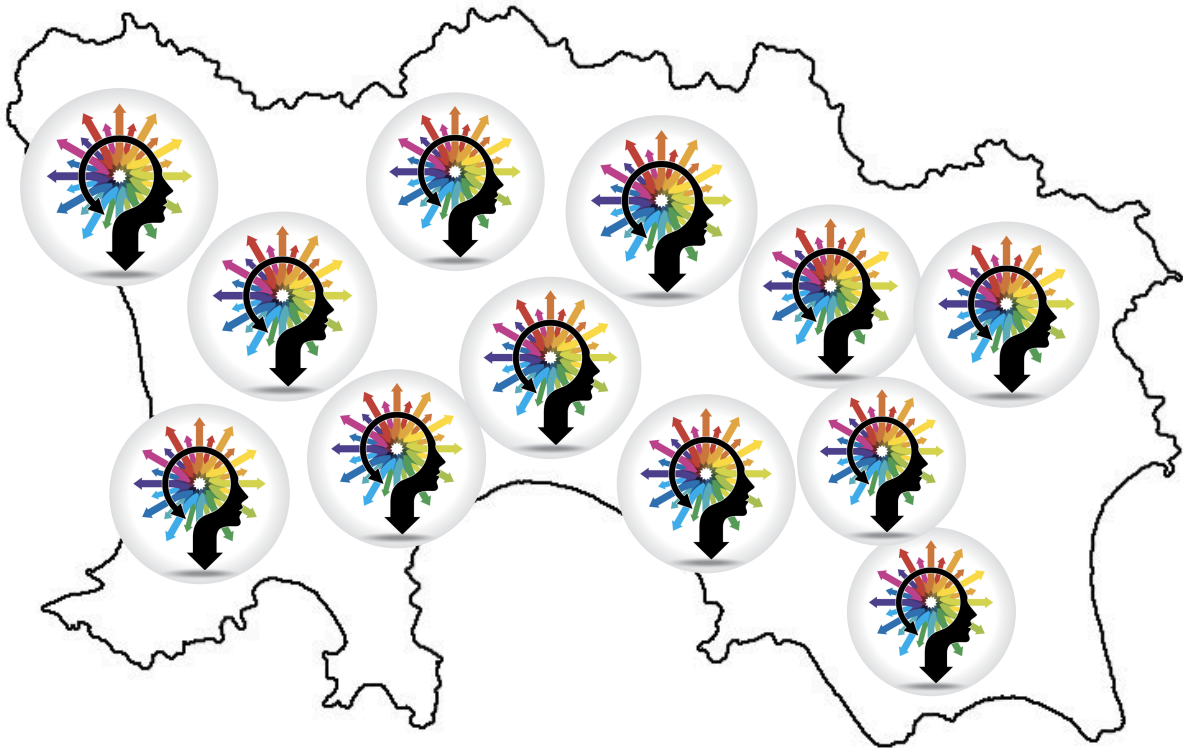


The Future We Want



JPF Policy Lab Report April 2021

*The greatest danger for most of us is
not that our aim is too high and we miss it, but that
it is too low and we reach it.*

Michelangelo

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Message from the Jersey Policy Forum

What if people were provided with the opportunity, access to data, world class expert perspectives and support to come together to discuss and debate what they would do to create a prosperous and resilient future for Jersey?

We created a citizen policy lab to answer this question. People from a cross section of the many communities in Jersey were invited to share their thoughts. First, several hundred people participated through an island-wide survey. Then, 31 volunteer policy lab participants considered the survey results and, over a period of 6 weeks, engaged in a series of facilitated discussions supported by briefing packs and opportunities to engage with external experts.

Participants took part in this project over the months of May to August 2020 while the COVID pandemic was still in its first phase. Jersey's government, healthcare and frontline workers, and many communities in Jersey came together rapidly to ensure that islanders were safe and that essential services were maintained, showing the ability to respond effectively to a crisis that caught most nations by surprise with its ferocity and speed. One of the critical barriers to a sustainable, resilient and prosperous future identified by participants is the pervasive sense of complacency in Jersey – a mindset that is content to just “settle for good” or “how things have always been done” instead of “aiming to be better” and seizing opportunities to “lead by example”. But this is not necessarily so: Jersey has demonstrated through its COVID response that great things can be achieved when needed.

Participants also noted that the pace of change is accelerating and Jersey needs to take action or risk falling further behind. There is also a growing global consensus of the need to build a sustainable future for all. The message from policy lab participants is that now is the time to unleash the great reserves of human creativity, energy and ambition that reside in each of us to come together to create **The Future We Want** for Jersey.

Over the span of a few weeks, participants were able to share their knowledge and aspirations, enrich their own thinking through interaction and discussion with experts and fellow participants with contrasting views, and produce clear policy outputs. These have been collated into **Policy Roadmaps** and **Key Findings** by the JPF team. We hope this report will be welcomed by government as a demonstration of the power of deliberative, participative and independent processes to help the people of Jersey define our collective futures.

Gailina Liew
JPF Executive Director

Brendan McMahon
JPF Chair

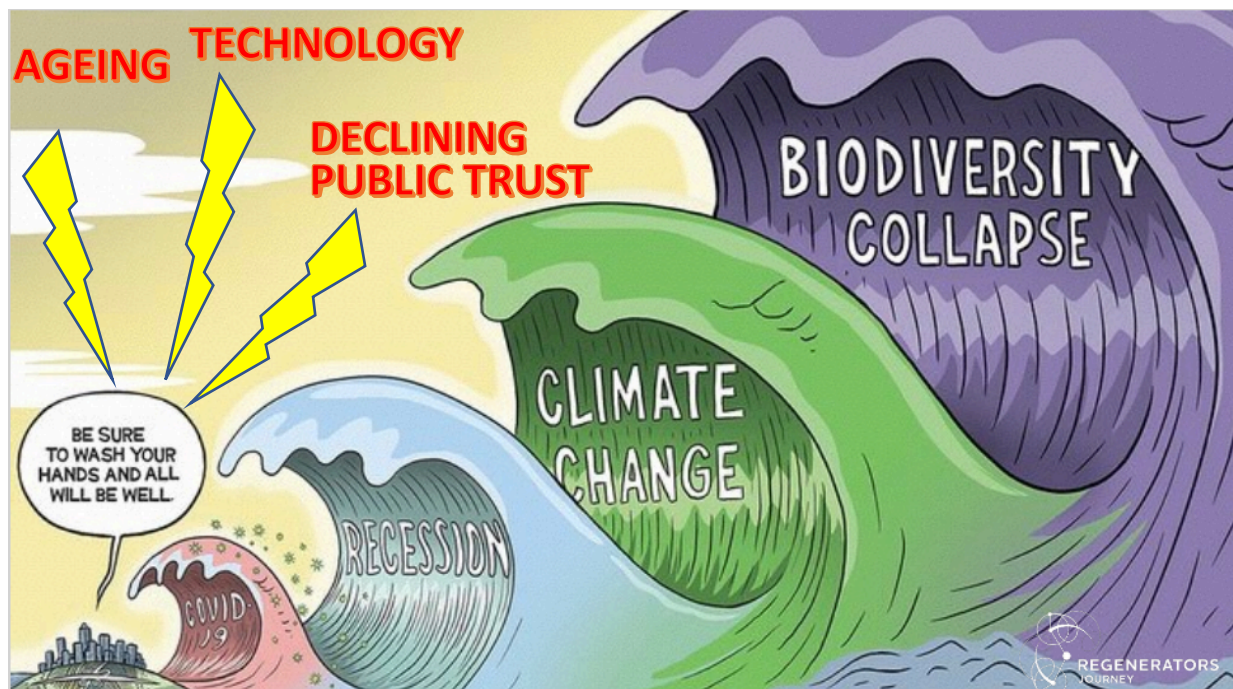
Philip Taylor
JPF Board Member

Tom Hill
JPF Board Member

Executive Summary

The history of Jersey over 800 years has been one of tremendous resilience, adaptability, innovation, and entrepreneurship. These attributes have resulted in a distinctive culture and a standard of living well above those of its neighbours. Globalisation provides great opportunities for Jersey in terms of its environment, its commercial life, and its culture, but only if those traditional strengths are developed further so that Islanders can shape and enjoy the future this project has told us they would like.

Along with opportunities, we are facing significant and maybe even existential challenges from a number of major forces.



Awareness and consideration of these forces have been increasing for a while, but the pandemic has brought them into sharper focus and accelerated their impact. The challenges brought about by the pandemic have reduced certain barriers to action, including embedded resistance to technology and fear of change. The disruption of the status quo and “business as usual” is revealing new opportunities for Jersey that government and others have embraced to varying degrees. Survey respondents and project participants believe that even more urgent action is needed to ensure that the momentum of change is not lost.

Different definitions of success that emerged from the project included the following broad themes:

- Transitioning to a more sustainable and resilient economy that provides equal opportunities and meets basic needs for everyone so that no-one is left behind
- Nurturing and strengthening fundamental societal values
- Radically reform the education system to embed societal values and deliver better outcomes
- A government that looks beyond the UK for more ambitious public policy benchmarks, is leading the transition to a more sustainable and resilient economy, and is more representative of the different communities and range of lived experiences in Jersey

Participants defined an **ambitious vision** for Jersey to be an exemplar as:

A prosperous and resilient island, leading in sustainable and circular practices, where all people, communities and businesses can thrive in harmony with each other and within Jersey' s unique and beautiful natural environment

Participants collaborated to set policy objectives and then proposed and debated numerous policy initiatives over a six-week period. JPF organised these outputs and constructed policy roadmaps to reflect the collective views of participants. A number of clearly articulated policy targets emerged from this work, including:

- A **circular economy for first-tier waste management by 2035** – this is tied to the decommissioning of Jersey' s incinerator in 2034 and builds on the success of existing initiatives in the food, agricultural and re-use sectors such as Acorn¹, OLIO² and Scoop³ to name just a few;
- **Net zero carbon by 2035** – this recognises the government' s commitment to address the climate emergency and is focused on the built environment and transport sectors. It builds on the success of recent initiatives such as Evie⁴, existing regulations regarding new building requirements and proposes initiatives such as the banning of sales of new diesel and petrol-based vehicles and incentives to transition to human and electric-powered modes of transport;
- Taking **immediate action to protect and enhance our natural capital**; and
- The clear message to **government to lead by example** – ensure that all new infrastructure commitments such as the new hospital and new social housing are **exemplars of sustainable/regenerative design principles, building materials and use/production of energy**.

These ambitions, with suggestions for specific educational and fiscal policy levers, the creation of new laws/bodies and the call for reviews and data, are key highlights of this policy lab project. These outputs are presented in the **Policy Roadmaps** beginning at Page 18. The **Key Findings** are presented at Page 28.

¹ See <http://www.acorn.co.je/>

² See <https://olioex.com/food-waste-in/jersey/jersey/>

³ See <https://scoop.org.je/>

⁴ See <https://evieondemand.com/>

JPF Policy Lab Participants

JPF invited a wide range of people to participate in three **Working Committees**, collectively spanning the three pillars of sustainable development. Each working committee had a designated chair (noted with + in chart below). The **31 participants ranged in age from 17 to over 70** and were generous in their sharing of a broad diversity of knowledge, expertise and lived experiences. Participants marked with * preferred to remain anonymous for this report. All discussions were held online and conducted under the Chatham House Rule⁵.

Environment	Economy	Community
+Alison Cambray	+Jacqueline Richomme	+Charlotte Valeur
Gavin Breeze	Tom Dingle	Anthony Dessain
Amy Hall	Hilary Jeune	Washington Gwatidzo
India Hamilton	James Linder	John Hodge
Elis Joudalova	Ben Ogilvie	Beverley LeCuirot
Maddie Julé	Michael Oliver	Sean Madden
Kevin McIlwee	Jeralie Pallot	Jacqui Patton
David Warr	Tim Rogers	Susana Rowles
Rachel Wijsmuller	Rozanne Thomas	Ed Sallis
*Participant A	Gunther Thumann	Fiona Vacher
	*Participant B	

The project was designed and led by Gailina Liew, JPF Executive Director, supported by JPF Research Associates Natasha Matiscsak and Kyleigh Melville, with oversight provided by a steering committee comprised of JPF board members Philip Taylor (committee chair), Brendan McMahon (JPF chair) and Tom Hill.

Biographies for all named working committee participants and the JPF team are included in the Appendix at Page 32.

⁵ The Chatham House Rule helps create a trusted environment to understand and resolve complex problems. Its guiding spirit is: share the information you receive, but do not reveal the identity of who said it. The Chatham House Rule reads as follows: *When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.*

External Experts

Four external experts were invited to provide keynote addresses in their areas of expertise and then engaged in facilitated discussions with participants as part of the policy lab process.



