

## Island Strategic Plan

### Introduction

Alderney lies at a crossroads in its history. We are now in a post-Brexit age where a world pandemic has affected the way in which the world interconnects and works and as a result, former certainties are now much less secure. We are a self-governing democracy within the Crown Dependency of the Bailiwick of Guernsey and hence have a special place through our historical relationship to the Crown and a highly prized reputation around the world. Hence, we look forward to our evolving relationship with Guernsey as the Bailiwick grows further in the 21<sup>st</sup> century and to a world which is full of different opportunities. In this post – Covid age the world is smaller, we communicate differently, new industries and services are developing and business / life is organised in new ways as people value different aspects of their lifestyle and their impact on the world, a world in which Alderney has a vital part to play.

Geographically the United Kingdom, the world's 5<sup>th</sup> largest economy, is 80 miles to the North; 10 miles to the East is France, the world's 6<sup>th</sup> largest economy and a launch pad to Europe. 20 miles to the South West is our Bailiwick partner, Guernsey, a thriving financial services centre, which supports our infrastructure and services and Jersey, another thriving financial services centre is 35 miles to the South. Hence the opportunities are close at hand for increasing our working population, reducing our dependency ratio and increasing our productivity in terms of economic measures and wider positive effects to the Bailiwick for example through the development of skills and human capital.

### Vision Statement 'To maximise Alderney's prosperity and resilience.'

The Island Plan's overall aim is to ensure that we maximise our prosperity and resilience, and in so doing, become a more sustainable Island with excellent accessibility/connectivity, a vibrant economy, a happy, healthy community; and a community which values and protects its unique heritage and natural environment as an autonomous member of the Crown Dependencies.

### SoA Values that underpin our vision and plan **VIPS OWE** (Based on the Nolan Principles of Public Life)

- **Value our environment** - We strive to help and improve the environment and community where we work and live.
- **Inclusive and Empowering** - We treat everyone with mutual respect and sensitivity, recognizing the importance of diversity whilst respecting all individuals and value their contributions.
- **Passion for results** - We show pride, enthusiasm and dedication in everything that we do, celebrating success and building on setbacks.
- **Strive for lasting impact** – We use resources carefully to maximise their effect and gain best value.
- **Open and Accountable** - We accept responsibility for our actions and communications whilst acting with honesty and integrity, not compromising the truth while respecting confidentiality.
- **Work well together** – We are supportive of each other's efforts, loyal to one another, and care for each other both personally and professionally.
- **Endeavour for Service Excellence** - We are dedicated to satisfying community needs and honouring commitments that we have made.

All vibrant communities reflect on how they operate and to ensure that the Island Plan is delivered effectively reviews of key supporting structures and processes have been initiated. Specifically reviews of (i) the Governance structure of the Island (SoA working group to report in 2022) and (ii) the Civil Service (Chief Executive to report in 2022) to Policy & Finance Committee (P&F). Together with these reviews will be the

2022 five-year review of the Land Use Plan which underpins the Island's environment. We must also be aware of the financial challenges being faced by the Bailiwick over the coming years and the approaches being suggested and debated in Guernsey which directly impact on Alderney and ensure that our voice is heard in those discussions. Key to these reviews and the planning, consultation and delivery process is efficient communication and access to documentation for the community and action plans that are financially secure.

The challenge in developing this strategic plan and associated projects and activities is to ensure that the normal business of running the island is not diminished and hence the Civil Service, General Services Committee (GSC), Building Development Control Committee (BDCC) and Policy and Finance Committee (P&F) will continue to oversee the day to day work of each aspect of their responsibilities but are mindful of the evolving plan as it develops and will look to align their current work with the plan and most importantly the budgeting process that underpins each aspect as the plan is implemented and Alderney grasps those opportunities that are available to it.

