



Whose future is it anyway?

Inaugural Conference 15 March 2018

Output and Follow-Up Report



December 2019

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1. Executive Summary: Whose future is it anyway?

The Jersey Policy Forum held its inaugural conference on 15 March 2018.

The purpose of the event

The purpose of the conference was to bring together a diverse range of people from different backgrounds and experiences across Jersey, provide thought-provoking insight about some of the island's socio-economic characteristics, and engage everyone in lively debate and discussion about Jersey's future identity, vision and critical areas needing change. In particular, the intention was to include the voice of young people in the debate, and provide an intergenerational exchange of views. More than 140 people participated, including over 30 students and young people who comprised a youth panel.

The "road to somewhere"

The event opened with a welcome from Senator Ian Gorst (then Chief Minister) and a keynote address from David Goodhart, head of the demography unit at the Policy Exchange. He provided an overview of his research on the socio-economic and political context that has led to recent divides in Britain, in particular Brexit, and posed some thoughts about the implications for Jersey. The core of his argument was that two main tribes of people have emerged in recent decades; the "somewheres" (more rooted, less educated, value security and tradition) and the "anywheres" (more educated, more mobile, value openness and change).

Jersey is an interesting case. By the very fact it is a small island, with rooted people, it is a "somewhere" place. But it has benefited enormously from "anywhere" money and people. Jersey has an important and valuable sense of place, but an industry that is globally connected. Many of Jersey's brightest young people leave the island to pursue higher education and join the "anywhere" network. Can they access "anywhere" freedom but with the "somewhere" sense of belonging? Jersey is a great place to come back to. So perhaps Jersey could have the best of both world views; a solid "somewhere" identity and community to which everyone feels like they belong, but an open "anywhere" industry that is outward-looking and contributes positively to the world?

The vision for Jersey

The event welcomed Charlie Parker, Chief Executive of the States of Jersey, and Deborah McMillan, Children's Commissioner. Both had recently taken up post on the island and each shared their reflections about the challenges and opportunities from their perspectives, and how we can work together to build the future we want.

Roundtable discussions

At the heart of the event were multiple facilitated roundtable discussions, in which participants were asked to consider and discuss four questions. These were:

Question 1 - How would you describe Jersey to someone who has never been here? Participants shared 35 positive and 22 negative attributes. They particularly valued Jersey's beautiful natural environment, strong economy, sense of community, safety and security, quality of life, the island's unique heritage, and iconic images such as the Jersey cow. Participants were concerned about inequality, the island's "tax haven" reputation, the cost of living, lack of amenities for young people, the complexity of the island's politics and challenges with innovation and change. The island was described as "an imperfect paradise", with many positives but also a number of areas needing change.

Question 2 - Describe, in one phrase, your vision for Jersey? All round tables focused on an aspect of tackling inequality and improving inclusion. Island identity also featured strongly in many of the answers. Examples included, *“A thriving and happy island for our children to inherit, through community-led, collaborative and innovative thinking”*. There was a sense that we need a vision we can all support, and that is broad enough to appeal across the community, but specific enough to be distinctively “Jersey”.

Question 3 - What are the top five things that need to change for Jersey to be a place that you would want to live 30 years from now? Participants provided a broad range of responses. The top five answers, in order of popularity, were:

1. Reducing inequality and tackling social inclusion
2. Changing the narrative about Jersey and what we stand for
3. Increasing government effectiveness and efficiency
4. Improving sustainable use of natural resources
5. Improving leisure amenities

It was reassuring to note that these are broadly consistent with many of the themes that emerged from the island-wide Future Jersey consultation in 2016.

Question 4 - What are the top five measurable things that a “Jersey Dashboard” should include?

Participants found this to be a challenging question, with roundtables suggesting broad themes rather than specific measures and indicators at this stage. Some will require new ways of capturing and measuring change, including assessing perceptions, and building composite indexes, for example to measure “happiness”. The top five answers, in order of popularity, were:

1. Health and wellbeing
2. Natural environment
3. Happiness
4. Education and skills
5. Equality

We have compared the full breadth of answers to the Future Jersey Outcomes, published in March 2018. It is again reassuring to note that there is a broad correlation overall, with participants’ answers touching on 9 out of the 10 Future Jersey outcome areas. Perhaps more interestingly, participants suggested five themes for measures that are not directly covered by Future Jersey Outcomes; 2 of these were in participants’ top 5. These are: happiness, equality, civic engagement, pride and trust. This suggests that there could be demand for the Jersey Policy Forum to develop a Dashboard complementary to Future Jersey that addresses these gaps. There is no need to start from scratch; there are various good practice examples and indices developed elsewhere that might be appropriate to apply.

Youth Panel reflections

The event was unique in providing an opportunity for young people to share their views on what they would like to see change with a diverse range of stakeholders and decision-makers on the island. The young people were articulate, engaged and solution-focused, and many participants found this to be the highlight of the event. Key messages and suggestions for the audience were:

- The need to provide more education opportunities for young people and suggestions about how to attract and retain the next generation of workers
- The need to provide more support for mental health outside schools

- The need to protect and safeguard children and young people
- The need to better communicate and engage with young people on the future of the island and politics
- The need to be more inclusive, and more decisive and confident in decision-making

The young people were keen to emphasise that they wanted to continue to engage in discussions like this. *“If you want to know what we think, ask us, because there are a group of us who are engaged and want to tell you”*. However, they also warned, *“It’s important we make sure the things we’ve talked about today actually happen - we need action”*.

Conclusions and next steps

So, whose future is it anyway? The answer of course is that it is everyone’s future, and that we must find new and better ways of working together to achieve the future we want for the island. Today’s session shows there is much consensus on where we want to get to and the changes required. We just need the collective decision-making, engagement and responsibility to all play our part in getting there.

Gailina Liew and Brendan McMahon, as Co-Moderators, concluded by thanking everyone for coming and for participating in such rich discussion. They committed the Jersey Policy Forum to:

- Capturing and sharing the discussion from today with participants and more widely
- Using the conference discussion outputs to inform the Jersey Policy Forum’s development of the work programme going forward

They also encouraged all participants to take away today’s ideas and messages and to think about changes they could make as a result.

2. About this report

The Jersey Policy Forum held its inaugural conference on 15 March 2018, at the Hotel de France, St Helier.

This document summarises the key messages and discussion on the day. It is intended as an aide memoire for those who attended, and also as an insight for those unable to attend.

The themes and ideas that emerged on the day have been considered by participants, and have also been used by the Jersey Policy Forum to shape forward strategy.

A follow-up conference event in 2020 is intended to build further on the issues arising.

3. Conference objective

The purpose of the conference was to bring together a diverse range of people from different backgrounds and experiences across Jersey, provide thought-provoking insight about some of the island's socio-economic characteristics, and engage everyone in lively debate and discussion about Jersey's future identity, vision and critical areas needing change. In particular, the intention was to include the voice of young people in the debate, and provide an intergenerational exchange of views.

