



STATES OF JERSEY ORDER PAPER

**Monday 4th June 2018
at 9.30 a.m.**

F. APPOINTMENT OF MINISTERS, COMMITTEES AND PANELS

Election of Chief Minister designate.
(attached)

DR. M. EGAN
Greffier of the States

24th May 2018



ELECTION OF CHIEF MINISTER DESIGNATE

In accordance with the Standing Orders of the States of Jersey 2 nominations for the post of Chief Minister were received by the Greffier of the States. They are, in the order in which they were received –

1) **Senator Ian Joseph Gorst**

Connétable Alan Simon Crowcroft of St. Helier
Connétable Deidre Wendy Mezbourian of St. Lawrence
Connétable Stephen William Pallett of St Brelade
Connétable Philip Bond Le Sueur of Trinity
Deputy Susan Jane Pinel of St. Clement
Deputy Kristina Louise Moore of St. Peter
Deputy Richard John Rondel of St. Helier
Deputy Richard John Renouf of St. Ouen
Deputy Scott Michael Wickenden of St. Helier
Deputy Graham John Truscott of St. Brelade

2) **Deputy John Alexander Nicholas Le Fondré**

Senator Sarah Craig Ferguson
Connétable John Edward Le Maistre of Grouville
Connétable Christopher Hugh Taylor of St. John
Mr. Michael Jackson
Mr. Richard Vibert
Mr. John Le Bailly
Mr. Richard Buchanan
Mrs. Karen Shenton-Stone
Deputy Judith Ann Martin of St. Helier
Deputy Kevin Charles Lewis of St. Saviour
Deputy David Johnson of St. Mary
Mr. John Young
Mr. Lindsay Ash
Mr. Gregory Guida
Mr. Rowland Huelin

Each candidate has submitted a statement as required by Standing Orders, setting out his vision for a strategic policy and the manner in which he would propose to discharge his responsibilities as Chief Minister. The statements are attached at the Appendix.

Note

Members are reminded that, in accordance with Standing Orders, the Greffier of the States will read out the nominations and the Presiding Officer will then draw lots to determine the order in which the candidates will address the Assembly. Each candidate will address the Assembly for up to 10 minutes followed by up to one hour of questions from members. When one candidate is being questioned the other candidate must withdraw from the Chamber to a place where he cannot hear the proceedings.

When the speeches and questions are concluded, a recorded vote will be taken. As there are not more than two candidates, members will be required to use the electronic voting system to cast their vote to enable the manner in which members have voted to be read out.

The candidate who receives more than half of the votes cast will be elected as Chief Minister designate.



APPENDIX 1

STATEMENT MADE BY SENATOR IAN JOSEPH GORST

A proven leader with deep experience

Jersey is at a point in history when, more than ever, the island needs decisive leadership from a Chief Minister who has the expertise, determination and courage to guide our community through this period of change. It needs a Chief Minister with the breadth and depth of experience to navigate through the risks and opportunities of Brexit, to defend and grow our economy, to modernise our public services and to secure a fairer and more equal society.

Over the past six years, I have led our island through some of the toughest economic and political times in decades, finding a way through a difficult social crisis, and moving forward with reforms to make our institutions and our services fit for purpose for a modern Jersey.

The threats that we still face, the challenges that we need to overcome, and the changes that we need to make cannot be left to chance: they need firm, purposeful and experienced leadership. I believe that I am best placed to offer that at this time.

An agenda for the future

The work of government touches every aspect of islanders' lives, so every action that every department takes, and every decision that the States Assembly makes, must deliver benefits for our island. I will not provide here an exhaustive list of detailed policies that the next Council of Ministers should deliver, since the agenda of the government will be determined over the coming weeks and months through discussion by elected Members, in consultation with Scrutiny and stakeholders. Moreover, that agenda should be determined by the long-term ambitions that islanders have said were important to them through Future Jersey.

Nor will I provide an uncostered wish-list of promises, much of which, from past experience, cannot always be funded or delivered within the term of the Council of Ministers. The rush to compile such lists in the past, which are quietly abandoned when the reality of government intervenes, leaves the public feeling understandably disillusioned.

Instead, I will set out where I will use my influence as Chief Minister – working with all Members in a new way – to secure lasting benefits for islanders, in line with their aspirations.

Throughout my time in the Assembly, I have focused on three core areas, and I will do so again. These are:

- protecting and developing a strong, stable and sustainable economy, with employment, skills and opportunity for all
- promoting a fair and inclusive society, which supports the vulnerable, raises standards of living for families on low incomes or who find it hard to make ends meet, and where discrimination in our island community is always challenged
- securing modern, effective government to drive the political decision-making and the operational improvements that ensure quality, value-for-money public services.



A strong and stable economy

Without a strong and sustainable economy we won't have enough jobs for islanders, enough revenue to fund public services and to support vulnerable islanders, enough capital to fund investment in infrastructure and pensions, or enough confidence to attract and retain businesses.

During the last decade, Jersey has weathered the global financial crisis and the consequent economic downturn. We have recovered from the worst of the slump, and last year we enjoyed the highest employment levels in our history and the lowest unemployment for eight years.

If the Fiscal Policy Panel is correct in its forecasts, this year will be the fifth successive year of economic growth, although that is still only at around 1%. We have seen three years of sustained earnings growth, although we have also suffered higher inflation over the past two years as a result of Sterling's devaluation.

