

GIBRALTAR SOCIAL DEMOCRATS / ELECTION MANIFESTO 2019

THE  
FUTURE  
YOU  
DESERVE

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VOTE  
GSD

V O T E

**GSD**

**MAKE IT HAPPEN**

#makeithappen





# OUR CORE COMMITMENTS

## GIBRALTAR 2050

- A 30 Year Strategic Plan for Planning & Development so that there is a long term vision for a sustainable environmental and economic future.

## QUALITY OF YOUR LIFE – OUR ENVIRONMENT

- An enduring commitment to act to combat the Climate Change Emergency.
- A committed Green approach to your future that will protect our natural, urban and cultural environment.
- More rental housing to unblock the Housing Waiting Lists.
- A phased plan to regenerate the Dockyard from the old North Gate to the Southern End at Rosia.
- A review of the Victoria Keys Development and publication of all contractual arrangements entered into by the GSLP Government.
- No further development of the Queensway Quay basin.
- The sensitive regeneration of Rosia Bay and Little Bay for leisure use.
- A sustainable Town on the Eastside with zones for mixed use, residential and commercial.
- Get developers to deliver planning gains for the benefit of the community in exchange for developing land.
- An independent Public Health Study on the causes, effects and action to redress

environmental issues like pollution.

- A new Central Town Park at the Rooke site.
- A strategic approach to transport and parking that is sensitive to the environment.

### BETTER SERVICES FOR YOU & YOUR FAMILIES

- A radical and comprehensive Mental Health Strategy that works.
- A Care Quality Commission to independently monitor and audit standards of care.
- A comprehensive Care and Drugs strategy
- A repeal of the July 2019 law introduced by the GSLP that would permit UK style Abortion on demand.
- A law that will protect the rights of the unborn child subject only to limited exceptions in cases of rape, fatal foetal abnormality or risk of life to the mother.

### YOUR MONEY

- We will seek to terminate the GSLP's Tax Treaty with Spain.
- We will tell you how we spend your money – every penny.
- We will reduce the GSLP debt mountain.
- Lower Tax – we will continue with our policy of returning money to you via tax cuts where possible.

### CONTINUED PROSPERITY FOR ALL

- A business friendly package of measures to create the best climate for business, industry and financial services.
- A one-stop shop for business to facilitate administration & services.

- A new North Mole Industrial Park.

### FAIRNESS & OPPORTUNITY

- We will make sure contracts are properly awarded, supervised and that there is no waste of your money or abuse.
- A strong programme for workers and employees that protects and enhances workers' rights.
- A new Technical College for Skills & Technology.
- No more exploitation of workers on low paid, insecure jobs. Yes to fair employment.
- A law to end zero hour contracts based on the New Zealand model.
- Continuing review of Educational Standards.

### BETTER GOVERNANCE

- A package of democratic reforms to curb Government power, increase accountability, enhance your influence in how decisions are made and ensure that policies are planned properly.

### OUR LAND-OUR FUTURE

- A clear vision to navigate the BREXIT challenge.
- The continued promotion of our international rights.

### SAFETY & SECURITY

- Measures supportive of our Police, Customs, Borders & Coastguard & Prison personnel.
- Laws to tackle drugs issues, domestic violence and abuse.

# FOREWORD

BY  
GSD LEADER,  
KEITH AZOPARDI



Keith Azopardi served in Government between 1996-2003. He was Deputy Chief Minister under Sir Peter Caruana and also held a number of ministerial portfolios during that time including Health, the Environment and Financial Services. He is a Barrister and QC. He has a first degree in Law & History (Keele) and a PhD in Constitutional Law from the University of Nottingham. He is also a former Chairman of the Bar Council.

This election is a crossroads moment for Gibraltar. It is a choice between two very different ways of doing things. There are uncertain times ahead and it is important to make that choice carefully and looking at the past, present and future.

It is up to you who shapes Gibraltar's future in the coming four years and if you want change then we ask you to place your trust in the GSD.

We are offering you a programme for Government that puts at its core some very clear themes of what we want to achieve for our collective future. Our objectives are to enhance quality of life, provide better services, handle your money responsibly and ensure that we are governed better. We want to see a Gibraltar where we plan strategically for the long term and do so sustainably, where we are guardians of our environment and heritage.

Central to our message is the need to have a vision of where we want to be in 30 years' time. That is at the heart of our GIBRALTAR 2050 plan. In that way we will end the piecemeal ideas that see development everywhere with no real long-term plan and industrial sites located next to residential. This is the product of generations of bad planning. We can end that and plan better for our environment and our economy. We can end the fact that Gibraltar seems a perpetual building site. We can tackle noise pollution and air quality. We can contribute to the climate change emergency. We can put a greener Gibraltar as the constant priority whenever we do things.

We need to tackle social issues, care and housing from the perspective of prioritizing those people on low incomes or who have specific social needs due to their

circumstances. That is why we put a belief in means-testing at the heart of our programme. A system of flat universal benefits is unfair to people on low incomes and to you as a tax payer because it means that people who need it don't get enough and people who do not need a particular benefit still receive it. As a society we need to reorganize how we deploy your money to help people in need. There is also a need for more rental housing to tackle the fact that there are many people who simply cannot afford to buy.

We have a strong programme for business and as to the handling of YOUR MONEY. You are entitled to know how the Government spends your money or the money it borrows in your name.

We have a continuing commitment to workers' rights and ensuring dignified, secure and meaningful employment backed with a serious pledge to vocational training. The exciting plans for a new Technical College of Skills & Technology will meet the desire that young people should be given a non-academic pathway if that is what they choose.

We should be governed better. Without arrogance and personalizing politics in the way Mr Picardo constantly does. Without lowering the tone and respecting those with a different point of view. We will not mock teachers with chants of "no more lies" like he did when he chanted in their faces.

You deserve better than the financial secrecy of the GSLP/Liberals. We will award public contracts openly. We will ensure people declare their potential conflicts of interests and we will publish them. We will achieve value for money and take action against any wastage, fraud or misuse of public monies. We will make sure there are not jobs and contracts for the boys.

The challenges that lie ahead require a team that is serious, competent, and has experience. A team that has fresh ideas, energy and enthusiasm. This is no time for total inexperience. Our progressive and dynamic programme for Government is a detailed plan for taking Gibraltar forward at this time. At its core are the traditional values of social democracy of the GSD modernised for current times. We have an exciting vision for the future full of commitments to target our environmental, housing, health and financial challenges. We can deliver the necessary changes in mental health or drugs policy. We are confident that we can safely navigate the BREXIT challenge. We have always been a resilient community and we can reposition Gibraltar if what happens is a no deal BREXIT. We are a Party that is tried and tested – that has a long history and a solid reputation in governing Gibraltar in a stable and prosperous way. Your future is safe in our hands.

Above all you will find us totally committed to deliver this vision for you. We all want to make Gibraltar a better and happier place.

Back us to make the changes you want and need. Back us to deliver the future you deserve.

**You can make it happen by voting GSD.** Thank you for taking the time to read our pledge to you.







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# OUR COMMITMENTS

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**STRATEGY -  
GIBRALTAR 2050**



## IN THIS SECTION:

- MEET ELLIOTT PHILLIPS
- A 30 YEAR PLAN FOR GIBRALTAR

# ELLIOTT PHILLIPS

## ABOUT ELLIOTT

**E**lliott Phillips has been involved in Gibraltar politics since a young age and more actively so from 2006 to the present day. Elliott was the Election Agent for the GSD Candidate in the By Election of 2013. In 2013 together with the then Leader of the Opposition Elliott led on pushing forward our policies on means testing for the allocation of public housing and the creation of an apprenticeship programme for our young people.

In the 2015 General Elections Elliott entered Parliament as an MP and was appointed Shadow Minister for Justice and Employment and Skills. Elliott is a passionate advocate for young people and the creation of better opportunities in employment and skills training. Elliott has also promoted greater understanding of Parental Alienation Syndrome, drug and alcohol misuse, prison reform, rehabilitation of offenders and domestic violence laws.

Elliott has held various responsibilities including member of the Select Committee for Constitutional Reform from 2015 to 2019 and latterly served as Parliamentary Leader of the GSD opposition.

Elliott is also a Barrister and Founding Partner of Signature Litigation an international disputes practice with offices in Gibraltar, London and Paris comprising a team of 100 people including 50 lawyers. Elliott is a leading lawyer of his generation and in 2019 received the accolade as one the world's leading trusts and



estates litigators by his international peers in Private Client Global Elite.

Elliott is a family man and supported by his partner Louise, his footballer son Thomas and his step daughters Chloe and Katie. When not busy in Parliament, Court, travelling across the globe or spending time with his family he is a trail runner and enjoys training at the gym.



# STRATEGY - GIBRALTAR 2050

## A 30 YEAR PLAN FOR GIBRALTAR

- **BUILDING A BETTER GIBRALTAR  
– FOR ALL – NOT THE FEW**
- **A LONG TERM, ENVIRONMENTALLY  
SENSITIVE AND SUSTAINABLE  
VISION FOR GIBRALTAR**
- **NO MORE BAD PLANNING**

We need to plan properly and think about where we want to be in 20, 30 or 50 years' time. As a community with rights, aspirations and a desire to have the best quality of life in our little corner of the world we must have a vision of how to do things. We must also play our part to make our local, regional and global environment better and safeguard it for future generations. We need a clear plan to secure our economy and grow it. We want to secure our sustainable economic, political, social and environmental future. This should be developed with consensus and endure as basic principles whoever is in Government. We have no doubt that there are common aims and objectives that we as a community have and these need to be used as the foundations of any long-term strategy.

We can and will build a better Gibraltar for you and your families. For all and not the few.

For too many years the planning and development of Gibraltar has been piece-meal and reactive. Things are done in response to immediate needs rather than in a systematic planned way that makes best use of resources or takes account of our community's short, medium and long term needs in a systematic organized way. This is bad for the protection of

heritage and our natural environment and means that our infrastructure needs in transport, industry, utilities or support services are not well planned resulting in negative impact on the environment.

While there have been development plans published under the Town Planning Act these sometimes are not updated regularly and are often ignored in practice.

We need to do things better and have a structured and strategic plan for our future that balances economic objectives, social needs and the environment and plans for our future in a sustainable way. This would be different to a development plan under the Town Planning Act because it will also capture long-term social, economic or environmental aims. It will be a better benchmark of how we see our long-term future. It will be our vision for Gibraltar.

That is why we are committed to a 30-year Strategic Plan for Gibraltar. Such a plan once initially drawn up can go to consultation so that all sectors of the community can have a chance to influence its shape and outcome. The overall plan can then be adopted as a generational view of the community's needs and objectives and how we propose to go about things for the future.

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**We can and will build  
a better Gibraltar for  
you and your families.  
For all and not the few.**

- The overall plan would be given statutory force so that it has to be adhered to and would be subject to regular reviews. We would issue a consultation paper on how we see the strategic plan working.
- It would be a rolling thirty-year plan.
- It would have sub-plans of 5 year and 10 year periods with a specific programme for implementation.
- It would also have local or zone/district plans for specific development or regeneration of particular areas in Gibraltar.

- That would allow any Government the ability to reshape the Strategic Plan in accordance with new or long-term needs.

Above all this would ensure that Gibraltar has a clear direction in economic and development terms and that this is done in an environmentally sustainable way. The plan would safeguard and reflect our cultural and natural heritage.

If we get this right we can become an even more important economic and financial hub but do so in a way that achieves an integrated transport system, protection of our urban and natural environment and takes account our

social, medical and housing needs as well as infrastructure and utilities.

We need to be radical to set out our vision for the future and not think in four year electoral cycles. It is time to ensure good strategic planning that is not susceptible to short-term thinking

For too many years we have heard the criticism of lack of direction at the Eastside or piecemeal development on the Westside and an abandoned upper town or southern end of the dockyard. All those areas can see specific and planned regeneration under a rolling thirty year plan. Currently industrial uses are mixed with housing; developments are undertaken when utilities have not yet been expanded to take the additional pressure; clubs and associations are relocated anywhere without any real thought, the transport system does not radically deliver solutions which persuade people to use their cars less. The mistake has been for previous Governments to want to achieve issues for short-term political purposes. Clearly a rolling Strategic Plan may not solve everything but it will be an important step forward that will mark out how we intend to go about things and what our objectives are and how we will safeguard Gibraltar for future generations.



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We need to be radical to set out our vision for the future and not think in four year electoral cycles



## OUR COMMITMENTS

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### QUALITY OF LIFE

Fundamental among the political objectives of our programme for Government is assuring quality of life. By that we mean that there should be emotional, physical, social, environmental, cultural and material well-being of the population as a whole and of the individual. That thread runs through all our policy-making.

Our urban landscape, natural and built environment and air quality, noise and other environmental factors all have an effect on our quality of life. Measures need to be taken to better manage development and planning issues as well as minimize the risks to our environment and cultural heritage. We are guardians of our Gibraltar for future generations.

Additionally our ability to house our people also leads to deficiencies in the most immediate policy area that affects people – whether they are able to find a home for themselves and their families. This is, often, the most basic need as well as finding work for most families who wish to support themselves and secure their domestic livelihood and personal family space.





## IN THIS SECTION:

- MEET TREVOR HAMMOND
- HOUSING
- ENVIRONMENT & HERITAGE
- URBAN ENVIRONMENT
- DEVELOPMENT & PLANNING
- NEW PROJECTS
- TRANSPORT & PARKING
- CULTURE
- SPORT

# TREVOR HAMMOND



## ABOUT TREVOR

I believe in hard work and this ethos has steered my career. Whether as a builder's labourer, delivering furniture for the Danish Furniture Centre back in the 90's, working as a car valet through the Winter months in Leicester or as a waiter in the Piazza Grill, since leaving school I have always worked hard and it is this that has allowed me to rise in my profession in Air traffic Control to become the first Gibraltarian manager of the control tower in Gibraltar, a job I have had for over ten years.

I have carried this work ethic through into politics since being given the opportunity to work on behalf of the people of Gibraltar at the last election, it is something that I consider both a privilege and a duty. I have been primarily responsible for the portfolios of Environment and Transport. The two are closely intertwined in many respects. I don't think that the Government have delivered in either of these areas over the last four years. I think their priorities have been wrong and the constant grab for cash from developers and need to borrow money at alarming rates to fund all their projects has meant that our Gibraltar has been a non-stop building site full of dust, dirt and pollution. There seems to be no end in sight either. The roads are chaos, their condition terrible until the election year arrived and suddenly we had a manic bout of resurfacing. There just seems to be no planning on how our community should be run, no long term thinking, just short term populism.

Things could be so much better for Gibraltar under a GSD Government that actually plans our future, that doesn't just sell every available plot of land to developers, that thinks about our health and tries to create an environment to live in which places this above other considerations. I know that Keith Azopardi and my GSD colleagues all share these beliefs and that together we will build a better Gibraltar, a cleaner and healthier Gibraltar.



## HOUSING

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There needs to be a fair deal on housing that makes sure that people on lower incomes or who cannot afford to buy or with particular social or medical needs are given priority to rental accommodation.

We will establish a housing list to buy and a housing list to rent. Getting on the list to rent will depend on a person being below a certain minimum income. We will consult on the qualifying amount. This eligibility requirement will make sure that we target rental housing for those who cannot afford to buy. Persons on the current housing lists will be protected as this policy will only apply to new entrants.

### ✔ CRITERIA FOR HOUSING LIST & MEANS TESTING

We will review the eligibility criteria for the allocation of housing to ensure that priority is given to persons with social and medical needs. Central among this will be a policy of means testing so that persons on low income are given higher priority when public housing is allocated.

### ✔ NEW HOUSING – FOR RENT

We will build more housing for rent. We are committed to building 500 new homes some of which will be specifically targeted for single people, for young families, single parents and for young people wishing to flat-share.

### ➤ **HARDSHIP & EXCEPTIONAL CIRCUMSTANCES & FAMILY COMPOSITION**

In redrawing the eligibility criteria we will cater for hardship cases and not automatically rule out people who may have fallen on hard times or other exceptional circumstances just because they once owned property.

In assessing housing needs the Housing Department should take account of expectant mothers and housing needs of the family on the assumption that a baby is on the way rather than without taking this into account.

### ➤ **HOUSING- TO BUY**

We will pursue to completion any housing projects that are inherited from the GSLP in respect of which there are existing contractual commitments that may have been commenced by the time we are elected to Government.

### ➤ **AUDIT OF HOUSING NEEDS**

We will undertake an audit of public and private housing stock and relate it to the needs of our community so we better manage our housing demands for the next 10-20 years. There is a major need for 1RKB and 1 and 2 bedroom housing and we will specifically plan to cater for these in any new developments. This type of housing needs to be provided as many people cannot afford to buy because of their social or family circumstances.

### ➤ **NON-CUSTODIAL DIVORCED PARENTS – HOUSING**

Additionally the public housing system needs to cater for divorced parents who do not have custody of children so that accommodation can be allocated more flexibly to ensure that children can stay with the non-custodial parent. This will facilitate and maintain a family atmosphere for the benefit of the children.

### ➤ **SALES IN OLD TOWN**

Following the audit of public housing we will conduct a programme of sales or refurbishments of Government properties in the old town.

### ➤ **AFFORDABLE HOMES LIST**

We will also create a list especially designed for those who wish to buy affordable homes and not desire the allocation of rental housing to ensure that the housing lists are clearly demarcated and operated in terms of need and means. By application of the means testing policy we will also ensure that people buy the appropriate share of their co-ownership flat so that the taxpayer gets value for money.

### ➤ **ADMISSION TO HOUSING DESIGNED FOR THE ELDERLY**

The criteria for admission to places like Charles Bruzon House, Sea Master Lodge, Bishop Canilla House or Albert Risso House will also be reviewed so that the formula does not discriminate against elderly applicants who may have been home owners. Again this will be prioritised in terms of social, medical needs and means tested.

Panic buttons will be installed in housing designed for the elderly.

### ➤ **RENT ARREARS**

It is important that tenants fairly contribute by way of rent and that the Government does not allow a massive buildup of rent arrears. We will therefore commit to ensure recovery of rent arrears.

### ➤ **SPECIAL NEEDS & DISABILITIES**

Public housing will be maintained to cater for people with special needs or disabilities.

### ➤ VANDALISM, ANTI-SOCIAL BEHAVIOUR & INDISCRIMINATE DUMPING - CCTV

There will be zero tolerance of vandalism, anti-social behaviour and rule-breaking in Government estates which can lead to eviction. We support the introduction of CCTV within housing estates to better counter anti-social behaviour or indiscriminate dumping of refuse.

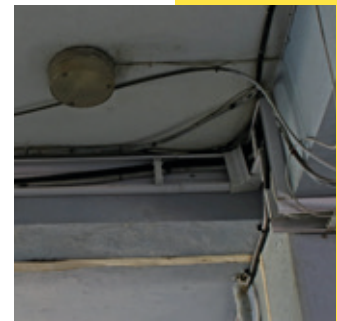
### ➤ MAINTENANCE OF PUBLIC HOUSING

The Housing Works Agency will be remodeled so it has the capability to tackle maintenance of public housing through a series of rapid response teams and to reduce the reliance on sub-contracted works.

We will also explore the possibility of allocating Maintenance Teams for each Estate and the introduction of a system akin to the old Wardens system that may better support ongoing maintenance and reporting issues.

### ➤ GLACIS & LAGUNA REFURBISHMENT

The refurbishment programmes at places like Glacis and Laguna Estate have taken years and not been finished properly. There are defects and loose wiring or unfinished work. There needs to be better supervision of maintenance contracts.



#### ➤ VACANT FLATS & REFURBISHMENT

The turnover of flats which become empty or need to be specially adapted for the elderly needs to be much quicker. There will be a special unit tasked with this.

#### ➤ BEAUTIFICATION OF HOUSING ESTATES

There will be a rolling programme of beautification of Housing Estates and dealing with pot-holes, speed ramps, replacements of letter boxes and basic maintenance.

#### ➤ REGULAR MEETINGS WITH TENANTS ASSOCIATIONS

A GSD Housing Minister will have regular meetings with Tenants Associations and Management Companies where Government has an interest in that Estate.

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There is a major need for 1RKB and 1 and 2 bedroom housing and we will specifically plan to cater for these in any new developments.

#### ➤ WARDENS AT ALBERT RISSO HOUSE

We will make sure that there are wardens at Albert Risso House in the same way as these work at Bishop Canilla House, Sea Master Lodge and Charles Bruzon House.

#### ➤ VOLUNTARY RELOCATION SCHEME

We will authorize exchanges of Government flats where elderly citizens are proposing to free up larger Government accommodation when moving to other premises

#### ➤ ONLINE HOUSING WAITING LISTS

These will be regularly updated and published online so there will be regular information on placements and numbers on the lists. At the moment persons can check their own placing and status only. In the interests of transparency of housing allocation the wider lists should be available.

#### ➤ HARBOUR VIEWS MANAGEMENT

The spare parking spaces at Harbour Views will be sold to people within the estate by ballot. We will also work with the management company to resolve the defects issues that remain affecting Harbour Views.

#### ➤ DISABILITY ACCESS

We will improve access for the disabled throughout housing estates.

# ENVIRONMENT & HERITAGE

## NATURAL ENVIRONMENT -

### SAVE OUR GIBRALTAR AND OUR WORLD

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**T**he environment knows no frontiers. We should play our part in ensuring that we contribute to look after our world for all generations to come.

We have declared a Climate Emergency. That must be followed up with real measures to combat pollution, enhance our public health and deal with the environmental issues that affect us locally and globally.