4. Conference schedule

The conference schedule was as follows:

Co-Moderators:
Gailina Liew, Director, Jersey Policy Forum
Brendan McMahon, Chair, Jersey Policy Forum

12.30pm	Arrival and Seating
1.00pm	Welcome
1.20pm	Opening Remarks Senator Ian Gorst, Chief Minister
1.25pm	David Goodhart
2.10pm	Charlie Parker, CEO, States of Jersey
2.30pm	Tea break
3.00pm	Deborah McMillan, Children's Commissioner for Jersey
3.30pm	Roundtable Activity
4.30pm	Grand Roundtable Summary
5.00pm	Youth Panel Reflections
5.20pm	Additional Reflections David Goodhart & Deborah McMillan
5.25pm	Closing Remarks
5.30pm	Reception and Book-Signing
7.00pm	Conference Ends

5. Speakers

The following speakers were invited to contribute:



Speakers

 **David Goodhart**

David Goodhart is a journalist, author and think tanker - currently head of the demography unit at the Policy Exchange think tank. He is the founder and former editor of Prospect magazine and the former director of the centre-left think tank Demos. His book "The British Dream: Successes and Failures of Post-War Immigration" was runner up for the Orwell book prize. In his new book (a Sunday Times bestseller) "The Road to Somewhere: The New Tribes Shaping British Politics", Goodhart identifies the value divisions in British society that help to explain the Brexit vote and the rise of populism.

 **Deborah McMillan**

Deborah McMillan is the Children's Commissioner for Jersey. Her role is to promote and protect children's rights, and is underpinned by the UN Commission on the Rights of the Child (UNCRC). Formerly the Director for Children's Services at Bridgend County Borough Council, she held the statutory roles of Director of Education and Lead Director for Children and Young People.

 **Charlie Parker**

Charlie Parker is Chief Executive Officer of the States of Jersey since January 2018. He was Chief Executive of Westminster City Council from 2013 to the end of 2017, where he oversaw the transformation of the Council during a time of significant change for local government. He directed the reorganisation of many council services, and oversaw a successful Ofsted inspection in Tri-Borough Children's Services, which resulted in the only outstanding rating in the UK.

 **Youth Panel**

A broad range of young people from Jersey's schools, business, professional, artistic and resident communities will share their views and aspirations for the future.

6. Participants

There were over 140 participants at the event. The intention was to encourage and invite as broad a range of people from across Jersey's community to attend as possible.

Participants included more than 30 students from local schools/colleges and young people in the community/work. Additional participation included people from the following sectors:

- Education
- Voluntary and community

- Finance
- Digital
- Legal and other professional services
- Politicians and political candidates
- Media
- Public sector

7. Opening remarks by the Chief Minister

The then Chief Minister, Senator Ian Gorst, opened the event. He asked for the people of Jersey to work together; one island, one government, one family. He encouraged everyone to use the day to listen to each other and think about the challenges we collectively face. His vision for Jersey is that the island can be a “*force for good in the world*”, meaning we should lead by example and ensure the international influence we have, in particular through our financial services industry, makes a net positive contribution to tackling the global challenges of today and tomorrow. Finally, he emphasised how unique it is to come to an event that is hosted by an independent policy forum, and was excited about the potential role the Jersey Policy Forum could have in helping to shape future public policy on the island.

8. Keynote by David Goodhart

David Goodhart is currently head of the demography unit at the Policy Exchange and has recently published *The Road to Somewhere: the new tribes shaping British politics*¹. This book is a commentary on the socio-economic and political context that has led to recent divides in Britain, in particular Brexit. In his keynote address, he set out much of his thinking from this book and posed some questions about the implications for Jersey, in its context as an advanced small island state where demographic change is never far from the top of the political agenda.

Somewheres and Anywheres

The core of Goodhart’s argument is that there are two main tribes; the *Somewheres* and the *Anywheres*. These have arisen in recent decades due to different world views about freedom and belonging, arguably because the state has not equipped the country’s blue collar workforce effectively for free market globalisation. In response we now have:

<p>The “<i>Anywheres</i>”</p> <ul style="list-style-type: none"> ● Educated and mobile ● Value autonomy, openness, fluidity ● See change as an opportunity to embrace ● Identity that is achieved / self-invented 	<p>The “<i>Somewheres</i>”</p> <ul style="list-style-type: none"> ● Less educated, more rooted ● Value security, tradition, familiarity and group attachment ● Find social change very discomfoting; see change as a loss ● Identity that is ascribed
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Of course, these are extremes; in reality around 25% of people are “*Inbetweeners*” somewhere in the middle. But the key point is that both worldviews are well-justified. The challenge is that they are so intensely in conflict that they are difficult to reconcile in many contexts.

¹

https://www.amazon.co.uk/Road-Somewhere-Shaping-British-Politics/dp/0141986972/ref=sr_1_1/260-6692873-8141455?s=books&ie=UTF8&qid=1549142077&sr=1-1&keywords=the+road+to+somewhere

As a result, we can observe, for example:

- The “Anywheres” have dominated politics in recent years. Impacts include the reduced status of non-graduate employment coupled with free movement, whilst much of the UK’s traditional industry has been exported to other parts of the world. The Brexit vote, alongside Trump in the US and other recent examples, is a backlash or rebalancing.
- Family life and the private realm is underplayed. Recent policy is to make it as easy as possible for families to work. Tax allowances that support domesticity have been reduced.
- The knowledge economy, including financial services, requires highly cognitive skills and has dominated recent economic growth and policy. “Heart and hand” skills, including teaching and caring, have been undervalued. However, as the fourth industrial revolution gathers pace, it is likely that artificial intelligence will disrupt these knowledge-based jobs, and we may see a rebalancing, in particular coupled with an ageing demographic requiring more care.

Where does Jersey fit?

Jersey is an interesting case. It is a “somewhere” place by the very fact it is a small island, with rooted people. But it has also benefited enormously from “anywhere” money. The “somewheres” are often vociferous in local media, but the reality is that most people who live and work here are originally from elsewhere. Jersey has an important and valuable sense of place; but also has an industry that is globally connected.

Many of Jersey’s brightest young people leave the island to pursue higher education; and presumably in so doing join the “anywhere” network. Can they access “anywhere” freedom, but with the “somewhere” sense of belonging?

Bavaria is an example of a traditional, deeply-conservative place that has carved out a role as one of the most dynamic and liberal parts of the new German economy. The children who leave have a great place to go back to. This is a really important point. You couldn’t say the same of Middlesbrough or Sunderland, where bright kids “get out” and never come back.

So perhaps Jersey could have the best of both world views; a solid “somewhere” identity and community to which everyone feels like they belong, but an open “anywhere” industry that is outward-looking and contributes positively to the world?

9. Charlie Parker, CEO, States of Jersey

Charlie Parker, who has recently joined the States of Jersey as its new Chief Executive, set out a call to action for building common ground to address Jersey’s challenges and create a future vision for the island that works for everyone. His key points were:

- We need to think differently about the issues of tomorrow. We need a conversation to build a convergence of interests between the young, middle-aged and elderly.
- The Future Jersey initiative has, over the last couple of years, begun the process of creating a vision that stretches beyond short-term political cycles. We need to have debates about the long term, with greater transparency, to come to informed and sensible decisions about Jersey’s future.
- We need to ensure no-one is left behind and that we protect the vulnerable.
- We need to understand why Jersey has the lowest voter turnout in the OECD, and what we need to do to improve civic engagement.
- We need to actually listen to what young people are telling us. They need better

opportunities to build good careers here on the island. We need to double our efforts on education and build a stronger offer on vocational training.

- We need to have good governance over our processes and join up currently disparate activity.

