

STATES OF JERSEY ORDER PAPER

**Monday 5th December 2005
at 10.30 a.m.**

K. PUBLIC BUSINESS

Election of Chief Minister designate.
(attached)

**M.N. DE LA HAYE
Greffier of the States**

1st December 2005

ELECTION OF CHIEF MINISTER DESIGNATE

In accordance with the Standing Orders of the States of Jersey 2 nominations for the post of Chief Minister were received by the Greffier of the States, namely –

1) Senator Stuart Syvret

The nomination is made by –

Senator Wendy Kinnard
Senator Paul Vincent Francis Le Claire
Connétable of St. Mary
Deputy Alan Breckon of St. Saviour
Deputy Gerard Clifford Lemmens Baudains of St. Clement
Deputy Judith Ann Martin of St. Helier
Mr. Ben Edward Shenton

2) Senator Frank Harrison Walker

The nomination is made by –

Senator Terence Augustine Le Sueur
Senator Paul Francis Routier
Connétable of St. Ouen
Connétable of Grouville
Deputy Jacqueline Jeannette Huet of St. Helier
Deputy John Benjamin Fox of St. Helier

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

Note

Members are reminded that, in accordance with Standing Orders, the Greffier of the States will read out the nominations and the presiding officer will then draw lots to determine the order in which the candidates will address the Assembly. Each candidate will address the Assembly for up to 10 minutes followed by up to 40 minutes of questions from members. When a candidate is being questioned the other candidate must withdraw from the Chamber to a place where he cannot hear the proceedings in it.

When the speeches and questions are concluded a ballot will be held. The candidate who receives more than half of the votes cast will be selected as Chief Minister designate.

STATEMENT MADE BY SENATOR STUART SYVRET

As a candidate for the post of Chief Minister I have prepared this brief statement which describes my approach to how the Council of Minister should work, the Council's immediate work programme, and an outline of the policy areas which the Council of Ministers must address. The policies described here are deliberately not exhaustive and are intended to give an indication of the policy direction I believe the Council should follow. I believe the Council of Minister must work on a collaborative basis with the individual Ministers each contributing significantly to the development of the island's strategic policies. The Ministers will each bring their own ideas and significant contributions to the task of producing the island's Strategic Plan. The Chief Minister must guide and co-ordinate this work rather than dictating it.

**THE CHIEF MINISTER AND THE COUNCIL OF MINISTERS:
A COLLABORATIVE APPROACH TO WORKING**

The Chief Minister and the Council of Ministers have very significant responsibilities. In addition to formulating and driving forward the Strategic Policy which will shape the future of the community, the Ministers will be carrying both political and legal responsibility for all areas of public administration in the island. It is therefore essential that this new body has represented within it a diversity of views and has the confidence and approval of the community. In order to achieve these qualities I would seek the appointment of Ministers who were broadly representative of public opinion and of the membership of the States assembly.

If the Council of Ministers is to succeed in being broadly representative, it will be necessary to adopt a consensual way of working. Members of the States are, in the main, elected as independent candidates. In the absence of party politics, it is essential that that independence is respected. In a Council of Minister lead by me, the Ministers would enjoy free speech and the right to disagree with other Ministers. In order to maintain a good working relationship amongst the Ministers it would be necessary to agree a working protocol to the effect that individual Ministers first attempt to come to agreement with their colleagues, and if that is not achievable, inform their colleagues that they intend to disagree with a Council view or take an issue to the States assembly for a decision. Ultimately, individual Ministers must enjoy the independence necessary to hold their own views and represent their constituents according to the basis upon which they were elected, something that would become impossible if some form of "party whip" was imposed upon Ministers. For as long as Jersey continues to have a political preference for electing independent candidates, the Council of Minister must be a 'broad church'.

My approach to formulating the new Strategic Policy would be to adopt a collaborative approach. The States will appoint Ministers for the policies they espouse and the qualities they bring to the job. The talents of these individuals must be used. I do not, therefore, consider it appropriate for the Chief Minister to lay down a pre-determined Strategic Policy, with an approach that the Ministers simply be required to fill in the details. Such an approach would not be in keeping with the consensual political traditions of the island, nor would it make best use of the contributions able to be made by each Minister. It is also important to recognise and make use of the contributions to policy formulation made by the scrutiny panels.

Although the development of the new Strategic Policy will be a collaborative task carried out by the Council of Minister, it is important that the Chief Minister has a clear idea of the issues we face and general policy direction that needs to be followed. I will outline below the policy issues which the

Council of Ministers must address. Before doing so I will describe the programme of work which the Council of Ministers must carry out in its early days.

THE COUNCIL OF MINISTERS: WORK PROGRAMME

Ministers appointed on the 8th December.

First meeting of Council of Ministers: 9th December –

- **Assistant Ministers** – to discuss the appointment of Assistant Ministers before the States meet to appoint members of the Scrutiny Panels on the 13th December.
- **States Employment Board** – to appoint chairman and members of the States Employment Board.
- **Recording of decisions** – to note the arrangements agreed for the recording of official decisions.

