



GSLP/Liberals Manifesto 2015

the strongest foundations for your future

www.strongestfoundations.gi

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

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

An interactive version of this manifesto is available on the following websites:
www.strongestfoundations.gi

www.gslp.gi

www.liberal.gi

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

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

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

Thank you to all of you who have been involved!

Design: Stephen Perera

Election Agents:

Allan Asquez, Joseph Baldachino, Peter Cabezutto, Dennis Cardona, Joe Cortes, Jane Webber: Watergardens 3, Suite 16, Gibraltar. Troy Jeffries, Lyana Armstrong, Leslie Bruzon: 95 Irish Town, Gibraltar.

Published by the Gibraltar Socialist Labour Party, Suite 16, Watergardens 3, Gibraltar and the Liberal Party of Gibraltar, 95 Irish Town, Gibraltar.

Printed by the Gibraltar Chronicle Printing Ltd, Unit 3, New Harbours, Gibraltar



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Personal message from Fabian Picardo

My dear friends,

Thank you so much for having trusted us to “make the change” 4 years ago. We really did usher in a positive “New Dawn” that has transformed Gibraltar for the better.

My own life was turned upside down from the moment I was sworn in as Chief Minister in December 2011. A few months later, my first son was born. Earlier this year, my second son arrived. Now, as the proud parents of two Gibraltarian children, my wife and I care deeply for the future of our small but proud Nation. I know you all do too. If there is one thing we all have in common in Gibraltar, whatever side we are on politically, it is our love of our homeland.

With my talented and dedicated colleagues in the GSLP/ Liberal Government, we have worked every hour available in order to make good the commitments we made to improve every aspect of life in Gibraltar. We have put every effort into it. You can now see for yourselves that we meant it when we said we would promise only things which we could deliver.

That is why you know that you can trust us to run Gibraltar honestly, efficiently and prudently for the next 4 years.

It is true that some of you were not sure about our team in 2011. You did not know whether you could trust me to fill the big shoes of former Chief Ministers. Some of you had been concerned by the scaremongering of our opponents.

Yet now so many of you tell me that you have seen we are doing a good job of administering the affairs of ‘Gibraltar Plc’ and that you want us to continue to do so. Thank you for recognising both our efforts and achievements.

And thank you for picking up this manifesto to read about the plans we now propose for the next 4 years in the growth of Gibraltar. These are the best ideas proposed to you at this election.

We have given a lot of thought to the things that we propose to you in this blueprint for the next 4 years in the development of our small but proud Nation.

These plans are very carefully costed.

You will see that we make detailed predictions about the growth of our GDP, the growth of our reserves and the anticipated further reductions in our debt. Our opponents do not have the credibility to do that.

You will also see fascinating plans to positively transform education in our Community. Investment in our schools is essential if we are to give our children the service that they deserve and should expect from a prosperous Community like ours. That means investing in new building stock and maintaining existing facilities. It means investing in people, including more teachers, learning support assistants and technical staff. And it means investing in the administration

of education and the objective accountability of that sector. It also means ensuring our children get the nutrition they need whilst in school.

In particular, it means that when we are faced with choices between building new schools or electing to spend taxpayers money on a new football stadium, we will always choose to invest in the infrastructure of education and allow the GFA to take the funds UEFA is offering for the sporting facility.

And you will also see how we are planning for the short, medium and long term. We are not just looking out for today without a thought for tomorrow. In fact, our obligation is as much to protect the interests of future generations of our people as it is to protect the interests of current generations of Gibraltarians.

That is why everything we do is carefully designed to promote and progress our interests as a people.

We would never risk the safety of any resident or group of you or the financial health of our Nation. Anyone who says the opposite can unfortunately only be described as lying. Not one of the ministers in the GSLP/Liberals administration would ever support an LNG facility if it were even slightly unsafe.

If you do not want to believe politicians on the issue of the safety of LNG and the SHELL built and operated storage facility at North Mole, then look at the statements from THE world recognised experts at the Health & Safety Laboratory. They were clear and explicit in saying there is no risk or danger to any resident in the area of Waterport Terraces or Harbour Views from the LNG facility. These experts even said that they would happily live closer to the LNG plant than the current residential areas allow for.

Moving to this new, clean fuel to produce power is not something we would have done if we were not totally and completely 100% satisfied that it is entirely safe. Believe me when I honestly say that I would rather lose an election by 100% than risk the life of any Gibraltarian.

Yet our opponents still insist in raising fear in people.

I guess they think that is the only way that they can try to carve out one or two more votes. I think it is unscrupulous to try to win votes by frightening people with unscientific nonsense.

At the end of the day, each one of you has to ask yourself, do I believe self-interested Daniel Feetham and Trevor Hammond, or do I trust the objective and qualified experts from the Health & Safety Laboratory of the UK and the reputation, expertise and professionalism of SHELL. It really is a ‘no-brainer’ when you analyse it like that.

And it should be the same when it comes to the scaremongering about our finances and whether we have spent too much money. You hear so much from our

opponents about how we have overspent and we are in dire straits. Ironically, when you look at the actual numbers, the fact is that we have spent £60m less in our first 4 years than the GSD did in their last 4. But we have targeted our spending to the things that are more relevant to Gibraltar families.

We have done so much. The University, the 2 new schools, the 1,000 new homes, the new Bank etc.

And our income has grown by almost £800m in the same 4 year periods. That represents almost £200m more per year has come in as Government revenue; an average of just under £20m more a month in income.

So instead of being anywhere near running out of money, we are actually much, much better off than we were under the GSD.

I know that numbers can sometimes be boring, but look at how our rainy day funds and Usable Cash Reserves have grown, and how debt has been reduced.

The Usable Cash Reserve was just £2m at the end of the GSD's last financial year in office. At the end of this financial year, the Usable Cash Reserve will be £143m.

Gross Debt is down to £400m (21% of GDP of £1.84b) from the £520m (51% of GDP of £1.1b) the GSD left us and will fall further before the end of the Financial Year.

Sir Peter Caruana argued the target should be to get Nett Debt to 20% of GDP. We have achieved that as Nett Debt is now also down to less than 19% of GDP. By the end of our next term in office we expect it will be down to 12.5% of GDP.

Deposits in the Savings Bank have grown from about £300m to over £1 billion.

The Savings Bank Reserve has gone up from £1,000 under the GSD to almost £20m. We predict this will grow to £70m in the next 4 years.

Community Care's kitty has gone from £ZERO under the GSD to £100m now. We predict this will grow further to £230m in the next 4 years.

That would mean that the combined funds of the Savings Bank Reserve and Community Care would total the same as the amount of the Nett Debt we predict for then, also £300m, on a GDP which we conservatively estimate will be in the region of £2.4b.

Our GDP exceeded our expectations for growth by growing from £1.1b to over £1.84b. This exceeded the prediction to increase the GDP to £1.65b. Our opponents said it could not be done. How wrong they were!

So there is no need to undertake an austerity drive in Gibraltar to cut £50m in recurrent expenditure each year, as the GSD is 'promising' to do. Such cuts would involve civil service/public sector job losses, pay freezes and benefits and services being considerably reduced. And they would be unnecessary.

So when you look at the numbers, you can see that we are right about the economy and our public finances and the GSD are wrong.

And when you ask the professionals of world renowned expertise, they clearly tell you that the new LNG facility is

totally safe and does not endanger anyone.

On both the things that they have said they were going to make this election about, the GSD have objectively completely lost all the arguments.

This will have seriously affected your ability to have any confidence whatsoever in Mr Feetham or his team. That is why you will hear Mr Feetham simply hurling insults at me. He has lost the arguments and has nothing left to say. The desperation for votes has pushed them to say anything or do anything.

In fact, all of our opposing team is made up of parliamentary novices.

We, instead, are a tried and tested team. We have governed together for 4 years now. We understand Parliamentary procedure. And this is another reason why you trust us: our experience.

And our experience includes having effectively dealt with the extreme anti-Gibraltarian aggression of the Spanish Partido Popular Government. I have been your international advocate in fighting off Snr Margallo and his ludicrous behaviour towards us all. I have been tough when I have had to and have highlighted the Spanish Government's bullying of us when I have had to.

I have been surprised to see how Mr Feetham has taken to the media to criticise me for being too tough on Snr Margallo or the Spanish Government. On one occasion he even suggested that he would be prepared to remove parts of the artificial reef when we were under maximum pressure to do so. That would have played directly into Snr Margallo's predatory hands and would have completely undermined British Sovereignty over the waters where the reef was created. Just taking the attitude he took presented us with a setback as Snr Margallo clearly felt emboldened to see that Gibraltarians appeared to be divided on this important, fundamental issue.

In the past Leaders of the Opposition have tended to criticise the Chief Minister for being too soft on Spain. Mr Feetham has taken the opposite approach.

Well, taking stock of these brilliantly successful past 4 years, I feel I got the tone right when dealing with Snr Margallo. You have seen that, although we will never cede at all on Sovereignty, we have been able to talk to all relevant political parties in Spain except for the Partido Popular (at least, with Snr Margallo in charge of foreign affairs). That has also served to demonstrate that Mr Feetham was wrong to suggest that I was the impediment to dialogue. The final nail in the coffin of that argument came when Snr Moratinos shared the stage with me in San Roque to advocate for the return of dialogue under the Trilateral Forum as well as the agreement by PSOE that the GSLP could start the process of accession to The Party of European Socialists.

We have been particularly active in protecting Gibraltar's position in respect of the coming UK referendum on the UK remaining or exiting the EU. Our strong personal and institutional relationship with UK Ministers and their Government has given us the leverage to ensure that Gibraltar has been enfranchised for the first time ever in a UK referendum. This is a major achievement in respect of

this seminally important issue.

On "Brexit" we will continue to work to understand the potential economic impact of leaving the EU and/or leaving the Single Market, as well as the potential benefits of acceding to the Schengen Area and/or the Common Customs Union.

These are important considerations which have to be informed by data.

We are committed to sharing information with any Parliamentary opposition on the terms of a motion which the last Parliament approved. When the time comes, we will do that in Gibraltar's interest.

So if you take a step back, you will see that you can safely entrust the international political defence of our nation in our hands. Faced with the toughest challenge since the Dictatorship of General Franco and the closure of the frontier, we have stood up to and seen off the Spanish Government's bullying. You can trust us with the international representation of Gibraltar.

But trust is a two way street. In the same way that you have trusted us to change Gibraltar and deliver a better future for our children, I also trust you to see through our opponents and give us your support on the 26 November.

Remember that this election is about a fork in the road, a junction in history. You can choose to stick with us in the GSLP Liberal team to continue the social and political progress we are delivering. You can continue the economic growth we have made a reality. You can continue to pursue the unrelenting defence of our homeland.

This manifesto is your road map for the next 4 years of socio-economic evolution of your nation. A schematic diagram of the strongest foundations you can lay for your future and the future of your children and your family. A blue print for progress and prosperity in the development of our nation.

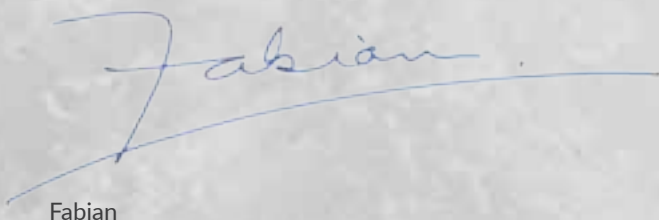
So please go out, come rain or shine, on 26 November and vote to keep us in Government.

Our work is not finished yet.

Finally, I want to thank you for the privilege of having allowed me to lead Gibraltar these brilliantly successful past 4 years. With your support and confidence, we will once again lead our nation to even greater success in the next 4 years.

Thank you for reading this introduction,

Sincerely,

A handwritten signature in blue ink that reads "Fabian". The signature is stylized with a long horizontal line extending from the end of the name.

Fabian



Personal message from Joseph Garcia

Dear friends,

In 4 years the GSLP/Liberals have improved Gibraltar beyond recognition. We have built strong foundations for our future and now require a mandate from you to continue what we started.

We are contesting this election both on our record and on the policies set out in this manifesto.

Our record is an impressive one. The economy continues to grow and unemployment is at a record low. We have delivered 1000 new homes for our people for affordable purchase or elderly rental. We have built two new schools and opened the University of Gibraltar. A small boats marina is already in place at the same time as the schools and the University have been provided. Sheltered accommodation for the elderly is almost ready at Charles Bruzon House and Seamaster Lodge. We have done what we promised to do.

I am proud to have been part of a Government that has achieved so much in such a short period of time.

Some of what we have achieved is bricks and mortar. Other successes may not be as visible but there is no doubt that their effects can be clearly felt. The reforms we have carried out to improve democracy, transparency and accountability are a case in point.

We have carried out a revolution in the way in which Gibraltar is governed and we have fulfilled our objective of bringing Government closer to the people.

The scale of this transformation cannot be properly understood without looking back at what existed before.

The Parliament of Gibraltar now meets for questions ten times a year. We inherited a system where Parliament met two or three times and where in 2003 there had been only one meeting in the entire year. In addition to this, meetings are now streamed on-line and televised. Our Parliament has moved forward with the times and it is now possible to watch the proceedings on your laptop or tablet.

The record of the meetings, known as the Hansard, is now ready in a few weeks. This process used to take many months, sometimes nearly a year under the previous administration. In effect, we have introduced a series of reforms like this one which makes life easier for the Opposition and allows them the tools to hold the Government to account. We were not so lucky when we sat on the Opposition benches.

All this alone is revolutionary. Parliament is now at the centre of our democracy. Parliamentary Supremacy was re-established by us!

There is now more information about Government available on-line than ever before. A whole raft of statistical tables are published on the Government website for everyone to consider.

In the past, the planning process used to take place in secret behind closed doors. The minutes and agenda were not published and the public was shut out of the process. This has been transformed by the GSLP/Liberal administration. The Development and Planning Commission now meets in front of the press and the public. Objectors and applicants are given the opportunity to address the Commission. The details of Government projects are all published on-line and Government projects are discussed in public. It was not that long ago when Government projects, including large ones, did not even go to the DPC at all!

In encouraging public participation and greater democracy, we have allowed citizens a say in the decisions that affect them. The plan to construct additional floors above certain housing estates was not proceeded with after the Government consulted the Commission and the public. A plan to reclaim a huge area of sea in front of Tradewinds was similarly not proceeded with after the Commission and the public were consulted. A proposal to construct a new Port tower and offices was sent back by the Commission to the Government several times until the design was improved to their satisfaction. Indeed, the proposal to create additional office space in Convent Place was sent back to the Government for improvement in the same way.

This is democracy in action.

No system is perfect, but it is unquestionable that Gibraltar has progressed in leaps and bounds with the GSLP/Liberals in Government.

Even the system for answering press questions has improved. There was a time when many questions from the media were simply left on the back-burner and not even replied to. In Government, we have changed all this through a properly staffed press office that now answers media questions in a timely manner. This is another way in which public accountability has been moved forward.

Any analysis of the facts will show that the GSLP/Liberals have delivered a revolution in democratic reform and in public accountability. We have brought the process of Government closer to the people. There will always be plenty more work to be done but we have certainly made a good start.

The Select Committee on Parliamentary Reform will be the forum in which a second GSLP/Liberal Government will take these matters forward and implement them.

One area in which I have been closely involved with Fabian is taking Gibraltar's message to decision-makers abroad. This is a key policy of the GSLP/Liberals and something we maintained when in Opposition and have continued to progress in Government. Our project in Europe stems from an idea we developed ever since as two fresh-faced youngsters, we went to Brussels some two decades ago

convinced of the importance of getting our message across over there.

Now older and in Government, we have given effect to our maxim of taking Gibraltar to Europe and bringing Europe to Gibraltar.

In line with this policy the number of visits by the Gibraltar Government to Brussels has increased. We take the opportunity during these visits to meet the Commission, MEPs and others in order to put across the Gibraltar point of view. Both Fabian and I have addressed important EU think-tanks, taking advantage of these trips. This is extremely useful because it allows the Gibraltar message to be delivered directly to Brussels-based diplomats, officials and others.

A major step we have taken in Government is to upgrade the Gibraltar representative office before the European Union. The new office officially opened in May.

This means that Gibraltar now has more muscle in Brussels than ever before enabling us to make ourselves heard. The new office will work together with the United Kingdom Representation (UKREP) to further our interests. Spain is pushing against Gibraltar across the board on EU matters and we have to be there to push back.

In addition to raising Gibraltar's profile in Brussels, the GSLP/Liberals in Government also opened a new lobbying front in Washington. It is important to develop close links between Gibraltar and the United States for obvious reasons. A landmark Resolution supporting Gibraltar's right to self-determination has been tabled by Democratic and Republican Members of Congress. A branch of the US Chamber of Commerce (AMCHAM) has been established in Gibraltar and business links have started to grow. We will continue to encourage this.

We promised in our election manifesto to continue lobbying before both the United Nations Committee of 24 and the Fourth Committee. We have done so.

We also promised to engage young people in our efforts. This has resulted in groups of youngsters visiting the UN in New York and the EU institutions in Brussels. It is essential to focus the attention of our young people on these matters because they are the future.

Our lobbying efforts in London continue under the direction of the Gibraltar office in London.

We have taken a huge leap forward in projecting Gibraltar in the places that matter. It is important to appreciate that lobbying takes time - the seed needs to be planted and to grow. However, the GSLP/Liberals will leave no stone unturned in defending Gibraltar's position internationally wherever and whenever this is necessary.

In this manifesto we pledge to continue with this work on these and on other issues.


We will continue to provide more homes for our people in the new schemes at Hassan Centenary Terraces and Bob Peliza Mews. These will account for 1700 flats. On health, we are bringing chemotherapy treatment to Gibraltar, doing away with the need for patients and their families to travel abroad for this service. We have an exciting raft of policies across all the areas of Government.

Our commitment to you will be delivered by 10 members of a team, all of whom have experience of Parliament and of Government. You can count on us to deliver.

On 26 November, vote for the GSLP/Liberals and allow us to continue to build on the solid foundations that we have laid for your future.



Joseph Garcia



this manifesto is designed to
secure your family's future...



tell me about... **Fabian Picardo**

FABIAN HAS SERVED YOU AS CHIEF MINISTER OF GIBRALTAR SINCE 9 DECEMBER 2011. HIS RESPONSIBILITIES HAVE INCLUDED THE ECONOMY AND FINANCE, THE CIVIL SERVICE, HM CUSTOMS AND INDUSTRIAL RELATIONS. HE HAS REPRESENTED GIBRALTAR AROUND THE WORLD INCLUDING AT THE UNITED NATIONS IN NEW YORK AND THE EU IN BRUSSELS. HE IS A QUEEN'S COUNSEL BY PROFESSION WHO QUALIFIED FROM OXFORD UNIVERSITY AND IS CALLED TO THE BAR IN GIBRALTAR AND THE BRITISH VIRGIN ISLANDS. HE IS THE LEADER OF THE GIBRALTAR SOCIALIST LABOUR PARTY. FABIAN WAS PRACTISING AS A COMMERCIAL LAWYER IN A LARGE FIRM BEFORE BEING ELECTED INTO GOVERNMENT WORKING ON INTERNATIONAL COMMERCIAL PROPERTY TRANSACTIONS. HE IS MARRIED TO JUSTINE AND THEY ARE THE PROUD PARENTS OF TWO YOUNG BOYS, SEBASTIAN AND OLIVER.

THE PUBLIC SECTOR - NO TO WASTE & NO TO GSD AUSTERITY

THE CIVIL SERVICE & GDC

The Civil Service is the backbone of the Public Sector. Together with the GDC and the Government Agencies, Authorities and Companies, they provide the environment for the private sector to prosper.

