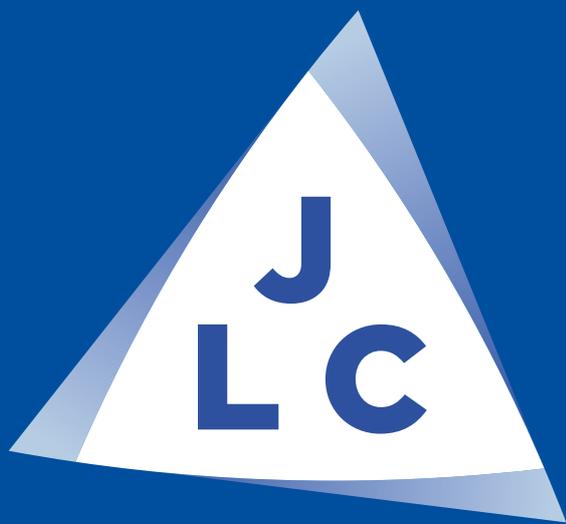


Jersey Liberal Conservatives



Coalition Manifesto

“Working Together
for Jersey”

www.jlc.je and
www.theprogressparty.je

Progress
THE PROGRESS PARTY

The Jersey Liberal Conservatives and The Progress Party pledge to:

- **Restore Confidence in Government**
by restoring political responsibility, good governance and the accountability of the civil service to Ministers, by being prudent with our finances, and by making Jersey's government more effective, open, and responsive to the needs of Jersey people.
- **Reinvigorate the Economy**
by ensuring that all policy decisions support a thriving business community and sustainable economic growth. We will promote innovation and encourage digital business start-ups.
- **Manage Population Growth**
by developing policies to limit population growth, with the aim of having a stable working population in a balanced economy.
- **Protect the Environment**
by conserving the stunning beauty of Jersey's natural assets, by managing sensibly the challenges of climate change, and by restoring the Island's biodiversity.
- **Create Housing Solutions**
by providing more affordable homes to rent, by getting more people on the housing ladder through additional shared equity schemes, and by creating greater awareness of tenancy rights and obligations.
- **Create the Best Health Service**
which Jersey can afford, by focusing on the importance and value of frontline staff, by improving access to primary care, and by building a new hospital in the right place at the right cost.
- **Make Education a High Priority**
by investing in it and ensuring that all young people, regardless of background, can develop their talents to the full and enjoy fulfilling lives.

Foreword

By Sir Philip Bailhache and Steve Pallett

This is the first time in Jersey politics that two parties have combined in coalition to produce a manifesto upon which all the candidates for the two parties will stand. Some people may ask, quite reasonably, why the parties have not combined in a single entity. The answer to that is that, at the stage when the decision was made to join in coalition, there was insufficient time left before the election to complete the necessary legal and constitutional steps.

The important point is that it seems to us in the public interest to put forward this joint programme for coalition government. Voters are entitled to know what they are voting for. Our manifesto sets out a statement of our stance on most of the important issues facing Jersey in 2022. It may not be as comprehensive as we might have wished, but in our defence, we would say that resources are limited, and we operate under strict statutory limits of expenditure which inhibit what can be done. Nonetheless, we hope the manifesto gives a reasonably clear picture of what our main policies are.

We are in favour of small government, by which we mean not only that financial prudence should be our watchword but also that the size of our public sector should be slimmed down and that businesses should be as free from restriction as is possible in a democratic society. Hierarchies in government

should be flattened and processes simplified. The administration should be smart, efficient, and courteous.

We want to banish popular despair from politics and reinstate pride in our government, our States Assembly, and our Island. We want to instil a sense of national identity where everyone, whatever their national origins, can feel included and part of the community and nation of Jersey. We want to unlock social mobility by investing more in education so that all can prosper and enjoy a sense of achievement.

We want to harness the power of technological innovation, and open government to far, far more transparency than has been evident in recent years. People are entitled to information upon which they can judge the performance of their government.

We have found that the process of discussing this joint manifesto together has refreshed our thinking and strengthened our resolve to create a more tolerant and fairer society. It has enabled us to take the best ideas from both parties and to meld them into a strong, progressive, and even radical programme for government. If we are supported by the public in the elections of June 2022, we believe that significant change and real progress lie ahead.



Sir Philip Bailhache
Jersey Liberal Conservatives



Steve Pallett
The Progress Party

Political accountability

In our democracy the civil service must be accountable to Ministers who are in turn accountable, through the States Assembly, to the public. That accountability means that Ministers are responsible to the public for the actions of their officials at all levels. Our coalition is clear that, as political parties, we are accountable at the ballot box to those who vote for us. In a democratic state the public should not feel powerless, or that their wishes are seen as irrelevant, or ignored.

The “One-Gov” programme brought in by a former Chief Executive with the acquiescence of the Council of Ministers has severely damaged the democratic system in Jersey. The Machinery of Government amendments introduced in 2018 placed extensive executive and financial power in the hands of the Chief Executive Officer and senior civil servants and removed the direct accountability of some civil servants to Ministers altogether. Ministers are not always consulted and are sometimes clearly not in control of events. The removal of direct accountability is very evident from the One Government structure published on the government website (www.gov.je) which does not refer to Ministers at all and is comparable to a local authority structure in England.