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#### INDEPENDENT PUBLIC HEALTH STUDY

An independent Public Health/Epidemiological Study will be commissioned on the causes, effect and action to combat environmental impact on health. This will include taking into account polluting industries in the Bay such as the refinery.

#### AN INDEPENDENT CLIMATE CHANGE AUTHORITY

As a start we will establish an independent Authority that can act as a watchdog on climate change. It will be set up under statute and be able to set and monitor climate change standards to ensure Gibraltar's ongoing adherence to these.

#### MINIMUM STANDARDS AND PUBLICATION OF MONITORING STATISTICS

As a general principle and because of the size of Gibraltar more sensitive environmental practices should be followed so where possible we will establish higher environmental standards in air quality pollution than European minimum standards.

We are committed to a policy of openness on environmental monitoring so that statistics on environmental monitoring should be publicly available online whenever taken.

#### AIR QUALITY

We will enhance air quality monitoring by setting up further monitoring stations and then addressing core causes of air pollution. Monitoring of air quality will be extensive throughout Gibraltar to ensure that patterns are identified and tackled in the interests of collective public health.

## SHIP REPAIR & ENVIRONMENTAL EFFECTS

We have repositioned our economy from over-dependence on defence or dockyard activities. We now need to reassess whether the economic and employment benefits of the ship repair industry outweighs the environmental impact of it or whether it makes sense in the medium-term to regenerate the economy and local zone where the yard is based in a more sustainable and commercial way. We are all familiar with the noise, dust and air quality complaints as a result of the activities of the ship repair yard. We will ensure that the cleanest possible practices to prevent both air and noise pollution are followed. We will conduct a thorough economic and environmental impact study to inform future decisions. This will be assessed in line with our plans to regenerate the South end of the Dockyard.

## BUNKERING

We will ensure that an independent review of bunkering practices is conducted to ensure that the industry operates in the least harmful way to the environment and adopts all measures considered to be best practice.

## ENVIRONMENTAL IMPACT ASSESSMENTS

We will ensure that EIAs are conducted from a two-way perspective of impact – not just on the surrounding area but whether the area that is being impacted needs to change.

## RENEWABLES

We will encourage and incentivise the use of renewable energy resources by introducing tax allowances or rates relief, while encouraging the lowering of individual power requirements and therefore the reduction of bills.

We will continue the process of placing **solar power cells** on the roofs of public buildings

and will work with private landlords and estate management companies to encourage the further placement of solar panels for water heating.

We will explore the deployment of **vertical wind turbines** both on land and at sea to further reduce the reliance on fossil fuels for power production.

## HOME COOKING OIL

We will make the disposal of home cooking oil easier by enhancing recycling facilities and expanding them to include easier collection of home cooking oil products.

## RECYCLING

We will adopt more radical Scandinavian style recycling techniques to be at the forefront of green lifestyle issues.

## WASTE TO ENERGY

We are committed to exploring the introduction of waste to energy products.

## VEHICLES AND THE ENVIRONMENT

➤ Vehicles are a significant pollutant and severely affect our air quality. We will encourage the purchase of hybrid and electric cars and motorbikes with special tax allowances or water/electricity credits while reviewing the current cash back scheme to make it more effective.

➤ We will ensure that a greater number of **electric charging points** are installed and that more parking spaces are made available for the use of electric cars.

➤ We will ban the importation of new diesel cars by 2025 and immediately ban the importation of second hand **diesel cars**.



- Diesel has always been cheaper than petrol prices. We will introduce an **environmental levy** on the price of diesel at the pumps to discourage purchase of diesel vehicles. The income generated will go straight to the Climate Action Fund established under the Climate Change Act so that the revenue can be targeted for environmental measures.
- A further **environmental levy** will be established and charged according to the emissions level of vehicles. A sliding scale of charges will be established according to the emissions produced by a vehicle when new and at subsequent MOT tests. Again funds raised will be directed towards the Climate Action Fund.
- Companies will be encouraged to switch their delivery fleets to **electric vehicles**, particularly for deliveries into the town area. Tax incentives will be offered for the use of electric vehicles.
- We will use the cars parks on Devil's Tower Road and provide more parking near the airport, creating a **park and ride** service to reduce the number of visitors driving around Gibraltar, reducing air pollution from this source.

#### ➤ **ELECTRIC SCOOTERS**

The status of these vehicles will be regulated. We do not believe it is right to ban an environmentally clean form of transport but requirements to ensure that they are used safely and responsibly are necessary.

#### ➤ **ELECTRIC BUSES**

We will explore the viability of replacing the current bus fleet with electric buses.

#### ➤ **CLEANER TECHNOLOGY**

We will introduce further tax allowances or rates relief on initiatives such as solar panels or

electric cars to encourage cleaner technology generally and in particular when commercial vehicles are delivering to urban areas

#### ➤ **SMART METERING – ELECTRICITY CONSUMPTION**

A smart meter is a device that monitors electricity consumption on an almost real-time basis. We will seek to roll out the installation of smart meters to allow the consumer to be aware of electricity consumption and choose to conserve energy or use electricity at off peak times. As part of this greater consciousness on electricity consumption we will consider incentives to encourage energy saving.

#### ➤ **PUBLIC BUILDINGS**

We will encourage initiatives to minimize waste & maximize recycling in public buildings

#### ➤ **ANIMALS & ANIMALS ABUSE REGISTER & TROPHY HUNTING**

We will review legislation to ensure proper care of animals and eliminate neglect. We will create an Animals Abuse Register which will prohibit any person convicted of animal abuse from owning an animal in the future.

We will allocate an area for use as an Animal Shelter.

Trophy hunting is cruel, immoral and is devastating the world's most endangered wildlife. From the Opposition benches we campaigned for a ban on the importation and export of trophy hunting products and worked with the Government on the relevant legislation which was introduced in June 2019. We believe we should go further and make it a criminal offence for anyone living in Gibraltar to travel abroad for the purposes of hunting endangered wildlife such as elephants and tigers.

## ▶ **FISHING IN GIBRALTAR WATERS**

The GSLP were elected on a slogan of “aqui no se pesca” and yet there is now rampant violation of our waters by fishing vessels and Spanish para-military craft. There is a need to ensure regulation of fishing in our waters and enforcement of our laws in an evenhanded way so that the law is not only enforced against local fishermen.

## ▶ **FISHING – TUNA QUOTAS**

In consultation with GONHS and angling groups we would set and review the quota for tuna fishing. It would reflect the best environmental practice and be aimed at ensuring sustainable fishing stocks. We will also amend the permits to ensure that a greater number of individuals can share in the sport and prevent the current ability of a few people catching the majority of the quota themselves. We consider that the quota should be placed on a per boat/per day basis so that no one boat fishes in excess of a specific boat quota in detriment to other anglers. That system would operate during July and August. During the month of September and subject to consultation with angling groups a catch and release policy should be applied only. The sentences for undertaking illegal fishing will be reviewed.

## ▶ **LONG LINES – PALANGRES**

Long Lines are hundreds of hooks that are baited and left for hours and then retrieved. They do a substantial damage to local fish species. We will ensure there is a ban on long lining (palangres) during the months of September and October to allow a regeneration of fish stock.

## ▶ **ENVIRONMENTAL AGENCY – ENFORCEMENT**

We will enhance the enforcement powers of the Environmental Agency so that they have sufficient ability to tackle any breach of

environmental laws generally and specifically in the area of the marine environment

## ▶ **LAMPOSTS TO LED LIGHTING**

We will continue the switch over of lampposts to LED lighting and phase in self-sufficient ones

## ▶ **NOISE FROM MOTORBIKES**

We must clamp down on noisy motor bike exhausts by ensuring enforcement and tougher laws as necessary

## ▶ **CONSTRUCTION LORRIES**

Better planning of construction and development and enforcement of restrictions would minimize the detrimental polluting effects of constant construction lorries and old diesel engine vehicles on our roads.

## ▶ **MARINE ENVIRONMENT AND DUMPING AT SEA**

The indiscriminate dumping of rubble at sea be it at Coaling Island or on the Eastside can have serious detrimental environmental effect. Our marine nature reserve must be conserved properly and respected. We would pledge to ensure development is done sustainably with minimum effect on the marine environment.

## ▶ **URBAN WASTE WATER TREATMENT**

Proceeding with this project will be a priority for the GSD. We will do so in an environmentally sensitive way so that its construction does not detrimentally impact on land close to our coastline.

## ▶ **CLEANLINESS OF STREETS AND PUBLIC PLACES**

Standards of cleanliness of our streets and

public places leave much to be desired and we will work with service providers to ensure they are well-resourced and tackle this as a matter of priority.

We will explore the possibilities of installing bins with underground storage capability in the town area in order to prevent the piles of refuse which accumulate on a daily basis, leaving a very poor impression on locals and visitors alike.

#### RECYCLING POINTS

We will provide more recycling points around Gibraltar.

#### LITTER ENFORCEMENT/CIVIC PRIDE

We will tackle litter and indiscriminate depositing of refuse or unwanted furniture or unwanted material. This will be strictly enforced and policed. Misplaced or open bin areas also attract seagulls and apes which only worsens the litter issues.

We need to ensure Civic Pride by systematic public awareness and the strongest enforcement of litter laws. This must extend to the disposal of basic rubbish from food, cigarettes or chewing gum as otherwise all these issues will mount up and create all manner of cleanliness issues. If we start by taking care of the small things it will produce a cleaner greener Gibraltar all round. This is all our responsibility.

#### REFUSE COLLECTION SERVICES

There will be a review of the management, practices and systems of Gibraltar Industrial Cleaners to ensure better effectiveness in the delivery of this important service.



Upper Town renewal regeneration and refurbishment

# URBAN ENVIRONMENT

## HERITAGE AND THE BUILT ENVIRONMENT

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The protection and conservation of our heritage is key to our identity as a people and appreciating the cultural significance of our roots. As a Government we will dedicate significant resources to the protection, conservation and sustainable management of our heritage assets.

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### ➤ A SCOPED HERITAGE PLAN

Central to that strategy is the concept that there is a long-term plan for heritage conservation with resources to back it up. We will commission a 10 year rolling plan for heritage which will contain key elements of a holistic urban heritage strategy. This will be fully resourced with three year funding commitments at a time.

That plan will also assess the human resources necessary to carry out an ambitious strategy for heritage and we will recruit personnel as necessary to spearhead the strategy.

### ➤ HERITAGE TRUST, ITS POWERS & INDEPENDENCE

We will ensure the Heritage Trust is given more power to challenge decisions and resources to do so. Its special status will be recognized by it being able to bring legal challenges without suffering adverse costs orders. Additionally there will be no Government appointees onto the Board of the Gibraltar Heritage Trust to preserve its independence.

### ➤ ARCHIVES

- We will dedicate more resources to the digitization of the National Archives and Garrison Library records
- We will invest in the Garrison Library and explore the possibility of relocating the National Archives to a secure and expanded premises which can allow easier public access for research

### ➤ LISTED BUILDINGS

- We will review the system for the protection of heritage buildings including the ability to protect them by compulsory purchase where

public heritage interests are at stake.  
We will also categorise and publish a new list of Heritage Buildings protected under the Heritage legislation

#### ✔ **LANDLORD & TENANT**

We will revise landlord & tenant provisions in consultation with all stakeholders to review the protections on private residential dwellings in the Housing Act and enable the review of rents to be applied to properties if approved refurbishments are conducted beforehand. This will deliver better housing conditions as well as a better return for landlords and stall the decay of older housing.

#### ✔ **PRIVATE HOUSING MARKET AUDIT**

We will carry out an audit of the private sector residential market and consider the introduction of a possible pilot project on the zoning of the private residential market and the introduction of new rules for the pilot zones.

#### ✔ **MAINTENANCE OF PRIVATE BUILDINGS**

There will be better enforcement under the Public Health Act and other statutory powers to compel private landlords to repair buildings.

#### ✔ **REFURBISHMENT OF HERITAGE BUILDINGS**

Side by side with that we will review the system of tax allowances to encourage the refurbishment of older buildings in keeping with their cultural or architectural value

#### ✔ **LEASEHOLD REFORM**

We will consult on the possible introduction of provisions by which long-standing tenants could be given the right to purchase extended leases from their immediate landlords

#### ✔ **RESOURCES ON RESEARCH, EDUCATION & DEVELOPMENT CULTURAL HERITAGE**

We will increase resources for education and research programmes on our heritage, culture and tourism. We will actively encourage the writing of textbooks aimed at informing our children and so that Gibraltar's physical and cultural heritage is promoted for tourism and academic research.

There should be a standard textbook for children on our history and constitutional development. We will commission the writing of such a book.

We will also provide grants for research and education in Gibraltar history and heritage.

#### ✔ **WORLD HERITAGE**

We will explore the making of a new and wider UNESCO World Heritage Bid to capture a larger part of our natural and urban landscape

#### ✔ **HERITAGE TRUST MEMBERSHIP**

We will subsidise junior membership of the Heritage Trust for all children under 16.

#### ✔ **NORTHERN DEFENCES**

We will continue the work on the Northern Defences to ensure we preserve and recover this heritage asset and maximize its use for tourism.

#### ✔ **UPPER TOWN**

We will continue the policy of Upper Town renewal regeneration and refurbishment.

#### ✔ **JUMPER'S BASTION**

We will carry out a programme of conservation and enhancement of Jumper's Bastion.

## ▶ CATALAN BAY VILLAGE REGENERATION SCHEME

Catalan Bay village is an area of great historical and cultural significance. We need to ensure it is protected, maintained and that investment is made into the village and its surroundings to beautify the area and enhance the roads leading to it. It should not lie abandoned with no investment. The immediate area around the Village leading from Devil's Tower Road has become an industrial site and unsightly dumping round of materials. This now must end after many years of promises so that the whole Catalan Bay Village area is regenerated. For a start the rubble mound must be stabilized so it does not end up on the beach. We would also ensure monitoring of air quality for particulates from the mound to ensure Catalan Bay residents do not suffer adverse pollution effects.

In parallel to the regeneration scheme we will establish a Catalan Bay Village interpretation centre with information about the history of the village.

## ▶ MOORISH CASTLE COMPLEX

Equally we will seek to restore the Moorish Castle to achieve fuller heritage and tourism use of this fantastic site.

## ▶ FIRE STATION BUILDING

As described in our Safety & Security section we will seek to reprovide the Fire Station at a purpose-built more central location. The current building occupied by the Fire Service will be preserved for arts & cultural use. We will ensure it is not demolished and preserved for future generations as an iconic building.

## ▶ THE MOUNT

No development will be allowed at the Mount site which in any way is contrary to the very sensitive heritage quality of the property and its gardens. They will be preserved and utilized for public purposes.

## ▶ VICTUALLING YARD & PARSON'S LODGE

We will find a sensitive use for the Victualling Yard and consider its use as a Maritime Museum and related activities in conjunction with the regeneration of the Rosia Bay site and the use of Parson's Lodge.



## DEVELOPMENT & PLANNING

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The integration of environmental and heritage principles into our strategic planning will guide our development policy. The allocation of land for development will be transparent, competitive, subject to public tender and responsive to strategic social and economic needs.

We are committed to an Integrated Sustainable Economic & Development Plan for Land Use – see the Gibraltar 2050 Strategy Section.

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### DEVELOPMENT & PLANNING COMMISSION

- The composition of the DPC will be reformed so that there will no longer be Ministers on the DPC. There will also be an additional number of independent lay members of the DPC. This will make the DPC more independent.
- The Minister for Heritage would be given a statutory power to object to applications that are approved by the DPC on public interest, aesthetic or land use grounds or to notify an objection on one of those grounds before applications are considered.
- Objectors to planning applications will be allowed to appeal to the Development Appeals Tribunal.
- The Development Appeals Tribunal process will be reviewed so it is made swifter and more responsive to the possibility of a higher number of appeals.

- All Government projects would be subject to the planning process like any other applicant.
- There will be rules establishing a timetable with deadlines as to when an application should be determined.
- Material changes that amount to departures from approved applications should be re-submitted for approval.
- New rules will be introduced for Minor Applications to allow the full DPC to concentrate on the more substantial planning applications.

### NEW DEVELOPMENT PLAN

We will introduce a new Development Plan for Gibraltar by 2021 which will be compatible with the Gibraltar 2050 Strategy.

### MANDATORY STANDARDS IN CERTAIN ZONES

We will introduce specific standards for development in certain zones that must be adhered. These standards or restrictions will be mandatory. We will legislate to control the height of development within the city walls or certain zones.

### LAND ALLOCATION

There will be no new allocation of land for development without this going out to public and competitive tender. If we have to renegotiate with any entity holding existing development rights acquired before we are elected to Government we will explain what renegotiations have been made necessary and why.

### VICTORIA KEYS

We will review and publish the commercial arrangements entered into by the GSLP Government in relation to this development.

The GSLP have decided to use taxpayers' monies to fund this development and eliminate the economic risk for the benefit of a small group of developers. This is like Robin Hood in reverse – to take from the taxpayer to give to big property developers. We will seek to minimize the environmental impact of any development proposed for this area as a result of any binding legal obligations entered into by the GSLP and maximize the economic return to the taxpayer.

If there are no binding commitments that have been entered into we will seek to reopen them.

If the reclamation is to be publicly funded then it should be done for public benefit and not for the benefit of a small group of developers. Alternatively if it is to be done by the private sector it should be done at their risk. We will either seek to do the reclamation at public benefit or get developers to do it with their monies.

### PROPOSED QUEENSWAY QUAY DEVELOPMENT

We are against the proposed development in the Queensway Quay marina basin on environmental grounds, because of the loss of marina facilities and density. In Government we will not allow that development to proceed. We were the first political party to make that commitment to you and did so in May 2019 unlike the GSLP that only did so weeks before the election on an unprincipled basis because they were worried about votes.

### NEW PARK & NEW RENTAL HOUSING AT ROOKE

The old Rooke Site is large enough to cater for a number of mixed uses. We have plans to locate a number of facilities there. Among our plans we will create a new central town park which will provide a welcome area for residents and respite from the heavy development that surrounding areas have seen. The Rooke site will also be the purpose-built site for the relocated Ambulance Service, Police and Fire Stations – see our Safety & Security section.





DOCKYARD REGENERATION



NEW RENTAL HOUSING AT ROOKE

### GREEN AREAS, PARKS & PLAYGROUNDS

There is significant development planned in different parts of Gibraltar. In parallel to development we must cater for sustainable planning gains for people like parks, playgrounds and green areas. We have plans to create new green areas around Gibraltar as well as refurbish existing areas.

### ALAMEDA GARDENS

This needs serious refurbishment, care and maintenance. We will ensure that continued public investment is directed to the gardens to enhance this area and to improve the maintenance for the enjoyment of everyone.

### GRAND PARADE

The potential of Grand Parade to be a further green lung connected to the Alameda Gardens will be explored and completed if it is possible to build underground parking at that site so as

to relocate the parking space. The site could then be enjoyed by families as another park.

### PARKS BY HARBOUR VIEWS & EUROPORT - WESTVIEW PARK

We will refurbish the parks near these areas for the enjoyment of everyone.

### TOWN RANGE – ST ANDREW’S PIAZZA & PIAZZELLA

We will commission a study to reprovide existing parking underground and create a new urban square in the area from St Andrew’s Church to the Elliot Hotel. We will also refurbish the area of the Piazzella.

### DOG PARKS

We will cater for dogs in special dog parks at different locations around Gibraltar.

## NEW PROJECTS

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### ORANGE BASTION

We will aim to connect the Orange Bastion area to Queensway to provide direct and more disability friendly access to the centre of town

We will work with local experts in the fields of heritage, natural history and the marine environment to explore the potential of the Bay and sympathetically use it for both education and leisure.

### ROSIA BAY

This historic bay has lain abandoned for too long and is now in a dangerous, dilapidated state. We will recover and regenerate this Bay.

### LITTLE BAY AND CAMP BAY

We will conduct a project to enhance the facilities at Little and Camp Bay so that families can better enjoy these waterfront areas.

## DOCKYARD REGENERATION

There will be a major and phased regeneration project of the area between the old north gate of the Dockyard by Ragged Staff which was demolished by the GSLP to the area of the 100 ton gun by Rosia Bay. It will complement other plans for Rosia Bay and Little Bay. The project will entail the gradual relocation of industrial uses from the southern end of the dockyard and the use of existing buildings or new build in keeping with the surroundings for low-rise residential, entertainment, cafes and restaurants. There will also be space for clubs and associations and a waterfront walkway throughout this area so that families can enjoy the area.

## EASTSIDE VILLAGES

We will develop the Eastside sensitively and sustainably. The abandoned man-made rubble heap on the Eastside that has been an eyesore for years will be dealt with once and for all. The entire area will be put out to tender so that we can create a sustainable expanded village on the Eastside of mixed commercial and residential use. Zoning will be put in place to ensure compatibility of the various uses.

East Side Villages will contain different zones of varying uses – residential and commercial. It will be developed alongside a beautification of Devil's Tower Road and the final completion of the Airport Tunnel project.

The residential zone of East Side Villages will incorporate green areas, shops, restaurants and parking which could also be used for visitors to and residents of Catalan Bay.





Dockyard Regeneration

## TRANSPORT & PARKING

### ALTERNATIVE TRANSPORT

We will explore more radical solutions to encourage alternative transport and the use of tunnels to decongest the town and get people to get around the city more easily.

### CYCLING

We need to be more imaginative and radical about introducing cycle lanes and encouraging rental of bicycles especially for tourists. Gibraltar is not currently a cycle-friendly place. The project of the half-hearted “cycle” lane in Main Street and Irish Town has been a failure because of the Government’s lack of leadership and commitment.