10. Deborah McMillan, Children's Commissioner for Jersey

The Children's Commissioner has also recently taken up post on the island, and is spending time engaging with and listening to children and young people on the island. Here she offered some reflections on what life is like for children and what they told her they would like in the future. Her key points were:

- Some statistics: 1 in every 4 households live in relative low income here in Jersey; 29% of our children and 56% of our single parent families. 1 in 5 households have financial difficulties. 23% of children went without new clothing last year. 10% households have gone without fresh fruit and vegetables. 6,000 households are on income support.
- Medical and dental care access is challenging; 19% of households say the cost of going to their GP has stopped them taking their child. Improved medical and dental care access is a high priority for them.
- 42% of 11-18 year olds felt sad and worried in the last month, but 56% of these said they didn't know where to go for help. There is not enough support for mental and emotional health.
- 20% of children don't know their rights; which we need to change.

Going forward, the Commissioner will be taking a children's rights approach. She wants to use this as a lever for change, with participation, leadership and ownership. This will only happen if the island as a whole designs a future for Jersey that improves the lives of all our children.

11. Roundtable activity

Participants were seated around 16 roundtables with approximately 8 people per table. People were pre-allocated to tables to create a diverse mix of interests, sectors and ages on each table. The intention was that everyone was seated with people that they had not met or worked with before. Each table had a facilitator to help structure the discussion and capture key points.

Four questions were posed to the room; each table was invited to work on 2 questions in the allotted time, prior to sharing results of their collaborative thinking with all attendees in a plenary feedback session. The questions were:

- Question 1: How would you describe Jersey to someone who has never been here?
- Question 2: Describe, in one phrase, your vision for Jersey?
- Question 3: What are the top five things that need to change for Jersey to be a place that you would want to live 30 years from now?
- Question 4: What are the top five measurable things that a "Jersey Dashboard" should include?

Questions were allocated across the round tables as below:

		Round table															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Q1	X		X		X		X		X		X		X		X		
Q2		X		X		X		X		X		X		X		X	
Q3	X		X		X		X		X		X		X		X		
Q4		X		X		X		X		X		X		X		X	

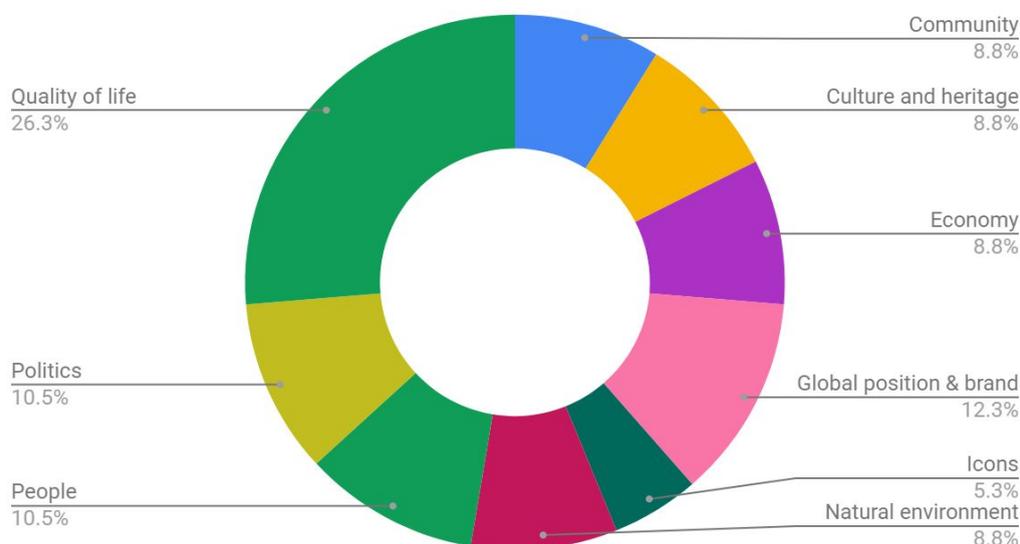
The key points raised in response to each question, across all tables, are summarised below. In addition, we have undertaken a simple thematic analysis to highlight themes.



Question 1: How would you describe Jersey to someone who has never been here?

The answers given across all 8 tables which discussed this question have been analysed thematically and fit across 9 broad categories as shown below. It is important to explain that these categories have been developed bottom up, based on the breadth and number of responses during the session on the day. This enables us to be as truthful as possible to the mix and balance of the original table responses, rather than try to align them all to an existing framework through which we would lose some of the nuances.

Total answers by theme across all round tables



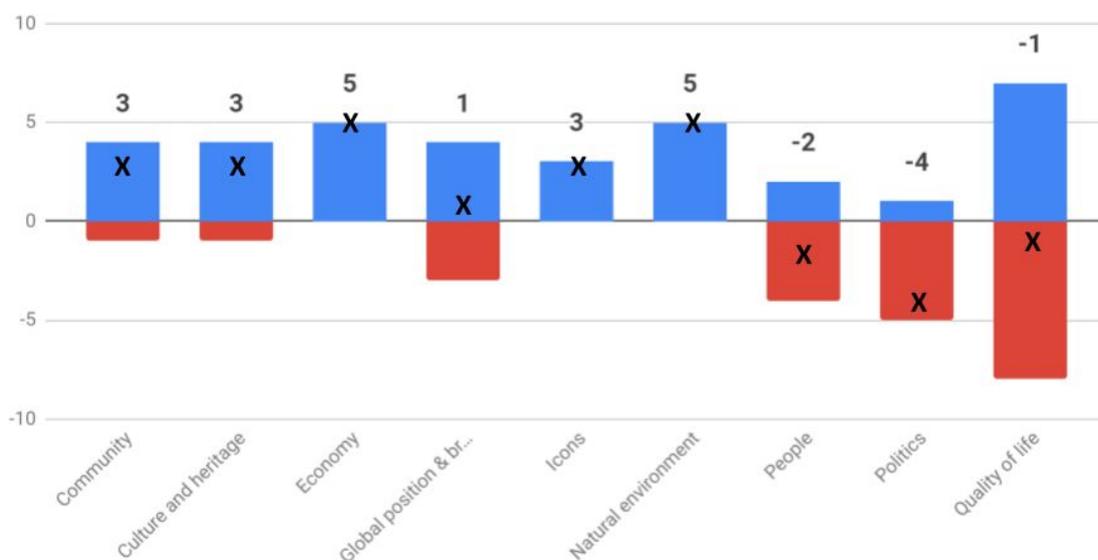
Detailed responses under each category are shown below, together with the number of tables raising each point.

Theme	Answer	Frequency
Community	Generous, friendly community, lots of philanthropy, strong community spirit	4
	Small community, divisive	1
Culture and heritage	Distinctive, fascinating heritage, history, castles, food, culture	4
	Changing culture as community changes (half full, half empty argument. Mixed views on integration of migrants.)	1
Economy	An island bubble (small, micro economy - an opportunity to be a testbed etc?)	1
	Not just finance - more than that	1
	Full island fibre - good communications technology	2
	Low unemployment, good opportunities	1
Global position & brand	International finance centre, punches above its weight	3
	(Not a) tax haven - the narrative on this and how people respond is very important. Slight sense of shame in being from Jersey	3
	Island near France, self-governing but British	1
Icons	Jersey cow, Jersey potato	3
Natural environment	Beautiful, lovely beaches, nice environment. open spaces	5
People	Depends on who audience is and who is providing answer (those struggling will have a different view)	1
	Well travelled, outward looking	2
	Very white (although this is changing?)	2
	"100,000 alcoholics clinging to a rock"	1
Politics	Unique politics and crown dependency context	1

	Conservative outlook	1
	Struggle with change and innovation, untransparent, traditional, deceptively complex	3
	Unusual in voter age being 16	1
Quality of life	Good work life balance	1
	Good for young children but for those 16-24 it's "boring" and "claustrophobic" for many. Young people want to meet people from diverse places and economies so want to leave. Feels too small and traditional for them.	3
	Contradictions. Affluent society - but inequality. Beautiful - but lack of leisure amenities for young	2
	Safe environment	4
	Expensive cost of living, inequality	2
	Affluent society overall	1
	Imperfect paradise (assumed wealth but not always the case)	1
	Outdoor lifestyle	1

Importantly, some of these answers are positive attributes, whilst others are negative aspects of how participants think about Jersey. In order to analyse this further, we have added up the total positive and total negative comments in each category, and provided a basic "net promoter score" based on the overall median positive or negative view. This is shown below.