Second meeting of the Council of Ministers: 16th December (date subject to confirmation) –

- **Code of Conduct for Ministers** – to discuss the introduction of a Code of Conduct for Ministers, its content and form and to agree working protocols.
- **Work programme** – to consider the work programme of the Council of Ministers, with particular regard for the first four months and preparation of the new draft Strategic Plan 2006 – 2010.
- **Policy contributions** – to consider the way in which each Minister will be expected to contribute to the development of the new Strategic Plan in respect of his or her area of responsibility.
- **Constructive engagement with scrutiny** – to consider how the Council of Ministers can provide maximum co-operation with the scrutiny process.

Third meeting of the Council of Ministers – early January (date subject to confirmation.)

- **Strategic Plan: two day meeting** – to begin work on the new Strategic Plan with an intensive two day meeting.

This initial programme for the early days of the Council of Ministers will provide a platform for the Council to begin effective engagement with its central task – the development of the Strategic Plan which will shape the future of the community.

It is my intention that the development of the Strategic Plan will be a collaborative process, involving significant contributions from each Minister. I would also expect the scrutiny process to play an important role in contributing to the development of sound policy proposals.

EVIDENCE BASED GOVERNMENT

AND **PLANNING FOR THE LONG-TERM**

Policy formulation by the States of Jersey has suffered from two great failings; a failure to plan for the long-term and a propensity for making decisions based on assertion, insufficient facts, political prejudices and, frequently, a complete absence of hard evidence. One of my priorities will be to address these two cultural inadequacies of government in Jersey. In some respects, moving towards evidence based government will be the easier of the two changes. Addressing long-term issues is a difficult thing for governments to achieve. Even in the United Kingdom governments frequently fail to address long-term issues, the policy response to which will be unpopular. Governments find it difficult to seriously look beyond their electoral term. In Jersey, such short-termism is even more pronounced. Generally speaking, politicians just don't want to address difficult and unpopular problems when to do so offers little political mileage for them. Occasionally, the island's government has looked beyond the next five years and has planned for decades ahead. The introduction of the Social Security system being one such example. The establishment of the Strategic reserve being another. However, such examples of forward thinking are sadly rare in the post-war years.

Merely changing the apparatus of government will not, of itself, bring into being a new era government performance; philosophy and approach must change as well. Therefore, the Council of Ministers must address the following issues.

EVIDENCE BASED GOVERNMENT

- **An independent statistics unit** – the States statistics unit to be taken from the control of the executive and to be made independent. As is widely recognised statistics have the potential to be abused, to be selective, and to be meaningless. Yet good statistics are a vital part of the information needed to form sound policies. In order to achieve the necessary appearance of objectivity in the States statistics function, the department should be independent of the executive.
- **The development of dedicated economic multipliers** – economic multipliers are tools used to assess the real economic effect of activity in particular sectors. Presently we have no specifically calculated economic multipliers by which we could gauge the *real* economic effects upon the island of specific activities. We must have the information necessary to be able to understand clearly the linkages with, and leakages from, the local economy of activities such as the development of the Waterfront.
- **The production of detailed cost of living comparisons** – In order to gauge such factors as how competitive the island is, we need to understand the real value of a pound in Jersey, compared to a pound elsewhere. We should commission a detailed purchasing power parity study.
- **Development of an Index of Sustainable Economic Welfare** – At present Jersey, in common with most jurisdictions, places great reliance upon such economic indicators as gross national income or gross domestic product. Such indicators represent the totality of economic activity within an economy, but not whether that activity is actually having an overall beneficial effect upon society. We need to explore new indicators, such as an ISEW, to give us a more evidenced basis for measuring the overall welfare of the community.

- **Economic & social statistics** – Informed policy making will need a far greater range of economic and social statistics than that available at present. In addition to the established headline indicators, we will need more focused and specialised studies to produce detailed data.
- **Improving and strengthening the scrutiny function** – The shadow scrutiny process has produced an evaluation of the first two years of experience (SR/2005). All of the recommendations in this evaluation must be taken on board by the States. The scrutiny process will be a positive tool with which public policy can be refined and improved.
- **Full co-operation with the scrutiny function-** The executive must have a positive and co-operative approach to the scrutiny panels. In order to do their job effectively, the panels will need all relevant information to be supplied to them. This must include legal advice given to the executive. I fully support the recommendations contained in the scrutiny report on the provision of legal advice to scrutiny panels (SR8/2005).

LONG-TERM PLANNING

- **A long-term approach to strategic planning** – In some areas of policy the States does plan for the long-term, for example using actuarial reviews to plan Social Security funding. However, when it come to economic planning, taxation policies, population management, environmental issues, the States has failed. Long-term planning must be built into all strategies.
- **Five, ten, fifteen and twenty year projections and objectives to be a feature of all major States policies** – Each strategic plan and its component parts must – as far as is possible – plan for future decades.
- **Shaping our future – not re-acting to it** – Far too much States policy development is re-active, not pro-active. With long-term planning, we will be far better equipped to shape our future.