We will maintain the commitment we have to preserve the size of the civil service and to ensure that it is properly resourced so that it delivers the results that are required in order to fulfil our manifesto commitments.

THE NEW CIVIL SERVICE / PUBLIC SECTOR CODE

At the last election we produced a Discussion Document on the future of the Civil Service and the GDC. That has been a useful blue print for the work that has been done on a new Public Sector Code.

We have worked with Unite, the GGCA and the GTA/NASUWT on this and considerable progress has already been made. Large parts of the Code are already agreed, pending consultation with the membership of the Unions. Alongside completion of the Code, we will continue to invest in the public service and continue to work with employee and business representative organisations to ensure that investment is designed to produce the best possible value for money for the taxpayer.

FEETHAM/GSD: PUBLIC SECTOR CUTS? AUSTERITY BY THE BACK DOOR!

Daniel Feetham, the Leader of the GSD, has committed his party to cutting recurrent expenditure in the public sector. That can only be achieved with job losses and cutbacks in public services. It is not true that there is a budgetary overspend of £50m a year in the Civil Service. Controlling Officers in the Civil Service do an excellent job of bringing expenditure in almost exactly on target and Mr Feetham should know this as he has the Accounts of the Government which reflect this.

Although we will continue to seek to deliver better value for money in all public sector spending, we do not agree with unnecessarily imposing austerity. Gibraltar's economy is performing strongly, amongst the best in the world. Public finances are stronger now than under the GSD. We say YES to controlling unnecessary expenditure and waste. But we say NO to unnecessary austerity which will usher in unnecessary hardship for many.

INDUSTRIAL RELATIONS

In Government we have acted in consultation and partnership with all representatives of the trade union movement. Industrial relations have been the designated responsibility of the Chief Minister. We have also re-established the principle of technical industrial relations aspects being handled by officials including the Chief Secretary, the Human Resources

Department and the Industrial Relations Advisor.

This very fruitful approach will continue. Regular meetings (on at least a monthly basis) will continue with the leadership of all Unions so that the relationship between the Government as employer, on the one hand, and the workforce on the other, remains as strong as it is today or even stronger.

3-YEAR PAY DEAL

In the past 4 years we have increased Public Sector pay each year. The increases have totalled 10.85% (on a simple, not compound basis) as follows:

2.70% in 2012/13

2.90% in 2013/14

2.50% in 2014/15

2.75% in 2015/16

Our commitment for the next two years, through to financial year 17/18, is that Public Sector pay will rise by 2.75% or inflation, whichever is the higher. The commitment to rise by inflation at least will also apply to the minimum wage. An extra 0.25% will be paid to the RGP, Customs, the Prison Service and both the Gibraltar & Airport Fire Rescue Service. We will extend that additional 0.25% also to the Borders & Coast Guard Agency and the Ambulance Service as emergency services. Once the Gibraltar Defence Police passes into the Gibraltar Public Sector (on the DFRS or other model), the extra 0.25% annual payrise will also apply to them. At the

end of the two year period, we will again commit to Public Sector pay rising at least by the rate of inflation each year as from financial year 18/19.

WORKING & COUNTER HOURS

As part of the Civil Service Review we conducted a survey on which would be the best working hours for the Civil Service in conjunction with the Unions. As a result we implemented new working hours in keeping with the long term aspirations of most Public Sector employees. At the same time we achieved longer counter hours, starting earlier (08:30) and staying open longer (15:00) than ever before.

We will now continue the work to open a Central Government Counter Office in the centre of town and provide for even more online submission of documents. We will also seek to further extend counter hours in this central Counter Office by agreement with the Unions.

MANNING LEVELS

There will be no cuts in the Civil Service. Manning levels will be respected and new manning levels agreed where appropriate.

We will respect the two-for-one, but not increase the manning of the Housing Works Agency to the numbers when the Agency was created, as the GSD has promised to do, as this will cost £2.5m per annum. We will increase the manning levels of HM Prison staff by the numbers recommended by the Joint Working Group and in the BCA.

GIB FIRE & RESCUE SERVICE

We worked with Unite in order to carry out a full audit and review of the fire service in Gibraltar in order to determine how best to structure the GFRS for the future. Together we have settled issues relating to claims and to Continuing Professional Development. We will give effect to the agreement to settle those historic claims affecting firemen and control room operators.

We have already started and will continue to plan the NEW fire station that will be located at Rooke as part of the redevelopment of that area. This will be in addition to the NEW training area being provided in the area of Lathbury and which is already being worked on.

AIRPORT FIRE & RESCUE SERVICE

After lengthy negotiations lasting almost 23 years, we achieved the transfer of the Defence Fire & Rescue Service to the Government of Gibraltar.

Now we will properly resource the brigade and acquire new fire fighting assets and equipment. We will develop the necessary training to allow the personnel to remain trained to the standards required by the Military Aviation Authority in the provision of airport emergency services. We will also properly resource the brigade to allow it to be relied on as a "fourth pump" by the GFRS.

THE AMBULANCE SERVICE

We have already provided more space for the men and women of the Ambulance Service at St Bernard's Hospital and introduced the Paramedic Service.

We will now continue the work of providing a better facility for our Ambulance Crews, support their continual professional development and continue our investment in their fleet. It may also be possible to house the Ambulance Fleet as part of the Emergency Services facilities being developed at Rooke. We will transfer the third emergency ambulance from the Fire and Rescue Service to the Ambulance Service. We will also modernise the dispatch system.

FACILITY TIME

We will work with the GGCA to finalise changes to the current facility time agreement which is over 25 years old.

PUBLIC SERVICE COMMISSION

We agree that PSC reporting and selection procedures need to be modernised to provide for greater openness, fairness and transparency and providing honest feedback to all applicants.

TRAINING

Training of Civil Servants will also include recognition of relevant professional qualifications. We will also provide a "school" for public servants to encompass all aspects of training and education from basic issues to any necessary professional training for all grades and posts within Government employment.

SUCCESSION PLANNING

The absence of proper succession planning by the GSD in the period 1996/2011 has meant that there have been areas where the Public Sector has been unable to provide the expertise required. This needs to be reversed. We will work to bring effective succession planning to the Public Sector so that suitable candidates who fit the job profile can be identified for all posts well in advance of a person's retirement to ensure their availability for the smooth handing over of responsibilities and fill all vacancies.

JOB EVALUATION & GRADING

We remain committed to the implementation of a system for objective job evaluation such as JEGS. We proposed this as part of our Blue Print for the Future of the Civil Service & GDC. We will pursue the process of job evaluations with the relevant employee representative organisations.

PUBLIC SECTOR OFFICES

We will maintain and improve the stock of Government Offices to a modern standard in order to ensure compliance with modern Health and Safety guidelines. We will also seek to consolidate civil service offices which are presently held by the public sector in prime sites and sensitively redevelop them.

LONG TERM ABSENCES

We will explore the creation of a pool of labour to cover public sector employees on long term absences such as Maternity and Sick Leave.

NEW CIVIL & PUBLIC SERVICE SUPERANNUATION FUND & COMMUTATIONS

We have introduced a new pension scheme for all new entrants after the 1st January 2012. The Guaranteed Superannuation Fund has much better provisions than the existing or enhanced Provident Fund No.2, including a Government guarantee on the value of the Fund. We have also now introduced, and will continue, the right of Civil Servants to commute their pensions when they retire. We will continue these excellent developments.

ACCRUAL OF ANNUAL LEAVE

Legislation was introduced in the UK as from 5 October 2008, whereby there is no distinction between maternity leave (paid) and additional maternity leave (unpaid) for the purpose of entitlement to the benefit of terms and conditions of employment other than pay. Changes to the Sex Discrimination Act and the UK Maternity and Parental Leave regulations came about following a successful case brought by the Equal Opportunities Commission which claimed that the statutory maternity leave scheme in the UK did not comply with European Law. This signifies that officers continue to enjoy entitlement to benefits during any unpaid maternity leave, for example, annual leave and bank holidays are still accrued, and incremental dates are not deferred. This also applies to unpaid adoption leave. We will adopt these rules in Gibraltar for the Public Sector.

PREGNANCY RELATED SICK LEAVE

General Order 4.1.10 states that paid sick leave related to the pregnancy will not be allowed within the eleven weeks preceding the week of confinement and as a result the commencement of maternity leave is triggered. The UK provision was lowered to 4 weeks preceding the week of confinement in 2003. We propose to amend the relevant paragraph in General Orders to reflect this and in the Public Service Code. General Order 4.1.11 defines 'Confinement' as the birth of a living child or the birth of a child whether living or not after 28 weeks of pregnancy so that in the event of a still birth as from that time, the normal maternity provisions will apply. The definition from the UK states that this is now after 24 weeks of pregnancy. We propose to amend the relevant paragraph in General Orders to reflect this and in the Public Service Code.

OCCUPATIONAL SICK ABSENCE

A provision will be made to allow a discretion to extend Occupational Sick Pay where a public officer who has exhausted entitlement to full pay and half pay due to a long illness or injury and then falls sick again after return to duty.

STRENGTHENING DEMOCRACY

CABINET GOVERNMENT

We have demonstrated that a collegiate, Cabinet style of Government, is better for Gibraltar than the GSD's Presidential style. We were right to insist that the Government of Gibraltar should always be more than just one person, however able s/he might be. From day one after the last election, we adopted the principles of Collective Responsibility and worked on the basis of weekly Cabinet meetings held every Monday morning at No 6 Convent Place. This is one of the essential ingredients of "good Government". We will continue this style of Government. The first Cabinet meeting will be held the Monday after the election.

We will also continue the practice which has worked so well of establishing Ministerial teams on particular projects.

DECISION MAKING

An important change that we made immediately after our election and as part of the implementation of Cabinet Government was the de-centralisation of decision making. Whilst under the GSD most decisions were made at No.6 Convent Place by the Chief Minister, we have devolved decision making to the departments with Heads of Departments taking relevant decisions with relevant Ministers involved as necessary.

This will continue. In this process, we are empowering Public Servants to have the freedom to do their jobs and deliver value for money to the taxpayers. At the same time, we have also delivered ministerial decisions in a quicker manner by making ministers approachable and contactable by email. This will continue and be enhanced with new technology and means of communication being adopted as appropriate. Direct messaging on social media will continue to allow members of the public and businesses to communicate with ministers easily.

INCLUSIVE STYLE

We have also championed an inclusive, open approach to Government, which we are more committed to than ever. The days of secretive decision making under the GSD are gone. Instead,

as we promised, we have started to return Government to the people by the implementation of a series of measures designed to ensure that Ministers are servants of the people.

We are going to go further in opening Government up to you as set out in this road map for the next 4 years.

GOVERNMENT OF ALL THE TALENTS

In 2011 we committed ourselves to working with anyone who had something positive to bring to Gibraltar, irrespective of their political allegiance. We said we would be a Government for all of Gibraltar and not just for a select, privileged and politically well connected few, as had been the case under the GSD. We have been true to our word and commitment. No one has been discriminated against because of their political position. In fact, in many instances, we have worked and are working closely even with individuals who were elected as GSD Ministers or GSD Members of Parliament because they were the right person for a particular job, had specific expertise or because they have brought a client or contact who wishes to make an investment in Gibraltar which is good for all of the Community and our economy. That would never have happened under the GSD.

We will continue to work with everyone in our Community based only on the common good.

THE GIBRALTAR CONSULTATIVE COUNCIL

As Chief Minister, Fabian Picardo announced, in his Budget Speech of June 2014, the creation of a Council that would be based on the principles that govern the UK Privy Council and allow members to be briefed confidentially on matters of national importance. The Council will involve all former Chief Ministers and Deputy Chief Ministers amongst others. A Bill to create the Council has already been published.

It will be republished as soon as possible after the next election, so that the Council can be established immediately after the Bill is passed by Parliament.

INTERNATIONAL RELATIONS

In Government, we have embarked upon the solid defence of the interests of Gibraltar and our wishes as a people. In the process, we have also raised the profile and improved the reputation of Gibraltar in the places that matter.

SELF-DETERMINATION AND DECOLONISATION

The right of the people of Gibraltar to determine their own future will continue to be defended by a GSLP/ Liberal Government.

This fundamental democratic principle will continue to be promoted both inside and outside Gibraltar.



UNITED NATIONS

Gibraltar is listed as a Non-Self-Governing Territory by the United Nations ever since it was included in the list by the United Kingdom in 1946. The decolonisation of Gibraltar requires that there be a change in the international legal status of the territory through which it ceases to be a Non-Self-Governing Territory. In 2007, Gibraltar passed from being a less modern Non-Self-Governing Territory to becoming a more modern one, but the international legal status remained the same. This makes it important to secure the removal of Gibraltar from the UN list. It is essential that the position of Gibraltar is explained and updated before the international community otherwise the views of Spain would be presented unchallenged.

We will continue to attend meetings of the United Nations Committee of 24 and of the Fourth Committee for as long

as Gibraltar remains on the list of Non-Self-Governing Territories. We will also continue to promote Gibraltar's case at the UN in the following ways:

A GSLP/ Liberal Government will continue to encourage participation by NGOs in UN meetings where Gibraltar is discussed.

We will continue to take young people to the United Nations so that they come to understand at first hand the importance to Gibraltar of those deliberations.

We will continue to attend the annual seminars organised by the Committee of 24 and to engage directly with the Committee when we can.

We will continue to press the United Nations to tell us what might be required to achieve the maximum level of self-government for Gibraltar in order to be removed from the list. This is in the context of our positive and historic links with the United Kingdom, the British



family of nations and with HM the Queen remaining Queen of Gibraltar and as our Head of State.

We will develop a new strategy at the United Nations working in close partnership with the United Kingdom.

POLITICAL LOBBYING

In Government, we have conducted a focused lobbying campaign in order to promote the social, economic, cultural and political interests of Gibraltar at key locations. We have designated a Minister with specific responsibility for political lobbying. We have been determined to make sure that the Gibraltar point of view reaches as many decision-makers as possible.

...IN LONDON

We have strengthened Gibraltar House in London in order to make sure that it serves the best interests of our people.

We will continue the lobbying work in London in order to ensure that there is always a strong membership of the All-Party British Gibraltar Group in Parliament. We will also make greater use of Gibraltar House in London to promote Gibraltar commercially. We will seek to increase its effectiveness even further. We will reassess the value of Gibraltar Day in its present format and establish how this can be changed to make it more focused and cost-effective.

...IN WASHINGTON

We have conducted an effective lobbying campaign in Washington in order to explain our position to key decision-makers. The success of this policy is reflected in a Resolution tabled in the US House of Representatives in support of the right of self-determination for the people of Gibraltar.

We will continue to work to raise awareness of Gibraltar in Washington and throughout the United States where possible, particularly in New York. This will include continuing to send students to take up post-graduate placements through the Washington Centre.

... AND IN BRUSSELS

We have opened Gibraltar House in Brussels which has become the focus of our operations in the European





Union. The importance of this move has already become apparent in the short time since the office opened in May and the rewards are already apparent behind the scenes. As part of that expansion the services of Sir Graham Watson were then engaged. This office now serves the function of Gibraltar's representation in the capital of the EU, in the same way as many territories and regions have their own offices. It is the base from which all Brussels and EU initiatives are directed. The opening of the office was attended by a wide cross-section of MEPs, officials and Ambassadors and others, which is a reflection of the interest that Gibraltar generates and the reach of our representation.

We will continue to raise the profile of Gibraltar in Brussels. As the "BREXIT" referendum in the UK gets closer, it will be even more important to have a strong representation in Brussels.

... WHILST WORKING COMMERCIALLY IN CHINA (HONG KONG), INDIA, MOROCCO & SPAIN

We have also established a Gibraltar office in Hong Kong which works commercially in Hong Kong. This is sourcing investment into Gibraltar from that region.

We are now considering the possibility of marketing Gibraltar's tourist and financial services products in India, principally in Delhi, Mumbai and Bangalore. We will also continue to make the case for investment in Gibraltar worldwide, in particular in Morocco, where we have already been very well received. We will also hold annual Gibraltar lectures and events in Spain.

TRILATERAL FORUM

Our position on the participation of Gibraltar in the Trilateral Forum remains unchanged.

A GSLP/Liberal Government will remain firmly committed to the Trilateral Forum on the basis that its terms of reference are that it is a process of dialogue, not negotiation. The participation of Gibraltar in that Forum would be on the basis that any tentative agreement between the three sides would require wide consultation in Gibraltar.

RELATIONSHIP WITH THE UK

The relationship between Gibraltar and the United Kingdom is as fundamental to us today as it was 4 years ago. As a result of our work in the past your years, that "special relationship" is now better and stronger than ever. The Prime Minister and the Chief Minister of Gibraltar have met several times over the last 4 years.

We will continue to do our utmost to ensure that our relationship with the United Kingdom Government remains positive in all respects. We will continue to work with the United Kingdom as a partner and facilitator in the wider world outside, including making use of the network of UK Embassies for commercial, cultural, and political purposes.

CONSTITUTIONAL DEVELOPMENT : A REVIEW CONFERENCE

Next year will be 10 years since the "new" 2006 Constitution. We believe it is important that we should review the 2006 Constitution with the United Kingdom to assess what further progress or changes are necessary and appropriate. This should be done from various angles. One is the review of the human or fundamental rights angle. These may need to be added to (for example, to include the rights of the disabled) and there is provision to do this. The issue of actual decolonisation must also be foremost in this review, to ensure that any progress that could be made in respect of Gibraltar's removal from the UN list of Colonies is not in any way hindered by any provisions of the Constitution that Gibraltar and the UK can agree to amend and which retains undisputed British Sovereignty. This is a process that will involve the Government and the whole Parliament, as well as individuals outside Parliament, who can form part of the Gibraltar team at such a Constitutional Review Conference. For the Government, the representatives will include Fabian Picardo QC, Joseph Garcia and Joe Bossano.

REFERENDUM ACT

We are proud to have delivered on our commitment to pass a Referendum Act in order to govern the conduct of Referenda in Gibraltar. Any future Referenda will be held in keeping

with the provisions of this law and will prevent any third parties from suggesting, as they did in 2002, that the referendum was illegal.

GIBRALTAR AND THE EUROPEAN UNION

In the GSLP and in the Liberal Party we believe that the future of Gibraltar lies within the European Union. In Government, we set ourselves the target of promoting Gibraltar in Europe and explaining Europe in Gibraltar. We have achieved this. In fact, the 2006 Constitution of Gibraltar makes it clear that, without prejudice to the United Kingdom's responsibility for Gibraltar's compliance with European Union law, matters which are the responsibility of Ministers shall not cease to remain so, even though they arise in the context of the European Union. This means that the conduct of EU matters as they affect Gibraltar are for Gibraltar Ministers to determine. This was reinforced by the appointment of Gibraltar's first ever Minister for European Affairs by a GSLP/Liberal Government and upgrading Gibraltar's presence in Brussels.

LOBBYING ACTIVITIES

We have met as a Government over the last 4 years with EU Commissioners, Director-Generals and officials across a whole range of portfolios as they affect Gibraltar. It is important to put across the Gibraltar point of view directly and at the highest level. In the same way we have targeted Members of the European Parliament of different nationalities and political groups

EU LAW

We said we would prioritise resources for the then EU and International Department so that as a matter of policy Gibraltar would be as up to date as possible in the transposition of EU Directives and we have done this. On 28 February 2013 the GSLP/Liberal Government announced that for the first time ever since our accession to the European Economic Community in 1972, Gibraltar was completely up to date in this area. The backlog was eliminated by investing in increasing the number of law drafters and the outsourcing of law drafting to specialists in the private sector.

