance, 2019

**APPENDIX 7**

# Public Service

## Update 2019

States of Guernsey

**Introduction from the Chief Executive of the States of Guernsey**

Welcome to the second annual update from the Public Service. This report provides a look back at our achievements of the last year, and a look forward to the priorities and focus for 2019 and into early 2020.

The wide range of improvements and changes that are highlighted in this report have been prioritised to have the greatest influence on our ability to meet the needs of the customers who use our services.

Our focus remains firmly on serving the three customer groups that were first identified in the 2015 Framework for Public Service Reform:[1]

- **The community –** those individuals, groups and businesses who access the services we provide;
- **The government** – which sets the policy and fiscal objectives and the framework within which we deliver public services
- **Each other** – the work done by one part of the public service is often critical to the operations and services provided by another.

The **Policy & Resource Plan** sets out the government's priorities. The civil service supports the political body to identify its priorities, and set out the evidence and analysis by which government then directs steps to be taken.

The **Public Service Reform framework** is the ongoing 10-year plan published in 2015. It is the roadmap by which we are improving the organisation. The purpose of these improvements are two-fold:

1. To best **meet the policy and fiscal objectives of the political body**; and
2. To **provide sustainable and excellent public services to our community**, meeting their changing needs and expectations.

The **next steps in this process of improvement** are to change the way that we work in order to:

- **Remove barriers between service areas** – not barriers that we have chosen to create, but barriers which have developed over time and as the organisation has evolved; and
- **Ensure that that each of our 'organisational enablers' are working together to support the redesign of the organisation**: so that the way we support the political body, design our services, invest in our people, use technology and use our property are fully aligned. It is clear that success depends on making these elements work together in a joined up and consistent way.

[1] https://gov.gg/article/155488/Public-Service-Reform

We estimate that making these changes will result in a reduction of at least 200 roles, and while this is not a primary driver for doing this it is one of the outcomes that we will secure. In fact a major driver for change is the knowledge that 25% of our public sector workforce may retire by the end of 2020, and up to 50% of our workforce could retire by 2026 – a picture largely mirrored across the Island's private sector. This means we will face significant recruitment pressures in the future if we don't transform the way we do things.

**The new operating model will bring together our enablers: people, technology, service design (i.e., our processes and ways of working) and the way that we use our buildings.**

**People -** we will structure our organisation to reflect the services that we deliver, rather than the other way round. A new approach to technology provision will enable us to work more collaboratively across different service areas. Investment over recent years in data management means we have access to better data so we know how well we are doing and where we can improve. Increasingly we can work flexibly and from different locations.

**Technology** - All our people will become more digitally capable as we invest in their skills. Our technology infrastructure will support and enable us to continue to improve services, automate and digitise where appropriate and have more flexibility in the way that we work.

**Processes** - we will increasingly design services to work across service areas – we do this now of course, but we will make this approach the default, and remove the barriers that prevent this. Automation will be introduced in some areas to deliver simple processes and to improve the customer experience. We will reduce waste and duplication of effort and as a result reduce frustration for both users of our services and our staff. We will be able to be more flexible and mobile in the way we work.

**Buildings** - we need to work in environments that help us to do our job, and that encourage joint working, collaboration and innovation. We need to create a shared culture and physical environment where we are comfortable working alongside colleagues from different services and by doing so improve relationships and joint working. We need better understanding of the requirements of our operating estate – to utilise no more than we need – operating space requirements have a substantial cost whether accommodation is rented from the private sector or are part of the States Estate Portfolio.

**The following steps have been taken to inform the work we will take forward in 2019:**

**Organisational design** – looking at how we are currently structured, and understanding better how we can organise our back and middle offices, our front offices (where customers come into contact with us) and how we deliver and develop policy (cross-Committee, through people and place issues).

**Service design** – exploring whether services can be made more efficient and effective through including the opportunities for automation rather than relying on manual processes.

**Customer journeys** – working with real customers to understand better how they access different services, and how those different services could be better joined up.

**Good governance** – clearer differentiation between policy matters and operational matters, reflected in the new structure of supporting the political body through the appointment of Committee Secretaries, and strengthening our operational oversight through the appointment of Operations Directors across service areas.

**Commissioning** – thinking through how we work with the third sector and NGOs to co-design and co-deliver services, including through a Commissioning Academy with the third sector in 2018 and the establishment of a social investment commission.

## Progress and ongoing priorities for 2019 in to 2020

This update covers a number of significant areas of progress over the last 12 and our ongoing priorities over the next 12 months:

**Integrated support services**

Accelerating the transformation of Support Services is a key focus for Public Service Reform for the 2019 – 2021 period. The same principles will apply to this as our externally facing services i.e. designing service around the needs of their customers, presenting internal customer journeys in a way that makes sense to our internal customers, rather than segmenting them by profession, increasing digitisation and automation wherever possible, removing duplication, failure demand and avoidable contact. Whilst savings are an important objective of this work, improving the quality and effectiveness of the business support received by operational service areas, increasing committee confidence and ensuring value for money are also critical success factors.

Committees are now supported by integrated support services across various operational areas: HR, ICT, Finance, Data Protection, Health & Safety and Communications. Resources from these services are deployed to Committees within a framework to ensure responsibilities are clear and that accountability and reporting lines are established. Much has been achieved by establishing full visibility of operation on our support functions. Alignment under profession supervision has been achieved, opportunity will now be taken to focus delivery and improvement provided by those support services.

Subject to approval by the States of Deliberation and finalisation of the contract AGILISYS Guernsey Ltd will be the Strategic Partner for the Future Digital Services contract. As part of the contract, and under the direction of the Strategic Leadership Team, they will be required to agree and adhere to Service Level Agreements (SLAs) for the provision of ICT to the States.

These Service Level Agreements are an important control measure and will provide significant assurance as directed by the States of Deliberation. SLAs rely on a mutually agreed position on risk, cost, reliability and availability between the strategic partner and the States of Guernsey and its component Committee areas. Whilst SLAs are the best control and assurance mechanism for contracts such as Future Digital Services other mechanisms will need to be developed for the other Integrated Support Services retained within the States of Guernsey, in terms of monitoring and measurement of delivered services future ability will be enabled by improvements to technology and enhancement to core systems aided by improved data and information capture on levels of service performance.

**Established new leadership structure and re-designing the Organisation**

Historically our civil service structure has reflected political structure, but that does not help us to work easily across services areas or present our services in a way that makes sense to our customers. It does not play to our strengths. The current operating model of the Public Service has evolved organically over time and is now made up of hundreds of relatively small teams. Each of these teams has their own management structure and often their own bespoke systems and processes. Every service area boundary that a customer journey and its supporting processes have to cross, creates a hand-off point and every hand-off takes effort to manage and increases the risk of delay, duplication or error.

On top of this, the compartmentalised nature of the current model, with large numbers of small teams, means that our ratio of managers to staff is relatively high. Whilst it is acknowledged that our relative lack of scale means achieving ratios comparable to many UK public sector organisations is likely to be unrealistic, there is no doubt our current public service operating model is not helping us to improve this ratio and ensure we make the most of our managerial roles.

As we re-shape the organisation, we must do so without compromising the support given to Committees and our absolute focus of better serving the public.

During Q1 of 2019 a new Strategic Leadership team was appointed into designate positions. A priority of their role is to bring together these different pieces of work into **a new operating model for the organisation** to be shared with the political body and the organisation during Q3.

**During Q2 of 2019 the new Committee Secretary roles and Operations Director roles will be established**, supporting the political body and its Committees, and supporting the development of the new target operating model.

The **Committee Secretaries** will directly support each of the Committees in the parliamentary and committee business, working closely with policy leads. There will be **Operations Directors**, supporting service areas that may fall under the mandates of different Committees and reporting on the performance on a regular basis of those service areas to the Committees who have political oversight of those different areas. **These** officers, and their working relationship, will increase Committees' support on government matters, and also enhance their overview of the delivery of services.

In addition, the Committee Secretaries and the Operations Directors will work closely with the Strategic Leadership team. This will provide **further support to the Committees and to the organisation on long-term policy and service planning**.

This new leadership structure will enhance the Civil Service's ability to offer quality objective advice to Committees. The role of Chief Secretary will be removed, and support for Principal Committees will be strengthened in the following ways:

- The Strategic Lead for People Policy will provide high-level cross-Committee policy advice and support for the Committee *for* Health & Social Care, Committee *for* Education, Sport & Culture, the Committee *for* Employment & Social Security and the Committee *for* Home Affairs
- The Strategic Lead for Place Policy will provide high-level cross-Committee policy advice and support for the Committee *for* Economic Development, and the Committee *for* the Environment & Infrastructure
- A Committee secretary, with responsibility for day-to-day Committee business and governance
- A specific and accountable operational lead(s)

This combination of roles, with clear lines of accountability, will ensure Committees receive well-rounded support from the senior Civil Service, while better joining up the development of strategy and policy across Government.

Now the new leadership team is in place, albeit in designate roles until later this year, it will lead a fundamental redesign of the entire civil service.

The next phase of public service reform includes the two initiatives of civil service restructuring and the re-design and digitisation of services. It is important to emphasise here that any resultant reduction of roles from this specific element of the reform programme does not include teachers, nurses, law enforcement officers, social workers or other public sector workers. The restructuring and re-design of operational services in these areas will be achieved through operational transformation programmes such a Transforming Health and Social Care Services and Transforming Education Services.

Whenever considering staff numbers it's important to ensure that the States of Guernsey has no more or less staff than we need. We currently have in the region of 1,600 civil servants. A reduction of more than 200 posts is significant, but achievable. If the organisation re-design is carried out in the right way - by truly redesigning how we deliver services, by maximising technology and by delayering the senior civil service - then the benefits will be felt by us, by our customers, in the public purse, by the political body and by the wider economy. We will do this by:

- fundamentally changing the way we think about services and how we deliver them;
- breaking down the barriers and silos that can exist in our current structure;
- focusing on what service users are trying to access and enabling them to do so as easily and painlessly as possible; and
- automating processes and moving services on-line wherever it is practical to do so.

**Future Digital Services**

The procurement phase of the Future Digital Services Project reached a critical phase in April 2019 with Agilisys Limited, a leading UK based technology and transformation company, being appointed as the Preferred Bidder for the digital transformation and future delivery of States' IT services.

Securing a deal of this nature, which will play a key role in enabling the States to meet many of its strategic objectives, came about as the result of a lengthy and detailed procurement process that generated two high quality and appointable bids.

The decision to appoint Agilisys as the Preferred Bidder was taken following a full evaluation process that included detailed scoring, two cycles of moderation and formal validation by the Strategic Leadership Team and the FDS Project Board, before consideration by the Policy & Resources Committee.

The States will debate the Future Digital Service Policy letter in June 2019. Subject to States approval, Agilisys Limited will be contracted to deliver the Future Digital Services Contract as well as be confirmed as 'Preferred Supplier' to support the IT changes needed for transformation initiatives, such as the Partnership of Purpose, the Revenue Service Programme and the Education Digital Road map.

Agilisys will deliver the transformation of, and solutions for, the future delivery of IT services including the move to new generation ICT such as cloud computing, enhanced security, upgraded network infrastructure and a rationalisation of, and delivery of new, applications.

The Future Digital Services delivery model specifically recognises that simply bringing new technology online and making it available to the organisation will not, in of itself, deliver the full transformation or the wider business benefits required for Public Service Reform.

These can only be achieved by combining the availability of new technology with the capability to re-design our services and their supporting processes and manage the transition to a new model of service delivery. It is this combination of, **service design** and **business change** enabled by **technology** that is collectively known as **Digital Transformation** and establishing and scaling-up these capabilities during the second half of 2019 is a key component of the strategy for accelerating public service reform. Digital Transformation will invest in and transform both front of house engagement with customers and the middle and

back office. In part it will invest in large system upgrades, such as SAP, but more crucially it will be the re-design of services to put the customer first.

In re-designing our services we will be aiming to:

- Improve sign-posting: ensure customers have easy access to the information they need to access the right services for them, at the right time and through the right channel
- Reduce avoidable contact: minimise the proportion of contact that is of little or no value to the customer to ensure that time, effort and money are not wasted on these unnecessary communications reduce workload for staff ensuring they are providing only value-adding activity
- Reduce failure demand and make "right first time" and "digital by default" core design principles
- Reduce manual data entry (from either paper forms or data given in customer contacts); photocopying and filing paper documents that we currently require customers to provide
- Increase automation by introducing digital services and make our processes more efficient with less room for human error
- Reduce or eliminate duplication: removing the double-handling of information and duplication of effort wherever possible
- Continue to improve data quality and accuracy

Finally an exciting element of this new partnership is significant investment in the local digital sector. Agilisys, working alongside States staff, has identified multiple initiatives through which it will deliver this commitment. Examples of these are:

- Establishing MedTech (Medical Technology) and FinTech (Financial Technology) innovation hubs in the Island in order to stimulate and nurture local business development
- Developing skills and apprenticeships
- Infrastructure improvements to support a digital learning platform
- Island promotion including the provision of a States of Guernsey Economic Development office within the Blenheim Chalcot innovation hub on the new Imperial College London White City campus.
- A Guernsey-based 'cloud' for system hosting and data storage, which could be made available to businesses, building on Guernsey's unique selling point of being a safe and secure place to store data.

**Supporting Government**

The Supporting Government programme is a set of projects that are aligned to provide enhanced civil service support to the political body. During 2018 the programme has been developed in a number of areas, and the recognised importance of this work is demonstrated by the establishment of the role of the Strategic Lead for Supporting Government. This new member of the civil service's Senior Leadership team will lead on the programme of work to support government, ensuring that the ongoing organisational changes will also enhance the support for the political body.

The outcomes of this work will be:

- Increased quality and reliability of the support provided to government, resulting in improved working relations with deputies and increased customer satisfaction;
- Greater flexibility and increased productivity from a skilled and professional civil service, focused on work which is a priority to delivering the policy priorities set by government;
- States' Members and civil servants understand their roles including their authority and accountability for decision-making. There is a clear separation of policy development and operational delivery of services;
- Increased efficiency in the administration of Committees as issues are dealt with at the correct level;
- Common understanding and approach towards policy development based on best practice, including stakeholder engagement and consultation, will ensure that all policy work is based on robust evidence and demonstrates value for money; and
- Effective and appropriate governance processes are in place to support clear and transparent decision-making. The community are confident that the decisions the States make are fair and evidence based regardless of whether they agree with that decision.

A number of important steps have now been taken:

- **Enhanced governance and accountability** - Professor Catherine Staite has been commissioned to work with Committees and officers to take forward the work on strengthened governance. Professor Staite is the former Director of Organisational Development at the Institute of Local Government Studies (INLOGOV) at the University of Birmingham. She has previously worked with the Audit Commission, the Legal Services Commission and in the National Health Service in the UK. To date she has set out findings and recommendations in relation to Health & Social Care and Home Affairs, working with the Committees, officers and service leads. It is proposed that she will work with each of the Principal Committees in order to provide a wide-ranging set of practical recommendations to enhance governance and accountability;

- **Stronger policy development** - a States-wide policy development team is in the process of being established with recruitment ongoing. Members of this team will be deployed to provide support to Committees and officers on areas prioritised in the Policy & Resource Plan and cross-Committee working;

- **Support for Deputies** – the role of a 'Parliamentary Clerk' is being established- a recommendation of the review of the relationship between the States of Guernsey and St James's Chamber commissioned by the Policy & Resources Committee; likewise consideration of support for Deputies in areas such as data protection, and the continuing professional development needs of Deputies after the 2020 general election;
- **Arm's length bodies** – an independent review commissioned by the Policy & Resources Committee on the governance and accountability of arm's length bodies will report back later in 2019; and
- **Commissioning** – working with the third sector and community groups through a 2018 'commissioning academy' to set out clear principles through which the States and the third sector can work together on the co-design and delivery of services.

Building on the work already completed we will see the following outcomes in 2019/20:

- Increased quality and reliability of the support provided to government, resulting in improved working relations and customer satisfaction
- Greater flexibility and increased productivity from a skilled and professional civil service, focused on work which is a priority to delivering the policy priorities set by government
- States' Members and civil servants clear understanding of their roles including their authority and accountability for decision-making. There is a clear separation of policy development and operational delivery of services
- Increased efficiency in the administration of Committees as issues are dealt with at the correct level
- Common understanding and approach towards policy development based on best practice, including stakeholder engagement and consultation, will ensure that all policy work is based on robust evidence and demonstrates value for money; and
- Effective and appropriate governance processes in place to support clear and transparent decision-making. The community can be confident that the decisions the States make are fair and evidence based regardless of whether they agree with that decision

**The launch of the Revenue Service**

The programme to integrate social security contributions and income tax collection services (now known as the Revenue Service) launched in October 2018. The service remains under continuous review as systems and processes develop.

The results of a Customer Satisfaction survey were published in April 2019. Whilst some areas received negative responses in terms of customer advice and support provided, this wasn't unexpected and the responses help to baseline and shape our plans for improvement. This will provide the service with an evidence base on which to quantify the impact of customer service improvements through future surveys of this kind.

A new digital service for employees to request a coding notice online when changing employer will shortly be launched, one of the first steps towards creating a more efficient and cost-effective Revenue Service. The next focus is on designing the substance requirements within the online corporate tax return and automated risk assessment. The programme is working closely with ISS and the FDS team to ensure alignment.
Opportunities to improve the customer experience of Revenue Services will continue to be exploited in 2019/20.

**Property Rationalisation**

Following on from the successful relocation of two service areas into Sir Charles Frossard House, further rationalisation of States Property and Land has continued.

During this reporting period a number of properties have been sold, Rue Marguerite, next to the courts building, Platte Fouguere in the North of the island near Beaucette marina and a number of other smaller tracks of land which have raised more than £1.8M for the capital reserve.

The process of property rationalisation continues and the 'key enabling' services; Property Services, Human Resources and ISS are working with the Transformation Programmes to maximise the benefits of flexible and modern ways of working.

In June 2018 the States of Deliberation considered and supported the resolutions of the policy letter titled "Optimising the Use of States Land & property Portfolio". This will be achieved through greater definition and clarity of the roles and responsibilities with regard to the estate, the alignment of the estates objectives with the States of Guernsey's vision, objectives, policies and strategies set out in the Estates Plan.

Work continues with Committees to identify their overall service need and will be focused on:

- Better working locations
- Improved professional practices
- Improved Value and Return from the Estate
- Better Public Amenities

**Our People**

One of the opportunities of re-designing our services under Public Service Reform is to empower people to be more flexible, innovative and entrepreneurial.

The People Plan has evolved during 2018/19 with a focus on engagement, learning and policy development. The strategic vision of this plan is to help the States of Guernsey be an organisation with the right people, in the right place with the right skills now and in the future.

To ensure that the organisation has the capabilities to enable wider transformation programmes, we have completed a strategic review of the organisation's future workforce requirements, launched the future leaders training and development programme for high performing staff, and begun the phased roll out of a corporate Learning and Development Strategy, supported by a digital Learning Management System and increased online training materials.

In addition, a specific aim over the last 12 months has been to focus on the headline concerns raised in the 2017 staff survey, which were as follows:

- Understanding Service Guernsey – 'Service Guernsey on a page' was created as a result and circulated through senior leaders and line managers
- Dealing with poor performance – The Personal Impact Plan (individual performance assessments) has been rolled out to all established staff and Disciplinary and Capability policies are in the final stages of being re-drafted, in consultation with our staff and Union representatives, to harmonise and make easier to implement.
- Employee engagement – the frequency of the staff magazine 'The Issue' was increased to monthly, the Senior Leadership Forum format was reviewed, Service Guernsey Events continued to be held, pulse surveys were trialled, and the format of the organisation wide staff survey reviewed ahead of the planned rerun in 2019.
- Stress and morale – the 'Be a well-being' campaign was rolled out across the organisation, providing staff with resources, initiatives and newsletters to support them to be happy and healthy whilst in work. The focus for 2019/20 will be the launch of the new Employee Assistance Programme, which will give all staff easy access to free and confidential counselling and advice, and dedicated training to help managers promote wellbeing within their teams.

As we have said, and many have said before us, our people are our greatest asset. We began the journey of Public Service Reform by listening to those at the 'coal face' and engaging with the workforce remains essential.

The Service Guernsey event where we bring our people together from across the services to cement 'One Organisation with One Purpose and One Focus' remains an annual commitment. This year we will also use this event to launch our 2019 staff survey.

Finding ways of effectively listening to an organisation with a staff make-up as diverse as the Public Service is a challenge and we continue to explore the most effective ways of receiving feedback and ensuring we are act upon that.

Further discussions have taken place this month with service area leads as part of the continued research into pay, terms and conditions. One of the key aims of this research is to explore the possibilities of creating greater commonality between pay, terms and conditions wherever practically possible, to reflect one employer and promote greater equality.
Current pay, terms and conditions have evolved over time, largely in isolation of one another, which has generated unnecessary complexity and ambiguity for colleagues and our support services.

We have been examining how we could bring better equality to the working week, annual leave entitlement, as well as other payments received for working shifts or unsocial hours, overtime and standby also what changes could be made to other organisation wide policies such as maternity, paternity and adoption leave and sickness leave.

One additional area of focus is Job Evaluation which provides the basis for grading jobs in a pay structure. Currently, within the States of Guernsey there are multiple grading and pay structures some of which are associated to one of four separate job evaluation schemes. Trade Union and service area representatives will soon be invited to engage in the process of reviewing these.

Our HR function has successfully been brought together, based now in a hub in Sir Charles Frossard House and the HR improvement plan will ensure that our HR function has the capabilities, tools and systems to support and enable the transformation of the organisation.

There has been significant effort invested in improving the recruitment process. Recruitment strategies now include a marketing plan to help us recruit directly and reduce reliance on agencies.
Improvements are also being made to the on-line recruitment portal 'Success Factors' as digital submission of applications becomes the norm.

Updated relocation material now provides a single source of information for those coming to live and work on the Island. In addition, a new lump sum relocation directive provides these key workers with greater flexibility.

A consequence of these improved efficiencies means that a more personalised service can be provided for relocating candidates.

**Population Management**

A service improvement plan for the Population Management Office has been developed and successfully implemented. This has resulted in a better level of customer service for the community with demonstrably improved response and processing times. Digital services continue to be improved and streamlined wherever possible and information available to the public is continuously reviewed to ensure its accessibility and clarity.

The Population Management Office is successfully discharging its responsibilities under the Population Management Law and continues to adopt a culture of continuous improvement. A programme of further enhancements to service delivery have been scheduled based on customer feedback.

**Channel Islands Public Service Board**

The Channel Islands Public Service Board has been established, with officers meeting formally every quarter and political oversight board meetings held every six months to set priorities and assess progress.

The lead officer for the Channel Islands Public Service Board in Guernsey and Jersey is the Chief Executive; the lead politician is the President of the Policy & Resources Committee in Guernsey and the Chief Minister in Jersey. In addition an officer employed jointly by the States of Guernsey and the States of Jersey provides the secretariat for the work.

During 2018-19 further work has been undertaken by political and service leads on health and care in both Islands. At the most recent political oversight meeting in March 2019, Guernsey's Committee *for* Health & Social Care and Jersey's Department of Health and Community Services and signed a Memorandum of Understanding which formalised the islands' agreement to work together on health issues. A Channel Islands Strategic Partnership Board for Health and Care is now being established to maximise opportunities to support common aims and ambitions.