It was claimed that “One-Gov” would improve public services, but it has done no such thing. It was promised in the summer of 2018 that by late 2021 there would be a “step-change” in how the Government was perceived, both within the Island and externally. There has been a change, but it has not been for the better. The size and cost of the civil service, particularly at a senior level, has increased alarmingly. Its structure is confused and some staff are demoralised. Parts operate seemingly without any political supervision. Some Departments find it difficult to recruit staff. In others bullying is rife with no

one held to account. In short, the civil service, taken in the round, is not in a contented place.

Some Departments have several Ministers with political responsibilities, some have one Minister, and some have none. Often there are overlapping responsibilities. One of the consequences is that it is no longer possible in the States Annual Accounts to specify which Minister is responsible for which part of the Budget. Financial accountability is more difficult to enforce because in law departmental accountable officers are accountable only to the Chief Executive.

Another consequence of the lack of clear political accountability is that there is sometimes a lack of transparency and even a culture of secrecy. Information is kept hidden or revealed only reluctantly in order to avoid awkward questions or to achieve a policy aim by stealth. If people are unaccountable, why should they be concerned about what the public think or say?

Our policy

The Coalition is determined that this must change, and that every civil servant should be accountable, through their senior officials, to a Minister. The Minister must be politically accountable for every action taken by an official in the Minister’s name. The Minister should be, and should be seen to be, accountable, through the States Assembly, to the public. There should be nowhere to hide from that responsibility. Accountability is the bedrock of democracy.

By strengthening political accountability, all civil servants should be encouraged to take responsibility, within limits appropriate to their seniority, for their actions. The “blame” culture which inhibits decision making and encourages procrastination and

inefficiency must be eradicated. Officials should not be fearful of taking appropriate decisions and should be supported both by their seniors and by Ministers when they do so. In all departments there should be a consistent “whistleblowing” policy offering strong protection to staff.

Jersey should once more be careful and conservative about its finances. For a long time, Jersey has been financially prudent, building up considerable reserves and earning an international reputation for that prudence. The recent lack of proper accountability has led to commitments to huge expenditure, on the hospital, on new offices, on a new health model and on pre-existing pension debt without any rigorous analysis of the implications for financial sustainability. If borrowing is essential, it should be clear how that borrowing is to be repaid and over what period. The extensive powers vested in Accountable Officers, and the Principal Accountable Officer, must be reviewed.

Most people acknowledge, and independent reports have confirmed, that there are too many members of the States. This leads to increased bureaucracy and inefficiency. A reduction in the number of members would save money in several ways.

Transparency and straightforwardness in dealing with the media and with the public have diminished and we would insist that they be restored. Communication is about truthfulness and not “spinning” a story. The necessity for the large communications department which has grown up over the last three years should be reviewed.

We commit to

- Restoring political accountability, good governance and prudence with our finances, thereby making Jersey’s government more effective, more open, and more responsive to the needs of Jersey people;
- Carrying out a review of the functions of the Chief Executive Officer and the system of accountable officers;
- Reducing the number of members of the States and keeping an open mind as to the re-introduction of Island-wide voting.

The Economy

Our changing world

Jersey has always been adept at developing new industries as others decline. We take a cautious approach to our finances. We note what works elsewhere and adapt policies as needs be for the culture of our small Island. Sadly, this caution has not been evident in recent years.

There has been talk of diversifying the economy but with few practical results. Jersey's economy ultimately depends upon two factors – first, the number of people employed, and secondly, the value of what this workforce creates. Diversification is not easy but we must be smarter in how we manage our resources, creating jobs in developing sectors and delivering improvements to our quality of life.

Everything is changing around us as digitisation and artificial intelligence develop. Shopping habits have changed as more and more people transact online. Banking is conducted on a tablet or phone. Computer algorithms impact upon the recruitment of staff and marketing and much else besides. In short, the world order is changing – this is no time for complacency or inaction.

The challenges ahead

Clearly digitisation and artificial intelligence will impact on the way businesses and services operate, thus affecting the types and number of jobs. Like other developed economies, we have an ageing population, and need to respond to challenges like the climate emergency, pandemics, and political upheaval such as we have seen following the invasion of Ukraine.

We need to ensure that we retain a comfortable nest egg, that we spend wisely, and that we invest well, for example in the best education of all Islanders that can be afforded, to make Jersey's workforce resilient by providing skills for the jobs of the future.

Trying to achieve this in a low-tax economy is not easy but Jersey's financial strength lies in the fact that it has more than £7 billion in net assets, although most of that is ring-fenced in pension funds which secure the future of Jersey's pensioners and prospective pensioners. Our strategic reserve exceeds £1

billion. The pandemic has made the last two years exceptionally difficult, but Jersey's productivity has been declining since 2000. GVA (Gross Value Added) per employee has shrunk from £90,000 to less than £50,000 in 2020, due in part to low bank interest rates, but we do need to improve productivity to maintain services. The creation of a productivity plan for all economic sectors must be a priority.

Our policy

Creating the right environment for business to flourish

Economic progress is not achieved solely or even mainly by government. The success of the economy is driven by the energy and enthusiasm of the private sector and the primary duty of government is to maintain political and fiscal stability and to create an administrative environment in which business can innovate and prosper.