RECONNECTING GOVERNMENT TO THE COMMUNITY

The States are held in low regard by many people in our community and the public feel powerless and un-involved in shaping the public policy. This state of affairs must be rectified. Politicians often speak about needing to engage with the public, but few do so in a meaningful way. The vague and platitudinous statements in Strategic Aim Eight of the present Strategic Plan are a pertinent example. Too often exercises in “consulting” the public are little more than opinion management exercises, designed to manufacture consent for pre-determined policies. The States must overcome its fear of the public, and get genuinely engaged with the community. The Council of Ministers should introduce:

- **A strong Freedom of Information Law** – The present Policy & Resources Committee exhibited its fear of meaningful FOI laws when it raised vague objections to the original proposals of the Privileges & Procedures Committee. Regrettably PPC caved in and watered down their proposals. We must stop this nonsense. There is no legitimate reason why a community such as Jersey should not have a good FOI Law; one which does not contain ‘catch-all’ blanket exemptions.

- **Introducing Citizens Juries** – Citizens Juries provide an opportunity for a sample of people from across the community to provide quality, informed and considered contributions to public policy.
- **Community Task Forces** – the States is too distant from the public and too fond of establishing un-accountable Quangos. To get real community involvement the States should for working partnerships with ordinary members of the community in order to achieve specific objectives.
- **Referendums** – it must be acknowledged that many important decisions will always require political leadership, especially those that may be unpopular but necessary. However, Jersey is ideally placed to begin to make use of referendums for some decisions.

JERSEY INTO THE MILLENNIUM: A SUSTAINABLE FUTURE

Building on the policies above, I turn to the document ‘Jersey Into The New Millennium: A Sustainable Future’. This document, which was presented to the States in December 2001, represented the culmination of a tremendous amount of community input into public policy formulation. It is, by far and away, the most legitimate example of public policy consultation to have happened in recent years. Its development and the methodology used was overseen by academics from University College London. Its quality and legitimacy stands in marked contrast to opinion management exercises such as ‘Imagine Jersey’. Jersey Into The Millennium was supposed to be the foundation upon which sustainable policies for the future of our community were built. However, the findings and recommended policy options did not find political favour with the then Policy & Resources Committee, possibly because to have acted upon the report would have involved moving to a more long-term policy planning approach which, for reasons elaborated above, rarely finds favour amongst the short time frames in which politicians operate.

Jersey Into the New Millennium matches much of my thinking and the approach I would bring to strategic policy development. For a more detailed understanding of my thinking, I refer people to this report.

Sustainability, as the report recognised, is about more than environmental protection. A sustainable society also needs a sound economy and it needs good public services, such as Education and Health. It is surely obvious that the great task we face – and let us not imagine that it is easy – is to find ways of securing a sound and sustainable economy whilst at the same time protecting our environment, quality of life, community spirit, quality of life and culture. If we are to succeed in these aims we must adopt evidence based government; policies based upon detailed, comprehensive and accurate data.

TAXATION: A SUSTAINABLE APPROACH

Taxation policy is central to the welfare of our community. Get it wrong and we face economic meltdown. This obvious fact makes it all the more surprising that we have not made a better examination of this crucial subject. Instead we have been faced with a particularly pronounced example of old fashioned establishment paternalism. “Trust us. We’ve considered everything and these are the policies, take it or leave it.” This is the approach to government we must leave behind. It is anti-intellectual, not evidenced based, patronising and alienating to most of the community. It is often stated that we must be conservative with taxation or we will ‘kill the golden goose’. Indeed. But what is often forgotten in this

debate is that the success of our community also depends upon political stability which in turn requires a contented population. If more and more regressive approaches to taxation are adopted, in an environment which is already extremely expensive, public satisfaction with the political status quo may begin to diminish.

Meeting external demands, such as that which has required the move to zero corporate tax, are probably un-avoidable. However, the alternative tax measure we could adopt deserve a fare more comprehensive examination.

- **Taxation polices: a transparent enquiry** – The island is presently engaged in the most dramatic alterations to our tax structure since income tax was introduced in 1928. Yet many possible options remain un-explored or dismissed upon flimsy assertions.

PUBLIC SPENDING: TRANSPARENCY AND ACCOUNTABILITY

There is no doubt that we face difficult decisions in respect of public spending. It could be argued that we have grown too used to easy wealth in recent decades and have thus developed an unrealistic attitude to expenditure. Addressing issues of cost cutting is often highly controversial. It is therefore essential that we avoid such debates becoming mired in dogma and ideology. In order to avoid unnecessary and futile arguments, we must have new and transparent approach to assessing public spending and gauging its relative importance.

- **Auditor General of the Public Accounts Committee** – these two new authorities will bring about a significant improvement in the transparency and accountability of public spending. Their work must be fully supported and, if necessary, their powers enhanced.
- **GAAP compliant accounting as the public norm** – The States must adopt the highest standards of accounting practices. These same standards must be required of those bodies which receive tax payers' money.

UNDERSTANDING AND DIVERSIFYING THE ECONOMY

If our economy is to be sustainable, we must seek to diversify. This is generally acknowledged, but the States have failed to make far-sighted investments. In partnership with the private sector we must apply ourselves to this task with renewed application. It is a dismal state of affairs when the States actually cuts investment in areas such as event lead tourism.

- **An international arts festival** – the States must form a public-private partnership to develop an international arts festival. This will require investment and will need to be sustained for at least a decade. The city of Edinburgh receives significant revenue and weeks of global publicity each year as a result of its arts festival.
- **The accommodation industry: a strategic appraisal** – providing both residential and commercial accommodation, and all associated activities, is clearly a very major component of our economy, yet we have never engaged in a detailed assessment of the role it plays as an economic entity. We must examine every aspect of the accommodation industry if we are serious about understanding our economy.