No. and range of positive and negative answers and net promoter scores by theme



Key points in summary are:

- Overall, participants described the island in a positive light (35 positive, versus 22 negative answers captured).
- Participants particularly valued Jersey's beautiful natural environment, the strong economy, the sense of community, the safe environment, a potential for high quality of life, the island's unique and interesting heritage, and iconic images such as the Jersey cow.

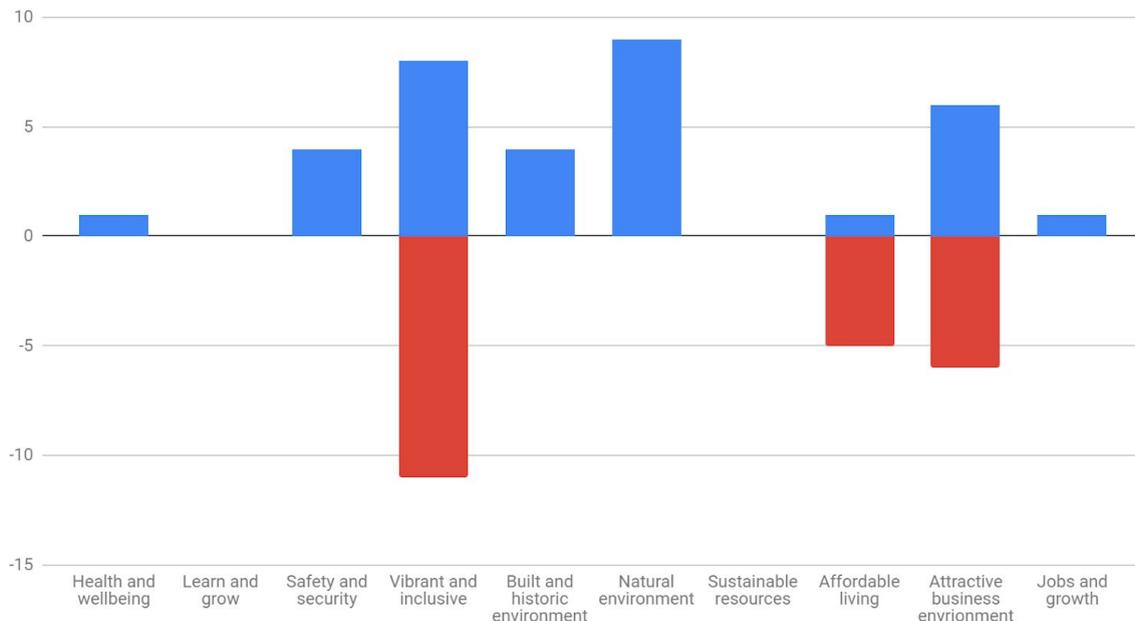
- Participants were concerned about inequality, the island’s reputation as a tax haven, cost of living, the lack of amenities for young people, the complexity of the island’s politics and challenges with innovation and change.
- This dichotomy is perhaps best summarised by one of the answers given; “an imperfect paradise”. There was certainly a sense that, whilst Jersey has a lot of positives to offer, there are a number of areas where participants would like to see change.

Alignment with Future Jersey:

The Future Jersey long-term community vision to 2038 was formally launched two weeks after our conference was held. It is based on an extensive community consultation, combined with global best practice on an outcome-based accountability framework, used in over 40 countries worldwide. The vision development process identified 10 Outcomes, grouped around Community, Environment and Economy, which are the three pillars of sustainable development².

Below, we have mapped the response theme categories we identified for this question against the Future Jersey framework.

Approx. alignment of responses with Future Jersey Outcomes



Key points to note are:

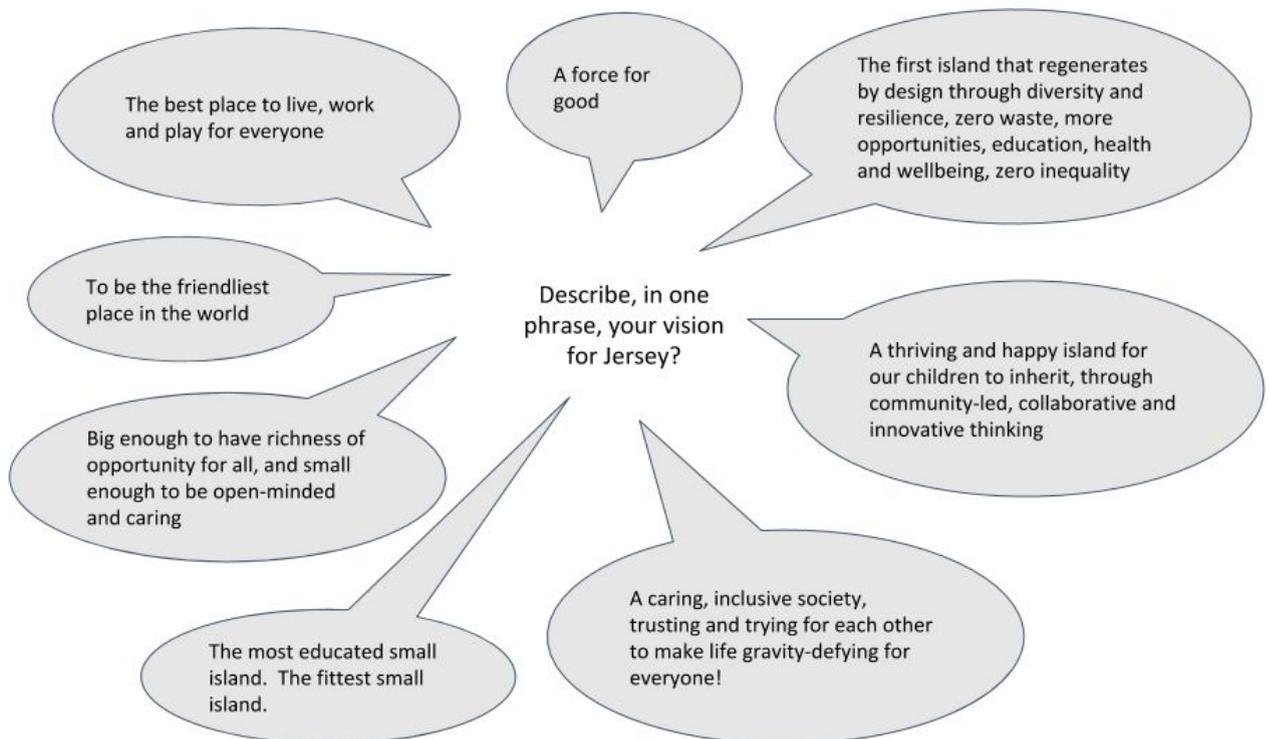
- When describing the island, participants talk about the greatest different number of aspects of the island’s community (in particular its people and community spirit), followed by the economy (in particular the business environment and affordability). Nearly all participants mention Jersey’s natural beauty but this is the only aspect of the environment they highlight.
- When mapping the participant responses to Future Jersey’s 10 Outcomes, there is no direct correlation. However, taking a broad interpretation, there are most positive comments about Jersey’s natural environment, vibrancy and inclusivity, and attractive business environment. There are also many negative comments about vibrancy and inclusivity and the business

² For more information see <https://www.gov.je/government/planningperformance/futurejersey/Pages/index.aspx>.

environment, and on affordable living. This aligns reasonably well with several of the Outcomes where a change in trend is desired going forward. It is also interesting to note that no participants saw Jersey's education or sustainable resource management as points of interest to highlight in answer to this question.

