



**GSLP Liberals Manifesto 2019**

...aspire to the best Gibraltar

[generations.gi](http://generations.gi)

**#greenGibraltar**  
**the child friendly city**

This manifesto does not contain every commitment we have made in press releases and direct communications with organisations, and to which we remain committed, as space does not allow us to include everything. Wish lists from associations etc. are being answered directly in writing and those responses are binding on the parties also.

All developments illustrated in this Manifesto are artists' impressions and all will be subject to open and transparent tendering procedures and final geo-technical surveys.

An interactive version of this manifesto is available on the following websites:

[www.gslp.gi](http://www.gslp.gi)

[www.liberal.gi](http://www.liberal.gi)

[www.generations.gi](http://www.generations.gi)

On those websites you will also find the spoken word version of this document for the visually impaired.

Our Electoral Broadcasts are also available there with sub-titles for the hearing impaired.

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We could not be prouder that this manifesto has been designed and printed in Gibraltar by Gibraltarian talent and printers.

Thank you to all of you who have been involved!

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**Safety, stability, security  
...steady as we go**

## Personal message from **Fabian Picardo**

### My dear fellow Gibraltarians,

These are difficult and challenging times for our country.

The international political background against which you are going to decide who should run Gibraltar in the next four years has never been more complex. But the choice you face is a simple one. Do you return to Government those of us who have been successfully running our nation for the past eight years, or do you take a risk and instead gamble by betting on one of the teams opposing us?

I know you will not want to take the slightest risk with our nation's future. You will not want to take any risk whatsoever with our children's well being. You know that we are the team that has kept Gibraltar secure in these turbulent times and that we are the safest choice for your family in this election.

It has now been eight years since you first entrusted us with stewardship of our small but proud Nation. You were impressed with the work we did in our first term in office and you resoundingly renewed our mandate to work for you. In the past four years we have worked even harder to continue to deliver on our commitments to you whilst dealing with the political tsunami that Brexit represents.

Now, I want to tell you a little bit about our exciting and excellent plans for the next four years and about how our track record in the last eight years is your guarantee that we will deliver on our promises to you.

#### A DEEP SENSE OF RESPONSIBILITY

Everything we are saying in this manifesto is said with the deep sense of responsibility that comes with the privilege of being 'handed the keys to Convent Place'. That is a responsibility that cannot be taken lightly. Being in Government - in Gibraltar in particular - is not a game. It is a serious responsibility that can affect the life of every citizen.

Working day and night with my team of ministers, making decisions every day that affect the livelihoods of thousands of us, often on a knife edge and on the basis of facts and developments beyond our control, being any Minister of Government and, indeed, the Chief Minister of Gibraltar, requires one thing above all: that deep sense of responsibility and the seriousness about discharging the obligations of the highest elected office in our nation.

Since I called the General Election I have been saying that now is not the time for novices or has-beens. Now is not the time for political experiments or political spent forces. Now is the time for tried and tested. I am saying that for a reason and out of a sense of responsibility.

There has never been a moment in the modern history of Gibraltar when the choice of political leadership has ever been more important. It is because of the very particular

circumstances in which we find ourselves as a result of Brexit. That is why the choice you face this year is as stark as it is simple. A simple choice in a complex world.

In this election you of course have the right to choose the WRONG people for the job, but you have the responsibility to elect the RIGHT people for the job, and that means choosing the GSLP Liberals.

#### MANAGING THE ECONOMY, DEFENDING OUR INTERESTS

There are two key objectives for any government in Gibraltar. The first is to ensure the successful management of our economy, powering the growth and, therefore, progress for our people. The second objective should be to combine the successful management of the economy with a strong, mature and responsible defence of our interests on an increasingly complex international stage. We have delivered on both of those two key objectives in the past eight years. We have done so despite the head winds we have faced. The first from the aggressive tactics of the PP/Margallo in Spain. The second from the many dilemmas we have had to deal with given the ongoing convulsions of Brexit.

#### BREXIT

We are all tired of talking and hearing about Brexit. I am being totally honest with you when I say that Brexit has been the single hardest thing I have ever dealt with in the whole of my life. It has literally been my 'Hell on Earth' in politics - and it is not over yet. Dealing with Brexit there are no rules other than that the rules are changing daily. Key players in the Brexit saga have come and gone. No less than three Prime Ministers and four Foreign Secretaries and DeExEu Ministers in the UK and two Prime Ministers and three Foreign Ministers in Spain, and counting. With every changing of the guard we have had to deal with a wholesale change in approach. We have had to start almost from scratch to develop new key relationships with new key people. We have done so and these are the relationships which have held Gibraltar in such good stead. Those relationships are not just with politicians. They are also with the officials who work in each of those key departments in London and Brussels.

For Gibraltar Brexit is by no means a zero sum equation. We have had to make difficult strategic decisions in the context of the ever shifting sands of the relationship between the UK and the EU. We have made those decisions with only the best interests of our nation and community at heart. We have never even thought of what worked best or worst for the GSLP Liberals. At every point of decision we have put our country before our parties. I would not be able to

look at myself in the mirror if I had done otherwise. Some of our opponents locally have unscrupulously sought to play party politics with those decisions. I know that as your Chief Minister I have only ever done what I thought was the right thing for Gibraltar. The fact is you are never wrong to do the right thing – and I have done what the GSLP Liberal Cabinet and I have carefully considered to be the right thing every time, regardless of how our opponents might try to spin things.

So Brexit has truly been the canvas onto which we have been compelled to draw our vision of aspiring to be the best Gibraltar we can be. Set against that backdrop, one which remains uncertain and could yet yield a dangerous hard Brexit, it is a mark of our success that our economy has done as well as it has, despite Brexit! That is why Gibraltar needs to continue the tried and tested leadership of the GSLP Liberals. It is a leadership which has been proven and is not just promised. It is tried and tested. With, Joseph Garcia, Michael Llamas, Albert Mena, Darren Grech and the dedicated senior Civil Servants and Public Servants who have stood by us every step of the way, we have done Gibraltar proud in the face of an often seemingly impossible challenge. Even some of our staunchest political opponents have publicly agreed that we have left 'no stone unturned' in the defence of our interests.

#### NOVICES & HAS BEENS

When I say that now is not the time for novices, I mean it in this context. As an example of why I say this I need only tell you that some members of Together Gibraltar have said that it would have been better to have this election in November, at a time when we could potentially find ourselves in the middle of dealing with a Hard Brexit. In other words, the novices are simply not thinking things through and that is especially dangerous for Gibraltar in 2019. We need seriousness from our politicians if our interests are to be properly defended. Gibraltar needs the right kind of intelligent and considered leadership that the GSLP Liberal team has demonstrated it is if we are to continue to grow in the face of a multiplicity of challenges.

When I say that now is not the time for has beens, I mean it in the context of building a future for our children which looks forward and not back. The GSD constantly want you to look back. I want you to look forward to a future which delivers the best Gibraltar we can and confidently makes the right kind of investment in our nation's growth. Investment in schools, health, housing and investment in education and culture. We looked forward to build and commission the new LNG power plant, when the GSD wanted to look backwards at heavily polluting diesel power. The has beens believed that diesel was the future when it was already quickly becoming the past, even in 2011.

The position of the GSD on Brexit is divided. Some of them have said we have done everything possible. Some of them say we have not done enough. Some of them are hard Brexiters, even though that option is not the best for Gibraltar. Importantly, in a clear error of judgment of the sort we cannot afford in a Chief Minister, I will not forget that Mr Azopardi himself has publicly proposed that Gibraltar's external relations should be transferred to the control of the

President of the European Commission. Can you imagine that? Jean Claude Juncker being in control of our external relations in the middle of Brexit?

This is a moment in our history when we cannot afford errors of judgment like that.

We in the GSLP Liberals have known not to make errors of judgment like that in the Brexit negotiations. We have known that we had to invest to build the houses that have become the homes we need to provide for our community. We have provided the basic building blocks from which our families, our people can grow. There has been sixteen years in which to build a school and not one was built – despite the dire need to do so. We have built six new schools already, four in just the last four years as well as a University. We plan to build four more and a new College of Further Education and you, the people, have the peace of mind of knowing that we will deliver on those plans.

#### HONOUR THE PAST. WORK HARD TODAY. SECURE OUR FUTURE.

In the last four years we have delivered investment and progress on an unprecedented scale. We are building 4,000 new homes. We have declared a climate emergency that we are now acting upon, leading the way in the best Gibraltarian tradition, e.g., by becoming the first European port to conduct LNG bunkering operations.

We have defended our interests and built the closest ties to the UK, political and commercial, we have ever enjoyed in order to achieve that.

We have created the parks that bring life to our city, and we plan to build many more. We are going to make Gibraltar a Child Friendly City. That is one of our key commitments. We will do that by creating a Green Gibraltar. With more parks and less development. With new adventure areas for recreation in Gibraltar both at The Mount (which will be preserved for our people, not handed to developers) and at The Northern Defences Adventure Park. With new green areas in the north district at Glacis and in the south district at Grand Parade. With a Green Corridor all along Queensway from the south to Midtown Park and with a 'Walk The Wall' project for walkers and cyclists from Chatham Counterguard all the way to Little Bay and onwards to the Europa foreshore. With a full refurbishment and investment in the old Nuffield Pool making that area a gorgeous place for our people to enjoy in summer and a new home for Beach Volleyball. Our investment will be concentrated on our children's living environment.

It is true to say that there has been a lot of development in Gibraltar over the last eight years. It is undeniable. So much of it is simply necessary if we are to continue to progress and grow. If we are to provide homes and jobs, we need to build houses and offices. We are also offsetting the impact of such ambitious building programmes. Victoria Keys is going to be great for the economy. It is designed to be sustainable and to be a Green City by the Sea. It is exactly the sort of Gibraltar development you want to see in Gibraltar. The fantastic details of our amazing commitment and initiatives for the environment are the backbone of this brilliant manifesto.

Our credentials are clear. We have already delivered Commonwealth Park, which our opponents criticised until we finished it and our people loved it. We changed G1 from a Jaguar to a Tesla and our fleet of passenger vehicles is now hybrid. All our vehicle fleet will move to electric or hybrid now. We did all these things in the teeth of opposition from the GSD, whose only track record on the environment is to be inconsistent in their approach to protecting it!

## EQUALITY

The changes we have made in Gibraltar over the past eight years have not just been physical. We have also delivered a massive change in attitude to equality. In every area, from gender equality to correcting inequality arising from discrimination against those with disabilities or against our Moroccan or Indian communities, we have been there. Recent 'Pride' marches have literally just been the very tip of the iceberg of what we have done.

Now we see some has been in this election campaign who want to dial the clock back on equality. I think Gibraltar will have no time for that. At the same time some of the novices in the campaign present themselves as more 'progressive' than us. The reality is that the GSLP Liberals have been the only ones who have actually delivered equality in our laws. We delivered in all areas by being both measured and deliberate in our approach and in that way bringing our community with us as we changed our society in a positive and inclusive way. No one should minimise Samantha Sacramento's role in her determined pursuit of change on the equality agenda, although you can see how some are now trying to take credit for her 8 years of work.

## OUR COMMITMENT TO YOU

Our manifesto is our commitment to you. It is one which we strive to deliver in its entirety. It is more than just a wish list which is how the GSD describes manifestos. This is why I confess that I am disappointed that there are a number of initiatives we have simply been unable to deliver in the last four years because of Brexit. Despite the then leader of the GSD after the Brexit referendum, Mr Feetham, having invited me to completely abandon our 2015 manifesto, we believed we had an obligation to deliver to you the things that we had promised in the last General Election. I will now also not shy away from my obligation to explain to you why we have not completed some of our promises.

On the many projects and initiatives delivered during the last four years, we have exceeded even our most ambitious expectations. The University and the schools we have delivered during this term of office - Notre Dame First School, St Anne's Upper and both Bayside and Westside Comprehensive schools, the last three of which we inaugurated formally last week - are truly special. It is a highlight of my time in office to have watched my dear friends, Gilbert Licudi and Dr John Cortes run with the dream of an Education Revolution and to follow through. The new schools are a secular temple to the commitment and dedication of all the workers and teachers who have helped to make them a reality. It is a symbol of the Gibraltarian's single-minded determination to be the best we can be. I

could not be prouder of those achievements!

## ADAPT AND THRIVE

There are a variety of reasons why some initiatives have not come to fruition in the last few years. Principally the spectre of Brexit has played a significant role not just in terms of the amount of Government time the issue has taken up over the last three years. Also relevant has been the international investment context. Changing circumstances, allied to an ambitious programme of development that has continued despite Brexit, have led us to reconsider some of the Government's plans to reset our objectives accordingly. The decision not to proceed with the Queen's National Theatre is a product of this. Our plans for the Queens were deliverable only with a very high redevelopment of the site for luxury housing which we decided we did not want to see there. We have therefore gone back to the drawing board on that project. You can now read more about our plans for a new National Theatre and for the redevelopment of the Queens Cinema site for affordable homes and rental housing for the elderly.

## ECONOMIC PERFORMANCE & OUR POST BREXIT ECONOMIC PLAN

We have delivered on the economic performance over the last four years. Once again, Sir Joe Bossano's predictions on the economy have stood the test of time. In 2015 our economic plan predicted that the economy would grow to £2.4bn by March 2020. Our opponents used to laugh at our predictions. I was happy to report at my Budget Address this year that we had as good as hit that target a full year earlier than anticipated. GDP was also up, as it has been every year the GSLP Liberals have been in Government, by £177.8m - a staggering growth rate of 8.2%. Net national debt is also at a record low of 13.37% of GDP. The economy added 7% more jobs than we had last year, taking us to 30,000 jobs in Gibraltar. Another GSLP Liberal record. Private sector growth was substantially responsible for that growth and, as at summer this year, unemployment stands at just 33! The Future Jobs Strategy our opponents said would never work has delivered results. As usual, the GSD were wrong and we were right.

As for prudence in our management of our public finances, the one thing that our opponents do not highlight to you is that in the last financial year we underspent by £4m, a feat that has been possible thanks to the sterling work of the Financial Secretary and his team at the Treasury, a feat which silences the criticisms constantly unfairly levelled upon us some years back by our political opponents.

Arrears owed to the Government are now down an impressive £23.1m since 2016.

The Minimum Wage is legally prescribed to increase to £7.50 over this and the next two financial years. We have put it up every year since we were elected. Conversely the GSD let five years pass without increasing the Minimum Wage - on two occasions. In fact, in twelve out of the sixteen years they were in power, the GSD did not raise the Minimum Wage.

We have consistently provided support for all in our

economy. We have abolished tax for those on less than £11,200 and given effect to a significant reduction in income tax across the board.

We have delivered above inflation pay increases in the public sector of 20.4% since elected as well as delivered annual increases in old age pensions, and the minimum income guarantee.

We have achieved SUSTAINABLE growth. We have achieved RECORD low unemployment. These figures are not a flash in the pan - they are delivered year on year, year after year.

That is our record. That is what you must judge us on now as you look to who should have conduct of Gibraltar's affairs in the future.

#### OUR POST BREXIT ECONOMIC PLAN

But there's more yet to do and we are the only ones with a plan to do it. Only we have a Post Brexit Economic Plan, the outlines of which we have detailed for you in this manifesto. The author of the plan is Sir Joe Bossano. He is the only person who can show he has done this before - at the time in the 80's when we had to reposition our economy after the closure of the Dockyard and the reduction in the MOD presence. He has the track record that you can trust. I have heard so often the nonsense that Joe Bossano is too old, that Joe should retire etc. Yet, when the chips are down, everyone in our community looks to Sir Joe on issues of economics. It is fitting that Her Majesty bestowed a very well deserved Knighthood on him in the past four years.

#### GIBRALTAR 2030

This is the only long term plan for our nation. It is the only manifesto that presents a clear economic plan for the future. For the next decade or more. It is not realistic to think we can plan longer term in a fast moving technological environment like the one we operate in today. Our economic plan is long term thinking. Our environmental commitments represents a radical change from the past. We understand that our economy needs to gravitate around the sustainable, environmental needs of our planet and not the other way round. That is what John Cortes and Sir Joe Bossano have been pioneers in showing for decades. From the days that the first GSLP administration created the Upper Rock Nature Reserve and the Alameda Botanical Gardens, to the decision we made - led by Sir Joe and John - to rightly abandon the GSD's diesel burning, disastrous power station at the entrance to the Nature Reserve.

#### A NEW KIND OF POLITICS

We have worked hard to deliver for all the generations of Gibraltarians and we remain committed to doing so. From IVF, Savings Bank grants for newborns, Children's PCC, new schools, scholarships, training, apprenticeships, jobs, affordable homes, sporting facilities, Community Care and rental homes for the elderly and excellent elderly care institutions, we are there for every generation - from the cradle to the grave.

We are building a Child Friendly City, a Green Gibraltar because we know that that is the way to protect our quality

of life for the long haul. We are making these signature commitments to the environment, to our health, to civic and social development because we know that people are our single most important asset as a community.

By contrast, the GSD's contribution to politics in the last four years has been to vote down the salaries of thousands. They vote down the measures that enable this community's health services, that pay for the education of our children, the care of our elderly and vulnerable. They vote down the salaries of our brave essential services. We, the GSLP Liberal Government vote the measures through, with the support of the independent MPs (Ms Nahon and, one year, Mr Lawrence Llamas) despite the GSD's opposition at Budget time. This proves, of course, that for the GSD politics is just a game and Gibraltar's interests are second to their narrow, party-political interests. It also proves that, for the GSD, politics is all talk and no action. Gibraltar needs better than that. Gibraltar deserves better than that. Gibraltar HAS better than that in the GSLP Liberals.

#### PHASE 2 - THE CHILD FRIENDLY CITY

The GSLP Liberals have invested in the homes and offices that make our homes and jobs. We now move on to phase 2 in the project to deliver on the GSLP Liberals' vision for Gibraltar. With this manifesto we begin the work of building the best Gibraltar we can be on the foundations of the last eight years of GSLP Liberal Government. Working with you, we commit to working hard to ensure that we continue to prosper as a community, steering our economy through the many challenges we face. Developing a Green Gibraltar to deliver a Child Friendly City. We commit to continuing to be serious, intelligent and mature about defending the interests of all generations of Gibraltarians, for four more years, and beyond.

#### WE CAN DO THIS JOB

It has been my greatest honour and my absolute privilege to have served my country as your Chief Minister for the last eight years. Few can imagine the volume of work being Chief Minister entails. This is not 9 to 5, its 24/7. Not everyone is cut out for that. The support I have had from the ministerial team has been unimpeachable and they have been the ones who have continued to deliver our previous manifesto as Joseph and I have been travelling the world on Brexit duties.

In light of all this, I believe these eight years have shown my team can do the job of Government and I have been up to the challenge of being Chief Minister. This is your cast iron guarantee that we will deliver on our manifesto to create the best Gibraltar we can be, with a long term objective in mind - creating Green Gibraltar, the Child Friendly City.

I am often accused of (or praised for) being ambitious, driven and single-minded.

I am all those things.

I am ambitious for our children's future. I want them to enjoy the fruits of the labour of those who have gone before me and the blessed existence I believe we all, as a nation, can deliver for them if we continue to invest wisely.

I am driven to making the GSLP Liberals' vision, as set out in



this manifesto, a reality because it is the best plan to deliver a sustainable future for our nation as a Green Gibraltar that is the Child Friendly City that can be the envy of the world. I genuinely believe that with hard work we can continue to reach beyond the size of our nation and achieve a lot more than most can imagine.

Finally, I am single-minded in my determination to work for all the generations of Gibraltarians, honouring the past by working hard in the present to secure the future of our home and its people. To defend and protect Gibraltar with every fibre of my being because I love our country with every fibre of my being.

I BELIEVE IN GIBRALTAR.

I BELIEVE IN THE GIBRALTARIANS.

I have been humbled to serve you this far.

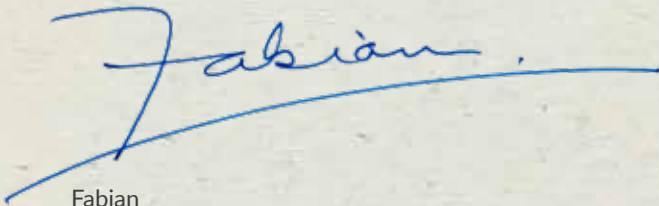
I have been humbled by the opportunities I have had in my life, thanks to the work of our political leaders over the years.

I now humbly ask that you once again give me your confidence.

That you give me one further opportunity to serve our people.

I ask that you give us your ten votes and return the GSLP Liberals to Government so that, together, we can deliver the best Gibraltar we can be.

Yours

A handwritten signature in blue ink that reads "Fabian". The signature is written in a cursive style and is underlined with a long, horizontal stroke.

Fabian

**“The Chief Minister warrants our continued support. Unquestionably his Brexit negotiations have been in Gibraltar’s best interests, including the tax treaty. His efforts to establish a more positive narrative with Madrid and to keep Westminster ‘on side’ need to be recognised. They are both magnificent achievements.”**

The Gibraltar Chamber of Commerce Annual Report & Accounts 2018



Committed, hardworking  
...delivering

*Personal message from*  
**Joseph Garcia**

## **KEEP GIBRALTAR IN SAFE HANDS**

These elections are taking place against the backdrop of the potential departure of the United Kingdom and Gibraltar from the European Union.

Brexit has generated considerable political turmoil elsewhere, particularly in the UK. This contrasts sharply with Gibraltar, where we have enjoyed continued political stability and economic prosperity.

We must not throw this away.

In Government, we have simply worked hard and got on with it. Gibraltar voted overwhelmingly to stay in the European Union. We did not want to leave. We are convinced that the best deal for Gibraltar would be to remain.

However, given that the UK voted narrowly to leave, we have worked closely with the United Kingdom Government since the 2016 referendum. In that time, we have built personal relationships with different UK Ministers and close contacts with officials in London.

We have taken care to engage with MPs from all parts of the political spectrum. The position of Gibraltar is understood by politicians on the remain and on the leave side of the argument.

This work has been intense. It has taken over our diaries and our lives. It has also reduced the time that we have had available to deal with other matters. There are only so many hours in a day.

The Brexit starting gun was fired in June 2016 with a hostile Spain and with Mr Margallo as Foreign Minister.

The challenges which Gibraltar faced were considerable.

Yet we managed to secure Gibraltar's inclusion in the Withdrawal Agreement and its transitional phase in spite of the many obstacles put in our way. If this deal comes into effect, then Gibraltar will be protected until the end of the transition which is presently 31 December 2020.

In the event that there is an agreement acceptable to both sides, including to the UK Parliament, then negotiations for the future relationship will open immediately.

The GSLP Liberals are the only team standing for election with the experience, the knowledge and the skill to see Gibraltar through those negotiations. We have spent countless hours in closed rooms in London, Madrid and Brussels fighting Gibraltar's corner.

We know the potential issues and the players involved.

There is nobody contesting this election who understands Brexit better than we do. We have lived it on the inside.

Indeed, despite the odds, we have already secured access to the UK market for our businesses, lower home fees for our students, continued healthcare arrangements and importantly Gibraltar's inclusion in the Withdrawal Agreement and the transitional period.

I repeat that we have all witnessed the political instability that has gripped the United Kingdom since the 2016 referendum. Here in Gibraltar, in sharp contrast, we have enjoyed the strong and determined leadership of a GSLP/ Liberal government.

It makes sense to re-elect a GSLP/ Liberal Government to see this process through.

And yet despite the intensity of Brexit, your team have continued with the business of Government.

You know that our manifesto is important to us. It represents our commitment with you, the electorate. Others have taken manifestos to be nothing more than a simple wish-list. Not us.

While we have not been able to do everything that we promised in 2015, we have nonetheless completed a considerable amount of what we set out to do.

In our first term we delivered the University of Gibraltar and the Gibraltar International Bank. We built two new schools and over 1000 affordable homes including purpose-built rental accommodation for our senior citizens. A small boats marina has transformed the quality of life of hundreds of Gibraltarian families who now enjoy unrivalled access to the sea. A refurbishment and lift-installation programme started in many of our estates which had previously been abandoned and neglected.

In our second term, a new gas fired power station has opened. This means cleaner energy, a better environment and again an improved quality of life. We have built another four new schools at Notre Dame, St Anne's, Bayside and Westside. This investment in the education of our children and the working environment of our teachers is without precedent in the history of Gibraltar.

There are more new schools in the pipeline.

Hundreds of you will have put your names down for some 1500 new homes at Hassan Centenary Terraces, Bob Peliza Mews and Chatham Views.

The Island Games this summer proved to be an outstanding success. The new pool complex at Lathbury, the athletics stadium next door, and the new Europa facilities will be a legacy for our people to enjoy for decades to come. The same can be said for the smart new Special Olympics headquarters.

A new primary care centre for children will mean that they now wait and are treated separately from adults. Adult patients will also enjoy a new Primary Care Centre of their own. The GSLP Liberals have brought primary and secondary care closer together.

These are a remarkable set of achievements.

We have delivered in spite of Brexit.

The truth is that all sectors of our community have benefitted from our policies and our investment.

We have grown the economy of Gibraltar and produced a record budgetary surplus.

There are more people in work than ever before.

Unemployment is at an all time low.

Gibraltar continues to receive inward investment and new business.

We have positioned ourselves as a key player in the emerging technologies of blockchain and DLT.

Demand for land remains at a premium. The land that we have is subject to competing interests between commercial, residential, industrial and other uses.

Some of this is owned by the private sector and some is Government-owned. We have already slowed down the pace of development on certain publicly owned plots of land.

We have exciting proposals for new open areas at The Mount, Mid-Town Park, the Northern Defences and the existing St Martin's School plot. The transformation at the Northern Defences, on which I have led in Government, has been truly remarkable. We now want to progress The Mount in the same way.

A tender for a new Development Plan has already been published.

Our land bank can only be increased by the transfer of land which is surplus to defence requirements or by reclaiming land from the sea. We owe to it future generations to make the best possible use of the limited land resources that we have.

The GSLP Liberals will make sure that this happens.

Over the years, we have taken Gibraltar's message beyond our shores. This has centred mainly in London, Brussels, New York and Washington.

In hundreds of meetings, we have defended the wishes of the people of Gibraltar, put across our point of view and made sure that our concerns are understood. Some of this has been through quiet diplomacy conducted behind the scenes.

This has achieved results.

The GSLP and the Liberal Party have put forward the best team for Gibraltar.

We have the experience and the know-how to take Gibraltar forward into the future.

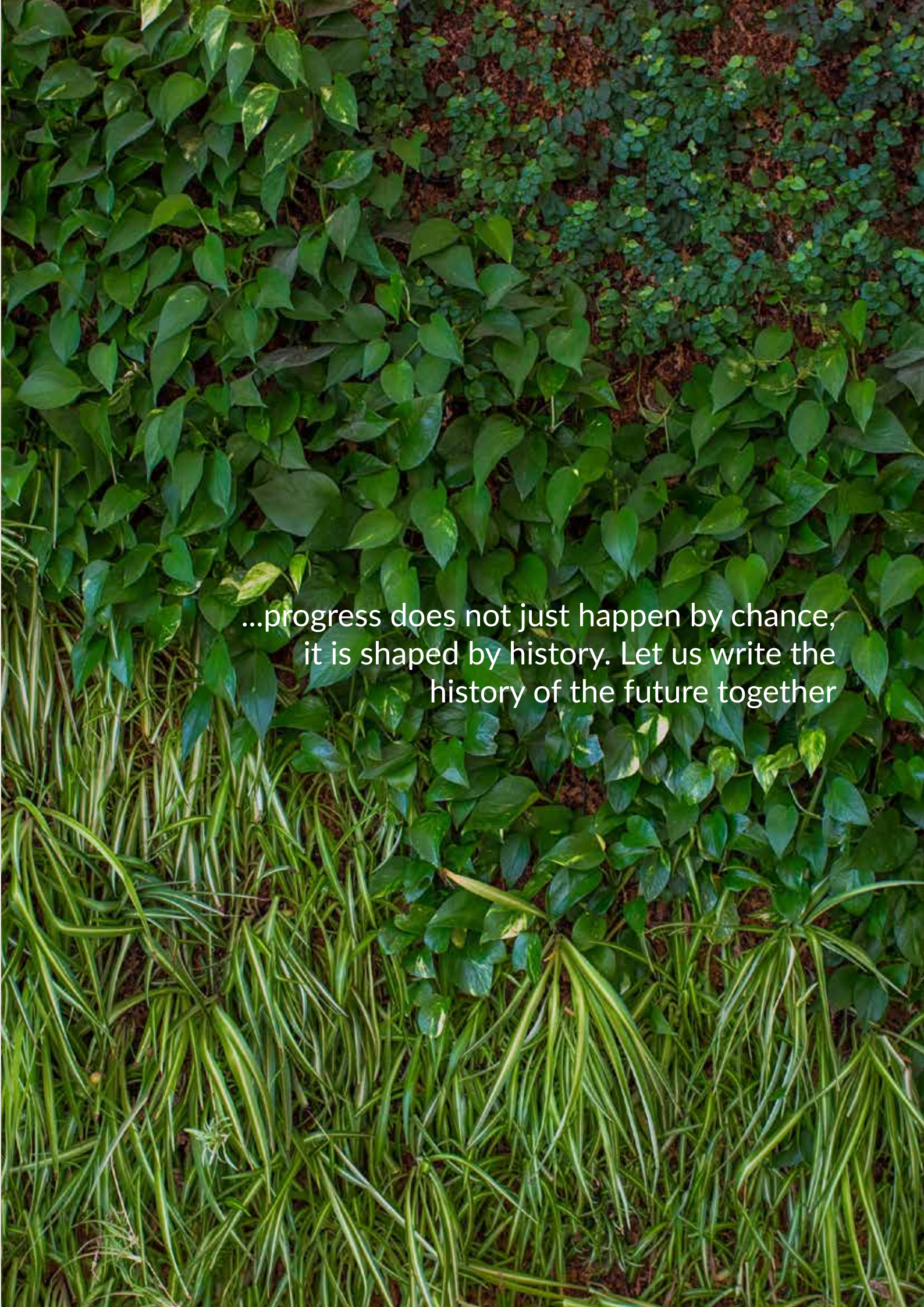
We have a solid and realistic programme for Government in this manifesto.

We will deliver.

Give us your confidence. We will not let you down.

On Thursday 17 October, vote for all ten GSLP/Liberal candidates.





...progress does not just happen by chance,  
it is shaped by history. Let us write the  
history of the future together



# let's talk about... **Fabian**

FABIAN PICARDO IS MARRIED TO JUSTINE AND THEY ARE THE PROUD PARENTS OF TWO HANDSOME YOUNG BOYS, SEBASTIAN AND OLIVER AND A BEAUTIFUL LITTLE GIRL, VALENTINA. HE HAS SERVED YOU AS CHIEF MINISTER OF GIBRALTAR SINCE 9 DECEMBER 2011. HIS RESPONSIBILITIES HAVE INCLUDED THE ECONOMY AND FINANCE, THE CIVIL SERVICE, HM CUSTOMS AND INDUSTRIAL RELATIONS & THE DRUGS SERVICE. HE HAS REPRESENTED GIBRALTAR AROUND THE WORLD INCLUDING AT THE UNITED NATIONS IN NEW YORK AND THE EU IN BRUSSELS AND HE HAS LED THE GIBRALTAR BREXIT NEGOTIATING TEAM. HE IS A QUEEN'S COUNSEL BY PROFESSION WHO QUALIFIED FROM OXFORD UNIVERSITY AND IS CALLED TO THE BAR IN GIBRALTAR AND THE BVI. HE WAS RECENTLY MADE A BENCHER OF THE MIDDLE TEMPLE. HE IS THE LEADER OF THE GIBRALTAR SOCIALIST LABOUR PARTY.

## **PROTECTING THE CIVIL SERVICE & PUBLIC SECTOR**

**YES TO EFFICIENCY. NO TO GSD AUSTERITY.**

### **THE CIVIL SERVICE**

The GSLP Liberals believe in the conduct of the public affairs of Gibraltar through an independent, efficient, well-trained and effective Civil Service and the Public Sector as a whole. These include the members of the Gibraltar Development Corporation (or GDC), the Agencies, Authorities and companies. We will consult closely with Civil Servants, other Public Servants and their Unions on all matters that are relevant to them. We will maintain the commitment we have to preserve the size of the civil service and to ensure that it is properly resourced so that it delivers the results that are required in order to fulfil our manifesto commitments. We will finalise the AA recruitment process and work to ensure proper succession in all senior posts. We repeat all of our commitments to the Civil Service and the Public Sector from our earlier manifestos.

### **HER MAJESTY'S CUSTOMS: A LAW ENFORCEMENT BODY**

We were renewed and grew HM Customs. We recruited over 60 officers and we restored dignity to a department by specifically recognising it as a law enforcement body. We have also properly resourced the

Department with marine assets and vehicles and we will continue to do so and to renew their fleet. We have also strengthened and tightened our laws in respect of smuggling activities, producing the toughest anti smuggling legislation in the world and giving officers stronger powers in designated areas. In the last year and a half we have also relocated Customs to a new home and we have reconfigured the areas at the Airport which Customs need, including a new building for officers by the Commercial Gate. Under the GSLP Liberals HM Customs is now well respected within the Government service and internationally as one of our key Law Enforcement Agencies. We will continue to work with the Collector and his Senior Management Team, as well as with the Unions that represent officers, in order to ensure that the brave men and women of this department remain fully and properly resourced to carry out their important functions on land and at sea.

### **BORDERS & COASTGUARDS**

We have recently finalised an agreement with Unite in relation to the BCA. We will now consider other issues raised by the staff side at BCA on homogenising allowances (including consideration of the rate at which overtime is paid), removing split duties from shifts, creating a permanent immigration shift team to tackle house check, marine check, immigration road checks, liners etc as well as the creation of a permanent Reporting Berth duties and facilities.

This will include consideration of manning levels across all posts (airport, frontier etc), improving equipment made available to officers and a much needed refurbishment of all frontier posts, office, mess room, facilities/premises and a social club for BCA officers. In this regard we will study the feasibility of adding an extra floor above the frontier building. We are also now considering activating the Coastguard element of the BCA as a body as well as increasing and replacing the existing vehicle fleet.

### **ABSOLUTE TRANSPARENCY - DIRECT DEMOCRACY**

We are committed to real and absolute transparency, despite the fact that our opponents may pretend we are not. A GSLP/Liberal Government introduced the concept of direct democracy whereby the Chief Minister answers questions directly from the general public on television or radio once a quarter. No other leader submits him or herself regularly to such a direct examination by the public. The others talk about transparency, we do it! This shows our absolute transparency. Neither Sir Peter Caruana when he was leader of the GSD, nor Mr Azopardi since he became leader of the GSD, have ever even suggested that they would be prepared to continue to appear on Direct Democracy as Chief Minister. We have also introduced the live streaming of important press conferences or other matters of public interest, including the DPC. We are committed to continue with this

process in order to make sure that the Government is more transparent and answerable directly to the people themselves.

#### GIBRALTAR CONSULTATIVE COUNCIL

We have created the Gibraltar Consultative Council to operate in the manner of the UK's Privy Council. The GSD refused to cooperate with the Council and refused to attend meetings of it. For that reason, the Council has not met. We shall seek to establish cross-party consensus for the operation of the Council. In appointing the additional members we will seek to ensure that the new members are representative of our wider community.

#### ONLINE PUBLIC INFORMATION

The Government will continue to publish Government statistics and information automatically on-line. This is a vast improvement on the system that existed before 2011 when this information was not made automatically available.

#### FREEDOM OF INFORMATION ACT

The GSLP Liberals are the first Government in the history of Gibraltar to have adopted a Freedom of Information Act. This legislation was passed unanimously by the Gibraltar Parliament in 2018. It was explained that the commencement of the legislation would happen slowly as departments were prepared by the Information Commissioner for the new requirements under the law.

#### TRANSPARENCY AND DISCLOSURE

In addition to a Freedom of Information Act, we have introduced a twenty year rule for the release of documents to researchers or to the general public. A considerable amount of information has already been made available electronically in a further exercise of transparency. The aim of a GSLP/Liberal Government remains to continue to make as much information as possible freely available on the website of the Gibraltar National Archives.

#### PUBLIC ACCOUNTS COMMITTEE

In Opposition, the GSLP Liberals have never needed a Public Accounts Committee in order to hold the Government to account. We were able to use the information publicly available and the data we obtained in answer to questions to do this. There is now more information in the public domain than there was before 2011. We will protect our independent Civil Servants and GDC and other Public Sector employees from the media circus of being interrogated and questioned by GSD politicians before such a Select Committee for party political purposes. These cross examinations are being designed by the GSD just to try to embarrass the Public Sector for their own party political ends. The Principal Auditor is already empowered by the Constitution of Gibraltar to audit and report on the public accounts of Gibraltar. He reports to Parliament and is not subject to the direction or authority of anyone. The Auditor and his staff are independent and ring-fenced from the rest of the civil service. A GSLP/Liberal Government will continue to fully support the work of the Principal Auditor in this regard and will protect our Civil Servants and Public Sector workers.

#### GOVERNMENT TENDERS

The GSLP Liberals will carry out an extensive review of the system currently in place for the consideration and award of Government tenders. The largest tenders are at the moment subject to the laws, rules and procedures of the European Union. This reform will therefore be essential in the event that Gibraltar were to leave the European Union.

We have already improved the system through the creation of an electronic platform which will lead to greater efficiency, security and transparency. Government contracts will continue to be awarded and supervised through an independent and effective civil service.

#### URBAN RENEWAL

A GSLP/Liberal Government will continue with the programme of urban renewal which we first embarked upon in 2011. Government properties

in the Upper Town will continue to be improved and refurbished. The positive results at places like Moorish Castle Estate, Calpe and other parts of the Upper Town are evident. We will also continue putting properties out to tender for repair and refurbishment. A total of 128 residential units have been put out to tender so far. This has resulted in the highly successful regeneration of areas like Police Barracks which has been transformed from an eyesore into The Arches. A GSLP/Liberal Government will continue with the regeneration of Road to the Lines in order to create homes for rental.

#### PUBLIC INTEREST DISCLOSURE ACT

We will continue to protect those who "whistle blow" about abuse or other wrongdoing. The GSLP Liberals have been the first Government to legislate in order to provide this protection.

#### OPEN PLANNING

We have transformed the planning process in Gibraltar since we took office in 2011. Under the GSD meetings of the Development and Planning Commission (DPC) were held in private and minutes were kept confidential. This GSD secrecy, over which Mr Azopardi presided when he was a Minister in the GSD Government, was vanquished by the GSLP Liberals in the face of stiff opposition from the GSD who insisted that the meetings of the DPC should remain secret. DPC meetings were made open to the press and to the public by the GSLP Liberals. Applications are discussed openly and decisions are taken in that same public forum. It will be recalled that these meetings were previously secretive and held behind closed doors. The agenda and the minutes were not published like they are today. There is now a right for objectors to be able to make their case heard and the entire planning process is available on-line. This is an example of openness and transparency in action. We are about to make the proceedings of meetings available online also so that you can stream the DPC to your PC or other devices. This demonstrates how deeply committed we are to transparency and accountability. The others talk about it, we do it! The



new Town Planning Act requires the Government to obtain the approval of the DPC for its own projects. This contrasts sharply with the position under the GSD, where Government projects ended up not being presented at all and must call into question any claims made by the GSD now to be 'transparent' in any respect. The next GSLP/Liberal Government will review the workings of the Development and Planning Commission and consider any improvements which may be required to the existing process.

#### PUBLIC GHA MEETINGS

The Board of the Gibraltar Health Authority first met in public when the GSLP Liberals formed Government in 2011. We will continue to hold meetings in public as we think that public scrutiny is the best way to ensure growing confidence in the Health Authority.

#### FREE SPEECH

The GSLP Liberals have defended and will continue to defend the right to freedom of speech. This is a fundamental right contained in the Constitution of Gibraltar. We will continue to be an explicit promoter of the freedom of citizens to express themselves without fear of retribution from the Government or any of its agencies. We have removed the restriction which prevented certain grades of civil servants from being critical in public of the Government of the day, as long as this is not in their specific area of employment. This was simply not allowed before. Indeed, one of the administrators of one of the largest groups on Facebook is a civil servant.

#### COMPANY ACCOUNTS

In 2011, the incoming GSLP/Liberal Government inherited a backlog of Government company accounts that had not been completed or even commenced by our predecessors. We have worked to reduce this backlog over our time in office and this is now nearly complete. In order to provide full transparency to the taxpayer, the accounts of all Government-owned companies will be published online. Importantly, you should note

that the GSD say it is wrong for the Government to use companies to fund capital projects, even though that is what they used to do themselves. The GSD did not even comply with the laws that they passed requiring companies to file accounts. We have therefore had to reconstruct the accounts of the companies. We will publish all of them in keeping with the obligations as to timings set out in the law.

#### CITIZEN'S CHARTER

We are conscious that it has not always been possible for letters to the Government to be acknowledged within 14 working days of receipt and substantive replies sent within 21 working days. However, this remains our objective.

There are some GSLP/Liberal Ministers and some Departments who reply to communications instantly, on occasions within minutes, and others who take longer when more complicated issues are involved. We will strive to ensure that communications between citizens and official bodies continue to improve through the use of new technology.

#### MANIFESTO COMMITMENTS

In the past, GSD Governments have considered their manifesto as nothing more than a mere wish list. The GSLP Liberals changed this thinking when we were first elected in 2011. This manifesto is our commitment with the electorate. It will become our programme for Government in the event that we are returned to office. GSLP/Liberal Ministers will continue to place the commitments that we make in this manifesto at the centre of their work-streams as they have done in the past. The implementation of the manifesto on the part of different departments and Ministers will continue to be monitored separately from No 6 Convent Place. A GSLP/Liberal Government will therefore continue to appoint a Minister with specific responsibility to oversee the delivery of our election manifesto.

#### HUMAN RIGHTS CONSTITUTIONAL REVIEW

The Constitution makes provision for the updating of its fundamental rights section without the need to convene a Constitutional Conference, with the

prior consent of Her Majesty. This can happen first on a motion carried by at least three quarters of the Parliament, thereafter supported by a simple majority of votes in a referendum. A GSLP/Liberal Government will conduct a review of the fundamental rights and freedoms section of the Constitution, in the light of developing international law and practice. The objective would be to determine whether there are parts of our Constitution which need to be brought up to date.

#### GBC

A GSLP/Liberal Government will continue to maintain and promote the independence of GBC. We are committed to the continuation of GBC as a public national broadcaster. We have made provision for new premises to house GBC at South Jumper's Bastion. This will allow the Corporation to modernise and to develop new technologies. Despite the continued investment, it is important that GBC exploit commercial opportunities that will have the benefit of creating further outlets for staff creativity and development.

#### ANTI-CORRUPTION AUTHORITY

In 2011, we were criticised for having committed to the establishment of an Anti-Corruption Authority in Gibraltar, on the basis that this already existed. When we came into Government we reviewed the matter and the advice given was that the potential powers of such an Authority were already held and exercised by the Royal Gibraltar Police and the Attorney General's Chambers. A GSLP/Liberal Government will nonetheless formally designate an anti-corruption authority for Gibraltar. See more details under 'Justice' in this manifesto.

#### GIBALTARIAN IDENTITY CENTRE

We will work to create a centre for the promotion and study of the Gibraltarian identity. This space will allow the establishment of permanent exhibitions on the subject. This can be done through the Gibraltar National Archives.

The Archives have already organised exhibitions on the Gibraltar's role in World War One, on the evacuation of the civilian population during World

War Two, on the 1967 referendum and on the closure of the border.

In Government, the GSLP Liberals would find those exhibitions a permanent home, together with the Gibraltar National Archives, preferably at one location. The complex in and around Duke of Kent House, with its historic connections will be explored as a possible location.

#### MILITARY MUSEUM

A GSLP/Liberal Government will establish a museum to commemorate Gibraltar's long and historic connections with the armed forces of the United Kingdom. This connection dates back to the capture of Gibraltar in 1704 by the Royal Marines and has continued through the centuries to the present day.

Gibraltar is understandably proud of those links. This project would be worked upon with local expertise and also with UK military and heritage organisations.

The site of the old Fortress Headquarters, which overlooks Rosia Bay, might be a possible location for such a Museum.

#### HISTORICAL ANNIVERSARIES

In Government, the GSLP Liberals took a policy decision to commemorate important historical anniversaries.

In 2015, we celebrated the 75th anniversary of the evacuation of the civilian population of Gibraltar during the Second World War. This included an exhibition, a memorial service in Casemates and a wartime-themed concert at the Victoria Stadium.

In 2017 we honoured the referendum generation. Those who confronted the Spanish dictator General Franco and voted overwhelmingly to remain British in 1967.

In 2019, we marked 50 years of the closure of the frontier by Franco's Spain. This was a watershed in the political history of Gibraltar and a vital component in cementing the identity of the People of Gibraltar.

A GSLP/Liberal Government will continue to promote the history and identity of the Gibraltarians. We believe that knowledge of the past is the key to the future. This is

particularly important in relation to the younger generation.

#### INTERNATIONAL SEMINAR ON TOPICAL ISSUES

In Government, the GSLP Liberals remain firmly committed to holding an annual seminar on topical political issues.

This series started in 2013 when a symposium was held to coincide with the 300th anniversary of the Treaty of Utrecht. There have been other events on self-determination, referenda and borders.

All these seminars have seen leading academics from all over the world come here to present papers on topics which are relevant to us. In this way the reputation of Gibraltar is enhanced as a place of learning, of serious study and of academic debate.

#### NEW OFFICES FOR CIVIL SERVICE

Our Civil and Public Services underpin all activities in Gibraltar. They sometimes go unrecognised, as the invaluable activities they perform are done with little fanfare, nevertheless, they are a critical component of the present and future Gibraltar. The Government proposes to embark on a major reform project, in partnership with all the relevant unions, modernising these services and setting the scene for a flexible and diverse economy. Nevertheless, a reform of the Civil and Public Services cannot succeed if its very core, the office environment, is not addressed. We often fall victims of viewing an office building as a set of walls and equipment. We often fall into the trap of trying to create a more efficient work place by placing more workstations or squeezing that extra office in what once was a corridor. We are not robots or prisoners; our office should be the place we want to show up every day. An effective office is not about a building, it is about people. How we address our working environment will determine our productivity. It is with this philosophy that we embarked years ago and invested in key buildings such as The Gibraltar International Bank. This project delivered the outcome that employees and clients deserved within a historic setting. It an example of investment not just in

bricks and mortar but also in people. From the latest technology and high-end security to providing for natural lighting for an inspiring environment. We have also invested in the Gibraltar Parliament and No.6 Convent Place as well as taking leases of modern facilities at Lease Place and World Trade Centre. The Government strongly believes in this policy – despite repeated criticism from the GSD about investing in the official facilities of public servants – and will create a strategic unit to identify and oversee investment in key office hubs within the old town to create the type of office environment that our clients and employees deserve. From open plan rooms to quiet private spaces that will respect client confidentiality. We shall not only be investing in the latest technology, and provide access to those with limited mobility but we shall be looking after the wellbeing of those hard-working Government officers who are tasked with the privilege of serving our community.

