



**STATES OF
ALDERNEY
CHANNEL ISLANDS**

Strategic Plan 2014

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1. Foreword

In 2013 the States of Alderney began work on developing our first structured and quantifiable strategic plan to create a viable and sustainable future for the Island and its inhabitants. The work to define the various tasks ahead of us is now substantially completed and we have, for the first time, a framework that seeks to deliver the objectives set out in this document. As the process has unfolded over these past few months we have amalgamated some of the action plans and defined new ones. The work of the newly formed Alderney Enterprise Groups (AEG) has brought together a number of people from off island as well as our own community and in a very short time some excellent progress has been achieved both in the thinking and the implementation strategy.

We have done a lot of work understanding the socio economic dynamics of our economy and although there is still a long way to go, we now have a clearer picture of how we are going to help our economy increase sustainably and the population grow with a balance of age and gender. It will not be straightforward and will require diligence and focus. There are many influences on our small community over which we have little or no control, but the plans set out within this document demonstrate that we can gain control over our Island's destiny, and collectively we will do what is necessary to give Alderney the best chance of bouncing back and moving towards a sustainable future whilst not harming the fabric of the Island and what defines us.

My thanks to the large number of people who have contributed to this strategy so far. It will be reviewed on a regular basis by States Members to make sure we remain on track, hit the milestones we have defined and have the resources we require to deliver the plan. It is our Intention to communicate with everyone on the Island regarding progress, through traditional methods and electronic media. If you wish to get involved in any of the projects or feel you can contribute please do not hesitate to contact any of the States Members.

Francis Simonet

Chairman
Policy Committee

2. Introduction

The Government of Alderney

Alderney is a self-governing dependency of the Crown, but is not part of the United Kingdom, or part of the European Union. It is part of the Bailiwick of Guernsey, with a shared Lieutenant Governor.

The States of Alderney (the executive) consists of ten States Members and the States of Alderney (the legislature) consists of a President and ten States Members. The President chairs the meetings of the States and stands for election every four years. States Members also hold office for a period of four years and every two years there is an “ordinary” election in which five of the sitting members offer themselves for re-election. Thus continuity at all levels is maintained and represents a stable, experienced parliamentary body. In addition, Alderney has two seats with voting rights on the States of Guernsey monthly Deliberation meetings.

The administration supporting the work of the Government of Alderney is separated into legislative functions (managed by the Greffier) and executive functions (managed by the Chief Executive).

The States of Alderney has its own law-making powers apart from matters of law and order and some transferred services; it may also give its approval to laws passed by the States of Guernsey. Primary legislation is sent to the UK via the Ministry of Justice for approval of the Privy Council, while secondary legislation may be approved locally. Alderney has one single tier of Government and therefore the members who sit in the Executive also sit in the Legislature.

The United Kingdom looks after Alderney in the fields of Foreign Affairs, Defence, Fisheries Protection and the islands’ association with the European Union (EU). A number of local services on Alderney are provided by the States of Guernsey. These “transferred” services, which include health, policing and education, are provided in return for the collection of income and other taxes from the people of Alderney.

3. How we work

Mission

Our mission is to serve the community in an open, effective and responsive manner creating a sustainable economic future and to improve the quality of our services realistically within our resources.

Last year we undertook a census to give us a clearer picture of the population in Alderney. We know that we have approximately 1900 permanent residents and that the age profile of our people is skewed towards the older end. The average age of our citizens is 51 and there is an ever decreasing number of younger people.

As part of this strategic planning process we believe that this recent imbalance needs to be re-balanced in terms of age and gender as well as the overall population numbers. Success has its demands and inevitably more people and businesses means more work for our public services, so in tandem with growth we will need to find more innovative methods of delivering those services.

3.1 Looking ahead

We are heading into the second year of defining our strategy, looking forward to 2020, having agreed our vision and a number of strategic priorities and action plans.