### About our plan

- We will identify and use local and Bailiwick data sources to identify the assumptions, drivers for change and uncertainties regarding Alderney.
- We will use expertise from Guernsey and further afield when we do not have either the capability or capacity in Alderney to carry forward our plans in a timely manner.
- We will ask ourselves the crucial question, 'What will happen if we don't do something?' This process will highlight some of the key challenges facing us as a community.
- Through this plan, we are using the long-term trends to take a proactive approach, reimagining what is to come and prioritising our resources on the things we believe will have the greatest impact on those drivers for change.
  - **Drivers for change that contribute to the plan (in no order of priority).**
    - ✚ Focused efficient civil service support and accountability;
    - ✚ Government structure, procedures and operational effectiveness;
    - ✚ A resilient transport strategy;
    - ✚ Increasing population number and diversity in its composition;
    - ✚ Economic Development- sustaining current jobs and creating new ones;
    - ✚ Developing skills and Lifelong Learning opportunities for all;
    - ✚ Creating and using Digital Connectivity in new ways;
    - ✚ Fit for purpose housing, child care, social care and social services;
    - ✚ Appropriate health and well-being provision;
    - ✚ Covid 19 recovery and renewal plans and working in a post-Covid world;
    - ✚ Post-Brexit issues ensuring good relations and looking for opportunities;
    - ✚ The Guernsey Recovery Work Plan;
    - ✚ Building the Bailiwick relationship through transferred service synergy and working together initiatives with Guernsey Civil Service;
    - ✚ Green and Blue economies that promote sustainability and acknowledge climate change issues;
    - ✚ The uniqueness of Alderney's heritage from pre-history to the present day.
  - **In developing the plan, we will address our strategic priorities/goals on several levels.**
    - Changes to the law
    - Changes and development of SoA policy and guidance
    - Changes to day-to-day practice

We have identified 6 key themes with associated goals for which detailed supporting action plans need to be formulated. Running through these themes will be an awareness of the sustainability agenda, closer working with Guernsey and an appreciation that we now have to live with Covid and Climate Change.

- **Economy**
- **Energy**
- **Accessibility / Connectivity**
- **Community Development**
- **Natural / man made environment**
- **Governance**

### **What we will do and why**

#### **We:**

1. Accept that there is a need for an Island Plan as without a destination we cannot start the journey.
2. Will develop three-time horizons, short (1 year), medium (5 years) and long (10 years +) and underpin these by a prudent budgeting process which is based on sound principles and an accountability framework. Each Action Plan supports this approach.
3. Will make a draft plan and then consult with key stakeholders to gain feedback and new perspectives, using an iterative process to gain maximum buy-in from the community, mindful that we can't please everyone.
4. Will develop our plan in the light of feedback and ensure that we:
  - a. Use economic and demographic data from research, analysis and forecasting.
  - b. Rely on the natural assets (people and physical components) of our community in order to develop realistic goals and actions plans.
  - c. Recognize our strengths, opportunities, weaknesses and potential threats.
  - d. Have an understanding of future trends as industry/business evolves.
  - e. Combine our research and analysis with public input and dialogue and always remember this is a community effort where success requires buy-in, support and feedback from the people we serve.
5. Will continue to update our plan through a monitoring and review process where we report back to our community annually our successes and our failures and what we learn from any failures that do occur.

### **Delivering our plan**

#### **We will:**

1. Identify 'quick starts': actions that are simple to do, visible and have broad support to energize the process and get momentum going.
2. Get committed champions: before finalising the process, we will get some committed individuals or organizations to take on some actions.
3. Do action planning: develop detailed action plans with key stakeholders that identify clear tasks, lead and support individuals, resources and timelines.
4. Work through reporting to the P&F committee and thence report to the States on a formal regular basis to ensure that through a monitoring and review process the plan remains dynamic and relevant.
5. Consider initial 'surge' funding for projects to give our plan a boost and get it off the ground with a project of significance, with involvement of multiple stakeholders to encourage buy-in in the process.

## Strategic Overview

### Economy Goals \*

1. Increase the number and diversity of resilient businesses.
2. Improve the skills base of the working community.
3. Develop an economic USP that can attract entrepreneurial business investment.

*\*Guernsey Workplan synergy - Unlock entrepreneurship, Develop Tourism, Green economy, Blue Economy and Tax Review incentives to attract entrepreneurs, digital nomads, etc.*

### Priorities and initiatives to be developed

1 (a) Identify the key drivers that attract new businesses to the island and implement change (legal, tax, resource, IT, information) where barriers exist and so encourage inward investment bearing in mind our relationship with Guernsey and our contribution to the Bailiwick economy.