The two health authorities are already working together on procurement & resource management, regulation and professional liaison & mutual support. This has involved meetings involving the Chief Nurses, Medical Directors, safeguarding teams, digital teams, procurement teams, hospital modernisation teams and public health teams.

In addition to this the Channel Islands Public Service Board has considered *inter alia* the Islands' preparations for Brexit, cross-Channel Island working on provision of digital technology and opportunities for joint working on the marine environment.

The role of the Channel Islands Public Service Board has been to identify and explore new opportunities for joint working that will increase operational efficiencies and value for money. A pipeline of potential opportunities for joint working on policy and operational matters has been established, with barriers identified (for example different legislation, differing stages of implementation) so that they can be dealt with in due course.

Other areas of work for the Channel Islands Public Service Board during 2018-19 and which are ongoing include:

- Organisational transformation and public service reform;
- The provision of digital technology in public services;
- The marine environment and fisheries;
- Policy development and reporting on implementation of policies;
- Procurement and the opportunities for a joint approach; and
- The Channel Islands Electricity Grid.

In April 2019, the Chief Executives of Guernsey and Jersey agreed that, while there had been some progress in identifying opportunities and establishing stronger joint work, greater priority should be given to this work given the potential benefits.

For that reason the Senior Leadership Team in Guernsey will lead on the co-ordination of joint working with Jersey and will prioritise resources where there are opportunities for unlocking benefits.

**Value for money**

Value for money is about getting the right balance between the needs of customers, the quality of the services they receive and the cost to the public purse of delivering them. That means striving to find solutions that optimise the use of scarce resources to achieve the intended outcomes.

The States' Medium Term Financial Plan (MTFP) set out a strategy to achieve and maintain a balanced budget before moving to a sustainable surplus. A key element in achieving this objective is the delivery of a £26m per annum ongoing reform dividend by the end of 2021. The MTFP said that "the States must reinforce their commitment to change the way that services are delivered as well as where they are delivered from. Through thinking differently about how public services meet the community's needs, there is an opportunity to improve those services and, at the same time, make savings and improve value for money. There is evidence that this is already starting to happen through numerous initiatives under the banner of public service reform. This Plan sets out a strategy for delivering such savings – the reform dividend - which could, if opportunities are seized and internal barriers dismantled, deliver a £26million improvement to the financial position over the period."

The value for money focus of the public service throughout the preceding year and into the next remains on seeking to deliver against this objective. The 2019 Budget Report set out, in section 7, an updated analysis of the approach being taken to the delivery of savings through a series of themes including procurement, property and organisational and service design. This report re-emphasises the work underway to deliver the changes in the way services are delivered which will enable the release of the reform dividend. We recognise that the delivery of the reform dividend is vital to enabling investment in service developments and other pressures. Further detail on progress with the delivery of savings can be found in the Policy & Resources Plan: 2018 Review and 2019 Update Report (Section 3 Sustainable Public Finances).

## Performance Monitoring and Management

It is a mandated responsibility of the Policy & Resource Committee to monitor the performance of the organisation. Alongside the Quarterly Performance Report, which has been submitted to the Committee since the third Quarter of 2017, this year quarterly updates on the Capital Portfolio have also been presented.

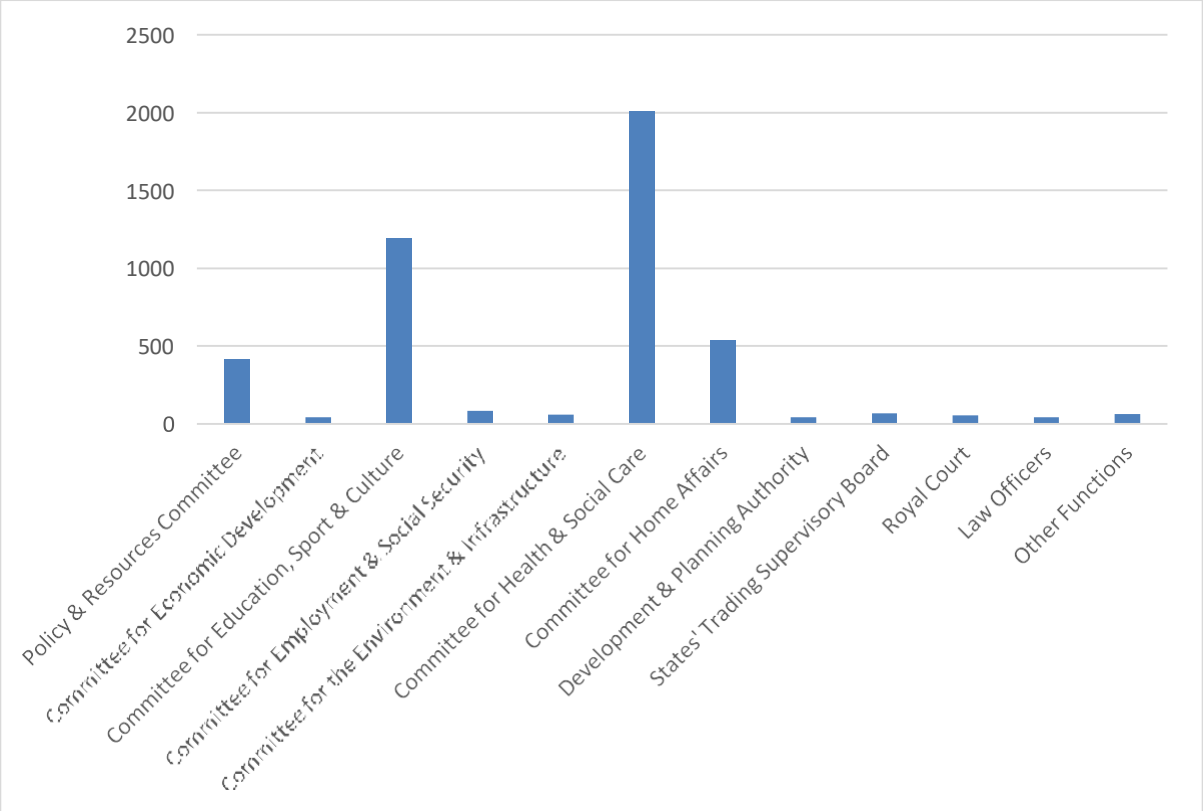
**Staffing public services**

The structure of the public service and staffing levels are monitored regularly to ensure that services are provided in an effective and efficient manner.

The total number of people employed by the public service, referred to as headcount, increased from 5,319 at the end of December 2017 to 5,332 in December 2018. We continue to have staff on reduced hours contracts, part-time posts, short-term contracts and a number of staff who, by mutual agreement, have opted for flexible contracts to provide *ad hoc* support for some service areas, so the number of full time posts this equates to is lower.

The number of full time equivalents (FTEs) was 4,550 in 2017 compared with 4,599 in 2018. This includes all States of Guernsey employees (including those associated with specific funds, programmes and capital projects), but not States Members. Tactical recruiting has been necessary to respond to GDPR and BREXIT, for example.

The average distribution of FTEs across the organisation in 2018 is shown below:

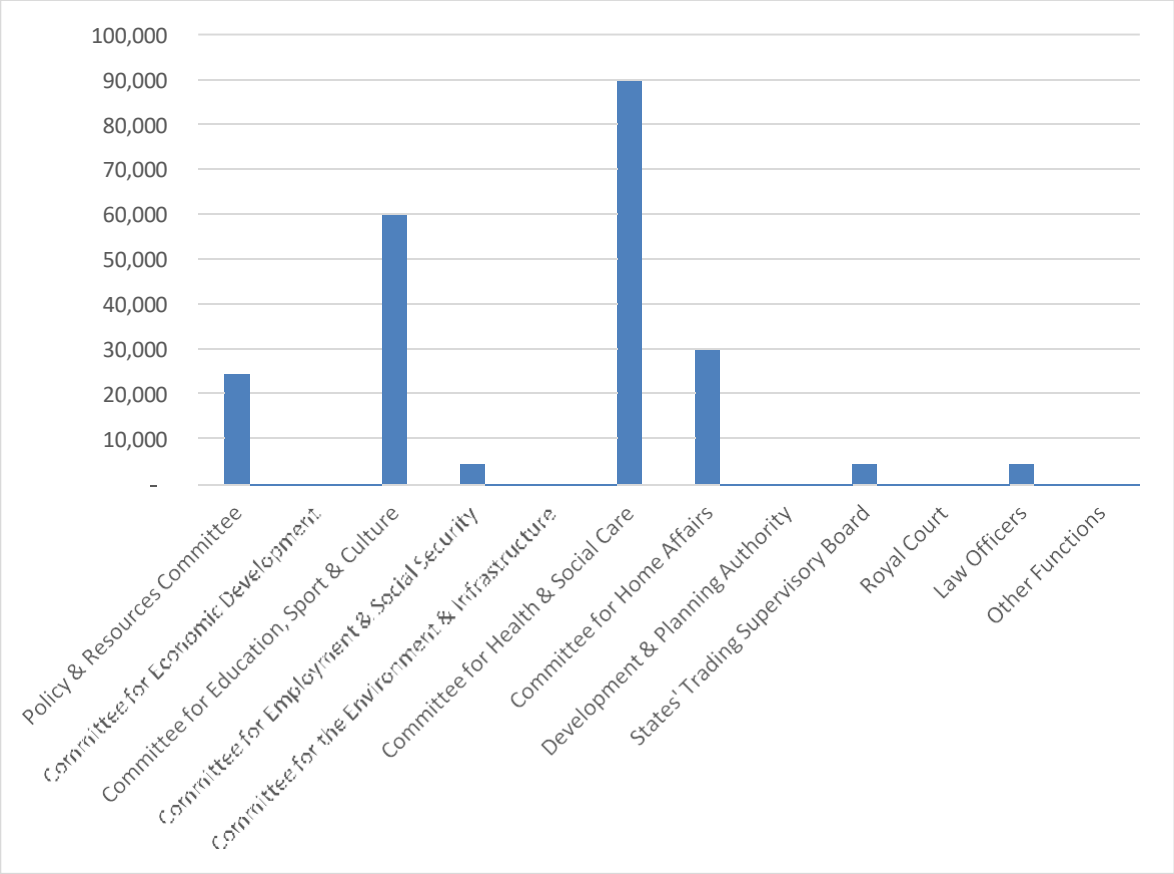


**Public sector pay costs**

The public sector pay bill for 2018 was £229m, compared with £221m in 2017. This includes all pay costs for States of Guernsey employees and costs of agency staff (including those associated with specific funds, programmes and capital projects), but not States Members remuneration.

As would be expected, the distribution of pay across the organisation broadly mirrors the distribution of staff with the majority of staff costs related to the provision of operational services such as health care, schools, and law enforcement.

A breakdown of total staffing costs in £000s across the organisation is shown below:




Further details are available in the States Accounts, see www.gov.gg/accounts.

**Agency costs**

The agency costs in 2018 equated to £6.2m of the total pay costs, which compares to £3.2m in 2017 and £5.7m in 2016. Just over 70% of this cost (£4.3m) was accumulated by the Committee *for* Health & Social Care.

**Overtime costs**

The cost of overtime in 2018 contributed £6.3m of the of the total pay costs. This included staff in Law Enforcement, Health & Social Care and Education. Within the last year, the method for recording overtime has been reviewed and amended in order to allow for the data to be recorded and monitored in a more accurate and efficient manner, so this figure is not comparable with the figure for 2017.

**Managing sickness**

As with any organisation, there is a level of sickness absence within the organisation. The States of Guernsey takes the health and wellbeing of all of its employees very seriously and has commenced a piece of work in the last year with this focus. The reporting interface that line managers use to report sickness absence has been reviewed and updated, which allows for more efficient and accurate reporting. Within the Public Sector, the average amount of sickness absence per person, per annum, in 2018 was 9.6 days which remains lower than the UK at 9.9 days.

**SUMMARY**

This update details headline achievements over the last 12 months and our prioritised objectives for the next 12.

As detailed in last year's annual report, the States of Guernsey has committed to a programme of reform in the knowledge that it would be a long-term commitment. The only way the organisation will be fit for the future is through real transformational change in the way we provide services.

The States needs to benefit from, and take advantage of, new technologies and proactively use the data we have to challenge our processes and decision making. The Future Digital Service Programme will kick-start this process in the second half of 2019.

We will continue to review our policies and modernise our approach to the provision of our services ensuring that we continue to focus on the key transformation areas that have been prioritised.

While Public Service Reform remains a long-term commitment, we see continuous improvement in how we are delivering our services on a day to day basis.

**APPENDIX 8(a)**

# POLICY & RESOURCES COMMITTEE

The Policy & Resources Committee has the responsibility to advise the States and to develop and implement policies and programmes relating to:

1. leadership and co-ordination of the work of the States;
2. fiscal policy, economic affairs and the financial and other resources of the States;
3. external relations and international and constitutional affairs; and
4. other matters which have been delegated to the Committee.

The Policy & Resources Committee is involved in the coordination of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan, which was updated in 2018. The 2018 update is the first to have been undertaken:

- Economic Development: through the Policy & Resources Committee's commitment to invest in the establishment, by a private sector partner, of the Guernsey Investment Fund;
- Air and Sea Links and Infrastructure;
- Brexit;
- Digital Connectivity;
- Seafront Enhancement (formerly the Harbour Area redevelopment);
- Medium Term Financial Plan;
- Security and Cyber-security;
- Health and Wellbeing;
- Supported Living and Ageing Well;
- Children and Young People's Plan;
- Disability and Inclusion: through the Policy & Resources Committee's commitment to reform matrimonial law;
- Social and Affordable Housing: through the implementation of measures to support first time buyers;
- Strategic Population;
- Long-term Infrastructure Investment Plan;
- Energy Policy; and
- International standards.

**APPENDIX 8(a)**

## REVIEW OF 2018

The 2018 Non-Formula-Led expenditure of £37.2m is a small underspend of the authorised budget. This absorbed the 1% budget reduction for the year, albeit as noted later not all of the savings have been achieved on a recurring basis. Formula-Led expenditure was in line with budget.

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| 5,562 | 5,562 | **Operating Income** | 5,692 | 5,199 |
| | | **Non-Formula Led Expenditure** | | |
| 23,910 | 24,600 | Pay costs | 24,009 | 22,762 |
| | | Non Pay costs | | |
| 2,542 | 2,529 | *Staff Non Pay costs* | 2,675 | 2,663 |
| 13,081 | 13,967 | *Support Services* | 14,113 | 13,513 |
| 407 | 365 | *Premises* | 403 | 368 |
| 947 | 961 | *Third Party Payments* | 978 | 888 |
| 11 | 10 | *Transport* | 18 | 6 |
| 699 | 694 | *Supplies & Services* | 743 | 822 |
| (525) | (292) | *Balance of Budget Reduction* | - | - |
| 17,162 | 18,234 | | 18,930 | 18,260 |
| 35,510 | **37,272** | **Net Non Formula-Led Expenditure by Category** | **37,247** | **35,823** |
| | | **Formula-Led Expenditure** | | |
| 1,900 | 1,900 | *Third Party Payments* | 1,895 | 1,855 |
| **1,900** | **1,900** | **Formula-Led Expenditure by Category** | **1,895** | **1,855** |
| **37,410** | **39,172** | **Total Net Expenditure by Category** | **39,142** | **37,678** |

# restatement to be consistent following a change in methodology of accounting for the Internal Consultancy team with it now being retained within the Policy & Resources Committee instead of being allocated to the projects and programmes the staff support.

**Non Formula-Led expenditure**

Total non formula-led expenditure for 2018 was £37.2m (2017: £35.8m) representing an increase of 3.9% over 2017. The Policy & Resources Committee underspent its 2018 authorised non formula-led budget by £25k (0.1%).

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Corporate Recharges – HR, Finance & Procurement | 1,793 | 1,508 |
| Corporate Recharges – Internal Consultancy | 1,761 | 1,599 |
| Corporate Recharges – IT & Shared Services | 1,484 | 1,443 |
| Other Corporate Recharges | 143 | 195 |
| Commissions & Royalties | 511 | 454 |
| **Total** | **5,692** | **5,199** |

The increase in Operating Income was primarily due to an increase in internal recharges following an increase in use of the internal consultancy, finance and procurement functions to support projects and change programmes. (Note: Internal Consulting income relates to staff employed substantially to provide project management, financial and change management support across Committees. Their costs are recharged to the projects and programmes they have supported during the year).

**Pay Costs**

Pay costs increased from £22.8m in 2017 to £24.0m in 2018, an increase of 5.5%.

Despite the increase from the previous year, pay costs were £591k below authorised budget in 2018. This is primarily due to vacancies including in the Graduate and Executive schemes (£224k), Revenue Services (£123k) and Policy & Strategy (£115k).

Analysis of Full Time Equivalent ("FTE") Staff Numbers

| Pay Group | 2018 | 2017 (restated #) |
|---|---|---|
| Established Staff | 406.7 | 397.0 |
| Nurses and Clinical Consultants | 2.4 | 2.5 |
| Public Service Employees | - | 1.8 |
| Other Pay Groups | 1.2 | 2.0 |
| **Total** | **410.3** | **403.3** |

# restatement to be consistent following a change in methodology of accounting for the Internal Consultancy team with it now being retained within the Policy & Resources Committee instead of being allocated to the projects and programmes the staff support (increase of 15.6FTE in Established Staff).

FTE has also increased as a result of additional temporary resources for addressing Brexit and administering the Household Expenditure Survey.

The following table details the FTE's allocated to Corporate Functions that support delivery of services across the States:

| | 2018 | 2017 |
|---|---|---|
| Information Systems & Services | 67.0 | 63.0 |
| Finance | 60.7 | 60.8 |
| Human Resources | 33.3 | 35.8 |
| Internal Consultancy | 15.0 | 15.3 |
| Procurement | 10.1 | 6.1 |
| **Total** | **186.1** | **181.0** |

The increase in Procurement staff was to support transformational activity.

**Non Pay Costs**

Non pay costs increased by £670k (3.7%) from 2017 to 2018 which was predominantly due to increased corporate insurance costs, particularly in respect of medical malpractice cover.

The 2018 non pay authorised budget was overspent by £696k which included non-delivery of £292k of the budget reduction allocated to the Committee. The most significant overspend against budget was in Human Resources, which saw pressures in the areas of rent and relocation allowances for Health & Social Care and Education staff.

Third Party Payments (Grants and Subsidies)

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| HE Lieutenant Governor | 638 | 628 |
| Channel Islands Brussels Office | 340 | 260 |
| **Total** | **978** | **888** |

The States of Guernsey maintains a joint office with Jersey in Brussels, to ensure our interests are actively represented in the European institutions. The grant paid covers Guernsey's 50% share of costs. These were £80k higher in 2018 than the previous year however this was only £20k greater than the budgeted amount.

His Excellency the Lieutenant Governor receives an establishment allowance to meet the costs of staffing and running both the office and Government House.

**APPENDIX 8(a)**

## NET REVENUE EXPENDITURE BY SERVICE AREA

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | Non Formula-Led Expenditure | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| | | Core Services | | |
| 480 | 494 | *Central Services* | 506 | 605 |
| 1,397 | 1,381 | *External Relations* | 1,451 | 1,091 |
| 4,197 | 4,160 | *Revenue Service* | 4,072 | 4,428 |
| 1,025 | 1,079 | *Policy & Strategy* | 917 | 981 |
| 758 | 833 | *Treasury* | 845 | 782 |
| 7,857 | 7,947 | | 7,791 | 7,887 |
| | | Corporate Functions | | |
| 483 | 494 | *Assurance & Risk* | 462 | 458 |
| 274 | 368 | *Communications & Media* | 367 | 275 |
| 620 | 554 | *Data & Analysis Services* | 513 | 402 |
| 376 | 468 | *Data Protection* | 430 | - |
| 2,310 | 2,478 | *Finance* | 2,492 | 2,690 |
| 5,742 | 5,823 | *Human Resources* | 5,961 | 6,635 |
| 11,405 | 11,399 | *Information Systems & Services* | 11,130 | 10,632 |
| 1,925 | 2,600 | *Insurance* | 2,650 | 1,954 |
| 374 | 642 | *Procurement* | 648 | 356 |
| 3,721 | 3,820 | *Shared Services Centre* | 3,856 | 3,585 |
| 125 | 128 | *Tribunals & Reviews* | 114 | 121 |
| 27,355 | 28,774 | | 28,623 | 27,108 |
| 52 | 52 | Commonwealth Parliamentary Association | 44 | 55 |
| 771 | 791 | HE Lieutenant Governor | 789 | 773 |
| (525) | (292) | Balance of Budget Reduction | - | - |
| **35,510** | **37,272** | | **37,247** | **35,823** |
| | | **Formula-Led Expenditure** | | |
| 1,900 | 1,900 | Payments to States Members | 1,895 | 1,855 |
| **37,410** | **39,172** | **Net Expenditure by Service Area** | **39,142** | **37,678** |

**Non Formula-Led**

External Relations expenditure increased in 2018 due to hosting of the British Irish Council conference and in respect of the Channel Islands Brussels Office and Brexit-related work.

A new service area of Data Protection was established in 2018 to enable the States of Guernsey to meet their obligations under the General Data Protections Regulations (GDPR).

Human Resources expenditure reduced in 2018 because during 2017, expenditure of £882k was incurred in connection with the legal challenge to the implementation of the public sector pension reforms.

**Formula-Led**

The Policy & Resources Committee holds the budget for States' Members' pay which is a formula-led heading. Expenditure for 2018 was £1.9m (2017: £1.9m) and marginally below budget estimate.

**Budget Reductions**

The budget reduction allocated to the Committee for 2018 was £525k. Savings of £233k were realised in 2018, of which £155k were recurring reductions:

| **Description** | **2018 Reduction £'000** | **Recurring Reduction £'000** |
|---|---|---|
| Property rationalisation | 105 | 105 |
| In-year managed vacancies | 78 | - |
| Review of relocation and rent allowances | 50 | 50 |
| **Total** | **233** | **155** |

It is anticipated that the outstanding balance of £370k will be realised in 2019.

**In Year Budget Changes**

| | **£'000** | **£'000** |
|---|---|---|
| **2018 Cash Limit / Formula Led Estimate** | | **37,410** |
| Additions (Non Formula Led): | | |
| Pay Awards | 694 | |
| Transfers from Budget Reserve | 776 | |
| Net Inter-Committee Transfers | 292 | |
| | | **1,762** |
| **2018 Authorised Budget** | | **39,172** |

The transfers from the Budget Reserve include £675k to fund increased corporate insurance costs, particularly in respect of medical malpractice cover.

**APPENDIX 8(b)**

# COMMITTEE *for* ECONOMIC DEVELOPMENT

The mandate of the Committee *for* Economic Development is to secure prosperity through the generation of wealth and the creation of the greatest number and widest range of employment opportunities possible by promoting and developing business, commerce and industry in all sectors of the economy. It has the responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. the promotion and development of all sectors of business, including construction, creative industries, digital, financial services, horticulture, intellectual property, manufacturing, media, retail and tourism;
2. the reputation of the Island as a centre for commerce and industry;
3. securing the provision of, and promoting, air and sea links to and from the Bailiwick;
4. inward investment at the corporate and individual level;
5. the labour skills necessary to sustain economic prosperity;
6. competition, innovation, diversification and regulation in the economy;
7. broadcasting and the media;
8. safeguarding living marine resources and the sustainable exploitation of those resources.