### AIRPORT PARKING

Our airport must be one of the few airports without long-stay parking. We will establish this kind of parking at the airport. This parking will also cater for tourists with a park and ride service to improve air quality and reduce pollution and congestion in town.

### AIRPORT TUNNEL

We will ensure the rapid completion of the airport tunnel project.

## ➤ NIGHT BUSES & WEEKDAY BUSES

There will be longer hours for night buses at weekends and public holidays. The operating hours and frequency of buses during weekdays will also be extended so that these operate till 1130pm. Routes will also be reviewed generally and in the context of the relocation of schools.

## ➤ TUNNELS

We will conduct a feasibility study aimed at exploring the use of existing tunnels to improve the overall transport system.

## ➤ RESIDENT ZONE PARKING

We will review the current scheme which inhibits the ability of residents to move around their own community. In some areas they simply do not work. We are all familiar with areas outside the town zone where bays lie empty but frustratingly no-one else can park there – such as in Queensway. If the zones do not work at all they should be done away with completely.

In some other zones – like the Town area within the city walls or in residential estates – the scheme partially works and there is a case for reforming the schemes to allow other Gibraltar registered cars parking. In those cases we will amend the system to allow free parking for residents of areas and also allow non-zone resident Gibraltar number plate vehicles to park for free during at least part of the day if appropriate.

Foreign vehicles will always be required to use paid parking. At the same time we will conduct a purge of abandoned vehicles occupying public parking spaces.

## ➤ PARK & RIDE

We will ensure that a Park & Ride scheme is introduced as a complement to any strategic transport plan to minimize tourist vehicles



Grand Parade

being on already congested roads and facilitate the movement of tourists in a cohesive way.

## ➤ GRAND PARADE

We will explore the possibility of underground car parking and will not allow any scheme which envisages building on Grand Parade other than to lay a green area and green park facilities.

## ➤ PARKING FOR DISABLED

The numbers of parking spaces for the disabled will be increased.

## ➤ ROAD SAFETY

We will place road safety at the heart of our programme and continue the placement of speed cameras and CCTV to better monitor our roads and toughen sentencing penalties.

We will also introduce a points system to sanction traffic offences.

## ➤ ROAD MAINTENANCE & REBUILDING

Our roads are often badly maintained, dangerous and full of pot-holes or uneven surfaces. We will ensure that a regular and consistent programme is in place for road maintenance.

## CULTURE

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### ✔ MUSEUM OF GIBRALTARIAN HISTORY

We will establish a Museum of Gibraltarian History. Not enough is known or promoted about the history and social, economic, political or constitutional development of our people. This Museum will be a showcase of our people and our identity.

### ✔ MUSIC FESTIVAL

The GSLP/Liberals have allowed the annual Gibraltar Music Festival to become a massively expensive exercise which year on year is used as an annual grace and favour jamboree for its friends and families in a special VVIP enclosure. We are committed to put the organization of this festival out to tender, increase local organizational influence and control, reduce the wastage of costs and do away with the Government's special VVIP enclosure.

### ✔ LITERARY FESTIVAL

We will continue to support the literary festival and its presence as an event on the cultural calendar.

### ✔ THEATRE & MULTI USE AND CONFERENCE FACILITIES – THE QUEEN'S CINEMA SITE

The performing arts deserve a theatre suitable for their present needs. We will engage with the performing arts community to deliver this project.

A large indoor events and exhibition venue will be provided so as to eradicate the need to use existing sporting facilities which often curtail availability to existing sport users.

The ex-Queen's Cinema Site should be saved for the arts & culture. The demolition of the historic façade for 23 temporary parking spaces is a shameful decision of the GSLP Government. We will not allow commercial development on the Queen's cinema site. We will use the site as a conference centre, theatre, venue for musical events and multi-use facilities. As such we will abandon the plans announced by the GSLP to build a theatre on the John Mackintosh Hall site.

## SPORT

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**O**ur sports policy starts from the premise that we put people first and why people should do sport and be active. This new perspective drives a healthy lifestyle approach. It also emphasises that facilities, funding and services in this field need to provide not just for people who can compete at local or international level but for recreational and social use.

#### ▶ **A SPORTS FOR ALL APPROACH**

We want to see everyone in Gibraltar feel able to take part in sport or physical activity. Getting families doing activities together is also a priority. By families we include carers or other adults who play key roles in a particular child's life

We are also keen to ensure that we boost opportunities for people with disabilities to do sport and will work with NGOs and educational and sporting experts to make that a reality

Participation in sport will bring physical benefits as well as contribute to mental well-being.

We will pursue an innovative sports policy to engage the least active, seek to increase the participation of young people in sport and increase community sport and leisure activities

#### ▶ **SUMMER SPORTS, EDUCATION & CULTURAL PROGRAMME**

The current successful summer sports programme will be reviewed and transformed into a wider programme that also has educational and cultural elements to give participants access to a wider field of cultural activities.

#### ▶ **TALENTED ATHLETE PROGRAMME**

While sports should be for all we also recognize

that it is important to nurture talent and allow it to develop so that some young people can then consider the possibility of higher level competition. As such we will introduce a Talented Athlete Programme by which special funding will be available for the sports development of young people.

That funding will also allow for those athletes that are part of the programme to have access to specialized training opportunities and coaching.

Those student athletes that then aspire to enter university courses with a sports speciality will be guided through that process.

#### ▶ **INTERNATIONAL SPORTS PARTICIPATION**

We will assist bodies representative of local sports who are seeking international membership in their particular sport.

#### ▶ **NEW FACILITIES – LATHBURY, EUROPA ETC**

We will ensure the completion and the ongoing maintenance of new sporting facilities which were either opened for the Island Games or subsequently or were undergoing works when the election was called. We are committed to ensuring that our main sports all have excellent facilities meeting internationally required standards to create a culture of sporting excellence and encourage young people and families into sports participation.

# OUR COMMITMENTS

3

BETTER SERVICES





## IN THIS SECTION:

- MEET JOELLE LADISLAUS
- HEALTH & CARE
- PUBLIC ADMINISTRATION & CIVIL SERVICE
- eGOVERNMENT

# JOELLE LADISLAUS



## ABOUT JOELLE

Having obtained my undergraduate degree from the University of Leeds in 2008 I then completed my vocational training at the University of the West of England, Bristol, to become a Barrister in 2009. I was subsequently employed by the Examinations Department of the University of Leeds for a few months following my vocational training, until I returned home to Gibraltar in 2010. I have been a litigator ever since and have a broad range of experience in different areas of law, inclusive of family, crime, employment and constitutional law, all of which centre around the rights, freedoms and interests of people. Most importantly, I'm a mother to my fantastic 2 year old daughter and a wife to my supportive husband.

I have always had a keen interest in social policy and having my daughter has put into perspective the concerns which I have long held about the future of our community. As I reflected and looked around me, I realised that I could no longer accept the gross underrepresentation of women in political parties, and indeed in Parliament and I could no longer sit back passively when I believe that I have something to contribute, and indeed to give back, to our society. With that in mind, I have set out on this campaign with the betterment of Gibraltar for all our people at the very forefront of my mind, because we and our future generations all deserve a better tomorrow. As we navigate the turbulent waters of Brexit in the near future, it will be more important than ever to stand united as a people. Together we can make change happen, and change begins with a single step. My first step is to run in this election, I hope yours will be to support us and our vision for the future. Thank you.



## HEALTH, CARE, THE ELDERLY, MENTAL HEALTH & SOCIAL SERVICES

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**T**he GSD have a strong track record in Health. We delivered a new modern hospital putting to an end the reliance on an inadequate set of buildings in the centre of town that had been outgrown many decades ago. We opened a new primary care centre and reopened the nursing school for training which had been closed by the GSLP in the 1990s. We are a Party that increased resources, personnel, services and training for staff.

Staff morale is now, once again, at a low point. There is a disorganization of services and a lack of political direction.

Under the GSD the Health Service was modernised and developed. We seek to do that again and improve the services we all need.

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### ➤ A REVIEW OF HEALTH SERVICES

Like we did in 1996 we would establish a comprehensive review of health services in Gibraltar to seek guidance from professionals as to the reforms that need to be carried out in primary and secondary care, to tertiary support services, to mental health services, domiciliary and residential care. The review would also encompass clinical governance and structural issues. Establishing this comprehensive review would be our first priority.

### ➤ NGOS, CHARITIES & ASSOCIATIONS

We recognize the invaluable work done by NGOs in fields relevant to health such as Alzheimer's & Dementia care, cardiac rehabilitation, mental health or drugs to name a few areas. We are committed to working with those bodies closely to support their work and provide financial and other assistance.

### ➤ MINISTERIAL RESPONSIBILITIES

A GSD Minister for Health would retain responsibilities for health, social services, the elderly, mental health and all other areas related to care and support. The Minister's office would be relocated out of the Hospital.

## MANAGEMENT & STRUCTURE

The GSLP has undermined proper professional management of the health service which has an effect on morale and the service provided to end-users. We will make sure professional management are allowed to independently run the service in the interests of patients and users.

## STAFF COMMUNICATIONS

Further improvements need to be made within hospital to improve communications between staff and enhance continuity in care.

## PAEDIATRIC NURSES

We would ensure visits by Paediatric nurses to schools.

## GP EVENING CLINICS

We would extend evening clinics at the Primary Care Centre that presently run from 5-8pm to 11pm. This will help in reducing the burden on A&E at the hospital and reduce waiting times there.

## NUTRITION

Awareness programmes in respect of diet and nutrition would be enhanced.

## AUTOMATIC DEFIBRILATORS

More units will be distributed and maintained across Gibraltar.

## CARDIAC REHABILITATION

We will work with the Cardiac Association with a view to establishing a Cardiac Rehabilitation Centre staffed with specialist cardiac trained nurses to provide support and advice to the

many cardiac patients and complement the work of the GHA.

## DIALYSIS PATIENTS

We will work with the Dialysis Patients Association in ensuring increased organ donation awareness and so that waiting times for patients are reduced.

## EXTERNAL HEALTH PROVIDERS

We would review Service Level Agreements with foreign health providers to ensure best treatment at the best cost to Gibraltar and explore whether local SLAs can be entered into if there are patient and cost benefits to do so.

## STRATEGIC DIRECTION IN HEALTH

We would reintroduce a Chief Executive Officer in the GHA to have general strategic oversight and direction of the Health Authority.

## BUDGETARY CONTROL

The prescriptions and equipment budgets will be reviewed to ensure that there is no wastage or abuse of the system.

## HEALTH PROMOTION STRATEGY

We will boost awareness programmes aimed at increasing the health of the population, addressing health issues early and adopting preventative strategies.

## eHEALTH ACCESS

As part of our general drive for eGovernment we will ensure that applications and renewals for health cards shall be synced with your national registration and tax records. This means that renewals will occur automatically

if there are no significant changes to your employment or entitled status.

- The appointment system at the Primary Care Centre will have a virtual platform to allow online appointments as well as appointments being made by telephone and over the counter.

- Dispatch officers for ambulance emergencies should be qualified Emergency Medical Technicians. This will ensure that callers have appropriate support.

- There should be a financial recognition of relevant qualifications held beyond the minimum required to incentivise further training and qualifications.

- We will conduct a review to consider moving the Ambulance Service to purpose built premises.

- There shall be a salary review in the Ambulance Service in line with its important role.

## ➤ PATIENT & STAFF COMMUNICATION

This must be improved between members of staff as well as between staff and patients. Equally data sharing between the Hospital and Primary Care Centre must improve.

## ➤ MEDICINAL CANNABIS

We will enable the provision of medicinal cannabis products on prescription in accordance with guidelines issued in the UK and under the supervision of medical professionals.

## ➤ ST JOHN'S AMBULANCE

We will work with St John's Ambulance to resolve the issues as to the support arrangements which St John's have traditionally provided to the GHA and the community.

## ➤ AMBULANCE SERVICE

- We will review how the Ambulance Service is presently provided to modernize and improve how it is delivered. It should work to a reviewed and clear set of duties, have its own budget, published set of protocols and code of discipline.
- We will fill existing vacancies within the Ambulance Service and recognize the successful completion of training by individuals for the purpose of promotions within the Service.
- There will be a management structure review to ensure a better delivery of services and to identify whether additional resources are needed.
- We will strengthen the four current shifts by introducing posts of Deputy Station Officer in each shift.

## ➤ CARERS ALLOWANCE

We will review the provision of allowances for carers so that the valuable work these members of our community do is recognised. Those who are full time carers should be given the minimum income guarantee moving forward and have social insurance contributions credited retrospectively. Those who have dependants who are in care during certain hours of the day such as school or day centres should have an allowance proportionate to the demands. The allowance will be means tested and available to those who cannot live independently due to age, mental health, learning or physical disabilities. We will establish clear guidelines in relation to the entitlement and operation of the Carers Allowance.

## CARE QUALITY COMMISSION

We will consider the establishment of an over-arching Care Quality Commission to supervise and monitor the quality of care delivered in Gibraltar. This will be an independent statutory body with separate funding to carry out periodic audits of standards of care. This will be to the benefit of better services affecting the elderly, people with disabilities, or affected with drugs or mental health or other care issues. The presence and monitoring of this independent watchdog

on care will lead to improvements in the service and more integrated care. It will also allow service-users to put their concerns on care before an independent body so that these are considered as part of their monitoring function.

Private Sector care providers will need to be approved and registered with the CQC. Additionally the CQC will operate a Register of Approved Carers who intend to deliver care to individuals. That will avoid untrained and unregulated people doing so.

# MENTAL HEALTH

**M**ental health is as important as physical health. We must strive to ensure that everyone achieves a state of mental well-being that enables them to maximize their potential. Mental health care needs to be holistic, supportive, continuous, thorough and delivered with empathy. It needs to offer a variety of methods. One size does not fit all. Stability in human resources and availability of expertise is important in ensuring that degree of unbroken care.

## A REVIEW OF MENTAL HEALTH SERVICES

There will be a comprehensive review of mental health services in Gibraltar so that we can improve the resources available and support for those with mental health problems.

## STRATEGIC DIRECTION

We will recruit a Mental Health Director to be in charge of strategy and coordination of mental health services and inter-departmental support. The services in mental health should be integrated and not fragmented.

## MENTAL HEALTH BUDGET

After the conclusion of the review we will set a specific budget for mental health services

### ✔ **SUPPORT FOR YOUNG PEOPLE & VULNERABLE ADULTS**

Specifically we will ensure that young people and vulnerable adults are given better support at school and outpatient clinical or education psychologists' support

### ✔ **SUPPORTED LIVING & EMPLOYMENT**

We will ensure better provision of supported housing and employment for those with mental health issues. These could be managed with the assistance of specific NGOs.

### ✔ **INTEGRATED IN-PATIENT CARE**

There needs to be much better integration with the community so that we move away from any institutionalized model. To the extent possible in-patients should make the transition to living in the community. That will require more resources being made available for community support. The programme of in-patient activities for mental health patients would also be reviewed and improved

### ✔ **CRISIS AND CARE MANAGEMENT EMERGENCY RESPONSE UNIT**

In the same way as an ambulance is called when a person suffers a physical injury there needs to be a rapid response team to respond when persons suffer a mental health crisis and need either care at a medical facility or in extreme cases a home visit. The existing arrangements are staffed by hard-working professionals but we would review these to give them further support. We will ensure the specialist team tasked with that responsibility is fully resourced. That will help in identifying the contributing factors to the person's condition at the time of the call. The information will be crucial in preparing a care plan and if admitted a discharge plan. The Response Unit shall be responsible for organizing access to services and follow-up.

### ✔ **MENTAL HEALTH A&E**

To complement this work and in consultation with specialists we will consider the establishment of an A&E style walk in for any person who feels they need urgent assistance at Ocean Views. A care plan could then be designed for that person at Ocean Views as to whether they require in-patient or community assistance.

### ✔ **CARE CO-ORDINATORS & FAMILY ADVISERS**

There need to be care coordinators to support individuals in the roll out of care to them as individuals. Continuity of care and aftercare is essential in supporting people with mental health issues. These care coordinators will work closely with members of the families of persons with mental health needs so that the families can have better awareness and so that they can also feel supported.

### ✔ **OUTREACH SERVICES**

There must be a much more radical approach to outreach services in the area of mental health so that persons suffering with mental health issues can be helped, monitored and followed up. The range of services to be provided would be developed in close consultation with professionals but should cover the use of drugs and alcohol, rehabilitation, supervised living, personality disorder support, eating disorders, anxiety, depression, psychosis and other conditions.

### ✔ **MENTAL HEALTH PROFESSIONALS**

To support all this work we will review the human resources of psychiatrists, clinical psychologists, educational psychologists, occupational therapists, psychiatric nurses, counsellors and other allied professionals and recruit where necessary.

## ✔ SOCIAL MEDIA

Many younger people are being detrimentally affected by over dependence on social media, over exposure to social media which may cause effects on mental health or by bullying as a result of social media. There needs to be more professional mental health support and better awareness in families and society of these issues. This part of our policy will also go forward with the policy set out in our Justice section on social media and bullying.

## ✔ NGOS

We will work with Gib Sams, Clubhouse, Gibraltar Mental Welfare Society, Psychological Support Group and other NGOs to support their valuable work in providing support to users of these services.

# FAMILY & INDIVIDUAL SEXUAL HEALTH AND RIGHTS

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## ABORTION – THE BALANCE OF RIGHTS

- ✔ WE WILL REPEAL THE JULY 2019 LAW OF UK STYLE ABORTION ON DEMAND.
- ✔ WE WILL PASS A LAW TO PROTECT THE RIGHT OF THE UNBORN SUBJECT ONLY TO LIMITED EXCEPTIONS NAMEDLY RISK OF LIFE TO THE MOTHER, RAPE, INCEST AND FATAL FOETAL ABNORMALITY.

Changes to the law on abortion engage competing rights of several living beings most importantly the rights of the mother and the unborn child. It is a complex issue which requires careful consideration. It requires a balance of those competing rights. Our

commitments are intended to ensure that exceptional situations are provided for.

We voted against the GSLP Government's proposed law which would provide abortion on demand. The GSLP have said that if they are elected to Government they will hold a referendum in March 2020 on whether this should be commenced.

The consultation paper issued by the GSLP misrepresented the law they were proposing and therefore was flawed from the outset. The GSLP did not honestly tell you that the law they were putting forward provided abortion on demand and went beyond narrow limitations such as providing just for situations where rape or incest or fatal foetal abnormality are present. The law put forward by the GSLP in April 2019 was also a massive misrepresentation and went well beyond what was required to comply with the constitution on any interpretation of that issue.

That is why we voted against that law when it went to Parliament in July 2019.

In August 2019 we set out our clear commitment to you and seek a mandate at this election for the following policy:



1. We will not commence the law introduced by the GSLP/Liberals which would allow abortion on demand (the Crimes (Amendment) Act 2019). We will repeal that law. We will therefore not hold a referendum on a proposal to commence that law of abortion on demand that goes well beyond what is constitutionally necessary.
2. We will introduce a law that recognizes and protects the right of the unborn subject only to very limited exceptions. Those exceptions will be specifically defined and contained in that law and will provide only for cases of rape, incest, fatal foetal abnormality and risk of life to the mother. The latter already exists as an exception. That law will be drafted carefully after specialist medico-legal advice.

We do not contemplate going beyond that position. If any future Government contemplates going beyond those limited exceptions then we consider that question should be put to a referendum.

#### ▶ **HIGH RISK PREGNANCIES**

We will ensure that where possible services can be provided locally to monitor high risk pregnancies and abnormalities. To fully understand the options available and for additional support parents will be offered to discuss matters with other persons who may have gone through similar experiences. We recognize that in some cases referral to specialist clinics outside Gibraltar will be necessary. We will enhance the training available to health professionals in this field.

#### ▶ **SEXUAL HEALTH & COUNSELLING & ADVICE THROUGHOUT PREGNANCY STAGES**

There must be more support in sexual education and counselling. Contraception should be offered free. Resources on sexual health clinics and aftercare generally and for those who are pregnant or have been pregnant should be enhanced.

Equally there must be more awareness of support mechanisms for women before, during and after pregnancy. This should include counselling and advisory services. In certain cases there should be a second home visit by a Health Visitor if the baby or family members are vulnerable.

#### ▶ **REGISTRATION OF STILL BIRTHS & COUNSELLING**

We shall offer the opportunity for parents who wish to legally register a still birth whose life had been confirmed by a GHA sonographer but was still born or unfortunately miscarried. We will also provide free counselling to those parents.

#### ▶ **ADOPTION**

We will extend the Legal Assistance system to persons wishing to adopt a child so (irrespective of income thresholds) to help them through what is potentially a costly process. If people wish to adopt children who have no home the State should facilitate this in the interests of the child. We will also work towards making the adoption process more streamlined.

#### ▶ **SURROGACY**

We would introduce legislation to allow the prospect of surrogacy.



**We will repeal the July 2019 law of UK style abortion on demand**

## DEMENTIA CARE

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### STRATEGY

The provision of the Alzheimer's & Dementia Centre while welcome has proved inadequate for Gibraltar's needs. We will review the existent Dementia Strategy to deliver services to all those in need and a larger residential provision. A GSD Minister will work closely with the Gibraltar Alzheimer's & Dementia Society. The objective will be to establish a long-term vision and provision for the next 20 years.

### FINANCIAL PROVISION

There will be an ongoing financial commitment and a specific budget for the ongoing care of dementia.

### DAY CARE

We will extend the operating hours of the Day Care centre to cover weekends.