Question 2: Describe, in one phrase, your vision for Jersey?

The roundtable responses are shown below.



Key points in summary are:

- Most of these could apply to anywhere; it is a well-known challenge when developing community visions to ensure they are distinctive enough to drive change, and to be a unique selling point globally.
- It is interesting that island identity and size features in 4 of the 8 answers. This suggests that Jersey's small size and island identity is very important to participants, and that this could be part of a distinctive vision.
- Every response is focused on an aspect of tackling inequality and improving inclusivity. This is particularly interesting when you recall that there were two sets of roundtables and each was assigned to *either* Question 1 or Question 2, and yet both sets of roundtables have picked up on this being a very important issue to tackle.
- Many roundtables also had far-reaching conversations about what needs to change to achieve their vision; these answers have been fed into the Question 3 analysis below as appropriate.

Alignment with Future Jersey and comparison with other community visions:

The Future Jersey community vision (to 2038) is:

“An Island loved for its beautiful coast and countryside, rich heritage, diverse wildlife and clean air, land and water. An Island where a sense of community really matters - a safe place to grow up and enjoy life. An Island that offers everyone the opportunity to contribute to, and share in, the success of a strong, sustainable economy.”

It is reassuring that this broadly covers all those positive aspects described in Question 1, and much of what participants answered in Question 2. This suggests that the views of participants were broadly in alignment with those in the Future Jersey consultation process. However, it is fair to say the Future Jersey vision is long and all-encompassing. Several of the visions of our participants are more focused; with the theory being this will drive change more broadly across society.

How does Jersey’s vision compare to other places around the world? A few comparative examples are below:

Place	Community vision
Guernsey (2016)	We will be among the happiest and healthiest places in the world, where everyone has equal opportunity to achieve their potential. We will be a safe and inclusive community, which nurtures its unique heritage and environment and is underpinned by a diverse and successful economy.
Isle of Man (2013)	Isle of Man: Where You Can. The overall Vision is for the Isle of Man to be: • An international business centre of excellence – we must be able to compete with the best in our chosen sectors • A transparent international business partner – countries, companies and individuals guard their brands; we want them to see the Isle of Man as a partner they can feel proud of • An incubator for innovation – speed has value and so we can use our small size to good effect • A skilled technology centre – our ability to use technology and particularly ICT will be critical to our success • Secure and safe – our commitment to safety and security within a free and democratic society for both for individuals and businesses remains a vital part of the Isle of Man’s appeal. • Quality of life – a unique and beautiful place to live and work to allow individuals to reach their full potential
Singapore (2014)	Smart Nation A nation where people live meaningful and fulfilled lives, enabled seamlessly by technology, offering exciting opportunities for all.
Oxfordshire (2019)	To position Oxfordshire as a top three global innovation ecosystem by 2040, building on the region’s world leading science and technology clusters to be a pioneer for the UK for emerging transformative technologies and sectors
London (2016)	Over the years to 2036 – and beyond, London should: excel among global cities – expanding opportunities for all its people and enterprises, achieving the highest environmental standards and quality of life and leading the world in its approach to tackling the urban challenges of the 21st century, particularly that of climate change

Most of the examples have a strapline and/or a clear sentence describing particular sustainable development priorities. The theory behind this is, if you have a bold, aspirational, targeted and time-bound goal as your vision, it is easier for the community to understand and support. Everything

else will fall into line behind achieving this; there is no need to try and cover everything in the vision statement itself.

Question 3: What are the top five things that need to change for Jersey to be a place that you would want to live 30 years from now?

The roundtables answered this question in different ways. Some were more forward-thinking about how they wanted to live in 30 years time (2048). Others answered with a shorter-term view. Some answered with measurable changes, others were more reflective, describing changes in culture and perception. To make more sense of the collective responses, we have undertaken some simple thematic analysis. Taking this approach, across the set of roundtables that answered this question, the most popular answers (in order of frequency, with the most popular first) were as follows:

No.	Things that need to change
1	<p>Reducing inequality and improving social inclusion: This was described from both economic and social perspectives. Participants wanted to address the issues Jersey has with inequality, from early life-chances and education, through to access to job opportunities and ensuring the future growth of the island benefits everyone and leaves no-one behind. Participants wanted to rebalance society and the economy, and reduce the gap between the wealthiest and poorest on the island. Participants talked of a “social contract” and also a cultural dimension to help individuals branch out into different parts of the island community, perhaps by bringing schools, youth clubs and businesses closer together.</p>
2	<p>Changing the narrative about Jersey and what we stand for: This was more of a cultural mindset shift, and a desire to shift Jersey’s international brand and reputation. Participants wanted to build a compelling and coherent narrative about why Jersey is not a tax haven, and ensure that everyone across Jersey’s community is comfortable in explaining this, and takes pride in coming from Jersey. In the time to 2048, participants wanted the finance industry to further demonstrate how it is a force for good in the world, for example by growing the impact investment sector. And this sentiment is not just about how we describe the island to others, it’s about everyone on the island being positive about the local community and playing an active part.</p>
3	<p>Increasing government effectiveness and efficiency: By 2048, participants wanted a radically reformed government and public sector, known and respected for its effectiveness and efficiency. This will have led to measurable progress and change for Jersey. Alongside this would be improved democracy, transparency and civic participation (including voter turnout).</p>
4	<p>Improving sustainable use of natural resources: Alongside preserving Jersey’s natural beauty, and ensuring access to it for all, several roundtables wanted Jersey to take more of a lead in renewable energy and sustainable food production. By 2048, the world will need to have made huge progress towards a post-carbon economy. Participants wanted Jersey to harness more of our own renewable energy sources; in particular solar and tidal energy, and reduce our energy dependence on imports.</p>
5	<p>Improving leisure amenities: By 2048, participants recognised that St Helier’s role as a town centre will have likely completely transformed. Regeneration needs to continue, to provide a vibrant and multi-cultural urban area, including a strong night-time economy. Fort Regent and other leisure facilities need to be regenerated and upgraded. This in turn would be more attractive for the 18-30 age group, which many roundtables thought was important for driving further on-island skills and training (including perhaps a university), innovation and diversification of the economy. It will also support broader health and wellbeing for islanders.</p>

The answers in the preceding table represent about two-thirds of the answers given. Other answers included:

- Improving access to and affordability of housing
- Reducing the cost of living
- Improving education and learning, including on-island university provision
- Tackling congestion and improving sustainable travel
- Transforming Jersey into a fully technology-enabled island
- Diversifying the economy away from finance, and valuing this diversity better

Alignment with Future Jersey Outcomes

It is interesting to compare participants’ answers with those within Future Jersey. The consultation exercise in 2016 yielded the Outcomes for which the people of Jersey wanted the greatest change in the future. Although the themes analysed for this event do not correlate exactly, a comparison of the top 5 answers given today to the changes in Future Jersey reveals a consistency of view, with all the top 5 Future Jersey themes featuring in the results from this session.