We are in favour of "small government". We would seek to reduce the extent to which government gets in the way of private enterprise by cutting red tape and increasing the ease of doing business. Planning permissions should, in appropriate cases, be expedited so that commercial opportunities likely to benefit the economy are not missed.

Government must be more accessible to business and be prepared to listen. We want to encourage small businesses by easing regulatory burdens. Support for innovation and enterprise should be given, acknowledging that not every new enterprise will succeed.

The wholesale and retail trade is an important part of the economy. We support the plans of the Parish of St Helier to regenerate the town and to improve access to it, as well as improving the environment for its inhabitants.

Becoming a "digital Island"

We need to encourage all businesses which will reinvigorate the economy. Through ongoing support for Digital Jersey, and more generally, we must support businesses, and make the most of our excellent fibre network if we are to become the "digital Island" much talked about in recent years.

Our Coalition is clear that the Government needs to catch up; technology is not well used. An income tax return can be made online, but after that everything happens on paper. Much paperwork flows from GPs, who have invested heavily in IT, to the hospital, whose investment has been less wise. Full digital integration is long overdue.

Thanks to the wise introduction of fibre optic technology, Jersey has the fastest internet speeds in the world, but we are not taking full advantage of that success.

Ensuring businesses can innovate and prosper

The Coalition understands the importance of the finance and legal sectors in Jersey as the bulk of our income, and much employment are provided by these sectors. We would not adopt any policy that impacts adversely upon them, while supporting the need to follow international best practice.

Tourism, at one time Jersey's major industry, is less significant now in economic terms but is nonetheless very important in contributing to the viability of air and sea transport and to the prosperity of the hospitality and retail trades. Hotel bed numbers have dropped to around 7000, but there is no benefit to maintaining outdated hotel stock. The Coalition believes, however, that efforts should be made to encourage new ventures in tourism at both ends of the economic spectrum. We are keen to encourage more local people to work in the hospitality sector and to encourage the growth of the off-season business.

The construction industry suffers from a "stop/go" approach from government which is a major customer. The Island would benefit from better co-ordination by government departments and agencies so that major contracts can be scheduled so as not to place undue stress upon the industry at some times and inactivity at others.

Improving education and skills

Jersey is an expensive place to live and the lower paid often struggle to make ends meet. We want to increase the skills base by investing in more comprehensive post-school training, with opportunities to develop skills throughout careers. We believe that we should focus effort on the skills needed throughout our economy. This would reduce

our reliance upon imported skills and ensure that local people will still find meaningful employment if automation reduces jobs in traditional sectors.

Tax, spending and borrowing

The Coalition will not change the standard rate of income tax. Corporation tax, which is 0% in most cases, but 10% and 20% in others, is a red rag to the bull of the European Union which has from time to time threatened to blacklist Jersey for allegedly unfair tax practices. What is certain is that the Island must continue to offer tax neutrality to international business; tax neutrality is a widely accepted international practice. Whether corporation tax can be simplified so as to defuse international hostility, while maintaining tax neutrality, is worthy of examination.

The special tax arrangements for high-net-worth individuals (HNWs) seeking to live in Jersey remain a cause for concern. The financial thresholds are still too low. Many HNWs make substantial and valuable contributions to the community but a review of the criteria against which decisions are made is overdue. The minimum tax contributions of such individuals should be index-linked to take account of inflation.

As stated in the section on Political Accountability, spending has got out of control in recent years and the public sector organisation has become swollen with bureaucracy. We need to restore financial discipline and undo the "One-Gov" reform which has resulted in more than 800 extra public sector workers and increased spending by at least £200 million. It is unacceptable that the only sector to have grown in recent years is the sector which spends rather than generates wealth.

The Government has entered huge borrowing commitments in the last three years. Sometimes borrowing is sensible, if linked to a viable repayment programme. The creation of a National Debt, which is so large that it can in practice never be repaid, is however a different matter. Jersey stands at the top of a very slippery slope. Hitherto, the Island has enjoyed excellent credit ratings and they should not be exposed to risk. Our view is that government borrowing can be justified only if it is linked to a viable plan for repayment.

Population

We commit to

- Maintaining the current rate of income tax and the absence of any taxes on capital gains and inherited wealth. We will maintain a broadly based Goods and Services tax at the rate of 5% but will enhance, in the light of rising inflation, the Community Costs Bonus (or similar benefit) as soon as possible. Stability has been the key to Jersey's success during past decades. We will review corporate taxation while ensuring the continuance of tax neutrality for international business.
- Setting up a review of the criteria for granting permission to high-net-worth individuals (HNWs) to live in Jersey.
- Improving the legal and regulatory infrastructure to enable the financial services industry to grow and prosper without increasing the number of people employed in Jersey.
- Encouraging a more entrepreneurial culture where technology, artificial intelligence and data are embraced to stimulate innovation and create economic growth and to help digital start-ups to get off the ground, perhaps by the creation of an Innovation Centre.
- Investing more in post-school training to provide the skills needed by business.
- Seeking to reduce the burden of debt upon future generations created by the current Government by the sale of assets where appropriate, and by creating sinking funds to settle indebtedness over time.
- Considering the introduction in 2023 of a withholding tax on the sales of residential property (including share transfer flats) owned by non-residents.
- Encouraging investment by enhancing capital allowances available to small and medium-sized businesses (SMEs).

