

STRATEGIC PLAN – CONSULTATION RESULTS

States Members' Comments

PRESENTATION 16TH JANUARY	
1.	No-one driving things forward. How can we share the responsibilities? Deputy Routier will have responsibility for co-ordinating Social Policy Framework. Delivery teams will be a mixture of Ministers/ non-executive members and external people. Chief Minister's Dept will be responsible for making sure things are delivered.
2.	'Get People Into Work' should include 'education' in the sub-text so that it reads 'jobs, education and skills' What do mean by sustainable? Do we understand what that looks like?
3.	Where is BAU in the diagram? As currently presented, it looks as though the priorities are all we will be doing.
4.	Why do we need an In-Committee debate during the consultation period? Could it be after the consultation period? Unfortunately the time constraints mean that the consultation period finishes on 1 st March and the COM has to lodge the Plan by 20 th . There would not be time to fit in an In-Committee debate after 1 st March and make any necessary changes to the Plan. Could have the In-Committee debate in mid-end February.
5.	Have we pencilled in a full States debate on population/migration? Can we bring forward the information in time for the final Strategic Plan debate on 1 st May? We are looking at how soon we can get the information required to update the population model. It may not be available for 1 st May.
6.	Where doe managing external relations fit? Why is it not a priority? It is important and will continue under our normal day to day business. It is mentioned in the context of getting people into work. It should also be included under long term planning.
7.	Is work being done with employers re allocating job vacancies to local people? Social Security is working closely with the Population Office to ensure that this is the case wherever possible. The new Housing and Work Law will also allow more stringent control of jobs being allocated to local people.
IN-COMMITTEE DEBATE 21ST FEBRUARY	
8.	Plan needs to include more reference to the Arts and Culture (e.g. Jerriais, Elizabeth Castle)
9.	Not enough focus on the wider aspects of education as a priority. Also, tourism and the environment - greater recognition of open space. Island Plan issues need to be brought back to the States - North of Town Masterplan, Esplanade Masterplan, East of Albert Masterplan, La Collette.
10.	How and when will the interim model on population be presented?
11.	Is there such a thing as sustainable economic growth?
12.	How can we have locals in tourism when we do not teach European languages to any great extent?
13.	Need to look at income support and how people are rewarded/incentivised to work in a different way. More emphasis on quality of life issues.
14.	Current population policy to support economic growth is not sustainable
15.	We cannot adequately house the population as it stands. Need to drive down private sector rents rather than increase social housing rents. Accept some immigration but need to keep population at a level that geographical resources and cultural heritage protected.
16.	What is a strategic Plan? Is there some linkage with the previous Plan?
17.	Without govt/public sector reform the other priorities will not be achieved. Section is weak and needs more emphasis to deal with dysfunctionality.

18.	Greater integration between financial management and economic management. Are our tax policies going to help generate more jobs and business activity?
19.	Long term plans on land use/airport business park, La Collette will pay dividends beyond the long term.
20.	Include more social enterprise in the Strategic Plan
21.	Everyone should have the opportunity to do what they want to do
22.	In the past we have not focussed enough on social policy
23.	More emphasis on the role of, and support for children
24.	Do we have to balance our budget by next year? Would it be better to invest in Islanders and make some progress aiming to be in the black in 2015?
25.	Prefabricated building to provide affordable homes for first time buyers.
26.	Steady state economics may be a better way forward than economic growth. Need to reword the first 2 headings under the [vision or priorities?] to make them more applicable to the wants and needs of the majority of Islanders.
27.	We need the 'feel good' factor – our success in sport internationally seen against recent budget cuts to sport grants can be counter productive. This is also the case with event-led tourism. We seem to be reducing budgets in the wrong places. Should invest in the small things that get us noticed. This could be linked to the redevelopment of Fort Regent.
28.	Could generate funds from surpluses at the FSC, Jersey Telecom and JEC.
29.	Private sector rentals, the non-qualified housing sector and housing standards/conditions across the board. Reword 3 bullets to say we are committed to generating affordable housing, supporting first time buyers; make sure everyone has access to affordable housing. This includes affordable rents. We should set up a regulatory system for all housing so that all housing including non-qualified is included. We should provide more housing and Housing should be allowed to keep their profit to reinvest in housing stock. People should not be allowed to buy multiple homes when there is a housing shortage.
30.	Need to include more in the Plan about community> Last plan included e.g. ageing population, protecting the public, key matters for quality of life, Children and Young Persons Plan, supporting people to help themselves, protecting and enhancing our unique culture & identity.
31.	Before we sign up for economic growth, we need to really understand the implications on infrastructure etc.
32.	Need to take account of all direct/indirect taxation and determine whether the current taxation system is suitable to meet our needs now and in the future.
33.	Commit to work closer with Guernsey and France for mutual benefit.

Summary of Public Consultation Responses

Note: The text of public comments below is as received apart from amendments to correct spelling and some punctuation for clarification. In addition, marked redactions have been made where names of individuals or companies or comments that could be considered offensive have been included.

GENERAL

34. I have read the Strategic Plan and have the following comments which I hope you may consider:
- 1) Page 3 - surely **Traffic and Parking** must also be a priority as without realistic proposals dealing with where people are supposed to park, particularly those that travel into town, the priorities relating to the growing population and job prospects are a non starter aren't they? The Constable of St Helier seems determined to remove cars from St Helier and Transport and Technical Services are intent on closing car parks (Minden Place, part of Green Street, Gas Place, to name but a few. I don't think visitors are particularly amused either at having to pay (parking charges) to go onto the beach - this is not exactly helping our 3rd largest industry.
 - 2) Page 3 - **Getting People to Work**. This is a very fine vision but perhaps the States ought to take a long hard look at the problems facing retailers who are charged exorbitant rents. Control of commercial rents is long overdue. Entrepreneurs will provide job opportunities outside the finance sector.
 - 3) Page 4 - Do we really need to encourage more inward investment? All it does is to bring more and more people to the Island. It is local businesses that need help and encouragement.

In the list of measures to "..improve employment opportunities" have you considered encouraging retired, intelligent people from our business community to train youngsters up in the required skills. This is a win/win situation.

Police and firemen retiring at 50 is a joke! Why do they get special treatment on the one hand and yet on the other our ministers have decided that people should work longer before they get their pensions. Something wrong here surely?
 - 4) Page 5 - **Creation of a "vibrant economy** - Yes it may have delivered long-term growth but more importantly it has created some very large Black Holes! Not a result to be proud of!
 - 5) Page 6 - **Manage Population Growth** - this is a very contentious subject. How do we "...control inward migration" then? When I enquired if we could stop foreign nationals living and working in the Island I was told by the head of Immigration that this was impossible under EU Laws. Who is telling the truth here?

I am sorry to say that most people would argue that "open for business" really means open door for all and their families too!! Welcome to the land of milk and honey.
 - 7) Page 7 - **Reform of Health & Services**. Let's get our priorities in the right order - regulate the doctors and dentists so that people aren't afraid to visit them because of the extortionate costs, before we start considering building new hospitals.
 - 8) Page 8 - How many more **houses** are really needed? Of course if we allow uncontrolled immigration we will need more houses, more car parks, more infrastructure, it's not rocket science. For goodness sake get immigration under control. We are now providing states housing for the Portuguese, Polish etc. No wonder there's a problem, it's that "open for business/open door" policy again.
 - 9) Page 9 - I think most people think **government reform** is necessary and that the Constables should be the first to go. Isn't their first priority their own parish? So let's get them out of the chamber and save a few bob. There's already enough hot air for most people. To be fair though they don't say too much!

The "**transformation of the public sector**" must include outlawing any future proposals for bringing in heavyweight, expensive staff from outside the Island. Home grown is best so let's make a real effort to encourage and train local talent.

	<p>10) Page 10 - Zero ten is morally wrong and if the ordinary person knew exactly what it meant there would be an uprising. If people or companies trade here they should pay tax here, end of story. The question on most intelligent people's minds is "where exactly do they pay tax then?" I'm not sure anyone can answer this and, of course, Geoff Cook and the rest of the financial hierarchy don't really care. How do they sleep at night?</p> <p>The three-part plan is a great idea. But who is going to monitor it. The Comptroller & Auditor General I would hope as he seems to be one of the more honest among them. But if the Chief Minister cannot be transparent enough to divulge the hundreds of thousands of pounds in golden handshakes dished out to ineffective States employees, then why should he allow the truth and lies to be exposed in this area?</p> <p>My list of priorities <u>IN THIS STRICT ORDER</u> would be:</p> <p>A. Manage population growth and migration <i>this will create less strain on our hospital services, less traffic, less housing</i></p> <p>B. Control Public Expenditure <i>pay less than private sector rates of pay, monitor performance</i></p> <p>C. Prioritise job opportunities for local persons <i>encourage business startups with perhaps government grants</i></p> <p>D. Create a balance between State-provided and private healthcare <i>consider means-testing so that the needy will benefit most</i></p> <p>E. Create a fairer Tax system <i>20 means20 is not a fair system of taxation when non-domicile company directors pay none</i></p> <p>I believe the rest will follow naturally. <i>Yousay</i></p>
35.	<p><u>Joint response from Parenting Support Services and Brighter Futures, based at The Bridge Child & Family Centre.</u></p> <p>States Strategic Plan 2012</p> <p>Social Policy 2007 stated that: <i>it would be counterproductive to expect people to be better parents if services were fragmented and difficult to access.</i></p> <p>In our view this has not been addressed in the new Strategic Plan. We believe that there needs to be an explicit focus on early intervention with the spotlight on The Family as opposed to the individual.</p> <p>Although we appreciate that the plan is a high level strategic it is vital that States attitude should come through clearly in the document but in our view this is a significant gap.</p> <p>Under Social Policy page 5 it states: <i>"individuals taking actions for themselves, their families and neighbourhoods are central to the success of this approach"</i></p> <p>However research is clear that effective early intervention, that supports the whole family and not just the children/young people within the family must be in place if we are to stop the intergenerational cycle of disadvantage. This is the underpinning principle for Parenting Support and Brighter Futures and why in our view could also be recognized as "effective partnership between the government and third sector organization" (page 6).</p> <p>Over the past five years Brighter Futures and Parenting Support Services have been the voice for early intervention as we support all aspects of the main carer's life which helps to create change in the home and are already seeing evidence of how this enables children in the family to engage more fully in educational opportunities, parents coming off income support and in this way narrowing the gap in attainment between social group and ultimately social capital.</p> <p>Under Education, Skills and Training (page 4) there is no mention of parents being the first and most enduring educator in their children's lives and the vital importance of engaging the sector of society who because of their own experiences cannot support children's and own learning.</p> <p>Change both in approaches and attitudes need to take place if we are to be successful in identifying the support required by families across the Island and to ensure equality of opportunity and access. Much is talked about cross agency working and support but due to</p>

	<p>the nature of budget allocations States services continue to work in silos and this needs to be addressed at the highest levels to ensure that middle managers are not the ones responsible for the provision and commissioning of services.</p> <p>We do not doubt that the political will exists to move services on to a platform more appropriate to 21st century so that funding is matched to successful outcomes, but there exists an embedded culture within departments to stay with traditional approaches and methods of working. This may be the time on the 200th anniversary of Charles Dickens' birth for us to look at causes of poverty and disadvantages</p> <p><i>Yousay</i></p>
36.	<p>How do you begin to prioritise? Care for the elderly is, sadly, lacking. Cutbacks at the hospital, from personal experience, are detrimental to everyone. Jobs? Would be nice to have some available for our local youngsters! Immigration, ongoing issue, this should have been dealt with for years now. I believe no checks are made as to who is entering the island, let alone the numbers. I am old enough to say I have watched our lovely island steadily go down the pan since the 70's. Some of our politicians listen to the public but not enough of them; those who do and who dare to speak out are firmly stomped on! Do our opinions really matter? I doubt it!!</p> <p><i>Channelonline</i></p>
37.	<p>In Deputy Ian Gorst's Pension Age Increase proposal in April 2011 he said: "The social security pension is intended to provide an income towards basic needs in old age. It has always been the intention that other 'second pillar' sources of income, such as private or occupational pensions, would supplement it." However, neither before nor since that time is there any evidence that the States of Jersey has ANY pension policy outside of states workers and the social security pension. The recent Green Paper and Analysis of Key Strategic Issues both make broad references to the issue of wider pension provision but I think the reality is that this will be lost again by being pushed into a far too wide ranging area in the plan known as "sustainable long term planning" which will not give this any focus nor give any measure which will indicate failure to deal with this issue. The game of dealing with issues as they arise (such as pushing up state pension age and contribution rates from time to time) cannot keep going on and having specific policy to sort out this problem in the long term would be a more effective use of the States time. We have seen already this year that what is already a pretty poor incentive to make second pillar pension provision has been raided by the Treasury Minister for higher earners who will now be double-taxed if they want to fund their own pension. This is both a clear sign that at least one States department is taking the opposite position to the official line. The lack of consultation on this move to double-tax pensions means that the implications for the average earner were not considered. Because of the small size of the local pensions industry there are effectively cross-subsidies in private pension provision between high earners and low earners. By removing high earners from the standard pension provision market an increased cost will be borne by remaining savers and the pension providers themselves. The result will be negligible since local pension rules allow high earners to use other routes to achieve the same end anyway but using more bespoke pension solutions which will not lead to volume benefits for the wider pensions market. Local pensions experts could have pointed this out in advance and helped avoided this mistake which appears to have been designed to hit the rich, but will in fact affect low earners more in the long term. Until the States actually starts seriously considering what the situation is with second-pillar pension provision in Jersey and looks at how it can improve it, residents will continue to rely on Social Security benefits and the States will be forced to continue having to fire fight the situation with the Social Security Fund. Remove the dependence on benefits and you have a much easier problem to tackle in future generations.</p> <p><i>Yousay</i></p>
38.	<p>Thank you for giving us the chance to comment on this very important issue and I will keep it as short and to the point as possible.</p> <p>I feel the long and short term plans must work together and that Education Sport and Culture are the most important issues. Firstly I would like to see a Red cross team set up to help and train young parents before and after birth, to look after and educate there children before they start pre-school so that they</p>

get the very best start in life.

This may consist of.” Is the home clean and tidy and adequate to take a child”

- Will a One parent family need more “hands on support “.
- Will the child have home cooked food?
- Will the child have a bath every day?
- Will the child have a story at bed time?

These all seem basic needs but you may have parents with drug or alcohol needs that will need help and strong decisions made if these basic needs are not met.

I feel that all children should be able to read and have basic math skills before the age that they start primary level, not fluent but a basic understanding.

I think our primary schools are great and would be able to do a lot more with the kids if all the parents were on-board with home fun education and basic needs for that child who would grow up in a happy environment.

I also think that there is nothing wrong with the secondary Education and that it is only the disruption from some children that hamper the education of others, which is why we have fee paying schools that turn out fantastic results and very lovely children.

My daughter is at a fee paying school and my son went to a non fee paying school.

My daughters work is always tidy and all her books are kept in good order.

My sons work was not tidy and his books used to come back in tatters but with a lot of help and pushing from us, he now is in a second year apprentice and also has a Saturday job.

I feel that parents need to contribute towards their child’s education even if it just covers the cost of the books etc.

Sport and culture is a huge part of a young person’s upbringing. The Island has fantastic sport clubs and dance etc but they are out of reach for the kids that really need the education and discipline these are areas that the states need to inject a lot of money so that all young people have the opportunity to succeed. I can’t believe all these great people who give up loads of there time for free, are left to do all this fantastic work with a blind eye from the states.

There are people out there who feel that sport and culture is a choice but that is only due to lack of education on there part and I am sure these sceptics will come around when they see the benefits.

Unemployment is a problem at the moment but unfortunately a lot of these people are almost unemployable.

Instead of setting up all the back to work groups which cost a lot of money. I propose we concentrate on the young.

There are a lot of young people at highlands at the moment which doesn’t help a lot when looking for work.

A young persons training is best done in the workplace which is why the money training them should be given to the employers who will send them through a correct apprenticeship which will then have teeth anywhere in the world due to the fact that these people will have a skill. In the long term. The retirement age should be lowered depending on what job you do. You should be allowed to retire at 60 if you work in construction or any manual working trade such as the car trade, plumbing, etc.

White collar workers could work longer.

This would allow a lot more jobs for young people coming through.

There is a lot of wasted money in this Island ranging from the resurface of Victoria Avenue which is worse than before.

- The money continuously injected into the smelly bus service.
- The money continuously injected into the waterfront.
- The Fort Regent fiasco.
- All the very expensive court battles which are not necessary. And so on and so on.
- This all has to stop and I hope as a new Chief Minister you can see all these things with a fresh head.
- The health service needs a shake up as well but with more charges made to the public, dependant on what is needed done.

If more charges do happen, the quality and waiting times will have to improve as well.

Thank you for your time with this and hope you can see the common sense approach I have. I appreciate that there are so many other areas of concern and I do and don’t envy your job but I do feel strongly that Education Sport and Culture is the way forward in this small Island in

	<p>the short and long term. Yousay</p>
39.	<p>Thanks for the chance to comment on your strategic plan and particularly your priorities which I broadly agree with. It was Clinton that said "it's the economy, stupid" that was 20 years ago, it is the key to achieving your very noble aims so I would have had the economy as number one and say why, CLEARLY.</p> <p>I recall Oxera saying at a presentation about economic growth back in 2004/5 that if wanted our economy to grow we needed to export more or import less. An understanding of economic leakage will help us understand opportunities to grow our economy. I was accused of being a crack pot and anti Jersey a few years ago for encouraging politicians to read Michael Shumans' book entitled Small Mart Revolution see http://www.livingeconomies.org/ . I still think we should consider these issues with an open mind.</p> <p>BUT economic success cannot be the only measure of the well being of our Island, in such a small place it would be very easy to ask Islanders what they think and how happy they actually are ie measure Gross National Happiness in addition to Gross Value Added.</p> <p>Getting people into work</p> <ul style="list-style-type: none"> • I can see that government is doing a great deal to help the unemployed to get the jobs that are available but I would like to see how new jobs are going to be created. My concerns are that with pressure on the finance industry, the inability of the public to bear increasing tax rates(with which to fund more or maintain the number of public sector jobs) , a crude populist approach to population growth, dependency on income support, the planning regime and potentially the activities of your property development arm could hold this key priority back. • I believe more urgent and bold steps should be taken to create diversity in the economy perhaps through the creation of enterprise zones on the esplanade quarter or other States land, we have low corporate taxes and are in a good physical location, combine this with a pragmatic approach to immigration could help. The mandate of Jersey Development Company is key, it should not be about short term profit maximisation from office development in competition with the private sector but more about creating opportunity for the future. You have people of high quality at that company make sure they are focused on the right things not a race to the bottom on office rents per sq foot. • I note your concern about "low end" jobs on page 3 of your consultation document, to me this attitude has been at the root of Governments failure to diversify the economy over the years, something we are paying for now. Both Guernsey and the isle of Man seem to be doing better. A job is a crucial need for society and not everyone wants or can do a "high value" job what ever that is! <p>Manage population growth/ migration</p> <ul style="list-style-type: none"> • Clearly great care needs to be taken with this priority. The concern of Islanders about it goes to the availability of jobs and housing but unless control is exercised with care the Island will get into even more trouble. in my view Government needs to talk about the numbers in a much more sensible way. We know that a number of elements of population are very hard to control (deaths and birth), we know we have a changing demographic, economically active people are becoming our only source of tax revenue and immigration done in the right way can create jobs. • So please please be very careful with this policy, you are paid to lead as well as consult, if you can provide jobs and housing, the absolute number of people is less important especially given our population density is not that great. • A 1:1k "lite" might be a bit unpopular but it could help fill unsold flats and generate new tax income and jobs. Such a policy could be restricted to the over 55s providing they had private health care and were willing to pay a minimum amount of income tax say £50,000 per year and would buy an apartment with a value in excess of £500,000. <p>Reform Health and Social Services</p> <ul style="list-style-type: none"> • Broadly agree but would be very concerned about hundreds of millions of pounds going into a new hospital especially if it is via PFI (a form of borrowing) , I applaud the recognition that an island of our size cannot provide every type of care and patients will need to travel, in my view this is fair enough. Care at home is a good objective but I would question the sustainability of funding residential care through social security especially given the demographic change, I am really concerned about the financial problems we are

	<p>passing to our children and grand children (if they stay in the island). Controlling the costs of this kind of care is going to be key and the availability of Government's cheque book will probably not help this.</p> <ul style="list-style-type: none"> • We need to encourage islanders to take care of their own health and find a way for them to contribute to the additional costs when they don't. Tricky I know but important. • I would like to see the whole health service delivery passed over to the third/ private sectors with a much smaller level of government interference. Politicians should focus on policy, strategy and governance. <p>House our community</p> <ul style="list-style-type: none"> • This is an important priority but again needs to be approached with care. I appreciate it is a statement of the obvious to state the price of houses is decided by the supply of houses and money but I think it is worth repeating. The availability of lots of money and the shortage of houses has created a problem which priced many ordinary people out of the market, the market is now attempting to sort itself out but that can be quite a brutal adjustment especially for late entrants. • Creating more units of accommodation and letting the market adjust prices to what can be afforded is probably the only solution, but clearly planners and government need to move much faster than they have so far. Allowing buildings like the former Ladies College to rot for so long is a testament to why Government needs work a lot quicker and get a lot less involved in delivery. • Financially assisting house purchase whilst the economy is going through a potential structural change (potentially moving from a very highly productive economy based on financial services to a more average economy) has risks but on balance they are probably worth taking. Properly developing the shared equity model maybe the best way to provide funding and share risk but priority needs to be given to producing the right legislation this might allow some Islanders savings to be invested in providing equity for the housing market, speaking personally if I was allowed I would be willing to invest part of my pension savings in a pooled fund of local housing investments. <p>Reform government and the public service</p> <ul style="list-style-type: none"> • I agree. Our economic success has been built on low taxation and an entrepreneurial culture it is crucial this is maintained. • For government and specifically the Council of Ministers to be able to focus on what is important they must get out of the 'weeds' of service delivery. I would advocate that the delivery of services should be passed to the private sector or third sector organisations. This will be the only way to ensure focus and ultimately value for money. Politicians need to focus on policy, strategy and governance. Businesses found out long ago that the conglomerate model does not work when will you guys learn this? • The other opportunity is to share with Guernsey, clearly it takes two to tango and some progress is being made but now is the time to be bold. • The remuneration of politicians, the number of them and the way government is run all need serious and urgent attention and are at the foundation of dealing with the issues above, it needs really priority and you need to be clear to the public why this is. Now is the time get on with it. <p>Sustainable long term planning</p> <ul style="list-style-type: none"> • Good idea but we must stay flexible and be able to react to new opportunities quickly. That should be our advantage as a small place. <p>Best of luck with your plans, if ever there was a time that they were important, it is now. <i>Yousay</i></p>
40.	<p><u>Comments on Strategic Plan</u></p> <ul style="list-style-type: none"> • Jersey's Strategic Planning process is a very worthy one and I welcome it. • I particularly welcome the reference to the introduction of medium and long-term financial planning. <p><u>Comment on the Planning process</u></p> <ul style="list-style-type: none"> • The Strategic plan will be a total waste of time and effort and money , however, if, once agreed and in the implementation phase, it is not regularly monitored. The monitoring process (milestone review dates etc) needs to be embedded into the plan itself. I see no evidence of this. • This element of the plan is most important since, without monitoring, there will be no

accountability and this is the major shortcoming in the governance process of the island.

- Furthermore, although politicians are accountable through the ballot box in respect of the medium term plan, the civil service is not and neither are accountable in respect of the long-term portion of the plan.
- I would therefore prioritise a means of enabling greater accountability so that we are not continually subjected to poor performance by our civil service and a lack of learning from previous 'mistakes'.
- If the plan is to have any value at all, it is important that each specific objective is given a 'start' time. If this is not done the long term strategic plans will just be a 'wish list' and not be worth the paper that they are written on since there will be no obligation for them to be implemented (i.e. started within the first three years) and they will merely serve as a form of window dressing.
- Medium and long term financial plans. Plans without cohesive financial plans such as the current one can, unless evaluated and consolidated, only be treated as 'wish lists'. Evaluation also need to be undertaken in very general terms for the long term plan (ie£m).

Machinery of government and government reform

- This is highlighted as a priority and very rightly so. There has to be a process whereby issues involving the island as a whole can be championed, investigated, considered, proposed and supported in their journey through the States in a responsible way. These functions can only be undertaken by persons wishing to be, and actually being, divorced from the local parish electoral procedure. The proven experience, track record and ability of such persons in whatever their occupation is should be a 'given' as a condition of their appointment.
- A move towards more joined-up government is stated as a priority. This itself is very much linked to the need to have island-wide representation to deal with issues of an island-wide nature (see above). A clear example of the need for this is the implementation of planning and housing. When a major housing development takes place, it is, at present, very apparent that the involvement of all the other governmental departments is superficial and very localised. Any major development taking place on the island can, due to the concentration of the island population and road networks, impact significantly on the infrastructure of quite 'distant' surrounding areas. The repeated 'discrete' major developments, especially to the east of town, have, for instance, placed an enormous and incremental burden on the road infrastructure between themselves and town . I see no mention in the plan of building such necessary infrastructures for long-term development that will, long term, have to be undertaken in other areas throughout the island. In other words, the strategic plan needs a holistic approach rather than a piecemeal one.
- **Communication and transparency** are not mentioned. It is my observation that many Islanders feel isolated and remote from the processes of government and that not enough time is spent engaging their interest by means of better and more frequent communication. Priority: - Engagement by the public and the level of their knowledge of issues affecting the island should be measured with the objective of improving the outcomes over a period of time. The Jersey Evening Post should not be relied upon as the sole means of communicating government intentions.
- A priority of **electoral reform** should be to ensure that ministers should be able to demonstrate sufficient prior governmental experience and also, once appointed, relinquish their role as Deputy or Constable (if applicable). It must not possible for inexperienced and totally unqualified persons without a substantial mandate becoming ministers overnight and then finding themselves totally overwhelmed once they are in office where they can do untold harm.
- It should be a priority that the authorisation process by which decisions or payments are made should be changed in order to ensure that individual ministers and their departments cannot commit the island to potentially damaging consequences. It should be a priority for government to decide on the financial limit above which additional authorisation would be required.
- **The finance industry:** Jersey's past history as a "tax haven" will take decades to fade from the minds of the UK public. Jersey is continually being quoted alongside the Cayman Islands and other such resorts as representing "a tax haven". At the same time governments are trying to distance themselves from such places and Jersey has to strive

	<p>to rid itself of this connotation. It can only do this by totally discontinuing all such activities. This has to include services devoted to the use and exploitation of tax loopholes on which it now seems to largely exist. The underlying financial services are no doubt excellent but, as has been evidenced in their decline over the last few years, they can no longer be relied upon to support the economy to the extent that they have done in the past. The priority here must be to encourage new industry to compensate for the eventual and probably inevitable major diminution of the finance industry.</p> <ul style="list-style-type: none"> • Tourism has to be prioritised: the rise in Island's population, it's road usage and its high cost of living does not lend itself to mass tourism. This is another priority which calls desperately for a joined up government approach. Planning and transport, need amongst others, to participate in this. Airport taxes, flight costs and exorbitant taxi fares are helping to discourage tourists as is the sluggish development of modern self-catering facilities for well-off families. • Pricing: it is inexplicable that the same loaf of branded bread should be sold in Jersey at three times the price that it is so that in the UK. A priority of government should be to monitor and investigate all such glaring price discrepancies closely and not simply concentrate on the differences of prices in Jersey year-on-year. • Policing and road safety: In the plan such as this, major issues such as the means by which speed limits can be enforced should be addressed and incorporated as milestones within the plan. Decisions need to be made, for instance, as to whether the police force needs to be strengthened dramatically in order to enable meaningful enforcement or whether the introduction of some fixed speed cameras, alleviating pressure on the police time, might be a feasible alternative. In this particular case there are, inter alia, financial, infrastructural, and legal considerations as well as those relating to the collection and dissemination of reliable data. • Road network infrastructure: with the increase in population and in car ownership, the measures put forward by TTS seem idealistically laudable but realistically totally inadequate. A strategic plan such as this should address the long-term problems that will face the island and, in particular, the major bottlenecks which already exist today but which will undoubtedly turn into complete blockages in 5 to 10 years time. A long term plan such as this should be considering and addressing totally new road networks linking the airport, potential new areas of housing in the north and north west of the island as well as the most visited tourist areas. Now is the time to set out the milestones for a long-term plan embracing these considerations to be put in place in order to ensure that this problem can be overcome within the next 5 to 15 years. Since this will involve a lot of discussion and consultation both with the public and on an interdepartmental basis, the milestones should be put in place with effect from the beginning of this plan. • Feedback to the public: Finally, and most importantly, feedback on the achievement and non achievement of Strategic plan milestones should be provided to all islanders at least on a half yearly basis and not used for internal governmental use only. <p><i>Yousay</i></p>
41.	<ul style="list-style-type: none"> • Equally important is the monitoring and safeguarding of the environment, particularly with regard to changes being created by climate change and global traffic. • Plants and trees are coming increasingly under threat by invasive pests and diseases either expanding ranges through climate change, or being moved in freight. • In the last few years Jersey we have detected OPM, GM, SOD and other organisms that could/do seriously threaten huge numbers of trees. Now Pine Processionary (a listed quarantine organism) is present in Brittany and in time will arrive in Jersey. • In the UK Caroline Spellman and the F Commission have allocated £7M over 3 years to build and implement a 'Tree Health and Plant Bio security Plan' in recognition of the general threat to our plants and trees. The impact of the arrival and establishment of one or a number of these organisms would not only be damaging to trees but devastating to the species they support. There are also further benefits provided by the green environment. Tourism is an obvious one, but there is now strong evidence linking access to healthy green spaces to the general health and well being of the population. • It would be short-sighted and foolhardy for the government to ignore or not notice this issue. It should be given some priority in its strategic plan over the next 3 years. • Plant Health is covered in the day to day work of the Environment Department, but at this