Our vision for 2020

Providing high quality leadership and services for a fulfilled, sustainable and growing community in a society which is economically vibrant and values its unique environment

We have agreed four headline strategic priorities to focus on delivering our long-term vision. All actions at departmental level will flow from these.

Our strategic priorities



3.2 Ways of working



Our values

- ▶ **Integrity** – in everything we do
- ▶ **Openness** – in our dealings with the public and colleagues
- ▶ **Customer focus** – by listening, explaining and responding to needs
- ▶ **Dignity and respect** – in how we treat everyone who comes into contact with us
- ▶ **Effectiveness** – in how we use our resources
- ▶ **Accountability** – for what we do

3.3 How we get there

Our vision and strategic priorities are being delivered through a series of discrete but inter-related “action plans” covering all areas of States activity. These have been formulated and agreed and will be reviewed by States Members on an on-going basis. We recognise that many of these “action plans” overlap and we have decided that increasing the overall population and subtly balancing this out across age and gender is driven by other areas and will not form its own discrete plan. The environmental plan will be considered as a driving principal within all the other plans and, together with the review of the planning process (island spatial plan), which will form a plan some time later this year. However, the Economic Development Plan, which is supported by the Alderney Enterprise Group, a group of local and off island individuals and led by an economic development adviser, now includes Energy, Transportation, ICT (Information, Communication and Technology) and Business Development.



4. Population & Relocation

This will not form its own action plan as it has been acknowledged that population and relocation is an outcome of the business development action plan. We will review the implications of:

- Census review and trends
- Traveller/profile registration project

5. Environment Plan

This will not form its own action plan as it has been acknowledged that the Ecological, Environment and the land use plan is already well under way and all that is required is to bring all the disparate parts together. In conjunction with the planning reviewers we will consider the zoning, permissions, green belt considerations and requirements of the business development plan, transportation etc. It is acknowledged that this will have to be a consultative process and is critical to maintain the balance of the natural eco-system and the commercial drivers of the island.

6. Island Spatial Plan

This will not form its own action plan as it has been acknowledged that the island spatial plan is already well under way In consultation with the planning reviewers we will consider the zoning, permissions, green belt considerations and requirements of the business development plan, transportation etc. It is acknowledged that this will have to be a consultative process and is critical to maintain the balance of the natural eco-system and the commercial drivers of the island.

7. Tourism and Marketing Plan

Vision

To contribute to a prosperous future for residents and businesses of Alderney by marketing the island as a tourist destination and as a place to relocate businesses and for residence.

Tourism marketing objectives

Our immediate objective is to arrest the decline in visitor numbers to the island. Longer term we aim to build visitor numbers back to the levels last seen in 2007.

Framework to develop the strategy

1. Effectively communicating the attractions of the island to the widest number of potential visitors most likely to be interested in Alderney's unique attractions.
 - focus on people interested in wildlife, aviation, angling, walking, history and sailing
 - embed a call to action in all advertising
 - capture users' data when they respond and use it to compile a database for future contact
 - develop social media programmes for each niche.
 - work with third parties who offer a full travel agent service that brings visitors to Alderney
 - Harness active support of local groups and persuade tourism stakeholders on the island to focus on each niche and to generate promotions for them.
 - Use PR to create objective endorsement of Alderney's unique appeal
 - Measure all activity. In particular generate better information on the profile of visitors and reasons why they visit.