### ADMIRALS NURSES

Admirals Nurses provide specialist dementia support. We are committed to ensure that the GHA has specialist dementia support nurses trained.

### ASSISTED HOME LIVING & RESIDENT CARERS

A system of carers based in properties designed for Assisted Living will be expanded to ensure closer and more direct care rather than roving carers.

### GENERAL AWARENESS & SCHOOLS

We will, through the Education Department, support awareness programmes at schools so young people become more aware of dementia, the need for support and care.

## HEARING & TINITUS STRATEGY

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### EQUIPMENT

We need to assist those with hearing difficulties by providing more support for purchasing equipment for the home and enhancing public facilities (like loop systems).

### TEACHERS WITH SPECIAL TRAINING

There should be teachers with specialist training to assist hearing disabled or deaf children.

### ➤ AIDS & BATTERIES

Batteries for Hearing Aids should be provided free.

### ➤ SUB-TITLES; COMMUNICATION & SIGNAGE

Sub-titles in all public broadcasts and GBC TV news programmes to make content more accessible.

We will also provide deaf awareness training and seek to improve communication and signage in all Government departments

### ➤ GHITA

We will work with the Gibraltar Hearing Impaired & Tinitus Association to help those in need. We will jointly work to identify improvements that can be made as well as changes to legislation that will assist persons suffering hearing issues. In particular we

will establish a working party to review the recommendations made by the Association in September 2019.

### ➤ ENTITLEMENTS

We will introduce a coherent policy with clear entitlements that apply to all to avoid the different way assistance (to entitlement or subsidies) is currently rolled out to different individuals with the same problems.

### ➤ SCREENING

The GHA will offer screening for everyone for hearing loss or impairment once they are 60.

### ➤ AFTERCARE

We will review the resources of the Audiology department so it is able to provide improved aftercare.

## ELDERLY

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### ➤ MOUNT ALVERNIA

The provision of elderly care services would be reviewed and extended. The current services provided at Mount Alvernia would be relocated to a purpose built site near town which could also cater for enlarged facilities.

### ➤ MEALS ON WHEELS

We would put more resources into a meals on wheels service for the elderly.

### ➤ DOMICILIARY CARE & HOME SUPPORT

This is necessary for persons in the community and we are determined to address this in the context of our overall strategy.

## PERSONS WITH DISABILITIES

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There must be better integration of services to help people with disabilities – from housing to health to social services. Better integration would improve the roll-out of domiciliary care, respite or adaptation of housing for example.

### INTERNATIONAL RIGHTS OF THE DISABLED

We will transpose into the law of Gibraltar the UN Convention on the Rights of the Disabled and be conscious of its principles in policy and law-making

### DEFINITION OF DISABILITY & LEVEL OF ALLOWANCES

We will review how people qualify for disabled status to deal with the difference on automatic entitlement for those born with disabilities and “discretionary” entitlements conferred on those not born with these.

The scale of these should depend on the severity of the disability and what help the person needs for independent living. At the moment much is left to the discretion of the Minister and so the system is not clear enough as to entitlements. We will review the way allowances are structured and granted to make these clear and take account of the severity of disability.

### CONTINUITY OF CARE

Much greater efforts must be directed at ensuring continuity of care. Sometimes people who need carer assistance find that their carers are constantly changed leading to lack of awareness and continuity issues and breaks in quality of service. This is an operational issue which we will take measures to assure.

### HOUSING STOCK

We will maintain housing stock for persons with disabilities to avoid the wastage of public money when converted flats are reallocated and not used for the disabled. Private developers should be encouraged to make provision in developments for a small stock of housing specially adapted for independent living for disabled people.

### DOWNS SYNDROME

We need to foster better social and educational inclusion for children into mainstream schooling and into better employment opportunities. In school more teaching assistants can facilitate that. Beyond school more comprehensive and

specific life skills training needs to be given to facilitate social inclusion.

#### RESPIRE AND COMMUNITY SUPPORT

Parents also need more constant support beyond the schooling age. The regulation of the provision of respite care is also important.

#### EMPLOYMENT

Investment will be made in giving people with physical and learning disabilities the skills to gain competitive paid employment. We will also introduce schemes in consultation with the Disability Society to ensure supported employment. The Supported Employment Company project established by the GSLP has been a failure. We need a proper scheme to achieve sustainable long-term employment for persons with disabilities with the involvement of vocational job profiling, job coaching and other support. People with disabilities need to be given opportunities to fulfil their desire to have roles as valuable workers and be treated as equal members of society.

#### BLUE BADGE PARKING

The current pilot system which was recently announced to make it easier for disabled blue badge holders to park especially in town will be made permanent after consultation with the Disability Society.

#### TRAINING

Persons employed in social services will receive enhanced training and to ensure continuity of care we will look to reduce any use of short-term contracts in the care fields.

#### INDEPENDENT & ASSISTED LIVING

We will support schemes to encourage independent or assisted living in the community

#### DISABILITY SOCIETY

A GSD Minister will have regular meetings with the Disability Society to assist in tackling their concerns.

#### SPECIAL EDUCATIONAL NEEDS

There should be a purpose built facility to replace St Bernadette's and a new ethos aimed at life skills training and confidence building and inclusion.

Please see our Education section which also sets out our plans for St Martin's and St Bernadette's.

#### DR GIRALDI HOME

As stated we are proposing that St Bernadette's should be relocated to a purpose-built site. Equally we consider that it makes sense for there to be a co-location at a purpose-built location of a new Dr Giraldi Home.

#### INDEPENDENT MENTAL HEALTH ADVOCATES

Will be appointed with powers under the Lasting Powers of Attorney Act to assist families in relation specially to residents of the Dr Giraldi Home.

## SUPPORTING FAMILIES AND PARENTS

Families come in all shapes and sizes  
and we need to support them all.

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### ▶ FAMILY CENTRE

Relocate the Family Centre to a central but discreet location which will incorporate family support, learning, guidance & parenting classes as well as a play area.

### ▶ TEMPORARY HOUSE FOR MEN

We will establish a Half-Way house for men which could be run by an NGO or charitable entity to assist men in need of temporary accommodation.

### ▶ WOMEN IN NEED

We recognize the incredible work done in helping women by this NGO and we will review and increase the resources available to support their work and refurbishment. We will also support by improving the awareness and inter-relationship with key departments and essential services.

### ▶ EQUAL PARENTING, FAMILY LAW REFORM & PARENTAL ALIENATION

In 2008 the GSD Government completely overhauled family law in Gibraltar. It came a long way in dealing with issues such as parental alienation and non-payment of maintenance by the non-resident spouse. These continue, however, to be real issues and we recognise that the legal system is letting down many fathers and mothers. Having meaningful access to your children is human right and both parents must continue to be responsible for their children. We will therefore introduce new robust laws and procedures to ensure both parents are treated fairly [see also our Housing Policy in relation to divorced fathers].

More training will be given to key stakeholders in social services and the administration of justice on parental alienation to enhance awareness of this and the harm that can be suffered by children and their impact on parental relationships.

## DRUGS

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**T**here needs to be a radical reappraisal of how the issue of drugs is dealt with in our community. The approach on hard and soft drugs is not working

properly. Use is now pervasive. Penalties are not having a deterrent effect. In the case of addicts penalties are not addressing or providing support

that will allow people a better chance to emerge from addiction. In the case of other users and suppliers penalties are not providing any educational awareness to dissuade the person from re-offending. Those issues need to be addressed by reassessing sentencing policy and general approach to penalties. See our Justice section also.

We are not in favour of decriminalisation but have committed ourselves to ensuring educational programmes and awareness as alternatives to imprisonment for the possession of small quantities of drugs for personal use.

Additionally it is necessary to provide greater support and resources to persons with drug problems.

The measures that are taken need to recognize that we need to tackle this issue from different perspectives namely persons who suffer from addiction, recreational users and their families and friends. Addiction has to be dealt with as an illness and be treated via primary care and rehabilitation.

**The keys will be strategic coordination of a strategy that contains a well resourced Awareness and Rehabilitation Programme as well as an acknowledgement of dealing with addicts, casual users and suppliers differently.**

In Government we would therefore:

- Appoint a National Director for Drugs Policy to coordinate services in the fields of support, enforcement, education, awareness and response in drugs. The Director would work closely with enforcement and support agencies.
- Establish a Care Management Team to coordinate the delivery of care to persons in need and provide the necessary support network.
- We will work collaboratively and increase the resources available to voluntary organisations and charities working to support addicts towards recovery and rehabilitation such as the Stay Clean Trust, Narcotics Anonymous, Families Anonymous and others that do valuable work in this field.
- Multi-disciplinary teams will work collaboratively in this field so there is seamless support between the various public services and NGOs working in this field.
- Commit further resources to Rehabilitation. Currently the initial stage of rehabilitation is often provided at Ocean Views. This does not deliver the best environment for the recovering addict. The team shall also include drug support workers who will assist addicts either in the community or in prison. The Care Management Team will produce a Care Plan for each person under its care. We will also review the current rehabilitation programme to ensure it is flexible enough to deal with all cases. The rehabilitation programme will provide an extensive range of therapy and counselling.
- An effective AfterCare system is pivotal to the success of initial rehabilitation. This needs to be wide-ranging to extend to access to housing, supported living and supported employment with an emphasis on recovery and support. More resources will be allocated. We shall allocate better suited premises than those currently offered in the Mid-Harbour Estate.
- A rehabilitation programme and training will be offered during imprisonment to better adapt to life after serving a custodial sentence.
- We do not believe in decriminalizing drugs but for social/recreational users of very small quantities of drugs (say 1g) the emphasis should shift towards education rather than criminal penalties. We will consult on legislative changes that will be made to change this emphasis. Those in possession of such quantities will be subjected to a mandatory educational and community programme. This will be designed to ensure that the person does not continue to use drugs. That programme will also be expanded, as appropriate, to persons in possession of other small quantities as an alternative to imprisonment.
- We will provide greater resources to awareness and support.
- Equally it is important to see the distinctions and we will redirect and strengthen resources to deal with Suppliers of drugs. We will be tough on suppliers.
- We will review minimum sentences for the supply of Class A drugs like cocaine.
- Increase greater resources to the Police and Customs for the purposes of enforcement specifically in respect of drugs offences.

- Medicinal Cannabis – see our Health policy. The prescription of medicinal cannabis derived products will be possible under clinical supervision to deal with various conditions such as Parkinson’s or Multiple Sclerosis or others for which the medical profession recommends prescription.
- Drugs Free Workplace – we are committed to a policy that ensures a Drugs Free Workplace which particularly protects vulnerable sectors, persons working with the elderly, children, persons with disabilities or the sick. Random testing within the public service will be a fixed policy especially within essential services and vulnerable sectors.

## PUBLIC ADMINISTRATION AND THE CIVIL SERVICE

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**T**he services the Government provides you depends on civil servants and other public sector employees.

It is essential to any system of governance to have a well-resourced, efficient and well-run public service which is modern and able to deal with the administrative issues of our community. We are committed to ensure that the civil service and public sector authorities and employees are supported in their task.

### **DIRECT ENTRY**

➤ We would establish a Civil Service Fast Track – a clear and annual direct entry scheme into the civil service for returning graduates. This would secure employment opportunities for our returning students as well as strengthen the civil service.

this way in future. Any vacant posts would be advertised for permanent recruitment into the civil service.

We will also end the practice of filling any non-specialist posts in the public service through recruitment agencies in future.

### **AGENCY WORKERS**

➤ We commit to an end to agency workers or parallel employers in core civil service departments like the Treasury or Income Tax and ensuring that vacancies are not covered in

### **BETTER WORKING PRACTICES REVIEW**

➤ There should be regular reviews and inspections of departments to improve and modernize working practices and make departments more responsive to the public’s needs.



## ✔ COUNTER SERVICES

Counter services must be modernized and improved through the roll-out of greater and more effective e-Government. There will be a review of services provided to the public to see how these can be streamlined and made more efficient and responsive to the public and the business community. Counter hours in key areas should be extended as these are not often user-friendly for people working

## ✔ SENIOR MANAGEMENT FORUM.

There needs to be a forum for senior management problem-solving and to improve the interface between different departments

## ✔ SUMMER INTERNSHIPS

We would have a system of summer internships for undergraduates interested in joining the civil service.

## ✔ TRAINING & DEVELOPMENT

Civil Servants will be given access to training and professional development to a greater degree than before in the fields of general public administration and specialized services.

## ✔ PUBLIC SERVICE CODE

We are committed to the introduction of a Public Service Code to replace General Orders that is now antiquated.

## ✔ RECRUITMENT, SELECTION & APPOINTMENT

The recruitment, selection and appointment process of civil servants through the Public Service Commission will be made more transparent.

## ✔ SUCCESSION

There needs to be a clear Protocol on Succession

Management to manage the process of retirement or replacement of key individuals.

- ✔ Vacant or new posts will be advertised and not filled on an acting basis for any period more than is absolutely necessary.
- ✔ A GSD Chief Minister will meet each trades union on a monthly basis to ensure there is better communication on industrial issues.

## ✔ eGOVERNMENT

We will roll this out more vigorously and quickly. It should be possible to do many more processes online to facilitate the interface of people and business with public services from making appointments, to seeking licences to paying the fees. We aim to put all fee-paying or licence obtaining activity online within 4 years.

Additionally the number of departments that people need to liaise with to do business must be cut down. There will be one Business Processing Centre for all employment, licensing and fee-paying business with Government. It will be open by 2021.

## ✔ PUBLIC SERVICES OMBUDSMAN

We appointed the first Ombudsman following the introduction of legislation in 1998. That Office reviews complaints of maladministration and makes recommendations for improvements to the public service. But sometimes the Ombudsman's advice and recommendations while entirely sensible does not get acted upon. We will review the powers of the Ombudsman and the duty of departments to act on the recommendations of the Ombudsman. We will specify categories of cases where departments will be required to comply with the Ombudsman's recommendations in individual cases within 120 days unless a head of department provides written reasons why that is not possible in the particular case. This will give further teeth to the Ombudsman's service and will act as a check on the service provided to citizens.

# OUR COMMITMENTS

4

## YOUR MONEY





## IN THIS SECTION:

- MEET ROY CLINTON
- PUBLIC FINANCES & PUBLIC DEBT
- TAX

# ROY CLINTON

## ABOUT ROY

I was born 5 days after the 1967 Referendum and thus I never knew what life was like before the frontier closed in 1969, but along with my generation grew up in what was a close knit and protective community, spending many happy days with the Sea Scouts.

I enjoyed school at Bayside eventually earning enough A level points for a scholarship to Birmingham University in 1986. I returned to Gibraltar, after 8 years in the UK, with a degree in commerce and qualified as a Chartered Accountant. I eventually joined a private bank and spent the rest of my career in Banking in various senior roles. Since entering Parliament in 2015 I have focused and specialised on scrutinising our public finances and in 2018 was admitted as a member of the Chartered Institute of Public Finance and Accountancy, whose objective is to promote best practice and transparency in public sector accounting. Transparency in our public finances is something we badly need to restore.



Our future is dependent on the success of Gibraltar's economy. Brexit is a threat we cannot ignore as any downward pressure on employment or the private sector will have a direct effect on Government revenues. We cannot afford to be complacent in Gibraltar, we cannot continue to borrow heavily and spend lavishly so as to create potential problems for our children. We all need to protect what our parents worked so hard for, i.e. a secure and prosperous homeland for us and future generations.



## PUBLIC FINANCES – YOUR RIGHT TO KNOW – THE GOVERNMENT'S DUTY TO BE CAREFUL

- **REDUCE THE GSLP DEBT MOUNTAIN**
- **MANAGE YOUR MONEY CAREFULLY AND BETTER – WITH NO WASTE**
- **TAX YOU LESS**

We have been warning about the opaque practices of the GSLP/liberals and the mounting debt for some time. We now have a situation where gross debt is approximately £1.3 Billion. The Government mortgaged housing estates to the tune of £300 Million and is not open about how it is using that money.

So far all they have said of the £275 Million net they initially borrowed is that 30 Million was injected into the Gibraltar International Bank and they intend to use £50 Million to provide a loan to the developers of Victoria Keys. What about the remaining £195 Million? What has been done with that? Is any money left? In three years we will have paid £33 Million in interest.

Additionally the GSLP/liberals set up Credit Finance which received £400 Million from the Savings Bank and has transferred another approximately £328 Million to another Government controlled company. Again and despite calling for the information the GSLP/Liberals have refused to give detailed information about how that money is being used. This is your money and you have a right to know how it is being used.

Most recently – in July 2019 – the Government have – in effect – taken another £165 Million in borrowing. However they try to dress it up this has increased public debt even further.

The Government have created 33 companies since 2011. Increasingly more and more of its activities are being undertaken through Government companies and not the Government directly.

When the GSLP talk about the health of the budget they presented they do not say that the £100 Million it is spending in schools is not shown in the Government's budget.

Nor do they talk about the costs of the various sporting projects or other capital projects totaling £134 Million that are not included in the Government's books of numbers either.

You also have a right to ensure that money is spent wisely and that public debt is not racked up or public monies spent as if there was no tomorrow. At a sensitive time in our history when we are facing the unprecedented challenge of ensuring our economic development outside the European Union it is important to be prudent with the use of our public monies.

We will curb wastage, act transparently and manage your money prudently. We will tell you how your money is being spent. We will never forget this is your money and not the Government's. We are managing your money on sacred trust for the benefit of everyone in our community and future generations.

“

[we will] Reduce the  
GSLP debt mountain

## FINANCE MINISTER

In a GSD Government the roles of Chief Minister and Minister of Finance will be undertaken by different people. This is important in ensuring separation of these important financial powers and better collective financial policy-making

## PUBLIC DEBT

We will create an Office of Debt Management within the Treasury responsible for forecasting over a 5-year period what the Government's public sector borrowing requirements are and creating a strategy to manage debt levels.

We will prepare a plan for the reduction of public debt and consider revising the definition of legal debt to a simpler methodology linked to recurrent revenue and not GDP.

We will ensure that the repayment of capital is scheduled in any financial forecasts that are made and that sufficient funds are set aside for this purpose.

## BUDGETARY CONTROL & PARLIAMENTARY APPROVAL OF FINANCE MEASURES

Annual budget measures will receive the input of the Financial Secretary, Commissioner of Income Tax as well as Ministers.

We will introduce a Finance Bill at budget time so that all necessary legislation on measures announced in the Budget are passed promptly unlike now.

Supplemental Appropriation bills will be taken as soon as ready and not delayed.

## PUBLIC ACCOUNTS COMMITTEE

We are the only UK Overseas Territory without a Public Accounts Committee. We

will ensure the establishment of a Public Accounts Committee in Parliament to scrutinize Government expenditure. The PAC will be chaired by a member of the Opposition.

## FINANCIAL SECRETARY

The Financial Secretary will answer questions directly from Parliamentary Select Committees on financial issues such as overspends to the annual budget or any financial query from a Committee.

## GOVERNMENT COMPANIES – APPROVAL BY PARLIAMENT

Parliament will be asked to give approval to the creation of any Government owned Gibraltar company. No foreign company is to be owned by the Government unless the Minister of Finance issues a certificate to Parliament explaining its necessity and the Parliament gives approval prior to its creation.

## PRINCIPAL AUDITOR INDEPENDENCE AND POWERS OF SUPERVISION

We will amend the Public Finance (Control & Audit) Act to ensure all companies under direct/indirect Government control are under Principal Auditor supervision.

In consultation with the Principal Auditor we will amend legislation to enhance his independence from the Government in fulfilling his audit functions and to allow these to be carried out in a more modern and efficient way. It is important for there to be operational independence of the Government and strengthened control and supervision of the use of taxpayers monies. This will also aim to promote economy and efficiency in Government departments.

We will also provide for a final tier of accountability by ensuring that an independent auditor audits the work of the Principal Auditor's Office.

#### ▶ PUBLIC DEBT AUDIT

There will be an independent audit and review of all Government owned or controlled companies to determine the true level of public debt. We will be clear with you about what the results of that is.

The law will also require the timely publication of audits and transparency reports.

#### ▶ SAVINGS BANK

The Gibraltar Savings Bank will no longer be used to fund Government projects to circumvent public debt levels. We will restore the purpose of the Savings Bank as a means to encourage savings and provide savings products.

#### ▶ PUBLIC CONTRACTS

We will introduce a better system for the Award and Supervision of Public Contracts – see under our Fairness and Opportunity section.

#### ▶ CREDIT FINANCE

Credit Finance will be investigated and liquidated. This company has been set up to

disguise the way that the GSLP/Liberals have been borrowing & spending money. There is no need for that company if matters are handled openly and transparently.

#### ▶ BORROWING

We will ensure the Government's medium and long-term borrowing requirements are forecast and costed at the best rate for the taxpayer with a funded repayment plan.

#### ▶ PROJECTS

Project spending will be prioritized and value for money will be paramount.

#### ▶ VALUE FOR MONEY TEAM

We will establish a new Value for Money Team within Treasury who will report to the Chief Minister and Finance Minister. This Unit will play a key role in the monitoring and supervision of Government contracts to ensure no abuse or wastage of public monies – see our Better Governance section for our policy on the award and supervision of contracts.

## TAX

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**W**hen the GSD was in Government between 1996-2011 we systematically lowered tax for the benefit of everyone.

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In the same way as we will never forget this is your money we will strive to ensure we lower the burden of taxation on people, return as much money as possible to you, give you the best performance from public services that receive your money and especially tax those in lower incomes as little as possible. To that extent we will review our tax system so that we ensure that income tax is reduced further on incomes below 25k/year in priority to those on other incomes.