	<p>stage there should be provision within the Strategic Plan to ensure bio security remains a priority, and tree health in particular is given special attention..</p> <ul style="list-style-type: none"> • The cost of implementation of a care package would be tiny compared to the sums involved in supporting the other sectors highlighted in the Strategic Plan, but the cost of recovering from an outbreak of one of these statutory organisms could be great; it should be remembered that under local, UK and international law, if detected these organisms must be eradicated. • This type of operation is massively costly, and in some cases involves the total removal and destruction of hundreds or thousands of trees. <p><i>Yousay</i></p>
42.	<p>Dear all - just an idea,</p> <p>It is clear that over the next ten years Jersey is going to face increasingly challenging global competitive pressures. In order to compete Jersey needs to stand out from the crowd and to differentiate itself from global competitors in-order-to remain competitive; continue to grow, and to continue to support our quality of life. We need to think about a strategy that will increasingly put Jersey on the global map, especially outside of the Finance sector.</p> <p>Continuing to support the Finance sector will remain essential but we need to think about new industries that will support this vision. Much has been spoken of the digital future, gambling, IP, clean tech and others but all of this relies on Jersey attracting new inward investment businesses and currently has no real vision of what success looks like.</p> <p>We need to think about a new industry that will support the broader aspirations of the island and how we can also support supporting Tourism, Education, Sport & Culture, Job Creation, and Inward Investment.</p> <p>My vision is of Jersey becoming a Centre of Sporting Excellence. This will help us to grow the economy, provide work for locals, attract inward investment, attract visitors and competitors, and provide local children with the right platform to excel on the world stages.</p> <ul style="list-style-type: none"> • In three years time I would like to see; <ul style="list-style-type: none"> • Jersey Rugby Club as a Premiership Team. This will put Jersey firmly on the UK sporting map, guaranteeing regular TV coverage and strong visitor / supporter spend • Jersey having built and equipped the island with a new and permanent "best in the world" gymnasium and fitness facility. The standard of gymnastics in the island will obviously improve but the importance of gym based activity for developing balance, core strength, and coordination in all other athletes can not be under estimated. <p>Thereafter Jersey needs to aspire to become:</p> <ul style="list-style-type: none"> • A Centre of Excellence for Sport Injury Recovery excellence - providing world class sport injury recovery and rehabilitation services • Provide a school / 6th form College of Sporting Excellence by which talented local and overseas students can focus on achieving their sporting potential whilst studying for exams • Market Jersey as a place for global management of sports stars and IP protection • There is no reason why Jersey can not become the centre of online sports coverage and digital content delivery - therefore providing a natural fit with the £19m Gigabit Island fibre optic investment. • Market Jersey as a centre for training excellence - especially for teams preparing for major events • Jersey needs to think about sports that might naturally support Sporting Excellence status from Jersey. With the right investment, coaches, and facilities there could be a number, but high TV profile and sponsorship sports such as Golf, Sailing, and Snooker come to mind. • Then you might start to creep into the world of Jersey as a destination for investment in online sport gambling. • The vision is to differentiate Jersey as a Centre of Sporting Excellence. I think this is a more realistic goal then the clean tech sector which is taking too long. From that all the other commercial and social benefits can be built. The Government would need to coordinate the investment and development of this project via budget spend allocation and private sector investment. Government departments need to start thinking differently about how money is spent. For example, I would suggest that spending Tourism budget aiding Jersey Rugby Club to get into the Premiership, with all the additional publicity and

	<p>coverage that will bring, may be a different way to invest our marketing budget on attracting visitors and investment.</p> <ul style="list-style-type: none"> In three years time, if not achieved, it would be fantastic to be on the path of developing Jersey as a Centre of Sporting Excellence. <p><i>Yousay</i></p>
43.	<p>The aims are again to be congratulated, the reality of what people are seeing is more and more services pushed out into the private sector, its all to save money we understand, but whose, not taxpayers. The working family is paying more taxes and then paying for every service deemed by those with often very different incomes to those trying to purchase those services non essential. Many of the services previously provided by health have now been pushed out to the GP's. Good move on the bottom line, many people can not afford to go to the doctor, numerous young women who fall out of the remit of Brooke who are unemployed cannot even obtain the contraceptive pill without finding £50, if they are under 25 they are not eligible for income support, what if both the couple are in this situation, pregnancy will not be cheaper for the tax payer and condoms are not as effective. The moving people into the community is all well and good whatever their challenge, but not when the States is continually cutting support to the agencies doing the work a fully operational health service should be providing. Getting parents to work, States have failed to address the cost of childcare provision. Immigration how many years does it take a full assembly and several departments to come up with something. Income support, keep cutting and push those who are poverty stricken further into desperation, introduce community activity as part of the deal no problem, but stop reducing under the pretence that's its anything other than a cut. Stop fobbing people off and delaying when claims are being made, introduce consistency with information being given.</p> <p>Well done for introducing new scheme for self employed stamps much appreciated by small businesses.</p> <p>On that subject, not much help available for those small businesses not within what is considered to be likely to grow and make a large turnover.</p> <p><i>Yousay</i></p>
44.	<p>I have completed the online survey and forgot one issue to add. It is in regards to Student grants. More specifically once you have had a grant and not completed your course BUT paid the grant back, you will not be eligible for a future grant. Even if the degree is distance learning and the out come could benefit the island. i.e. Social Workers degree.</p> <p><i>Yousay</i></p>
45.	<p>Congratulations on the 2 documents prepared for this Consultation. Between them they provide a great deal of information, in a digestible form.</p> <p>Chosen Priorities for the next three years:</p> <p>Getting People Into Work</p> <p>Terribly important. The best way, probably the only long-term effective way, is for government to stay small, efficient and out-of-the-way. Make it REALLY simple and easy for would-be entrepreneurs to start up trading activities and have a go; the corollary is that companies must also be allowed to fold and lay off staff, without lots of wailing and gnashing of teeth; without the failed would-be entrepreneurs (who quite likely worked twice as hard as any member of their staff) finding themselves even more crushed by huge redundancy commitments.</p> <p>The government should try much harder to avoid climbing onto emotional bandwagons like labelling perfectly proper and legal attempts to reclaim sovereign debt as "vulture funds" and then vilifying those pursuing that activity. This sort of nasty nonsense damages both justice and commercial activity.</p> <p>Minimum Wage laws fall into the same category. They are a feel-good, but expensive way of putting a few more people out of work than the handful of additional government employees needed to run the system. To prefer someone to be unemployed rather than on a low income is both bizarre and anti-social.</p> <p>Education</p> <p>Fostering a culture of excellence in education, training and skills is very important in generating a fertile climate for employment. Achieving that is tough and is absolutely not likely to be achieved simply by "throwing money at it". Enthusiastic, charismatic teachers are massively important and I suggest that reducing rigidity and encouraging diversity in how high standards are achieved may help "ordinary" teachers become enthusiastic and charismatic.</p>

In contrast, the “old” policy of the Education Department of issuing partial and selective exam results data in order to be able to falsely claim how successful Jersey education is, damaged the credibility of the department as well as the government generally.

Reform Health & Social Services

The siren voices suggesting that Jersey is “behind the times” because it doesn’t have as much complex, expensive and job-killing employment “protection” legislation as the UK or the EU will, if followed, help steer Jersey into permanent high unemployment, just like the EU.

Anyone who doubts that should take a look at how EU unemployment rose hand-in-hand with the growth of EU employment laws in the ’70’s and ’80’s – and has stayed high ever since. It is a grotesque, destructive fantasy that passing laws that make it very difficult, slow and expensive to lay off employees will help generate good, long-term employment prospects. Other than in the legal profession, they have precisely the opposite effect.

It is quite well understood that “free” healthcare in an aging society is a major challenge. It is likely to become an insuperable drain on public finances unless our society changes its widespread perception of substantially free entitlement to all needs at the point of delivery, to one of personal responsibility.

After decades of strident encouragement of the perception of free entitlement and that all that is needed is to shake the magic money tree a bit harder or, even more perniciously, to tax someone else more; changing the culture to personal responsibility will be a long, hard, uphill road. Education, in the broadest sense, is key, but more encouragement of personal health insurance and pension planning, through tax relief, can play a useful part.

Reform Government

As soon as money started flowing into the government’s coffers about 35 years ago, financial prudence started to weaken. Since then the size, cost and power of government has grown, more or less continuously, at well above the rate of growth of the population, or the rate of inflation. It is Parkinson’s Law, applied to money.

30 years ago the average rates of pay in the public sector were median; they are now as high, or higher, than in the finance sector. And this is despite the additional perquisites of substantial job security and index-linked, non-commercial pensions (i.e. the contributions do not pay for the benefits, which require large subsidies from the taxpayer).

How does one break the institutionalised perception that the taxpayer can always be squeezed a little harder? With great difficulty!

The CSR appears to be a bold attempt to squeeze waste out of government but, to an amateur outsider like myself it sometimes looks as though “smoke and mirrors” are at work, with costs being shuffled around, rather than reduced.

Consultation & Cost/Benefit analysis

The States has long had nice-sounding policies on consultation and cost/benefit analysis of regulatory activity going back to at least the early ’90’s, when the President of the new Policy & Resources Committee proclaimed the intent to “roll back the frontiers of state control”.

These policies have been made to sound even better in recent years (please see “Government Policy” attachment).

But to what extent are they taken seriously and actually applied?

For sure there are many more “Consultations” taking place in recent years than hitherto, but the extent to which they are more than charades is very difficult to tell.

My own “specialised subject” knowledge area is on the costs and effects of firearm laws on a world-wide basis. It has led me to write to the Defence Committee/Home Affairs Department scores of times over the last 30 years, occasionally at the specific request of the then President. My letters have always been addressed to some control procedure or other where analysis of the costs, inconveniences and other effects has suggested that the procedure could be abandoned, or substantially amended for the better. In other words I have been following official Jersey government policy on Consultation and Analysis, as summarised on the first attachment.

In 30 years of making such serious, thoughtful and detailed submissions with respect to a subject that I have been studying since 1979, I have not received a single response that makes any attempt to deal with the issue in a correspondingly serious and analytical way. By way of contrast, the second attachment details the actual way, sadly the typical way, in which Jersey Firearms Law has developed and continues to develop, i.e. copy failed English procedures without any attempt whatsoever at research or analysis.

Unless of course, the English procedures have actually become more liberal, as with the storage of propellant powders, when they are likely to be ignored. I very much doubt if Home Affairs are the only government department that, in practise, regards itself as exempt from government policy on “Consultation and Cost/Benefit Analysis”. Really serious attention to cost/benefit analysis, both before introducing new legislation and when following it up after 2 or 3 years, to see if the legislation has actually achieved what it was supposed to, at the predicted cost, would probably result in fewer, better laws. Extending that critical gaze to the laws already on the statute book would probably thin that out quite a lot too.

States Reform

The attention being given to “reforming the States” is seriously over-blown. Of course the structure and election of States Members could be improved (is there anything that cannot be improved?), but the present arrangements do generate extensive, widespread representation. Hopefully any eventual new structure will be a genuine improvement and not just change for change’s sake. The original proposals for a Commission without States Members would seem likely to generate more public support than the modified one with half the places taken by States Members.

Manage Population

The population of the Island has been a hot topic for the last 50 years. A significant proportion of the population feel very strongly about it. Naturally politicians are duty bound to respond to those concerns.

Having said that, I regard population control not only as a false god, but a dangerous and expensive one. The control mechanisms needed to attempt to control all the factors that significantly influence population, such as births, marriages and partnerships, longevity, employment and housing, as well as immigration and emigration will be invasive and expensive – and will still work only crudely, if at all. The more control mechanisms there are, the greater will be the likelihood of gross unfairness at the margins and/or a multitude of exemptions and further distortions.

Without question I regard a more powerful and invasive state as a much more unpleasant prospect than a higher population than I might wish.

Perhaps better dissemination of knowledge and information about population density might improve the quality of the debate. Guernsey, Bermuda, Malta, Gibraltar, as well as the “bogeymen” of Hong Kong and Singapore all have population densities much higher than Jersey (the last 3 something like 700/800% higher) – and all the people who live in those places that I have spoken to, like living in them and regard them as superior to most others.

Housing

We have created complex, taxpayer-funded market distortions, primarily states housing and rent support, but with numerous other schemes as well and more coming, to distort the housing market in favour of some group or other. Of course these market distortions are popular amongst those receiving the benefits and amongst those who think that politicians must “do something”, but my perception is that the evidence of history, from Adam Smith onwards, points towards the free market as the best, fairest and most cost-effective procedure for distributing pretty well everything.

Building Planning Approval

Our collective stance that “government knows best” with respect to the size and appearance of buildings is a significant source of substantial waste, cost and delay.

By way of example I would like to consider the proposed re-development of [redacted]. It so happens that I regard [redacted] Bay as a particular Jersey “treasure”. That interest does not, of course, give me any special rights to influence developments there, but it does mean that I watch them with great interest.

Several years ago the hotel ceased to be viable and was sold by its owner for re-development into housing units. After about 2 or 3 years of work, extensive discussions with the Planning Department and at least £100k in architectural costs, a striking, bold development was proposed in about 2010 or early 2011. At the time the then Planning Minister was receiving a lot of criticism with respect to another development approved by his predecessor. Seemingly as a result, he rejected the plans for the re-development of [redacted]. Recently, after many more months, more discussions with Planning and lots more money, a less bold scheme has been passed.

	<p>This all-too-common type of government-enforced waste of time and money generates a wide range of negative outputs such as fewer and more expensive buildings and less bold designs. The reality is that government hardly ever knows best and manages its own vast property portfolio very badly. Consider the old College for Girls site. It is 20 years since the crucial decision was made to build the new school, but that vast, valuable site is still sitting there, empty and rotting.</p> <p>There should be a much stronger presumption in favour of the owner/developer that they may do what they will with their properties so long as it is within broad planning guidelines such as the Island Plan.</p> <p>Sustainable Long-term Planning</p> <p>The 6 areas of long-term planning intentions listed in the Green Paper seem eminently sensible.</p> <p>Political Philosophy</p> <p>There is frequent comment about “Left-wing” and “Right-wing” policies, with the latter term often being used negatively. In my view such terms are not helpful in describing political philosophies and tendencies. To me Stalin and Hitler were cast in the same mould. Much more relevant to me are concepts of “Big” v “Small” government; collectivist v personal responsibility; redistributist v flatter tax systems and so on. I suggest that the evidence of history is that smaller government and more individual economic freedom has a massively better record at generating a higher standard of living for all, than bigger government and more control. The sorry state of the “West” is largely due to far too much government, inefficiently distributing largesse it hasn’t got to its favoured groups.</p> <p>I see no evidence to suggest that Jersey will not follow that general trend.</p> <p><i>Yousay</i></p>
46.	<p><u>Letter from the Skills Board commenting on the skills element of the Green Paper only. Skills Jersey will shortly be developing a skills strategy to meet the aspirations of the Strategic Plan</u></p> <p>The following document summarises the collective views of members of Jersey Skills Board to the proposals set out in the consultation document on the Council of Ministers proposed strategic plan.</p> <p>Background</p> <p>The Skills Board was established in 2008 by the Council of Ministers to provide employer led advice and support to the Ministers for Social Security, Economic Development and Education, Sport and Culture (The Skills Executive) on matters relating to vocational skill requirements of the Island. For convenience, The Skills Board and Executive are collectively referred to as ‘Skills Jersey’. The purpose of establishing such a body was to draw together the individual efforts of the three departments to achieve Council of Ministers objectives of:</p> <ul style="list-style-type: none"> • 2% economic growth • Full employment • A reduction in the need to import skills <p>Response to the Consultation Document</p> <p>Generally</p> <p>The Board was appreciative of the consultative approach taken by the Council of Ministers in developing its strategic plan and welcomed the opportunity to contribute. It noted that the document was refreshingly concise, well-structured and well-written.</p> <p>The Board’s main concern was that, while the development of a highly skilled workforce in those high productivity sectors of economic activity such as financial services is an obvious means of gaining growth, there is also a very large percentage of unemployed adults who are not able to work in these sectors due to their lack of skills or other factors in their backgrounds.</p> <p>The Board noted that success in growing an economy does not always lead to full-employment and it can be dangerous to assume the achievement of one will automatically lead to the achievement of the other. The Council of Ministers strategy therefore has to be about jobs as well as economic growth. It is important to ensure that the CoM strategy relates to the draft Economic Growth Strategy and that the Economic Growth Strategy itself provides a suitable plan for providing jobs to our unemployed population as well as economic growth. In this respect, the development of skills within the workforce and those about to enter or re-enter it, is not a complete solution; consideration has to be given to stimulating demand for</p>

	<p>skilled staff.</p> <p>In Particular</p> <p>Page 3</p> <p>Part of the role of Government is to establish an environment which encourages confidence in the future. If this is to be achieved, then generating trust in Government is a crucial issue. The Board was pleased to see reference to a “Reform government...” priority elsewhere in the document but would have preferred to see this linked to an explicit aim to improve public trust and confidence.</p> <p>The priority to “Get people into work” is correct in its intentions but thought needs to be given to how the strategy is described and publicised. It would be easy to misrepresent to current sentiments and statements.</p> <p>The diagram on page 3 did not use such terms as ‘create jobs’ or ‘grow the economy’. Such commitment should be central to the argument ‘in the face’, not buried in the text.</p> <p>Page 4</p> <p>The word ‘academic’ in the second point after the heading is superfluous and narrow. In the fifth bullet after ‘Background’, “the local workforce” is a narrow term “all Jersey Residents with 5 years or more residence” is preferred</p> <p>In the sixth bullet, it was surprising to see no reference to the steps already taken to support business start-up creation and business support – Jersey Business.</p> <p>In the ninth bullet, some reference to the need to encourage employers to support older employees and take on older workers would be helpful. Issues about pensions, an aging population and a reduction in the number of local school leavers will bring this matter to the fore in the medium term.</p> <p>Page 5</p> <p>The Board noted a lack of any reference to self-employment. It can be transformational for individuals and for the wider community. A statement of support for initiatives which encourage this approach could be given as item 4 in the list in the middle of this page.</p> <p>In the second bullet point, - raising academic standards alone is not enough – motivation and the right attitude are essential</p> <p>Page 6</p> <p>The Board accepts that although the overall aim is to reduce dependence on imported skill, there will always be a need for the appointment of highly skilled professional expertise from elsewhere. The Board takes the view however, that each appointment should be complemented by structured succession planning. The States, as the largest employer in Jersey could do much to contribute to the success of such an initiative.</p> <p>Reform Health and Social Services</p> <p>Skills Jersey has worked closely with the Health and Social Services department in recent years to explore and identify ways in which more staff could be trained locally, thus reducing the need and cost of importing skilled staff from the UK. It would be helpful if this could be referred to in the strategy and if the benefits and means of increasing on-Island training and development of health and social care staff could be described as priorities; nursing is a particular case in point.</p> <p>The Need for a Skills Strategy</p> <p>Improving the Skills of the workforce is a complex issue which crosses the responsibilities of many States departments. Since the Board was created we have brought together a number of elements which should now be brought together to form the Island’s overall Skills Strategy. The will be developed by the Board and presented to the Skills Executive, made up of Ministers for ED, ESC and SS.</p> <p><i>Yousay</i></p>
47.	<p>I am a local person working in a local charity. I have had many years working within the Criminal Justice System, including working as a Probation Officer and now as Managing Director in Freedom For Life Ministries which is a local Charity. Consequently, I have considerable experience of people within Jersey who have found themselves caught up within the Criminal Justice System. Through my current job I meet offenders both in La Moye Prison and in the community. The very purpose of the charity is to help people break free from criminal behaviour and become contributing members of society.</p> <p>I would like to take the opportunity to share some of my thoughts and experiences, as I feel they are relevant when it comes to Government Social Policy and the Strategic Plan.</p>

It is well documented that the financial cost to the States, and therefore the tax-payer, of dealing with offenders is huge. Without taking into account the costs incurred by the Police, Courts, lawyers, Probation Service, Health Department etc, it is costing the States over £50,000 a year to keep one person in La Moye Prison. Add all the other costs together and it will reach so much more.

In addition to the financial costs, is the cost to the individual offender and their families, the victims and their families, neighbourhoods and society as a whole.

There are many things I could highlight which I believe need adjusting within the system of dealing with offenders, but for this consultation I wanted to raise one main issue.

I meet many people at La Moye Prison who are in their teenage years, their twenties, thirties, forties and beyond. I am shocked by the many times I have been told by a prisoner that they wanted to go to La Moye rather than serve a community sentence. Some of the comments that have been made to me are:

"It's good to be back."

"I needed a break."

"I needed to sort my head out."

"It's easier than being out."

"It's no problem, as it's like being part of a 24 hour youth club."

HMP La Moye does a great job in helping people develop new skills, interests, pass examinations, keep fit etc. The staff at the prison, the programme that is provided and the facilities that have now been established are all great and much better than a few years ago. I am definitely not complaining about that.

However, what I have experienced, especially in the last 3 years working within Freedom For Life Ministries, is that in comparison to what is provided for serving prisoners at La Moye, the amount of help and support when they are released is minimal. As a result, a number of people choose to behave in such a way that they return to prison.

In January 2012 it was announced that £350,000 was to be invested in the horticultural compound at HMP. This is great to help people there develop new skills. But when was the last time such funding was specifically targeted to help prisoners when they are released from prison in order to give them the best chance of resettling into society? Many such individuals need intensive help and support. It is unrealistic to expect the Probation and After-Care Service to provide for individuals in this way.

There has to be greater investment for people coming out of prison. I have worked with prisoners who have served many years in prison. They would be considered hardened criminals. Yet I have met with some as they literally cry with fear and anxiety because they find it so difficult to cope with life on the outside and they lack so much practical and emotional support.

People in prison get used to a regime where everything is laid on for them - food, education, social time, TV, vocational courses etc. But when they are released, suddenly everything is gone. And for many that can be very scary and causes many to re-offend in order to get back to a place of provision and safety. It's not that they want to re-offend. Many genuinely want to change and move away from crime. It's often because they have not had enough support around them to help them succeed.

For the sake of the individual ex-prisoner and society as a whole, more investment is needed upon their release. Freedom For Life Ministries is a small charity, part of the "Third Sector" who is trying to help people move towards a new future which is crime-free. The Strategic Plan states: "The future role of the Third Sector, and its ability to assist local people in many areas of social provision, needs to be carefully examined" (pages 6 and 7 of the States Strategic Plan 2012 Consultation. Analysis of Key Strategic Issues).

I sincerely hope that this will indeed be carefully examined. The number of offenders is small in comparison with other sectors of our society. However, their cost to society is great. If there is more done to reduce crime and assist the offender, then there will be greater financial savings to the States, a greater quality of life for individuals and their families, and a safer society as a whole.

Thank you for taking the time to consider my thoughts. Please feel free to contact me should you require any further comment or help.

Yousay

48.	<p>I would like to say that I am concerned that my comments as an individual or through organised bodies on the marine environment that I have personal interest in, have been largely ignored by the States, and I would like to take this opportunity to ask again why the results or outcome from the Ramsar public consultation were not published or responded to, I am not sure why politicians and civil servants attempt to engage with the public when they have the arrogance to ignore their input, it is about time a more engaging, meaningful, and honest service is given by those involved.</p> <p>I would like to see as part of the environmental protection strategy that 1% of our coastal waters be set aside as marine reserves in the form of "no take zones" this I put to some of the Ministers at the last Senatorial hustings and they were in favour of it. These areas were proposed to be in place by 2010 in the Coastal Strategy which to date has delivered absolutely nothing in the way of conservation, and has instead placated commercial interests which have an unhealthy hold of marine environment policy with civil servants and politicians reluctant to do anything that infringes on short term commercial gains in favour of long term environmental security and enhancement. Marine conservation areas will be increasing in Europe in coming years and I have suggested there is great merit and gain in leading rather than following in this area. If Jersey adopted a robust marine conservation programme it would bring many benefits both short and long term, and would highlight the island in such a manner that it would increase its tourism, educational and recreational status in this area. This could be promoted through Jerseyman Dan Laffoley who is leads the International Union for Conservation of Nature's marine programme, he should at the very least be consulted on. The current policy of going along with French marine park proposals will if one looks at the current park off Brittany offer little in the way of protection or enhancement of the area, and so I would suggest that less effort and money is spent in this area and instead be put into the local policy that I suggest that in turn could dovetail into any French park.</p> <p>The Ministers have with my suggestion a chance to rectify the farcical situation we have with a coastal park that totally ignores the waters surrounding it.</p> <p>The benefits to the biodiversity and production of commercial species from no take zones is well documented, of course such areas could be returned to commercial and human exploitation in the future should there be some merit in it. But currently the numbers and size of commercial species is diminishing, for example commercial Bass landings have fallen to almost half their amount in recent years and is probably only valued at a little over 100,000 pounds, perhaps it is worth considering Ireland's policy for this species where it is a limited recreational species only and I would imagine if Jersey adopted a similar policy there would be a considerable number of visiting anglers whose spend would I believe be a far greater amount than the current commercial income.</p> <p><i>Yousay</i></p>
49.	<p>You have asked the general public to comment on your priorities for the next three years. Without wishing to be negative, these very priorities mentioned have, since as long as I can remember, been the main priorities of the States of Jersey. The two most emotive of areas - immigration and housing - have spawned the "Housing law" and the "Regulations of Undertakings law", laws which have been flouted and abused by all since they were enacted. In a nutshell, the Housing law has created a bitter divide between the "qualified " and "unqualified" and features a Social Housing waiting list which is forever on the increase; and equally the Reg of Uns law has failed to keep the staffing excesses of Finance and especially the Civil service/States employees in check, but has succeeded in "punishing" every other sector of the economy with high employment costs.</p> <p>Housing - a few certainties - as long as there is a sun and moon in the sky, the waiting list for free social housing will never be extinguished, especially when over the years the States has often promised a house with garden and garage instead of a "community" home with shared facilities. On the one hand, the analysis claims that only 57% of the island's households own their own home and that this is low. However, high home ownership results in a much lower labour mobility. The States claims that housing is far too expensive and that the private sector has not delivered on Cat A housing; please remember that the States' record on any building development is appalling. So, whilst the house prices have been falling recently due to the lack of bank funding, stamp duty is up, planning charges and associated costs have shot up, building costs are up, GST is at 5% and mortgage interest relief has gone - so who has been raising the cost of housing?</p>

Population growth - how many of our senior civil servants were born in Jersey? The States has been sucking in non-local "experts" for years, assuming, often incorrectly that the skills did not exist locally. Virtually everyone with a University or specialist education has gained experience outside the island. The Housing rules have often made it difficult to seek work abroad for fear of losing "rights" - indeed the Social Security laws are in the dark ages on this same issue. The population increase has often been blamed on the Finance industry, notwithstanding the efforts of the afore-mentioned Reg of Uns law, however this is not always a fair criticism. Rather than making efforts to restrict immigration at every level, maybe the "White man van" effect should be encouraged; it would quite probably reduce the level of short term workers "staying on". That would require a fundamental shift in housing law allowing "non-qualified" accommodation to be expanded, built, improved and so on, thereby reducing the rental values.

Government and public service reform - yes please, but you cannot ask turkeys to vote for Christmas, neither politicians nor civil service can be involved. My personal choice, 12 Constables, 12 Senators and a "speaker of the house"/Bailiff to keep them in order, thus the civil service could remain at strength to support the politicians. Any more (than 12) elected representatives and the civil service must shrink accordingly. The States is far too involved with delivering services that the private sector could be offering at a much cheaper and in a more efficient way - including running monopolies such as the Airport and Harbours. it should regulate - lightly - not undertake the service themselves. Gardening, building maintenance, running gymnasiums, hospitals, schools, social services, pension schemes, tax collection and so on. If the private sector can do the job, it should. In every sector that the States undertakes "business", it impinges on the creation of private sector jobs and distorts the market forces.

Health and Social Services - see many of the comments above. Whilst it would probably be "harsh" to expect our elderly to seek "residential care" off island, these services do not need to be carried out by States employees. Nor should our population expect the Jersey General to have every medical type of expert on hand. As a small island, we should expect to seek specialist advice off-island, in Guernsey, Cherbourg, Caen, Southampton, London and so on, with assistance from the States to do so. It would be a lot cheaper in the long run. The MRI scanner scenario of a few years ago proves the point.

The States efforts over the last couple of years to reduce spending have been fraught with contempt for the electorate, cutting milk for children, trying to remove the subsidies to the best schools in the islands and so on. Very little has been done to cut States waste, over employment and little has been done to remove the States from "private sector" roles mentioned above. The cost of running the States is out of control, dreaming up new taxes to pay for past failures is out of order. Please accept my apologies as this email is a little disjointed as I have rushed to get it in before the deadline.

Yousay

50. Letter from the Chamber of Commerce

1. General comments

- 1.1 Chamber, in general, supports the high level plan described in the Green Paper. However the mechanism for delivering all of the objectives is dependent on a strong and sustainable economy. Chamber suggests that greater importance and urgency is given to creating economic growth, which should really be the number one priority.
- 1.2 There needs to be much more in the document in terms of timescales, targets and measurement of achievement. Without these measures, there is a chance that little will be accomplished before the next elections.
- 1.3 There is talk in the document of "joined up thinking" but the document fails to join the ideas together. For example, it is essential that our children are highly and appropriately educated to ensure greater prospects of gaining employment so that Jersey can produce better products with a higher value per capita. This is a long term goal but ultimately secures the future of our young and establishes a stronger economic base. At the same time, health, social policy and tax are tied together and need to be considered as one.
- 1.4 Those who have been elected to the new States Assembly carry great responsibility in ensuring that the assets of the Island, which have been built up over generations, are reshaped in such a way as to deliver a secure and sustainable economic future as a

legacy for future generations. The Strategic Plan should concentrate on using Jersey's knowledge and resources to fundamentally change how the Island works.