#### DEPARTMENT OF LABOUR & SOCIAL SECURITY

We acknowledge that the present offices of the DLSS are no longer fit for purpose and we are seeking to relocate the Department as soon as possible. We will work to deliver new office and counter facilities as soon as possible. The recent incident with a member of the public in this section was unacceptable. We will ensure that the staff of the Department are safe and secure.

#### SENIOR CIVIL SERVICE PAY REVIEW

The expansion by the GSD of the Public Sector with the creation of many companies, agencies and authorities outside of the pay structure of the Civil Service led to many relativities between grades being altered without any reasonable logic. To address those changes, some of which were very unfair, a GSLP Liberal Government will, as announced during the course of the Budget Debate, engage external reviewers to undertake an exercise to review senior public sector salaries and relativities in Gibraltar. The last such review was carried out in 1983. All of the structural changes that have occurred since then created myriad

distortions and altered differentials and a review is now once again required. Whatever the recommendations of that review may be, no existing officers' salaries will be affected. All will continue to receive at least their existing salaries until retirement, whatever the recommendations of the review are.

#### **EXTENDED SICK LEAVE AND CRITICAL ILLNESS PROCEDURES**

HMGoG has a duty of care to all employees whereby these provisions are put into place in order to assist employees through periods of adversity when confronted with Critical Illness. We will introduce a policy which will supersede the provisions of Section 2 of General Orders on sick leave. In genuine and appropriate cases, should extended sick leave be considered under the Critical Illness Procedure, extended sick pay, if awarded, will be at the rate of full pay. The policy will provide for cases to be considered on their individual merits and circumstances. The employee's, sick leave allowances, overall annual fixed earnings and personal circumstances will also be taken into account. A detailed policy has already been drafted and worked on by the brilliant professionals in the Government's Human Resources Department.

#### **SUCCESSION PLANNING**

During the last four years we have worked to deliver on our succession planning commitment. We have seen the appointment of a new Chief Secretary who it is intended will remain in post for the next ten years, empowering the Civil Service with a continuity that is key to delivering on succession planning objectives.

### **OUR SOCIETY**

#### **STRENGTHENING DEMOCRACY**

#### **DIGITAL EDUCATION**

In an increasingly connected world where society faces new challenges, the GSLP Liberals will invest in a programme of education, for children and adults, designed to prepare our community in the best possible way for the challenges of this connected world.

With a focus on being the best digital citizens we can be, trained in the threats and challenges of the internet and prepared to seize its opportunities, we will deliver an educational programme in digital citizenship tackling the various emerging issues that arise in the context of our increasingly digital lives.

#### **PARTY FUNDING**

For the 2019 election, the GSLP Liberals are fundraising from within the ranks of its own membership to cover the cost of our election campaign. We are proud to count on the committed support of so many of you. Without our members support, we would not have had the opportunity of making our contribution for the generations. In addition, the GSLP Liberals will ensure that the Parliamentary Select Committee on Parliamentary Reform, conducts a review and consultation in respect of the facilities and funding of political parties in Gibraltar.

#### **ABORTION**

Our law has now been amended by the inclusion of a law permitting abortions in defined circumstances up to twelve weeks. This law will not, however, come into effect unless it passes a referendum on Thursday 20th March next year. You, the people, will have the right to determine whether the law should be commenced or not. The GSLP Liberals will not take a party position in the referendum. In government we will fund both the pro and anti campaigns equally to ensure that the referendum contest is fair. We do not think it is legally possible or morally right to create a law which allows for abortion only in cases of alleged rape or incest. We believe there is a potential for direct rule over this issue, as has become a reality in respect of Northern Ireland, which will have to accept the application of the UK's 24 week abortion law from the end of March if it has not put in place its own laws by then. (See Northern Ireland (Executive Formation) Act 2019, Section 9).

#### **HELPING PREGNANT WOMEN**

Whatever the result of the referendum on the abortion law, we must ensure that no woman or couple ever have to decide to have an abortion because

of lack of social, economic or other support. It has become apparent during the debate we have had as a community, that support structures are not there to provide the assistance that many require when they find themselves with an planned pregnancy. We have been presented with a thoughtful set of proposals by the Gibraltar Pro-Life Movement which relate to the services which the GHA, Social Services and the wider government structures should provide in order to provide such support. We will work with the GPLM, all professionals in the sector as well as with all other relevant interest groups to ensure that we do provide support services so that no woman or couple ever again have to decide to go through with an abortion because of a lack of support.

#### **THE BABY BOX**

We will introduce the 'Baby Box' gift for all new borns. We want to welcome every baby born in Gibraltar, as they are now in Scotland, by giving them their own Baby Box. The Baby Box helps families prepare for the arrival of their baby. It gives a safe and comfy place for them to sleep. The box itself comes complete with a mattress and bedding that fits perfectly. New babies need a surprising amount of stuff! Scotland's Baby Box is packed full of clothes, bedding and lots of other useful things to help give your baby the best possible start in life. We will seek to emulate this excellent initiative.

#### **THE PRO-ABORTION GSD'S POSITION IS MORALLY REPREHENSIBLE**

Whatever your position on abortion may be, the worst and most morally reprehensible position is surely the position of the GSD. They are going into this election saying "YES TO ABORTION" in cases of rape and incest. That means that they are saying 'abortion is killing unborn children but it is ok to kill unborn children if they are conceived by rape or incest'. That is to say that the value of a child's life should be determined by the actions of his father. We cannot ever subscribe to that view as a party.

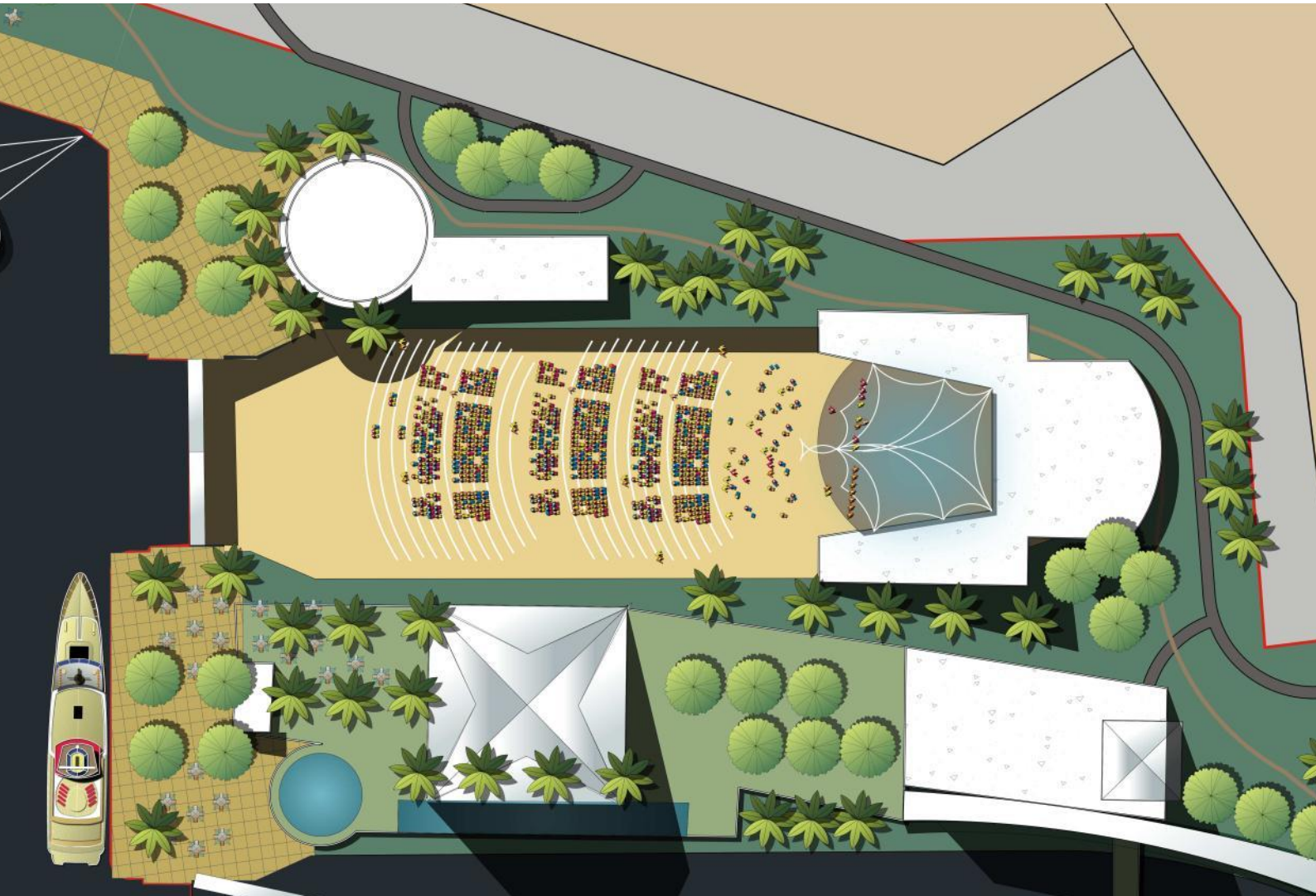
#### **SEX EDUCATION IN SCHOOLS**

The abortion debate in our community



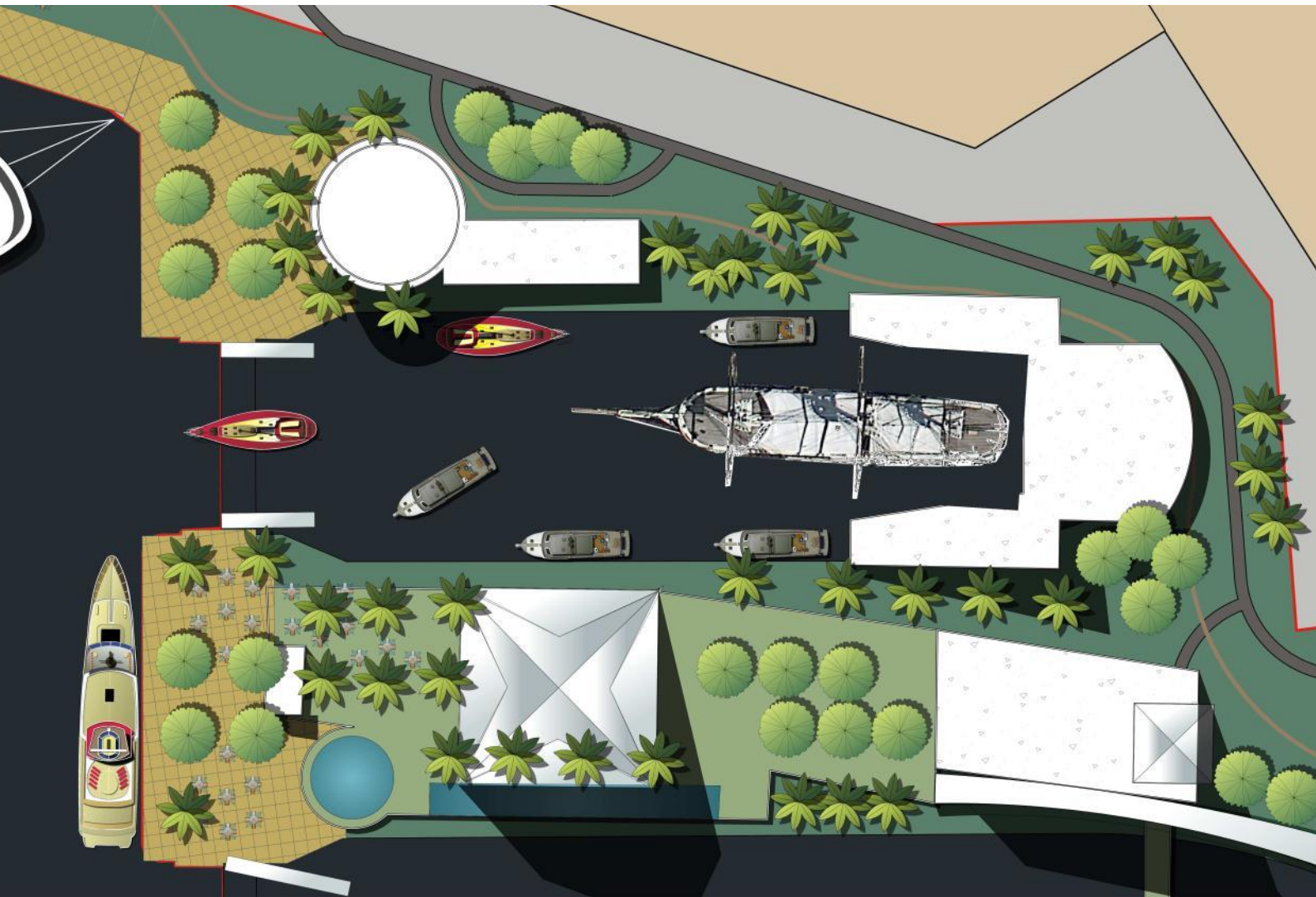
### **Dockyard Redevelopment**

*If we are unable to agree terms with GibDock, this is what we propose the development of the dockyard should look. There will be a mix of rental housing, affordable housing, luxury housing and it will include office and other commercial property. The old docks will be maintained. The area will be lush with greenery. We propose the possibility of including additional cruise liner berths.*





*"We will ensure that Gibdock operates in a manner that does not pose a health risk to the surrounding areas. If our renegotiations on the lease do not enable us to ensure full and proper compliance with the highest environmental standards, we will not renew the Gibdock lease and redevelop the areas released into a mix of high-end and low-cost, affordable housing, as well as new berthing facilities. We will employ all current Gibdock employees in the redevelopment."*



has also highlighted the importance of modernising sex education in our school. This needs to deal also with the availability of contraception, morality and values as well as issues relating to consent and abuse. However controversial, we cannot avoid these issues and we cannot fail our young people by failing to address these matters in the context of their education.

#### CIVIC ENGAGEMENT

In Government we committed to and delivered on a programme of unprecedented transparency. More data is published now than ever before. It is on that foundation that we will develop further information strategies designed to help our citizens to develop a deeper understanding of how Government operates and, importantly, how the Government applies and invests your money to create and improve public services. The progress of e-Government will make this possible. We are committed to an agenda of engagement with the community so you can help us do more and achieve more.

#### THE FREEDOM OF THE PRESS

We will never interfere with the freedom of the press. We will never dictate to an editor how he should use punctuation (as Roy Clinton of the GSD did). The attempts by the GSD to do that are an unacceptable interference with the free press and media and demonstrate the autocratic tendencies of some in that party.

#### TRANSBOUNDARY EFFECTS

We will object to any extension of the port in Algeciras which has negative transboundary effect. We will do this under the MOUs on the Environment if Brexit happens, or before that in reliance on our rights under the EU Treaties.

#### THE EASTSIDE DEVELOPMENT

One of the elements of our plan for the last four years which has regrettably not progressed as we would have liked is the development of the east side of Gibraltar. For many years the thinking had been that the development of the site as one singular project was the

best way to realise its potential but the world has undoubtedly changed. One after another, interested developers faltered as negotiations on projects progressed and we have had to apply ourselves to finding an alternative approach to this challenge. Gibraltar knows adversity well. It also knows how to thrive in difficult circumstances so as the global property development market has changed, so too have circumstances here. In response to the changing circumstances, we are changing tack with a view to making the east side a new property lung for Gibraltar. With the start of work on Victoria Keys now imminent, we will begin our work to prepare the area of the east side reclamation for use as and when interested developers approach the Government. We have a clear vision for the conditions under which plots of the east side reclamation will be made available and for what uses.

#### ROOKE

The development at Rooke by London and Regional continues to be negotiated. This includes a mix of offices and affordable homes, as well as potential rental housing for the elderly. This will NOT be a highrise development and it WILL include a new fire station for the GFRS and a new police station for the RGP. The development will also include large areas of accessible, green public realm which will dovetail to Midtown Park and Commonwealth Park, linking walk ways and pedestrian arteries.

#### VICTORIA KEYS

The Green City by the Sea which we have announced for the Victoria Keys development is a magnificent opportunity for all of Gibraltar. This is one of the best and most exciting opportunities for Gibraltar and is financially extremely beneficial for the taxpayer. We will publish all details of our arrangements with the developers in respect of Victoria Keys as soon as these are entirely finalised. The developers are the same developers who have undertaken many projects with the GSD. They never complained or raised issues about them then! Importantly, this project will also create large public parking areas in the town area, which will allow us to move

parking from Romney Huts Car Park etc in order to create the new parks on Queensway. The greening effect of Victoria Keys therefore extends beyond just the area of the development itself. The Government's portion of the Victoria Keys development will also include provision for Government housing developments and for fishing along the outer wall as we once again open up the waterfront even more for our people.

## DRUGS

#### RESTRUCTURE OF DRUG & ALCOHOL SERVICES

The service will undergo a comprehensive restructure creating an up-to-date management model to support a number of modern services. This is already at an advanced planning stage and during the next four years, will be fully completed. These are proven, ground-breaking initiatives that will revolutionise the drug services in Gibraltar.

#### NATIONAL DRUG STRATEGY

A New National Drug Strategy will be published. This important document will identify key strategic areas setting out a clear evidence-based and informed approach to tackling the various drug problems affecting our society today. There will also be renewed focus on recovery and the wider support needed to achieve and sustain a life free from drugs and, in some cases, crime. The national drug strategy will also focus on four overarching aims: (i) reducing demand; (ii) restricting supply; (iii) recovery and support; and (iv) education and awareness. We will not engage in any dangerous drug experiments as other parties have suggested.

#### NEW COMMUNITY BASED PROGRAMME

A new modern, community-based programme will offer a new holistic Government initiative where a wide range of services will be available. This includes advice, treatment and support for adults, families and carers. The programme is based on a welcoming environment and will be run by professionals and those who have personal experience of addiction. The

programme will also provide a basis on which to prepare for more intensive treatments such as rehabilitation, day treatment, group work and other interventions.

#### **NEW DETOXIFICATION UNIT**

A new detoxification Unit operating from St Bernard's hospital will open soon. The unit will provide full detoxification treatment by specialised addiction doctors and support workers.

#### **NEW JUVENILE TREATMENT PROGRAM**

A new rehabilitation treatment program will also be introduced. This will be aimed at providing treatment, support and advice for juveniles suffering with drug dependencies. Once the School and National Drug survey results have been fully analysed, intervention and educational programmes will be swiftly introduced. These programmes are in fact ready for delivery but awaiting final results of the surveys, including latest evidence based information, drug trends etc.

#### **SUBSTANCE MISUSE ADDICTION AND REHABILITATION TEAM (SMART)**

The Government will shortly launch the newly formed Substance Misuse Addictions and Rehabilitation Team (SMART). The Government Drug Strategy Unit and the Gibraltar Health Authority are now working jointly to reduce the impact of substance misuse on individuals, families and the community.

SMART is comprised of a team of specialist doctors, addiction counsellors and support workers including the Government drug, alcohol and strategy team.

#### **FULL REFURBISHMENT AND MODERNISING OF REHABILITATION SERVICES**

There will be a full refurbishment of Bruces Farm. Additionally, we will modernise the existing services both at Bruces Farm and the Community Rehabilitation Service at the City Hall.

#### **MISC. QUALITY OF LIFE ISSUES**

##### **MOBILITY SCOOTERS**

We aim to install topping up points for mobility scooters in town. Our aim is to make these free for residents and coin operated for tourists.

##### **MARRIAGE ACT S.6(B)**

We will proceed with the Bill to delete section 6(b) of the Marriage Act, which in any event has not been relied on since it was introduced.

##### **FREE MOBILE HEART CHECKS COMING TO YOU**

We will introduce free mobile heart checks which will come to you. In the centre of town, in our estates, in pharmacies etc. This will help avoid strokes and heart attacks. It will help you to live longer and it will save the GHA money.

##### **THE ENTREPRENEURS CLUB**

We will establish an entrepreneurs club. This will be invited to meet monthly with the Minister for Commerce and quarterly with the Chief Minister.

##### **ROWING CLUBS**

We have already delivered on our commitment to the two Rowing Clubs in Gibraltar to provide useable space

over their revetments. We will continue to help this sport to develop. To do so, we will ensure that the rowing channel in the harbour remains available for the practice of this important sport.

##### **DIGITAL SERVICES**

We will work to continue the recognition of Gibraltar in digital services internationally. This is increasingly important as most services are delivered to individuals by corporations outside of Gibraltar.

##### **UP TO DATE WITH LIABILITIES - IN EITHER DIRECTION**

The arrears strategy for a GSLP Liberal Government will continue to be that we must be to be up to date in repaying what we owe tax payers or any others and that this should apply in both directions, that is to say that those who owe monies to Government must also be up to date. You must be up to date with the tax office; but the tax office must also be up to date with you!

##### **CANNABIS**

We will continue to pursue the total legalisation of cannabis for medicinal purposes. We will ensure that Gibraltar moves with the times and with attitudes and in keeping with research around the world on this matter. We will work to make cannabis based medicines available on prescription in Gibraltar for those with chronic conditions in particular.

##### **5G ROLL OUT**

We will support the testing and - if found safe, as we expect - the early roll out of this technology in Gibraltar. We will work with the Environmental Safety Group, GONHS, the Regulator, and telecoms providers to ensure Gibraltar remains both safe and at the vanguard of technology.



*Orange Bastion. The tender was already awarded for a redevelopment that will make the whole area accessible and attractive.*





#### LOCATION SHOOTING

We will continue our work to have Gibraltar chosen as the location for a major UK television series. Already another documentary series is being shot here focusing on our emergency services.

#### GREEN LANE

We will seek to undertake the necessary works to stabilise the cliffs above Green Lane and re-open that access route to the Upper Rock.

#### ORANGE BASTION

The Orange Bastion tender was granted last year. We will support the work to bring that Bastion to life in a modern, tasteful and integrated way.

#### DIGITAL CITIZENSHIP

Your Gibraltar Identity Card is the key to all the services which Government offers. We have made great progress in this area although much remains to be done. The objective is that all interaction that you have to have with the Government should be achieved electronically and using your ID Card as your unique identifier.

#### PARENTAL LEAVE

As the world has progressed in most nations the concept of maternity leave has been widely developed into a concept of parental leave. We will move legislation to allow parental leave to be shared equally between parents of a newborn as they see fit. We will introduce provisions for parental bereavement leave for the sad circumstances where a parent suffers the loss of a child.



...we're building a  
child friendly city,  
build it with us



# Victoria Keys Garden City

## A RECLAMATION FOR ALL

This new reclaimed area will provide a mixed use development. Half of it will belong to the government. We will use it for a mix of affordable and rental housing as well as other commercial activity to stimulate our economy.

## STOP THE CONCRETE JUNGLE

We want to see Gibraltar develop sensitively and in a manner that enhances the quality of life of citizens. We want to develop homes for our people and offices for new jobs and new businesses to drive economic growth. But we want to ensure that we also – and at the same time – make Gibraltar a better place in which to live and that we do not spoil the great things about our nation by falling for over development. We want to stop

Gibraltar becoming more of a concrete jungle, whilst balancing the need for proper development and economic growth. In order to do so, we have started the process of commissioning a New Development Plan. Additionally, we have stopped developments in some areas and we are committing to new green areas and new parks for key parts of our nation that will greatly enhance our quality of life. Developments like Victoria Keys will help us preserve green areas in the town and city zones. Additionally all

new developments will have to be green and lush.

## SMART CITY

As we continue the roll out of our e-government initiatives, we will also work to turn Gibraltar increasingly into a 'Smart City'. This will include your ID Card doing even more than just giving you access to free buses and free parking (although that is already more than it does in many other cities in the world!).





# let's talk about...**Joseph**

JOSEPH GARCIA HAS SERVED YOU AS DEPUTY CHIEF MINISTER OF GIBRALTAR SINCE 9 DECEMBER 2011. HE HAS ALSO HAD SPECIFIC RESPONSIBILITY FOR EUROPE, CIVIL AVIATION, LANDS AND PLANNING AND HE HAS BEEN IN CHARGE OF NO-DEAL PLANNING FOR BREXIT. HE IS A HISTORIAN, HAVING TAKEN A BA AND A DOCTORATE FROM THE UNIVERSITY OF HULL. HE HAS BEEN THE LEADER OF THE LIBERAL PARTY OF GIBRALTAR SINCE 1992 AND WAS FIRST ELECTED TO THE THEN HOUSE OF ASSEMBLY IN 1999. HE IS THE AUTHOR OF "GIBRALTAR, THE MAKING OF A PEOPLE" WHICH IS RECOGNISED AS ONE OF THE MOST AUTHORITATIVE MODERN HISTORIES OF GIBRALTAR. HE WAS A MEMBER OF THE DELEGATION THAT NEGOTIATED THE 2006 CONSTITUTION WITH THE UNITED KINGDOM. HE HAS SERVED ON THREE PARLIAMENTARY SELECT COMMITTEES ON CONSTITUTIONAL AND PARLIAMENTARY REFORM. HE IS MARRIED TO PENNY AND IS THE PROUD FATHER OF JOSEPH AND LAUREN.

## **DEMOCRATIC AND PARLIAMENTARY REFORM**

The GSLP Liberals remain committed to enhancing our democracy. We have already moved Gibraltar forward in this area considerably from the position that we inherited in 2011. We will continue to consider and introduce measures designed to improve the quality of the democracy that we enjoy.

### **CABINET GOVERNMENT**

A GSLP/Liberal Government will continue to meet in Cabinet at least once a week in order to take decisions on a collective and collegiate basis. This delivers both Cabinet Government (and not a Presidential style as was the case under the GSD) and Collective Responsibility.

### **MORE MEETINGS OF PARLIAMENT**

The GSD held a total of 12 meetings of Parliament in their last term of office from 2007 until 2011. This compares with 33 meetings in the first term of office of the GSLP Liberals from 2011 until 2015. It is well known that following the referendum on continued membership of the EU, which took place June 2016, there have been less meetings of Parliament than we would have liked. In Government, we informed the Opposition of the voluminous work generated by Brexit and they understood. However, despite all this there were still 16 meetings of Parliament in this second

term of office, which is still more than the GSD convened in their last term.

### **PARLIAMENTARY REFORM**

In Government, the GSLP Liberals remain committed to the re-establishment of a Select Committee on Parliamentary Reform. The role of the Committee would be to consider the recommendations made by the Commission on Democratic and Political Reform which was chaired by the Speaker Hon Adolfo Canepa. That Commission also included Hon George Mascarenhas, Hon Fabian Vinet, Mr Charles Gomez and Mr Robert Vasquez. They reported to Parliament in January 2013. The report was referred to a Select Committee of the House at the suggestion of Sir Peter Caruana. This process logically delayed discussion and full consideration of the report. It was delayed further by changes in the composition of the Select Committee, as a result of resignations from the GSD Opposition, and by the huge volume of work generated since the 2016 Brexit referendum.

### **REFORMS IMPLEMENTED ALREADY**

However, although more remains to be done, some recommendations have been implemented.

- More meetings of the Gibraltar Parliament.
- Meetings of Parliament are now streamed live and televised.
- More Motions are now tabled for debate in Parliament.

- More important statements and policy announcements are now made in Parliament rather than in the media.

- A new pension scheme has been introduced for new Members.

- A new rolling Register of Electors is now in place. This did away with the old practice of closing a register many months before a general election took place. The end result was that persons who were not in the register, for whatever reason, were unable to vote. The register now remains open until five days before polling day. This positive reform goes to the very heart of the democratic process.

- The introduction of vote by proxy for this general election (as happens in European elections) is also an important step forward.

- An Act has already been passed regulating the holding and conduct of referenda in Gibraltar.

- The Clerk has investigated the use of technology for elections in Gibraltar.

### **OTHER REFORMS**

We have, since 2011, taken steps to improve the way in which Parliament works. There is now a defined time for questions to the Chief Minister, and when the Brexit diary has allowed, this has been every third Thursday of the month. It is incredible that the Gibraltar Parliament did not even have a website in 2011. There is now a fully functional Parliament website. This contains copies of Hansard (the

official record of Parliament) and other relevant information. This is very useful for MPs and the general public. It did not exist when we were in Opposition. The production of Hansard would take many months before the GSLP Liberals were first elected into Government. This is now produced in a timely manner and published online. The audio recording of Parliament meetings is made available immediately. The system for the registration of electors has also been modernised. This year was the first time that eligible voters were able to submit their details online, including their identity documents for verification. The Parliament chamber has been refurbished and modernised. A lift to allow access to the chamber to people with mobility issues will also be introduced. This has been delayed by heritage considerations. Intrusive tests were conducted in order to determine the suitability of a number of different options. This process has now finalised. A GSLP/Liberal Government will revert to the original external design for the Parliament lift on the western side of the building.

#### EXPANSION OF PARLIAMENT

The GSLP Liberals understand that the motive behind plans for the expansion of Parliament unveiled earlier this year were not properly understood by the general public. The wrong impression was given that Government and Opposition were trying to rush through the measure without consultation shortly before a general election.

It should be made clear that the matter had been under discussion since 2014 and had been subject to public comments before that. The expansion of Parliament has never been GSLP/Liberal policy. However, we were prepared to support the arguments made by the GSD Members in the Select Committee. Indeed, this was the main issue under discussion in those meetings that took place. The GSLP Liberals agreed to leave the decision on whether enlargement is required or not to a new Select Committee and a new Parliament. It is also important for that Committee to address the different concerns that have been expressed. The GSLP Liberals maintain

that there will be no expansion of Parliament without a further, detailed public consultation process.

#### CODE FOR MPS AND MINISTERS

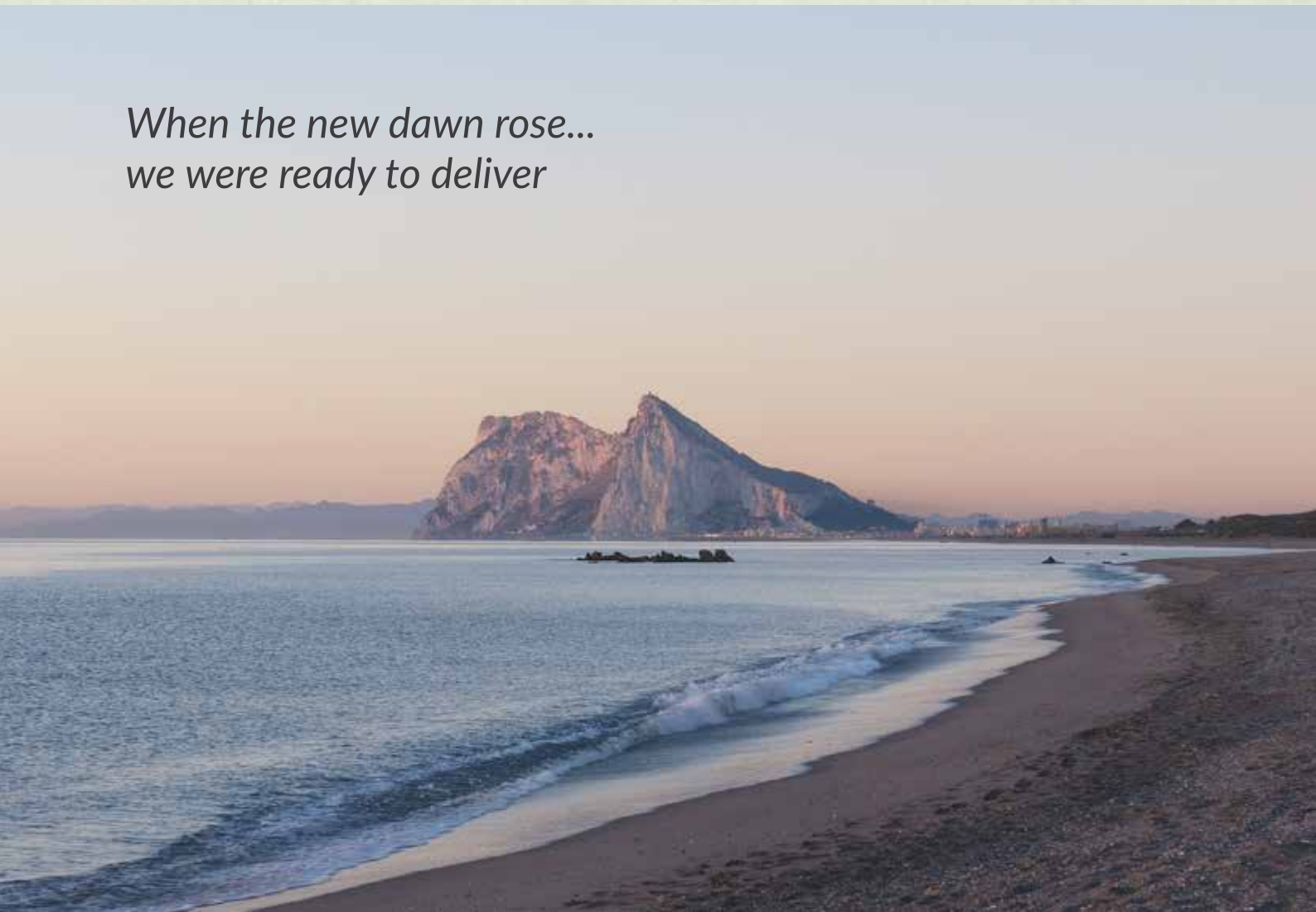
A draft Ministerial Code and a draft Code for Members of Parliament have been prepared and sent to the Select Committee on Parliamentary Reform for discussion. The draft Codes are based on UK practice and adapted to the circumstances of Gibraltar. These will be subject to discussion and approval in the Select Committee before they are tabled before the Gibraltar Parliament as a whole.

#### OTHER SELECT COMMITTEES

##### SELECT COMMITTEE ON BREXIT

The Select Committee on work related to our departure from the European Union agreed at its first meeting that the Opposition Members on the Committee would be briefed in private as the negotiations progressed. Over twenty such briefings have taken place.

*When the new dawn rose...  
we were ready to deliver*



This has included detailed information on the progress of the Gibraltar part of the negotiations, on the legislation to be adopted and on planning for a no deal Brexit. Every opportunity was afforded to the Opposition Members to comment, express views or put forward suggestions and ideas. A GSLP/Liberal Government will re-establish the Select Committee on Brexit as a means of keeping the Opposition fully briefed about negotiations. We will also do this in relation to the future UK/EU relationship.

#### SELECT COMMITTEE ON CONSTITUTION

We will re-establish a Select Committee on the Constitution. The objective would be to examine the 2006 Constitution and determine whether and what further changes are necessary and appropriate. The Constitution now dates back over a decade. Its reform is all the more relevant in light of the potential departure of the United Kingdom and Gibraltar from the European Union, given that the EU features in our current Constitution. There will be ample opportunity for the public to put forward their views on this important matter.

#### NEW BUILDING WITH NEW PREMISES FOR CLUBS AND ASSOCIATIONS

We are developing a new facility to house meeting rooms and premises for the many clubs and associations in Gibraltar that require them. We know that the strength of our community comes from the many clubs and associations that continue to grow and which need such premises to blossom.

#### EASTSIDE RECLAMATION

The 'Blue Water' development on the Eastside Reclamation did not materialise due to Brexit uncertainty. This is similar to the difficulty the GSD had with its 'Sovereign Bay' development which did not materialise due to the economic crisis of 2007. We are now of the view, as we were when we were first elected, that the Eastside should not be developed as one plot. Different plots should be made available for different, low rise developments. Hassans Centenary Terraces will be the highest rise on the site, with everything else tapering down in height from there to create the village feel towards Catalan Bay Village. This will provide Gibraltar the property development lung that

we need and will also, likely, garner us more premium for the land than one sale. This will also enable us to consider proposals for the creation of further affordable housing on the site, in particular to accommodate families who have historically lived at Catalan Bay for generations.

#### PRIVATE SECTOR PENSIONERS

We have already dealt with the creation of a Pensions in the Private Sector Act. This will address the provision for those in work today. We have to consider carefully how this Act is now improved. Additionally, we have also supported Community Care in their provision of a further safety net for those who are already retired. They now receive at least the Minimum Wage every month (two thirds for an individual). We will now include consideration of the further claims made by the Private Sector Pensioners Association and Action for Poverty to the work we will do in the Living Wage Commission.

Additionally we will seek to assist with advice for those in private sector pension schemes that are failing or losing. We will try to arrest losses and provide alternatives for investment.



**Working together to  
protect Gibraltar around  
the world**



# INTERNATIONAL RELATIONS

THE CONDUCT OF OUR INTERNATIONAL RELATIONS AND, IN PARTICULAR, RELATIONS WITH THE UNITED KINGDOM AND THE EUROPEAN UNION, HAVE BEEN THE RESPONSIBILITY OF THE CHIEF MINISTER, GSLP LEADER, FABIAN PICARDO AND THE DEPUTY CHIEF MINISTER, LIBERAL PARTY LEADER DR JOSEPH GARCIA. THEY HAVE BOTH WORKED HAND-IN-GLOVE TO ENSURE THE PROTECTION OF GIBRALTAR INTERNATIONALLY IN THE PAST EIGHT YEARS. IN THE PAST FOUR YEARS BREXIT HAS DOMINATED THEIR WORK. EVERY OBJECTIVE OBSERVER IN GIBRALTAR HAS PRAISED THE WORK THEY HAVE DONE, TOGETHER WITH THE REST OF THEIR CABINET COLLEAGUES AND A TEAM OF DEDICATED CIVIL AND PUBLIC SERVANTS, TO ENSURE THAT GIBRALTAR'S INTERESTS HAVE BEEN PROPERLY PROTECTED.

## INTERNATIONAL RELATIONS & BREXIT

### INTERNATIONAL RELATIONS

The guiding policy of a GSLP/Liberal Government would be our continuing defence of the people of Gibraltar and the promotion of Gibraltar wherever and whenever we can. This has served to raise the profile of our country internationally. We will continue to promote the interests of Gibraltar in all the international fora available to us. We will also identify different and new organisations to which we can put Gibraltar's case. This work has already started.

## RELATIONS WITH THE EUROPEAN UNION

### BREXIT IN SAFE HANDS

The preferred position of the GSLP Liberals is that the United Kingdom revokes Article 50 and we remain in the European Union. This outcome would be in line with the democratic views of 96% of the voting electorate in Gibraltar who voted overwhelmingly to remain in the June 2016 referendum. It was a considerable achievement on the part of the GSLP/Liberal Government to have secured Gibraltar's participation in the Brexit referendum. The first time that the United Kingdom voted on this question in 1975 Gibraltar was not included in the franchise.

In Government, we have handled the challenge posed by our potential departure from the European Union in a sensible and prudent manner. We have worked very closely with the United Kingdom Government despite

diverging views about Brexit.

The strength of the personal relationships that the GSLP Liberals have built over the last few years includes three different Prime Ministers, David Cameron, Theresa May and now Boris Johnson. Never before has a Chief Minister of Gibraltar been able to maintain such a high degree of access into the centre of power at 10 Downing Street. This has allowed us to control and even negotiate those parts our departure from the European Union that are relevant to Gibraltar.

The GSLP Liberals have been careful in Government to develop personal contacts with all the political parties in the United Kingdom Parliament and with MPs on both sides of the Brexit argument. We have therefore ensured that the concerns of Gibraltar are well understood by all.

### BREXIT NEGOTIATIONS

Fabian Picardo as Chief Minister and Joseph Garcia as Deputy Chief Minister have participated in well over five hundred meetings related to Brexit. There is nobody else in Gibraltar better prepared than they are to take this forward.

We have engaged with the EU institutions in that process. We have met with the negotiators on the UK side and also on the EU side. We have put across Gibraltar's case to high-ranking Members of the European Parliament and to every Member State of the European Union. Brexit has also featured in our discussions with the Devolved Administrations, Scotland and Wales and with every political party in Northern Ireland. We have also raised the matter with the Crown

Dependencies and the Overseas Territories.

We made it clear at the outset that we would leave no stone unturned in relation to Brexit and this is exactly what we have done.

It would have been physically and humanly impossible to have done more.

Those meetings have produced concrete results.

### ACCESS TO THE UK MARKET

The United Kingdom agreed that Gibraltar on-line gaming and financial services providers could continue to access the UK market post-Brexit as they do now. The law in the UK has already been changed in order to allow this to happen.

The prompt action taken by the GSLP Liberals in Government has ring-fenced an important part of the economy of Gibraltar.

### HOME FEES FOR GIBRALTAR STUDENTS

We also agreed that Gibraltar students who attend universities in England would continue to be charged home fees instead of more expensive foreign fees. This will save the taxpayer millions of pounds. In Government, the GSLP Liberals will engage with the Devolved Administrations in order to secure the same benefit for students from Gibraltar who are studying in Scotland, Wales and Northern Ireland.

### HEALTHCARE AGREEMENT

The UK will also maintain the current reciprocal healthcare arrangement



between the UK and Gibraltar. This means that Gibraltar can continue to refer an unlimited number of patients to the UK for free elective treatment.

#### TRADE DEALS

Gibraltar is already being consulted by the UK Department of Trade in relation to the future trade agreements that they expect to conclude once outside the European Union. There is a clear commitment to include Gibraltar in those areas that may interest us.

#### REPLACEMENT FOR EU FUNDING PROGRAMMES

We will fight for continued inclusion in EU funding from programmes - which the UK is doing for itself even after Brexit - including EDF, ESF and Horizon programmes. Additionally we will seek to work with the UK to create a specific fund for Gibraltar to ameliorate the effect of our involuntary withdrawal with the EU.

#### INCLUSION IN WITHDRAWAL AGREEMENT

Gibraltar has been included in the Withdrawal Agreement concluded between the United Kingdom and the European Union in November 2018. This was an important achievement for the GSLP Liberals in Government.

The exclusion of Gibraltar, as some wanted, would have also meant Gibraltar's exclusion from the transitional phase.

The aim of the transition is to provide a cushion following our departure from the European Union by leaving most things unchanged for a defined period of time, originally until the end of 2020.

The GSLP/Liberal Government, together with the United Kingdom and also separately, engaged with all the Member States of the European Union in discussions about our proposed EU departure. We also engaged with Spain.

This positive engagement with Spain started with the Partido Popular in power when Mr Dastis took over from Mr Margallo. It continued when the PSOE came into office.

The primary objective was to ensure that Gibraltar formed a part of the

Withdrawal Treaty and was included in the transitional phase.

We achieved this.

The Agreement included a specific Protocol on Gibraltar. There are four memoranda of understanding which flow from this Protocol. These cover police and judicial cooperation, the environment, tobacco and citizen's rights.

It is important to recall that the four memoranda all come to an end at the same time as the transition period.

A comprehensive tax treaty was also negotiated directly between Gibraltar and Spain.

This means that the framework to protect Gibraltar until 31 December 2020 is now in place in the event that a Withdrawal Agreement were to be ratified by the UK Parliament.

This architecture, whether it eventually takes effect or not, is nonetheless a testimony to the sheer hard work and the skills of the GSLP Liberals in Government, particularly Fabian Picardo and Joseph Garcia.

Those who have declared that they would not honour these agreements if they were elected into Government in Gibraltar will have to live with the consequences of their actions. It would mean, in the event of a deal, that the transition period would not apply to Gibraltar and that we would exit the EU alone even BEFORE the UK. This represents a dangerous and irresponsible policy on their part.

#### NO DEAL BREXIT

The alternative to an agreement for the departure of the United Kingdom and Gibraltar from the European Union is that there is no agreement. This is called a no deal Brexit.

The present position is that the United Kingdom could leave the European Union on 31 October without a deal. The UK Government have said that they want to leave with an agreement. The UK Parliament has passed a law instructing the Government to seek an extension until 31 January 2020 if there is no agreement.

There is therefore considerable uncertainty in relation to Brexit and it is difficult to predict the final outcome. Gibraltar needs a Government with the

experience and the personal contacts to navigate through the challenges posed by Brexit and only the GSLP Liberals can provide this.

Brexit is too serious to be left to novices.

#### NO DEAL PLANNING

In Government, the GSLP Liberals have put in place detailed contingency plans in the event of a no deal Brexit.

This work has been carried out in a prudent, sensible and responsible manner.

We are justifiably proud of the many officials who have been involved and very grateful for their invaluable input and their time.

We have engaged with relevant stakeholders in the business community, with the Opposition and with other organisations on no deal Brexit planning.

It is important to bear in mind the background of political uncertainty in the United Kingdom against which our plans have been drawn up. This means that anything could change at any time.

A GSLP/Liberal Government would continue to prepare Gibraltar for a possible departure from the European Union on 31 October 2019.

#### BREXIT INFORMATION OFFICE

On 1 October we opened a Brexit Information Office as we originally announced we would, with a view to our EU exit on 31 October.

In the event that we do not leave on that date, we will continue to prepare for our EU departure at any new designated date, whether this is 31 January 2020, as the UK Parliament has legislated, 31 December 2020 as provided in the Withdrawal Agreement or any other date.

#### FUTURE RELATIONSHIP

In Government, the GSLP Liberals have already commenced discussions with the United Kingdom on the UK/EU future partnership negotiations. These are expected to start immediately if there is a Withdrawal Agreement in place. They are expected to cover a large number of separate policy areas.

It is essential for Gibraltar that there





should be continuity in political leadership and in experience in the event that this happens.

#### MINISTER FOR EUROPE

In Government, the GSLP Liberals will maintain the post of Minister for Europe whether we leave the European Union or we remain. This post was first created in December 2014.

It is a reflection of the position in the constitution of Gibraltar that Government Ministers continue to hold responsibility for their portfolios in-respect of issues which may arise in the context of the European Union.

We will also maintain the post of Minister for Brexit, who will have responsibility for work related to our departure from the European Union (Brexit) for as long as this is required.