1 (b) Work together with Locate Guernsey to establish an offer that exemplifies the benefits of Alderney within the Bailiwick context<sup>#</sup>. *#Guernsey transferred service / working together influenced issue.*

2 (a) Develop relationships with Further Education (FE) and Higher Education (HE) institutions in Guernsey, UK and further afield to instigate appropriate economically focused educational provision here using SoA assets as potential sites for activity and niche skill development.

2 (b) Develop apprenticeship skills offer encompassing all ages on the island, through online and face to face learning provision across the widest possible skills base which adds social value to the island.

3 (a) Develop Alderney as a test bed for 'Clean/Green\*' based Island initiatives whilst conserving its unique character. *\* ("Clean" refers to a low-pollution, low-emission world in which cleaner air, water, and oceans enable people to lead healthy, productive lives. "Green" refers to a world in which natural resources, including oceans, land, and forests, are sustainably managed and conserved to improve livelihoods and ensure food security).*

### Action Planning

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### Monitoring and Reporting

Monitoring - Economic Development Committee (EDC).

Reporting – To P&F Committee.

## Economy Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<b>1. Put in place a one stop shop for access to business advice and guidance for those wishing to locate to Alderney</b>	Establish key drivers for encouraging business development relating to law, re-locating, finance, employment and technology with on/off-island businesses and put in place a strategy to reduce barriers, and provide key information.	Retention of current commercial base, increased number and diversity of businesses, resulting in an increase in population contributing to the GDP of the island and an increasing contribution to the Bailiwick.	EDC	2022-2024
<b>2. Develop Alderney as a test bed for 'Clean/Green' based Island initiatives whilst conserving its unique character.</b>	In the context of Climate Change challenges and the island's unique environment, review the current position regarding energy production, energy use, waste production and income generation initiatives.	Guidance document produced as to what 'clean and green' in Alderney looks like. Reduction in waste being sent off island. Reduction in the use of fossil fuels (linked to Energy goals) and increase in green enterprises.	EDC Energy Group	2022 - 2030
<b>3. Develop apprenticeship skills offer</b>	Review current position with Guernsey College of Further Education, UK based providers and on-island businesses. Develop a strategy with financial provision to enhance the current position.	Increased number of apprenticeships offered on-island and through on-line providers supported by a range of businesses and the SoA.	EDC	2022 - 2023
<b>4. Develop relationships with Further Education (FE) and Higher Education (HE) institutions in Guernsey, UK and further afield.</b>	Review current position with on-island organizations that have current links. Develop a specific offer strategy including documentation to engage with potential partners to establish partnerships.	Firm links established with a range of partner institutions encompassing a range of academic / vocational / professional disciplines.	EDC	2022 - 2023

### **Energy Goals \***

1. Increase the amount of clean energy used (reduce the C footprint).
2. Reduce energy costs for individuals and organisations.

*\*Guernsey Workplan synergy - Energy Resilience, Energy strategy and Renewables Development Plan*

### **Priorities and initiatives to be developed**

- 1 (a) The development of a strategy and projects to develop the use of tidal and solar energy resources with associated storage technologies to reduce the island's dependence on fossil fuels# *#Guernsey transferred service / working together influenced issues.*
- 1 (b) Develop a strategy and practical ability to encourage and allow the use of green energy by households.
- 2 (a) In the light of the energy strategy developed for the island in 1(a) review how AEL through its activity can align to allow renewable domestic energy sources to input into grid to reduce costs for all energy users on island.

### **Action Planning**

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### **Monitoring and Reporting**

Monitoring - Energy Group (EG) lead.