Future Jersey (2016)		This event (2018)	
Sustainable resources	1	1	Reducing inequality and improving social inclusion
Attractive business environment	2	2	Changing the narrative about Jersey and what we stand for
Health and wellbeing	3	3	Improving government efficiency and effectiveness
Affordable living	4	4	Improving sustainable use of natural resources
Built and historic environment	5	5	Improving leisure amenities

(Although government efficiency doesn’t feature in the Future Jersey Outcomes, it does feature elsewhere in the Future Jersey framework as a key enabler).

Question 4: What are the top five measurable things that a “Jersey Dashboard” should include?

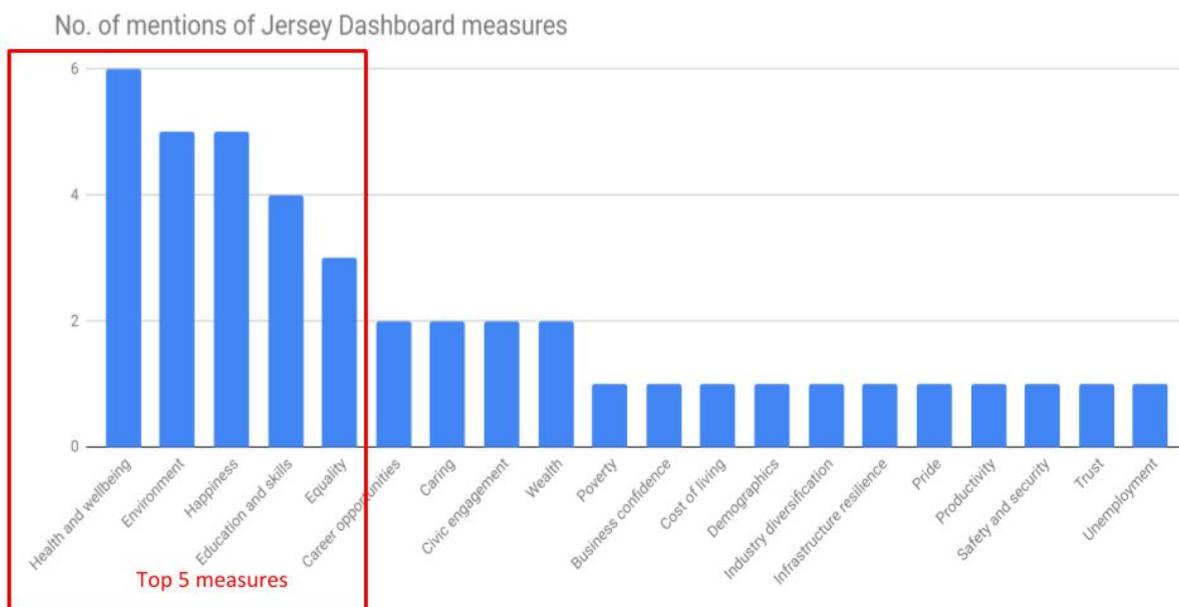
Again, the roundtables answered this question in different ways. It is important to note at this stage:

- Nearly all the responses struggled to describe specific, measurable indicators. Rather, they identified themes they felt were important to be measured in order to assess progress against their visions for Jersey identified in Question 2 above. Detailed indicators and measures would need to be developed and sit behind these themes.
- The participants identified some themes for which measurable indicators are undoubtedly available and others where it is likely new data collection processes would be needed. Importantly, several of the measures implied gathering information about perceptions of the

community. This is in line with good practice; many places argue that public perception of progress is just as, if not more, important to understand, than what the hard data tells us. This will imply investing in surveys or other longitudinal study processes to assess changes in perception over time. Finally, some of the measures are in fact “composites” and would need to be developed based on combinations of data, not one single measure alone. A good example of this is “happiness” (see also below).

- Roundtables who answered this question did not answer Question 3. There is therefore some mismatch between the things that people would most like to change (Question 3) and the things that people think are the most important to measure (Question 4). Some comparison of this is below.

Over 40 different measures were suggested across the roundtables, together with much commentary on context and approach. We have undertaken some simple thematic analysis to better interpret the collective responses. The graph below collates the most popular answers to reveal the top five measurable things that participants wanted on a “Jersey Dashboard”, listed with the most popular first



The following table expands on what participants understood by these themes:

No.	Measure
1	Health and wellbeing: Participants emphasised it was important this includes indicators to cover both physical and mental health and wellbeing.
2	Environment: Participants wanted indicators that demonstrated and ensured protection of Jersey’s natural environment (e.g. clean beaches, litter, trees per head). Only one group mentioned measures on natural resources and renewable energy (at odds with Question 3)..
3	Happiness: There was no consistent definition amongst roundtables on what was meant by this, other than a general desire to capture how people feel, not just “results”. 3 groups emphasised capturing community engagement and wellbeing as part of this. “Happiness” is typically a composite measure derived from multiple indicators; more on this is below.

3	Education and skills: Little detail was given here, although one group emphasised the need for this not just to include young people’s educational attainment, but continued lifelong learning.
4	Equality: Participants wanted to include a measure to demonstrate progress in tackling inequality, from both an economic and social perspective. They saw this measure as broad, covering everything from gender pay parity, to poverty and inclusivity.

Although these were the most popular measures, the further breadth of responses is wide, even after thematic clustering. This in part is due to a deliberate decision on the part of the Jersey Policy Forum to avoid clustering any of the answers into a broad measure of the economy. A key component of the underlying rationale for Question 4 is that GDP and GVA on their own are too narrow to assess Jersey’s progress and we were interested in learning what other measures participants would identify. As shown in the graph above, other “economic” measures included:

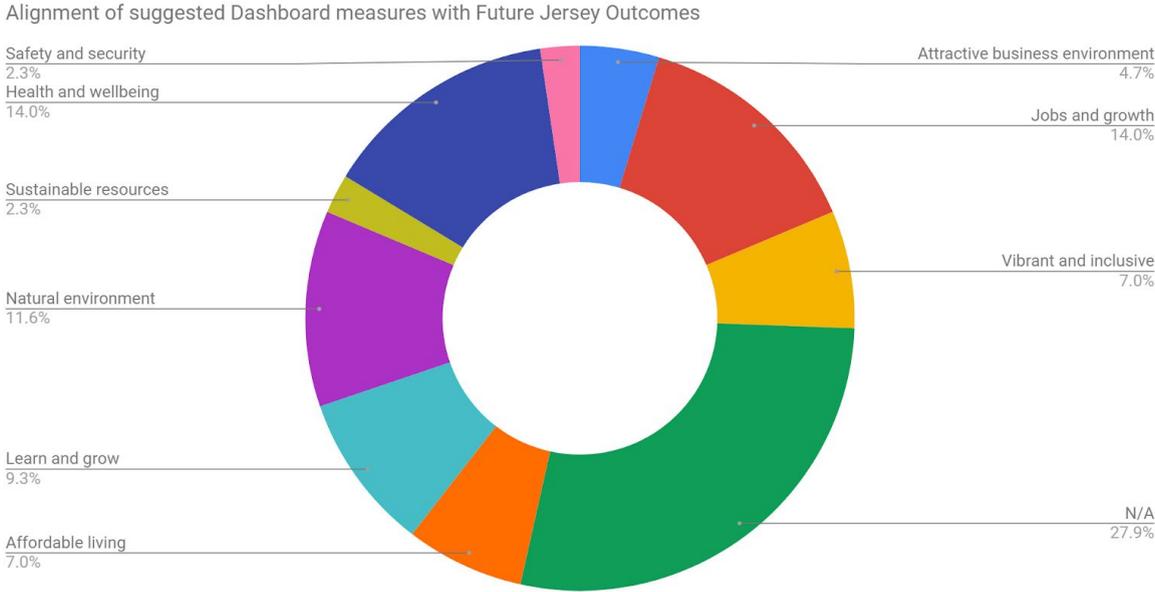
- Wealth (presumably GVA and GDP linked)
- Poverty
- Business confidence
- Career opportunities
- Industry diversification
- Productivity
- Unemployment
- Cost of living

Alignment with Question 3 and with Future Jersey Outcomes

Looking across all the suggested measures, it is interesting that there is a deviation between these responses and the themes identified in Question 3. As shown below, the only topic to feature clearly in the top 5 for both is tackling inequality. This suggests there is some way to go to further develop “Jersey Dashboard” measures that are meaningful in the context of Jersey’s future vision and what participants think are the most important things to change.