The Committee *for* Economic Development is involved in the delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan – Future Guernsey:

- Economic Development;
- Air and Sea Links and Infrastructure;
- Digital Connectivity;
- Brexit;
- Harbour Area redevelopment;
- Security and Cyber-security;
- Strategic Population; and
- International Standards.

**APPENDIX 8(b)**

## REVIEW OF 2018

Total non formula-led expenditure for 2018 was £6.2m (2017: £6.8m) representing a decrease of 8.1% compared to 2017. The Committee underspent its 2018 authorised non formula-led budget by £300k (4.6%).

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 608 | 608 | **Operating Income** | 859 | 427 |
| | | **Non Formula-Led Expenditure** | | |
| 2,881 | 2,839 | Pay costs | 2,539 | 2,645 |
| | | Non Pay costs | | |
| 35 | 35 | *Staff Non Pay costs* | 22 | 30 |
| 2,374 | 2,698 | *Support Services* | 2,974 | 2,873 |
| 83 | 32 | *Premises* | 35 | 85 |
| 1,112 | 1,189 | *Third Party Payments* | 1,217 | 1,227 |
| 77 | 70 | *Transport* | 43 | 56 |
| 281 | 249 | *Supplies & Services* | 233 | 266 |
| 3,962 | 4,273 | | 4,524 | 4,537 |
| **6,235** | **6,504** | **Net Non Formula-Led Expenditure by Category** | **6,204** | **6,755** |

## Operating Income

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Public Trustee Fees & Charges | 309 | (227) |
| Civil Aviation Office Fees & Charges | 220 | 250 |
| Marketing & Tourism Advertising Income | 146 | 180 |
| Guernsey Information Centre Sales Income | 121 | 126 |
| Marketing & Tourism Boarding Permits | 44 | 44 |
| Sea Fisheries Fees & Charges | 11 | 22 |
| Other Fees & Charges | 8 | 32 |
| **Total** | **859** | **427** |

Operating income in 2018 increased by £432k from 2017. The most significant change was due to a review of debt provisioning in respect of the Office of the Public Trustee. This is the main reason for operating income exceeding authorised budget by £251k in 2018.

Marketing & Tourism income for 2018 decreased by £34k (19%) compared to 2017. Advertising from traditional media fell and was replaced with digital media usage, however take-up was slower than anticipated.

Income from the Civil Aviation Office (which recharges costs to Guernsey and Jersey airports) decreased by £30k (12%) compared to 2017 due to the Director post being vacant for the first six months of 2018.

**Pay Costs**

Pay costs decreased by 4% from £2.6m in 2017 to £2.5m in 2018.

Analysis of Full Time Equivalent Staff (''FTE'') Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 39.1 | 41.4 |
| Public Service Employees | - | 0.2 |
| Other Pay Groups | 0.5 | 0.6 |
| **Total** | **39.6** | **42.2** |

The Committee's FTE fell by 6% compared to the previous year. This was mainly due to the transfer of Raymond Falla House facilities provision to the Committee *for the* Environment & Infrastructure. The reduction in FTE was also attributable to the positions of Chief Secretary and Director of Civil Aviation being vacant part year and a Brexit related post being vacant all year.

**Non Pay Costs**

Overall, non pay costs for 2018 were similar to 2017. However 2018 non-pay was over spent against authorised budget by £251k, driven by spending on contracted out work (third party costs of the Office of Public Trustee) and an unbudgeted but obligatory UK Civil Aviation Authority audit of the Office of the Director of Civil Aviation and the Aircraft Registry.

**Third Party Payments (Grants and Subsidies)**

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| Guernsey Finance LBG | 800 | 800 |
| Guernsey Competition and Regulatory Authority | 140 | 140 |
| Events Group[1] | 137 | 165 |
| Guernsey Enterprise Agency (Start Up Guernsey) | 112 | 112 |
| Other | 28 | 10 |
| **Total** | **1,217** | **1,227** |

[1] Events Group comprises the Arts Commission, Sports Commission, Floral Guernsey and Taste Guernsey

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 592 | 389 | Central Services | 265 | 519 |
| 11 | 17 | Civil Aviation Office | - | 7 |
| | | Finance & Economic Development | | |
| 791 | 810 | *Finance Sector Development* | 603 | 553 |
| 542 | 495 | *Business Innovation & Skills* | 422 | 403 |
| 1,333 | 1,305 | | 1,025 | 956 |
| 1,110 | 1,187 | Grant & Support Schemes | 1,189 | 1,200 |
| | | Marketing & Tourism | | |
| 1,287 | 1,257 | *Consumer & Communications* | 1,372 | 1,351 |
| 74 | 77 | *Guernsey Information Centre* | 83 | 80 |
| 70 | 69 | *Quality Development* | 54 | 51 |
| 616 | 634 | *Strategic Marketing* | 640 | 658 |
| 503 | 460 | *Trade & Media Relations* | 448 | 448 |
| 2,550 | 2,497 | | 2,597 | 2,588 |
| 20 | 481 | Office of the Public Trustee | 479 | 995 |
| 372 | 381 | Sea Fisheries | 312 | 296 |
| 247 | 247 | Strategic Projects | 337 | 194 |
| **6,235** | **6,504** | **Net Expenditure by Service Area** | **6,204** | **6,755** |

With the exception of the Marketing & Tourism and Strategic Projects, expenditure by all service areas was below authorised budget.

Central Services underspent by £124k in 2018, which was largely due to vacancies. Expenditure was less than that incurred in 2017 due to the transfer of Raymond Falla House facilities provision to the Committee *for the* Environment & Infrastructure.

Finance & Economic Development underspent by £280k due to non-recruitment to a Brexit related post and projects either costing less than planned or being deferred.

Marketing and Tourism expenditure totalled £2.6m which was a modest overspend against budget of £100k. The overspend arose from additional TV advertising (£30k); Digital Marketing (£46k); a Brand review for Victor Hugo; and Heritage Festival campaigns (£25k).

The Office of the Public Trustee expenditure decreased by £517k between 2017 and 2018, primarily due to a review of debt provisioning in 2018 which released some of the 2017 provision.

Strategic Projects expenditure was greater than that incurred in 2017 and over-budget, mainly due to the unbudgeted audit of the Office of the Director of Civil Aviation and Aircraft Registry by the UK Civil Aviation Authority.

**In Year Budget Changes**

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **6,235** |
| Additions: | | |
| Pay Awards | 87 | |
| Transfer from Budget Reserve | 461 | |
| | | **548** |
| Reductions: | | |
| Inter-Committee Transfer | | **(279)** |
| **2018 Authorised Budget** | | **6,504** |

£461k was transferred from the Budget Reserve to fund legal and administration costs incurred by the Office of Public Trustee in respect of specific cases. Ultimately, recovery will be sought from the trust structures but, at the year end, a provision for doubtful debt was necessary to reflect the uncertainty in timing and quantum.

The Inter-Committee transfer was to the Committee *for the* Environment & Infrastructure in respect of responsibility for Raymond Falla House facilities management.

# COMMITTEE *for* EDUCATION, SPORT & CULTURE

The purpose of the Committee *for* Education, Sport & Culture is to encourage human development by maximising opportunities for participation and excellence through education, learning, sport and culture at every stage of life. It has responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. pre-school, primary, secondary, further and higher education;
2. apprenticeships;
3. skills;
4. lifelong learning;
5. sport, leisure and recreation;
6. youth affairs;
7. the arts;
8. libraries, museums, galleries and heritage;
9. Island Archives;
10. civic celebrations and commemorations, including Liberation celebrations.

The Committee *for* Education, Sport & Culture is involved in the delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan – Future Guernsey:

- Digital Connectivity;
- Health and wellbeing;
- Improving Education outcomes;
- Secondary and post-16 education;
- Children and Young People's Plan; and
- Lifelong Learning.

**REVIEW OF 2018**

2018 net revenue spend was £2.0m over budget and £137k higher than 2017.

Income was slightly (£94k) greater than budget driven by higher revenue generated by the College of Further Education, museums and cultural activities.

Pay costs were £742k lower than budget but £341k higher than prior year, although excluding pay awards like-for-like pay costs reduced by approximately £1m from 2017. This is due to a high number of vacant positions during 2018 in central services, schools and the College of Further Education. Restructuring activities in central services also generated pay savings of £55k in the year.

Non-pay costs were £687k lower than budget which was primarily due to lower spend on higher education grants. Non-pay costs decreased by £85k compared to 2017 with spend on

higher education grants and teacher training being significantly reduced (2017 saw higher training costs due to the new curriculum implementation), partially offset by a £428k increase in the grant to the Guernsey Training Agency (which was temporarily reduced in 2017).

However, these positive variances to budget were offset by the non-delivery of £3.5m of the budget reduction allocated to the Committee.

**NET REVENUE EXPENDITURE BY CATEGORY**

**Non Formula-Led expenditure**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 5,900 | 5,953 | **Operating Income** | 6,047 | 5,928 |
| | | **Non Formula-Led Expenditure** | | |
| 57,815 | 59,046 | Pay costs | 58,304 | 57,963 |
| | | Non Pay costs | | |
| 744 | 744 | *Staff Non Pay costs* | 698 | 1,002 |
| 1,109 | 1,129 | *Support Services* | 1,486 | 1,269 |
| 5,193 | 5,038 | *Premises* | 5,104 | 4,901 |
| 14,607 | 14,647 | *Third Party Payments* | 14,090 | 14,266 |
| 145 | 165 | *Transport* | 286 | 261 |
| 4,064 | 4,120 | *Supplies & Services* | 3,492 | 3,542 |
| 25,862 | 25,843 | | 25,156 | 25,241 |
| 77,777 | 78,936 | | 77,413 | 77,276 |
| (3,852) | (3,549) | **Budget Submission in Excess of Cash Limit** | - | - |
| **73,925** | **75,387** | **Net Non Formula-Led Expenditure by Category** | **77,413** | **77,276** |

Total non formula-led expenditure for 2018 was £77.4m (2017: £77.3m) representing an increase of 0.2% over 2017. The Committee *for* Education, Sport & Culture overspent its 2018 authorised non formula-led budget by £2.0m (2.7%).

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Beau Sejour Centre | 3,332 | 3,412 |
| College of Further Education | 772 | 628 |
| Museums Service | 712 | 635 |
| Lottery Funding for Beau Sejour | 616 | 497 |
| Schools | 296 | 328 |

| | | |
|---|---|---|
| Outdoor Sports Facilities | 185 | 182 |
| Other | 134 | 246 |
| **Total** | **6,047** | **5,928** |

Beau Sejour trading income reduced by £80k in 2018 primarily due to biennial events held in 2017.

The College of Further Education income improved by £144k driven by new courses and an increase in facilities hire.

Museums income increased by £77k due to an increase in paying visitors during 2018.

Other income was higher in 2017 largely due to a reduction in bad debt provision.

**Pay Costs**

Pay costs increased from £58.0m in 2017 to £58.3m in 2018, an increase of 0.6%.

The effect of pay awards increased pay by approximately £1.3m in 2018 compared to 2017. Like-for-like pay costs reduced in 2018 by some £1m driven by a high number of vacant positions and restructuring activities.

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017 (restated #)** |
|---|---|---|
| Established Staff | 250.4 | 261.5 |
| Nurses and Medical Consultants | 11.4 | 11.2 |
| Teachers, Lecturers and Learning Support Assistants | 812.4 | 823.0 |
| Public Service Employees | 105.6 | 109.3 |
| Other Pay Groups | 15.6 | 16.6 |
| **Total** | **1,195.4** | **1,221.6** |

# restatement to correctly reflect staff working term-time only (reduction of 12.9FTE in Established Staff)

A number of vacancies in schools and central services, combined with restructuring activities in central services, has driven the reduction in FTE's in established staff and teachers/lecturers.

**Non-Pay Costs**

Non-pay costs decreased by £85k (0.3%) from 2017 to 2018.

The main movement in non-pay spend was within the further and higher education. In 2017 there was a one-off grant reduction to the Guernsey Training Agency, resulting in a significant

increase in spend in 2018 of £428k bringing funding back-up to pre 2017 levels. There was also a £595k lower spend on higher education grants in 2018 due to a combination of lower grant applications and a release of accruals relating to prior years.

**APPENDIX 8(c)**

Third Party Payments (Grants and Subsidies)

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| Grant-Aided Colleges (secondary sector) | 4,349 | 4,394 |
| Higher Education Grants | 3,696 | 4,291 |
| Library Grants | 1,949 | 1,923 |
| Preschool Grants | 1,854 | 1,836 |
| Guernsey Training Agency | 703 | 275 |
| Youth Service Administration | 548 | 498 |
| Apprenticeship Grants | 355 | 391 |
| Guernsey Sports Commission | 209 | 209 |
| Dyslexia Day Centre | 159 | 148 |
| Guernsey Arts Commission | 114 | 114 |
| Other | 154 | 187 |
| **Total** | **14,090** | **14,266** |

Higher education grants reduced by £595k due to a release of accruals relating to prior years plus lower grant applications.

The GTA had a one-off grant reduction in 2017 but was increased again in 2018 back to pre-2017 levels.

The grant to the Youth Service increased by £50k in 2018, however, salaries for positions within the Youth Service funded directly from the Committee's budget decreased by a corresponding amount. Overall the funding to Youth Service increased by £12k which is in line with RPIX.

**APPENDIX 8(c)**

**NET REVENUE EXPENDITURE BY SERVICE AREA**

**APPENDIX 8(c)**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| | | Beau Sejour | | |
| 625 | 678 | *Net expenditure* | 616 | 493 |
| | | *Less transfer from Channel Islands Lottery* | | |
| (625) | (678) | *(Guernsey) Fund* | (616) | (493) |
| - | - | | - | - |
| 5,120 | 5,159 | Central Services | 4,055 | 4,554 |
| 400 | 421 | Cultural Activities & Events | 419 | 394 |
| | | Further Education | | |
| 7,995 | 8,107 | *College of Further Education* | 7,911 | 8,073 |
| 703 | 703 | *Guernsey Training Agency* | 703 | 275 |
| 1,221 | 1,259 | *Institute of Health & Social Care Studies* | 1,175 | 1,200 |
| 9,919 | 10,069 | | 9,789 | 9,548 |
| 4,310 | 4,300 | Higher Education | 3,695 | 4,266 |
| | | Museums & Libraries | | |
| 1,518 | 1,557 | *Grants to Libraries* | 1,558 | 1,526 |
| 292 | 299 | *Island Archive Service* | 298 | 279 |
| 1,065 | 1,106 | *Museums Service* | 1,086 | 1,068 |
| 2,875 | 2,962 | | 2,942 | 2,873 |
| 4,705 | 4,585 | School & Pupil Support Services | 4,483 | 4,814 |
| | | Schools | | |
| 4,351 | 4,351 | *Grants to Colleges* | 4,351 | 4,396 |
| 1,920 | 1,926 | *Pre-School* | 2,060 | 2,032 |
| 15,529 | 16,099 | *Primary Schools* | 16,329 | 15,783 |
| 722 | 738 | *School Music Service* | 774 | 716 |
| 19,307 | 19,484 | *Secondary Schools* | 19,699 | 19,490 |
| 6,182 | 6,339 | *Special Schools* | 6,321 | 6,024 |
| 1,990 | 2,050 | *Voluntary Schools* | 2,056 | 1,943 |
| 50,001 | 50,987 | | 51,590 | 50,384 |
| 447 | 453 | Sports | 440 | 443 |
| 77,777 | 78,936 | | 77,413 | 77,276 |
| (3,852) | (3,549) | **Budget Submission in Excess of Cash Limit** | - | - |
| **73,925** | **75,387** | **Net Expenditure by Service Area** | **77,413** | **77,276** |

Beau Sejour

Net expenditure (excluding the lottery income) was £123k higher than the prior year due to a number of biennial events held in 2017. These events are not planned to take place again until 2019.

Central Services

Spend was significantly lower than both budget and prior year. Pay costs were £313k lower than budget due to a number of vacancies and restructuring activities. Non-pay costs were £790k under budget and £570k less than 2017 due to lower spend on central premises maintenance. Overall premises maintenance spend across all service areas was broadly in line with budget and prior year.

Further Education

Performance was better than budget with increased revenues being generated by the College of Further Education from new courses and the Performing Arts Centre events. Pay costs were lower than budget and prior year due to a number of vacant positions. Non-pay costs were in line with budget but significantly higher than 2017 due to a one-off grant reduction to the Guernsey Training Agency in 2017.

Higher Education

Overall spend in higher education spend reduced by £571k in 2018. This was unbudgeted and due to a combination of lower grant applications and a release of accruals relating to prior years.

School and Pupil Support

Spend was lower than both budget and 2017 due to a number of vacant positions plus lower spend on teacher training. Non-pay spend reduced by £219k due to a higher demand on the teacher training budget in 2017 as the new curriculum was implemented.

Schools

Pay costs were £256k under budget due to a large number of vacancies in this area. Pay increased by £661k compared to 2017, although this was driven by 2018 pay awards rather than an increase in staff numbers. Non-pay expenditure was significantly over budget and higher than 2017 due to an increase in premises maintenance, which was offset by lower maintenance spend on the rest of the estate.

**APPENDIX 8(c)**

**Budget Reductions**

The Budget Reduction allocated to the Committee was £3.9m and £433k of recurring reductions were achieved:

| Description | 2018 Reduction £'000 | Recurring Reduction £'000 |
|---|---|---|
| Property rationalisation | 128 | 128 |
| Secondary schools staff utilisation | 120 | 150 |
| Central services restructure | 55 | 155 |
| **Total** | **303** | **433** |

As set out in the 2019 Budget Report, the balance of the budget reduction will be delivered over a number of years.

**In Year Budget Changes**

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **73,925** |
| Additions: | | |
| Pay Awards | 1,324 | |
| Transfer from Budget Reserve | 220 | |
| | | **1,544** |
| Reductions: | | |
| Net Inter-Committee Transfers | | **(82)** |
| **2018 Authorised Budget** | | **75,387** |

**APPENDIX 8(d)**

# COMMITTEE *for* EMPLOYMENT & SOCIAL SECURITY

As set out in its mandate, the purpose of the Committee *for* Employment & Social Security is to foster a compassionate, cohesive and aspirational society in which responsibility is encouraged and individuals and families are supported through schemes of social protection relating to pensions, other contributory and non-contributory benefits, social housing, employment, re-employment and labour market legislation. It has responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. financial and social hardship;
2. social housing, including States' housing and the States' relationship with housing associations;
3. income support (formerly supplementary benefit and housing benefit);
4. social insurance;
5. pensions;
6. health insurance;
7. long-term care insurance;
8. equality and social inclusion, including in relation to disability;
9. the unemployed and the various initiatives to encourage employment and re-employment;
10. labour market legislation and practices;
11. health and safety in the workplace;
12. industrial relations;
13. legal aid.

The non-General Revenue responsibilities which are funded through the Committee's Contributory Funds (and included in a separate set of Accounts) are social insurance, pensions, health insurance, long-term care, the unemployed and the various initiatives to encourage employment and re-employment.

The Committee *for* Employment & Social Security is involved in the delivery of four policy priority areas, as outlined in the2018 Budget Report (Billet d'État XX of 2017, Article 1), and subsequently revised by the States in the June 2018 update on the Policy & Resource Plan (Billet d'État XV of 2018, Article 1). The work packages that constitute the priority areas of policy, which aim to deliver the outcomes of the Policy & Resource Plan are as follows:

- Supported living and ageing well Strategy;
- Disability, equality and inclusion;
- Secondary Pensions; and
- Housing strategy.

## REVIEW OF 2018

For 2018, the Committee *for* Employment & Social Security had an authorised budget of £77.0m. Full-year expenditure was £75.9m, which is an underspend of £1.1m, or 1.5%. However, this was an increase in expenditure compared to 2017 of £11.0m, or 16.9%. The increase from the prior year was predominantly an increase in formula-led expenditure, in particular resulting from the introduction of the Income Support Scheme in July 2018.

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| 13 | 15 | **Operating Income** | 31 | 32 |
| | | **Non Formula-Led Expenditure** | | |
| 4,264 | 4,277 | Pay costs | 4,041 | 3,891 |
| | | Non Pay costs | | |
| 42 | 42 | *Staff Non Pay costs* | 22 | 20 |
| 438 | 473 | *Support Services* | 445 | 498 |
| 5,705 | 5,705 | *Premises* | 5,544 | 5,011 |
| 1,296 | 1,335 | *Third Party Payments* | 1,323 | 1,261 |
| 33 | 35 | *Transport* | 29 | 28 |
| 117 | 118 | *Supplies & Services* | 92 | 116 |
| 7,631 | 7,708 | | 7,455 | 6,934 |
| 11,882 | **11,970** | **Net Non Formula-Led Expenditure by Category** | **11,465** | **10,793** |
| | | **Formula-Led Expenditure** | | |
| 62,630 | 62,630 | *Third Party Payments* | 61,992 | 51,692 |
| 2,390 | 2,390 | *Supplies & Services/Support Services* | 2,486 | 2,453 |
| **65,020** | **65,020** | **Formula-Led Expenditure by Category** | **64,478** | **54,145** |
| **76,902** | **76,990** | **Total Net Expenditure by Category** | **75,943** | **64,938** |

# restatement to be consistent in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop from the Committee *for* Health & Social Care.

### Non Formula-Led expenditure

Total non formula-led expenditure for 2018 was £11.5m (2017: £10.8m) representing an increase of 6.2% over 2017. The Committee *for* Employment & Social Security underspent its 2018 authorised non formula-led budget by £505k (4.2%).

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Waste Disposal fees from Health and Safety Executive | 20 | 26 |
| Other | 11 | 6 |
| **Total** | **31** | **32** |

**Pay Costs**

Pay costs increased from £3.9m in 2017 to £4.0m in 2018, an increase of 3.9%, which is largely due to the established staff pay award. Additional resources were required as a result of the increased demand following the introduction of the Income Support Scheme. However, pay costs remained under budget due to a greater amount of efficiencies identified, including as a result of the introduction of the Diona App for Income Support.

Analysis of Full Time Equivalent Staff Numbers

| Pay Group | 2018 | 2017 |
|---|---|---|
| Established Staff | 81.7 | 82.6 |
| Public Service Employees | 0.2 | 0.2 |
| **Total** | **81.9** | **82.8** |

The above analysis only includes allocations to General Revenue and, therefore, excludes full-time equivalent staff allocated to the Social Security Contributory Funds, which in 2018 were 80.9 (2017: 80.1).

The Committee's total full-time equivalent staff numbers in 2018 across all of its activities were 162.8 (2017: 162.9).