Reporting - To P&F Committee

## Energy Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<b>1. Development of an Energy policy for the island</b>	Engage appropriate stakeholders and produce an energy policy for the island.	Publish an energy policy with different time horizons.	Energy Group	2022
<b>2. Development of projects to use tidal, wind and solar energy resources with associated storage technologies to reduce the island’s dependence on fossil fuels.</b>	Engage with off-island and on-island specialists to put in place potential test project(s) that can then be scaled up to address the issues of reducing fossil fuel dependency. Engage with potential funding streams / enterprise companies to generate initial seed capital and then scale up finance.	Project(s) in place contributing to the reduction of fossil fuel dependency (linked to Economic goals).  Funding streams in place that underpin project development.	Energy Group  EDC	2022-2030
<b>3. Enable AEL to promote renewable domestic energy sources to input into grid to reduce costs for all energy users on island.</b>	Renegotiation of the AEL concession to enable the potential for a range of tariffs that promote the use of renewable energy by domestic and business users to be considered.	A decrease in the overall cost of electricity and an increase in the use of renewable energy by domestic and business users.	Energy Group	2023 - 2030
<b>4. Reduce the overall level of petrol and diesel emissions from vehicles on island.</b>	Determine how due to changes in petrol and diesel fuelled vehicle manufacture legislation from 2030 the island prepares for these changes.	A pragmatic policy and practice in place that reflects the move towards reducing vehicle emissions.	Energy Group	2022-2030

### **Accessibility/ Connectivity Goals \***

1. Increase the resilience and capacity of air and sea transport.
2. Create a digital enterprise centre of excellence.

*\*Guernsey Workplan synergy - Transport Connectivity, Integrated transport policy review and implementation, Put in place PSO and airstrip development / rehabilitation, Digital connectivity*

### **Priorities and initiatives to be developed**

- 1 (a) As a component of an integrated transport strategy develop options for further ferry provision.
- 1 (b) Develop the airport infrastructure to reflect the changing needs of the island's population and air service providers in association with Guernsey States.
- 2 (a) Develop the capacity to ensure that internet provision is appropriate for the differing needs of the range of enterprises and domestic users on the island through easy access to information and resources. #  
*#Guernsey transferred service / working together influenced issues.*
- 2 (b) Increase the digital activity relating to the on-line gaming industry and financial services on the island through facilitating industry contacts to explore new areas for innovative digital enterprise. ##  
*##Guernsey transferred service / working together influenced issues.*

### **Action Planning**

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### **Monitoring and reporting**

Monitoring - Economic Development Committee (EDC) and P&F

Reporting – To P&F Committee

## Accessibility Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<b>1. Development of airport infrastructure through a longer and wider runway with improved terminal building/facilities.</b>	Continue the existing positive dialogue and engagement with States of Guernsey and other key stakeholders through the current airport rehabilitation process whilst ensuring continued engagement with the Alderney community throughout.	Improved runway and airport terminal building/facilities which future proof the island’s infrastructure for a resilient transport strategy for the foreseeable future.	P&F committee	2022-2026
<b>2. Develop a marine transport strategy which complements the island’s air transport links.</b>	Engage appropriate stakeholders both on-island and off-island in planning and providing a resilient marine passenger transport service, complementary to air transport provision, appropriate for the island’s needs.	Appropriate marine transport provision (complementary to air) in place for both freight and passengers that secures the future of the island for the foreseeable future.	EDC	2022-2023
<b>3. Development of a Harbour Area Plan with associated infrastructure and a marina proposal</b>	Engage appropriate stakeholders both on-island and off-island and produce a Harbour area plan. Engage with the current marina concept plans to establish a fully costed marina proposal.	Publish Harbour Area plan and install new pontoon for the benefit of harbour users.  Marina proposal tabled for consideration.	GSC  P&F committee Marina Group	2022 - 2023  2022
<b>4. Development of the Island’s digital infrastructure resilience</b>	Consultation with SURE and other stakeholders regarding implementation of the next generation of IT infrastructure to ensure the island has the most cost effective and efficient digital backbone in place to promote business and leisure opportunities.	Ongoing partnership working with SURE and other stakeholders to implement appropriate digital infrastructure upgrades and developments to promote Alderney as a place to do business and live.	EDC	2022-2025

### **Community Development \***

1. Increase the number of economically active (20-50) year olds and their families and thus reduce the dependency ratio.
2. Increase the provision of appropriate housing for use by a growing population.
3. Increase and diversify the provision of family friendly indoor infrastructure amenities.
4. Development of Health and Social Care policy and practice to support the entire population.