#### GIBRALTAR HOUSE BRUSSELS

The decision of the GSLP Liberals in Government to upgrade Gibraltar's representation before the European Union has proved to be the correct one. The office has played a vital role

as we prepare to leave the EU and has maintained contacts with EU institutions, Member States and other UK organisations and offices.

A GSLP/Liberal Government will maintain Gibraltar's representation before the EU. There are many countries and territories outside the EU who also have an office there.

#### COLLEGE OF EUROPE

The Government will continue to provide the opportunity for young people from Gibraltar to attend the College of Europe. This scheme is open to post-graduates only and it has already proved a very useful and unique experience for a number of young Gibraltarians.

#### EXTERNAL ACTION

##### GOVERNMENT POLITICAL LOBBYING

A GSLP/Liberal Government will continue to coordinate the political external action of Gibraltar through the Office of the Deputy Chief Minister. This will include

responsibility for political lobbying, in particular in London, Brussels, New York and Washington. Gibraltar House in London and in Brussels will form an important part of this effort.

#### PARTY POLITICAL LOBBYING

The GSLP and the Liberal Party will continue to work for Gibraltar within our respective ideological families as well. This means that the GSLP will put across Gibraltar's position to the UK Labour party and their counterparts in Europe. This will include Spain too when it is in the best interests of Gibraltar to do so.

The Liberals will continue to strengthen their links with the UK Liberal Democrats, who were recently part of a UK Coalition Government. Those links resulted in former leader Sir Vince Cable MP coming here in May and new leader Jo Swinson MP pledging to stand by Gibraltar. The Liberals will do the same in the European and international Liberal family.

#### GIBRALTAR HOUSE LONDON

The GSLP Liberals will continue

to develop and expand the role of Gibraltar House in London. The team there have served Gibraltar very well during the intensity of the Brexit negotiations. It will remain the main point of contact on the ground with the Government of the United Kingdom and for quiet diplomacy with other Governments and High Commissions. Gibraltar House in London will also remain the link between a GSLP/Liberal Government in Gibraltar and our many friends in the UK Parliament. We will work hard to build upon the solid support and respect that Gibraltar commands at Westminster.

#### RELATIONS WITH THE UK GOVERNMENT

Relations with the United Kingdom Government are better than they have ever been before, despite the strains and challenges posed by Brexit. There is now a friendly and fluid working relationship between the two Governments, driven by personal contacts at a political and at an official level. The end result is that there is a genuine understanding of the concerns that Gibraltar may have on a given issue and a genuine willingness to assist. That close relationship is symbolised in the successive video messages of support delivered by three UK Prime Ministers to the people of Gibraltar on National Day.

A GSLP/Liberal Government will continue to work closely with the United Kingdom across the board in order to progress the wishes and the best interests of the people of Gibraltar.

#### UK PARTY CONFERENCES

A GSLP/Liberal Government will continue to attend the conferences of the main political parties in the United Kingdom.

Gibraltar traditionally attended the Conservative and Labour conferences only. This was extended to the Liberal Democrats after the Coalition Government and after the 2016 referendum to the Scottish National Party and the Democratic Unionist Party we well. These conferences provide a unique opportunity to lobby decision-makers across the political

spectrum and our attendance has proved its worth to Gibraltar in the past.

#### DEVOLVED ADMINISTRATIONS

A GSLP/Liberal Government will also continue the engagement with the Devolved Administrations.

This contact was almost non-existent before the Brexit referendum. There is scope to learn from and cooperate with each other particularly in areas like health and education. Fabian Picardo and Joseph Garcia, as Chief Minister and Deputy Chief Minister, have met both the First Minister of Scotland and of Wales as part of that engagement.

#### SMALL TERRITORIES

We have already commenced contacts and exchanges with other small territories, particularly in Europe. The GSLP/ Liberals believe that we have much to learn from each other's experiences and from the common challenges that we all face. This work will continue.

#### JUNIOR POLITICAL OFFICERS

A GSLP/Liberal Government will give young people who are interested in international relations and in promoting Gibraltar, the opportunity to serve their country as a Junior Political Officer either in London or in Brussels.

The role will provide invaluable experience in the world of politics and diplomacy with the opportunity to attend meetings, produce papers and report to the Director.

The intention is that this system should be in place in early 2020.

### UNITED STATES OF AMERICA

#### US CONGRESS

A bi-partisan resolution supporting Gibraltar has been tabled once again in the Congress of the United States of America. This recognises the long and historic relationship between Gibraltar and the United States and our right to determine our own future as a British Overseas Territory.

A GSLP/Liberal Government will continue our positive work with our friends in the US Congress. We will

continue to encourage Congressional visits to Gibraltar and will work for a closer relationship between Gibraltar and the United States of America.

#### US REPRESENTATIVE

The post of Gibraltar Government representative in the United States of America was established by a GSLP/Liberal Government. We believe that it is important to have a Gibraltarian-American advocate for our cause. This has worked extremely well and will continue.

#### GIBRALTAR-AMERICAN COUNCIL

The GSLP Liberals will continue to welcome the work done by our friends in the Gibraltar-American Council. We will keep them abreast of developments whenever we are in New York.

#### INTERNSHIPS IN WASHINGTON

Over 100 young people from Gibraltar have so far benefited from internships organised by the GSLP/Liberal Government through the Washington Centre. We intend to continue to offer this incredible opportunity to our young people who become great ambassadors for our country while they are there and indeed even after they return. This may be structured differently going forward.

#### THE COMMONWEALTH

The GSLP and the Liberal Party, in Government, intend to increase our engagement with the organisations and the Member States of the Commonwealth. Gibraltar is a proud part of the wider Commonwealth family and we share common values and traditions which are important to us all.

The flag of the Commonwealth will replace the flag of the European Union in the event that we leave the EU.

We will organise an annual visit by students from Gibraltar to the organisations and institutions of the Commonwealth that are based in London.

We will continue our discussions with the Commonwealth Enterprise and Investment Council in order to determine the best way in which to

maximise the benefit of Gibraltar's participation.

We will continue to participate in meetings of the Commonwealth Parliamentary Association, the Commonwealth Telecommunications Union, the Commonwealth Local Government Forum and the Commonwealth Games.

A GSLP/Liberal Government will encourage Gibraltar associations and organisations to continue to participate in their respective Commonwealth bodies.

In Government, we will continue to send our young people to meetings of the Commonwealth Youth Parliament. We did so for the first time to the last meeting in Jersey and intend to do so again to the next one in India.

The next meeting of the Commonwealth Heads of Government (CHOGM) will take place in Rwanda in 2020. In 2018 Gibraltar sent representatives to the Commonwealth Business Forum, Youth Forum, Civic Forum and Women's Forum which were organised around the CHOGM in London. A GSLP/Liberal Government will continue to work for a role for the Overseas Territories in the next CHOGM in Rwanda.

We will encourage further visits to Gibraltar by High Commissioners from Commonwealth countries. Australia, India and New Zealand have already been here on fact-finding visits. We have also had the opportunity to meet with other Commonwealth nations in London and elsewhere.

#### CPA

As part of the Brexit strategy, we have looked at partnerships beyond the European Union. One of the links that we have particularly strengthened is that with the Commonwealth through the Commonwealth Parliamentary Association where Gibraltar has an established presence not only in the continued attendance of conferences but also by obtaining a presence on working groups. This established relationship has opened many doors for discussion with Commonwealth partner countries as it has provided a platform to forge relationships with other Members of Parliament. We will continue to fund Parliament for

all its necessary Commonwealth Parliamentary business.

#### MOROCCO

The GSLP Liberals believe that there should be further commercial and economic ties between Gibraltar and Morocco.

When Spain closed the border in 1969, supplies of labour and foodstuffs were imported from Morocco by sea instead.

There is now a thriving community of Gibraltarians of Moroccan descent who have enriched our cultural diversity and contributed to our identity as Gibraltarians.

We welcome and support the opening of a commerce and trade office in Tangier by the Gibraltar Morocco Business Association.

We will continue to explore new ways to cooperate economically with businesses in the Kingdom of Morocco.

### UNITED NATIONS AND SELF-DETERMINATION

#### SELF-DETERMINATION

We maintain that the future of Gibraltar can only be freely and democratically decided by the people of Gibraltar in exercise of their right to self-determination.

We therefore reject the Spanish claim to our sovereignty.

In line with this policy, we will continue with existing strategies and develop new ones in order to achieve our objective.

It is inevitable that some of this work will be carried out behind the scenes and away from the glare of the cameras.

#### UNITED NATIONS

We remain committed to continue to put Gibraltar's case before the Committee of 24 and the Fourth Committee of the United Nations.

We will also continue to participate in the annual regional decolonisation seminar organised by the Committee of 24.

It is important to understand that if Gibraltar does not attend, then Spain's views will remain unchallenged in our absence.

Our work at the United Nations goes much further than the set-piece contributions that we see on our television screens. There are always meetings and events organised behind the scenes where we have been able to put across Gibraltar's point of view to key people in the UN framework.

We have been able to hold meetings with different Chairs of the Committee of 24 in the past, outside the formal structures of the Committee room. In Government, we intend to continue with this course of action.

The international legal status of Gibraltar will not change until we are removed from the United Nations list of Non Self Governing Territories. That change in status is an essential component of decolonisation.

Therefore a GSLP/Liberal Government will continue to press for Gibraltar's removal from the UN list, with the support of the United Kingdom.

We will also renew our invitation to the Committee of 24 for a visiting mission to Gibraltar, in the same way as they visit other territories on their list.

#### CONSTITUTION

The GSLP Liberals are committed to a review of the 2006 Constitution in order to assess what further progress or changes are necessary and appropriate.

The first stage in this review would be conducted by a Select Committee of the Gibraltar Parliament. This would include a period of time for the general public to make representations.

The second stage of that review would be a discussion between the representatives of the people of Gibraltar and the Government of the United Kingdom.

In that review, the question of self-determination and decolonisation would be of paramount importance.

#### REPRESENTATION IN WESTMINSTER

Gibraltar has been represented in the European Parliament as part of the South West Region of England since 2004.

This arrangement will come to an end in the event that the UK and

Gibraltar exit the European Union. It is therefore important to investigate fully the options available to Gibraltar for representation at the Westminster Parliament instead.

The GSLP Liberals will explore the possibility of representation for Gibraltar in the Westminster Parliament in a manner where Gibraltar retains all the constitutional powers that are currently exercised by the Government and Parliament of Gibraltar.

#### UK - OVERSEAS TERRITORIES MINISTERIAL COUNCIL

A GSLP/Liberal Government will continue the engagement with other UK Overseas Territories both within and outside the Joint Ministerial Council.

This Council predates, and is separate to, the one on Brexit. It meets annually in London and asserts the right to self-determination, decolonisation and delisting of those UK Overseas Territories who wish it.

#### RELATIONS WITH SPAIN

The negotiations for the departure of the Member State United Kingdom and Gibraltar from the European Union provided the opportunity to talk to Spain as our nearest EU neighbour.

Gibraltar and Spain met directly for the first time since Cordoba.

Sometimes we met without the UK in the room. There were also meetings between UK, Gibraltar and Spain as well as with the EU.

This process of variable geometry has worked very well and provided the opportunity to establish personal relationships and contacts. It led to Gibraltar's inclusion in the Withdrawal Agreement with four Memoranda of Understanding and a Tax Treaty.

This contact is notwithstanding the fact that we remain committed to a trilateral process of dialogue between Gibraltar, the United Kingdom and Spain.

Normalised relations between Gibraltar and Spain based on positive dialogue and mutual respect would be to the benefit of all sides.

Having said this, a GSLP/Liberal Government will have no hesitation

in strongly defending our country and our rights.

We will never let down our guard.

We successfully saw off the hostile action against Gibraltar instigated by Foreign Minister Margallo. We will do so again if we have to.

#### ECONOMIC COOPERATION

Gibraltar is of considerable positive economic benefit to Spain and to the Spanish economy.

There are over 15,000 people who live in Spain and work in Gibraltar.

Gibraltar purchases over 1.5 billion euros worth of goods a year from Spain.

Gibraltarians spend tens of millions of pounds a year on leisure activities in Spain.

We account for 20% of the GDP of the neighbouring area of Spain and are the second largest employer for the whole of Andalucia.

This means that Spain too should have a vested interest in cooperation with Gibraltar in order to increase further the shared prosperity that already exists.

#### LOBBYING IN SPAIN

In Government, the GSLP Liberals will continue to explain the position of Gibraltar to politicians and to other opinion formers in Spain. It is important to take our message directly because the reality of Gibraltar is often distorted and misrepresented.

We intend to maintain a positive working relationship with the Mayor of La Linea and with other nearby municipalities and, where possible, with provincial, regional and national authorities.

We will continue to work with the Cross-Border group and with business organisations and trade unions in Spain.

We will organise a Gibraltar Day in Madrid to make Gibraltar's political and economic case and counteract the untrue myths propagated about our nation.

#### GIBRALTAR AIRPORT

The policy position of the GSLP and the Liberal Party is that Gibraltar is

British from the lighthouse to the frontier fence, including the territorial sea around us and the airspace above.

We maintain that while Gibraltar is part of the European Union, Gibraltar Airport must be included in applicable EU civil aviation legislation. This is also the position defended by the United Kingdom Government.

In the event that the UK and Gibraltar were to leave the European Union, then Gibraltar airport will leave also and EU law will cease to apply.

Aviation will then become a matter for discussion in the context of a future UK/EU air services agreement.

#### THE MOD & THE ROYAL GIBRALTAR REGIMENT

The Regiment is one of our most valued national institutions, alongside our law enforcement agencies. The Regiment must stay above the party political fray. We acknowledge that members of the Regiment have been Members of Parliament with different political parties in our history and they have made a valuable contribution in different areas of our public life. On the Regiment, we will seek a cross-party consensus so that at every stage we support the Regiment entirely on behalf of all Members of Parliament and not just Government Ministers. We have demonstrated our deep support for the Regiment. At every opportunity the GSLP Liberal Government has ensured that we have acted to show that support and to strengthen the Regiment. We will continue to do so. The men and women of the Regiment deserve no less.

#### EIGHTIETH ANNIVERSARY

This year The Royal Gibraltar Regiment celebrated the 80th anniversary of its formation. After eighty years of loyal and dedicated service to The Crown and Gibraltar, the Regiment has more than earned the right to be treated as an equal and take its rightful place "in the line" with the rest of the British Army.

#### TERMS & CONDITIONS OF SERVICE

The GSLP/Lib government values greatly the contribution made by past and serving members of the Regiment

and will continue to engage with the UK MoD and press to obtain equality of status and conditions of service at a par to that applicable to Her Majesty's military forces in the UK. We will therefore stand by our commitment, given by the Joint Statement on the Meeting between the Chief Minister and the Secretary of State for Defence, in October 2014 to place the Royal Gibraltar Regiment on the same footing as its British counterpart'. To this end, we will continue to support all work which may be relevant to the continued negotiation of updated terms and conditions for members of the Regiment.

#### THE RG HAS THE 'X' FACTOR!

The continuation of a significant "X" factor payment differential is still of great concern and one which we consider very strongly is both unjustified and discriminatory. We will continue to support the Regiment's case for the award of the full "X" factor allowance payments to members of the Regiment.

#### SERVICE FAMILIES ACCOMMODATION

The Regiment's entitlement to Service Families Accommodation (SFA) in Gibraltar was withdrawn in 2011 as a saving to the Command and as part of the former administration's Land Agreement. SFA is a critical part of service life, allowing as it does for families' geographical mobility as the service requires. In Gibraltar it had the further effect of being a principal lever of recruiting and retention over other uniformed services who offer much better conditions of service. Its removal was not mitigated by the extension of any housing allowances. A GSLP/Lib government will re-engage with the MoD and seek to overturn this decision and ensure that all current Service housing allowances and rental schemes will be available to the serving men and women of the Regiment.

#### DOUBLE TAXATION AGREEMENT - REGIMENT PENSIONS

We have been engaged with the UK authorities and have now signed off,

as promised in our last Manifesto, a Double Taxation Agreement that will protect the position of the Regiments pensioners going forward and ensure that they are treated equitably.

#### THE ARMED FORCES COVENANT

In partnership with the MoD, we will introduce the Armed Forces Covenant to Gibraltar and pledge that together we acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the community in which they work and live. It will provide educational assistance, discounted services and help with reintegration after leaving the service and starting a new career.

#### VETERANS MINISTER

To this end we will appoint a Minister that will have responsibility for Veterans affairs and oversee the implementation of the Armed Forces Covenant.



Committed to the Royal Gibraltar Regiment



#### GRAND BATTERY HOUSE

We will work with the Regiment Association to assure the maintenance of Grand Battery House. This will include the addition of air conditioning to the facility.

#### THE MINISTRY OF DEFENCE : JOB SECURITY, AUSTERITY AND COLA CLAIMS

We will work with all unions in Gibraltar to ensure that Locally Employed Civilians working for the Ministry of Defence in Gibraltar enjoy the job security that they deserve when employed by the Her Majesty's Government of the United Kingdom. We will not tolerate any compulsory redundancies in this sector. We will support the pay claims of MOD / Interserve employees in respect of the many years they have suffered austerity imposed from London. We will also support claims to resolve any injustices and discrimination arising from Cost Of Living Allowances ('COLA') which may have been unfairly applied.

#### THE GIBRALTAR DEFENCE POLICE

We have been unable to comply with our desire to transfer the GDP to the Government of Gibraltar. We tried to persuade the MOD to adopt various models for the transfer. This continues to be our preferred option. However it is true that 'it takes two to tango' and we are unable to see through this commitment until such time as the MOD agree to the transfer. The MOD have communicated to us that they wish to invest in the GDP and maintain it as an MOD asset. We will remain prepared to consider a transfer if the MOD once again changes its position.



## let's talk about...**Sir Joe**

JOE BOSSANO HAS SERVED YOU AS MINISTER FOR ECONOMIC DEVELOPMENT WITH RESPONSIBILITY FOR THE SAVINGS BANK AS WELL AS MINISTER FOR EFFICIENCIES. HE IS AN ECONOMIST AND THE FATHER OF COMMUNITY CARE TRUST. HE HOLDS DEGREES FROM THE UNIVERSITIES OF LONDON, BRMINGHAM, NORTHUMBRIA AND THE OPEN UNIVERSITY. HE WAS FIRST ELECTED TO THE THEN HOUSE OF ASSEMBLY IN 1972 WITH THE INTEGRATION WITH BRITAIN PARTY. HE HAS SERVED AS CHIEF MINISTER FROM 1988 TO 1996 AND AS LEADER OF THE OPPOSITION FROM 1984 TO 1988 AND FROM 1996 TO APRIL 2011. JOE WAS BRANCH OFFICER OF THE TGWU UNTIL HE BECAME CHIEF MINISTER AND HIS ROOTS IN THE TRADE UNION MOVEMENT GO BACK TO WHEN HE FIRST LEFT GIBRALTAR IN THE MERCHANT NAVY. JOE IS ALSO FLUENT IN ITALIAN. HE IS MARRIED TO ROSE, THEY ARE GRANDPARENTS AND BETWEEN THEM THEY HAVE 7 CHILDREN.

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I have served our country now for 47 years. This will be my 13th general election.

The first legislation that I voted on when I was elected in 1972 was the Act that made us members of the European Union, or rather the European Economy Community as it was then. All the growth in our economy has been as member of the European Union and this is about to end on the 31st October 2019. In 1988 when I became Chief Minister I set out to grow our economy to replace the loss of the MOD presence that was being radically reduced. I set out to make Gibraltar self-sufficient and economically independent and had a sceptical and not very helpful UK Government.

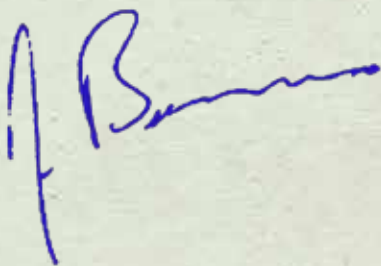
Six weeks after the elections Gibraltar's new government will be facing the biggest challenge to the economic model that was created by the GSLP after 1988. We are the only option with a Post Brexit National Economic Plan which we shall set in motion in the first week of Government if you give us your support and we continue as your Government.

All indications are that the EU and the UK are likely to be entering into recession, as I predicted a year ago, but our economy will continue to grow, albeit at a slower pace. The National Economic Plan is not just to ensure economic growth, it is also designed to make our economy Brexit proof. This is absolutely essential if we're going to be able to afford our public services and in particular essential areas like health and education and continue to provide affordable housing. The new economy for Gibraltar will take us into a future outside the European Union if we leave on 31 October or we leave at the end of the transition, in 2021, if there is an agreement. The post Brexit National Economic Plan will guarantee our economic growth for the next four years and the targets I am setting, I am confident will be achieved, as has been the case with all my biggest projections.

The estimate this year in fact is quite conservative and it is quite possible that over our four years the growth will be more than the 15% we are targeting. The plan is set out in detail in the pages on the economy and I will start working to make it happen within days of being sworn into government if I am re-elected. This year we are also able to develop apprenticeships in new areas and the silver lining in the post Brexit situation is that we shall have better control of the labour market and ensure that we train our people especially in the areas where we are now highly dependent on frontier workers, which dependence may become a problem in the future.

The loss of our membership of the EU is a major challenge for the economy but it is also an opportunity to build a new economic model so that we are much stronger and more secure as a result. We did it in 1988 when we had to cope with a loss of MOD jobs and we can do it again. You know that I have always delivered on the economy and you can rely on me to do it again after Brexit and give our Gibraltar a secure economic future, which is the only way we can also guarantee our political future.

We are the only option with a solution to deal with the results of Brexit. Vote for us and help us make it happen.



## ECONOMIC PLAN

### THE POST BREXIT NATIONAL ECONOMIC PLAN

Gibraltar joined the EEC in 1973 with the United Kingdom. Gibraltarians have been Citizens of the EU since 1973 and we will cease to be EU Citizens on the 31st October 2019 unless the UK and EU agree to extend the departure beyond this date. The post Brexit National Economic Plan assumes that this will not happen and that there will not be a withdrawal agreement in place for 1st November or a transition period starting on this date.

### HARD/NO-DEAL BREXIT

Gibraltar would have no special relationship with the EU after 31st October but would be able to trade with the EU as a third country. Moreover, as a result of the work the GSLP Liberals have done in the past three years, the current relationship with UK, that provides EU member rights for Gibraltar in UK and the UK in Gibraltar will continue after the 1st November, representing no change in the reciprocal relationship from what it has developed into since 1973. This could turn out to be hugely beneficial for Gibraltar.

This post Brexit National Economic Plan is a 4-year plan to restructure the economy and deal with a hard Brexit scenario. In the unlikely event that there is a withdrawal agreement by 31st October and a transition period after, UK and Gibraltar will continue to have EU market access but will no longer have MEP's or be involved in the EU Commission.

This means that the UK would have no political influence during the transition. During the transition the UK would be negotiating its new relationship with the EU for after the end of the transition period. The Post Brexit National Economic Plan will still be implemented during the transition period.

Any agreement with the UK for the new relationship with the EU will be subject to unanimity and therefore the approval of Spain before it will apply to Gibraltar. Our planning assumption is that it is likely that Spain would

demand concessions in exchange for such approval that a GSLP Liberal Government of Gibraltar would not agree to.

The Post Brexit National Economic Plan therefore prudently assumes that if we are not out of the EU on 1st November this year we will be out at the close of the transition period in January 2021. We consider that departure from the EU should be considered to be similar to the position the 1988 GSLP Government faced, which necessitated a change from an MOD dependent economy to a Private Sector open trading economy, the foundations for which were created between 1988 and 1992 and delivered between 1992 and 1996. This set out to internationalise the economy in order to make Gibraltar self-sufficient and economically independent. We did this by replacing MOD income with income from other activities, increasing efficiency, the rate of economic growth and maximising the use of land and manpower to drive the growth of the economy and the growth of Public Finances.

The 1988 GSLP budget put in place the 'Golden Rule' of not borrowing for recurrent expenditure and limiting debt finance for capital projects. This is also the basis of the post Brexit National Economic Plan.

The background to the economic growth targets is the assumption that both UK and the EU will be entering into a recession, when in consecutive quarters the economies will shrink instead of growing following the UK's departure from the EU on the 31st October 2019. This will also reflect the slowdown in the global economy due to a variety of factors including the mutual imposition of additional tariffs on each others imports by the US and the Peoples Republic of China.

In this context of very low, zero or negative changes in the GDP of other nations, Gibraltar's target for its National Income will be 15% over the 4 years 2019/20 to 2023/24.

In 2007 we predicted the GDP would be £800 million and grow to £1,200 million by 2012. The results published in 2013 showed that the 2008 GDP was £806 million and by 2012 it was £1,201 million. We got it right. In

2011 we projected an increase to £1.8 million by 2016 and it reached £1.794 million.

In 2015 we set a GDP target for 2019/20 of £2.4bn as a minimum, with a possible level of £2.5bn. It is expected that the result for 2019/20 will be of the order of £2.57bn. This means we have exceeded our prediction. If the final GDP figure for 2019/20 reaches £2.6b then the target for growth would be £390m over the next 4 years. This will mean that GDP will reach just under £3bn in 2023/24 when the next general election will be due.

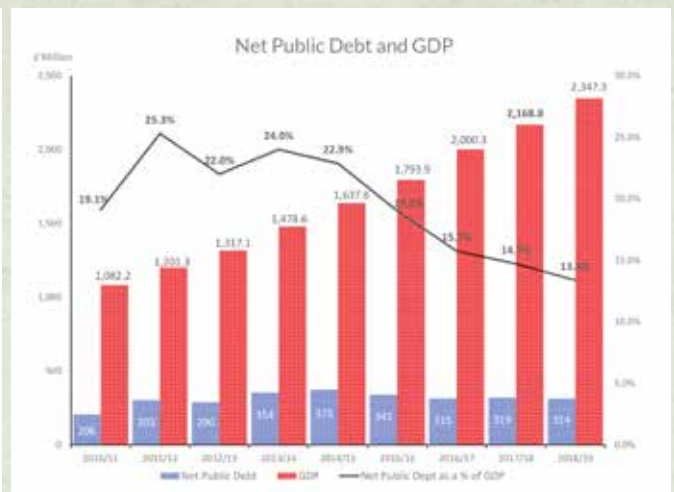
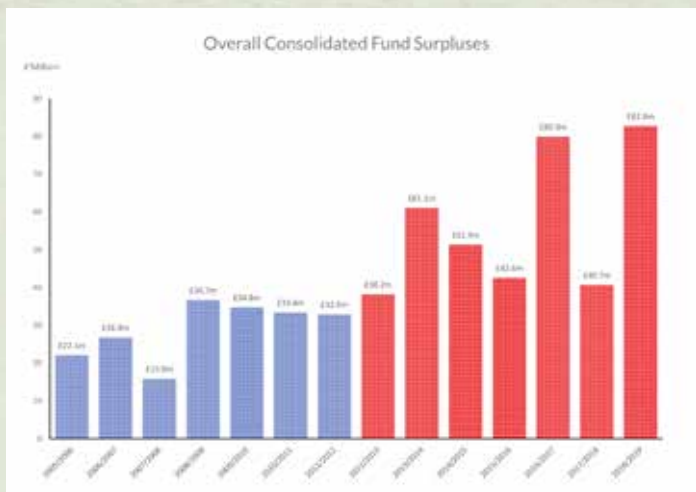
The minimum rate of growth will be lower in the first 2 years (say 2.5% in 2020/21 and 2021/22) and double that in the second part of the lifetime of the next Parliament (say 5% in 2022/23 and 2023/24). This growth would be set against almost zero growth or contraction in the rest of Europe and most of the large economies of the rest of the world.

### THE LABOUR MARKET

The workforce has grown very substantially since 2011/12 from 22,247 to 29,995. Much of this growth in the private sector has been on incomes at the National Minimum Wage or close to it. At this level, very little or no income tax is paid. This means that the GDP growth generated by such wages has not had a positive impact on Government revenue, therefore limiting the contribution from this source to fund higher levels of recurrent spending.

The sustainability of the cost of the public sector as a whole depends on increasing Government revenue since the Golden Rule prohibits recurrent deficits financed by increased borrowing, as is the case with the UK and EU. The future post Brexit economy cannot be an ever-growing, labour intensive, low wage economy.

The post Brexit situation will mean that it will be possible for Government deliver better control over the labour market in terms of new entrants in order to fine tune the objective of improving output per worker and promoting efficiency in the use of resources. This was the main driver of economic self-sufficiency in the 1988 to 1996 economic restructure. Efficient use of



the two basic resources, namely our land and manpower, is the best way to provide a higher standard of living.

The 2018 employment survey report shows the number of jobs in Gibraltar at just under 30,000. The 2019 report in respect of this month, which will be available around April 2020, is likely to show an increase of around 2,000. This figure of 32,000 will be the target for the next 4 years and the 15% increase in National Income the result of higher value output and not just higher numbers.

All the indications in the global economy are that the next economic revolution will be brought about by greater use of artificial intelligence and the replacement of manpower by machinery. Gibraltar cannot afford to be left out of the 4th Economic Revolution, if it is to protect the quality of life and be able to maintain the provision of health, housing and education and all the other areas that need to be financed.

In order to provide the resources for this and at the same time meet the continuing demand for affordable housing, the Post Brexit National Economic Plan will deliver a completely integrated strategy.

The proposals in the Post-Brexit National Economic Plan sets out the transformation of Gibraltar's economy into higher value jobs and economic activity. It will also provide a dynamic, attractive and enhanced living environment for our citizens, with the provision of the following projects;

- Land reclamation projects;
- Value-adding Infrastructure;

- New Logistics / High-tech Park;
- Solar Park;
- New high-value Economic Residency Scheme;
- New Affordable Housing Schemes;
- New Elderly Care Homes;
- Private & commercial vehicle parking;
- Storage units for families; and
- Any other suitable projects;

**LAND RECLAMATION**

The design and build of a land reclamation project totalling approximately 150,000 m2. As in 1988, this will lead to an increase in the land bank. This project will utilize the surplus landfill presently stored on the site of the Eastside Reclamation which may not be used for the Victoria Keys project.

**LOGISTICS/HIGH-TECH PARK**

The creation of a new Logistics / High-Tech Park with a minimum area of approx. 75,000 m2 will provide the Government of Gibraltar and the Private Sector the ability to meet existing requirements for increased warehousing and storage, to decant and unlock the monetary and utilization value of existing Crown Lands, resulting in a significantly better living environment, enhanced commercial productivity and efficiency, attracting new business and creating employment, improving transport and traffic infrastructure efficiency. The warehousing and storage capacity could become very necessary in the event that there are delays in the supply lines from the UK post Brexit

and larger quantities of goods are needed to be delivered and stored in Gibraltar.

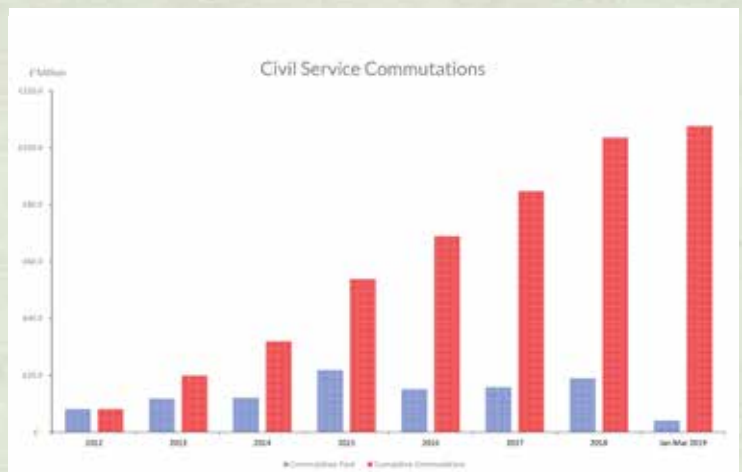
The new Logistics / High-tech Park will also provide parking for a minimum of 2500 commercial vehicles for out of working hours parking, provide new warehouses with the facility to unload articulated lorries straight into the company's warehouse, unloading in a public area away from their warehouses and enabling local suppliers to be able to increase efficiency, bulk stock and reduce cost. For the first time in Gibraltar it will also provide ample secure storage facilities for private individuals to hire on a monthly basis.

**SOLAR PARK**

We propose to design and build a Solar Park covering an area of approximately 20,000 m2 which will provide approx. 3.5 Mega Watts of power, amounting to approximately 10% of Gibraltar's total electrical power requirements. This will significantly enable the Government of Gibraltar to meet its target for provision of electrical power from clean and sustainable sources.

**MODERN MODULAR CONSTRUCTION**

There is a growing demand in the UK and European countries for the provision of off-site fabrication, as it is increasingly becoming the trend in sustainable modern building methodology. As we gear up to leave the EU, we are adopting the same approach as the UK to boost our productivity and end our over-reliance on low-skilled labour from overseas. Modern Modular Construction offers new avenues to learn and develop the



high-skill, high-wage jobs of the future, from high-end engineering to green manufacturing, 3D specification and architecture. We propose to set up a MMC fabrication centre outside the EU, to provide state of the art buildings, that will also include manufacturing bathroom and kitchen pods, initially for the Gibraltar market and thereafter for distribution in the UK and the rest of Europe. The importation into the European Market shall be undertaken by establishing a subsidiary company based within the EU. All of the structure will be controlled in Gibraltar.

#### NEW AFFORDABLE HOUSING SCHEME

Utilizing the aforementioned MMC, we propose to finance and construct new Affordable Housing Estates providing a further 1500 affordable homes.

#### NEW ELDERLY CARE HOMES

New, fit for purpose, elderly care homes will be constructed to help meet the growing demands of our ageing population, increase efficiency of delivery of service and reduce cost to Government. These will also be made available either to be purchased or rented on a yearly basis to families who wish to provide private facilities for their relatives.

#### EASTSIDE PROJECT

We shall be in a position to provide the infrastructure for the Eastside if required, to further enhance the value proposition of the land and attract interested investors.

#### ECONOMIC RESIDENCY SCHEME

We will encourage the development

of existing and the creation of new industries and commerce to attract investors, entrepreneurs and professionals possessing high value skills and capital, that can make a significant socio economic contribution to Gibraltar, to become full-time, integrated and lifetime citizens. The ongoing economic growth will have as its main driver the existing budget funding of the Ministry for Economic Development, through the Gibraltar Development Corporation owned Economic Development and Employment Company, to provide seed capital and support for the new ventures. The GDC was created in 1990 in order to provide the framework for the structured conversion of the economy in the context of the reduction of the MoD presence in 1988.

The objectives in the Act that count are as follows

#### "PART III. FUNCTIONS OF THE CORPORATION.

Objects and general powers.

6. (1) The object of the Corporation shall be to secure the regeneration and economic expansion of Gibraltar.

(2) The object is to be achieved in particular by the following means (or by such of them as seem to the Corporation to be appropriate), namely, by bringing land and buildings into effective use, encouraging the development of existing and new industry, commerce, and tourism, creating an attractive environment and ensuring that transport and social facilities are available to encourage people to live and work in the area and to travel to and from the area

and by developing and maximising the effective utilisation of Gibraltar's human resources.

(3) For the purpose of achieving the object the Corporation may-

- (a) acquire, hold, manage, reclaim and dispose of land and other property;
- (b) carry out building and other operations;
- (c) seek to ensure the provision of water, electricity, gas, sewerage and other services;
- (d) taking account of the economic and social dependence of Gibraltar on its external transport connections, seek to ensure effective and competitive transport infrastructures and services; promote such external connections and develop efficient internal transport systems;
- (e) carry on any business or undertaking for the purposes of the object; and
- (f) generally do anything necessary or expedient for the purposes of the object or for purposes incidental to those purposes."

When the activity in the programme is conducted by a joint venture and it reaches profitability the ownership from the GDC subsidiaries will be transferred to the GSB so that the future profit flows increase the reserves of the GSB element of the Rainy Day Fund and would only be used for Government expenditure, as a temporary measure, if exceptional circumstances Post Brexit affect recurrent Government revenue (which we do not expect).

The scope of the Post Brexit National Economic Plan is of the same order as the transformation of our nation's Economy undertaken in 1988.

After 1996, under a GSD Government, the GDC became a labour supply organisation alongside the Civil Service. Now, immediately after forming Government, the role of the GDC as the vehicle for the delivery of the Post Brexit Economy will be set into motion by the Ministry for Economic Development, as it was pre 1996. The contribution of the GDC subsidiary companies and joint venture will enable mobilisation of resources to deliver the Post Brexit Economic Plan.

The objective is to promote during the course of the 4 year term economic activity that will provide employment, economic growth and Government revenue in order to ensure the sustaining of the existing level of public services and protect the delivery of such services from the potential for a reduction in Government revenue arising from the Post Brexit situation and the slowdown in the European, UK and global economy which is the background against which the Post Brexit National Economic Plan has been devised.

We are very confident that with the

contacts we have already established there will be substantial investment attracted to Gibraltar by the availability of the increased land bank resulting from the reclamation process.

#### THE GIBRALTAR SAVINGS BANK

The target level of the reserves for the GSB in the 2015 manifesto was put at £70m and is unlikely to be achieved given that interest rates have not risen as anticipated in the past four years. It is, nonetheless, probable that by March 2020 the figure will be around £55m – which is still a record figure and £55m more than we inherited from the GSD! With the new economic plan for this 4 year term the target will be to reach £100m by March 2024. The extent to which this is achieved will depend on the level of investments in the Post Brexit National Economic Plan and the level of profits which are generated that are likely to be realised in the second half of the 4 year term of the Government.

The support from the GSB for the investment projects in the development plan will be in keeping with the GSB

priority of reinvesting deposits to promote Gibraltar's economic growth that is its role as a development bank. In keeping with the priorities of the GSB Act, investing in the Gibraltar economy will also mean additional growth in areas of employment generating Government revenue.

#### GIBRALTAR COMMUNITY CARE

The second element of the Rainy Day Fund is the reserve in the charity. This was over £60m in 1996 where the GSLP left it and the GSD took office. Although a commitment to maintain the reserves was given by the GSD both in subsequent general elections and in Parliament, the GSD Government failed to keep up the reserves and revealed, after our questioning in 2010, that it had done the opposite of what it said and that it had recklessly and deliberately run down the reserves in order to discontinue the role of the charity in 2011. The GSD ran down the reserves by continuing to make payments from the reserves, to meet the quarterly household cost allowance to resident pensioners, and stopping



the contributions. The GSD was going to stop Community Care payments for everyone. This Government's policy of bringing up the charity's reserves will continue in this term. The target of £230m will probably not be completely achieved by March 2020. There is a commitment given in this years budget to provide an additional grant if the expected windfall of a substantial tax payment materialises as a result of the EU state aid rules. This will mean that the target will be met or exceeded. In future the Government revenue surplus over expenditure will be used to make annual grants in excess of the recurrent expenditure of the charity. The source of this funding will be the receipts from import duty as has been the case since the charity was set up. The target for March 2024 will be £300m compared to the target for this year of £230m. This will bring the Rainy Day Fund to £400m, £300m in Community Care reserves and £100m in GSB reserves.

#### GOVERNMENT NET DEBT

The Government's net public debt will be allowed to rise above £300m once the Rainy Day Fund grows to £300m, to keep both figures in line with each other.

### APPRENTICESHIPS & TRAINING

#### CONTINUING & NEW APPRENTICESHIPS & TRAINING

The Post Brexit National Economic Plan is designed to transform the

Gibraltar economy in order to survive the negative impact of the exit from the European markets which we have been a part of since 1973. The potential negative effect is considered to be of the order of the effect in 1988 when the GSLP was elected into government and had to restructure the economy to compensate for the reduction in employment opportunities resulting from the MOD cuts. That involved land reclamation, inward investment and new jobs that required retraining.

The Construction Training Centre was built in that period and officially opened by Lord Sainsbury. Some of the recent changes in the delivery of apprenticeships in England stem from a Report by Lord Sainsbury in 2016. The Construction Training Centre was built with EU funds which were also obtained for the first time in that period. In addition, part of the running costs have benefited from EU funding.

The Gibraltar economy has grown since 2011 and created more jobs than ever before, a total of 7748 in seven years up to October last year. The size of the labour market will probably reach 32,000 next month when the employment survey takes place. Much of this growth has been by recruiting frontier workers in private sector jobs with pay rates at the national minimum-wage or just above it. A part of the Post Brexit National Economic Plan includes a development strategy.

The new development strategy of the Post Brexit National Economic Plan will be designed to create higher skill jobs with higher pay, these are likely to

materialise in the third year given that the first two years we will concentrate on reclamation and investment in infrastructure. However, the Ministry for Economic Development is expanding opportunities within the present structures and one particular area under discussion is in the maintenance of air conditioning equipment, where there has been little opportunity in the past for apprenticeships. There are talks with a UK company that is willing to provide the training and will allow Gibraltar to build up a resident workforce in this area which is currently serviced predominantly by frontier workers.

There are also ongoing discussions related to new diving operations in the port of Gibraltar. The new entity would undertake to provide apprenticeships and train people in specialist diving schools in the United Kingdom. One of the most successful short-term traineeships has been in an area which had been highly dependent on frontier workers and the industry was concerned about the dependence on border fluidity. This was supported by EU funding and started in 2015, 12 unemployed persons were trained as coach drivers and 4 as lorry drivers and immediately on completion of the training taken on by the placement providers.

Demand since then has meant that 41 bus/coach drivers and 100 lorry drivers have been trained. In 2018, fork lift training was added and completions to date have been 57. These training programs are also available to persons in employment who wish to obtain additional skills.

There was recently a graduating presentation of certificates at levels 2 and 3 for 17 apprenticeships obtaining craft status at GibDock and Construction Training Centres, in mechanical, electrical and welding craft skills at level 3 and construction craft skills at level 2.

There are also currently apprenticeships in motor car maintenance that did not exist prior to 2012, and where the numbers training at any one time are limited by the capacity of the industry to take on apprentices. An additional source of new apprenticeships is due to start shortly following an investment in the importation of motor vehicles





and adaptation for re-exporting.

All of the above apprenticeships and training programmes for employment have been partly financed by the European Social Fund to date. This was expected to end on 31 October but the replacement funding from the UK government which will be provided to the UK regions will also be available to Gibraltar and enable programmes to continue after Brexit.

In England apprenticeship standards were introduced in response to the 2012 Richard Review of Apprenticeships, which stated that apprenticeship outcomes should be “meaningful and relevant for employers” and sector organisations, and will always include an endpoint assessment. The first standards were introduced in September 2014.

In 2017/18, 44% of apprenticeship starts have been on standards following the 2016 Sainsbury Report. In 2016/17 only 5% of starts were on standards. Apprenticeship standards are seen to be of a higher quality than frameworks, with one reason for this being that they are employer designed. This means that the apprenticeship is designed to increase the likelihood that the apprentice will obtain the skills, knowledge and experience that they need.

In contrast, apprenticeship frameworks were seen as qualification-focused, and could potentially end with the apprentice having achieved a qualification, but not necessarily having the skills they need. Previous frameworks qualification-focused were the norm. This means that, as reported by the Institute for Apprenticeships, it was possible for an apprentice to achieve all qualifications in the framework, yet not actually obtain the skills they need to carry out their job. Apprentices were assessed throughout the apprenticeship for frameworks, and there was not a requirement for an end-point assessment.

In Gibraltar the framework system which was in place in 2011, continues to be used and this is now the review for the future in light of the shift that has taken place in England since 2016/17.

The shift in emphasis that has taken place in the UK, where the content

in the apprenticeships reflects the requirements of the employers is in line with that position adopted in Gibraltar since 2012, that the qualification framework system should be aligned to the employment demand and that the craft courses in construction should be geared towards the provision of craft level Maintenance Skills as opposed to New Build which is usually the area where employment is short-term and has a high turnover.

In addition, in new build construction projects the industry is moving towards prefabrication which will further reduce the relevance of the traditional skills.

Since 2015 the areas of apprenticeships in the Training and Employment programme continues to deliver additional workers skilled in the areas that have been identified to date.

The policy of providing apprenticeships with skills in the existing areas will continue and be expanded in new areas as a consequence of the new opportunities created by the implementation of the Post Brexit National Economic Plan.

#### MADE IN GIBRALTAR

We are pursuing various options to support businesses who are betting on Gibraltar as a jurisdiction in which to assemble and produce. Already some are doing so very, very successfully. We will use our two key assets, as Sir Joe has set out in our Post Brexit Economic Plan, to bring production to Gibraltar, thereby further diversifying our economy.



## let's talk about... **Paul**

PAUL BALBAN HAS SERVED YOU AS MINISTER FOR TRAFFIC, TRANSPORT, TECHNICAL SERVICES AND THE PORT. HE WAS ALSO MINISTER FOR HOUSING FOR 2 YEARS. HE READ NUTRITION & FOOD SCIENCE AT OXFORD BROOKES UNIVERSITY COMPLETING A POSTGRADUATE DIPLOMA IN DIETETICS AT KING'S COLLEGE, UNIVERSITY OF LONDON. HE WAS TRAINED AT A NUMBER OF BRITISH HOSPITALS. HE RAN A SUCCESSFUL DIETETIC CLINIC FOR 9 YEARS. PAUL WAS ALSO A DRIVING INSTRUCTOR AND LATER A TAXI DRIVER FOR 7 YEARS. HE MET HIS PARTNER, GINA 18 YEARS AGO AND THEY ARE THE PROUD PARENTS OF 3 BEAUTIFUL DAUGHTERS. HE IS NOW ALSO THE PROUD CUSTODIAN OF A LUXURIOUS BEARD, WHICH GINA LOVES, AND WHICH WE CANNOT PERSUADE HIM TO SHAVE!

### **TOWN PLANNING**

#### **TOWN PLANNING ACT 2019**

The GSLP Liberal Government has commenced the Town Planning Act 2019. Since 2011 all GSLP Liberal Government projects have had to pass through the DPC for advice. This was never the case pre-2011 when GSD Government projects were not even tabled at the secretive DPC meetings held. The GSD has recently – after 2011 – insisted we were wrong to make the changes we made to an open DPC and suggested we should move back to the GSD system of secret meetings and no minutes being published. We do not accept that is the way forward. The Act we have commenced will now provide that all projects including Government projects will need to be approved by the DPC. We will consider committing to expand the cadre in the Town Planning Department to deal with this expansion in workload.

