

| STATES OF ALDERNEY ECONOMIC DEVELOPMENT ACTION PLAN 2015-2017: | | | PROGRESS REPORT MAY 2015 USING RAG RATINGS | | | | | | | |
|---|---|--|---|---|---|--|--|---------------------|---------------|--|
| Key to RAG rating: | G | ON OR AHEAD OF TARGET | | | | | | | | |
| | A | MOSTLY ON TARGET/SOME CHANGE | | | | | | | | |
| | R | TARGET MISSED | | | | | | | | |
| 2.3 Financial incentives for specific groups, e.g. artists, software designers, musicians etc | G | Provide structured tax concessions | Inward migration Increased tax revenues Enhanced profile for Alderney, e.g. artistic reputation | H | L | SoG approval Marketing plan | Approval received | TBA (Q3 - Q4 2015) | Finance Cttee | Ahead of schedule papers sent to T&R Minister |
| 3.1 Review Marketing Strategy | G | Conduct review of existing marketing strategy | Increased visitor numbers Increase tourism spend | M | M | Air services Accommodation availability | Review complete | Q1 2015 | BDTM | BDTM resolved to postpone General Marketing under 'Move to Alderney' due to on-going difficulties with flights - project 2.4. Instead they will target the General Aviation market as a tourist pitch initially. |
| 3.2 Living Islands | G | Review operation and governance to achieve financial sustainability and guarantee long term future | Increased visitor numbers Increase tourism spend | M | M | Viable financial plan Co-operation of partners | Plan agreed | Q2 2015 | BDTM | Review commenced; will be considered as part of SoA Budget round for 2016 |
| 4. Support existing businesses | G | b)Review Young Entrepreneurs Scheme | Reduced risk of business failure Enhanced business revenues Improved customer experience | M | L | Buy-in from other agencies | Formal agreement with agencies | Q2 2015 | BDTM | Scheme reviewed and will be revised by removing age restrictions |
| 5. Education & Training | G | Review existing provision and develop improvement plan | Improved standards Prepare students for work Encourage entrepreneurship | H | L | Availability of expert resource | Establish review team Define project brief | Q2 - Q3 2015 | VB; RMcD | Project brief approved at P&F in April 2015; work commenced |
| 6. Health/Social Security | G | Review performance of existing services | Effective services for existing and potential residents | M | H | Availability of performance information Availability of expert advice Cost | Report from SoG Establish review team Define project brief | Q1 2016 | VB; RMcD | Briefing from HSSD at ALG in June 2015 |
| 7.1 Air services | G | b)Review alternative/complementary solutions to meet current and future service needs | Effective services - seat numbers, frequency availability, reliability, price, new/reopened routes | M | L | Suitable providers | Identification of provider(s) | Q4 2015/ Q1 2016 | NH; VB | City Wing proposal has been considered - currently waiting for their response to Jersey link proposal |
| 7.2 Airport | G | Review airport, including maintenance needs for terminal building/rest of site and management arrangements | Fit for purpose/future-proofed airport | M | L | Co-operation from SoG Availability of expert advice | Identify expert advisor | Q4 2015/ Q1 2016 | NH; VB; SoG | Work progressing with SoG; have requested advice from Jersey re expert to advise |
| 7.4 Ferry service(s) | G | Engage with credible providers on basis of fully costed proposal(s) | Sustainable/appropriate service(s) integrated with air transport | H | M | Suitable providers with external finance | Identification of provider(s) | Q2 2015/ ongoing | VB; P&F | Bumblebee proposal accepted - to discuss at ALG in June 2015 |
| 8. Electricity network | G | Establish plan for network upgrade | High resilience supply Future proofed network | H | H | Availability of finance Staff resource (AEL) | Draft plan from AEL | TBA | AEL; P&F | Work progressing |
| 12. Marina Development | G | Identify and appoint developer(s) to take forward marina development | Investment in infrastructure Increased activity in construction sector | H | M | Technical feasibility Suitably qualified development partner(s) | Feasibility study | Q2 2015 | VB; P&F | Agreement signed and study underway |