MAINTAINING QUALITY SOCIAL PROVISION

It is important to recognise that the States has succeeded in many areas of activity. Today our standards of education and health care are high.

- **Health & Social Services** – change to meet 21st century standards of integration and governance. Develop sustainable funding mechanisms, integrate with independent health & social care providers.
- **Education** – We must maintain the present high standards of academic excellence whilst investing more in vocational training.
- **Housing** – the island's public housing stock must be continuously improved. We must introduce greater affordability through such mechanism as shared equity.
- **Social Security** – We must modernise our Social Security system to enable more secure funding for secondary health care and long-term residential care for the elderly.

FACING THE FACTS ABOUT ENERGY

The world has passed peak oil production. The age of cheap fossil fuels will be over with 15 or 20 years – if not sooner. The implications of this for modern society are dramatic.

- **Liberalise the electricity grid** – This will enable people to invest in small scale home generating technology such as renewables like wind and solar and combined heat and power plants, People could then sell excess energy into the grid.

This is simply a brief and general outline of my approach to the work of the Council of Ministers. I have given an indication of my views and I emphasise again, I see the task of the Council of Minister to be a collaborative one.

STATEMENT MADE BY SENATOR F.H. WALKER

Jersey is on the brink of significant and important changes in the way the Island is governed. I am privileged to put my name forward for the position of Jersey's first ever Chief Minister.

The purpose of this statement, as laid out in Standing Orders and approved by the previous Assembly, is for each of the candidates to lay out their vision for the strategic policy of the Island and to inform Members on how they would intend to discharge their responsibilities if elected as Chief Minister.

The following is a comprehensive statement, which I hope members, particularly those new to the States, will find helpful. I will of course further outline my thinking in my speech to the Assembly on 5th December and in the subsequent question time.

By its nature this has to be my personal vision for the future of Jersey. However, it will be for my Council of Ministers to collectively agree policies and present them to the States.

1) MY VISION FOR A STRATEGIC POLICY

On 29th June 2004, the States, in support of a Proposition by my Policy and Resources Committee, approved by a significant majority of 35 to 10 a new Strategic Plan.

The Plan had 9 strategic aims. They were:-

Aim One: To create a strong and competitive economy

Aim Two: To maintain a sustainable population

Aim Three: To enhance quality of life

Aim Four: To protect the physical environment

Aim Five: To invest in Jersey's youth

Aim Six: To promote Jersey pride and self-belief

Aim Seven: To develop Jersey's international personality

Aim Eight: To reconnect the public and the States of Jersey

Aim Nine: To balance the States income and expenditure and improve the delivery of public services

I led the team that developed these policies and presented them to the States. I believe the aims are as relevant today, and as right for the Island, as they were when first approved. They represent a clear, co-ordinated, forward-thinking vision for Jersey. I believe there are clear signs that the policies approved are working and working well. It is for this reason and to ensure continuity, consistency and stability that I propose to base my vision around them.

To create a strong and competitive economy

At the time the Plan was written and approved the Island's economy was enduring a period of slow decline. Unemployment, albeit only slightly, was rising and it was necessary to devote much time and effort to reverse that trend.

This has inevitably meant support for the finance industry upon which the entire Island relies for its standard of living and livelihood.

We have achieved considerable success. Business in all areas of the finance industry is again growing, banks have increasingly selected Jersey as their location of choice, and recently, a number of Hedge Funds have re-located to the Island. This confidence in Jersey and the future it promises, offers excellent opportunities for local people.

We need to continue to support the growth of the finance industry but, at the same time, allocate more time and resource to the other important industries that make up the Island's economic fabric and create as much diversity as possible.

I will be looking to my Economic Development Minister to build upon the Economic Growth Plan approved by the States on 20th April, 2005 and develop the opportunities that clearly exist to re-structure and support both Tourism and Agriculture. At the same time I would encourage the Minister to be more pro-active than we have been to date in supporting other emerging industries. This will require investment and I will be looking to use at least some of the interest on the Strategic Reserve and/or the Stabilisation Fund to achieve this important aim.

If we are to remain competitive and have a long-term successful economy it was vital that Jersey's rate of inflation came down from its previous unsustainable levels. Our policies, including the encouragement of competition, have helped to bring inflation down to the lowest rate since records began.

No economy can be a success without confidence in the future, and confidence in its leaders. I have worked hard to gain respect from the business community, and, in particular, the finance industry. I believe the recent policies presented to the States, along with the experience I have gained as President of P & R and F& E will continue to give the business community the confidence it needs to invest in Jersey's growing economy.

To maintain a sustainable population

On 22nd June 2005 the States approved a new Migration Policy based upon supporting the essential growth we need in our economy, reducing inward migration to a minimum and creating full employment for local people. Another principal aim was to create more equity and openness in the housing market.

This will continue to be my aim and vision.

If we are to be successful we will need to do more to ensure that young local people are given every opportunity to develop their skills. We will need more job based training and a wider range of skills qualifications. I support the current initiatives at Highlands, in our schools and the creation of a Business School. However, we will need to improve further .and I will be looking to the Council of Ministers to achieve this.