#### **GIBRALTAR DEVELOPMENT PLAN**

Work on a new Gibraltar Development Plan is well underway. A tender was recently advertised and a Tender Board will shortly be appointed to consider all applications. The new development plan will set out the planning policy for any future development for Gibraltar. The plan will provide essential guidance to developers over the next 10 years following its publication. It will ensure consistent decision-making providing certainty for developers.

#### **QUEENSWAY QUAY**

A GSLP Liberal Government will not

support the proposed (or similar) developments that have been announced in the area of Queensway Quay, even though the Government does not own the locations in question. We will support the inclusion of Queensway Quay Marina as an open area in the new Development Plan.

#### **LIVE STREAMING OF DPC MEETINGS**

If re-elected, a GSLP / Liberal Government will continue with its plans to live stream the proceedings of DPC meetings so that interested parties may be able to listen in from the comfort of their offices or home without the need to be present at said meetings. Although planned and ready to go, this project has been put on hold until a new home is found for DPC meetings following the announcement of the new theatre within the John Mackintosh Hall complex.

#### **ON-LINE PAYMENT OF FEES**

We will consider ways to allow applicants/agents to pay their application fees via the portal as part of our ongoing commitment to e-Government and will also explore ways to allow the submission of revised plans by applicants and their agents within the same Planning Portal.

#### **BUILDING CONTROL**

We fully respect the views of the professionals within the Department of Building Control. We have never, unlike others, put the professionals in his department under political pressure. If re-elected, a GSLP Government will

continue to review the structure of the Building Control department with the view of increasing the efficiency of this very important department by reconsidering the split between PTOs and TGs in this department.

### **TRAFFIC, PARKING & TRANSPORT**

The GSLP Liberals have, over the last eight years, overseen significant developments in the context of traffic and transport. Our signature initiative, the Sustainable Traffic, Transport and Parking Plan ('STTPP') marked the first time in Gibraltar's modern history when an empirical, evidence-based plan to tackle the perennial challenges of traffic in Gibraltar was developed. This is the backdrop against which all the real progress we have made in this area has been set.

The STTPP has enabled us to frame and deliver upon a vision that captures the various strands of the traffic conundrum as well as the many solutions we are deploying in the context of our drive to create Green Gibraltar and the Child Friendly City.

We have taken important strides in the critical areas of traffic management, emissions reduction, the use of alternative and eco-friendly forms of transport as well as a signature approach to parking management. Our achievements are matched only by our ambition to deliver the best Gibraltar we can be.

#### **SMART CITY- SMART PARKING**

We will introduce a mechanism for smart parking that will allow you to

see parking spaces available all over town and will enable you to book the relevant parking space from a particular time as you drive into town.

#### UPPER TOWN PARKING

Parking in the area of the Upper Town is a nightmare! In order to alleviate the problem, we will develop a new car park at Tankerville (over the water tanks) and one at the present site of the Plater Youth club. These will resolve the parking problem for Moorish Castle, Tankerville and all the area around. These park spaces will be for rental.

#### NEW GLACIS ACCESS ROAD

Working with the Tenants Association at Glacis, we have agreed to carry out works to provide for a new access between the new Ocean Spa Plaza and the old St Anne's School. This will be possible once the school is demolished.

#### MORE PARKING FOR GLACIS AREA & LAGUNA AREA

We have already provided for a draw for rental spaces in the new Ocean Village tower on the site of the old Med Rowing Club. This is for tenants of the area of Glacis Road. Additionally we will allow for the rental of the spaces under St Anne's and Notre Dame by tenants of Glacis and Laguna for use with vehicles registered to their housing tenancy address.

#### PARKING PERMIT FEES

We will introduce a concession rate for parking permits for pensioners. To avoid abuse, this will only be available where the relevant vehicle is in the name of a pensioner and they are the only ones insured to drive the vehicle.

### TRAFFIC MANAGEMENT AND TACKLING CONGESTION

#### SAFETY & PLANNING AUTHORITY

Building on the STTPP, we will explore options for the creation of a new, centralised Road Traffic Safety and Planning Office to oversee and centrally manage traffic planning matters in the community, with a view to better managing all event/construction and other development

impacts on traffic. We will further consider the development of policy to ensure that traffic impact assessment becomes a key consideration in relevant areas of community activity, including in respect of Development & Planning, Infrastructure and technical works and other event planning.

#### SPEED CALMING MEASURES

The GSLP Liberals were the first to oversee the deployment of speed cameras in various locations in Gibraltar. In addition to other traffic calming measures deployed in that time, we have seen both a positive response to these initiatives and witnessed a significant drop in offending. Keeping our roads safe for all users is a key priority for the GSLP Liberals and we will therefore continue to review options for deployment of further such measures.

#### ROAD RESURFACING SCHEME

A comprehensive road resurfacing project has been carried out throughout most of Gibraltar tackling many roads that had been subjected to substantial abuse from construction traffic. We will continue to resurface our roads as part of a sustained resurfacing programme we will develop if elected into Government at the next election.

#### NEW ROUNDABOUTS

Two new roundabouts built in the last term of office at both Devils Tower Road and at Glacis Road have provided much needed driver options in these areas with the effect of reducing journey times and therefore emissions.

#### PROTECTIVE BARRIERS

The heightened global state of alert in respect of terrorism did not pass Gibraltar by. We have installed permanent Jersey Barriers formed variously in the shape of ornate cannons and the silhouette of the Rock of Gibraltar, thereby creating safety barriers for pedestrians which are the talk of the tourists too.

It is envisaged that these Jersey Barriers will eventually give way to permanent/integrated retractable bollards and/or barriers.

#### OLD STREET SIGNS

We will continue with the very popular installation of traditional street signs capturing the names of streets as they are known in our local culture. We have already seen signs places at "La Calle Comedia", (Castle Street) and "La Cuesta Mr Bourne" (Flat Bastion Road).

#### SIGNAGE REVIEW

A full signage review has now taken place showing the areas around Gibraltar where old signs need to be removed and new signs placed. The inevitable clutter of street signs is something that invariably builds up over time and reviews of this nature are necessary to assess the continued validity of signage.

#### DERELICT VEHICLE CAMPAIGN

As part of the STTPP, a derelict vehicle campaign is critical. By removing abandoned and derelict vehicles it is possible to free up parking spaces to allow better use of the limited parking stock available. Since 2015 over 1000 cars have been disposed of as a result of being found abandoned on the public highway. If re-elected, the GSLP Liberals will step up the pace of this campaign to help to release as much parking stock as possible.

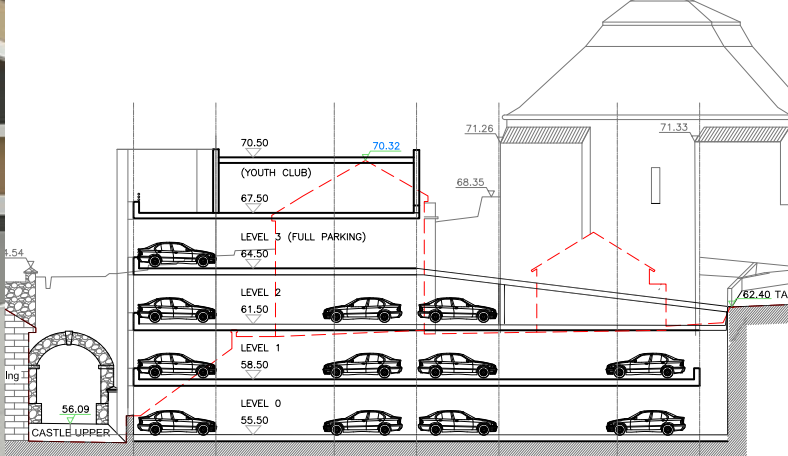
#### MOT TEST CENTRE

If re-elected, the GSLP Liberals will conduct an assessment of the needs of the licensing department with a view to providing the best facility we can. The licensing department is a very busy 'client-facing' department and an audit of staffing requirements will be carried out to assess the resource requirements of a department which is experiencing sustained high demand from the community.

#### DRIVING LICENCES

Government has been working hand in glove with the DVLA (UK) to ensure that EU Member States apply the same rules on International Driving Permits (IDP) for Gibraltar issued driving licences as those of the UK to guarantee that local drivers may be able to drive within the EU, without the need for an International Driver's Permit.

A GSLP Liberal Government will



Moorish Castle/Tankerville Car Park

continue to pursue this issue to ensure, as far as reasonably possible, that our drivers may be able to continue to drive throughout the EU with our existing driving licence.

**INTERBUS AGREEMENT**

The Government has been working with the Department for Transport in the UK in order to ensure that the Interbus Agreement is extended to Gibraltar to ensure that our bus drivers may continue to drive throughout the EU.

**TACHOGRAPH CARDS**

The Government has already agreed the practical procedures for the issue of tachograph cards for our drivers, companies and the local enforcement agencies. Government is now awaiting the signing of the memorandum of understanding by the DVLA (UK).

**EMISSIONS TESTING**

The MOT Test Centre now boasts the latest test equipment to check vehicle emissions. This equipment fully complies with the latest EU emissions legislation.

**COMPULSORY BASIC TRAINING (CBT)**

The CBT continues to provide a much-needed framework to support learner motorbike drivers, teaching them the basic skills necessary to be able to ride safely on the road. This includes teaching both theoretical and practical skills.

**TRAFFIC COMMISSION**

The Traffic Commission, comprised of both public servants and independent members of the community, now meets on a monthly basis to ensure that all requests made by members of the public can be fully considered and acted upon where necessary.

**TAXI SERVICE**

The Government will continue to work with the GTA to try to improve all aspects of the local taxi service. This year, a new taxi rank providing shelter at the International Airport was installed providing much needed shelter on rainy and sunny days alike.

**GIBRALTAR TAXI ASSOCIATION**

We will continue to work with and support the hard working men and women of the Taxi Association. They

are often criticised but few see the hard work they put in, in particular in hosting tourists from around the world. We will also continue to work on bringing electric black cabs to Gibraltar, although recent tests of early models have not been successful because of the gradients of our roads. We believe this will change as technology improves.

**ENCOURAGING THE USE OF ALTERNATIVE FORMS OF TRANSPORT**

The GSLP Liberals' approach to alternative forms of transport can be roughly categorised as issues relating to public transport on the one hand and private transport on the other.

**IN RELATION TO PUBLIC TRANSPORT:**

**ENVIRONMENTALLY FRIENDLY FLEETS**

It is clear that if we want to become an environmentally friendly city, we need to encourage and support our businesses to get there. Today import duty for electric vehicles is zero and there are cash-back incentives to encourage the transition to electric

and hybrid vehicles. We will build upon this in the future. Since 2011 the GSLP Liberals have sought to explore the possibilities for deploying electric buses in Gibraltar. The topography in Gibraltar has meant that we have thus far been unable to find the right solution for Gibraltar in this context.

The GSLP Liberals will revisit the options available in this regard, including the possibility of limiting electric bus use to areas of service where topography is not an issue, namely in most areas bar the South District via Europa Road and the Upper Town. Given the exacting specifications our buses must meet, the challenge will always be finding a suitable bus to supplement, initially and then and eventually replace our very reliable and comfortable MAN buses.

The smaller buses serving the Upper Town will also require partial replacement during the next term and once again market research is also at a very advanced stage.

#### BUS SERVICE IMPROVEMENTS

A local bus service is a crucial part of any transport plan. Shared mass transport that is comfortable, regular and reliable is essential if we are to persuade users away from their cars. As bus use increases consideration needs to be given to service schedule improvements especially at peak times.

#### NEW BUS-STOP & BUS MAPS

All of Gibraltar's bus-stops have been upgraded with new, modern flagpole signs providing useful information to users including the buses direction of travel. A new modern bus map clearly shows the interaction between different bus routes and provides positional information including the main tourist sites over a background of the Rock's contour.

#### BUS TRACKER

The Bus Tracker has been one of the most significant developments in public transport in the last four years. Real-time information allows users to work around the bus timetables making long waits for the bus a thing of the past.

#### SMART BUSES

If re-elected, the GSLP Liberals will be taking smart bus technology into the buses and bus stops themselves providing users with information regarding the next buses approaching and their ETA's.

#### SCHOOL BUSES

With the creation of the 2 new comprehensive schools in the same area, it will be easier to assess what we need to do to offer the most efficient bus service, thereby minimising the need for students to rely on parents for lifts by private vehicle.

School bus services already exist and have been introduced by the Ministry for Transport using our fleet of MAN buses. These are referred to as X services or Extra services and operate from the south and east districts and also from the Mid-Harbours area to the schools within the Upper Town.

#### FURTHER IMPROVEMENTS

We have now agreed the Pay Agreement between the Gibraltar Bus Company and Unite the Union. This will result in improvements to the bus service which will include an increased bus manning level, essential to be able to adapt to the growing needs of our community. As a direct result, there will be bus frequency improvements, especially to the Upper Town Route 1 service. There will also be a further increased school bus service to complement the existing school bus routes and the regular bus routes which are presently close to saturation at peak hours. This is a very positive sign that shows that people are indeed opting for alternative modes of transport. As a Government we must be able to adapt to this change in order to keep promoting shared mass transport as an alternative to the private car and hence bring about the critical improvements to our environment.

We will keep monitoring the bus service closely, adapting to the needs of the community as the bus service continues to increase in popularity.

#### TRANSPORT INSPECTORS

Government has invested in transport inspectors that form the regulatory

body to keep public transport services abiding to legislation and therefore providing an efficient service.

#### PRIVATE BUSES

A GSLP Liberal Government will work with the local private bus route operator and tourist mini-coach operators to consider how best we may be able to actively encourage and support them to upgrade their fleets to more modern and environmentally friendly vehicles. Modern route buses today can cost anything from £300,000 and £500,000 plus, so it would be unreasonable to expect companies to overhaul their fleets within a very short period of time. Diligent planning is required to ensure that we see a greener public transport and tourist offering within Gibraltar. To this end, we will engage promptly with stakeholders to discuss potential options to see how best to see the rejuvenation of the current fleets operating within Gibraltar.

### IN RELATION TO PRIVATE TRANSPORT:

#### CYCLING GENERALLY

Cycling is the cornerstone of any modern city's transport infrastructure. It impacts positively on traffic, on health (physical and mental) and is great for the environment. Even commercial operations are looking at the bicycle as an alternative vehicle for deliveries, especially those last-mile deliveries by way of cargo bikes and e-cargo bikes. Indeed, Gibraltar has seen a number of start-up companies using the bicycle for their businesses for the first time. This is most encouraging to see and reflects the shift to cycling we know is happening in the community. It is undeniable.

#### A NEW COMMITMENT TO CYCLING AS PART OF GREEN GIBRALTAR

Under a GSLP Liberal Government, Gibraltar has seen an increase in the use of bicycles as a form of transport and we are meeting that development with a new commitment to promoting the increased use of cycling in this way. As the STTPP concluded, cycling is a real option for travel in Gibraltar which we are taking seriously. We

have continued the policy of charging no import duty for bicycles in Gibraltar and we have also introduced incentives for the purchase of e-bikes, a phenomenon taking Europe by storm - we plan to further incentivise the acquisition and use of these vehicles through a variety of measures.

As a key component of tackling the noise and environmental pollution in Gibraltar, THE GSLP LIBERALS ARE COMMITTING TO MAKING A MINIMUM INVESTMENT OF £10 PER CAPITA IN CYCLING, AN UNPRECEDENTED LEVEL OF INVESTMENT IN CYCLING INFRASTRUCTURE, AWARENESS AND SAFETY PROGRAMMES THAT FULLY COMMITS THIS COMMUNITY TO A MODERN, SUSTAINABLE AND HEALTHY FUTURE OF TRANSPORT.

#### CYCLING PROMOTION ASSOCIATION

We will establish a local Cycling Promotion Association, working with stakeholders and centralising all strategy and investment in cycling. The Association will head up and coordinate all marketing, strategic and educational incentives in tandem with the many cycling clubs already constituted in Gibraltar.

#### RIDE TO WORK

We will explore options for the establishment of a Ride to Work scheme to enable employers to join the community in encouraging the use of cycling as a mode of transport for their employees. Through a combination of tax advantages and leasing arrangements, together we can have a real impact on the choices our workers make, something which is critical in Gibraltar given the number of cross-border workers we welcome to Gibraltar every day.

#### CYCLING DELIVERIES

We will also make it possible for businesses to make and receive deliveries up and down the pedestrianised areas of Gibraltar during the whole of the working day if those deliveries are made by bicycle. The explosion in the number and variety of cargo bicycles available today mean that businesses can realistically

make the choice to conclude at least part of the daily deliveries by bicycle, enabling businesses to make full use of the business day. Investment in cargo bikes by local businesses will be met with the support of a GSLP Liberal Government, which will incentivise this investment both fiscally and by making access to Main Street available to these vehicles 24/7.

#### BICYCLE INFRASTRUCTURE

Cycling is growing in Gibraltar and as more cycling parking is installed, more bicycles just seem to appear and that can only be a good thing. Our latest bicycle rack delivers that strong environmental message that where you can park just one car, 10 bicycles can park instead. At Europort alone, considered today as the cycling hub of Gibraltar, there are over 170 spaces for bicycles to park. To encourage cycling as a truly viable alternative mode of transport, cycling needs to be made convenient. By providing parking close to popular amenities cyclists benefit from rapid and effective access to their destinations without needing to spend time looking for a place to lock up their bicycles.

#### ADVANCED BICYCLE STOP LINES

Also known as advanced stop boxes, these provide an important safety feature for cyclists within a busy urban environment. They allow cyclists to stop beyond the stop line for general traffic at traffic lights and therefore provide cyclists with a head start once traffic lights turn green. If re-elected, a GSLP Liberal Government will be providing these at certain key locations throughout Gibraltar.

#### BICYCLE PARKING APP

A new GSLP Liberal Government will be setting up an app to assist cyclists to locate the many bicycle parking racks available throughout Gibraltar.

#### SEGREGATED BICYCLE LANES

If returned to office, a GSLP Liberal Government would continue to promote cycling as an alternative means of transport, creating segregated cycling lanes where possible to help encourage people who may be unsure, afraid or simply cautious, to be able to

feel safer. For segregated bicycle lanes to be truly meaningful and safe, they must be planned very carefully joining up areas of importance to cyclists creating cycling corridors. Creating short lengths of segregated lanes is of little use and may often be more dangerous than not having these lanes at all. The new airport tunnel will have a segregated cycle lane throughout the whole length of the tunnel so that cyclists will be able to cycle safely away from vehicular traffic and separate to pedestrians. The creation of these cycling corridors will be critical in order to take the cycling transport vision to the next level. The planning of segregated cycling lanes has already begun and next term would see these become a reality.

#### A NEW CONNECTION BETWEEN QUEENSWAY AND ROSIA ROAD

We will also explore options for providing a connection between Queensway (south) and the promenade on Rosia Road, also known as 'La Bateria'. To the extent that such a connection may enable users to avoid Ragged Staff and the Trafalgar Interchange, it is envisaged that a connecting path would be limited to pedestrian/cycle traffic only.

#### ENCOURAGE WALKING: WALK THE WALL

We are thrilled to have announced, in this manifesto, a Gibraltar rendition of the 'Highline' park found in Manhattan, our own 'Walk the Wall' experience which, in addition to being what we are certain will become a major tourist attraction, will also enhance the options for cycling and walking in Gibraltar from a utility perspective too.

We plan to create, to the extent possible, an uninterrupted walking/cycling route segregated from other vehicular traffic from Orange Bastion on Line Wall Road all the way to Little Bay and potentially beyond. Pulling together initiatives that we hope will lead to the construction of paths and walkways along the city walls, through to Rosia Road (La Bateria) and beyond towards Rosia Bay, we will also be exploring the idea of a path along the cliff face around the outside of Parson's Lodge and beyond to Little Bay. As highlighted in our pages on [the

Environment/Tourism], we will then be reviewing connections between Little Bay and Europa Point for pedestrians/cyclists which will avoid the use of Keightley Way tunnel, if possible.

If this vision can be made a reality, and we are confident that we can deliver this initiative, cyclists and pedestrians, children included, will have a way of reaching as far as Orange Bastion in town on their bicycles without interacting with traffic. We will then direct cyclists wishing to access Waterport and, in particular, the new Comprehensive Schools, down into Casemates to emerge in Market Place before making their way up Waterport Road. As an alternative to the city walls as a route, the creation of the new parks along Queensway and the provision of a new connecting path/light road connection between Queensway South and Rosia Road (avoiding Ragged Staff and the Trafalgar Interchange will provide another alternative and safer route for cyclists pedestrians, maximising the appeal of these forms of transport over cars.

#### CYCLING INCENTIVES

At the last Budget Session, a cash back incentive was given to purchasers of e-bikes, something which will be built-upon in the future to help encourage the further purchase of e-bikes. In a place with the topography of Gibraltar, e-bikes are able to “flatten” our hills making cycling a real and viable alternative for Gibraltar to those who are inclined to do so.

Further incentivisation will be considered for the purchase and use of E-Cargo Bikes in Gibraltar to assist those businesses to adopt these modes of delivery and transport.

#### CYCLING PROFICIENCY TRAINING

(PEDAL READY - GIBRALTAR)

As of this school term, all cycling proficiency courses will follow the UK National Standards for Cycling Training. This year 6 individuals followed a Cycling Trainers Course. Traditionally cycling training locally has been carried out in school playground and only offered to school children. The course taught young children the skills of balance and basic highway

code in a safe but unreal environment. The Royal Gibraltar Police (RGP) have traditionally been the leaders in such a useful initiative and all praise goes to the wonderful work that they have done for so many years.

#### BICYCLE SHARING SCHEME

The Redibikes bicycle sharing scheme started in May 2017 has now been operational for over 2 years. Generally, the concept of bicycle sharing has not taken off as one would have hoped for although usage continues to rise. Close to 5000 bicycles have been rented out over the full operational time period. The slow rate of adoption could be due to a wide variety of reasons including, but not limited to the lack of segregated cycle lanes, user reservation regarding personal safety and Gibraltar’s hilly topography. As usage is assessed and following the introduction of segregated cycle lanes in the near future, consideration will be given to shared e-bikes as an alternative or addition to the present Redibikes Scheme.

#### E-SCOOTERS

Having concluded a public consultation, the GSLP Liberals are now embarked on a review of the submissions received during the consultation. A couple of matters are clear: the free for all has to stop; and we cannot summarily turn our backs on what might potentially be one of the key future elements of our transport ecosystem. We cannot, as a community, seek to ban or exclude the proper and safe use of personal electric transportation devices in Gibraltar without careful and due consideration. Our location and the nature of our workforce requires us to think outside the box.

#### WALKING MAPS & SIGNAGE

Gibraltar’s small size and good weather makes it an ideal place to walk, especially for any trip within the West Side and the centre of Town. The walking environment must be pleasant to encourage people to want to walk instead of driving. Next term, the GSLP Liberals have exciting plans for the continued beautification of the urban environment, all of which will make walking in Gibraltar even more appealing.

Walking signs will form part of the urban landscape where visitors will be able to see walking distances and approximate walking times to points of interest with the view of attracting less private car use.

#### PEDESTRIAN SAFETY

Safe walkways provide the necessary means to help encourage people to walk to places in safety. They also offer safe pedestrian passage to bus-stops for longer trips therefore providing access to alternative modes of transport. Generally, around the more modern areas of Gibraltar, the provision of pavements is adequate. Nevertheless, in many areas of the “older” Gibraltar including the Upper Town and parts of the South District and Europa, providing safe passage for pedestrians is more challenging and could, in some areas, perhaps even be technically impossible without drastic modification of the road itself and its use.

The GSLP Liberals will work closely with residents to find meaningful solutions which will enhance the walking experience for pedestrians in areas including, but not limited to Chatham Counterguard, Europa Road and Prince Edward’s Road. A review has already begun to assess different options, where possible, of providing segregated footpaths, an example of which was very successfully carried out along Europa Road (south) between Buena Vista Bus-stop entrance and Trafalgar Heights.

#### PARKING MANAGEMENT

##### RESIDENTIAL PARKING SCHEMES

Gibraltar’s size and unique characteristics will always be a challenge when it comes to parking and vehicle ownership. Nevertheless, the slow introduction of the Residential Parking Scheme within Zones 1, 2 and 3 have proved to be a positive step when addressing the immense problem that parking has become over many years.

No serious attempt has ever been made to tackle the local parking issue, not least because it is not popular to do so, but it is right that it should be done as this will bring about improvements to both the local parking problem and our environment.



The GSLP Liberals will continue to roll-out other zones throughout Gibraltar with the aim of completing the whole Residential Parking Scheme as soon as possible to have sufficient time to review and assess the impact of the whole scheme collectively throughout Gibraltar. When the full scheme is rolled out, visitors to Gibraltar will need to use the many pay public parking facilities throughout Gibraltar leaving zone parking to residents.

As we move to consolidate the value of the STTPP, we will continue to monitor and review the zoning of residential parking, tweaking the programme in response to changing demands and a constantly improving our understanding of the use and needs of all stakeholders. We will consider the deployment of Gibraltar-wide 'All Zones' parking availability for permit holders of any Zone, allowing drivers to park elsewhere in Gibraltar until 02.00hrs.

#### SMART PARKING

The introduction of Smart Parking technology is already at an advanced stage. The GSLP Liberals will bring Gibraltar in line with other major cities worldwide allowing vehicle owners to see where parking spaces are available and guiding both residents and visitors to where the availability exists. This will remove the need for the driver to drive around unnecessarily in search of a parking.

#### ELECTRIC VEHICLE CHARGING POINTS

We will consult with relevant stakeholders with a view to devising a scheme to encourage the proliferation of electricity charging points in Gibraltar. We will focus on developing a strategy to make the installation of electricity charging points in the parking areas of residential estates, including private ones, a priority.

#### NEW PARKING FACILITIES

During the past term of Office, the parking offering has increased substantially throughout Gibraltar. Not only have the affordable estates of Mons Calpe Mews and Beachview Terraces seen cars that were once parked on the public highway park within the estates, but the building of

the new schools will see the increased provision of parking beneath them. Furthermore, MidTown Car Park, Rosia Lane Car Park and Ocean Spa car parks have provided over new 1200 parking spaces within the last term of office alone.

Pay & Display (P&D) facilities provide the means to share on- street public parking. Without providing these facilities it is impossible to provide parking to residents and visitors who help sustain our economy via the purchases they make and monies that they spend in our many touristic and catering facilities throughout Gibraltar. There are close to 500 P&D Parking spaces throughout Gibraltar today. There are close to 1000 pay as you go parking spaces and over 1500 Government rental parking spaces. P&D parking is essential to keep a city moving. By using different payment regimes, it is possible to control parking lengths of stays in certain areas where rapid parking turnover is critical to help increase business and trade. The latest P&D machines accept card payments which helps speed up the process at the payment points. Over time, cashless methods will be explored as is common in most cities especially as most people turn to cashless modes of payment as a more convenient and secure way of payment without the need to carry heavy coins. A new P&D facility within part of South Pavilion Car Park is planned and close to being completed to help facilitate the many that use the Central Hall facilities for social events such as parties and dance clubs together addressing the need for parking around St. Joseph's School.

#### DISABLED PARKING SCHEMES IMPROVED

Over the last term, we have significantly improved disabled parking access through a variety of initiatives including the use of a new clock system, and allowing blue badge holders to park for up to 3 hours within residential parking zones.

#### COMMERCIAL LOADING BAYS

As part of the Residential Parking Scheme review process, feedback being received from commercial entities have been constantly assessed. The Ministry for Infrastructure and Planning have

been working closely with both the Chamber of Commerce and the GFSB to find ways of making commercial deliveries easier both within the inner city and also within the established Residential Parking Zones.

At the same time, the sensitivities of Main Street users have also been considered very carefully and the health and safety of pedestrians. To this end, commercial loading hubs were created along the inner city close to Main Street to facilitate deliveries. At the same time the delivery hours within Main Street were limited to 9.15am while providing an extra window for deliveries in the late afternoon. This scheme has worked well finding some balance to the different and often opposing needs. Furthermore, in close collaboration with both the Chamber and the GFSB new permits have been created to allow commercial activity aimed at businesses that need to deliver goods and services within areas captured within the Residential Parking Schemes. A GSLP / Liberal Government will continue working closely with all interested parties and stakeholders to find solutions that can help make the lives of residents and the business community better while ensuring the safety of all.

We have also, as set out above, committed to allowing 24/7 delivery access to restricted areas of Main Street if deliveries are concluded on cargo, or e-cargo bikes.

In addition, the GSLP Liberals have committed to developing a commercial park which will include commercial parking and warehousing facilities on a scale not previously seen in Gibraltar. For details, please refer to the post-Brexit Economic Plan.

Finally, we will develop better parking facilities at Sandy Bay and explore options for the deployment of a shuttle service between parking facilities at other east side beaches and Sandy Bay.

#### RUNWAY TUNNEL

There is now light at the end of the tunnel. We expect the tunnel to open by the end of the first half of 2020. The delays have been related to faulty workmanship by the contractor which the GSLP Liberal Government's experts

would not accept and which required large sections of the tunnel to be redone. Additionally, we are pursuing discussions with the MOD to keep the runway open for pedestrians, at least at peak times. These discussions are progressing well.

#### SEWAGE & THE SEWERAGE NETWORK

This is one of the areas of policy that is unattractive but is essential. Only the GSLP Liberals have invested in this in the recent history of Gibraltar. Since first elected in December 2011, the GSLP / Liberal Government has increased investment in the upkeep, maintenance and improvement of the Sewerage Network transforming what was inherited back then, which was reactive based into a more proactive maintenance scheme. The GSLP / Liberal Government has always recognised the importance of maintaining this critical part of our infrastructure, often forgotten until a problem arises.

There has been investment into the rehabilitation and desilting of existing sewers including substantial flood

alleviation works together with the provision of new infrastructure. This will continue apace if re-elected into Government until the network is fully rehabilitated. A programme of relaying and relining foul and storm water sewers is now in place and the tools have been provided to keep improving the aging network.

The Main Sewer, which is over 130 years old, has been relined with a structural liner, along Line Wall Road, from the junction with John Mackintosh Square to the junction with Bomb House Lane (by the Museum). If re-elected in to Government, relining will continue which will see the whole run of the Main Sewer relined with structural liners therefore minimising the potential risk of collapses.

The GSLP / Liberal Government has been coordinating with developers and indeed as part of our continued investment in affordable homes, schools and other major Government building projects to ensure that the sewer network can continue to serve us well into the future especially as demand grows. Sewer records are presently being digitised by way of

the GIS System and together with digital management system will allow for a more efficient management of the maintenance and upkeep of the network into the future. If re-elected, Rainfall Data Loggers will be funded and installed to help improve the reaction time to potential flooding issues and also provide real time information of how rainfall acts in certain parts of Gibraltar, which will help in a variety of fields, from flooding prevention to future planning of drainage systems.

If re-elected, a GSLP / Liberal Government will work with the sewers section to consider the rationalisation and integration of the management of bring the whole sewerage network under the responsibility of Government, so that there is only one entity involved therefore helping to improve efficiency.

*Tankerville car park*





# vote for the GSLP Liberals

**X** Vote for all 10 candidates



*(from left to right)* Vijay Daryanani, Samantha Sacramento, Joseph Garcia, Albert Isola, Fabian Picardo, Paul Balban, Gilbert Licudi, Joe Bossano, Steven Linares, John Cortes



## let's talk about...**John**

JOHN CORTES HAS SERVED YOU AS MINISTER FOR HEALTH AND THE ENVIRONMENT SINCE 9 DECEMBER 2011 AND ADDITIONALLY AS MINISTER FOR ENERGY, CLIMATE CHANGE, UTILITIES AND ELDERLY RESIDENTIAL SERVICES SINCE DECEMBER 2013. IN 2016 HE BECAME MINISTER FOR EDUCATION, HERITAGE AND PUBLIC HEALTH. HE QUALIFIED IN ECOLOGY IN LONDON AND GAINED HIS DOCTORATE AT OXFORD. AS A STUDENT HE FOUNDED THE GIBRALTAR UNION OF STUDENTS. HE WAS DIRECTOR OF THE GIBRALTAR BOTANIC GARDENS FOR 20 YEARS FROM 1991 AND GENERAL SECRETARY OF GONHS BETWEEN 1976 AND 2011. JOHN WAS ALSO THE GENERAL MANAGER OF THE OLD ST BERNARD'S HOSPITAL BETWEEN 1988 - 1991 AND WAS A MEMBER OF THE BOARD OF THE GHA BETWEEN 1992 AND 2007. HE HAS REPRESENTED GIBRALTAR INTERNATIONALLY AND HELD POSTS IN SEVERAL INTERNATIONAL ORGANISATIONS IN THE UK AND IN SPAIN. HE HAS LED RESEARCH PROJECTS IN GIBRALTAR AND MOROCCO. A MAGISTRATE FOR 17 YEARS, HE HAS ALSO BEEN ACTIVE IN YOUTH WORK AND THE PERFORMING ARTS. HE IS MARRIED TO VALERIE AND THEY HAVE TWO CHILDREN, ZOE AND MARK, AND TWO GRANDCHILDREN, RYAN AND LEA.

### **ENVIRONMENT, HERITAGE, ENERGY AND CLIMATE CHANGE**

#GREENGIBRALTAR

#### THE ENVIRONMENT

The importance of the Environment, both local and global, is now recognised as it has never been before. The GSLP Liberal Government, more than any other Government in the history of Gibraltar, has made Environment and Climate Change central in our work and in our policies. The declaration of a Climate Emergency and the passing of the Climate Change Act, would have been unimaginable eight years ago before the GSLP Liberals were returned to office.

We can never do enough for the Environment, but the GSLP Liberals have done a great deal. From Commonwealth Park, to the new power station and the closing down of the old, polluting and unreliable diesel ones. From the new Promenade at Little Bay to the rescuing our unique Barbary Partridges from the brink of extinction. From planting of trees to encouraging - and achieving - energy efficiency, to putting over 150 pieces of environmental legislation in our statute books. The environmental record of the GSLP Liberals is second to none in Gibraltar and is the envy of many countries. We will continue to apply Sustainable Development Goals

to all our policies.

In Heritage too, the Heritage and Antiquities Act is now law, and decisions such as the preservation of the Mount, the legal protection we have given to the Alameda Gardens, restoration works, appointing a Government Archaeologist, and much more have proven the GSLP Liberal commitment to preserving and researching our past.

The next four years will see not only consolidation, but an ambitious, achievable programme to better protect, enhance and manage all aspects of our environment and heritage, and everything that impacts on our energy and carbon profile and on our quality of life. Our programme will concentrate on wellbeing, on mindfulness, on a healthy way of life in a healthy environment, which are the basis of a successful and happy community.

So, as a theme pervading all of our policies, we will make #GreenGibraltar a Child Friendly City, ensuring that all that we do has the wellbeing and benefit of children - our future generations - at the core.

#### #GREENGIBRALTAR THE WELLBEING OF FUTURE GENERATIONS

We will continue with our ambitious environmental legislative programme. This will include introducing a Wellbeing

of Future Generations Act which will, among its provisions, require public bodies and all those who make policy to think about the long-term impact of their decisions. It will require Gibraltar to look to the future, and address in advance such issues as the future effect of artificial intelligence, ways of responding to Climate Change and changing challenges to our health such as increased antibiotic resistance. This will enable Gibraltarians to continue to look forward to the future with confidence, assured of living long and healthy lives in pleasant surroundings. Public bodies will be required to focus on how their decisions are going to impact in the long-term, and to work together to prevent problems occurring, recognising that no single public body can respond alone to some of the challenges that society will face in the future. The principle of Sustainability will be key in all Government processes. This will include in development where energy, water, waste and materials to be used must follow sustainable targets and the potential carbon impact of these activities must be factored in. We will also ensure that development takes into account Gibraltar's strategic vistas and will ensure that we are retaining Gibraltar's well-known iconic landscapes and profiles.

## CONSOLIDATING PROTECTION OF THE ENVIRONMENT

The importance of the Environment is such that, as is the case in some other countries, we will seek to embody the need for a safe and healthy environment in our Constitution. This will be of particular importance should we leave the European Union. We will set up an independent Environmental Tribunal which will include international experts, to investigate complaints in relation to infringements of Environmental Law.

## EU STANDARDS & BREXIT

As we have stated on many occasions, a GSLP Liberal Government will keep environmental legislation up to date with the EU, even after Brexit, and will adopt EU standards and targets as the minimum for Gibraltar.

## EPIDEMIOLOGICAL STUDIES

We will investigate the need for a regional epidemiological study but will in any case tackle all the known factors that contribute to illness caused by environmental factors.

We are also announcing further exciting research initiatives such as the community-based research initiative

set out in our pages on education in this manifesto.

## 25 YEAR PLAN & CLIMATE CHANGE PLAN

Our 25 Year Plan and our Climate Change Plan will set the course for environmental policy and action for Gibraltar for the next quarter of a century, with strict targets to which we will keep. This will encompass absolutely every area of environmental policy. This will reinforce GSLP Liberal Government policies such as green procurement, the green filter on Government activity and development and will also introduce new aims, objectives and concepts, some of which are presented in this Manifesto.

## CLIMATE RESPONSIBILITY

We will achieve our carbon neutrality and carbon emissions targets as set out in the Climate Emergency Declaration. We will therefore arrive at Carbon Neutrality by 2030 and halve our emissions by 2035, and by 80% by 2050, as set out in the Climate Change Act. These will be the worst cases and we will aim at achieving these earlier, by executing our structured Climate Change Plan. We will continue to keep

a Greenhouse Gas Inventory and fulfil our obligations under the Compact of Mayors to reduce emissions of greenhouse gases for which Gibraltar is responsible.

## CLIMATE CHANGE ACT ENFORCEMENT

We will abide strictly by the requirements of the Climate Change Act - also as a minimum objective. Actions will include:

- setting periodic progress targets which constrain the amount of emissions in a given time period;
- keeping to the new reporting framework, where the Minister will be required to lay reports containing prescribed information on progress before Parliament;
- the creation of an independent advisory body, the Climate Change Committee, made up of a majority of recognised international experts, to advise the Government on how to reduce emissions over time and across the economy and, on any other matter relating to climate change, including adaptation to climate change;
- introducing new trading schemes to meet the medium and long-term targets;

## *Refurbished, improved Europa Pool*



- taking policy measures to improve renewable transport fuel options;
- establishing incentive schemes to encourage household waste minimisation and recycling.

#### GREEN BUSINESS ROSETTE INITIATIVE

We will, in association with the GFSB, Chamber of Commerce and other relevant stakeholders, explore opportunities for the creation of a scheme designed to promote eco-friendly business practices. It is envisaged that participating organisations will vie for the award of a 'Green Business Rosette' further to the adoption of said eco-friendly practices.

#### LOW CARBON TRANSITION & MITIGATION

We will establish an overarching plan to be known as the National Low Carbon Transition and Mitigation Plan, which will set out the measures to be taken in order to achieve our legally required targets and will lay this before Parliament for approval. In accordance with the Climate Change Act, we will require public bodies to act in the way best calculated to achieve delivery of our Carbon targets, and will require buildings to keep to the highest standards of energy efficiency.

#### CLIMATE ACTION FUND

We will establish a Climate Action Fund to encourage and resource climate related awareness, projects and undertakings, and will immediately commit £1 million to it.

#### NEW TECHNOLOGIES IN ENVIRONMENT

Gibraltar is already a well-known and leading jurisdiction on DLT legislation. We will use blockchain to help us tackle climate change by using the technology in Supply Chain management, Recycling, Energy, Environmental Treaties and Carbon Tax. We will create a regulatory environment for persons to establish exchanges where environmental assets can be traded using distributed ledger technology in Gibraltar. The regulatory environment will consist of the co-existence of the existing DLT Regulations and draft Token

Regulations, together with Regulations to be enacted under the forthcoming Climate Change Act. In achieving this we are already consulting stakeholders and industry actors at an international level with a view to encouraging and providing incentive for green activities within Gibraltar as well as creating environmental assets here that could be traded on the exchanges.

## PLASTIC AND WASTE

### RECYCLING

We will encourage waste reduction and separation and will establish a waste transfer site to segregate waste streams and increase the efficiency of recycling. We will monitor the need for additional recycling points, and provide these as needed, and will include facilities for recycling clothing. We will review our recycling policy on order to encourage more recycling.

### MORE RECYCLING BINS

Recycling bins will be placed along Main Street, all side streets and backstreets, encouraging people to make use of them and not placing their rubbish in the mixed bins.

### BREXIT

We will ensure that our waste disposal is not prejudiced by any effects of Brexit. We have already done considerable work on alternative options for Gibraltar which will ensure we are able to deal with all waste in the most environmentally safe way in the circumstances.

### LITTER COMMITTEE

We will continue to work with the Litter Committee to reduce litter and rubbish, including fly-tipping. Action will include more vigilance to deter offending vehicles with uncovered loads and measures to stop plastic and other waste spreading out from the Europa Advance Road waste depot.

### SINGLE USE PLASTIC

No Government of Gibraltar before the GSLP Liberals had ever taken any measures to control and reduce the use of single-use plastic. We will continue to take steps, additional to

the legislation that we have already passed, to reduce this use further, both by legislating and by working with businesses and NGOs to encourage alternative options. This will include:

- supporting return schemes for plastic bottles.
- providing refilling stations for water around Gibraltar, including the Upper Rock, to add to those introduced already.
- enforcing a ban on single-use plastics in all premises belonging to Government, Authorities, Agencies and Government-owned companies.
- expecting companies who provide contractual services to Government to have strict environmental policies, including on plastics, but also on other waste and on energy, and will favour such companies in competitive processes.
- supporting work by the Technical Services Ministry to recycle plastics for alternative uses. This will include using plastics to create new alternatives to concrete.
- working actively towards ending the use of all unnecessary single use plastic and aim at a complete transition to sustainable products within the next term of office. So-called biodegradable/compostable plant derived plastic will be included in any measures taken to reduce plastic use and pollution.
- using sustainable non-plastic and non-rubber materials on all surfaces in or near the beaches to prevent such material ending up in the sea.
- continuing to support and give businesses incentive to make easier the switch to eco-friendly products.

### BEACHES

We will continue to improve all our beaches, ensuring the best possible facilities in all of them.

### THE NUFFIELD POOL & LITTLE BAY

We stopped the GSD plan to hand over the Nuffield Pool (now known as the Europa Pool) to a developer for nothing (literally £0.00). We thought this was not the right thing to do. We invited expressions of interest and sought a proposal that would continue to allow access of the general public



### *New home for Beach Volleyball*

to the pool. We were not able to find a satisfactory bid that protected the pool and Little Bay for the community. We therefore decided that we would not accept any of the bids and we would open the pool to the public whilst also making it available for the Island Games. We are now determined to keep the Nuffield Pool and Little Bay exclusively for the public. We will enhance the area to make it even more attractive. We will refurbish the pool also to update it, make it accessible and refresh the areas around it. The beach volley ball courts will be retained for operation by the association, with facilities for them enhanced also. The Little Bay area will also be enhanced in keeping with the refurbishment of the pool. The promenade around the outside of the pool will be named Juan Carlos Perez Promenade in honour of a former Minister for Municipal Services and Telecommunications.

#### **WALKAROUND TO EUROPA**

We will also explore the viability of extending walk ways along the cliffs in the Europa Point area, as we have already planned to do around Parsons Lodge which will be developed first. We expect this could be realistic in the second 24 months of the next Government.

#### **CAMP BAY**

We will provide additional recreational space at Camp Bay by constructing decking over the rock revetments and adding sand areas where possible.

#### **ROSIA BAY**

We will improve Rosia Bay as a recreational facility. Additionally we will ensure the preservation of marine species that inhabit this basin. The plans we have agreed for Rosia Bay will protect it and enhance it as a heritage and recreational area. The area of will be developed in a manner that will allow maximum public use, in particular in the summer months and, where practicable, during the off-season too. This will include a new beach area (using new sand as we did to regenerate the brilliant Sandy Bay) and new bathing facilities. We will also seek to now make a reality the walkway from Rosia to Camp Bay in front of Parsons Lodge. This has been planned for some time and we expect it can become a reality in the next 24 months.

#### **SANDY BAY**

We will seek to provide additional parking areas for this popular beach that the GSLP Liberals replenished and protected. We will also work with the lease holder in order to see

the redevelopment of the area of the old pool to the south of the Both Worlds estate.

#### **CATALAN BAY**

By proceeding with the Victoria Keys development we will finally be removing the rubble from the Catalan Bay area and providing a landscaped seafront. This was expected to start to move in September, but will now start – if the GSLP Liberals are returned to Government – the last week of November. If any of the other parties contesting the election were to win, as they have said they will not proceed with the Victoria Keys project, then the rubble mountain will not move from the Eastside reclamation for many years, whatever they may say.

#### **EASTERN BEACH**

We will ensure that the Car Park is maintained and that additional areas of parking are provided as the reclamation is cleared and the new access road into Gibraltar is completed.

#### **WESTERN BEACH**

We will ensure that this beach remains usable and cleared of algae. We will clear the Western Beach Car Park each year to ensure it is available to beach users.



## ALL BEACHES

We will improve the lifeguard service, providing a better and more qualified force starting earlier in the year. We will also ensure that toilet and changing facilities are available when beaches are in use. Additionally, we shall ensure our beaches are as accessible as possible.

## NATURE, OUTDOOR AREAS AND BIODIVERSITY

### THE UPPER ROCK AND BEYOND

The protection of nature and improvements to natural habitats and biodiversity have seen considerable progress over the past eight years.

### INVESTMENT

We will continue to invest in the Upper Rock, as an area for the enjoyment of residents of Gibraltar as well as tourists. We will make improvements to the way the Upper Rock is run to incorporate the recommendations of the Upper Rock Management Plan.

## BIODIVERSITY

We will take all necessary action to prevent biodiversity loss in the Gibraltar Nature Reserve and throughout Gibraltar, with management measures to halt this and to restore natural balance in our wildlife.

### BATTERIES RESTORED

We will restore heritage buildings and batteries on the Upper Rock and convert them into interpretation and educational facilities, including a Field Centre for the schools.

### PATHS MAINTAINED

We will continue to maintain paths and habitats on the Upper Rock, and throughout the Gibraltar Nature Reserve.

### NEW NATURE TRAILS

We will open up new paths within the Nature Reserve, to separate walkers from traffic, and create a new coastal walk along the east coastline north from Europa Point.