Third Party Payments (Grants and Subsidies)

| Description | 2018 Actual £'000 | 2017 Actual £'000 |
|---|---|---|
| Guernsey Employment Trust | 459 | 417 |
| Action for Children grant – youth housing | 327 | 314 |
| School Uniform Clothing & Educational Maintenance grants | 151 | 117 |
| Charitable Grants | 149 | 150 |
| Grow Limited | 141 | 141 |
| Community & Environmental Projects participant payments | 96 | 122 |
| **Total** | **1,323** | **1,261** |

## NET REVENUE EXPENDITURE BY SERVICE AREA

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | Non Formula-Led Expenditure | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| 2,325 | 2,316 | Administration of Social Security & Legal Aid | 2,046 | 1,744 |
| 1,227 | 1,229 | Benefits & Allowances | 1,190 | 1,193 |
| 430 | 434 | Central Services | 481 | 683 |
| 53 | 89 | Disability & Inclusion | 69 | 124 |
| 291 | 298 | Employment Relations Service | 255 | 229 |
| 368 | 377 | Health & Safety Executive | 368 | 394 |
| 712 | 722 | Housing Strategy & Planning | 713 | 580 |
| 5,957 | 5,972 | Social Housing Buildings Maintenance | 5,839 | 5,288 |
| 519 | 533 | Social Housing Tenancy Management | 504 | 558 |
| 11,882 | 11,970 | **Net Non Formula-Led Expenditure by Service Area** | 11,465 | 10,793 |
| | | **Formula-Led Expenditure** | | |
| | | Legal Aid | | |
| 1,570 | 1,570 | *Civil Legal Aid* | 1,697 | 1,671 |
| 820 | 820 | *Criminal Legal Aid* | 789 | 782 |
| 2,390 | 2,390 | | 2,486 | 2,453 |
| 540 | 540 | Concessionary TV Licences for the Elderly | 469 | 582 |
| 8,415 | 8,415 | Family Allowance | 8,332 | 8,190 |
| 5,820 | 5,820 | Severe Disability Benefit & Carers' Allowances | 6,260 | 5,569 |
| 16,165 | 16,165 | Social Insurance Grant | 16,135 | 15,668 |
| 31,690 | 31,690 | Supplementary Benefit / Income Support Scheme | 30,796 | 21,683 |
| 65,020 | 65,020 | **Formula-Led Expenditure by Service Area** | 64,478 | 54,145 |
| **76,902** | **76,990** | **Total Net Expenditure by Service Area** | **75,943** | **64,938** |

# restatement to be consistent in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop from the Committee *for* Health & Social Care.

### Non Formula-Led

Total Housing expenditure of £7.1m in 2018 (2017: £6.4m) accounts for approximately 62% (2017: 59%) of the total non formula-led spend of £11.5m (2017: £10.8m). This is reported in three service areas as follows:

Housing Strategy and Planning

There was an increase in expenditure of £133k (22.9%) compared to 2017, however it was below budget by £9k. In 2017, there were senior staff vacancies, which have now been filled.

Social Housing Buildings Maintenance

In 2018, expenditure increased by 10.4%, compared to 2017, to £5.8m, but was 2.2% under budget, as a result of continued close monitoring of costs. The level of voids has increased in comparison to the previous year, with 187 voids at year-end, compared with 148 in 2017. Voids during the year have resulted in lost General Revenue rental income of £763k (2017: £649k).

There are approximately 250 households who are currently under or over occupying their property, and a shortage of properties in some categories. Work is continuing to address the issue of houses which are under or over occupied, and the shortage of properties in certain categories, to ensure that people are appropriately housed. There will be a cost to this process as voids will be created due to the fact that many of the properties have been occupied by the same tenants for many years, so are likely to need some renovation work.

Social Housing Tenancy Management

Overall, expenditure is 9.7% down on 2017 and 5.5% below budget, which is the result of vacancies within the team during the first half of the year.

**Formula-Led**

Formula-led expenditure for the year is £64.5m (2017: £54.1m), which is an increase of 19.2%, albeit £542k below budgeted expenditure.

Additional management information

| Number of claims at the year-end | 2018 | 2017 | 2016 | 2015 | 2014 |
|---|---|---|---|---|---|
| Income support | 3,001 | 2,373 | 2,327 | 2,332 | 2,334 |
| Family allowance (claims by family) | 6,729 | 6,765 | 6,793 | 6,850 | 6,904 |
| Severe disability benefit | 756 | 705 | 666 | 653 | 611 |
| Carer's allowance | 518 | 493 | 461 | 442 | 417 |

Income Support (formerly Supplementary Benefit)

The increase in expenditure since the introduction of the Income Support Scheme in July 2018 is partially offset by the ending of the Rent Rebate Scheme[1], which has seen rental income receipts increase by £6.5m when compared to 2018. Compared with the previous year, active claims have increased by 26% following the introduction of Income Support. There were 3,001 claims at week 52-2018 (2,373 claims, week 52-2017). However, the increase of 628 claims is substantially less than the 900 additional claims that had been expected and is the key reason why Income Support expenditure is under budget by £894k.

[1] Under the Rent Rebate scheme, rent rebates were netted off against rental income resulting in a lower rent charged to tenants.

| **Breakdown of Income Support (Supplementary Benefit)** | **2018 £'000s** | **2017 £'000s** | **% Change** |
|---|---|---|---|
| Job seekers | 7,039 | 5,017 | +40.3% |
| Incapacity | 5,392 | 4,401 | +22.5% |
| Single parents (youngest child under age 7) | 5,450 | 3,601 | +51.3% |
| Pensions top-up | 4,614 | 2,912 | +58.4% |
| Disabled | 2,386 | 2,197 | +8.6% |
| Work requirement met | 2,162 | 822 | +163.0% |
| Other | 295 | 259 | +14.2% |
| **Benefit & fuel allowance** | **27,338** | **19,209** | **+42.3%** |
| Transitional rent rebates | 521 | - | |
| Special grants & other costs | 2,937 | 2,475 | +18.7% |
| **Supplementary Benefit - Total** | **30,796** | **21,684** | **+42.0%** |

There was an increase in demand from claimants in work and pensionable claimants, however much of this increase is the result of ongoing work to ensure that claimants are categorised correctly. There was also an increase in claimants who are employed and have fully met their work requirement but are still in need of Income Support top up. This was offset by less than the expected increase in claims from job seekers, incapacity and claimants with disabilities.

Severe Disability and Carer's Allowance

In 2018, demand increased significantly with expenditure being £440k above budget at £6.3m. This continues a trend of significant increases in recent years, which has resulted from increased publicity of these benefits include the work by Carers Guernsey. Examination of Severe Disability Benefit claims initiated in 2018, and closed in 2018, reveals a 35% turnover in claims and a net addition of 51. The diagnoses attached to these claims are for severe, and often terminal, medical conditions.

Legal Aid

Expenditure for Legal Aid ended the year with an increase over budget £96k. This is primarily driven from Civil Legal cases, and in particular in Guernsey this relates to Children's Law Cases, Family Matters Royal Court, Family Matters Magistrates, Public Law Children's and Mental Health, and in Sark due to an extremely complex case. The final figures are mitigated by a change in provision for bad debt.

Social Security Contributory Funds Grant

The total Social Security Contributory Funds Grant for 2018 was £16.1m (2017: £15.7m). This grant is based on a fixed percentage of contribution income (14.7%) into the Guernsey Insurance Fund. The increased grant for 2018 reflects higher contributions receipts, which was a result of the 0.1% increase in the class 1 contribution rate to fund the new package of parental benefits that was implemented in 2017.

The grant to the Guernsey Health Service Fund has been suspended since 2017 in order to assist with the General Revenue funding challenges in respect of health and social care services.

| **General Revenue Grants - % of contributions** | **2018 %** | **2017 %** | **2016 %** | **2015 %** | **2014 %** |
|---|---|---|---|---|---|
| Guernsey Insurance Fund | 14.7% | 14.7% | 15.0% | 15.0% | 15.0% |
| Guernsey Health Service Fund* | 0% | 0% | 12.0% | 12.0% | 12.0% |
| | **£m** | **£m** | **£m** | **£m** | **£m** |
| Guernsey Insurance Fund | 16.1 | 15.7 | 15.3 | 15.0 | 14.9 |
| Guernsey Health Service Fund | - | - | 4.7 | 4.6 | 4.5 |
| **Total** | **16.1** | **15.7** | **20.0** | **19.6** | **19.4** |

**In Year Budget Changes**

| | **£'000** | **£'000** |
|---|---|---|
| **2018 Cash Limit / Formula-Led Estimate** | | **76,110** |
| Additions (Non Formula-Led): | | |
| Pay Awards | 121 | |
| Inter-Committee Transfers | 794 | |
| | | **915** |
| Reductions (Non Formula-Led): | | |
| Net Transfers to Budget Reserve | | **(35)** |
| **2018 Authorised Budget** | | **76,990** |

The Inter-Committee Transfers are in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop from the Committee *for* Health & Social Care.

**APPENDIX 8(e)**

# COMMITTEE *for the* ENVIRONMENT & INFRASTRUCTURE

As set out in its mandate, the purpose of the Committee *for the* Environment & Infrastructure is to protect and enhance the natural and physical environment and develop infrastructure in ways which are balanced and sustainable in order that present and future generations can live in a community which is clean, vibrant and prosperous. It has responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. infrastructure, including but not limited to water, wastewater, the ports and the airports;
2. spatial planning, including the Strategic Land Use Plan;
3. climate change;
4. protection and conservation of the natural environment;
5. waste, water and stone reserves;
6. energy, including renewable energy;
7. solid waste;
8. general housing policy in relation to land use, spatial planning and infrastructure;
9. the coast and coastal defences and the breakwater in Alderney;
10. traffic and transport;
11. the road network;
12. biodiversity;
13. agriculture, animal health and welfare and the sustainability of food and farming;
14. maritime affairs;
15. public parks;
16. security of supply of essential commodities.

The Committee *for the* Environment & Infrastructure is involved in the delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan – Future Guernsey:

- Air and sea links and infrastructure;
- Harbour area redevelopment;
- Health and wellbeing;
- Social and affordable housing;
- Long-term infrastructure investment plan; and
- Energy.

**REVIEW OF 2018**

The Committee *for the* Environment & Infrastructure underspent its 2018 authorised non formula led budget by £186k (1.5%). The underspend was mainly due to favourable variances in non pay budgets including reduced maintenance for buses following the replacement programme (£35k), efficient management of stock related to highway cleansing (£80k) and on

expenditure in support of the Integrated Transport Strategy (£29k) which although delivering a small underspend in 2018 saw expenditure £290k higher than 2017 due to increased activity.

Over the course of the year, the Committee worked in support of the development and delivery of a number of the 22 policy priority areas, including leading on policies relating to Energy, comprising the Hydrocarbons Supply Programme, future energy policy and renewable energy programme. 2018 also saw initiatives, through working jointly with the Policy & Resources Committee and the States' Trading Supervisory Board, to develop the approach to Long Term Infrastructure Investment. As part of this the Committee developed rolling three year investment plans for both Coastal Repairs and the Island's Roads Infrastructure; supported the Waste Strategy as it approached operational launch and further progressed the work required to support action in relation to long term flood prevention. The Committee had to reprioritise resources to work on Brexit, leading on work relating to the States resolution on Road Transport and Driving Licence Implications for Driving in Europe post-Brexit and Other Related Matters.

**NET REVENUE EXPENDITURE BY CATEGORY**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 2,898 | 2,982 | **Operating Income** | 3,013 | 3,031 |
| | | **Non Formula-Led Expenditure** | | |
| 2,659 | 2,960 | Pay costs | 2,963 | 2,654 |
| | | Non Pay costs | | |
| 29 | 26 | *Staff Non Pay costs* | 32 | 15 |
| 8,121 | 8,124 | *Support Services* | 7,968 | 7,626 |
| 2,263 | 2,275 | *Premises* | 2,228 | 2,036 |
| 1,266 | 1,266 | *Third Party Payments* | 1,367 | 1,476 |
| 33 | 70 | *Transport* | 51 | 45 |
| 707 | 728 | *Supplies & Services* | 685 | 635 |
| (205) | - | *Balance of Budget Reduction* | - | - |
| 12,214 | 12,489 | | 12,331 | 11,833 |
| **11,975** | **12,467** | **Net Non Formula-Led Expenditure by Category** | **12,281** | **11,456** |

**Non Formula-Led expenditure**

Total non formula-led expenditure for 2018 was £12.3m (2017: £11.5m) representing an increase of 7.2% over 2017. Exclusion of the annual £200k reduction in Dairy Farm Management Payments increases the overall net expenditure increase to £1m. The £279k budget for the management of the Raymond Falla House facility was transferred from the Committee *for* Economic Development in 2018.

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Scheduled Bus Service Fare Income | 1,146 | 1,138 |
| Driver & Vehicle Licensing/Registration | 1,045 | 1,078 |
| Driving Tests (Practical and Theory) | 200 | 217 |
| Farm Service fees | 148 | 130 |
| Sale of Vehicle Registration Marks | 145 | 157 |
| Animal slaughter & incineration charges | 95 | 97 |
| Roadworks administrative charge | 56 | 33 |
| Other Driver & Vehicle services | 39 | 32 |
| Public Service Vehicle and Operator Licensing | 33 | 28 |
| Open Market Housing administrative charge | 30 | 21 |
| Sale of parking clocks | 21 | 28 |
| Other | 55 | 72 |
| **Total** | **3,013** | **3,031** |

Bus passenger numbers increased by 2.8% in 2018 (as indicated in the table below), but fare income only increased by £8k (0.7%) due to a combination of fully-subsidised student journeys and purchases of the multi-journey Puffin Pass.

| YEAR | PASSENGERS (000's) | % INCREASE vs. PREVIOUS YEAR |
|---|---|---|
| 2013 | 1,355 | - |
| 2014 | 1,467 | 8.3 |
| 2015 | 1,507 | 2.7 |
| 2016 | 1,654 | 9.8 |
| 2017 | 1,788 | 8.1 |
| 2018 | 1,838 | 2.8 |

Driver & Vehicle Licensing/Registration and Driving Tests both experienced a reduction in transactions during 2018, leading to a combined £50k reduction in fee income.

**Pay Costs**

Pay costs increased by £309k (11.6%) in 2018, largely as a result of the aforementioned transfer of the Raymond Falla House facilities provision from the Committee *for* Economic Development. An increase in Transport Strategy FTE (engineering and back office) and pay awards were the other main factors.

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 55.6 | 50.5 |
| Public Service Employees | 2.3 | 2.0 |
| **Total** | **57.9** | **52.5** |

The transfer of Raymond Falla House facilities management accounts for 3.3 of the 5.4 increase in FTE's. The appointment in March 2018 of a road projects engineer and administrative officer, as part of the Integrated Transport Strategy, accounted for an additional 1.7FTE.

**Non Pay Costs**

Non pay costs increased by £498k (4.2%) from 2017 to 2018, in spite of a £200k reduction in the Dairy Farm Management Payment Scheme subsidy (as determined by States Resolution). 2018 expenditure was £158k (1.3%) under budget, mainly due to delays in projects associated with the Integrated Transport Strategy.

Support Services

Of the £342k increase in expenditure, £192k relates to an increase in the scheduled bus service contract operated by CT Plus, following the annual pricing review (which uses RPIX, median earnings and fuel prices as bases). The Integrated Transport Strategy non-pay expenditure increased by £143k including in respect of: States of Guernsey travel plans; coastal cycle network study; purchase of six electric cycles for College of Further Education staff; and the first quarterly payment of a five-year Active Travel Campaign with the Health Improvement Commission.

Premises

Expenditure was £192k higher than in 2017 due to a number of reasons including a £53k increase in coastal defence costs and £52k following the transfer of responsibility for the Raymond Falla House facilities budget. Increase in Integrated Transport Strategy activity, rental of a new bus customer/staff facility at the terminus site, minor roads maintenance and improvements to Alderney Breakwater staff facilities were other contributors.

Third Party Payments (Grants and Subsidies)

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| Dairy Farm Management Payments | 1,225 | 1,425 |
| Electric cycle purchase subsidy scheme | 101 | - |
| Grant to Vale Commons Council re: Upkeep of L'Ancresse Common | 41 | 40 |
| Grant to La Societe Guernesiaise re: Pollinator (Biodiversity project) | - | 10 |
| Grant to Environment Guernsey re: eradication of Hottentot Fig (Biodiversity project) | - | 1 |

| | | |
|---|---|---|
| **Total** | **1,367** | **1,476** |

In September 2014, the States agreed that General Revenue expenditure on the Dairy Farm Management Payments Scheme, which was set up to support the dairy industry (farmers) in Guernsey should be reduced by £1m in five equal steps commencing from 2015.

Promotion of the use of electric cycles stands as an element of the Active Travel section of the Integrated Transport Strategy. £101k was spent in 2018 on subsidising the purchase of 387 electric cycles from local retailers.

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 336 | 516 | Central Services | 513 | 319 |
| 80 | 80 | Alderney Breakwater | 103 | 73 |
| | | Agriculture, Countryside and Land Management Services | | |
| 2,010 | 2,056 | *Agriculture and Veterinary Services* | 1,977 | 2,143 |
| 865 | 878 | *Coastal Services* | 844 | 783 |
| 916 | 844 | *Parks, Gardens and Nature Trails* | 833 | 903 |
| 431 | 337 | *Other Environmental Services* | 342 | 406 |
| 4,222 | 4,115 | | 3,996 | 4,235 |
| - | 143 | Energy & Infrastructure | 125 | - |
| | | Traffic and Highway Services | | |
| 2,575 | 2,715 | *Highway Services* | 2,678 | 2,582 |
| 733 | 751 | *Integrated Transport Strategy* | 729 | 368 |
| (392) | (478) | *Licensing and Traffic Services* | (395) | (482) |
| 4,626 | 4,625 | *Passenger Transport* | 4,532 | 4,361 |
| 7,542 | 7,613 | | 7,544 | 6,829 |
| (205) | - | Balance of Budget Reduction | - | - |
| **11,975** | **12,467** | **Net Expenditure by Service Area** | **12,281** | **11,456** |

Central Services

The aforementioned transfer of management of the Raymond Falla House facility from the Committee *for* Economic Development in 2018 accounted for the increase in expenditure.

Highway Services

This service area operated within budget whilst incurring £96k in additional cost compared with 2017. Expenditure on snow clearance was £44k (for which additional budget was provided from the Budget Reserve) and unbudgeted expenditure of £18k was incurred in addressing problems with roadside trees on St Julian's Avenue.

Integrated Transport Strategy

Activity increased significantly during 2018 with projects/initiatives including the electric cycle purchase scheme; travel plans for States of Guernsey sites; bus service enhancements (including rental of a new customer/staff facility); commencement of an Active Travel Campaign in partnership with Health Improvement Commission, first full year of the Bikeability Scheme (in partnership with Guernsey Sports Commission); an increase in minor project works; and purchase of road equipment and materials. A road projects engineer was also recruited in early 2018, which had a positive effect on project progress, and a temporary back office post was also created to bolster staff resource.

Licensing and Traffic Services

An £87k reduction in net income (and similar variance to budget) was largely brought about by a £63k reduction in fee income from a number of sources: driving tests, vehicle transfers, exchange numbers and sale of registration marks.

Passenger Transport

The increase in expenditure compared to 2017 is attributable to the scheduled bus service contract.

**In Year Budget Changes**

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **11,975** |
| Additions: | | |
| Pay Awards | 79 | |
| Established Staff Turnover Adjustment | 90 | |
| Transfers from Budget Reserve | 44 | |
| Inter-Committee Transfer | 279 | |
| | | **492** |
| **2018 Authorised Budget** | | **12,467** |

The Inter-Committee transfer was from the Committee *for* Economic Development in respect of responsibility for Raymond Falla House facilities management.

# COMMITTEE *for* HEALTH & SOCIAL CARE

As set out in its mandate, the purpose of the Committee *for* Health & Social Care is to protect, promote and improve the health and wellbeing of individuals and the community. It has responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. adult social care;
2. the welfare and protection of children, young people and their families;
3. the prevention, diagnosis and treatment of acute and chronic diseases, illnesses and conditions;
4. mental health;
5. care of the elderly;
6. health promotion;
7. environmental health;
8. public health.

The Committee *for* Health & Social Care is involved in the delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan – Future Guernsey:

- Partnership of Purpose;
- Health and social care Regulatory and Support;
- Health and Wellbeing;
- Supported Living and Ageing Well Strategy (SLAWS);
- Children and Young People's Plan; and
- Disability, Equality & Inclusion.

**REVIEW OF 2018**

Total non formula-led expenditure for 2018 was £118m (2017: £114.1m) representing an increase of 3.4% over 2017. The Committee *for* Health & Social Care overspent its 2018 authorised non formula-led budget by £177,000, or around 0.15%.

As had been envisaged, total expenditure in 2018 was approximately £3.9m higher than in 2017, primarily as a result of £2.7m of pay awards to staff.

2018 was another challenging year for the Committee *for* Health & Social Care (HSC) from a financial perspective for a number of reasons. While robust control was brought to bear on the number of agency staff deployed and the prices paid for those staff during 2017, uncertainty regarding Brexit arrangements during 2018 led to a marked reduction in the number of European staff in the Guernsey/UK health and care labour market. This in turn made recruitment more challenging, increasing the reliance on agency staff, while at the same

time pushing up costs of retaining those agency staff that are available. As a result, HSC's expenditure on agency staff increased from £3.2m in 2017 to around £5.2m in 2018 (a similar level to 2016 expenditure).

Uncertainty around the precise details and timing of the UK's departure from the EU persists and it is therefore impossible to say whether recruitment conditions will worsen even further during 2019, or whether the labour market contraction has already reached a nadir.

HSC regrettably suffered a number of long-term sickness issues in 2018 and very sadly a bereavement, which pushed up reliance on high-cost locum cover during 2018. Such events are both tragic and unpredictable. The Bailiwick is not large enough to build in the sort of resilience in senior staffing levels that might be available to health organisations in the UK, so incidents such as these have a significant impact on HSC's budgetary position. More positively, the Committee has been exploring new avenues for raising awareness of job opportunities within HSC, which it hopes will support efforts to recruit staff in the future.

During the course of the year, the Policy & Resources Committee agreed additional funding from the Budget Reserve to meet exceptional and non-recurring pressures. Without this, HSC would have incurred a significantly greater overspend and would have been unable to continue with various pieces of work aimed at transforming service delivery and improvements to patient care.

A range of service redesign initiatives will help to drive further efficiencies and improved service delivery in terms of both patient experience and clinical outcomes. However, even with transformation, a residual funding gap will remain. The Bailiwick's ageing demographic continues to increase the demand for services year on year. This can be seen in the high occupancy levels in Princess Elizabeth Hospital in 2018, as well as ongoing demand for acute off-island services, and will be a feature of HSC's activity and expenditure levels over the coming decades.

Expenditure in Acute Hospital Services, which increased late in 2017, remained elevated during 2018. A number of initiatives have been introduced which will have an impact in the medium term, including a move to two medical wards, and forthcoming proposals to separate elective and trauma surgery wards to offer better infection control and improve patient outcomes. Pressures here also reflect the inevitable impact of the Bailiwick's ageing demographic.

Income during 2018 ultimately broadly matched the budget – a variance of approximately 1.2%. High occupancy levels in the Princess Elizabeth Hospital during the summer months reduced the amount of private patient activity, and therefore the associated income, over that period. However, this was almost fully recovered during the autumn months.

Off-island activity is always unpredictable and 2018 was no exception. A cluster of high cost cases late in the year increased acute off-island expenditure by £400k, or around 5% of budget. It can be very difficult to anticipate these expenses, as the treatment required is reactive to patient needs and variable year on year.

Work is ongoing to strengthen connections with NHS providers, improving care and information flows but, in a relatively small economy, clusters such as these late in the year will always have the potential to deflect the expenditure trajectory.

During 2018 some service users with complex needs were repatriated to the Bailiwick from long-term care providers in the UK. This will continue in 2019 with the opening of the Autism Hub. These repatriations are beneficial for service users and their families, and generally also reduce overall costs. However, off-island costs are generally non-pay, and on-island costs pay, so this does drive a shift from non-pay to pay expenditure.