Christopher Hodges OBE

Professor Hodges is regarded as the leading European expert on consumer dispute resolution, ombudsmen and alternative dispute resolution. He co-founded the International Network for Delivery of Regulation in 2017 at the invitation of UK government. His research into public and private enforcement cast doubt on the efficacy of deterrence in most circumstances and led to the 'no blame' open culture idea of Ethical Business Practice and Regulation. These concepts are now being piloted widely, from financial services to care homes to water pricing. He has held chairs at Oxford and Erasmus Universities, and visiting chairs in China, Australia and Belgium. A series of his papers examines aspects of the need for trust as the basis of human cooperation in society and its application in different contexts - www.law.ox.ac.uk/news/2020-05-15-chris-hodges-need-trust-basis-human-cooperation-society.

Andrew Mitchell

One foot in the rainforest and one in the boardroom, Andrew Mitchell is an international thought leader on natural capital finance and tropical forests. In 2017, he founded the consultancy Equilibrium Futures to help lead emerging thinking within the financial sector on rebalancing impacts and dependencies on natural capital. Within the financial sector, Equilibrium Futures advises on the design and development

of ESG strategies to reduce the impact of unsustainable investment and lending and to increase finance for emerging green opportunities – www.equilibriumfutures.com.

Jake Reynolds

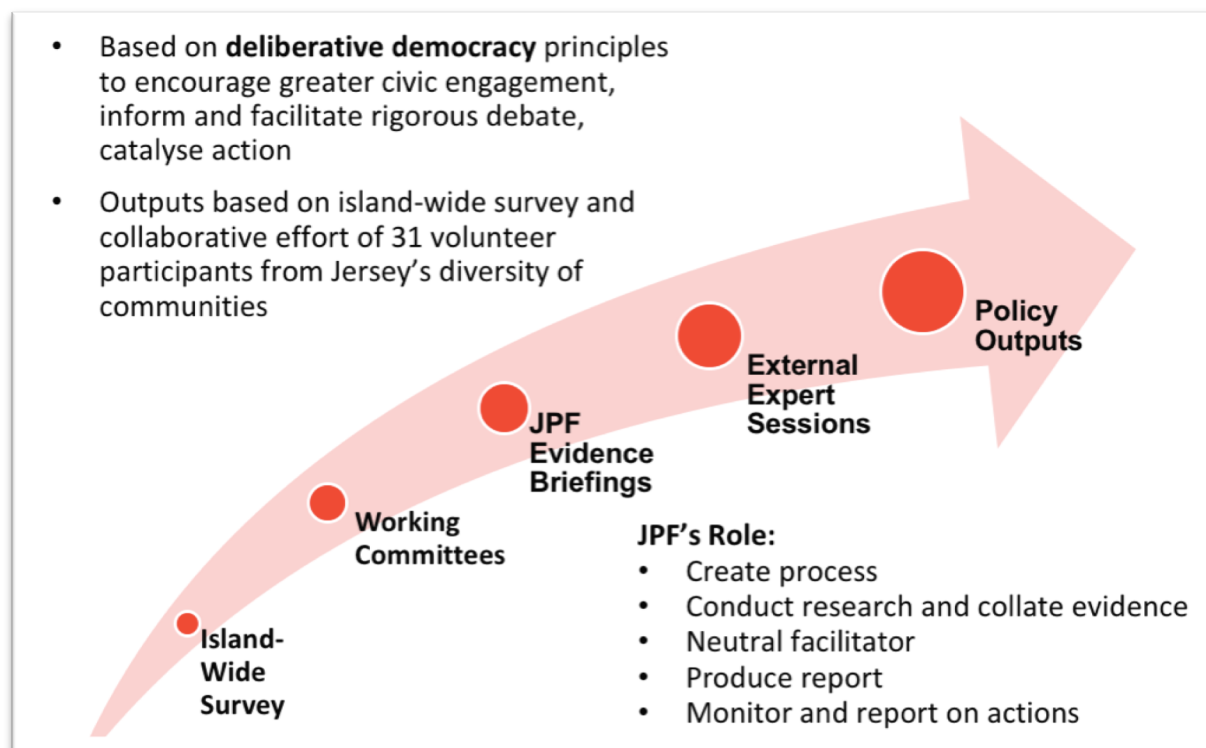
Jake Reynolds is Executive Director, Sustainable Economy, at the University of Cambridge Institute for Sustainability Leadership (CISL) where he is responsible for CISL's research, including the pioneering Prince of Wales Global Sustainability Fellowship Programme. He acts as a senior advisor to CISL's Centre for Sustainable Finance which develops practical thought leadership through long-running collaborations with the investment, banking and insurance industries. As architect of CISL's 10-year vision and plan, *Rewiring the Economy*, his team offers robust analysis, tools and evidence for leaders seeking action on sustainability – www.cisl.cam.ac.uk/resources/cisl-frameworks/rewiring-the-economy.

Sir Anthony Seldon

Sir Anthony Seldon, Vice-Chancellor of The University of Buckingham since 2015, is one of Britain's leading contemporary historians, educationalists, commentators and political authors. He was a transformative head for 20 years, first of Brighton College and then Wellington College. He is author or editor of over 40 books on contemporary history, including the inside books on the last four Prime Ministers, was the co-founder and first director of the Institute for Contemporary British History, is co-founder of Action for Happiness, a director of the Royal Shakespeare Company, the President of IPEN, (International Positive Education Network), and Chair of the National Archives Trust. His recent book, *The Fourth Education Revolution – Will Artificial Intelligence Liberate or Infantilise Humanity*, examines how artificial intelligence might shape the future of education and humanity – <https://dl.acm.org/doi/book/10.5555/3265281>.

JPF Policy Lab Process

JPF designed a citizen policy lab process to bring a group of volunteers together with a range of expertise and experiences. The objective was to use the outputs from a broad-ranging survey of Islanders as a starting point for an informed and independently facilitated series of discussions and debates about the long-term future of Jersey.



Each of the volunteer participants were assigned to one of three working committees – Community, Economy, Environment – representing the three pillars of sustainable development to share their knowledge and thinking about the long-term implications of the pandemic and their aspirations for Jersey with fellow participants in a structured discussion that took place over six weeks in July and August 2020.

Participants were expected to attend 3 working sessions and at least 1 external expert roundtable discussion, each scheduled as a 90 minute Zoom meeting. Participants were provided with the following briefing materials prepared by the JPF team in advance of the working sessions:

- [Jersey Key Facts - July 2020](https://www.jerseypolicyforum.org/static/files/OurWorkFiles/Jersey%20Key%20Facts%20(July%202020)%20-%20final.pdf)
([https://www.jerseypolicyforum.org/static/files/OurWorkFiles/Jersey%20Key%20Facts%20\(July%202020\)%20-%20final.pdf](https://www.jerseypolicyforum.org/static/files/OurWorkFiles/Jersey%20Key%20Facts%20(July%202020)%20-%20final.pdf))
- [JPF Policy Lab - Briefing Pack #1](https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Briefing%20Pack%201.pdf)
(<https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Briefing%20Pack%201.pdf>)
- [JPF Policy Lab - Briefing Pack #2](https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Briefing%20Pack%202.pdf)
(<https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Briefing%20Pack%202.pdf>)

The key objectives for participants at each stage of the process are set out below:

Stage	Objectives
Session 1	<ul style="list-style-type: none">• Define up to 3 long-term future objectives for Jersey• Identify the opportunities and challenges for each of these future objectives
Expert Roundtables	<ul style="list-style-type: none">• Engage with external experts in roundtable discussions to explore the long-term future objectives that came out of Session 1• Attend all expert roundtables to explore how each committee's focus is connected to other areas
Session 2	<ul style="list-style-type: none">• Define up to 3 specific policy initiatives to address the opportunities and challenges identified from Session 1• Identify critical requirements and barriers for each specific policy initiative along with potential impact and progress indicators
Session 3	<ul style="list-style-type: none">• Complete work from Session 2• Discuss and define the desired role of government and the nature of the social contract in Jersey
Review output report	<ul style="list-style-type: none">• JPF to gather the output from all working committees and prepare a report to be provided to participants for review before submission to government and general publication

A total estimated time commitment of 600 hours was voluntarily invested by the various groups engaged in this policy lab exercise as summarised below:

- Survey respondents – 208 hours
(312 completed surveys x 40 minute/survey average completion time)
- Working committee participants – 372 hours
(31 participants x minimum 12 hours in 4 structured discussion/roundtables and preparation time)
- External experts – 20 hours

These time estimates do not include the several hundred hours of time invested by the JPF team in designing, running and reporting on the outputs of this project.

2020 Survey Results

A broad-ranging survey was designed to gather views from Islanders in the following broad areas:

- How is the pandemic affecting your life and what are the implications for the future of Jersey?
- What do you think is important for Jersey's "new normal" to support a sustainable and resilient future for everyone in Jersey?
- What do you see as potential areas of success for Jersey in 30 years?
- How do you define the role of government and the social contract in Jersey?

The survey was delivered through an online platform, Typeform, and was open from May 1 to June 5, 2020. A total of 312 completed surveys were received out of 557 starts for a completion rate of 56%. Respondents completed the survey in an average of just over 40 minutes. The survey questionnaire included 30 questions and can be viewed at page 17 of the [JPF Policy Lab - Briefing Pack #1](#). The raw survey results are at [JPF 2020 Survey Results](https://jpfsurvey.typeform.com/report/fPIIhow/0jEAyVX6PQrjzdOA) (https://jpfsurvey.typeform.com/report/fPIIhow/0jEAyVX6PQrjzdOA).

Demographic Profile of Respondents

The demographic profile of the survey respondents broadly reflected the population profile of the island.

❖ Female 50% | Male 48% | Prefer to self-describe 0.3%

❖ Born in: UK 42% | Jersey 40% | Other 16% | Prefer not to answer 1%

❖ Aged:

▪ 16-24 years	6%	▪ 50-64 years	36%
▪ 25-49 years	44%	▪ 65-85 years	11%

❖ Respondents included residents from all parishes:

▪ St. Helier	28%	▪ St. Martin	6%
▪ St. Saviour	13%	▪ St. Ouen	4%
▪ St. Brelade	9%	▪ Trinity	4%
▪ Grouville	8%	▪ St. Peter	4%
▪ St. Clement	8%	▪ St. John	2%
▪ St. Lawrence	6%	▪ St. Mary	1%

❖ Employed as:

▪ Business Owner	16%	▪ Voluntary	3%
▪ Full-time paid	51%	▪ Retired	7%
▪ Part-time paid	12%	▪ All other	11%

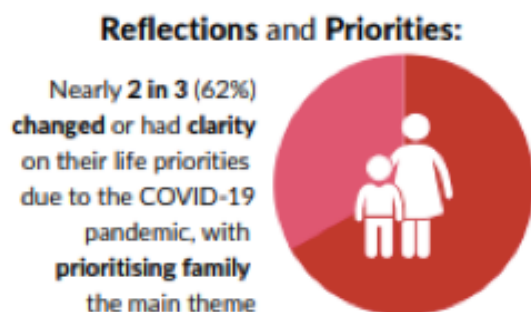
❖ Respondents were employed in the following sectors:

▪ Financial services	26%
▪ Health, wellbeing, social services and arts	16%
▪ Education and teaching	14%
▪ Legal and professional services	7%
▪ Public sector	7%
○ Current/former politician	19%
○ Current/former civil servant	70%
▪ Digital, IT, engineering/scientific	6%
▪ Retail and wholesale	3%
▪ Hospitality, tourism, agriculture, fishing	3%
▪ All other	17%

❖ Change in total annual household income for respondents due to pandemic:

▪ No change or minimal impact	53%
▪ Substantial reduction (> 30%)	17%
▪ Some reduction (<10%)	16%
▪ Loss of all household income	3%
▪ Some or substantial increase	2%

Summary of the Key Themes shared by Survey Respondents



House prices was the **largest barrier** for respondents considering **staying/leaving Jersey** (due to the pandemic), followed by restrictive immigration/work visa policies and dissatisfaction with the government



Personal Safety, Support and Wellbeing during COVID-19:

7 in 10 felt **safest at home** (72%) and **family** was where they sought **support** (74%). Respondents felt least safe in public (8%) and only 1% sought support from their parish

Wellbeing of respondents declined from an average of **4** (out of 5) before the pandemic to **3.2** at the time of the survey



The New Normal:



8 in 10 respondents think the new normal should be:

- + multi-skilled local workforce that can be shared across different sectors (81%)
- + remote shopping and home delivery for goods/services sold in Jersey (81%)
- + remote working as a normal way of working (80%)

Nearly 9 in 10 respondents think the new normal should include:

- + provision of lifeline income support for all who need it (88%)
- + enhanced support for essential service providers and workers (87%)

Future areas of success for Jersey:

Respondents described the following main areas of success for Jersey in 30 years:

- + an island that is self-sustaining with an economy fuelled by local business and mindful of its impact on local and global environments
- + eco-friendly tourism
- + leader in healthcare and medical tourism
- + leader in digital/IT/tech sector
- + financial services
- + broader local agriculture offering including cannabis



Respondents also described the following needs:



- + diversify the economy
- + redefine what it means to be "successful"
- + address the skills deficit and recruit locals to fill jobs
- + enhance local infrastructure with digital/online pairings
- + find balance between innovation and tradition
- + enhance hotel/accommodation offering
- + more affordable and high quality healthcare
- + more investment in education system

Role of Government and the Social Contract:

Government needs to:

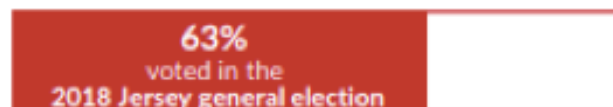
- + put more attention on long-term planning and early detection of local and global issues
- + prioritise the health and safety of Islanders
- + be more transparent
- + seek and hear the Islanders voices (as described by respondents)

Accountable was the most frequent desirable quality described,

followed closely by decisive, effective and innovative



Civic Engagement amongst respondents:



Government Financial Priorities

- ❖ The Government of Jersey could use a portion of its reserve funds and may borrow up to £500 million to pay for various support and economic stimulus programs as a result of the pandemic.