By staying ahead of transposition deadlines, we are ahead of many other larger EU jurisdictions and we show that Gibraltar does not just seek to enjoy the fruits of EU membership, but that we also play by the rules, thereby depriving our detractors of any valid or reasonable arguments with which to attack us. We will therefore continue to ensure that the resources are available so that Gibraltar does not fall behind in the transposition of EU Directives again.

FREEDOM OF MOVEMENT

The GSLP/Liberals have defended the right to freedom of movement of EU nationals through the internal EU and frontier between Gibraltar and Spain. We have cooperated fully with the European Commission investigation into the border delays and with the 3 visiting missions that have taken place to date, the most recent of which was on 27 October. This process followed the Prime Minister David Cameron's request to then EU Commission President Barroso. In Government, the GSLP/Liberals have met the deadlines set by the Commission for their recommendations to be implemented. The same cannot be said for the Spanish authorities.

We continue to supply statistical data and photographic evidence to Brussels every month to ensure that the fundamental EU right of freedom of movement of people is respected at the international, EU frontier between Gibraltar and Spain.

EU AVIATION

The view of the GSLP/Liberals remains that the exclusion of Gibraltar Airport from EU civil aviation legislation is a breach of our terms of membership of the European Union and therefore illegal. The present Spanish Government has sought the exclusion of Gibraltar Airport from a number of EU Aviation measures over the last few years and these are held up for the whole of Europe because of Madrid. The UK Government has publicly said that Gibraltar is entitled to be included in these measures as of right and we welcome this position.

We will steadfastly maintain the position that Gibraltar airport cannot be excluded from applicable EU civil aviation legislation.

DESIGNATION OF GIBRALTAR WATERS

Before the GSLP/Liberals came into office, the waters around Gibraltar were designated by the European Commission on a proposal from Spain as part of the Spanish site "Estrecho Oriental" under the Habitats Directive. This overlaps the UK site "Southern Waters of Gibraltar". We have raised this matter with the Commission at the highest level and pursued litigation to reverse this illegal designation by Spain.

We will continue to pursue every legal and political avenue available to undo this illegal designation.

WESTERN BEACH

There was a complaint made about the discharge of sewage from a Spanish storm drain into the Western Beach basin several years ago by the Environmental Safety Group and Sir Graham Watson. The complaint was stalled for many years and, as a result of pressing for a resolution, Spain has finally admitted liability and agreed to address the problem.

We will nonetheless continue to press the EU Commission and the regional Spanish Authorities on this matter until it is finally resolved.

TAX/STATE AID MATTERS

Gibraltar has nothing to hide in respect of the functioning of our tax legislation which is based on the same territorial principles of taxation as the UK's tax laws. The GSLP/Liberal Government therefore asked to appear before the TAXE Committee of the European Parliament in order to explain our tax position and refute the misinformation being put forward by Spain.

We will continue to engage with the TAXE Committee of the EU Parliament and other EU entities (such as the Code Group and DG Competition (which is responsible for matters related to allegations of State Aid)), in order to provide clarity and information as to the functioning of our tax statutes.

If the people give us the privilege of serving them in Government we will be proud to defend our interests in the European Union via Gibraltar House in Brussels. We will do this in



the following ways, amongst others, namely:

A new GSLP/Liberal Government will continue to lobby for Gibraltar in the European Union and maintain close contact with Members of the European Parliament.

We will address the main think tanks in the EU on the position of Gibraltar.

We will continue holding an annual exhibition in the European Parliament.

We will continue to send Gibraltar students to the College of Europe in Bruges.

We will put across the Gibraltar point of view to the European Commissioners whose remit covers Gibraltar.

In principle, we will recommend, as political parties, a vote in favour of the United Kingdom remaining inside the European Union whenever the referendum takes place. We will work with the Opposition on these issues to

protect Gibraltar's fundamental interests in this respect. We will also involve the Gibraltar Consultative Council in this matter.

We will complete a study into the economic impact of Gibraltar joining the Customs Union and into the impact of BREXIT.

We will explore further the possibility of Gibraltar joining the Schengen area even if the United Kingdom remains outside, given that unlike the UK we are physically part of the geography of the European mainland.

An experienced,
tried and tested
team that
works together,
delivers together
& sticks together



THE REGIMENT & THE MOD

THE ROYAL GIBRALTAR REGIMENT : PENSIONS

We have demonstrated that the men and women of the The Royal Gibraltar Regiment can count on the full support of a GSLP/Liberal Government. We have made the same provisions on tax free pensions at 55 for RGR pensioners as already exist for the other uniformed bodies which are forced to retire at age 55. We will work on lowering this further for those who are not in employment after they leave the services. We have taken up with the UK the fact that RGR pensioners are being taxed at source on their army pension even though they have never lived in the UK and have completed their entire career in Gibraltar. We have progressed this considerably and trust that it will be addressed in a Double Taxation Agreement with the United Kingdom.

THE ROYAL GIBRALTAR REGIMENT: LEGISLATION

We have worked with the Ministry of Defence to ensure that we have been able to create an Act of Parliament which updates the rules governing the Regiment. We will continue to work with the MOD to ensure that all legislation necessary to keep terms and conditions current and enforceable is pursued diligently.

THE ROYAL GIBRALTAR REGIMENT: X FACTOR

We will continue to support all arguments put in support of the award of the full 'X-Factor' payment to the members of the Regiment. It should be clear to those who make decisions on

these matters that the men and women of the Regiment deployed around the world as required alongside colleagues in other regiments of the British Army and the fact that they are not remunerated with 'X-Factor' payments like the rest of their colleagues is clearly discriminatory and unfair.

THE ROYAL GIBRALTAR REGIMENT: HOUSING

We have introduced a new agreement for members of the Permanent Cadre of the Regiment to be eligible to purchase affordable homes in the housing initiatives of the Government of Gibraltar. These arrangements will permit eligible Regiment soldiers, inclusive of non-Gibraltarians, to go onto the Gibraltar Housing Allocation Schemes waiting lists, subject to defined conditions. Gibraltarians will be eligible upon enlistment whilst Non-Gibraltarian registered soldiers will only be permitted to benefit from the housing stock after they have served for 4 1/2 years. We have also introduced provisions to assist RGR PC personnel who are posted away from Gibraltar with their dependants. These provisions include rent relief on Government rental stock, the retention of their property and relaxation of rental rules for soldiers who are private home owners to allow them to rent their property, should they wish to do so, for the period that they are posted outside of Gibraltar. These new arrangements will ensure that the brave men and women serving within the Regiment are given housing provision that secures their future and is a tangible demonstration of the commitment by the GSLP/Liberals in Government to the future role and development of the Regiment.

MOD LEC WORKFORCE: PAY & CONDITIONS

We are supportive of all arguments put by the representatives of the Locally Employed Civilian workforce within the MOD on the erosion of terms and conditions of service, in particular the application of the UK pay freeze to them. Whilst some MOD employees who are deployed to Gibraltar are awarded a Cost of Living Allowance, this is not being reflected in payments to LECs who have seen their pay static

and below inflation for some years now. This is unacceptable and we have expressed our support for their arguments already and will continue to do so. We will continue to work with the Trade Unions on this front.

MOD LEC WORKFORCE: JOB SECURITY

We will work to ensure that the end of the initial period of operation of the Global Agreement, in 2017, does not result in any job losses or in any further deterioration of terms and conditions for the LEC workforce. We have already engaged with the Secretary of State for Defence and successive Ministers for the Armed Forces on this important subject. We have already made clear that job losses would be unacceptable to us in Government. We will defend every job and all terms and conditions of employment. We remain committed to each and every individual employed by the MOD in Gibraltar as an LEC and to their families to provide a post 2017 safety net. Gibraltar is clearly a key strategic asset for the UK MOD and the operation of a Forward Mounting Base here is welcomed by all of Gibraltar. In the staffing of that tactically important facility the MOD must be required to be an exemplary employer to reflect the exemplary service and commitment which the people of Gibraltar as a whole and in particular the MOD's LEC workforce has been throughout. Loyalty and commitment must flow in both directions; it is not an exploitative, one way street.

Homes for the RGR and fighting for the X-factor





tell me about...**Joseph Garcia**

JOSEPH HAS SERVED YOU AS DEPUTY CHIEF MINISTER OF GIBRALTAR SINCE 9 DECEMBER 2011. HE HAS ALSO HAD SPECIFIC RESPONSIBILITY FOR EUROPE, CIVIL AVIATION, LANDS AND PLANNING. HE IS A HISTORIAN, HAVING TAKEN A BA AND A DOCTORATE FROM THE UNIVERSITY OF HULL. HE HAS BEEN THE LEADER OF THE LIBERAL PARTY SINCE 1992 AND WAS FIRST ELECTED TO THE THEN HOUSE OF ASSEMBLY IN 1999. HE IS THE AUTHOR OF "GIBRALTAR, THE MAKING OF A PEOPLE" WHICH IS RECOGNISED AS ONE OF THE MOST AUTHORITATIVE MODERN HISTORIES OF GIBRALTAR. HE WAS A MEMBER OF THE DELEGATION THAT NEGOTIATED THE 2006 CONSTITUTION WITH THE UNITED KINGDOM. HE HAS SERVED ON THREE PARLIAMENTARY SELECT COMMITTEES ON CONSTITUTIONAL AND PARLIAMENTARY REFORM. HE IS MARRIED TO PENNY AND IS THE PROUD FATHER OF JOSEPH AND LAUREN.

DEMOCRATIC & PARLIAMENTARY REFORM

We have delivered a root and branch reform of the way that our democracy works. We have given people a greater voice in the way Government and Parliament function and modernised and brought into the 21st Century the many arcane procedures that made the Government and Parliament remote from people. Immediately after our election we gave Parliament the resources to refurbish, to add technology that now allows people quick, online access to Hansard of the debates. The Parliament now has its own website. In particular, we introduced cameras into the Parliament Chamber and changed the rules in order to allow the streaming of video of the proceedings. This is also available on GBC during the day. As we had committed ourselves to do, within 100 days of being elected, we created an Independent Commission under The Hon Adolfo Canepa (who was selected for his expertise in Parliamentary and democratic affairs and his respected political impartiality before he became Speaker for the same reasons). The Gibraltar Commission on Democratic and Political Reform was made up also of Mr Charles Gomez, Hon George Mascharenhas, Mr Robert Vasquez and Hon Fabian Vinet. They consulted widely with the whole Community and reported to MPs in January 2013. We have already adopted many of their recommendations. At the suggestion

of Sir Peter Caruana, we referred the Report to a Select Committee of the Parliament, which is currently considering some other aspects of their recommendations. The Commission REFUSED the proposals of Robert Vasquez which the GSD has now adopted.

We will reconstitute the Select Committee immediately after the election with a remit that it should report back to the Parliament before the end of September 2016. We remain open to the implementation of further reforms, but will not prejudice the work of the Committee. We will further modernize the technology available to Parliament to enhance the ability of citizens to communicate with Members of Parliament.

INCREASED FREQUENCY OF PARLIAMENTARY MEETINGS

The GSD had held a total of 12 meetings in the whole of the life of the 2007/11 Parliament. As we promised to do, we have held monthly meetings of Parliament when it has been possible (save for the summer and Easter break which is normal in the rest of Europe). We have therefore held a total of 33 meetings of Parliament since the last election. In each one the Opposition have had the chance to ask questions. That demonstrates we are more accountable and transparent than any Government ever before. We have also published a timetable of every session so that the public and

Members of Parliament have been able to know when matters were going to be discussed.

Progress still has to continue to be made in modernising the style of Parliament. We will further develop the frequency and substance of meetings in keeping with the recommendations that the Select Committee that is considering the Report of the Commission on Parliamentary & Democratic Reform. We will maintain the monthly frequency of Parliamentary meetings and will legislate to provide for it.

DIRECT DEMOCRACY

As further incontrovertible evidence of our commitment to openness and candour with you, we have implemented a system of direct democracy. The Chief Minister now answers questions directly from the electorate once a quarter on television or radio.

We will continue this very positive mechanism to allow you to question your elected political leader. By doing so we are demonstrating our commitment to transparency and to direct accountability to you. In addition, we will live stream press conferences and other public events held by the Government where possible.

KEEPING YOU FULLY INFORMED

As a tax payer, you now know more about what is happening with your money than ever before. You have

available to you detailed breakdowns of expenditure online which are updated every month. The things we used to have to ask questions about in Parliament (and very often not get answers to) are now provided for on the Government website. The only information we cannot provide relates to lending done by Government companies in order to produce income which is naturally confidential or information like spending in Spain, which it is not in the common public interest for us to disclose (although we have repeatedly offered to brief the Opposition confidentially, something which they have refused).

We will continue to be totally transparent about spending and debt. Information which was previously not disclosed by the GSD and information which they only disclosed when questioned by us in Parliament will continue to be made available online on a monthly basis.

A FREEDOM OF INFORMATION ACT

As we promised to do, we have now (in May 2015) published a Bill for A Freedom of Information Act. A Command Paper for public consultation and comment had been published earlier (in February 2015). We had wanted to have such an Act in place sooner (in our first 100 days in office), but non-political, administrative issues as well as UK concerns about sensitive UK/Gibraltar information prevented publication earlier.

The Bill will be re-published within 21 days of our return to Government. It will become law in the first quarter of 2016.

STRENGTHENING AUDIT LAWS

We are working to give effect to the Principal Auditor's review of audit legislation to secure a more modern and efficient public audit service that is fully independent of the Government.

We expect to be ready to make the necessary changes in keeping with the Auditor's recommendations before the Budget Debate in 2016 in order to modernise and strengthen the control and supervision of the expenditure of taxpayers' money by making new provision for securing the independence of the Principal Auditor and for promoting economy, efficiency and effectiveness in

the use of public money in government departments and other specified authorities, agencies and bodies. The new law will also make the Office of the Principal Auditor accountable by having an independent auditor audit the Office of the Principal Auditor itself.

MINISTERIAL CODE

We have already submitted to the Select Committee on Reform of Parliament a draft Ministerial Code based on the one applicable to Ministers in the United Kingdom (with modification necessary to adapt it for the circumstances of Gibraltar). The Code is based on respect for the 7 core principles of public life accepted in the UK, namely selflessness, integrity, objectivity, accountability, openness, honesty and leadership. A similar Parliamentary Code has also been drafted and sent to the same Select Committee. Once approved this Code will apply to all Members of Parliament (Ministers and Opposition members, as well as the Speaker).

We will continue to pursue this important improvement in the regulation of those in Public Life to make the political class more accountable. We will press for both these Codes of Conduct to be approved by Parliament in the first quarter of 2016.

TRANSPARENCY & DISCLOSURE

We have implemented a rule to disclose historic Government documents under a 20 year rule. That means we can proudly show that we have gone from not having such a rule until we were elected, to being ahead of the United Kingdom where there is a 30 year rule.

We will now work on storing as many historic Government documents electronically as possible. This will make them searchable more easily for research or disclosure purposes. This is also an important part of the exercise of modernising the archived material available to all.

GBC (GIBRALTAR BROADCASTING CORPORATION)

We have made the news and current affairs output of GBC truly independent of Government by giving responsibility and oversight of issues as to balance and bias to the Gibraltar Regulatory Authority. Those issues

are no longer the responsibility of the Board of GBC. We have also funded the expansion of news and current affairs programming and the funding of GBC generally to allow better output through more quality, nationally produced programmes. We also immediately we were elected funded the move to digital and HD which the GSD had failed to do and published the King Report into the future of GBC which the GSD had refused to publish.

We remain committed to GBC's future as our national broadcaster, and to providing such further funding necessary to deliver that. We believe that we should continue to explore options for GBC to exploit commercial opportunities that will have the benefit of creating greater outlets for staff creativity and development. We will invest in the current premises whilst we create new, bespoke facilities alongside the new National Theatre which will be the new home of GBC.

CITIZENS' CHARTER

Although we have worked hard to try to ensure that all correspondence with Government is responded to within defined time limits, in some instances this has not been possible. The many thousands of online communications via email or direct messages on social media are also responded to as soon as possible.

We will continue to work so that acknowledgements of letters go within 14 working days of receipt and substantive replies to be sent within 21 working days.

ANTI-CORRUPTION AUTHORITY

In our last manifesto we were committed to the establishment of an independent Anti-Corruption and Anti-Bribery Authority with jurisdiction to investigate complaints starting in 1988. Following discussions with and on the recommendation of the RGP, the Government agreed with the RGP that the RGP itself would carry out the role of the anti-corruption authority which the Government intended to create.

As a result of those discussions and arrangement, the Government is satisfied that the RGP has the necessary expertise and resources and can work with the



AG's chambers on the investigation and prosecution of all corruption allegations going back as far as may be necessary.

PUBLIC INTEREST DISCLOSURE ACT

We have legislated to protect people who come forward to provide information about abuse or other wrongdoing.

We will continue to protect those who "whistle blow" about such behaviour.

FREE SPEECH

We have defended freedom of speech which is an essential ingredient in democracy. The GSLP/Liberal Government has not discriminated against anyone just because they may have spoken out against Government and have taken legal proceedings only where scandalous allegations have been made against Ministers which are libellous in nature.

We will continue the process of clarifying rules which govern public sector employee's rights to speak freely in areas where they are not compromised by

their employment. Much of this work is almost complete as part of the review of General Orders. A GSLP /Liberal Government will therefore continue to be an explicit promoter of the freedom of citizens to express themselves without fear of retribution from the Government or any of its agencies.

UPDATED ID CARD FORMAT

We have updated the format of Gibraltar ID card. The new e-ID cards now include a chip and pin system and will enable you to interact online with the e-government services in a secure manner - as in most other EU countries.

We will now start to roll out the e-govt functions which can be enjoyed with these cards, including granting access to all services which residents can enjoy at no or reduced cost where non-residents will have to pay, in particular, parking.

More openness,
more accountability
and more
transparency than
ever before



tell me about... **Joe Bossano**

JOE HAS SERVED YOU AS MINISTER FOR ECONOMIC DEVELOPMENT WITH RESPONSIBILITY FOR THE SAVINGS BANK AS WELL AS MINISTER FOR EMPLOYMENT UNTIL LAST YEAR. HE IS AN ECONOMIST. HE WAS FIRST ELECTED TO THE THEN HOUSE OF ASSEMBLY IN 1972 WITH THE INTEGRATION WITH BRITAIN PARTY. HE HAS SERVED AS CHIEF MINISTER FROM 1988 TO 1996 AND AS LEADER OF THE OPPOSITION FROM 1984 TO 1988 AND FROM 1996 TO APRIL 2011. JOE WAS BRANCH OFFICER OF THE TGWU UNTIL HE BECAME CHIEF MINISTER AND HIS ROOTS IN THE TRADE UNION MOVEMENT GO BACK TO WHEN HE FIRST LEFT GIBRALTAR IN THE MERCHANT NAVY. JOE IS ALSO FLUENT IN ITALIAN. HE IS MARRIED TO ROSE, THEY ARE GRANDPARENTS AND BETWEEN THEM THEY HAVE 6 CHILDREN.

I have served our country in Parliament now for 43 years. This is my 12th general election.

Throughout these 43 years I have, either in government or opposition, been closely involved in the parliamentary debates on our public finances and the state of our economy.

The detailed knowledge of the structure and composition of every part of the economy that I have built up over these years is what enables me to produce estimates of the potential and predictable growth over an economic cycle of 4 years, a term of office.

In 1988, our adversaries rubbished our economic plan. Even our detractors admit that in those first 8 years of government, with six core policies, we transformed Gibraltar's economy and laid the foundations that have served us well up to 2011.

Now, we have once again proved the accuracy of the projections we made in 2011 and our ability to deliver a rate of growth which others thought impossible and no one else in Europe is capable of delivering.