1.5 Chamber would have liked there to be more about the States moving from "doer" to "facilitator i.e. engendering a proper debate as to what the States should do and what it should simply enable.

2. Get people into work

2.1 It is suggested that this priority should be entitled "Grow the economy to create jobs" rather than "Get people into work". The Island can have all sorts of advance to work schemes, CV workshops, course and placements but all these will be for nothing if there are no more jobs offered. This should be the number one priority.

2.2 "Measures are being taken to improve employment opportunities for local residents". Does this mean that opportunities will be given to local businesses rather than recruiting overseas competition which does not employ local residents for sustainable periods?

2.3 "Sustainable economic growth based on increased competitiveness will create new employment opportunities". This would appear to be a contradiction in terms particularly in the construction industry where overseas firms compete. The competition results in the local firms turning over less work, thereby providing less revenue to the Tax Department. It also has the effect of creating unemployment. Whilst it is accepted that if island businesses and companies are not competitive they will fail, the States needs to make sure that we have a level playing field with outside jurisdictions i.e. not too much regulation and bureaucracy. Companies operating in Jersey are already at a disadvantage in terms of costs, access to labour and skills etc.

2.4 We need to ensure that the support given to the finance industry is replicated in other sectors of the economy.

2.5 With regard to licences for unqualified staff, it is not clear if licences which have been granted will be renewed, unchallenged or if the licence will be reviewed when a licensed employee needs to be replaced. If the latter is true, then as far as Chamber is concerned this will be a step backwards. It could almost be seen as discrimination, particularly in respect of the "lesser" or non-skilled jobs. Whatever the policy on renewal of licences, it must be consistent across the employment spectrum and must not favour the finance industry to the detriment of other sectors e.g. by giving 1 unqualified licence in 10 without question.

2.6 Whilst Chamber agrees that it is essential to improve the skills of the local work force, it is even more essential that emphasis is given to the improvement of vocational skills and not just academic skills. Chamber recently responded to a consultation paper entitled "Learning for Tomorrow's World - The Future of Education in Jersey" which gave practical suggestions as to how these skills could be developed, but unfortunately no feedback has been received.

2.7 The States need to encourage the development of a motivated work force. There needs to be a cultural shift to put moral pressure on people who are capable of work but who stay at home rather than looking for employment. This applies to all age groups such as young people who choose not to look for work because their parents pay allowances to them as well as those people who are quite happy to rely on benefits. These people should be looking to find work and should somehow be made to feel guilty if they cannot find work. Assistance, both financial and practical, should only be given to those people who can show that they have been actively seeking employment. Consideration should be given to the development of community schemes for people who are out of work but who are physically capable of doing something.

2.8 Financial Services, after the States of Jersey, is the largest employer in the Island. If properly supported and directed, this sector will, in both the long and short term, generate more jobs. We are already experts in this field, we have the necessary infrastructure, reputation and skill sets. To enable this growth to occur, there is a need for a more rapid law development with dedicated law draftsmen with financial expertise. In addition, there is anxiety around the approach of the JFSC which still seems to be driving towards risk elimination rather than the management of risk. It is appreciated that JFSC has to manage the economic interest and reputational risk to the Island but it should not eliminate risk as this is preventing new business from going forward. Chamber believes that JFSC needs some political direction with regard to taking a view on risk otherwise Jersey will lose out

to other jurisdictions.

2.9 The financial services industry employs about 12,500 people so there is a strong argument that even if part of that infrastructure is stimulated the potential to create new jobs will arise quite quickly. The immigration of possibly 50 people in 2012, well chosen, will generate more than 500 local jobs and large economic activity. If more risk is taken on new businesses by both JFSC and the regulation of undertakings then more work will flow through

2.10 At present there are a raft of laws and amendments stuck in a log jam and these should be driven through appropriately. If Jersey wishes to retain first mover advantage, there needs to be a move away for trying to achieve 100% perfection in the new laws, the aim being to achieve 85% correct with modifications to follow.

3. Manage population growth and migration

3.1 Chamber broadly supports the idea of controlling inward migration whilst maintaining competitiveness.

3.2 However small businesses must not become the "whipping boys" of migration policy. It is essential that firms have access to the best individuals for the job whether it be skilled or unskilled. Whilst it is important that priority should be given to locally qualified people there is still a place for the unqualified sector. It is vital that small businesses should continue to be given access to this sector to ensure that they employ the best people possible otherwise their ability to compete could be severely curtailed.

4. Reform Health and Social Services

4.1 It is Chamber's view that the States hugely underestimates the value of the health and socially related services provided by charitable bodies in the Island. If the charities did not provide these services then the burden of providing these services would fall back on the States and the inevitable result would be a failure to provide essential services to the varying groups of people served by the different charities. Two prime examples (although there are countless others) are Jersey Hospice and the charities dealing with people with learning disabilities and autism. What would happen to the clients of these charities if the doors were suddenly closed due to lack of charitable donations? Would the States be able to immediately step in and provide the same service? More effort by States members and the civil servants to appreciate the services provided and the indirect financial benefit gained to the Island because of the charitable organisations is urgently needed.

4.2 Our ageing population is having, and will increasingly have, a greater burden on our society in the form of health care needs. Chamber strongly believes that all businesses should be incentivised and encouraged to set up pension/savings plans for employees to help deal with the problems which will inevitably arise in due course and to ensure that these plans are portable between employers. This could be achieved through tax incentives or tax breaks.

4.3 Health, Ageing Population and Social Services need to be considered as a whole. There is no denying the fact that there is an ageing population in the Island which will inevitably stretch the Island's infrastructure from housing to public transport, to roads but at the same time, it provides additional resources and experience that can be utilised. For example, with Gigabit Jersey and Health, what is there to stop Jersey becoming a centre of excellence of Tele Health, where, for example, routine, regular health checks can be carried out over the internet?

5. House our community

5.1 There appears to be a disparity in the green paper between the "vision" and the priorities. Although the protection of the environment is important, there have to be compromises in order to provide housing for the community and to get people into work. Members of Chamber in the construction industry do not agree that the States are working towards this goal. In particular, Chamber believes that the Planning Minister's intention to introduce "Planning Policy H3 Affordable Homes", ("PPH3") to be paid for and delivered by the private developer, will hamper growth both in the economy and in the housing sector.

5.2 It is interesting to note that the States provided minus thirteen homes in 2008, 2009 and 2010. Also, due to long term neglect, through non-investment in its own housing stock, there is a serious problem with regard to standards, which has led to the States looking to private developers to generate a percentage of affordable housing. It would appear that,

through mismanagement by the States, the private sector developers are having to pay the penalty through PPH3. The construction industry believes that this policy is unworkable and will only lead to a fall in the number of houses provided, both for the open market and for affordable homes. Therefore does the statement "review reliance on private developers to generate affordable housing" mean that the States are looking to provide affordable housing without reliance on private developers? One way to resolve these issues is to progress the restructuring of the housing stock. An arm's length disposal would free up the equity locked in the States' housing portfolio and this money could then be used to carry out the backlog of repairs and to increase the social housing stock, creating homes that are required without PPH3. There would also be the added benefit of the creation of much needed employment in the construction industry. It is a tried and tested formula that works. Also, rather than a blanket approach to the problem through PPH3, the States could tender suitable sites which they own, to the private developers for affordable housing, on condition that the sites are used for and deliver this type of housing. The States and the general tax payer would not achieve full value on the residential land value, but the result would be that the housing needs would be met without the States being the developer, public risk would be reduced and in effect, everyone will contribute towards the social need, not just one particular industry.

5.3 It is important to allow market forces to drive down an overinflated housing market. Any States subsidies to first time buyers could support an inflated market.

6. Reform government and the public sector

6.1 Chamber is strongly of the view that one of the most important priorities should be an out and out effort to instil public confidence in the government of the Island. Whilst the number of voters was slightly increased at the last elections, the low turnout still evidences the fact that the public does not have confidence in the States.

6.2 It is vitally important that the States engages with the public to encourage all Islanders, but particularly young people, to participate in Island life and develop a sense of belonging. All Islanders need to believe that they are listened to and that their voice counts, a belief which the majority of residents do not feel at the moment for numerous reasons.

7. Develop long term planning

7.1 This priority is really about living within our means and should be given higher priority than is suggested in the paper. Long term planning is important but we must also learn to accept that we cannot afford everything. Furthermore, financial flexibility will be improved if our economy is growing and if the States keep expenditure down. Taking increasing levels of tax out of the economy will reduce economic growth and raise less tax, a view long held and expressed by Chamber.

7.2 Chamber has been in discussion with members of the States about the establishment of a "think tank", planning for where Jersey should be in 20 years time. The paper deals with the short term and does not suggest how the planning will be delivered. Chamber favours a group or structure of some kind sitting outside the States. There needs to be effective communication amongst key stakeholders with an open exchange of data in order to develop a shared long term vision.

8. Are there other important priorities?

8.1 Urgent review of the planning process

8.1.1 There is an urgent need for the creation of a coherent planning process. Problems have arisen because schemes are submitted to the planning department, pre-application advice is received and acted upon, the application is submitted. However, with the recent change of Ministers, the process has fallen down because the advice previously given has changed. Developers need to know that the advice being given will be consistent. If it is not, then developers will not have the confidence to spend time and money on the process if they are not sure of getting a permit. There are a small number of developers who are willing to put their money into development in the Island at the moment. Unfortunately, because of the planning process, the developers are spending millions of pounds elsewhere. That money could have been spent in Jersey and would have resulted in the creation of employment for local people. It is suggested that the Ministers should talk to the major developers to ascertain the problems which they have experienced with the planning process.

- 8.1.2 It is essential that there is a consistent approach to planning applications both politically and departmentally.
- 8.2 Revitalisation of St. Helier
- 8.2.1 It is essential that shoppers are encouraged to still come into town and this will not happen without there being adequate parking facilities. It is a public perception that there is not a great deal of thought being addressed to the parking issue.
- 8.2.2 People need to understand how the Town works before decisions can be made about long terms changes and it is important that the effects of such decisions must be carefully considered. To do this, more metrics need to be put in place to collect relevant information both by the States and by the people who live, trade and work in the town. All of this information needs to be shared, interpreted and strategic policies drawn up. These might involve the use of various building sites around the Town. The main thing is that there needs to be co-operation between the Ministers, the Parish of St. Helier and most importantly, the businesses, large and small, which trade in the Town. These are, of course, the people who have first hand day to day knowledge of the way the Town works.
- 8.3 Co-operation amongst States' members, trying to get them to work together for the Island as a whole and not for individual agendas or point scoring.
- 8.4 Review of the process of States' sittings to ensure that important issues and considered and decisions made within a reasonable space of time and without the posturing by individual members which seems to predominate the sittings.
- 8.5 There needs to be a much stronger link/liason and communication between Planning and Economic Development. Planning has a huge impact on economic growth in the Island and the Minister and officers need to realise and act upon this. Planning should be a "can do" policy rather than a "can't do".
- 8.6 It is somewhat disappointing that small businesses get little mention other than Enterprise and with regard to the revamp of JBV
- 8.7 The States needs to focus on young people who find themselves in financially difficult situations. University debt, poor local job prospects and a lack of access to affordable housing mean that this group of our Island population feels increasingly alienated.
- 8.8 The States has net assets of £2.5 billion under its control, together with significant financial reserves. There is no public debt. Jersey also has a wealth of natural assets, a competitive tax structure, modern laws and extensive legal expertise, an excellent financial reputation and so on, and Chamber believes that a high priority of government should be the protection and use of these assets in the best possible way, to ensure the future of the Island. Whilst there is a need to look at individual priorities, the overall picture must never be out of sight. There needs to be "joined up thinking".
- 8.9 There needs to be a robust social and economic impact audit classifying the estimated £2.5 billion of physical assets owned by the States, to include their condition, usage and potential future use and economic value. Consideration needs to be given to changing the way those assets are used with the objective being the release of funds. Two immediate examples would be the removal of the Planning Department from what must be one of the prime sites in the Island and the removal of EDD from the financial area of the town. Both sites could then be sold or leased providing a substantial increase in revenue for the States.
- 8.10 Investment in new updated infrastructure e.g. Gigabit Jersey, Port facilities. Jersey's ports of entry must be efficient and with a sufficient capacity for growth in the next 20 years. Jersey's communications infrastructure is the foundation of its ability to trade internationally and fibre broadband offers significant economic potential.
- 8.11 Develop an enterprise zone for new businesses which might focus on particular sectors such as technology.
- 8.12 Financial incentives for local businesses to invest expand and employ.
- 8.13 Share resources both across States' departments and other Islands.
- 9. What would you like to see achieved at the end of 3 years?**
- 9.1 A return to strong economic growth and rising tax revenues.
- 9.2 A reformed Public Service.

51.	<p><u>Letter from the Comité des Connétables</u></p> <p>Further to the joint meeting of the Comité des Connétables and the Council of Ministers earlier this month, and to the States In-Committee debate, the Comité has considered the Strategic Plan Consultation Green Paper issued by the Council of Ministers which explains the priorities on which Ministers wish to concentrate for the next 3 years and the background to those issues.</p> <p>Given the importance of the Parish system to both the Island's heritage and its government, the Comité was disappointed that the few references that there are to 'Parish' or 'Parishes' relate more to the location of services than to enhancing the current role of the Parish system.</p> <p>The vision outlined includes Jersey being a safe and caring community and the delivery of efficient and effective services. We consider that the Parishes are the focus of many community activities, not just in terms of location but also in conjunction and co-operation with the parish municipality, and the parishes also deliver many 'government' services to their parishioners in an efficient and effective manner to the benefit of ratepayers. If this was to be lost, the States would incur considerable additional costs both financially and culturally.</p> <p>The 2009-2014 Strategic Plan specifically referred to ensuring that the Parish system is promoted and protected and that its powers and responsibilities are not diluted and we consider the 2012 plan should likewise include such as emphasis.</p>
52.	<p>Pre-amble – the consultation process:</p> <p>There is no party politics in Jersey. There are no manifestos; the government has no mandate from the people in any generally recognised sense. Ministers are chosen by States members, the public have no say in this. So the consultation for the Strategic Plan is the only way residents can directly influence the direction the island is taking.</p> <p>Therefore, for the sake of the cohesion and well-being of the island, it is essential that the COM takes the utmost care to consult in a proper manner. This means consulting on the most important issues, it means being fair and honest in the information and analysis presented by government, and it means giving proper time to the process. On all three counts there are real problems with this Strategic Plan.</p> <p>The first issue is to ask: where are we going? What are we trying to achieve? The narrow goal of "increased prosperity" seems to have been the mantra for decades in Jersey politics. But is that what people really want most of all – to have more money in their pockets? Or would they put their relationships, their health, the quality of their immediate environment, the happiness of their children, the quality of life of their elderly relatives - first?</p> <p>This is not an abstract question. The JEP in its Temps Passé feature often publishes photographs of Jersey which show an island less built up and more beautiful than the Jersey of today. If there is a trade-off to be made between damaging the beauty of our countryside and coastline or reducing the quality of life in the urban areas by town "cramming" – between those two alternatives and settling for a bit less cash in our pockets, which would we really prefer?</p> <p>The second issue is the balance between the amount we spend on public goods and services – green space in urban areas, for example, or affordable health care, or support for sport and the arts, or protection of our marine environment from serious threats, or lifelong education – and the amount we spend on private consumption.</p> <p>I am glad to note that this Plan accepts that money has to be found to tackle the legacy of underinvestment in areas such as medical care, housing and sewerage disposal And that these things can no longer be swept under the carpet. But the need for proper explanation and discussion of taxing and spending policies remains.</p> <p>The third fundamental issue, which affects all the others, is population. You say on page 3 of the Green paper that you are committed to "valuing the community" but the information you give out on this issue is misleading. How can you "value" a community which you deceive? You write that "we will need some inward migration to provide experience that is not available locally" Of course this is true, But by leaving out other key facts and by using the words "inward migration" you imply that the population has to increase if we are to import these essential skills and this is NOT true, and I think that you know it is not true. Or maybe</p>

Ministers do not know the ins and outs of this question, or are being misled?

Why is it not true? Because at the same time as people come in others are leaving, and you omit this vital fact. But what it means is that it is perfectly possible to import the skills we need AND maintain a steady population, by getting the NET migration figure right, i.e. by letting in enough people to balance with those leaving and the difference between births and deaths.

So from outside the charmed circle it looks as if population is an issue in which you, the Ministers, just have to get your way, an issue where the public interest, the public's view cannot be honestly and fairly sought.

Ministers have form on this most important question in island politics, so there is no other simple and plausible explanation. It is unworthy, it is corrosive of trust between you and the people you are elected to serve, and it destroys the ethos of consultation. Please, please, please, can there be an honest debate on this question?

And finally there should be proper time if consultation is to be genuine. The timetable for an incoming COM is absurd – two months to create a green paper and two more months to produce the final plan for debate by the States.

Over a longer timescale there could be a process including survey work via the Jersey Annual Social Survey and research including “hard-to-reach” groups. The whole exercise has to be conducted with objectivity by a team from outside, to avoid bias, but steered by a local team who really want to find out what are the goals and dreams of the public for their lives.

This consultation would cover, at the very least, the three vital issues facing Jersey: first, what are we trying to do – well being or economic growth, etc.; second, what the balance between public and private expenditure should be; and third, an honest debate on what the population should be.

SPECIFIC WISHES FOR THE PLAN

1 That honest and fair consultation take place on the three most important issues as listed above

2 In the absence of this consultation, that population be maintained at its present level, as this is the nearest thing to the oft-expressed preferences of the public. Your job is to find a way, not to say that it is impossible, and to stand up to interest groups, in particular business interests – you are governing for the whole island.

3 Unemployment is related to population. First you let in more people than ever before, way above what you had planned for. Then you say – oh, we must create more jobs. The construction industry is employing more people than ever before, but yet they clamour for more work from the States – i.e. there is no limit in their eyes, the bigger they become the better. Is that what you think? If so the Island does indeed face a bleak future.

4 Growth, in itself, on a finite island, is an insane goal. You must find out whether the public want more and more and more. See point 1 And you must do serious work to define what you mean by growth. In the absence of any consultation on this question, the goal should be that Jersey earns its way in the world by exporting enough – Tourism, Agriculture, Finance, etc, - to pay for what it needs to import for its population's needs.

6 Health 1 – Prevention is better than cure. There is one sentence in the entire Green Paper which could be said to be on this theme, quite extraordinary. PLEASE REMEDY THIS GLARING HOLE with some serious thinking about what is meant by this phrase and how to embody it in policies across the board.

Health 1a – As a specific example of prevention, Ministers should commit to a cross-department strategy to tackle obesity. Not just words but targets for reversing the trend, and measures to achieve this. We cannot afford to go on as we are. I think you already have the figures to show this.

Health 2 – Medical care is not affordable for many islanders. Please can we see some firm commitments and action in this area.

7 Housing

This problem can never be solved unless you solve population. See 1 above. There is more to say on this but time does not allow

8 Energy

Invest-to-save thinking should be applied to a wholesale programme of energy efficiency in Island buildings, both States owned, business, and domestic. A clear declaration of this principle (Invest-to-save) would help. It seems to be not accepted in some quarters. The growth fund in the MTFP, or some other mechanism, should fund these programmes where there us a clear return. For precedent and how to do it, see the UK, who I believe have rolled out, or are about to roll out, a programme along these lines.

9 Transport

The STP's goals are set out in the Annex p41. There should be a firm statement that you commit to achieve these goals for the sake of the Island. As the section clearly shows these goals are not expenses in the normal sense they are all in the Invest –to-save category. Hence the importance of what I said re Invest-to-save in the paragraph above on Energy.

10 Government Reform

The analysis of the problem on page 9 of the Annex is tendentious, one-sided and unworthy of a consultation document such as this. It will continue the old feuds. Where is any mention of the refusal to be open and sensible with answers by Ministers, or the straightforward dishonesty and/or procrastination and obfuscation which leads to whole series of questions when an answer to the first one would have satisfied the questioner. Not to mention the atmosphere of mistrust which these poor answers and this dishonesty create.

Here are some action points:

- a) Proper facilities for members – admin support, research support, library. Do you believe in being held rigorously to account – or not? They were called for in Clothier – whatever happened to them?
- b) Sort out the conflicts in the role of the Bailiff and even more importantly in the role of the AG, which are plainly totally unsustainable.
- c) All States members vote for Scrutiny functions and vote for the Ministers. So the same majority controls both functions. This is wide open to abuse. Ministers (and perhaps Asst. Ministers also) should not vote for scrutiny chairs.
- d) Some real action on Ministers (or anyone else) misleading the States as set out in my proposition on this topic.

53. Letter from the Institute of Directors

The Council of Ministers has identified its priorities for the next three years, as part of the development of a new States Strategic Plan. The Council of Ministers is requesting responses to the following 3 questions:

- 1 Do you agree these are the highest priorities for the next 3 years?
- 2 Are there other priorities that you consider are more important?
- 3 What would you like to see achieved at the end of 3 years?

Although it is difficult to comment on the priorities without seeing the Strategic Plan itself, which we note is not to be published until 20 March, we welcome the opportunity to participate in the process and our responses to the specific questions are below:

Does the IoD agree these are the highest priorities for the next 3 years?

Get people into work

Agreed, but there must also be an emphasis on keeping those already in employment employed before we get a further increase in unemployment. For example, given the current issues with LVCR, further investment in the tourism, agriculture and the construction sectors is needed to maintain current employment and allow confidence to grow to allow further recruitment and training.

Education and training is critical but we must ensure that we build the skills needed by industry and which would help attract entrepreneurs and business to the Island., and create jobs. For example, if Jersey is to become a technology leader, who in the public sector understands the training and education needs of that new sector? Who will review the school curriculum to change the way IT is taught at schools?

Managing population growth and migration

Agreed, but there is a balance to be struck between managing population and growing the

economy. If Jersey is not seen as “open for business” then our view is that it will be difficult to achieve any of the other objectives.

House our community

Agreed, but why does the priority start with two lines that state ‘investigate’? We do not need three years to investigate schemes to generate affordable housing and first time buyer schemes. Action is required now given the substandard housing stock and waiting lists currently seen by the Housing Department.

- The H3 policy needs to be reviewed and industry considers that this will not work in expecting the private developers to deliver and generate affordable housing;
- The development of life-long homes is already underway and land has already been rezoned for this requirement. These rezoned sites need to be built to meet the current demand and free up other accommodation more suitable for families.

Reform government and the public service

Agreed, but it is vitally important that momentum is not lost in modernising government and the public sector, to make it more efficient. The Council of Ministers still to need to retain focus on the Comprehensive Spending Review and closing the gap between income and expenditure, without resorting to increasing taxes.

Reform health and social services

Agreed, but there needs to be real transparency in the funding model, and a desire to deal with the problem now, rather than leave it for future governments.

Sustainable long term planning

Agreed, although it is concerning that some of these initiatives are not already in place i.e. mid to long term financial plans. Furthermore it is interesting to note that the Green Paper does not make reference to previous strategic plans. Given many of the priorities will be similar there ought to be lessons to be learned in the delivery of the new objectives.

Are there other priorities that you consider are more important?

Growing the economy

We are somewhat surprised to see that growing the economy is not a priority in itself. We believe that it underpins all of the other priorities, and whilst it is important that it also does not undermine any of them e.g. by putting unsustainable demands on the Island’s limited resources, we believe it is too important a priority to be left as merely mentioned in some of the other priorities. It is presumably the case that the priorities that are agreed as a result of this exercise and fed into the Strategic Plan are allocated to responsible departments and it would be odd if Economic Development were suddenly “demoted” to working on a second tier priority. Progress was being made with the “red tape” review and the draft economic strategy paper but the momentum on this should be increased, not decreased. There was consultation around this in late 2011 and we now need implementation of those plans and a focus from the Council of Ministers on creating the environment for sustainable economic growth. We continue to believe that there is scope for new ideas to create growth, such as tax incentives to attract new businesses / industries. We also believe that more can be done to attract wealthy immigrants to the Island, perhaps by creating a new class of wealthy immigrant whose right to live here would be directly linked with the creation of new jobs for those already here.

Education and training

We note the priorities around education and training under “get people into work”. Our preference would have been to see this area as a priority in itself but either way its importance cannot be overstated.

What would IoD like to see achieved at the end of 3 years?

It is instructive to look back at previous strategic plans, and see how much has been achieved and how much has not. Whilst we recognise that circumstances change it is vitally important that the current Strategic Plan is just that – a “Strategic Plan” which is referred to by all concerned when setting future States Policies and to also provide guidance for the interpretation and application of those policies by all in order to provide “joined up government”.

Given that the draft plan itself is to be published on 20 March we assume its preparation is

	<p>already well advanced. To that end we hope that it has clearly defined deliverables, and Ministers or Departments will be held accountable for its delivery against a timeline agreed as part of the planning process. Furthermore, the plan needs to be detailed enough to actually implement, be costed appropriately, and be cohesive rather than a collection of separate documents submitted by individual departments (as would appear to be the case with the document that supports the Green Paper). A Strategic Plan that is left to gather dust is worthless. We urge the Council of Ministers to ensure that this Strategic Plan is not.</p>
54.	<p><u>Responses from meeting with Third Sector</u></p> <p>Recognition of the 3rd sector and its contribution to island life. I am encouraged that dialogue has started and things are moving steadily. I would like to see a desire to capitalise on the value of the 3rd sector</p> <p>SoJ as a whole to get the message re the value of the 3rd sector and appreciate there is a genuine reason for wanting to form partnerships. We need to continue awareness raising and education</p> <p>We need more joined up, strategic thinking. On our own we can't achieve as much as we can together. We need to look for creative ways to solve problems and influence policy makers. We need to enable change by getting involved in policy making</p> <p>I would like to see the Charities Law enacted</p> <p>We shouldn't just be a group of well-meaning people but a group who are working to benefit all - the new committee needs to write its strategy to link into the Strategic Plan, identify the needs and gaps in government provision and work to fill them.</p> <p>There has been a cultural change, ministers are willing to listen and make alliances with organisations that can help deliver front line services</p>
55.	<p>I have no criticism on general principles and would not presume to disagree with priorities which will always depend for their fulfillment on current circumstances and opportunities; I have however noted under their appropriate headings what I believe to be omissions of subject or failure to go into detail when these appear to me to be <i>of</i> consequence.</p> <p>Chief Minister</p> <p>There is no mention of one of the Ministers' major responsibilities - the civil service. Yet its size cost, structure, system of remuneration and advancement (e.g Hay) must, if only for its high proportion of management costs, be of prime importance in planning terms.</p> <p>Joined-up Government. is regularly mentioned in the document, surely it is within the remit and competence of the Chief Minister to arrange that his Council of Ministers, together with their Chief Officers meet regularly, even monthly, to achieve in every aspect of their functions a total "Joining – Up " <i>of</i> department aspirations, finance allocations, staff dispositions, the list can go on. This surely was one of the objectives of <i>the</i> institution of Ministerial Government. Current suggestions that it has failed could well be dispelled if there were to be a demonstration of common purpose and singular direction from the council.</p> <p>There is no mention of <i>the</i> Strategic Reserve. Still no identification of specific purpose or purposes of the taxpayers "rainy day fund". Yet we continue to identify neglect of maintenance <i>and</i> failure to provide important infrastructural facilities. Should we not redeem the omissions of past Governments by allocating tranches of capital purposes of urgent public necessity?</p> <p>Immigration. The public is waiting for positive action to control excessive foreign worker incursion to our workforce. We should make a braver effort to resist EU/UK border policies and institute a Jersey policy to protect our own people. See examples from the USA, Australia and a few EU countries where Brussels regulations are ignored.</p> <p>Health and Social Services</p> <p>This is one area were the rain has been falling and is now a downpour, Surely a priority <i>should be</i> the extraction of idle Strategic Reserve funds to right a serious and costly deficiency in forward planning. HSS and the planning department should commence immediately to decide on the form of <i>a</i> proposed new hospital and devise a construction program so that finance can be drawn from the strategic reserve to meet successive stages of the development.</p>

Local training in all medical skills from basic nursing to aspiring doctor level has been historically a notable feature of our General Hospital. There are many difficulties arising from changes in medical technology and practice but much more could be done than seems to be contemplated, even mentioned, in the HSS section of the Green paper.

Housing

I would like to see a much greater emphasis on the provision of rental accommodation in contrast with the politically popular demand for first time buyer properties. The Housing Department's plan seems directed towards affordable homes on its presumption that everyone wants to buy. Fifty years ago my own generation did not contemplate personal ownership until a firm family and financial status had been reached *and* we all expected to rent for some years. Then it was possible to apply for a States loan at reasonable rates. There was also a States housing fund into which local residents invested, giving a modest but guaranteed return. Neither of these features appears to be on the table. Private developers, on which we have tended to rely, unsurprisingly prefer profitable high value property that has created an imbalance in our housing stock much of which is not under our control.

Reform

I will not be alone in submitting proposals to whatever Commission or other Group is eventually appointed. Certainly there should be some outside input from persons suitably versed in the processes of Government. As an island "peculiar" in more than one respect we must include people, maybe ex-members of the States with a feel for local sensitivities.

Will the ultimate recommendations have to be debated – and therefore re-hashed – by the States again? If so the whole thing would be a waste of time and an instant return to square one.

Environment

The department's submission offers little opportunity for argument or comment – it is all true and the only suggestion I can make is that energy sources, especially natural ones, should be considered on a Channel Island Scale. The recent announcement that we were going to establish a link up with Guernsey and Sark was immediately followed by Alderney pipping us at the post revealing its own agreement with France jointly to develop their shared waters. This is a sad reflection of our failure initially to associate ourselves with Alderney's obvious advantages in this field.

Social Security

Many years ago there was talk of merging Social Security with Health because so many of their functions were common, or nearly so. Reading their plan I recognize all their references to pensions, employment law, unemployment, but I find it difficult to understand their responsibility for the *governance* of GPs and fail to see why the proposed UK GP framework should have local relevance. My overall feeling is that there should be a good hard look at this aspect of the SS remit in respect of GP status and retirements.