- 55% of respondents felt that government should replenish all reserve funds used due to the pandemic
- 64% of respondents felt that government should repay all debt taken on due to the pandemic
- The timeframes these respondents felt would be appropriate for government to replenish/repay were:

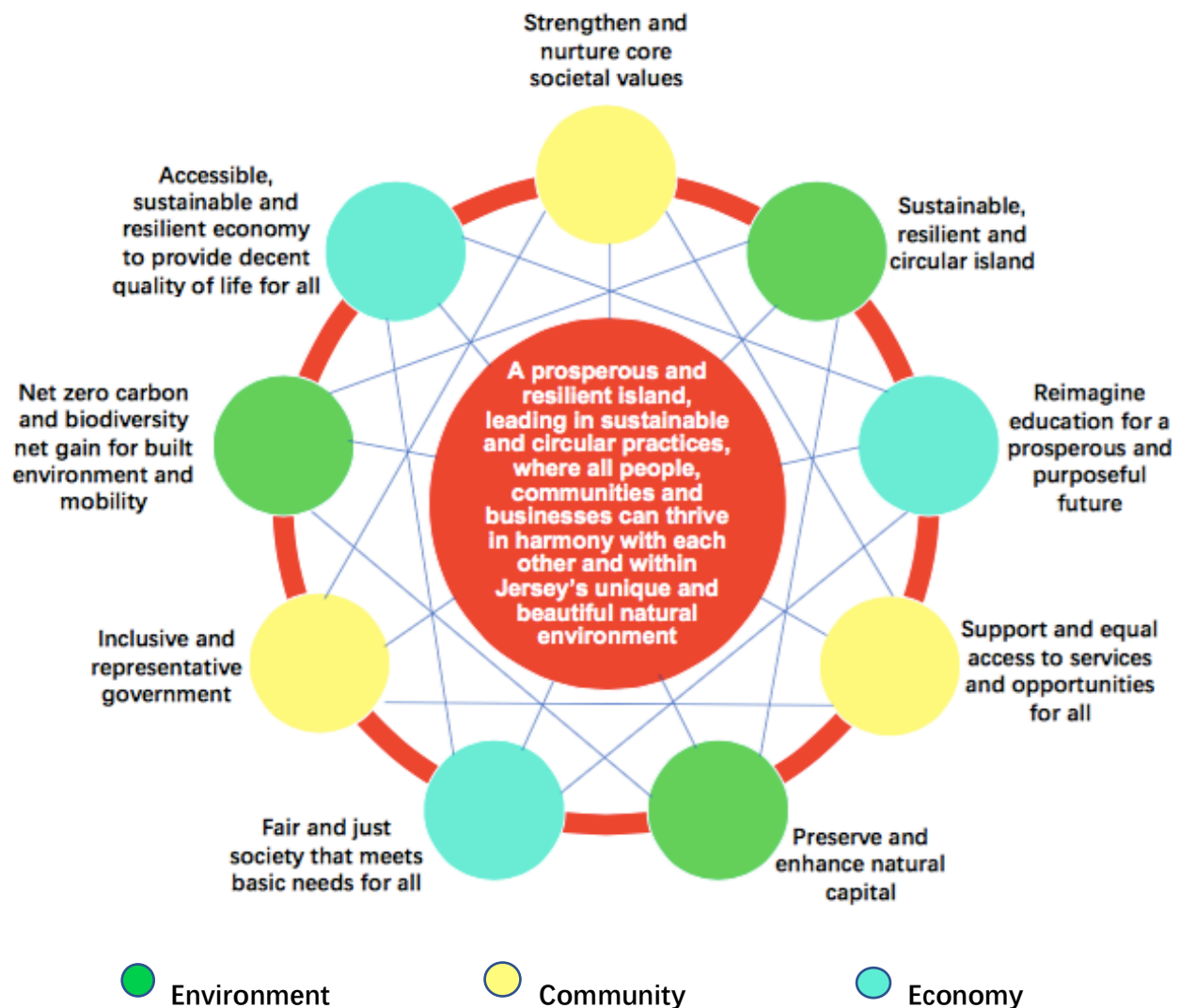
Timeframe	Replenish reserve funds	Repay debt
Within 3 years	6%	6%
Within 4-10 years	33%	26%
Within 11-20 years	32%	31%
More than 20 years	14%	17%
Don' t know	12%	17%

- ❖ Governments have used various methods to strengthen their financial positions. Respondents were asked to rate their preference for a range of options that the Government of Jersey might need to consider. The proportion that gave a rating of 3 or higher (out of 5) to indicate a stronger preference is reported as follows:

- | | |
|--|-----|
| ▪ Increase economic activity | 87% |
| ▪ Reduce government expenditures | 70% |
| ▪ Maintain permanent sustainable level of debt | 60% |
| ▪ Sell government assets | 60% |
| ▪ Issue government bond | 59% |
| ▪ Raise charges/user fees | 36% |
| ▪ Raise taxes | 34% |

JPF Policy Lab Outputs

Participants **collectively defined a long-term vision** for Jersey's future (centre of diagram below) along with nine supporting and interrelated strategic priorities.



The discussion and outputs of the working committees revealed how deeply the areas of environment, economy and community are interconnected. Participants recognised that there were many overlapping policy aspirations cutting across the various strategic objectives that were

collectively defined.

In summary, a number of broad themes were reflected, including:

- Raising aspirations, thinking differently and re-defining success
- Nurturing and strengthening fundamental human and societal values
- Transitioning to a more sustainable and resilient economy to ensure equal opportunities so that no one is left behind.
- A government that looks beyond the UK for more relevant and ambitious public policy benchmarks, is an exemplar in the transition to a more sustainable and resilient economy, and more representative of the different communities and range of lived experiences in Jersey
- Ensuring greater civic engagement and developing better mechanisms for citizens to participate in public policy-making
- The need for greater urgency in getting things done
- More collection and better use of data across sectors to inform debate and address challenges
- Radically reform the education system to embed societal values and deliver better outcomes

The discussions also revealed different levels of knowledge in various areas. Participants were particularly interested to understand more from each other, the invited external experts and the JPF briefing packs about the differences between linear and sustainable/circular economic models, ways in which natural and built environments can both be enhanced, and how better education and the nurturing of core values from the earliest years can accelerate progress in these areas.

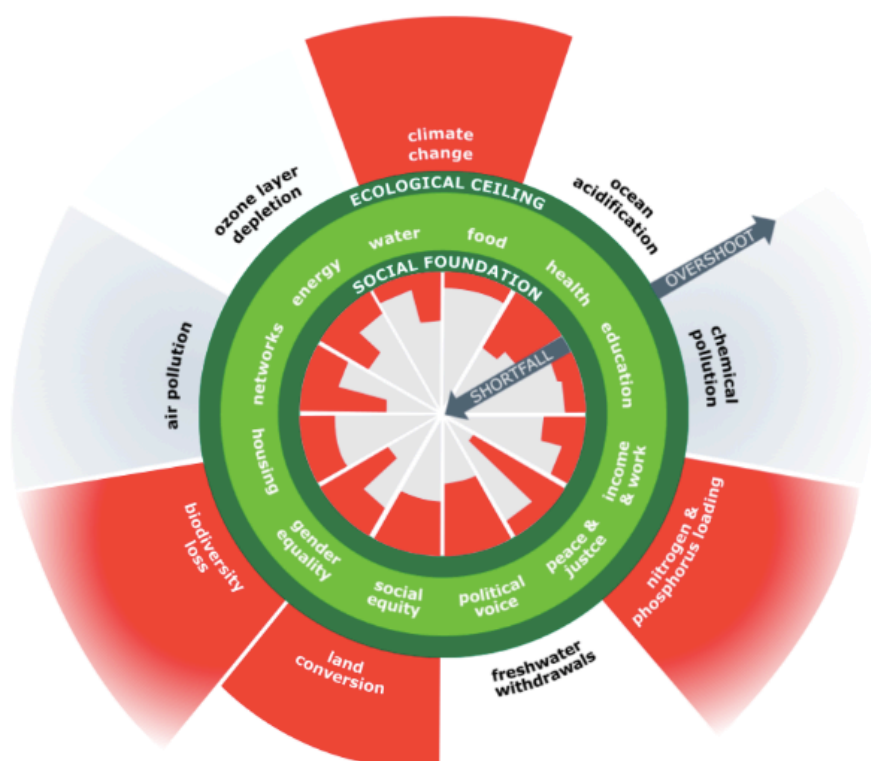
Participants referred to a number of different terms in their discussions that have the following definitions in the context of this report:

Natural capital refers to our planet's finite inventory of natural assets which include geology, soil, air, water and all living things. People use and deplete natural capital to support a wide range of services, often called ecosystem services, which make human life possible.

Sustainable development was first defined in *Our Common Future*, also known as the *Brundtland Report*, published on October 1987 by the United Nations in recognition of Brundtland's (a former Norwegian Prime Minister) role as Chair of the World Commission on Environment and Development. *Our Common Future* placed environmental issues firmly on the political agenda and aimed to discuss the environment and development as one single issue. The report defined sustainable development as "*Development that meets the needs of the present without compromising the ability of future generations to meet their own needs*".

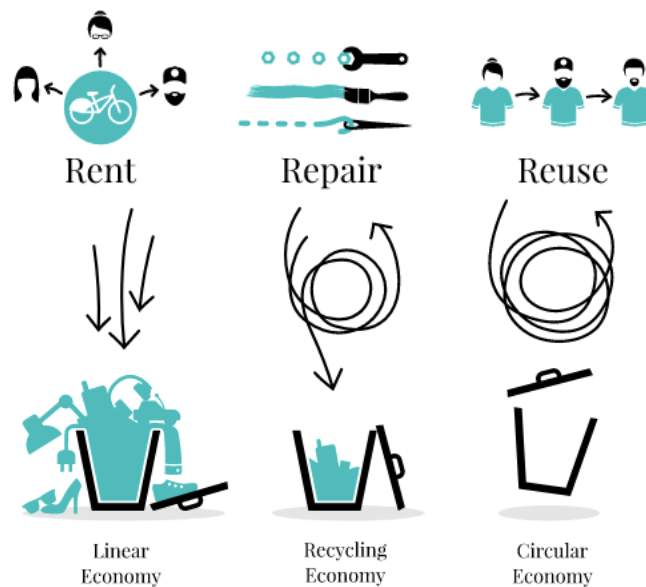
Today, sustainable development includes the idea of living within both planetary boundaries while meeting basic human rights for all people as playfully described by UK economist Kate Raworth in

her **Doughnut** economic model. The environmental ceiling consists of nine planetary boundaries beyond which lie unacceptable environmental degradation and potential tipping points in Earth systems. The twelve dimensions of the social foundation are derived from the United Nations Sustainable Development Goals. Between social and



planetary boundaries lies an environmentally safe and socially just space in which humanity can thrive. See the [Doughnut Economics Action Lab](https://doughnuteconomics.org/about-doughnut-economics) (<https://doughnuteconomics.org/about-doughnut-economics>) to access more detail on transforming economies with this model.

The **transition from linear to more sustainable or circular economic models** requires a change in thinking and behaviour:



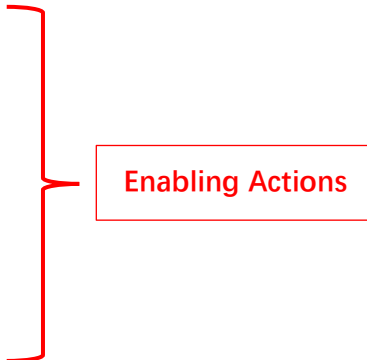


The elimination or re-purposing of waste as an input into the production process is another way to distinguish between linear (also called “extractive”) and circular models.