Our opponents said we could not achieve our target of growing the GDP from our estimate of £1.1 billion to our predicted £1.65 billion. In fact, we exceed that expectation and our GDP has grown to an estimated £1.84 billion in 4 years.

On this occasion, I am once again able to analyse and predict what the performance of our economy will be for the next 4 years. And I am going to go further and include in our manifesto greater detail of our National Economic Plan for this term of office. This is greater detail than we have provided in previous elections.

I would not be putting my name to it if I was not totally convinced that in 4 years' time, the figures in the book will turn out to be, if anything, conservative. That should demonstrate to you the confidence I have that these economic forecasts will be achieved if not exceeded.

Of this I have no doubt. And when it comes to our economy and the prudent management of our public finances, you know that you can trust me and my track record to deliver.

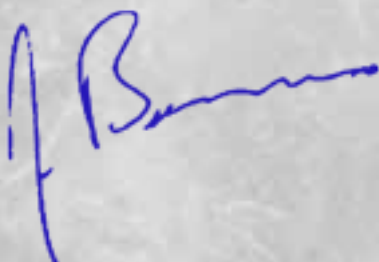
The level of economic growth we have enjoyed, as planned, has enabled us to maintain the Craft Apprentice and Vocational Skills Training levels since February 2012.

The projections in the National Economic Plan will enable us to continue to do so in the next four years.

This investment in skills is the result of growth, but it also contributes to promoting growth as a greater number of resident workers in employment following training and the opportunities for higher earnings feed into the economy through the higher multiplier effect and is reflected in the rate of economic growth.

Our growth has also made possible the restoration of strong reserves for both Community Care and the Gibraltar Savings Bank and further growth will take place in the next four years, ensuring security for our senior citizens and ring fenced reserves, kept there for a rainy day, for as long as our policies prevail, which are tried and tested and shown to be in the best long-term interest of our country.

Your support for our economic programme can make it happen.



Joe Bossano

the father of
Community Care

THE NATIONAL ECONOMIC PLAN 2015/16 -2019/20

Economic growth and the efficient use of our resources are the central elements in the management of our economy and assuring the future of Gibraltar.

The foundation stone of all the things we set out to do in Government is the rate of growth in our National Income which determines what we can afford.

This is why we have always been committed in every election to above-average economic growth regardless of what is happening in the global economy.

We have always spelled our targets for GDP growth, in our 4 year National Economic Plan, in advance.

In 2011, our political opponents ridiculed these targets and in the first public debates in 2012 they said that against the background of the world economy 2.5% annual growth would be realistic and 5% annual growth would be doing very well. We have not just met our targets, we have surpassed them.

Our track record is unique; no-one else in any election has ever set out targets for economic growth or provided details for different aspects of the economy.

We are the only ones who have ever done it, and we have always met our targets and delivered.

GIBRALTAR'S NATIONAL INCOME

The GDP in 2015/16 is expected to be in excess of £1.8b, a 50% increase on the £1.2b achieved in 2011/12. The figure predicted by us in 2007. The figure for this year will therefore be higher than the target set in the 2011 manifesto, which was £1.65b.

For the 4 years ahead, the growth in National Income is being targeted at a conservative level repeating in cash terms, rather than percentage terms,

approximately the sum achieved in the last 4 years.

The increase in National Income from 2015/16 to 2019/20 is targeted at around £600m, bringing the GDP in at £2.4b by March 2020, an increase of one third in the size of the economy, in 4 years.

If some of the potential inward investment currently under discussion materialises, then the above target is likely to be exceeded by at least another £100m, bringing our 4 year economic growth to £700m, representing an increase close to 40%.

RECURRENT GOVERNMENT REVENUE

In 2011 we calculated that the recurrent government revenue was running at £400m and targeted the 4 year increase from 2011/12 to 2015/16 at 50%, to reach £600m, mirroring the GDP 50% growth that we had also targeted.

The revenue estimate for the current year prepared for this year's budget is £560m, £40m short of the target.

Our target for this term of office will be to grow revenue over the next 4 years at a lower rate taking into account the lower rate estimated for GDP growth. The projected revenue to be reached in the financial year 2019/20 will be £710m, an increase of £150m over the estimate for this year.

The policy of the government will continue to be to keep recurrent expenditure below recurrent revenue.

The annual recurrent surplus will be devoted to funding government company losses which prior to 2011 were covered by advances from the Consolidated fund.

The balance left over would be utilised to fund capital projects through the Improvement and Development Fund and to increase the reserves of Community Care Ltd.

TAXATION

There will be no changes to the rates of company or personal taxation in general. Personal Allowances and tax bands will be revalued in line with inflation. Possible incentives for inward investment both for companies and individuals will be considered in consultation with professionals in the private sector.

INWARD INVESTMENT

The inward investment programme includes a number of projects. These potentially would require to be implemented over the next 8 years and are the result of the contacts and discussions which have been held with investors in the last two years.

An important part of these investments will be in the area of renewable energy and would create new export industries for Gibraltar.

The evaluation of the feasibility of the first of these projects will take place early in 2016, and if the result is positive, it would be completed within the financial year 2016/17.

The feasibility studies for the other projects in the package will be conducted in parallel in the next financial year and if the second of the feasibility studies results in a positive outcome, commencement of the project will be in 2016/17, with completion before 2019/20, followed by commencement of phase two of the same project.

GOVERNMENT NETT DEBT

Government nett debt has to be kept within the limits set out in the law which are 80% of recurrent revenue or 40% of GDP, of the preceding financial year.

The level of nett debt had almost reached the limit in December 2011 and was therefore higher than had been anticipated at the time of the last election.

The previous administration argued consistently that it was economic illiteracy to assess the level of debt in cash terms as opposed to as a percentage of the size of the economy, as is done in UK and every other country. The size of the economy in 2011/12 would have allowed a higher level of debt without exceeding the limit of 40%. However, the level was such that even a small increase would have been in breach of the other threshold in the law, which is 80% of revenue. This breach could only have happened if it had been sanctioned by the approval of Parliament and that is what was planned by the GSD, had they been returned to office.

In Government we did not proceed with the planned relaxation of the debt limit because it was against the policy

commitment in our manifesto.

This meant that by March 2012 the usable available cash was limited to some £2m.

In this next term the targets for Government debt will be set at the nett debt level, in keeping with past views that this is the economically correct measurement and the fact that this is what the law provides.

At the 80% of last year's Revenue this gives a maximum nett debt of £457m and the target for this year is below that at £314.2m.

The maximum limit based on 40% of last year's GDP is £660m nett debt, on this basis the projected £314.2m nett debt for this year is 19 % of GDP.

Nett debt will be targeted at £300m for the end of the next 4 years, well below the maximum limits of the ratios provided in the law of 80% of revenue and 40% of GDP.

By reference to the projected GDP figure for 2019/20 of £2.4b the nett Government debt will fall to 12.5% of GDP.

This will be lowest GDP/Debt ratio since 1995/96 when the GSLP left it at zero, using the measurement methods adopted by the GSD since 1996.

THE GIBRALTAR SAVINGS BANK

The Gibraltar Savings Bank has achieved a growth in deposits from £270m in December 2011 to almost £1b by March 2015.

During the current financial year deposits are likely to reach over £1.1b.

The target growth for the Savings Bank mirrors the target set for the growth in National Income, an increase of £500m to reach a deposit base of over £1.6b by the end of the term, that is financial year 2019/20. Profits are currently running at around £10m a year and are expected to grow to £14m a year by 2020.

In Government, we are committed to retaining the profits as reserves in the Savings Bank Fund, although there is no legal obligation to do so. This policy has seen the reserves rise from £1,445 in 2011 to over £19m by March this year. In 2015/16 the reserves are expected to reach £28m and in 4 years' time, by 2019/20, the level of reserves is planned to reach £70m.

The reserves in December 2011 of £1,445 represented 0.000005% of deposits of £270m. In March 2015, the reserves had reached 2.1% of deposits. By March 2020 the expected level of reserves and the expected level of deposits will represent a ratio of 4.4%.

The portfolio of investments of the savings bank fund will continue to be deployed both in Gibraltar and abroad to ensure that the Special Fund produces sufficient returns to cover payments to savers and a surplus retained in the Fund, which constitute the reserves of the Savings Bank Fund.

The Gibraltar Savings Bank does not exist for people to place their money in it for safekeeping, as if it were simply a deposit box. If that were the case then no interest would be paid on monies kept for safekeeping. However, the bank may, in future, consider accepting such deposits provided that there is no interest payable and the depositor is charged a small fee for the safe keeping of this money. Such money would then be kept in cash in the savings bank and not reinvested.

Gibtelecom is an important investment, providing a healthy return on the cost of the shares purchased by the Savings Bank Fund. Any future disposal of part of the shares in the near future is expected to result in a capital gain.

THE RAINY DAY FUND

The 'Rainy Day Fund' was a concept developed by the GSLP prior to 1996. It consisted in retaining reserves in a number of ring-fenced funds which were not available to the government to meet the recurrent running cost of the public administration.

The idea was and is that the Rainy Day Fund should be available to meet additional funding requirements if there were unexpected calls on government expenditure or unpredictable drops in revenue. Other than that, these reserves would be kept for the protection of future generations.

The GSD after 1996 announced the policy decision to do away with the Rainy Day Fund, and transferred the accumulated balances from the special fund to the consolidated fund account to meet recurrent expenditure. In the case of Community Care the money

was not withdrawn but the same effect was achieved by stopping the capital funding and allowing the reserves to run down.

The Rainy Day Fund concept was reinstated in 2011 and the accumulated funds have been rising since then.

The biggest component of the Rainy Day Fund in 1996 was the Reserves of Community Care, a registered charity that provides support for the household costs of resident pensioners. This had reserves of £63m in 1996 which were reduced to zero by the GSD Government policy. In 2010 the GSD revealed that in breach of continuous commitments given in parliament over 15 years to protect the Reserves of the charity, they had in fact been deliberately run down. The Reserves were run down in order to close down Community Care and provide instead comparable payments through the social security system.

Although this was promised by Mr Feetham in his Election campaign of 2011 as something that would be brought into effect 2012 if elected, his new version of the GSD now claim that they will do longer do this. In 2010 in government he rejected continuing with Community Care describing this policy as irresponsible and un-thought through. Now he will keep Community Care but stop the annual capital grants that increase the reserves of the charity, and instead run them down to zero like he did the last time.

In 1996 the Rainy Day Fund component that consisted of Reserves of Community Care and the reserves of the Savings Bank Fund came to over £76m.

In 2011, there was a Manifesto commitment to restore the Reserves which had been run down in both cases to zero.

As of March 2015 the combined Reserves stood at £120m, £100m in Community Care Reserves and £20m in the Savings Bank Fund.

The target in the next 4 years is that the Rainy Day Fund, in respect of these 2 entities, will increase to £300m by 2019/2020, and would be split with £70m in the Savings Bank Fund and £230m in Community Care Reserves.



be proud of... **The Gibraltar Savings Bank**

THE OLDEST BANK IN GIBRALTAR HAS PERFORMED BRILLIANTLY IN THE TIME WE HAVE BEEN IN OFFICE. DEPOSITS HAVE GROWN FROM £300M TO OVER £1B. AND RESERVES HAVE GONE FROM ALMOST £ZERO TO £20M IN JUST FOUR YEARS. WE PREDICT RESERVES WILL BE UP AT £70M BY THE END OF THE FINANCIAL YEAR IN MARCH 2020 IF YOU STICK WITH THE GSLP/LIBERALS.

SUMMARY TARGETS OF THE NATIONAL ECONOMIC PLAN 2015/16 - 2019/20

NATIONAL INCOME	Minimum increase 33% from £1.8b to £2.4b, £600m
	Probable increase 40% to £2.5b, £700m
TAXATION	Allowances & Tax bands inflation index linked annually
INWARD INVESTMENT	2 Major projects in renewable energy fields
	Evaluation of 2015/16, Implementation 2016/17
SAVINGS BANK	2015/16 £1.1b deposits; £28m reserves
	2019/20 £1.6b deposits; £14m profits, £70m reserves
GOVERNMENT NETT DEBT	£314.2m in 2015/16 equal to 19% of GDP
	£300m in 2019/20 equal to 12.5% of GDP
COMMUNITY CARE	2014/15 reserves £100m grow to £230m in 2019/20
RAINY DAY FUND	
Combined Reserves of Community Care Ltd. and Savings Bank Fund	2014/15 £120m grows to £300m 2019/20



VOCATIONAL APPRENTICESHIPS & TRAINING

The Ministry for Economic Development has in the last 4 years been responsible for ensuring that the Training for Employment programme is demand-led and reflects the delivery of skills that the labour market requires in terms of the distribution of labour in the different sectors of the economy.

The analytical approach has, as its starting point, the premise that our human resources and our land resources, are the foundations on which our economy has to be based. This in turn means that we aim to see our targets in economic growth reflected in the reliance on our resident workforce and therefore provides the required training to meet the changes in the structure of our economy.

This approach forms part of the link between the labour requirements that result from both inward investment and internal investment in the organic growth of existing sectors, as well as the creation of a new ones. The efficient use of our manpower in both the public and the private sector is an important tool in the achievement of the target of consistent, above average economic growth, without which it is not possible to provide improvements in the quality of life for all citizens and to sustain a balanced economy.

The support provided by EU funding, both in terms of the ESF for training and the ERDF for capital cost will be utilised over the next 4 years to help achieve our Training and Economic Development targets.

We have delivered excellent results for those of our young people who are not academic in their skill set. The Future Job Strategy has delivered important progress for people by training them at work and producing excellent results which were unheard of under the previous administration.

Our manifesto commitment was that the Training for Employment initiative would be introduced by no later than February 2012; demanding as the target date was, it was met and those previously on the £400 a month VTS were offered training employment contracts on the national minimum wage. All those on the waiting list

and those already in the discontinued scheme were taken on during February.

There were two elements in the strategy:

The first was that trainees were placed in the private sector with employers who entered into a business partnership agreement with the training company. This requires the placement provider to commit to employment at the end of the training period. The training contract and placements have been subject to a one month probationary period followed by a number of months of training, dependent on the nature of the work and its complexity, and the level of prior experience of trainees.

The second element in the new approach has been that the nature of the training is demand led, indeed without this factor it is difficult to see how employers could be required to commit to employment on completion of training.

These two aspects were to secure the success of the training in achieving employment.

On the supply side, the payment of the national minimum wage has meant that it was much more attractive than its predecessor, and could be offered to unemployed persons across the spectrum, given that the national minimum wage is in fact the private sector rate of pay for most semi-skilled jobs on offer through the employment service.

The Construction Sector has been and will continue to be, for some years, the main area for Craft Training and Apprenticeships.

The reason for this is that it is the area where there has been the biggest decline in Craft Skills in respect of the resident workforce in the 15 years of the GSD administration between 1996 and 2011. The number of Gibraltarians in the construction industry in 2011 fell below the level of 1996. This trend has been reversed with a 24% increase between 2011 and 2014.

The Construction Training Centre which was initiated by the GSLP took in the greatest number of trainees in 1996 when it was opened and progressively less under the GSD since,

every year until 2011. Of the 493 trainees who joined up during the 15 years of the GSD, 105 obtained with qualifications at one or more levels, 11 left with a level I, 90 completed level II and 23 level III.

These 90 at Level II are, have been and will continue to be accepted as the level at which they can obtain employment and be entitled to Craft Grade pay. The Level III involves the ability to undertake supervision or technical roles in the Industry. Level III training continues to be available to those who have already obtained Level II qualifications and are engaged in the Industry as craftsman, and is organised on a day release basis combined with work based experience.

In 2012, of those who had completed level II, 48% were still employed in construction whereas at level III the figure was only 17%.

The Introduction of City & Guilds as the awarding body alongside CITB was the result in 2012 of a number of construction employers expressing a preference for this qualification.

Since the introduction of the additional system a total of 209 trainees have successfully completed their craft apprenticeship and were awarded or are awaiting their certificates.

This total of 209 in fewer than 4 years compares with 124 in the previous 15 years.

In the last 4 years greater numbers were recruited to undertake wet trades craft training, in bricklaying, plastering and tiling because a Construction Skills Audit carried out in 2012 showed that this was where the greatest shortages of skills existed in terms of resident workers in the Industry.

Since 2012 the number of Craft Apprentices obtaining qualifications, the 209, have obtained qualifications in the wet trades, carpentry, painting and plumbing at levels 1, 2 and 3, totalling in all 233.

In all the above areas there are continuing Craft Apprentices in placements.

Private sector employment for construction workers covers 2 aspects; those engaged in small new works and on maintenance of existing buildings provide employment all the year

round and those in large construction projects where employment is limited to the duration of the project. The latter is where the bulk of the imported workforce should be concentrated.

The emphasis of the training has therefore been to supply the City & Guilds qualifications that provide maintenance, construction, craft skills and the Apprenticeship Training has been developed in these areas.

This is the philosophy that will continue to be implemented in the next 4 years and it is the area where employment can be guaranteed on completion of training.

Consideration will be given to developing in addition qualifications, which are local and therefore provide an equivalent level of manual skills but without the academic element that is required which involves written descriptions of the work undertaken in English in order to satisfy UK, City & Guilds requirements. This would be done on the basis that the local craft award would rank equal to other certificates for employment purposes. In addition, the scope and desirability of also providing IVQ's will be considered.

In respect of Engineering Craft Apprentice Skills, obtained through the Gibdock Training Centre, a total of 22 at level 2 and 27 at level 3 NVQs have been achieved in Fabrication and Welding, Mechanical Engineering, Electrical Engineering and for the first time, Motor Vehicle Mechanics

Other than Craft Training linked to Apprenticeships, training has been provided in the following areas:

CARE TRAINING

Training was initiated in order to provide resident unemployed workers with the opportunity to apply for jobs in the Care Agency, which previously had been predominantly taken by frontier workers.

Following on-the-job training for up to 11 months, a total of 58 care workers obtained full-time employment.

In addition, a total of 216 unemployed persons completed a short course in Elderly Care and Dementia Training, in order to be able to obtain employment in the domiciliary care service which previously, before 2012, had virtually

no local employees.

Other training courses were provided in the following areas.

Courses/Training available	Participants
Hairdressing NVQ L1	5
Literacy/numeracy	15
Bookkeeping OCR L1	80
Police Cadets	18
Chartered Insurance Institute Exams	188
Further Training work placements	63
Bus and HGV Driving Licences	56
ASDAN	22
Customer Care	84

In addition the department has been funding a permanent counsellor service to re-integrate offenders into the labour market linked to craft training provided within the prison premises. All persons completing a sentence are contacted on release and offered support through one of the training companies.

The total effect on the labour market of the Training for Employment initiative in the 3 1/2 years from February 2012 to August 2015 has been, a total of 1242 previously unemployed persons obtaining employment, after completing a period of employer based training or on completion of a course in Craft Apprentice Training or other Vocational Training.

As well as reducing the average unemployment figure to almost half the 300 (which the GSD had said represented full employment), a quarter of the jobless at the start of 2012, we have reduced the numbers of persons on social assistance from 533 in December 2011 to 401 in August 2015, a reduction of 132 in the number of persons relying on social assistance as their only source of income, which represents a 25% decline.

From 8,544 Gibraltarians in full time employment in October 2011, the

number has grown to 9,293 in October 2014, 749 more Gibraltarians with jobs in 3 years, an average of over 20 extra Gibraltarians in full time employment for every single month of those 3 years.

More Gibraltarians employed in each month from 2011 to 2014; than the GSD managed to employ in each year of the 14 years they were in government, from October 1996 to October 2010 when the average was 18 to 19 a year.

In 15 years, the number of Gibraltarians in full time employment went up from 8,207 to 8,544; a miserly 334 increase in Gibraltarians employed in 15 years.