But our economic recovery has not happened by accident. Nor are we free of external threats or immune to global uncertainty. The final outcome of the UK's withdrawal from the EU will not be known for months, and Jersey could be affected by the Brexit settlement.

The EU continues to target tax-efficient jurisdictions like Jersey, so we must be vigilant in ensuring that we remain among the most transparent and compliant jurisdictions in the world, if we are to protect our reputation as a responsible centre for international finance.

Like many countries, we are experiencing rising prices and falling productivity, leaving some of the more traditional sectors of our economy struggling to fill jobs and to compete against lower-cost, higher-productivity businesses overseas.

Like all other countries too, we face the need to grow our economy in a way that doesn't undermine our natural environment. So we also need to promote environmental sustainability in energy, transport and infrastructure, alongside protecting our island environment – especially our water, air and beaches, our biodiversity, and our green spaces.

As Chief Minister, I will therefore continue to:

- protect our island's prosperity and the interests of businesses that drive our economy, to ensure well-paid and secure jobs for islanders; maintain a balanced budget, with strong tax revenues to fund services; and promote confidence for businesses to invest and locate in Jersey
- navigate through Brexit, ensuring that our interests are represented and that we can make the most of new opportunities that arise
- build on the strength of the financial services industry, as well as on the traditional industries of farming, fishing and tourism, and help them to modernise and increase their productivity
- develop and expand new, diversified sectors of our economy, especially digital, to harness the potential of Jersey's gigabit infrastructure
- promote the sustainable development of St Helier, ensuring a proper balance between business, housing, leisure, retail, culture, heritage and green spaces
- represent Jersey on the international stage, to defend and promote our reputation in the EU and further afield, and to promote investment and trade with new markets



- promote environmental sustainability in energy, transport and infrastructure, protect our natural environment from negative impacts of economic growth, protect our biodiversity, and support progress towards a cleaner, plastic-free Jersey
- make progress in implementing an effective population policy that serves the needs of our island's economy, without adding to pressure on our housing, public services and environment.

A fair and inclusive society

I have always championed social justice, seeking to promote a diverse and sustainable community, which is free from discrimination, and where everyone is treated fairly and has an investment in the future. Promoting a fair and inclusive society is about economic as well as social opportunity, ensuring that people have a decent standard of living, that they are not left behind and that people's life chances are not disadvantaged from birth.

Therefore, in building a strong and prosperous economy, I have sought as Chief Minister to ensure that prosperity is shared – through increasing the minimum wage, embracing the living wage for States of Jersey's employees, increasing the level of support for those who need help at certain times in their lives and investing in decent homes for islanders who cannot afford to buy their own.

As Chief Minister, I will therefore continue to:

- improve the quality and supply of affordable housing
- ensure we have enough good accommodation for key workers, like nurses, social workers and teachers
- lift the standards of living for families on lower incomes, through progressive increases in the minimum wage, support for the living wage, and by lifting the level of pensions and benefits
- support the speedy delivery of a new hospital.

To help those who find it difficult to make ends meet, I will also appoint a new Minister for Consumer Affairs and refocus the competition regulator on reducing the cost of living.

I have championed the rights of minority groups, sponsoring the new equal marriage law, and taking action against discrimination. I have supported family-friendly legislation to support working families.

As Chief Minister, I will therefore continue to:

- challenge discrimination in all its forms
- promote family-friendly legislation to support working families
- invest in the Pupil Premium and early years support for families
- work for a greater understanding of cultural differences in our community
- promote greater understanding of mental ill-health.



Providing everyone with life chances means supporting those who suffer from economic, social or health disadvantages, whether long-term or at particular stages in their lives. And there can be no greater duty of government than to protect and provide care for children.

Therefore, as Chief Minister, I will ensure that we speed up and complete the reform of our children's services and implement the recommendations of the Independent Jersey Care Inquiry report. This is not a matter of history, to be reflected on: it is urgent, and it is current, and until we have completed this task and created a safe and sustainable culture and high-quality caring services for children, they may remain at risk.

Also, as Chief Minister I will:

- support vulnerable children and young people, adults and the elderly who are living with mental ill-health
- support people with disabilities to secure better long-term care
- give legal recognition to carers
- transform health and social care, by improving the infrastructure and increasing staffing levels
- support a young people's contract, to create opportunities for young people.

Finally, a fair and inclusive society is one that provides opportunities for learning, for arts and culture and which promotes health and wellbeing. As Chief Minister, therefore, I will:

- give schools more autonomy through a three-year funding deal
- promote more learning opportunities in the island, such as through a Digital Academy, and by developing a University of Jersey
- give proper support for culture, heritage and the arts in Jersey
- encourage an active Jersey, promoting more active and sporting lifestyles to improve community health and social wellbeing, and appoint a Minister for Sport and Wellbeing.

Modern, effective government

I have sought, as have my predecessors, to modernise our government institutions, including the States Assembly and the public service. This is not an ideological preoccupation, but a practical necessity.

Successive independent reports have shown how our structure and governance have contributed to our failings, and these reports have made recommendations for improvements, only some of which have been implemented. The initial report into our election by observers from the Commonwealth Parliamentary Association offers us a further independent view that our parliamentary and electoral system is outdated.