| | | | | | | | | | | |
|---|----------|---|---|---|---|--|---|--------------|-------------------------|--|
| | | | Increased visitor numbers Raised profile for Alderney | | | Availability of private finance Planning approvals | | | | |
| 15. Fit for Purpose Legislation | G | Review Laws and amend as necessary, e.g.: Company Law Inheritance Law Employment Permits Liquor Licensing | Laws that encourage legitimate economic activity Laws that enable residents to bequeath assets as they wish Reduced cost of enforcement Reduced cost of compliance | H | M | Law Officers availability Sufficient staff resource | Define initial brief | Q3-4 2015 | VB; P&F | Consultation on liquor licensing underway - b/f due to external request |
| 16. Planning/Housing strategies | G | Implement ARUP review of Planning Prepare Housing Strategy | Plans that encourage economic/demographic growth | H | M | Sufficient staff resource | Appoint staff | Q2-3 2015 | BDCC | Planning Officer appointed |
| 18. Financial Services | G | Identify possible new regulatory business opportunities, e.g.: Block Chain Digital Asset Registry | Increased Government revenues for investment in economic development Raise profile of Alderney as international centre Attract people to well-paid jobs | H | M | Sufficient staff resource SoG co-operation | Identify advisor(s) Get SoG commitment | Q3-4 2015 | Finance Cttee | Block Chain project underway - b/f |
| 19. Agriculture & Fisheries Policies | G | Introduce policies to encourage sustainable growth in these sectors of the economy | Sector(s) protected and growth facilitated | M | M | Sufficient staff resource Availability of expert advice | Allocate internal resource and identify external advisor(s) | Q3 2016 | GSC | Visit by Steve Fletcher in June 2015 to progress |
| 1. Intelligence gathering | A | Establish systems/processes for capturing data and translating into intelligence | Establish baseline performance measures Support performance management | H | L | Staff resource SoG co-operation | Draft specification agreed | Q2 2015 | BDTM; SoG | Initial data produced; additional resource requested from SoG via being considered at ALG meeting in June 2015 |
| 2.2 Investor Residence Programme | A | Provide limited number of visas to vetted individuals who wish to visit/reside in Alderney or UK | Encourage High Net Worth immigration Direct revenue stream | H | L | Approval by UK and SoG Home Departments Approved vetting | TBA | TBA | Finance Cttee; SoG; H&P | Initial scheme rejected by SoG; revised proposal with Finance Cttee |
| 2.4 General marketing campaign | A | Marketing campaign to attract business owners/entrepreneurs/HNW individuals/retirees | Inward migration New businesses Increased employment Increased consumer spend Increased tax revenues | M | M | Marketing plan Staff resource Business Ambassadors | Plan in place | Q1 - Q2 2015 | BDTM | BDTM resolved to postpone due to ongoing difficulties with flights. Will target GA instead, primarily as a tourist pitch initially |
| 4. Support existing businesses | A | a)Engage with Chamber of Commerce and other agencies to develop appropriate support mechanisms. | Reduced risk of business failure Enhanced business revenues Improved customer experience | M | L | Buy-in from other agencies | Formal agreement with agencies | Q2 2015 | BDTM | On-going engagement with Chamber but no formal agreement |
| 9. FAB Link/Tidal Energy | A | Conclude easement agreement to facilitate FAB Link cable | Infrastructure to support Tidal Energy scheme | H | L | Cable easement agreement with Transmission Investments | Easement signed | Q1 2015 | ARE; VB | Slight delay pending final agreement between legal teams. Due by end June |
| 14. Alderney Breakwater | A | Engage with SoG to obtain a current structural survey and agree works to protect the Breakwater | Support creation of proper Ensure safety of Harbour Maintain life-line and commercial gateway | H | H | SoG co-operation Availability of finance | Get SoG commitment | Q2 2015 | GSC; SoG | Still awaiting information from SoG - will be raised at ALG |