Policy Roadmaps – General Key

JPF constructed the policy roadmaps that appear on the following pages to summarize the outputs generated by participants. Each roadmap shows the policy objective in the centre and then groups the collective output into four categories:

- **Policy Targets**
 - Policy Levers – further divided into:
 -  educational
 -  fiscal incentives
 - New Laws / Bodies
 - Call for Data / Review
- 
- Enabling Actions**

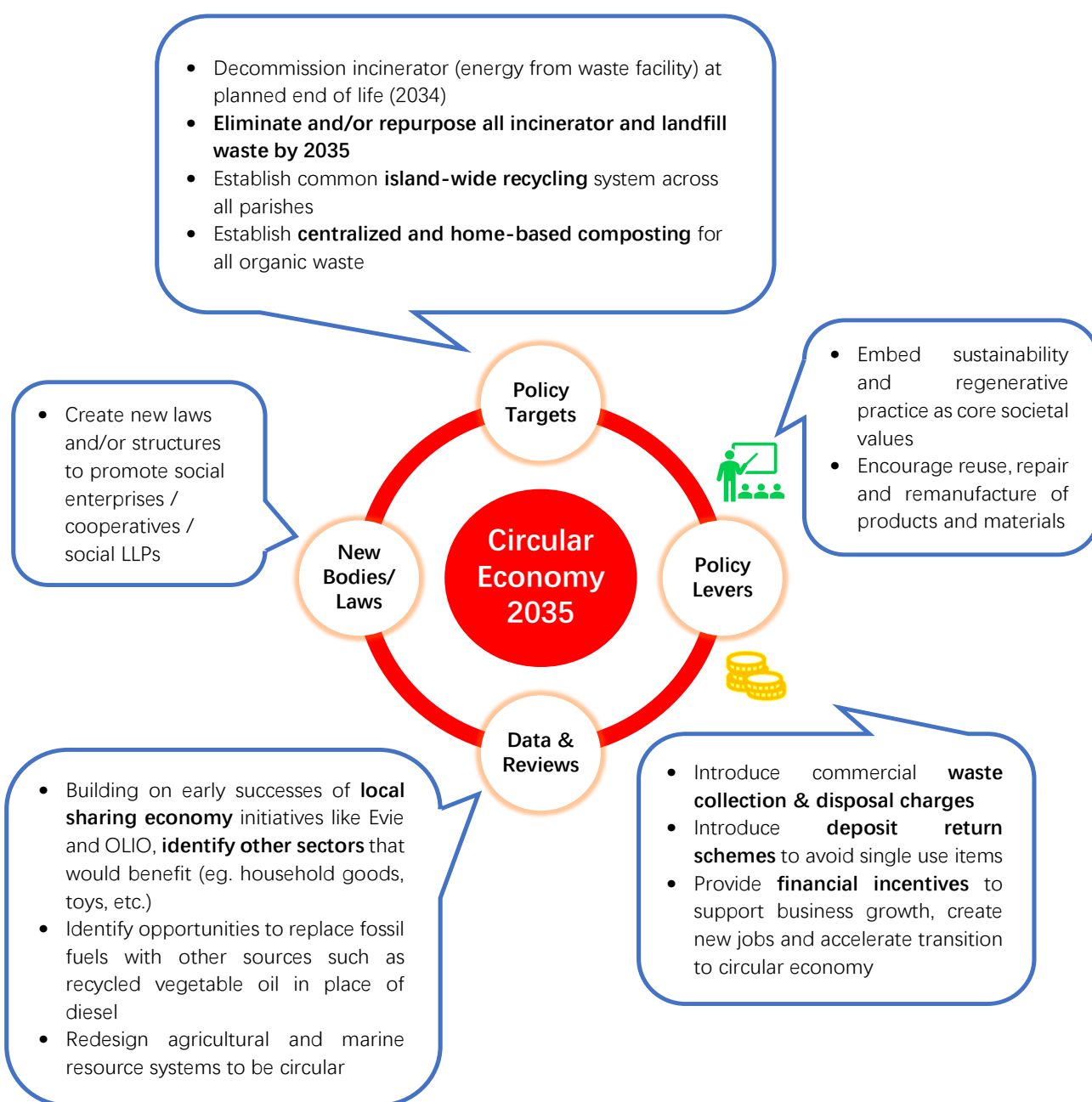
The written output from participants, the [JPF Policy Lab - Collaborative Outputs⁶](https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Collaborative%20Outputs.pdf), is a rich resource for further analysis and reference. It is also a wonderful example of rigorous and respectful debate amongst a diverse group of passionate people from a wide range of Jersey communities.

⁶ See

<https://www.jerseypolicyforum.org/static/files/OurWorkFiles/JPF%20Policy%20Lab%20-%20Collaborative%20Outputs.pdf>

Policy Roadmap 1 – Circular Economy 2035

This objective is about the need for more innovation and education to transition the economy and society to more sustainable and circular operating models. Despite importing so many goods at present, how do we reduce consumption, reuse goods and materials and eliminate waste? How do we “close the loop” on use of resources, decouple economic prosperity from environmental harm, and create the conditions under which new business opportunities can emerge? How do we work across sectors to reduce environmental impacts, strengthen local resilience, address inequalities, and accelerate low footprint businesses with clear societal purpose?



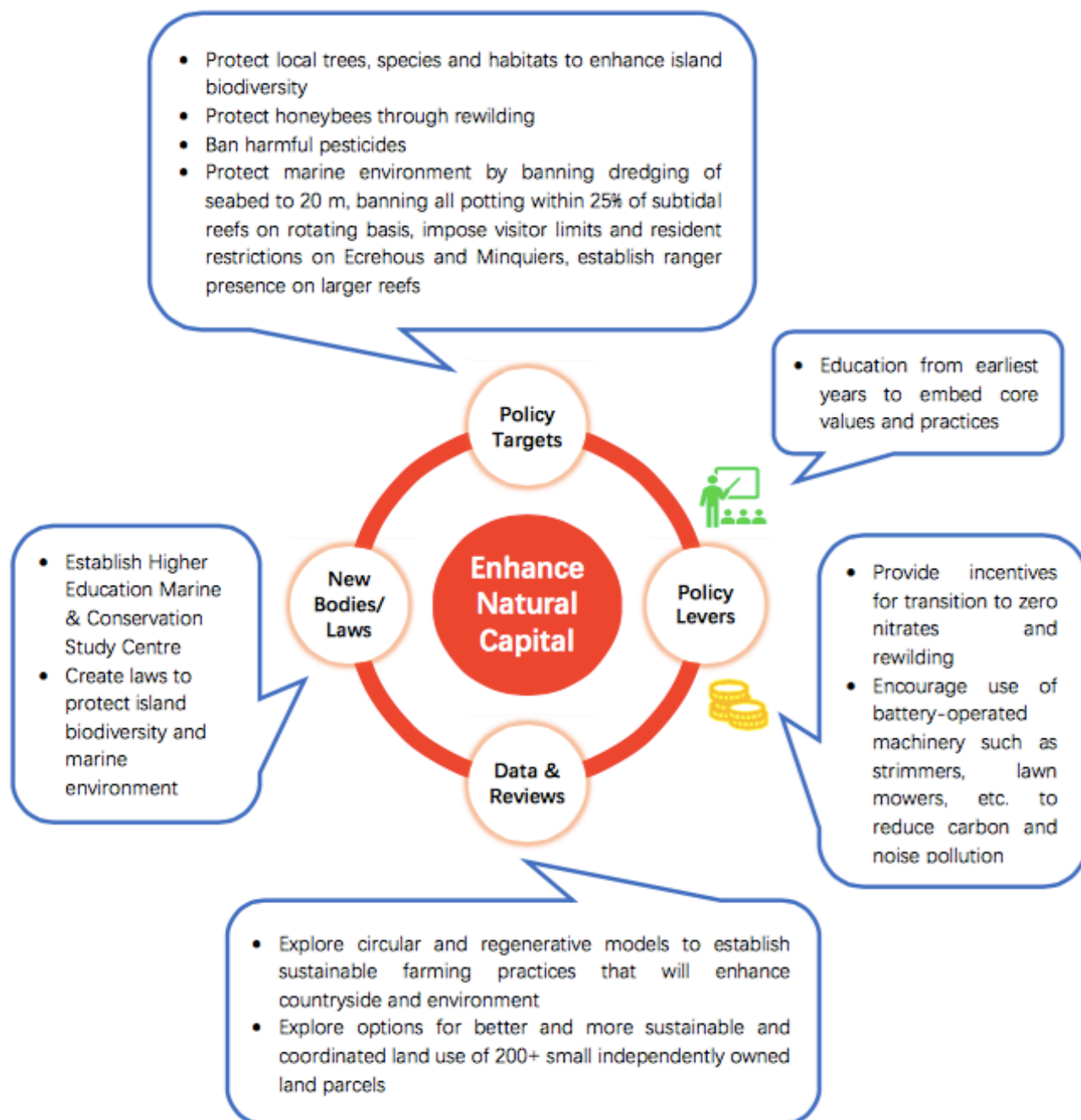
Policy Roadmap 2 – Net Zero Carbon 2035

Transport and buildings are the two key drivers of Jersey's direct carbon emissions. How do we get to carbon neutrality (or even carbon negativity) for these sectors? How do we accelerate the elimination of petrol and diesel cars? How do we transform mobility in a way that improves access for everyone and supports health and wellbeing objectives? How can we further support liveable and affordable housing that also moves towards carbon neutrality and biodiversity net gain? How do fundamental enablers such as the planning system, thinking and skills in the construction industry need to change? Addressing these together could involve different transport solutions (e.g., electric vehicles, mobility as a service, etc.) for different purposes (transport of people, goods, etc.) and new planning and construction approaches, as well as significant retrofitting of existing building stock (e.g., taller low footprint “green” buildings in St. Helier - with living walls, solar energy production, etc.).



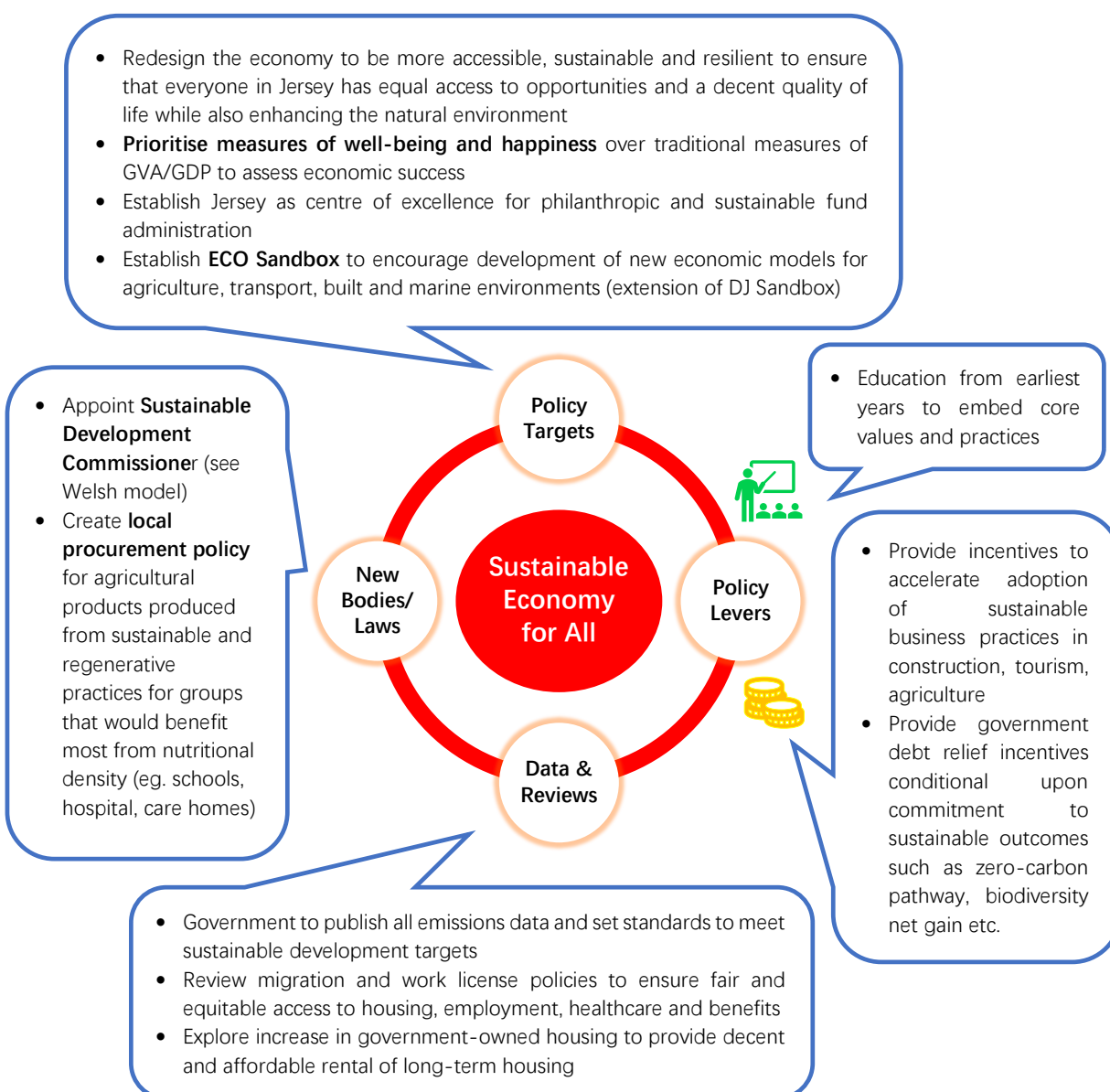
Policy Roadmap 3 – Enhance Natural Capital

Natural capital refers to our planet's finite inventory of natural assets which include geology, soil, air, water and all living things. People use natural capital to support a wide range of services, often called ecosystem services, which make human life possible. What can we do to protect and enhance Jersey's natural capital? How can restorative agriculture (including soil, water, habitat), and more sustainable management of our fisheries and marine environment create economically prosperous opportunities for biodiversity net gain and rewilding? How can we reimagine the food system, tourism and develop new education models and ways of thinking to achieve this policy objective?