The Island has been concerned for decades with population growth and its unwelcome side effects - housing costs, traffic congestion, long hospital waiting lists, and the continued erosion of the Island's natural beauty. The political emphasis has been on economic growth, rather than on quality of life for Islanders. Jersey has only 45 square miles, and it is clear that the public has little appetite for building on more green fields. On the current trajectory, as set out in the Government's Common Population Policy (P116/2021), there could be at least 130,000 residents in 2045, although the recent census suggests that increases in migration have moderated, perhaps due to Covid-19 and Brexit.

The Coalition is committed to conserving what we love about the Island and believes that the current rate of growth of our population is unsustainable without serious damage to the environment. Clear policies on shaping the economy without causing such damage must be developed. The aim should be to ensure working population stability so that the dependency ratio can remain at a realistic level.

However, we think it would be foolhardy to try to formulate such policies given the current lack of statistical information about our demographics. We need urgent updates on earnings and other performance data, so that appropriate policies can be formulated.

When it comes to designing a coherent population strategy, we believe that the best systems are distinguished by their commitment to constant review and adaptation. The prevailing economic conditions, and labour market and the Island's demand for skilled and non-skilled workers is constantly changing and we need to embrace a system that can evolve and adapt to these fluctuations.

The Coalition will consider a points-based immigration system, where a person's eligibility is partly or wholly determined by whether that person can score above a threshold number of points in a scoring matrix that might include such factors as education level, wealth, connection with the Island, language fluency, existing job offer, or others.

Many countries around the world are now adopting a points-based system as a fair and sustainable method of controlling immigration and we will seek to investigate such a system. We will also review the need for time limited work permits. Attracting and retaining key essential workers are vital for our economy.

Housing

A safe and comfortable home, whether it be owned or rented, is probably the most basic of human needs. Much greater effort needs to be made by the government to create the conditions in which hard-working Jersey residents with average salaries can become homeowners.

This is an extremely challenging area of policy, requiring the balancing of a range of conflicting interests, including protecting the value of existing homeowners' assets, and avoiding uncontrolled and inappropriate land development. Our Island is small and beautiful – this is why many people love living here.

We are committed to a long-term view of the sustainability of the market. In a situation where demand exceeds supply, fuelling the rapid increase in prices, it is sensible to address both ends of the problem. Steps must be taken to stem population growth, and thus demand for housing, and more houses must be built to increase supply, as envisaged in the Bridging Island Plan.

At present too many young people are affected by the impossibility of finding a home that they can afford to buy or rent. If we fail to ensure that the market also works in favour of lower income households and first-time buyers, we will create a range of serious risks to our Island's continued prosperity. Shared equity schemes are one means of achieving that end, and we think that further schemes could be developed.

We will support young people to get on the housing ladder and secure the purchase of their own home.

For those who cannot afford to buy, or who choose to rent, their house, flat or room is still a home, and safety and comfort are essential. More needs to be done to protect tenants from any landlords who fail to respect tenants' rights.

Our policy

We support the creation of a landlords' registration scheme which would give the Government accurate data about tenancies and rents and would help the formulation of policy to ensure that tenants' rights are respected.

We will define an "affordable home" as one which is within the financial reach of a family with an average income.

We will support less expensive building methods, combined with an architecturally sympathetic approach, with a view both to environmental sustainability and to addressing the demand for affordable housing. Medium rise developments, where appropriate, are acceptable to maximise the available footprint for already urbanised parts of the Island.

The broad policy aim is to bring the dream of home ownership within reach of as many people as possible.

We would encourage Andium to expand their offer of a meaningful discount on the market price to tenants wishing to purchase their home.

Subject to appropriate design and "green" credentials, we would encourage developers to build prefabricated homes. Such homes, largely constructed off-site, involve far less waste of materials and often a saving in cost.

We commit to

- Ensuring that more of the development and redundant commercial land owned by the Government are released to the market. On appropriate sites, much or all the land released should be designated for "affordable" housing. New and less expensive building methods combined with a sympathetic architectural approach should be encouraged. Building houses which are too small for families to enjoy life should not be permitted.
- Increasing affordability by developing shared equity schemes for those who cannot pass through the Housing Gateway.
- Improving data on tenancies by completing a register of landlords. Accurate information about actual rents charged rather than using advertised private sector rents for statistical purposes would be helpful in developing policy for the protection of both tenants and landlords.
- Examining how homelessness should be defined in law and how vulnerable people affected by homelessness can best be assisted.

The environment

Jersey's natural environment is our most precious commodity and is under pressure. Climate change is a major threat. Building development and some agricultural practices have severely diminished the Island's biodiversity in recent decades. We need to do what we can to reverse at least some of these trends by protecting endangered species and habitats.

We need to protect our diverse environment against development as far as possible for future generations. We think that people should be given easier access to this heritage by the creation of more footpaths and cycle tracks which will improve the overall wellbeing of Islanders.

Our marine environment is one of the Island's greatest natural resources. The arguments for protecting its biodiversity against pollution and inappropriate exploitation are overwhelming. It is in the interests of our fishing industry and all who enjoy being on or in the sea. The States have committed in the Bridging Island Plan to a network of marine protected areas which may in time become a Marine Park. The UK/EU Trade and Cooperation Agreement (TECA) requires all parties (including Jersey) to protect the long-term sustainability of the marine environment and mandates a precautionary approach.