I will continue to support reform of our electoral system and legislature, but I recognise that changes to the composition of the States Assembly and the electoral system can only be made with the support of the States Members, and that where attempts have been made without their support they have foundered.



I will continue actively to champion and press for reform of our public service. I am pleased to have appointed an experienced new Chief Executive to run our public service, and to have secured agreement to modernise the governance of that public service. With the legislative changes that the Assembly has approved, an alignment between myself, Members and the new CEO's vision for modern, customer-focused, digital, value-for-money public services, I am confident that we can finally break down the fiefdoms and silos that have held us back for so long and that we can provide the services that islanders expect, deserve and have told us that they want.

As Chief Minister, therefore, I will:

- support the reform and modernisation of public services
- ensure that government properly communicates with islanders, and consults with and listens to their views when making policy on their behalf, through the creation of a People's Panel
- work with the Parishes to support and strengthen their role in serving our communities, such as in providing local services to the elderly
- support proposals to invest in better administrative, casework and policy support for States Members, Scrutiny and Ministers, so that we can do our jobs more effectively
- work with Members to agree a new governmental structure, within six months, to ensure more inclusive working.

Commitments and pledges

I have said that I will not present a wish-list of promises, and above I have set out the priorities that, should I be re-elected as Chief Minister, I would wish to pursue, in partnership with the Assembly and colleagues. However, there are five commitments that I made during the election campaign that I wish to make good on:

1. Within six weeks, with support from Members, I will create a new Affordable Housing Commission, to investigate and recommend how the government can drive down the cost of housing and increase the supply of homes in Jersey, without damaging the important balance between our built and natural environment.
2. Within three months, with support from Members, I will bring forward changes to the law governing the Jersey Competition Regulatory Authority, to direct it to use its powers of economic regulation and competition to drive down the cost of living for islanders.
3. Within four months, with support from Members, I will propose an overhaul of adult and child mental health services, increasing the support available and driving down waiting times, so people get the support they need when they need it.
4. Within six months, with support from Members, I will bring forward changes to the Long-term Care Scheme to provide better services and support to people with disabilities.



5. Throughout my term in office, I will continue to maintain our island's historic constitutional position by standing up for Jersey in Westminster; protecting our reputation as a responsible financial jurisdiction in the EU and globally; and promoting our economy and our way of life around the world.

The role of Chief Minister

The Chief Minister must show leadership in decision-making, but also leadership in listening – to Ministerial and States colleagues, to stakeholders and to islanders. I commit to doing better within a more inclusive framework. The Chief Minister does not have autocratic power, but is accountable to the Assembly, and must always act in the best interests of the island. This is a weighty responsibility, which requires a calm head, sound judgement based on experience, and a willingness to step forward, take responsibility and endure criticism for unpopular, but necessary decisions.

The Chief Minister is not a ceremonial or figurehead role to be carried out as a chair of a board; it is a hands-on, full-time responsibility, in which the occasional glamour of inter-governmental meetings is hugely outweighed by the all-consuming routine of detailed policy papers, political negotiations and coalition building, and extensive stakeholder and media engagement.

The Chief Minister is the backstop for the government. It takes a particular commitment and a strong sense of public duty to do this job as it should be done, and I hope I have always done everything I can to demonstrate both qualities during my time as Chief Minister.

The Chief Minister's work outside Jersey on international affairs is also critical. It has been suggested by some that I might consider becoming the Minister for External Relations for the next four years, although it is the Chief Minister who directly negotiates with and advises international Ministers. Therefore, it was me, as Chief Minister, who led Jersey's intervention in the most recent threat to our constitutional position, when I flew to London during the election and successfully averted the attempt to impose UK legislation on Jersey. This is to take nothing away from the Minister for External Relations or our teams, but the Chief Minister of Jersey is the key player in critical international discussions, and that is therefore where my experience remains most valuable for Jersey.

I believe that I have shown integrity and good judgement throughout my terms as Chief Minister, and that no-one doubts my personal commitment to serving our island.

At a time of such international economic and political uncertainty, Jersey needs a Chief Minister who has international experience and good standing.

At a time when we have so much to do to create a fairer and more inclusive society, Jersey needs a Chief Minister with a proven track record of standing up for vulnerable people, fighting discrimination and building a cohesive inclusive community.

And at a time when islanders want and need modern, fit-for-purpose public services and government, Jersey needs a Chief Minister with the vision and determination to complete the reforms that I have championed.

I am standing for re-election for one final time, to continue the important work that I started, to lead one government that will serve all islanders in a safe, fair, prosperous and forward-looking community, and to maintain and build upon all that is good in this unique and beautiful island.



APPENDIX 2

STATEMENT MADE BY DEPUTY JOHN ALEXANDER NICHOLAS LE FONDRE

1. VISION FOR A STRATEGIC POLICY

My vision is for a society which is inclusive and enjoys a good standard of living. This should be based on a strong, environmentally and financially sustainable economy and on a community in which all Islanders are encouraged to achieve their full potential.

I wish to return to long term thinking, and working far more collaboratively with the whole of the States Assembly. Some of the strategies below will only properly bear fruit after this States has finished, but we should be bold, and aim to set the foundations for a successful future.