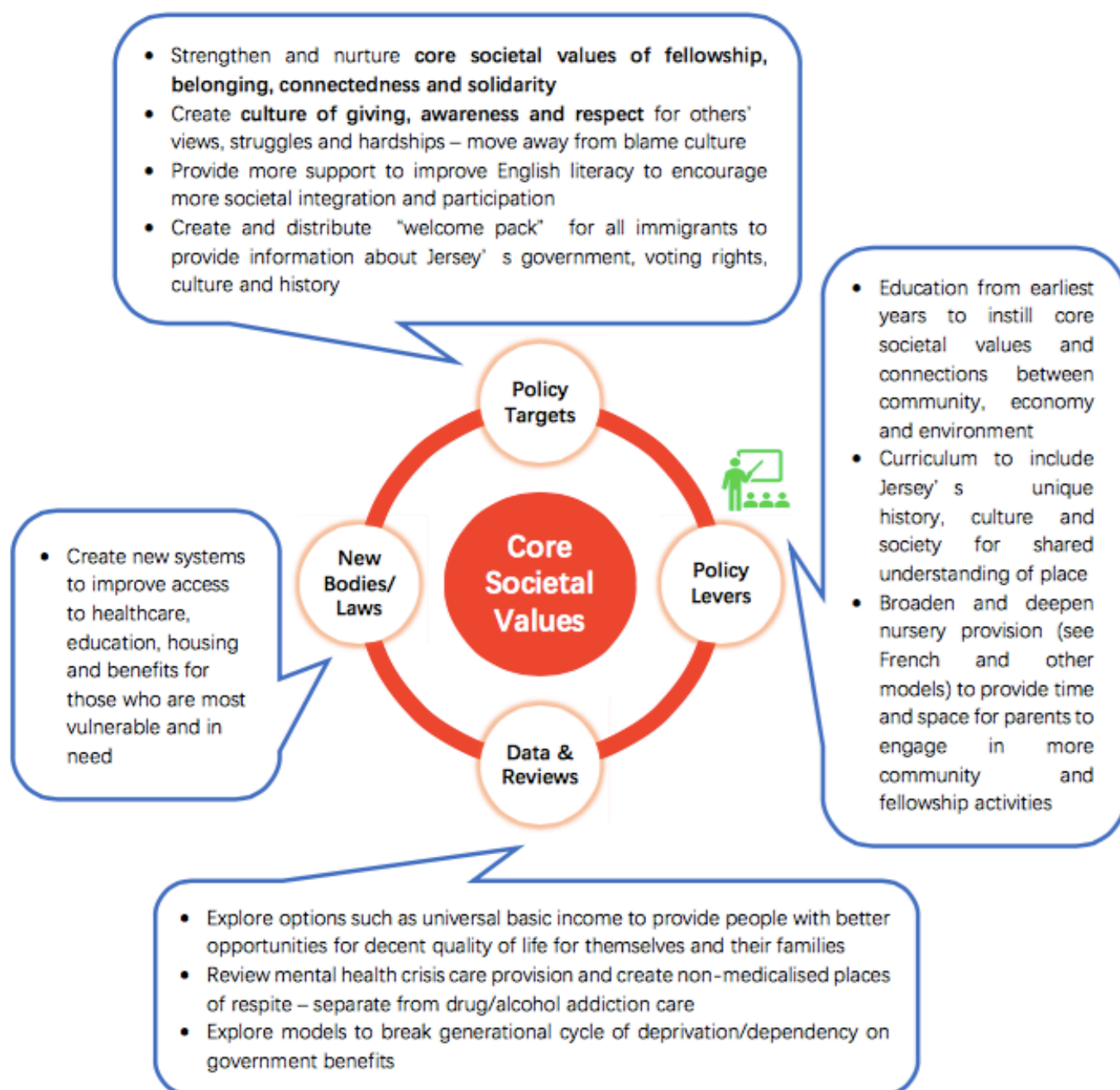
Policy Roadmap 4 – Sustainable Economy for All

This objective is about ensuring that the economy serves the fundamental purpose of providing access to a broader range of opportunities and a decent quality of life for everyone in Jersey while preserving and enhancing our natural capital. How can we redesign our consumption and production processes? How can we ensure that the impacts of increasing use of automation and technology are used to enhance human capabilities to support a more prosperous and purposeful future? How can we ensure that government resources and assets are used more effectively to enhance quality of life and provide fairer access to public services and support? How can we redesign the economy such that negative externalities (environmental, distributional and social) are reduced substantially through internalisation (e.g., through taxes, subsidies, regulation and education)? How do we redefine success and measure to what extent the economy is becoming more prosperous, accessible, sustainable and resilient over time?



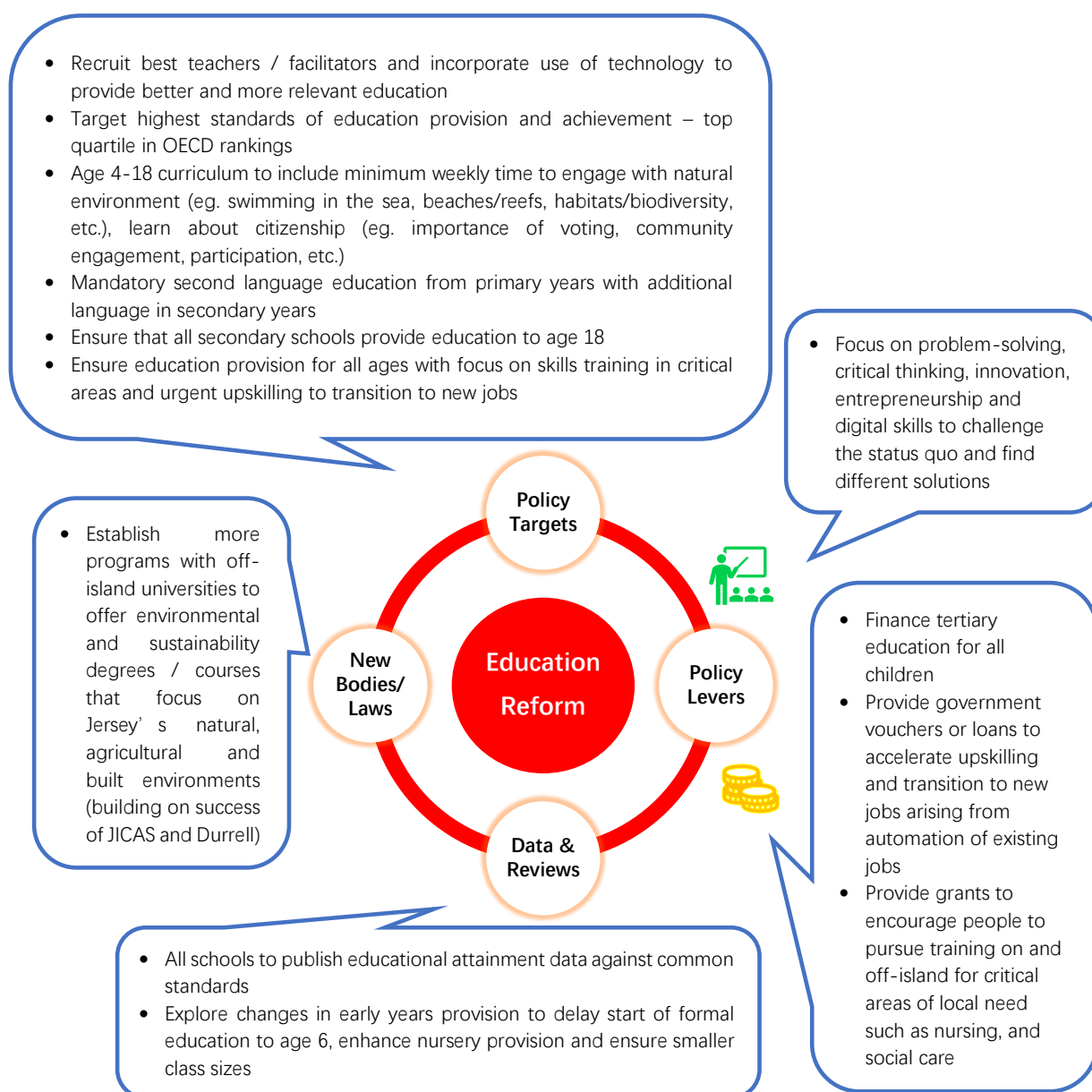
Policy Roadmap 5 – Strengthen Core Societal Values

This objective is about the importance of strengthening the development of core societal values (including fellowship, belonging, connectedness and solidarity) to bring people together in society and foster pride in Jersey as a special and unique place. How can we enable and support people and families and to help strengthen societal values? How can we ensure that families have quality time to be, play and eat together? How do we ensure that there is decent affordable housing and a healthy work-life balance for our people and families? How do we nurture and support a caring society where people take care of themselves and others? How do we ensure that those that are vulnerable or in need are also able to have a decent quality of life?