Education

I would like to *compare* the total costs of sending students to UK Universities versus the establishment of a proper Channel Islands University catering for those subjects, the end product of which would be qualifications for locally for locally required professions. No Doubt Guernsey shares our problems in higher education; this is an area in which would return residentially qualified earners to Jersey would benefit the individuals and also meet other objectives.

The absence of mention of Fort Regent disappoints me. The Department should be thinking positively of development on this prime site - for example selling the pool site to raise capital for a new international pool, possibly where the Sea Cadets are and adjacent to an ice rink. End product – a superb sports center of major significance and an important addition to our Tourism offering.

Economic Development

Its achievements to date have been valuable; I have concerns about its policy for private enterprise to take over some amenities which ought to be *provided* by government.

For instance I am not convinced that Airport and Harbours, essential gateways, ought to be profit centers. As such they increase costs of Tourism, personal and business travel. Handing them over to private enterprises and its profit motive must increase user costs and also

require substantial regulatory legislation and management. A very thorough investigation into this overall principle would at this stage clarify the way forward for any infrastructure being considered for privatization or p/p developments.

Transport and Technical Services

Having some personal political experience of this Department I am well aware of the difficulties of obtaining finance for the essential infrastructural amenities for which it is responsible. The continuing failure of the States to provide sufficient car parking in St Helier is a disgrace: this could be totally avoided by the creation of a States owned company, run by TTS, having the existing car parks on its balance sheet as collateral for a bank or private sector loan. The income from increased charges (our charges are already well below national equivalents) from existing and a further 3000 parking spaces would more than service a 20/25 year loan. Objections from earlier planning departments have been replaced by an admission from the current Minister that car ownership will inevitably increase. He is right, the cars will be electric, smaller and heavily used by the expanding commuting and shopping public.

I refer to my paragraph on the Chief Ministers Department to suggest that several of the overdue capital duties of TTS could be financed by judicious use of the Strategic Reserve. It cannot be in the public interest to delay these for lack of revenue funding when it is abundantly clear that costs will arise and Strategic Reserve will fail to meet its obligation to provide for the urgent needs of the population when the time arises.

56. Letter from the Jersey Hospitality Association

The Jersey Hospitality Association (JHA) has reviewed the Strategic Plan Consultation - Green Paper. As the hospitality industry's trade association, we welcome the opportunity to pass comment on the new Plan.

The JHA is an independent trade association that was formed fifty-four years ago to promote the interests of its members who are all involved in the Hospitality, Tourism, Leisure and Travel Industry. Our response is made on behalf of our members and the hospitality industry generally. We currently represent around 350 hospitality industry partners including hotels, guest houses, self-catering apartments, campsites, restaurants, cafés, pubs, bars, clubs, attractions, food service, tour operators, transport providers, car hire companies, leisure, retail and hospitality sector suppliers.

Context

The Strategic Plan seeks to set the future direction for the States of Jersey and emphasises the need for Jersey's economy to flourish despite the challenging economic conditions that presently prevail while also recognising the need for a balanced approach to economic, social and community issues. The Plan is presently light in detail but it is subject to wider consideration and input so we would encourage something that is bold and innovative as well as being pioneering and sets a positive tone and direction for the future.

A Vision and supporting Priorities have been identified, however this Council of Ministers will be judged on solving these issues effectively and most of all on successful delivery and achievement. In this context, we would ask whether the six priorities listed incorporate everything that needs to be done. There are problems that do need solving in particular those surrounding the economy, which we believe should be a priority as well.

After a time of changes in global economies, Jersey has seen the impact and reality of an increasingly competitive global environment and the changes have been difficult.

However, governments and businesses around the world have reviewed and evaluated the way they operate by reappraising and cutting costs, undoing the burdens of too much regulation and changing policies to ensure that they will be able to continue to compete for business, and provide necessary services to their population.

Where Jersey's economic performance has seen a decline of more than 10% since 2007 and weak growth is being forecasted for 2012 and beyond, the Visitor Economy, which includes the hospitality, tourism, leisure and travel industries, can contribute and deliver a successful and sustainable future for Jersey. The pressures on Jersey are very evident and these pressures are set to continue, therefore, the Strategic Plan must be effective and comprehensive and achieve sustainable economic growth by increasing competitiveness and

raising productivity in existing business sectors – hospitality must take an active role and be part of that process.

The Strategic Plan must overcome the complacency of the past unfortunately some of those negative elements still prevail. We want to see a strong and sustainable economy that protects and sets out to achieve an enhanced environment and a safe and caring community. Our response highlights that hospitality has a major role to play on building upon our strengths as an Island whilst identifying and overcoming any short comings to enable Jersey to fully exploit the eventual economic recovery. We need to be a fuller part of developing a diversified economy with hospitality being much more than a supporting role for the financial services sector.

Government's current focus centres around jobs and growth therefore an understanding of the importance of hospitality will be crucial to this delivery. A new tourism strategy is urgently required – it has to be a strategy that focuses on a growth agenda rather than trying to manage the decline of tourism. It must also seek 'to align the tourism product to "current and future demand" that is so important for our sector and the community as a whole. Growth will be a key building block to sustainable economic growth as will the new tourism destination and marketing organisation being created that will, in the future, deliver tourism advertising, marketing and promotion – this entity is on track for delivery and implementation in 2012.

With £100s of millions invested in the product by the private sector over recent years hospitality is in real terms a billion pound industry so growth is vital to sustain its future. Value wise it contributes £234m by way of visitor expenditure, that's £336 spent per visitor whilst they are on-island. There are 335,000 staying leisure visitors and the sector pays £15m in tax, £6m net in GST from the accommodation sector alone and employs 6,000 people in hotels, restaurants and bars in the high season. Operators have made significant inroads into reviewing their operational base, cutting cost and overhead – hospitality now needs to see a partnership developed for the future that will see the market growing especially in the shoulder months. Managing growth has to be a major priority going forward and with a 59% average yearly room space occupancy in hotels; the accommodation sector has plenty of space available to grow its market share, which in turn will see job creation and growth to support the economy.

Our message is:

- We can help deliver growth
- We can help create employment
- We can help strengthen communities
- But we need States support

Response

The new Strategic Plan identifies the Council of Ministers' vision for Jersey and its priorities for the next three years. The "Vision" highlights the need to inspire confidence in Jersey's future through.....

- A safe and caring community
- A strong and sustainable economy
- Preparing for the future
- Protecting our environment
- A highly skilled and motivated workforce

And there are six priorities which include.....

- Get people into work (jobs and skills)
- Manage population growth/migration
- Reform health and social services (health and wellbeing)
- House our community (housing)
- Reform government and the public services (reform)
- Sustainable long-term planning (foundation for the future)

As the hospitality industry's trade association we naturally have to examine first and foremost what affects our sector of the economy and in this context our focus is as follows:

- A strong and sustainable economy
- Preparing for the future
- A highly skilled and motivated workforce -get people into work (jobs and skills)

- Manage population growth/migration
- Reform government and the public services (reform)

Achieving the Priorities set out in the Strategic Plan

A Strong and Sustainable Economy

To achieve the objectives set out in the Strategic Plan, key industry sectors such as Hospitality should be regarded as a special case for funding that is ring fenced for the marketing and promotion of the island as well as exceptional investment. This must happen in spite of the overall constraints on States finances as this sector is an export activity which helps with Jersey's balance of payments bringing `new money` into our island economy in the process.

The severe cuts to the marketing and promotion budget that have been the case for a number of years only serves to dilute opportunities to grow our market share.

Taxation policies have also had a major impact on the business economy in Jersey, 20% means 20%, personal taxation, GST, zero ten corporate taxation and ITIS. The way taxation is approached as part of the Strategic Plan will be crucial, especially as there has not been much progress on taxing organisations which carry out profitable business here but pay no tax because they are based outside of Jersey. Keeping taxes stable will provide the confidence required to create growth and the recovery of Jersey's economy. The impact of decisions taken on the application of taxes on the hospitality industry must be fully considered in this plan and others being considered.

We are still a strong economy because we are a low tax jurisdiction. Any change to our tax neutrality, or indeed, any indication we may increase taxes at all, severely jeopardises our international business flows. If we undermine the very basis of our success, we will be unable to pay for even the most basic public service. Raising business or personal tax will penalise our success and discriminate against entrepreneurs and employers.

A vibrant, well run and well invested hospitality sector is important in supporting tourism as well as attracting business and creating employment for the island. Similarly, without support for tourism this essential industry will continue the decline that has been experienced in recent years. Tourism also represents one of the best opportunities available to drive growth and employment for the Jersey economy benefiting a range of businesses from small rural pubs to some of our major hotels and attractions.

We agree with the overall aim of maintaining the UK as the primary market and seeking additional funding to expand the European marketing programme to achieve the productivity objective. However, the question of seasonality must be seen as a means of sustaining a sustainable economy which can be achieved by increasing productivity by greater utilisation of existing resources. Hotelier's occupancy, rate and yield needs to be increased across the year otherwise the sector is in danger of investment decline and subsequently further contraction. If activity is centred on the mid/high season period then the sector could quickly price itself out of the market as operators try to obtain the necessary returns in only five or six months of a 12 month period. The consequential benefits of real year round growth in visitor numbers to the airport, harbour, retail sector and the Treasury are self evident.

Hospitality contributes to the provision of a strong and sustainable economy and is one of Jersey's main exports; as a result it is hugely affected by competitive pricing from other destinations. GST has a negative impact and most businesses have been unable to pass this cost on to customers, therefore any consideration being given to future increases must take note of the detrimental effect it will have on business. If GST was to increase further it would be essential for a lower rate to apply to the accommodation sector. Our message is simple: there should be no further increases in GST.

The Jersey RPI increased by 5.0% in the 12 months to December 2011 with the RPI figure for March 2012 being released on Wednesday 25 April 2012. On an annual basis the increase in the rate of GST in June 2011 from 3% to 5% contributed approximately 1.3 percentage points to the annual change in RPI. Food prices rose by 7% with price increases, in part due to shortages of foodstuffs and steep rises in fuel prices, of more than 15% on cereals cheese and processed meats and 10% for butter, and oils. Fuel and light costs rose by 9% and alcoholic drinks rose by 8% with 4% increases recorded across Parish and all-Island rates, DIY materials, and repair and maintenance costs as well as mortgage interest payments. All

this forces consumers to cut down on luxuries like going out and retail spend and inflation needs to drop back to lead to a rise in leisure spending.

We would call for an end to the excessive duty charges that prevail, which are the highest compared to competing EU States. Further increases of 5% on alcohol duty for 2012 following hard on the heels of a 6.2% increase in January 2011 meant that Jersey has one of the highest alcohol duty rates in Europe. These increasing duty rates penalise hotels, pubs, bars, responsible drinkers and important local industries. The misconception that duty rises somehow improve the health of the Jersey population must be removed, the actual reality is that a 5% duty increase will increase prices even further driving any problems of alcohol misuse out of a legally controlled environment of a pub and into a completely unchecked home environment where under age and excessive drinking could increase unchecked and out of control.

Tourism should be included and be linked to Financial Services Policies and Strategies.

Finance and Tourism are inextricably linked and the Finance Industry has a strong interest in seeing a vibrant tourism industry which is able to offer quality services to both their visitors and staff. The Finance Industry has encouraged investment in the provision of quality services and will support well founded propositions. Sustainable transportation links are also vital for the Hospitality Sector and for the Finance Industry otherwise they would not be able to attract staff or customers to work or visit.

Preparing for the future -Getting people into work

Hospitality represents one of the best opportunities available to drive employment for the Jersey economy benefitting a range of businesses from rural pubs to some of our major hotels and attractions.

The JHA are currently co-partnering the Back to Work Team regarding getting people into work and have agreed an "Insight" training proposal to further this objective. The JHA will be an integral part of other training plans and getting unemployed Islanders working and to secure new employment opportunities for the future. In this process, future employment will require higher levels of commitment and aptitude from Islanders to meet the requirements of hospitality employers and the dynamics of the industry as a whole.

Working with secondary schools is part of this process and the JHA will continue with the very successful enrichment programmes we manage. There is no doubt that we have to look at ways of encouraging and creating new opportunities but by way of a note of caution the Population Office must avoid being too draconian in their approach to isolating non locally qualified people until the job position has proven to be successful and to be mindful of not adversely affecting our present labour market. The balance has to be correctly managed and the Island will still need inward migration to provide experience that is not available locally as well as supporting investment and job creation.

Manage Population growth/migration

Where population, a dominant factor for the Jersey public, and immigration are foremost in the minds of many Islanders' ministers will need to address this issue with realistic measures to achieve successful delivery. Some early views regarding managing Population are detailed above.

We support the development of SMEs to deliver a balanced and diversified economy. SME's, in particular must not be constrained in the pursuit of managing the population which affects the way they do business or through the implementation of the Control of Housing and Work (Jersey) Law which comes into force this year

We need to keep our population growing and mobile so that we can develop as an Island and as a community – but we concur that we must manage our population growth carefully and pay particular attention to immigration which must be tightly controlled. We would agree with the policy of neither "opening the floodgates" nor "closing the doors".

Reform Government and the Public Service

There is still much work to be done regarding public sector operational reviews, cuts, economies and savings and most of all the mindset of some public sector employees especially those linked to trade unions or staff associations who are currently seeking a 5.4% pay rise in the current economic climate. Similarly, there has to be the same reality check in the process of reviewing the present terms and conditions of Civil Servants'.

	<p>Regulation and bureaucracy issues need to be progressed quickly especially those elements that create even more costs to both government and business and ultimately lead to a less efficient economy – regulation and legislation should also be commensurate to the size of Jersey i.e. an Island with a population of 97,857.</p> <p>The Strategic Plan must ensure that regulation does not over burden business with further layers of bureaucracy, regulation, red tape and unnecessary costs. The States has to deliver the proposed liquor licensing reforms that have been too long in coming to fruition and we encourage the removal of the barriers that prevail for the private sector accessing the Tourism Development Fund.</p> <p>We encourage consideration being given to assessing the rules, regulations, inspections and forms which restrain the hospitality industry. The vast number of statutory rules and regulations currently in force add a burden particularly on SMEs with limited numbers of personnel. The joint aim of Government and the private sector should be to cut, modify or abolish as much of this red tape as possible, in collaboration with other States Departments as appropriate. On the flip side government cuts have seen a lowering of standards in some cases such as health protection where services once in place are no longer available.</p> <p>There is nothing more frustrating and counter-productive than when one States' Department policy pushes matters forward whilst another drags it back! Co-ordination, encouragement and support across all departments should be an over arching requirement -all departments need to take a proactive role in helping things happen quickly and efficiently.</p> <p>Having replied in specific detail to the review of red tape that onerously burdens our sector in particular, it is unacceptable that delays have meant this review remains incomplete. Any tourism proposal, including the new tourism strategy, should involve the industry in determining the scope of legislation required through consultation.</p> <p>Strategically, the JHA sees a PPP for Tourism as a priority. The setting up of a new private-public sector partnership named "Visit Jersey", a body to oversee the marketing of the industry, is, we understand, close to becoming a reality with the Economic Development Minister confirming a target of having it operational early in 2012. We believe this is good news for the future prospects of the hospitality industry with this entity having an independent Chairman and Board comprised of business leaders from Jersey and the UK. Public sector funding for hospitality must be maintained and no costs should be incurred by "Visit Jersey" in terms of IT, HR, administration and infrastructure thereby maximising the full potential of the marketing budget for destination marketing and promotional activity.</p> <p>Finally, with regard to the Licensing Law, it is evident the disparity between the lead departments needs to be overcome and quickly, so that a policy paper or White Paper can be considered. Some clear thoughts that work well for the hospitality industry and not adversely impact are necessary.</p>
57.	<p><u>Letter from Jersey Finance Limited</u></p> <p>On behalf of the finance industry I should like to thank the Chief Minister for the opportunity to comment on the recently published Strategic Plan.</p> <p>We agree that meeting the six high level objectives identified in the Strategic Plan would go a long way to enhancing the 'Island experience', but would note that these are six very substantial areas of focus and significant progress in each within the three year timeline will be challenging, given the current economic environment.</p> <p>Jersey Finance Limited (JFL), on behalf the finance industry, is also currently preparing its own three year business plan; Journey to 2015. It is hoped this work will be helpful in informing government priorities in terms of the finance industry going forward.</p> <p>Responses to the Strategic Plan are asked to address the following three questions;</p> <ol style="list-style-type: none"> 1. Do you agree that the six priorities set out these are the highest priorities for the next three years? 2. Are there other priorities you consider to be more important? 3. What would you like to see achieved at the end of three years? <p>Our response first addresses each of the six identified priorities and then sets out responses to the specific questions posed above. Each of the priorities identified has been considered in the order in which they appear in the Strategic Plan.</p> <p>As the promotional body for the finance industry in Jersey it is natural that some of the priorities will be focussed on to a greater extent than others.</p>

1. Get people into work

1.1 Reduce the number of unemployed islanders

The finance industry represents 23% of total employment on the Island¹, it has also been the primary private sector source of jobs growth over the last few years, as shown by the graph below:

[graph provided]

Finance is the leading provider of new full-time jobs. In fact the positive impact of the finance sector is likely to be even greater than this, since many other businesses on the Island are primarily providing services to the finance sector.

In addition, other sectors, particularly hotels & restaurants, would have suffered even more were it not for a growth in the finance sector.

A recurring theme within the Strategic Plan is that increasing and sustaining economic growth in the future will not be easy with no expected equivalent shifts in activity towards the finance sector as in the past and with more limited appetite for inward migration. Although we would agree that any economic growth in the finance sector would not be on the scale seen in the 1960's and 70's we do still see growth in the industry as being achievable.

Due to the finance industry continuing to diversify and innovate there is always potential for additional job creation when new financial services products develop. An example would be the introduction of International Pensions legislation to the island during 2012, which is expected to generate in excess of 100 jobs over a three to five year time frame.

We note that the Strategic Plan states that sustainable economic growth provides jobs, it then details the statements identified as defining what economic growth means;

1. Further developing a flourishing and diverse financial services sector
2. Increasing the competitiveness and raise productivity of existing sectors
3. Creating opportunities for new, high productivity sectors and markets with a greater emphasis on inward investment

The finance industry, facilitated by JFL, submitted a response to the States of Jersey draft Economic Growth Strategy and we would refer you to it to see our comments in relation to the statements above.

1.2 Raise academic standards in schools and colleges and improve skills of local workforce

The finance industry made a submission to the Education Department's recently published discussion paper entitled 'Learning for Tomorrow's World: The Future of Education in Jersey'. It was felt that the paper did not adequately reflect the extent and nature of the local skills shortage or the limited contact which young people in the later years of schooling have with the workplace environment.

It is essential to ensure that more Jersey residents are equipped to take advantage of the employment opportunities available to them, and this needs an education strategy that is suited to Jersey's needs, especially as the Strategic Plan sets out that the Population Office will ensure that licences for non-locally qualified staff are only approved for posts that cannot be filled from within the Island.

We welcome the increased involvement of UK universities in delivering degree courses through Highlands College. In addition we would in principle be supportive of establishing a university in Jersey as we believe this may provide a more cost effective solution for local students who wish to pursue a university education but for whom studying in the UK is cost-prohibitive.

In wider economic terms a university on Island would also reduce the revenue streams being lost in sending students to study in the UK i.e. in terms of money being spent on goods, fuel, rent, socialising etc in the UK rather than locally. We would also anticipate that a local university could increase the number of students in the workforce upon completion of their degree. Further benefits could be achieved through the selective admission of international students providing much needed critical mass, and in bringing new investment and family related tourism traffic to the Island.

However ensuring appropriate availability and provision of degree level education is only one

¹ Jersey Labour Market, June 2011, States of Jersey Statistics Unit

part of a larger picture, and it is also important that industry is involved in determining the skills and qualifications needed, so that skills are matched better to employment opportunities. Currently we consider that there is a lack of focus in the curriculum and education system on the soft skills and employability skills which needs to be addressed.

Just as with regulation, flexibility and business-focus are needed in our training programmes. This may mean more of a focus on commercially relevant, professionally-oriented short courses and specialised courses than is currently offered, particularly for post-school and postgraduate education. This can involve not just traditional education delivery models but also various forms of “learning whilst earning”, including part time, blended and distance learning programmes.

Indeed there is the possibility of new partnerships between professional and industry bodies on the one hand, and academic and training providers on the other, to develop new qualifications designed to meet Jersey’s training needs.

If targeted correctly at the relevant needs of Island employers, these qualifications, and the training that underpins them, can add value to both employers and employees. For employers there is the availability of a pool of suitably qualified and (particularly for those who have obtained part-time qualifications) suitably experienced employees. For employees there is increased employability, with the prospect of higher-level and more sustainable long-term employment.

1.3 Build Jersey’s international profile to attract inward investment and create jobs

The finance industry has a key part to play in attracting high value low-footprint business to the island which can result in local job creation and increased tax revenues.

JFL has had a dedicated Inward Investment capability since January 2011 which has already had considerable success in attracting financial services business to the island in terms of permanent relocation.

We agree that it is important to balance the inward migration of skilled individuals to the island with the need to preserve opportunities for local skilled workers, however for further commentary please see section two below.

The Strategic Plan states that from an international affairs perspective government supports Jersey Finance and Jersey Enterprise in their overseas market strategies in China, India, Middle East and Russia; and in exploring new opportunities in Israel, Malta, South America etc.

JFL has had considerable success in working with business and the States in order to identify and exploit new markets, such as our new overseas offices in Hong Kong and Abu Dhabi, and representation in Mumbai and Delhi.

JFL's promotion of Jersey abroad does not just benefit the finance industry. As well as indirect benefits to the whole Island (jobs, tax revenues, etc.), it also brings more direct benefits to other business sectors. For example the tourism sector benefits from business travel.

More broadly, JFL's promotional work increases knowledge and awareness of Jersey as an island, and therefore should make it easier to market Jersey as a tourist destination. This is particularly the case in new geographic markets such as China, India and the Middle East, and is all the more valuable because the target market reached by JFL will be relatively affluent.

As part of JFL’s three year business plan the overseas strategy section sets out new and expanding geographic opportunities for the finance industry and it is hoped that these strategies will continue to be supported by government.

We noted the following from the section setting out the Key Strategic issues facing the Chief Ministers Department ‘In seeking to develop business in overseas markets Jersey Finance and Jersey Enterprise will continue to explore new opportunities in a diverse range of markets. However, decisions will need to be taken regarding the markets that we focus upon, new markets we may wish to explore and those markets which we may wish to drop.’ As JFL is a separately constituted independent body any update or change to its market strategy will be made after due consideration and submission of approved business plans to its Board.

2. Manage population growth/migration

It is noted that the current migration policy allows for inward migration of an average of 150

heads of household per year over a five year rolling average. Although we understand the concerns about continued immigration to a small island, artificial limits on j-category immigration will damage business growth and the development of innovative new business sectors.

In particular a small island such as Jersey is not going to be able to generate the full range of skills and, perhaps more crucially, experience that will be needed by diverse and innovative business sectors.

Appropriate j-category immigration should not be seen as a lost job opportunity for existing residents. On the contrary, importing essential skills is necessary to allow businesses to develop, and therefore each new specialist coming to Jersey is a catalyst for further resident job creation.

If j-category immigration becomes too restricted, or the application process too bureaucratically rigid, then business development – especially of new business sectors – will be discouraged. However we see it as positive that the Strategic Plan states that ‘it is important that Jersey is seen as open-for-business. Some inward migration is necessary to support investment and job creation.’

We firmly support the proposals to increase the skills of Jersey residents, to capture more ‘added value’ on the Island and reduce reliance on immigration. But this will only be successful if training is aligned with the needs of industry.

There is a balance to be struck here, and the temptation to indicate to the outside world that Jersey is closed, especially for high value low footprint business, and associated immigration, must be resisted.

3. Reform Health and Social Services

We are in agreement that this is a key priority for the Island and have noted that with no changes to service provision by 2040 the States of Jersey will need to spend £430 million per annum on health and social services, an increase of 76% on 2010 expenditure.

The finance industry is the single largest contributor to the islands GVA with a contribution of 41% in 2010², and as such will be the primary contributor to funding the Islands health care system.

To meet the objective of providing affordable health and social services government will need to continue to invest in its finance industry in order to achieve the tax revenues that would enable these healthcare objectives to be met.

We believe that the finance industry is the largest contributor to the States of Jersey revenues, and will continue to be so for the foreseeable future, even given the challenging economic environment. Consequently we think that the current levels of investment by government in the financial services sector as opposed to other sectors, are too low given the industry’s overall contribution to the economy.

Due to the economic downturn Jersey is competing for a larger proportion of a diminishing sector. Additionally multi-jurisdictional businesses are largely becoming agnostic as to where business is placed, and as such they are not focused on promoting one jurisdiction over another. This means that the promotion of international finance centres is mainly left to their respective promotional bodies, with the consequence that if JFL does not receive the requisite funding with which to do so Jersey will lose out on business to other jurisdictions who maintain their market presence.

We would also make the point that given the inevitable increase in demands on health services, means of delivering the same or higher quality of care in the home can usefully be explored, so as not to face an ever increasing hospital patient population. In addition we believe that changing demographics are the single most powerful catalyst for a root and branch review of the absolute size of government and a careful evaluation of the services that it provides, relative to those which could be provided by the private or third sector, and relative to overall affordability.

Jersey is a low tax centre and to move away from this characterisation would likely undermine

² Taken from Jersey Gross Value Added (GVA) and Gross National Income (GNI) 2010 report as prepared by the States of Jersey Statistics Department.

government revenues as increased tax and social security charges will drive business away from the Island with a resulting fall in tax take. Although not a directly comparable measure the recent news that the 50% tax charge in the UK has raised no new revenue is strong evidence of the fact that rising tax rates can often result in decreased tax take. We believe therefore it would be very unwise to assume that increased health charges can simply be funded from increased taxation or social security charges.

4. House our community

Again we are in agreement that addressing housing concerns is a priority for the Island. It is interesting to note the plan mentions the incorporation of the housing department, but appears to be silent on whether it will be a States trading entity operating on a for profit basis or not for profit basis.

5. Reform government and the public service

We applaud the dual objectives of reforming the way the government works and transforming the public sector to deliver efficient and effective services.

However there is a danger that internal reorganisation becomes an end in itself, and the vital focus on driving and improving economic development and efficiencies is diminished rather than increased.

Again careful evaluation and focused execution and implementation will be key if these initiatives are to succeed, and with the desired outcome.

There has been a long-running failure to adequately restrain public sector spending, with actual spending consistently higher than budgeted, as illustrated by the graph below:

[graph provided]

As Jersey Finance pointed out in our briefing "The State of our Nation", since 1997 the public sector headcount has increased by more than twice the rate of population growth.

This problem is continuing, with each new Budget not only showing increasing expenditure for future years, but also revising upwards the spending levels predicted in previous years' Budgets.

It is also essential that the productivity of the public sector be increased, otherwise it will become too much of a burden on the economy.

The cost of government and public services is now almost £7,000 per head of population. In 2003 the figure was less than £5,200.³ We believe this is not sustainable, based on the current size of the economy, and the anticipated low slow growth scenario in Europe and the US.

[graph provided]

Whilst good public services are of course essential and greatly valued, there is an increasing concern that the States are failing to control costs or to make appropriate efficiency savings, and that the cost of delivering public services appears to be significantly higher than the equivalent cost in the UK. Whilst we would accept some of this may be ascribed to wage differentials, it cannot be fully accounted for in this way.

Since increased spending, and failure to control costs, will inevitably lead to increased taxes, this endangers Jersey's reputation for a stable tax system and makes it more difficult to attract long-term business to the Island.

Radical measures are needed, including a fundamental review of the proper size, cost and role, of government on the Island.

As is stated in the "Analysis of Key Strategic Issues":

"Historically, Jersey has been fortunate enough to have enjoyed a very successful economy, allowing relatively low tax rates but sufficient government income to provide generous social provision typically associated with "bigger government" and higher tax rates. In recent years, this favourable financial position has weakened and the current comprehensive spending review process has exposed harsh choices between increased taxation and reduced services/imposition of user charges. This is particularly relevant to the area of social provision."

We welcome the proposals to improve integration between departments and external agencies, as part of the reform programme within social policy. The question which needs to be asked is what is the appropriate size, range and quality of public services for a jurisdiction

³ Calculated from Jersey Budget 2004 and States Statistics Unit, Jersey Resident Population figures.

with a little over 90,000 people? Given the economic conditions, we support the proposal to examine the role of the Third Sector in providing assistance in areas of social provision. But there is also an important role for streamlining States procedures. The development of new intellectual property laws is a case in point; although the new laws are very welcome, there have been complaints for years about the slow process of bringing in new legislation and the resulting loss of valuable new business sectors to Guernsey and other jurisdictions.⁴ However we note that changes to the Royal Assent process are being looked at and see this as a positive step forward.

Considerable effort has been put into diversifying the finance industry in recent years and there are well developed plans to further this objective. However, again speed to market and the process required to put in place new legislation has frequently frustrated this aim. Too often we have been in the position of designing product solutions to client needs only to see our competitors act more quickly and seize first mover advantage, which is then very difficult to displace. This is a major weakness and a brake on diversification.

An example would be QROPs where we have been trying to bring this product to market for two years and have missed out on significant revenue flows which as a consequence has handed a market leading position to Guernsey. Other more historic examples are insurance and private equity.

The States needs to work with business, and be able to react much more quickly when new opportunities are identified.

The Strategic Plan references potential for a London office undertaken jointly with Guernsey. We would agree that in certain areas there would be synergies from working with Guernsey, and the Isle of Man. Although the different jurisdictions are competitive, there is surely scope for far more co-operation than there is at present. Joining forces, on a limited basis for political, regulatory, and market access purposes, allowing for local differences, would get better value from scarce resources, whilst retaining an appropriate separation in client facing activities.