The tax system also needs to work more efficiently so we will review how the gross income based system works and ensure that it does so without the application of cumbersome allowances. There needs to be a system where allowances are taken into account and another for the clean application of a simple gross based income tax.

We also recognise that it is important to attract wealth-creators and entrepreneurs into our economy and to incentivize businesses to thrive and in turn create jobs. We want to ensure Gibraltar is a friendly place to do business.

The objectives of our tax policy will be to ensure reasonable taxation of working families and individuals, ensure businesses are given stimulation in a post Brexit world and that the tax system is simplified.

## **(1) REDUCING THE TAXATION BURDEN FOR INDIVIDUALS TO HELP FAMILIES**

The GSD feel that individuals deserve a fairer deal as the cost of living increases. This will help families. We will also review the schemes in place of high net worth individuals to increase the contribution of those who can afford to pay more. We will:

- Ensure that allowances and deductions increase annually in line with inflation.
- Pay income tax refunds promptly as assessments are completed.
- Increase the stamp duty exemption threshold to £350,000 for first time buyers.
- Increase the tax thresholds for HEPS and CAT 2 individuals.

## **REDUCTIONS IN INCOME TAX RATES**

The GSD reduced the burden of taxation on all taxpayers between 1996 and 2011 by reducing the top rate of tax from 49% to an effective 25%.

In line with our overall philosophy of returning money to you by more efficiently running public services and managing public finances we will consider further reductions in tax rates when possible. These may not be immediately possible while we are seeking to manage the public debt crisis that we would inherit from the GSLP. But as a medium to long term policy we would want to continue to lower taxation on everyone because this returns money to you. This will encourage entrepreneurship, generate the creation of jobs and the attraction of business and high net worth individuals wanting to set up new businesses in Gibraltar.

## **SERVICE CHARGES**

For persons on the Allowance System we will introduce a new tax relief for homeowners capped at £1,000 per annum in respect of service charges paid on residential property.

## **(2) CREATING THE BEST FISCAL CLIMATE FOR BUSINESS POST BREXIT**

### **DOUBLE TAX AGREEMENTS**

We will negotiate the entry into Double Taxation Agreements with other jurisdictions wherever possible.

### **CORPORATE TAX**

To ensure businesses have a buffer post Brexit we will pledge to make no changes to corporate tax for at least two years.

### **BLACK-LISTING**

We will continue to work with the finance industry to ensure that Gibraltar's finance system is understood and we are removed from any black lists.



## IMPORT DUTIES

We will review import duties on a number of goods and articles to assist business. We will identify what specific articles should be subject to reductions in consultation with the business community and have in mind reductions in duties for clothing, footwear, jewellery, pearls, perfumes, gold bullion, beauty and makeup preparations, and watches.

## (3) SIMPLIFICATION AND ENFORCEMENT OF THE TAX SYSTEM

### GROSS INCOME BASED SYSTEM

Certain allowances have been inserted into the Gross Income Based System that has undermined the original difference with the Allowance System. We will review the GIBS so as to remove allowances while retaining tax benefits. Tax bands would be adjusted to ensure that people are at least as well off as previously.

### TAX SYSTEM

The GSD introduced the Gross Income system to simplify the taxation of individuals. This has been complicated by the addition of allowances and other deductions creating a second form of allowance system. The long term objective must be to have one simplified system not two complicated ones.

We will review the tax system to remove complications and make this simpler to understand and administer.

We will eliminate joint tax returns so as to ensure a better separate taxation of husband and wife, civil partners or same sex partners by elimination of joint tax returns.

### TAX INVESTIGATION UNIT

We will establish a Tax Investigation Unit with wide-ranging investigative and enforcement powers to stamp out tax evasion.

## WE WILL REQUEST THE TERMINATION OF THE TAX TREATY

The Tax Treaty entered with Spain is bad for Gibraltar.

It taxes Gibraltarians returning home from Spain for four years as if they still lived in Spain even after coming home.

It will deem some Gibraltarians who actually live in Gibraltar as Spanish tax residents just because they may hold assets – like a holiday home – in Spain.

It taxes Gibraltar companies who do not even operate in Spain as if they traded in Spain just because the shareholders or directors may live there. It is a disincentive to inward investment and job creation.

It taxes Spanish nationals or Spanish companies resident or operating in Gibraltar as if they were tax resident in Spain even when they do not live there or operate in Spain.

All this means that the GSLP Government have accepted a system that has allowed Spain to exercise tax jurisdiction over Gibraltarians, our residents and companies even when they live here and operate here exclusively.

Contrary to what the GSLP say Spain have not recognized our rights. This Treaty is all about creating an unfair system which the UK did not accept for itself when it signed its own tax agreement with Spain in relation to UK nationals and UK companies. The difference in those two treaties emphasises how bad this deal is.

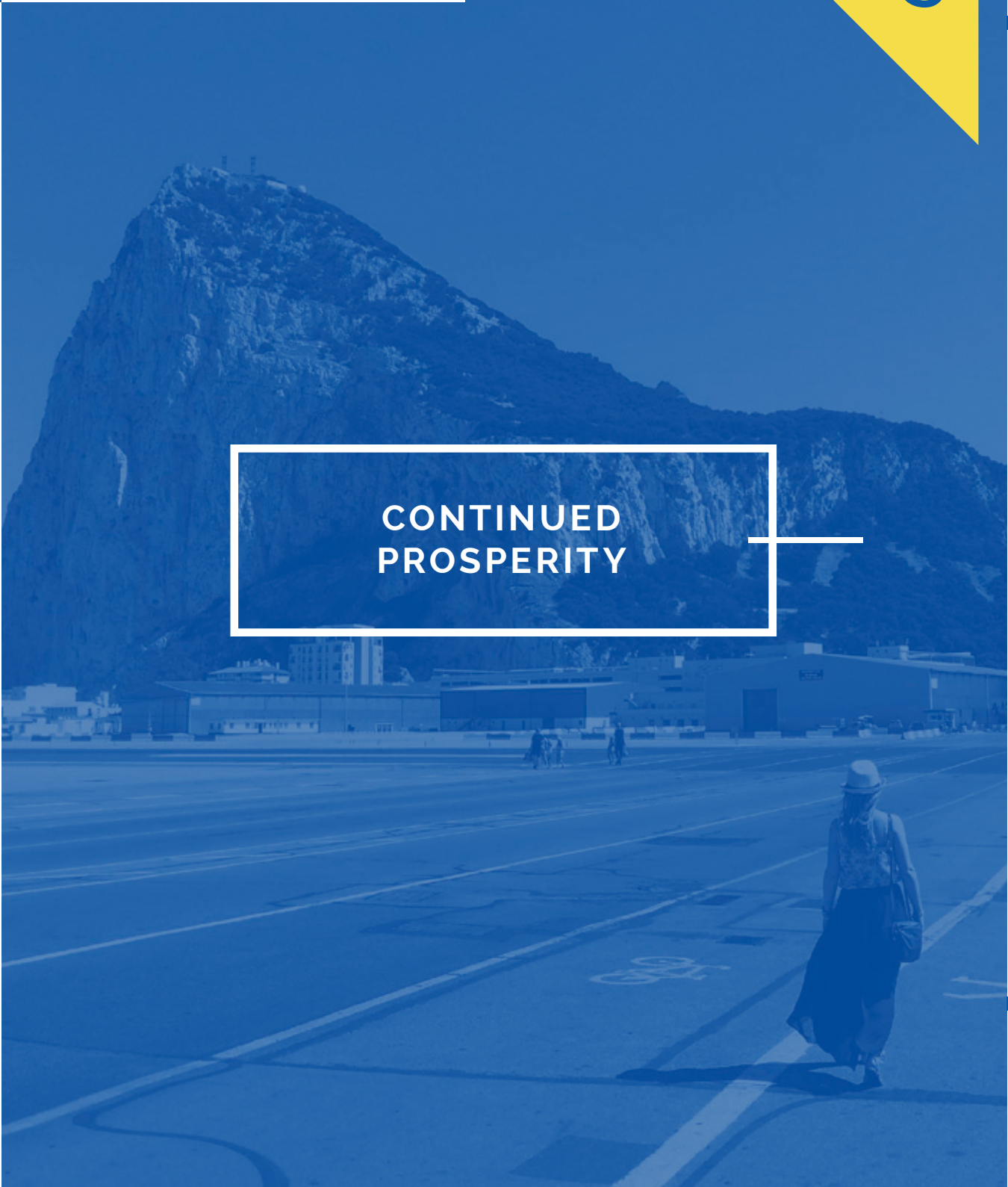
And what have we received in exchange? Spain has still not taken Gibraltar off its financial centres blacklist. We are not willing to be blackmailed by Spain or to be fooled into entering bad deals with Spain like Mr Picardo has allowed himself to.

In Government we will request the termination of the Treaty and its replacement by a neutral and fair double taxation agreement based on internationally accepted norms.

# OUR COMMITMENTS

5

**CONTINUED  
PROSPERITY**





## IN THIS SECTION:

- MEET ORLANDO YEATS
- FINANCIAL SERVICES
- TOURISM
- PORT
- SHIPPING
- RETAIL , LIGHT INDUSTRIES  
& NEW TECHNOLOGIES

# ORLANDO YEATS

## ABOUT ORLANDO

I have a son and like any parent, I am immensely proud. I am a Business and Marketing Graduate and passionate about implementing business efficiencies and improving business systems.

My professional career started in the Gibraltar Office in London as Marketing Executive and Political Helper. This is where my interest in politics began, I worked side by side with the team there on the UK effort on the 2002 referendum where we ran an extremely successful PR campaign to collect support from UK parliamentarians. The role at the London Office was always a varied role and I was also tasked with promoting Gibraltar Internationally as a tourist and business conference destination at leading expo events such as Confex and the World Travel Market. During my final years in London I was head hunted and worked as a Client Partner for a leading Human Resources company where I was trained as an employment guidance counsellor and recruitment specialist. On my return to Gibraltar in 2008 I opened various food and beverage outlets in the Marina Bay Area and have been involved in small to medium size businesses ever since.

I have always taken a keen interest in local and international current affairs so I decided to join the GSD, being a firm believer in fairness and social justice which are some of the GSD's main core values I knew I'd found my political home in the GSD. Shortly after I was promoted into the executive committee. When Keith Azopardi was elected leader of the party



I was appointed to Head of Communications and subsequently re-elected into the party executive in 2018.

Putting my name forward for the General Election candidature was a tough call after the recent birth of my son but I am lucky to count on the amazing support and encouragement of my wife Julia and the rest of my close family. I believe in the GSD team led by Keith Azopardi and its long term vision for Gibraltar.

It is a great honour for me to stand beside such an experienced team of people who have served our community selflessly throughout the years. It is also not lost on me that I am representing one of the biggest and most successful political parties in Gibraltar's history - an extremely humbling reality.

I feel I can offer expertise as an elected member on Business, Employment, Tourism & Culture due to my experience and professional background.

Thank you



## TOURISM

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**W**e need a holistic Tourism plan and an end to the directionless management of this important part of the economy by the present Government. Over the last few years of GSLP Government the activity that tourism contributes to our economy has diminished.

We need to create an overall Gibraltar experience which encompasses the sensitive use of our history, culture and urban & natural heritage.

In doing so we must emphasise our unique Mediterranean culture and history.

We need to create a competitive, world-class tourism product in Gibraltar. We must have a tourism industry that attracts more visitors, increases their length of stay and spending in Gibraltar. Creating memorable experiences for all members of the family should be at the core of our approach. This requires a review of the tourist product itself.

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### BEAUTIFICATION & HERITAGE INTERPRETATION

The Tourist Product will be enhanced with beautification and enhancement projects as well as interpretation of our heritage to maximize the value of our heritage assets in a sustainable way.

Essential among the objectives is a sustainable and sensitive management of the wealth of urban and natural heritage sites that Gibraltar has. We must ensure that any usage is balanced and we must be conscious of safeguarding our heritage.

### NEW AND EXISTING SITES

New and better attractions can be created and developed. Our tourism policy can also benefit from new technologies and techniques to better display and interpret our rich heritage in a more sensitive and interesting way. The wider tourism policy needs to encompass marine eco-tourism, historical, urban heritage and natural heritage experiences. Gibraltar has the variety to explore these opportunities bringing a new type of tourist and aiming to keep tourists here for longer.

**Rosia Bay, the Victualling Yard and Parsons**

**Lodge**, through consultation with local experts and sympathetic development can become a new tourist area, exploring the connections with maritime history while improving the marine habitat in the Bay itself and finding ways to improve access to this for the purposes of education as well as tourism.

The **World War II Tunnels** should provide a unique experience for tourists. They currently fall far short of their potential and we will ensure investment is made to enhance and bring this experience up to international standards and ensure the attraction is well marketed.

#### MANAGEMENT, MAINTENANCE AND FACILITIES OF SITES

We will review the way the important heritage sites are managed and consider whether some private management of certain sites should be injected as the development of these sites could benefit from private sector involvement.

Sites must be maintained, accessible and disability friendly wherever possible. More rubbish bins must be provided in the Upper Rock which will consequently ensure less litter is deposited. That will release personnel to focus on other aspects of nature reserve management.

The responsibilities in relation to upper rock management will be reviewed to assess whether these are working properly. We will make a major investment in tools and materials to ensure proper maintenance.

There should be Park Wardens in the Upper Rock to tackle issues such as litter enforcement, illegal interaction with wildlife and improve issues such as visitor experience and safety.

There should be a policy of continuing vegetation management in the nature reserve to ensure the best use of your money as well as the maintenance of this natural heritage asset. In parallel there must be a continuing programme of beautification of the nature

reserve. We will encourage voluntary conservation work.

Wifi hotspots at key locations is essential as it encourages instant picture and experience sharing.

Signage and interpretation of sites will be modernized and enhanced.

#### AIR TRANSPORTATION

As tourism is vital to the region we should be able to find a balance between maximizing local economic gain and reducing the carbon impact. We will sensitively expand the airport to establish new airline routes to existing and new markets in the context of the parallel objective of minimizing any impact on the environment.

#### CRUISE ARRIVALS

During the GSD years in Government this sector grew significantly. It has seen almost no overall growth in the last 8 years. We will seek to ensure the continued growth of this industry which has made no further advances under the GSLP.

#### HOME-PORTING FOR CRUISE OPERATORS

We will develop a Centre for Home Porting activity. This will in turn create demand especially for airlines to consider operating to and from Gibraltar

#### BEACHES, COASTAL AND SHORELINE AREAS

Over the years Gibraltar's beaches have gained a bad reputation from tourists and residents alike. An option to overcome the challenges facing our beaches would be to join the Blue Flag scheme. We should be committed to this as well as a comprehensive programme of year-round cleaning and maintenance of beaches

and ancillary facilities as well as coast lines and coastal areas.

Improving beach cleanliness and beautification of the beaches must be a priority to improve the product. Artificial reefs promote fish breeding together with mitigating the impact of stormy weather on the beaches.

#### ✔ **LITTLE BAY TO EUROPA FORESHORE WALKWAY**

We will explore the feasibility of having a new path from Little Bay to Europa Foreshore which could be a spectacular addition to the enjoyment of our coastline for walkers.

#### ✔ **DUDLEY WARD TUNNEL**

We will open the tunnel to pedestrians and build a pavement along its length. We will install extractors to minimize the effect of car exhaust fumes.

#### ✔ **CONFERENCE DESTINATION**

Growing Gibraltar as a business events hub is an untapped market. Much more could be done to support growth in this area in collaboration with the hotels and business sector.

#### ✔ **A TRANSPORT NETWORK**

A transport network needs to be devised to ensure that additional passenger numbers can be carried around Gibraltar to avoid congesting existing road networks.

#### ✔ **DAY & NIGHT TOURS**

Day & Night time tour routes will be devised and encouraged so Gibraltar becomes much more than just a destination for short visits or shopping of a few hours.

#### ✔ **GIB TOURISM APP**

An official Gibraltar Tourism APP will be developed collating tourist information and a snapshot of history and culture as well as information on hotels, businesses, restaurants and guides to Gibraltar. This will create a Smart City style philosophy.

This APP should be as interactive as possible to allow maps highlighting customer preferential settings in their own areas of interests be it architectural landmarks, military related history, religious landmarks or gastronomy

The APP should inform members of the public and tourists alike about availability of parking spaces/car parks, street cleaning days, road works or changes in road directions

#### ✔ **eTICKETS**

These will be made available for all Tourism Sites enabling visitors to pay and book in advance.

#### ✔ **REFURBISHMENT OF ENTRY POINTS**

The entrance points to Gibraltar via the land frontier or by sea will be refurbished

#### ✔ **HOP ON – HOP OFF TOURISM BUS**

A hop on-hop off tourism tour bus will be established for the city centre and key sites around Gibraltar

#### ✔ **SEA LEISURE ACTIVITIES**

Specific tourist and entertainment activities will be encouraged such as jet skiing, fishing trips, kayaking as well as other activities aimed at younger people and the tourist industry

### ▶ ROSIA BAY, LITTLE BAY, THE EASTSIDE AND SOUTH SIDE REGENERATION

We have exciting plans for these areas. See our Development & Planning section

### ▶ THE MOUNT

No development will be allowed at the Mount site which in any way is contrary to the very sensitive heritage quality of the property and its gardens. They will be preserved and utilized for public purposes.

### ▶ SERVICE INDUSTRY & THE UNIVERSITY

It does not matter how clear our streets are or whether there are fresh flowers in every hotel bedroom if the service provided in the tourism and related sectors fall short of a warm professional service. Anything less can ruin even the best visitor experience. There will be an emphasis on service training in this important industry.

The University of Gibraltar should play an important role in the delivery of this service training.

### ▶ HOTELS AND THE INTRODUCTION OF A STARRING SYSTEM

We will assist hotels to expand their services and provide novel amenities to Gibraltar.

Equally we will introduce a star grading system for our hotels

### ▶ MARRIAGE DESTINATION

The use of Gibraltar as a destination by persons resident overseas to celebrate their marriage is well-established. We will set up a special office for the Marriage Bureau in a more attractive location to maximize that market.

### ▶ MARKETING

We must have a world-class marketing strategy which sells Gibraltar as a multi-visit leisure and business destination. Currently the Government's marketing strategy is complacent. We have to find more innovative ways of getting our message out there. This will maximize the use of digital means.

We will reintroduce the Gibraltar Day in Madrid for Tourism, Commerce, Shipping & Business.

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We need to create a competitive, world-class tourism product in Gibraltar.

We must have a tourism industry that attracts more visitors, increases their length of stay and spending in Gibraltar.





Photo by Nigel Jarvis

## PORT & SHIPPING

The traditional use of Gibraltar as a shipping destination and port will be expanded so that we maximize commercial opportunities and do so in an environmentally sustainable way.

### ➤ A COMMERCIAL DIRECTOR

We will appoint a Commercial Director whose specific responsibility will be to plan and drive the strategic growth of the Port and the shipping industry. This needs to be planned in close consultation with the industry and be responsive to international trends and market needs.

### ➤ BUNKERING LICENCES

We will review the number of bunkering licence operators to assess whether these adequately meet market needs. If an increase in licenses is merited we will ensure they are licensees with a suitable track record in environmental compliance and the highest standards.

### ➤ SHIPPING & THE ENVIRONMENT

While Gibraltar because of its geography has always seen maritime activity we will ensure that there is continued enforcement of environmental laws and that Gibraltar adopts strict standards to protect us from harm to the environment. The activity must be carried out responsibly.

### ➤ SHIP TO SHIP REPAIR

The possibilities of more Ship to Ship repair work will be discussed with the industry so that we support increased activity that can be undertaken with minimum environmental effects.

### ➤ CREW CHANGES THROUGH GIBRALTAR

We are committed to support the use of Gibraltar for shipping crew changes. This can bring a number of ancillary benefits to Gibraltar in terms of hotel stays, airline passengers, restaurants, wholesalers, retailers and general provision of supplies of necessities to ships at Gibraltar.

### ➤ YACHT & SHIP REGISTRY OPPORTUNITIES

We will actively encourage the use of Gibraltar as a place for the registration of ships and yachts.

### YACHT BERTHING

We will also explore expanding yacht berthing facilities where possible.

## BUSINESS & RETAIL SECTORS

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**W**e have always been a party committed to ensure that the best economic climate is created for business and financial services because we recognize the importance of a strong economy to our future. We will strive to keep bureaucracy and costs down. In a post BREXIT world we will seek to attract new markets. We will seek to keep Gibraltar user-friendly and maintain a low burden of taxation for business and workers alike.

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### ▶ A POST BREXIT NEW MARKETS STUDY

We will commission an economic study on opportunities and new markets for the business, shipping and financial services industries to help us navigate the challenges of BREXIT and allow Gibraltar to reposition itself for this challenge.

### ▶ A ONE STOP SHOP FOR BUSINESS

The Centre will be established to assist not just persons with business ideas so that they can navigate the initial steps towards setting up their business but generally also to help existing businesses streamline processes. This Centre will centralize and facilitate processes by providing one point of interface with Government on the issue of licences, permits and fee-paying activity for business. Such a liaison unit exists for the gaming industry but it needs to be rolled out for the benefit of all sectors of business and expanded in its remit so that we cut down on unnecessary bureaucracy.

## ➤ BUSINESS LICENCES

We will make the doing of business and the set up of business easy.

Obtaining a licence in many cases should be administrative unless there are some real public interest issues at stake which may be necessary to probe at a hearing. There should generally be very few restrictions to set up a business. These should then all compete on a level playing field complying with the same rules in the market place and not contravening planning or environmental schemes. We should review and further liberalise the business licensing regime set out in the Fair Trading Act and where necessary only have industry specific parameters that will encourage business and job creation, curb illegal labour and still preserve public interest restrictions on certain areas of activity.