Support new initiatives and reach new geographic target areas:

- Cementing new access routes via Aurigny (direct flight from Jersey) and ferry companies (Manche Isles Express, Bumblebee and Vedette du Cotentin).
 - France, at a distance of 7 miles, offers real opportunities but has implications for transport and on-island reception.
 - Support the Living Islands programme
2. Promoting a tourism brand framework that differentiates the island from other destinations and persuades visitors to come.
 - continue to position all marketing materials to be more benefit driven not just feature driven.
 - use a tourism forum to introduce stakeholders and partners to the framework and how it will be used

3. Support a tourist event calendar built around the niches that draws visitors with these interests and extends the tourist season.
 - Continue to evaluate the current event list against the niche targets
 - look for new events that could draw visitors that match the brand framework target audience
 - use the tourism forum to promote the adoption of new events
 - challenge islanders to organise the events and support them with advice and seed funding
4. Encourage visitors to make the most of their trips to the island and to use the commercial facilities that are available.
 - Investigate ways of securing funding to improve the on-island experience (visitor information etc).
 - a strong leaflet programme in the main niches that makes the full range of choices on the island clear to each visitor.
 - create events and activities to get more visitors active on the island.
 - evaluate the support that the tourism office gives to visitors

8. Economic Development Plan

The Alderney Enterprise Group

Our economic development plan is broken down further into four plans: Transport, ICT, Business Development and Energy.

8.1 Transportation Plan

Vision

To increase capacity, enhance reliability & reduce the cost of commercial transport links to the island thus enabling a secure and prosperous future for Alderney's residents and business.

To support this vision the transport team will develop a comprehensive set of objectives with a clear, timescale defined action plan for the States of Alderney to enact.

Objectives

Aviation

For States of Alderney to have established a contractual relationship with an aircraft operator guaranteeing capacity, frequency and pricing within 12 months.

To develop a clear understanding of the economies of using larger aircraft and develop a framework under which services using such aircraft could economically operate to Alderney.

To ascertain the options for development of Alderney's existing airport infrastructure in order to facilitate the use of larger aircraft as mentioned above and to present an economically sensible case for such development.

Maritime

To assess the financial feasibility of a commercial ferry operator to establish a service to Alderney under a public service obligation (PSO) and request proposals from interested potential operators.

Framework to develop the strategy

Discussions will be held with aircraft operators to understand their requirements in terms of physical airfield facility requirements, passenger numbers, pricing and scheduling.

The team will investigate options and outline costings for development of Alderney's airfield.

Similar developments have taken place elsewhere and these will be assessed in the light of Alderney's requirements in order to determine the viability of such a project.

In conjunction with the States of Alderney the team will undertake an assessment and development of the economic cost/benefit argument to be presented to airfield stakeholders.

Examination of the proposal and business plan put forward by proposers of a commercial ferry service. Assessment of the effect of such a service on the other islands.

The team will evaluate the possibility of creating Alderney as a free trade free zone to attract light manufacturing. This would allow companies to mitigate duty charged on import and again on export of goods.

As part of this teams remit, they will look at press relations and crisis management to deal with the more contentious issues of the transportation discussion.

8.2 ICT

Vision

Investing and building a world class ICT infrastructure as a catalyst for growth and prosperity, enabling education, commerce and e-government and resident wellbeing.

How will this be achieved? *The need for speed.*

To ensure that each existing citizen of Alderney and business has access, on-island to world-class internet connectivity.

This means that every householder and school child should have access to speeds at least equal to, and in excess of the current standard VDSL speeds, and at such a price point that this becomes the default. The next Facebook or Google can and will be created on someone's kitchen table. Why not here? We should aim to be ahead of the curve.

To support this vision, the Alderney enterprise group will develop a clear set of comprehensive short, mid and long-term objectives (2, 5 and 10 years) with specific States actions.

Emphasis will be placed on developing a flexible policy framework that will provide the best options for maximizing our ICT infrastructure, as an enabler of future economic development opportunities.

Objectives

ICT security

Greater self-sufficiency
Improved price point
Diversity of supply (FTTH speeds for every islander, on-island micro data centre)

ICT infrastructure

Power, property (data centre and submarine connectivity)
Ubiquitous Wi-Fi – deliver free high speed always on internet

Economic development

Support growth of new and innovative business off the back of this strategy
Commercial benefits, revenues and costs
Create a benchmark for the “connected island”
Magnet for commerce, creating a data safe harbour (traditional, online incubator environment and summer school)
Application on demand cloud services
E-government for Alderney – capability for other Bailiwick governments
Distance learning

Framework to develop the strategy

The States intend to demonstrate leadership by recognising communications resources and ICT infrastructure and human resources as a priority resource and this will form an additional important limb in the development of an economic policy.