6. Sustainable long-term planning

6.1 We will introduce medium and long term financial plans as well as long term capital planning

Government has approved a new medium term financial planning process which will deliver better forward planning for spending and revenues. Also being developed is a long term capital plan that sets out the future infrastructure investment requirements for the Island and potential sources of funding. This approach will be extended to long term revenue planning over the next year. This new approach is very welcome and is to be commended.

We note the reference in the Strategic Plan to the three-part plan to return to balanced budgets by 2013, ie:

- Reducing public spending by £65m
- Boosting economic growth
- Increasing taxation and social security contributions

We have dealt with the ways in which we see economic growth being boosted. We wholeheartedly support the need for a continuing reduction in public spending, together with reliable stability in the Island's taxes.

This must include, as the Economic Growth Strategy Paper released last year says, both:

- the retention of a tax-neutral corporate structure; and
- preserving the incredibly valuable, and irreplaceable, reputational advantage of the 60-year-plus stable 20% personal income tax rate.

There has been a lot of very welcome development in Jersey's tax structure, with 0/10 and its approval by the Code of Conduct Group, and the successful implementation of GST to give the Island a more stable tax base for the future.

Moreover the Stabilisation Fund has been hugely important in preserving the States' finances through the last few exceedingly difficult years, and the far-sighted decision to establish it has been vindicated.

However that stability needs to be underpinned with action, not just commitments.

⁴ For example the business magazine businesslife.je was already complaining about the slow progress of this vital legal reform in April 2009.

Sustained increases in public spending, and the seeming inability of the States to bring long term public sector spending under control, is a concern. As recent months have demonstrated all too well across Europe, if a government consistently overspends it faces financial disaster. Because Jersey's ability to borrow money is much less than that of eurozone members, the process of deterioration will be much quicker and overspending will very rapidly lead to a need to increase taxes. We note that the 2012 Budget predicts that the Stabilisation Fund will be almost exhausted by the end of 2012 (with a balance of just £10 million)⁵, which means that Jersey is left with no real capacity to withstand future shocks without raising taxes. This is indeed better than the previous year's Budget prediction, which was that the Stabilisation Fund would be entirely exhausted by the end of 2012. But that £10 million improvement in the financial position was only made possible by income tax revenues being £15 million above estimate – there is still no sign of significant change in the ability to address control of structural cost increases in the States. More alarmingly, the Budget predictions have a margin of error of £20 million, but only have reserves of £17 million to meet that risk (£10 million in the Stabilisation Fund, plus £7 million in the Consolidated Fund).⁶

6.2 We will introduce a long term care benefit scheme

The introduction of a long term care benefit scheme is the latest in a number of measures which increase the cost of doing business in Jersey. Although the 1.5% proposed charge is only levied on employees it may well result in employees demanding higher salaries, especially when considering the recent rise in GST.

The concern regarding the increasing costs of doing business in Jersey is also exacerbated by:

- The new 2% employer's social security contributions on higher salaries from January 2012
- The warning that "further changes to Social Security contribution rates are likely in the next few years"⁷
- Restrictions in tax reliefs for pension contributions and termination payments, with no corresponding reductions in tax rates
- The increase in GST from 3% to 5%
- The 67% increase in the fees for International Service Entities
- Increases in stamp duty

Increasing tax burdens raise the cost to businesses of operating on Island which directly impacts economic growth.

With the Stabilisation Fund almost exhausted, and the current tax system tightened up significantly, the danger is that any future fluctuations in the global economy will leave the States unable to cope without increasing income tax or imposing taxes on tax-neutral entities. It is therefore important that the high levels of public spending are tackled sooner rather than later, to build some leeway into the system and allow the Stabilisation Fund to be grown again, so that future crises can be survived without destroying the Island's reputation for stability by increasing taxes.

One valuable objective could be to re-establish the Stabilisation Fund as an equivalent of the "Sovereign Wealth Funds" that are seen in other jurisdictions. To be able to point to a flourishing States investment fund would be highly beneficial in supporting Jersey's claims of tax stability, by showing publicly that we have the financial resources behind us to survive future down-turns.

Conclusion

We agree with the six highest priorities as set out in the Strategic Plan and have not identified any priorities that would take precedence over those already discussed, although we would highlight that a number of the priorities rest on continuing high levels of States revenue,

⁵ States of Jersey, 2012 Budget

⁶ States of Jersey, 2012 Budget, page 28.

⁷ "Changes to employer contributions," States of Jersey website.

	<p>income that is primarily generated by the finance industry. At the end of the three years we would expect that measureable success should be evident in relation to progressing the set objectives.</p> <p>A sector specific objective that the Economic Development Department has committed to is 'continued support for financial services – defining how the States can increase support for companies already based in Jersey, continue to diversify financial services products and markets and continue to secure financial services sector inward investment'. This is where JFL has a crucial role.</p> <p>We would congratulate the Chief Minister on the forward looking nature of the Strategic Plan and commend the goals and aspirations therein. We have approached this consultation in the spirit of a critical friend and hope that you find our comments constructive and valuable. We would welcome an opportunity to discuss the points raised with you in more detail should you wish.</p>
58.	<p><u>Letter from HSBC Bank plc, Jersey Branch, HSBC Bank International Limited, HSBC Private Bank (CI) Limited, Jersey Branch</u></p> <p>To the following questions:</p> <ul style="list-style-type: none"> • Do you agree these are the highest priorities for the next 3 years? • Are there other priorities you consider are more important? • What would you like to see achieved at the end of 3 years? <p>HSBC broadly agrees with the government's proposed objectives and priorities for the next 3 years. HSBC welcomes further discussion and debate once the finer details emerge on how the government plans to achieve their goals as articulated in the "Strategic Plan Consultation, Green Paper, January 2012."</p> <p>HSBC would wish to comment specifically on the following:</p> <p><u>Free Market v Protectionism</u></p> <ul style="list-style-type: none"> • Commitment to a Free Market – HSBC understand the government's desire to control areas such as house prices, immigration etc., and to support certain industries. HSBC is of the view that Jersey should guard against steps which can result in protectionism. It is HSBC's view that the free market can be a powerful force for good, in terms of cleaning up failing businesses and replacing them with competitive and healthy ones. <p><u>Manage population growth and migration</u></p> <ul style="list-style-type: none"> • Population growth control – HSBC is of the view the government should explore more alternatives than just a cap on immigration which can act as an inhibitor to business and employment growth. This priority needs to be directly correlated to the priority to "house our community" and the wider provision of housing across the Island. <p><u>Attract Inward Investment and get people into work</u></p> <ul style="list-style-type: none"> • Build Jersey's international profile to attract inward investment and create jobs - HSBC is of the view that this is a very broad statement and it is not clear how this is to be achieved. With limited resources, Jersey must adopt a targeted approach to the companies and industries that it plans to attract. This is less about building an international profile and more about a specific action plan to retain the important businesses already based on the island and attract new ones. • The government should clearly articulate how Jersey will differentiate itself as a centre that will attract inward investment from those specific industries and companies to help boost employment and skills training in both the short and longer term to drive economic growth. • Business diversity – HSBC is of the view that there should be more emphasis on exploring and supporting new sectors e.g. Telecoms initiatives, to move away from the over reliance on the Finance Industry, which is not sustainable. • Unemployment - HSBC would welcome specific focus in reducing unemployment in young people, over the next 3 years. HSBC is of the view that an opportunity exists for the government to work in partnership with both the Finance Industry (including new sectors to the Island) and with providers of further education to enable young people with an opportunity to establish and build a professional career on the Island. <p><u>Reform government and the public sector</u></p>

	<ul style="list-style-type: none"> • HSBC support and welcomes the streamlining of the current government structure and believes a strong focus on reducing costs is an imperative. It is appreciated that the current structure whilst “historic” has also evolved further during the “good times” and now needs to focus on a sustainable future. The current States Assembly decision making is convoluted and time consuming with the civil service and other public bodies being too big, cumbersome and expensive. • Budget Plans – HSBC views three yearly targets as standard; we would also anticipate demonstrably better strategic management of both major capital projects and non-performing assets than historically. <p><u>Relationship with the UK</u></p> <ul style="list-style-type: none"> • The UK will remain Jersey's single most important external relationship for years to come and yet HSBC note that the paper is silent on this. Given the acknowledgement that Jersey must now take more responsibility for its international affairs, it is more important than ever that Jersey has a clear strategy for developing its relationship with the UK for the mutual benefit of the island and mainland economies, in cooperation with Guernsey and Isle of Man. This will also serve to ensure there is no arbitrage between the Islands, a consistent approach is maintained and the potential for the identification of cost saving opportunities which will be for the benefit of not only the governments but also the impacted sectors and industries. <p><i>Yousay</i></p>
59.	<p>Letter from the Director General, Association of Investment Companies</p> <p>Maintaining the competitiveness of Jersey as a financial centre: AIC response to the States of Jersey Strategic Plan</p> <p>The Association of Investment Companies (AIC) is the trade association for the closed-ended investment company sector, representing some 350 investment companies. Our members include UK investment trust companies, Venture Capital Trusts and on-UK investment companies (usually domiciled in the Channel Islands). The AIC is keen that all jurisdictions are attractive to investment companies as a choice domicile so that our members have maximum flexibility. We therefore welcome the opportunity to provide input to Jersey's future strategic plans.</p> <ul style="list-style-type: none"> • <u>Promoting Jersey as a high quality financial sector</u> <p>The AIC welcomes the work that is being done by the States of Jersey to promote itself as a high quality financial centre. There are huge benefits in being internationally recognised and well regarded. There will be a significant amount of work to be undertaken in the coming months, particularly with regards to securing the various co-operation agreements required to gain access to EU markets in accordance with AIFM Directive. This should be a key priority in Jersey's efforts to develop and maintain its international competitiveness and reputation. The opening of the Channel Islands' Brussels Office has been a positive step in Jersey's wider efforts to promote itself to key policymakers. Developing a collaborative approach with Guernsey is particularly welcome. This will reduce the potential for the presentation of each island's position to undermine the other, which, on outcome, risks damaging the perception of both islands in the eyes of policy makers who do not distinguish between them. A co-ordinated approach should help deliver a regulatory environment which benefits Jersey.</p> <ul style="list-style-type: none"> • <u>Maintaining competitiveness</u> <p>Whilst high regulatory standards are important, attention should be paid to ensuring that the States of Jersey remain competitive through not implementing stricter regulatory obligations than necessary. The AIC's experience is that the closed ended fund sector perceives Jersey as a less attractive option than Guernsey. Of our offshore domiciled members, 61 are in Guernsey, with only 13 in Jersey.</p> <p>The track record of Jersey in comparison with Guernsey is striking. Whilst both centres have struggled to raise new funds in the current challenging circumstances, Jersey has not raised anything in our sector since 2010. Even in more favourable conditions it has lagged well behind as fig 1 demonstrates</p> <p><i>[graph provided].</i></p> <p>The AIC's understanding is that this a consequence of a less responsive regulatory environment, with insufficient weight placed on the commercial and regulatory concerns likely</p>

to influence those selecting a domicile.

A good example of this has been the way in which the money laundering obligations for investment companies have been approached. Clearly, robust mechanisms to deliver suitable standards are essential to meet Jersey's international obligations and to sustain its reputation as a high quality centre. However, these rules should also be proportionate and not impose obligations which are unnecessary or place Jersey out of line with its key competitors. With regards to the money laundering rules, Jersey has placed itself at a competitive disadvantage by implementing stricter regulations which are not similarly applied elsewhere.

We have submitted as specific response to Consultation No.6 2011 – CDD Measures for Countering Money Laundering and Terrorist Financing. However, in light of the Strategic Plan consultation, it is worth reiterating the key points we have made on Jersey's decision to impose an obligation on listed funds to carry out money laundering checks when shares are purchased on the secondary market.

This obligation is not required by international standards. It is difficult (if not impossible) for a listed investment company to perform these checks. Jersey's obligations are out of line with Guernsey, the UK and the EU. We have not been able to identify another jurisdiction which makes the same demands. Jersey based investment companies are becoming increasingly concerned about their obligations. These concerns may well affect future decisions on their domicile if this matter is not resolved.

This has been an issue that the AIC and our members have long been concerned about. However, it has been difficult to get these matters resolved. This is despite the significant impact it has had on perceptions of the competitiveness of Jersey as a jurisdiction. The Strategic Plan consultation states that "it is particularly hard, on a small island, to boost the economy. We are therefore focussing on productivity based economic growth that does not require more land for development". Attracting closed-ended investment company business to the Island fits this aim precisely, but it is unlikely to occur until this issue is resolved.

The AIC **recommends** that focus should be given to ensuring that the regulatory environment does not put Jersey at a competitive disadvantage through the introduction of higher regulatory standards than necessary. This will be a vital step, not only for attracting new investment companies but also for keeping existing funds domiciled in Jersey.

Aligned with this, given the challenges that the AIC and our members have faced in getting money laundering issues on the agenda, we **recommend** that steps should be taken to increase the level of policy resource devoted to engagement with key stakeholders who will play a key role in delivering Jersey's long term financial sustainability.

JOBS/EMPLOYMENT

60. Top priority has to be to get people into work - that will increase spending which in turn will rebuild business confidence (and therefore create more jobs), increase tax take (and therefore increase the ability to invest in infrastructure - again creating jobs) and reduce mounting social pressures;
- It's not a skills gap, it's a jobs gap - our schools turn out very able and talented youngsters. Most companies, if they have confidence in the economy, will employ school leavers and graduates and give them the technical skills they need to develop a career;
- Reforming the States is idealistic and not a priority - it's paying lip service to critics of the States and, even if it does happen, it will not materially assist economic recovery. Current suggestions for reform centre on streamlining and pruning. That won't necessarily make things more efficient or effective (which is what the aim of reform should be), just less costly, unless the suggestion is that somehow post-reform we would be left with the cream of politicians and civil servants? That sounds more like a selection process.
- Environment - yes this has to be a priority because we want fiscal prosperity without environmental poverty.
- Managing population/migration - the economy is doing this without States intervention. As the economy undergoes a business-driven recovery, what has to be achieved is a balance between economic growth and population increase. Government cannot impose more red tape on business (that will be counter-productive to jobs creation and innovation/entrepreneurship) so there needs to be a common understanding and acceptance of the need to grow using local talent 'wherever possible';
- Improved housing, healthcare and social services all come from sustainable investment: they

	<p>are a priority but cannot happen until we return to meaningful economic growth or we'll just be borrowing on credit from the prosperity of the future; Ultimately, I suspect it will be business, and not government, that will deliver the growth necessary to enable political aspirations to be delivered. Businesses naturally find the clearest road to growth: government just needs to operate the traffic lights.</p> <p><i>Linkedin</i></p>
61.	<p>Great news - three of us were made redundant and then they took on two Advance to Work on lower grades.</p> <p><i>ThisisJersey</i></p> <p>This happened to my neighbour's son and another lad round the corner; he was laid off and replaced by a cheaper worker.</p> <p><i>ThisisJersey</i></p>
62.	<p>I realise that there's a subtle distinction but I have to question the validity of a plan that states: 'The economy, employment and sustainable economic growth Jersey's success has This growth has provided employment, which is currently at an all time high.'</p> <p>Moments later</p> <p>'Perhaps the most obvious sign of the current difficult economic climate in Jersey is the current level of unemployment.'</p> <p>Is it just a plan for the sake of having a plan?</p> <p><i>ThisisJersey</i></p>
63.	<p>Every Parish could identify work for their parishioners who are unemployed so they can feel part of the community rather than left out in the wilderness.</p> <p><i>ThisisJersey</i></p>
64.	<p>There's a big difference in getting into work for 3 months experience at no cost to the employer and getting the offer of a job that pays decent money. More employers are cottoning on this free labour and jobs just aren't coming up any more</p> <p><i>ThisisJersey</i></p>
65.	<p>In respect of diversifying the economy with a view to job creation an opportunity may exist at the La Collette reclamation site to create a viable Horticultural industry.</p> <p>It came to mind that with the proposals under consideration to burn Guernsey's waste and if this comes off a large amount of additional steam would be generated and available to supply a district heating scheme which could provide low cost heating to the locality.</p> <p>The States could lease the land for the period of the economic life of the new incinerator plant and in 30 years there should be sufficient time for businesses to capitalise and get a return on their investment.</p> <p>The existing small harbour could be modified to provide a convenient terminal to enable the export of the produce off island.</p> <p>A study into the viability of this proposal in consultation with the horticultural industry would need to be carried out but if cost effective could provide more a considerable number of jobs and diversity to the islands economy.</p> <p>After 30 years the States could review the longer term use of the land dependant on the Island's requirements.</p> <p><i>Yousay</i></p>
66.	<p>In respect of the need to get Islanders back to work and reducing the dependency on imported labour, as an Islander who has returned after many years working away in various locations I believe it is important not only to address the issue of the lack of skills, but also the <u>attitude</u> of the local workforce. If Jersey is to compete in the global marketplace and offer world-class IT facilities, I believe it would be beneficial for locals to gain experience off-island where they would learn to cope with the demands and pressures placed upon them. This applies to both the youngsters, keen to impress whilst on work experience programmes, and to the established workforce, where paper qualifications may be in abundance but practical</p>

	<p>experience is lacking.</p> <p><i>Yousay</i></p>
67.	<p>You only have to walk through town for ten minutes to see we have so many young people that were not even born here working to then realise why we have so many of our own unemployed</p> <p><i>Channelonline</i></p>
68.	<p>I think your request for the public to comment on the Strategic plan is commendable. However you are only likely to get responses from those with the personal or professional time to invest in reading of the lengthy and very wordy document, and miss out of views of other mindsets.</p> <p>I am a Jersey born and bred woman, recently returned to the island and recently started a new business. I rub shoulders with plenty of people who have opinions and good ideas, but you are unlikely to get any of these as they, like me are all too busy trying to run a business /earn a living to spend precious hours required reading and understanding the plan. This email is the most I can stretch to at the moment.</p> <p>May I suggest a scaled down version of the plan giving the salient points that would take me 20 mins to read and reply to?</p> <p>My main concerns are as follows</p> <ul style="list-style-type: none"> • Reign in planning and heritage department from creating timely and costly obstructions to the progress of new and existing business • Small business tax breaks or review of business tax for small business [capital expenditure non taxable - same regime as multimillion pound companies] • Review of social security payments for small business, employers and employee rates • Review of self employed social security payment levels • Some form of equitable rent reviews on commercial property • Apply some monopolies laws to retailing- why is one company allowed to own such a high proportion of business in such small square mileage? <p>If small business are going to thrive and compete with major investors, than they need some tax breaks /grants to be able to sustain a presence and offer variety of services to the consumer.</p> <p>Essentially I run a new and so far very successful retail outlet, but rents, staffing costs are preventing me from expanding to a size where I could double my staffing levels. The UK offers small business tax breaks and self employed social security payments are £10 per month as opposed to £300- £500 as here. While economies of scale would not permit such low levels, something more affordable would open up opportunities for employers and the self employed. Margaret Thatcher recognised 30 years ago that the way to shore up the economy was to ensure that anyone was able to be self employed/ thus earn a living. The current Jersey system actually prohibits people from pursuing independent living, and self sufficiency. Make this more affordable to employers and employees and you will open up job opportunities. But this I am sure you know!</p> <p>Incidentally I am not talking about running a business to make fortunes, but just a healthy living, offer properly paid jobs, and provide some variety to consumers to compete with the very limited range of retailing currently on offer, because the only companies that can afford to invest are major high street brands and or franchise of these brands.</p> <p><i>Yousay</i></p>

POPULATION/MIGRATION

69.	<p>I think the Plan is clear and I agree with the areas that need to be tackled as a priority.</p> <p>My main concern is with regard to Population Growth & Migration. I am concerned not only about the number of people entering the Island, and staying, but the <i>type</i> of people and whether they make a worthwhile contribution to the Island's economy and to our society as a whole. And do not pose a risk to society.</p> <p>I think it's important to allow people to live in the Island if they bring worthwhile skills and knowledge with them which will benefit Islanders and the Island as a whole. But I would not</p>
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	<p>be at all happy if the Island is prepared to support individuals who historically have contributed nothing to the economy (and who will continue to contribute nothing) but who, simply, will add to the drain on apparently already stretched resources in areas such as health and education.</p> <p><i>Yousay</i></p>
70.	<p>Don't suppose limiting the number of immigrants flooding the island is on the agenda -easiest way to ensure employment for locals is to enforce the 5 year rule and make sure that any vacancy is offered to locals or people with quals first.</p> <p><i>ThisisJersey</i></p>
71.	<p>How about stopping the mass immigration which has created a race to the bottom for wages.</p> <p>WORK PERMITS NOW</p> <p><i>ThisisJersey</i></p>
72.	<p>Completely agree! Jersey is overcrowded, there are way too many cars on the roads and there aren't enough jobs. Jersey needs to bring in a better work permit system than the current one, which clearly isn't working</p> <p><i>ThisisJersey</i></p>
73.	<p>There needs to be a better control on inward migration for both individuals and businesses. Too many companies are setting up on Jersey and not providing the opportunities promised. They are NOT creating jobs for local job seekers; they are bringing in workers and families putting too much pressure on local resources. It must stop if we are to protect the things that we value in Jersey.</p> <p>Local job seekers do not benefit from these companies locating to Jersey. They make token investment gestures towards the Island and in many cases only here for the attractive tax offering. In some cases they arrive and cease to trade and their staff remain here, taking houses and places in schools that locals can't get. Once here nobody will ask them to leave! Enough is enough, the real population is already over 100,000 and the trend is only going one way despite the fact that many locals are leaving because they are fed up with the culture of greed that the Island has developed.</p> <p>The States need to lead by example and stop recruiting non locals. It continues to happen every day. Islanders are fed up and its time for some difficult decisions which is why the public voted in new States members to represent the Island.</p> <p>NUMBER ONE PRIORITY - KEEP TO A MAXIMUM POPULATION of 100,000 BEFORE THE ISLAND IS COMPLETELY DESTROYED</p> <p>Yours a concerned Islander</p> <p><i>Yousay</i></p>
74.	<p>Address the immigration policy with urgency, most of our problems stem from this uncontrolled immigration system, the fault of the wealthy, who introduce the cheapest labour available to increase their profits, the God called money, nothing else matters in this greedy, greedy Island. No one has the guts to object.</p> <p><i>Channelonline</i></p>
75.	<p>THE BETRAYAL OF JERSEY PEOPLE</p> <p>Basically there needs to be a total rethink of the policies of the past 20 years that have proved disastrous to this tiny island.</p> <p>Mass Immigration</p> <ul style="list-style-type: none"> • Real Jersey people have stated for years that they do not want the population increased, this has been ignored and we now that the current disastrous situation: • Mass immigration from the EU of people prepared to work for low wages. • This has resulted in a downward spiral of wages in a high cost location • What appears to becoming a race to the minimum wage becoming the norm • Topped up by Welfare – not a sound economic plan • This has resulted in locals having their wages reduced or losing their jobs • This has resulted in our current level of unemployment

- This has resulted in the degradation of our environment:
- Traffic
- Building all over the island
- Rubbish strewn all over the countryside
- Increase in violent crime
- This is fabulous for the big companies [redacted] who have constant source of low wage workers for their [redacted] building projects.

[redacted]

Work permits - now

Welfare

- One of the biggest mistakes our mendacious government made was to introduce what appears a UK based welfare system into this tiny island – Just as the recession started
- By far the biggest mistake was to introduce the 5 year period of residency for handouts.
- Last year Jersey experienced a baby boom [redacted]
- [redacted]
- How could this be considered financially responsible –
- Jersey – 20% Tax – GST 5%
- UK – Top rate 50% - VAT 20% - Capital Gains Tax etc
- And the UK cannot afford their welfare system
- This system needs to be abolished before the island is bankrupted
- In addition the handouts for the never worked upon production of babies they cannot afford also needs to be addressed
- Benefits/child allowance etc for 2 children only, if you want more get a job
- [redacted]

Social Housing

- Social Housing was meant for low paid [redacted]. Unfortunately our mendacious government has reduced the housing qualifications period over the years [redacted]
- This has resulted in the 'ageing population dependent on financial support'
- [redacted]
- And would not be a drain on the economy [redacted]
- [redacted]
- In Australia – a country with a proper immigration system older relations have to pay 40,000 Aus Dollars for the future medical needs – we need to do this too
- [redacted]

The ageing Population

- [redacted]

Crime

- [redacted]
- There are no passport checks on the ferries – we need to spend more on border control and less on welfare.

Construction

- There has been too much building on this tiny island [redacted]
- [redacted]
- We are always being told that Jersey needs 'affordable housing' – that would be £2million plus apartments at Portelet?
- Who exactly buys the properties they build?
- The Waterfront is a total ugly disaster, from the almost empty, draughty and damp abattoir to the ugly, empty nightclubs – how much tax payers money has been squandered on this eyesore. [redacted]
- There is no way that the additional Waterfront development should happen – it will just be more down the drain.
- [redacted] let them build the offices – at NO COST to taxpayers.

Fulfillment

- A low wage industry that should never have been allowed to be set up in the Island. [redacted]
- Add to this the increased traffic, including in rural areas and the rubbish thrown all over the countryside by drivers

- This should be discouraged and gradually done away with – the UK closing this down is a good thing.

Medical Care

- I have had quite an extensive experience of the medical system which includes
- Doctors taking ages to work out what is wrong with you, then the next question when tests are needed – have you got medical insurance?
- If you cannot pay you have to wait months to see a specialist
- The hospital is grim – I spent a few hours there one evening – never again. We watched in horror as druggies came in to exchange their needles – on ‘live enriching Jersey’
- Fortunately we have medical insurance and have both been to London for superior treatment, this is not available to most.
- This is one of the many reasons I, as a Jersey person, may well be taking my income tax payments to the UK. I do not trust the Government to act in my interests.
- The Jersey Government seems intent on groveling to the wealthy [redacted] and giving more and more concessions to the flood of low wage immigrants who work to make millionaires richer.

SUMMARY

- To sum up Jersey is a small island that has allowed too much economic growth, too many people allowed to come and live here, too much traffic and far, far too much building.
- We need to stop and allow it to become a pleasant place again – this may be done for us as there is increasing demand for tax from countries worldwide and ‘tax havens’ will come under increasing pressure. (for example the buying on expensive property in London through Jersey trusts/companies which costs the UK millions in stamp duty)
- We are told Jersey is ‘whiter than white’ yet there are two big fraud cases on the front of the JEP last week and the [redacted] fraud has yet to go to court.
- The States have allowed wealthy people to exploit low paid immigrants and local workers to make money for themselves and pass the costs – welfare, children, health onto the State – this cannot be allowed to continue.

CURRENT FUTURE ADDITIONAL PROBLEMS

- High levels of illegal drug use. From friends and relations experience I would say at least 90% of teenagers and above have used illegal drugs. Cannabis from my experience has a very negative effect on people who use it. This high level of drug use probably accounts for the much discussed lack of motivation of many young locals.
- Are there any plans to close the borders in the likely event of the Euro Zone failing – there are some 500 million people in the EU – are we going to let them all in?
- The UK is desperate for tax – it has an unsustainable Welfare system – like the one set up here. There will be more and more legislation to stop Jersey’s cunning wheezes – fulfillment this year. Soon the stopping of a major Jersey industry the company/trust system to prevent people saying Stamp Duty on expensive properties in London and the rest of the UK. [Times article attached to original letter]
- Our Government is cosyng up to India and China – have you read online/in the papers about the new strain of TB that is spreading in Asia? Now incurable as it is resistant to all known drugs – something more heading our way soon?
- Why are there so many children in care? I believe 1 child is taken off parents per week. Why? Is this because of the welfare/housing for child production policy??
 - Work permits now
 - The one most telling thing that demonstrates the contempt that the government has for the local population is the rubbish
 - Rubbish is thrown on the side of every road in every hedge, I pick up rubbish near my house.
 - I have complained to the government [redacted]
 - The place is looking third world
 - This is the sort of thing we really care about and we are ignored
 - [redacted] Get the rubbish picked up.