*\*Guernsey Workplan synergy - Transferred Services, Access to Health Care – input to Guernsey services, Aging Well and New Laws – labour laws and housing laws.*

### **Priorities and initiatives to be developed**

1 (a) Develop facilities and a strategic approach to wrap around childcare to enable economically active families to work effectively and maintain their family life.

2 (a) Development of housing strategy, policy and practices to make the island attractive to a range of economically active adults (and their families) whilst sustaining those for whom Alderney is their home<sup>#</sup>. (*#Guernsey working together influenced issues*).

3 (a) Review options to develop a range of facilities / infrastructure that complement the unique lifestyle that Alderney offers but reflecting the expectations that a 21st century developed economy expects.

4 (a) Develop on-island strategies and practices related to the island's resources to support the transferred services in Health and Social Care focussing on effective pathways regarding primary care, mental health services and provision for an aging population<sup>#</sup>. (*#Guernsey transferred service / working together influenced issues*).

### **Action Planning**

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### **Monitoring and reporting**

Monitoring - Economic Development Committee (EDC) lead, Building Development Control Committee (BDCC) lead and General Services Committee (GSC) lead.

Reporting – To P&F Committee.

## Community Development Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<b>1. Develop a family / wellbeing centre to support family work/life balance and so encourage new families to the island.</b>	After due consultation and site selection produce plans using appropriate on/off island expertise which encompass a costed project proposal for the development, management and running of a centre. (Cross reference to Health and Social care).	An operating self-funding centralized family / wellbeing center providing a base for appropriate services such as wrap around child care for the community in place.	P&F	2023-2027
<b>2. Develop a housing policy that reflects the needs of the different demographic components of the Alderney community.</b>	Engage appropriate stakeholders and produce a housing policy for the island. (Cross reference to Health). Develop aspects of policy to be levers of change to be proactive in providing appropriate quality housing for a changing demographic.	Publish a housing policy which reflects the needs and the possible routes for access for the different demographic components of the Alderney community.	Housing group	2022-2025
<b>3. Develop multifunctional indoor/outdoor sports facilities for the island and so encourage new families to the island.</b>	Using on and off island expertise build on the initial engagement with the Alderney Sports Foundation, SoG ECS committee and existing on-island stakeholders to develop the currently tabled concept plans to a fully costed project proposal.	An operating self-funding multifunctional indoor/outdoor sports facility (sports hall and swimming pool) providing appropriate amenities for the community in place.	P&F	2022-2026
<b>4. Produce a Health and Social Care policy focussing on pathways regarding primary care, mental health services and provision for an aging population.</b>	Engage Guernsey HSC and other appropriate on/ off island stakeholders/expertise/professionals and produce a policy and practice pathways strategy regarding primary and social care, mental health services and provision for an aging population which reflects the means to address the associated financial demand. (Cross reference to Housing).	Suitably financed outstanding provision of care/services for people in their own home, sheltered housing, nursing, care and hospital settings.  Suitably financed excellent provision of mental health services and support for the community.	P&F	2022-2024

### **Natural and man – made environment Goals \***

1. Use States assets (terrestrial and marine) to their full potential for the public good.
  2. Protect and develop the unique heritage and natural environment for the benefit of the community.
- \*Guernsey Workplan synergy – None obvious. However, the underlying SoA commitment to the Blue Islands Charter signed in February 2020 would underpin our work in this area.*

### **Priorities and initiatives to be developed**

- 1 (a) Put in place an Asset Management Strategy and Plan with appropriate policies.
- 1 (b) Put in place a strategy to develop our sea-based assets to maximise their benefit for the island.
- 1 (c) Restore and maintain selected public heritage sites for the benefit of the island.
- 2 (a) Undertake the imminent Land Use Plan review in 2022.
- 2 (b) Using best practice and advice support projects that tell the island’s WW2 story in accordance with the island’s wishes.
- 2 (c) Put in place a relevant manageable biodiversity conservation strategy.
- 2 (d) Reduce non-biodegradable plastic consumption and increase recycling initiatives.