## MORE INTERPRETATION

We will increase interpretation by providing information panels on natural and historical heritage throughout. This will include producing information booklets on wildlife and heritage for visitors.

### TREE PRESERVATION ORDERS

We will issue Tree Preservation Orders for all trees that are known to hold regular significant roosts of birds.

### SMART LIGHTING

We will provide smart and sensitive lighting in all areas that are used as habitat by bats and nocturnal birds, and remove unnecessary lighting where this is not necessary, further helping to reduce our carbon footprint.

### MACAQUES

As we have done over recent years, we will continue to ensure that as much as possible our Barbary macaques remain outside urban areas, and will deal promptly, but humanely with incursions into built up areas. We will increase research into their biology and



*New public Rosia Bathing Pavilion*

interpretation facilities, and improve their management overall. We will continue to improve all aspects of the management of the macaques and associated facilities. We are committed to a more sustainable and educational macaque tourist product and will be providing macaque training and incentives for tour guides, together with relevant and informative macaque interpretation displays for tourists, as well as promote the education of local school children about our macaques.

#### SUSTAINABLE TUNA FISHING IN BGTW

Before this GSLP/Liberals Government, the state of Atlantic Bluefin Tuna (ABT) fishing was in disarray. It was unregulated and attracting criticism from our global partners. Since regulations were enacted, Gibraltar now has a sustainable quota and limits on the number of fish each vessel can catch per day. Successful global conservation efforts have led to an increase in the number of ABT. Therefore we commit to reviewing the quota in line with any

ICCAT (International Commission for the Conservation of Atlantic Tuna) increases and consulting all locally affected parties before legislating for any changes to the way ABT are fished in Gibraltar. Additionally, we are committed to exploring less harmful "catch and release" methods which could be used after the quota closes in order to conduct scientific research on these majestic fish.

#### GULL CULLING

We will continue to provide a service to control the nuisance element of gulls nesting in Gibraltar.

#### RE-WILDING OF THE ROCK

We will also continue our work in re-wilding the Upper Rock, by bringing back species that have been lost to Gibraltar, adding to the successful projects to re-establish the Barbary partridge and wild rabbit. These will include Black Wheatear, Ocellated and Spiny-footed lizards, and the Bonelli's Eagle.

## HERITAGE AND URBAN RENEWAL

### THE MOUNT

As we have already recently announced, we are not going to allow The Mount to be handed over to developers. We invited expressions of interest and were not able to find a project that protected public use of the grounds. For that reason, in keeping with the plans already published, it will become an area of park and woodland for the South District. We will refurbish The Mount ourselves and make it available to the general public as an area for leisure, for events organisation, to celebrate wedding ceremonies and for adventure facilities for children and young people including camping areas, zip lines and nature trails and other activities that will enhance the life-style options available in Gibraltar. Additionally, new padel courts will be developed for public use in the area of the currently little used tennis court.



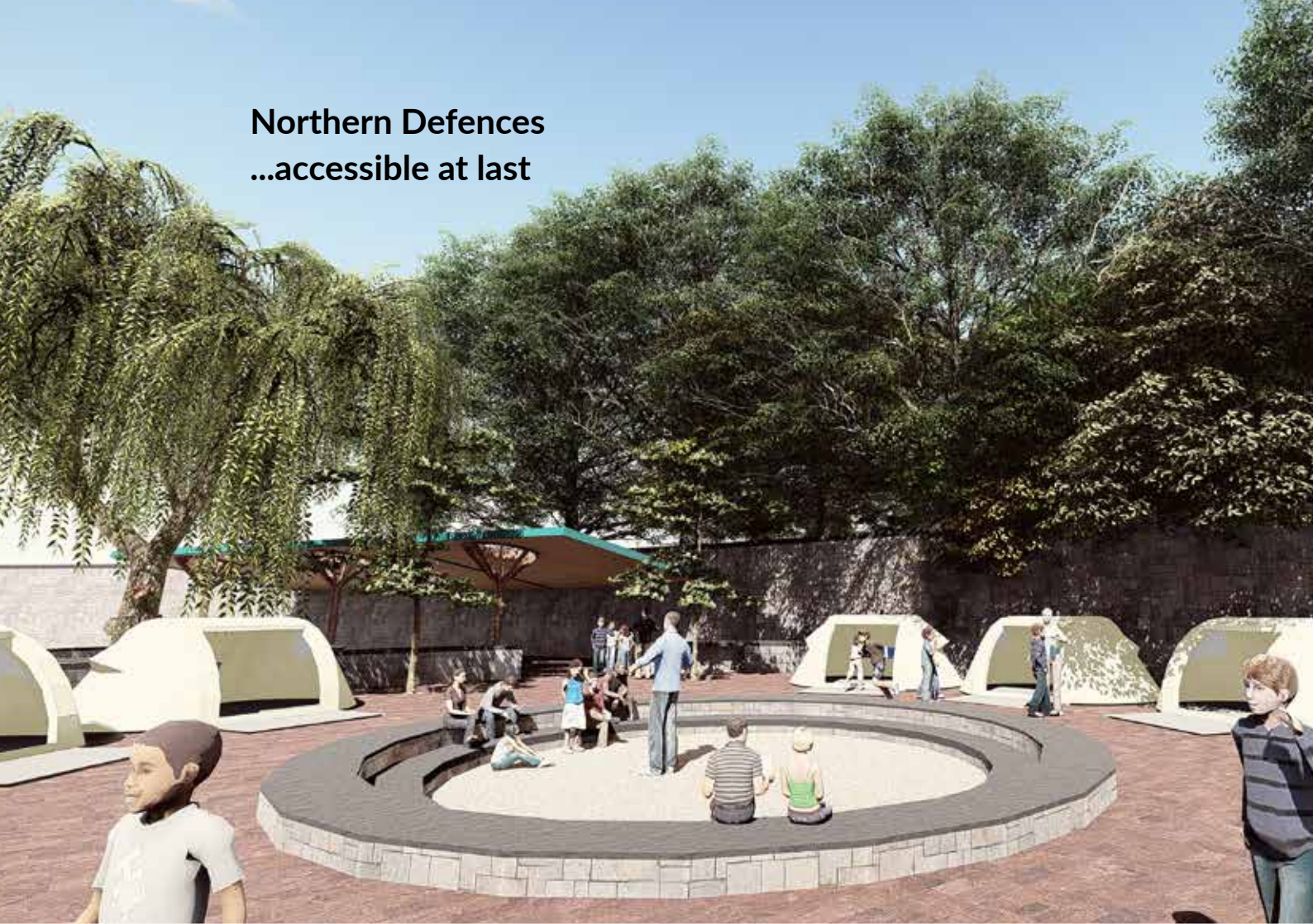
*The Mount, preserved*



**The Mount**  
**...an adventure park for our children**



Northern Defences  
...accessible at last



Padel Tennis at The Mount



...and fun zones for all

## THE MOUNT PROTECTION ACT

In order to ensure that a future Government cannot hand The Mount to developers without having to go through Parliament, as was planned by the GSD, we will protect The Mount in law. We will protect the Mount grounds, including the gardens and the woodland, and its buildings.

## NORTHERN DEFENCES ADVENTURE PARK

Our work on the Northern Defences will continue and will widen to include a staged incorporation of the Moorish Castle Keep and associated structures. This will include areas with zip lines, for adventure training and for general recreation as well as providing a scintillating tourist experience. The whole area will be made accessible by the addition of a lift approved by the DPC. It will include a calisthenics park.

## HISTORIC WALL MAINTENANCE

We will provide for an ongoing programme of cleaning and restoration of our historic walls.

## WWII TUNNELS

We will protect and open up as much as possible aspects of heritage that are often forgotten, such as our World War II bunkers, and look into opening up AROW Street on the east side as an alternative route for pedestrians and cyclists.

## NATURAL HISTORY RESEARCH

We will continue to support research into our history, as well as our natural history and heritage, including that carried out by the Gibraltar National Museum, the Botanic Gardens, the Gorham's Cave Complex World Heritage Site and will continue to support the world-renowned Calpe Conference.

## PUBLISHING OUR HERITAGE

We will provide support for publications, and for establishing collections on all aspects of Gibraltar's heritage, including its social and cultural heritage.

## HERITAGE ARTEFACTS

We will add to the list of schedules buildings, monuments and artefacts, in consultation with all stakeholders.

## URBAN RENEWAL

We will continue to encourage urban renewal, which will include working with landlords and NGOs to improve conditions in the Upper Town.

## URBAN RENEWAL CONTINUED

We will undertake renewal and beautification projects in and around urban areas, such as at Governor's Parade and Willis's Road.

## STREET ART

We will continue to roll out our Street Art programme, enhancing and beautifying many areas of Gibraltar in a way that will, in the future, become a feature of our city. Our programme will result in an Upper Town that will be attractive, full of life, and a centre for recreation and tourist interest.

## MUSEUM OF THE GIBALTARIAN

We will establish a combined archive/museum of Gibraltarian identity at Duke of Kent House area where we will have permanent exhibitions on the Evacuation, Referendum, border closure etc.

## NAVAL & MILITARY HISTORY MUSEUM

We will create a Naval and Military History Museum in the old Fortress Headquarters overlooking the historic Rosia Bay which is about to be handed back to the Government of Gibraltar as part of the arrangements agreed by the GSLP Liberal Government with the MOD. We will not allow this site to be taken over by developers. We will use this building, as is, to house a new military museum. The site is perfect as it overlooks the bay where the first Royal Marine came ashore in Gibraltar and where Nelson set sail aboard HMS Victory to the Battle of Trafalgar, and where his dead body was returned. The museum will be known as 'The Gibraltar Museum of Naval & Military History'. It will be a new tourist attraction also, alongside the existing 100 Ton Gun exhibit.

## #GREENGIBALTAR SIX NEW GARDENS AND GREEN AREAS

We will continue to provide new green areas for the community to enjoy. In addition to the new Mount Park and the Northern Defences Park, we will develop a green corridor along Queensway and the City Walls to connect with Commonwealth Park and the new Midtown Park which is already under construction.

## MATURE COMMONWEALTH PARK

We have already delivered a massive change to Queensway by the development of Commonwealth Park where the GSD was going to add more office towers. Commonwealth Park has been a great addition to our city and to the lives of our young children in particular.

## NEW MIDTOWN PARK

We have now added the new Midtown Park area which continues the park area to the northern side of the Kings Bastion Leisure Centre, south of the much reduced Midtown Development. This will be an area for the Cross of Sacrifice and for additional green and recreational areas. This will include screens for outdoor movies, like the 'Movies In The Park' concept which we started at Commonwealth Park but had to be discontinued as a result of damage to the lawn areas.

## NEW QUEENSWAY CITY WALL PARKS

In order to further enhance Queensway and to bring more green areas to our city, we will relocate the parking areas of Romney Huts and the area of The Sails parking in front of the City Walls and turn these also into green park land. That will mean that in the time we have been in office we will have turned most of the eastern side of Queensway into a park. This helps the fight against pollution, it provides more green areas for our children and it promotes a healthier lifestyle.

## NEW GRAND PARK

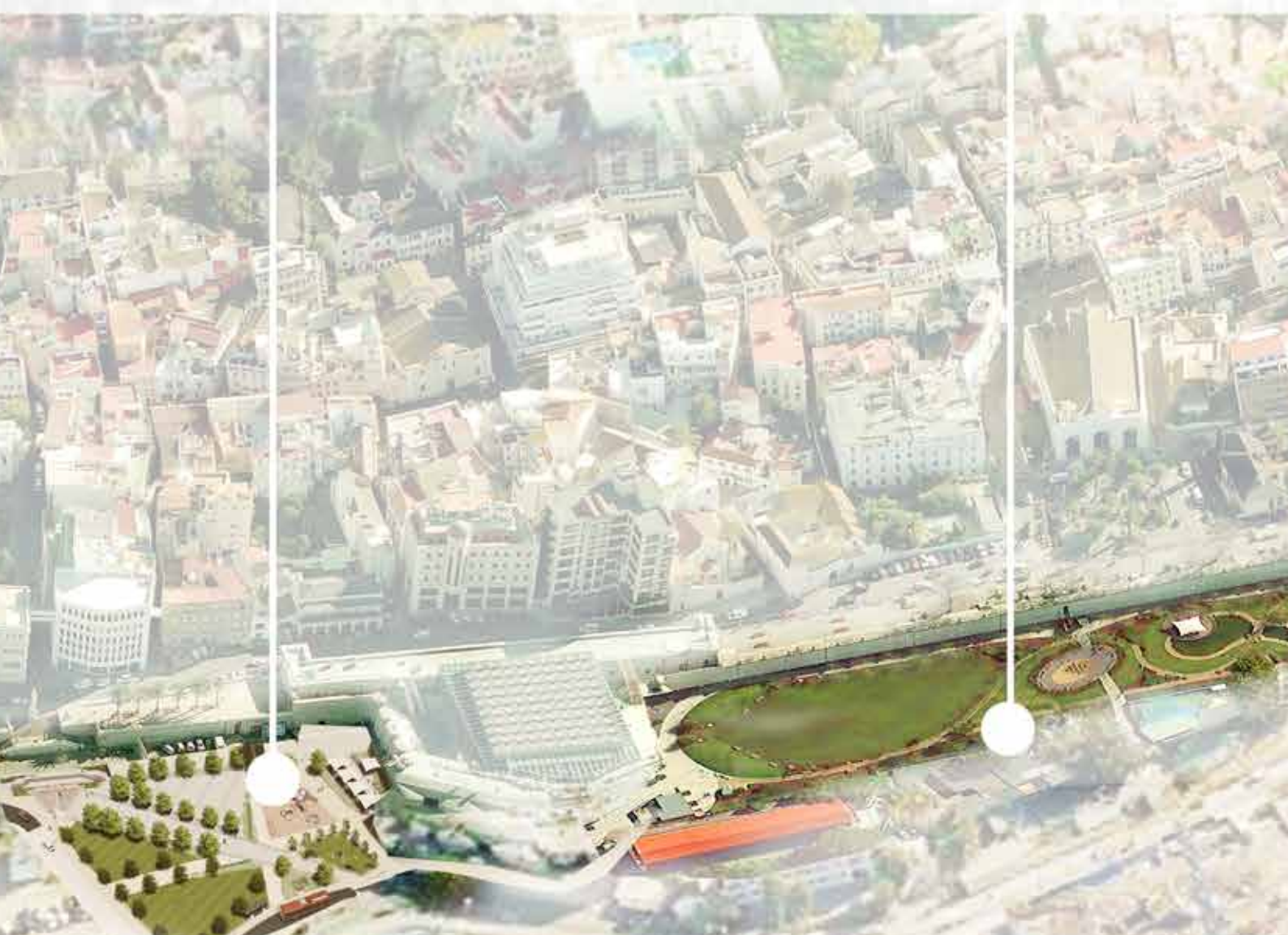
We have considered the representations of the Heritage Trust, the Gibraltar Ornithological and Natural History Society and the

# Walk the Wall



MIDTOWN PARK

COMMONWEALTH PARK



Let's make Queensway into a green lung









*A beautiful new green space in the south*



*look at...* **Grand Parade Park**

ON THE SITE OF WHAT IS NOW A CAR PARK, WE WILL DEVELOP A MAGNIFICENT GREEN PARK FOR OUR CHILDREN. IT WILL BE PARTICULARLY ATTRACTIVE FOR CHILDREN WHO LIVE IN THE SOUTH DISTRICT. CAR PARKING WILL BE TAKEN UNDERGROUND. SPACES WILL BE AVAILABLE FOR RENTAL BY RESIDENTS OF ALAMEDA ESTATE AND THE SOUTH DISTRICT.



Turn parking into park...just like Commonwealth park



Environmental Safety Group in respect of plans previously announced for Grand Parade. As a result, we have abandoned our original ideas and we have reworked those plans. We will invest in the underground parking facility there. We will do so in a way that will remove all parking from the area of Grand Parade and will take all parking underground. The surface area of Grand Parade will therefore be transformed into a park which will be an extension of the Alameda Gardens (or Gibraltar Botanical Gardens). This Park will provide a much needed area for leisure and children in the area of the South District. This new area will be added to the legal protection afforded to the Botanic Gardens.

#### ALAMEDA BOTANIC GARDENS

We will continue improving the Botanic Gardens, providing new disabled toilet facilities for the Open Air Theatre, and engaging in a full resurfacing programme over the coming four years.

#### WALK THE WALL AT LINE WALL PROMENADE

We are committed to the relocation of the Mosque which is presently housed in the old Parish Hall on the wall at Line Wall Road opposite Duke of Kent House. Once this Mosque is relocated, we will demolish the old Parish Hall and create a walk way and bicycle lane which will commence by the area of Orange Bastion / Chatham and will continue all the length of Line Wall Road. We believe we may be able to link this also to the area of Saluting Battery (La Bateria) and onwards to Rosia Bay, around Parson's Lodge, onwards to Camp Bay and Little Bay. This walk way and cycle lane will be a magnificent addition to our city based on the very successful 'High Line' concept in Manhattan. We plan to add greenery and art installations along the route. We hope it will also invite people to walk and cycle into town more than they do now as they will be kept apart from road traffic on this route. We will market the concept to residents and tourists/visitors as 'Walk The Wall'.

#### NORTHERN GLACIS PARK

We will create another green area at Glacis, on the site of the current (soon to be moved) St Martin's School. This will be designed to be a green lung in the North District for those in the area of Laguna & Glacis.

#### TREE PLANTING SCHEME

We will continue to plant trees throughout Gibraltar, and to ensure that the legislation that we have introduced to protect trees is strictly enforced.

#### GREEN WALLS

The green wall at St Anne's has been a big hit with the community. We will encourage more green walls, and will undertake a programme of converting appropriate walls around Gibraltar that are not heritage walls, to green. This will include using concrete benches with green wall backs in different parts of our City Centre.

## *Glacis Park for all*



## THE GIBRALTAR NATIONAL PARKS ACT

In order to best achieve all of this and raise the profile of our heritage and natural heritage, WE WILL CREATE AN ACT OF PARLIAMENT TO CREATE AND PROTECT GIBRALTAR NATIONAL PARKS, to incorporate natural and historical features of Gibraltar, on land and in the sea, and to better promote it on the international stage.

## THE GIBRALTAR NATIONAL TRAILS

As part of this process we will establish the GIBRALTAR NATIONAL TRAILS, incorporating existing and new paths around Gibraltar, which will also be protected by law.

## SMOKING IN KIDS PARKS

We will ban smoking in children's parks where our infants and young kids should not be exposed to breathing in secondary smoke.

## CHILDRENS PARKS MAINTENANCE

We will deploy a more effective system for the maintenance of our children's parks. In a Child Friendly City our parks must be up to standard all the time. This is an area in which we will seek to further improve our performance.

## OUR WATERS

We will continue to consult all the bodies represented in the Fishing Working Group to continue to improve the management and protection of our marine resources, and ensure that fishing in BGTW is sustainable. With this aim, we will together revise as necessary the need to establish closed seasons for certain species, and to provide temporary protected areas to increase their populations.

## MARINE REGULATIONS

We will continue to work with the Fishing Working Group and its constituent groups to improve the Marine Regulations and review licensing regimes and the managing and reporting of catches.

## GFSa ACCESS

We will ensure that any sea front development is accessible by the public

and as far as possible provides facilities for shore anglers in consultation with GFSa.

## ENVIRONMENTAL MARINE UNIT

We will provide additional resources, including a new vessel for the Environmental Protection and research Unit, which was created by the GSLP Liberal Government, so that they are better able to enforce our marine protection laws at sea.

## OPERATION BAYWATCH

We are committed to exploring the possibility of reintroducing what were known as the "Baywatch" meetings in order to improve the safety of boat users in BGTW and to ensure the development of joint strategies between the different enforcement agencies that play a role in protecting BGTW from illegal activity. Invitation to these meetings would be extended to Customs, the Royal Navy, the RGP, the GDP and the Environment and would improve communication between the different authorities as well as creating the possibility of a 'BGTW rota' to be formed whereby at least one vessel would be out within BGTW at all hours of the day.

## CLEANING STATION

Local anglers at the Small Boats Marina currently do not have access to a 'cleaning station' which would allow fishermen to process their catches. Fishing in Gibraltar is an age-old tradition and one that we continue to promote sustainably, therefore it is proper for fishermen to be able to utilise a station which can be used to safely and hygienically clean the fish which they catch.

## ANGLING SITES

We will restore and refurbish existing angling sites like the South Mole and the Detached Mole so that they are safe and usable by the fishing clubs.

## SEWAGE TREATMENT PLANT

We will proceed with the construction of the sewage treatment plant, now that the preliminary stages are complete, with a revised design that will not impact negatively on the landscape of Europa Point.

## BUNKERING SAFE DISTANCES

We will review the minimum distance allowed for bunkering vessels from the shore.

## SEA GRASSES

We will continue our work to re-introduce sea grasses into our marine habitats, given their importance to both biodiversity and the production of oxygen.

## ENERGY AND AIR QUALITY

### CLEANER, SECURE ENERGY FROM LNG

The decision of the GSLP Liberal Government to abandon the GSD's diesel burning power station at Lathbury was the right decision. We now have a new LNG Power Station on the grid shortly to be providing most of our supply of electricity from a much less polluting fuel. We now also have energy security and the knowledge that we have the generating capacity our community needs.

### POWER GRID

At the same time as we have invested in the new power station, we have also invested in the distribution system. This means that our grid is now more modern. The investment continues and we will ensure that we have finished upgrading the whole of the grid during the course of our next term of office.

### AIR QUALITY

Good air quality is essential for good health and quality of life. Although a great deal still needs to be done, air quality has improved markedly over the past eight years, with our monitoring stations achieving EU compliance for the first time ever over the past two years. Progress on power generation has been a main contributor to this improvement.

### AIR QUALITY COMMISSION

We will set up an Air Quality Commission to monitor and advise the Government on all matters related to air quality.

### AIR QUALITY MONITORING

We will continue to expand the air quality monitoring network as



necessary, on the advice of the new Air Quality Commission, to allow us to take better informed decisions on improving air quality. We will, in the first quarter of 2020, move the Witham's Road Air Quality Monitor to the NW of Gibraltar. We will increase the range of pollutants monitored by all monitoring devices to include volatile organic compounds.

#### CLEAN AIR BILL

We will introduce a Clean Air Bill to ensure that we have a legal right to clean air.

#### RENEWABLE ENERGY

Replacing our old diesel-powered power station and legacy infrastructure is just one part of becoming cleaner and more sustainable in our power generation as we move into a more sustainable energy future. In keeping with our Climate targets, and in order to improve air quality through Gibraltar, we will continue to roll out renewable energy projects. We will keep to our existing target of 20% of our power being from renewable sources by 2020 and aim further to achieve 50% by 2030.

#### SOLAR

We will ensure the expansion of solar power installations in different areas of Gibraltar. We will enhance incentives for solar panels for residential and commercial properties and will ensure that new developments continue to incorporate green rooves, including where possible rooftop gardens and/or solar panels, and green walls. Government will roll out solar energy generation to all Government owned and operated buildings within 4 years to supplement energy requirements and reduce the reliance on LNG. We have also announced as part of our post-Brexit national Economic Plan the development of a solar park as set out by Sir Joe Bossano in the pages of this manifesto.

#### TIDAL

Following a successful pilot at the Eastside of wave power generation, Government will seek to expand energy generation from this initiative to its maximum capacity within 4 years and explore alternative locations to deploy additional power generation from this ample source

#### PRIVATE BUSINESS INCENTIVES

Duty on all energy-efficiency equipment and installations will be abolished. Rates relief will also be introduced to any commercial building introducing Solar energy generation that achieves a reduction of 20% or more of ongoing power requirements. Given Government subsidises the cost of Electricity in Gibraltar, a reduction in consumption from traditional sources will provide subsidy savings enabling the above to be self-funding.

#### WIND

Subject as ever to environmental impact assessments, we will promote wind power generation in selected sites and will actively investigate the possibility of offshore wind power and marine current power.

#### CABLE LINK

We will continue to study and give serious consideration to a possible cable link across the Strait to take advantage of the wealth of renewable energy being produced in North Africa.





#### OLD DIESEL PLANTS DECOMMISSIONED

By the end of 2019 we will decommission all the old diesel power generating plants.

#### AIR POLLUTION CONTROL PLAN

We will introduce and strictly apply an Air Pollution Control Plan. Our targets within this plan will include:

- Solar thermal installations at all community sports and educational facilities;
- solar powered street lighting;
- energy efficiency programmes for Government buildings.
- continuing to roll out smart meters and will work towards developing a 'smart city' that will provide the highest possible level of energy efficiency.

#### SMART CITY ENERGY EFFICIENCY

We will work towards developing a 'Smart City' that will provide the highest possible level of energy efficiency.

#### VEHICLE EMISSIONS

We will further reduce vehicle pollution and will encourage transition from petrol and diesel to hybrid and

electric vehicles (EV). We will reinforce the Government's current policy as a minimum of not registering private vehicles that are not at least hybrids by 2030 and only registering those that are fully electric by 2035.

**GOVERNMENT FLEET**  
We will lead by example, and all Government vehicles purchased as from 2020 will be hybrid or electric unless there are no models suitable for the purpose.

#### INCENTIVES FOR ELECTRIC

We will offer further incentives to EVs, such as:

- providing fast charging points in all Government facilities;
- electric vehicle only parking spaces in Government facilities
- completing the process already started of providing fast charging points around Gibraltar;
- ensuring all estates provide charging points for residents

#### HEAVY GOODS FLEETS

We will introduce a programme of conversion of heavy goods fleets to low emission vehicles.

#### CAR POOLING

We will encourage car pooling systems for school children, shopping, etc.

#### TUNNEL VENTILATION

We will introduce active ventilation in Dudley Ward and Keightley Way tunnels. We will also enhance these with better lighting where necessary and seek to make pedestrian access safer.

#### SHIP EMISSIONS

We will immediately introduce legislation to control emissions from ships, especially black smoke.

#### COLD IRONING

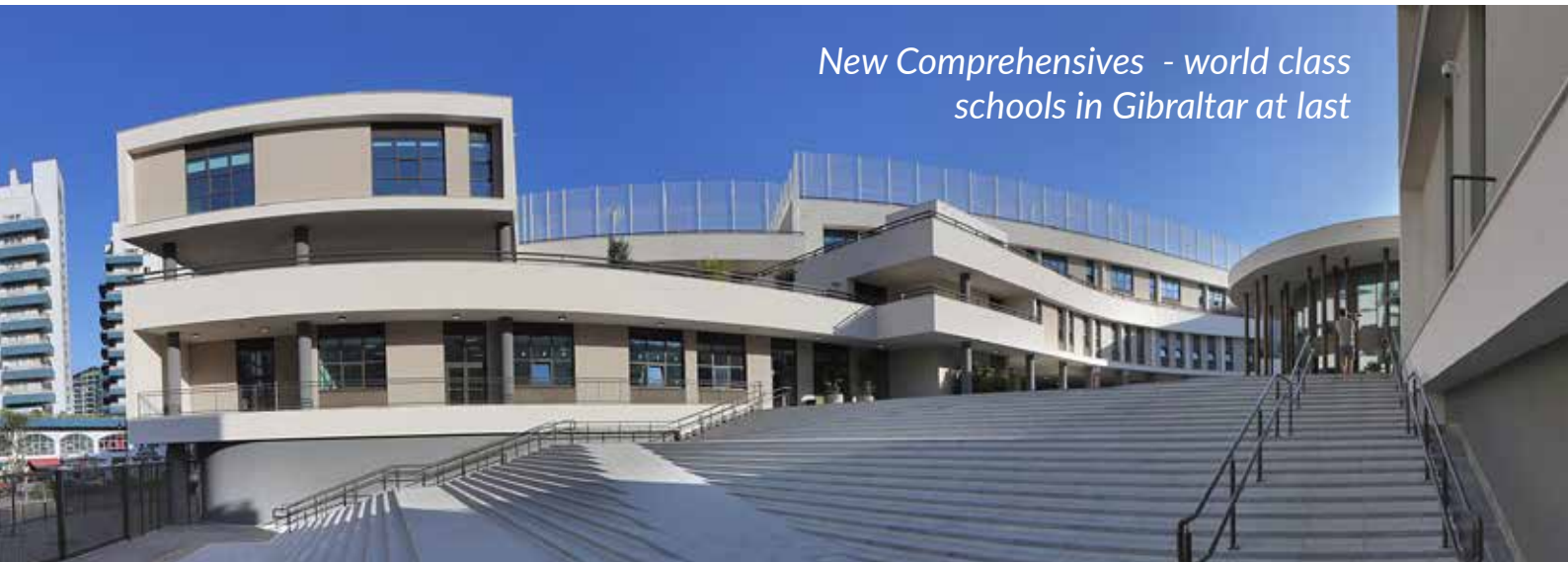
We will provide shore power ('cold ironing') for vessels at the Extension Jetty and will require commercial entities such as Gibdock to do so also.

#### GIBDOCK

We will ensure that Gibdock operates in a manner that does not pose a health risk to the surrounding areas. If our renegotiations on the lease do not enable us to ensure full and proper compliance with the highest environmental standards, we will not renew the Gibdock lease and redevelop the areas released into a mix of high-



*New Comprehensives - world class schools in Gibraltar at last*









*Sports and drama facilities for our children - second to none*













end and low-cost, affordable housing, as well as new berthing facilities. We will employ all current Gibdock employees in the redevelopment.

#### BUNKERING REVIEW

We will review the anchoring of ships bunkering on the west side of Gibraltar, and encourage well regulated LNG bunkering.

#### IMO REGULATIONS ON SHIP FUELS

We will ensure compliance with the new International Maritime Organisation regulations on shipping fuels as soon as they come into force.

#### VAPOUR RECOVERY TECH

We will require vapour recovery technology to be applied on all fuelling transactions from shipping as well as land-based activity.

#### SUPPORT FOR NGOS

In all our work on nature, biodiversity, climate change and heritage we will continue to foster constructive working relationships with all of Gibraltar's non-governmental organisations (NGOs).

We will make funding available, along the lines of the long-established Cultural Grants, for NGO-led projects that enhance the environmental wellbeing of Gibraltar as well as research and conservation,

### MISCELLANEOUS

#### STREET CLEANING

We will continue to work on improving the cleanliness of Gibraltar by keeping street and estate cleaning schedules under continuous review in consultation with residents' representatives.

#### LITTER WARDENS

We will designate more litter wardens to patrol our streets and enforce our laws. They will also have power to deal with dog owners who are not properly cleaning up their pets' mess.

#### MED STEPS

We will enhance the walkways in these areas that are frequented by so many of our people. We need to ensure that

the area is made safe and that we carry out necessary works in this respect.

#### DOG PARKS

We will upgrade the existing area for dogs in the Alameda Gardens, and complete the proposed dog park in the Europa Pool area.

Dogs business is a big issue in Gibraltar, it does create a lot of frustrations and hatred between many. Let's face it, dogs are not going anywhere any time soon so we need to find for ways to cater for them whilst causing minimum disruptions. Apart from the dog parks we are developing we will also facilitate some smaller dog areas strategically within Gibraltar's densely populated areas as we consider that this will help alleviate this problem.

#### WE HAVE DELIVERED & WE WILL DELIVER

The GSLP Liberals have proved that they are big on Environment and have changed the way Gibraltar views the Environment. So you will know that we are able to achieve what we set out to do. We will work with all

## The new St Mary's School



sectors of the community, including NGOs, young people, community groups and businesses to achieve our environmental objective to set the highest standards.

#### **ENVIRONMENT - THE CLIMATE EMERGENCY**

We will establish a Select Committee of the Parliament on the Climate Emergency. We will offer that this committee should – exceptionally and in recognition of the global, cross party nature of this problem – be co-Chaired by the Chief Minister and the Leader of the Opposition.

#### **PROMOTING WALKING IN GIBRALTAR**

Having conducted a thorough review of crossing points in Gibraltar and taken action to make the vast majority, if not all, of these points disability friendly, we will now embark on a review of pedestrian traffic in Gibraltar, identifying areas where the interaction between pedestrian and vehicular traffic is problematic to determine the appropriate solutions, such as the protection of pedestrians behind railings and the increased use of pelican crossing.

#### **NOISE POLLUTION**

Despite being a bustling, thriving city, there is plenty we can do to tackle sources of noise pollution. The noise made by old and dirty diesel power stations will give way to far quieter, cleaner methods of energy production in LNG - but we can do more.

#### **VEHICLE EXHAUST NOISE**

On our roads, we will tighten legislation and provide our authorities with the equipment they need to clamp down on unnecessarily and illegally loud exhaust systems, whether through lack of repair or intentionally. Loud exhaust systems are a blight on Gibraltar's soundscape and can only effectively be tackled with the use of mobile decibel meters and on the spot, fixed penalty notices

#### **CONSTRUCTION NOISE**

In construction, with the adoption of quiet piling methods and other strict controls on operating timeframes imposed on developers, we have come a long way in mitigating noise pollution

from construction projects which, necessarily, form a significant part of Gibraltar's economy. We will continue to work with our strategic partners to minimise, wherever possible, the noise and other pollution resulting from property development.

#### **CLEANLINESS**

The workers of the new Government contractor of cleaning services, Britannia will be provided with the latest cleaning equipment.

#### **SOCIAL MEDIA REPORTING APP**

Housing Issues, Environment Issues, Sewer Issues, Identified Road Issues, Illegal Works, Electricity Issues, Water Issues etc, all of these are now routinely reported to the whole community and world on social media instead of being reported to the relevant authorities for action. The younger generations do not go anywhere without their smart phones and the older generations have caught on too. We will therefore develop pages for public reporting on popular social media platforms and a reporting App. The working title for this will be "The Public Inspector App". This will be designed as an easy to use App which allows the Public to report any incident/issue.

### **EDUCATION**

#### **EDUCATION**

Education has progressed under the GSLP Liberals like never before. We have built 6 excellent new schools, with another 6 under way in the advanced planning stages. We have introduced co-education, aligned school years to the Key Stage education programmes and introduced vocational courses for older students. We have made the Special Needs Co-ordinators (SENCOs) full time, allowing them to dedicate themselves more to the children. We have provided Learning Support Assistants in all upper Primary (Middle) School classes in order to support mixed ability learning which we have introduced.

For the first time ever, we have full time counsellors in our school system and we are supporting and training teachers in dealing with the mental health of students. We are providing

more scholarships than ever before.

We have extended the arrival time to school in order to help working families and reduce congestion. We have begun the process of providing hot school lunches.

The list is almost endless. But while we have further plans for improvement to build on all that we have already done, we are determined to continue supporting the teachers who perform the task of forming the skills and character of our future generations so well. Importantly, throughout the education system we will concentrate on life skills and self improvement of our children and young people. We will widen the options available and work with the teachers to make learning enjoyable and fulfilling.

#### **NEW SCHOOLS**

We have delivered the two new Comprehensive Schools at Bayside and Westside. These are really state of the art facilities that are amongst the best schools in Europe if not the world. Additionally the new complex at St Anne's and Notre Dame has enhanced the area of Glacis, Laguna and Winston Churchill Avenue. We will continue negotiations to relocate the petrol station next to Notre Dame School. We will complete the new St Martin's School soon after the end of 2019 and, Governor's Meadow School and Bishop Fitzgerald School in 2020.

#### **NEW GIB COLLEGE**

We will commence work shortly on the new Gibraltar College, a building which will reflect its increasing role in developing education in their sector, including adult education, and introducing a wide range of vocational courses. The designs will be developed in detail with the teaching staff of the College.

#### **NEW SCHOOLS PROGRAMME**

The new schools programme is a key part of the work we are doing in modernising every aspect of education, including the fabric of our schools. By the time we complete this programme of investment in our schools, every school in Gibraltar will have been built by the GSLP, most with the Liberal Party. The only ones not





built in this period will be St Joseph's First and Middle schools which were developed by the GSLP between 1988 and 1996. This is a legacy which we are very, very proud of.

#### THE NEW ST MARY'S

We will provide a new St Mary's School in the area of Town Range. We will complete the new St Mary's School early in 2021. The current building is proving too small for the purposes of the catchment area. Additionally, it has not been possible to stop the water ingress problem the school faces from water flows from the Upper Town and Upper Rock area. It is essential that the pupils, teachers and staff of this school are properly provided for in a new facility. For that reason, we have agreed in principle to provide this school in a plot further south on Town Range itself. We will, in the interim, also take all necessary steps to minimise and, where possible, eradicate or manage the various difficulties being endured at this old school.

#### THE NEW HEBREW SCHOOL

Once St Mary's has moved to its new location, we will move the existing Hebrew School out of its current site on Bomb House Lane to the site of a totally refurbished old St Mary's. The building will need to be totally gutted and renewed, but the site is perfect and able to accommodate the numbers which, in consultation with the Managing Board of the Jewish Community, we believe we will need to cater for in coming decades.

#### THE NEW ST MARTIN'S

The GSLP Liberals were the only party committed to a new St Martin's School at the last election. We have already started work on the new school. We expect it will be completed by the end of this year and will be in use by the first quarter of next year. This school has been designed with the most modern standards and facilities in mind for the pupils of St Martin's. It will be a huge step forward for a school that has now totally outgrown its current home. The current site of St Martin's will become a park for the North District.

#### THE NEW BISHOP FITZGERALD & GOVERNOR'S MEADOW

These two new schools will be ready for occupation at the start of next year. The demolition of the existing facilities will have to be done sensitively to ensure that any asbestos is properly contained. The designs are being delivered, as with the other magnificent new schools we have already opened, in close consultation with the teaching body of these schools.

#### SCHOOL UPGRADES

At the same time we will upgrade those schools that will not be moving to the new standards that we have set in educational establishments in Gibraltar. This means that works will be undertaken outside of term time at both St Joseph's schools to ensure that the children who attend those schools benefit from the same facilities as those in the new schools. Already, we are retro-fitting air conditioning to these schools.

#### SCHOOL MAINTENANCE

We will ensure that all the schools have a full professional maintenance programme and facilities management so that they remain in excellent condition throughout their projected lifespan.

#### TEACHING AND LEARNING

We will continue to evolve our teaching and learning, incorporating aspects of the world famous Finnish model in order to arrive at the best possible education system for Gibraltar, with an emphasis on motivating children and young people to improve and maximise their abilities rather than compete with their friends and peers.

#### PROJECT BASED LEARNING

We will build on the success of project-based learning and consolidate it into our schools.

#### ENVIRONMENTAL EDUCATION

We will continue to promote environmental education including climate change education throughout the school curriculum and will train teachers specifically in Climate Change.

#### VOCATIONAL SUBJECTS

We will expand the range of vocational options available at the Secondary schools and the College, providing opportunities for non-academic subjects and alternative vocational routes for other subjects such as music and performing arts and Digital Technology.

#### EDUCATIONAL TRAINEESHIPS

We will provide the new educational traineeships in a wide range of subjects including hairdressing, entrepreneurship, hostelry and catering, computing, and the more traditional trades.

#### TABLET BASED LEARNING

We will, within one academic cycle complete the roll-out of the tablet-based learning programme.

#### SPECIAL NEEDS

We will continue to provide for children with special needs in an inclusive manner, with full time SENCOs, while having additional appropriate learning support facilities in every school. We will expand this provision as necessary to be able to ensure that all children with educational needs, including those with high performance capabilities, are able to attain their full potential.

#### DEAF TEACHING

We will recruit and train a teacher for the deaf and will provide a trained Learning Support Assistant for the deaf when required.

#### ARABIC & MANDARIN

We will introduce the teaching of Arabic & Mandarin as an option at the College and the Comprehensives.

#### MENTAL HEALTH IN SCHOOLS

We have added counsellors in our Comprehensive Schools. We will continue to build a school model for supporting mental health, and social and emotional wellbeing in education. We will increase the number of education psychologists by an additional two posts and will increase the number of school counsellors from four to six. We will continue and enhance training of teachers on positive mental health.

#### HEALTH & SOCIAL SERVICES IN SCHOOLS

We will consult with the teaching profession with a view to introducing new roles such as that of School Social Worker, Welfare Support Worker and School Nurses with a Specialist Community Public Health Qualification. We will also enhance pastoral support teams in the schools, in particular the secondary schools and the College.

#### GHA / EDUCATION COLLABORATION

We will improve collaborative arrangements between the Department of Education and the GHA which will facilitate access to those children and young adults who most need specialist mental health treatment and an integrated care pathway.

#### PUPIL REFERRAL UNIT

We will work across departments and agencies to provide facilities for children and young people who need additional support within a pupil referral unit.

#### NEW TECHNOLOGIES AND EDUCATION

Digital technologies are expanding and it is important for Gibraltar to have the skills required by the industry. The Curriculum is being reformed to tackle the skills gaps in industry in line with the GSP Liberal vision for Gibraltar.

#### CODING & COMPUTER SCIENCE

We will introduce Computer Science in secondary sector at GCSE and A Level. A Coding and Computational-thinking curriculum will be developed for the primary sector. The New curriculum will see introduction of a Digital Technologies vocational pathway at GCSE and A Level equivalent. We will deliver an Extended Diploma which would allow students to specialise in different fields such as Cyber Security, Business Analysis, System Infrastructure, Telecoms, Cabling and Web design and Social media for e-commerce.

#### STEM INITIATIVE

We will compliment the excellent work being done by our students in the Cyber Security field by the introduction of a new STEM based initiative spanning from the primary sector through to the Gibraltar College. We will also provide for the introduction of a new coding / robotics based initiative. This will be further complemented by the development of a new extra curricular coding school.

#### RUNNING EDUCATION

We will carry out a review of Education in Gibraltar, and consider ways of providing a more effective service which will be efficient and better cater both for the professionals, teachers and non-teachers within it and for the children and young people going through education.

#### EDUCATIONAL ADVISORS

We will increase the complement of Educational Advisors by two, and revise their roles to focus on education and on supporting teachers and schools rather than on administration, by providing them with enhanced support.

#### LEGAL REVIEW

At the same time we will complete our review of the out of date Education and Training Act.

#### EDUCATION COUNCIL

We will revive the Education Council, to include representation from parents, teachers, union, and other experienced persons to advise on Education Policy. This will include persons who have left the service (Headteachers, Directors of Education, Advisors, Deputy Heads etc).

#### POLICY UPDATE

We will develop and update policies on issues such as bullying, health and safety, use of mobile devices, etc.

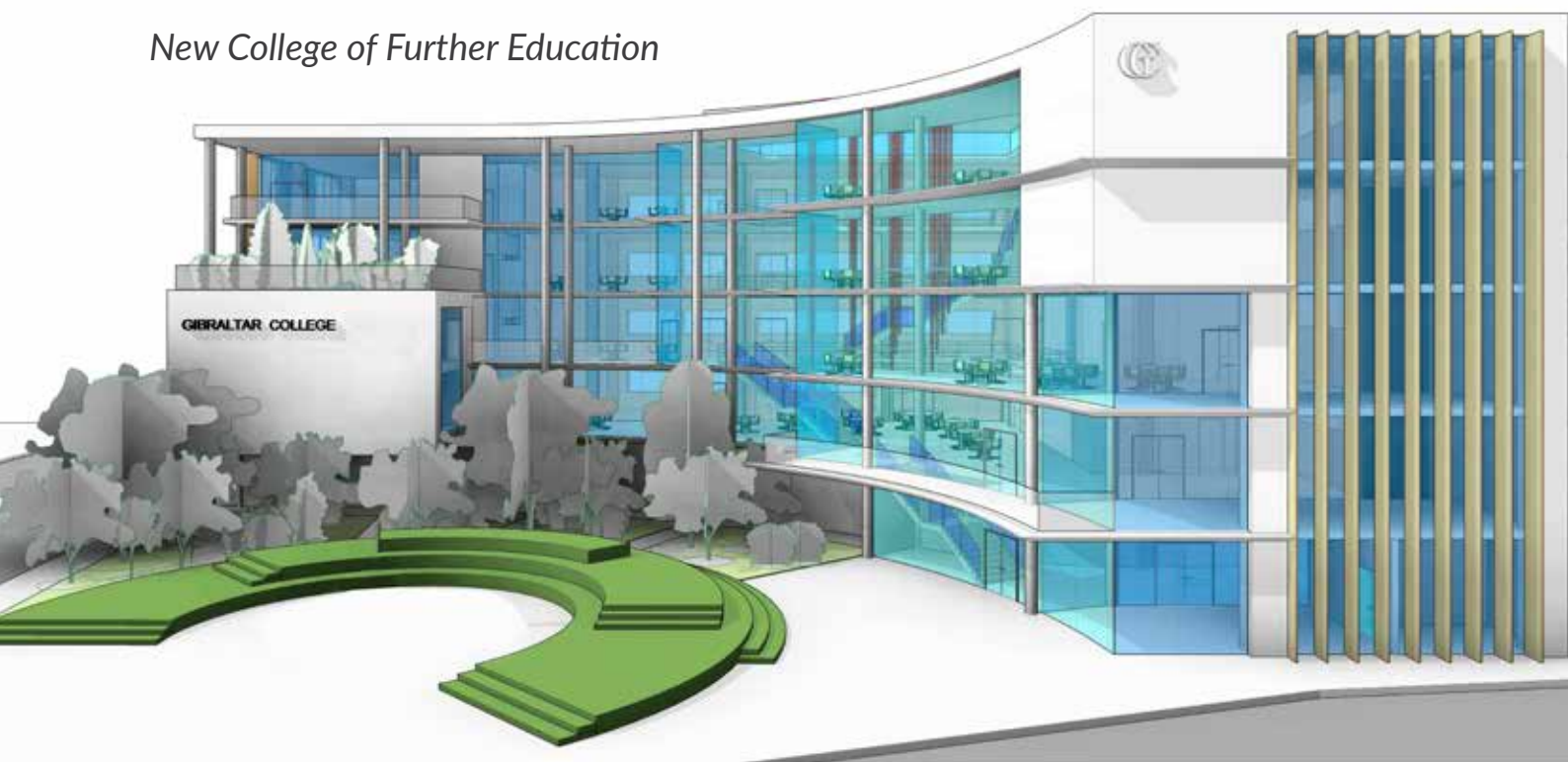
#### DIGITAL DEPARTMENT

We will undergo a process of full digitalisation of the Department of Education.