By Letter

76. [redacted]
Channelonline

77.	<p>Immigration has to be controlled first. <i>Yousay (additional comments re Housing under Housing section)</i></p>
78.	<p>With regarded to the Chief Minister's request for comments on the Council of Minister's Green Paper for the next Strategic Plan. Controlling Population underpins all the other problems that Jersey faces and particularly the provision of work and housing. Immigration to the Island compounds the demands for housing and work; the need for Social Housing and support; for Education and for Health Services. All these services involve an increased civil service and are funded by the Tax payer. Higher taxes, higher cost of housing and a higher cost of living together with a loss in the quality of life all discourage the more highly skilled immigrant which the Island needs to attract. Jersey will owe all those who have worked here a pension thus compounding the problem of an aging population for our children and our grandchildren. With regard to employment. In my opinion the five year residency rule for the right to work should be enforced not only for white collar workers but also for the construction industry, the hospitality industry and the agricultural industry. Perhaps hospitality and agriculture could be able to issue 4 year work permits for immigrants (or as a percentage of employees) to soften the financial difficulties that may occur. With regard to Housing. We are told by the census that there are over 3000 units of accommodation presently unoccupied and a large number of apartments/houses with planning permission in the pipeline. The vast majority of the population are catered for. Jersey needs certain categories of housing such as social housing, first time buyer housing, and apartments for the elderly. The suggestions made by both the Minister for Housing and the Minister for the Environment appear to be viable and should help both social housing and the first time buyer sector. I contest that Planning laws are over strict. They are not over strict considering the fact that in Jersey land is a precious commodity and a finite resource which when squandered will be lost for ever. The countryside and coast adds enormously to our quality of life, they are an essential part of Jersey's appeal to visitors to the Island as well as many essentially employed residents and millionaires. <i>Yousay</i></p>

HEALTH & SOCIAL SERVICES

79.	<p>It seems that Jersey is a bit behind the curve. The Royal College of Surgeons has recognised the problems of super-specialisation and had already begun to redress the situation by ensuring that all trainees have a broad based training in General Surgery. Obviously, there will always be some highly specialised areas that require referral to UK centres for treatment. <i>Yousay</i></p>
80.	<p><i>"More than half of our hospital doctors are due to retire in the next 7 years and as medical training becomes more specialised we would need to replace each generalist with 2 or 3 specialists. It will be difficult to fund this increase in staffing and our population is too small for specialists to maintain their skill levels. This will make it more difficult to recruit senior medical staff to work here, adding to the existing problems we face in recruiting nursing staff".</i></p> <ul style="list-style-type: none"> • Recent advertisements for Consultant level posts have been encouraging, Case in point being the General Surgical Post and Radiology posts that attracted reasonable numbers and calibre of applicants. • Yes Medical training is becoming more specialised but so is the demand for broad based general experience. Patients do not walk into consultations with their diagnoses already made. The ART of accurate diagnosis encompasses a breadth and length of experience that can be achieved and usually is, after substantial periods of time working as a Clinician, even in a specialist setting. Analysis of most Consultant appointments will show that the majority have been established Consultants elsewhere and have this breadth and generality of experience. It is becoming increasingly evident in Healthcare Systems around the world that the Hospital based "Generalist" adds quality and safety to patient care and resource is being allocated to this area of training as a separate "specialty" e.g. Acute Care Physicians and Surgeons • The worsening working environment of the NHS will accelerate the exit of Senior Clinicians and other established Healthcare professionals and the States can take

	<p>advantage of this as family ties such as schooling etc are less relevant in this age group and the working environment here is much better. Also the Tax benefit of working here is a factor. To further strengthen this trend I would argue that making these posts slightly more financially attractive would ensure the best calibre of applicants. The increased funding would more than adequately be compensated by the decreased requirement of expensive patient care on the mainland.</p> <ul style="list-style-type: none"> Increasing use of technology to get virtual visits or even remote surgery from mainland centres. The technology now exists to do quite complex surgery using Robotic Surgeons and is already in clinical use Jersey's Healthcare requirements will always be unique and due to geography, relatively immutable. Solutions need to be adapted to this environment rather than the converse. The smaller health economy allows benefits that could be exploited such as close or even complete integration of Public Health, GP care, Hospital Care and Community Medical/Social Care, ensuring maximum effective use of resource e.g. Hospital based Surgery with Community based Enhanced recovery in a Step down community environment run by Allied healthcare colleagues rather than the traditional Hospital based recovery. Technological electronic integration of healthcare records so that all colleagues have access to relevant patient data would improve efficiency, quality and safety whilst decreasing costs (Paper based and post based systems are much more expensive to maintain and run). <p>I would strongly advocate thinking beyond the patterns and systems of healthcare on the Mainland. I have worked in a number of healthcare environments and can say with confidence that the people in Jersey enjoy a level of healthcare that is amongst the best in the world. The States needs to keep that as a prime objective</p> <p><i>Yousay</i></p>
81.	<p>I have to say I agree with all points <i>[above]</i>. We must also consider the possibility of determining our own safety standards which fit with the situation we find ourselves in. Do not forget that the Governance Standards set by the GMC and UK Colleges are very much political and to serve their needs. There is no evidence that they will serve ours and indeed will change when they realise that similar remote hospitals in the UK can no longer function on the basis of over specialisation. The answer is not to send everyone to the UK but to enable those people we have to practice safely within different parameters with assistance from the UK. There are other jurisdictions in the world who have similar issues, e.g. Canada, Australia, Scotland etc have we explored their standards and approaches?</p> <p><i>Yousay</i></p>
82.	<p>Palliative Care – I think Health's grant to Family Nursing and Home care should fund their wish to extend Palliative Care into people's homes. This would mean that as many people as possible can die at home if they wish. I am greatly encouraged in this matter knowing that Palliative Care this is one of Health's overall business cases. I was enlightened when I read "Gentle Dying" by Felicity Warner.</p> <p>I will support any moves to build a brand new General Hospital even in this tough financial climate and even if it means building high rise on the Waterfront.</p> <p>Spending any more money on our current hospital is a waste.</p> <p><i>Letter</i></p>
HOUSING	
83.	<p>Bring the J cat housing to 5 years. When someone has been here for 5 years they are committed to the island and have an established, contributing life here. If we did this the housing market would see movement. Non qualified housing accommodation is a stain on our society. People, many of whom are highly educated, are being treated like second class citizens. This leads to a brain drain and effects culture on the island.</p> <p><i>Linkedin</i></p>
84.	<p>If the Le Main Legacy (Lets remove the need to live here for 20 years before giving housing rights) was re-instated the waiting list would be reduced dramatically. The excuse of people would leave the Island is a non-starter - these people know which side their bread is buttered.</p>

	<p>Obviously this would then ease the pressure on utilities, housing and in general to turn the island into a mini Hong Kong.</p> <p>There once was a system where an individual could buy a plot on a States Loan, then was given a choice of house designs from which to build their house. Using this method then removes the Big time builder but keeps the Building Suppliers in business and the smaller construction firms busy, but gives the individual the chance to help build his house and take pride in its construction.</p> <p>I believe the long term residents of the Island are being victimised against. A story told to me recently involving two Jersey born people one male one female They had been in a relationship for seven years, but wanted to start a family and settle down. They were advised to go to housing because their names were on the list. After confirmation of their qualifications they were asked about children - when they replied they had none and the woman was not pregnant they were told they had no chance.</p> <p>Now this story indicates to me that if you show you can act responsibly you will not get anywhere. But if you want to increase the population and get housing and all associated reliefs then feel free.</p> <p><i>Yousay (comments re immigration under population heading)</i></p>
85.	<p>Given the demographics of our aging population it makes sense for housing, planning and the parishes to work together to build “design for living homes”</p> <p>These homes would allow down sizing on retirement, release family homes, and give people a place to live that is designed to accommodate infirmity.</p> <p><i>Letter</i></p>
REFORM GOVT/PUBLIC SECTOR	
86.	<p>Get rid of all the dead wood and replenish with those that actually want to help the Island and not find ways to increase their own pensions. Sorry I must be dreaming or just living on another planet.</p> <p><i>Channelonline</i></p>
87.	<p>What’s the point? When have the States ever listened to the electorate</p> <p><i>Channelonline</i></p>
88.	<p>If the States want to do what most people want then they should: 1) Remove the [redacted] Constables 2) Put an end to the nonsense that [redacted] can ruin the independent electoral commission. 3) Fine those States members who hardly ever turn up and stay in the States [redacted]. 4) Fine Ministers who are proven to be lying to the States and the public when they make statements. Four good points to send out a positive message to us.</p> <p><i>Channelonline</i></p>
89.	<p>I believe that the voters in our last election indicated that they want a smaller States – good governance on this matter means that the electorates wish should be respected and acted on by the house.</p> <p><i>Letter</i></p>
90.	<p>I have completed the survey in connection with the Strategic Plan, but there are some additional comments I would like to make about the Electoral Commission.</p> <p>Firstly, there should be NO existing States Members as part of the Commission.</p> <p>Secondly, to make the election of States Members more democratic I feel it is necessary to exclude the Constables from the States. They are needed to run their Parish, which can be a time-consuming job.</p> <p>Thirdly, the number of States Members should be reduced to say 40 members - divided by 20 Senators to be voted on an Island-wide mandate and representatives per Parish, largely in proportion to the population, voted for by Parish or part thereof. Limiting the population to 100,000 as a final number, which I sincerely hope the Island is able to do, one could have 20 members representing 20,000 people in each constituency. The drawing of constituencies should be done by the Electoral Commission. This would give a mix of Members as Senators with and Island-wide view and Deputies who would look to the local view point.</p> <p><i>Yousay</i></p>

FUTURE PLANNING

91. This is a general comment about the running of Jersey generally.
Originally from the UK, I am a teacher of 20 years experience, so obviously I have Education in the forefront of my mind, but my thoughts apply equally to Health, Social Services, Welfare etc.

It puzzles me why Jersey uses the UK as its lead/guide/example when making decisions.

The UK has/is failing: government admits it has paid out too much inappropriate welfare payments for years; the UK has one of the highest teenage pregnancy rates in Europe; NHS hospitals are under staffed, poorly cleaned; social services frequently miss neglected babies, who die in cruel and unimaginable ways; standards of education have fallen and fallen and fallen - don't pretend GCSEs and A levels are anywhere near what they use to be! (Examination papers aren't even correct!); the rights of criminals are put before the rights of their victims etc, etc...

I hope my children don't aspire to be an illiterate, dirty, ignorant, wasteful, tramp lying in a gutter - but it seems to me that if Jersey aspires to be like the UK, and follows UK policy and advisors, than it is doing just that.

Who Jersey takes as its lead - well that's the difficulty isn't it, and I won't pretend to have the answers, but stop looking to the UK!

NO ADVICE is better than following the poorest of examples.

Yousay

92. **Re Learning for Tomorrow's World**

I have read with interest, the recent policy paper released by ESC and wish to make a number of observations. These are mainly in regards to two key areas: Early Years and Secondary Years and in particular issues relating to vocational options at the point of 14+ transfer.

- **Early Years:**
I have, for many years now, held very firmly to the view that investment in the early years will pay huge dividends later, indeed quite possibly for the rest of these individuals' lives. I believe that targeting resources in this sector should remain a first priority so that we can ensure that all young people in Jersey, regardless of their background, are given the best possible start. This might well mean increasing investment in given catchment areas where social and economic disadvantage are well documented.
Supporting families in imaginative ways, including in the provision of pre-school nurseries: breakfast clubs after school activities as well as constructive programmes through the school holidays will maximise the positive experiences that these sections of our community can enjoy. I am quite certain that we will see dividends many years later as these same children grow into responsible, socially engaged and economically active young adults.
- **Secondary Years:**
I believe that we need to be much bolder in defining the options that our young people should consider as they approach 14 years of age. For too long there has been a presumption towards almost every young person taking a range of academic subjects at GCSE at 16 whether or not that is what would really suit them.
I have no doubt that we achieve excellent results in many instances, but I retain a real concern for the substantial minority of students who seem ill at ease in this examinations treadmill and might do so much better if given early and appropriate opportunities to explore a range of practical vocationally based subjects instead.
Of course the importance of extending every students competency in core arrears such as literacy and numeracy – as well as developing their social life skills – must be maintained. It is the potential opportunities that might be given to many of them to also experience first hand, arrears as diverse as engineering, construction, catering retail and hospitality services, agriculture, horticulture hairdressing health and social care etc that could be such a positive development.
Training and properly supported work experience, combined with to access to facilities at Highlands College, during years 10 and 11 might make a difference to many students. It

	<p>would also better equip them to move successfully into potential employment at 16 or 17 years of age with the prospect of continuing day release training in their given area of work.</p> <p>I recognise that this may well require some structural changes in how these courses might be best delivered. One option would be to consolidate 11-14 students in the non fee paying schools in three major secondary schools (Le Rocquier , Les Quennevais and Haute Vallee). Highlands College and Grainville could then provide the vocational training for those 14-19 year olds whom have opted not to transfer to Hautlieu at 14+ for the traditional academic route through 18+.</p>
93.	<p>The top priority should be to re-establish the amount of corporate tax take; all other cost reductions etc would then be easily solved.</p> <p>Things to consider:</p> <ul style="list-style-type: none"> • re-introducing the £600 exempt tax charge but calling it something else. It doesn't matter if a few hundred accounts move, the net effect will still be MEGA positive. People with huge Trusts are NOT going to go to another jurisdiction for the sake of a few hundred pounds, it will normally cost them a very large transfer fee/penalty from the Trustee • re-think the GST in the Finance Sector, ICE's in particular are getting away with murder. Trust & IM fees could easily withstand a 5% GST charge without any significant loss of business • Re-think the non resident zero tax charge which is clearly inequitable <p>Yousay</p>
94.	<p>The Cost of Sewage Disposal: So is this to be triple taxation for the unfortunate people who have been forced by no fault of their own but by the States laws to rely on a tight tank for their waste disposal?</p> <p>Sewage disposal is part of the budget and the budget determines the income tax, so why are we having to pay ridiculous amounts to have our tanks emptied when this should already have been paid by our income tax? To add insult to injury, why do people who are recently forced to use the tight tank system obliged to pay a lot more than those on long standing systems? The Business Plan of 2007 agreed to extend mains drains but little seems to have happened in five years. We are told that not only do we need to upgrade the sewage plant by some 60K but we also need to replace the outdated drains in many areas, therefore there is little hope of seeing any extension. User pays, we fully agree but why should some users pay more than others when they already pay the tax calculated by the States.</p> <p>To give you some idea a family of four costs approx £150 a month to have their tight tank emptied which is equivalent to £450 per head per year on top of tax. So unfair!!</p> <p>Yousay</p>
95.	<p>I am writing on behalf of the <u>Jersey Climate Action Network (J-CAN)</u> in response to the Green Paper for the next States Strategic Plan. As you may already be aware, J-CAN was established in November 2008 with three main aims –</p> <p><i>(a) to raise awareness of the issues of peak oil and climate change;</i> <i>(b) to provide a network for the exchange of ideas and information; and</i> <i>(c) to take action to reduce dependency on fossil fuels and counter the impact of climate change.'</i></p> <p>In this connection we are pleased to note the Green Paper includes a commitment on the part of the Council of Ministers to introduce an Energy Policy that will address the issue of climate change. We are also pleased to note that the Council intends that Jersey should play its part in the international effort to reduce carbon emissions, and that this will be further addressed in the Energy White Paper.</p> <p>Although the main issues are noted in the Green Paper, we are most concerned by our perception that the concrete actions and policy, that have been put forward so far, imply an apparent underlying lack of urgency from those tasked with formulating policy and planning. The current state of the science, as opposed to that in the now outdated IPCC AR4 summary for policymakers (that most political policy documents are based upon) is that action needs to be both greater and faster than previously believed – in particular, actions need to be taken closer to the beginning of any strategic period rather than as we approach a policy deadline, such as 2050. The “main goals” of the Strategic Plan, as revealed in the media, do not seem to weight the very serious implications of climate change seriously enough. We consider the</p>

medium and long term aspects of climate change and the peaking of fossil fuels to be so serious and all-encompassing, and any effective mitigation policies to be so linked with those domestic issues that have made media headlines, that almost none of those issues - and any policy formulated to deal with them - should be regarded as being in any way unconnected with the scientific knowledge that we face probably the greatest challenge we have ever faced. This is not the time for short term populism; it is not the time to “reassure” the public that concentrating on jobs or growth is enough.

Perhaps it would be appropriate here to mention our “bottom line” first. We believe that, welcome as the expressions of intent are, there seems to be an underlying misapprehension about both the scale of the responses necessary to mitigate climate change and Jersey’s responsibility for those fossil fuel emissions it creates by the purchasing patterns of its population but, most importantly, the speed and urgency of the necessary remedial action and the planning to facilitate it. There is a rule of thumb that effects on climate today are caused by the greenhouse gases we emitted at least 30 years ago and, because of this, there is a well-founded fear that the window for effective action to forestall “tipping points” being crossed is rapidly closing. Failing to do enough, early enough, through complacency would not be right.

As noted in the ‘Analysis of Key Strategic Issues’ that supports the Green Paper, the scope of this challenge should not be underestimated. The European Union has set a target for 2050 of a reduction of 80% on 1990 levels of greenhouse gas emissions, and this will necessitate profound changes in the way our society uses energy, with consequences for our economy and lifestyles. The impact of peak oil, combined with the inevitable increases in the prices of fossil fuels, is already beginning to become apparent, and will begin to have even greater effect in the near future. A target year of 2050 should not lull us into a sense of false security: there is a near-universal consensus in the scientific community that climate change is happening now, and that measures need to be implemented as soon as possible before irreversible climate change becomes inevitable.

Changes are already taking place at an individual level, and the recent emergence of groups such as Jersey in Transition demonstrates that people are prepared to take action without waiting for government to take the lead. It is also recognised, however, that Jersey’s government is best-placed to promote and implement changes in patterns of energy consumption, and to reduce the impact of climate change on our population.

J-CAN understands and supports the need for a government to consult with its citizens, and that for major policy issues this may involve a process of green and white papers, followed by policy implementation or a report and proposition to the States. Our concern here, however, is that the process of policy formulation is delaying urgently-needed measures which need to be implemented as soon as possible to help reduce greenhouse gas emissions. These include practical measures such as extending the home insulation scheme, in particular for those who use fossil fuelled systems, radically increasing the support given to public transport, and improving environmental standards for new housing and rebuilds to the point where the buildings require little heating or cooling.

In this connection you will recall a report and proposition on ‘Climate Change: Copenhagen Conference – Petition’ (P.206/2009) was brought to the States in February 2010 by the former Deputy Daniel Wimberley. The proposition was adopted by the States by 42 votes to four, and as a result of this proposition, the Council of Ministers agreed to *‘report back to the States within six months on how they intend to respond (to the results of the Copenhagen Conference on climate change), their report to include detailed proposals and timescales’*. J-CAN was subsequently advised by the former Chief Minister, Senator Terry Le Sueur, that the Energy White Paper would *‘address the concerns raised in respect of Climate Change and also the Copenhagen Conference’*.

J-CAN is still awaiting the Energy White Paper, despite the States decision that a report should be published by August 2010, but in this connection it is pleased to have been reassured at a recent meeting with Deputy Rob Duhamel, Environment Minister, that this matter is being given priority. We have been advised by Deputy Duhamel that the Energy White Paper will be published for consultation this summer, and that an Energy Policy will be brought to the States for approval in the autumn of 2012.

In this connection we note from the ‘Analysis of Key Structural Issues’ that it is proposed the

	<p>Energy Policy will be followed by a 'Climate Change Adaptation Plan'. Here too, J-CAN welcomes the priority that is being given to this matter by the Environment Minister and his department, but we would like to emphasise that a degree of urgency needs to be given to this work, particularly in view of the delays since the States debate in February 2010. However, we would like to record our concern that climate change remedial action should not be taken to be solely linked to our use of fossil fuels. For Jersey, both land use factors and marine management are relevant and important factors too. Management of carbon "sinks" will be of importance, just as much as management of carbon sources.</p> <p>Thank you for this opportunity to comment on the draft States Strategic Plan. We look forward to the publication of the Plan, as well as the Energy White Paper, and would be pleased to be involved in future policy development and new initiatives. In particular, we feel that we are very well placed to contribute intelligence about the current state of the science, particularly where this supersedes the IPCC's AR4. We are also sharply aware of the shifting future projections from the cutting edge science that will affect future situations in Jersey and the wider world differently and unfortunately more so, than those outlined in Planning and Environment's 2009 document "Turning Point - the Eco-Active guide to the science and impacts of climate change".</p> <p>We would like to finish with a couple of quotes, The first are from a lecture - Critical Thinking on Climate Change: separating scepticism from denial - by Dr Richard Milne of Edinburgh University that highlight the responsibilities the States have to get the Strategic Plan right. Dr Richard Milne of Edinburgh University: <i>"2 degrees is bad and 6 degrees is apocalyptic"</i> and <i>"If we do a huge amount within the next ten years, we will still face quite an uncomfortable future - the less we do, the worse it will get"</i></p> <p>Finally, the challenge of mitigating climate change is not fundamentally political. What is necessary is hard wired into physical laws. The amount we need to do is not negotiable – to succeed, we need to do at least as much as the physics requires. Going only part of the way will be insufficient. Failure to do enough will be irresponsible.</p> <p>David Lloyd George: <i>"Don't be afraid to take a big step if one is indicated. You can't cross a chasm in two small jumps"</i></p> <p><i>Yousay</i></p>
96.	<p>Do you agree these are the highest priorities for the next 3 years?</p> <p>The list of priorities is incomplete in that there is no or little translation of the vision to protect the environment into a priority and as such there are no overarching priority mechanisms either to define or strategically achieve this outcome over the next three years. The State of the Environment report has highlighted that there are clear priorities in a number of key areas across many States departments. In addition, it is hard to argue that the delivery of the international commitments that the Island has signed up to through a range of Multilateral Environmental Agreements should not be given extremely high prominence on the basis that Jersey's economic success is strongly linked to external perceptions of the Island being a responsible and trust worthy jurisdiction.</p> <p>Are there other priorities that you consider more important?</p> <p>The environment in its broadest sense provides the most obvious measure of quality of life, sense of belonging and wellbeing; it provides a natural health service, raw materials, natural resources and food, as well as providing the foundation and resources for all economic and planning activity. As such, it is hard not to argue that protecting the environment should be the highest of all priorities - in short all we do and aspire to do is dependant on a healthy environment. Environmental protection should not be seen or perceived as a 'nice to have' that will be dropped due to economic circumstances. Food security is also high on the agenda, as food production in Europe is now seen as strategically important given the rising world population and food price volatility.</p> <p>What would you like to see achieved at the end of 3 years?</p> <p>Delivery of a strong and successful economy based on environmental sustainability</p> <p><i>Yousay</i></p>
97.	<p>The Department acknowledges and welcomes the identification of the subset vision "Protecting our Environment" (diagram – Page 4) but feels, upon reading the rest of the document that this need is not explicitly translated into the priorities as they are currently</p>

defined.

It is understood from departmental briefing and discussion that the COM. see the protection of the environment as a key underlying “business as usual” objective but an assessment of the text finds that the submission below from the Department of the Environment (September 2011) has not been translated into the draft strategy in a way that accurately or adequately conveys this message.

It is considered important that this objective be made more explicit as, otherwise, moving into the strategy per se, it will be easy to lose sight of implicit objectives in favour of the more explicit.

The Department is legally committed to the delivery of international commitments through signature to a range of Multilateral Environmental Agreements and further is charged with the responsibility of administering and enforcing a wide range of domestically and internationally effecting legislation. The ability to discharge these responsibilities must not be put at risk by under- publicising their needs in the Strategy.

The Department would advocate that either a separate priority for “Protection of the Environment” be created, displayed by diagram, and discussed, or that the issues raised by the Department (below) are much more overtly discussed under the “Sustainable Long-Term Planning” banner, which itself should be amended to reflect that all the existing issues considered are underpinned and dependent upon long term environmental planning.

The opportunity to comment and offer again the priorities outlined from the Environmental perspective is welcomed. The Department would further welcome the opportunity to discuss these priorities to assist the drafting body in a more sympathetic and accurate interpretation of the following text.

Yousay

Strategic Plan Consultation – on-line survey responses

As at 9th February, 91 respondents answered one or more of the questions in survey which asked three questions:

- 1: Do you agree these are the highest priorities for the next three years?
- 2: Are there other priorities you consider to be more important?
- 3: What would you like to see achieved at the end of three years?

Question 1: Do you agree these are the highest priorities for the next three years?

Summary: Yes = 99, Mostly = 13, No = 15

See below for added comments

- Yes except for housing, as there is currently an oversupply of property & thus no shortage of accommodation, just a lack of affordability. We need to find a way of enabling people to purchase or rent from the existing stock within the private sector, which will also help to stimulate the economy. Perhaps the current first time buyer subsidies on new properties could be adjusted to enable part of the benefit to pass on to subsequent first time buyers, in perpetuity, (eg restrict the capital appreciation to a set percentage/level). This would result in the creation of a genuinely affordable housing market, a reduction in the need to build more first time buyer estates, cost savings & the benefit would extend to a greater number without the need for further investment. In addition, the purchase of first time buyer subsidised homes could be means-tested being only available to those who could not afford to purchase at full price (it may also encourage locals to consider work in the lower paid sectors, if they would still be able to afford to purchase a home). If owners of first time buyer homes choose to rent them out at any time, they could be obliged to offer them at a reduced/capped rental price and/or make them available for social housing. Alternatively they could be restricted from owning a second property whilst owning a subsidised FTB property. With social housing, there may be a tendency to go on to the housing list, in order to acquire a larger home for less cost, just because it is available and not because of a genuine need or lack of affordability. Long term we cannot afford the current welfare system which exists, so we need to be more businesslike in dealing with all welfare issues, to ensure that the system does not bankrupt us and does not breed an unhealthy culture of dependency on the State, but that benefits reach those in genuine need. Strict controls need to be implemented to curtail abuse of this system. As benefits need to be available only to those in genuine need, could this area revert back to being under the care and administration of the parish, in order to reduce both costs & possible abuse of the system? At parochial level, it is more likely that there is greater knowledge of parishioners' individual circumstances/needs – so funds/assistance should get to where they are needed more quickly and hopefully with less administration? Parish 'caring for the community' programmes could be set up to assist with fellow parishioner's needs.
- Jobs: need to look at the number of people brought into the island to work and the effect this is having on the job market. Maybe companies who continue to replace J cat managers that are not specialists in their field should be charged a tax; this may encourage them to develop people in the island when possible.
- yes but I think too many priorities will mean that they wont be all achieved - better to focus on several key ones
- yes, not in the order show. In my view do two well, attempting all at the same time not possible. I could go on forever on the cost of Government

- There is already more than enough Housing stock (I am in the business). It is better to improve than build. Health is already very well funded - it is time to share some services with Guernsey and accept for some complaints we have to travel to the UK. It is impossible to try and understand every illness and this is when mistakes occur. Spend more on equipment and less on managers.
- NO - I do not feel that issues of environmental sustainability are reflected in the priorities at all
- Employment of those entitled to work/live in Jersey needs to be a priority. Employment of non-local consultancy within the States is costly and takes money out of the economy and is generally un-taxed. There should be a moratorium on any interim/consultants/contractors employed by SOJ. Similarly outsourcing of services to external companies should be on the basis of local employment - not passing the buck so that they employ non-local staff. Although I support a good benefit system, there needs to be a better balance so that people cannot simply opt out of working because they receive £40k benefits!
- Yes except housing, of which we have an oversupply of property - there is a tendency to go on the housing list in order to acquire a larger home for less cost.
- No the government should destroy itself - actually we are doing it for you.
- The highest priority has to be immigration. I work around the construction industry and you struggle to hear English being spoken. The 5 year rule is regularly disregarded and construction companies regularly advertise in UK trade magazines. Having spoken to Regulations and undertakings it appears that as long as a company asks if an individual has been in Jersey for 5 years that is good enough. Surely by putting a figure on people's social security card to show how long they have been in Jersey than this would stop this practice. How are people from Monrovia, Venezuela, South Africa, Australia, New Zealand, Canada and the US allowed unrestricted access into this Island when i can't work there without a permit, How are people from the far eastern European states including Romanians, Bulgarians that are not even allowed full EU membership allowed to work in jobs that could be filled by local unemployed persons. Work permits seem to solve the problems in Guernsey so why not here. The only countries not affected by recession are the ones that have strict immigration controls. If it's discriminatory to stop Jersey people working in the EU than we should be able to stop EU nationals from coming to Jersey. The use of employment agencies like Grafters seems to be another way around the 5 year rule and these loopholes need closing.
- Yes with population being the most important.
- Unclear why updating the population model features in this strategic plan. The focus of the strategic plan should presumably be on strategy and policy - eg putting in place an effective method of controlling inward migration - rather than focussing on the detail on monitoring the effectiveness of a policy/target - which will be important to evidence the detail and effectiveness of controls. The new Control of Housing and Work Law will not control inward migration, it will just label those arriving.
- Yes. Getting people into work is the most urgent item. A article in the JEP Tuesday 14 February about Japanese firms looking to set up jobs in the Island based on clean energy technology, is an example of creating jobs with current job skills, not requiring immigration. Managing population growth is a difficult, but essential balance. The pressure group Concern lobbied for population restrictions from the 1980s, and it has not been adequately managed. Growth may be a desirable goal, but it brings unsustainable pressure on infrastructure. We HAVE to limit growth and live within our means. We must find the funds to refurbish and rebuild our hospital facilities, but we need to share expensive doctors' services with Guernsey. It would not be too difficult to send patients to Guernsey or to have doctors working in both Islands. Our GPs need to be encouraged to take a greater responsibility for various areas of health, which they have relinquished in recent years, such as out of hours cover. It is essential that States Members are NOT evolved in the Electoral Commission to reform the States. It causes conflicting interests. It needs to be as set out by Daniel Wimberley. Housing seems to be on it's way to reforming as it needs. It certainly makes sense to consider long-term sustainable planning when making a Strategic Plan.
- The role of government is to facilitate a dynamic modern and diverse economy. In order to do this key strengths and weaknesses need to be properly understood. One that springs to

mind is the vulnerability of the islands tax status and the industries that derive benefit from this.

- All of them apart from reform the government and develop long term plans. The reason is this should be done anyway and not prioritise over other issues on the islands
- Yes. As long as the strategic plan sets out the general long-term (i.e. 5,10, 20 years) as well as the priorities for the next 3 years (the government manifesto?)
- Yes, but this is a pretty comprehensive list!
- Concentrate on population growth/migration first and foremost and it would solve many of the other problems that the Island is facing. Quite simple really!
- No there are other issues that must be addressed
- Yes, particularly Health and homes
- They are certainly important but equally important is protection of our natural environment and the management of the countryside to maintain and improve quality of life and reduce the impact of a growing population on wildlife and our natural resources.
- Yes and the environment.
- They are high priorities, but the protection of the natural environment seems to have slipped of the bottom of the list
- Yes but the order is debatable
- Yes but before you concentrate on finding jobs for the unemployed the population has to be the main and most urgent thing to tackle otherwise we will keep being flooded by people and you won't achieve anything.
- Agree that priorities are correct
- Yes but with one other
- Yes I do. When we talk about jobs and population though controlling immigration is fundamental to achieving any goals set.
- yes, especially population
- Yes, but they are sufficiently generic to cover any priorities
- Yes - especially education
- Yes but in wrong order, population has to be the highest, this will then help other priorities.
- yes, but immigration must be included
- Yes, but I would put reform of the Public Sector higher.
- Forget following the U K - employ a German or French head of dept, stop following the bad UK over management ways.
- In general the priorities are about right although given the financial situation the emphasis on Environmental policies and associated costs should be reviewed and for those items which are not self financing, standards of solid and liquid waste disposal should not be determined by EU dictat, but by what is considered reasonable in this community, the EU nitrate standard for effluent discharge should be disregarded. A certain amount of common sense is required with respect to the level of health spending which is achievable
- No1) must be overpopulation, which strains everything else. 2) Health which affects us all. 3) Jobs which will ease as population is brought down. 4).Government reform, too many members thus slowing decisions, Constables back to their parishes. 5) More public input like this, excellent idea.
- Yes, although the continued emphasis on construction is concerning. If there is to be an underpinning of the construction industry, it should only be for new social rental units. The "Homebuyer" scheme agreed in 2008 now looks to have been ill-conceived and we should revert to an owner/occupier - social rental split on all new private sector developments. Those built on public land should be exclusively social rental, developed either by the Housing department or more preferably Housing Trusts, some of which apparently have paid off large chunks of their original loans. There are more than enough private sector units available for sale and any further attempts by the States to interfere with this sector of the property market will only serve to prevent what is to be hoped will be a gradual decline in the overpriced stock. On Income Support, a little more stick and a bit less carrot as we risk becoming a welfare system with a population attached to it!