We are steadily improving access and inclusiveness in the housing market,. My intention will be to

develop this further so that we strike the right balance between the needs and rightful aspirations of locally qualified people and those who come to Jersey and contribute to the economy in other ways.

International Law prohibits us from establishing full border controls in order to keep criminals and other undesirables from entering the island. However more can and, following the recent seminar I called on this matter, must be done in this respect and I will be looking to the Council of Ministers, working within the Law, to go as far as possible to ensure the people of Jersey are properly protected.

To enhance quality of life

Jersey is one of the most successful and wealthy communities in the world. As a result, the majority of people in Jersey have a very high and enviable quality of life, and I am pledged to maintain that. However this merely serves to put into sharper focus the plight of those who do not, and those who, for whatever reason, feel excluded and disenfranchised. In my opinion, this is the biggest challenge facing the Council of Ministers and my most important objective.

It cannot be right, in an Island as wealthy as Jersey, that there are families and individuals struggling to cope. We have to do more, much more, to help them. We already provide significant sums of money in benefits, we need to ensure that the benefits are adequate for their needs and are targeted correctly.

I want to pursue policies that create greater inclusiveness and opportunity for our underprivileged and vulnerable people. This would include ensuring the new Income Support policy meets the needs of those who need it most; long term pension provision; developing and enhancing the new housing policies that we need to create greater equity; offering better access to services and education; and not least, ensuring that people feel valued and as well cared for as they should in an Island such as ours.

We are faced with an ageing population and this creates both challenge and opportunity. I would want high priority given to providing care, and financial stability, with opportunities for leisure and continuing employment for those who seek it. In particular we need to find an alternative to taking the capital they have spent a lifetime saving for, from our elderly when they need care and support. I would suggest to the Council that we should appoint an Assistant Minister to take overall responsibility for policies for the elderly.

I am also acutely aware that there are many young families who find life a real struggle. I believe we need to look further into the provision and cost of Child Care and other areas where families need support. If it is possible working within the numbers of Assistant Ministers available, I would suggest the appointment of an Assistant Minister with special responsibility for family issues.

What the elderly and other vulnerable groups need is the peace of mind that only confidence and security can give. That would be one of my goals.

One of the most effective ways of encouraging community spirit and ensuring people feel included is to enable them to own their own homes. I would want to create more opportunity for those who currently can't afford to do so. Jersey has a lower home ownership level than Guernsey, the Isle of Man or the U.K., I believe we need to address this deficiency. I would want to see the introduction of a shared equity scheme and other measures aimed at bringing home ownership into the reach of many more and I would look to the Housing Minister to come forward with proposals within three months of taking office.

Jersey is a safe place in which to live and to raise a family. This enviable position must never change. I would want to work with my Home Affairs Minister to produce policies which through a balance of

adequate and, where necessary, tough penalties, and compassion for those who need our help, ensure that Jersey remains a community which feels safe and well-ordered. A community which provides wide-reaching and quality support to the victim, but also to those who have fallen foul of the law and need rehabilitation. However, we must not be afraid to deal harshly with persistent offenders and those who repeatedly threaten our values and security.

Achieving all these objectives will not be easy and will not be achieved overnight. I believe we should place them at the very top of our agenda, giving them the priority necessary to gain the necessary funds.

To protect the physical environment

By any standards Jersey is a beautiful Island and we need to ensure that it remains so.

I fully support the Rural Economy Strategy agreed by the States on 19th July, 2005 and I would want to press for its objectives to be achieved as quickly as possible.

We have to recognise that there have been fundamental changes in our agricultural industry, which, will result, indeed have already resulted, in less land being farmed. We must ensure this land is used in a manner that adds to the attractiveness of the countryside and to the enjoyment of local people and visitors alike.

I have a vision of an Island which can provide added amenities without in any way detracting from our inherent and vitally important beauty and which adds to my vision for a growing and increasingly diverse economy.

Although our planning policies have done well in protecting our countryside, they have not done so well in creating a unique and special “Jersey” built environment. I am one of the originators of the Task Force charged with creating a new and co-ordinated face to St. Helier. I believe there is a great opportunity to make our town, Jersey’s capital, a place of which we can all be proud and which stands out as uniquely Jersey. I would want to play a lead role in pursuing the Task Force’s objectives. The same applies to St. Aubin’s and other built up areas, where we need similar action.

I would want to see new standards and guidelines applied to architecture throughout the Island so that there is a recognisable Jersey identity-just as you see in our nearest neighbours in Brittany and Normandy. I would want to agree, at a very early stage, with the Planning Minister how that can be achieved.

It is far from satisfactory that we have taken so long to provide the Town Park that the States agreed to in October 2000. If elected, within one year I will pledge to have a comprehensive plan that clearly lays out what will be included in it, and how it is to be funded and delivered.

I do not believe that the roads and other elements of our infrastructure are up to the standard we should expect from an Island such as ours...This needs to be given a higher priority in our capital programme, and in addition, we should seek alternative ways of making this important investment.

I am a supporter of a vibrant and attractive waterfront, but here too we must do much better than we have done so far in standards of architecture. I would look to the Planning Minister to ensure that all new plans, while needing to be bold and exciting, are appropriate for Jersey. I would also only support the development of the waterfront if WEB’s projections for the benefits to the people of Jersey are seen to be fulfilled. This is the people’s waterfront and its development must reflect that. It must work to the benefit of the people in terms of look, feel, design, leisure opportunities and economic gain.