**NET REVENUE EXPENDITURE BY CATEGORY**

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| 14,320 | 15,459 | **Operating Income** | 15,273 | 14,820 |
| | | **Non Formula-Led Expenditure** | | |
| 84,631 | 90,860 | Pay costs | 90,087 | 85,800 |
| | | Non Pay costs | | |
| 717 | 530 | *Staff Non Pay costs* | 607 | 560 |
| 2,821 | 3,179 | *Support Services* | 3,127 | 2,926 |
| 6,329 | 6,389 | *Premises* | 6,802 | 6,809 |
| 2,675 | 2,675 | *Third Party Payments* | 2,972 | 2,806 |
| 587 | 615 | *Transport* | 641 | 639 |
| 31,218 | 29,062 | *Supplies & Services* | 29,065 | 29,352 |
| 44,347 | 42,450 | | 43,214 | 43,092 |
| **114,658** | **117,851** | **Net Non Formula-Led Expenditure by Category** | **118,028** | **114,072** |

# restatement to be consistent in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop to the Committee *for* Employment & Social Security.

Total non formula-led expenditure for 2018 was £118m (2017: £114.1m) representing an increase of 3.5% over 2017. The Committee *for* Health & Social Care overspent its 2018 authorised non formula led budget by £177k (0.15%).

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Private Patient Income | 8,417 | 8,018 |
| Emergency Department Income | 2,597 | 2,286 |
| Catering Income | 937 | 720 |
| Elderly Care Home Recharge Income | 487 | 491 |
| Primary Care Pharmacy Sales Income | 370 | 510 |
| Incinerator Income | 368 | 404 |
| States Analyst Income | 327 | 317 |
| Ancillary Services Income | 1,770 | 2,074 |
| **Total** | **15,273** | **14,820** |

Overall, HSC income increased by 3.1% in 2018 which is only slightly above inflation.

Increases in private patient income, over and above inflationary price increases, reflect natural fluctuation in activity levels and case mix – the relatively small economy means that a small number of high-cost patients can skew figures.

In the Emergency Department, a new charging structure came into effect from March 1st 2017, so the 2018 income includes the full-year effect of that arrangement.

The reasons for the decrease in Ancillary Income include an increase to HSC's provision for historical bad debt, a reduction in the number of adoptions (and therefore of the fees charged in connection with them) and the closure of Beauville House (with a consequential loss of that income stream).

**Pay Costs**

Pay costs increased from £85.8m in 2017 to £90.1m in 2018, an increase of 5.0%, of which approximately 3.0% relates to pay awards.

Agency costs increased markedly in 2018, compared to the previous year. Unusually high levels of staff sickness, especially at senior levels, led to an increase in the use of higher paid locum medical staff. Worsening recruitment difficulties, exacerbated by uncertainties around Brexit, as European staff gradually withdrew from the UK labour market to their countries of origin, all drove up both the use and cost of agency staff in HSC in 2018.

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff (plus miscellaneous other) | 514.5 | 518.4 |
| Nurses and Medical Consultants | 1,078.1 | 1,014.2 |
| Public Service Employees | 418.3 | 421.1 |
| **Total** | **2,010.9** | **1,953.7** |

There was a slight reduction in the number of Established staff during 2018, as some members of staff in clinical roles have moved onto Agenda For Change terms and conditions, which fall under nurses and medical staff.

The number of Full Time Equivalent (FTE) staff increased by 57.2 between 2017 and 2018 as HSC continued recruitment efforts to fill vacant posts with substantive staff. However, this is in the context of HSC employing a large number of people and the associated level of vacancies fluctuates between 300 and 400 posts.

HSC faces ongoing challenges in recruiting and retaining a core complement of staff and managing unplanned absences. Like many other hospitals elsewhere, in order to maintain the appropriate levels of staffing and ensure the safety of services, HSC relies upon bank and agency staff to fill particular gaps. Although every effort is made to minimise these costs, for many reasons, the expenditure incurred is variable year on year.

Whilst the filling of permanent posts ought to have driven a corresponding reduction in agency staff expenditure, issues referenced above required more senior locum staff than would otherwise have been the case, and there were higher prices for agency staff generally.

An exercise is underway to determine HSC's true establishment which will help to re-base its staffing requirements and inform future Cash Limits.

The Policy & Resources Committee's strategic review of nurses' terms and conditions is vital to the continued delivery of high quality health and care services and the transformation programme given the ongoing challenges recruiting and retaining health and care professionals within a competitive international market.

**Non Pay Costs**

Non pay costs increased by £122,000 (0.3%) from 2017 to 2018.

A key driver in this real-terms reduction has been the continuing repatriation to the Bailiwick of service users previously cared for in the UK. Whilst this does mean a move in expenditure type from non-pay (Off-island contracts) to Pay (On-island staffing costs), there have been net reductions in expenditure and improved outcomes for the service users concerned and their families.

Third Party Payments (Grants and Subsidies)

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| St John Ambulance and Rescue Service | 2,350 | 2,486 |
| Health Improvement Commission | 158 | - |
| Guernsey Contraceptive Service | 140 | 140 |
| Other | 324 | 180 |
| **Total** | **2,972** | **2,806** |

The reduction in payment to SJARS reflected planned decreases agreed at the beginning of the current five-year Service Level Agreement.

In 2018, the Committee *for* Health & Social Care made a grant to the newly established Health Improvement Commission, as well as seconding staff to provide support. The Commission has been established as an independent body to bring together public, private and third sectors to help raise awareness, encourage healthy lifestyle choices and take proactive steps to improve islanders' general health and wellbeing.

**APPENDIX 8(f)**

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| | | Central Services | | |
| 1,360 | 1,358 | *Clinical Governance* | 1,261 | 1,210 |
| 1,142 | 1,038 | *Contract Management & Procurement* | 714 | 1,059 |
| 1,606 | 1,689 | *Corporate & Strategy* | 1,816 | 1,629 |
| 12,980 | 13,602 | *Estates & Facilities* | 14,062 | 13,100 |
| 963 | 1,318 | *Systems & Performance* | 1,203 | 1,232 |
| 18,051 | 19,005 | | 19,056 | 18,230 |
| | | Acute Services | | |
| 29,799 | 28,116 | *Acute Hospital Services* | 29,211 | 29,981 |
| 8,511 | 8,474 | *Acute Off Islands Treatment* | 8,997 | 8,546 |
| 1,038 | 1,029 | *Health Care Management* | 997 | 1,217 |
| 762 | 784 | *Institute of Health & Social Care Studies* | 750 | 733 |
| 2,315 | 2,350 | *St John Ambulance & Rescue* | 2,350 | 2,486 |
| 42,425 | 40,753 | | 42,305 | 42,963 |
| | | Community Services | | |
| 12,061 | 14,691 | *Adult Services* | 14,704 | 12,255 |
| 11,813 | 12,187 | *Childrens Services* | 11,989 | 11,380 |
| 7,984 | 6,580 | *Complex Placements* | 6,170 | 6,637 |
| 344 | 421 | *Social Care Management* | 170 | 283 |
| 17,537 | 19,131 | *Specialist Services* | 19,515 | 18,354 |
| 49,739 | 53,010 | | 52,548 | 48,909 |
| | | Public Health & Strategy | | |
| 1,528 | 1,619 | *Community Health & Wellbeing* | 1,463 | 1,511 |
| 641 | 651 | *Drug & Alcohol Strategy* | 638 | 608 |
| 1,202 | 1,146 | *Medical Public Health* | 816 | 936 |
| 271 | 848 | *Public Health Management* | 482 | 205 |
| 3,642 | 4,264 | | 3,399 | 3,260 |
| 801 | 819 | Office of the Children's Convenor | 720 | 710 |
| **114,658** | **117,851** | **Net Expenditure by Service Area** | **118,028** | **114,072** |

# restatement to be consistent in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop to the Committee *for* Employment & Social Security.

As noted, a considerable proportion of the overall increase in HSC expenditure comprises increased pay costs as a result of pay awards.

Other areas of note include an increase in expenditure in Children's Services, as some service-users were repatriated to the Bailiwick. A corresponding decrease in expenditure is therefore to be seen in Complex Placements.

Specialist Services within Community Services, which shows an increase in costs from £18.4m in 2017 to £19.5m in 2018, includes Mental Health Services. In this area, the serious incident which took place in late 2017 led to a significant increase in agency staff costs in 2018. A staff bereavement necessitated high cost locum cover, and the unscheduled repatriation to the Bailiwick of a high-dependency service user from the UK further necessitated an increase in agency staffing. This was the area that bore the brunt of the pressures in HSC for which additional funding from the Budget Reserve was released in 2018.

**In Year Budget Changes**

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **115,450** |
| Additions: | | |
| Pay Awards | 2,693 | |
| Transfer from Budget Reserve | 731 | |
| | | **3,424** |
| Reductions: | | |
| Net Inter-Committee Transfers | | **(1,023)** |
| **2018 Authorised Budget** | | **117,851** |

The Inter-Committee Transfers are largely in respect of the transfer of responsibility for support to the Guernsey Employment Trust and grant to Guernsey's Rural Occupational Workshop to the Committee *for* Employment & Social Security.

# COMMITTEE *for* HOME AFFAIRS

As set out in its mandate, the purpose of the Committee *for* Home Affairs is to support a high standard of living and quality of life by maintaining and promoting a safe, stable and equitable society which values public protection and justice and respects the rights, responsibilities and potential of every person. It has responsibility to advise the States and to develop and implement policies on matters relating to its purpose, including:

1. crime prevention;
2. law enforcement, including policing and customs;
3. justice policy;
4. the association between justice and social policy, for example domestic abuse and the misuse of drugs and alcohol;
5. the population management regime;
6. immigration and right to work regimes;
7. imprisonment, parole, probation and rehabilitation;
8. fire, rescue and salvage;
9. consumer protection and advice;
10. trading standards;
11. data protection;
12. emergency planning;
13. civil defence;
14. lotteries and gambling;
15. the electoral roll.

The Committee *for* Home Affairs is involved in the delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resource Plan – Future Guernsey:

- Brexit;
- Justice;
- Security and cyber-security;
- Children and Young People's Plan;
- Strategic Population; and
- International Standards.

**REVIEW OF 2018**

2018 was a challenging year for Home Affairs, with a number of significant budget pressures occurring during the year, including relating to Brexit. The Committee *for* Home Affairs overspent its 2018 authorised budget by £534k (1.7%) of which £350k related to non-delivery of savings targets and £184k was due to operational overspends.

**APPENDIX 8(g)**

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 2,479 | 2,479 | **Operating Income** | 2,749 | 2,833 |
| | | **Non Formula-Led Expenditure** | | |
| 27,107 | 28,048 | Pay costs | 28,303 | 27,408 |
| | | Non Pay costs | | |
| 743 | 744 | *Staff Non Pay costs* | 761 | 683 |
| 1,335 | 1,395 | *Support Services* | 1,670 | 1,530 |
| 1,416 | 1,416 | *Premises* | 1,449 | 1,455 |
| 99 | 698 | *Third Party Payments* | 571 | 99 |
| 226 | 226 | *Transport* | 219 | 229 |
| 1,728 | 1,770 | *Supplies & Services* | 1,778 | 1,734 |
| (350) | (350) | *Balance of Budget Reduction* | - | - |
| 5,197 | 5,899 | | 6,448 | 5,730 |
| **29,825** | **31,468** | **Net Non Formula-Led Expenditure by Category** | **32,002** | **30,305** |

### Non Formula-Led expenditure

Total non formula-led expenditure for 2018 was £32.0m (2017: £30.3m) representing an increase of 5.6% over 2017. The Committee *for* Home Affairs overspent its 2018 authorised non formula-led budget by £534k (1.7%).

### Operating Income

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Employment and Residential Fees | 946 | 1,104 |
| Fixed Penalties | 507 | 499 |
| Coastguard and St Johns Ambulance Recharges | 414 | 409 |
| Immigration Fees | 326 | 257 |
| Liquor Licence Fees | 245 | 245 |
| Disclosure and Vetting Fees | 98 | 104 |
| Other | 213 | 215 |
| **Total** | **2,749** | **2,833** |

Operating income decreased by £84k, or 2.9%, when compared to 2017 which is primarily due to a decrease in Employment and Residential Fees (£158k), offset by an increase in Immigration Fees (£69k).
In April 2017, the new population management regime came into effect and it was not known at that time what impact the new regime would have on applications. A spike in first time applications was observed in 2017 and, as the permit covers multiple years, there has been a consequential fall in 2018 income.

The increase in Immigration Fees has been as a result of increase in demand, which is understood to be due to the uncertainty brought about by Brexit.

**Pay Costs**

Pay costs increased from £27.4m in 2017 to £28.3m in 2018, an increase of 3.3%.

Pay costs were overspent by £255k in 2018 due to a number of reasons, primarily in Law Enforcement and Joint Emergency Services Control Centre, partially offset by an underspend in Population Management (more detail is contained in service area specific narrative below).

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 127.5 | 137.0 |
| Public Service Employees | 4.9 | 5.5 |
| Police Officers | 153.2 | 145.8 |
| Fire Officers | 58.8 | 60.7 |
| Prison Officers | 76.2 | 76.7 |
| Border Agency Officers | 69.3 | 61.1 |
| Police Support Staff | 49.8 | 46.5 |
| **Total** | **539.7** | **533.3** |

The overall number of full time equivalent staff rose by 6.4, or 1.2%, when compared to 2017. The Established Staff complement reduced in 2018 primarily due to efficiency savings within Population Management; the reclassification of three members of staff from Established Staff to Border Agency Officers; and a number of smaller movements within other service areas.

The full time equivalent Police Officer numbers increased in 2018 as a result of considerably lower turnover than in 2017 combined with an increase in the recruitment of student officers.

The Border Agency Officer numbers increased by 8.2FTE including three due to a reclassification, mentioned above, but primarily due to additional recruitment and overtime incurred in response to Brexit pressures.

**Non Pay Costs**

Non pay costs increased by £718k (12.5%) from 2017 to 2018. This was primarily due to the change from the Data Protection Commission to The Office of the Data Protection Authority ("ODPA"). Additional funding of £599,000 (from the Budget Reserve) was required to establish and operate the Guernsey Data Protection Authority and to develop the capacity and capabilities necessary to meet the requirements of the new Data Protection legislation that came into force on 25 May 2018. The future intention is for the ODPA to be a self-funding entity but, until this has been achieved, operational and transitional costs for the ODPA will be funded through a grant supplemented by minor income generated by ODPA.

The authorised Non pay budget for 2018 was £5.9m which was overspent by £549k. Of this overspend, £350k relates to non-delivery of savings target and there were a number of in-year budget pressures.

Third Party Payments (Grants and Subsidies)

| **Description** | **2018 Actual £'000** | **2017 Actual £'000** |
|---|---|---|
| Office of the Data Protection Authority | 465 | - |
| Bailiwick of Guernsey Victim Support | 38 | 38 |
| Other Grants | 68 | 61 |
| **Total** | **571** | **99** |

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| **2018 Original Budget £'000s** | **2018 Total Authorised £'000s** | | **2018 Actual £'000s** | **2017 Actual £'000s** |
|---|---|---|---|---|
| 471 | 526 | Administration & Central Services | 557 | 543 |
| 132 | 734 | Data Protection | 734 | 104 |
| 428 | 432 | Domestic Abuse Strategy | 416 | 395 |
| 153 | 155 | Emergency Planning | 123 | 154 |
| (26) | (26) | Gambling Control | (25) | (28) |
| 3,709 | 3,781 | Guernsey Fire & Rescue Service | 3,783 | 3,789 |
| 856 | 909 | Joint Emergency Services Control Centre | 1,055 | 998 |
| 17,810 | 18,543 | Law Enforcement | 18,817 | 17,795 |
| (261) | (261) | Liquor Licence Fees | (243) | (245) |
| (3) | 19 | Population Management | (364) | (344) |
| 5,457 | 5,547 | Prison Service | 5,635 | 5,534 |
| 1,449 | 1,459 | Probation Service | 1,514 | 1,610 |
| (350) | (350) | Balance of Budget Reduction | - | - |
| **29,825** | **31,468** | **Net Expenditure by Service Area** | **32,002** | **30,305** |

Joint Emergency Services Control Centre (JESCC)

**APPENDIX 8(g)**

JESCC overspent its budget by £146k in 2018, an overspend trend that has been consistent since inception. The overspend is as a result in difficulty in recruiting and retaining staff, which has necessitated increased overtime by existing staff which is inherently more expensive.

Law Enforcement

In Law Enforcement expenditure increased by £1m between 2017 and 2018, representing a 5.6% increase. Some of this increase results from higher staff retention when compared to 2017, along with a back-dated pay award. However, additional expenditure was also incurred as a result of an increase in operational activities including an unexplained death, a complex fraud investigation and Brexit. Notwithstanding, additional funding of £250k from the Budget Reserve to fund the increased costs incurred as a result of the unexplained death and complex fraud investigation, this service heading overspent by £274k as a result of unbudgeted in-year expenditure pressures including HMIC Inspection of Law Enforcement and responding to Brexit-related issues.

Population Management

2018 was the first complete calendar year under the new Population Management regime and, although it was designed to be a cost neutral service, the volume of applications far exceeded the expected demand. Additionally, as a result of process changes a number of efficiencies were identified which lead to staff savings. This combination lead to an underspend of £383k which was significant in reducing the overall Home Affairs overspend position.

Prison Service

During 2018, the Prison Service saw an increase in average prisoner numbers from 92 to 101, compared to a budgeted based on 90 prisoner which was in line with the trends observed up to that point. Those costs which are variable and driven by prisoner numbers rose proportionately, resulting in an overspend of £88k.

**Budget Reductions**

The Budget Reduction allocated to the Committee was £350k but, although savings had been identified and were being progressed as part of a larger programme, the benefits will not start to be delivered until 2019 and beyond.

**In Year Budget Changes**

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **29,825** |
| Additions: | | |
| Pay Awards | 678 | |
| Guernsey Border Agency Staff Turnover Adjustment | 171 | |
| Net Transfers from Budget Reserve | 794 | |
| | | **1,643** |
| **2018 Authorised Budget** | | **31,468** |

The Committee *for* Home Affairs was given additional funding of £599,000 from the Budget Reserve to fund the Guernsey Data Protection Authority's establishment and operating costs.

# SCRUTINY MANAGEMENT COMMITTEE

The Scrutiny Management Committee is responsible for leading and co-ordinating the scrutiny of committees of the States and those organisations which are in receipt of public funds, or which have been established by legislation, by reviewing and examining legislation, policies, services and the use of monies and other resources.

## REVIEW OF 2018

Throughout 2018, the Scrutiny Management Committee conducted public hearings on a wide range of subjects, including the Implementation of the Disability and Inclusion Strategy, the Transformation agenda with the Committees *for* Health and Social Care, Home Affairs and Education, Sport & Culture and also a hearing in relation to the Her Majesty's Inspectorate of Constabulary report on Bailiwick Law Enforcement.

The Financial Scrutiny work included reviewing the annual Accounts and Budget, post-implementation reports on capital projects, working closely with the Internal Audit Unit and monitoring progress made by previous Public Accounts Committee and Scrutiny Committee investigations and recommendations.

The Legislation Review Panel had a busy year in 2018 considering legislation to review, approve and direct legislation be transmitted to the States for consideration as appropriate, including drafting the exiting of the European Union (Brexit) laws.

The Committee also continued to progress evidence-led reviews such as its in-work poverty policy letter, whilst continuing to remain within its allocated budget.

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| | | **Non Formula-Led Expenditure** | | |
| 440 | 453 | Pay costs | 446 | 430 |
| | | Non Pay costs | | |
| 8 | 8 | *Staff Non Pay costs* | 7 | 7 |
| 79 | 79 | *Support Services* | 45 | 26 |
| 1 | 1 | *Premises* | 3 | 2 |
| 19 | 19 | *Supplies & Services* | 10 | 9 |
| 107 | 107 | | 65 | 44 |
| **547** | **560** | **Net Non Formula-Led Expenditure by Category** | **511** | **474** |

**APPENDIX 8(h)**

Total non formula-led expenditure for 2018 was £511k (2017: £474k) representing an increase of 7.8% over 2017. The Scrutiny Management Committee underspent its 2018 authorised non formula-led budget by £49k (8.8%).

**APPENDIX 8(h)**

**Pay Costs**

Pay costs increased from £430k in 2017 to £446k in 2018, an increase of 3.7% which was mainly attributable to the established staff pay award.

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 6.0 | 6.0 |
| **Total** | **6.0** | **6.0** |

**Non Pay Costs**

The Committee underspent its non pay budget by £42k primarily due to utilising less contracted review support resources.

**In Year Budget Changes**

| | **£'000** |
|---|---|
| **2018 Cash Limit** | **547** |
| Additions: | |
| Pay Awards | **13** |
| **2018 Authorised Budget** | **560** |

# DEVELOPMENT & PLANNING AUTHORITY

As set out in its mandate, the purpose of the Development & Planning Authority is to advise the States on land use policy and to develop and implement land use policies through development plans and any other relevant instruments. It has the responsibility to:

1. determine development applications of all kinds, including planning, building control, protected buildings and scheduled sites;
2. maintain and keep under review schemes of delegation in order that only the most contentious or high profile or atypical development control applications are referred to the elected members of the Authority, and when they are so referred to ensure that they are heard at open planning meetings held in public.

**NET REVENUE EXPENDITURE BY CATEGORY**

The Development & Planning Authority reported a net expenditure under spend of £149k (10.6%) against its authorised non-formula-led budget. Operating income, which was on a par with 2017 levels, was the main contributor to the under spend at £107k (10.0%) higher than budget. As was the case in 2017, non-pay expenditure was significantly below budget, in percentage terms, with £47k (29.7%) of the budget unused.

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 1,075 | 1,075 | **Operating Income** | 1,182 | 1,181 |
| | | **Non Formula-Led Expenditure** | | |
| 2,258 | 2,325 | Pay costs | 2,330 | 2,267 |
| | | Non Pay costs | | |
| 75 | 71 | *Staff Non Pay costs* | 53 | 41 |
| 42 | 47 | *Support Services* | 25 | 12 |
| 2 | 2 | *Premises* | - | 1 |
| 21 | 21 | *Transport* | 18 | 17 |
| 17 | 17 | *Supplies & Services* | 15 | 10 |
| 157 | 158 | | 111 | 81 |
| **1,340** | **1,408** | **Net Non Formula-Led Expenditure by Category** | **1,259** | **1,167** |

Total non-formula-led expenditure for 2018 was £1.3m (2017: £1.2m) representing an increase of 7.9% over 2017. Pay costs increased by £63k against an unchanged FTE position, due to the Established Staff pay award.

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Planning Control applications | 607 | 569 |
| Building Control applications | 493 | 533 |
| Immunity Certificates | 75 | 71 |
| Other | 7 | 8 |
| **Total** | **1,182** | **1,181** |

Number of Applications

| Source | 2018 | 2017 |
|---|---|---|
| Planning Control applications | 1,926 | 1,765 |
| Building Control applications | 1,148 | 1,233 |

2018 saw a continuation of a recent upward trend in the number of Planning Control applications but this is offset by Building Control applications falling for a second consecutive year. Both trends were reflected in the comparative income figures for 2017 and 2018. The fees charged for applications did not change in 2018.

**Pay Costs**

Pay costs increased from £2.27m in 2017 to £2.33m in 2018, an increase of 2.8%, due to the established staff pay award.