As a matter of principle we should not penalize innovation by requiring offices or premises for start-ups.

## ➤ SIMPLIFICATION OF LICENSING ACTS

There are a whole range of Acts which govern the issue of licences for businesses, trading or events such as the Licensing and Fees Act, the Entertainments Act, the Market, Street Traders and Pedlars Act and the Leisure Areas Act. In consultation with the business sector we will seek to simplify processes and consolidate these various pieces of legislation as much as possible.

## ➤ ONLINE BUSINESS REGISTER

There should be a publicly available online register of businesses with the various licences held by those businesses.

## ➤ SELF-EMPLOYED PERSONS

The self-employed person providing services will not need a licence. We will do away with that requirement.

## ➤ REGISTRATION OF VACANCIES & ONLINE JOBS SITE

We will review, reduce and where possible remove fees for the registration of vacancies. We have already committed ourselves to scrapping the £17 fee for notification of job vacancies and the £15 penalty charge if a vacancy is filled within 10 days. We would also remove the 10 day waiting rule for the filling of vacancies and establish a Jobs Site that gives job seekers access to real time job opportunities posted by employers online.

## ILLEGALLY OPERATING BUSINESSES

We will work with the business sector to address these uncompetitive practices which are unfair to compliant local business that pay taxes and other fees and comply with local regulations.

## HELPING START-UPS

We will take steps to facilitate business start-ups by a series of rates or social insurance or tax measures that will lessen the financial burdens on new business and will be aimed at encouraging the creation of jobs.

## ➤ ENCOURAGING JOB CREATION

We will encourage job creation by ensuring an employer/employee holiday from the payment of social insurance in the first year of employment without loss of credit.

## ➤ CUTTING RED TAPE

We are committed to cutting red-tape for business and lessening bureaucracy and form-filling wherever possible.

## ➤ ONLINE SERVICES

We will introduce greater online services

especially targeted at the business community to make the interaction with public services swifter, more efficient and at lower cost to the business community.

#### ➤ LOWER RATES & ZONING FOR RATING PURPOSES

We will introduce lower rates charges for certain businesses such as shops and restaurants. We will also introduce zoning for rating purposes as it is fairer for businesses in non-premium commercial property to be assessed in different ways.

#### ➤ IMPORT DUTY REDUCTIONS

We will consider import duty reductions on certain goods – see our Tax Section.

#### ➤ BUSINESS PREMISES

The premium on assignment of leases of business premises will be amended and reduced to one year.

#### ➤ BUSINESS RENTS – COMMERCIAL

- We will consult on the establishment of a **Commercial Rent Tribunal** whose function will be to reduce the costs of the determination of commercial rent disputes.
- Legislation will set out the criteria to take account of in commercial rental valuations.
- Upwards only rental clauses will be made unlawful and replaced with market rent clauses.

#### ➤ WORKING CLOSELY WITH BUSINESS

We are committed to continued close consultation with the Chamber of Commerce and Gibraltar Federation of Small Business.

#### ➤ CITY CENTRE SHOPPING EXPERIENCE

We are committed to working with business groups to improve the Shopping Experience in Main Street and adjoining areas. We will seek to develop a City Centre retail brand. Events will be organized to emphasise the business and retail sectors. The strategy will build on recommendations in the GFSB's **Main Street Retail Review 2018**. It will seek to increase customers for the city centre, business improvement opportunities or create a city centre brand. We will refurbish and regenerate the city centre and tourist product as necessary. It will use the focus of events to create city centre vibrancy and opportunity. We would work closely with the cruise industry to maximize opportunities and use social media to innovate techniques to improve the visitor and shopper experience.

#### ➤ LIGHT AND NEW INDUSTRIES

- We will look to build a new industrial park in the North Mole or Port areas.

#### ➤ TRAINING

- There will be a greater commitment to place young people in Vocational Training with industry and secure job opportunities after training qualifications.

#### ➤ PUBLIC CONTRACTS

- There will be more efficient and transparent public procurement policies and better supervision of public contracts.

## FINANCIAL SERVICES & NEW TECHNOLOGIES

Like we did in our spell in Government from 1996-2011 we will ensure that we have a strong, competitive and well-regarded international finance centre that is at the vanguard of commercial and market opportunities.

### NEW FINANCIAL SERVICES MARKETS

We will look south and east for new financial services opportunities in the Far East, South East Asia and the Middle East. We will also seek to build better commercial links with Morocco. In a post-BREXIT world it is important to look to new regional sources of business to complement existing European, American and Commonwealth markets.

### DLT

We will take measures to facilitate the development of Distributed Ledger Technology business.

### REGULATORY SUPERVISION

Regulation has become progressively more costly in Gibraltar and over the last four years there has been a significant increase in complaints to us about over aggressive enforcement of regulation by some individuals at the highest echelons of the GFSC. This has, in our view, caused a significant element of industry mistrust which is unprecedented in Gibraltar. We have been at the forefront of drawing attention to these issues and

contributing to greater level of accountability by the regulator in areas such as the appointment of Inspectors and the exercise of draconian enforcement powers.

There needs to be more accountability by the regulator. There are many good, competent people within the GFSC with deep roots within the community. They understand the jurisdiction and understand that over aggressive regulation increases the cost of doing business, creates barriers to business activity and distorts business decision making and consequently resource allocation, which results in lower profitability, reduced innovation, slower workforce growth and higher prices. Unfortunately, there have been significant complaints about a handful of overzealous individuals who have come to Gibraltar and have held key positions within the GFSC in recent years. This has not been helpful.

We understand entirely that access to the UK market for financial services means that we need to have equivalent regulatory standards to the UK. However, many of our competitors are not subject to the same level of regulation as we are. We, therefore, need to make sure the jurisdiction is responsive to business, that the regulation is top quality but proportionate and that costs are kept reasonable. In addition

there needs to be a significant change in approach to the implementation and enforcement of regulation by the GFSC.

#### ➤ CONFLICTS OF INTERESTS OF REGULATORS

We completely support regulatory independence of the FSC but it is important that those regulating the industry be seen to be discharging the role on a full-time basis free of the perception of conflicts. We will not support the employment of individuals who are not fully committed and able to discharge their obligations without conflicts

#### ➤ FSC INSPECTIONS

We will restore access to rights of appeal to allow licensees to appeal FSC decisions to appoint Inspectors to the Courts

#### ➤ FINANCIAL SERVICES START-UPS

In relation to start-ups and smaller firms we need to:

- Ensure the regulatory environment supports small business competitiveness by reducing licensing fees and that there is a 'partnership approach' to regulating smaller firms.
- Increase transparency and rigour in the making of new regulations with more independent scrutiny of the rationale for and impact of regulations, unless these are essential for UK market access.
- Prioritise support and education for smaller enterprises about how best to comply with relevant legal obligations.
- Monitor the performance of regulators through a more comprehensive public accountability framework.

#### ➤ INWARD INVESTMENT - MARKETING

Through an extensive marketing effort we will foster a climate of inward investment and use of financial services products through Gibraltar. We will encourage the establishment of commercial opportunities compatible with our economy and that are environmentally sustainable.

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...there needs to be a significant change in approach to the implementation and enforcement of regulation by the GFSC

## OUR COMMITMENTS

6

### FAIRNESS AND OPPORTUNITY

Let's see new systems for the allocation of contracts and put to an end the massive wastage of public monies.

Let's see a new deal for agency workers and an end to unfairness at places of work.





## IN THIS SECTION:

- MEET DANIEL FEETHAM
- PUBLIC CONTRACTS
- EDUCATION
- TRAINING & YOUNG PEOPLE
- EMPLOYMENT
- PENSIONERS & THE ELDERLY
- SOCIAL SECURITY & BENEFITS REFORM

# DANIEL FEETHAM

## ABOUT DANIEL

Daniel has been involved in politics for many years. From 2002 to 2006 he formed part of the Gibraltar delegation, which travelled annually to the UN to set out Gibraltar's position on sovereignty and decolonization. From 2003 to 2006 he also formed part of the Gibraltar delegation that negotiated a new constitutional relationship with the UK. Under that new Constitution, Justice became the responsibility of the Gibraltar Government and Daniel became Minister for Justice, serving as such from 2007 to 2011. During that time he was responsible for steering fundamental reforms to the Justice system in areas as diverse as child protection and Insolvency. The Court complex was also expanded and a new prison completed. In 2011 he became Deputy Leader of the GSD and then Leader in 2013. He served as Leader of the Opposition until 2017.



On domestic affairs he has always been a firm defender of workers rights and has been extremely critical of the Government's huge spending and borrowing program since 2011, which he consistently warned was unsustainable and potentially jeopardizes the quality of life and standard of living for workers in the future.

Daniel has also been a proponent of equality in the area of sexual orientation at a time when it was not considered "politically safe" to do so. In 2008 he presented a private members bill to equalize the age of consent and later a Government bill to do so. In addition, he voted in favour of civil partnerships and gay marriage in 2013 and 2016.



## A NEW SYSTEM FOR THE AWARD AND ADMINISTRATION OF PUBLIC CONTRACTS

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**M**uch money can be saved by having better control of how your money is spent and ensuring no waste through better controls. We all know your money is sometimes needlessly wasted because the Government does not have proper controls.

We will introduce a new system for the award and management of public contracts. This system will seek that contracts are fairly and transparently allocated and will reduce the risk of abuse. The new process will encompass three phases – application, award and supervision.

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- ✔ A GIBRALTAR WHERE THERE ARE EQUAL OPPORTUNITIES
- ✔ A GIBRALTAR WHERE CONTRACTS ARE ALLOCATED FAIRLY AND ADMINISTERED PROPERLY
- ✔ A GIBRALTAR WHERE JOBS ARE GIVEN TO PEOPLE ON MERIT AND NOT ON WHO THEY KNOW
- ✔ BETTER CONTROL AND DECLARATIONS OF CONFLICTS OF INTEREST
- ✔ VALUE FOR MONEY

### ✔ APPLICATION

- ✔ New rules will be published dealing with the application for public contracts.
- ✔ Eligibility and conflict rules will require persons to disclose whether they or a close family member are members of any political party or are related to any Government minister or senior civil servant.
- ✔ There will be revised rules on who can apply for public contracts to safeguard transparency and fairness.
- ✔ The advertising thresholds and criteria as to when contracts are put out to open competitive tender will be reviewed to ensure more of these small contracts are advertised openly and in a timely manner

## AWARD

- There will be an Allocation Board made up of senior civil servants and independent members which will take decisions and publish reasons for the award of contracts. The Allocation Board will hold monthly public meetings to consider applications and announce its tender awards.
- The factors to take account in the award will be set out in a set of fully transparent revised criteria against which applications will be judged
- There will be a public searchable online register of all entities and persons awarded public contracts which will also include information on the unsuccessful tenderers.
- Panels will be set up for the provision of legal, accountancy, audit and tax work. These panels will be determined by the Attorney General and Financial Secretary respectively following the drafting of eligibility guidelines that have the approval of the Chief Secretary. The legal panels will cover contentious and non-contentious work in various fields. Scales of fees for legal, accountancy, audit and tax work will be published which will be applicable for those panels.

## SUPERVISION

- To improve accountability and control of the use of public monies new systems will be put in place to curb wastage and enhance value for money.
- All persons or companies awarded public contracts above a prescribed value will need to adhere to ongoing value for money supervision of the performance of those contracts. Special rules will be put in place in the procurement of services, goods and articles as well as in the construction field.
- A specially established new Government Value for Money Team will supervise these contracts and will report directly to the Chief

Minister and Minister of Finance. This new unit will combine internal audit, quantity surveying and other technical expertise to ensure that contracts are monitored and value for money maximized on an ongoing basis. The function of this new unit will be to supervise, investigate and control expenditure on these contracts. It will be empowered to address issues of malpractice and fraud as well as general financial efficiency of public service contracts above a certain threshold

- No sub-contracting will be permitted without the specific authorization of the Government's Value for Money team.

This system will apply to all public service contracts and to companies wholly owned or controlled by the Government [such as GJBS] and public authorities or statutory public bodies [like the GSLA or GHA].

Huge amounts of taxpayers monies are spent on these public contracts – especially in the construction field. In the provision of new schools or provision of other works or building of other infrastructure millions are being spent. There needs to be a better system in place for the allocation of these contracts and for the ongoing supervision to ensure value for money.

## ANTI-CORRUPTION PRACTICES – THE COMMISSIONER FOR STANDARDS

Public contracts are extremely valuable and sometimes incur hundreds of thousands or millions of pounds of expenditure. That system for the award and supervision of contracts must also see a tier of independent review in case of any possible wrong-doing by any person along the chain. We will therefore ensure that the independent Commission for Standards that we will set up [see our Better Governance section] has power and tools to investigate any allegations of misuse of public monies, fraud or corruption in respect of public contracts or misfeasance in public office.



“

Transparency, accountability and Value for Money must be at the heart of the public sector starting with procurement. Government needs to be able to demonstrate that contracts deliver on price and at a competitive price.

## EDUCATION AND TRAINING

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We will treat teachers with respect and not mock them with chants of “no more lies” like Fabian Picardo did.

We welcome the investment in new schools although have expressed concerns as to affordability, the opaqueness of the financial arrangements and cost. If the GSLP/Liberals had merely deferred the opening of schools for one year to September 2020 and scaled construction accordingly it would have saved you millions. It would also have been a better managed process

However welcome they are buildings are not enough. The strength of our education system has traditionally depended on committed teachers. These have guided successive generations of Gibraltarians and created the best environment for their learning. As such we must put in place further steps in close consultation with teachers.

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### NEW SCHOOLS

We will complete the process of refurbishment and investment in new schools which is still underway by the time of the election. We will also put in place a programme of ongoing maintenance of schools. The hurried way in which some works have been carried out due to electoral priorities could lead to maintenance issues in the future.

### STEERING GROUP

We will create a Steering Group for Education which will be made up of all key stakeholders to achieve a long-term and de-politicised plan for education and its governance.

GOVERNING WITH RESPECT



### CONSULTATION

A GSD Education Minister would have regular meetings with teachers and the Union.

### INSPECTIONS & REVIEWS

We will introduce Inspections and Reviews of Standards in accordance with internationally accepted models.

### SCHOOL PROTOCOLS ON CONDUCT

We will work with GTA/NASUWT to review and introduce policies on child protection, induction, professional development, recruitment and zero tolerance of violence towards teachers.

### VOCATIONAL TRAINING

This must be provided at a specialized environment. More must be done for non-academic learning.

Training for certain industries will be provided via the new Technical College of Skills and Technology.

Courses will be fully accredited and give young people a launchpad to better job opportunities on successful completion.

In Government we will also work with employers to ensure that people who have College training are fast-tracked into employment.

### UNDERGRADUATE & POSTGRADUATE STUDIES

We remain committed to funding tuition fees and maintenance grants for undergraduates attending recognized courses in UK.

We will continue providing funding for postgraduate studies.

### SPECIAL NURSERY SUBSIDY FOR PARENTS IN FULL-TIME EDUCATION

We will increase the nursery subsidy for parents in full-time education to encourage parents to attain higher qualifications, skills and knowledge which will give them better employment opportunities.

### BILINGUALISM

We need to take steps to stop the loss of bilingualism. We need to recognize this and acknowledge the value of bilingualism and boost Spanish language training.

### OTHER LANGUAGES

These can provide job and wealth creation opportunities from new markets. In Government we will provide further resources to support the teaching of Arabic, Mandarin Chinese or Russian apart from Spanish, French, German and Italian.

### CAREER PLANNING

We would encourage that students take undergraduate courses that are required in the civil service on a medium to long term basis and incentivise them to take such studies by providing a system of Special Grants for the study of specific subjects. We will also review the Careers service so it is improved significantly.

### LIFE-LONG LEARNING AND TRAINING OPPORTUNITIES

We will provide revised and updated adult education accredited courses which would allow workers in various areas an opportunity to have career progression.



#### TEACHING OF GIBRALTAR CULTURE, HISTORY & CONSTITUTIONAL DEVELOPMENT

The curriculum will be reviewed to make this more Gibraltar focused where possible. Specific teaching of Gibraltar history and constitutional development will be enhanced.

#### SEX EDUCATION & ADVICE

We will review the current sex education provided to young adults and children. It is important to ensure respect and knowledge. The programme should also focus on biological aspects of sex, fertility cycles and contraception as well as personal sexual responsibility. Advice will also be provided via an anonymous text messaging service operated by the GHA.

#### CLASSROOM AIDES

There will be classroom aides in all classrooms at primary and middle schools.

#### COUNSELLING; EDUCATIONAL PSYCHOLOGISTS AND CLINICAL PSYCHOLOGISTS

The appointment of counsellors in schools is welcome but an insufficient step to tackle and support mental health needs. We will conduct a comprehensive review of needs in schools in particular in relation to the recruitment of key support staff in line with our overall Mental Health strategy – see the Health & Care section.

#### SCHOOL LUNCHES

We support the announced pilot introduction of free school meals on a trial basis. After that trial an optional school lunches programme should be carried out where students can opt in or opt out. The scheme should ensure that children from low income families receive meals free.

#### SCHOOL LEAVING AGE

The school leaving age will be set at 16.

#### SPECIAL MEANS TESTED ASSISTANCE

There should be special means tested assistance for children on very low income families for expenses like uniforms, school trips or lunches.

#### DYSLEXIA

We recognise that dyslexia can present challenges with traditional learning and literacy skills. It is important for there to be early screening for dyslexia so that people can thrive and excel in their educational path or career. We will work closely with the Gibraltar Dyslexia Support Group in raising awareness, providing facilities and support to address the needs of dyslexic persons. We will ensure training to the standard of the British Dyslexia Association for teachers and learning support assistants.

#### SPECIAL EDUCATION NEEDS – GENERALLY

**If we pride ourselves in being a fair and just society, helping and providing support for children with special educational needs has to**



Each student should be given a Personalised Career Path Advice by the age of 16 – pointing to the various vocational or academic paths.

be one of our priorities. We will ensure that in Government it is.

**We will conduct a thorough and wide-ranging review of legislation in order to empower children, young people and their parents or carers. Many parents/carers are fed up of having to fight for their children's rights. We will ensure that they are given the appropriate information to be fully included in decisions about the support that their children need.**

More energy and resources need to be dedicated to providing for life outcomes to include employment and independent living. Many parents live with the anxiety of not knowing what will happen to their children when they have passed away.

We will encourage the adoption of strategy plans which cuts across the education, health and social services departments. Services need to be integrated to provide child and family centred care.

We need to prepare and plan also for when these children become adults and require residential and supported living, respite care and supported employment.

We will look into extending the highly successful 'Stay and Play' programme of activities to weekends and not just the summer months. This will provide much needed rest for parents/carers and activity time for children.

## ➤ **AUTISM**

We will take full account of the rising numbers of children with autism. Everything possible must be done to ensure that we get it right. We will adopt an autism and education strategy which will seek to ensure a greater awareness of autism within the education system; early intervention; good quality and ongoing training for school staff; providing for adjustments for children within the spectrum in schools; where possible, providing for specialist curriculums for children who need one (as one size will not fit all); reducing bullying and helping inclusion; full transparency and accountability.

## **ST BERNADETTE'S**

The current building will outgrow requirements and planning for the next 10 years has to happen now. Whilst new schools have been built, St Bernadette's has been left behind. We will look into providing a new building and in a different, more appropriate location, away from the traffic and noise.

We will ensure that users have a new bus made available to them.

We will employ an extra speech therapist.

We will actively consider providing a purpose built building for respite with communal areas and appropriate support staff that can be used for much needed respite for users parents and carers.

We will ensure that staff continuity is maintained as far as possible.

## ➤ **ST MARTIN'S SCHOOL**

We will continue the project to relocate St Martin's as currently planned and will work closely with teachers and parents to achieve the best facilities.

We believe in an inclusive approach to education where as far as possible students should be integrated within the standard schooling system. We also recognize, however, that special schools such as St Martin's are essential. St Martin's should be the centre of therapies and specialisms which cannot be replicated in mainstream schools. Beyond schooling it is important to cater for the transition to employment

In consultation with parents we would consider increasing the St Martin's school leaving age to 18 or at least give parents flexibility to decide. At the moment children have to leave at 16 to St Bernadette's to join adults when this may not be appropriate for every child.

## TRAINING & YOUNG PEOPLE

### A NEW TECHNICAL COLLEGE FOR SKILLS AND TECHNOLOGY

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For too long there has been insufficient training of traditional skills in carpentry, electrical trades, construction, plumbing and other essential areas. Additionally there are new opportunities in technology that are not being maximized. Provision for the less academic needs to be addressed and resourced so that we provide further career paths and so that the needs of our community in traditional skills and technology can be locally met where possible.

So we will establish a purpose built Technical College for Skills and Technology to cater for comprehensive internationally recognized and audited training in traditional skills as well as technology. The College will have facilities and workshops to be able to provide not just academic and vocational education but practical training.

While secondary schools should at a certain level develop vocational and practical skills in their syllabuses we believe that establishing a specific Technical College will allow the development and resourcing of this vocational pathway in a clearer, more structured and better targeted way

This new College will undertake technical skills training from the age of 16. It will be possible to undertake technical and vocational T Levels – a two year programme which would be the technical equivalent to A Levels. Beyond the age of 18 and T Levels we are also keen that the new Technical College should drive the academic side of further qualifications like degree apprenticeships or training delivered in conjunction with industry. If a young person chooses a vocational path at the age of 16 it should be possible that he should receive up to 5 years of vocational training and qualifications via the new College.