| 7.1 Air services | R | a)Agree service level agreement with provider and SoG | Effective services - seat numbers, frequency availability, reliability, price | H | H | Co-operation from Aurigny/SoG | Draft SLA Agreed monitoring arrangements | Q2 2015 | NH; VB; SoG; Aurigny | SoG proposed a memorandum of understanding. But despite repeated requests has failed to provide anything further to progress this matter. Aurigny has also failed to provide information requested |

| | | | | | | | | | | | |
|--|----------------|--|---|---|---|--|---|---------------------|----------------|------------------------------------|---------|
| | | | | | | | | | | | by SoA. |
| 10. Broadband | R | Identify and evaluate options to provide fit for purpose broadband infrastructure | Improved connectivity Infrastructure that fully supports technology-dependent businesses | H | H | Availability of expert advice | Identify expert advisor | Q2 2015 | BDTM | No progress - awaiting appointment | |
| 2.5 Alderney Gambling Control Commission (AGCC) | n/a | Support AGCC in future-proofing activities and in pursuing new market opportunities | Increased tax revenues Maintain market presence Enhance Alderney's reputation for regulatory excellence | H | L | SoG support Plan from AGCC | Support received Plan in place | Q3 2015 | AGCC; SoG; P&F | Not yet due | |
| 7.3 Harbour | n/a | Review governance arrangements | Fit for purpose/future-proofed harbour | M | L | Availability of expert advice | Identify expert advisor | Q4 2015/ Q1 2016 | GSC | Not yet due | |
| 11. Commercial Property | n/a | Prepare register and carry out survey of commercial properties (including tourism accomodation) | Sufficient supply of property of appropriate standard to meet demand | M | M | Availability of expert advice | Identify expert advisor | Q3 2015 | PAMG | Not yet due | |
| 13. Victorian Forts | n/a | Engage with credible developer(s) on basis of fully costed proposal(s) Explore establishment of development corporation to progress coherent plan for development | Increased activity in construction sector Historic buildings saved from further delapidation(s) Increased commercial activity Increased visitor numbers Inward investment Support creation of balance sheet and proper accounting for assets | H | L | Suitable developer(s) Technical feasibility | Identificaton of developer(s) | Q1 2016 | PAMG | Not yet due | |
| 17. Taxation regime | n/a | Review tax arrangements (personal and property-based) and identify any amendments - through ongoing review of financial relationship | Tax regime that encourages investment/increased economic activity/wealth creation | M | M | Availability of expert advice SoG co-operation | Identify advisor(s) Get SoG commitment | Q2 2016 | Finance Cttee | Not yet due | |
| 20. Immigration/Residency controls | n/a | Review existing control(s) and consider amendments | Inward investment Increase in economically active population Safeguards for the future | M | M | Sufficient staff resource Availability of expert advice | Allocate internal resource and identify external advisor(s) | Q3 2016 | VB; P&F | Not yet due | |
| 21. Government capacity | n/a | Review governance, capacity, budgets | Effective government operations Informed decision-making Improved citizen engagement Resources better targetted Limited Government focussed on priorities | H | M | Sufficient staff resource Availability of expert advice Support from MoJ | Allocate internal resource and identify external advisor(s) | Q3 2016 | VB; P&F | Not yet due | |
| | KEY: | | | | | | | | | | |
| | BDTM | Business Development, Tourism & Marketing Committee | | | | | | | | | |
| | SoG | States of Guernsey | | | | | | | | | |
| | AGCC | Alderney Gambling Control Commission | | | | | | | | | |
| | H&P | Henley & Partners | | | | | | | | | |
| | VB | Victor Brownlees | | | | | | | | | |
| | RMcD | Robert McDowall | | | | | | | | | |
| | NH | Neil Harvey | | | | | | | | | |
| | GSC | General Services Committee | | | | | | | | | |
| | P&F | Policy & Finance Committee | | | | | | | | | |
| | AEL | Alderney Electricity Ltd | | | | | | | | | |
| | ARE | Alderney Renewable Energy | | | | | | | | | |
| | PAMG | Property Asset Management Group | | | | | | | | | |
| | MoJ | Ministry of Justice (UK) | | | | | | | | | |