- Population control (Australian / USA points visa system) j cats to train local person, affordable homes, not dense flats. jobs for locals with a future , not jobs that need income support top up
- I do not agree that sustainable long-term planning should be a "priority". In my view, that function is implicit in what any government should be doing.
- Yes but the environment should not be forgotten
- Yes, although I would state that population and jobs and Homes are intrinsically linked. Jobs and homes are becoming an increasing issue due to the issues of population, which seems to be hot potato of a subject that nobody wants to address and at times there seems to be confusion between the difference between discrimination and common sense.
- The key factors the way I see it are:
 - tackling the unemployment level and controlling immigration levels into the Island.
 - ensuring that education standards are improved across the board to ensure that all children are offered the best education opportunities possible.
- Yes, but maybe it's time to bring in identity cards. That way we maybe able to control people coming in to the Island, if we're not too late.
- Yes, lower the population, this would help with jobs housing, and health.
- I would question the terminology i.e. "reform". This concerns me as it implies that the status quo is unsatisfactory. I think "develop" is a much better term.
- It should be cut immigration, we have lots of housing it is just too expensive and with 10,000 coming to jersey in ten years we will never build enough, so do something else to solve the problem.
- Well yes but we need to look further & deeper.
- Yes. Well done in being prepared to tackle these difficult issues.
- It is too simple to ask this question when the devil is clearly in the detail. We need:
 - good reliable public services,
 - transparent government and a balance in politics whereby it is not considered a mortal sin not to be extremely right wing.
 - We must not allow the "free marketeers" and "growth at any cost" dominant the argument.
 - The environment and the importance of social fabric is not for sale. This includes our working and historic harbours.
- We must build industries other than finance.
- Immigration has to stop now, not a few years down the road, the Island has been ruined.
- In some ways, but there are so many vested interests. Jersey should cut ties with the UK, who NEVER help make things easier for Jersey- we would be much better if independent of the EU and the UK
- Cutting immigration,
- Housing islanders
- Some are, some are not.
- Legal rights for Jersey citizens living in overseas Commonwealth countries
- Yes, broadly, but think that the protection of the environment (encompassing biodiversity, landscape values etc.) should be central to most of these priorities
- Yes, particularly
 - jobs and
 - Health and social services.
 - Yes but Economic Growth should be up there with the rest
 - Yes but I also think getting people who are on benefits back into work should be a high priority
 - Yes. However, I also realise that other more pressing matters may arise dependant upon circumstances of the day. The programme does focus on all the key issues however, and we cannot expect Government to provide all the answers to the problems, the community itself, must be more proactive.
 - Yes, some are - Immigration is priority!

Question 2: Are there other priorities you consider to be more important?

- The environment and wildlife. Once this is gone, it is irretrievable.
- Equally important is TOURISM. Support & encouragement for ENTREPRENEURIAL business to help stimulate the economy and increase tax receipts.
- Benefits
- Tax and indirect tax and how it affects Jersey residents cost of living. Support for Single mothers, who may own their own homes but find it hard to make ends meet, whilst in employment
- Stop assuming housing is a quoted investment market, it is a finite resource. States should buy the land and charge a rent to house owners. The land belongs to the people of the Island. Land is a finite resource??
- The most important is jobs / unemployment. I also think that tax should be re-evaluated for example I work hard in a full time job and pay £450 of my wages to tax / social. Then people I know don't work and are receiving benefits and practically earning the same amount as me for doing nothing. It's a disgrace.
- I consider Tourism the highest priority. This brings jobs, tax revenue (via GST etc) and inward investment. Also Planning should be a far smaller and less expensive department. Our architecture is a total hotch potch and the system simply doesn't work. Applications should be heard at monthly committees and the result should stand. This would get the building industry back to work at no cost to the taxpayer, instead of waiting for ever for a largely self obsessed, expensive and inefficient department.
- Strategic Plan – Response from Directorate of the Department of the Environment. The Department acknowledges and welcomes the identification of the subset vision “Protecting our Environment” (diagram – Page 4) but feels, upon reading the rest of the document that this need is not explicitly translated into the priorities as they are currently defined. It is understood from departmental briefing and discussion that the COM. see the protection of the environment as a key underlying “business as usual” objective but an assessment of the text finds that the submission below from the Department of the Environment (September 2011) has not been translated into the draft strategy in a way that accurately or adequately conveys this message. It is considered important that this objective be made more explicit as; otherwise, moving into the strategy per se, it will be easy to lose sight of implicit objectives in favour of the more explicit. The Department is legally committed to the delivery of international commitments through signature to a range of Multilateral Environmental Agreements and further is charged with the responsibility of administering and enforcing a wide range of domestically and internationally effecting legislation. The ability to discharge these responsibilities must not be put at risk by under- publicising their needs in the Strategy. The Department would advocate that either a separate priority for “Protection of the Environment” be created, displayed by diagram, and discussed, or that the issues raised by the Department (below) are much more overtly discussed under the “Sustainable Long-Term Planning” banner, which itself should be amended to reflect that all the existing issues considered are underpinned and dependent upon long term environmental planning. The opportunity to comment and offer again the priorities outlined from the Environmental perspective is welcomed. The Department would further welcome the opportunity to discuss these priorities to assist the drafting body in a more sympathetic and accurate interpretation of the following text. “Strategic Plan – Environment Headline items for next 3 years Key Challenges / Priorities
 - Sustainable resource management – Balancing the social and economic need for resources and infrastructure with an increasing and ageing population using the ‘reduce, manage and invest’ framework. In particular, maintaining and enforcing good spatial planning underpins this objective. For example, meeting most of the Island’s development needs from within the existing urban area reduces the need to travel, provides more sustainable travel choices whilst enabling the regeneration of the urban environment and protection of the countryside.
 - Ecosystem services - Protect and evaluate Jersey’s ecosystem services (e.g. clean air and water, good waste management and a healthy working countryside and marine

environment) through a proportionate regulatory regime in line with best practice and global commitments to ensure a healthy local population and environmental quality.

- Invest-to-save – Investment in environmental services and infrastructure can have long paybacks and associated benefits that are difficult to quantify. For example the health benefits arising from a successful increase in sustainable transport options e.g. walking and cycling should contribute to the management of obesity in the general population. Continued investment in the environment in the face of economic downturn is necessary, in particular in the Rural Economy.
- Energy – Achieving secure, affordable and sustainable energy supplies against a backdrop of global rising prices and increasing global energy insecurity.
- Heritage and Biodiversity – Conserving and enhancing our unique natural and historic environments, including the habitats and special places and buildings that help to define the Island's unique character and identity, and which underpin Jersey's high quality of life. This is particularly important against a requirement for increased housing and economic growth and a long-term changing climate. The latter is especially relevant with respect to climate sensitive industries such as agriculture and fisheries.
- Future proofing - economic, social and environmental decision making in terms of both mitigating the impacts of climate change and adapting current practices in preparation for a changing climate Opportunities / Possible Actions
- Creating a low carbon economy - Jersey to transform itself into a low carbon economy with the potential for economic growth and on-island technology trials/projects as a result (e.g. positioning Jersey as a leading jurisdiction for Cleantech investment; development of infrastructure and regulatory / legislative framework to develop electric vehicles sector)
- Green Skills – In partnership with the private sector develop a Jersey scheme to provide a workforce with the skills and knowledge to support and maximise the opportunity for development of Cleantech or other appropriate initiatives; including retro and refit of energy efficiency measures in the built environment e.g. smart metering
- Renewable Energy – Now and into the future, the potential for Jersey to use its natural energy resources (e.g. tidal, wind, solar biomass) is great at both the large and small scale. 'No regrets' preparations should continue to be made for this long-term objective
- Energy Efficiency – further development of services and integration into more stringent building bye laws and the development of a Jersey Code for Sustainable Architecture / homes to cover both new build and refurbishment of existing properties.
- Climate Resilience – developing strategies to ensure resilience is incorporated into policy and decision making in recognition of a changing climate.
- International opportunities - Maintaining and enhancing Jersey's European and international reputation through compliance with Multi-lateral Environmental Agreements, working with CI Brussels and London offices, and international working and trade for example the recent knowledge transfer agreement with China
- Awareness and Information – Engender behavioural change through environmental programmes across all sectors through the work of the ECO-ACTIVE campaign
- Information provision - Support the ecosystems approach, biodiversity, ensure MEA compliance. Consider becoming signatory to Aarhus convention. Possible development of an Environmental observatory
- Policy integration – Integrated environmental policy setting and evaluation across the States of Jersey
- Government to take a lead – achieve full accreditation to Eco-Active States by 2015 to support organisational efficiency savings.
- National Park – To ensure that the National Park management plan is developed and implemented with the support of key stakeholders.
- Implementation of the Rural Economy Strategy– Delivery of rural development initiatives to encourage sustainable growth through rural development and agri-environment measures. Includes: developing a food security plan, the production of Fisheries and Marine Resources Strategy, a review of the Agricultural Land Law, the development of minimum environmental standards for farms and the establishment of a Research Priorities Board.

- Sustainable development – implementation and monitoring of planning policy to deliver a more sustainable pattern of development in the Island that ensures the optimal use of already developed land whilst meeting the Island’s development needs and reducing the need to travel;
- Planning for homes – continue to work in partnership, within the States and with other key stakeholders, to deliver homes that are affordable, to rent and buy, by those least able to gain access to a good standard of residential accommodation;
- Urban renewal – through the development and implementation of more detailed policies and guidance, encourage and enable investment in the urban fabric and open spaces of the Island’s built environment and infrastructure, and in particular St Helier, to provide a high quality environment that retains its character and identity, where people want to live, work and visit;
- Heritage matters – continue to develop an awareness of the quality and value of Jersey’s unique historic environment, and its special buildings and places, and to encourage a sense of pride and appreciation of owning and caring for an historic building;”
- Yes, I propose that environmental sustainability is included as a priority. This underpins all the priorities which have been identified so far, but is an obvious missing link at the moment. There is no recognition of our international commitments and obligations on environmental issues or the extremely challenging targets that need to be met - eg. 80% reduction in CO2 emissions by 2050 - in order to get ourselves anywhere near that target there needs to be recognition that this 3 year plan must identify the roadmap to that target. This is clearly a priority as it is about future resilience, adaptation and diversification of all sectors of the economy, society and the environment.
- Savings versus tax revenue - not breaking the middle earners or driving them away.
- Housing costs are very high. Attempts by SOJ to interfere in the market have proved disastrous in the past - tax breaks have propped up high housing costs and the shared equity schemes have been run in a shambolic manner. Property speculation in the form of share-transfers allowing non-locals to buy new flats should not be allowed. Tax breaks on second properties should be abolished. Maybe wealth should be assessed rather than income for those in receipt of benefits for those owning more than one property e.g. even if properties are vacant and so aren't providing income should not be able to claim benefits? Housing legislation to give tenants rights/decent housing need to be introduced. Maybe reduce any tax breaks on any second or more property to encourage release of property to market to reduce costs. Stiff penalties for anyone found to cheat the 'system'.
- Equally important is TOURISM
- Taxation is bleeding the middle classes dry. Why should businesses that are registered in the UK but that operate in Jersey not pay tax? I cannot negotiate my tax bill and am struggling to keep supporting my family. Make UK business pay tax on their activities in Jersey, How can local businesses compete when their activities are taxed
- Immigration
- Protection of the countryside from building including all types of housing.
- The issues/priorities shouldn't be tackled in isolation - they are interdependent.
- Health: should be out sourced (like mainland UK) to private health care providers for specialist procedures like Extra Corporeal Shock Wave Therapy for Musculoskeletal Problems like Heel Pain, Tennis Elbow, Shoulder pain etc which have 70-80% cure rate rather than operating upon them at the general hospital. This would not only save valuable theatre/operating time which can be used to treat those conditions which can only be treated by surgery but also outsources the costs involved in buying the expensive Tate of the art equipment and expertise to run the equipment. This would have substantial cost savings for the sates of Jersey. Also surgical staff surgeons can be utilised to do extra lists on Saturday like Carpal Tunnels & Knee Arthroscopies which does not require a consultant to operate (as procedures are simple and straight forward). Hence the consultant surgeons' time can be used to do complex cases like Revision Hips etc.
- Educating a highly skilled workforce has to be the top priority otherwise you will not get the jobs, attract outward investment or build a credible alternative to the finance industry. Stop penalising Middle Jersey who are paying the taxes to fund these initiatives. More people should pay direct taxes and less reliance on states hand outs.

- Education. Considering that secondary schools had such a big failure of results, i don't understand why this isn't a priority.
- A letter from Geoff Green published in the JEP on Monday 13 February entitled 'Seage treatment plant too valuable to be discarded'. He states that the plant is working well, but may need supplementing. Surely, we do not always need to destroy the old and put in new, provided adequate maintenance is kept up. I hope that we are able to take Guernsey's burnable waste to make full use of our incinerator. It is essential that the Final Salary Pension schemes for Teachers and Civil Servants are converted to other forms of Pension scheme which are not such a burden. Most employers' pension schemes were converted from final salary schemes 10 years ago, as they were unsustainable.
- Education
- The States must make decisions with a view to the longer term. To often decisions are made to achieve shorter term political gain or aspirations and the more strategic and longer term decisions are criticised. CoM must stand by the sound principles of the last two administrations to balance budgets. However, it should take the opportunity to stimulate the economy when appropriate and help get people back into work.
- Looking at the objectives outlined a key one is population management. Evidence suggests this has put disproportionate pressure on the public sector and associated costs in recent years. Jersey to some extent has aped the UK economy with recent growth coming from the public sector. Policies need to ensure a significant shift to the private sector. Therefore reforms in the government and public sector should also be high up on the priority list with particular attention paid to pension funding.
- Affordable Childcare, review of taxes, Housing policies to be reviewed. While getting people in to work is a good priority, affordable workshops and training days could help.
- Taxation, the downturn and how it affects Islanders. eg. The cost of keeping our children at university. Parents, especially middle-Jersey, receive precious little help given the real costs. The £6k tax break is inadequate and is eaten away if a child earns money during the holidays. Student jobs will be very hard to find now so the burden will fall on parents - even those parents lucky enough to get some sort of grant aren't covered for keeping them during holidays. All tuition fees should be tax deductible, as should a sum for subsistence, which should be circa £10k pa.
- too many to name, accept we need to start somewhere
- Above first and then apprenticeships for the young should be introduced...pay them to learn and eventually find jobs rather than paying JS's [*jobseeker's*] allowance....locals learn, locals work, locals contribute to the pot rather than taking!!
- Higher Education. We need to develop skills locally. The costs of education off island are prohibitive. Highlands College needs to expand its remit, working with local businesses and the financial sector, as well as, developing links with universities on the mainland.
- Reducing levels of Management in all Departments, and increasing numbers of workers
- Yes Immigration needs to be addressed Income Support is detrimental to many and does not give people the incentive to actively work, why do we rely upon imported labour for the tourism industry and farm work because young people do not see any benefit when they can be given money for nothing. There is work in each parish that unemployed people should be made to do to access unemployment benefit- transfer out to each parish- no work-no pay- It offers a work ethic that at this time is missing from many people.
- Of equal importance would be 1) environment & 2) diversification of the Economy
- Protection and improvement of the rural environment as it delivers public benefits far beyond its economic value.
- Jobs in Jersey should be looked at as a whole. Not just creating more jobs, but efficiently managing the jobs that are available in order that we have a more sustainable job economy. In particular retirement and young workers needs to be focused on remembering that they are or will be "dependents" of the middle-aged workforce, who should be given job priority because they are the workforce who usually have dependants to support. If they are not working then the system starts to fall apart. I also believe that more thought should be given to flexible working and maternity rights. Were there more support in having flexible working and maternity leave that was more along the lines of the UK, many more would opt for this arrangement, thus creating more job opportunities for others. Particularly in the case of

maternity cover. It is easier to recruit into a role for a fixed term of a year rather than 4 months.

- Equally important is the monitoring and safeguarding of the environment, particularly with regard to changes being created by climate change and global traffic. Plants and trees are coming increasingly under threat by invasive pests and diseases either expanding ranges through climate change or being moved in freight. In the last few years Jersey we have detected OPM, GM, SOD and other organisms that could/do seriously threaten huge numbers of trees. Now Pine Processionary (a listed quarantine organism) is present in Brittany and in time will arrive in Jersey. In the UK Caroline Spelman and the F Commission have allocated £7M over 3 years to build and implement a 'Tree Health and Plant Bio security Plan' in recognition of the general threat to our plants and trees. The impact of the arrival and establishment of one or a number of these organisms would not only be damaging to trees but devastating to the species they support. There are also further benefits provided by the green environment. Tourism is an obvious one, but there is now strong evidence linking access to healthy green spaces to the general health and well being of the population. It would be short sighted and foolhardy for the government to ignore or not notice this issue. It should be given some priority in its strategic plan over the next 3 years. Plant Health is covered in the day to day work of the Environment Department, but at this stage there should be provision within the Strategic Plan to ensure bio security remains a priority, and tree health in particular is given special attention.. The cost of implementation of a care package would be tiny compared to the sums involved in supporting the other sectors highlighted in the Strategic Plan, but the cost of recovering from an outbreak of one of these statutory organisms could be great; it should be remembered that under local, UK and international law, if detected these organisms must be eradicated. This type of operation is massively costly, and in some cases involves the total removal and destruction of hundreds or thousands of trees.
- Concentrate on people on benefits, stricter reviews. no cash for jobless maybe vouchers so its not spend on alcohol and cigarettes or drugs
- Yes we need more car parking around St Saviour parish.
- I believe population should be linked to taxation as there is no point in allowing any increase in population unless as a result there is a proper direct contribution to the exchequer, especially following the imposition of the distorted (corporate) taxation structure.
- I don't believe that the natural environment both terrestrial and marine have been taken into account. By not highlighting the importance of fisheries and agriculture these industries have effectively been dismissed: a mistake in light of the Rural Economy Strategy 2011-2015 and trade agreements. In addition, the designation of a Natural Park and the suggestion of a Marine Natural Park have also been disregarded when considering States priorities in the draft Strategic Plan. I do not consider these areas to be more important but rather to have equal parity.
- Jobs and Population will determine housing and health
- Environment
- No but you need to list then in order of priority - i.e., control immigration otherwise the strategies that you wish to implement will not work - the Island cannot sustain the level of immigration
- Equally important is the need to completely review and restructure Jersey's bizarre education system
- We spend a lot of our money educating our youngsters off Island, but I often hear that they cannot return as they cannot get jobs in Jersey.
- No these are the main ones that need dealing with in the next 3 years
- Taxation. We need to create not only a 'safe and caring' community, as stated in your vision, but also a fair one. There should be a higher rate of income tax for higher earners, and abolition of GST, on food and children's clothing in the first instance, and altogether as soon as possible.
- Hospital and its staffing
- Sustainability - making the island more sustainable for the coming years - with food, water, waste and energy security
- Reducing greenhouse gas emissions

- No, but what I would like to see is middle income earners treated more fairly. My husband and I are in this category and every month we are worse off as we are the ones mainly impacted. High earners can afford it and the low or no earners don't get hit!! Doctors and dentist costs are out of control and need to be looked at. Dentists especially
- Sustainability, energy and food security
- Benefits payments.... My wife struggles to earn £5000 a year and a friend's daughter who is 18 gets £900 monthly rent and £200 a week benefits. Like my wife she has one child. Something is wrong. The girl has already said she won't work and will have another child to get extra support monies. This needs to be sorted. The States need to cut these payments back.
- Taxation regularisation
- Reduce benefits to those not working, it is discouraging them finding work
- Youth is our future and should be given more to do, having such a massive police force per head (biggest in Europe I believe) is leading to youths getting a criminal record at a younger age, Jersey does not wipe a youth record so big Banks which employ the majority of islanders will not touch them, it can be for something stupid like stealing sweets as a child and their future is finished in this island. We are shooting ourselves in the foot as we have to pay the bills to keep them in the pubs and on drugs in the future. Kids need more to do to keep them out of trouble, they are much more aware than kids even five years ago thanks to advanced computer games and internet making the world a smaller place, they need something to do. Up to 14 it is ok to stay at home after that you want to be with friends - you're not allowed in a pub till 18 and that's 4 to 6 years on the streets where you are likely to get in some sort of trouble given the high amount of police who target younger kids as potential trouble makers.
- Long term planning should encapsulate almost all of States planning and this should be the priority but should be broken down to the key long-term issues
- Immigration and work permits
- Include for maintaining our ailing Infrastructure
- The Environment, the Community and our Economy. Taxation and our finance industry enable us to maintain our special unique environment - we need to protect our economy. Also there should be a community focus to try to stop us heading in the same direction as the UK - we are lucky that in general we feel safe on this island and have close communities - we should focus on protecting and promoting this. People often focus on those who have moved to our island rather than looking to themselves and what they could do to improve their community - including welcoming new-comers
- Education as important
- The natural environment - it gets barely a mention yet if we do not protect the area and quality of undeveloped land we cannot maintain our quality of life. Coastline and countryside both need to be priorities that will last well beyond our lifetimes and transient 'economic' issues.
- Time to re-examine viability of a University. Opportunity for employment and investment in our youngsters
- I feel that immigration needs to be addressed, it seems to be a hot potato of a subject but that doesn't mean it shouldn't be looked at, it is putting a massive strain on our infrastructure.
- Protecting the environment; reducing taxation/fiscal burden on middle income taxpayers. Increase proportion borne by highest paid.
- Biodiversity; Conservation; Protecting the Natural Environment; Social welfare
- Ensuring that Jersey becomes a happier place to live for all of us. Decision around making people happier should be part of policy thinking. Also the future education and structure of children's teaching is critical if our children and economy are going to compete against the Far East. This is too important to be left within "get people into work" and must be a priority of its own.
- Education and the link to employment
- Reforming the 0-10 tax regime, it gives an unfair advantage to non local firms and companies.

- The focus on education needs to be on raising standards and not on some sort of attack on selection. A highly selective system with rigorous streaming offers the best chance of each individual being able to progress at the rate most suited to them. Mixed ability teaching does not achieve this. To sacrifice intellectual rigour for the perceived benefits of "inclusiveness" is short sighted. I feel that there needs to be focus on what makes Jersey different and on countering those forces that would force the Island to follow UK/EU policies which are not in the island's interests. Whilst working to maintain the current constitutional arrangements the options for independence with the Queen as head of state should be considered seriously. There should be no waste of public resources in one States department taking legal action against another. The States must be prepared to enforce its legal rights against unwarranted claims for compensation. The current Human Rights focus should be reviewed as should the level of spending on foreign aid during the economic downturn
- Keeping reasonable costs on island e.g. fuel, groceries, accommodation
- Not more important but to survive the likely demise of the so called Finance Industry, we must recall emphasis on Tourism and Agriculture, [redacted] ridiculous 0/10 introduction is causing untold damage. Tax must be reintroduced and GST got rid of.
- Reducing the scale and reach of the States in the life of people who live in Jersey. Cut down the number of people employed by the States to deliver rather than enable the provision of services.
- Stabilise the ever increasing cost of living especially for lower end middle earners
- Priority must be a halt on inward influx of people
- No. Employment, Housing the current population and stricter controls on immigrant labour must be the priorities
- Stimulate the conditions for manufacturing to develop the island economy. I would suggest that the setting up of a free-port manufacturing facility using an area within the airport perimeter (Which is technically out of the country, airside) With low duty tariffs taken for using Jersey as an entry point for the EU, for the manufactured goods and a suitable rent paid to the harbours and airports.
- a new tax system (p.a.y.e) the end of zero ten and corporates to pay their way, and remove the " fill the gap taxation" from the ordinary people of jersey. the removal of GST from food . and 1k 1's to pay more tax
- Yes. I think economic policy should be treated as a high priority. Economic policies could provide for job opportunities, control of inflation etc. And, further to the debacle last year over school fees and funding for higher education, in my view there needs to be some certainty and clarity as to what the position is going forward so that parents can try and plan for the future and students can think about higher education, while informed by the likely costs involved.
- No, but Environmental matters should rank more highly
- There are huge social issues developing in Jersey which cannot all be managed through developing employment.
- Many policies seem to work against each other at the moment. Cutting costs does not always mean best value or value for money. Decide which comes first the policy direction or the money
- I would link 'well-being' to health, and also include 'safety'
- Green issues need to be also considered as we cannot continue to delay making more eco-friendly choices.
- Education and helping those with low ability/dyslexia/special needs etc.
- No, but don't keep penalising states employees to achieve these goals. They need to live too and don't receive huge bonuses like those in the private sector!
- Most important is jobs for our children. As good as the work schemes are, they do not offer jobs to the young adults and if they do, it's on a zero hours contract.
- More assistance for the disabled and OAPs i.e.
 - Critical conditions, free medical care...
 - Remove GST off food a top priority, especially for OAPS and those on low incomes.
- Reforming the elitist education system to create a level and fair future for every child, not just those who can pay or achieve particular CAT scores.

- Consider the benefits system
- Not more important necessarily but worthy of consideration: Helping our looked after children into the workplace by embracing our "Corporate parenting" responsibilities in its widest sense.
- Explore ways of improving tourism to attract people to the Island. Jersey could be an excellent weekend break attraction, but we need to be more competitive and seek to modernise to achieve this potential for securing revenue.
- Finding new business markets to develop ie Green and activity based tourism
- More on the environment - reducing our impact through recycling, preventing toxic waste reaching our coastline and groundwater, sustainable energy production
- Not more important but an issue that needs addressing - Drugs and alcohol in parks
- Cut immigration recruit Jersey people, ie educated in Jersey
- Tourism is an area we have left behind & must do all we can to bring back.
- A review of the CSR program to see if there are any other areas of income that can be generated.
- Better and cheaper bus service to reduce traffic volume on our roads.
- Age Discrimination; Sex Discrimination
- Build more houses/flats for social renting on brown field sites (not private ownership)
- Some form of tax incentive to save - how about a local ISA? Unfortunately, as Jersey residents we cannot even open a Post Office Savings Account. There are virtually no reasonable avenues open to medium and low earners/pensioners to protect savings from inflationary erosion.
- Protection of the coastal environment and the historic harbours.
- Generating income
- The Health Service is seriously underfunded, 7 month waits to see an oncologist, 3 month waits for an MRI scan.
- We need to reduce the levels of management, as most services have far too many managers compared to workers.
- Like Asia, people have to realise that they must contribute something to the community, even if they are unable to do full-time work
- Yes. Benefits for people without 5 years residence
- More assistance for the elderly and poorer families in the Island. Life is a real struggle for many here but it seems very little consideration is given to the 'have-nots'
- Housing and benefit status for Jersey citizens living overseas in Commonwealth countries
- Include in improving health and individual responsibility for health, reference to the debilitating and pernicious effects of illegal drugs. Strengthen controls on illegal drug imports and distribution.
- *[spend?]* Less on Social security
- The economy
- Protecting the environment is a central part of the Vision but little mention is made of the environment in the objectives. Protecting Jersey's natural environment should make up the fabric of long term sustainable planning, limiting population growth, provision of housing etc
- Economic Growth should be a high priority over the next 3 years - the current economic growth strategy is poor - e-gaming will not become a reality - we need new business and should be prepared to use money from the Strategic Reserve fund to develop new business in the Island. Making cuts in Public Services without investing in economic growth is not wise.
- Not more important but I think that there is very little help for families in General. As tax allowances have been cut, things like childcare and mortgages etc leave very little behind in a household budget for people who aren't state dependant.
- I'm not sure if it would come under manage population and growth - but I think long term care for the elderly is important
- I think that the priorities are good. I would very much like to see people who own their own homes not having to sell their Properties in order to pay for long term nursing home care.

- We need to manage the liquid waste strategy and this is potentially the biggest expense since EfW. We cannot afford to put this on the back burner as it will only become an even greater financial burden and infrastructure improvement is needed now.
- Setting of long term strategic priorities should ideally be free from the shorter term political cycle
- Anti-discrimination laws have been sadly missing for a long time. For example the impression I get in Jersey is that despite having a very high proportion of women in work, very few seem to get far up the ladder. With talented women not seeming to rise and instead skilled non-locals are imported for middle and senior positions there is a block in the chain. If a junior employee rises when they are ready this should open up entry level positions for the young and unemployed. I would like to see anti-discrimination made a priority to ensure that everyone with the ability to reach the top can do so without being unreasonably prevented and thus keep the job market moving and lowering the reliance on imported professionals.
- Yes. I do think that if we are going to change anything then it has to be from the top. I consider the position of the Bailiff as head of the Government and head of the Judiciary to be a conflict of interest which has to change. When an Islander has a contract with the States of Jersey, the very least that Islander expects is that contract is not only honoured but also enforced and respected in the Courts of the Island and not 'Struck Out' in a Court of Law where clearly Breach of Contract has occurred by a States of Jersey utility department
- More emphasis should be placed on modernising the public sector, the way Staff are managed, the bureaucracy, the efficiency of it all should be made a priority. It will be essential to deliver modernised services. Things cannot continue as they are if you wish to deliver all that you say.
- I feel that Income Support requires a serious look into. The benefits far outweigh any reason for young people to even consider employment.
- Domination of large building firms and the finance sector in the economy!
- Diversification of the economy, less reliance on finance industry or any other industries based on legal tax loopholes e.g. fulfilment industry.
- Health should be our priority

Question 3: What would you like to see achieved at the end of three years?