To invest in Jersey's youth

Engaging and investing in our young people is crucial for the future.

I am pleased that this objective emerged from the first Imagine Jersey and that it came from the young people who took such an active part in this event. I am delighted that they have continued their involvement through the Youth Council and in other ways, and I want to give them every support.

We must ensure that our young people are fully included in our planning for the future and that they feel listened to and valued.

I have referred above to the need to provide more, and more diverse and relevant, training opportunities so that our young people can take full advantage of the opportunities that Jersey's growing economy has to offer. They should be able to look forward to fulfilling and financially rewarding careers. I would like to make this another priority for my Council of Ministers,

Another investment I believe we should make in our youth is to provide citizenship classes so that they have a better understanding of, and feel more involved in, community, social and political life from the earliest possible age. This could reap many benefits for the future, including, establishing a closer bond between the States and people of Jersey.

Finally, if elected, I pledge myself, within one year, to producing a firm plan for the provision of the much needed youth facilities in St. Helier.

To promote pride in Jersey

I am intensely proud of Jersey but I am fully aware that there are many who are not and who are dissatisfied with the Island and what it has to offer them. It is right to criticise and seek to improve what is wrong in our society but we should also not be afraid to celebrate the many things that are right and we need to do much more to encourage the people of Jersey to value what we have. What we need is a combination of old values and new vision.

I would want, through the policies of inclusion and equity I outlined above in the Quality of Life section, and through communicating better and more frequently, to reach out to those who don't feel good about their Island and seek to develop with them a new sense of pride and belonging in what is a quite remarkable and unique place.

I am a keen supporter of the recently announced branding initiative and delighted that Islanders have reacted so positively to it. I would want to see this followed through to a successful conclusion by the Economic Development Minister.

To develop Jersey's international personality

Since 1997, shortly after the then new Labour Government took office, Jersey has been faced with many threats and challenges starting with the Home Office inspired Edwards Report.

I am relieved, delighted and proud with the way we have met and beaten off all those challenges so that Jersey's international position and status are higher now than ever before.

The initiatives of both the OECD and the EU could, if we had not reacted in the right way, have

decimated Jersey's economy. Not only has this been prevented, we have laid the base for sound and sustainable economic growth and through our determination not to be bullied yet to co-operate with genuine and well-founded initiatives we have earned the respect and understanding of the international community as a whole.

Who would have imagined, just a few years ago when we were faced with overt and serious threats from the UK Government and the OECD, when we were considered wrongly by some to be pariahs in the international community, that we would now have been able to reach and sign agreements in Jersey's own name, and which contain obligations for us and us alone-rather than has historically been the case for the UK - firstly with the USA, and then with France and all the other EU member States?

Jersey's relationship with the UK has been established for centuries but has inevitably changed since the UK entered the EU. There is a need now to develop a clear position for the Island. We must consider all options, including closer working with the UK to greater or even, in the long-term, full independence. There are numerous options in between and I chair, and would want to continue to chair, a group [currently a sub-committee of P&R] investigating in depth the best way forward for Jersey.

By its very nature the work of this group has at this stage to remain confidential but I would hope to be able to include all States Members in a full discussion on its findings at the earliest opportunity. In any event any proposed changes could only be introduced after full and detailed discussion within the Island, in the States Chamber and, of course, with the UK Government.

Our international position and our relationship with the UK Government is essential for every man woman and child in Jersey. I believe, through the way I have led negotiations and represented Jersey at the highest levels, that I have won the respect of UK Ministers and other international politicians. I would obviously want to continue this essential, vital work if elected.

To reconnect the public and the States of Jersey

The States has for many years failed to connect successfully with many members of the community. We have failed to convince many members of our community that their vote does count and that we have a successful and democratic government. This was evident by the low turn-out in the recent elections.

Against this background it is vital that Ministerial Government not only works but is seen to work. That it is seen to be leading the Island in a co-ordinated, inclusive and just way. I believe I have the policies, experience and qualities needed to blend a successful team of Ministers which will be essential if this goal is to be achieved.

We will need to demonstrate that we are efficient and providing high quality services in a cost-effective way. The initiatives have already begun and I wish to continue to have personal responsibility for, what I believe go a long way towards convincing the public that, after years of overspends, uncertainty, inconsistency and a lack of accountability, we are making real and, in some cases, dramatic progress towards achieving our targets.

However no amount of good work internally will help to win the support and appreciation of the public without clear, transparent leadership and excellent communications. I am an absolute believer in good communications and I am the first to acknowledge that we have a long way to go in this area. I nevertheless believe the new system of Consultation and policy papers recently announced by my Committee will be of real help in this respect.

This will be an important test for the Chief Minister and I would want to be measured on the results through public opinion polls, meetings and through the media.

Improve the delivery of public services and balance the States income and expenditure

The Finance & Economics Committee, led by Senator Le Sueur, have excelled in getting to grips with States expenditure. I would not pull back from their achievement. The challenge will be finding the necessary resources to deliver on the policies I have set out. This will be a question of priorities, and identifying new sources of funding as well as investment in the economy and our infrastructure.