We should be proud of our Island, our community, our heritage and our culture, and as a parent I wish my children to grow up in an Island which is nurturing – encouraging people to grow, and be creative and innovative, but which also looks after the less well-off and the vulnerable. To achieve all of that we must ensure that we have long term sustainable finances, and we also need to continue our preparations to deal with a post Brexit world.

Below I outline my approach to a number of the issues which the States will have to deal with over the next four years and which can be summarised under the following areas:

- A) Working together
- B) Economy
- C) International
- D) Financial
- E) Social

Whilst I will cover the key areas we will have to face in the years ahead, I acknowledge there are other areas I have not gone into, but which are also important.

My vision for this Island is extremely extensive, and this document represents just an outline. It will be for the Council of Ministers (“CoM”) to enhance this vision, and to build on this foundation.

The key point is around inclusion, working together for the benefit of the Island for the next 4 years, setting long term goals and getting strategies in place. We will also need to prioritise our work to ensure that we deliver realistic targets and achievements.

The supreme quality for leadership is unquestionably integrity

A) Working together

I am delighted to be part of this new Assembly. Having served 12 ½ years as Deputy of St Lawrence, I took the view that it was time for me to seek an Island mandate with the view of pursuing a more senior role. To come third was a wonderful result for me, and to paraphrase an e-mail I received, I was top of the candidates who declared during the course of the elections that they would consider standing for Chief Minister.

In my view the public has indicated a move against the style of the previous Council of Ministers (“CoM”), and I believe it is time to try to do things differently. I do however pay tribute to Senator Gorst for what he has done over the past 6 ½ years, and I would fully welcome him into the team (as Minister for External Relations). We have discussed the matter, and I know we can work together.



Unlike other Senators I have not been part of the previous CoM, and I therefore consider it is time for a new style. I do however acknowledge their work, and look forward to working with them over the next 4 years. There was a clear indication from the public during the election campaign, and also from past States members, that it is time to take stock, and to change tack. Not only do I believe I capture the voice of the electorate in this regard, but I come with a raft of experience that you will not find in any other candidate:

Executive –

I have held the post of Assistant Minister for Treasury (5 years) – with principal responsibility for the £500m Property Portfolio, as well as Assistant Minister Chief Minister’s Department and also Assistant Minister TTS. I am also a past Chairman of the Legislation Advisory Panel.

Scrutiny –

I am President of the Chairmen’s Committee; Chairman Corporate Services Scrutiny Panel, Chairman Brexit review Panel ; Member of Machinery of Government Review Panel, and also of the Hospital Review Panel.

International / Overseas –

I am the Jersey representative of the British Irish Parliamentary Assembly (“BIPA”), and sit on the Economic Affairs Committee (presently reporting on the impact of Brexit on the agri-food sector) ; I am Vice President of l’Assemblée Parlementaire de la Francophonie (Jersey section) (“APF”) and have represented the States in Montreux, Berne, Chisinau, Warsaw, Budapest, Luxembourg (to name a few), as well as being involved in the hosting of the European Plenary in Jersey in 2015 ; I have also been honoured to represent the Island at the 2017 Washington National Prayer Breakfast, addressed by the President of the United States of America.

Professionally I am a Chartered Accountant, and for the last 20 years have been Honorary Secretary of Les Vaux Housing Trust (which has recently commenced the £12m first phase of redeveloping Troy Court).

Therefore I have seen the States from both sides (ie executive and non-executive), and continue to have experience outside of the States.

Scrutiny

When Clothier put forward the idea of a CoM, many States Members of the day stipulated that it had to be balanced by a strong scrutiny process. But it is clear that, at times, Scrutiny has not always been properly regarded. As an example, whilst Chairman of the Corporate Services Scrutiny Panel, we had no choice but to issue the first Scrutiny summons to obtain information, establishing an important principle over rights of access to information. Equally, the Machinery of Government Review Panel were very clear that the recent changes to the States of Jersey Law, and Standing Orders were not robust. We are now seeing the consequences of this.

In the last 3 ½ years we have raised the profile of scrutiny: we have put members onto similar footing as members of the executive; we have experimented with different forms of output and different ways of communicating with the Public and with Members. We have also laid the foundations to ensure that the CoM more adequately manage the volume of work, and have enhanced Scrutiny authority by allowing Panels to place witnesses on oath.

I commend my fellow Scrutiny members for the work that has been performed in our time together. It is no coincidence that a number of members of my proposed team are former colleagues from Scrutiny.

It is that fusion between Scrutiny and the Executive which is the success to good government, and one of my priorities will be to further strengthen that status.

Communication

It has also been patently clear that communication at all levels of government has been poor.



Whether it has been from the Chief Minister to the CoM; the CoM to Scrutiny and then to the States Assembly; or from the Government of Jersey to the Public.

I commit to improving this.

It is not acceptable that matters are not brought to CoM for proper discussion. I commit to ensuring that for all major policy items, a proper, open and frank discussion can take place at an early stage, with different options available for consideration.

I commit to ensuring that ALL Ministerial Decisions (exempt and non-exempt) are provided automatically to the relevant Scrutiny Panel, with the associated supporting documentation.

We have members who have vast experience in marketing and creativity in general, and I want to use those skills to produce an innovative and well developed communication strategy to better communicate with the public of this Island.