#### HIGHER EDUCATION AND LIFE AFTER SCHOOL

Our children and young people will have more opportunities within

### *New College of Further Education*







schools than ever before. This increase and diversification of options is expected to increase the number of students who remain at school after the age of 15. In order to assist these, both those who want to pursue higher education and those who will seek employment, we will set up a schools based careers advisory service. This will be extended to advise Gibraltar students studying abroad.

#### THE SCHOLARSHIP FUND

The annual costs of the Government Scholarship Scheme (originally introduced by the GSLP in 1988) is now approximately £18m. This is the best possible investment we make in our young people. In order to ensure that we are able to continue to afford to fund Scholarships in the future for our young people, we will create a new Rainy Day Fund which will receive a part of each year's annual surplus as from the end of this Financial Year 19/20, until the Fund reaches approximately three years of scholarship costs. Thereafter it will be kept topped up by transfers from the surplus to ensure that the sum of the fund does not reduce in value in real terms. This will guarantee that Scholarships are available should there be any years in the future when the funding is not available from recurring expenditure.

#### STUDENT RENTAL GUARANTOR SUPPORT

Each year, around 1000 of you are in the UK looking for accommodation to further your studies. As your future Government, we will explore supporting you further through the establishment of a 'rental guarantor' scheme. We will set-up a scheme so you are not required to use up significant portions of your grant money to pay your entire rent up front. We will look to implement a simple referral & deductions system so you can focus on your studies more, and worry less about using up your grant funding too quickly.

#### STUDENT GRANTS

The student maintenance grant will increase every year by the rate of inflation at least. In addition to the

huge Gibraltar-based investment in local education this Government has ensured that those studying abroad are not forgotten. In line with our previous manifesto commitments we have increased the maintenance grant each student receives, in line with inflation. That means an increase of £460 for those studying outside London and £561 for those within London itself. Under this GSLP/Liberals Government education always comes first!

#### COMMUNITY BASED RESEARCH

We will explore opportunities to work with the University of Gibraltar to develop community-based research projects using the latest technologies available, including the use of watch and smartphone sensor-gathered data to better inform local health and environmental initiatives.

#### LSAS

We commit to ensuring that our primary schools have the support of a Learning Support Assistant in every class.

#### SCHOOL LUNCHES - £2

We are introducing Hot School Lunches this term. For an initial trial period in each school as they are introduced, the lunches will be free for that term. The children of those on low incomes will never pay. The target price for a hot meal per day will be £2. A system will be designed so children do not know who is getting meals free or paid for to avoid the children of those on low incomes being aware. Our school meals will be nutritious, balanced with vegetarian and vegan options as well as catering for all religious requirements.

#### DYSLEXIA SUPPORT

We will champion awareness of dyslexia, and provide dyslexia screening and support for all schoolchildren. Gibraltar has become the first country in the world to sign up to the Made By Dyslexia PLEDGE. This is a commitment to recognise, understand and support those with dyslexia.

#### AUTISM - THE CALDWELL INTERNATIONAL CHILDREN'S CENTRE

We will establish a mechanism for children with suspected autism to attend the Caldwell International Children's Centre in the United Kingdom to have an early diagnosis and the best possible plan for their future.

#### FREE EYE CHECKS UNTIL END OF EDUCATION

Young people undergo transformative changes to their vision throughout their years in education. Under this GSLP Liberals Government, we commit to expanding the provision of free healthcare further and exploring the added possibility of FREE eye tests for ALL Gibraltarian students in full time education. Taking care of our next generations will always be a priority under this Government.

#### RESPECT YOUR TEACHER

The recent, now resolved, dispute between the Government and the teachers' union has demonstrated that some teachers do not realise how valued they are in our community and in the esteem of the Government. It has also demonstrated that some in our community do not appreciate just how important our teachers are. We will therefore work with teachers' representatives to run a programme to promote respect for teachers by pupils, parents and the wider community.



VIJAY DARYANANI IS A BUSINESSMAN. HE JOINED THE EXECUTIVE COMMITTEE OF THE LIBERAL PARTY IN 1994. HE WAS A FOUNDER MEMBER OF THE GFSB IN 1996. IN 2000 HE BECAME THE FIRST MEMBER OF THE INDIAN COMMUNITY IN GIBRALTAR TO STAND FOR ELECTION WITH THE GSLP LIBERALS. MR DARYANANI HAS SERVED AS CHAIRMAN OF THE BUSINESS LICENSING AUTHORITY FOR 7 YEARS. HE HAS BEEN A MEMBER OF THE MENTAL HEALTH TRIBUNAL FOR 3 YEARS AND A MEMBER OF THE NURSING BOARD FOR 1 YEAR.

## HEALTH SERVICES

### THE GIBRALTAR HEALTH AUTHORITY

With the introduction of not one but two new Primary Care Centres, and the ongoing expansion of health services across the board, we will shift our focus as your next Government to making the new and existing services more effective.

### MRI COMES TO GHA

The GHA will be commissioning a state of the art MRI scanner as part of a full scale revamp of the whole Radiology Department with a managed service that will ensure we regularly renew and always have the most up to date equipment. The MRI service will be comprehensive and will be repatriated from current providers in Spain (approximately 3000 MRI scans carried out in Spain each year). Work has begun on this project and the MRI should be up and running in the spring of 2020. As part of this upgrade we will also commission a cardiac catheter laboratory to provide emergency angiograms and cardiac stenting for patients with heart attacks and/or angina. This will be led by our newly appointed interventional cardiologist. This suite will also allow the repatriation of endovascular surgery (Repair of aortic aneurysms and stenting of peripheral vascular disease) also the expansion of interventional radiology. The suite will be up and running in the summer of 2020.

### PUBLIC HEALTH

The public health service, Public Health Gibraltar ('PHG'), works hard in the background advising public bodies and the public in general on important matters relating to the health of the community.

### CHILD FRIENDLY CITY

We will provide increased support to PHG and will raise its profile and involvement, consistent with the Government's aim of increased wellbeing in the community and in developing the concept of a Child Friendly City.

### PUBLIC HEALTH IMPACT ASSESSMENT

We will introduce the concept of a Public Health Impact Assessment to assist in developing policies and in advising both public bodies and private entities.

### HEALTH IMPROVEMENT STRATEGY

We will produce a Health Improvement Strategy in order to develop an honest reflection of health needs and determine the relevant means to address them. We will produce and maintain school standards that emphasise PSHE, Physical Activity, PE and Healthy Eating, student voice, and a variety of emotional wellbeing programmes. Environmental considerations must also be prioritised. We will introduce specific no-smoking and no car idling zones immediately outside schools. Additionally, we will step up enforcement to reduce idling of vehicles, both private and commercial.

### HEALTH-IN-ALL-POLICIES

We will introduce the principle of Health-In-All-Policies, which demands a collaborative approach that integrates and articulates health considerations into policy making across sectors to improve the health of all. This is essential in view of our greatest health challenges; including for example, non-communicable diseases, health inequalities, climate change, and spiralling health care costs. It will

require shared data, topic-specific multi-sectoral efforts, strategic directions and goals. PHG will ensure knowledge and evidence is available to improve the quality and sustainability of places within Gibraltar, increasing their positive effect on health and wellbeing.

### PRIMARY CARE SERVICES

The Government has keenly promoted a model of healthcare that places primary care at the forefront of health services and as the effective filter to secondary and tertiary care services. A well-functioning Primary Care Centre will take excellent care of our community and keep many unnecessary medical attendances away from our hospital.

You now have better access to our GPs, better patient choice, enhancements to the existing services, and a more streamlined service overall.

It is important to highlight that on a daily basis an average of 450 to 550 persons are seen by Gibraltar's fantastic cadre of GPs. The number of attendances on any one day places in sharp focus the absolutely fantastic work carried out day in, day out by our GPs.

### REPEAT PRESCRIPTION SYSTEM

The repeat prescription system has been a hugely successful reform. This service has a dedicated counter at the PCC and allows patients to request a repeat of their regular medications without necessarily having to see a General Practitioner.

### SICK CERTIFICATE TELEPHONE SERVICE

The Sick Certificate Telephone Service is a modern and creative solution to the problem of appointments being used for patients who are not, in

fact, seeking medical care but simply a certificate to allow them to stay at home and recover from a minor illness. This service is operated by qualified nurses who are formally trained in telephone triage and any certificate issued is recorded in the patient's clinical record.

#### WALK-IN CLINIC ACCESS

GP walk-in clinics were introduced for the very first time. Appointment capacity in the PCC has markedly improved with an average of 50 unused appointments every single weekday. This means that no patient has been turned away due to lack of appointments since that date. This appointment availability has never been seen and certainly not in the winter months. Since we secured funding for this important reform, primary care services have kept pace with the winter flu surges.

#### NURSE TELEPHONE RESULTS SERVICE

Nurse telephone results represent a well-established system adopted in UK GP practices. Two qualified nurses operate a telephone service where patients are contacted to inform of routine clinical results, enabling patients to receive timely reassurance that investigation results have been entirely normal and, crucially, eliminating the need for patients to seek a further appointment with the GP.

#### EVENING CLINICS

The Government was extremely keen to roll out one of the reforms most requested by patients: evening clinics. The Government, therefore, provided funds for the GHA to recruit 2 highly experienced GPs. They operate from 5pm to 8pm on weekdays from Monday through to Friday evening. Evening Clinics provide a welcome and seamless service to patients after they have left work. These clinics are a real success story.

#### SEE AND TREAT MINOR ILLNESS UNIT

The Government has very closely examined the inter-relationship between A&E and the PCC to finally grasp the reasons for the high number of patients attending A&E for medical

issues that could be better managed in primary care. In this context, it is important to note that almost the entire Gibraltarian population attends A&E at least once a year, compared to 30% of the UK population.

As a result, we provided the GHA with funding to recruit two young and dynamic full-time GPs to work in the "See and Treat" service. Nurses and GPs work together to see patients as they walk in the door.

#### MYGHA AUTOMATED TELEPHONE SERVICE

A fully digitised telephone system, known as the MyGHA Automated Telephone Service and accessed by dialling 2000 7007, is now operational. As the MyGHA telephone automated service has become more widely accepted, we have ensured that the GHA increases the number of appointments open to booking to close to 60% of all available appointments. Patients can now book appointments with the GP of their choice. This allows GPs to spend more quality time with those patients who need their services regularly.

#### GP WITH SPECIAL INTEREST IN SUBSTANCE MISUSE AND ADDICTIONS

As part of the Government's overall strategy to support persons living with dependencies, we provided the GHA with funding to recruit a General Practitioner with Special Interest in Substance Misuse and Addictions. This clinically excellent practitioner started work at Bruce's Farm every Wednesday morning. She works closely with the Drug and Alcohol Awareness and Rehabilitation Services to significantly improve recovery from substance and alcohol addiction. A second excellent GP devotes Wednesday mornings to run a GP clinic in Her Majesty's Prison to care for prisoners and those who may be connected with Prison and Rehabilitation services.

#### FORENSIC MEDICAL EXAMINER SERVICES

Three highly trained and experienced GPs have taken on the role of Forensic Medical Examiners, working closely with the Royal Gibraltar Police to

support crime victims of crime. The work of the Royal Gibraltar Police is, therefore, now supported 24 hours a day, every day of the year by 3 GPs working on an on-call system.

#### WELL PERSON UNIT

A Sexual Health Clinic in Gibraltar was well-overdue. As a result, on 1 May 2018, a very experienced local GP was recruited to establish and run an extensively planned Sexual Health and Family Planning service. The Unit incorporates Well-Man and Well-Woman health screening as part of a non-judgmental and confidential family service. Gibraltar now has access to an experienced and professional source of advice to help them make informed choices for their family planning.

#### MENTAL HEALTH SERVICES

The Government was keen to expand mental health services situated at the PCC. In March 2019, two part-time Counsellors started working, joining an experienced team of Counsellors, Psychologists, and Psychiatrists to tackle the high demand for their services and supporting the GPs in managing mental health issues.

#### CONTRIBUTIONS FROM THE COMMUNITY TO TRAIN PRIMARY CARE STAFF

Since October 2017, the Advocacy Council for Health Service Users with Additional Needs has met regularly with different GHA teams. The key groups that form the Council advocate for members of our community who have specific and additional needs for health care.

#### REGISTRATION OF PATIENTS WITH INDIVIDUAL GPs

On the back of the successful automation of appointments, a project to register patients with individual GPs commenced. Over 13,030 patients who regularly visit the PCC have already been registered with specific GPs.

#### NEW PRIMARY CARE CENTRE AND CHILDREN'S CENTRE

The new Primary Care Centre and the new Children's Health Centre, the latter inaugurated already this year, are

2 of the Government's most significant projects. In October of this year, works will have been completed to deliver a new and fully bespoke 3-storey Primary Care Centre in the grounds of St Bernard's Hospital.

#### CHILDREN'S HEALTH CENTRE

We were incredibly proud to inaugurate the Children's Health Centre: one of the Government's flagship projects. The premises are a fully child-friendly environment, which represents the culmination of 24 months of work and is the fulfilment of a key manifesto commitment.

The Children's Health Centre is located in Block 9 of Europort, which is less than a two-minute walk from St Bernard's Hospital. Ramp access leads to the bright and modern main entrance with clear signage. The main area boasts ample area for prams and buggies and enjoys floor-to-ceiling windows that look out over the GHA gardens and the sea. This space is complemented by a quiet and private room for breastfeeding. At the end of the reception area, there is a clean open play area with specially selected toys. Seven spacious and fully-equipped dental clinics are found in this area.

On the right side next to the main entrance is the Child Health area where child health surveillance takes place. Near the Child Health area, the out-patient area is located with five dedicated clinic rooms staffed by various child healthcare professionals.

The commencement of services, which was structured into 3 phases, is well on track, with the 3rd phase nearing completion. Since the inauguration, the provision of children's mental health services, dental services, specialised GP clinics, nurse practitioner clinics, and community midwifery services has been transferred to the new Centre. These services complement Neurodisability assessments by paediatric multidisciplinary teams, paediatric physiotherapy, occupational therapy, speech and language therapy, and dietetics and diabetes clinics, which commenced delivery when the centre was inaugurated.

The migration of routine GP services for children to the new Centre will

commence in October. Patients and parents will, therefore, have the choice of attending the Children's Health Centre for a routine GP appointment or seeing their family GP in the Primary Care Centre.

We are in the latter stages of finalising arrangements for the installation of a lift, adjacent to the stairs leading up to the centre, to provide better access to persons with additional mobility needs. The lift will be operational at the beginning of November. Parking spaces will also be made available opposite the entrance to the Centre. The parking will work on a 'pay as you go' basis, with up to two-hours free parking for persons attending the Centre. The new facility will be operational in mid-November.

The feedback received from the general public and staff has been overwhelmingly positive. We are now seeing the fruits of over two years of work and planning to fulfil one of this Government's landmark projects: to provide, for the very first time in Gibraltar, a fully child-friendly environment where our excellent health care professionals can deliver primary and secondary care to a most cherished sector of our community.

The more elective primary care aspect of services in the Children Health Centre will be fully complemented by the new Primary Care Centre, which will continue to provide services to children, especially children with acute illness. The new Primary Care Centre based in St Bernard's Hospital will be in an enhanced position to provide the desired care for the acutely unwell child by virtue of the physical proximity to comprehensive A&E services and the full Paediatric team housed on the same site as St Bernard's Hospital.

The Child Health Centre is symbolic of the marked improvements in healthcare across the GHA. The opening of the Children's Health Centre will forever be a memorable moment of deep satisfaction and pride for the Government. This Children's Health Centre is something incredibly special, modern, and to rival leading healthcare systems in other countries. This project, along with the new Primary Care Centre, will be the launchpad for many more reforms and enhancements in care as both primary

and secondary care become so much closer and more integrated.

#### NEW PRIMARY CARE CENTRE

Works are almost finished for the building of a new, purpose built Primary Care Centre, adjacent to St Bernard's Hospital. The brand new, three-storey building is set to be inaugurated in October. The modern and future-proof design provides our community with a more patient-friendly centre where wide-ranging and comprehensive primary care services will be delivered.

#### ANOTHER FLAGSHIP POLICY

##### SECONDARY CARE SERVICES

With the GHA, we have embarked on an ambitious programme of transformation to ensure that our community receives health care of the highest standard locally, wherever possible, or through one of our partner health care providers. This is underpinned by the recent launch by the Government and the GHA of the GHA Constitution and Values and the setting up of a Clinical Governance and Informatics Department.

##### KIDNEY DIALYSIS

We ensured sufficient funding for the GHA to recruit a full time Renal Specialist Consultant. He has actively engaged with the passionate Gibraltar Dialysis Association to help him develop a service of the highest standards.

##### MATRONS

The Government was keen for the Gibraltar Health Authority to bring back the post of matron at St Bernard's Hospital. Following advice from our clinicians, the position was brought back to further improve the patient experience and coordinate the changes in systems for enhanced and safe high-quality health care in conjunction with the Nurse Management Team. The 2 matrons are an asset across multidisciplinary clinical areas and provides a source of information and choice for patients.

##### REPATRIATION OF SERVICES

In government, we embedded our long-held policy that as many medical services as possible should be provided at home. When a loved one is ill, there is no better place than home, surrounded by caring loved ones, to receive medical care and convalesce. As a result, the Government has secured sufficient funds for the GHA to repatriate as many services as possible to Gibraltar.

We ensured that the GHA repatriated many services, such as Vascular Surgery, Renal Replacement (Hemofiltration), Keyhole Bariatric and Colorectal Surgery, Specialist Shoulder and Ankle Surgery, (including replacement shoulders and ankles), Urology and Haematology.

We secured the funds for the GHA to recruit numerous health professionals as part of the policy to repatriate clinical services, to further improve the delivery of surgical services in Gibraltar, and to staff key medical areas. Amongst some of the most noteworthy recruitments are:

- a breast specialist surgeon to expand and develop breast surgery services;
- a vascular surgeon to support the visiting vascular surgery team. Straightforward vascular operations, such as varicose veins, are now carried out at the hospital so that patients will not need to travel abroad;
- a dedicated upper limb specialist surgeon to bolster the orthopaedic team;
- a lower limb specialist surgeon;
- an associate specialist surgeon in orthopaedics with main area of responsibility in the spinal clinic and coordination of the visiting orthopaedic super-specialists in scoliosis, spinal surgery, and paediatric orthopaedics. This measure has reduced the joint replacement waiting list. The GHA has enjoyed four times as many knee and hip replacements since this recruitment;
- a urology associate specialist surgeon to add to the urology surgery team, which has resulted in increased numbers and types of urological surgeries carried out in Gibraltar;
- a new colorectal surgeon, which introduced a 'keyhole bowel surgery programme' for the first time in the GHA, meaning less invasive surgery

and shorter hospital stays for patients; and

- an upper gastro-intestinal surgeon who provides weight-loss surgery (bariatric surgery), which again is mainly being done via the keyhole approach. The surgeon also provides upper gastrointestinal surgery, which, at the time, was new to the GHA. This has seen new types of keyhole and open stomach, spleen, liver, pancreas, and gall bladder operations being performed in the GHA for the first time.

#### VIDEO CONFERENCING

We invested in the introduction of secure video conferencing solutions. The software enables patients and GHA clinicians to engage in consultations with clinicians anywhere in the world very much reducing the need for patients to travel abroad. The new platform allows clinicians to hold discussions with international doctors in a timely and efficient manner. As well as being able to view each other over a video link, the technology enables clinicians at both ends to view and share images, such as X-rays, and other information that can be displayed on their own computer screen. This means that information can be exchanged rapidly in a safe and secure environment. In addition, the software has enabled the GHA's Human Resources Department to interview prospective candidates who are not based in Gibraltar.

#### BED MANAGEMENT

The Government has invested significantly in the health services of our nation to enable the professionalism in the GHA to provide the best possible health care. The Government supported the GHA to further enhance the bed management system. An active bed management strategy was implemented in January 2017 and weekly meetings are held with a multidisciplinary team including a dedicated social worker and provision of packages of care to support vulnerable patients in the community.

It must not be forgotten that not a single operation has been cancelled due to the lack of beds since 2017. The former administration certainly

thought it was a fool's errand to even try. The GSD told us when we were in opposition:

"What will the Government do to ensure that operations never have to be cancelled due to bed shortages? Answer, "nothing". There is nothing that the Government can do to ensure that no operation will ever have to be cancelled because of bed shortages. Not in the GHA, not in the UK, not in the NASA Space Centre and not in the Houston Medical Centre. Nowhere."

The GSD, self-evidently, did not even try. It is important to note that no operations have had to be cancelled even during the winter surge that resulted in 500 extra attendances from 22/12/17-27/12/17 as well as increased admissions. Average bed availability was maintained during this critical winter surge period at 32 beds per night on average.

We have ensured that the GHA maintained an impressive daily average of 63 available beds at St Bernard's Hospital in the last year, reaching a record high of 86 available beds on one occasion in April of this year. This represents a profound and remarkable turnaround in bed availability in St Bernard's Hospital and is one of the Government's proudest achievements. This has required very hard work and dedication by all members of the GHA, including Elderly Care Services staff, and extends to other agencies, including the Care Agency.

#### INTRODUCTION OF 'FLAGGING' SYSTEM NOTIFYING OF ANY SERIOUS MEDICAL CONDITION

A new computerised flagging system was introduced at A&E and Primary Care Centre in September 2017 to notify staff of any serious medical condition or disability and of any special assistance required.

#### ADVOCACY COUNCIL FOR HEALTH SERVICE USERS WITH ADDITIONAL NEEDS

As part of our objective to improve the patient experience and increase community participation in formal GHA structures, we were extremely pleased to establish the advocacy council for healthcare users with additional needs. DERMATOLOGY

We have built on this service to ensure rapid access for all patients with skin conditions by increasing the number of clinics.

#### HPV VACCINATIONS

We extended the programme of vaccination against the Human Papilloma Virus (HPV) to adolescent boys following recommendations of the GHA's Medical Advisory Committee and subsequent advice by the Joint Committee on Vaccination and Immunisation (JCVI) in the UK. The programme to vaccinate adolescent males provides those vaccinated with direct protection against HPV infection and associated diseases. It is estimated that in the UK there are over 1,000 cases of cancer per year affecting men, which could be prevented with the HPV vaccine.

#### NEW STROKE AND REHABILITATION SERVICES

We ensured that the GHA introduced substantive and important improvements in the stroke and rehabilitation services at St Bernard's

Hospital.

Early detection of a developing stroke is key to successfully treating a stroke. To that end, a 24/7 diagnostic stroke service has been set up at the A&E and Radiology Departments to ensure that a formal diagnostic report is available within an hour of a scan being performed and treatment started once the diagnosis is made.

#### GENERAL MEDICAL COUNCIL REGISTRATION

In yet another fulfilled manifesto commitment, we introduced licensing for Gibraltar doctors by the General Medical Council of the UK to maintain the highest standards of medical practice. Among other benefits, the new registration system ensures that, just as in the UK, all Gibraltar doctors undertake an appraisal every year with a trained independent appraiser and must have their licences revalidated every five years.

#### HOSPICE OUTREACH SERVICE

We were extremely pleased to announce that we had, in government,

entered into an agreement with Cancer Relief Gibraltar for the provision of additional hospice care at home and palliative care support for terminally ill cancer patients. The agreement fulfils yet another key pledge in the Government's 2015 manifesto.

We decided, after careful consideration and consultation, to deliver the care as a Hospice Outreach Service within the community setting, including patients' homes. There are many benefits to providing hospice care at home: patients and their loved ones may feel more comfortable in a familiar environment, which also facilitates visits from relatives and friends. The Hospice Outreach Service, which is medically led, works together with the GHA's Palliative Care team, nurses and allied healthcare professionals, using a multi-disciplinary partnership approach.

#### THE LIONEL PEREZ CARDIAC REHABILITATION CENTRE AT ST BERNARD'S HOSPITAL

Patients enrolled in the Cardiac Rehabilitation Centre enjoy a new,



*A team at work for you*

modern facility following the addition of entirely new equipment. The newly renovated space was designed to create an optimal area for patients with cardiopulmonary history or classified as 'high-risk'. The gym was fitted with the latest equipment and a fully integrated audio-visual system to provide music during exercise sessions and will support education, mindfulness, and relaxation needs.

The new Cardiac Rehabilitation Centre has been named in honour of our good friend and colleague, the late Mr Lionel Perez, in recognition of his voluntary services.

#### SPONSORED PATIENTS

Since the 1997/98 Financial Year, the sponsored patients budget spend has increased from £1.8m in March 1998 to £19.4m in March 2017, which represents an average of a 13% increase per Financial Year. We have carried out substantial work to take back proper control of our sponsored patients' plans of care by GHA consultants. The critical importance of ensuring that our patients' care is fully managed by the GHA's consultants who liaises with all other professionals has had the welcome effect of resulting in efficiencies of £6.8m in 2017/2018 compared against the Sponsored Patient's Budget of 2016/17.

2017/2018 was the first time in the eleven Financial Years that Sponsored Patients has not gone over budget and has come in at a surplus against its allocated funds. This significant reduction in expenditure has enabled the Government to reinvest into our Health Authority.

#### CLINICAL GOVERNANCE AND TRAINING

The Government has worked hand-in-glove with the GHA to ensure training of all levels of staff to the highest standard. We have worked with the newly established Clinical Governance team to embed clinical governance structures and procedures in the GHA. We have accepted all the recommendations from the investigations carried out by the Ombudsman.

The Government has been exceptionally keen to hear the

feedback from patients and others. In November 2016, we established the Patient Advocacy and Liaison Service so that patients enjoyed a fully-resourced office in which to raise queries and complaints in the first instance. The PALS Office has become a welcome resource for the GHA's patients to receive advice, support and assistance.

#### SCHOOL OF HEALTH STUDIES

We have significantly invested in the GHA's School of Health Studies in order to train all levels of the GHA to maintain the highest standards of patient care.

#### GIBRALTAR AMBULANCE SERVICE

We are fully committed to delivering a purpose-built Ambulance Station that meets the fundamental requirements to operate a professional Emergency Ambulance Service. This includes an overview of the present staffing complement and skill mix with a view to increasing our present Paramedic complement to allow for continuous cover and resilience.

#### BUDGETARY CONTROL

We continue to improve processes that will deliver more stringent budgetary control and financial balance. These initiatives include the implementation of new accounting systems. The proposed GHA budget allocation for the 2019/20 Financial Year is £138M and includes a contribution of £6.3M from the Improvement and Development Fund to continue to invest in capital initiatives, such as fitting out the soon-to-be opened PCC. The financial projections indicate that the GHA should keep within its allocated budget. Our confidence is based on the reduction in overspend in comparison to previous years.

#### STRATEGIC DEVELOPMENTS WITH PARTNER ORGANISATIONS OUTSIDE GIBRALTAR

We have worked very hard to secure agreements with Clínica Universidad de Navarra, (locally known as Pamplona), Quironsalud, Hospiten Group, and Xanit, 4 highly renowned health care providers for tertiary services. We have ensured that the GHA's Clinical

Governance Team has been intimately involved in the negotiations so that our patients receive tertiary services that are in line with the values set out in the GHA's Constitution, while achieving the best value for the taxpayers' investment.

#### ORGAN TRANSPLANTATION

We have ensured that GHA patients requiring organ transplantation now have access via the UK Transplant lists to join the NHS Blood Transfusion Service organ donation scheme. Two patients have already had kidney transplants in the UK since this new system was rolled out.

#### STEM CELLS

We are finalising arrangements to be able to provide the services of storing stem cells for all children born in Gibraltar.

#### MENTAL HEALTH

Once again, it is impossible to list all of the reforms and improvements we have introduced for our mental health services. Some of the more noteworthy advances in mental health, include:

#### COMMUNITY MENTAL HEALTH

Community services continue to provide supportive community care for service users with complex and enduring mental health problems.

We have seen increased consultant psychiatrist clinics and face-to-face community mental health staff contacts. This change, in easier access to community services, has seen a 14% increase in this last year in contact/engagement of service users and their families.

We have introduced an outreach support component for community patients comprised of 3 experienced qualified nurses. The service introduced a nursing after hours on-call service, 7 days a week) including a mental health support line.

#### MENTAL HEALTH SERVICES FOR CHILDREN

A new, and much needed Clinical Psychology for Children and Families



service commenced in January 2018 to meet the increasing and expanding demands of children and their families. The Child Psychology team will be an integral part of the GHA Paediatric Neurodisability service to ensure that all children, especially those with additional needs, are afforded timely and effective professional engagement by the comprehensive GHA Paediatric multi-disciplinary Neurodisability team.

#### **ADDITIONAL CONSULTANT PSYCHIATRISTS**

We have provided the necessary funding for the recruitment of additional Consultant Psychiatrists, increasing the complement from 2.5 to 4.5 in the last 18 months, a record high.

#### **MENTAL HEALTH MATRON**

We also provided funding for the very first Matron dedicated solely to Mental Health Services who commenced employment in February 2019.

#### **CONSULTANT CLINICAL PSYCHOLOGIST**

In government, we funded the recruitment of an additional Consultant Clinical Psychologist who commenced employment in October 2018.

#### **COUNSELLING SERVICES**

The provision of counselling services was also enhanced with the Chartered Counselling Psychologist and Counsellor, who are based at the Primary Care Centre, increasing their sessions by an extra day per week each.

#### **COMMUNITY FLATS**

In February 2018, a 2-bedroom apartment for the purpose of providing supported accommodation was commissioned. This initiative has facilitated smooth transitional discharges of former inpatients of Ocean Views. These individuals have since moved on from the GHA's supported flat to complete independence in their own flat, receiving visits from the community mental health services.

#### **WAITING TIMES TO SEE A PSYCHOLOGIST**

The average waiting time to see a Psychologist at the GHA has seen a

reduction from 8 weeks in September of 2018 to an average of only 4 weeks. In some European countries, the target is for 90% of patients referred for psychological therapy to be seen within eighteen weeks. Gibraltar, once again, leads the way, proudly.

#### **NURSE-LED LIAISON SERVICE**

We ensured the introduction of a nurse-led liaison service, operating 7 days a week from 08.00 to midnight. A Nurse Liaison, based at Ocean Views, is now available to provide assessments, support, and reassurance to both patients and their loved ones. This improved access means that not all patients will need to attend the Accident & Emergency at St Bernard's Hospital, which is enormously welcome.

#### **NURSING DIRECTORATE**

We continue to give fully deserved recognition to this much-valued profession and continue to heavily invest. We have acted to systematically increase the numbers of nursing staff at all levels, including:

- 6 additional specialised Operating Theatre staff for the expansion and repatriation of surgical services;
- 4 additional Dialysis Nurses;
- 1 Urology / Urodynamics Nurse;
- 4 additional Registered Nurses in - the GHA's Critical Care Unit for the specialised delivery of Hemofiltration therapy;
- the GHA's Primary Care services have seen the introduction of a Sexual Health Nurse Specialist;
- 1 additional Cardiac Rehabilitation Nurse;
- 1 Resuscitation Officer; and
- the appointment of a Practice Development Charge Nurse to further consolidate nursing clinical practice and development to improve quality standards of patient care.

#### **CONCLUSION**

No one can seriously doubt the collective will of the GSLP/Libs to improve Gibraltar's healthcare services.

Staffing levels at the GHA have increased by over 220 posts since 2011, ensuring the safest provision

of care for the services repatriated. Over 90 more nursing staff and 65 more medical and Allied Health Professionals since 2011 to date. This is in addition to the expansion of the Visiting Consultant programme and the increase in the provision of existing services, such as the new Lionel Perez Cardiac Rehabilitation Centre, which boasts entirely new equipment and a refreshed and invigorated programme.

#### **ELDERLY RESIDENTIAL SERVICES**

It is fair to say that our actions in government have demonstrated that we have placed the care of our elderly at the very heart of our programme of government.

#### **ALZHEIMERS & DEMENTIA**

Now, to go even further in our work for those suffering from Alzheimers and Dementia, we will appoint a Dementia Coordinator whose role will be to lead on the implementation of the Government's Dementia Strategy. This will help us make the best use of the assets we have already created to address these cruel diseases.

#### **BELLA VISTA DEMENTIA DAY CENTRE**

The Bella Vista Dementia Day Centre officially opened its doors on Monday 16th January 2017. This new and magnificent facility, the first of its kind on the Rock, offers 90 places at any one time. Bella Vista provides a community-orientated model of care with the aim of enhancing the life of dementia patients and their families. The Day Centre has already become the central hub for all Alzheimer's and dementia services that are provided to patients. Bella Vista represents the most significant investment in the provision of elderly care services in Gibraltar for several decades and is a pivotal part of our National Dementia Vision and Strategy which is designed to secure a pathway for dementia patients from early diagnosis to the final stages of a person's life and ensures that every patient receives the appropriate service at the right time.

The Day Centre has been designed to cater for mild to moderate dementia patients. The Day Centre seeks to



# HILLSIDES

Dementia Care  
Elderly Residential Services

BELLA **BV** VISTA  
DAY CENTRE

gha  
Group Health Agency



extend the ability of dementia patients to remain in their own homes, so they can have meaningful social contact with their relatives. Our aim continues to be that a patient diagnosed with dementia engages with the Centre as quickly as possible while their minds are still in reasonably good shape. Great attention to detail was taken in all aspects of planning, and special consideration was taken throughout, to ensure that not only the facility but also all furniture and equipment, from design, to colour schemes are dementia friendly.

#### HILLSIDES RESIDENTIAL HOME

An entirely new residential facility for persons with Alzheimer's and dementia was opened on 24th April 2017. The magnificent Hillside is located at the site of the old Royal Naval Hospital and close to the Bella Vista Dementia Day Centre. The new residential facility provides care and accommodation for 52 patients diagnosed with dementia and in need of full time, high-dependency, specialist care. Following advice from UK specialists in the field of dementia care, the Hillside design focused on maximizing the comfort and wellbeing of patients. Features such as en-suite bathrooms and increased floor area in bedrooms and communal areas were incorporated into the designs, together with all necessary equipment to give residents the highest possible standards of care. The construction phase presented many challenges because the original project, by the GSD, envisaged 92 beds. We took the decision to reduce the number of beds to create a fit-for-purpose facility with better and more spacious living conditions. It was crucial that we got things exactly right, after inheriting plans, which were described by medical experts as 'displaying a shocking philosophy of "quantity" rather than "quality"'. As many of our community will have now seen for themselves, Hillside boasts fully equipped kitchen areas, snoezelen rooms, plus hairdressing and chiropody services. There is also a pleasant garden area with different types of flowers and plants for sensory stimulation. All rooms are colour coded for dementia while furniture has been specifically designed as recommended

by our UK dementia consultants. The soft flooring throughout the building, similar to that in toddler parks, and signage is also dementia friendly. There are also 8 beds available to provide respite for family carers.

#### VULNERABLE ADULTS

This Government is unwaveringly committed to continue improving the services for vulnerable adults within our cherished elderly community. We took the view that designs must always have the best interests of the residents at heart and insisted on the new, fantastic design we see today. Our community can rest assured that care for vulnerable elements in our community will continue to be a top political priority for us. We will continue to invest financial and material resources to ensure that our elderly can have dignified care and the best possible quality of life.

#### DEMENTIA STRATEGY

Along with the Bella Vista Day Centre, Hillside was a key feature of the GSLP/Liberal Government's Dementia Strategy, which was launched in 2016. Only in September of this year, the Government launched the updated and revised National Dementia Strategy, outlining key strategic objectives. Some of these objectives have already been met, such as the opening of the new facilities, additional bed capacity, training on dementia, transferring dementia patients from an acute hospital to a dementia friendly environment, dementia awareness, and introducing dementia training to non-healthcare groups.

#### TRAINING

The Government continues to be totally committed to training all levels of the Elderly Care Services. In collaboration with GHA professionals, staff have received continuous in-house training in various areas of nursing for elderly care. Accredited modules have been delivered through the School of Health Studies for Elderly Care nursing staff. Staff from different areas of the Service have, for the first time, also been able to participate in a "Potential Leaders and Management" courses. Major training has been carried out in Dementia "Train the Trainer" courses. This training has

been enhanced with a particular focus on dementia, in addition to the introduction of accredited courses in Recreational Activities. Palliative Care and End of Life courses have also been introduced.

#### ELDERLY CARE MEDICAL SERVICES

We provided funding so that 3 GPs were recruited to work exclusively within the Elderly Care Services to provide daily medical specialist care to residents of Gibraltar's care homes. We also decided to provide funding for a Speech and Language Therapist, an Occupational Therapist, and a Consultant Geriatrician. An Elderly Residential Services Medical Team has, therefore, been formed. These services allow residents to receive an enhanced continuity of care by familiar clinicians and aim at reducing emergency House Calls by GPs from the Primary Care Centre. Whilst at the Bella Vista Day Centre, service users are visited daily by a GP from the Medical Team, staff from the Joint Memory Clinic, psychiatrists, and associated health care professionals. These interventions mean that whereas previously a person living with dementia may have had to be admitted to hospital in a crisis, their situation can be effectively managed in their own homes with the support of a network of healthcare professionals and their own families.

#### ACTIVITIES AND OUTINGS

We very quickly realised that there was a serious need for more activity co-ordinators, the number of which we significantly increased. We have ensured that the Elderly Care Services has allocated a member of the activities team specifically to the second floor of Mount Alvernia, where there are, principally, residents with dementia. This member of staff permanently organises activities tailored to the cognitive capacities of the residents. Outing activities are varied and there is an internal health and safety policy in place, the objectives of which are to safeguard the residents and staff when undergoing outings. The policy sets out the roles and responsibilities of staff members to ensure that residents going on an outing are well prepared, that the loading and unloading of vehicles is carried out

safely and efficiently, and that the venue of choice is appropriate for the residents attending. Outings are pre-arranged and only residents who have given consent are taken on outings. Staffing levels are adjusted to ensure appropriate supervision. Staff in attendance always include a qualified nurse. Venues visited by residents are risk assessed. Despite the great increase in the number of outings, we are not complacent and are determined to keep developing and improving the services which are available for our elderly.

#### QUALITY CONTROL

We have worked with the Nursing Management, together with the Medical Team, to review and update the existing Minimum Standards for Residential and Dementia Care Homes in Gibraltar. An Inspectorate made up of senior Nursing Staff has been established and is tasked with visiting each of the facilities. The Inspectorate seeks to identify areas where there is room for improvement and ensure that any remedial interventions are undertaken.

#### JOHN MACKINTOSH HOME REFURBISHMENT

The community may recall that the Government provided the necessary funds to open an additional floor at the John Mackintosh Home. The fully refurbished and dementia-friendly floor has resulted in capacity increasing from 54 to 70 residents. The Home boasts spectacular views, spacious bedrooms, and common areas. This increase in capacity has also resulted in the releasing of beds at St Bernard's Hospital, which are available for acute or planned admissions. We will continue to maintain this facility to ensure it remains of the highest standard.

#### MOUNT ALVERNIA REFURBISHMENT

Mount Alvernia has also seen significant refurbishment to the main kitchen, dining room, day room, lobby, reception, and chapel, with 'Dementia Friendly' colour schemes, designs, and furniture having been installed across communal areas. The renovation continues in phases to minimise any

possible disruption to residents. We must thank the Gibraltar Alzheimer's and Dementia Society for their generous donations, which have gone towards these very welcome improvements. We will ensure that Mount Alvernia is finished to as high a standard as the John Mackintosh Home and properly maintained thereafter.

#### THE JEWISH HOME

We have already commenced the works for the re-opening of the Jewish Home for the Elderly. These have taken longer than expected because alternative plans have not materialised. We have responded to a petition presented in good faith by members of the Jewish Community by starting work already. The area has already been stripped and we expect that works on the new home will be completed during the course of 2020. New residents should be able to move in within the next 18 to 24 months.

#### WORKING WITH GHITA

We will continue to work with GHITA as the representative organisation.

#### A STRATEGY TO DEAL WITH DEAFNESS

We recognise the needs of our deaf and hard of hearing community. The Disability Act which we have already introduced provides a framework for services to people with disabilities and this includes the deaf and hard of hearing. We will continue to always provide support, primarily through the GHA, so that clinical services are always made available.

#### SCREENING CHILDREN FOR DEAFNESS

We will continue to improve our services and will increase the focus on early detection and prevention. The GHA will screen all children from an early age.

#### A STUDY ON HEARING LOSS

We will prepare an in-depth study on hearing loss to include all relevant citizens in Gibraltar, including those who live in residential care facilities, and the study will include data on all users to as better to formulate future policies.

#### HEARING AIDS

We will keep the assessment of hearing aids and their dispensing under strict review so that they are provided to users in a timely manner.

#### SERVICES FOR THE DEAF

We will aim to provide a relay text service via SMS so that the deaf community can better communicate with emergency services. We will work with the Gibraltar Fire and Rescue Service to ensure that our policies are mindful of the needs of people who are deaf. We will provide tenants of Government properties with smoke detectors specifically for the deaf. We will provide hearing induction loops in all new Government building projects and we will phase in induction loops to all existing Government office counters and meeting rooms. We established the use of a British Sign Language interpreter on National Day and we are committed that this will always be provided for as long as we are in Government. We will continue to provide awareness training in the public and private sectors and within the community in general so that everyone, especially decision makers are informed of the needs of and difficulties faced by our deaf and blind community so that no one feels left out. Services for the deaf and hard of hearing form part of our Government's disability action plan and we will ensure that all service providers consult with the Ministry of Equality to ensure that services are delivered.

#### PATIENT ADVOCACY SERVICE

Government will consult with internal and external stakeholders to introduce a Patient Advocacy Service to co-ordinate patient care and co-ordination across the various aspects of the GHA when a patient requires treatment outside of Gibraltar. This will be a low-cost measure to introduce, but will see coordination and communication issues reduce across our health service and improve patient experience where it is needed the most

#### THE MORTUARY

We will move the Mortuary from the present location at St Bernard's Hospital to a purpose-built facility next to North Front Cemetery.

## THE CARE AGENCY - PLEDGES

We are wholeheartedly committed to continue to work with all levels of the Care Agency to ensure that all the important services the Care Agency delivers are developed even further and continually reviewed so that the social care provided is meaningful, provides the relevant support, and enables its users to participate in society.

### EARLY INTERVENTION AND SUPPORT SERVICES FOR FAMILIES

In September 2017, we inaugurated, in a first for Gibraltar, the Family and Community Centre, which offers a wide variety of activities. Over 1,300 children and 1,400 parents and carers attended during the financial year 17/18. Our policy is to ensure that the Care Agency increasingly provides early intervention when families most need support. In the case of Children's Services, the Family and Community Centre has been instrumental in facilitating access to early intervention. This service has been influential in providing children and families with more opportunities to succeed and achieve best outcomes. In government, our policies have promoted early intervention so that children are able to live with families in a caring home and so that problems are tackled as soon as possible before they become difficult to reverse. The idea of addressing problems soonest is to prevent detrimental consequences for children and families, such as poor educational attainment, mental health problems, or, in the worse cases, criminal conduct. Especially important, a Parent - Child Assessment Unit has also been created. The aim of this service is to provide residential parent and child assessments for those who have suffered, or are at risk of suffering, significant harm. The programme helps parents build on their parenting skills and adopt positive, day-to-day strategies. We are committed to continue to fully resource and support the important work of early intervention and support services for families.

### SAFEGUARDING BOARDS & PUBLIC

## PROTECTION

In government, we have ensured the proper functioning and resourcing of two Safeguarding Boards led by the Care Agency, namely the Child Protection Committee and the Safeguarding Adults Board. The Child Protection Committee, which was restructured in 2016, is responsible for co-ordinating with relevant organisations on how they should best work together to safeguard and promote the welfare of children and young people and ensure that agencies provide an effective service. To ensure the Child Protection Committee's ongoing professional development, the Government has ensured that the Care Agency is adequately funded to organise the appropriate training. The newly reconstituted Safeguarding Adults Board was established this year and focuses on issues relating to the safeguarding of vulnerable adults, ensuring that the appropriate local safeguarding arrangements are in place. The Board also works to make certain that agencies deliver timely and proportionate responses, should abuse or neglect occur. We are committed to continue to fully resource and support the important work of both boards.

### CONTINUING SUPPORT AND TRAINING FOR THE CARE AGENCY

In government, we have provided more than adequate funding for all levels of the Care Agency to be properly resourced. We have also provided the necessary resources for the continuing training of all levels of the Care Agency. We are committed in ensuring that any training undertaken is specific to the learning requirements of all of the Care Agency's service users.

### WHOLESALE DISABILITY REVIEW

We have started the introduction of exciting and important changes in our cherished disabilities services. In government, we have met with parents and family members of children and adults with learning disabilities and with the relevant support organisations to better understand the challenges families and individuals face on a daily basis. The Government has understood the need for change in the way services are delivered to

this vulnerable and beloved sector of our community. A multi-disciplinary group was formed to consider ways in which services within education and the care sectors could work together and recommend reforms to better meet the needs of the community. The Working Group met with other stakeholders, such as the GSLA and Youth Services, to further inform their work. It is important for a person with a learning disability, and their families, to know that there is a supportive plan in place and on which they can rely. One of the major issues raised by families is that Paediatric health services cease service delivery when children reach the age of 16 years; this includes service delivery to children with disabilities. Families typically enjoyed, by their own statements, a fantastic multi-disciplinary team approach around the child, consisting of Consultants and other Allied Health Practitioners, which then virtually disappeared on their 16th birthday. The child would then transition to working with a GP in a very busy Primary Care Centre setting.

### PAEDIATRIC SERVICES

The age of Paediatric services for children with learning disabilities and additional needs was, therefore, this year, raised to 18 years. There has also been an increase in the therapies provided by Paediatric Allied Health Professionals. The importance of this expansion of service provision to persons with disabilities and their families cannot be overstated. The, also first-for-Gibraltar, Children's Health Centre, already houses numerous services, offering a single point of access to children services, eliminating the need for parents or carers having to navigate from one professional to another. The Working Group continues to consider the age criteria for use of these services for those over 18 years so that there can be a smooth transition into later adulthood.

### RESPITE FOR CHILDREN

Respite for parents and carers of children with learning disabilities was dependent on resources deployed from the Care Agency's Children's Residential Services. This did not

always enable this service to provide respite as and when needed. The Government has increased the budget for respite services to ensure that more children and their families are able to access the necessary support and respite services when they need it. We must care for our carers; they are our silent champions and they need our support.

#### ADDITIONAL SOCIAL WORKER

The Government has provided funding to the Care Agency to recruit an additional Social Worker to work exclusively with children with disabilities and their families. Up until now, this area of work has been conducted in addition to other areas of children's social services. This practitioner will support families through the many processes required to access services and assess the most appropriate support packages.