I would be determined, while seeking to improve those services and support mechanisms that clearly need it, to maintain balanced budgets and keep the tax burden to a minimum. This will call for much greater efficiency and I would wish to continue with the Change programme that my P&R Committee started last year. This will lead to savings of £20m p.a. without cutting back on the quality of our essential services. The public demand efficiency and we are at last beginning to show that we are capable of delivering it. The moves to centralise and rationalise property, IT, Human Resources and the financial processes are clear evidence of a new and long overdue approach.

Change is always uncomfortable for our staff. We need to recognise that and work with staff and their representatives to minimise the stress and pressures that inevitably arise. We must show our staff that they are valued and respected. We must clearly demonstrate, as we have already done, that their jobs are not at risk. At the same time we will need them to be prepared to accept the need for change and not cling to outdated and sometimes inefficient past practices. This can only be achieved by patient and comprehensive communication and consultation, and, good will on both sides.

Achieving change is essential and here too, I would like to be measured by comparisons with the past and with other comparable Governments.

Taxation

I am of course acutely conscious of the fact that taxation is the most difficult issue currently facing the island.

I am fully supportive of the fiscal strategy. I will only continue to support it providing I remain convinced it can be implemented in a fair and equitable way.

This means that although I fully support the principle of GST, I will only, as I have always said, support its introduction if I am convinced that the new Income Support scheme, also approved by the States, adequately protects the poorest in our society from increase in prices. I would want this to be a major and unalterable policy for my Council of Ministers.

I am not generally in favour of exemptions as they would require a considerable increase in staff and administration and the rate of tax would need to be increased above the approved rate of 3%. I am however delighted that the Social Security Committee has allowed for increases in medical charges through a new level of benefit. I am also pleased that Senator Le Sueur has stated that, if he became Treasury Minister, he would wish to thoroughly review this entire question.

I have remaining concerns about 20 means 20 and I am pleased that F&E have delayed its introduction. I am fully supportive of progressive taxation and of taxing the wealthier members of our community at a full and appropriate rate. However I would want to look carefully at the burden on middle income groups with the Treasury Minister, before finalising the proposals to come back to the States.

I support the Finance and Economic Committee's view that we need to thoroughly analyse the pros and cons of land and development taxes. I also agree that we need to look at how environmental taxes might contribute towards strategic and environmental objectives.

Overall my vision is for a taxation and benefits structure that supports and encourages economic growth and our competitive position but which is, at the same time, fair and equitable and fully protects the less well-off.

Electoral reform

The dismal turn-outs in many electoral districts are a startling and continuing reminder that the people are not as involved in their government affairs as they should be in a healthy democracy.

I further believe that the States has let them down in our failure to get to grips with Electoral reform. I would hope that the new Privileges and Procedures Committee will take a positive and pro-active lead in bringing forward proposals for reform within the next year with the hope that change can be introduced by 2008.

I am a strong believer in the Connétables remaining in the States and accept that I was wrong, when a member of the previous P&R Committee, to support their removal. The Connétables exert a strong, balanced and steadying influence in the States and I now have no doubt that democracy would be the loser if they were to be removed.

My overall vision

I believe Members are entitled to a comprehensive and thorough outline of each candidate's vision and I

hope that mine is clearly outlined in the above.

My vision can however be summed up in a few words drawn from the Aspiration for Jersey statement which introduces the Strategic Plan.

My vision is to ensure that Jersey:

is an Island where people enjoy a good quality of life because we have a strong, prosperous economy which means we can afford a pleasant environment and an inclusive society.

is a community where people:

- enjoy equality in access and opportunity.**
- are free from discrimination.**
- are supported to become self-sufficient wherever possible.**

has an effective light touch government, accountable for its decisions and delivery of its services.

This is an ambitious agenda and it will not all be achievable in the short term, nor will funding be available to meet all my objectives as quickly as I would like. I am however a great believer in setting tough targets and then finding ways of achieving them.

I, in any case, fully accept that my Council of Ministers will have their own views on most if not all of the policies I have outlined above and I would want to work with them to agree final policies for the next Strategic Plan to which they would have fully contributed, signed up and be held accountable for.

2 HOW I WOULD FULFIL MY RESPONSIBILITIES AS CHIEF MINISTER

I am acutely aware of the responsibility of being Chief Minister of Jersey and I have given much thought to how, if elected I would carry out my duties.

The people of Jersey are rightly looking to Ministerial Government with a mixture of anticipation and concern. It is imperative that it not only works but is seen to work on their behalf. If it is to do so it is essential that we have a strong and free-thinking Council of Ministers.

The first task is to nominate and, hopefully succeed in persuading the States to elect, a Council of Ministers who, while holding diverse and strongly held views, can work successfully together as a team. I believe that my experience at P&R and on other Committees - where we have not always agreed on policies - yet have remained a strong team, suggests that, given the Ministers I would want, I can succeed in this vitally important goal.

I would want to appoint Senator Terry le Sueur as Deputy Chief Minister. I believe his quiet, assured approach to the issues facing the Island is a good foil for me and that his reputation for being “a safe pair of hands” will be of real value and assistance to me and the Ministerial team.

Good strong teamwork is essential if Ministerial Government is to succeed.