Analysis of Full Time Equivalent Staff Numbers

| Pay Group | 2018 | 2017 |
|---|---|---|
| Established Staff | 41.7 | 41.2 |
| **Total** | **41.7** | **41.2** |

**Non Pay Costs**

Non pay costs increased by £30k (37.0%) from 2017 to 2018 and were £47k (29.7%) below budget.

Staff Non Pay costs

The 2018 budget provided for recruitment from outside of the island; this was not required which resulted in underspends in the areas of rent allowance and training.

Support Services

Expenditure was £22k below budget, mainly due to consultancy expenditure planned for 2018 now expected to be incurred in 2019.

**APPENDIX 8(i)**

**Third Party Payments (Grants and Subsidies)**

The Authority issued no Grants or Subsidies in 2018 or 2017.

**APPENDIX 8(i)**

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| 2018# Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017# Actual £'000s |
|---|---|---|---|---|
| 122 | 140 | Building Control | 191 | 95 |
| 161 | 180 | Planning Control | 50 | 69 |
| 473 | 488 | Planning Support | 437 | 475 |
| 584 | 600 | Policy & Conservation | 581 | 528 |
| **1,340** | **1,408** | **Net Expenditure by Service Area** | **1,259** | **1,167** |

*# The Central Services service area was amalgamated within Planning Support during 2018, with consequential restatements of 2017 actual costs and 2018 original budget.*

Building Control

The majority of the £96k increase in net expenditure was due to recruitment to an additional post, utilising a reduction in establishment in Planning Support, and a £40k reduction in income arising from a reduction in the number of applications.

Planning Control

For the third consecutive year, planning control fee income comfortably exceeded budget, this time by £107k (21.4%), thus accounting for the majority of the £130k favourable variance.

**In Year Budget Changes**

| | **£'000** |
|---|---|
| **2018 Cash Limit** | **1,340** |
| Additions: | |
| Pay Awards | **68** |
| **2018 Authorised Budget** | **1,408** |

**APPENDIX 8(j)**

# STATES' TRADING SUPERVISORY BOARD

The mandate of the States' Trading Supervisory Board includes the following:

Within a framework of policies, guidance and instructions of the States and any of their relevant committees, to:

(a) carry out the States' role as shareholder of any incorporated companies which are owned by the States and which the States have resolved to include in the mandate of the Board, which for the time being is the following:

1. Cabernet Group;
2. Guernsey Electricity;
3. Guernsey Post;
4. Jamesco750.

(b) ensure the efficient management, operation and maintenance of any States' unincorporated trading concerns and commercial interests which the States have resolved to include in the mandate of the Board, which for the time being is the following:

1. Channel Islands' lottery;
2. Guernsey Airport, which includes Alderney Airport;
3. Guernsey Dairy;
4. Guernsey Harbours;
5. Guernsey Water;
6. Property and real estate owned or leased by the States;
7. States' Works;
8. States' corporate engineering and architectural services.

(c) be the Waste Disposal Authority.

The responsibilities which are funded through the States' Trading Supervisory Board's revenue budget are Alderney Airport, Property and real estate owned or leased by the States, the States' corporate engineering and architectural services and its function as shareholder of the States' owned incorporated companies.

Through its individual Trading Assets, the States' Trading Supervisory Board provides expertise and technical support and capacity to support the States' Policy Committees in the development and delivery of the following policies which were prioritised (2018 Budget Report, Billet d'État XX, October 2017) in order to deliver the outcomes detailed in the Policy & Resources Plan – Future Guernsey:

- Air and Sea Links and Infrastructure;
- Harbour Area redevelopment;
- Medium Term Financial Plan;
- Energy Policy; and

- Long-term Infrastructure Investment Plan.

**REVIEW OF 2018**

The States' Trading Supervisory Board (STSB) net expenditure for 2018 was £1.2m, which represents an increase of £354k compared to 2017 and an underspend of £389k compared to budget.

The main component of the underspend against budget was States' Property Services, where net expenditure was £678k lower than budget but broadly in line with 2017. This was largely due to a combination of increased income (£344k) as well as lower than budgeted spend on property maintenance and repairs (£290k).

However this was partially offset by expenditure in Alderney Airport which was £396k above budget. 2018 has been a challenging year with a combination of: a decline in aircraft movements and passenger numbers resulting in reduced revenues (£134k); unforeseen runway repairs (£150k); and, additional costs due to training for a new air traffic controller and long-term sickness cover (£82k).

Expenditure in Central Services was £102k lower than budget, primarily due to staff vacancies and other savings.

**NET REVENUE EXPENDITURE BY CATEGORY**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 6,924 | 6,924 | **Operating Income** | 7,064 | 6,441 |
| | | **Non Formula-Led Expenditure** | | |
| 4,189 | 4,308 | Pay costs | 4,113 | 4,005 |
| | | Non Pay costs | | |
| 67 | 67 | *Staff Non Pay costs* | 75 | 43 |
| 1,061 | 1,060 | *Support Services* | 1,041 | 979 |
| 2,452 | 2,472 | *Premises* | 2,492 | 1,740 |
| 38 | 38 | *Transport* | 38 | 33 |
| 607 | 607 | *Supplies & Services* | 544 | 526 |
| 4,225 | 4,244 | | 4,190 | 3,321 |
| **1,490** | **1,628** | **Net Non Formula-Led Expenditure by Category** | **1,239** | **885** |

Total Net Non-Formula-led expenditure for 2018 was £1.2m (2017: £885k) representing an increase of 40.0% over 2017. The States' Trading Supervisory Board underspent its 2018 authorised Net Non Formula-led budget by £389k (23.9%).

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Rental and associated income | 3,631 | 2,985 |
| Transfer from the Solid Waste Trading Account | 1,574 | 1,595 |
| Management charges relating to trading and incorporated entities | 718 | 646 |
| Alderney Airport Fees and Charges | 666 | 743 |
| Other | 475 | 472 |
| **Total** | **7,064** | **6,441** |

Total income of £7.1m is £623k higher than the previous year which is mainly in the area of "Rental and associated income" due to various factors comprising: new rental streams, including for the Waste Transfer Station; and, longer rental periods on certain properties compared to 2017.

Alderney Airport income is 10.4% lower than 2017. In 2018 the passenger movements were 2.6% lower than 2017. The number of passengers have reduced by 15% over 5 years and 35% over 10 years and 2018 had the lowest recorded passenger movements since 1971. Furthermore, income is down on 2017 due to reduced volumes of landing fees, load supplements and aircraft parking.

**Pay Costs**

Pay costs increased from £4.0m in 2017 to £4.1m in 2018, an increase of 2.7%.

Increased costs as a result of pay awards and the requirement to provide cover for long-term sickness and training for essential roles at Alderney Airport were partially offset by vacancies.

Analysis of Full Time Equivalent Staff Numbers

| Pay Group | 2018 | 2017 |
|---|---|---|
| Established Staff | 42.7 | 42.5 |
| Public Service Employees | 5.1 | 5.7 |
| Other Pay Groups | 17.2 | 16.0 |
| **Total** | **65.0** | **64.2** |

The 1.2FTE increase in Other Pay Groups was to provide long-term sickness cover and training for essential roles at Alderney Airport as described above.

## Non Pay Costs

Non pay costs increased by £869k (26.2%) from 2017 to 2018 which is attributable to States' Property Services (£431k) due, firstly, to a reversal of accounting provision in 2017 which reduced that year's expenditure by £150k and, secondly, increased expenditure on property maintenance.

Alderney Airport non-pay costs were £277k higher than 2017 primarily as a result of urgent maintenance work at Alderney Airport and training costs for new recruits to the posts of air traffic controller and fire fighter.

The 2018 unbudgeted expenditure at Alderney Airport was offset by an underspend on States' Property Services maintenance expenditure due to the timing of certain property repairs and maintenance projects.

## NET REVENUE EXPENDITURE BY SERVICE AREA

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 806 | 827 | Alderney Airport | 1,223 | 815 |
| 479 | 505 | Central Services | 403 | 421 |
| 39 | 42 | Shareholder Executive | 37 | 64 |
| (1,574) | (1,574) | Solid Waste | (1,574) | (1,595) |
| 1,740 | 1,828 | States' Property Services | 1,150 | 1,180 |
| **1,490** | **1,628** | **Net Expenditure by Service Area** | **1,239** | **885** |

## In Year Budget Changes

| | £'000 | £'000 |
|---|---|---|
| **2018 Cash Limit** | | **1,490** |
| Additions: | | |
| Pay Awards | 119 | |
| Net Inter-Committee Transfers | 19 | |
| | | **138** |
| **2018 Authorised Budget** | | **1,628** |

# ROYAL COURT

The "Royal Court" budget provides funding for the activities undertaken by the Magistrate's Court, Royal Court and Court of Appeal and the Offices of H.M. Greffier, H.M. Sheriff and H.M. Sergeant and the Bailiff's Chambers. The Offices of H.M. Greffier, H.M. Sheriff and H.M. Sergeant and the Bailiff's Chambers provide services to facilitate the delivery of justice, the civic functions of the Bailiff, the provision of facilities and administrative services to the States of Deliberation and the States of Election and States Assembly & Constitution Committee. The Greffe is also responsible for the Registration of Births, Marriages and Deaths and the registration of property conveyances and bonds.

## REVIEW OF 2018

Total non formula-led expenditure for 2018 was £2.6m (2017: £2.8m) which is a decrease of 8.2% over 2017. Pay costs decreased by £223k (5.5%) compared to 2017 due to a reduction in requirements for additional judicial cover and a staffing restructure. The overall income for the year remained static to that of 2017 and non-pay costs decreased by £8k (1.2%).

Overall, the Royal Court underspent its 2018 authorised non formula-led budget by £119k (4.4%).

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 2,016 | 1,931 | **Operating Income** | 1,884 | 1,886 |
| | | **Non Formula-Led Expenditure** | | |
| 3,720 | 3,806 | Pay costs | 3,817 | 4,040 |
| | | Non Pay costs | | |
| 12 | 12 | *Staff Non Pay costs* | 6 | 16 |
| 360 | 343 | *Support Services* | 254 | 220 |
| 215 | 216 | *Premises* | 171 | 178 |
| 8 | 8 | *Transport* | 5 | 5 |
| 236 | 236 | *Supplies & Services* | 202 | 227 |
| 831 | 815 | | 638 | 646 |
| **2,535** | **2,690** | **Net Non Formula-Led Expenditure by Category** | **2,571** | **2,800** |

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Court Fees | 839 | 869 |
| Registration of Document Fees | 395 | 377 |
| Legalisation of Document Fees | 266 | 300 |
| HM Sheriff and HM Sergeant Fees | 194 | 166 |
| Birth, Marriage and Death certificates / marriage notices | 117 | 120 |
| Other | 73 | 54 |
| **Total** | **1,884** | **1,886** |

Court fees were 3.4% lower in 2018 due to a continued decline in civil litigation.

Legalisation of Document Fees were 11.4% lower in 2018 due to reduction in the level of demand for the premium level of service, for which a higher fee is charged, compared to 2017.

HM Sheriff and HM Sergeant fees increased by £28k (16.9%) compared to 2017 resulting from an increase in enforcement activity.

**Pay Costs**

Pay costs decreased from £4.0m in 2017 to £3.8m in 2018 (5.5% decrease) primarily due to a reduction in the requirement to employ additional judicial cover in 2018 and a one-off staffing restructure within the Client Services team in 2017.

Analysis of Full Time Equivalent Staff Numbers

| Pay Group | 2018 | 2017 |
|---|---|---|
| Established Staff | 40.8 | 41.2 |
| Public Service Employees | 5.4 | 5.3 |
| Crown Officers and Judges | 5.0 | 5.0 |
| Other Pay Groups | 1.1 | 1.9 |
| **Total** | **52.3** | **53.4** |

Full Time Equivalent Staff Numbers reduced in 2018 by 2.1%, primarily as a result of the reduction in additional judicial cover.

**Non Pay Costs**

Non pay costs decreased by £8k (1.2%) from 2017 to 2018 and were 21.7% (£177k) below budget. The underspend against budget was mainly achieved from a reduction in property maintenance costs (£45k), lower than anticipated costs associated with travel and accommodation (£34k), and a reduction in the cost of support services (£89k) realised from savings in ICT licencing, printing costs and consultants fees.

**APPENDIX 8(k)**

**NET REVENUE EXPENDITURE BY SERVICE AREA**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 861 | 988 | Bailiff's Office | 962 | 841 |
| 539 | 518 | Client Services | 386 | 530 |
| 780 | 868 | Court Services | 921 | 1,202 |
| 355 | 316 | Parliament | 302 | 227 |
| **2,535** | **2,690** | **Net Expenditure by Service Area** | **2,571** | **2,800** |

Bailiff's Office

Expenditure in 2018 was 14.4% higher than in 2017 due to the settlement of a pay award for Crown Officers which dated back multiple years.

Client Services

The budget was underspent by £132k (25.5%) as a result of reductions in pay costs following a team restructure and lower than anticipated postage and utility costs. Expenditure was £144k (27.2%) less in 2018 compared to 2017.

Court Services

Expenditure decreased £281k (23.4%) in 2018 compared to 2017 as there was a reduction in additional judicial cover employed in 2018 (these costs were £226k higher in 2017 at £518k) due to the requirement in 2017 for judicial resources to prepare the judgment for a significant civil case.

Court Services overspent against budget by £53k (6.1%), due to lower than anticipated income from court fees.

Parliament

There was £59k of additional expenditure incurred in 2018 in respect of the costs associated with holding a referendum on the method of electing People's Deputies.

**In Year Budget Changes**

| | **£'000** |
|---|---|
| **2018 Cash Limit** | **2,535** |
| Additions: | |
| Pay Awards | **186** |
| Reductions: | |
| Net Transfers to Budget Reserve | **(31)** |
| **2018 Authorised Budget** | **2,690** |

# LAW OFFICERS

The Law Officers respond to the needs of the Crown, the States of Guernsey and all others they serve by delivering independent, high quality and pragmatic legal advice, comprehensive legislative drafting, prosecution, litigation and commercial law services and robust representation with efficiency, integrity and professionalism, with the objective of protecting and enhancing the interests of the Bailiwick and its people.

## REVIEW OF 2018

Total non formula-led expenditure for 2018 was £4.8m (2017: £4.6m) representing an increase of 4.9% over 2017. The Chamber of the Law Officers of the Crown ("the Law Officers") underspent its 2018 authorised non formula-led budget by £57k (1.2%).

## NET REVENUE EXPENDITURE BY CATEGORY

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 180 | 180 | **Operating Income** | 180 | 200 |
| | | **Non Formula-Led Expenditure** | | |
| 4,370 | 4,760 | Pay costs | 4,762 | 4,490 |
| | | Non Pay costs | | |
| 34 | 38 | *Staff Non Pay costs* | 40 | 48 |
| 82 | 82 | *Support Services* | 53 | 98 |
| 25 | 27 | *Premises* | 17 | 34 |
| 1 | 1 | *Transport* | 1 | 1 |
| 143 | 149 | *Supplies & Services* | 127 | 121 |
| 285 | 297 | | 238 | 302 |
| **4,475** | **4,877** | **Net Non Formula-Led Expenditure by Category** | **4,820** | **4,592** |

## Operating Income

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| External Service Level Agreements | 127 | 120 |
| Property Fees | 22 | 18 |
| Company Fees | 21 | 14 |
| Bills of Cost | 10 | 36 |
| Other | - | 12 |
| **Total** | **180** | **200** |

Income from Bills of Cost (which are charges levied to recover Law Officers' costs) was reduced compared to 2017 where one single case had resulted in a large charge.

**Pay Costs**

Pay costs increased from £4.5m in 2017 to £4.8m in 2018, an increase of 6.1%. This was largely due to pay awards (including backdated pay).

Analysis of Full Time Equivalent Staff Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 38.8 | 39.0 |
| Crown Officers and Judges | 2.0 | 2.0 |
| Other Pay Groups | 0.4 | 0.4 |
| **Total** | **41.2** | **41.4** |

The figures above do not include two members of staff who are seconded to the Committee *for* Economic Development and a proportion of one member of staff, who is part funded from the States Capital Investment Portfolio (those individuals are included in the respective Committees' figures).

**Non Pay Costs**

Non pay costs decreased by £64k (21.2%) from 2017 to 2018 due to 2017 including expenditure as result of a legal matter being heard in the UK which raised legal issues requiring the input of the Law Officers' Chambers and necessitating the engagement of UK legal counsel to represent Guernsey's position in the UK.

Non pay expenditure was underspent against 2018 budget due to lower than anticipated contracted out legal services and the deferral of premises work. There were modest reductions in supplies costs reflect changes in working practices from the introduction of the electronic Document Management System.

**In Year Budget Changes**

| | **£'000** | **£'000** |
|---|---|---|
| **2018 Cash Limit** | | **4,475** |
| Additions: | | |
| Pay Awards | 243 | |
| Established Staff Turnover Adjustment | 116 | |
| Transfer from Budget Reserve | 43 | |
| | | **402** |
| | | |
| **2018 Authorised Budget** | | **4,877** |

The budget was increased to reflect the effect of pay awards agreed during the year and an established staff turnover adjustment was applied as the Law Officers experienced low

turnover during the year. A transfer of £43k from the Budget Reserve was made to fund additional temporary resource to work on Brexit related matters.

# GUERNSEY REGISTRY

Guernsey Registry maintains the registers of companies, limited partnerships, limited liability partnerships, foundations and statutory auditors. It also maintains the Bailiwick of Guernsey's intellectual property registers, the Guernsey register of Charities and Non-Profit Organisations as well as the register of beneficial owners of legal persons. The Guernsey Registry makes information on registered entities available to the public according to the relevant legislation.

**NET INCOME BY CATEGORY**

| 2018 Original Budget £'000s | 2018 Total Authorised £'000s | | 2018 Actual £'000s | 2017 Actual £'000s |
|---|---|---|---|---|
| 10,101 | 10,101 | **Operating Income** | 10,211 | 10,626 |
| | | **Expenditure** | | |
| 412 | 412 | Pay costs | 298 | 395 |
| | | Non Pay costs | | |
| 12 | 12 | *Staff Non Pay costs* | 1 | 5 |
| 422 | 422 | *Support Services* | 252 | 207 |
| 151 | 151 | *Premises* | 162 | 131 |
| 34 | 34 | *Supplies & Services* | 12 | 11 |
| 619 | 619 | | 427 | 354 |
| **9,070** | **9,070** | **Surplus transferred to General Revenue** | **9,486** | **9,877** |

**Operating Income**

| Source | 2018 £'000 | 2017 £'000 |
|---|---|---|
| Annual Validation | 9,067 | 9,103 |
| Register Maintenance | 354 | 416 |
| Incorporation | 256 | 293 |
| Document Enquiries | 230 | 225 |
| Late Filing Fees | 121 | 403 |
| Renewals | 109 | 127 |
| Registration | 74 | 59 |
| **Total** | **10,211** | **10,626** |

Operating income was slightly higher than budgeted for the year with £110k (1%) favorable variance, but £415k less than 2017, primarily due to a one off accounting adjustment in 2017 of £298k which increased income.

**Pay Costs**

Pay costs were significantly below budget and previous year which was predominantly due to unfilled vacancies.

Analysis of Full Time Equivalent Staff (''FTE'') Numbers

| **Pay Group** | **2018** | **2017** |
|---|---|---|
| Established Staff | 6.1 | 6.7 |
| **Total** | **6.1** | **6.7** |

**Non Pay Costs**

Non-Pay costs were lower than budget at £427k due to planned software development and associated funding costs starting later than anticipated. Non-pay costs were higher than 2017 as a result of the implementation of the above software (to support the introduction of a Beneficial Owners Register), whereas there was no material IT spend in 2017, other than routine support and maintenance.

**NET INCOME BY SERVICE AREA**

| **2018 Original Budget £'000s** | **2018 Total Authorised £'000s** | | **2018 Actual £'000s** | **2017 Actual £'000s** |
|---|---|---|---|---|
| | | Company Registry | | |
| 9,948 | 9,948 | *Income* | 10,041 | 10,446 |
| (984) | (984) | *Expenditure* | (714) | (746) |
| 8,964 | 8,964 | | 9,327 | 9,700 |
| | | Intellectual Property Office | | |
| 153 | 153 | *Income* | 170 | 180 |
| (47) | (47) | *Expenditure* | (11) | (3) |
| 106 | 106 | | 159 | 177 |
| **9,070** | **9,070** | **Surplus transferred to General Revenue** | **9,486** | **9,877** |
| | | **Capital Expenditure** | | |
| **-** | **-** | **IT Projects and Equipment** | **122** | **177** |

## APPENDIX 8(m)

Capital expenditure related to the design and implementation of the Beneficial Owners Register and was funded by a loan from the proceeds of the States of Guernsey bond issue.

# FUTURE GUERNSEY ECONOMIC FUND

As part of the 2017 Budget Report, the States approved the renaming of the Economic Development as the Future Guernsey Economic Fund (FGEF). The Policy & Resources Committee advised the States that it intended to use its delegated authority to approve funding for initiatives which deliver on the objectives within the Future Guernsey Programme for Government (in Phase One of the Policy & Resources Plan) and which:

- Ensure we have the right conditions for businesses to set up, grow and operate;
- Improve or protect economic growth; and
- Have measurable economic and fiscal benefits.

As part of the 2017 Budget Report (Billet d'État XXVI, 2016), the States agreed that, in order to encourage and incentivise initiatives which deliver tangible fiscal returns, that 50% of any evidenced fiscal receipts to the States of Guernsey arising from measures funded from the Future Guernsey Economic Fund are re-invested in the Fund. The 2019 Budget Report included *"The Committee for Economic Development has advised that, at this time, the only initiative on which it has been able to measure the return on investment is Locate Guernsey which, up to the end of June 2018, totals approximately £3million."* The States agreed to transfer £1.5million to the Future Guernsey Economic Fund.

The table below shows the position of the Fund at 31 December 2018:

| | Approved £'000 | 2018 Expenditure £'000 | Total Expenditure £'000 |
|---|---|---|---|
| Opening balance | 7,000 | | |
| Transfer from Strategic Development Fund | 2,100 | | |
| Transfer from General Reserve | 1,500 | | |
| | 10,600 | | |
| Initiatives: | | | |
| Contribution to Guernsey Finance LBG (up to 2020) | 2,500 | **400** | 1,700 |
| Tourism Marketing (Visit Guernsey) | 500 | **-** | 480 |
| Innovation Centre (Digital Greenhouse) (up to 2021) | 1,950 | **206** | 1,048 |
| Locate Guernsey (up to 2021) | 2,175 | **366** | 1,098 |
| Marketing – GLAPPPS[1] Film | 553 | **479** | 489 |
| Guernsey University Investigations | 50 | **10** | 10 |
| Air Route Support - Cardiff | 44 | **-** | 45 |
| | 7,772 | **1,461** | 4,870 |
| **Balance** | | | **5,730** |

[1] Guernsey Literary and Potato Peel Pie Society

**Guernsey Finance**

In addition to the £1.7m paid from the FGEF, £300k was paid from the Strategic Development Fund in 2014.

In 2016, approval of the application for a four-year funding commitment of £400k per annum was based upon the successful pursuit of the following specific objectives:

- Promotion of new products;
- Development of new markets; and
- Increase activity in established markets.

Promotion of Products

The following products were invested in during 2018:

- Green Funds and Sustainable Finance;
- Alternative Investment funds;
- Insurance Linked Securities;
- Private Investment Funds; and
- Regulated Pensions.

2019 will see the promotion of products around the following key campaigns:

- Funds;
- Family Office; and
- Insurance.