#### NEW RESPITE VENUES

The Government acknowledges that respite premises are essential and continues to explore alternative venues to deliver daytime, overnight, and weekend respite, separate to the current Children's Residential Service.

#### SUPPORT FOR ADULTS

The Government has provided additional resources to help adults with learning disabilities to access meaningful community activities. Typical of any person trying to attain independence, young adults do not always want to be chaperoned by parents or family members; however, because of their vulnerability, adults with learning disabilities require a certain level of supervision. The Government has, therefore, increased the budget of the Care Agency to address this need and provide paid, trained carers to deliver a support service akin to a mentoring service. This new area of service will assist in enhancing adults' social and support networks and help these individuals build skills that will serve them well for leisure, and also, in some cases, for employment. The Government has, additionally, increased the Care Agency's budget to recruit a second Social Worker who will work exclusively with adults with learning disabilities

and their families. This Social Worker will co-ordinate care packages, assess the needs of the individual, and the degree of support required by family members. The recruitment is progressing well. This Social Worker will also work with Dr Giraldi Home, St Bernadette's Resource Centre, the GHA, and other Government agencies. This practitioner will be ringfenced to work solely in this area of service to create more effective channels of communication between the different services, families, and around the person with the learning disability.

#### ADDITIONAL VENUES FOR ST BERNADETTE'S RESOURCE CENTRE

With adults now enjoying better healthcare and living longer, there has been an increase in attendances at the St Bernadette's Resource Centre. This Centre now offers a service to a wide range of service users both in age and learning disability. We have worked with the Education Department and the Care Agency so that transitions from one service to another were reviewed and improved. The Government is fully committed to continue the Disability Review as there is much further ground to cover. It is important to note that we are only at the initial stages of delivering on new developments and we will continue to strive to provide a platinum-standard service.

#### ELDERLY CARE IN THE COMMUNITY

No one can doubt that we have prioritised care in the community. When we were elected the GSD had only destined £500k to Domiciliary Care per year. We now spend in excess of £3m per year on this service. Domiciliary Care continues to be provided to assist vulnerable, elderly, or infirm persons at home. Over 430 individuals received a package of care in 2019, reflecting an increase of 127 over the last year. Given the huge importance of supporting persons in the community, we have increased the Domiciliary Care budget so that further support can be provided to more individuals at home. We also ensured that the Waterport Day Centre for the elderly opened an extra day, providing a total of 40 additional placements,

with 20 new members attending.

#### DISABILITY BENEFITS

We will set out in a concise and objective manner the benefits available to people with disabilities and the circumstances that allow for claims to be made. We need to demystify the benefits available and how to access them.





ALBERT ISOLA HAS SERVED YOU AS MINISTER FOR FINANCIAL SERVICES AND GAMING SINCE 4 JULY 2013 WHEN HE WAS ELECTED IN A BY-ELECTION FOLLOWING THE PASSING AWAY OF CHARLES BRUZON. SINCE NOVEMBER 2015 HE HAS ALSO HAD RESPONSIBILITY FOR COMMERCE AND THE POST OFFICE. HE HAS TRAVELLED AROUND THE WORLD MARKETING GIBRALTAR SINCE HE WAS ELECTED AND HAS IN PARTICULAR LED IN THE MARKETING OF GIBRALTAR AS A JURISDICTIONAL PIONEER IN THE DLT / BLOCKCHAIN SPACE. BEFORE THEN ALBERT WAS PRACTISING AS A BARRISTER AND SENIOR PARTNER AT ONE OF GIBRALTAR'S LEADING LAW FIRMS WHERE HE LED THE FINANCIAL SERVICES AND COMMERCIAL PROPERTY TEAMS. HE HAS REGULARLY ADDRESSED INTERNATIONAL CONFERENCES AROUND THE WORLD IN FINANCIAL SERVICES. HE WAS PREVIOUSLY A MEMBER OF PARLIAMENT FROM 1996-2000 AND HAS BEEN A MEMBER OF THE GSLP SINCE 1987. HE IS MARRIED TO GRAZIELLA AND HAS A SON AND 3 DAUGHTERS.

## FINANCIAL SERVICES

We have worked tirelessly to ensure we maintain passporting rights to the United Kingdom market post Brexit for Gibraltar firms. We are the only Jurisdiction to have achieved this. In addition we have worked extensively to ensure we are up to date with and complying with all our International obligations and standards especially in the areas of compliance with all Money Laundering and Counter Terrorism financing provisions. This work will continue as we implement our commitment to maintain international standards in this important area. Our ability to work internationally depends on this.

## NEW FINANCIAL SERVICES ACT

We have worked extensively to bring to Parliament the new Financial Services Act, passed with unanimous support in July 2019. This Act introduces many new features and checks and balances on the Regulator and its powers. It is imperative that the Regulator understands the importance of proportionality and speed to market as we work to attract new quality business to Gibraltar.

## PRODUCT DEVELOPMENT

We have worked on product development, improving existing lines of business and creating entirely new areas of business for our community. The world first DLT Legal Framework has received International acclaim and recognition. We will continue to innovate and carry out a complete review of our entire product line in partnership with the Industry and

ensure that all are current, updated and fit for purpose.

## MARKETING - THINK GIBRALTAR

We have invested heavily in marketing Gibraltar PLC across the World, successfully. We must continue to focus our marketing efforts in areas that will yield effective business for our community. New markets will deliver business at a slower pace but we must sow the seeds for future growth. The importance of our traditional markets cannot be underestimated and we will work even harder this term to promote Gibraltar in the United Kingdom. The #ThinkBusiness #ThinkGibraltar campaign is already showing great results!

## DOUBLE TAXATION AGREEMENTS

We have a Tax Treaty with Spain (which makes absolutely no concessions on sovereignty or tax sovereignty in any way) which once ratified will lead to Gibraltar being removed from the Spanish tax haven blacklists. Additionally, we have been negotiating a Double Taxation Agreement with the United Kingdom. Both of these are unprecedented and great achievements. The value of these treaties cannot be underestimated either politically, reputationally or in terms of attracting new business opportunities to Gibraltar. We will now work to build a Tax Treaty network with other countries ensuring that these are OECD BEPS compliant to further strengthen the Gibraltar proposition for quality International firms.

## OECD - BEPS INCLUSIVE FRAMEWORK

As a result of our agreement to the Tax Treaty with the Government of Spain, the latter lifted its objections to our inclusion in the OECD BEPS Inclusive Framework. This is an essential framework to form part of in order to be in a position to be able to conduct reputable financial services business internationally. The failure to have access to the BEPS framework was beginning to damage Gibraltar. We are very proud to have achieved inclusion in the framework.

## DISTRIBUTED LEDGER TECHNOLOGY

The work of this Government in leading the drive towards a regulated environment for the Distributed Ledger Technology (DLT) space has been recognised around the world. We were the first Jurisdiction to propose, debate and enact legislation to provide a legislative framework for Blockchain firms, affording them the security of knowing that their business here was licensed, regulated and legal. The legislation proposed 9 Core Principles for these firms, designed to permit and encourage quality firms to set up in Gibraltar and operate from here creating a new industry for Gibraltar.

## LICENSED DLT BUSINESSES ON THE ROCK

We now have some 15 new DLT businesses fully licensed or licensed in principle, with more going through the licensing process, and we are now considering new initiatives which will enhance the Gibraltar offering. The

recent FATF recommendations require policy thinking and solutions and we are ready and able to provide these to further strengthen our product.

#### DLT AT THE UNIVERSITY

We have also linked our DLT Operators with the University of Gibraltar with many of these firms seeking to join the University in providing facilities for courses, research and learning in this fast growing technology and application.

#### FURTHER DLT GROWTH

We have exciting plans for the continued growth of this sector including working with other Jurisdictions to arrive at a set of International standards appropriate for this sector. This is an area where Gibraltar has led the world, and this Governments work in driving this policy has resulted in business coming here from Europe, North America, South America, Asia and the Middle East; all areas which have been covered by the Gibraltar marketing campaign.

### BANKING

The Gibraltar International Bank has quickly becoming one of the leading providers of retail banking services in Gibraltar. IT is a real success story of which the GSLP Liberals can be justly proud. We are encouraged by the decision of outside investors to acquire Jyske Bank in Gibraltar and continue its retail operations. We are also pleased to see other acquisitions which reflect consolidation in the sector as technology has transformed modern banking. We will work to attract further banking operations to Gibraltar to bolster the strong offering in this regard.

#### E-GOVERNMENT

We will build on the foundations of our work on eServices that have already been delivered. This includes eProcurement, Purchase to Pay and a recently introduced cross Government financial accounting system (ERP). For the first time, this provides the Government with a holistic view of revenue and expenditure. Already in progress is the implementation of new administrative systems for Human

Resources, Payroll and the management of Government expenses. This will enable the Government to streamline its processes and make the running of public services more efficient.

#### DIGITAL GOVERNMENT

The introduction of Digital Services has created new ways of working for the Public Service. It allows interaction with Government systems in ways that have never before been available in Gibraltar. The implementation of these systems represents a significant leap forward for Government, and we have expert support in our implementation team drawn from all corners of the Public Service, including of course ITLD. In the next 12 months, we will complete the build and rollout the initial scope of our Digital Services, which will deliver online services to businesses and citizens in key areas such as Employment, Taxation and Health. The next phase of departments will include the Civil Status and Registration Office, the Office of Fair Trading, the Department of Education and the Department of Environment.

We will implement a support system to ensure that eGovernment users can be guided and assisted when accessing us online, and in addition we will be creating a central hub to deliver customer service to those that are unable to access us online. Efficient and competent customer service will be provided centrally for each set of eServices that are brought online.

#### BILLS OF EXCHANGE ACT

In order to facilitate what is called "Image Presentation" (essentially sending a scan of the cheque to the branch of origin), the UK amended their Cheques Act 1957 in July 2018 to allow image presentation. We have already drafted an amendment to our Bills of Exchange Act (the "Bills of Exchange (Electronic Presentation of Instruments) Act") to allow Image Presentation. We will publish the Bill within a month of the date of the election if we are returned to Government.

#### GAMING

We have worked with Her Majesty's

Government to maintain access to the United Kingdom market post Brexit. This is of critical importance to all of our Operators, many of whom regard the UK as their most important market. Despite Brexit, we have worked with all of our firms to prepare for and plan with them their Brexit strategies, crucially maintaining their presence in Gibraltar. We have also continued our work to attract new business to Gibraltar and to ensure existing Operators are able to continue their growth.

#### GAMING LEGISLATION

We have also already carried out extensive work on new Gaming Legislation. We will shortly be able to complete this work having consulted for a second time with professionals and Operators to ensure the new legislation is able to meet today's demands of this fast changing sector. We will bring this Bill to Parliament within the first six months of 2020.

#### TECHNOLOGY - REAL PRESENCE

We have reviewed and are reconsidering our position on technology. Firms operating in Gibraltar must have real substance and we will continue to work carefully to ensure this balance is maintained. This is a key aspect of how we ensure that Gibraltar remains both a credible jurisdiction and profitable for our population.

#### NEW MARKETS

We are also considering different markets and our ability to service them, having regard to regulatory reach and meeting our strict compliance requirements.

### BUSINESS & COMMERCE

#### THE OFFICE OF FAIR TRADING

We have completed our review of the Fair Trading Act and will quickly implement the changes we have discussed and agreed with the Chamber of Commerce and the GFSB. The review has been extensive and will result in a faster and more efficient system of licensing. These include:

A simplified application process; the OFT will advertise applications which

will now be made directly to the OFT. Disbanding the Business Licensing Authority: Applications will be made directly to the OFT avoiding delays in unnecessary hearings.

**New Premises Policy:** a detailed written policy on the new criteria will be issued and clear guidelines on premises waivers published.

**Simplified Licence fees:** fees will be charged to service providers and traders reversing the current cumbersome charging structure.

**Licence Conditions:** the OFT shall be empowered to place conditions on licencees when necessary.

**Enforcement powers:** effective and proportionate powers will be available to the OFT to deal with non-compliance.

#### NEW LAWS FOR BETTER BUSINESS

Following the extensive consultation carried out in these areas, draft legislation has been prepared and will quickly be brought before Parliament rationalizing existing provisions into a simpler and more effective regime for all bars, restaurants and food establishments. These provisions will not only deal with their licensing, but with a stronger regime for the maintenance and management of tables and chairs placed externally including any planning considerations, cleanliness requirements or abuse of the areas licensed, and appropriate enforcement provisions. The proposals also deal with clubs and associations, street entertainers and commercial parking for deliveries. These proposals will streamline and simplify licensing for bars and restaurants across Gibraltar whilst also ensuring compliance with obligations to erect, care for and maintain external tables and chairs.

#### BUSINESS IMPROVEMENT DISTRICT

We fully support the initiative by the GFSB and supported by other Organisations to create a BID for Main Street and will work with the various people involved in the preparation of the Business Plan to enhance and fulfill the potential that we believe Main Street enjoys as an International Shopping area. Subject to the BID being favourably received by main

street traders, we will work with the team to ensure this exciting and beneficial project becomes a reality. We will match the investment in the BID on a pound for pound basis.

#### COMMERCE

The GSLP Liberal Government has invested time and resource into providing startups with the best support they can get - and we can and will do more. In every Budget we have provided incentives for start ups. We will now ensure that we consolidate all the advantages which start ups can benefit from and illustrate them in a guide which will show why Gibraltar is one of the best places in the world to start a business.

#### START UP INCUBATOR

To also provide an eco-system to kick start even more start up businesses we will designate an existing Government office which can be segregated and convert it, with hot desks and pigeon holes and communal areas into places where people can be registered, come with a laptop, get coffee, chat with other like-minded people and get off to a great start. We will include dedicated civil service support at the incubator at which all manner of applications can be initiated/processed, with nominal rent in year 1. After year 1, the rent will automatically increase marginally. At the end of year 2, business owners will need to have found an alternative office space.

#### ROYAL GIBRALTAR POST OFFICE

The 2019 Post Office Collective Agreement was a huge step forward to becoming a sustainable business that delivers an efficient service to the community and introduces further flexibility in working practices now that technology is increasingly used in mail services around the world. The new CEO is now in place and is driving efficiency and change to all aspects of the service delivery of the RGPO.

#### NEW RGPO WEBSITE

The new RGPO website offers reliable tracking, postage calculator options and allows users to purchase postage stamps online. Improvements were made to the Main Street Post Office

in 2019 and the RGPO partnered with the Gibraltar International Bank to install an ATM there. Additionally all types of postal stationery envelopes and packaging are now available at the retail counters.

#### PO BOXES & ICONIC PILLAR BOXES

The Irish Town PO Boxes have had a full renovation and PO Box holders will soon be able to opt to have their PO Box mail collected and delivered to their registered address. Gibraltar's iconic red pillar boxes are part of Gibraltar's heritage and tourism product so the RGPO has embarked on a restoration project that will see every pillar box refurbished.

#### UK DELIVERY ADDRESS & PARCEL TRACKING

So that Gibraltar enjoys the same access to online goods as in every major city, by early 2020 the RGPO will offer its customers a UK address for orders made from e-retailers that do not ship to Gibraltar plus it is testing a modern digital notification system that notifies customers of the arrival of their parcels immediately, making the delivery process quicker and easier. A management charge similar to the United Kingdom model is also being developed for goods imported to Gibraltar.

#### A NEW HOME FOR RGPO

Plans are also being developed for a new permanent home for the RGPO, in a modern and user friendly location which will provide for staff and users of these services excellent facilities for the next generation.

#### ELECTRIC RGPO FLEET

As part of its commitment to the environment, the existing fleet of vehicles will be gradually replaced with electric models as from 2020



## let's talk about... **Gilbert**

GILBERT LICUDI IS A PILOT, HAVING QUALIFIED FOR A PRIVATE PILOT'S LICENCE. HE HAS SERVED YOU AS MINISTER FOR JUSTICE AND EDUCATION SINCE 9 DECEMBER 2011. HE ALSO SERVED AS MINISTER FOR FINANCIAL SERVICES & GAMING FROM DECEMBER 2011 UNTIL JULY 2013 WHEN HE TOOK ON RESPONSIBILITY FOR THE GIBRALTAR FIRE & RESCUE SERVICE. AS MINISTER FOR EDUCATION, HE HEADED THE PROJECT LEADING TO THE ESTABLISHMENT OF THE UNIVERSITY OF GIBRALTAR. ADDITIONALLY, HE HAS DELIVERED THE 700 BERTH MARINA FOR SMALL BOATS. HE IS A BARRISTER AND A QUEEN'S COUNSEL AND IS CALLED TO THE BAR IN GIBRALTAR AND IN ENGLAND AND WALES. BEFORE BEING ELECTED, GILBERT PRACTISED AS A PARTNER OF ONE OF GIBRALTAR'S LEADING LAW FIRMS WHERE HE HAS ADVISED ON ALL TYPES OF COMMERCIAL TRANSACTIONS AND REGULARLY ADVISED BANKS, TRUSTEES AND PRIVATE CLIENTS ON GIBRALTAR COMPANY AND TRUST LAW. GILBERT HAS BEEN A MEMBER OF THE GSLP FOR OVER 30 YEARS, HAVING CHAIRED THE FIRST PUBLIC MEETING IN THE RUN UP TO THE GSLP'S FIRST ELECTION WIN. HE IS MARRIED AND HAS 2 SONS.

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### **THE FIRE & RESCUE SERVICE**

The safety of our community has been a top priority for a GSLP/Liberal administration. We have invested heavily in the last four years with a replacement of appliances and vehicles for the Gibraltar Fire and Rescue Service and the Airport Fire and Rescue Service.

#### **THE COMPLEMENT**

We will be reviewing the staffing complement of the GFRS as a result of safeguards being put in place for all the new highrise buildings. This will be facilitated by the introduction of a training team comprised of a tier of fire officers, which would greatly enhance our operational capabilities.

#### **EQUIPMENT FOR GFRS**

We will continue investing in our safety. With a greater number of high rise buildings in Gibraltar the need for appropriate resources to deal with an incident in one of these buildings is evident. We will provide funding for the purchase by the Gibraltar Fire and Rescue Service of a Turntable Ladder. This is an appliance with a boom ladder and rescue cage capable of reaching heights of over 30 metres and which can be used for both rescue and fire-fighting from above.

#### **FIREFIGHTER TRAINING**

Training of firefighters is of paramount importance. Our fire services officers have attended numerous training

courses in the UK as well as an LNG Awareness and Incident Command course in the Netherlands. This will continue. In addition, it is vital that we have local training facilities. We have already provided the Gibraltar Fire and Rescue Service with a training area near Lathbury Barracks. This has proved to be invaluable.

#### **FIRE TRAINING FACILITY**

We will expand the training facilities in Gibraltar by providing a new and technologically advanced fire training facility in the area of the old refuse incinerator by Europa Advance Road. This will be enclosed and have the latest features from an environmental protection perspective with emissions expected to be close to zero. The facility will be available for fire and heat training for the Gibraltar Fire and Rescue Service, the Airport Fire and Rescue Service and the new Gibraltar Maritime Academy where basic fire training for seafarers will be an essential feature of the Academy.

#### **THE NEW FIRE STATION**

The provision of a new Fire Station is now long overdue. It has not been delivered yet due to negotiations with the preferred bidder for the Rooke site. This site is preferred as it is in the centre of town. It will be our commitment to start work on a new fire station within 6 months of being returned to office. We will not let down our firefighters.

### **THE PORT**

Many thousands of ships transit the Straits of Gibraltar every year. Up to one fifth of the world's oil passes through the Straits, making it one of the most important waterways on the globe. The Gibraltar Port has taken advantage of the opportunities this creates to become one of the major ports in the area. We are now the number one port in the Mediterranean in bunkering volumes and have also acquired an excellent reputation for the quality of our service in other maritime services such as the supply of provisions, spares and lubrication oils, salvage operations, underwater hull cleaning, crew changes, ship repair, cruise calls as well as legal and financial maritime expertise.

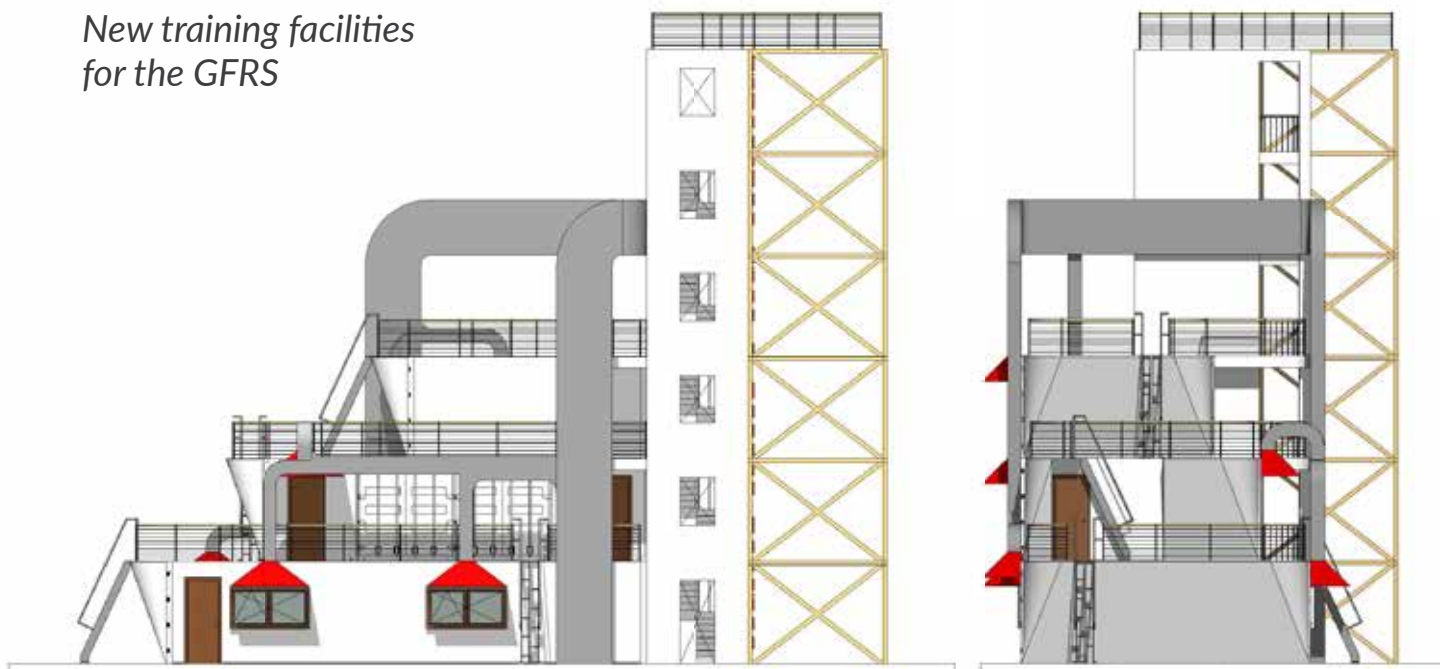
#### **SUPERYACHT BERTH**

The creation of the new small boats marina has created over 500 metres of new berthing space for superyachts. We now have the facilities and infrastructure to accommodate the largest superyachts in the world.

#### **SMALL BOATS MARINA**

The marina which accommodates 700 small boats has allowed hundreds of Gibraltarian families to enjoy access to the sea when this was previously not possible. It is a pleasure to see so many people enjoying these new facilities.

## New training facilities for the GFRS



### ENVIRONMENTAL CONTROLS

Environmental protection is increasingly recognized as an important aspect of the maritime industry. The sulphur cap which comes into force in 2020 will bring cleaner fuels as will the use of LNG as a fuel for propulsion.

### CLEANER BUNKERS: LNG

Shell has confirmed that it will be applying for an LNG bunkering licence and this summer saw the first supply of LNG bunkers by Titan LNG. This is a cleaner fuel that will be rolled out across the world's merchant navy fleets and, thanks to our investment in LNG facilities, we will be able to continue to use Gibraltar's geostrategic position in order to supply ships transiting the Straits.

### GIB MARITIME WEEK

This year we hosted Maritime Week Gibraltar as the first of a biennial event. This turned out to be hugely successful with the many local and international delegates and speakers enjoying a week of presentations, visits to facilities, discussions and a number of receptions which provided networking opportunities. A number of business opportunities and commitments have arisen directly from Maritime Week Gibraltar. We are committed to continuing to organise

Gibraltar Maritime Week every two years, making it annual in future if it were worth doing so.

### NEW PORT OFFICE

We have invested in new port offices in a strategic location near Lathbury Barracks. This purpose built facility has an excellent vantage point and houses a brand new VTS facility and cameras to ensure the monitoring and safety of navigation in and around our waters. We will maintain this building to the highest standards.

### SMALL BOATS SERVICE YARD

We will further expand the facilities available for small boats by providing a service yard. Work on this is already at an advanced stage and it is expected that the service yard will be ready to use before the end of this year. The yard will be available for use by boats at the Mid-Harbour Small Boats Marina as well as boats at the Watergardens Marina.

### WATERGARDENS MARINA

We will improve the facilities at the Watergardens Marina for those boats that chose to stay at this marina. We will provide new pontoons as well as finger pontoons similar to those at the small boats marina.

### NEW PORT LAUNCH

We have made funding available to the Gibraltar Port Authority for the purchase of a new port launch. The vessel will be built specifically for the GPA and will provide a modern, technically advanced launch for use in general port duties including patrols and search and rescue.

### GENERAL ELLIOTT

We believe that the GPA should have two working port launches. We will therefore invest in the refit of the existing launch, the General Elliot, by the purchase and installation of two new engines.

### ADMIRAL ROOKE

Whilst these works are being carried out and the new launch comes on stream, the GPA will continue to enjoy the use of the Admiral Rooke which was acquired from the Royal Gibraltar Police and has undergone extensive works in the last few months.

### GIB MARITIME ACADEMY

We will work with the Gibraltar Port Authority, the Gibraltar Maritime Authority and the University of Gibraltar on the establishment of the Gibraltar Maritime Academy which will open its doors to students in September 2020 (see under University for further details).



#### CRUISE TERMINAL SHOP

We will refurbish the Cruise Terminal and this will result in the closure of the retail facility currently operating from there.

#### CREW HOTEL

We will seek to provide low cost hotel rooms in Gibraltar to be used in part as a 'crew hotel'.

#### SOUTHERN AIR CORRIDOR

In order to bring crew members more easily to Gibraltar for crew changes, we will pursue a daily flight with Casablanca/Tangier to facilitate the arrival in Gibraltar of Asian and Indian crew members who do not require visas to transit those airports.

#### ALGECIRAS EXPANSION

We are already pursuing with the EU Commission information about the potential transboundary effect of the proposed further extension of Algeciras Port. We will take action to prevent that project from progressing if it will have transboundary effect.

#### CIVIL AVIATION

As business aviation has expanded in the last ten years, so too has the use of aircraft registries in the smaller jurisdictions. We believe that Gibraltar has much to offer the business aviation industry. We have shown that whether it be in financial services or online gambling, Gibraltar can become a leader and a reference for other jurisdictions through the quality of our professionals, the very highest regulatory standards and our very strong legal and accountancy services. We can do the same in business aviation through the establishment of an aircraft registry.

#### NEW AIRCRAFT REGISTRY

We will establish an aircraft registry within our next term of office. We will bring in experienced professionals to create a highly reputable registry offering the business aviation community the very best service available anywhere.

#### ATC CONTINGENCY TOWER

We will finalise the Air Traffic Control Contingency Tower on which work has already started. This is necessary to keep our airport open in the event of any catastrophic failure of the existing tower.

#### ATC SERVICE

We will press the Ministry of Defence to ensure that its contractual arrangements with NATS are resilient enough to avoid the risk of another closure of the airport as happened in September 2019 due to a lack of controllers.

#### PRIVATE PLANE HANGAR

We will work with private sector interests to provide for the development of a hangar for private aircraft at Gibraltar International Airport. This will ensure that we are able to provide additional services to the business aviation world in Gibraltar. This will be particularly

## New facilities at the University of Gibraltar



important given our departure from the European Union.

### THE UNIVERSITY OF GIBRALTAR

The University of Gibraltar opened its doors to students for the first time in 2015. It operates as an autonomous institution under the University of Gibraltar Act 2015. Since then, it has continued to develop and now provides modern facilities for the teaching of diverse courses including in Business, Marine Science, Education as well as numerous professional development courses. It has a new Board of Governors and Vice-Chancellor.

#### UNIVERSITY STUDENT ACCOMMODATION

This year we have provided student accommodation for the University. This consists of two blocks of purpose built student rooms with a total of 144 rooms available. These are available for local students as well as allowing the University to attract a greater number of international

students. The expanded facilities and student accommodation allows the University to enter the next phase in its development.

#### UNIVERSITY BUSINESS SCHOOL

We have also now made available to the University the site of the rest of the old St Christopher's school. This provides further teaching and administrative space for the University as it continues to expand its Europa Point Campus.

#### QUALITY ASSURANCE AT THE UNIVERSITY

Regulation and quality assurance are fundamental aspects of any University. The GSLP/Liberal administration recognised this and, in Government, we enacted the University of Gibraltar (Regulation and Accountability) Regulations 2018. Pursuant to this, the Gibraltar Regulatory Authority was appointed as regulator of the University. We also formally established the University's academic board as the entity responsible for all academic aspects of the University.

#### NEW UNIVERSITY COURSES

We will also support, provide assistance to and encourage the development of the University in areas that are important to the Gibraltar's economy. As an example, Gibraltar is regarded as a world leader in the regulation of blockchain technology. The University has already offered courses in Blockchain and Smart Contracts, aligning itself with Gibraltar's business community. A GSLP/Liberal administration will liaise with the University on the introduction of courses in other areas such as sports, financial services and responsible gambling.

#### SUPPORT FOR THE UNIVERSITY

We will continue to support the University as it further develops as an internationally recognised higher education institution. This includes prioritising the development of international relationships that reinforce the University's international standing and provides opportunities for its students.



## GIBRALTAR MARITIME ACADEMY

We have the institution, we have the accommodation, we have a thriving maritime industry and we have a Gibraltar Maritime Administration applying the highest possible international standards. It is the perfect combination for the provision of maritime training. We will work with the University, the Gibraltar Port Authority and the Gibraltar Maritime Administration on the establishment of the Gibraltar Maritime Academy which will welcome its first students in September 2020. The Academy, through the University, will offer new undergraduate degrees – a BSc (Hons) in Maritime Science (Nautical with deck cadetship and a BSc (Hons) in Maritime Science (Engineering) with engineer cadetship. These will lead to deck officer of the watch certification or engineer officer of the watch certification. The GSLP Liberals are truly excited by the prospect of putting Gibraltar firmly on the map as a provider of world class maritime training.

## DISTANCE LEARNING

In addition, for those already working at sea who wish to gain an undergraduate degree whilst continuing to work, the University will offer the same degrees entirely online so that these can be undertaken through distance learning.

## TOURISM

During the last term of office we restructured the Gibraltar Tourist Board so that it was able to concentrate primarily on the marketing of Gibraltar as a destination for tourists. That, we believe, is the most efficient use of the resources of the GTB and where the greatest value for Gibraltar can be obtained. We have, over the last four years, invested heavily in promotion and marketing activities. This has included attendance and exhibiting at numerous conferences and trade shows including the World Travel Market in London where the Gibraltar: A Year of Culture campaign was launched. We have also continued to support and invest in cultural and sporting events as part of our strategy of event led tourism. This has turned out to be enormously successful in

attracting many thousands of visitors to Gibraltar. Enhancing Gibraltar is also hugely important and the development of parks, walks and trails in Gibraltar is as relevant and important when assessing Gibraltar as a tourist destination.

## SUPPORTING THE GTB

We will continue to support the Gibraltar Tourist Board in its marketing and promotion efforts.

## THE GIBRALTAR APP

The modern mantra of ‘there’s an app for that’ must also apply to the Gibraltar tourist experience. We will advertise for expressions of interest from local tech entrepreneurs to develop and deploy a ‘Gibraltar Tourist App’ which will highlight points of interest and explain the nature and history of select parts of Gibraltar.

## CIRQUE DU SOLEIL

We believe that having world class acts in Gibraltar not only attracts visitors but enhances Gibraltar’s reputation as a quality destination and jurisdiction. We will work closely with Cirque du Soleil to create a custom-made Cirque du Soleil show which would be performed in Gibraltar. We expect this to be an unforgettable experience showcasing our history, heritage, culture, diversity and identity as a people. A Cirque du Soleil show would have huge benefits for tourism generally including the retail, hotel, transport and cruising sectors.

## ST MICHAELS CAVE

As part of our commitment to make and promote further investment in the Upper Rock tourist experience, we have already announced a new and enhanced attraction to be rolled out at St Michael’s Cave. As a result of a competitive process a projection mapping technology experience is being rolled out to create a world class tourist product in the cave. It is designed to be sympathetic to the cave and enhance its feature, taking visitors on an unforgettable journey through Gibraltar’s military and natural history, using discreetly positioned projectors to bring this vividly to life. This is in keeping with the GSLP

Liberals commitment to continuous improvement of the Gibraltar experience for tourists and residents alike.



## ST MICHAEL'S CAVE

### SKYWALK & SUSPENSION BRIDGE

We have developed two new tourist attractions at the Skywalk and the Windsor Suspension Bridge. These will be properly and fully maintained and monetised – always allowing totally free access to residents. Adding new tourist attractions is an important way to attract repeat visitors.

### NORTHERN DEFENCES

The establishment of the Northern Defences Adventure Park will be a great new addition to the tourist facilities available in Gibraltar. These are going to create interest in young people looking for active tourist options as well as for those who are interested in military history and nature. This will be a truly magnificent awakening of an asset that has laid abandoned for years.

### WINE VAULT

We fully supported the establishment of the Gibraltar Wine Vault, including with the provision of seed lending by Credit Finance Company Ltd (which has been fully repaid). We consider that this will be an important potential business for Gibraltar and also an attractive and novel tourist attraction which will show off the tunnels inside the Rock.

### UPPER ROCK TRANSPORT

We will continue to work with the Gibraltar Taxi Association, who offer the premium, chauffeur driven tourist experience on the Upper Rock, and other interested parties to ensure that we are providing the optimum transport system for tourists.

### GFSB BID

We believe that backing the GFSB Business Improvement District initiative pound for pound will be good

*Investing in the Upper Rock and tourist product*





for tourism generally and not just for Main Street.

#### PARKS & WALKS

We also consider that the tourist product is also greatly enhanced by the development of further parks and adventure park areas. Also important is the establishment of the 'Walk the Wall' facility, which will be attractive to visitors as well as to residents.

#### NEW HOTELS

We have been proved right on attracting the Sunborn to Gibraltar. Not only was it necessary to quickly bring a Five Star luxury hotel to Gibraltar (which also prompted other hotels to invest in refurbishments), we did very well in getting a great return for Credit Finance Company Ltd on our investment, all of which has been repaid (despite the GSD saying we were going to lose it all). We will continue to support the establishment of new hotels in Gibraltar, especially affordable hotels. Gibraltar still needs more hotel beds.

#### TWO NEW MUSEUMS

Our commitment to our heritage will result in the establishment of two new museums. (See 'Heritage' section for more details). This will also be of great benefit to our tourist product.

#### EVENT LED TOURISM

We have been very successful in pursuing event led tourism. The Chess Festival which was the brain child of brilliant local entrepreneur Brian Callaghan OBE (who was recognised by Her Majesty The Queen for his excellent work), has gone from strength to strength. We created the Literary Festival and the Music Festival. These also attract many tourists to Gibraltar as well as being fantastic for us all also. Sporting events have also been and will continue to be promoted to attract visitors to Gibraltar.

#### BLOGGERS & INFLUENCERS

We have worked to bring what Gibraltar offers as a tourist destination to a different audience by bring bloggers and influencers to see what we have to offer. As people get advice on where to travel from new,

alternative sources, we have and will ensure that we are represented on those relevant media sources.

#### TOURISM GIB APP

A GSLP Liberal Government will re-brand all site locations information and advertising under the VisitGibraltar brand - with the Government created Tourist App to centralise all aspects of tourism information including hyperlinks to service provider booking services which will be operated and funded with revenue-share from these operators for these referrals

#### EMPLOYMENT

Our Future Job Strategy was much criticized by our political opponents. It was suggested that this would create dead-end jobs which nobody would want to take up. The reality has been that the FJS has proven to be enormously successful. Through it, the GSLP/Liberal administration has succeeded in placing thousands of Gibraltarians, both young and not so young, in quality jobs. Many have, through their employment, been able to turn their lives around waking up each morning thinking that they had something to look forward to, lead normal family lives or be able to purchase a home.

#### LOWEST UNEMPLOYMENT EVER

The number of Gibraltarians unemployed in the third quarter of 2011 - the last figures available when we came into office - was 502. By the third quarter of 2015 - when we ended our first term of office - the number had come down to 207. This is less than half of the unemployment we found when we were first elected. At the end of the second quarter of this year the number of unemployed Gibraltarians was 37 - a record low figure of unemployment since records began. In fact, this was the eighth consecutive quarter where the unemployment figure has been less than 100.

#### SUPPORT FOR UNEMPLOYED

We will support those looking for work, whether they be unemployed, returning to Gibraltar after living or studying abroad or simply looking to change

jobs. Until every person in Gibraltar has employment, we will not stop.

#### HIGHEST NUMBER OF JOBS EVER

At the same time, the total number of employee jobs in Gibraltar has risen to record highs, as has average gross earnings. The numbers in employment now are nearly 30,000, having been about 21,000 when we were elected. We have created ONE THIRD AGAIN the jobs in our economy.

#### AVERAGE EARNINGS UP

In our time in office, average earnings have gone from £25,831 in October 2011 to £30,497 in October 2018. This is an increase of almost 20%. We want to see the average wage go up and we want to see more people on those salaries or above it.

#### THE MINIMUM WAGE

At the same time, we have ensured that the Minimum Wage, which the GSLP introduced in 1988 for the first time, has gone up EVERY YEAR. Under the GSD there were some years when the Minimum Wage did not go up. The GSD left the Minimum Wage frozen for five years twice! They did this between 1996 and 2001 (when Mr Azopardi was in Government!) and between 2004 and 2009. In fact, it should be noted that IN 16 YEARS IN GOVERNMENT THE GSD ONLY PUT THE MINIMUM WAGE UP 5 TIMES! Now they pretend that they will be the heroes of the working class! We inherited the Minimum Wage at £5.00 (or £10,950 pa) and have put it up to £7.00 already, going up to £7.50 (or £15,210 effective 2021). That shows a real commitment to increase the Minimum Wage which the GSD has never shown. We will have raised the Minimum Wage by 50% pursuant to the announcements made in the Budget this year. We still believe that the Minimum Wage is too low and will continue to increase it as much as we consider we are able to. We will commit to not increasing the Minimum Wage more than inflation without consulting with the Unions, Chamber and GFSB, but we do believe it will be necessary to do so. We do not want a Minimum Wage economy and we do not think that is the best economy to bequeath to future generations

of Gibraltarians - our children. A developed, value added economy can be a Living Wage economy. We must be realistic, however, and note that Brexit and its consequences can have an effect on how quickly and in what measure we can increase the Minimum Wage.

#### A LIVING WAGE

We note the debate in the United Kingdom about the establishment of a Living Wage. We will establish a Living Wage Commission in Gibraltar made up of the Unions, the Chamber of Commerce, the GFSB and the Gibraltar Betting & Gambling Association to determine whether Gibraltar should adopt the concept of a Living Wage and if so when and in what industries. This may be affected by Brexit and its consequences.

#### PRIVATE SECTOR PENSIONS

We are very proud indeed to have passed the Private Sector Pensions Act in the face of opposition from the GSD who delayed the introduction of the Act unnecessarily. We will continue our work with Unite the Union on the implementation of this Act and will consult with other unions and the employer organisations in order to improve the benefits this Act delivers to working people in the private sector.

#### THE EMPLOYMENT SERVICE

A GSLP/Liberal administration will continue to provide all necessary resources to the Employment Service so that Employment Officials can:

- meet regularly with business and industry representatives to obtain an understanding of current and future employment-related needs of the business community;
- provide advice, information and support to those that are unemployed or looking for alternative employment;
- work with Employment Coordinators to assess individual needs and circumstances, matching skills, qualification and experience to available vacancies and identifying possible future career opportunities;
- strengthen its relationships with other departments and agencies, including the Department of Education and the Youth Service and provide

support with interview skills, writing CVs and cover letters.

#### DIGITAL EMPLOYMENT SERVICE

As part of its e-Gov project, a GSLP/Liberal Government will bring online for the Department of Employment a fully digital interactive service for business and individuals allowing for direct administrative interaction and processing through its online platform. The development of these digital services will allow citizens and businesses to interact with Government systems in ways that have never been available in Gibraltar. Employment services such as registration of vacancies or notices of terms of engagement, work permit applications and renewals and related payments will all be available online.

#### EMPLOYMENT SERVICE FEES

We agreed with the GFSB that we would review the fees recently introduced by the Employment Service for the registration of a vacancy. That review has now been carried out. As from the 1st January, small businesses with ten employees or less will be exempted from the registration fee. With regard to larger businesses, we will implement the recommendations of the GFSB so that only those employers who open vacancies with no intention of filling them in the short term will pay the registration fee.

### WORKERS RIGHTS

#### AGENCY WORKERS

We have worked closely with Unite on the reintroduction of the twelve week qualifying period for parity within the Agency Workers Regulations. This will not be changed again. We have also given a commitment that agency workers and fixed term contract workers will be engaged in the Public Sector only where there is genuinely a requirement for short-term cover. Temporary workers whether directly employed or not should not be used and will not be used to cover permanent vacancies. As we committed ourselves to do in the 19/20 Budget Debate, where there is a requirement for genuine temporary workers, the Government will lead by example and provide parity for agency workers from day one of their

engagement. Additionally, a future GSLP Liberal Government will start negotiations with Unite to enter into Agency Worker Collective Agreements which will include a provision for a compulsory reviews of the role of agency workers after a fixed period of engagement to assess whether the role they are discharging should be made permanent in relevant circumstances. This review should be subject to an ongoing consultation with unions with a particular focus on where temporary workers are not being made permanent and the rationale for these decisions.

#### THE 'SWEDISH DEROGATION'

Additionally we will bring into effect a repeal of the practice known as the 'Swedish Derogation' that enables temporary work agencies to directly employ agency workers and then provide the worker to the hirer and by-pass in this way the requirement on parity for wages following the qualifying period. A future GSLP Liberal Government will therefore change the rules in Gibraltar in keeping with the provisions of the Agency Workers (Amendment) Regulations 2019 and the Conduct of Employment Agencies and Employment Businesses (Amendment) Regulations 2019 which came into effect in the United Kingdom in April this year and which are designed to deal specifically with the problematic issues surrounding the Swedish Derogation.

#### CHAIN OF SERVICE ACCRUAL

We will also now enter into a discussion with Unite and the employer organisations to amend the Fixed Term & Part Time Employees (Prevention of Less Favourable Treatment) Regulations to include cover for a fixed period of non-engagement on fixed term contracts which will not break the accrual of four years continuous employment for the purposes of seeking a declaration of permanency of employment. This will combat the practice of employers disengaging employees for a short period of time before issuing a fresh fixed term contract as a means of breaking the chain of service accrual.

#### GOVERNMENT TENDERS

In order to ensure consistency in the

labour market, the Government will also make it a condition of awarding government contracts that tenderers provide for the fair treatment of agency and fixed term contract workers.

#### SUPPORTED EMPLOYMENT

Supported Employment Schemes also play a critical role in providing those pathways for potential workers and employees who are disadvantaged in the employment market or face challenges through disabilities. A review will be undertaken of these schemes with a view to opening these up and utilising such schemes to provide support and opportunities to those that would otherwise struggle in the competitive employment market will be undertaken.

#### JOINT GUIDANCE NOTES

We also look forward to developing and sharing a joint guidance note to be issued by the Government and Unite to employers and workers to aid the development of knowledge around the rights and responsibilities under this key area of employment legislation.

#### THE END OF ZERO HOUR CONTRACTS

A GSLP Liberal Government will consult on the mechanism for the abolishment of the abuse of zero hour contracts entirely in our economy in all sectors other than where we may agree with the Unions that they are a necessary and unavoidable requirement. These contracts were most used by the GSD administration in the context of the teaching profession, where many were kept on such contracts until they were employed by the GSLP Liberal Government in 2012. Where the employer and employee agree to a set number of hours they will be required to state those hours in the employment agreement. A Zero Hour Contract Consultation Group will be convened by a GSLP Liberal Chief Minister to work on this matter on Tuesday 12th November 2019 at midday, to include representatives from the Unions, the Chamber and Federation and the Ministry of Employment.

#### TRANSFERS OF UNDERTAKINGS

In order to ensure similar protection in Gibraltar for workers involved in such transfers, we will adopt a similar provision to that now included in Section 3 (1) (b) of the UK Transfer of Undertaking PE 2006.

#### TRADE UNION RECOGNITION

We will work with the Unions and the Chamber of Commerce and GFSB on the principle of Trade Union recognition, given that most employers already accept that modern Trade Union practices are as advantageous to them as to employees. We will seek to create a legislative scheme that builds on the fact that the Gibraltar Constitution already recognises the freedom of association.

#### HEALTHY & SAFE WORKPLACES

We will also work with Unions to use their expertise in areas of Health & Safety in the workplace to improve every employees working environment. We will resume work on the introduction of a Health & Safety Advisory Council which will be established before the end of 2019 and will meet monthly in 2020 and at least quarterly every year thereafter.

#### FAMILY FRIENDLY JOBS IN ALL SECTORS

The GSLP Liberal Government has led on the introduction of family friendly policies in the public sector. We believe that it is time for this approach to pervade the private sector also. We will do this in consultation with the Unions and the Chamber and GFSB in a new Inter Ministerial Committee on Quality of Family Life in Private Sector Employment. If we are elected, a GSLP Liberal Chief Minister will convene the Inter Ministerial Committee to meet, with the Unions and employer representative organisations on Thursday 14th November at 4pm at No6 Convent Place.

#### EMPLOYEE OWNERSHIP OPTIONS

We will establish the legislation for Employee Ownership Trust structures, like the John Lewis Partnership. This has been done very successfully in the United Kingdom and has allowed novel mechanisms for co-operative business models to develop.