Policy Development Boards

I wish to create a structure that permits proper, and early, engagement with Members and Scrutiny to allow consideration of policy under development. I will consider the establishment of Policy Development Boards, which will be intended to allow the involvement of back benchers in policy development (whilst preserving their independence), possibly with other relevant stakeholders. We must however ensure we do not breach the Troy Rule or the general principle that Scrutiny Panel members should not end up scrutinising something they have previously been involved with.

For the avoidance of doubt I do not believe that Assistant Ministers should serve on Scrutiny Panels. That would be a serious impact on the independence between the executive and the non-executive which is an important check and balance with regard to our system of independent politicians.

Mentors for new members

Just over 1/3 of this Assembly comprises new members. Firstly I congratulate everyone who has been elected to this Assembly (whether contested or not). The raft of procedures and processes can be daunting. I absolutely commend the exceptional team we have in the Greffe who are independent and serve us all as parliamentarians. However I will seek to explore a system of mentoring for new members for the early months of this new Assembly to allow you to explore issues as they arise and to seek to help resolve them. In the meantime, whether it is procedural or constituency work, many of us may have experienced an issue already, so please do ask.

Teams work, egos don't.

B) Economy

The economic success we have enjoyed as an international financial centre has brought tremendous wealth to our Island. This wealth has provided government with revenues which have paid for essential public services such as education and health and infrastructure such as roads and social housing.

Over the last ten years our economic prosperity has been checked by the Global Financial Crisis and yet through the resilience and creativity of all of our industries; support from government; and most importantly of all, the hard work of the workforce, we managed to mitigate the worst effects of the Crisis.

This does not mean that our current economic situation is as rosy as it could be. Businesses are nervous about the impact of Brexit and what it means for our finance and agricultural industries. Additionally I do remain concerned over the increasing burden on smaller businesses and recognise that we need to encourage a competitive local retail sector.



Despite the economic growth of recent years, many people I met during the election did not feel that the good times had returned or that the last CoM really understood their daily economic struggle and could provide a bright economic future. Real wages have stagnated. The cost of living in the Island puts an enormous strain on individuals and families trying to make ends meet. Our income support bill continues to escalate as more families have been drawn into the welfare net. We simply cannot allow this situation to continue and have to develop policies which address the complex socio-economic problems to provide real opportunities for all and not just a few.

There are some economic challenges we have begun to address. Our new Chief Executive has started the much needed reforms of the public sector which has been promised for years. I am determined that my CoM will assist in making our public sector fit for the 21st Century and hope that the entire States Assembly will give every support to the Chief Executive where needed.

Our investment in Digital Jersey is bearing buds and we need to support and grow this fruit over the next few years. We must not forget our traditional industries, nor the potential offered by our creative industries. Our finance sector has fought hard to win new business in an ever competitive world; and that is in a world where the external environment is becoming ever more hostile to offshore finance centres.

Yet there are some economic issues that we have spent a lot of time talking about and not addressing. Perhaps the single biggest challenge we face is how to prevent Jersey's standard of living from declining and to bolster productivity. Productivity is linked to improving education and skill formation; addressing population growth; improving transport; and providing better health and housing. My CoM will work together as a team to formulate clear policies to raise productivity, and will involve all States Departments and the private sector.

The pursuit of economic growth on its own is not enough. For too long, we have paid lip service to the concept of sustainability and wellbeing. We need to balance our quest for economic growth with the issues of sustainability and wellbeing. What is the point of rapid economic growth if it exacerbates our physical and mental health challenges and erodes our environmental conditions? I want our new Health team to focus on these complex issues.

I have never believed that we make the poor richer by making the rich poorer; but as I have already remarked, I am genuinely concerned about the poorer segments of our Island and recognise that we need to spend more time focussing on helping those on low incomes. I want everyone to contribute to our society and to do that, we need to make sure that people are contributing to the economy and to make better use of the tax system to provide incentives for people, to encourage work and to allow businesses to take risks.

C) International

BREXIT

It is important to promote Jersey, improving the understanding of our constitutional position and unique relationship with both the UK and Europe. I consider that we have an excellent team in the External Relations Department, and I am wholly supportive of their work in communicating our message to Whitehall.

However, there is uncertainty ahead regarding the outcome of the Brexit negotiations between the United Kingdom and the European Union, and therefore there remains uncertainty as to any impact upon our economy or our constitutional position.

I consider this to be THE KEY RISK facing this Island over the next 10 months. In my view it is important that the politician presenting the case for Jersey is, firstly, focussing on this very important role rather than being distracted by other issues, and secondly, already has the experience of representing the Island internationally, and on these matters. I pay tribute to the work of Sir Philip Bailhache in particular in this role, and will be proposing this role for Senator Ian Gorst, who would have specific responsibility for Brexit, relations with the UK, and with Brussels / Europe.



Our international profile is expanding – witness the exceptional work that has taken place in Rwanda with the Jersey cow¹. Indeed both myself and the Constable of St John were recently privileged to meet a representative from Project Mercy in Ethiopia and to facilitate exchanges of information on this project. It is very clear that we should be proud of the work of our Jersey Overseas Aid Commission, under the very able leadership of the Deputy of Grouville, Carolyn Labey². I support her view that we should seek to enhance and expand the work of Overseas Aid, and that there is a synergy with developing our international personality in Africa, the Far East and other jurisdictions, possibly in conjunction with our Global Markets Strategy. To that end I would propose that a specific role with responsibility for ‘International’ relations³ would be created to allow that work to proceed in parallel to the work on Brexit being performed by the External Relations Minister. To my mind, in all aspects of our work we need to build teams and experience, and Ministers will work together where appropriate, with additional political support where warranted.