Agriculture is a key part of Island life and is not just about "brown cows in green fields". Our farmers are the custodians of the countryside, and their survival is at risk from rising fuel and commodity prices. We must consider the need for food sustainability, and the Coalition will support and encourage the industry.

Our policy

A better administrative structure for protecting the environment and its biodiversity should be created. A well-structured and adequately resourced Environment Department should be created which is able to protect, research, regulate and enforce. The Minister for the Environment should be an advocate for the environment and its socio-economic benefits. The Minister should have clear responsibility for managing the Government's response to climate change and delivering carbon neutrality; he/she should also have responsibility for energy policy.

The loss of biodiversity should be examined by government and environmental policies should be studied in the round with commercial practices and the needs of a developing economy. Planning decisions should always be subject to the Island Plan but otherwise imbued with some flexibility to recognize the exigencies of running a business. Such decisions should be timely and constructive.

The use of chemicals on agricultural and other land should be closely monitored in the interests of Jersey's water supply. The potential health problem posed by PFOS is a salutary warning to us. The precautionary principle should prevail.

The Carbon Neutral Roadmap is a useful start to addressing the problems of climate change and the need to achieve net zero by 2050 as recommended by the Intergovernmental Panel on Climate Change. We support the strategic policies set out in the report although we think it is possible to be a little more ambitious. The low carbon electricity supplied by the JEC gives Jersey a head start. We would support actions to reduce the consumption of fossil fuels. Consumers should be encouraged not to pollute.

We commit to

- Establishing a Minister for the Environment whose sole responsibility is to protect and enhance the environment. Of course, there will be conflicting pressures but there should be an individual in government whose job is to protect the environment. We will develop a process whereby adjudication on all planning applications will be the remit of an independent Planning Applications Panel. The Minister should be supported by an Environment Department with the necessary resources and expertise to carry out research and to enforce the law, including planning obligations and housing standards. A vibrant and pro-active environment department needs to be re-created; its remit would include addressing the problem of traffic.
- Drawing up a long-term plan, programmed and costed, for consideration by the States to address and repair the loss of biodiversity over past decades, and to restore the landscape (as has been done with Plémont). This would involve several interrelated issues – e.g., the way in which agriculture is practised (reducing further the quantity of pesticides, herbicides and other chemicals placed on the land), protecting the water supply from contamination, planting trees, and devising other ways of helping wildlife to flourish.
- Encouraging and supporting the agricultural industry to embrace a greater concentration on growing for consumption by the local community.
- Taking urgent but economically sensible action to address climate change in accordance with the recommendations of the UN Intergovernmental Committee on Climate Change and the Carbon Neutral Roadmap.
- Supporting as soon as practicable the proposal that a Marine National Park be established in Jersey's territorial waters extending down to approximately 20 meters by developing marine protected areas to embrace those waters. This area of seabed plays a key role in Jersey's marine biodiversity. A Marine National Park would offer protection to valuable marine habitats and enable the sustainable exploitation of fish resources for the benefit of Jersey's fishermen. It would also help carbon sequestration.

Health

Jersey has a proud history of providing primary and community health services within its means. A universal Health Insurance Scheme was introduced in 1967 to ensure that Islanders could afford to go to a GP and get prescriptions. The original aim was to cover at least half the cost for most patients, and to be free for certain low-income groups. A form of Health Insurance is common in many developed countries. The contribution from the Fund towards the cost of GP visits has not been altered since 2012.

Hospital and social services have grown over the years, funded by the taxpayer and largely free. There has been a lack of investment both in equipment and hospital premises over the years leading to the need for a new hospital. The current administration believes that more hospital services must be carried out by the Primary and Community sectors in people's homes.

What most people want is relatively simple: adequate time with their GP with quick access to diagnostic tests and results and follow up to specialist services where necessary. Most people would prefer to see the same GP every time but what patients really want is a coordinated system with everyone working together - and easily accessible through the GP practice.

Jersey people should not need to face long waiting lists or bureaucratic form filling; all this should now be facilitated by a joined-up IT system where patients control who can access their health data. Patients want to know what the waiting times are and to be assured that any unreasonable wait is being tackled and resolved. For most people, facilities need only to be accessible - with direct transport routes or nearby parking, and not necessarily "closer to home".

The way Health Care is structured and funded is not working

In 2018 the Government declared a strategic priority to "Improve Islanders' wellbeing and mental and physical health." Yet, despite an expensive expansion in senior positions in HCS, mostly in management, there is no evidence of improved services; in fact

- published targets are not being met;
- readmissions to hospital within 30 days are high, due to inadequate care and poor discharge planning;

- a first-class in-patient rehabilitation facility for stroke and other patients has been lost, leading to worse treatment;
- the community care sector is struggling to meet demand and money to pay for services is not following the patient;
- morale is low, with hospital staff leaving because of alleged bad management and bullying. There are recruitment difficulties in all the health professions and huge reliance on locums and agency staff at considerable cost;
- there has been poor IT integration and a failure to deliver the Digital Care Strategy (2017);
- the Jersey Care Model, inadequately described, has not yet engaged the wider health sector and public;
- the Health Insurance Fund (HIF) has been misused to pay for the Health Service redesign. By freezing the Medical Benefit for over a decade, rising GP costs are paid by Islanders, or by the practice itself, all of which is contributing to a growing problem for GP recruitment;
- pharmacies have had no increase in their fee for services since 2014 with no explanation given.