Question 3 (top 5 things that need to change)		Question 4 (top 5 measures on a “Jersey Dashboard”)	
Reducing inequality and improving social inclusion	1	1	Health and wellbeing
Changing the narrative about Jersey and what we stand for	2	2	Environment
Improving government efficiency and effectiveness	3	3	Happiness
Improving sustainable use of natural resources	4	4	Education and skills
Improving leisure amenities	5	5	Equality

As shown in the chart below, we have also mapped the different measures suggested in the roundtables to the Future Jersey Outcomes. Overall there is broad correlation, with participants' responses touching on 9 out of the 10 Future Jersey outcome areas.



It is interesting to note that:

- Session participants identified 5 themes for measures that are not directly covered by Future Jersey Outcomes as currently developed. 2 of these were in participants' top 5. These are as below, and suggests there could be real value in developing a "Jersey Dashboard" complementary to Future Jersey (and within it the proposed Jersey Performs performance framework) that addresses these gaps:
 - Happiness
 - Equality (in the sense described above)
 - Civic engagement
 - Pride
 - Trust
- Despite identifying regeneration of St. Helier and other aspects of the built environment as essential to change in Question 3, none of the measures suggested in Question 4 seek to measure progress in this area.

Other indices and dashboards

There are many different indices and dashboards that describe how places are performing, in ways that engage the public and communities. As the Jersey Policy Forum considers how we might develop a Jersey Dashboard, it will be useful to consider and apply these where appropriate to the Jersey context. Some examples are below:

Performance index / dashboard	Comments
Scotland Performs https://nationalperformance.gov.scot/measuring-progress	<ul style="list-style-type: none"> ● Often held up as a UK best practice example ● Comprehensive and transparent performance measurement against range of outcome indicators

	<ul style="list-style-type: none"> Includes interactive breakdown for different demographic groups to demonstrate progress on equality and fairness
Partnership for New York Dashboard NYC http://pfnyc.org/dashboard-nyc/	<ul style="list-style-type: none"> Published quarterly to show trends in key economic and quality of life indicators (all quantitative, some similar to Future Jersey and various Statistics Jersey bulletins) Partnership represents the city's biggest employers
PwC Demos Good Growth Index https://www.pwc.com/jg/en/about-us/good-growth.html	<ul style="list-style-type: none"> Combines statistics and a robust survey Ranks UK places based on what is most important to the local people that live there In 2014, PwC ran the index for Jersey and found the island scored well overall, but with more to do to address inequality and education
Better Life Index http://www.oecdbetterlifeindex.org www.gov.je/Government/Pages/StatesReports.aspx?ReportID=2234	<ul style="list-style-type: none"> Compares all OECD countries Fully interactive interface Ranks based on range of economic, environment and community factors, including civic engagement and life satisfaction In 2013, the States of Jersey modelled Jersey on an equivalent basis, highlighting some key positives and areas for improvement. Could be run again relatively easily.
World Happiness Report http://worldhappiness.report/ed/2018/	<ul style="list-style-type: none"> Produced by Gallup on a survey basis, but could be possible to replicate locally on a survey basis
Thriving Places Index http://www.thrivingplacesindex.org/	<ul style="list-style-type: none"> A relatively new composite index, measuring how UK places are contributing to equitable, sustainable wellbeing.

12. Youth Panel reflections

As described above, over 30 young people participated in the conference. They were a mix of students and other young people from different professions and backgrounds on the island. This session was their chance to speak to the rest of the audience.

“There are people here who can make things happen.... what’s the one thing you want all of these people to hear?”

Each young person was asked to share their thoughts in turn. Topics and answers ranged as follows:

Topic	Reflections
How to attract and retain the next	<ul style="list-style-type: none"> Everyone should be able to progress to higher education. Improve education and higher education facilities locally, all schools

<p>generation of workers</p>	<p>should have 6th form colleges without the pressure of having to pay.</p> <ul style="list-style-type: none"> ● Develop more school leaver schemes and apprenticeships with employers ● Career fairs are dominated by finance, but there is more to Jersey than this. A lot of young people are interested in other sectors too, want to break away from the mindset of university and then a career in finance. ● Encourage these kinds of changes so that young people remain more committed to the island ● Create an island that makes young people want to come back ● Help us go to university and help us with housing on return ● Welcome us back because we will come if there is something to come back to ● Don't be afraid to invest in us. Be prepared to fund us and we will come back - we know how privileged life is here. We need to be encouraged to leave to gain life experience and then come back. ● The island feels like it focuses on the over-50s. The youth have a lot to offer and will come back if you give them the chance. ● We need more amenities for young people; like reinvesting in Fort Regent. ● There are also some amazing courses here on the island too; not about everyone going away. ● There should be more support for entrepreneurs and small businesses in Jersey ● If you focus on affordability and a wider breadth of career opportunities you will make us want to come back.
<p>Mental health support for young people</p>	<ul style="list-style-type: none"> ● Support in school is good, but needs improving for those who have dropped out or who are in work ● Need island-wide approach to raise awareness of mental health
<p>Communication and political engagement with young people</p>	<ul style="list-style-type: none"> ● Let young people know they can have a voice at events like this ● Teach us more about Jersey politics so that we know how to have a say and how to vote, "we know more about Soviet Russian politics than Jersey". ● Some of us didn't even know we are eligible to vote at age 16 ● Politicians need to look at how to involve young people; they are very inwards-looking within Jersey whereas young people like to look outwards ● Use more TV and social media to engage us ● Today is refreshing to learn that adults actually care; young people care too so we just need to bridge the divide ● Raise our awareness about what life is like in Jersey and how we can have a voice, alongside being taught for exams
<p>Safeguarding children</p>	<ul style="list-style-type: none"> ● Concern about stories in the news about children being abused ● Safety of children and young people is so important ● How can parents make sure they leave children with really trustworthy people when they have to go to work? ● Nurseries here are expensive; lower childcare fees so that parents

	can afford to pay for proper professional care, including in school holidays.
Being inclusive	<ul style="list-style-type: none"> • Today is a start; we all need to come together and look at everyone’s views, in particular vulnerable people - old as well as young.
Being confident and decisive	<ul style="list-style-type: none"> • There is too much indecision in Jersey which needs to be addressed • We need to instill confidence

In summing up, the Co-Moderator reflected on the depth of insight. There are a lot of solutions coming from Jersey’s young people - we just need to tap into them. The young people were keen to emphasise that they wanted to continue to engage in discussions like this. *“If you want to know what we think, ask us, because there are a group of us who are engaged and want to tell you”*. However, they also warned, *“It’s important we make sure the things we’ve talked about today actually happen - we need action”*.