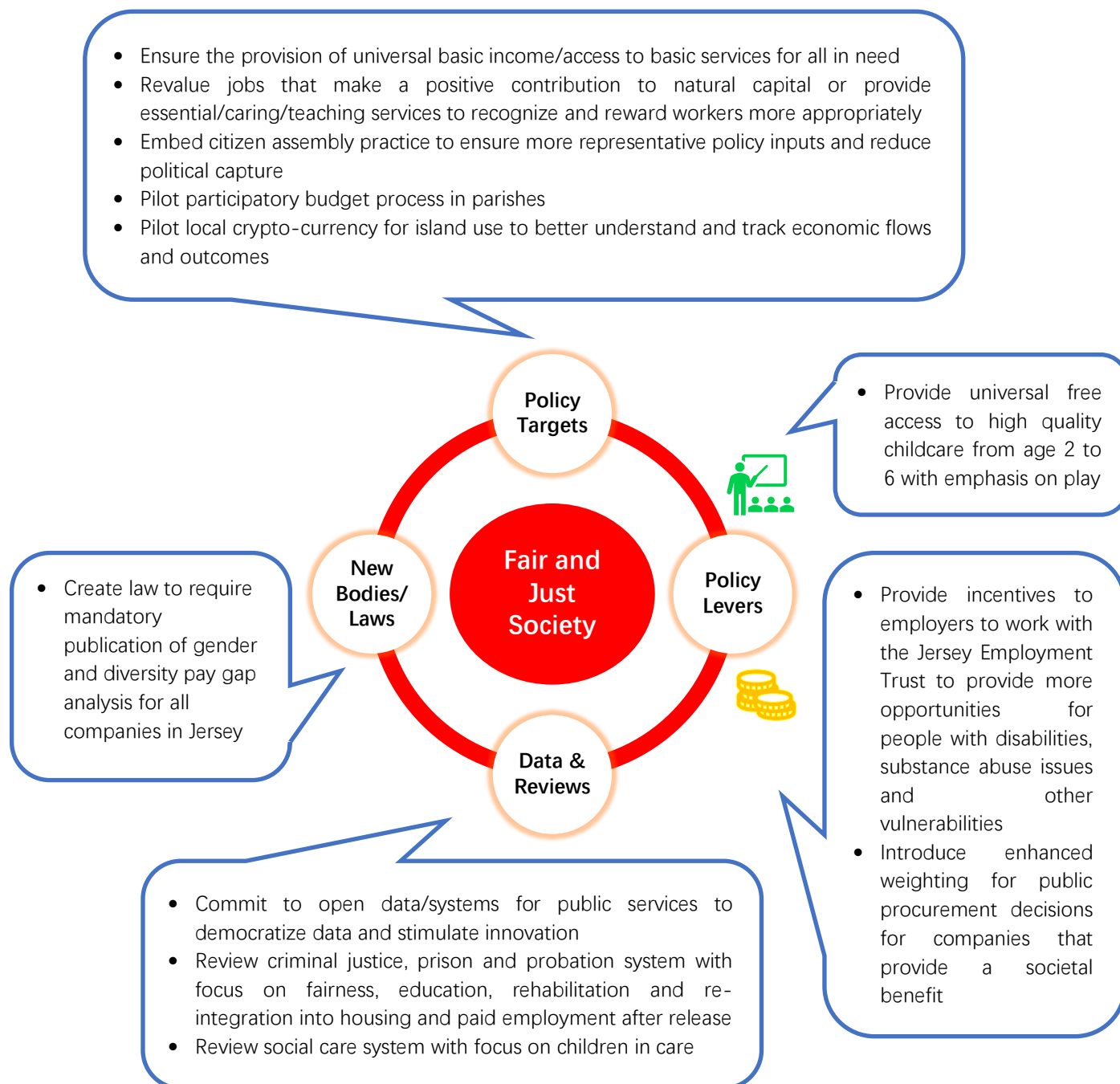
Policy Roadmap 6 – Education Reform

This objective is about redefining the purpose of education on the island to ensure that (a) our children have the ambition and skills to access a wider range of opportunities to support a prosperous future for themselves and for Jersey, (b) people have the opportunity to reskill and upskill throughout their life, and (c) to enhance the social capital on the island by learning from experts and leading-edge experience elsewhere. How do we educate our children and upskill people to encourage greater aspiration, understanding of societal responsibilities, self-motivation, life-long learning, creativity and realise their potential? What examples outside of the United Kingdom can we look to for inspiration and new models? How do we redesign immigration, housing and work licensing policies to support this objective? How do we grapple with the human and societal implications arising from the rapid adoption of technology and automation?



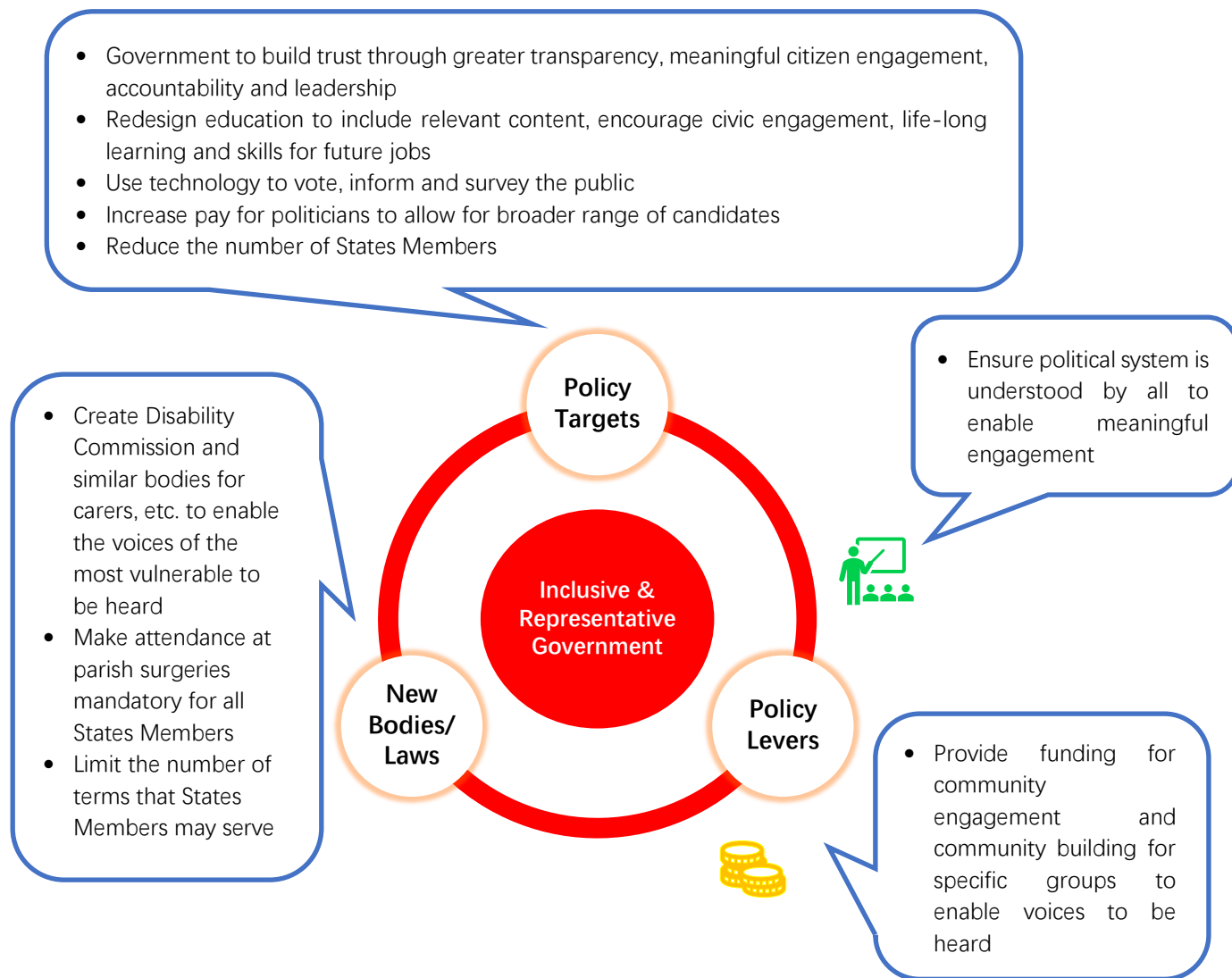
Policy Roadmap 7 – Fair and Just Society

This objective is about exploring the nature of the social contract and the balance of responsibilities between government and society as a whole. How do we ensure that those who provide essential and caring services are able to enjoy a decent quality of life? How do we support those who are vulnerable or in need of support and enable them to thrive? Can we reform how government revenues are generated? How can we redesign the scope and provision of public services? What proportion of essential public services should be provided by government and how should it be funded?



Policy Roadmap 8 – Inclusive and Representative Government

This objective is about ensuring that government is inclusive and representative of the diversity and lived experiences across all of the communities in Jersey. How do we ensure the development of public policy to improve quality of life for the broad diversity of communities in Jersey? How do we encourage and provide support for more people to stand for elected office? How do we encourage more eligible voters to exercise their right to vote? How do we increase the level of trust in government, and the ability of civil service to deliver against an island plan?



Role of Government

Survey respondents identified desirable qualities for government with larger words indicating greater preference.



The working committee participants expanded upon these qualities in their discussions and shared additional perspectives and desires about the role of government in Jersey, briefly summarized as:

- Too complacent – leaving the care of the most vulnerable to private and charity sectors
- Ideally should be enabler
- Should provide basic needs for everyone living and working in Jersey including those resident for less than 5 years
- Should support and enable innovation and improve the island
- Create the environment for the community to thrive
- Be a role model
- Be trustworthy, accountable, honest, transparent, accessible, responsible, representative
- Promote fairness and equal distribution/access to public goods and lands
- Focus on common interest instead of self-interest
- Think long-term, not just short-term
- Move beyond traditional mindsets
- Educate the population on how government works
- Be the “servers” of the public
- Civil servants should be the “servers” of the politicians
- Be partners to private and charity sectors
- Be more involved

Key Findings

In summary, the outputs from this JPF Policy Lab project reflect the following key findings:

- 1** Islanders are ambitious and want government to step up
- 2** Islanders have a clear vision for the future
- 3** Islanders want government to be trustworthy, fair and accountable
- 4** Islanders see core societal values and education as fundamental to a sustainable, resilient and prosperous future
- 5** Islanders believe that a successful economy ensures a decent quality of life for all
- 6** Islanders want Jersey to be a leader in the transition to circular economic models and zero carbon emissions
- 7** Islanders with expert knowledge and diverse views can be brought together independently to engage in respectful and productive dialogue to provide meaningful policy inputs to government through the JPF Policy Lab process

Acknowledgments

We wish to thank the policy lab volunteers for their energy and enthusiastic participation – the thoughtful, knowledgeable, collaborative and ambitious policy outputs reflect their engagement and commitment to the project. We are grateful for the time and engagement of our external experts who all participated on an honorary basis. We also wish to thank the individuals that took the time to complete the survey and all of the people and organisations that helped to disseminate the survey to ensure a broad diversity of respondents.

Appendix A

Biographies for all named working committee participants and the JPF team are provided below.

Environment Working Committee

Ali Cambray (Chair)

Ali Cambray is a sustainability & climate change specialist. She has 20 years' experience working with businesses and governments around the world on sustainable development strategy, policy, planning and financing. She joined PwC's Sustainability & Climate Change consultancy practice in 2008 and has been based in Jersey since 2012. She is passionate about future good growth for Jersey; protecting and enhancing the local environment on our beautiful island, our global contribution (e.g., through mobilising finance for rapid global transformation to a low carbon economy), and the relationship between these.

Gavin Breeze

Gavin is a serial entrepreneur who has been involved in the IT sector since 1989, as founder, seed investor and Non-Executive Director for a number of tech start-up companies, several of which have been listed on the Alternative Investments Market (AIM) in London. He founded his first business at the age of 28. In 1996 he founded DataCash plc, a payment processing company which offers a global gateway to secure multi-channel payment processing, fraud and risk management services; this was sold to Mastercard in 2010. Since then he has acted as a Non-Executive Director on the boards of both private and listed companies in Jersey and the UK. He received his MA in History from Queens' College, Cambridge, graduating in 1983. A resident of St Ouen's since 1996, he feels the time is now right for him to put something "good" back into Jersey and launched EVie, the first car and bike share operator in the Channel Islands in 2019.

Dr. Amy Hall

I was born in Jersey and feel very lucky to call this beautiful Island my home. I spent a number of years in the UK studying, firstly in Aberystwyth where I completed my zoology degree and later on

in York for my masters and doctorate degrees. Last year, I completed my Masters of Law (Environmental Law) via distance learning. I've worked in various roles in Jersey over the years with the National Trust for Jersey, the Jersey Heritage Trust, Durrell and the Jersey Biodiversity Centre. I am currently a programme co-coordinator and a senior research fellow for the Jersey International Centre of Advanced Studies (JICAS) as well as being the chair of the Jersey Bat Group and of the Zoology Section of the Société Jersiaise. A zoologist and ecologist with more than 20 years of experience I spend my leisure time undertaking bat and small mammal related scientific research. Another of my hobbies is pistol shooting and I have been lucky enough to represent Jersey at three Island Games. I am a chartered biologist and a member of both the Royal Society of Biology and the Chartered Institute of Ecology and Environmental management and a Fellow of the Linnean Society of London.

India Hamilton

India Hamilton MA, Food Systems Consultant. Le Cordon Bleu Chef India has been a part of the innovative food scene in London since 2012, delivering creative projects for clients such as IKEA and Sainsbury's and has recently exhibited in the Wellcome Trust. Following success in Hyderabad designing a sustainable food system, India returned to Jersey and co-founded SCOOP, The Sustainable Cooperative. With multiple awards under her belt and years of "pop up" experience India is focused on pushing the boundaries of the food system through embedding food experiences into local food contexts.

My Family moved to Jersey in 1991 and since then have played an active role in the social and cultural arena of Jersey. From starting my working life in laboratories and medicine I learnt quickly that our economy flourishes in 'last resorts' and 'big problems'. With mainly crisis being the strategy for change, I began to perceive our world systems as rooted in trauma. I could think of only one sphere that I could be involved with that could seek change through nurture / innovation / culture / inclusion / senses and that was food. Thus, my interest lies almost solely in the food system, in progressive economic theory and the realisation that there are more ways to do things than we are generally taught and understand. I believe that good decision making incorporates all the senses and many voices and I believe that after 12,000 years we have still to get the food system right. It's complicated but we have no choice but to keep trying. If we look at processes as

interconnected systems, we have a greater chance of finding a more suitable solution.