Our policy

When Islanders need support with their health, they should be able to access a Healthcare system that is:

Professional - Caring - Affordable - Timely - Seamless - Transparent - Honest

We would create a more integrated structure with a truly independent Health Board, accountable to the Minister for Health to ensure that public money and resources are appropriately and transparently used. Currently, the private, voluntary and charitable sectors are often ignored and not included in policy discussion; they should participate in developing solutions and building a better healthcare system.

We also support the public health function under the Director of Public Health. We recognize that social factors contribute more to health than any healthcare system ever can. To ensure IT integration we would also create a Digital Health Board.

Changing the Culture

Our vision for a healthier Jersey can only be achieved through genuine collaboration and partnership which

requires a complete culture change within the system.

We will engage and rebuild relationships with:

- Healthcare staff – the current HCS management system is distant and poorly engaged. We will work with staff to redesign the management structure, break down barriers and listen to our professional colleagues, GPs, pharmacists and community providers as equals.
- Islanders – the Jersey Care Model was pushed through without adequate consultation, and concerns were ignored or dismissed. We will put you, the Islander, at the heart of our health system. When you tell us what matters to you, we will listen.
- We will report transparently on the standards set for the health system and encourage independent external evaluation of our system to ensure best value and highest quality are delivered for Jersey.

We believe that healthcare finance has been poorly managed and prioritized under the current government. For example, much of the money diverted from the Health Insurance Fund has apparently been spent on administration with little or no clear return.

Jersey, like many other countries, uses a mixture of taxation, social insurance, and co-payments. Whilst we do not propose an increase in overall funding, the current system should be reassessed as a priority (this was promised under the current government, but has been delayed to 2024 in the 2022 Government Plan). We wish to retain that mix but ensure a fairer redistribution so that there are no barriers to access, improvement and investment in services.

Increase transparency of healthcare costs

In primary care, customers have a choice of provider. In secondary care, they do not. We propose a system of cost transparency, so patients know the cost of their treatment, and how much they and their fellow citizens pay through taxation to provide the services. This will allow for better prioritization of spending and investment decisions, both for patients and providers.

The same principle should apply whether services are provided by the public sector, private sector, or community providers. Money should follow the

patient. It is only by the public constantly appraising the cost and quality, and holding at least some of the purse strings, that providers can be influenced to give the best value and highest quality service.

Fast Access to Primary care

The UK scores amongst the worst in Europe for fast access to primary care. Jersey had a proud record of almost immediate access but that has been eroded by the freezing of medical benefit and the increasing contribution needed from the patient. Jersey is now more in line with the UK.

The Coalition will give the highest priority to investment in primary care and ensuring affordable access. The erosion of the Health Benefit is causing real hardship amongst the poorest who need free health care. We would also restore the value of medical benefit for those above income support levels, indexed to health inflation.

More focus on aftercare

Recently, little attention seems to have been paid to best value. There has been a drive to get longer stay patients, recovering from stroke and other debilitating conditions, back home, having to rely on practically non-existent rehabilitation services at their own expense, thus delaying their recovery. Care packages can be very expensive; for example, the cost of 5 hours per day agency care is roughly equivalent to 24-hour residential care.

The Coalition supports the retention of a Rehabilitation Centre as agreed by the States Assembly in January 2022. Such a facility can also provide a “step up, step down” facility. This would ensure that people who do need more intensive hospital care can recover safely with support services until they can look after themselves.

New Hospital

The Coalition believes that the States were wrong to approve the hospital site at Overdale as the decision was based on incomplete information. The financial and environmental costs of the proposal are unacceptable. The site selection process was manipulated, and the Government and its officials have been less than transparent with the public. The borrowing of a huge sum to fund the development would likely place the Island in debt for generations

to come. The application for planning permission has raised concerns that the plans, still very much in outline, omit several important services, and do not provide enough beds and other facilities.

The project is at a critical stage. It is not known what the outcome of the current planning inquiry will be, nor what stage the hospital project will have reached by June 2022. It is to be hoped that no irreversible decisions will have been taken by the current Government before the elections, particularly as developments have shown that the Planning authority does not support the application for permission to develop at Overdale.

Review of the Jersey Care Model

We believe that the Jersey Care Model is an “aspiration” that has not been clearly developed, costed, or properly funded. It will likely be a more expensive model than our current system, and there is no evidence at present that it is appropriate for Jersey nor that it will improve our healthcare. Certainly, its implementation comes at a very high cost of around £48 million, although how that money will be spent has not been made public.

The Jersey Care Model illustrates all that is wrong with the current organisation and culture – too much done behind closed doors, and huge numbers of staff have been engaged, not all with any health background or understanding of the needs of a small population. The changes to rehabilitation services have shown little concern for the patient and the administration has demonstrated an inability to admit when services are poor. There is always scope to improve but not by reducing standards and passing on huge costs to patients.