This would maximize the chances of secure employment.

The College will be flexible to allow students to attend both the College and Comprehensive if they are pursuing academic and non-academic A Levels and T Levels.

The new College will absorb the current functions of the Gibraltar College but will be a new and markedly distinct vocational facility.

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#### ➤ HIGH QUALITY APPRENTICESHIP PROGRAMME

We will also then roll-out a high quality Apprenticeship Programme in conjunction with industry. Companies who wish to be on Approved Contractor lists or wish to obtain contracts or sub-contracts from Government or on public tender will be obliged to participate in the Apprenticeship Programme.

#### ➤ IN SUMMARY THIS PROGRAMME WILL BE GOVERNED BY THE FOLLOWING PRINCIPLES:

- There should be a high quality apprenticeship scheme in place that works and consistently delivers skills. There will be a full review of non-academic training especially in core skills such as construction, plumbing and electrical trades to enhance the provision of these.
- The emphasis must be on achieving Advanced Apprenticeships at Level 3 and higher
- There should not be exploitation of Level 1 placements and Level 2 qualifications should be rewarded with secure employment
- Companies that provide practical training will be supervised and monitored to ensure that they properly dedicate time to trainees to deliver training. Companies who wish to remain on the approved tender list will be required to provide such training and be properly monitored in the delivery of the same.
- Apprenticeships must lead to real jobs, fair wages, real training, wage increases on satisfactory completion of training, career progression and continuing training.

The GSD has long promoted the introduction of an alternative pathway to education which provides all of our young people with the opportunity to have a successful future within the public and private sector.

Every Government has supported higher education but not every young person aspires to go to University and is looking for another way to improve their lives. Our duty is to ensure that every young person irrespective of ability is given the opportunity to acquire skills and have fulfilling and sustainable work.

We are committed to introducing and supporting an Apprenticeship Programme in partnership with the public service and private sector. We want to bring back the respect and the admiration the whole community had for indentured apprenticeships and the life long and transferrable skills that allowed our people to have a recognisable and highly respected trade. We are also committed to extending this beyond crafts and trades and develop modern apprenticeships which address the skills gaps in technology and related industries.

While we recognise that our community will always have a need for cross border workers the experience of Brexit has brought home the reality of a community reliant on cross border workers. As a community we are susceptible to pressure at our land frontier and the only way to secure our future is to ensure that our people are the first choice for all our employers and that means that the Government must ensure that our people have the latest skills and training available so that they can flourish in the jobs market now and in future industries that can be created in our community. We must harness the inherent opportunities that exist within our young people by first addressing the skills deficit in the traditional crafts and skill whilst creating new pathways which provide for a modern apprenticeship which applies the same rationale of the indentured apprentice. We believe that our future success is directly linked to the creation of skills based learning and access to further learning if required.

For those Apprentices who wish to take forward their learning to a higher level we will in partnership with the University of Gibraltar create Degree Apprenticeships to further elevate the position of apprenticeship as a kite mark of quality in skills training.

#### OUR SPECIFIC OFFERING IN THIS AREA WILL BE:

- A distinct but flexible pathway at the new Technical College of Skills & Technology for T-Levels with State Examination, which will allow for tailor made programmes for each child;
- An Apprenticeship Programme;
- A Public Service Apprenticeship Programme including a fast track stream for the best of our apprentices;
- A Degree Apprenticeship combined with workplace learning to allow for further training and recognition of the importance of an alternative pathway; and
- Degree Apprentices will graduate with full bachelors or master level degrees.

#### SKILLS GAP REVIEW

To assist in the planning of the new College and Apprenticeship schemes we will first commission an expert led Report into the current Skills Gap, the needs of the market and gaps in the training system, the needs of industry and expectations of youngsters and stakeholders. This will better inform the steps that we would take in this area.

## EMPLOYMENT

# A NEW DEAL FOR AGENCY WORKERS AND FAIRNESS IN EMPLOYMENT

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**T**here has to be an end to the perception that jobs are given on anything other than merit. Agency workers deserve a better deal.

For years the GSLP Government presided over unfair employment practices especially for agency workers and those on short-term or zero hour contracts. There was parallel labour in Government departments where people doing the same job as colleagues were paid less because they were employed by an agency company. When the GSD was last in office workers acquired rights at 12 weeks. The GSLP increased the qualifying period to 52 weeks which was a measure that undermined workers rights. This was then changed back after pressure. Often contracts were terminated before 52 weeks and the agency worker was then re-engaged elsewhere within the public service. While the GSLP has said that unemployment levels are low these are masked by the fact that many jobs are held on an extremely casual or short-term basis. This warps the statistics as many people have been occupying insecure and low-paid employment. This has led to massive exploitation of workers. This has been compounded by the fact that these practices cost more to the tax payer because agency companies have, in some cases, been paid a large payment by the public body which is retained by the company and not passed on to the worker keeping the worker on a low pay. Additionally vacancies existed unfilled for months, sometimes years. All of this affects morale.

What the GSLP did unlike previous Governments is run large parts of the public service on supply labour or exploit them by preventing them from acquiring better rights either through changes of the law or by transferring people from one part of the public service to the other to prevent them from qualifying for better terms. As such we intend to carry out the following measures:

#### AGENCY & FIXED TERM WORKERS

These will only be engaged in the public sector if there is a genuine need for resources and for a short-term. They will not be used to stop the filling of long-term vacancies.

#### AGENCY WORKERS – PUBLIC SECTOR REVIEW

To the extent Agency Workers are already used in the public sector we are committed to reviewing those posts in consultation with the Unions and where possible to fill vacancies with permanent workers.

#### AGENCY WORKER COLLECTIVE AGREEMENT

A GSD Government will seek to enter into an Agency Worker Collective Agreement with the Unions establishing protocols of how these will be used in the public sector.

#### AGENCY TERMS & CONDITIONS

We will ensure that legislation is in place so that Agency companies do not bypass entitlements to terms & conditions of workers by moving these to different employers.

#### AVOIDANCE OF SECURITY OF EMPLOYMENT

We will review the Fixed Term & Part Time Employees (Prevention of Less Favourable Treatment) Regulations 2003 so as to ensure that there are no abuses or practices by employers to artificially circumvent continuity of employment by employees by disengaging employees for a short period before engaging them with a fresh fixed term contract.

#### FAIR TREATMENT & GOVERNMENT CONTRACTORS

We will require that any entity that obtains a public contract commits to the principle of fair treatment of its agency and fixed term contract workers.

#### ZERO HOUR CONTRACTS

After consultation with Unions and business representative groups we will bring legislation based on the New Zealand model aimed at regulating and banning certain practices in relation to zero hours contracts.

#### SUPPORTED EMPLOYMENT

We are committed to ensuring that there are adequate Supported Employment schemes to help people who are disadvantaged in competing in the job market.

#### JOINT GUIDANCE

We will work closely with the Unions to set out Protocols and Guidance for employers and employees on important employment law or policy developments that will affect workers or business.

#### GREATER ENFORCEMENT

Together with the reviews of laws, introduction of measures and the issue of guidance notes there must also exist, in parallel, a much larger commitment to enforcement of these measures across the board.

#### PRIVATE SECTOR PENSIONS

We supported the legislation providing for private sector pensions but the GSLP Government voted against certain amendments suggested by us that would have improved the legislation. We would keep that legislation

under review to see if further improvements are needed once the system gets under way in 2021

#### ✔ **SHELTERED EMPLOYMENT**

A new and fully resourced programme will be introduced

#### ✔ **MAY DAY & WORKERS MEMORIAL DAY**

May Day will be celebrated on 1 May.

We will also continue to commemorate Workers Memorial Day to honour and respect previous generations of working families and mark our continuing commitment to safeguard terms and conditions for the future. It will continue to be a public holiday.

#### ✔ **PARENTAL LEAVE AND STATUTORY ALLOWANCES – A FAMILY FRIENDLY POLICY**

At present there is significant imbalance between what is available to the employee in the public and private sectors in terms of leave and allowances. Fathers are not usually entitled to paid leave. We will review the current system of maternity allowances to seek to make these fairer as between the public and private sectors and more holistic by ensuring there is a broader concept of paternity allowances and paid parental leave which would allow fathers the option of sharing responsibilities at this important time for the family. We would consult on how the scheme would work before implementation as there are various possibilities for change. The objective would be to stretch the period of parental leave and allow a sharing principle in the interests of caring for the children and the family. Such a change will relieve families of stress and anxiety at a crucial period of a baby's life. The interface with other carers in the wider family who perform key carer duties will also be considered.

#### ✔ **FAIR LIVING WAGE & MINIMUM WAGE**

We will establish a Fair Living Wage for Gibraltar after consultation and necessary work on living standards.

As we did in our previous spell in Government when we consistently increased the minimum wage we will keep the minimum wage under constant review to ensure fairness to workers and persons on low incomes.

#### ✔ **TRADE UNION REPRESENTATION & RECOGNITION**

We are committed to the principle that workers can choose the Union that should represent them in discussions with employers and that trade union representatives should be safeguarded against discrimination on grounds of their membership of a trade union or trade union activities. This should extend to recognizing health & safety representatives.

#### ✔ **GENERAL TERMS & CONDITIONS**

We are committed to an ongoing process of discussion with trades unions on terms & conditions including for example on issues such as redundancy, sick leave entitlement, health & safety issues and qualifying periods for unfair dismissal rights

#### ✔ **EQUALISATION OF PENSIONABLE AGE**

We will issue a Consultation Paper on the possible equalization of the pensionable age after initial consultation with trades unions and business groups and commissioning an appropriate actuarial report.

#### ✔ **MOD WORKERS**

We have already expressed and maintain our support of MOD Workers and Unions who are seeking improvements to terms and conditions of MOD Workers as a result of pay policies



applied by the UK Government.

We confirm the commitment given in 2015 that we would as necessary assist to secure employment in the public sector of Locally Entered Civilian MOD workers who may face a compulsory redundancy situation.

#### ▶ **WOMEN & EQUALITY IN THE WORKFORCE**

We are committed to the principle that workers should be treated equally irrespective of sex or gender. In that connection we will ensure that there are no discriminatory practices which result in women being paid less for doing the same job as men or that create barriers to opportunity.

#### ▶ **GIBTELECOM & AQUAGIB EMPLOYEES**

Historic issues remain unresolved that affect the pension rights of AquaGib and Gibtelecom workers. We are committed to ensuring that these are fairly resolved once and for all so that those accrued rights are recognized by a GSD Government. We will honour any agreement reached in this respect by the GSLP Government ahead of this election which may not already have been carried out.

## PENSIONERS & THE ELDERLY

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#### ▶ **PRIVATE SECTOR WORKERS ASSOCIATION**

We are committed to work constructively with the PSWA to find a solution to this long-standing issue and that affect people who because they had no occupational pension are suffering financial hardship. This will be guided by the establishment of the Minimum Living Sum. Any solution would need to be means tested.

#### ▶ **EX-BARCLAYS BANK GIBRALTAR PENSIONERS**

We have been made aware that pensioners of the ex-Barclays Bank Gibraltar pension scheme are unable to purchase pensioners debentures

from the Gibraltar Savings Bank due to their commuted pensions being held in corporate QROPS schemes.

It is patently unfair that Gibraltar tax resident pensioners who have never worked in the UK should be subject to a structure such as QROPS designed to meet the requirements of HMRC as regards taxation for UK tax residents.

We will engage with HMRC to seek a dispensation for those ex-Barclays Bank Gibraltar employees who have never worked in the UK to exit the QROPS structure. This would put such pensioners on the same footing as other Gibraltarians with lump sum commutations.

As an interim measure we would seek to

exercise a limited discretion to ex- Barclays Bank Gibraltar pensioners to “look through” their corporate QROPS and enable them to purchase pensioner debentures from the Gibraltar Savings Bank.

#### ➤ **PENSIONS, ALLOWANCES AND OTHER PAYMENTS – DISCRIMINATION OF WOMEN**

We are committed to reviewing and where necessary amending anomalies in the payments made to women on retirement to ensure fairness and so that any contributions to social insurance payments are properly recognized. They should not be treated as if they had not worked.

In that context we are committed to resolving the long-standing claims of the Divorced Women’s Pension Group in respect of the short-falls that they receive because of their historic and discriminatory treatment. We will ensure they are treated fairly and the short-falls to their pensions are paid.

The issue of the differences between maternity allowances between the public and private sector and the issue of Parental Leave is dealt with in our Employment section.

#### ➤ **ELIGIBILITY TO HOUSING FOR THE ELDERLY**

We will review the criteria so that people who have owned private accommodation are not automatically excluded from eligibility. Priority will however be given on a means tested basis to the most financially or socially disadvantaged.

#### ➤ **MOBILITY SCOOTER CHARGE-POINTS**

We will ensure that more power points are installed for mobility scooters around Gibraltar and will publish an online map of these and indicate them on the Gibraltar Tourism APP that we will launch – see our Tourism section.

#### ➤ **HOUSING RENT PAYMENTS**

We will facilitate the payment of housing rents at a counter in the Post Office so that Government tenants do not have to go to New Harbours to pay in person.

...we are committed to resolving the long-standing claims of the Divorced Women’s Pension Group...

## SOCIAL SECURITY & BENEFITS REFORM

There is a need to carry out reform to the social security system to make entitlements clearer, minimize the opaque range of discretionary benefits, make the system more efficient and ensure adequate benchmarks that would identify and support those on very low incomes. This can be done in various ways:

### CONSOLIDATION, CLARIFICATION AND TRANSPARENCY OF BENEFITS

This three-pronged effort would seek to:

- consolidate the many bits of legislation that make up the field of social security into one;
- clarify the complicated benefits system by producing explanatory notes that help the user navigate the system;
- minimize the use of discretion in giving benefits to people and substitute that for entitlements and clear protocols on entitlement.

### A FAIR LIVING INCOME

A benchmark has to be set which establishes the living sum that a person should live on. This will then inform the system of benefits. In the same way as there may be a minimum wage or a living wage in employment and there currently is a minimum income guarantee there should be a Living Sum which will be a clear indicator

of affordability and the basic sum needed to have a decent living in Gibraltar. Persons falling below that line would clearly need assistance and support.

### PERIODIC REPORTS ON LOW INCOME

Apart from dealing with the consequences of falling below that Minimum Living Sum level we would also deal with the causes of poverty or low incomes. This would be assisted by having clear information on statistics, incomes, cases and causes which would be commissioned every two years.

### CHILD WELFARE GRANT & DISCRETIONARY MEANS TESTED SOCIAL ASSISTANCE

The effectiveness of the Child Welfare Grant and means tested social assistance in helping families on low incomes will be reviewed. In the meantime the Child Welfare grant to assist families on lower combined incomes with bringing up children will be raised.

# OUR COMMITMENTS

7

## BETTER GOVERNANCE



## IN THIS SECTION:

- MEET FREDDIE BALLESTER
- AGENDA FOR REFORM

# FREDDIE BALLESTER

## ABOUT FREDDIE

**F**reddie is a father of three and a grandfather of two. A humble, caring and courageous person who never gives up and will always fight for what he feels is right, making sure everyone is treated fairly. Today he has made himself available to the people of Gibraltar for the general elections with the GSD – a party he has worked with for nearly three decades. He feels that Gibraltar deserves better and if elected he can help the community he so much loves.

Freddie ran a betting shop business for almost thirty years. After this he was a non-executive director with SportingBet a London based gaming company. He then became a director of PartyGaming one of the world's largest online gaming companies. In 2004 he was appointed Chairman of the Gibraltar Betting & Gaming Association a position he held till 2010. During this period he was also Vice Chairman of the Interactive Gaming Council, an international gaming body. He retired in 2011 due to family commitments.



## AN AGENDA FOR REFORM

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- ✔ THE GOVERNMENT DOES NOT ANSWER QUESTIONS REGULARLY IN PARLIAMENT
- ✔ THE GOVERNMENT DOES WHAT IT WANTS ALL THE TIME WITHOUT ANY FEAR OF REAL ACCOUNTABILITY
- ✔ MILLIONS OF POUNDS OF YOUR MONEY IS SPENT WITHOUT YOU BEING TOLD HOW
- ✔ CONTRACTS ARE ENTERED INTO IN YOUR NAME BUT IT IS NOT POSSIBLE TO SCRUTINIZE PUBLIC CONTRACTS
- ✔ LAND DEALS ARE DONE AND YOU ARE NOT TOLD WHO IS ALLOCATED LAND AND ON WHAT TERMS
- ✔ THERE IS SECRECY IN GOVERNMENT DEALINGS
- ✔ MINISTERS IN GIBRALTAR ARE NOT QUESTIONED OR HELD TO ACCOUNT LIKE THEY WOULD BE IN ANY OTHER PARLIAMENT IN OTHER SMALL TERRITORIES
- ✔ THE REASON ALL THIS HAPPENS IS BECAUSE THE SYSTEM IS BROKEN
- ✔ WE NEED TO REFORM THE PARLIAMENTARY SYSTEM WHICH DOES NOT WORK FOR YOU
- ✔ REFORMS CAN BE DONE AT VERY LOW COST AND THERE CAN BE SAVINGS ELSEWHERE

**H**ow Gibraltar is governed affects you in every way. It influences how policies are made and how laws are passed. All these policies and laws whether it is about the price of food, your children's education, housing, parking or your health affects you directly. So we need to make sure that the Parliament where laws and policies are debated functions better so that there can be better debate and consideration of ideas and so that the system lends itself to better participation of and responsiveness to the public.

Additionally the system of Government means that there is little permanent scrutiny and the Government does whatever it wants. There is no ability to control or curb its power in Parliament and there is no ability to scrutinize important decisions on land, healthcare or education. The system needs to change because it doesn't work well for you. This leads to bad decisions.

The Opposition cannot ask questions all the time as they are restricted by the rules and Government regularly avoids answering or delays answers to questions or avoids debates. All this happens because the system needs reform. The current rules don't work.

Reform is necessary and is in your interests so Government works better, listens more and reaches the right decisions.

Before we do anything we will consult you by issuing a consultation paper explaining in greater detail why these reforms are necessary and why these work for you and how it will help you.

As such we will issue a Consultation Paper on Political Reform within 3 months of being elected. This will contain our recommendations to:

#### A. THE REFORM OF HOW DECISIONS ARE TAKEN AND ISSUES SCRUTINISED BY YOUR REPRESENTATIVES

Members of Parliament are your representatives. They are there to scrutinize decisions that Government is contemplating. They need to be given the tools to ensure that they can control the power of Government and hold it to account more. We will therefore:

- Establish a **Public Accounts Committee** to scrutinize how the Government spends your money on a continuing basis
- Convene a Select Committee to review the **Standing Orders of Parliament** to improve how Parliament works before and after enlargement
- Establish **Standing Committees on important areas of policy** to scrutinize Government Ministers and make them more accountable such as on Land Allocation & Development; Public Contracts; Health; Education; Social Services; Housing and Employment as well as on important areas of policy where it is important that there be Parliamentary supervision in the interests of democratic checks and balances such as Justice & the Police and Broadcasting & the Media.

These committees will make sure that Ministers have to answer questions and publish documents that they do not currently disclose

This will constantly hold Government to account. But of course who sits on the Select Committees is crucial. It is unrealistic to think there will be scrutiny of Ministers by other Ministers. So the members who sit on the Committees must be drawn from both the Opposition side and backbenchers on the Government side. That means that there needs to be some backbenchers to make this system work.

Our Agenda for Reform will also contain other measures:

#### B. CONSTITUTIONAL REFORM

- Engage with the UK in constitutional reform discussions aimed at further modernizing the constitution and entrenching checks and balances on governance, finance, accountability and transparency

#### C. OTHER CHECKS AND BALANCES ON GOVERNMENT

- **Term Limits for Chief Ministers** – The next GSD Chief Minister will not serve more than 8 years as Chief Minister. We believe in term limits of 8 years and will introduce legislation or seek constitutional change to enshrine this principle.
- Consult on the introduction of a Fixed Term Parliaments Act to remove the uncertainty on the timing of general elections



- Establish a specific monthly **Chief Minister's Questions** session in Parliament.
- **Opposition Funding** - Significantly increase the statutory funding provided for secretarial expenses to the Opposition so that it has greater administrative resources at its disposal to scrutinize the Government.
- Introduce a modernized **Code of Conduct for Members of Parliament** and Ministers setting out clear standards of conduct in public office.
- Establish a **Parliamentary Ombudsman** with powers of discipline and sanction into Parliamentary misconduct.
- Appoint a Deputy Speaker after consultation with the Leader of the Opposition.
- Establish a **public register of political donations** to political parties of sums in excess of £2000.
- Levels of Donations – Prohibit political donations to political parties of sums in excess of £5000.

Provide minimum statutory State funding to political parties or candidates contesting general elections to ensure transparency and curb the risks of patronage of political donors. We would consult on the funding scheme that we would propose which would be limited, transparent and fair.

- Establish an independent **Public Offices Commission** whose remit would be to ensure standards in public office, investigate and address any issues of conduct or misbehaviour of anyone in public office. The Commission would derive its powers from statute and have a positive duty to inquire into, investigate and pursue breaches by public officers of codes of conduct, report on its findings and ensure appropriate disciplinary action. The law will be able to deal with any allegations of corruption or offences involving, for example, the allocation of land, contracts or tenders.

- The Public Offices Commission will have powers parallel to already existing structures in relation to public officers.
- Establish a Value for Money Unit within Treasury – see our Fairness & Opportunity section.
- Appoint a **Commission for Standards** that will have statutory powers to investigate standards in public office by Ministers or public officials and will also have a remit to investigate and tackle any allegations of corruption, fraud, misfeasance or misconduct in relation to financial matters or public contracts.
- Extend legal assistance further especially in relation to constitutional challenges or judicial reviews against Government while at the same time ensure reasonable caps on fees to protect the tax-payer.