Elis Joudalova

Elis, originally from the Czech Republic, has lived in Jersey for over 7 years. She has studied and lived in the UK and also worked in New Zealand and Papua New Guinea. She is a food waste and circular economy professional with a contagious passion for food, environment and community empowerment. Elis enjoys public speaking and loves inspiring people to make a difference. She believes in genuine collaboration and disruptive innovation. Her key strengths are her unique entrepreneurial approach to solving problems and visionary thinking. Elis kickstarted a food sharing movement in Jersey over 3 years ago with the aim to reduce food waste. She was a finalist of the Jersey Pride Awards in 2017 and 2018 under the Environmentalist of the Year category. She has also established, grown and managed food sharing communities in Guernsey and Stockholm. This has required recruiting and managing over 250 volunteers, who collect unsold food from many donating businesses, and redistribute it in the local community via the OLIO app for free. Last year Elis was invited to be a speaker at the 10th Annual Forum of the EU Strategy for the Baltic Sea Region that aimed to reinforce cooperation in the region via embracing the concept of circular economy in order to tackle common challenges. Elis has recently been selected into the 'Linear to Circular' programme run by Ellen MacArthur Foundation, designed to empower the next generation of circular economy leaders and pioneers.

Maddie Julé

I am a 17 year old student currently in year 13 at Hautlieu school. Having lived in Jersey my whole life I have spent many years exploring the heritage sites, beaches, woodlands and more urban areas. I spent much of my childhood surfing, swimming and sailing in jersey waters, however, in the last few years my passions have changed to be more focused around the media, recording, documenting etc. In the last couple of years my most valuable experiences have been working with the Jersey Youth Service on pieces of drama, presenting on their online radio station, volunteering behind the till and mentoring younger children. As an individual, the Jersey Youth Service means a lot to me and has provided me with so many opportunities to speak up as a young person. As well as having amazing opportunities with the youth service, I have also recently completed the Young

Enterprise program in which I got to help build a business and have control over the marketing side of it. This allowed me to play with my passion for photography and filming and create a good representation of our business

Kevin McIlwee

In one of the 9 lives that my wife and others claim I have had, I deliberately threw myself out of a perfectly serviceable aeroplane over the spectacular Island of Jersey over a thousand times. In 1974, I graduated as a secondary teacher in mathematics and geography. Since then I have been involved in one form of education or another and my father before he passed away used to tell people I never actually left school before retiring. I have travelled all over the world and once cycled from John O' Groats to Land's End on a Tandem rather than pay the bus fare. In 2011, I was invited by the Société Jersiaise, into creating Jersey Seasearch. As no one else is mad enough to dive in the raging currents and sweeping tides, I quickly rose, unchallenged, to become the Island's Coordinator and Tutor. I recruit divers who aspire to being experts in marine biology or watched 'Finding Nemo', to join me on the seabed where, knowing it is unlikely that they will encounter a mermaid or giant squid, reluctantly record habitats and species. This information is available on the National Biodiversity website. Nearly 20,000 records have my name attached, so Jersey can blame me if species only found on the Great Barrier Reef are included. So that we cannot be run over by trawlers, I have managed to persuade the powers that be to stop dredging and to create marine protection zones. Needing to catch up on my sleep I sit on the Ramsar Management Authority. Currently to justify getting me out of the gardening, I am carrying out a 3 year diving investigation on cold water corals and their locations around our island for the Economics Department, Future Jersey study. In the winter when it is too cold to dive in just swimming trunks, I take the Butterfield Marine Watch 'Touch Tank' around the schools, reminding pupils that fish are friends and not snacks during lesson time. Finally, to help divers pass the time of boredom on the long ascents from 10m dives, I wrote the Jersey Scuba Explorers Guide which thankfully, most Islanders believe should be part of their extensive home libraries.

David Warr

Own Cooper & Co. which has 3 cafes, a shop, website and wholesale operation. Left school at 18 and went into finance, worked for a clearing bank and then went into investment management. Took over the running of Cooper's in my mid-twenties. Qualified with an MBA with the Open University in my late thirties whilst running the business. I travel regularly to the countries that grow the coffee we sell, visiting the farms and ensuring we have as much traceability as possible. I have published 3 books to date around this subject matter as well as numerous blogs. I'm married to Pam and have two children, Oscar and Pascal. Outside of work I'm a past-President of the Jersey Chamber of Commerce. I'm a keen sportsman. I represented Kent Schoolboys in running in my younger days. Today I'm a keen tennis player and have represented the Island on numerous occasions and continue to do so at veteran level.

Rachel Wijsmuller

Having graduated from Cambridge University with an MSc in Climate Modelling, Rachel joined the Computer Science Department at Oxford University to deepen her technical knowledge and awareness of theoretical possibilities. Currently supporting Digital Jersey projects to select and implement technology for the island. An enthusiastic problem solver able to evaluate future-focussed planning exercises from technical, academic, and business viewpoints. Interested in ethics and philosophies underlying paradigm shifting businesses.

Economy Working Committee

Jacqueline Richomme (Chair)

Jacqueline is a solicitor, qualifying first in England and Wales and practising in London, then offshore in Jersey, with over 30 years' experience in investment funds and capital market structures. She was a partner of Maurant Ozannes for over 25 years and will continue as a consultant of Maurant Ozannes alongside her work as an independent director with Altair. From 2001 to 2010 Jacqueline served as a Commissioner of the Jersey Financial Services Commission.

Anthony Dessain

I attended Caen University - Diploma in French - and Leeds University - LLB degree - and in 2001 Harvard Business School for an intensive executive course. In 1974 I was called to the English Bar, in 1979 admitted as an Advocate of the Royal Court of Jersey, in 1981 appointed a Notary Public and 1991 a Crown Advocate. From 1981 to 2016 I was partner of Bedell Cristin and senior partner for 12 years. I have sat on the Committee of the Law Society of Jersey, the Council of the International Bar Association, the Institute of Directors and chaired Jersey Finance Industry Association (predecessor to Jersey Finance), Trees for Life and Guardians of Jersey Zoo. I co-authored "Jersey Insolvency Law and Asset Tracking" and contributed to books and articles on Jersey law on Insolvency, companies, trusts and international fraud. I regularly spoke at English and international conferences. I am a liveryman of the City of London clockmakers company. I was included by the Times in their list of the 50 top contributors to Jersey being recognised as a reputable international financial centre and in legal professional directories. Currently, I have renounced legal practice and I am chairman of Deutsche Bank International Limited, a Jersey charitable trust that supports many community-focused and environmental charities in Jersey, the Institute of Law Endowment Trust and I represent the International Dendrology Society. I am married with four children and a labrador. Hobbies: bridge, worldwide travel and Italy, golf, research and patron of a professional artist.

Tom Dingle

Tom was born in Jersey and studied at Victoria College before reading English Literature at University of Exeter. After graduating he lived in Bath and London before returning to the Island to

take up a role with the Jersey Arts Trust. In 2011 he was promoted to Director and has since overseen its transformation into ArtHouse Jersey, which supports artists from Jersey and around the world to make work that benefits our community and reaches audiences internationally. This includes cabaret tours of parish halls for the over 65's; working in partnership with the Education Department to raise the standard and accessibility of arts and creativity in schools; as well as producing projects such as 'Paper Dialogues', which was shown in the St. Helier Town Hall in 2016 and will be commencing a tour of museums in the USA from next year. Aside from his work at ArtHouse Jersey, Tom played a key advisory role in Branchage Film Festival and until recently was on the Board of Governors at JCG. Regarding the future of the Island's economy, Tom is interested in the adoption of a design-led longer term approach, aiming for a fairer and more sustainable future for all Islanders to enjoy. He has experience of working with a broad range of partners (including Government) managing often conflicting objectives whilst all seeking to achieve a common goal. For more information about ArtHouse Jersey please visit www.arthousejersey.je

John Hodge

Director of the Shelter Trust (www.shelter.org.je), a homelessness charity offering accommodation, support and a way forward for homeless people in Jersey. From Glasgow, John is a graduate of the University of Strathclyde Business School. Prior to working with the Shelter Trust John worked for the Health Council in Glasgow where he developed his interests in resource allocation, inequalities and social exclusion.

Hilary Jeune

I was born in Jersey and grew up in a family that has dedicated their time to support the Jersey community and different Jersey charities over many years. Having been away for over 20 years, I brought my family back 2 years ago, to raise them on this beautiful island. Having put a lot of energy into trying to make EU and international politics fairer, to build a more just society, that respects the environment and each other. I believe greater impact can happen when it starts at the local level, and I want to be part of the drive to reach these ambitions here. I bring over 17 years' experience working as a policy advisor, consultant and campaigner, for international organisations, United Nations agencies, NGO networks and community-based organisations. In all these contexts,

I have worked to ensure democratically-controlled, gender-just and human rights-based financial and economic systems. I have specifically brought expertise to influence legislation and policy areas focused around Inequality, Human Rights, (Fair) Trade rules and practices, Global Health, Education, the environment and the quantity and quality of development and climate finance. I have coordinated campaigns and advocacy towards most multilateral institutions such as the United Nations, World Bank Group, G20, European Union and International Finance Institutions. Focusing more locally, I am a Director at ValueMetrix, a Jersey based sustainability and business ethics consultancy company supporting leading businesses. I also serve as a trustee for several Jersey foundations, and editor of St John' s Parish Magazine.

James Linder

Strategy Manager at Digital Jersey, the Government of Jersey' s economic development agency and industry association for the digital economy. With an academic background in economics and politics, I liaise with Government and industry to develop initiatives to drive the future of Jersey' s digital economy. Responsibilities extend to creating and coordinating the organisation principal policy interventions, including education, skills, funding and population among other areas. A notable recent project is the launch of the Digital Jersey Academy and expanded co-working space.

Ben Ogilvie

University Student on a gap year with experience working in financial regulation. I am a keen investor and trader in private equity with aspirations to one day start my own company. I have studied Psychology, History and Philosophy and have lived in Jersey for the majority of my life after moving from England at a young age.

Michael Oliver

I have spent 29 years teaching at various universities in the UK, France and US and have combined this with a practical application of economics to offer executive education, workshops and a broad range of consultancy for high-profile organisations. In 2009 I co-founded Global Partnership Family Offices (www.gpfo.co.uk), an association of family offices, wealth owners and successful entrepreneurs. I have been an economic adviser to the Corporate Affairs Scrutiny Panel in Jersey; an

associate of Lombard Street Research (which boasted some of the most original, rigorous and consistently accurate comment and analysis on the world's markets); and a member of the Migration Policy Board in Jersey. My academic research agenda has focused primarily on financial history with a particular emphasis on monetary and exchange rate policy. A core theme of my research is the conflict between domestic and external policy goals and how policymakers have struggled to reconcile these. I have written articles, chapters and books on financial crises, the international monetary system, exchange rate regimes, economic policy and Jersey. My areas of expertise include monetary history, liquidity in financial markets, financial crises, economics of small island states and family offices and UHNWIs. I was the academic adviser to the 2019 BBC TV programmes, *Inside the Bank of England*. I have lived in Jersey since 2003; am passionate about the political economy of the island; enjoy drinking fine wine; listening to jazz and writing.

Jeralie Pallot

Jeralie is the Managing Director and owner of Rowlands Recruitment (now part of the Rowlands Group). She has over 30 years' experience in employment markets across NZ, Australia and Jersey and is a Fellow of the Institute of Recruitment Professionals. Having agreed to move to Jersey for a 'short period' to get to know her husband's family, Jeralie has now been a resident for many years, settled in St Ouens with her husband, two children and the family dog - enjoying all that the island has to offer. Currently a Council Member of the Jersey Good Business Charter and Vice Chair of the Resilience Matters Charity, Jeralie also served as a Member of the Employment Forum for 10 years, consulting on minimum wage rates and other employment related issues as directed by the Social Security Minister, Jersey. Passionate about inspirational leadership, innovation and wellbeing in the workplace, Jeralie is well placed to understand the local employment market and to help influence positive working practices. She has a strong belief that good business strategy and great people management has a significant impact on individuals and society and is therefore very excited about some of the new ideas and initiatives currently being considered in Jersey.

Tim Rogers

Tim Rogers is a performance and change leader. A former Commonwealth Games athlete Tim was project manager for the incorporation of the Post Office and Ports and has been involved with a

number of change initiatives and forums including TEDx. He is an independent member of the Public Accounts Committee and former Chair of the Pharmaceutical Benefits Advisory Committee. He is also a tutor/mentor for the Chartered Management Institute. He was educated in Jersey, where he has now made his home.

Rozanne Thomas

I was born in Durban, South Africa and lived there until I was 21. I have a degree in political philosophy and social anthropology from the University of Cape Town. After extensive travelling in Europe I lived in London working initially for the Spectator and then moved into advertising working for several London agencies and then one in Manchester as an account director. I moved to Jersey in 1983 with my husband, who grew up here. After having 2 children I did not return to paid employment but have done the following - Jurat since 2015, trustee of a number of charities, 18 years as a Citizens' Advice adviser, past school governor, deputy chairman of the Consumer Council, member of the Statistics Users Group and member of a number of fundraising charity committees. One of the advantages of Jersey's size is that an individual can make an impact contributing to island life.