We commit to

- Working towards a change in the culture of the health administration by creating an independent Health Board and ensuring an equitable division of resource between primary and secondary care;
- Restoring the relative value of Medical Benefit to at least the 2012 level;
- Ensuring the continuance of a rehabilitation centre (Samarés Ward) for the benefit of stroke and other disabled patients;
- Ensuring that a new hospital fit for the people of Jersey is built at a sensible cost in a sensible place;
- Undertaking a full review of the purpose, nature and prospective costs of the Jersey Care Model;
- Developing a dementia strategy for Jersey;
- Introducing legislation to protect carers in accordance with the Carers’ Strategy;
- A fully independent review of all services provided by Health and Community Services.

Education

Education is a very high priority for the Coalition. It is the principal means by which young people can advance socially and economically and enjoy fulfilling lives. Its scope must be broad enough to enable young people to find their individual path, but it must also be shaped by the need to earn a living in a constantly changing workplace and so provide opportunities for lifelong training and development in academic, vocational, and personal contexts.

There should be no barriers preventing an individual from accessing education at any level or at any age. Our system needs to cater both for academic high-fliers and for those whose choice is vocational. It also needs to accommodate those in their later years who need company and mental stimulation. To deliver all this, Jersey needs to provide high-quality education from nursery through primary, on to secondary and tertiary levels, and an extensive adult education programme. Learning is a lifelong process and re-skilling for new technologies and ways of working is essential. This should not only support key industries within the Island and wealth creation, but also dovetail with health provision. We must ensure that anyone of any age can support his or her own mental health by active involvement and learning. We will create opportunities for greater cooperation and dialogue between all education providers in the Island and between the education department and employers.

Although literacy and numeracy remain essential skills, children must also, however, be taught to reason and to think clearly. Employers now value different skills - they need people who can be creative, who can work as members of or lead a team, who are empathetic, who can communicate clearly at all levels and who are computer literate; people who are responsible and have integrity.

Education is not only about structures. Our main priority will be to recruit, support and retain motivated teachers, tutors, coaches, and lecturers who will put an individual's learning at the heart of all that they deliver. Each of us has different styles of learning - visually, orally, or just by doing - rote learning is today only a tiny fraction of a true educational experience. This will require investment in technology and ongoing support for staff as they maximise its potential and update their own skills. The pandemic

has demonstrated how artificial intelligence programs can deliver large parts of the curriculum in a stimulating way. This reduces pressure on teaching staff who then have more time to focus on a student's learning needs and provide individual support. We will incorporate appropriate AI material over time alongside appropriate support for our teaching staff.

Our curriculum for students aged 11 - 18 will need to dovetail, as at present, with the UK system of public examinations so that students have the widest choice of location if they wish to progress to tertiary education. We would like to see opportunities for students to participate in community service alongside their subjects as they learn to become members of a caring community.

Student mental/emotional support is an area that needs developing as the pressures on young people increase. We would create a system that allowed access to professional support irrespective of age or ability. In addition, we believe that the Government has a role in providing pre-school activities for those aged 3 - 5.

Every school needs to accept the necessary checks and balances to ensure it is delivering against its objectives. We would consider the creation of an Island-based quality assurance department incorporating both professionals and Governors that not only provided data against those objectives but also identified areas where targeted support was needed.

The teaching of languages, especially French and Jerriais, should be encouraged at all levels. A departmental survey of parents in 2014 showed that more than 60% would send their children to a bilingual school if that was possible.

Much has been done in recent years through the University College of Jersey to provide relevant degree courses and skills training to support some of our key industries. With changes in our economy and Island's finances, and with the pressures on population, more such courses are now needed. The enrolment of some foreign students could bring many benefits for the Island, and assist the evolution of the College into a small University of Jersey with faculties relevant to Jersey economy.

Community & cultural matters

We commit to

- Developing a strong, quality controlled, education system so that both teachers and pupils embrace societal changes such as digital learning and environmental, economic, social, and cultural issues, with emphasis on life skills, such as creativity, bilingualism, literacy, numeracy, responsibility, integrity, and compassion.
- The establishment of bilingual primary schools where tuition is delivered in both English and French.
- Facilitating access for all to pre-schools and holiday clubs for 3–5-year-olds, so that both parents can choose to be economically active.
- Encouraging substantially more collaboration between schools, and all learning establishments, centred around the needs of each child.
- The speedy delivery of early help, whether physical or emotional, for children and families. The right help at the right time is key to keeping children safe and improving their life chances.
- Continued recognition of and financial support for the not-for-profit schools, and other establishments, which contribute to the education of the Island's young people.
- A review of further education financial support for families to ensure targeting towards professions within the island currently dependent on external recruitment.

We all have responsibility for ourselves, our family, and the community in which we live. Government should support that personal responsibility and work should be sufficiently rewarded to lift people out of poverty. A living wage is important for self-respect and for incentivising people to escape poverty and to seek to improve their lives.

Homelessness is one consequence of poverty. The biggest issue for addressing homelessness, is getting vulnerable people back into secure, affordable accommodation and employment, as these are the factors that help them to rebuild their connections to society.