Up to 2010, when challenged on this abysmal performance, the GSD excuse was that we had run out of employable Gibraltarians, that we had full employment and that we had exhausted the economically active population.

We have proved this was not true and we will continue to enhance the vocational training available in all skill areas.

Real training
Real jobs
Real progress



tell me about... **Paul Balban**

PAUL HAS SERVED YOU AS MINISTER FOR TRAFFIC, TRANSPORT, TECHNICAL SERVICES AND THE PORT. HE WAS ALSO MINISTER FOR HOUSING FOR 2 YEARS. HE READ NUTRITION & FOOD SCIENCE AT OXFORD BROOKES UNIVERSITY COMPLETING A POSTGRADUATE DIPLOMA IN DIETETICS AT KING'S COLLEGE, UNIVERSITY OF LONDON. HE WAS TRAINED AT A NUMBER OF BRITISH HOSPITALS. HE RUN A SUCCESSFUL DIETETIC CLINIC FOR 9 YEARS. PAUL WAS ALSO A DRIVING INSTRUCTOR AND LATER A TAXI DRIVER FOR 7 YEARS. HE MET HIS PARTNER, GINA 18 YEARS AGO AND THEY ARE THE PROUD PARENTS OF 3 BEAUTIFUL DAUGHTERS.

TRAFFIC, PARKING AND TRANSPORT

The GSLP/Liberal Government, as a matter of priority, wasted no time in commencing the process of preparing an in-depth Traffic Plan, known as the Sustainable Traffic, Transport & Parking Plan (STTPP). This is the first time that something of this magnitude has been conducted in Gibraltar. It has been a very carefully researched piece of work that has taken into consideration the needs of the whole community and stakeholders. This thorough and comprehensive traffic plan encompassing the whole of Gibraltar has been the result of a major review of existing traffic arrangements. The draft plan already published has succinctly placed into the public domain the set targets and objectives of the plan itself. We are now in the final stages of making public the final plan, which will be the full and final document. A document that will serve Gibraltar for at least the next 5-10 years after which it will form the building blocks for future work in the field of sustainable traffic and transport in Gibraltar. The Plan incorporates a tool that will be able to ascertain the effects of changes to our road network via modern digital modelling techniques. This useful tool will help predict the effects of many things that the Department will do before a single building block is laid. The Plan has already seen changes to our roads. Several pilot schemes have been operational and everything that is done now is as a result of the policies of the plan itself. If elected back into Government, we have exciting plans to make real inroads into the traffic and parking situation within Gibraltar. Things that will really make sense as we start to build the way forward to a better, more environmentally conscious Gibraltar. A plan that will help improve the environment will see real improvements to Public Transport and the availability of parking throughout Gibraltar and will respect not only the needs of the user, be they residential or commercial but also the whole community.

PARKING ENFORCEMENT

It is well recognised that a Traffic Plan without adequate enforcement will simply not work. Government has already been considering different options to ensure that there is adequate value for money enforcement that will ensure that the policies set see fruition. Control of illegal and indiscriminate parking will be tackled head-on as will the issue of derelict vehicles on our highways taking up valuable parking spaces.

PARKING BAYS FOR THE DISABLED

As part of the STTPP, the concerns

of blue badge holders and road users have been looked at and considered. Clearly there is a need to extend and regulate the provision of parking bays for disabled persons in all areas. The final plan will shortly set out clear ways forward to make the scheme fair to all users while addressing the real needs of this sector of the population.

RESIDENTIAL PARKING SCHEME

On taking Office in December 2011, it was clear that the GSD's Residential Parking Scheme that was in motion in the North District was flawed and the decision was taken to continue the North District scheme so that

it could be analysed on the ground, yet opting not to extend the flawed scheme any further until we had undertaken a detailed analysis of all of its attributes and had a clear picture of how to proceed, if at all. In principle, residential parking schemes are a good idea and they exist in many cities but its first incarnation during the GSD's final year in office had clearly been rolled out in haste and was seriously failing some residential areas. After careful analysis, the STTPP has shown that if careful consideration is given to all the potential users within a given area and the zones are carefully developed in a comprehensive yet malleable manner,

then such a scheme can work. A GSLP/ Liberal Government, if re-elected would in the next term of office progress with a Residential Parking scheme for the whole of Gibraltar. This will be rolled out slowly yet within a clearly defined period of time as it will not be possible to truly appreciate the full extent of the scheme until it encompasses the whole of Gibraltar. Additional parking facilities will be developed, in particular in the South district.

PAY CAR PARKS

The new e-ID Card will allow residents of Gibraltar privileged access to pay car parks operated by the Government. Residents will enjoy free or discounted parking (depending on the area) in this way.

ENVIRONMENTALLY-FRIENDLY VEHICLES

Remember when the Chief Minister's official car was the most consuming vehicle in its class? Now the G1 is a TESLA, one of the most advanced examples of electric vehicles on the market. Fulfilling our commitment to improve the emissions standards of the government's fleet of passenger vehicles, today the fleet is already either electric or hybrid in nature. It is the intention to increase the number of electric and hybrid vehicles within the government fleet in the future especially in view of falling prices. As the pioneers in this policy, a GSLP/ Liberal Government, if re-elected will continue to try to incentivise the purchase of these green vehicles.

LOADING BAYS

Government, as part of the plan will address the recommendations as set by the plan and the views of the residential and commercial communities in order to find ways of improving short stay, loading and unloading bays for both residents and commercial entities. Working closely with the interested parties, including traders, the Chamber of Commerce and the GFSB, potential solutions to the early morning delivery of goods in Main Street will be considered to help improve the shopping and tourist experience to the local shopper as well as the thousands who come into

Gibraltar daily through our Frontier and Cruise Liner Terminal at the Port.

NEW RENTAL BICYCLE SCHEME

Following on from the fracas of the ill-fated GIBI-Bikes scheme, the STTPP strongly recommended the implementation of a bicycle-rental scheme as seen and as is common in most major European cities today. More than a pledge to you, the electorate, this scheme will shortly become a reality. Final logistical and technical arrangements have been put into place to ensure that Phase one of the new scheme can be rolled out shortly after the elections. Bicycles and bicycle stations are already in Gibraltar. This scheme promises to make a long-lasting bicycle scheme a reality. As a Government, new bicycle lanes have been planned to run along the length of Wellington Front and the Saluting Battery along Rosia Road. Every effort will be made to ensure that we will be able to encourage safe cycling throughout as many roads in Gibraltar as possible.

NEW BUSES

When we acquired the new red EURO6 buses that are in circulation, we had a guaranteed buy back. We will exercise that guaranteed buy back so that we can once again acquire new buses that will be more accessible and usable by the elderly and disabled.

NEW UPPER TOWN BUSES

We expect to receive new buses for the Upper Town and Mount Alvernia towards the end of this year. These buses are much needed and this has been something that the STTPP recommended. The service being provided to these areas will also boast of wheelchair friendly facilities and be accessibility friendly. A much-improved service for the Upper Town is also being drafted which will see better punctuality and frequency.

NEW BUS ROUTES

The night bus service N8A and N8B is still under a trial phase. Unfortunately, although, many people were in favour of a night bus service the trial during the weekends until close to 2.00am has seen a very poor take-up. Nevertheless,

during set dates, events and during the summer months, the usage was much better. The service will continue to be reviewed and all factors such as frequency and choice of routes will be constantly assessed to see how the service may best continue. The STTPP has illustrated and proposed a number of improvements to the current bus service, which will help, improve punctuality and user acceptability. The bus service and routes is something that is and will be under constant review. In addition, we are exploring the potential for a school bus service to be introduced.

GPS BUS TRACKER

For the first time, very shortly the first pilot bus tracker will become operational. Soon you will no longer have to wait for the bus. You will be able to go and meet the bus. With the new bus tracker app, the user will be able to know exactly where the bus is and will be able to plan their day accordingly. This will help save valuable time waiting at bus stops. As the scheme develops and if successful, the plan is to roll this out to the bus stops themselves where this real-time information will be available to persons without mobile devices.

PEDESTRIAN SAFETY

The STTPP is very clear that in order to encourage persons not to use cars, efforts must be made to make the pedestrian experience safe and a pleasurable one. It is our intention to keep progressing down this avenue.

SPEED CAMERAS

Speed cameras along our most treacherous stretches of road are already in position. The concerns of many people about the reality of speeding motorists will now be addressed. As part of our STTPP, making roads safer for all is of main concern. Pending final adjustments and drafting of the necessary legislation it is expected that these cameras will go live very shortly. The speed cameras will go hand-in-hand with the implementation of a speed limit review already carried out.

MOTORCYCLE SAFETY

The GSLP/Liberals Government have pioneered and have been at the forefront of a number of very positive campaigns and initiatives with regards motorcycle safety. Our commitment to you, to outlaw "quita multa" helmets was done very early on in our first months of office. We had the support of Gibraltar's Motorcycle Club as the umbrella club together with their affiliated clubs and other smaller motorcycle interest groups and enthusiasts.

CHILDREN'S SAFETY

Furthermore, amendments to the law also saw the successful "Reach for Life" Campaign take place. Now it is illegal for children to be taken as pillion riders where their feet are not securely placed on the appropriate footrests. Members of the community and motorbike users have also taken this measure extremely positively.

COMPULSORY BASIC TRAINING

The success of the ongoing Compulsory Basic Training has been immeasurable. Only 3 years ago, when a person became 17 they went to the MOT Centre, and took out a Learner's Licence and was simply let loose on our small, busy roads. Roads, which see an influx of foreign vehicles joining local vehicles into one melting pot of driving styles. There have been numerous accidents recorded as a result of immature and inexperienced motorcycle riders. Riding technique, use of mirrors, indicators, brakes and road positioning was something that was learned the hard way and over time, if ever correctly at all. Today, thanks to a GSLP/ Liberal Government's initiative, this is something of the past. Our children, by now young adults receive proper instruction by well qualified staff having to pass 3 modules including driving theory, off-road driving until they are allowed to ride on the street with the assistance of a qualified trainer. Only then and if the necessary level of competence has been reached will a learner's licence be granted. This is of immense comfort to parents especially and the feedback of those who undergo the scheme and their parents is testament to the success of the initiative.

FACILITIES FOR PEDESTRIANS

Pedestrians in the past have not been given sufficient consideration. This was clear at the Trafalgar Interchange where pedestrians would have to walk out onto oncoming traffic at Ragged Staff. Within this same area, 2 new crossings have been completed and new road signs and pedestrian signs help guide pedestrian and especially tourists to town via the more direct route. Other crossings were placed in the Europort area and at the Brympton Crossing at Europa Road. The very successful countdown timer pilot scheme at the Haven crossing has made crossing at this particular location safer for pedestrians and less confusing for motorists as there is not a clear and segregated period for each. This pilot scheme, having been successful, has become policy and in the future and where applicable further countdown timers will be placed. The Upper Town escalator was another innovation that materialised facilitating pedestrian access to the Upper Town. The escalator has made the walk to this more remote yet highly populated part of Gibraltar much easier. Government is working closely with the Police to try to curb the incidence of anti-social behaviour and vandalism in this area that has unfortunately caused a number of maintenance issues and has led to occasional breakdown of the escalators.

ROAD TO SOUTH

A detailed study was carried out as part of the STTPP. Professional advice was sought from the STTPP Consultants who confirmed that although the Road to the South via New Harbours would help reduce traffic congestion, the fact that the road could not be bi-directional would mean that its benefit would only be marginal and would not provide a real cost efficient improvement. We continue to explore the possibility of opening new arteries to carry traffic in both directions in the South District which has become more populated in recent years.

DUDLEY WARD TUNNEL

Fire hydrants and mobile phone repeaters were placed along Dudley Ward Tunnel. Telephone call points were also installed throughout the length of the tunnel itself increasing the safety of the tunnel in case of an accident or emergency. Providing ventilation to the tunnel is still underway. This will be completed in the term of office should a GSLP / Liberal Government be re-elected. These essential works should have been done by the GSD Government at the time they originally carried out the works on the tunnels.

AIRPORT TUNNEL

Now that the OHL litigation is over and we have won it, we will seek to finalise the ongoing tunnel works as soon as possible.

TAXI SERVICE

We have been able to work in the interests of taxi drivers, something which was not the case in the 16 years of conflict which this collective endured under the GSD. We will continue to work closely with the Gibraltar Taxi Association to resolve their many concerns and improve the service available to the community as a whole. We have been unable to progress down the route of introducing Black Cabs due to the unavailability of these vehicles at source in left-hand drive until next year. Those that are available are not of the required standard environmentally. We remain committed to the implementation of this proposal and are working with the GTA on it. We will also ensure the operation of Transport Inspectors continues to deliver compliance with established rules so that the majority are not unfairly disadvantaged because of a minority who do not comply with their obligations. We are also providing free, covered parking for taxi vehicles at the new Coach and Car Park in the Midtown Development. In addition, we have worked with the GTA to provide shelters for passengers at the taxi stands in the town area. Working with other transport operators, we will amend the Transport Regulations to update the "quota system" which has not kept up with inflation and the increasing size of cruise liners.



THE PORT

Today, Gibraltar's Port is being marketed internationally to ensure continued success as a port to do business in. This has successfully increased the profile of the Port. In Government the GSLP/ Liberals have actively encouraged staff to keep abreast of current best practice seeing an active training programme in Health & Safety, training in Oil Spill Response and Crisis Management. In this way, staff can be kept up to date and ahead of the game which is critical in such a competitive market as shipping and bunkering.

This cannot be better illustrated than by recognising that the Gibraltar Port Authority is currently assisting Mauritius in implementing a Code of

Practice for their very own bunkering industry.

February 2015 saw the hosting of the IBIA Regional Conference in Gibraltar for the very first time and the Gibraltar Port Authority has hosted visits from Kuwait Maritime Authority, Dubai Maritime and Bintulu Port Authority of Malaysia.

An increase in all areas of Port activity has been seen across all sectors under a GSLP /Liberal Government.

The statistics show that the supply of bunkers from Gibraltar is once again growing steadily whilst it is declining in neighbouring ports. We must stay ahead of our competitors in this field and the onshore storage of bunkers is essential. Also essential in this respect is the establishment of Gibraltar as a

port that can supply LNG bunkers and carry out Ship-to-Ship transfers of this fuel of the future. We are actively pursuing both of these requirements. We have already signed the agreement with Shell for the establishment of the totally safe LNG storage facility at North Mole.

The Port of Gibraltar has also received EcoPort Status recently, fulfilling our commitment to become a "green shipping hub".

AGSLP/Liberal Government will ensure that the professional standard of the Port is maintained and encouraged to continue to grow. Every effort will be made to keep the Port competitive in a constantly evolving market.



NEW MANIFESTO COMMITMENTS

We are in contact with investors who wish to redevelop parts of the Port area to provide for new offices and onshore storage of bunkers. We will continue to pursue this huge potential investment.

The Port Look Out will be re-established in the new facilities of the Port Office on the site of the old Navy Signal Station above Lathbury.

We remain committed to the services of the Reporting Berth being re-established for reasons of security.

Deficiencies in the infrastructure of the sewer system within the Port will be dealt with. Resurfacing of the Port road and sewage connections will be undertaken.

We remain committed to a new Port Launch being acquired and a working committee has been established between the Captain of the Port and Unite the Union for the purpose of making recommendations as to the best asset to purchase.

The new Port Mess will be maintained to the standard we have established in the facility we have recently inaugurated.

We will provide a new workshop for mechanics and a scheme to train youngsters in maritime skills.

We will introduce even more effective CCTV monitoring of BGTW.

We will continue to consult the industry on the level of port fees.

We have conducted studies in Miami which demonstrate that the Extension Jetty can be used by large cruise ships. We will therefore invest in the upgrading of this asset.

We will continue to work towards the implementation of compulsory towage in certain circumstances.

Growing port services



tell me about... **John Cortes**

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

HEALTH

The improvements we have made in the past 4 years in this area which is so fundamental are palpable. Chemotherapy being brought into Gibraltar. The introduction of Gibraltar into the UK transplant network. The new kitchen facilities which make for better meals for patients. The repatriation of services to Gibraltar and the introduction of new services has made a big difference to many people. Of course that there is still much to do and things still go wrong. You know we are committed to continuing to fix things, improve things and introduce new services. You know you can trust us with the management of the Health Services of our Nation.

HEALTH CHARITIES

We will work together with all health related charities to improve awareness, prevention and treatment across the range of healthcare and will create a health users' council with wide representation to assist in developing progressive health care policies. We will listen to all these groups' ideas, and will wherever possible take steps to implement all those that are feasible.

DIABETES

We will provide free diabetes-related medication to all diabetics and introduce regular eye screening for diabetic retinopathy. We will increase access to foot care for diabetics.

PATIENTS ADVOCATE

We will create a role of 'patients' advocate' who will assist and guide health service users throughout the patient experience.

CANCER SERVICES

We will continue to develop services for cancer patients and survivors, completing facilities for chemotherapy, a hospice (with the Society for Cancer Relief), support for the hospice at home service, extending the Lymphoedema service and providing additional support to the breast clinic and the prostate clinic. We will continue to provide screening services, including setting up a full, systematic cervical cancer screening programme.

CHEMOTHERAPY

We will establish Chemotherapy as a service offered in Gibraltar in all cases in which it is possible to administer this here. The facilities are being prepared already at St Bernard's Hospital.

HOSPICE

We are working with Cancer Relief Gibraltar for the provision of Hospice services by that charity at the Cancer Relief Centre with which we enjoy a very close working relationship.

TRANSPLANT SERVICES

We have worked very hard to introduce the transplant service with the United Kingdom, which has even required direct contact between the offices of the Chief Minister and the Prime Minister. We will continue to expand this service. This will include continuing to pursue the possibility of also being included in the Spanish system of transplants and the possibilities for Gibraltar residents to donate organs.

HEALTH PROMOTION

We will strengthen our health promotion initiatives, including lifestyle improvement, and we will work towards establishing a one-stop screening programme, or 'Health MOT' covering a wide range of tests.

ANTIBIOTICS

We will increase awareness of the dangers of excessive use of antibiotics and work towards reducing this.

SEXUAL HEALTH STRATEGY

Our sexual health strategy will include making more confidential advice available, education initiatives in schools, and the introduction of a Chlamydia screening programme. We will also extend well woman and well man services, to include readily accessible clinics covering the full range of sexual health issues.

EASIER ACCESS TO CARE

We will ensure improved access to care by facilitating appointments, including on-line facilities, and increasing the possibility of self-referrals.

AMBULANCE SERVICE

We will continue to enhance our ambulance service by ensuring the timely replacement of ambulances, a move to a purpose-built emergency services hub, and transferring the third emergency ambulance to the GHA Ambulance Service. We will also modernise the dispatch system.

SPECIALIST NURSING

We will introduce an enhanced specialist nurse service, including advanced nurse practitioners and others who will be specialised in such areas as Crohn's disease and Inflammatory Bowel Disease, paediatrics, prostate disease, stoma care, dermatology, accident & emergency and others.

VACCINATIONS

We will continue to keep fully up to date with new vaccination and immunisation programmes and will introduce Human Papillomavirus (HPV) vaccination for both boys and girls.

DERMATOLOGY

We will build on the successful dermatology service to ensure rapid access for all patients with skin conditions.

MEDICAL STAFF

We will continue to support the involvement of medical staff in running the health service, and will provide additional Consultant, Staff Grade Doctor and/or General Practitioner

support such as in elderly and stroke care and diagnostics (e.g. radiology). Following the recent agreement on their contract, we will work with the Consultant body to develop job plans and will also develop a new contract with Staff Grade hospital doctors.