Gunther Thumann

I moved from Ireland to Jersey with my family in late 2006, originally on a two-year work assignment. Fourteen years later, and meanwhile retired, I am still here, and, if anything, I appreciate the island even more. I am grateful to be here as a guest, and I try to help and give back to the community where and when needed. An economist and statistician by training, I have worked in the public and in the private sector. I have a bunch of other interests which in recent years I have more time to pursue, including philosophy, mathematics and "all stuff digital". Main points of my CV are:

- Since May 2017: non-executive Chairman of Jersey Finance Ltd
- 2007 - 2017: Partner, CEO and Chairman of the Board of Brevan Howard Capital Management. Built out the offshore business and established the Jersey business as the hub of the Brevan Howard Group. Retired January 2017.
- In the late 1990s until 2005: founder and CEO of a consulting business (speciality: central

banks)

- Prior to that: Managing Director at Salomon Brothers in London
- From 1978 to 1994 positions as economist in the German civil service and senior economist at the International Monetary Fund in Washington D.C.

Education: Ph.D. in economics and statistics from the Friedrich Alexander University Erlangen-Nurnberg (1977).

Community Working Committee

Charlotte Valeur (Chair)

Charlotte Valeur is the founder of GGGovernance and Global Governance Group and has in excess of 35 years experience in the finance industry. She has current and past experience serving on the boards of a number of listed and unlisted companies to include Chair of FTSE250 Kennedy Wilson Europe Real Estate Plc, Chair of LSE listed Blackstone/GSO loan Financing Ltd, Chair of LSE listed DWCG Ltd, Chair of the Institute of Directors, NED of FTSE250 3i Infrastructure Plc, LSE listed JPMorgan Global Convertibles Income Trust Plc, Renewable energy company NTR Plc and Laing O' Rourke Construction.

Washington Gwatidzo

I am a professional working in health with experience acquired working in Zimbabwe, England, Scotland and Jersey. Born and raised in Zimbabwe, I am well-travelled and have acquired a lot of life experience with appreciation for culture, diversity and equality. A father of one and married to an incredibly supportive woman. I moved to Jersey in 2012 working in health and have continued to do so in various roles which has given me the privilege of working with people from so many different backgrounds and life experience in the process enriching my own. I enjoy working in high pressure situations and a diverse moving industry which requires a lot of appreciation for differing individual demands and preferences as well as advancement in research. My passion is in social justice, racial equality, social inclusion and health at every level of society. In health my specialism falls in mental health and public health particularly issues that affect young people. I also do a lot of volunteer and charity work using my experience to support those who feel marginalized by society

and working towards the empowerment of individuals and groups. The charity week focuses on benefitting people in Jersey and other work in Zimbabwe as well as I am a strong believer in giving back to the community I live in and that which I came from.

Beverley Le Cuirot

A consummate professional with a proven track record in Business Development, Change Management, Service Delivery and Organisational Leadership, Beverley spent 10 years with Standard Chartered Bank Jersey, and six years with Jersey Finance, in both roles as a Member of the Board. She offers a unique blend of corporate insight, entrepreneurial flexibility, and employee engagement; and has demonstrated a skill for developing effective collaborative partnerships within both the private and public sectors. Beverley holds the IoD Diploma in Company Direction; is a Chartered Marketer; has served as Director and Head of HR, Training and Change Management for Standard Chartered Bank Jersey; and subsequently trained as a Life Coach. In 2008 she established Immediate Impact Limited, which she continues to run alongside WellBeing World.

Sean Madden

I have lived in Jersey for all of my life and have had my career to date in the finance industry. I am a management consultant that primarily works with the finance industry offshore but my background is in banking, primarily in change, technology and data analytics. The reason I love my job is that I love solving problems, changing the way things are done and moving past the “we have always done it this way” type mentality that we are often faced with and finding a modern and innovative approach. Outside of work, I enjoy almost anything outdoors but my main hobbies have been Thai boxing, music production and DJ’ ing, although I don’ t make enough time for these anymore. That will be changing! I love helping others and I have recently started a coaching course to help people on an individual basis, ideally people with less privileged backgrounds that would not normally have access to things like a coach. As much as I love my job, I have been looking to get involved in something with more purpose for a while and I am really excited that the start of that journey is with the Jersey Policy Forum.

Jacqui Patton

Jacqui is the founder of Ink Blot Creative, a communications agency focussed on helping businesses tell their story better. Ink Blot Creative works with a network of freelance creatives with the aim of providing local businesses with the best people, and the most original ideas for their communications. Jacqui was brought up in Jersey but left the island for university. After graduating from drama school, she travelled extensively and went on to live in the UK, Australia and Central America. Jacqui discovered a passion for marketing whilst living out of the island through roles in the arts and health and beauty industries. She returned to Jersey in 2014 and before starting her business in 2019 was the Head of Communications for RBS International, responsible for the bank's offshore communications, PR and public affairs strategy.

Susana Rowles

Susana Rowles is Co-Owner/Founder of Innovate Education, creators of the Digital Leadership Programme. Co-owner of Target Internet. Most of her work centres around strategic direction and commercial planning. She has 19 years of experience in Management and Marketing roles, having started her career in the hospitality industry, working in a range of different businesses, from the iconic Brighton Pier to boutique hotels. She joined Target Internet in its infancy and has worked on key accounts, strategic and financial planning alongside overseeing the content and production teams. She founded Innovate Education in 2019 to deliver the Digital Leadership Programme, in Jersey, empowering its participants with the right technical, creative and leadership skills for a future proof career. She is a regular contributor for the Jersey Evening Post, where she writes about politics, education, business and culture. Susana, Chairs the Georgian Association and is Treasurer for the 23rd Jersey Scout group. A keen beekeeper, she lives in Jersey with her husband Daniel, their 2 children and a very naughty beagle.

Ed Sallis OBE

An economist and former civil servant, I spent the majority of my career in further education. For fifteen years until I retired in 2012 I was Principal and Chief Executive of Highlands College having previously worked in colleges in London, Berkshire, Somerset, Surrey and Bristol. I have considerable experience of government and the community in Jersey as a member of the Electoral

Commission, Chair of Jersey Heritage, Deputy Chair of the Jersey Appointments Commission, director of Jersey Citizens Advice and a member of the Income Forecasting Group. In the UK I am a governor of a large college in Kent and I have worked for two Ministers of State for Skills chairing advisory panels on issues around improving maths and English for apprenticeships and on the new Technical, T level, qualifications. I have consultancy experience in Canada, Ireland and France and I am an author of a number of books and papers on leadership and quality issues in further education. I am a Visiting Professor at Plymouth University, a Fellow of the IoD and was appointed OBE for my services to Education in 2010.

Fiona Vacher

Fiona Vacher is the Executive Director of the Jersey Child Care Trust. Putting families first, the charity works with others to deliver a variety of programmes that make a big difference for children living with disabilities and/or adversity so that they can have the best start. In 2019, 123 children and their families accessed the support services from the JCCT with the difference measured and reported using Outcomes Based Accountability. With many more children and families also benefiting from the work of the charity, the Annual Review 2019 outlines these activities and is available to view at www.jcct.org.je.

Fiona's grew up and was educated in Jersey and has a real enthusiasm for people and helping others in the community. With professional training and a career where she has consistently worked directly with and for children and families in Jersey, currently, in her spare time(!), Fiona is undertaking a Masters in Early Childhood Education at Sheffield University. Her current research project is focused on childhood poverty and most specifically identifying what factors impact upon the early years workforce's ability to identify and respond to the needs of children living in poverty.

JPF Executive Team

Gailina Liew – JPF Executive Director

Gailina is the founding executive director of the Jersey Policy Forum. Her executive career was focused in the development and commercialization of novel molecular diagnostics for early disease detection (spanning university start-up to listed company) and public-private partnering to nurture entrepreneurs, support innovation and accelerate economic development. She holds a BSc in molecular genetics (Trinity College, University of Toronto), an LLB (Western University, Canada), MBA (Kellogg-Schulich executive program, USA & Canada). Currently, she also serves in an independent non-executive capacity with a range of organisations, including chair of the Statistics Users Group, member of the committee of management for the Public Employees Pension Fund, senior independent director for Digital Jersey, voting member of the Jersey Data Protection Authority, and as a governor/trustee for Hautlieu School, JICAS, ArtHouse Jersey and the Shelter Trust.

Natasha Matiscsak – JPF Research Associate

Natasha was born and raised in Adelaide, Australia. It is here she attended The University of Adelaide and obtained a Bachelor of Social Sciences. As part of this degree Natasha studied in Trento, Italy, and took the opportunity to travel Europe whilst she was on the other side of the world. It was in London that she met her partner (a Jersey bean, of course) and the rest is history. Natasha now lives in Jersey with her partner, but still calls Australia home. No matter where Natasha lives, she is determined to contribute and help create a more equal society for all. As she was raised by a single mother who was diagnosed with Bipolar Disorder when Natasha was three, Natasha is driven to ensure everyone has the same opportunities no matter their circumstances.

Kyleigh Melville – JPF Research Associate

Kyleigh completed the International Baccalaureate Diploma at Hautlieu School in 2017. She was elected as Hautlieu School's Headgirl from 2016-2017 and awarded the school's Surcouf and C.H. Brown Awards for exceptional service to the Island community. As Soprano section leader in the Musical Originals, Jersey's foremost female youth choir from 2015-2019, she has helped put

Jersey on the global stage of competitive choral singing. She has supported various Island organisations, such as the JPF, Office of the Children's Commissioner for Jersey, and Jersey Overseas Aid with her aptitude in desk-based research, data collection and analysis, multimedia production, and experience working with children and adults with special education needs (SEN). In August 2020, Kyleigh graduated with a First Class Honours BSc (Hons) Psychology with Education from University College London (UCL). She is currently pursuing a Masters in Psychology and Education at the University of Cambridge. Alongside her studies, she works as a SEN Teaching Assistant and private Applied Behavioural Analysis (ABA) tutor in London. She is also a Research Assistant for the [UCL-Penn Global Covid Study](#) which aims to investigate the global effects of COVID-19 on mental and physical health outcomes such as social trust, anxiety, depression and loneliness.

JPF Project Steering Committee

Philip Taylor (Chair)

Philip has over 40 years' experience in the finance industry, beginning his career at PwC in London. Philip was the Senior Partner of PwC Channel Islands and Global Leader of the PwC Quality Assurance Programme. Philip has previously served as Chair of Hawksford Holdings Limited, as a non-executive director of The Royal Bank of Scotland International Limited, as a Commissioner of the JFSC, as a Member of the Conduct and Case Management Committees of the UK Financial Reporting Council and as Chair of Jersey Branch of the Institute of Directors. Philip is currently Chair of the States of Jersey Treasury Advisory Panel. He was Chair of the Board of Governors of The Jersey College for Girls for 14 years and is currently Chair of its Foundation.

Tom Hill

Thomas R. Hill was educated at Dulwich College, London before attending St. John's College, Oxford where he studied physics. He began his career at UBS as an Analyst covering UK and European transport shares and then UK hotels and leisure at UBS Investment Bank, London. Tom was also an Analyst at UBS Investment Bank in Tokyo covering Japanese real estate and related shares before being appointed Head of Japan Equity Research in 1993. In 1996, Tom moved back to

London to become Global Head of Sector Research and Strategy. Three years later, he was appointed Global Head of Research. In 2006, Tom was made Chief Communications Officer at UBS AG' s global office in Zurich, Switzerland and then Head of Group Strategic Advisory in 2008. In April 2010, Tom was appointed CEO, UBS AG, Jersey Branch. Tom is a founding member of the Jersey Policy Forum, an accomplished sailor and very keen chess player. He also enjoys skiing, playing bridge, literature and keeping up on current affairs.

Brendan McMahon

Brendan' s professional experience covers an international finance career achieving global sector and national leadership roles spanning over 32 years, 22 as a Partner with PwC, former CEO of PwC Channel Islands and Global Private Equity Leader within the PwC Global Asset & Wealth Management Leadership Team. Brendan acts as adviser and independent non-executive director for organisations that believe in long term value creation. He chairs Audit and Risk Committees for one of Jersey' s oldest firms and a number of private equity advisers. He also chairs the commercialisation of a European Biomedical innovative solution that solves a major global health challenge, working with the founder, Enterprise Ireland and NovaUCD. Brendan is a founding member and Chair of the Jersey Policy Forum and the Jersey Good Business Charter. He is Fellow of the Institute of Chartered Accountants in Ireland and also an alumni of University of Cambridge Business Sustainability Leadership programme, demonstrating his commitment to the development of long-term sustainable business.