13. Additional reflections

In concluding, Deborah McMillan emphasised the best part of the day has been hearing from young people. We aren’t going to move forwards as an island if we don’t invest in young people and if we don’t enable you to have a voice.

As an objective outsider, David Goodhart reflected the following about what he heard from participants during the session:

- We want to narrative about Jersey to be neither about the Jersey cow, or finance. It’s much broader than that.
- We should hold on to the idea of being an extended family; a small nation that is also a big village. This means Jersey is a safe place... but by extension it can also be claustrophobic for some. We are well-connected and should look to be open, innovative and a place that encourages quirky entrepreneurs.
- By retaining and building our base of security, those that stay will not resent those that leave - partly because many of them come back, but also because we are big enough to say goodbye to those that want to go and live elsewhere. We are stable yet dynamic.
- If finance is going to continue to be our biggest industry, this is a constraint on how equal we can become. But that’s just in terms of economic equality; we can be more equal in other ways - all having a voice and improving the political system. Politics is currently regarded as a “golf club committee” and will be until we have political parties. The paradox is people get more engaged in politics when it becomes more adversarial and decisive.
- Look around the world at social innovation and see how other places have developed welfare systems such that people are lifted out and are no longer dependent on welfare. We have a great opportunity to use our parish system to experiment with how to deliver social services.

14. Closing remarks

Gailina Liew and Brendan McMahon, as Co-Moderators, concluded by thanking everyone for coming and for participating in such rich discussion. They committed the Jersey Policy Forum to:

- Capturing and sharing the discussion from today with participants and more widely

- Using today’s discussion as the basis for the Jersey Policy Forum’s own forward work programme
- Encouraging all other participants to take away today’s ideas and messages and to think about changes they could make as a result

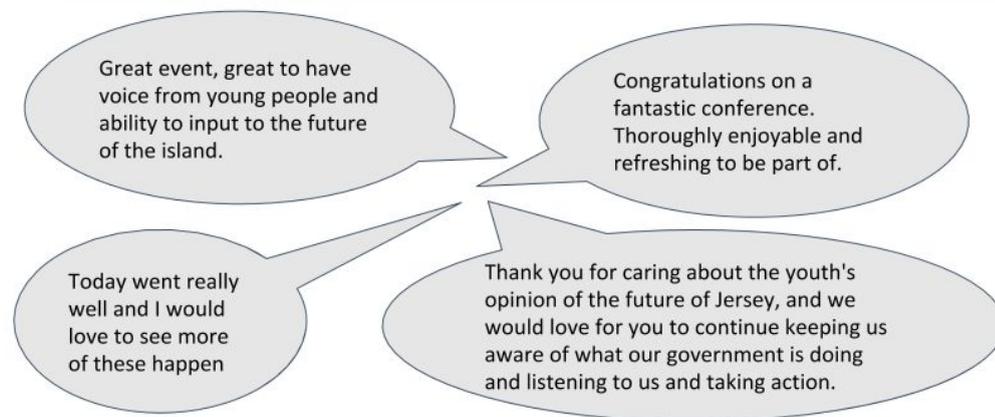
15. Feedback from participants

Evaluation form analysis

Participants were asked to complete an evaluation form at the end of the day. We had a 56% response rate; just over half the participants chose to complete an evaluation form. Of these, we had an overwhelmingly positive response as summarised below:

Question	“Yes”	Summary of comments
David Goodhart’s presentation was interesting and informative	78%	Very thought-provoking but some found the academic and theoretical nature of the presentation difficult to follow
Charlie Parker’s presentation was interesting and informative	90%	Great to hear a refreshing view and positive vision for Jersey, although some found this high-level
Deborah McMillan’s presentation was interesting and informative	96%	Very engaging and inspiring and left participants wanting to see change
I was able to contribute and participate in the roundtable activity	89%	The opportunity to engage in this way was welcomed, with facilitation and the mix of participants appreciated
I met new and interesting people at my table and while networking	90%	Participants appreciated the diverse mix of participants, in particular the young people
I enjoyed the format of the conference	94%	There was a good balance between information, participation and networking
I would like to participate in more events held by the Jersey Policy Forum	95%	The vast majority want to continue to engage with the JPF in various ways

Selected further comments include:



Press articles and other responses in the public domain

We are also delighted about the following coverage after the event:

We have to cut through the nonsense

Bailiwick Express, 16 March 2018

Article summarising Deborah McMillan's speech at the conference

https://www.bailiwickexpress.com/jsy/news/we-have-cut-through-nonsense/?utm_medium=email&utm_campaign=Bailiwick%20Express%20-%20Jersey%20News%20Email&utm_content=Bailiwick%20Express%20-%20Jersey%20News%20Email+CID_5c7459db41d57eb657712d6fa07b5cfd&utm_source=Email%20marketing%20software&utm_term=Read%20more#.Wq93Ekx2vb0

Comment: Whose future is it anyway?

Bailiwick Express, 19 March 2018

Article by conference participant Melissa Nobrega

https://www.bailiwickexpress.com/jsy/news/comment-whose-future-it-anyway/?utm_medium=email&utm_campaign=Bailiwick%20Express%20-%20Jersey%20News%20Email&utm_content=Bailiwick%20Express%20-%20Jersey%20News%20Email+CID_d3b53d6be3bd45303501dcd8a8023c1a&utm_source=Email%20marketing%20software&utm_term=Read%20more#.Wq-gsK10dE4

Political reaction

The then Chief Minister Senator Ian Gorst, and Senator Philip Ozouf, both spoke of the success of the event near the end of the States sitting on Monday 19 March. The specific excerpts from the webcast can be viewed here:

https://statesassembly.public-i.tv/core/portal/webcast_interactive/344422/start_time/8119000 .

The Chief Minister's response and comments can be viewed here:

https://statesassembly.public-i.tv/core/portal/webcast_interactive/344422/start_time/8143000

Update on longer term impact

Anecdotal feedback from participants continue to suggest that the event was unique and one of the most significant Jersey events in recent times with interest in similar future events. The Jersey Policy Forum has reflected the outputs of the conference in our work programme for 2020 and beyond.

We have decided to focus even more strongly on promoting civic engagement, and providing more opportunities for people to connect with each other and take collaborative action.

About the Jersey Policy Forum

The Jersey Policy Forum's purpose is to encourage and promote civic engagement to realise Jersey's potential as an advanced small island state. We bring relevant evidence and people together from diverse backgrounds and experiences to connect with each other, engage in discussion, and share ideas on public policy, to stimulate better informed and more collaborative action.

We are Jersey's only independent think tank and we are working to create a knowledge partnership for Jersey's future.

We are not an advocacy organisation and we are politically neutral. We are funded by independent charitable donors. This means we are uniquely positioned in Jersey to:

1. Engage the Jersey community to support greater understanding of public policy issues that matter to them
2. Improve information literacy by providing impartial, relevant, accurate and usable information
3. Facilitate discussion and dialogue between diverse stakeholders

As a result we stimulate conversation and spark creativity and different ideas, which catalyse action by others. This in turn leads to policy change or other actions on the ground that create positive change for Jersey.

Please see www.jerseypolicyforum.org for more information.

If you are interested in the work of the Jersey Policy Forum and how we can work with you, please get in touch via contact@jerseypolicyforum.org. We are always interested in new partnerships and collaborations.

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