Whilst the States have had their own problems with traditional infrastructure, such as electricity supply, they are nonetheless in a unique position to enable change through moral and practical leadership.

It is recognised that a number of the actors involved may have conflicts of interest, and the States will seek to reconcile and avoid those conflicts in order to provide leadership, develop closer ties between the diverse stakeholders involved in the administration and implementation of energy efficiency on Alderney.

AEG will consider the creation of an Alderney cable company to provide internet speeds to every office and residence on the island in excess of that available on traditional copper wires (even when using VDSL/FTTC).

AEG will consider the merits and demerits of setting up of a small sustainable independent data centre on the island, and seek to understand the potential customers (for such a data centre, and the risk profiles associated with it).

It will also seek to understand the reputational risks to the island of exporting our good name to companies with no effective presence or commitment to the island.

AEG will develop the energy overview, reviewing the various strategies and action plans of the UK, France, the Bailiwick and the specific needs of the island.

8.3 Energy Plan

Vision

To ensure a secure and prosperous future for residents and businesses of Alderney based on the objectives of safe, affordable and environmentally sustainable energy.

To support this vision, AEG will develop a clear set of comprehensive short, mid and long-term objectives (2, 5 and 10 years) with specific States actions. Emphasis will be placed on developing a flexible policy framework that will provide the best options for maximizing our energy independence, becoming environmentally sustainable and contributing to future economic development opportunities.

Objectives

Energy cost

- Price stability
- Price reduction

Energy security

- Greater self-sufficiency
- Diversity of supply

Energy efficiency

- Advice and education
- Grant support schemes

Environmental sustainability

- Small scale renewable energy development
- Reduced greenhouse gas emissions and other pollutants

Economic development

- Support ARE tidal power project
- Support FAB cable project
- Support growth of local industries and new job opportunities off the back of this strategy
- Research, development & demonstrate new technologies
- Strengthen and diversify local economy off the back of this strategy
- Create a benchmark for innovation and commercial prowess and communicate this to Europe and beyond
- Develop a platform from which to establish a centre of educational post-graduate/business excellence, in turn attracting visitors to the Island.

Framework to develop the strategy

The States intend to demonstrate leadership by fostering environmental energy efficiency and production as a priority and this will form a crucial step in the development of an overall energy policy. The States are in a unique position to effect change (tax and legal framework) and will seek to develop closer ties between the diverse stakeholders involved in the administration and implementation of energy efficiency on Alderney.

AEG will consider the creation of an Office of Energy Efficiency (OEE) to assist islanders in reducing their energy consumption and minimise the environmental footprint of our daily activities.

The mandate of the OEE programme would be to provide islanders with advice and programmes that will promote sustainable energy use and reinforce the importance of sound energy management for the economic, social, and environmental well-being of island residents and businesses.

The OEE, working with the States will evaluate providing support by way of different financial incentive mechanisms to businesses that supply, develop or manufacture renewable energy technologies on Alderney.

The OEE will also be a one-stop centre for residents and States energy efficiency programmes and services.

The AEG will develop the energy overview, reviewing the various strategies and action plans of the UK, France, the Bailiwick and the specific needs of the island.

The AEG will investigate all potential avenues of renewable and sustainable energy including small wind developments, solar technologies, geothermal energy, solid, liquid and gas bio fuels/diesel, biomass, pure plan oils, ethanol, wave, tidal and submarine grid and define a return on investment review and implementation strategy for the next 2, 5 and 10 years.