Development of Markets

London (investment c.£250k)

Guernsey Finance has continued to invest in building Guernsey's profile in London as the key geographic partner. Membership of The City UK yields value as a foothold into influencers within the city and wider UK. Whilst increased activity around smaller, more frequent, events offers better support of the new campaign led approach, with Public Relations, Business Development and Marketing all providing wrappers around the activity to maximise impact of message. There are no revenues directly associated with this activity but, in the light of Brexit, the Board regard it as fundamentally important to Guernsey's future success as a finance centre.

South Africa (c.£50k)

This region saw an uplift in appetite and activity around the regulated pensions and offshore funds products. There were more roadshows in 2018 than in previous years, with the same again planned for 2019 based on successes. Although new business has come from this activity, it is too early to report on value.

Hong Kong (c. £100k)

New Captive insurance business continues to flow from Hong Kong, in addition to helping target and promote opportunities in the private wealth space.

**Innovation Centre (the "Digital Greenhouse")**

In April 2015, funding of £1.5m was approved to be used for the Digital Greenhouse pilot project. This was for a three-year project, running until December 2018, with income generated by the Digital Greenhouse through membership fees and space hire to off-setting the grant funding. The Digital Greenhouse was established to act as a focal point for diversifying the economy, particularly through the growth of the digital and creative sectors. Its aim is to support effective collaboration, co-working, networking and learning to enable successful innovation.

In March 2018, further funding of £490k was agreed to enable the Digital Greenhouse to operate for a further three years (until the end of 2021). The States Assembly's support in 2017 for the Policy and Resource Plan (and in particular the prioritisation of digital connectivity and economic diversification) and the Digital Strategy means that the ongoing and enhanced work of the Digital Greenhouse will be critical to meeting those objectives.

Two main services are provided by the Digital Greenhouse:

1. Delivery of a programme of digital developments directed by the Digital Strategy to feed Economic growth, through delivery of skills and knowledge sharing programmes; and
2. Provision of a physical 'hub' for digital business development, government and community, through which the above developments are facilitated

Overall net spend in 2018 was £206k, considerably lower than the previous two years and was achieved following a refocus on staffing need, greater utilisation of the premises and significant growth in membership income.

Ecosystem growth

As at the end of 2018 there were forty one co-working memberships, representing start up, individual and small businesses working from the Digital Greenhouse, as well as 80% capacity within the allocated desk space for growing and more established digital businesses. Corporate membership increased to nine memberships, with two platinum and one gold sponsors. The Digital Greenhouse held over seventy events, workshops and industry linked hackathons during 2018. Facilities bookings were at an 85% utilisation rate, representing over 1,500 bookings in the year.

Industry partnership

The Digital Greenhouse secured Barclays as a new Platinum Sponsor in 2018 to provide business development and an accelerator function for member businesses. The sponsorship comprises of financial support, the provision of a senior Eco-Manager and access to its Digital Eagles resources. Barclays provides a structured platform for entrepreneurial growth within the hub including access to off-island business mentoring, investment opportunities and networking.

**Locate Guernsey**

In April 2015, funding of £1.2m was approved to establish Locate Guernsey as a promotional entity dedicated to facilitating an increase in inward investment into Guernsey through the additional relocations of businesses and economically active high net worth individuals to the Island resulting in economic benefits to the island and the States through increased tax take. In July 2018, additional funding of £975k was approved to enable the continuation of Locate Guernsey until the end of 2021.

Locate Guernsey is designed to benefit the Island by attracting business and individuals, who in turn will contribute to the economy in a number of ways: by creation of new local jobs; by funding new local business ventures; and by contributing to the States' finances through income tax receipts and Document Duty on house sales.

In 2018, twenty four relocations (creating forty nine new jobs) were secured with Locate Guernsey's help comprising sixteen personal relocations; three businesses; and five personal and business. It is estimated that £1.1m was generated from these relocations through income tax and document duty receipts. This return, combined with that secured by relocations in the previous two years means that after three years, approximately £3.4m has been received by the States – which represents a return on investment of over 200%.

This financial benefit excludes wider economic value to Guernsey businesses such as contributions to the construction, legal and financial sectors.

**Guernsey Literary & Potato Peel Society Film**

Funding of £338k was approved to help Marketing and Tourism and Culture and Heritage capitalise on the release of the Guernsey Literary & Potato Peel Pie Society film in UK cinemas on April 20th 2018, and in key European markets later in the year. An additional £215k was approved to fund further marketing activity to capitalise on the release in August 2018 of the film in the UK on DVD and digital TV channels; the theatrical release of the film in Europe; and the digital TV release in the USA.

The objective of the additional funds was to help raise the profile of, and generate interest in Guernsey as a holiday or short break destination, with the aim of helping the tourism trade and industry generate incremental visitor numbers. The funding was also used to help generate positive off island PR for all sectors of the Guernsey economy, and to engage the local community and generate goodwill about the release of the film.

**APPENDIX 8(o)**

# TRANSFORMATION AND TRANSITION FUND

As part of the 2015 Budget Report, the States resolved to establish a Transformation and Transition Fund in order to recognise *"the significant investment required to deliver the public services of the future and the substantial policy agenda for the States."* The overarching criteria to be demonstrated in any business cases for use of the Fund were set out as:

- Significant long-term transformation in the delivery of services;
- Evidenced and measurable benefits; and
- A return on investment.

The table below shows the position of the Fund at 31 December 2018:

| | Approved £'000 | 2018 Expenditure £'000 | Total Expenditure £'000 |
|---|---|---|---|
| Funds Available | 26,679 | | |
| Initiatives: | | | |
| Social Policy Development | 567 | **14** | 33 |
| Public Service Reform | 1,545 | **307** | 1,075 |
| Transforming Education & Training Services | 1,529 | **294** | 312 |
| Transforming Health & Care Services | 3,416 | **690** | 1,421 |
| Transforming Justice & Equality Services | 191 | **57** | 57 |
| Transforming Other Government Services | 583 | **131** | 533 |
| Civil Service Reform | 536 | **316** | 508 |
| Development of the People Plan | 495 | **407** | 407 |
| Development of an Energy Policy | 375 | **94** | 94 |
| Population Management | 635 | **258** | 584 |
| Corporate Performance Reporting | 163 | **15** | 162 |
| Procurement Transformation | 250 | **154** | 154 |
| Implementation of States Review Committee proposals | 315 | **-** | 220 |
| Fundamental Spending Review commitments | 817 | **7** | 551 |
| Introduction of resource accounting and budgeting | 300 | **148** | 148 |
| Other TTF commitments | 247 | **137** | 156 |
| Administration and Governance: | | | |
| Transformation & Transition Fund | - | - | - |
| Public Service Reform | 50 | **50** | 50 |
| | 12,014 | **3,079** | 6,465 |
| **Balance** | | | **20,214** |

**Public Service Reform**

The "Design and Delivery" Phase of Public Service Reform (PSR) was started in 2017. Additional funding of £750,000 was authorised in 2018 to cover the ongoing management and co-ordination of PSR at a programme level as part of the Design and Delivery Phase up to the end of 2019. The 2018 expenditure was £357k and activities undertaken as part of this phase were:

- Stakeholder engagement and PSR level communications;
- PSR level co-ordination and alignment of programme and priority projects;
- PSR level reporting – Programmes, Plans, Risks, Issues etc.;
- PSR level benefits management and reporting;
- Working with committees to roll out the Portfolio Register; and
- Support for committees in delivering MTFP savings activities.

These activities ensured that programmes and projects were being managed appropriately and that their benefits, financial or otherwise, were properly identified, monitored and reported, and that there was the necessary co-ordination and reporting of initiatives. It has also ensured that transformation initiatives remained justified and aligned to common strategic goals.

**Transforming Education & Training Services**

Expenditure of £294k in 2018 has enabled the Committee *for* Education, Sport & Culture to successfully manage its programme of transformation and the main outputs were:

- Alternative model approved by States in January 2018;
- Detailed planning for the implementation phase including:
  - Leadership, collaboration and culture – including appointment of Executive Head/principle for the new school and other critical leadership roles and curriculum planning;
  - Starting a project focussed on reviewing and making changes to Education Law and governance;
  - Developing the Vision & Target Operating Model that aligns the future of Education to the wider Public Sector Reform agenda;
  - Developing the construction of the 11-18 school through to RIBA Stage 2;
  - Operational modelling and analysis for 11-18 school & for Further and Higher Education
  - Accepting ownership for delivery of the digital roadmap for Education following its publication in November;
  - Establishing a programmatic approach to planning and delivery and the associated governance and controls.

Completing this work means the Committee has been able to develop a detailed and costed implementation plan, which is expected to be considered by the States in the third quarter of 2019.

**Transforming Health & Care Services**

£690k of the funding allocated to the Transforming Health & Social Care Services programme from the Transformation & Transition Fund, was used during 2018 to continue the Cost and Service Improvement programme and to develop the Partnership of Purpose. Key elements of this work included progress in the specific areas of Health Intelligence Data, Regulation and the TRAK system upgrade.

The funding has enable the programme to deliver on a number of key objectives including:

- Developing the location, requirements and design of the Community Hub;
- Increasing the capacity of the Health Intelligence Unit to enable future Public Health Needs Assessments;
- Establishing a Bailiwick Health Improvement body which may require
- Progress the core patient record system upgrade project, including a proof of concept and detailed planning;
- Containing the cost and service improvement programme.

**Civil Service Reform**

This comprised expenditure of £279k on HR Transformation & £37k on Supporting Government programmes.

The HR function review and the Evolution of HR project aims to deliver a fit for purpose HR function, which has the capabilities, tools and systems to support and enable the transforming organisation. Phase 1 of this work has now been completed and focussed on a number of reviews of the capability, processes and systems within the current HR function, with an action plan for improvement. The action plan has now delivered a series of improvements and an interim operating model, including:

- Creation of One HR;
- Rental and relocation policy reviewed and updated;
- Review of recruitment and selection process with a series of process improvements made;
- One HR career pathways developed;
- Recruitment materials for off-island candidates updated;
- Pulse surveys for employee engagement piloted in a number service areas going through periods of change;
- New cross-function approach to case work embedded to ensure continuous improvements and consistency to all HR case management;
- Comprehensive review of all workforce data completed and quarterly reporting and monitoring process embedded within Business Partner teams, with support of dedicated workforce planning resource;
- Employee portal launched to consult on harmonised disciplinary, appeals, grievance, redundancy, agile working, flexible working and toil policies.

The next phase will focus on delivering the full target-operating model, which will be aligned to the new design principles for the organisation. This will be completed as part of the service design and digital transformation programme that will commence in the second half of 2019.

Work on the Supporting Government programme has focused on strengthening governance and Professor Catherine Staite was been commissioned to work with Committees and officers to facilitate this. Professor Staite is the former Director of Organisational Development at the Institute of Local Government Studies (INLOGOV) at the University of Birmingham. She has previously worked with the Audit Commission, the Legal Services Commission and in the National Health Service in the UK. To date she has set out findings and recommendations in relation to Health & Social Care and Home Affairs, working with the Committees, officers and service leads. It is proposed that she will work with each of the Principal Committees in order to provide a wide-ranging set of practical recommendations to enhance governance and accountability.

**Development of the People Plan**

During 2018 the following progress was achieved:

- An organisation wide review into the delivery of learning and development which provided the organisation with a data rich understanding of the opportunities to make improvements and efficiencies. The outputs of this have been developed into a new learning strategy for the organisation which has identified at least £120k worth of savings, £26k of which have already been banked through the early phases of the implementation of a single learning management system for the organisation ('My Learning');
- Extensive research, modelling and impact analysis of the opportunities to harmonise the current discrepancy of pay, terms and conditions across the organisation. This included a dedicated review of terms and conditions within Health & Social Care staff to address the particular challenge within those staff groups and to support the visions of the Partnership of Purpose. The detailed discovery work continues with engagement with service areas and employee representatives. Once completed, the information will inform any proposals around future changes to terms and conditions, with the intention to provide the best possible outcomes for employees as well as the services we provide; and
- The completion of a review into the current structures of the senior civil service, identifying opportunities to improve service delivery and make efficiencies from aligning our structures to customer journeys. This piece of work improved the organisation's understanding of the challenges of the current structure and informed the thinking and business case for the restructure of the civil service aligned to a new operating model.

**Population Management**

The States have given delegated authority for the use of a maximum of £1m from the Transformation and Transition Fund in respect of the revenue expenditure associated with the change in the system of population management previously approved by the States. Requests for funding totalling £645,000 have been approved. As well as funding staff to

implement and administer the new Population Management regime, the final phases of expenditure on this initiative focused on system development designed to improve and streamline digital processes. A primary focus has been the iterative development of digital services in response to feedback from users and the simplification, where appropriate, of processes.

**CAPITAL REPORT**

This report is presented to update on progress made by programmes and projects within the Capital Portfolio funded from the Capital Reserve. The report includes all programmes and projects whether prioritised in the current or previous portfolio periods.

**Affordable Housing Programme (Phase 1)**

To provide sufficient capital to enable an affordable housing development programme that works towards meeting the Island's affordable housing requirements. 'Affordable housing' is defined as intermediate housing (partial ownership) and social housing (social rental housing for households on low incomes or with other needs identified by the Committee *for* Employment & Social Security. It also includes specialised and key worker housing).

**Update:**

The affordable housing development programme is an ongoing, rolling programme. At present, the States has agreed the States Strategic Affordable Housing Indicator of 178 units for the 5 year period of 2017 - 2021, with a +/- variance of 32 units. This was endorsed by the States in July 2018 - Billet d'État XIX 2018. However, the States also endorsed a work stream to develop a model to more accurately predict the Island's housing requirements so that the States Strategic Affordable Housing Indicator, and the wider States Strategic Housing Indicator, can be better informed and set using more robust and inclusive data. This work stream will be progressed as part of the Local Market Housing Review. This Work Package is listed under the Housing Policy Priority Area of Future Guernsey and has States endorsement. Recruitment to help resource this, and other, work streams from the Local Market Housing Review is underway.

Until the exact requirement figures have more accurately been predicted, and agreed by the States, it is very difficult to know the extent of the development programme for the future and therefore the exact funding required to enable it. It is important to note that the affordable housing development programme is ongoing funded from the Corporate Housing Programme Fund and each development proposal from the Guernsey Housing Association is regulated and sanctioned by both the Committee for Employment & Social Security and the Policy & Resources Committee.

The current development programme will provide 223 units between 2017 and 2021 and funding of £9,891,000 to enable the development of these units has been agreed to be paid from the Corporate Housing Programme Fund to the Guernsey Housing Association in the form of capital grants. The next phase of the development programme, and units under the broader 'affordable housing' definition, is now being planned. The land acquisition options are being scoped and have been supported by the Committee for Employment & Social Security; the social rental housing requirements are being informed by in-house analysis and the current Affordable Housing Indicator; discussions with officers from the Committee for Health & Social Care have commenced in relation to specialised housing and key worker housing requirements which fall under the 'affordable housing' definition; and initial meetings to scope a credible housing requirement model have commenced. Should the development programme include specialised housing development or redevelopment, the costs involved and the scope of the project are likely to increase compared to those originally predicted.

**Airport Pavements Rehabilitation**

**Update:**
The Airport Pavements Rehabilitation project is largely complete, with the exception of the PFOS Bund Remediation Works which are still subject to further investigation into options for the longer term treatment of contaminated soils.

**Alderney Airport Runway Rehabilitation**

**Update:**
Policy Letter approved by the States on 31st January 2019. This included the release of an additional £460,000 to fund all necessary steps for the Design and procurement of preferred option.

The Full Business Case will need to return to the Policy & Resources Committee for approval (end of third Quarter 2019) with the capital vote being up to a maximum of £12.2m.

A full refurbishment of the existing airfield pavements through a Marshall Asphalt overlay to the full length (877m) of Runway 08/26, Taxiway Bravo and the airfield Apron.

As part of the works Runway 08/26 will be widened to 23m (currently 18m), the approach lights will be replaced, a new drainage system will be installed to suit the revised runway width, and the airfield lighting will be upgraded to LED fittings to facilitate improved visual references in low visibility, improved energy efficiency and improved luminance.

**Bus Fleet Replacement**
Phased replacement of existing ageing bus fleet originally scheduled for 2016, 2018 and 2020.

**Update:**
Phases 1 and 2 are now complete with the delivery of a total of 32 StreetVibes bringing the total number of new vehicles up to 34. The only outstanding issue is the need to replace the remaining 11 driver seats and pedestals on the Phase 1 buses. Phases 1 and 2 have come in under budget. The remaining 8 Dart Nimbus buses are scheduled to be replaced in 2020 and we are currently awaiting developments in the alternative fuel markets before seeking potential bids for this third phase of the replacement programme. Recent development at Education in relation to the States approved two-school model might result in a review of how we manage integrated school services within the bus contract.

For example, if as expected Education confirms a later school finish time then it may no longer be possible to accommodate school services within the main contract. At present we provide 12 (am) and 25 (pm) school services but the afternoon services could not be accommodated with a later school finish as this would clash with the afternoon commuter peak. Accordingly, we may need to review our fleet requirements for Phase 3 in due course.

**Castle Cornet Refurbishment**

Aiming to refresh some areas of the Castle including some of the museum exhibits to encourage visitors to the attraction and increase income from it.

**Update:**

Drainage report completed to ascertain the possibilities for the development of the lower barracks - a critical consideration in determining the detail plan for the rest of the Castle.

End user requirements are progressing, so far developing Visitor Services' requirements and Access & Learning considerations.

Replacement of the Maritime museum roof is progressing well.

**CCTV**

Upgrade and replace the Public Safety CCTV System which is in place at the Airport, Harbours, Town Centres, Courts, Police Headquarters and Beau Sejour Leisure Centre.

**Update:**

A Strategic Board and Operational Group had been setup to progress CCTV and recently a strategy for CCTV across States of Guernsey has been agreed and made available to Future Digital Services. Currently we are working on a Data Protection Impact Assessment for all CCTV as we transition to a new network design. Next steps are to produce a Business Case, alongside guidance and operational information which will require support to complete.

**Coastal Flood Defences (Phase 1)**
Provision of flood mitigation measures at St Sampson harbour (the Bridge) and Belle Greve Bay. (Note that "phase 2" is the investigation into and provision of flood mitigation at 7 additional areas around the coast and this will not be delivered in one phase)

**Update:**
There are 2 work streams in this programme:

1. St Sampson's

There is a link between this work stream and the Leale's Yard Development. It was confirmed last year that the Co-Op were not looking to develop the site but the Committee for Economic Development has expressed an interest in facilitating development of the site, and the programme team is now working to ensure that there is a joined up approach between the programmes.

2. Belle Greve Bay and Les Banques

The team is looking holistically at these areas and has scaled back the approved work on the Admiral Park sheet piling in order to consider the best long term solution. The area has a number of features that make it complex, including a variety of defences along its length.
The programme is developing options and are likely to require funding for external expertise in the near future.

In January 2019 erosion of the bank at Les Banques was identified, giving rise to concern over the impact on the utilities in the area. Work is underway, with the utility companies, to identify the best short term solution for this issue given the longer term plan.

**Community Hub - (previously known as HSC Peripatetic Accommodation)**
Consolidation of HSC Peripatetic – Aiming to consolidate the HSC community services onto a single site (KE VII) which will allow for greater collaboration between teams, easier access for service users and offer opportunities for efficiencies and combining common services. This will also move staff out of several other properties which are no longer suitable for the types of services now being offered and could be released to raise further capital.

**Update:**
The programme has undergone a redesign to align with the new Portfolio Delivery Group and the SLT structures.

Through this redesign, the programme has identified four key projects:

1. Community and primary services review and redesign (underway)
2. Near term co-location and joined up working opportunities with Education and the third sector (underway)
3. Strategic community hub requirements (fed from 1 and 2)
4. Near term Property Services Rationalisation. This element is the key piece funded by this capital allocation.

As a result of the redesign, the previous Programme Business Case will undergo significant rework, and a new board is being formed to assure this.

In addition, initial service pathway mapping has been completed and several improvement ideas have been identified and added to the backlog for delivery. This work will be prioritised by the new programme board set to meet in May 2019.

Work at Political and Senior Officer Level to confirm approach and progress for co-location and joint working (for both the near term and for strategic policy delivery) is ongoing.

**Cyber Information**

Feasibility study and building a business case for the establishment of a Computer Emergency Response Facility: This project will aim to improve the protection of data held within the Bailiwick and the ability to prevent and respond to the increasing threat of cyber-attacks.

**Update:**

Three quarters of the way through the feasibility study exploring the options of working with Jersey to create a Computer Emergency Response Facility. Once concluded, a business case will be produced requesting capital and revenue costs for the ongoing running of the service. If approved, the funding for the requirements review will be used to inform the technical specifications and revenue/people required prior to a tender. A business case for the solution will be drafted and submitted for consideration for the 2020 budget.

**Digital Channel Shift**

Changing the way that the States of Guernsey offers its services and to move towards a 'Digital by Default' form of communication and service provision should help to make it easier and quicker for businesses to manage their interactions with the States.

Originally identified range of digital shift projects. Included in the Future Digital Services (FDS) Policy Letter as part of the resolution for capital release of £16.7m for "Digital Transformation Programme".

This project is no longer required but a new project is being sought through the FDS policy letter that will pick up the intent of this project.

**Update:**

Competitive dialogue completed, preferred bidder selected and nominated. Policy letter published and due to be debated by the States of Deliberation on 12 June 2019. Final contract closure and tranche 0 work ongoing.

**Digital Infrastructure**

Building the future digital infrastructure on the island and planning the strategy to deliver enhanced high-speed connectivity to both homes and businesses on the island, as set out in the 2018 Telecoms Strategy. The States agreed this as a critical priority as part of the economic development strategy.

**Update:**

The Committee *for* Economic Development is bringing a policy letter to the States in September 2019.

**Education Estates Development (Phase 1)**

The Education, Sport & Culture Committee will return to the States in September to set out its options for delivering the changes to secondary and further education. This will make use of existing buildings within the education estate but will also require some new construction.

**Update:**

The building plans and design are progressing well for the 11-18 project and in line with the design programme. RIBA Stage 2 design completed a with a full Stage 2 Report and cost plan. Stage 3 design is in mid flow and expected to complete mid to end July 2019. Construction costs are being tracked parallel to design work and now that more project details are known.

**Electronic Health And Social Care Record**

**Update:**

**Original EHSCR Programme**

The final component of the original programme was the replacement of the Children's Information Database (CID). This project is known as MOSAIC and the first phases of this went live in November 2018 providing a workflow system and case management solution for children's services. A secondary phase has been scheduled for June 2019 principally to fit in with the availability of Children's Service staff. This phase will allow for the management of financial elements of foster care for processing in SAP and complete the remainder of workflows that guide practitioners through the formal processes associated with looked after children and foster care.

**TRAK Replacement**

This programme is complete but it is expected that new proposals for future requirements will come forward for consideration and inclusion in the current Capital Portfolio.

**Footes Lane Refurbishment**

Rebuild of Athletics Track to include an additional two lanes to convert into an eight lane 400metre track; plus installation of additional infield drainage along sides of track with artificial grass margin; plus maintenance and repair works to the Garenne Stand; plus installation of a multi-use accessible viewing platform on Level 2 and reconfiguration of Level 2 Toilets to include an accessible option.