MEDICAL REGISTRATION

We will fully support all doctors in the community, both within the GHA and in private practice, in improving standards across the board and achieving registration and a licence to practise, always ensuring that no bona fide doctor of longstanding loses the right to practise in Gibraltar.

CLINICAL GOVERNANCE

We will update all policies, protocols and pathways and introduce safeguards and checks in order to ensure the maximum level of Clinical Governance within all areas of healthcare.

STROKE PATHWAY

We will complete the work already started in setting up a dedicated stroke service.

ST BERNARD'S HOSPITAL

We have greatly expanded the facilities at St Bernard's Hospital already. This has meant that the care given to patients has been greatly enhanced. From better meals cooked in a bespoke kitchen at the hospital to a new day surgery suite, we have targeted improvements to the quality of the patient's experience at the Hospital. There is a lot still to do. Some of the things we will do next are as follows:

We will introduce a Magnetic Resonance Imaging (MRI) facility.

We will improve mortuary facilities (and explore taking these facilities out of St Bernard's to an area near the cemetery) and will expand the Accident & Emergency department.

We will expand areas such as radiology, cardiac rehabilitation, sponsored patients, physiotherapy and occupational therapy.

We will improve access to medical investigations such as endoscopy by enhancing the Medical Investigations Unit, and expand services such as foot care.

We will enhance healthcare administration at St Bernard's, introducing further improvements to the Medical Secretarial Service, appointments system and Sponsored Patients' Department, and provide an improved working environment for all, including administrative, domestic and IT personnel.

We will continue to work on achieving single-sex areas in the hospital.

We will ensure that the Laboratory and the Public Analyst are well resourced and accredited, and able to introduce the latest diagnostic procedures.

We will regularise the warfarin clinic to ensure efficiency and safety in the long term.

OPERATIONS

We will continue to maximise theatre time, provide an additional operating theatre and rationalise anaesthesia to allow greater concurrent use of theatre space and provide a second on-call intensivist. Building on the success of the last few years, including the Day Surgery Unit, we will continue to aim at maximising day surgery, reducing waiting lists and waiting times, and aim at zero cancellations due to bed availability.

ACUTE CARE

We will engage a Resuscitation Officer and continue the deployment of defibrillators around Gibraltar.

VISITING CONSULTANTS

We will continue to improve on the range of disciplines and frequency of visits of visiting consultants, including neurology (and MS), nephrology, paediatric surgery and others, and will continue to work towards repatriation of services that can be provided in Gibraltar.

PROFESSIONS ALLIED TO MEDICINE

We will strengthen the contributions made by the Allied Professions, such as Speech and Language Therapy, Occupational Therapy, Physiotherapy and Dietetics in health and care, including such areas as sports injuries, hydrotherapy, neurology and support for the elderly, and will ensure that they are provided with the proper facilities for all their activities.

PRIMARY CARE CENTRE

We will provide enhanced facilities for Primary Care, in order to be able to develop the services further and will improve access to appointments with doctors and other professionals. This will include looking at innovations in dealing with requests for repeat prescriptions and medical certificates.

COMMUNITY

We will enhance our Community Health Services, and increasingly aim at monitoring and treating the chronically ill at home for as long as they want to be there.

ELECTRONIC HEALTH RECORD

We will complete the rolling out of the full electronic health record system to cover all areas of health care in this way making access to information safe and efficient for both patients and practitioners. We will also introduce a virtual platform for users of the health service to obtain factual, reliable information on their conditions or concerns and to obtain on-line support.

TELEMEDICINE

We will provide the latest technology in telemedicine, to allow multi-disciplinary medical assessments and conferences with centres outside Gibraltar, and to allow the monitoring of patients at home in a 'virtual ward' scenario.

THE ELDERLY

We have an aging population that needs to be looked after. The pressures on families today very often mean that their working lives prevent families from looking after their elderly relatives, however much they wish to do so. Already, we have done a lot to help and with the opening of the new Alzheimer's and Dementia residential and day care facilities, we will be going further than any other Government before. In doing so we have worked and will continue to work with the Gibraltar Alzheimer's and Dementia Society who have done excellent work in leading awareness and fund raising in this area of growing concern. We need to do more. We will therefore do the following if we are returned to Government:

We will review and improve the way that services are provided to the elderly in Gibraltar, both at home and in residential facilities.

We will open the Elderly Day Centre and the Dementia Residence at the Royal Naval Hospital Site, with provision there for a whole range of medical and health care.

We will refurbish Mount Alvernia to the standard of the new facilities we are opening. This will add facilities for residents and staff, providing Dementia friendly areas where these are needed.

We will complete the refurbishment and re-open the Jewish home for the Elderly.

We will work on the Dementia Strategy, increasing awareness, removing the stigma, and assisting sufferers, families and carers.

We will immediately introduce any new treatments and tests for early detection of Alzheimer's and Dementia.

We will work with GADS to make Gibraltar a 'Dementia Friendly Community' and to introduce the concept of 'Dementia Friends'.

We will introduce free house calls for elderly and exempt patients, and subsidised eye and dental checks.

MENTAL HEALTH

We will consolidate and expand the new Mental Health Legislation to cover mental capacity. We will improve dedicated mental health provision for peri-natal mothers, children and young people, with reference too to drug and alcohol abuse in the young. We will provide Community homes and will continue to support the activities of mental health charities.

NEW INITIATIVES

We will look at making evidence-based therapies such as acupuncture, available to health service users as an additional option in certain cases.

MOTHERS, FATHERS, CHILDREN AND BABIES

In Gibraltar, we all care about our families. In Government we will care about all our families. The GHA will provide care for all your family.

We will create a centralised Children's Services Hub to improve access to doctors and other practitioners for parents and children.

We will subsidise dental check ups for pregnant mothers

We will introduce the possibility of preserving umbilical cells for all babies born in Gibraltar.

We will improve all aspects of maternity and neo-natal care and make the process of registration more user-friendly.

We will look at the possibility of providing the opportunity for mothers to use birthing pools where this is possible.

We will increase the access of children to dental services by increasing resources available.

We will promote breast-feeding awareness.

We will introduce Advanced Paediatric Nurse Practitioners.

We will continue to improve diagnosis, care and support for children with autistic spectrum disorders, and their families, as well as young adults.

We will continue to support the hyperbaric chamber and its work.

DENTAL SERVICES

We will review the provision of dental services to the community, especially children and the elderly, to improve both education to prevent dental disease, and better access to examination and care.

SELF CARE APPROACH

Through our health promotion, screening and other activities, we will encourage all citizens to take control of their health and develop a self-care awareness, which will benefit the whole community.

JOINED UP WORKING

We will ensure joined-up working of all health and care departments, agencies and authorities, bring closer together the GHA, Elderly Residential Services, the Care Agency, Social Services and the Drug Rehabilitation Service, with the aim of setting up an integrated health and social care system.



tell me about... **Midtown Park**

TO THE NORTH OF THE KINGS BASTION LEISURE CENTRE AND TO THE SOUTH OF THE MIDTOWN DEVELOPMENT, YOU WILL SOON FIND MIDTOWN PARK. THIS AREA WILL BENEFIT FROM THE MOVEMENT OF THE ROAD SO THAT YOU WILL BE ABLE TO ENJOY A GREEN AREA JUST DOWN FROM THE STEPS UP TO LINE WALL ROAD AND AT AREA WHICH MARKS THE ENTRANCE TO THE KINGS BASTION FACILITY.



ENVIRONMENT

In the past 4 years we have judged every decision through the prism of its potential effect on the environment. We have sought to ensure that our actions are designed always to protect the natural environment or to damage it as little as possible when there is no alternative. We will continue to strengthen this 'green filter' so that all Government Departments and other Authorities and Agencies in the public service work within the highest standards of environmental governance and sustainability, guided by the Environmental Action and Management Plan. We will promote environmental concepts in a vigorous and pro-active manner in order to involve all sectors of the community.

Indeed, the policies in this is only a sample of the Government's commitment on the environment, and we will continue to take every opportunity to improve our environment, quality of life, and natural heritage.

CARBON FOOTPRINT & CLIMATE CHANGE

We will continue to work to reduce Gibraltar's carbon footprint with the aim of achieving carbon neutrality at the earliest possible time. We will continue to review Gibraltar's Climate Change Strategy and provide incentives towards Gibraltar's Climate Change programme. Energy efficiency will be a top priority and all Government projects will continue to use low energy devices and incorporate solar and other renewable/energy efficient technology. We will continue to replace the Government fleet with hybrid and electric vehicles and promote their use, which will include the installation of public charging points. Incentives will be provided to the private sector to follow the lead in these initiatives. We will establish a low carbon/energy efficiency fund to promote efficiency, community energy and low carbon innovation.

RENEWABLE ENERGY

We will promote and incentivise the development and use of renewable energy and aim at producing at least 20% of Gibraltar's energy needs from renewable sources by 2019. We will continue to explore the deployment of solar, marine current, wind and other forms of renewable energy as well as the use of biodiesel. We will also continue to look at ways of achieving carbon neutrality, such as linking to the large renewable energy capacity of North Africa.

AIR QUALITY

We will work on all fronts, including power generation, traffic and shipping, to attain and wherever possible

exceed all EU and other international requirements on air quality. We will introduce real-time air quality monitoring in the northern part of Gibraltar. The best thing we can do to promote better air quality in Gibraltar is to move from burning diesel to using LNG in the generation of electricity.

CYCLING

We will create cycling lanes, secure bike parking, and road safety measures to keep cyclists safe.

RECYCLING

We have promoted a programme of education in respect of recycling facilities and established a recycling "eco park" in an appropriate location and this will include facilities for recycling of paper. There will continue to be increased facilities for recycling and proper environmentally-friendly disposal of waste, which will be strongly promoted. The manufacture and use of biodiesel will be encouraged, as will the collection of cooking oils for use as fuel.

WASTE DISPOSAL

We will complete the solid urban waste and sewage treatment facilities to the highest environmental standards ensuring the latest low emission and energy generating technologies are used. The Waste Water Treatment plant has already gone through the procurement process and the tender can be awarded soon after the election.

POWER GENERATION & DISTRIBUTION

We have done a huge amount of work on the new power station

which is already being built at North Mole. The new power station will be completed and operating in the next 24 months. Stopping it now and going back to Lathbury Barracks would delay the operation of the new power station for years. We will renew the electricity distribution network to make it modern, intelligent and reliable, and able to accept renewable energy and micro-generation, which will be encouraged. We will seek to establish a feed-in tariff to allow feeding in of renewables into the electricity network. We will complete and operate the new power station with the cleanest possible fossil fuel, which is Liquefied Natural Gas. We will CONTINUE the work we have been doing already, as already announced by the Chief Minister in Parliament, to pursue the possibility of a cable across the Straits to purchase electricity for resilience/redundancy purposes. The electricity sourced in this way would be produced from renewable sources. The capital expenditure would be met by third parties.

LNG STORAGE & SUPPLY

We have already signed an agreement with Royal Dutch Shell for the building and operation of an LNG storage facility at the North Western end of the North Mole. This facility will not cause any danger to any residential area. It will also facilitate the supply of LNG as a bunker fuel from Gibraltar. There is incidentally less danger from a spill of LNG than from diesel!

DOG PARKS

We have done a lot of work to provide more than one 'dog park' in Gibraltar. We are ready to start work on two such parks shortly after the election.

BARBARY MACAQUES

We will continue to manage our macaques with a view to ensuring their well-being while keeping them away from built-up areas. We will improve interpretation and educational aspects and develop a positive image as part both of Gibraltar's heritage and our tourist product.

CEMETERIES

We will update the Cemeteries Act and Rules and improve and landscape the North Front Cemetery to provide a resting place of dignity and beauty.

MARINE CONSERVATION

We will continue to improve on regulations to properly and sustainably regulate fishing and other use of the sea in order to ensure the enjoyment of these activities as well as of our diverse marine life for future generations. To this end we will also further strengthen the Department of the Environment's Environmental Protection Unit. We will continue to work with interested parties through the EU to resolve the problem of sewage at Western Beach.

RESEARCH

We will continue to promote research into our natural environment.

NATURE RESERVE

We will roll out the Nature Reserve Management Plan after a full consultation process with all stakeholders. Importantly, we will continue to invest in the Upper Rock, completing the improved network of paths, restoring more historical sites, introducing more interpretation of nature and other heritage, and an educational resource centre within the Upper Rock to encourage young people to learn about Gibraltar's rich natural heritage. This will be expanded into a network of nature observation viewpoints which will enhance the experience of visitors and residents alike.

BIOSPHERE RESERVE

We will aim to include Gibraltar in the Intercontinental Biosphere Reserve that includes both sides of the Strait of Gibraltar.

BIODIVERSITY

We will carry out work to improve the range of habitats available for all wildlife, particularly within the Nature Reserve, including birds, bats, reptiles and plants.

REINTRODUCTIONS

Building on the hugely successful reintroduction of the Barbary Partridge and the wild rabbit, we will aim to reintroduce other wildlife which has either been lost to Gibraltar or is threatened, including such species as the black wheatear, lesser kestrel, osprey and other birds of prey.

NON-NATIVE SPECIES

We will continue to work towards the eradication of non-native plant species from ecologically sensitive areas, so as to allow Gibraltar's unique plant communities to re-establish themselves.

NGO'S

We will continue to work closely with non-Governmental Organisations, and with professional and academic bodies, who, we believe, have a vital role in good environmental governance. Even when we do not agree with NGOs, we continue to work with them in areas of contention in trying to ameliorate their concerns.

PARKS AND GREEN AREAS

New parks will be developed at the former Naval Ground (at Midtown) and in the area of Governor's Parade. We will continue to plant trees around Gibraltar and increase protection of and investment in green areas. We will refurbish and upgrade the Alameda Open Air Theatre.

URBAN RENEWAL

We will continue to promote projects in built-up areas as part of our urban renewal strategy.

LITTLE BAY & NUFFIELD POOL

At Little Bay we have improved access to the sea and remain committed to the creation of a biodiversity park that will allow young children to see our marine environment close up. And when the Nuffield Pool is handed back to the Gibraltar Government by the MOD a

pool will be open to the public at no fee as part of the facilities available to bathers in the area of Camp Bay and Little Bay.

GULL CONTROL

We have enhanced the programme of control of gulls and it is now handled nationally by experts in the field.

PAVING STONE GAPS

We have already commenced a programme to ensure that the spaces between the paving stones in Main Street and Irish Town are properly filled in order to prevent accidents. The work has been successfully completed on a section of the northern part of Main Street and will now be rolled out through the rest of the area.

ENVIRONMENTAL ENFORCEMENT TEAM

We have established an Enforcement division of the Ministry of the Environment which works at sea protecting our natural habitat from those who do not respect our environment and the biodiversity in the waters around Gibraltar. This is working very well indeed. Their excellent work includes the protection of the Artificial Reef in North West BGTW.

HYBRID VEHICLES

In successive Budgets, we have enhanced both the tax and cash incentives for people who buy hybrid and electric vehicles. We will continue to do so where possible.

NAVAL GROUND PARK

Having completed the magnificent Commonwealth Park we will also provide for a further, new, green area in the City Centre in the area to the south of the reduced Midtown Project.

THEATRE ROYAL PARK

We finalised the works for an underground car park and park in the area of the demolished Theatre Royal and have already finished developing part of the area as a new area for community use. We will extend this area to the boundary with St Andrew's Church to the South.

SOUTH BARRACKS PARK

As GBC moves out of South Barracks Road, we remain committed to considering with residents the redevelopment of their existing premises as a car park and green area.

MASTS

We will ensure that the deployment of masts and other sites that generate electromagnetic radiation are properly regulated and monitored to the highest standards

INTERNATIONAL

We will continue to promote Gibraltar and its environmental credentials on the world stage by participating in the major initiatives, conventions and agreements. We will promote Gibraltar and its environment on regional and global platforms and will join environmental international organisations and initiatives.

EAST SIDE DEVELOPMENT : BLUEWATER RESORT

When we were elected we bought out the previous owners of the east side who were not actively pursuing the development of the site. We expanded the site further. We then put the plot out to expressions of interest and recently appointed a preferred bidder with whom we are finalising the terms of a Framework Development Agreement. The area will be developed in keeping with the conceptual drawings for "Bluewater Resort" which have been published. Exploratory work on the site and its subsoil as well as on the sea bed has already been carried out by the developer so that works can start during the month of December as originally envisaged.

£1.1 Billion
project

CATALAN BAY

We have made changes to the street cleaning and lighting of this area already and provided the children's park we promised. We think Catalan Bay can be the jewel in the Crown of the east side, the focal point for the whole eastern seaboard of Gibraltar. We need to do more to make that jewel shine. As part of the redevelopment of the east side we will upgrade the whole of Catalan Bay, repainting or recladding our buildings there and incentivising private landlords to do so also in respect of their properties. We are organising for the developers of the Bluewater Resort to work with the residents of Catalan Bay on the development of the marina arm in order to ensure that this is done in a way that is sensitive to the needs of the Bay. Catalan Bay will be even more attractive by the time that we have finished this in-depth refurbishment work.



BLUEWATER

GIBRALTAR

WWW.BLUEWATERGIBRALTAR.COM

Look at the real state of our
piggy banks through the years...



1996 - GSLP
Savings Bank Reserve:
£13.5 million
Community Care: £60 million



2011 - GSD
Savings Bank
Reserve: £1,444
Community Care: £0



2015 - GSLP/Liberals
Savings Bank Reserve: £20 million
Community Care: £100 million

By 2019...
Savings Bank Reserve: £70 million
Community Care: £230 million



...the numbers don't lie



GSLP, Watergardens, Gibraltar | Liberal Party, Irish Town, Gibraltar



tell me about... **Neil Costa**

NEIL HAS SERVED YOU AS MINISTER FOR TOURISM AND BUSINESS SINCE DECEMBER 2011, SWAPPING TOURISM FOR EMPLOYMENT IN THE LATE 2014 RESHUFFLE. HE IS A BARRISTER. HE HAS BEEN A MEMBER OF THE LIBERAL PARTY SINCE 1999 AS A MEMBER OF THE PARTY'S YOUTH WING. SINCE THAT TIME HE ATTENDED VARIOUS CONFERENCES OF LIBERAL INTERNATIONAL AND DELIVERED PRESENTATIONS ON GIBRALTAR'S POLITICAL SITUATION. HE HAS BEEN A MEMBER OF PARLIAMENT SINCE 2007. NEIL READ LAW AT THE UNIVERSITY OF WALES IN CARDIFF. HE SUBSEQUENTLY PRACTISED LAW IN THE LITIGATION DEPARTMENT OF A GIBRALTAR LAW FIRM OF WHICH HE BECAME A PARTNER. HE IS THE PROUD FATHER OF APRIL.

BUSINESS & COMMERCE

FAIR TRADING ACT

The Fair Trading Act has been a revolutionary piece of legislation, which has modernised the way that businesses get off the ground. We are committed to reviewing the effect of the Act six months after it has come into force, to ensure that its aims are being achieved. To this end, we will engage with the Gibraltar Federation of Small Businesses and the Chamber of Commerce and consider whether any changes are necessary to the Act.

E-GOVERNMENT

We have made huge strides to meet our commitment to e-Government which is now a reality and makes life easier for citizens and for businesses alike. To do this we have massively increased the IT resources made available to the ITLD. Businesses can now register employees online and renew (and pay for) their Business Licence online. Now that the new e-ID cards are available, we are able to go further and finalise the process of delivering full e-Government. By 2019, we will have a fully functioning e-Government platform, where all services that businesses require (including the payment of taxation) can be performed online.

SMALL BUSINESS ADVISORY BOARD

In the past 4 years we have worked closely with the business community. We will continue to do so and to meet members of the business associations regularly, to tackle issues as they arise. We pledge to engage in meaningful consultation with the Chamber and the Federation of Small Businesses.