### **Action Planning**

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### **Monitoring and reporting**

Monitoring - Building Development Control Committee (BDCC) lead and General Services Committee (GSC) lead

Reporting – To P&F Committee

## Natural and man – made environment Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<b>Implementation of the ongoing sewage / waste management and road resurfacing plans</b>	Implement further screening requirements as appropriate to the sewerage programme incorporating Mouriaux to Platte Saline. Engage appropriate professional expertise to undertake the road resurfacing/rehabilitation work	Reduction in the amount of waste being discharged into the sea and waste going off-island.  Road resurfacing completed on budget and to time.	GSC	2022-2023
<b>Undertake the 5-year review of the Land Use Plan (LUP).</b>	Engage appropriate professional expertise to undertake the LUP review process which engages the island community in determining its approach to its environment for the next 5 years.	A new 5-year LUP in place that provides the framework for informed decision making regarding the island’s built and natural land / seascape.	BDCC	2022-2023
<b>Put in place an Asset Management Strategy and Plan with appropriate policies to maximise the use and economic yield from SoA assets.</b>	Creation and maintenance of an up-to-date asset management register and maintenance/refurbishment protocols. Assessment of economic value of assets to the island economy e.g. tourism.	Asset management register in place with assets suitably utilized for the island’s environmental, tourist and economic benefit.	P&F EDC	2022-2023
<b>Develop further current recycling initiatives e.g. plastics to promote a sustainable environment.</b>	Engage with appropriate stakeholders to further develop policy and actions that reduce plastic use and waste on the island.	Reduction in plastic use and waste which will reflect Alderney as a beacon of good practice for others to emulate.	GSC	2022-2023
<b>Promote the protection, use and enjoyment of Alderney’s unique landscape and biodiversity.</b>	Engage with appropriate stakeholders to further develop policy and protocols that support the island’s natural and built environment.	A relevant manageable biodiversity environmental strategy is in place.	GSC EDC	2022-2024

### **Governance Goals \***

1. Improve the efficiency of government decision making and actions
2. Put in place appropriate scrutiny of governmental decision making
3. Increase public confidence in the government and governance of the island

*\*Guernsey Workplan synergy – None specifically though moving towards a code of conduct commissioner for all the Channel Islands would be an aspect of this workstream.*

### **Priorities and initiatives to be developed**

- 1 (a) Undertake a review of the current machinery of government and make proposals as appropriate.
- 2 (a) Review the openness of decision-making to the public and put in place measures to encourage further transparency and scrutiny.
- 3 (a) To support the governance of the island and support the review of Civil Service provision to ensure that it is agile and fit for purpose for the next 10 years. *##Guernsey transferred service / working together influenced issues.*

### **Action Planning**

In developing each strategic priority further analysis of the initial community survey feedback will be undertaken and discussions with key organisations / individuals who can support the planning and delivery process will take place.

### **Monitoring and reporting**

Monitoring – P&F Committee lead

Reporting – To P&F Committee

## Governance Action Plans to be developed

Plan	Key Task	Success Criteria	Accountability	Time Frame
<p><b>1. New Governance structure to be developed, consulted on with Island community and changes implemented.</b></p>	<p>To undertake research and development work to prepare proposals regarding the government structure, processes and formal procedures of decision making for P&amp;F and community consideration.</p>	<p>New Governance structure implementation plan agreed.</p>	<p>Good Governance Group</p>	<p>2022-2024</p>
<p><b>2. Appropriate Civil Service structure established to support the efficient running of the island and implementation of the Island Plan.</b></p>	<p>To develop an appropriate costed Civil Service structure with personnel of appropriate capability and skills to provide the community with the service it requires for P&amp;F consideration.</p>	<p>Fit for purpose Civil Service aligned with Island Plan delivery and the efficient provision and running of services on the island in place.</p>	<p>Chief Executive</p>	<p>2022-2023</p>
<p><b>3. Provide appropriate opportunities for public engagement with political decision making.</b></p>	<p>Put in place a mechanism to maximize public scrutiny of SoA committee decision making whilst ensuring appropriate levels of confidentiality are maintained for commercially and personnel sensitive issues.</p>	<p>Increased public satisfaction with the level of scrutiny and dissemination of information of SoA committees.</p>	<p>P&amp;F committee</p>	<p>2022-2023</p>