#### ➤ D. CONSULTATION & PARTICIPATION

- Maintain and enhance formal and informal consultation with representative bodies, associations and Unions in the social, political and economic spheres.

#### ➤ E. RESPONSIVENESS OF GOVERNMENT

- Introduce a **Government Code of Conduct** which sets out duties of Ministers and senior officials within Government departments and establishes clear conflict of interest rules and the rights and duties of caretaker administrations. The Code will also establish guidance in relation to interaction between the government and members of the public and expectations on the level of service and responsiveness the public should expect from Government.
- Introduce a **Code for Civil Servants** finally replacing General Orders.

## ➤ F. TENDERING & PROCUREMENT OF CONTRACTS

- See our section on Fairness & Opportunity

## ➤ G. YOUTH PARLIAMENT

- It is important to get more young people involved in politics and in the political process. We will establish a standing Youth Parliament which will be a forum for young people to debate issues and influence how policies are drawn up in a number of fields

## ➤ H. THE SIZE OF PARLIAMENT AND ELECTORAL REFORM

For the reforms in Part A to all work there needs to be Parliamentary Reform. Without it you simply cannot make the reforms be effective.

We need to make sure Parliament works better and holds Government to account more

During this GSLP administration we have experienced unprecedented levels of spin and misrepresentation on a number of important issues. The GSLP/Liberals have become accustomed to not accounting properly for what is going on behind the scenes or in twisting the truth of matters. We believe a number of changes need to be introduced to ensure further checks and balances on the powers of the Government so that it acts less arrogantly, listens more and there are better opportunities to influence the political process. Far too often the Government acts as if you are either with them or against them. This is counterproductive to good governance. There are better ways to govern.

Reforming the Parliament is an important first step. For too long Gibraltar's Parliamentary system has been structured so that there is an in-built majority of Government ministers in the Parliament. This is very rare and almost unique in Parliamentary democracies. It produces a total control of Parliament by the Government

of the day. In fact the Parliament is supposed to act as a check on the power of the Government by ensuring better debate and greater scrutiny of Government's policy. This works in other countries by ensuring that the Parliament is big enough to fulfil that function and by allowing backbenchers on both sides. That produces greater debate and accountability. From time to time the Government itself might have to modify its policy to take account of a strength of feeling from the combination of Opposition members and backbenchers. This is seen regularly in other democracies. In our Parliament this can never happen as it is presently structured because the Government always have a majority of Ministers over other Members.

As such enlargement of the Parliament is necessary to ensure the reforms work but enlargement is only the first step. Big reforms need to follow which we have set out in this manifesto. Our Parliament has been the same size for 50 years. The number of members is smaller than it was before the 1969 Constitution when there was both a Legislative Council and City Council in Gibraltar. The pace of governance has however completely changed in the last 50 years. There is now a need for full-time politicians in Government and the Parliament needs to alter its composition if it is to fulfil any useful function in providing a forum for accountability, scrutiny and debate of Government policy. At the moment all it is is a rubber stamp for anything the Government does.

Enlargement of the Parliament cannot however resolve this democratic deficit on its own and it must be combined by a variety of other measures which deliver lasting checks and balances that then cannot be removed or ignored by the Government of the day. The best way of entrenching these checks and balances would be through constitutional reform as a successor Government would then not have the power to alter the constitution. As such wherever possible we will seek constitutional change either first or subsequently to entrench any administrative or legislative changes made. We would therefore also:

- Seek legislative or constitutional change to enlarge Parliament to 25 members at the next general election.
- We would also envisage that the number of Ministers should be no higher than 8 in a Parliament of 25 seats. We pledge to govern with 8 Ministers. This will REDUCE the level of Government while increasing accountability.
- We will do this immediately after the election as a first step and govern with 8 ministers. This will mean that a GSD Government will put itself in a minority in Parliament for the first time in Gibraltar's modern history. This change alone will result in a saving of around £150,000 that can be ploughed into these reforms and mean they can be achieved at low cost.
- The resulting 2 back benchers will be given a parliamentary role within select committees and in driving reform of the procedures. They will also continue to represent you in bringing concerns to the attention of government.
- This will be an important symbolic step towards making parliament work.
- In future in an enlarged Parliament no more than a third of Members will be Ministers. That will mean that there will be a much more direct control of the power of Government by other members of Parliament. That will improve how decisions that affect you are reached.
- Consult on the **electoral reform** necessary in respect of the process to be followed for the election of these additional seats – whether it should be first past the post as is the case with all current seats or by some form of proportional representation. If first past the post we would envisage that each elector would have 14 votes. That will ensure that the Government political party majority is not increased and the Government itself is in a minority as the Ministers will account for no more than a third of the Parliament.

**In other words there would be 8 Ministers and 17 other Opposition or backbenchers who could out-vote the Government from time to time if they took a really bad decision. This is an important check on the power of Government that does not exist today.**

An enlarged Parliament will ensure more voices are heard and that the pool of people who participate in the shaping of important issues of the day is expanded. It will also mean that people who would not otherwise wish a full-time career in politics can give of their talent, time and energy on a part-time basis. This is good for the governance of this community and will improve the quality of decision-making.

# OUR COMMITMENTS

8

## OUR LAND – OUR FUTURE





## IN THIS SECTION:

- MEET DAMON BOSSINO
- SELF-DETERMINATION & THE UN
- THE EU & BREXIT

# DAMON BOSSINO

## ABOUT DAMON

**D**amon is a barrister by profession and is married to Rosa. He is the proud father of three lovely children.

Damon is no stranger to politics. He has been involved in political activity since he was a teenager having had a passion for politics from a very young age. He was elected into Parliament in 2011 and served as a GSD MP until 2015. During that time he shadowed many areas of Government responsibility such as tourism, transport, financial services, employment and training. Damon also served as Deputy Leader of the party.

I have decided to put my name forward for election to Parliament because I very strongly believe that Gibraltar needs a change. Many of us are seeing how there is large scale squandering of our finances. What is worse you are not being told how your money is being spent. We are also seeing how our land is being sold left, right and centre to private developers without proper regard for our heritage and living environment.

Monies should not be spent on multi-million pound No6 refurbishments or music festivals. Spending must be responsible and properly prioritised on those things which people really need. I am very excited, for example, with our plans to relocate and purpose build a new St Bernadette's; to review the allowances for those who care for the vulnerable; to adopt an autism strategy; to have classroom aides in all class rooms in



primary and middle schools. Many of our innovative ideas do not require much or any expenditure, such as the proposed new A&E style walk-in at Ocean Views or the review of legislation to empower special educational needs children, young people and their parents or carers.

For these and many other reasons, we need to wrest Gibraltar back from this Government.

I am excited that with our programme for Government and our committed and experienced team of individuals we can and will make Gibraltar a better place.



## OUR LAND – OUR FUTURE

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### EU – BREXIT

It is unclear whether there will be a no deal BREXIT. Our position as a community has been to overwhelmingly back the idea of remaining in the European Union. Given the divided state of British politics we do not know whether there will be a departure from the EU with or without a deal. Indeed even the prospect of the possibility of a second referendum or staying in the EU cannot be discounted.

We must plan for every outcome – hoping to remain but planning for a worst case scenario departure with no deal. In Government we would work with the Opposition of the day on these issues because they are of supreme importance to our political and economic sustainability. We will not do what the GSLP/Liberals have done which is to conduct superficial and token discussions with the Opposition without sharing any documents. If we are to prepare together because of the importance of the challenge then we would involve the Opposition properly.

That is one of the philosophical differences between the GSLP/Liberals and ourselves.

We think the GSLP/Liberals have mishandled the negotiations on BREXIT. The Gibraltar deal set out in the Withdrawal Agreement and in the accompanying Memoranda of Understanding give Spain influence and a say in our domestic affairs. Spain also protected its frontier workers on a permanent basis. In return we obtained nothing enduring in respect of freedom of movement for Gibraltar residents. On top of that the GSLP/Liberals have misrepresented the meaning of the deal locally. The MOUs were negotiated without any participation of the GSD.

Whether the exit from the EU happens with or without a deal we will be ready to meet the challenge and confident we can seize opportunities and reposition Gibraltar. The tried and tested experience of our team will hold us in good stead.

We will set up an inter-Ministerial team that will work closely with the private sector and unions. Public information will be released regularly to assist people and business in meeting BREXIT challenges.

We are confident that we can secure new markets for business and financial services outside the EU. We will work closely with business towards that end to ensure Gibraltar's continued economic success.

### NO DEAL PLANNING FOR BREXIT

The GSLP have skirted over the criticism of their performance in the leaked Yellowhammer Report of 2 August 2019. We remain unconvinced that the GSLP Government have ensured that Gibraltar is ready for a no deal BREXIT. If this becomes likely on 31 October 2019 the political accountability for any fall-out from lack of preparation will lie squarely at the GSLP door.

### SOVEREIGNTY & SELF-DETERMINATION

The future of Gibraltar can only be decided by its people.

We support an enduring and permanent link to the British Crown while ensuring that we have the maximum self-government possible.

For those reasons we will seek some additional constitutional reform [see our section on Governance in this manifesto].

#### THE UNITED NATIONS

We would continue to attend the United Nations to represent Gibraltar and seek our formal decolonization and de-listing from the UN list of non-self-governing territories in accordance with the wishes of the people of Gibraltar.

In Government we would invite the Leader of the Opposition to form part of the Gibraltar delegation at the UN.

#### CROSS BORDER ECONOMIC RELATIONS

We will work with NGOs such as the Grupo Transfronterizo made up of Gibraltar & Spanish unions and business organisations to facilitate cross-border economic activity of benefit to Gibraltar.

“

The future of Gibraltar  
can only be decided  
by its people.





# OUR COMMITMENTS

9

## SAFETY & SECURITY



## IN THIS SECTION:

- MEET EDWIN REYES
- JUSTICE
- LAW & ORDER AND SECURITY – PRISON, POLICE, CUSTOMS, BORDERS & COASTGUARD
- REGIMENT

# EDWIN REYES

## ABOUT EDWIN

Since my student days I have always taken on an active role in the affairs of my community and whilst at University I was elected to serve as President of the Students' Union for two years. My service in the community continued during my teaching years and I held the Posts of President of Gibraltar NASUWT and also that of Chairman of the Gibraltar Trades Council.

Having served you in Parliament since 2007, both as a Cabinet Minister and lately as a Member of the Opposition, I wish to continue contributing towards building a better Gibraltar and which will be proudly inherited by our children and grandchildren. I remain wholeheartedly committed to the core principles and values of the GSD and, wishing to see good governance leading to a stable and secure Gibraltar, I offer myself once more to work tirelessly towards that goal.



## JUSTICE & CIVIL RIGHTS

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### ABUSIVE CONDUCT OR BULLYING ON SOCIAL MEDIA

Social media can be used very positively and used responsibly provides many benefits for social or commercial use. But instances of abusive conduct or bullying on social media are more and more common. Young people are especially exposed to the pressures of irresponsible use of social media which can cause real anxiety or distress.

- As such we will introduce a Code setting out the responsible use of Social Media and penalizing abusive, bullying or unlawful use of social media.
- We will also establish a Social Media Tribunal with powers to fine persons who breach the responsible use of social media to make it easier for persons to complain about abusive conduct without having to involve the police or the courts.

### SENTENCING APPEALS BY DIRECTOR OF PUBLIC PROSECUTIONS

We will review legislation to facilitate sentencing appeal by the Crown in serious cases

### ALCOHOL LICENSING & SALE OF ALCOHOL TO CHILDREN

We will tighten regulation and enforcement of alcohol licensing laws and clamp down on sale of alcohol to underage young people

### SEXUAL VIOLENCE

We will legislate to provide tougher sentences for crimes with an abusive or sexual dimension. We will also commit resources on awareness programmes on respect and to combat domestic and sexual violence

### DOMESTIC VIOLENCE LIAISON UNIT

There should be a permanent Unit within the Police staffed by the same officers to achieve continuity to whom victims of domestic violence can report matters

### HARASSMENT BY FORMER PARTNERS

We will introduce specific legislation based on the UK model to make it easier for the courts to tackle abusive conduct, coercive or controlling behaviour or harassment by former partners of divorced or separated men and women

### CRIMINAL COMPENSATION

Criminal laws will be amended to facilitate compensation and restitution

### OFFENDERS PAROLE PROCESS – TAGS

For certain cases of serious violent crime or sex offences we would introduce a system of electronic tags that could be used during the parole process.

### SEXUAL OFFENDERS LIST

In 2011 the GSD Government introduced legislation which made provision for a Sexual Offenders Register. We gave that law retrospective effect. In other words, any sexual offenders convicted of a serious sexual offence before the introduction of the law would still be required to go on the register. When the GSLP-Liberal Government were elected they changed the law in order to ensure that it did not have retrospective effect. In other words, those convicted of a serious sexual offence before 2011 would not be going on the list. We think this is wrong. The law is there to protect our people, in particular vulnerable people, and we will consult you on reversing these changes. We think there should be more protection of the victim and society than of the offender and if you agree we will change the law.

In the United States the sex offender registry is available to the public. In the UK teachers, doctors, landlords and club managers are sometimes notified of an offender's registry. There are circumstances when it should be possible to know where a sex offender resides. We will consult you on changing our law in a way that is appropriate to the circumstances of Gibraltar. Safety must come first.

### LEGAL ASSISTANCE

The income thresholds for entitlement to legal assistance will be increased annually by inflation.

### S6B MARRIAGE ACT

We will repeal the provision that enables Registrars to refuse to marry same sex couples. The State must act constitutionally and its employees cannot act in a way that breaches constitutional rights.

### COSTS IN PUBLIC INTEREST CONSTITUTIONAL CHALLENGES OR JUDICIAL REVIEWS

We will introduce legislation that allows NGOs to present public interest constitutional challenges and judicial reviews without the risk of adverse costs orders. That will facilitate legal challenges against unlawful or unreasonable action or potentially unconstitutional measures. It is good for democracy and for the benefit of the whole community for NGOs to be able to test these issues in court.

### ARREST REFERRAL WORKERS

Will be engaged to work with the RGP and Court Service to tackle drugs abuse when an individual first comes into contact with the justice system.

### SOLICITOR GENERAL

The post of Solicitor General will be created to be the principal law officer of the Crown in civil cases working under the Attorney General. This will ensure that there is better coordination of the civil and commercial domestic legal work of the Government. It will also lead to financial savings by not having to send some legal work to the private sector.

### COURTS & TRIBUNALS SERVICE

A Courts and Tribunals Service will be established incorporating the current Court Service and absorbing the Employment Tribunal and other tribunals. This will ensure streamlined processes and easier administration for cases.

### TRAINING OPPORTUNITIES AT PRISON

Education, apprenticeship and vocational training opportunities will be enhanced at the prison.

## DRUGS

Gibraltar has a drug problem that needs to be tackled by different means. Too many of our young people are being exposed to drugs. These are not just taken because a person is addicted but also for social and recreational use. Drugs policy needs to be holistic and ensure all facets of drug supply and consumption are catered for if we are to see a reduction on drugs abuse. We need to remain tough on suppliers of all drugs and ensure tough sentences and penalties are provided for activity where people distribute or sell drugs. Equally small quantities of possession for personal use can be dealt with differently. It is also important to have a policy that provides for rehabilitation, support and continuing education and awareness. Our policy on Drugs is more comprehensively set out in our section on Drugs under Health & Care.

## PRISON

We will ensure manning levels are kept to numbers that will result in safe and secure work shifts throughout all wings and at all times in the prison.

## POLICE

- We will relocate the main Police Station from New Mole to a purpose built facility at the Rooke site. This central location will facilitate policing work.
- We will work closely with the RGP, the Police Federation and the Police Authority on issues of concern including human resources, equipment, health & safety and morale so as to support the Police in its work.
- We will honour the agreed increase in policing and administrative resources announced in May 2019 after the consideration of the PwC Report and ensure the recruitment of constables and administrative staff as necessary. We will

work with Police in case further resources are necessary.

- A GSD Justice Minister will meet regularly with the Commissioner, Federation and the Police Authority to better understand any concerns in respect of policing issues.
- Allowances of Retired Police Officers – in conjunction with the RGP and Police Federation we will review the rate of allowances paid to Police Officers and how these and pensions have been calculated to seek resolution of historic claims in a fair way.

## CUSTOMS & BORDERS & COASTGUARD AGENCY

Customs and the Borders & Coastguard Agency (BCA) are both affected by the state of frontier posts and the facilities within them. Within a month of being elected we will commence a programme of regular cleaning of soot in workplaces, the provision of anti-pollution masks, the refurbishment of all frontier posts, office, facilities and premises (including officers restroom Facilities in HQ and Air Terminal) and we will get the pollution monitoring machine working properly!

The GSD Government created the BCA and we recognise that they have several genuine grievances which this Government has not tackled. Some will require negotiation with the unions and others can be dealt with unilaterally by a GSD Government. Moreover, the negotiating rights for the BCA have shifted between the GGCA and Unite on more than one occasion in a single year. This is not good for workers as there is no continuity in negotiations. We therefore need to work with BOTH Unions collegiately in order to ensure those grievances are addressed.

We will work with the Unions to consider:

- Converting pay allowances into wages.
- Removing split duties, so that employees work straight through.

- A Permanent Immigration shift team to tackle house check, marine check, immigration road checks, liners etc.
- The introduction of permanent reporting berth duties/facilities.
- The evaluation of manning levels across all posts, (airport, frontier and any other posts).
- Evaluation of the role of the BCA in coastguard duties as the GSD originally intended.
- Evaluation of the appropriateness of the existing vehicle fleet.
- The introduction of protocols for the use of CCTV other than for crime.

#### ➤ GIBRALTAR FIRE & RESCUE SERVICE

- The relocation of the Fire Station has been promised and not delivered. We will relocate

the Fire Station to the centrally located Rooke Site from which deployment to incidents will be much easier.

- Improved training facilities will also be provided.

#### ➤ ROYAL GIBRALTAR REGIMENT

We will support the Regiment in the resolution of existing long-term issues on pay & conditions that discriminates on members of the permanent cadre of the RG. There are issues in relation to salaries, their taxation and pensions that affect past and present members of the Regiment. They have been treated less favourably than other British Army units. These issues need resolution not only to assure the well-being and care of members of the Regiment and their families but because the MOD's present failure to address these issues satisfactorily will inevitably impact on public services provided by the Government of Gibraltar.





# OUR TRACK RECORD

## THE YEARS 1996-2011

The GSD was in Government between 1996 and 2011. It has become the habit of our principal opponents to trash the GSD record in office as if nothing was done during that time of any value to this community. The contrary is the case. We recovered a Gibraltar that in 1995 was on the brink of social crisis because of the fast launch activity. Our youth had no real opportunities then and our international reputation was in tatters.

Our policies after 1996 rescued Gibraltar's reputation, tackled Gibraltar's major social and political issues securely and led to unprecedented economic growth and success.

Our track record also gives you the security of a team that knows what it has to do in Government so that we will be able to make the transition from Opposition to Government without you being worried that you are handing the governance of this community to inexperienced people. When you vote for change you want to ensure you and your families are safe in the knowledge that Gibraltar will be steered by a competent, experienced set of people.

**Returning the GSD to Government will ensure a return to prudent economic management, accountability, safety on sovereignty, further economic growth and progressive social policies**

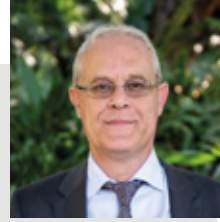
This year the party is 30 years old and we made a short film looking back at the past and that historic election of 1996. Watch our 30th Anniversary film at [www.gsd.gi](http://www.gsd.gi)

- ✔ During the years of GSD Government we delivered:
- ✔ Delivered a new hospital for Gibraltar.
- ✔ Defeated the Joint Sovereignty proposals of Blair and Aznar.
- ✔ Opened a new primary care centre.
- ✔ Achieved a new Constitution establishing a modern constitutional relationship with the UK after years of trying to get more self-governance.
- ✔ Delivered Lower taxes – reducing these from a top rate of 49% to an effective 25%.
- ✔ Opened a new airport.
- ✔ Achieved Tripartite talks with Spain – an end to bilateralism.
- ✔ Got the UK to agree a double lock on sovereignty – where Britain not only accepted that they will not transfer Gibraltar against our wishes but that they will not even enter into negotiations without our consent – to avoid the joint sovereignty bid ever happening again.
- ✔ Recovered Gibraltar's reputation and restored law and order after years of fast launch activity.
- ✔ Delivered a number of improvements in social services, education and housing.
- ✔ Achieved huge growth in the tourism industry.
- ✔ Restored Civil service promotion prospects, training and growth.

# YOUR GSD TEAM FOR GOVERNMENT



**KEITH  
AZOPARDI**



**TREVOR  
HAMMOND**



**FREDDIE  
BALLESTER**



**JOELLE  
LADISLAUS**



**DAMON  
BOSSINO**



**ELLIOTT  
PHILLIPS**



**ROY  
CLINTON**



**EDWIN  
REYES**



**DANIEL  
FEETHAM**



**ORLANDO  
YEATS**

**VOTE FOR ALL 10 GSD CANDIDATES  
TO MAKE SURE YOU HAVE A GSD GOVERNMENT**

V O T E

**GSD**

**MAKE IT HAPPEN**

#makeithappen

# MAKE IT HAPPEN

#makeithappen



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