ECONOMIC ADVISORY COUNCIL (GIBRALTAR 2025)

An economic advisory council is being set up to assist the government in developing policy for the future economic development in Gibraltar. The aim of the GSLP/Liberal Government will be to have a vision for where Gibraltar is going to be economically in the next decade and for that to have been developed jointly by representatives of all sectors. The Board of Gibraltar 2025 will be appointed within 90 days of our return to Government.

ANOTHER RETAIL BANK FOR GIBRALTAR

We have done great work in opening the Gibraltar International Bank as quickly as we did in light of the reduction in services offered by Barclays Bank Plc. GIB is operating well and has exceeded the expectations set out in its business plan. In order for business to have an even wider choice, we will continue to seek to encourage that another retail bank be set up in Gibraltar.

INCUBATOR FOR START-UPS

We have already introduced a number of schemes to assist and encourage start-ups. We will work with the Federation of Small Businesses and the Chamber of Commerce to set up an incubator for start-ups, where start-ups can be nurtured for the first year of their existence. It is during this period that most businesses will fail, and it is therefore during this period that we will look to support them. This will be particularly useful for start-ups in the software industry which we will seek to further nurture in the future.

BUSINESS NURTURING SCHEME AND TAX BREAKS FOR INNOVATION

Given the popularity of the business nurturing scheme and the difficulties which start-ups have in accessing finance, we will continue the nurturing scheme for small businesses and start-ups. We will also introduce tax breaks for the use of Gibraltar as a jurisdiction for research and development in software and IT industries, as well as production by television, cinema and the music industry.

UTILITIES AND BUSINESS RATES

We maintain our pledge to keep the cost of water and electricity frozen for the next 4 years. We will also continue to offer discounts for early payments on rates.

PENSIONS FOR THE PRIVATE SECTOR

Pensions will be introduced for employees in the private sector. This will not, however, be done without a thorough consultation with the business representative organisation, namely the Chamber of Commerce and the Federation of Small Businesses and the relevant trade unions, in particular Unite the Union which has led on this policy area. We acknowledge that there are some sectors which have a very high turnover of staff, for which pensions may not be appropriate for their workers. We also acknowledge that this is an additional cost to businesses, which many small businesses may not be able to bear and which we have to ensure is ameliorated in order to keep Gibraltar attractive as a place to do international business. Working together with all sectors, we believe we can get the balance right.

COMMERCIAL MATTERS

In relation to commercial matters, on 4 March the Business Support Unit announced a programme of free seminars to provide guidance and support to interested members of the public with information on a range of business-related topics. The first of these tutorials started on 18 March 2015 and 2 seminars are being held each month, up to and including October. To date, all the seminars have been extremely well attended and have generated interest from a wide cross-section of the business community. The seminar topics vary within the field of business and entrepreneurial guidance, ranging from topics such as The Office of Fair Trading, the GBNS, Consumer Rights, Tax and Customer Service to Bullying in the workplace, Preventing Online Fraud and Thinking Green. These seminars are advertised regularly on GBC, Facebook and Twitter.

ILLEGAL LABOUR

In relation to Employment, a zero-tolerance policy on illegal labour is being vigorously pursued by providing adequate and necessary resources to the Labour Inspectors. The Business Ministry and the Department of Employment have attended to fully resource the Labour Inspectorate section. The revamped team has produced a new programme of inspections, including methods, objectives, performance standards and targets. This newly approved programme enables the Inspectorate to assess compliance of annual leave, sick leave, redundancy pay, notice periods and minimum wage, amongst other statutory requirements.

THE EMPLOYMENT SERVICE

In respect of Employment, the GSLP/Liberals can also and most certainly is proud of its record. The lowest numbers ever of Gibraltarians unemployed was registered in August of this year at 164. In addition to the urgent and priority objective of assisting the unemployed to find gainful employment opportunities, the aim of the GSLP/Liberals has been to modernise the employment and business registration processes

at the Department of Employment. It goes without saying that a critical part of this reform was to place all new systems online. In this regard, the digitisation of the relevant forms was completed and a new website was developed and activated. The website and on-line portal facilitates the access to information by employees and employers and also empowers staff at the Employment Service to better focus the services they provide to the general public, especially, the unemployed. This online functionality will eventually extend to the introduction of a system where the ETB, in conjunction with the Department of Social Security and the Income Tax Office, will become a one-stop shop for new employee registration.

HEALTH & SAFETY INSPECTORATE

At present, the Health and Safety Inspectorate is being reorganised with additional resources being made available. The revamped team will ensure systematic and therefore improved enforcement of the statutory provisions of the occupational health and safety legislation. The Health and Safety Inspectors are currently working on a new programme of inspections, including methods and procedures.

INDUSTRIAL TRIBUNAL

The GSLP/Liberals are undertaking a wholesale review and substantive reform of the existing Industrial Tribunal dispute resolution and adjudication process. A review of the current system is almost complete and the main purpose is to simplify and speed up the Industrial Tribunal and Appeals process and also to bring down costs. Arrangements have also been made to reduce the backlog of cases pending before the Industrial Tribunal. The Minister, together with the Ministry's Legal Counsel, John Paul Fa, have visited the UK. The purpose of the visit was to familiarise themselves with the Employment Tribunal and Employment Appeal Tribunal processes in the UK. The Minister and Mr Fa had the privilege to learn first-hand about the main judicial and administrative processes from senior judges involved in the day-to-day management of Employment Tribunals and Appeal Tribunals in the UK.

LIVING WAGE

We will consult Unions and business representative organisations on the potential to introduce a living wage. It is important that Gibraltar remains competitive and our job market attractive to international businesses. We will nonetheless consider this issue with our nation's largest employers.

A vibrant,
dynamic and
responsive
approach to
business









be proud of...

Commonwealth Park

THE BEAUTIFUL TEXTURES OF THE PARK ARE REFLECTED IN
THESE IMAGES. THE POND. THE LEAVES. THE WOOD. THE
FLOWERS. THE GRASS. ALL OF THESE ELEMENTS MAKE UP
GIBRALTAR'S OWN CENTRAL PARK





tell me about... **Albert Isola**

ALBERT HAS SERVED YOU AS MINISTER FOR FINANCIAL SERVICES AND GAMING SINCE 4 JULY 2013 WHEN HE WAS ELECTED IN A BY-ELECTION FOLLOWING THE PASSING AWAY OF CHARLES BRUZON. SINCE DECEMBER 2014 HE HAS ALSO HAD RESPONSIBILITY FOR COMMERCIAL AND MARITIME AFFAIRS AT THE PORT. HE HAS TRAVELLED AROUND THE WORLD MARKETING GIBRALTAR SINCE HE WAS ELECTED. BEFORE THEN ALBERT WAS PRACTISING AS A BARRISTER AND SENIOR PARTNER AT ONE OF GIBRALTAR'S LEADING LAW FIRMS WHERE HE LED THE FINANCIAL SERVICES AND COMMERCIAL PROPERTY TEAMS WORKING WITH DEVELOPERS AND BANKS ON MAJOR PROPERTY DEVELOPMENTS. HE HAS REGULARLY ADDRESSED INTERNATIONAL CONFERENCES AROUND THE WORLD IN FINANCIAL SERVICES. HE WAS PREVIOUSLY A MEMBER OF PARLIAMENT FROM 1996-2000 AND HAS BEEN A MEMBER OF THE GSLP SINCE 1987. HE IS MARRIED TO GRAZIELLA AND HAS A SON AND 3 DAUGHTERS.

THE GIBRALTAR GAMING PROPOSITION - MOVING TO THE NEXT LEVEL

Gibraltar's Gaming community has faced many challenges these past years and yet we have grown from strength to strength. There will undoubtedly be further tests in the future but our management of this sector has confirmed our ranking as the World's premiere online Gaming Jurisdiction and preparations are well under way to move Gibraltar to the next level as a centre of excellence, and a real hub for this industry. We have worked tirelessly with the sector to meet the challenges and explore the possibilities that the future holds, always working closely with the sector and the Gibraltar Gambling & Betting Association (GBGA). We firmly believe that a close working relationship between Government and the sector has been instrumental in our success as an online jurisdiction.

A DETAILED REVIEW & CONSULTATION

In Government we commissioned a complete review of our Gaming proposition; Gibraltar's 4 leading Gaming lawyers and our Gambling Commissioner were tasked to advise on a blueprint for the future of Gaming and betting in Gibraltar, in respect of both online and land-based. This review considers all aspects of the existing licensing, supervisory and regulatory regime for all types of gaming and betting in Gibraltar, and proposes a better way forward. The review was long overdue for a jurisdiction that wishes to stay ahead of the pack. In

Government we announced that no changes will be introduced until a full and complete consultative process had been undertaken with the Industry, with individual Operators being directly consulted.

SPECIFIC GAMING LIAISON

In order to demonstrate our commitment to the Gaming Sector, we introduced in 2013 a Liaison Department within the Ministry to provide real time support to the sector in all their engagements with Government and to monitor and ensure that their businesses were being dealt with speedily and efficiently.

NEW LICENCEES

Since 2011, 17 new licencees have been welcomed to Gibraltar, including the new land based casino and over 1000 extra employees have joined the sector. In addition existing licencees have been granted a further 8 licences during this period. However we are clearly in a process of consolidation with many of our Operators in negotiations or processes that will lead to mergers and acquisitions. This consolidation will continue for some time.

GAMING EVENTS

We hosted our first Gaming Event in London in October 2014, and in 2015 sponsored and supported the KPMG eGaming Summit in Gibraltar where we announced the Gaming Review. The Gambling Commissioner hosted a panel discussion with our Review Team. We have also attended the largest Online Gaming Conferences in London (The International Casino Exhibition, ICE) and the United States.

INTERNATIONAL ACTION

We have defended Gibraltar's position in the GBGA cases against the United Kingdom Government's introduction of the Point of Consumption Tax. We have made it clear that we have intervened in these proceedings not to take sides, but to ensure the Court has the benefit of understanding our position as a Jurisdiction first hand.

GAMING (ILS)

We have succeeded in having the first ever Gaming Insurance Linked Security transaction launched in Gibraltar raising some \$100m from the markets for a Gibraltar Licensed Gaming Operator. We will continue to work to support innovation in the sector.

THE FUTURE OF GIB GAMING

Building on our foundations to move to the next level

The work that we have done in the past 4 years, building on the now 20-year history of the sector, enables us to look forward to the future with confidence. In order to continue to develop the industry, we are committed to taking the following steps

We will engage in detailed consultation with all Operators to consider our proposals for the future as contained in our Gaming Review, because standing still is not an option

We will work with all Operators to ensure the Gibraltar Proposition remains fit for purpose for the next decade, welcoming innovation and promoting further support services for this industry;

We will continue with our cautious policy in respect of new entrants and new business in order to preserve and strengthen our reputation as a first class jurisdiction;

We will ensure our regulatory environment is robust and responsive, with a solid and experienced understanding of the business model;

We will continue to work to ensure there are no unfair barriers to entry of our Operators into other European jurisdictions; and

We will continue to listen, work with and support our Operators and the GBGA in the further growth and development of this sector.

FINANCIAL SERVICES

A NEW WAY FORWARD

These past 4 years have seen the biggest investment in time, cost and resources that this sector has ever received. There is no question that there is more to be done, but a comprehensive strategy was outlined in 2011 which has been implemented and developed. Our project has focused on identifying potential markets for business, a review of our product line, investment in our regulatory regime and legislation, and most importantly working hand in hand with the private sector in every single area, representing a real and genuine partnership.

SENIOR EXECUTIVES

We immediately engaged in recruiting the specialist Senior Executives we believed were essential to work within Gibraltar Finance to properly promote our jurisdiction and develop new business for Gibraltar. They have been at the forefront of the new energy and drive in promoting Gibraltar jointly with the private sector by attending individual meetings and conferences/ events across all jurisdictions.

FLAGSHIP EVENTS

We extended the Gibraltar Day Flagship events to include new markets and now hold these days in

London, Geneva, Zurich, Hong Kong, Singapore and Bermuda engaging directly with professionals in each of these and expanding the London events to include Funds and other events focused and targeted at specific areas within the same week.

GIB FINANCE BUSINESS PLAN

We produced in 2014 and again in 2015 the first ever Gibraltar Finance Business Plan in conjunction with the Finance Centre Council (FCC), identifying and detailing every event in the year where Gibraltar Finance was attending, supporting or sponsoring and enabling private sector professionals to plan which events they will support and join the HMGOG team in promoting Gibraltar. This has led to more private sector firms than ever before supporting events across the world.

REBRANDING

We rebranded and launched the new Gibraltar Finance Websites and social media assets enabling us to communicate directly with all those professionals on our data base cheaply and efficiently updating them on developments in Gibraltar and engaged with London PR specialists to assist us in communicating the message to specific trade media.

WORKING GROUPS

We set up a series of individual working groups managed by Gibraltar Finance to assist and advise HMGOG on all aspects of financial services; these include those set up on Insurance Linked Securities (which led to their successful launch), Virtual Currencies, the Category 2 product, the Income Tax Act, Pensions and Insurance.

FUNDS CONFERENCE

We have organised and launched the first Gibraltar Funds Conference in Gibraltar, and attracted the first ever Swiss Funds Conference to Gibraltar, in conjunction with the Private Sector.

OECD PROGRESS

Gibraltar Finance has also been the central point for all initiatives on Information exchange and the OECD, leading to the "Largely Compliant"

rating achieved by Gibraltar in the 2014 Phase 2 Review, and instrumental in all our engagements with the UK Government in these areas of business.

INTERNATIONAL COMPLIANCE & INFORMATION EXCHANGE: HUGE PROGRESS IN A SHORT TIME

We committed on our election to ensure Gibraltar was compliant with EU and International standards. This meant immediately working on transposing all EU Directives that were outstanding and committing to the International agenda. We entered into further bilateral Tax Information Exchange Agreements, and then Inter Governmental Agreements with the United Kingdom (UK FATCA) and the United States of America (US FATCA), as well as the Berlin Accord for the Early Adopters of the Common Reporting Standard (Global FATCA) in October 2014. In October 2013 the Multilateral Convention was extended to Gibraltar, and in October 2015 Gibraltar was accepted into Moneyval. We believe that international compliance is essential to preserving and enhancing our reputation and maintaining a level playing field for our sector. We have succeeded in directly engaging with countries to remove us from their blacklists with the support of HM UK Government and this work continues.

FOUNDATIONS FOR NEW BUSINESS

We have introduced legislation to create new products, improve existing ones and consolidate others, always in close consultation with the private sector and the Finance Centre Council (FCC). This has included;

- i) Introducing legislation in conjunction with the Society of Trust and Estate Practitioners requested in 2007/8 on private client products
- ii) Introducing the updated and fit for purpose consolidated Companies Act and Insolvency Regulations
- iii) Introducing legislation to facilitate QROPS & QNUPS
- iv) Introducing Insurance Linked Securities

LEGAL REFORM PROGRAMME

We have launched, together with the

Financial Services Commission, the Legal Reform Programme (LRP) which will result in the production of a single Financial Services Act consolidating and modernising our entire legislation in a user-friendly and accessible set of rules and requirements replacing the 80-odd pieces of legislation we currently have and ensuring all aspects of our regulatory legislation are fit for purpose. We have also worked with the LRP in transposing all EU Directives in Financial Services including CRD IV, Solvency II, Mifid II, AMLD 4, Deposit Guarantee Scheme, Resolution Authority and the Mortgage Credit Directive.

FINANCIAL SERVICES OMBUDSMAN

We have consulted and completed the draft legislation for the Introduction of the Financial Services Ombudsman. The legislation can be published very quickly after the election.

REGULATION: ROBUST & RESPONSIVE

We have worked closely with the CEO and Board of the Financial Services Commission (FSC) to support the introduction of the 2014-2017 Strategic Review leading to the strengthening and resourcing of the FSC to enable it to keep pace with the changing regulatory landscape, and able to deliver a more speedy and responsive system of regulation whilst maintaining a robust and risk based system of regulation. We have teamed up with the FSC and the FCC to monitor and review the implantation of the Strategic Review and have also teamed up to carry out a comprehensive review of the methodology of the calculation for licencees in their applications and annual licence fees. We have worked with and supported the FSC in their efforts to engage with Regulators across the world to enter into MMOU's to facilitate the growth of our Funds sector with those jurisdictions. We have also worked closely with the FSC on new areas of business including ILS's, Part VII Insurance business and Pensions all aimed at facilitating the entry of Gibraltar into these markets and this work is ongoing.

GIBRALTAR INTERNATIONAL BANK OUR RETAIL BANK FOR OUR COMMUNITY

In Sept. 2013, Barclays announced their withdrawal from retail banking. We were able to avert a total closure but had to seek alternative banking solutions for our community. We worked with the GBA and set up a Working Group to advise us on potential solutions for our community. The Bank has already exceeded the expectations in its business plan many times over, even before the end of its first year of operations. We delivered exactly on what we promised, in record time and to a standard and quality that few believed was possible.

THE FUTURE - BUILDING ON THESE FOUNDATIONS FOR 2015-2020

There is much still to be done, but we have established a new level of support and commitment to this sector by our work over these past 4 years. This must continue stronger and harder than ever before, hand in hand with the private sector. We must never return to the previous Government's style of managing this sector with little, if any, serious commitment to its development. Our project for the next 4 years will continue as we have started but will focus further on important new areas.

AHEAD OF THE INTERNATIONAL AGENDA

We must continue to stay ahead of the International agenda meeting our obligations and working to deliver a level playing field for our sector. It is unacceptable for a compliant jurisdiction like ours to be discriminated against in any way and we enjoy the full support of HMGUK to continue to eradicate this. We will, in particular, continue to see unrestricted access to EU markets and will continue to work to inform the EU Commission of the reality of the Gibraltar taxation model and its non-infringement of EU rules.

UPDATE OUR PRODUCTS

We will review and update our products in partnership with the sector, through working groups, to ensure they are modern and fit for purpose in an ever-changing world environment, and will introduce a regulatory environment for Virtual Currencies.

NEW MARKETS

We will continue to plant the seeds in the jurisdictions we have identified with the sector and consider introducing further focused visits to London and other regions of the United Kingdom exclusively for this sector in a format to be agreed with the FCC.

NEW CROWD FUNDING

We will also examine the regulatory landscape to encourage Crowd Funding business from Gibraltar and engage with the Sector and Regulator to ensure a safe and sustainable new area of business for this sector.

NEW BUSINESS PLANS

We will, with the FCC, review our business plan each year and ensure it continues to provide real and effective value for money. We will continue to work to raise the profile of our jurisdiction and enhance our reputation.

EFFICIENT & RESPONSIVE REGULATOR

We will work with the FSC to ensure our regulator remains robust, competitive and effective providing the sector with an efficient and responsive regulatory environment, that is business sensitive and business friendly.

FURTHER LEGAL REFORM

We will through the Legal Reform Programme introduce changes to the FSC and its decision making process providing a more transparent and open process for the review of decisions taken.

CENTRAL REGISTER OF BENEFICIAL OWNERSHIP

We will introduce the Central Registry of Beneficial Ownership under the direction and supervision of Gibraltar Finance in the manner required by the 4th Anti Money Laundering Directive.

DOUBLE TAXATION AGREEMENTS

We will continue to work to deliver, where appropriate and in close consultation with the sector, Double Taxation Agreements with jurisdictions across the world, including the United Kingdom. A lot of work has already been completed in this respect and agreements could be finalised very early in 2016.