A different issue is that in recent decades Jersey has become a place in which people of different races, religions, genders and nationalities have made their home, enriching our society. Tolerance of and respect for the different traditions of the disparate parts of our broader society are part of the glue which binds all Jersey people together. We believe that all those who have made their homes in Jersey have a stake in the Island's future and need to feel valued as individuals with such a stake. A national identity should be nurtured and encouraged.

Jersey is also a place where an unusually high proportion of the population is involved in voluntary work of one form or another for charities or other parts of the third sector. This is all part of what makes Jersey such a special place to live. Many charities are proud to be self-sufficient, but some do need government support.

Several charitable associations are concerned with the arts, heritage and culture. The recent decision of the States Assembly to commit one per cent of the national income to the arts and heritage was important and we support it but all funding needs to be carefully monitored to ensure that taxpayers' money is spent wisely. Some of that money should support the planned maintenance of the physical estate; the closure of the Opera House for 3 years because it was not adequately maintained is evidence of serious failure. A strategy should be drawn up to ensure proper maintenance. A plan should also be devised to develop a cultural quarter, perhaps in the vicinity of the Opera House, to accommodate a National Gallery and a concert hall for orchestral performances.

Our policy

We believe that self-sufficiency, self-confidence, and self-determination are virtues which make a society stronger and happier. A strong and civilised society acknowledges the value, from economic, educational, and cultural perspectives, of investment in the arts and our heritage. The arts enrich society and ennoble the soul. They offer opportunities for creativity, innovation, and self-fulfilment. We will seek to link government with philanthropic individuals to develop Jersey's cultural estate and to create exciting new institutions.

A strong society also cares for the weak and vulnerable within it, especially the young and the old. There has been a pattern of under-investment in the Island's mental health services, which has exacerbated the problem of homelessness, and has not been wholly addressed by the government. We endorse the vision for ending homelessness and the eight key priorities identified in the 2020 report of the Jersey Homelessness Strategic Board. Sufficient funding should be made available.

We commit to

- Giving a Minister responsibility for social and community matters so as to create greater cohesion in our society, to protect the most vulnerable in our community, to remove the blight of poverty, and to support and nurture the third sector and minorities in Jersey;
- Raising the minimum wage to the level of the living wage.

Children & young people

Today's children are the adults and elderly of tomorrow. They are an integral part of our community, and their interests are the interests of the community. Much has been done in the last four years to recognise those interests in statute. The Children's Commissioner has argued for and promoted legislation which makes the rights of children under the UN Convention on the Rights of the Child (UNCRC) part of Jersey law. Legislation has also been adopted by the States to give effect to a Children's Rights Approach to planning for and delivering rights for children. All that is for the good.

On the ground, however, progress in protecting the interests of children, especially those in the statutory care of the Minister, has been much slower and less satisfactory. Indeed, it is probably not unfair to state that such children in Jersey are in no better position today than they were four years ago. Their interests are not being looked after as they should be. The turnover in staff is too high and children are not receiving consistent treatment and care. After all the fine words that have been spoken by government Ministers, this is highly regrettable. It is how children in care are being looked after that is the most important consideration.

Again, there has been talk of making greater provision for nursery education, but little has been done. It has been conclusively shown that children who benefit from early years education do better later in school and develop essential life skills which stay with them forever.

Our policy

We will work harder to ensure that vulnerable children in our society receive the protection and care that they deserve.

We will investigate the development of a digital "passport" for every child from the beginning of their school career so that key aspects of their individual social, physical and mental health history and inhibitions to academic progress are recorded in one place. The "passport" should be accessible to parents and all appropriate agencies subject to relevant data protection rules. Early information on indications of something going wrong should help to prevent problems arising or to enable them to be addressed.

We will also investigate the development of the means-tested provision of nursery services to enable all children aged 3-5, regardless of background, have access to 52 weeks of nursery education in a fairer system.

Sport & well-being

During recent decades, there has been a progressive decline in the level of physical activity in people's daily lives in developed countries. For a majority of people, little physical effort is involved any more in their work, domestic chores, transportation and leisure. Whilst specific health risks differ between countries and regions, the fact remains that physical inactivity is a major risk factor for most common non-communicable diseases and physical activity can counteract many of the ill effects of inactivity.

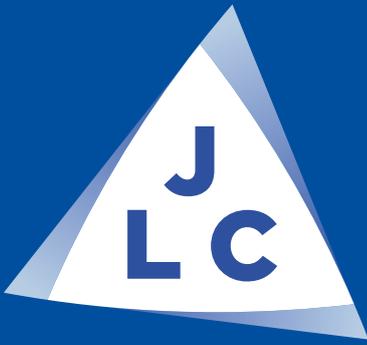
Sport can play a key role in the health and wellbeing of our community. Being active is good for both our physical and mental health, and being involved in team activities can create social bonds and friendships. It can also provide an opportunity for people to support each other and identify issues that may be affecting someone's wellbeing.

We are committed to ensuring that sporting activities are available to all, in particular, young people, vulnerable groups and those who would benefit from exercise referral.

Making the best use of our sports centres as community hubs is a terrific way to improve respect and understanding between groups of people and improve communication across different generations.

Our policy

We will ensure that Jersey Sport is given clearer political support both to develop its strategies and to nurture and encourage talented sportsmen and women to enhance their skills and to compete at the highest levels.



Jersey Liberal Conservatives

Progress
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