Other External Pressures

Our Constitutional Position has been hard fought, and is a result of nearly 1,000 years of history. However it is also clear, as we recently saw in Westminster in the last few weeks, that there will be continued pressure being applied against our financial services industry. This must be defended with even greater vigour, and we must seek to identify future risks, and the means by which they can be mitigated.

Through my involvement on BIPA and the APF I am acutely aware of the need to ‘fly the flag’ for Jersey in promoting our identity, our unique relationship with the UK and Europe, and our benefit to the wider world. I would seek to enhance our representation / participation on such bodies, and ensure that business from the Executive does not conflict with key conference dates wherever possible to ensure that Assembly members can best represent their Island.

Our work in improving our relationships with our close neighbours of Brittany and Normandy, as well as our sister Islands, should continue, again with greater involvement of all members.

D) Financial

Taxation

I support a system of taxation that is low, broad and simple. I am not generally supportive of new ‘user pays’ charges being introduced as measures to raise revenue. We need a cohesive tax system which is modern and fit for purpose, in the changing environment in which we live.

Tax Policy in my view should be an overarching matter for the CoM. It is critical that we fully understand the inter relationships between taxation and income support (including disregards – incentives for employment) ensuring that (a) we understand the real principles of what cash is left in someone’s pocket as a result of our policies and systems, and (b) then determining how to improve matters. It should not be the case that someone is worse off under income support / taxation rules if they seek to work more hours.

With this in mind, I want the States Assembly to be provided with a thorough review of income support and housing with a proper social impact analysis.

¹ By using Island genetics, a second generation cross will produce significantly more milk than the traditional local African cow. To the extent that milk production in the country has grown from 130 m litres in 2006 to 472 m litres in 2012 and was targeted to reach 730 m litres in 2017. (Source RJA&HS website)

² I also draw Members attention to the 2017 Syrian Humanitarian Fund Report issued by the UN, As circulated by the Deputy of Grouville, and the references to the funding by JOA to this cause.

³ It would be my intention to create an ‘International Relations Minister’ for this post to ensure it had the appropriate status and credibility for the role when overseas.



Any changes in tax policy require careful consultation in particular with industry and stakeholders and should not be changed ‘on the hoof’ which then raises the risk of unintended consequences.

This assembly has gained a reputation for wasting taxpayers money from the fruits of economic growth. This cannot be allowed to continue. I am a fiscal disciplinarian, but also someone who is pragmatic and recognises that it will be necessary to spend money to achieve our goals and make a difference. We need to restore the independence of the Fiscal Policy Panel and to prepare our fiscal framework for the 2020s.

Whilst it is stating the obvious, we need a sustainable system of taxation, to raise the funds to pay for our public services.

Value for Money - Public Sector reform

Our contract with the Public must include operating good quality and efficient public services. It is therefore important that the public sector reform program is properly implemented. Part of that work must ensure that the culture of the organisation dramatically improves. In this regard I consider the last 6 ½ years to represent a missed opportunity in proper public sector reform, but it is also important to recognise that frontline workers have already borne the brunt of a number of changes. The recent survey (released on 23rd May) clearly shows that there are issues that will need to be addressed.

Having been a passionate instigator and supporter of proposals to improve the efficiency of how we could use States offices back in 2009/10 (which could save between £8m and £10m a year), it is disappointing that little progress appears to have been made. Assuming the savings are still of the magnitude originally projected, these proposals should be urgently progressed.

As a whole, I anticipate receiving initial data as to the likely savings arising from the Public Sector Reform program within the next few weeks. These will have a significant impact upon future expenditure plans and targets.

E) Social

Population

It is very clear from the hustings that population is a key issue for much of the electorate. There will need to be far greater consultation with industry and other stakeholders, particularly around ensuring adequate flexibility on work permits for different sectors. Having let over 4,000 people enter the Island over the last 4 years, when the target was around 1,300, it is also very clear we cannot simply slam on the brakes without causing significant difficulties for the economy. It also clearly shows we need to be doing even more to train up local skills, including apprenticeships.

Firstly, we need to properly understand the contribution that is made by individuals arriving in Jersey, and resolve existing anomalies in our system as to how and when people can access services – this is consistent with the proposed population policy. We need a mechanism to ensure an optimal population size, but one that maintains our quality of life, the sustainability of our environment and the protection of open spaces. There will not be any one solution to this – it will be a package of items, and will require a holistic approach with a broad range of States Members giving their input. I consider Population to be the most critical internal issue facing this Island, and a Policy Development Board specifically for population will be one of the first to be created. This will consider the policy that has been lodged (P70/2018) in greater detail; properly communicate and consult with key stakeholders including industry; but also ensure that we have adequate data to ensure we understand the consequences of any decisions.