**Update:**

Funding of £1.57m was approved on 4 February 2019, following initial £50k seed funding approved in 2018 for Specialist Athletics consultancy work - for which Labosport UK were appointed.

Pre-Tender Qualification for track works completed 27 January 2019, and tender issued beginning of March following approval of the shortlist by SRO after PTQ evaluation at the end of January. Three tenders received w/c 25 March 2019, which have now been evaluated and moderated. Preferred bidder has come in c£6k below amount outlined in business case, albeit it should be noted that this figure does not include any risk contingency - which will be monitored throughout the duration of the project. Preferred bidder informed of provisional status on 5 April, with the caveat that official acceptance of the tender report was still (at that time) to be received from the Policy & Resources Committee, and will also be subject to contractual terms. Track replacement work is on-schedule, and will commence on 20 May 2019.

A separate bid for elements of landscaping required for car park resurfacing and other works will be made through the Minor Capital funding prioritisation approach. Work to the Garenne stand, disability access, is scheduled to take place in 2020 - with preparation and further investigative work taking place later in 2019.

Benefits (both cashable and non-cashable) remain difficult to quantify, although those relating to this part of the project (the track works) include records of customer comments, minor reduction to in-house maintenance budget (reduction in moss growth and improved track drainage - likely to be in the hundreds as opposed to thousands in terms of savings) and a fit for purpose track for local and visiting athletes. Comparisons will be made with the amount of competitions held, and the number of athletes catered for during training through close liaison with Guernsey Athletics.

The contribution of £56k from Guernsey Athletics will be made by the proposed project closure (December 2021).

**Future Digital Services**
Procurement of FDS Partner to deliver economic development, public service reform and IT services for the States of Guernsey.

**Update:**
Competitive dialogue completed, preferred bidder selected and nominated. Policy letter published and due to be debated by the States of Deliberation on 12 June 2019. Final contract closure and tranche 0 work ongoing.

**Home Affairs Estate Rationalisation**
Home Affairs continue to contribute wherever possible to Estates Rationalisation. The status of any wider rationalisation is however currently red - detail outlined below.

**Update:**
Les Vardes exited on 02/04/2019 which will provide annual cashable savings of £150K per annum. Home Affairs will set out a clear Target Operating Model (TOM) for its total future property requirements and discuss its requirements with Property Services in the context of the wider Estates Strategy.

The comprehensive Home Affairs TOM would encompass how Home Affairs will operate in the future, including how the enabling functions will integrate and support its operations. It is envisaged that this should then help determine the long term Property requirements. To develop a full TOM will require seed funding.

The time taken to develop a comprehensive TOM could end up being measured in years rather than weeks or months. While it is good practice to have a long term vision it is safe to say that the States is likely to be retaining ownership of a number of Home Affairs sites for many years to come (e.g. Town Arsenal, Prison, etc.), so carrying out works which ensure its use can be maximised, whether that is for 5, 10 or 50 years, has considerable logic. Conversations are therefore ongoing in this respect and with regards to some short, medium and longer term estates rationalisations which could take place.

**Hospital Modernisation - (Phase 1)**

The ten year Hospital Modernisation Programme seeks to ensure that acute services are part of an integrated system of care, provided from a hospital that is safe and modernised, with a layout which is sufficiently flexible to meet future needs and that can more easily adapt to future developments in health care. It will provide a patient focused environment that will support improved staff morale and efforts to recruit and retain staff, improve accessibility of the site and improve the look and feel of the hospital environment.

The anticipated whole Programme capital costs are in the region of £72m to £93m.

The Programme has been divided into three phases, with the first phase involving the relocation and modernisation of the Women's and Children's ward, the development of a new wing for the Critical Care Unit (CCU) and Theatres, as well as work to establish the most suitable location for the Medical Specialist Group. The total cost of Phase 1 is estimated to be in the range of £34.3m to £44.3m.

**Update:**

The Programme Business Case and Policy Letter was unanimously approved by the States on 27 March 2019.

Scoping for the initial projects, Women's & Children's, CCU and Theatres has been completed and the documents are in the final stage of sign off by the relevant stakeholders. The temporary car park build has commenced due to complete Q3 2019 and approval for the upgrading of Staff Change facilities with property services is underway. Finally the Travel Strategy report is due to be considered at a workshop at the end of May to agree recommendations, actions and timelines.

**HSC LAN**

Replacement LAN / WiFi network infrastructure for PEH and other health and social care sites

**Update:**

- Current Stage: in delivery - 22% complete
- Cable deployment - 35%
- "Proof of Concept" - 100%.
- Pilot site due to be enabled by 11 June 2019.
- Project on target to revised baseline with planed project completion 19 March 2020.

**HSC Property Rationalisation**

Carrying out a review of the property portfolio and determining an appropriate strategy for the c.52 buildings (e.g. maintain / repair / refurbish / dispose / alternative use).

**Update:**

The Policy & Resource Committee (P&R), the Committee *for* Health & Social Care (HSC) and the Committee *for* Employment & Social Security (ESS) have been working in cooperation with the Guernsey Housing Association (GHA) to look at ways which can improve the conditions services uses who require residential care living in which are not suitable or appropriate. In April 2018 there was support by HSC and P&R for partnership working with the GHA. The aim was to provide new purpose built accommodation for adults living with complex disabilities, adults living with enduring mental illness and children with complex needs. Since April 2018 the GHA have assessed the properties and worked with HSC to explore the options available and make an assessment of the current portfolio. This has culminated in meetings with Planning Officers and the employment of Architects to create and refine designs in consultation with HSC as the care and support provider.

In January 2019 the GHA have drafted an outline programme that provides a suggested sequence of site redevelopment. Included within the programme is the potential to rationalise from ten properties down to five. However, this is dependent on obtaining the necessary planning permissions. The business case is in draft form and is subject to finalising the financial case to support the project.

**Hydrocarbons**

A programme to investigate and develop options to identify a preferred way forward to secure the future of hydrocarbon supply into the island.

**Update:**

The Hydrocarbons programme looks at one energy type but this programme will be influenced by the energy policy which is being developed and is planned to be debated during Q3 2019.

The energy policy team and the hydrocarbons team are working closely together to ensure that all the options under consideration for hydrocarbon supplies are aligned to this policy.

A lead reviewer has been identified for the independent Programme Assurance Review and is due to meet with the Programme SRO and team during February to finalise the Terms of Reference for the Review which is expected to take place during Q2 2019.

**Inert Waste Solution**

The Proposal is for the provision of a new inert waste disposal solution for the Island. Currently the States of Guernsey has relied on coastal land reclamation for the disposal of inert waste.

**Update:**

Royal Haskoning is currently undertaking a detailed Environmental Impact Assessment (EIA) and Environmental Statement on Longue Hougue South. A first phase consultation on the EIA informal scoping document has now been completed. The States are likely to consider a Requête on the Harbour Development, including inert waste facilities, on 22 May 2019, following political interest in a potential Harbour option.

There is a risk that this could cause a delay and potentially stop or change the course of direction for the entire project.

Revised forecast tonnages of inert waste indicate that the operational life of the current Longue Hougue Reclamation Site will be up to around 2022, and that it is still likely that there will be some requirement for stockpiling as an interim measure until a new site is available – this may have cost implications, whilst some of the stockpiled materials may be re-used in the construction of the Breakwater and/or diverted to strategic projects.

Costs estimates are planned to be reviewed following the Preliminary Design Options report for the LHS breakwater in Q3, but work will not be commissioned until after the 22nd May.

**La Mare De Carteret (LMDC) Remedial Works**

**Update:**

This project has successfully delivered the aims set out. The locker installation suffered many setbacks and there is very minor finishing works which are being completed. A small amount of committed costs remain outstanding for payment until the above works are completed and as a retention sum was held against the largest contract of these works - refurbishment of the mobile classrooms which has a due date of Sept 2019.

**Leopardess Replacement**

**Update:**
The Commerce & Employment Department submitted a Policy Letter and Strategic Outline Case (SOC) to the States September 2015 (Billet XVI) recommending approval of a project to commission a replacement Fisheries Patrol Vessel at an estimated cost of £2.625 Million.

At the time of submission, the proposal was fully supported at officer and political level, but in the event was subject to a successful sursis.

This action froze the project and required that an independent marine engineer's survey of the condition of the existing FPV and options for a new vessel were obtained prior to it being reconsidered for moving on to a tender process which would be constructed to ensure that local boat builders and those manufacturing in glass fibre would be eligible. The survey was completed April 2016 and published on gov.gg.

Expressions of interest work was completed by Procurement. Project has stalled since 2017 due to a lack of staff resources induced by reduced staff numbers, quota dispute with the UK/DEFRA, Brexit.

In the meantime key maintenance on the vessel, as highlighted by the survey report, has been completed using largely internal staff time and skills. The vessel is still in service and was surveyed for compliance with the Marine and Coastguard Agency code compliance. The approach to this project in terms of analysis of requirements and the resultant business case documents has been reviewed and some work done on an amended approach. However, resources remain a limiting factor.

Ideally the re-consideration by the Committee *for* Economic Development would take place in Q3 2019. The vessel is being nursed along and maintained on a small budget. There are operational continuity risks that increase as time passes.

In essence, the decision will be between-

(1) No vessel, or
(2) Major refit and replace later, or
(3) Replace

This is as it always has been and while the indications are that the Euro price of an equivalent (Damen) vessel have varied little in the intervening period, the drop of the pound to euro exchange rate has elevated the cost of option (3).

**Longue Hougue Breakwater**

Project to close the gap in the breakwater which was created as part of the St Sampson's Harbour Development works. This will also be key piece of work as Longue Hougue is used for inert waste material to avoid outflow from the area.

**Update:**

Funding for site investigations approved.

**Office Rationalisation SCFH Phase 1**

To move services and colleagues away from Cornet Street and Grange House, primarily to SCFH. To pilot agile working solutions within OneHR (SCFH Level 5 West). Following the success of the agile working pilot, to roll out agile working solutions within other areas of SCFH (Level 3 West; Level 4 East; Level 5 East; and Level 5 North) to maximise the use of the available office space in these areas. To accommodate a small number of colleagues displaced as a result of the relocation of Home Affairs Central Services from Les Vardes House.

**Update:**

1. The wider roll out of agile working solutions within other areas of SCFH (Level 3 West; Level 4 East; Level 5 East; and Level 5 North) to maximise the use of the available office space in these areas.

2. Accommodating Finance and Data Protection staff displaced as a result of the relocation of Home Affairs Central Services from Les Vardes House.

3. Accommodating additional staff as a result of the consolidation of the Communications Team and additional recruitment (to fill vacant posts) within the Treasury and Strategy & Policy Teams.

Phase 2 was completed on time during March, albeit only into temporary locations

The remainder of the moves (including the purchase of IT & furniture, and devising and implementing telephony solutions) are on track to be completed by the end of May, albeit that some fixtures (lockers) to fully support agile working might not be installed until shortly after the moves have been completed.

**Project LiSR**

The replacement of the Guernsey Police Central IT System (Linkworks) that came end of life in 2009. A feasibility study in 2012 identified commercial off the shelf (COTS) solutions with some development to meet local needs and taking into account the formation of JESSC and the need for a command and control system.

The solutions identified are:

- Niche RMS Case and Custody System [via tender waiver]
- Fortek Vision Command and Control System [via ITT], now Capita Vision
- SharePoint Document Management System [via ITT]

**Update:**

Vision Command & Control

Two outstanding deliverables - Mitel and Niche Integration
A dispute with Capita in relation to the licensing of the product as States of Guernsey (SoG) signed up to multi-agency and Capita licensing is single-agency.

A VC had taken place between Capita, Bailiwick Law Enforcement and ISS on March 8th 2019 to discuss how to progress the outstanding deliverables and project closure. A follow up meeting will be convened in 8 weeks.

Niche RMS

Niche is in place and functional as the Police Case Management solution, a number of deliverables are progressing aside from the Vision integration. These are a SQL extract to export and import data from Linkworks into Niche and act as a search tool for read only access to historic data. A universal app is part of a controlled POC to test in vehicle mobility.

Linkworks

Exporting 25 years of data has taken a significant amount of time, our original proposal was for Officers to move their own data (admin, training and HR) and ISS would manage the export of operational data. Officers struggled to meet their commitments and as a result ISS is now managing the export and import of non-operational data into SharePoint.

SharePoint

SharePoint has reached a tipping point for use, allowing ISS to draw back access to Linkworks to a specific location. An isolated instance of Linkworks will run isolated from the network to carry on data extraction and import.

All permissions have been reviewed and changed as the original implementation had been heavily locked down resulting in staff disengagement. There are a number of support issues that are under review to ensure that uptake of SharePoint continues on an upward trend.

**Replacement Cremator**

Replacing the cremator at the Foulon site with bringing it up to date with current air quality standards and the need to be able to deal with an increasing number of bariatric cremations.

**Update:**

**Schedule Status:** Planning permission received and are awaiting Building Control approval. The tender drawings were completed on 15th April and the Pricing document is currently being prepared. In advance of its issue the drawings have been issued to the three selected Contractors to enable them to get a head start. The Tender issue date is set for 20th May and the return date 17th June 2019.

**Risk Status:** Significant risks have been highlighted within the project risk register and being continuously managed. No risk events noted within the period. The continued delay to the start of this project on site is increasing the risk of a total failure of the aging plant.

**Safety:** Residual risks to be designed and managed out, if practicable.

Building Control Permission has been granted 13/05/2019.

**Revenue Services Programme**

**Phase 1 (Completed):** Assess the business justification and risk profile and develop the Target Operating Model ("TOM").

**Phase 2 (the current phase):** Based on the TOM, create a single service and organisational structure; mitigate the risks associated with the current IT systems; improve customer understanding and satisfaction by introducing new and improved digital services and greater automation (to include a single signon function, online ID verification and online repayments and status updates); and, using information and data deduced throughout the phase, develop the specification and start the procurement process for the replacement IT solutions.

**Phase 3 (the Final Phase):** Complete procurement of, and then implement, the right replacement IT solutions for the service, as identified in Phase 2.

**Update:**
The Revenue Service was launched in October 2018, enabling the assessment and collection of Income Tax and Social Security Contributions by a single service. Work continues to develop the organisational structure based on the TOM and aligned to wider PSR.
A new digital service for employees to request a coding notice online when changing employer will shortly be launched, one of the first steps towards creating a more efficient and cost-effective Revenue Service. The next focus is on designing the substance requirements within the online corporate tax return and automated risk assessment. The programme is working closely with ISS and the FDS team to ensure alignment.
The income tax and social insurance rules have been documented in a format which will enable greater automation through use of decision models which can be integrated in the digital services. This will also enable identification of opportunities to align the laws to improve customer understanding and create efficiencies.

**SAP Roadmap**

Upgrade to the organisations enterprise resource planning system of both platform and user modules. Would lead to an improved workforce planning system which could release significant savings by reducing reliance on bank staff.

Originally identified range of SAP Upgrade projects. Case is being developed for S/4 HANA Upgrade and to more clearly identify other specific projects in light of FDS supplier appointment. Planned to merge with Digital Channel Shift to form "Digital Transformation Programme".

This project is no longer required but a new project is being sought through the FDS policy letter that will pick up the intent of this project.

**Update:**

Approval sought as part of the overall FDS Policy Letter targeting States Debate on the 17th July 2019**.**

**Seafront Enhancement Area**

Investigate the development of a thriving and vibrant harbour and seafront through the development of local planning briefs for the Harbour Action Areas. This presents an exciting opportunity for the seafront and the Island as a whole.

**Update:**

The Seafront Enhancement Area (SEA) programme is one of 22 policy priorities identified by the States of Guernsey in the Future Guernsey (Policy & Resource) Plan. A political-level cross-committee body, the SEA Steering Group, has been established, which includes representation from the committees for Economic Development, Environment & Infrastructure, Home Affairs and the Policy & Resources Committee, plus representation from the States Trading Supervisory Board.

The Steering Group is coordinating the approach to the Seafront Enhancement Area policy and for the potential development and enhancement of the eastern seaboard.

The development of the SEA programme as a States of Guernsey priority stems from the 2011 Strategic Land Use Plan, which identified a need for a 'vision' for Town and the Bridge, and the subsequent 2016 Island Development Plan, which identified the Harbour Action Areas and established the planning policies to allow for the development of these areas.

Following the formation of the Steering Group, a number of Enhancement Principles and Enhancement Objectives were agreed which establish the broad criteria that all potential development must adhere to and which set the high level desired outcomes of the SEA programme respectively.

**Work to date**

Once the scope of the SEA programme had been established, the Steering Group decided that the overall SEA programme should be split into two work streams:

(i) the development of a long-term plan for the enhancement of Guernsey's east coast, and

(ii) the identification of initial enhancement projects that could be carried out ahead of the long-term plan without restricting delivery of said plan.

Initial enhancement projects

When undertaking the initial enhancements work stream, the Steering Group identified six States-owned sites within the vicinity of the St Peter Port seafront that could be socially, economically and/or environmentally enhanced without restricting the ability to deliver a long-term plan for the wider area. In late 2018, the Steering Group ran a six week public engagement exercise, gathering views on what the public would like to see happen on each site. A simultaneous expressions of interest process was undertaken to gather formal proposals for the enhancement of each site. Using the Enhancement Principles and Objectives, and the feedback of the public, gathered through the public engagement exercise, the Steering Group evaluated the 35 formal expressions of interest received across the six sites, and are currently in the process of identifying a 'preferred option' for each of them. The Steering Group remains committed to seeing tangible enhancement happen in the short-term and has set a deadline of October 2019 for there to be tangible progress on at least one of the sites.

Development of a long-term plan

In order to achieve the Enhancement Objectives as part of the long-term plan for the enhancement of Guernsey's east coast, the SEA Steering Group will work towards identifying what specific development should come forward. A two day stakeholder workshop was held in February 2019 with the aim of gaining an understanding of what industry and the public believe the priorities should be for the SEA programme. The two main questions asked of the stakeholders was what are the current problems that need to be fixed and what opportunities does the development of the east coast present.

The workshop highlighted a number of development themes that were aligned with the Enhancement Objectives, which will require further research to understand the feasibility of options available, so that the Steering Group can identify an appropriate way forward to meet Guernsey's future economic, social, environmental and infrastructural needs.

Once an understanding of the viability of these themes has been understood, it will be necessary to prepare a business case for the proposals and to secure funding for the programme.

The SEA Steering Group will then produce a high-level plan for seafront enhancement, setting out which specific developments should come forward as part of the SEA programme. Alongside the production of this plan, there is a statutory requirement for the development of a Local Planning Brief, which will involve the need to undertake environmental impact assessments into the identified developments. Both the high-level plan and the Local Planning Brief will be taken before the States Assembly in the form of a policy letter, the approval of which will signify the movement into the delivery phase of the SEA programme.

The Steering Group has set a target for taking a policy letter to the States within this political term, in an attempt to carry adequate momentum into the next government. At this stage, the SEA Steering Group envisages that the delivery of this plan will be split into several projects. Consideration will be given to the most appropriate delivery mechanism/vehicle and once approved by the States, formal tenders will be invited from industry for the delivery of each element.

**St Sampson's Fire Main**

Replacing the pressurised water ring-main that serves as the fire suppression for the offloading of liquid fuels and gas to the island at St Sampson's Harbour which has reached the end of its useful life.

**Update:**

This project is being worked on by the Chief Fire Officer and members of the Procurement team. There is currently a suspected underground leak within the Fire Main System which needs investigating and a resource request has been approved for this work.

**Strategic Air and Sea Links Infrastructure**

**Update:**

The runway extension was one of the options in the Policy & Resources review on strategic air and sea links infrastructure (so 1 is part of 2).

A PwC report was submitted in September 2018 and P&R reported back to the States at its April 2019 meeting (Policy Letter was published in March). The States agreed with P&R's recommendations and no further work on an airport runway extension business case. Approval was granted for a budget of £400,000 for sea links contingency planning from capital reserve (amount was your suggestion based on tender submissions in Autumn 2018). The objective is to appoint a preferred supplier for expert advice in July. P&R is committed to reporting back to the States by the end of the year.

**Turntable Ladder Fire Appliance**

Procurement of Replacement Turntable Ladder Fire Appliance for the Guernsey Fire & Rescue Service.

**Update:**

First Stage payment has been released, following delivery of vehicle chassis from the vehicle manufacturer to the specialist ladder building manufacturer. Although there were initial fears that the delivery of the Appliance may be delayed due to delays encountered with getting the contract approved by the Law Officers, these fears and risks have now passed due to the quicker than expected delivery of the vehicle chassis, which has allowed us to get an earlier than planned 'build slot' on the ladder manufacturer's production line. The whole project is now back on schedule with delivery to Guernsey expected in November 2019.

The Chief Fire Officer is currently carrying out an on-site inspection of the vehicle chassis at the Magirus Factory in Germany in May 2019. The purpose of this inspection is to confirm the standards required in accordance with the project specification for the vehicle and to discuss the next build phase of the project with Magirus.

**APPENDIX 10**

| ACTION | 2019 Dec | 2020 Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C'ttees and areas of focus programme boards - draft end of term reports | | | | | | | | | | | | | |
| P&RC - prioritisation and resourcing governance | | | | | | | | | | | | | |
| End of term reports submitted to P&RC | | | | | | | | | | | | | |
| P&RC drafts 2020 Future Guernsey Plan policy letter | | | | | | | | | | | | | |
| 2020 Future Guernsey Plan published (5 weeks before debate) | | | | | 5th | | | | | | | | |
| States Meeting | | | | | | 6th | | | | | | | |
| | | | | | | | End of Assembly | | | | | | |
| 2020 General Election | | | | | | | 17th | | | | | | |
| Committees elected | | | | | | | | 13th | | | | | |
| States Meeting - First Assembly | | | | | | | | 21st | | | | | |
| 2021 Budget submission process | | | | | | | | | | | | | |
| 2021 Budget Report lodged | | | | | | | | | | | TBC | | |
| States Meeting - 2021 Budget Report debate | | | | | | | | | | | | TBC | |
| New Assembly: policy planning cycle | | | | | | | | | | | | | |
| P&RC develops Medium Term Policy Objectives for Future Guernsey Plan | | | | | | | | | | | | | |
| Medium Term Policy Objectives for Future Guernsey Plan lodged | | | | | | | | | | | TBC | | |
| States meeting - Medium Term Policy Objectives for Future Guernsey Plan | | | | | | | | | | | | TBC | |
| Governance for 'Areas of focus' established | | | | | | | | | | | | | |

| ACTION | 2021 Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C'ttees and areas of focus programme boards - policy planning cycle | | | | | | | | | | | | |
| P&RC - prioritisation and resourcing governance | | | | | | | | | | | | |
| Future Guernsey areas of focus develop and phase work streams | | | | | | | | | | | | |
| Committees develop complementary Medium Term Policy Plans | | | | | | | | | | | | |
| Plans submitted to P&RC from Future Guernsey and Committees | | | | | | | | | | | | |
| P&RC drafts Future Guernsey Plan policy letter* | | | | | | | | | | | | |
| 2021-2025 Future Guernsey Plan published (5 weeks before debate) | | | | | | | | | | | | |
| 2021-2025 Future Guernsey Plan States Meeting | | | | | | | | | | | | |
| 2022 Budget submission process | | | | | | | | | | | | |
| States Meeting -2022 Budget Report lodged | | | | | | | | | | TBC | | |
| States Meeting - 2022 Budget Report debate | | | | | | | | | | | TBC | |

* policy planning cycle governance process provides updates on areas of focus, resolutions and legislation