Having formed a Council of Ministers I would wish to proceed along the following lines:-

1) Call a meeting of the Council on the morning of December 9th to select Assistant Ministers and to

agree the arrangements for recording Ministerial decisions

2) Call a second meeting -date to be agreed by the Council -to discuss the introduction of a Code of Conduct for Ministers; to agree whether there should be any form of collective responsibility; to consider a communications strategy for the Council of Ministers and to consider the work programme for the Council.

3) Arrange a two-day meeting to be held early in January devoted exclusively to discussion on the draft Strategic Plan.

Thereafter I would expect the Council to meet fortnightly and to discharge all the duties assigned to it by the States in a cohesive, transparent and responsible manner.

Unlike Committee Presidents, Ministers will be held accountable both publicly and legally for their actions and decisions. This is a fundamental change and I will want to work closely with my Ministers to ensure they understand and comply with all necessary requirements and standards expected of them.

I fully support the Code of Conduct for States Members, but in addition we will need to consider extending the scope it for Ministers and be absolutely certain, without any doubts or qualifications that no Minister has any conflicting interests or any other matter which may prevent them fully and freely discharging their duties.

I have already prepared my Statement of Interests, which is fuller than I am obliged to provide under Standing Orders, and I will circulate this to members separately. I would hope that my team of Ministers would each agree to issue a similar statement.

The recording of Ministerial decisions is vital to the work of the Council and its reputation. I would ensure that all decisions are recorded correctly and in an open and easily accessible manner.

There has been much debate about Collective Responsibility and I am a great believer that any successful team needs to agree how they will operate together. I would propose to the Council that we will work towards consensus but when that is not possible, we should agree how to handle disagreements. My proposal will be that any Minister can register their dissent and then, providing the Council is fully aware of and properly informed of their intentions, feel free to express their views in public and, if they wish bring a Proposition of their own to the States.

Good communications will be vital to Ministerial Government and I would wish to propose to the Council that we adopt a pro-active and open strategy towards communicating with, and involving the public with our decisions.

There has, in my view to be a good mix between consultation and the ability and willingness of the Council to take decisions. The new system of Consultation and Policy Papers will go a long way towards achieving this and towards convincing the public that they are being listened to and that they can and will have an influence on Ministerial decisions.

I have frequently said that good and well-structured scrutiny is vital to the success of Ministerial Government. While acknowledging that there will be healthy disagreement - and that is a strength of the system we have introduced - I would want Ministers to co-operate and work closely with the Scrutiny Panels. There is nothing to fear from considered well thought-out Scrutiny and, provided the panels work to the ethos of the "critical friend" and do not become a pseudo opposition, they will play an integral and essential role in developing a system of Government in which we can all take pride.

Similarly, I would hope to establish mutual respect and a close working relationship between the Council, the Public Accounts Committee and the Auditor-General.

I have always supported the Honorary system and I would want to see an enhanced role for the Comité des Connétables. Towards this end I would want to propose to my Council that the Chairman should sit in and participate in Ministerial discussions, although without a vote. I would also want to reach early agreement between the Council and the Comité on their role which would include regular meetings between us.

The introduction of Ministerial Government will change the relationship between the political body and the Crown Officers.

It is of the greatest importance to Jersey that there is a close understanding and good working relationship between the Chief Minister and the Bailiff. It would do the Island immeasurable harm if there were clear divisions between the two. I would work to ensure this would not happen.

There is a similar need for trust and a close understanding between the Chief Minister and the Attorney-General and his Officers. As with all jurisdictions which have strong and successful democracies, the Chief Minister and the Council will need to rely upon the Attorney-General, and the Law Officers for clear, impartial and sound legal advice. Equally the Attorney-General should be entitled to expect Ministers to respect and take fully into account, though not necessarily always adopt their advice.

Conclusion

I hope Members accept that this is a comprehensive outline of my policies and how I would approach the task of being Jersey's first Chief Minister. Some members may feel that it is too ambitious. I accept that it would stretch our resources and ability to the full. Having said that, much of these policies are those of the current Strategic Plan, which we are already making good progress in implementing, and I repeat my view that our targets should be challenging.

The position of Chief Minister carries much wider responsibilities than that of a Committee President and I recognise that if elected, I will have to adopt a new approach. In the various presidencies I have held in the past, I have had to concentrate on particular areas of responsibility that have been largely financial, economic and international, while others have worked on Island social issues.

If elected as Chief Minister I will, working with and relying heavily upon my team, focus on all the major issues and in particular work to create greater social justice, inclusion, opportunity and pride within our community.

One of the most successful aspects of my time at the Guiton Group was the time I spent talking to employees and "walking the floor". If elected, I would want to develop that ethos and spend time with island residents from all walks of life. I want to be a Chief Minister who meets the people and who listens to their problems and ideas. At the same time I would be a Chief Minister who is not afraid to take tough, and at times, unpopular decisions if they are clearly in the best long-term interests of the community.

I have always worked hard for Jersey, its people and its ways, and I look forward in continuing that work if given the opportunity serve as the Island's first Chief Minister.

I will of course be only too happy to answer Members' questions either on 5th December or before

should they wish to contact me.

My telephone numbers are:-

Office: 603401

Mobile : 07797 715 779

Home : [answer-phone if I'm out] 832400