Bluntly, I fail to see why the proposed policy as lodged by the outgoing CoM needs to seek (amongst other matters) the permission of the States Assembly to request the Chief Minister to report to the Assembly later this year ‘on the outcomes of new long-term modelling for our population, economy, public finances, and



infrastructure and housing requirements, to support the development of the Strategic Plan and other strategies'. This work should already be happening.

Affordable Housing

This was another key concern for the electorate. The price of housing is clearly impacted by the change in population, and it is self evident that house prices are under pressure, and are increasingly unaffordable. This all impacts upon the future vision for Jersey whereby our children are encouraged to remain, or return, to the Island, have sustainable employment and are able to afford to live here.

I am supportive of an Affordable Housing Commission, involving all stakeholders. However, this seems to me very similar to the Housing Forum in which I participated (along with some other members) in the late 90's / early 2000's. I think we should be examining certain matters more immediately, through my proposed Policy Development Boards.

Many things are possible, but the caveat must be ensuring that the financial impacts of any proposals are properly understood before making any commitment. With that in mind, I want to seek to create a modern day version of the old States loan system. IE something that will provide long term financial assistance for Jersey residents seeking to acquire their own home.

Whether that is through tapping into the borrowing power of the States to achieve stable, long term finance accessible by purchasers, or just a deposit lending scheme, will all form part of the deliberations.

Stakeholders such as Andium, the Parishes and the Housing Trusts already have expertise in these areas.

We need legally robust mechanisms to ensure that properties constructed for 'affordable housing' remain within that designation, and are not just used as a platform to enable the first purchaser to make a quick profit.

There may also be anomalies arising from individuals outside the Island being permitted to acquire property within the Island. This needs to be properly understood, and I await the outcome of the Housing Market review in this regard.

As the Member that prevented all social housing rents being forced to be set at 90% of market (I set that as a ceiling rather than an obligation), I am concerned that the 90% rent policy still appears to be having unintended consequences, and may be causing over-heating in the market (both for social and private sector rentals). However any changes must be very carefully evaluated to ensure that any providers that may have long term borrowing based on such rental assumptions are not placed into financial difficulties (which would have very unsettling consequences for their tenants).

I would support a small experimental construction site (possibly through stakeholders), designed to challenge construction costs. To determine whether there are methods that can be applied to reduce the cost of on Island provision of homes – whether through pre-fabricated houses or modular construction methods. We should be seeking, (at minimum risk to the public) solutions to this dilemma. This would then open up the possibility (in conjunction with the release of States owned brown field sites) of genuinely affordable accommodation.

I stress, whilst these are ideas, they should be regarded as objectives, with the detail left to the Policy Development Board.

Education

I intend to propose Senator Elect Tracey Vallois for the post of Education Minister. I agree with her overarching vision: "We have to seriously get to grips with our education system, not just schooling but skills



and life long learning. We need to change, and instead of following failing systems start looking elsewhere for best practice and to support teachers and therefore the children in achieving”⁴.

We need an education system that delivers and supports the needs of local industry be it finance, health hospitality or agriculture.

We need to further invest in skills to ensure that all of our youngsters are able to reach their individual potential be that academic or vocational. No child should leave school without being equipped for adulthood and the work environment.

Care Inquiry

The process of implementation has commenced and we will ensure that these are properly followed through.

Health

Our Health Services must be provided in an efficient and effective manner to all Islanders. This must be without their fearing the costs. We must provide a truly integrated Health Care service which is available to all Islanders.

The President of the Royal Society of GPs has spoken of the necessity of bringing care back into the community – of treating the patient as the focus of our overall care system. It is not enough to talk about patient safety – it is important to look at our system from the patients’ point of view and empower them. They understand their condition best. In addition, we must not forget the support needed for family and young carers. Recent work undertaken for the Commonwealth Fund shows that we have something to learn from countries other than the UK, and we must look globally at what is most appropriate for our community.

Good primary care results in healthier populations and reduces health costs – a win win situation. But for the best effect it must be coordinated with other departments and agencies such as Education, Sport and the Third Sector. The challenge will be to sort out the financing so that those who would benefit from the emphasis on primary care are not prevented by the costs. We need to understand how we can address the relationship between improving primary healthcare and our current funding arrangements, but this must always be in partnership with GP’s.

We have excellent frontline staff but we need to modernise the structure. Badly designed systems waste money. Currently it is too hierarchical – we need less ‘command and control’ - but communication is probably the most important factor, not just down to the frontline but listening to the frontline. It is essential that we review staffing at all levels, particularly recruiting and retaining staff. The strength of our health system rests on the performance of our staff and a supportive management system is imperative.

Hospital

I support a new hospital, but many people still have strong concerns over the current proposed scheme. The next Hospital Planning Inquiry will meet in September. Senator Gorst has already stated that the States Assembly will be expected to endorse any final scheme. To do so effectively Members must have good information to make such a decision. This should include a final, ‘like for like’, cost comparison of the key alternative sites. This is essential to allay public uncertainty, but must be concluded within a limited time frame.

Mental Health

In particular it is essential to pay attention to our mental health services. The Care Inquiry, Scrutiny reports and anecdotal experience of States Members have all emphasised that attention must be paid to this area of

⁴ JEP 19th May 2018



health in order to make it fit for the 21st century. I do commit to moving this much higher up the agenda, initially by speaking to people who have experienced the present system, so that we have a clearer picture of all of the issues in this complex area.