#### WORKERS MEMORIAL DAY & MAY DAY

We will continue to be committed to celebrating Workers Day on the 1st of May. Additionally, the closest weekend to the 28th April will include a Bank Holiday, creating a long weekend, to celebrate the lives of those who have died at work and to commit learning the lessons necessary to prevent illness, injury or death in the workplace. No other party is committed to doing this. This is important for Socialists around the world and we will ensure Gibraltar continues to lead by example in this field.

*Cirque du Soleil  
in Gibraltar  
...a GSLP Liberal  
initiative*



CIRQUE DU SOLEIL.







# let's talk about...Steven

STEVEN LINARES HAS SERVED YOU AS MINISTER FOR UTILITIES, POSTAL SERVICES, FIRE BRIGADE, REFUSE COLLECTION, CIVIL CONTINGENCY, CULTURE, HERITAGE, YOUTH AND SPORT SINCE 9 DECEMBER 2015. FROM 2015 HE HAS BEEN THE MINISTER FOR CULTURE, THE MEDIA, YOUTH AND SPORT. HE WAS A TEACHER FROM 1987 UNTIL HE WAS FIRST ELECTED TO THE HOUSE OF ASSEMBLY IN 2000. HE ALSO SPENT SOME TIME IN PRIVATE PRACTICE AS A BARRISTER WHEN HE FINISHED HIS LAW DEGREE. HE HELD VARIOUS POSTS IN THE GIBRALTAR TEACHER'S ASSOCIATION, BECOMING PRESIDENT IN 1995. HE ALSO BECAME PRESIDENT OF THE GIBRALTAR TRADES COUNCIL. HE SERVED AS OPPOSITION SPOKESPERSON ON EDUCATION, CULTURE, YOUTH & SPORT UNTIL 2011 WHEN HE WAS ELECTED INTO GOVERNMENT. STEVEN IS THE PROUD FATHER OF LAUREN, CHRISTINA AND STEVIE

## SPORT

### DEVELOPMENT PROGRAMMES

Once we have completed all the magnificent facilities we will invest on development programmes prepared by Sports Governing Bodies.

### COVERED MUGA

The MUGA at the Victoria Stadium will be a semi-rigid covered structure. This will allow our sports men and women to be able to use this space all year round. It will also serve as a warm-up area for International Netball Competition that might be held at the Tercentenary Hall.

### STAY & PLAY

The current 'Stay and Play' premises which we built for this very successful programme will be further extended to suit its high demand. As a Government we believe in investing in the more vulnerable in our society and will continue to see how we can improve even more in our next legislature.

### INTERNATIONAL COMPETITIONS

We will work closely with all Governing Bodies of Sport in order to attract competitions here in our magnificent Facilities. We have already lined up a number of them for 2019/2020

### NEW HOCKEY PITCH

We will replace the Astro-turf at the hockey pitch at the Bayside Sports Complex.

### TABLE TENNIS

We have been in contact with the Committee of this Association, who did Gibraltar proud in the Island Games. We are in the process of allocating premises to this Association.

### CLUB PREMISES

During our time in Government we have given many Clubs and Associations premises as we promised in our manifesto of both 2011 and 2015. We will build a complex that will give us the opportunity to give even more premises to Clubs and Associations.

### COMMONWEALTH YOUTH GAMES 2023

We will support the Commonwealth Games committee in Gibraltar in their bid for the Commonwealth Youth Games in 2023. We were very disappointed that the bid for the 2021 Games did not succeed and that the Gibraltar bid was defeated by Trinidad & Tobago. We will continue to work with the Committee of the Commonwealth Games to pursue the bid for 2023.

### BEACH VOLLEYBALL

We will keep the beach volleyball courts which we put in place at the Europa Pool for the Island Games. These will be enhanced for operation by the Beach Volleyball Association. We will support their organisation of international competitions at this spectacular venue.

### PARASPORTS FACILITIES

We will work to establish parasports in Gibraltar. This will include the appointment of a Community Development Officer for Parasports given that Gibraltar does not currently have the framework for the introduction of parasports within the GSLA. At present, the GSLA does not provide professional support, equipment or any parasports for those with physical disabilities in Gibraltar despite the recent construction of two

accessible sports facilities. Bringing parasports to Gibraltar will also provide an avenue for more ways for Gibraltar to be represented internationally.

## YOUTH

### NEW LAGUNA YOUTH CLUB

We will build a new Laguna Youth Club to replace the Laguna Youth Club which has been temporarily moved to Glacis. We will also continue negotiations to relocate the petrol station away from the Club and from Notre Dame School.

### THE VOICE OF YOUNG PEOPLE

We will continue to engage with youngsters via the 'Voice of Young People'. This forum has allowed us to develop services that did not exist previously.

### ALTERNATIVE PROJECTS

We will continue to develop projects such as the Zone which helps young people not in education to seek employment or training. The Mingle caters for young people with mild learning difficulty.

### YOUTH EXCHANGES

Youth Exchanges will be organised by our youth and community workers for the benefit of young people.

### SCOUTS & GUIDES

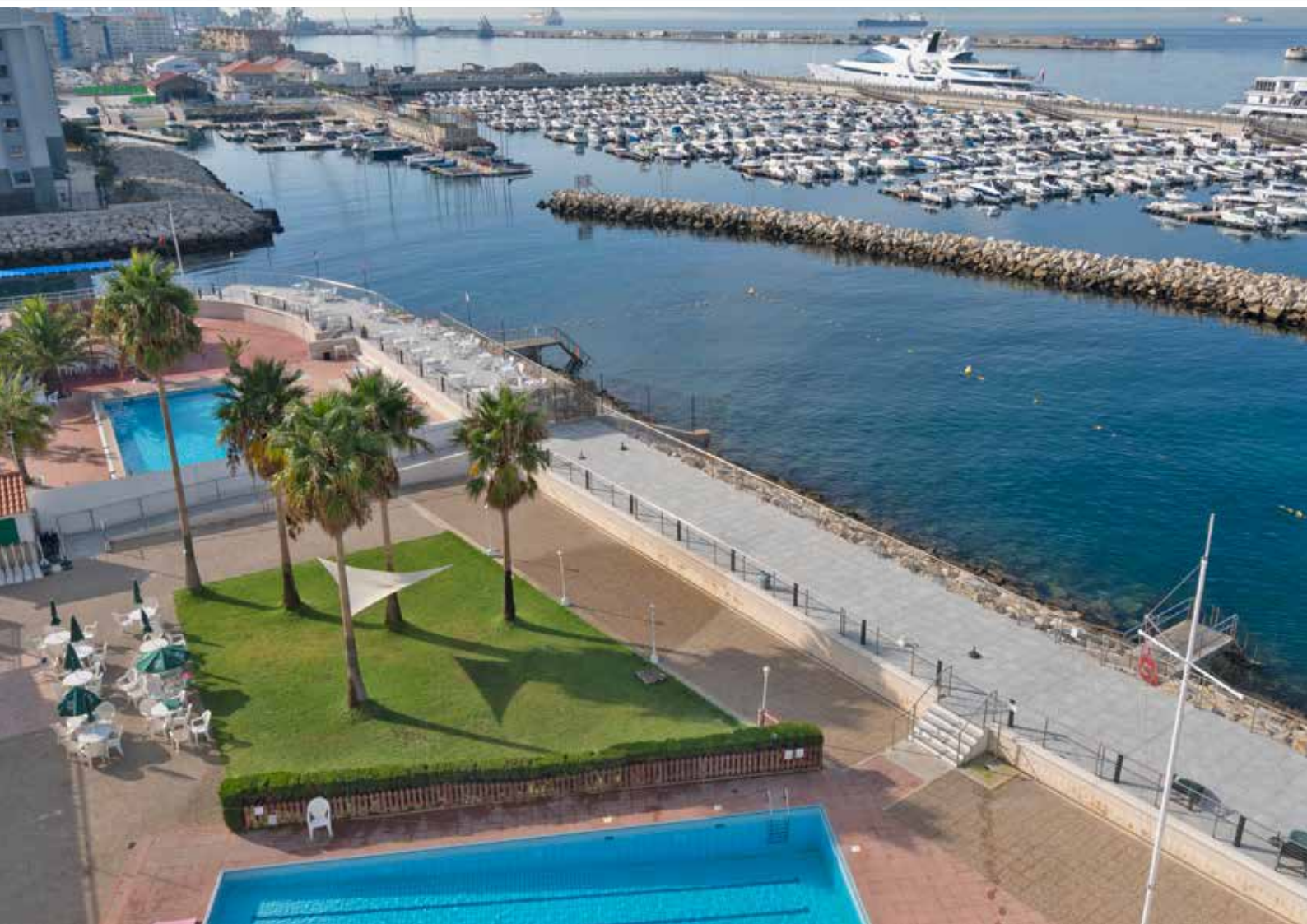
We supported the redevelopment of the Girl Guides Hut on the Upper Rock and we will now similarly support the Scouts in their bid to extend the area of their facilities at Governor's Lookout. We will provide funding for the total refurbishment of the area to enable the Gibraltar Scout movement to host international visits from Scouting movements from around the world and to make the facility available to local





*World class sports facilities, at last!*





# THE GIBRALTAR CHOIR COLLECTIVE



*Cultural events like never before in Gibraltar*



schools also. Their plans for the area are exciting and worthy of support and funding. We will also provide a room for the 1st/4th to re-establish their band and support the organization in Gibraltar of the Euro Jamboree 2021. We will continue to support the Guides in the development of the land around the upper rock facilities.

#### NEW GBC PREMISES

We will complete the premises for our National Broadcaster GBC. These are the first purpose-built premises GBC has had the benefit of occupying, as all others have been buildings which have had to be modified to suit GBC. We will continue to work closely with GBC and its board to deliver this exciting project.

#### CULTURE NEW THEATRE

It has become impossible to reasonably fund the theatre we had proposed at the site of the old Queens Cinema. We have therefore looked at alternative, deliverable options. We have determined that we can redevelop a 900-seater theatre at the John Macintosh Hall. This theatre will be run by Gibraltar Cultural Services and will be our National Theatre. It will be equipped to host international events and shows. The theatre will deliver a long-standing commitment at a reasonable cost. Additionally, this solution offers the added advantage of minimal further running costs given that there are already professional staff at the John Macintosh Hall. This is a realistic and deliverable option for the new theatre facility Gibraltar needs.

#### CULTURAL HUB

We will create a cultural Hub for artist. The spaces provided will be for short term rental whilst the artists are preparing for exhibitions or specific projects.

#### REFURBISHMENT OF FACILITIES

We will continue the refurbishment programme of all cultural facilities. We will increase the amount of Money given towards Cultural Grants. This is to be able to export more of our culture abroad.

#### MEGA CONCERT GMF TENDER

In our 2011 manifesto we promised a Mega Concert. We developed that into the Gibraltar Music Festival which was a brilliant new concept for Gibraltar. That then became the MTV Gibraltar Calling Music Festival which has helped to raise the profile of Gibraltar and has been very well received internationally. However, when we planned the introduction of the Mega Concert / Music Festival we designed it to be a more local event. We want to revert to that original model. The GSD have strongly criticised the event and their criticism can only mean one thing - that they will double the ticket prices for families or that they will cut the festival. We have already put the organisation of the music festival out to tender. We will continue with the concept of a music festival and will choose the operator that offers the best value for money and the best cultural proposition for our people.

#### INCES HALL ACCESSIBILITY

We will make the Ince's Hall accessible to all. This has been long overdue and monies have been set aside for this project. It will have a lift to the main hall plus disabled toilets. We will also refurbish the ground floor changing rooms and add a new workshop area.

#### CULTURAL EXCHANGES

We will organise cultural exchanges with Malta, Madeira and Morocco. The exchange with Morocco will start in November here in Gibraltar. This will give us a great opportunity to export our art and culture.

#### THE NEW NATIONAL THEATRE AT JOHN MAC HALL

We will, as already announced, build the new National Theatre at John Mackintosh Hall. At the same time we will extend other facilities to create a larger cultural hub at the John Mackintosh Hall Complex. This will provide for additional venues and facilities and will allow for the introduction of new cultural activities and for community use. This will also include the extension of our Public Library. A new music library forms part of these exciting plans as does a significant extension of the children's section. Our public library should be a

place of discovery and learning that even our youngest citizens should be keen to visit and explore.

#### GIBRALTAR CULTURAL SERVICES

We will strengthen the Cultural Service to be better able to support the many groups and associations and to better co-ordinate and develop cultural activities in Gibraltar.

#### BAYSIDE DRAMA STUDIO

We will work to retain the existing Drama Studio at the old Bayside school as a studio and theatre for community use as well as a Community Hall to be run by a joint Trust between Gibraltar Cultural Services and the Jewish Community which has long needed a large Community Hall.

#### THE ARTS AWARDS

We will set up the Gibraltar Arts Awards Scheme which will follow a similar format to the Duke of Edinburgh's Awards scheme.

#### MAINTENANCE & REFURBISHMENT

We will design and roll out a comprehensive, long term programme of refurbishment of all of Gibraltar's cultural facilities.

#### ART HOUSE CINEMA

The redevelopment of the site of the old Queen's Cinema will include provision for a small Art-House style cinema. This will honour the origins of the site.

#### OLD TIME DANCE CLUBS

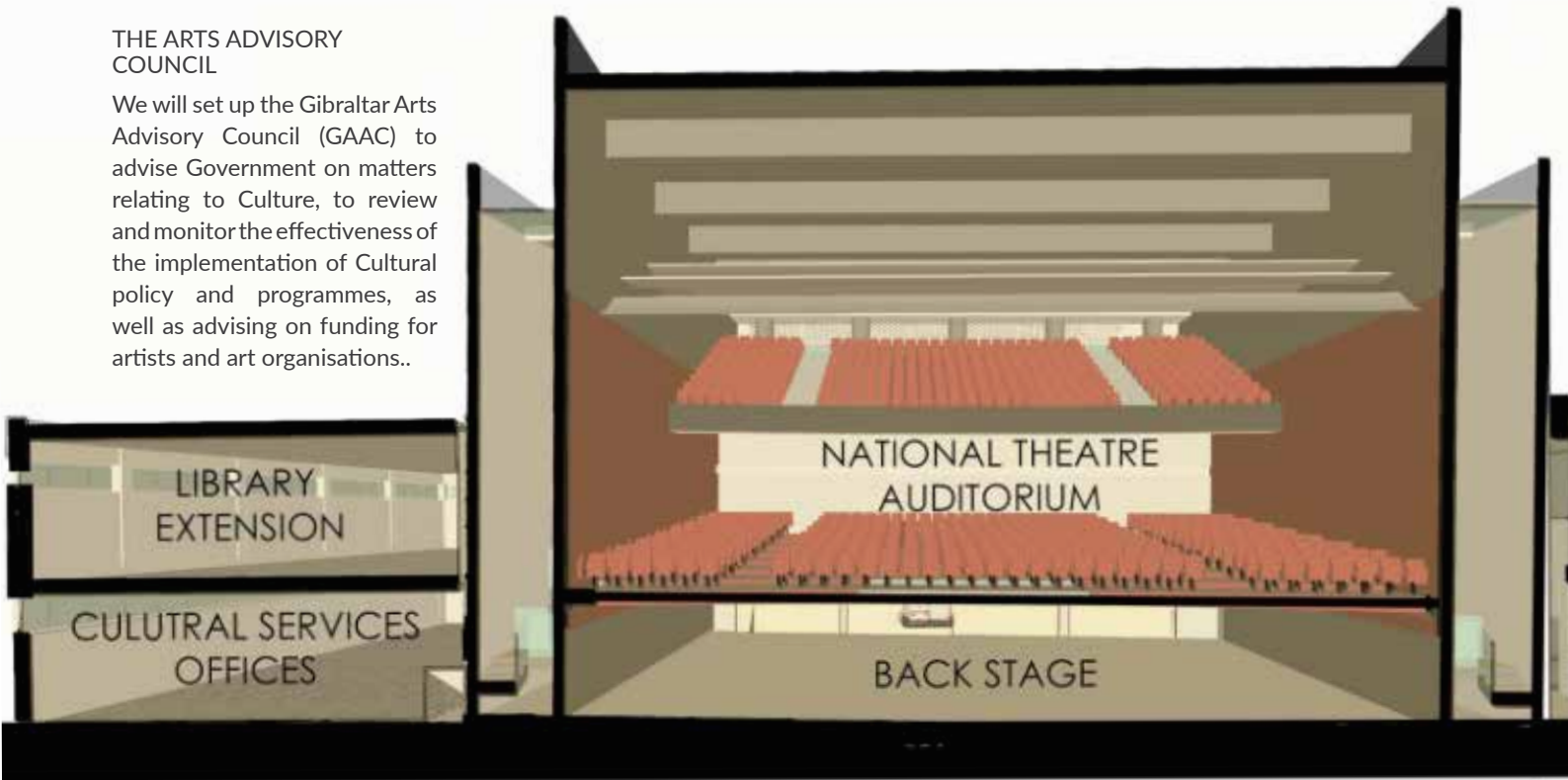
The redevelopment of the site of the old Queen's Cinema will also include provision for a facility for our old time dancing clubs in a manner designed to honour that this site was the location of the old Assembly Rooms.

#### REGGAE FESTIVAL

In addition to the Jazz and other festivals we already organise, we will seek to create an early summer Reggae Festival. This will be on a smaller scale than the Mega Concert / GMF events we organise around National Week

THE ARTS ADVISORY COUNCIL

We will set up the Gibraltar Arts Advisory Council (GAAC) to advise Government on matters relating to Culture, to review and monitor the effectiveness of the implementation of Cultural policy and programmes, as well as advising on funding for artists and art organisations..







# let's talk about... **Samantha**

SAMANTHA SACRAMENTO HAS SERVED YOU AS MINISTER FOR HOUSING, TOURISM, SOCIAL SERVICES, THE ELDERLY AND EQUALITY. SHE HAS ESTABLISHED THE FIRST MINISTRY FOR EQUALITY IN GIBRALTAR'S HISTORY AND SPEARHEADED THE LEGISLATION THAT INTRODUCED CIVIL PARTNERSHIPS AND MARRIAGE FOR ALL. SHE IS A THIRD GENERATION GSLP MEMBER. SHE IS A BARRISTER BY PROFESSION. HER AREAS OF LEGAL PRACTICE IN THE PAST HAVE INCLUDED GENERAL CIVIL AND CRIMINAL LITIGATION WITH AN EMPHASIS ON MATRIMONIAL AND FAMILY MATTERS, TRUST DISPUTES, JUDICIAL REVIEW, HUMAN RIGHTS AND EMPLOYMENT LAW. BEFORE RETURNING TO GIBRALTAR, SAMANTHA WAS PART OF THE LEGAL TEAM AT THE COMMISSION FOR RACIAL EQUALITY OFFICE IN CARDIFF.

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## **HOUSING**

Housing has always been a fundamental cornerstone of our community and has always been a core policy of our party.

We want every citizen of Gibraltar to be able to live comfortably and we are of course committed to a policy of making it possible for all our people to have a home in Gibraltar at affordable prices and we will provide rental accommodation for those who are unable to afford a home.

We have a proven track record on the provision of housing when we have been in Government and we will continue to do so.

The way that housing is provided has already fundamentally changed. The Housing Department has been restricted and operational policies changed for the benefit of everyone who is on the waiting lists. This has enabled us to eradicate every single person who applied for housing before December 2011 with the exception of the 1rkb list on which less than 100 remain.

Changes that have been made to the Housing Department mean that the housing rental stock is now turned around faster than ever before and this results in many more allocations of homes sooner. This means that our waiting lists now move much quicker.

We are committed to a complete review of the Housing Act to ensure that this important piece of legislation is relevant and progressive to meet the needs and demands of our community.

## **PRIVATE LANDLORDS**

We are mindful of problems encountered by private landlords particularly in rent-controlled properties. We will undertake a thorough review of the regime of the rental housing market, also bearing in mind the needs of tenants, and in consultation with all relevant stakeholders.

## **AFFORDABLE HOUSING**

Having constructed Beach View Terraces and Mons Calpe Mews in our first term of office and having announced Hassan Centenary Terraces, Bob Peliza Mews and Chatham Views we have a proven track record to our commitment to the provision of high standard affordable housing. Our funding arrangements now allow us to continue to build more homes for future generations.

We have thoroughly revised all underleases for the new affordable housing and we have introduced stricter conditions of resale to put an end to speculation for investment, and undue profit on subsequent sales of such housing.

## **QUEEN'S HOUSING DEVELOPMENT**

We will redevelop the site of the old Queen's Cinema and the Queen's Hotel. This site will include affordable housing for 50/50 sales and rental housing for pensioners. We think it is important to continue to develop rental housing for pensioners as it releases a lot of post-war rental housing stock for growing families who cannot afford to

buy. Additionally, the site of the old Queen's Cinema will include provision for a small Art-House style cinema. The area will also include provision for a facility for our old time dancing clubs in a manner designed to honour the fact that this site was the location of the old Assembly Rooms.

## **WAITING LISTS DOWN**

By having focused the priority of allocation of the affordable housing to those who will give up a Government tenancy and to those on the housing waiting list, it means that the demand on the waiting list is reduced and also that more rental homes are left vacant.

## **RENTAL HOUSING**

We believe that developing housing for rental is best done for the elderly. We believe we must build more affordable housing for sale on a 50/50 basis. This is the most important sector of the market and we will build more 50/50 homes for our young people in particular. We also believe that we should continue to build housing for rental for the elderly, as this releases post-war governmental rental housing for growing families. Our plans currently provide for almost 300 such units for rental by the elderly. We nonetheless accept that there is likely to be a need to build more rental stock for the Government. We have, for now, built rental stock only for the elderly. We will therefore look to construct more Government rental stock BOTH for the elderly and for the general housing list. We expect to build between 300 and 500 units for rental. This combination

of property developments - alongside more affordable housing for 50/50 sale - will enable us to finally deal with the delays in the housing waiting list.

#### RENTAL HOMES FOR THE ELDERLY

We have already constructed excellent, high quality and well designed purpose built homes for the elderly which means that our elderly community can have a better standard of living and remain independent for longer. In addition to assisting our elderly community, most of whom are tenants of the rental housing stock, we will release further housing stock.

We have already announced that we will construct further accommodation for the elderly at Bob Peliza Mews and at Chatham Views.

We are also committed to further construction of purpose built flats for the elderly and will do so at the site of the Queen's Cinema as we cannot think of a better use of this land than for the benefit of our elderly community. This will assist those elderly members of our community who live in the south district and want to move out of larger government rental homes.

#### BISHOP CANILLA

We have also completely refurbished Bishop Canilla House so that the elderly residents there live in a building that now looks brand new and all the problems of water penetration that tenants have had to endure since the building was built have all been resolved.

#### REFURBISHMENT OF ESTATES

We care deeply for the residents of our rental flats and we have invested in a major refurbishment of much of our rental stock which had been forgotten. We have devised a 10 year plan to ensure that all estates that have not yet been refurbished are brought up to standard and this will happen in a planned and organized way. We have already published our plans for Varyl Begg, Chilton Court and Edinburgh Estate, Willis' House, Coelho House, Knights Court & St John's Court and Schomberg. These will be high quality refurbishments.

#### TENANTS ASSOCIATIONS

We have established an excellent working relationship with the tenants associations that represent all estates. We will continue our close working relationship with them and always consult with them.

#### HOUSING WORKS AGENCY

In the Housing Works Agency we will agree a minimum manning level with the union and we will seek to bring the skills of the young people we train into this area.

#### WILLIS'S ROAD PARK

We note that the area of land to the north of Macfarlane House has fallen into disuse, is overgrown and is attracting rodents. We shall redevelop this area into a children's play zone, given there is no such facility in that vicinity.

#### MID HARBOURS ESTATE PARK

WE have already engaged with the Mid Harbour Estate Tenants' Association and committed to providing a new play park in the estate.

#### THE WALKS & OTHER EX-MOD ESTATES

Purchasers at the Walks, Trafalgar Heights, Naval Hospital Hill and other ex-MOD estates can rest assured that in Government the GSLP Liberals will ensure that any works required in respect of infrastructure (sewage etc.) will be carried out by the Government. Additionally, we will donate all the common areas in the area of The Walks to the Management Company (made up of the purchasers) to enable them to provide these to the tenants for a fee to be agreed between them and to form the basis of a sinking fund for the maintenance of the estate.

#### AFFORDABLE ESTATES

We will continue to support the existing affordable housing estates where remedial works are necessary arising from faulty workmanship at the development stage. We will also assist all estates in Gibraltar to become accessible. This is an important part of the continued work we are doing on equality and accessibility.

#### LEASE RESTRICTIONS RELAXED AT AFFORDABLE ESTATES

It is now thirty years since the GSLP started the principle of affordable housing. The whole aim of such housing is that it should be available for owner occupation and not for speculation. We believe, nonetheless, that thirty years after the first conveyance of such properties, the resale restrictions in the underlease should no longer apply so long as the party selling has owned the property for at least ten years before the sale is effected.

#### MONTAGU GARDENS

The liquidation of the original developer of Montagu Gardens has caused concern amongst owners. We will assign the 50 year residue in the Montagu Gardens Lease to the Management Company. This will enable it to pass this residue to the underlease holders.

#### MONTAGU CRESCENT

We have finalised most of the works on this estate with some flats still requiring attention. Additionally we are working with the management company on the development of an estate office.

#### HARBOUR VIEWS

We have already started the process of selling the parking spaces at the prices that had been agreed. This was not proceeded with whilst the remedial works had been ongoing as the parking spaces had to be used to move vehicles around in the car park to accommodate the ongoing works. We will continue to work with the management company.

#### SIR WILLIAM JACKSON GROVE

Working with the management company of the estate we resolved historic issues as to arrears and worked on the creation of a new sinking fund. We also attended to the refurbishment of areas of the estate. We will continue to work with the management company on areas of Government's responsibility.

#### BEACH VIEW TERRACES & MONS CALPE MEWS

We are justly proud of these estates which the GSLP Liberal Government was responsible for delivering. We will work with the management companies of both estates to ensure that any latent defects or remedial works are properly dealt with.

#### VINEYARDS & MERLOT

We are presently working on issues relating to water ingress arising from works carried out some years ago. We will see that through and continue to work closely with the management committee of the estate on all issues where the Government has responsibility.

#### CUMBERLAND, NELSONS & BAYVIEW

Since we were elected we have been dealing with the many remedial issues that arise in these estates which had to be taken over by GJBS after the liquidation of OEM (to whom the GSD lost a loan of taxpayers' money). We will continue to assist the management companies of those estates until we have put right all the issues that arise as latent defects from the problems with the design and construction of these estates under the GSD.

#### WATERPORT TERRACES

We have worked well with the management committee of this estate to ensure that matters affecting the quality of life of the tenants are addressed when they related to areas of Government's responsibility. We will continue to do so.

#### EUROPA PASS BATTERY

We will honour arrangements entered into with owners at Europa Pass Battery for the acquisition of the access road to their estate.

#### BRYMPTON BRIDGES

We will continue to work with the management company of Brympton to correct the latent defects which have arisen in that estate and to assist them with urgent repairs where necessary.

#### BUENA VISTA ESTATE

We will continue and finalise the works agreed with tenants at Buena

Vista Estate which arise from failures of infrastructure and in the fabric of their properties.

#### ELLIOTT'S BATTERY

We have assisted the management company to refurbish the estate and will continue to work with them in upgrading Government infrastructure in the area. The estate now looks much more modern and attractive than it used to and this will have added great value to the properties in this area.

#### CCTV IN ESTATES

We are very disappointed to note that vandalism and anti-social behaviour is on the rise in Gibraltar. We will ensure that we are able to curtail that by the installation of high definition CCTV in all Government estates where necessary. It is unfortunate that we have to even consider this, but it is a reality.

#### AFFORDABLE PROPERTY FOR OLDER BUYERS

We will develop affordable properties for purchase by the elderly. The sale will be restricted to registered Gibraltarians (British Citizens resident for more than 10 years are eligible to register) over the age of 60 who have bought in affordable housing estates developed by the Government. The properties will be sold at cost. The resale value will be fixed by lease and by law at inflation from the date of purchase. Resales will only be possible to people of similar eligibility.

### LAW AND ORDER THE MINISTRY FOR JUSTICE

#### ROYAL GIBRALTAR POLICE - TOTAL INDEPENDENCE OF THE RGP

The GSLP Liberals believe that it is essential in respecting the rule of law that the RGP should be completely independent. We have therefore been very concerned to note statements from GSD executive members suggesting that they would compromise that independence by stating they would ensure that the Commissioner of Police would get 'sacked' in certain circumstances.

Such threats and suggestions are a dangerous intrusion on the RGP's ability to carry out its functions and such interference will never occur whilst the GSLP Liberals are in power. We are committed to seeing the RGP function totally independently of any government interference from any quarter.

#### INVESTMENT IN THE RGP

The Government has significantly invested in improving the capabilities of the Royal Gibraltar Police. Our view is that our continued investment in the men and women of the Royal Gibraltar Police will enable them to continue to effectively do their jobs to the best of their ability and keep all of us safe.

#### RGP ADDITIONAL RESOURCES

The women and men of the RGP carry out extremely important, and often-times, dangerous work. Over the last 8 years, we have been committed to fully and properly resourcing the police. This year, we provided the necessary funding to commence a phased approach to increase the number of police officers. The recruitment of 10 additional officers has already started. The additional officers will provide the RGP with the ability to tackle the modern-day profile of crimes to which Gibraltar is exposed. The additional resourcing will also ensure that the RGP have sufficient officers to deploy in frontline policing. Our community will have also witnessed the increase in new vehicles and maritime assets; including, recently, 3 police response vehicles and a Police K9 Van. This increase in assets enables the deployment of officers to where they are needed.

#### DRUGS-FREE WORKPLACE

We assisted the RGP in introducing a drugs-free workplace policy. The RGP is now able to test its officers for substance or alcohol misuse and has measures in place to address any positive readings. Over 25 tests have been conducted, all providing negative readings for which we congratulate the men and women of the Force.

#### RGP FEDERATION

We created the RGP Federation to ensure that the men and women of





**Major refurbishment of Government estates to be phased over the next 5 years**



## *New children's play area at Willis's Road*



the RGP were adequately represented. We believe it is important to ensure that officers who are elected to the Federation should be adequately remunerated.

### RGP ALLOWANCES

For too long allowances paid to officers in the RGP have not been properly reviewed. For example, now that officers often rely on data connections for communications, there is an issue about the payment of an allowance for data packages. The same is true in other areas. We will work with the Federation and the RGP's Senior Management Team to address these matters and modernise the payment of allowances.

### FINANCIAL CRIME

The Government has provided the RGP with the requisite funding so that it can deploy its resources in the fight against financial crime.

### TRAINING & CONFERENCES

The Government has substantially increased the RGP's budget for training. For instance, the Government provided funding for the training of two Crime Scene Managers. The training has enabled the RGP to represent Gibraltar at international conferences across a variety of policing disciplines. We are of the view that the contacts established will have served the RGP and, by extension Gibraltar, well.

### LIVESCAN

We made a considerable investment to acquire equipment and software that scans fingerprints electronically. The new equipment has improved the exchange of information with other law enforcement agencies around the world to enable the RGP to perform their duties even more effectively.

### MAPPA

Making our community safe through effective public protection is of course one of our highest priorities.

We have set up a Strategic Management Board for the management of sex

offenders (MAPPA) and have invested significantly in the robust training of all the key organisations concerned so that they can work together in the prevention and reduction of risk of such offences. We are committed to continue to fully support and resource MAPPA.

### PUBLIC PROTECTION - SEX OFFENDERS

Another crucial area linked with safeguarding is that of public protection. The Government provided funds for the Care Agency to recruit two further therapists to provide therapeutic interventions to sex offenders. Systemic therapeutic interventions will now be provided to persons who have, unfortunately, suffered these offences as well as for the families of offenders.

### TOUGHER SENTENCING FOR PAEDOPHILES & VICTIMS VOICE

We will increase the sentences for sexual offences, in particular offences involving children. We will do this after a consultation with Social Services, the



*The Queen's Views Development, a mixed use scheme with rental, affordable and cultural facilities*



RGP, the DPP and the Judiciary. We will also provide for victims to have a say in matters relating to parole of offenders.

#### DETERRENT SENTENCING

We will also review rules on parole so convicts serve longer sentences in appropriate cases.

#### PRISON SERVICES

The Government recognises the very important work that prison management and prison officers carry out to provide a safe and secure environment for inmates and staff. The Government also acknowledges that prison staff treat inmates with compassion and respect and assist inmates to return to society as law-abiding and productive citizens. We are fully committed to continue to invest in all aspects of our Prison Services.

#### ADDITIONAL RESOURCES

The Government is committed to continue its 3-year implementation plan, already in its second year, to increase the number of prison officers. One of the aims of the recruitment process is to increase the number of female prison officers. This year an additional post of Chief Officer was introduced to bolster the Prison's management structure.

#### TRAINING

Training has also been expanding annually to enable all staff to develop their skills. Over the past 18 months alone, officers have undergone specialist training for mandatory drugs testing, mental health awareness, working with young people, sex offender risk assessment, emergency first aid and unarmed defence tactics.

#### COUNSELLING AND REHABILITATION

New initiatives and improvements include an increase to the provision of general and drugs counselling and rehabilitation. The Government is firmly of the view that the improved services will provide better rehabilitation and maximise successful re-integration into society. HM Prison is in the process of engaging an additional counsellor to bolster the

current support to inmates who live with drug-dependency.

#### STRATEGY ON DRUGS

A well thought-out prison drug strategy includes counselling, rehabilitation, enforcement, and deterrence. So as to enforce and deter the misuse of drugs, the Prison Service will introduce Mandatory Drugs Testing for all prisoners in November of this year. The Government has fully supported the Prison Service to prepare the appropriate legislation, introduce the mechanisms for the support of Justices of the Peace in the adjudication process, and contract a recognised UK Home Office approved laboratory. The newly acquired software programme will ensure the monthly testing of prisoners who are randomly selected by the specially designed software. The programme will also include testing when a reasonable suspicion of consumption arises on arrival at HMP and frequent testing thereafter. Those prisoners who either refuse to be tested, or test positive, will go through the existing internal disciplinary process at Prison. The Government is confident that the introduction of this new testing policy will deter substance abuse in Prison and have an overall positive impact on inmates. In conjunction with improvements on counselling and rehabilitation services, the Prison will deliver a consolidated and comprehensive drug strategy.

#### PRISON FACILITIES & BUS

The parking area in front of the prison will be used to provide an additional parking area and a structure that will house a Mess/changing room and club facilities for staff of HM Prison. It will also provide a turn around area and Bus Stop for a bus service to the prison.

#### THE JUSTICE SYSTEM

##### A FOURTH JUDGE

We have made funding available for and have approved a fourth judge for the Supreme Court of Gibraltar given that the Judicial Services Commission considers this is necessary and appropriate. We will continue to provide that funding as part of our commitment to the proper functioning

of the Rule of Law.

#### GLO & SOLICITOR GENERAL

The Government Law Office have been restructured into three separate offices, all under the supervision of the Attorney General. These are the Office of Parliamentary Counsel headed by a Parliamentary Counsel which is responsible for the drafting of the laws of Gibraltar, the Office of Advisory Counsel headed by a Senior Legal Counsel which provides advice to Government Ministers and Departments and the Office of Criminal Prosecutions and Litigation headed by a Director of Public Prosecutions which brings all criminal prosecutions. It also conducts civil litigation and Judicial Reviews in close consultation with the AG. In addition a number of lawyers have been deployed to work "in-house" in various Departments such as the Ministry of Justice, the Office of the Financial Secretary and the Income Tax Office. This is a model that has transformed the Government's legal service. It is the best legal service the Government has ever had and one which is increasingly attracting the interest of lawyers from the private sector. It continues to evolve. Our next development will be to establish the office of Solicitor General which will fit into the organisational scheme described above. Initial discussions to this effect have already taken place with the AG.

#### AN ANTI-CORRUPTION AUTHORITY

In 2011 we proposed the establishment of an independent Anti-Corruption Authority. We were attacked by the GSD, in particular Daniel Feetham, for proposing it. The GSD said that they had full faith in the RGP and HM Attorney General's Chambers to administer the provisions of the bribery laws which (as set out in the UK's Bribery Act and Gibraltar's Crimes Act) and that an independent Anti-Corruption Authority was unnecessary. Additionally, the PDP, then led by Keith Azopardi (now the leader of the GSD) said it agreed with the GSD and that there was no need for an Anti-Corruption Authority. Mr Azopardi added that merely referring to the potential for such an authority "would serve only to create alarmist



headlines which will undermine the attraction of inward investment or finance centre business by creating the impression that there must be rampant corruption in Gibraltar if there is a need for a special Anti-Corruption Authority.” The PDP argued that control of the policing of these offences should therefore be retained by the RGP, agreeing with the GSD. [GSD (Govt) & PDP press releases, 25th October 2011.] In Government, we were asked by the RGP to allow them to retain responsibility for these matters, and we reflected that in our last manifesto. Now, given that there have been suggestions by others that such an independent Anti-Corruption Authority should be created, we believe it is important for transparency that the incumbent Government should not stand in the way of the establishment of such an authority. We will therefore now, as we said we would, establish a totally independent Anti-Corruption Authority within six months of the election. As we had proposed in 2011, the Authority will have the right to investigate matters as from 1988. This will also demonstrate our confidence that the GSLP Liberal Government acts entirely properly at all times and in all respects.

#### LEGISLATION

The Government has certainly not stood still in taking to Parliament many important Bills. Some of the more notable Bills that have already been enacted under the Justice portfolio in order to ensure that Gibraltar’s laws are up to date, are set out below.

#### ‘UPSKIRTING’

We took a law that was passed to prohibit “upskirting”.

#### PRISON (AMENDMENT) ACT

The changes increase the minimum time to be served by inmates serving a sentence from the current third to half of their sentence. Inmates serving sentences greater than 4 years will be eligible to apply for parole at the half way point. The release of such inmates will not be automatic and will require consideration by the Parole Board as is currently the case. It will remain the Parole Board’s duty to

advise the Justice Minister whether to release a prisoner on licence and on which conditions. Licence conditions, subject to any revocation or additional days that may be imposed, will remain in force for three-quarters of the sentence. The changes brought about by the Act will have prospective, and not retrospective, effect, meaning that the new provisions will only apply to persons first detained after the commencement of the Act.

#### LASTING POWERS OF ATTORNEY

On April 23rd 2018, the Lasting Powers of Attorney and Capacity Act 2018 came into force. This Act made provision for lasting powers of attorney, advance decisions, and introducing safeguards once mental capacity has been lost. The Act represented a paradigm shift as to decision making and to the care and treatment of those individuals who lack capacity. This legal framework empowers and protects those who cannot make specific decisions for themselves. The Act works hand in hand with our efforts in increasing the awareness, early diagnosis, and care for those with mental health issues and dementia. We must ensure that vulnerable adults are afforded, at a minimum, a certain level of protection. In turn, patients and their families will have greater peace of mind, knowing that a person’s wishes will be respected.

#### LEGAL ASSISTANCE

In government, we agreed the reforms to the legal assistance regime with the Bar Council and other stakeholders. In our view, we correctly balanced the need to significantly improve access to justice by increasing eligibility for legal assistance with the need to ensure that tax payers’ money is not used to fund unreasonable cases. We increased the thresholds for financial eligibility, raising the £5,000 limit for earnings to over £14,000 and increased the capital amounts that may be held by applicants from £500 to £10,000. We also changed the rules to allow the first £50,000 of equity a person has in their property to also be disregarded when working out capital owned. We have no doubt that the new legal framework

will decisively and significantly increase access to justice to members of our community who most need it. Further, the introduction of the Duty Legal Representative Scheme secures, for the first time in Gibraltar, advice and representation to persons in custody 24 hours a day, 7 days a week thus guaranteeing arrested persons’ human rights.

#### TRANSPOSITION OF EU DIRECTIVES

Gibraltar continues to stay ahead on the transposition of EU directives. We shall ensure that we do so whilst we remain a part of the EU.

## EQUALITY

Our Government has been a trailblazer on equality, on every front and at every level. Never before has any Government achieved so much progress in this field. We have been the only party to appoint a Minister specifically tasked to deal with equality. Our commitment to equality is a fundamental, core principle and is embedded in everything that we do. We will continue to always progress this to ensure an equal society in Gibraltar.

## DISABILITY

There can be no doubt that we are the party that has done more to promote inclusion of people with disabilities than any other.

We have made landmark progress by introducing the Disability Act. This important piece of legislation changes the dynamic so that inclusion for people with disabilities becomes a primary focus. We have supported the introduction of the changes with training to ensure that everyone understood their responsibilities.

More professionals are trained now more than ever and we will continue to invest in offering training and awareness to ensure that the letter and spirit of this important legal framework are met and promoted.

We have also introduced legislation in the form of new Building Regulations Approved Document R so as to ensure that all new buildings are as accessible to people with disabilities as they can be.

Disability inclusion is not just about physical buildings and we will continue to deliver on a life plan for everyone with a disability in order that they can be supported holistically and consistently throughout.

We have introduced many measures to improve the lives of people with disabilities and will continue to do so.

## DISABILITY INFORMATION CARD

We have introduced a Disability Information Card, primarily for individuals with hidden disabilities. This scheme will maximise awareness of such disabilities improve the

experience of those who require it. We plan to deploy the scheme, as has been done elsewhere, at airports and further in the context of public interaction with other Government services. In a second phase, we will look forward to extolling the virtues of such a scheme with a view to encouraging wider adoption in the business community.

## SPECIAL OLYMPICS

We have supported the Special Olympics movement in an unprecedented way and we have provided them with brand new bespoke premises so that the excellent work undertaken can flourish further. We hereby renew our commitment to this movement.

## GENDER EQUALITY

The celebration of International Women's Day, as an opportunity to mark the achievements of women and highlight areas of women's rights and where barriers are placed in their way is now firmly established since we started marking this eight years ago. We will commit to continue to mark

this until gender inequality has been eliminated.

We will lead the way and will introduce a written Equal Opportunities Policy for the public sector as part of the review of General Orders. In addition, we will also provide guidance on this for the private sector so as to encourage the take up of a written framework within organisations.

We are mindful that one of the results of the global MeToo movement was that the problem of sexual harassment in the workplace is greater than anybody knew. Everyone has the right to work in a safe and secure environment and we will ensure that our legislation and procedures sufficiently protect against this and we will introduce guidelines to ensure that all employees are protected from such harassment, furthermore we will provide awareness and support. We will further provide legislation to outlaw any confidentiality clause in a settlement agreement in such cases.

We must remove all barriers that are placed to hamper progress for women.

We note the existence of a gender pay gap between men and women. We will continue to issue a gender pay gap survey so that we can get detailed information on the gaps that exist so that we can work to tackle it.

We note the gender imbalance in employment within certain uniformed bodies and we will specifically work with these organisations to redress his imbalance as well as to close the gender pay gap.

The mentorship programme for women which has been running for two years is extremely popular and successful and we would continue to offer this.

We will introduce statutory parental/paternity leave. Women are traditionally disproportionately responsible for child care. This is one of the contributors to the gender pay gap. It is also important to make rights that are available to mothers also available to fathers so that they can play a more active role in child care from an early age and give couples more flexibility in this important time in the family's life. Parental leave would also benefit those in same sex relationships.

We must also be mindful of issues that specifically affect men and ensure that they too are sufficiently safeguarded and protected.

Our commitment to the equalisation of the pensionable age between men and women remains. Our aim is to equalise at age 60. We have not yet been able to deliver on this commitment yet as it is a subject that forms part of a wholesale review of all benefits that will see the introduction of a new scheme. This however, is intrinsically linked to Brexit and the date of withdrawal from the EU.

In order to achieve the best equality policies we will consult with all stakeholder groups.

#### GAY COMMUNITY

We were the party who introduced the Civil Partnership Act and later amended the Marriage Act so that finally couples of the same sex could have their love respected in law. Our changes to the law have resulted in attitudes changing towards same sex couples. The same can be said of our transgender community, where changes to the law also mean that they are protected from discrimination. We have also amended the criminal legislation to make hate crime and hate speech aggravated offences. We must however, continue to educate on these issues and raise awareness in our community to ensure that we continue to be inclusive. This will be done through structured age appropriate education at school and continued awareness campaigns. We will also mark Pride to celebrate our community's diversity.

#### PRIDE MARCH

We will organise an annual Pride event as part of the cultural calendar.

#### EQUALITY

In Gibraltar under the Equal Opportunities Act "sexual orientation" is still not a protected category with regard to the provision of goods & services. It cannot be acceptable for a business to refuse service due to the sexual orientation of the customer, but currently no law prevents this.

#### DOMESTIC ABUSE

Domestic abuse has been at the forefront of our agenda because it is something that happens all too often. In Government we have already produced a domestic abuse strategy and we will keep this under review. We have already made significant changes to the way that organisations support victims of abuse and their children and their families. Importantly we also work with perpetrators to break the cycle. We will continue to invest in further supporting victims and the organisations that support them.

Significantly we will overhaul the law that relating to domestic abuse so as to offer greater protection, this will include the introduction of a new offense of coercive control. We will embark on a full consultation process before this is finalised to ensure that we have the wide ranging views of our community. We will offer in depth training to everyone who is a stakeholder to ensure that the protections in the legislation are delivered effectively and will continue with the necessary awareness campaigns.

Men and women who are victims of abuse will need alternative accommodation, sometimes urgently and we will continue to support Women in Need in the provision of this. We will also commit to a full refurbishment of the Half Way House that was initially provided to Women in Need by the first GSLP administration.

#### EQUAL JUSTICE FOR FATHERS & MOTHERS

Justice should be gender blind as well as colour blind. We will review our laws to ensure that there is no statutory provision preventing the judiciary from acting in the manner it considers appropriate in family matters. Justice must not only be done, it must be seen to be done.

#### MARRIAGE ACT – S.6 (b)

We will finalise the repeal of Section 6b of the Marriage Act, which has never been invoked and which we consider is no longer necessary.



# vote for the GSLP Liberals

Vote for all 10 candidates



(from left to right) Vijay Daryanani, Samantha Sacramento, Joseph Garcia, Albert Isola, Fabian Picardo, Paul Balban,  
Gilbert Licudi, Joe Bossano, Steven Linares, John Cortes

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