The AEG will seek to develop a green technology cluster, which it has defined as a geographic concentration of interconnected businesses, suppliers, and associated institutions in this particular field. While agriculture, fisheries and tourism have historically been the drivers of the island economy, emerging sectors like Gaming, TMT, (telecommunications, media and technology) specifically are now contributing more to an overall shift to a knowledge-based Island economy.

Our objective is for Alderney to become 100% energy self sustained from renewable sources in five years. Our vision is to be the most self sufficient and innovative renewable energy efficient region in the Bailiwick and British Isles. Alderney will be a beacon to others and a centre of excellence to drive advanced alternative energy thinking, in turn attracting business and people to the Island.

8.4 Business Development Plan

Vision

To ensure a prosperous future for residents and businesses of Alderney based on the objective of sustainable economic development.

To support this vision, the business development team will develop a comprehensive set of objectives with specific States actions. Emphasis will be placed on developing a flexible policy framework that will provide the best options for attracting retaining and growing businesses on Alderney.

Objectives

New business

Attract up to 10 entrepreneurs who will eventually employ up to 10 people each on Alderney. This will involve a mix of bringing people on to the island and hiring islanders. The team has selected which sectors to be targeted and backed this up with benefits and case studies where appropriate.

Environmental sustainability

The new businesses to be environmentally compatible with Alderney.

Economic development

The team is:

Creating a one stop shop to take and react to all incoming commercial requests for information.
Identifying strategies to support growth of local industries and create new job opportunities to strengthen and diversify the local economy.

Creating an environment for innovation and commercial prowess and communicating these strategies to geographic areas such as Southampton.

The team is also exploring how to create business start up incubator funds.

Framework to develop the strategy

- Budget allocation
- Research
- Proposition
- Response mechanisms for requests for information

AEG will be the initial point of contact for potential new businesses.

This would encompass:

- Business development team members' support and direction
- A new web site linked to the main States of Alderney site
- Dedicated member of staff from the existing administration
- Separate telephone and email contacts
- A one- stop centre for new business to the island

Lead generation

A compelling story will be enhanced by the catalytic effect of the successful delivery of the other groups such as: transportation, population, telecoms, media & technology, energy action plan and island spatial action plan.

The Business Development Group plans to run advertisements in various media and record the successful delivery of new resident entrepreneurs and businesses. The team will evaluate the return on investment and effectiveness of other media/events.

9. Medium Term Financial Plan

Our Financial strategies and reporting mechanisms are already in existence. Each year we publish the budget for the following year and States members agree the Capital Income and Expenditure Forecast for the following 5 years.

10. HR Strategy and Workforce Plan

The States of Alderney Human Resource Strategy sets out our plan to ensure that the recruitment, management and development of our staff meets with the aims set out in our Strategic Plan.

Vision

To enhance the capability of our service delivery departments in order to deliver a cost effective and efficient service for the people of Alderney.

The strategy is based on the following drivers:

1. Our values

- Integrity – in everything we do
- Openness – in our dealings with the public and colleagues
- Customer focus – by listening, explaining and responding to needs
- Dignity and respect – in how we treat everyone who comes into contact with us
- Effectiveness – in how we use our resources
- Accountability – for what we do

2. High performance, and

3. A 'can do' culture

Framework to develop the strategy

Workforce planning:

- Having the right structure – in terms of levels, people and numbers.

Performance management:

- Doing the right things – and measuring these with performance management processes and targets.

Training and development:

- Doing them right – identifying skills gaps and addressing them through appropriate training and development solutions.

Welfare:

- Looking after our people – Sickness absence, Health and Safety, Equal opportunities and keeping staff informed.

11. Service Delivery and Improvement Plan

Vision

The service delivery and improvement plans support the vision of the States: providing high quality leadership and services for a fulfilled, sustainable and growing community in a society which is economically vibrant and values its unique environment.

Objectives

Everything we do is in support of the States strategic objectives:



Framework to develop the strategy

The strategy for our service delivery plans is completed and has been published.