- More areas set aside for 'National Parks' and more protection for the few remaining species that we have in the island
- States Reform. More unity between politicians, civil servants and the electorate. An end to personal & public attacks within government and a return to a culture of honour and respect for each other. More open & transparent government. Less red tape and bureaucracy. Truthful, relevant, complete and 'in context' political reporting by the media. Increased employment for local residents, particularly in the high level positions within the public sector. We have a wealth of talented & knowledgeable professionals within a large cross section of organisations, businesses and trades. Too many positions are filled by newcomers when we have suitable candidates already on island, who understand the culture & marketplace. We are a small community not an inner city, let's recognise that and appreciate and use what who have in situ, wherever possible, remembering that those who have a genuine passion and concern for this island, are the most likely to do the job right. More opportunities & encouragement for graduates to return to the island to work and live. A government using the assistance of the many free resources which are available, by using local charities & organisations, where applicable, to assist them - hopefully this will help to bring back a community spirit & the return of the good old Jersey resolve, which seem to have been lacking in recent years. An end to costly outside consultations. We have successfully self-governed for centuries & the decisions made, in the past have seen this tiny community, remain strong, adaptable & successful in all it does & enabled us to be debt free today - what a great testament! Why seek outside advise from the less successful! Public consultations such as this survey are cheaper and,

I believe constructive, if you want to know the heart & opinions of the electorate. The protection of high moral values across government - in studies, it has been proven to strengthen & grow economies where governments have adopted good moral standards. I would like to see your vision materialise.

- A fairer society where the middle earners are not continually finding themselves worse off as increases in contributions, tax, and GST reduce their income as price rises and no concessions in these areas make us worse off.
- a fairer more balanced tax system improved basis for charging for hospital services, some are life critical like breast screening and yet they are being charged for, whilst other nice to have aren't - ie some maternity care
- The retail trade is being crushed, this will get worse. A complete new strategy is required regarding the food chain, freight and supply. This factor is the one common denominator which will affect future prosperity. We will not be trading with anyone if it is too expensive to operate here, more cost more cost more cost NO JOB's, house market crashes. Remember we are an Island; we can get in the car or on the bus to the next town.
- I would like benefit thieves to have to pay back all of the money they have received of the states. I believe that if you don't work then you should get no money. Stop people working the system ie review medical conditions every week or every 6 months for long term illness. I would also like to see more staff at the tax department front desk!
- Reduction in the benefit system, substantial reduction in the number of States Members, some decisions via Committee rather than a single Minister. Fewer states employees in jobs for life. Increase in Tourism via a bias towards welcoming conferences, holidaymakers and allowing new hotels to be built with non-states funding.
- better Health system more competitive tendering for services
- As a first step, a comprehensive sustainability appraisal of the white paper version of the strategic plan to assess the economic, social and environmental impacts and opportunities of the plan, in line with good practice eg susty appraisal of Regional Economy Strategies and Local Area Community Strategies Review. Undertake a review of delivery mechanisms for priorities and proposals for innovative delivery through partnerships and cross departmental cooperation. A set of strong CO2 reduction targets agreed for all sectors, not as a nice to have or add on, but integrated into core management and delivery.
- Control of immigration; Restriction of benefits - no one should be able to earn more for doing nothing than someone can legally earn; Control of public spending and a more joined up efficient government with less protectionism in certain areas
- Long term planning needs to develop contingency plans for the possible clamp down upon offshore finance centres. UK EU and US are all tightening their grip and the steps taken so far may continue to attack our cash cow! 20 means 20 should apply to all - the super rich/K cats should not be allowed a separate set of rules. Self employed/cash in hand need greater investigation - questions should be asked how can they have this much personal wealth if they're only declaring low income but are charging £50 per hour (plus materials)!
- Employment
- Introduction of work permits and stricter control on J category licences Taxation for all companies and business operating in Jersey Closing income support payments to dependants not even living in Jersey
- Work permits to control new people coming into the Island. More stringent checks on the five year residency on jobs
- A working control system on population and a more robust welfare system.
- Clear and effective controls of inward migration in place and working. Setting a population target is meaningless: setting an inward migration target is useful but more importantly there needs to be action taken to put effective controls in place. Controlling inward migration and therefore the population size would presumably impact positively on unemployment and house prices.
- More Choice of providers, state of the art treatment options to islanders(perhaps share with Guernsey) without acquiring the risks by the States and financial saving with an efficient system where workload is divided according to expertise rather than consultants doing simple operations and making their waiting lists long. Also hiring of specialist operations

advisor or a consultant firm by States of Jersey who has Trauma & Orthopaedic Clinical Experience of mainland UK (rather than a manager and can appreciate the complexities of the operations and not stumped by clinicians) to run an efficient service by guiding resources and their allocation and resulting in massive cost savings for the Treasury.

- That the vision and the promises have turned into action points that have been actioned. Jersey is good at talking the talk and failing on either not implementing or implementing badly. I would like to see a greater emphasis on maths and science in all levels of education in the Island. less emphasis on the arts. More businesses working in partnership with education on technology and enterprise schemes. Seed capital to be available for new businesses.
- Improved results in education, if no improvement then the head teachers must be accountable for their failure, and must be replaced if the failure continues
- A more coherent Government, working together. Not a 'them' and 'us' situation where the Ministers are invested with all the power and other States Members are left impotent, only able to play delaying tactics. I would like to see bold decisions made on protecting our countryside, as in the purchase of the Plemont Headland, but sensible decisions about allowing some building in the Green Zone to permit farmers and others to work in the countryside. A real push to develop sites such as the old Girls College Building and other brown-field sites for affordable housing.
- a sustainable health strategy in place and action started (eg. make decision to build new hospital or remodel old one and outsource some departments).
- Improved health service. Reduced taxes
- We must resist the temptation of looking too short term and adopting costly fixes which prove expensive and ineffective. A diversification strategy (not at the expense of the finance industry) would deliver a more sustainable economy on a long term basis. Too often in recent times grandiose schemes have benefitted external businesses and external cheap labour to the detriment of local business and working population.
- (i) less unemployment, (ii) better population control and (iii) serious consideration of independence from the UK
- That unemployment has gone down, People are housed correctly, and that there has been a significant change in growth and migration. Housing policies to be amended to be fair. I see reforming the Health and Social Services taking more than three years
- Economic growth to support an efficient and modern health care system. A large area of impact for a modern health care system would be through assisting health care professionals to promote better self-management of general health and in particular prevention of or management of chronic diseases
- A proper coherent long term strategy covering the economy, the environment, education, health, taxation/spending, population etc that each next government could review and tweak as required.
- Actual action and tangible improvements, not cut backs hidden under the guise of improved services.
- Concentrate on the achievable, try not to promise too much. Keep tax and cost of living low enough to attract professions not provided for locally such as hospital doctors, nurses etc.
- Population controlled....completely under controlled at the moment....will eventually end up with the same problems as the UK....thought that was quite obvious can't believe it has been allowed to reach the crazy heights that it has. Only allow certain professionals as needed. NOT shop workers, bank clerks etc etc when locals are so desperate and NEED to work!!! I am not local but where I come from (UK) local people are also free to work and buy homes but locals are not allowed to do this in countries where we are seeing all sorts (ie SURPLUS to requirements) coming to the Island and taking up simple jobs and homes that should be for locals....it is a crying shame!! Please address this huge problem FAST. That way income is kept in the Island to sort out the many problems that have arisen since there has been an "Open Door" policy
- We need to improve monitoring and policing of immigration to the island. All new inhabitants (and their families) need an assessment of health prior to arrival, registration with a GP on arrival and employer paid health insurance for the first year. The hospital capital and human resource infrastructure needs substantial investment. The health insurance fund needs to

be moved from social security to HSSD. Financial disincentives for not maintaining healthy lifestyles needs to be increased (eg. taxes on cigarettes/ alcohol / petrol), whilst supporting alternatives (eg. safe cycle routes, upgrading recreational facilities and options).

- More efficient usage of the funds available, and NO more external Consultants. Ignore the UK and let us run Jersey for our people, NOT UK standards
- Expenditure surrounding Income Support the island was and would be better served with the benefits decided by each parish, old hat yes but the system worked. Each Connétable was aware of who was unemployed and who needed support, why have we or the states chosen the UK method and made Jersey head for bankruptcy
- Jersey should be a world leader in protection of the environment. By doing so we would effectively be economically more efficient - less waste , less consumption & ultimately diversifying the economy through new jobs being created in this arena e.g blue collar work in recycling materials/ building industry etc/ 2)A significantly more diverse economy. Jersey is overly reliant on the finance sector which leaves us vulnerable to the influences in the global market outside our control. SoJ should be supporting the agricultural & tourist industry to the same levels as the finance industry and looking for new avenues an obvious no-brainer is enticing the film industry to use Jersey through tax incentives - you only have to look at the Isle of Man to see how revenue & jobs would be created through this (I believe media studies is one of the most popular courses - jobs for school leavers) not to mention the "Bergerac effect". 3) I would like to see work force planning put in place - I do not believe that jobs that go to non-islanders cannot be filled by local people. Big organisations should be aware of job movement (retirement etc) and train up staff accordingly.
- Reduced rental or housing costs, I know this may seem like a "pipedream", however, I work full time, am a single parent in a 1 bed flat. I cannot afford to move to 2 bed in the open market and struggle to buy. Rental costs are extremely high and not value for money.
- A reduced number of representatives in the States with a real conviction to put Jersey's future above their own petty politics. In addition a robust growing economy that can afford high class public services and that protects the environment in which we live and has a sustainable plan for the challenges we face in the future
- Some encouragement (incentive scheme) by SoJ to get developers to want to deal with more derelict properties, as opposed to constantly building new properties. That SoJ should provide encouragement (incentive scheme) to get householders to invest in environmentally friendly options for their houses, to lower the Islands reliance on external sources of energy.
- Tree Survey - location, species, condition. Tighter restriction on plant imports for personal use. Formation and implementation of Plant Health Bio security program, with extra funding allocated if required.
- more things for teenagers to do and parking
- 1. A fairer taxation structure 2. No net increase in population 3. No further building on greenbelt or development of detrimental commercial activities in the countryside. 4. An appreciable reduction in the number of States members and graduated remuneration by way of a reduction in respect of non-productive members.
- Increase in GVA across the industries. Long-term forward planning of public resources: infrastructure and utilities in line with population stabilisation. Designation of a marine natural park.
- Work Permits and proper use of Regulation and Undertakings for protecting the local Job market from predatory forces
- better quality housing for people who are not able to buy
- an Island that can care for the people who live here and one in which "local" people can afford to live in - I want my grandchildren to "have the chance of a good education followed by a good life" - this is not attainable if for instance - the teachers at a school spend more time assisting children whose first language is not English - I would like to see work permits brought in - My daughter studied law in the UK - she is not specialising in criminal litigation (in England) why - because her partner would not be able to get a job in Jersey due to the 5 year rule - but the 5 year rule does not seem to apply to everyone - especially if you come from somewhere like Poland or Romania. Stop giving out money to all and sundry in the way of benefits - if someone is able to do a job and a job is there to be done - then they should do it - and if they do not wish to do that job - then they do not get handouts from the

States. If Jersey makes a rule - stick to it - the 5 year rule does not work as it is flaunted by big business (and the States) who give themselves several licences - the 5 year rule has become a joke! If you do not control things now - I envisage that in 25 years time, Jersey will look more like Hong Kong - we once had a Island where people worked hard and benefited from their hard work - this is no longer the case - I seem to work hard to benefit others that come to the Island and seem to think they have the "right" to be looked after - Yes, these are angry comments but check it out - the majority of "Jersey" people - feel the same. Give us back an Island that we can be proud of, one where children still have somewhere to play - if you keep increasing the population, then you will need to keep building - there will be no green areas left and Jersey will become another inner city concrete jungle.

- immigration control
- Reduction in unemployment, more jobs around generally, more movement in the housing market, housing dept turned into housing association, Economic Dept gone the way of harbours and airport, fewer moaning minnies popping up all over the place and a positive attitude to the future
- Most of all items in the plan in following order. 1. Immigration control 2. Affordable housing. 3. Employment
- controlled immigration, up skilling of locals, access to services limited unless contributions have been made first, increased numeracy and literacy levels across all sectors of the community, an education system that manages behaviour, is less risk adverse and does not let so many average performers fail to achieve their potential, less waste in the civil service due to poorly managed attendance and performance issues
- Population controlled adequately to ensure that all jobs are for locals, there are too many Polish and other nationalities under cutting local people for jobs.
- That there is a proper immigration policy. Work permits introduced, people arriving in the island have to provide proof of a residential address and of employment otherwise they should not be allowed in so that their first point of call can be to Social to get housed and benefits. Unless you stop people coming in you won't get the local people, the ones who have always paid tax and have nowhere else to go since we have a nice paragraph in our passports, into work as there will still be no jobs. Local people will work in most jobs but don't because if they have a family and rent or mortgage to pay they can't afford to work under a certain pay grade.
- Clear plan and pathways identified. Also Performance indicators in place with accountable individuals identified
- Better housing for families at affordable prices a normal low income family with one or 2 children having to pay high prices on accommodation. Or maybe regulation on private rent
- Fairer taxation.
- New hospital staffed by people who can speak and write good English and plentiful staff
- The Island turned into future proof (or at least on the way!)
- A legally binding agreement to reduce greenhouse gas emissions. Stabilisation of population below 100,000.
- To see my 16 year old daughter get a job instead of an immigrant. To see immigration controlled – [redacted]! To see more control over States spending - States needs to be run like a business and needs to be accountable for spend. To see a health care system that is fair for locals and not over stretched [redacted] who seem to think A&E is a free doctor's surgery [redacted]!
- Reduction in energy use, traffic reduced by 5%
- Less benefits being paid. A stipulation that one child only is covered by benefit payments. Better cycle routes through town and something done about the ever increasing population that cannot be kept by the income and jobs the Island generates
- Fairness for all not just the richer more privileged of the population
- A fairer tax system and proper analysis of what benefits immigration does make to the Island and particularly with regards to tax against social and infrastructure costs.
- Better healthcare for what is needed now (as we have more older people, and more people in work
- Population reduction or stability under 100,000

- Less unemployment, better housing accommodation and better laws to protect the public and landlords. A more approachable and understanding government who don't sit in ivory towers leaving the poor Jersey people to 'Eat Cake'
- A newly shaped States, however no one would ever sack themselves
- Reduced focus on short term populist and 'vote winning' policies and more hard but necessary changes put in place for the long term good of the island. A return to the days when entrepreneurial activity was encouraged rather than made difficult.
- Immigration and work permits
- Reform Health and Social Services - I would like to see recognition that the Island's demographic will not support as generous benefits as some larger countries. I would like to see consideration of a cap on total benefits, and also a consideration on whether the current level of benefits provide the right incentive to go back to work. ie benefits should not provide a comfortable lifestyle merely provide a safety net encouraging those who can go back to work to do so, even if the job is not to their liking. Reform government and the public service - Decide on a structure for government, implement it and then stop debating the question ad infinitum, perhaps if agreement is reached there should be a restriction on further discussion for a reasonable period (10 years) to enable the new system to be truly evaluated and to prevent too much States time being wasted on this issue. Now would also seem like an ideal opportunity to recognise that the public service defined benefit pensions are not maintainable. These only really exist in the public sector, because they are deemed too expensive, this will also cause resentment in the future for the have and have nots, particularly if the taxpayer ends up subsidising them to any extent. I would hope that at the least the existing schemes would be closed to any futures States employees and that all future employees would be entered into a defined contribution scheme. Note it may be necessary for an independent (ie non States employee with potential conflict of interest) committee to determine whether this should happen). Housing/population/future - Consider what the islanders want the island to look like in fifty years, see how much further development they would want. Calculate how many houses could then be provided and then you have a limit for population, a limit to house building and a fixed development plan for the next fifty years on which to base infrastructure decisions.
- 1) Work permits introduced with the individuals photo on the permit (to stop fraud) this would be on the same lines of the current driving licence and would include SS number, tax number, Visa number etc. 2) Visa's to be introduced for overseas workers, with Police and medical checks. (This is the normal procedure for working in any other country). 3) The stopping of the benefit culture, with very strict controls, and for the state to have the legal right to inspect the homes and accounts of the claimants to ensure they are not working, and or avoiding work and paying tax. 4) Support the alcoholics with help and get them into work, rather than feeding their habit and being a draw on the state. 4) For the States to have major controls on spending with each department, and listen to the staff who come up with ideas of how to save and cut costs.
- Jersey population needs to be understood by people of Jersey. Improving the tax burden on the middle classes which is severely limiting generation of jobs and growth
- Less infighting within the States - petty arguments and showboating [*redacted*] should not be allowed without our political system. More faith in our government and the States departments work - we do a good job and the press should focus more on our achievements and the wonderful island we inhabit rather than being full of bad news and blame all the time
- Steady economy, lower GST, trust in the states members selected
- Real advances in affordable housing - it isn't enough to 'investigate' solutions. A reduction in non-indigenous population.
- health & social care reformed (NB social policy framework as firm foundation) affordable housing (both private purchase and private rental) long-term planning, especially regards sustainable energy as product and income generator for the island
- Island maintains its healthy fiscal state.
- Population; 30% increase in nurses pay
- Employment is special

- Population under control with proper working permits. Housing more tightly regulated so people are unable to get housing unless they have a permit.
- Cheaper doctors appointments, cheaper housing, middle earners not constantly having to bear the brunt of economic difficulties
- Cheaper health - i.e Doctors cheaper, qualies housing
- That there will be no such thing as 'free money'. Any able-bodied and sound-minded person who receives benefits should give something back in return.
- Stop the waste and expense that the public sector is causing. This should be run as a business, and with more accountability. Improvement of Senior managers and less reliance on UK imports
- Plemont purchased for the island (compulsory purchase). States expenditure brought down. Employment up. Immigration controls based on skills.
- Better environmental legislation Sustainability embedded across all SOJ Policy, and all Departments
- Unemployment on higher then now, population no higher than 100,000 better performing schools with new focus on creativity and competition,
- Population to remain under 100,000
- The removal of the 0-10 tax disadvantage, the ending of GST, the introduction of work permits for non Jersey born workers, the removal of the non EU clause in my passport, which is discriminatory in the extreme, the removal of the states rent rebate scheme which seems to be feathering the nest of the landlords and inflates the rate of rental, also therefore the sale value of the property. Also the removal of the dole paid to school leavers, they are not incentivised to get work because of this, and as they have not contributed to the scheme they are not due anything. An end to golden handshakes and inflated pension packages, employ local born staff only...
- I would like to see the economic strategy beginning to deliver results and I would expect to see Public sector spending under control and improvements in education made whilst maintaining the current compact between the States and those parents who currently contribute through fees to their children's education such that parents whose children are being born now are realistically able to assess the contribution that they will have to pay, I would expect to see a flourishing fee-paying sector with current proportions of government support as a percentage of the cost of educating each child as the high standards in this sector make a significant contribution to the future wellbeing of this island
- Methods of restricting immigration like work permits in full swing, more support for Public health, more jobs and with controlled population a smaller demand for each one.
- The States ceasing to provide services which can be provided by others, either voluntary bodies or the private sector.
- Better employment opportunities for the young people. More support to town business' and investment in cleaning up St Helier
- A House working in unity with progress being made, and no day dreaming and false promises *[redacted]*.
- Housing waiting list down by at least 25 - 35%. Unemployment at least no higher than it is now, recognising the difficulties over LVCR. Taxes and Social Security no higher than they are now. The dwindling working population has taken up more than its share of the burden of States spending over the last 5 years (20 means 20, thanks for that.....). Immigration far more tightly regulated and no requirement on Social Security to hand out SS cards on demand. No benefits of any sort for those who have not paid in to SS funds for at least 5 years (and by that I would suggest that States ie taxpayer funded Supplementation is excluded from that calculation). Paying benefits to people on a residency test is doomed to failure. Good luck!
- I would also like to see a Jersey Savings Bank set up to attract capital from local savers. This should pay base rate and deduct a set rate of tax (Low say 2%) on the interest and use the money to invest in the social housing requirements of the Island. The rents paid should be used to repay the savers. It could also be a cheap source of funds for small island employers charging base rate for secured loans. The savers should have investments locked within it for variable periods of years. It could be a useful pension investment and benefit the island without using the islands reserves.

- All of the above. Those who fail to come up with the goods would be sacked and no golden handshake.
- I would like standards of living to be maintained over the next three years, and any measures that have a detrimental impact on the Island should be reviewed. For example the Employment Law seems to be used by some employees to get a financial windfall due to an anomaly in procedure rather than based on merit. I know of many employers who choose to manage to get by without additional staff, rather than increase their exposure to claims being made against them in the Employment Tribunal. I have little doubt that the lack of flexibility to employ staff in line with increasing and falling work flows is partly to blame for the high unemployment figures. Also, the States should lead by example on issues such as employment - some Departments seem to think that policies such as giving jobs to locals where possible, do not apply to them. Any exceptions to this policy in the way in which a job is advertised, or a job offer is about to be made, should be subjected to intense scrutiny. Unless this happens there seems to be double standards between the requirements imposed on the private sector, compared with the lip service paid by some areas of the public sector.
- Fairer taxation with businesses paying tax. This avoids taxation fraud
- Equitable taxes set to reflect service needs/provision.
- Integrated social/economic policy provision.
- Investment in longer term social initiatives to give Best value not just cheapest options
- A clear agreed plan for the funding of health and social care in to the future
- That appropriate local people are given priority in terms of job applications (local includes those who have lived here for 15+ years)
- That entry level bank jobs go to appropriately skilled young people who have left school with good grades, as opposed to non-locals, which is happening more and more frequently in the island.
- Companies should not be allowed to recruit out of island, if there are individuals who can do the job in island.
- There should be affordable housing to local people, whether this be to rent or buy.
- Companies should [not] keep buying properties to let as this is making the price of housing ridiculously high and on par with London. Perhaps there should be two markets for housing, one for locals and one for companies, individuals wishing to buy to let. Currently most young couples have been priced out the market unless they're fortunate enough to inherit or be given or lent the money for the deposit.
- A better recycling scheme, house to house as in most boroughs in the UK.
- That not working or having more and more children not be seen as a more attractive alternative to working.
- Cheaper child care as many families are really struggling with this and for some, including myself, making the decision to not have children as we simply cannot afford it.
- Being responsible and not irresponsible should be rewarded. A suggestion is perhaps to encourage more businesses to offer onsite Crèche facilities with maybe tax benefits for this, as they do in the US and increasingly so in the UK. This would perhaps have a number of benefits, which include less off work due to childcare issues. Some parents may also be comfortable staying or returning to work a little longer due to being able to pop down to see their child during their breaks.
- Cap on Immigration as traffic increasing.
- Need for social housing increasing and welfare etc increasing and putting pressure on the economy
- Unemployment levels down and immigration sorted.
- Fairness and equality for all in the Island
- Controlled population.
- Stricter laws for people immigrating here, work permits should be issued.
- Why on earth did the housing reduce the status for home buyers ...more affordable states accommodation for locals first!!!!
- A roadmap of reform of the education system
- More jobs,

- More control of public spending
- A modernised Health and Community Services that delivers quality services to vulnerable children and YP and sets them up to become valued citizens in adulthood.
- Less inward migration
- Jersey sharing more resources with the other Channel Islands and the islands being more self sustainable
- Definite policies in action rather than being talked about and out to consultation. e.g.
 - Population limitation,
 - Improving the education opportunities for our children so that they achieve to the best of their abilities regardless of which school they attend.
 - Ways of ensuring that the unemployed are trained into work and the work ethic.
 - Definite way ahead for the hospital so that a sticking plaster approach does not continue while people decide what to do.
- An integrated system incorporating Community Healthcare, Social Support for those in need and Hospital based services. All taking advantage of state of the art electronic administration for patient/client records and data (such as access of GPs to Hospital records and vice versa)
- Help Jersey-born couples who may be out of work with a mortgage. Social Security would not help myself and husband when I was out of work because I had a mortgage – This is wrong as we both have paid our tax and social security since we both started work 20 years ago.
- A horticultural and agricultural training centre, No one is teaching the future and we can see that now in the work standard.
- More sustainable economy and greater public awareness of issue that affect the economy. Jersey is rapidly becoming too expensive for many people to live, and
- The States should also consider that 'brain drain' causes the Island to lose many of its most talented young people. It isn't just millionaires that leave a place if the conditions don't suit them.
- An Island that considers its local community first. Too many true islanders are leaving.
- Unemployment is reduced and the population is managed.
- Reform of health services which get rid of the disincentives that drive people towards the hospital for free care rather than seeing their GP.
- Locals employed, and given opportunities within the States to get to the top jobs stop the imports.
- Further education for middle Jersey families free or fair not as is at present lower income families have an advantage.
- Get rid of Hautlieu 14 + and save some money.
- Less unemployment,
- higher taxation of 1.1Ks
- Age Discrimination Legislation.
- Tax-incentivised savings. Assistance programme for nursing care of the elderly.
- The dismantling of the Jersey Development Company.
- The completion of J1.
- The old harbours to be thriving as the core of a well resourced marine industry and La Folie pub re-opened as a community resource.
- The Central Market and the Fish Market thriving as the focal points of an interesting, diverse town centre attracting euro-shoppers from France.
- Fewer cars and much, much less signage.
- Better use of resources and less waste of public money
- Immigration - the local community are beginning to feel like outsiders in their own island
- A large reduction of the inward flow of migrants and the payment of a living wage for locals at the lower end of the pay scales.
- Reduction in indirect subsidies to local businesses via the use of low pay which has to be subsidised by rent rebate etc.

- I would like to see strong decisions made to protect the Jersey that was and is, and to reduce the tiers of unnecessary management in ALL departments i.e. to streamline the workings of the States.
- Treat all the minorities in the same manner
- Cut immigration
- Realistic price controls
- Sensible rents
- Less monopolies *[redacted]* in the Island, more competition.
- Legal rights for Jersey citizens living overseas in commonwealth countries
- The aims of the draft plan are consistent with what I would like to see + the inclusion of impacts on health and employment by illegal drugs
- A fair system for all
- A vibrant economy and
- buoyant housing market
- I would like all the objectives in the Plan to be achieved but never to the detriment of the natural environment. The protection of the natural environment should be central to every States of Jersey Minister's mandate. Jersey's landscapes, ecology and open spaces should be recognised as being of benefit to Health & Social Services, Tourism and the public's general wellbeing. Relevant Laws and policies should be strengthened and enforced in order to protect our natural environment.
- All areas of all 6. A massive task for 3 years.
- Control immigration and
- Give more value to local people's rights.
- Also control Social Security payments so that new arrivals from Europe are not claiming benefits unnecessarily.
- More jobs/training opportunities for school leavers. Apprenticeships; practical vocational qualifications running alongside GCSEs and recognised as being valuable by future employers.
- A Health and Social Service department to be proud of - more facilities for older people/community care and ideally reduce people having to go off island for certain medical treatments.
- The amount of immigrants being lowered and the amount of benefits paid out being reduced and paid to those that truly deserve it, making being in employment the best option for the population.
- Reducing immigration,
- Restoring Jersey pride, culture and history,
- Strong political leadership, put an end to political in-fighting and petty disputes, stand up for our Island and the Jersey people!!
- Signs of a recovering economy,
- Reduced unemployment and a more efficient states service which hasn't been made dysfunctional by spending cuts which make no sense in terms of the effectiveness of our departmental businesses. It should be about efficiency not unconsidered financial savings.
- The island in better control of its finances.
- More work on tourism - and less people being let in, because at the moment its putting a strain on the services we provide - i.e. health/benefit system
- Full employment,
- Balanced books, and significant improvements in reducing the burden on our Social Security Dept in meeting income support payments except to those most in need.
- The States should be reduced in size by at least 20 members and
- Jersey must become less reliant on Financial Services.
- Jersey must become more self sufficient in growing food for local consumption and export and
- We need to provide an on Island University Degree programme that offers studies across the main disciplines of study that best fits the job market locally.

- The government must improve its quality of debate and legislative programme and encourage through its own example much greater participation by voters in the electoral process. Government reform is much overdue.
- Leading by example is as relevant and as powerful a management tool today as it ever was.
- Stable and steady economic growth and a strategy in place for elderly care
- A scheme for young people to be able to buy their first homes,
- Better control of the rental market quality considering the prices.
- At least two of the anti-discrimination laws in place, preferably gender and racial discrimination.
- If possible a mechanism to encourage businesses to improve the skill base of those already employed so that they can be promoted when positions become available rather than another skilled non-local being required.
- A clean and honoured Judiciary system and a court that is not corrupt and/or biased. That Law of the land is enforced and that the courts are seen to be independent and impartial. This is a priority NOW, not in 3 years time. Unless any Layman can see that the Judiciary system and the courts are independent and impartial in Jersey, then clearly it will be impossible to obtain clear guide lines on any future or that any Law or Contract will be not only valid but enforced by an independent and impartial Judiciary system/Court
- Health on the way to a sustainable future,
- Migration under control,
- Less unemployed and
- A modernised, effective and flexible public sector workforce.
- Clarity over immigration with a clear plan of how to curb and
- more emphasis on how to address the ageing population
- Decrease population,
- Give priority for locals in employment,
- Introduce work permits that are strictly controlled-appoint from within the island for high ranking jobs - absolutely nonsense that locals don't have the relevant experience
- Restrict salaries and packages in states top levels.
- Review 1(1)k entry!
- A new hospital