I do applaud the various initiatives to raise awareness, but as a Society we need to find ways of improving well being. Sports, Arts and Culture all have a part to play as well as the interaction with other support departments and organisations.

The recommendation that Mental Health for Children should be moved to Education, and that Adult Mental Health Departments should remain in the Health ambit, underlines the necessity for these departments to work cooperatively to ensure continuity of care.

Sport, Arts and Culture

We must recognise the many benefits of Sport, Arts and Culture within our Society. Some of these benefits are mentioned in other sections, but none of these should be neglected.

Urban regeneration, including St Helier

Our urban areas have for too long been neglected and subjected to overdevelopment and town cramming. If these continue unchecked it will lead to social problems and big costs for government. If elected as Chief Minister not only will restoring our urban area be a priority, but I will deliver. I have an experienced and committed team of ministers ready to take on this task.

We must make sure our urban areas are attractive places to live. Yes, we need a Town masterplan, as our new CEO has highlighted. But this is not enough. It will require firm actions from those in government who understand the mechanisms of urban development. This work will be led by my proposed Environment and Infrastructure ministers who have this experience together with a proposed plan for the management of the States property portfolio, particularly SOJDC, in our new One States organisation. Our land assets must be used to unlock the potential of public realm improvements and open uses for public benefit, supporting our States strategic objectives. The value of assets should not only be measured in cash terms, but also by the public benefit their use can bring. These principles are well proven in UK urban development agencies.

To give you a flavour of what this work will include:

- We will produce a town development Plan in partnership with the community and parishes, and integrating the waterfront with St Helier.
- Propose a new planning policy to ensure all new developments establish a strong sense of place, enhance their setting, make a positive contribution to the urban environment and respect the scale of their surroundings.
- We need to continue to reduce the adverse impact of traffic on residential communities - better pavements, better crossings, tree lined streets and cycle paths, perhaps all as part of a general review of the provision of open space in town.

In summary we must ensure Jersey remains a special place and we restore our town to its premier role for islanders and visitors.

Jersey Island Plan

By 2021 the States will need to have approved a new Island Plan. The current plan has been criticised for containing many conflicting Planning policies which will need to be resolved. This will require us to face big choices as to how we use our scarce land ; provide affordable homes ; accommodate economic activity and



other social needs, whilst maintaining sustainable communities. All whilst strengthening the protection of our coasts, countryside and improving the urban and natural environment.

As Chief Minister I will ensure our Island Plan is produced by one government approach, with stakeholder engagement and external help to ensure objectivity. It will have to encompass a wider policy base, including for example, economic and transportation requirements. I am open to a phased review to allow the most urgent aspects of the plan to be addressed in the first year. If our Planning law requires revision to enable this integrated approach, this work will be progressed concurrently.



2. THE MANNER IN WHICH I WOULD PROPOSE TO DISCHARGE MY RESPONSIBILITIES AS CHIEF MINISTER

My key objectives are based around working together, inclusion and communication. That is why part of my vision makes reference to these areas, given the very poor communication that has happened at all levels in the past 3 ½ years.

Inclusion is critical if we are to move away from the mistakes of the past Assembly, and achieve much better engagement between all members. Members will all have differing views on different areas, including what is an appropriate level of expenditure. However I believe that over my years in the States I have demonstrated that I do communicate, and also that I am prepared to deal with difficult and demanding subjects, in a robust manner, but with integrity.

Within one month of the new CoM being formed, it will consider the proposals for Policy Development Boards and the mechanisms by which they might work.

I am clear that the relationship between Ministers and Scrutiny will require careful management. I believe we have left the Scrutiny function in good standing, and it is my intention to ensure that communications and flow of information are enhanced.

It is the responsibility of the Chief Minister and the CoM to lead when policy is developed, but it is extremely important that full and frank discussions are held on such policy development at an early stage which has not always been the case in the recent past.

It is very clear that there are inconsistencies between the States of Jersey Law 2005 and Standing Orders as modified by the Machinery of Government proposition that was presented by the Council of Ministers just before the end of the last States Assembly. It does however seek to create a more flexible structure.

Accordingly, Members must try to erase their experience under the previous regime, of specific Ministries, sitting in their silos, performing specific functions. The emphasis MUST be on the team as a whole. It is also the case that it is the Assembly who appoints Ministers, not the Chief Minister. So whilst I am ultimately required to nominate a particular list of Ministers, they should not necessarily expect the old departments (or functions) that were previously in place.

Accordingly I shall publish a number of members of my proposed team just before the 4th June. I will however leave some room for potential Assistant Ministers and / or Ministers to allow for some flexibility in the period after 4th June. If successful it would be my intention to request any members possibly seeking a role (with whom I have not already spoken) to send me some background details as to their technical / professional qualifications, and suitability for a particular post.

For Assistant Ministers I envisage much greater information being provided to them. They should automatically receive all of their Minister's papers for CoM, and should be included in all invitations to meetings attended by their Minister (other than CoM itself, unless there is a specific matter being discussed which is relevant to their Ministry). Assistant Ministers should sit in more than one Ministry to allow cross fertilisation of information arising within those posts.

This Assembly has lost many decades of knowledge as a result of retirements etc from the previous Assembly. We need to rebuild experience across all parts of this Assembly and move forward together.



One of the greatest traits in leadership is courage