Gibraltar

INTERNATIONAL BANK

be proud of... **The Gibraltar International Bank**

DELIVERED IN RECORD TIME, THE BANK BECAME A REALITY EARLIER THIS YEAR. IT HAS ALREADY EXCEEDED THE EXPECTATIONS SET OUT IN ITS BUSINESS PLAN. WE ANTICIPATE THE BANK WILL GROW STEADILY. WE ARE GRATEFUL TO THOSE WHO HELPED PUT "ALL HANDS ON DECK" TO MAKE THIS FANTASTIC PROJECT A REALITY IN RECORD TIME. LIKE THE UNIVERSITY, ANOTHER BUILDING BLOCK OF NATIONHOOD FIRMLY IN PLACE. ANOTHER FOUNDATION SOLIDLY LAID.



tell me about... **Gilbert Licudi**

GILBERT HAS SERVED YOU AS MINISTER FOR JUSTICE AND EDUCATION SINCE 9 DECEMBER 2011. HE ALSO SERVED AS MINISTER FOR FINANCIAL SERVICES & GAMING FROM DECEMBER 2011 UNTIL JULY 2013 WHEN HE TOOK ON RESPONSIBILITY FOR THE GIBRALTAR FIRE & RESCUE SERVICE. AS MINISTER FOR EDUCATION, HE HEADED THE PROJECT LEADING TO THE ESTABLISHMENT OF THE UNIVERSITY OF GIBRALTAR. ADDITIONALLY, HE HAS DELIVERED THE 700 BERTH MARINA FOR SMALL BOATS. HE IS A BARRISTER AND A QUEEN'S COUNSEL AND IS CALLED TO THE BAR IN GIBRALTAR AND IN ENGLAND AND WALES. BEFORE BEING ELECTED, GILBERT PRACTISED AS A PARTNER OF ONE OF GIBRALTAR'S LEADING LAW FIRMS WHERE HE HAS ADVISED ON ALL TYPES OF COMMERCIAL TRANSACTIONS AND REGULARLY ADVISED BANKS, TRUSTEES AND PRIVATE CLIENTS ON GIBRALTAR COMPANY AND TRUST LAW. GILBERT HAS BEEN A MEMBER OF THE GSLP FOR OVER 30 YEARS, HAVING CHAIRED THE FIRST PUBLIC MEETING IN THE RUN UP TO THE GSLP'S FIRST ELECTION WIN. HE IS MARRIED AND HAS 2 SONS.

EDUCATION

We have done a lot in respect of education. We have opened 2 new schools and the new University of Gibraltar. We employed more teachers and more learning support assistants. We now provide mandatory grants for postgraduate degrees. Huge changes, but much still to do. Bayside, Bishop Fitzgerald and Governor's Meadow schools need urgent rebuilding. St Martin's needs to move from its current location, which it has outgrown. Notre Dame school also needs to grow. A review of education in Gibraltar generally and of the work of the Department of Education is necessary to understand where we are going in education. Is co-education a good or a bad idea for the Comprehensive schools, especially given the coming advent of a co-educational private school for that age group? This must also be reviewed dispassionately and on a non-partisan basis by experts. One thing is clear, the merger of the 2 comprehensives at Rooke is a bad idea. We will not pretend to know better than the teachers and professionals who are trained in this sensitive field. That is why in Government we signed a Social Partnership Agreement with the Gibraltar Teachers' Association/NASUWT. We will continue to work with them - even more closely wherever possible - on all matters of mutual concern, including teachers' career issues as well as the educational aspects. There is still much to do and below we set out more of what we have done and will do next.

MORE HUMAN RESOURCES

In September 2012, the complement of teachers was increased from 333 to 380, an increase of 47 teachers. This provided much needed additional teachers for all of our schools. It provided new opportunities for those on the supply list and allowed us to eradicate the practice of teachers remaining on permanent supply for many years with no employment rights at all. In addition, we implemented a system of contracts for any supply teacher engaged to cover temporary needs for three months or more. The contracts provide for full employment rights for these teachers.

The complement of Learning Support Assistants (classroom aides) was also

increased, from 49 to 78 (with 17 part-time learning support assistants also made full-time). This was an important measure to provide additional support for children with special needs. The supply list for learning support assistants was also increased from 15 to 47 so that cover could be available not just for absences but also to meet the temporary needs of any particular child or school.

In addition, administrative support for all schools has been increased.

Secretaries were invariably employed on a part-time basis with some schools sharing a part-time secretary. We have ensured that each school has its own full-time secretary.

We have engaged an EO for Westside

and Bayside schools. This removed some of the administrative load from the senior management team at these schools allowing Heads and Deputy Heads to dedicate more time to the teaching or pastoral care of students.

There had also been a lack of support for the IT needs of our schools. 5 additional technicians were engaged to deal with all IT issues that might arise.

ADDITIONAL FACILITIES FOR SCHOOLS

As part of the programme of refurbishment of schools, new facilities have been built. An extension, in collaboration with the Kusuma Trust, was built at St Martin's school. This created a speech therapist's office,



be proud of... **The University of Gibraltar**

WE TAKE HUGE PRIDE IN BEING THE PARTIES THAT IN GOVERNMENT DELIVERED THIS PROJECT THAT HAD BEEN A DREAM FOR SO MANY. THE UNIVERSITY WILL BE A PLACE OF ACADEMIC LEARNING AND SO MUCH MORE. IT WILL BE A MAGNET FOR NEW ECONOMIC ACTIVITY. IT WILL ATTRACT PEOPLE TO GIBRALTAR. IT WILL DELIVER COURSES BEYOND THE ACADEMIC. WE ALSO EXPECT THAT IT WILL GROW IN WAYS WE CANNOT PRESENTLY IMAGINE. NOW, AT LAST, WE ARE A UNIVERSITY CITY. ANOTHER BUILDING BLOCK OF NATIONHOOD FIRMLY IN PLACE. ANOTHER FOUNDATION SOLIDLY LAID.



an exercise therapy room, one extra classroom, a quiet room and an art room.

An extension was also built to Notre Dame school. This was composed of 6 additional classrooms. In particular, it allowed the expansion of the Learning Support Facility, 2 further classrooms for special needs education and a music room. A new floor was built in an existing building at St Joseph's First and Middle Schools. This provided 3 new classrooms and a library for the First School and two new classrooms for the Middle School. It also provided additional facilities for the lunch hall.

NEW SCHOOLS

We committed ourselves at the last elections to relocate Sacred Heart Middle School. However, a visit by the Minister for Education very shortly after the 2011 elections to St Bernard's First School convinced us that it would not be sufficient to carry out a refurbishment programme for this school and that a new St Bernard's First School was also needed at a different location. The site of the old St Bernard's Hospital was chosen for the new schools. An imaginative design was created to bring these historic buildings back to life whilst allowing for modern educational facilities to be built. The facilities include a gym and sports hall which will be available for the community to use.

HEALTH AND SAFETY AUDIT

A much needed health and safety audit of all schools was carried out during the course of 2012. This identified works which needed to be carried out and systems which were required to be put in place. A programme of works was put in place to address the issues identified in the report produced as a result of the health and safety audit.

MAINTENANCE FOR SCHOOLS

Our schools had suffered from a lack of proper maintenance for many years. This needed to be redressed. A team of 8 workers dedicated to the maintenance of schools was put in place. The team works exclusively for the schools and is able to respond in a more rapid and effective way to all maintenance requirements.

ADDITIONAL GRANTS FOR HIGHER EDUCATION

In 1988, the then GSLP Government introduced a system of mandatory scholarships for all who were able to secure a place for undergraduate study at a recognized institution. Notwithstanding the trebling of tuition fees by UK universities, we have continued to fund scholarships for all those who attained a place for an undergraduate course in a recognized institution. Maintenance grants have also been increased in line with the rate of inflation in the UK. We will continue our commitment to funding tuition and maintenance grants for undergraduates. In 2012, we expanded the scheme to include postgraduate studies, including doctorates. We are proud to have almost 900 fully-funded students studying at higher education institutions abroad. This is a remarkable achievement.

UNIVERSITY OF GIBRALTAR

The University of Gibraltar is now open. It has 4 faculties, an Institute of Professional Development and Continuing Education and a Language Centre.

The Faculty of Hospitality will include a restaurant at the best location and with the best views in the whole of Europe. This ambitious and exciting project will generate jobs and economic activity for Gibraltar. It will provide a centre for research in areas which will substantially benefit Gibraltar.

The opening of the University was a milestone in Gibraltar's history. The University will connect with the whole community and will be an institution which we will all be proud of.

Working in social partnership with the GTA

NEW EDUCATION POLICIES

The next GSLP/Liberal Government will do the following:

GIBRALTAR STUDIES

We will introduce 'Gibraltar studies' into the curriculum for all First and Middle Schools as from September 2016 so that this is taught in a cohesive and properly structured way across all schools. This will include local history but will not be limited to historical topics. It will also include the geology of Gibraltar, the Neanderthals, natural history (including outings to learn about the macaques in their natural environment), flora and fauna, Gibraltar as a major point for bird migration between Europe and Africa, the environment (including the marine environment), industry, tourism, culture (including Gibraltar as a multi-cultural society), food and the economy.

Gilbert Licudi: 'There is so much to learn about Gibraltar and we want it to be taught in a structured manner.'

INTERACTIVE TECH BASED TEACHING

We will establish an interactive technology-based project to improve the learning experience of our children with the introduction and use of iPads in the classroom starting with Middle Schools.

SCHOOLS' ADVISORY SERVICE

We will restructure and improve, in consultation with the Gibraltar Teacher's Association, the Schools' Advisory Service of the Department of Education. This will include the upgrading of the Assistant Educational Advisor post so that there will be 4 Educational Advisors with specific responsibility for the following areas: technology and learning; student welfare; curriculum development and human resources.

SPECIAL EDUCATION NEEDS

We will further improve the assistance given to children with special education needs with specific attention given to mental health issues. We have already increased the number of Learning Support Assistants (LSAs) from 49 to 78, have converted 17 part-time LSA's

to full-time and are providing additional LSAs to schools to cover any temporary needs of children which may arise. We have also increased the complement of education psychologists from one to two. We will engage a further education psychologist so that the complement is increased to 3.

MORE NEW SCHOOLS

We will build a new first school to house Governor's Meadow School on the Rooke site as part of a wider project. Bishop Fitzgerald School will be rebuilt and expanded to take over the space vacated by Governor's Meadow. Bayside School will be rebuilt and upgraded with additional classrooms and facilities created in a redevelopment which will include St Anne's School. We will relocate St Martin's School to a new site beside Notre Dame, which will also be refurbished and rebuilt in part. This will also enable Social Services Ministry to expand and if necessary re-site St. Bernadette's and/or Dr Giraldi Home. We will refurbish the College of Further Education.

HOT SCHOOL LUNCHES

A full process of consultation with parents, headteachers, teachers and their unions will take place so that we can start the provision of hot school meals to all children whose parents agree.

LONG DISTANCE LEARNING

Funding is being provided for long distance learning courses. This has allowed many who would otherwise not be able to do so to embark on a course of study leading to a recognized qualification. This will continue.

FREE NURSERY EDUCATION

All children are offered a place at a Government nursery.

UNIVERSITY EXCHANGES

The opening of the University of Gibraltar now allows exchanges to be carried out with other universities and colleges. We have also established an internship programme in Washington. 60 students have already benefitted from this programme in the last three years. We will continue the

Washington internship programme for a further 3 years.

PROMOTING RESPECT AND PROTECTION

Cases of abuse or violence towards teachers are few and far between. We nevertheless reiterate our commitment to protect teachers from any abuse or violence.

HOMEWORK SUPPORT GROUPS

Homework support groups have been established and are proving to be popular. In particular, the sessions at the John Mackintosh Library are a great success. In addition, students are receiving assistance in schools and in the Department of Education.

MIDDLE SCHOOLS: EQUALLY SIZED

We have relocated Sacred Heart Middle School to the site of the old St Bernard's Hospital where it has become St Bernard's Middle School. Additional classrooms and facilities have been built so that it is now capable of being of equal size to other middle schools. We have also relocated St Bernard's First School to this site providing it with spacious and modern educational and sporting facilities.

SECOND CHANCE EDUCATION

We have established the Institute of Professional Development and Continuing Education at the University of Gibraltar. This, along with the other faculties of the University, allows those who might not have been able to go to study previously or those who have but want to continue with their education to do so in a first-class setting.

COUNSELLING IN SCHOOLS

We have already increased the complement of Education Psychologists from one to two. We recognise that many children need support, particularly when they are facing mental health issues. We will further increase the number of education psychologists from two to 3.

SCHOOL TRANSPORT

A new minibus was purchased by the Department of Education. In addition, arrangements were made between the Department of Education and the Gibraltar Bus Company for additional buses to be laid on where necessary. In particular, an extra bus was laid on at peak times between the Mid-Harbour Estate and Sacred Heart Middle School. This arrangement will continue. We are also considering the possibility of including new School Bus arrangements with the Gibraltar Bus Company.

SUPPLY TEACHERS

The increase in the complement of teachers provided new opportunities for those on the supply list and allowed us to eradicate the practice of teachers remaining on permanent supply for many years with no employment rights at all. In addition, we implemented a system of contracts for any supply teacher engaged to cover temporary needs for three months or more. The contracts provided for full employment rights for these teachers including contributions to pensions. The period worked as a supply teacher is also now taken into account in calculating their years of service.

CLASS SIZES

The increase in the complement of teachers also allowed the introduction of optimum class sizes for all schools. This will continue to apply.

INCLUSION

A policy of inclusion was introduced so that children with disabilities, where possible, are included in mainstream education. We will continue to promote this policy.

A 'Mega school' at Rooke is a bad idea



tell me about the new... **Bishop Fitzgerald School**

MOVING AWAY FROM AN OLD PRE-FAB STYLE CONSTRUCTION AND INTO A MODERN, PURPOSE BUILT EDUCATIONAL FACILITY WILL TRANSFORM EDUCATION FOR MIDDLE SCHOOL PUPILS IN THIS CATCHMENT AREA. AT LAST THE SCHOOL WILL BE OF THE STANDARD THAT OUR CHILDREN IN THIS AREA DESERVE. IN ADDITION, THE SCHOOL WILL BOAST TWO FIVE-A-SIDE FOOTBALL PITCHES AS PART OF THE CHILDREN'S PLAY AREA WHICH WILL BE IN THE AREA WHICH IS PRESENTLY OCCUPIED BY GOVERNOR'S MEADOW. THESE WILL ALSO BE AVAILABLE COMMUNITY USE IN THE EVENINGS AND WEEKENDS.



tell me about the new... **Notre Dame and St. Martin's Schools**

ST MARTIN'S HAS OUTGROWN ITS CURRENT SITE AND MORE AND MORE CHILDREN ARE BEING CARED FOR AND EDUCATED BY THAT BRILLIANT SCHOOL AND ITS STAFF. WE WILL RELOCATE IT SO THAT IT IS CLOSER TO NOTRE DAME SCHOOL, WHICH WILL ALSO BE EXPANDED AND REBUILT TO CATER FOR THE ADDITIONAL NUMBER OF CHILDREN WITH SPECIAL EDUCATIONAL NEEDS THAT USE ITS FACILITIES. IF WE HAVE TO CHOOSE BETWEEN A STADIUM OR A NEW ST. MARTINS WE CHOOSE A NEW ST. MARTINS. WITH OUR PLANS WE CAN HAVE BOTH!



*tell me about the new...***Bayside School**

IT IS CLEAR THAT BAYSIDE NEEDS TO BE REBUILT. IT HAS SUFFERED CHRONIC UNDERINVESTMENT. THE TIME HAS COME TO BUILD A NEW COMPREHENSIVE SCHOOL AND TO DESIGN IT IN A WAY THAT MAKES FULL USE OF THE SPACE AVAILABLE. OUR PLANS WILL ALLOW FOR BAYSIDE TO HAVE ITS OWN FULL SIZE RUGBY AND FOOTBALL GROUND AS WELL AS PLAY AREAS. THERE WILL BE A NEW GYM AREA. AGAIN, THE FACILITIES WILL BE AVAILABLE FOR COMMUNITY USE DURING THE EVENINGS AND AT WEEKENDS. BEING NEXT TO THE VICTORIA STADIUM, THIS WILL GREATLY ENHANCE THE FACILITIES FOR TRAINING WHICH THE CLUBS THAT MAKE UP THE GFA ARE ABLE TO ENJOY.



tell me about the new... **St. Anne's School**

ST ANNE'S SCHOOL WILL ALSO BENEFIT FROM BEING REBUILT AS PART OF THE BAYSIDE REDEVELOPMENT SO THAT ITS FACILITIES WILL ALSO BE MODERN AND STATE OF THE ART



be proud of... **St. Bernard's School**

THE WORK DONE BY GILBERT LICUDI IN THE DEPARTMENT OF EDUCATION HAS BEEN GROUNDBREAKING. DELIVERING THESE TWO NEW SCHOOLS IN LESS THAN 4 YEARS HAS TURNED AROUND THE INFRASTRUCTURE OF SCHOOLING IN THE UPPER TOWN AREA. A PERFECT MARRIAGE BETWEEN THE HERITAGE VALUE OF THE BUILDINGS THAT HOUSED OUR OLD HOSPITAL AND THE FUTURE SHAPE OF EDUCATION IN GIBRALTAR. ST BERNARD'S NOW INCLUDES A TOP QUALITY GYM WHICH CAN BE USED FOR MANY SPORTS AND WILL BE AVAILABLE FOR COMMUNITY USE IN THE EVENINGS AND AT WEEKENDS.



SPECIAL EDUCATION NEEDS (SEN)

A register of children with special education needs is kept by each school. This enables the school to monitor progress made by the particular child and to provide such resources as may be necessary to assist with the child's education. The increase in Learning Support Assistants and the expansion of the supply list allows those additional resources to be deployed as and when necessary including to provide for any temporary needs which a child may have.

TEACHERS' CONTINUING PROFESSIONAL DEVELOPMENT

There have been numerous changes in the last few years in education in the UK, particularly with regard to the curriculum. It has been important and necessary for our teachers to be kept up-to-date on those changes so that they can be introduced seamlessly in Gibraltar. This is a continuing process.

COMPUTER RESOURCES : TECH TEACHING

Education has to keep up with technological development. There are now new tools which can be used in the classroom to assist both teachers and pupils. We will establish an interactive technology-based project to improve the learning experience of our children with the introduction and use of iPads in the classroom starting with Middle Schools.

Investing in law enforcement assets



LAW & ORDER

RESPECT FOR THE RULE OF LAW

We believe that the first duty of Government is to ensure the safety and security of our people and our Community as a whole. That is why we have fully supported our law enforcement agencies, as they are the vital instruments that guarantee that Gibraltar remains a safe, peaceful place in which to live and bring up our children. Our commitment to the Rule of Law is unquestionable.

JUDICIAL SERVICE

Following a process of consultation with relevant stakeholders, a Bill was published which would make the Chief Justice the Head of the Judiciary. That Bill has now lapsed following the dissolution of Parliament and we will re-publish the Bill and pass this legislation at the earliest opportunity.

PRIVATE LEGAL WORK

We have properly resourced the newly created Government Law Offices. This means that substantial civil legal work is now undertaken “in-house”, in particular in the area of legal drafting. Where it is necessary to “buy-in” legal advice, we have ensured that the recognised experts in each field have been instructed. Legal work has also been shared around all eligible law firms in Gibraltar in a marked change from the previous practice under the GSD. We will continue to ensure that we act fairly in the distribution of legal work in the private sector, as we have done to date.

PROSECUTIONS

We will seek to appoint a specific office holder to carry responsibility for public prosecutions. This is the position in the United Kingdom and in other Overseas Territories and allows the Attorney General to concentrate on advisory work as is the norm in most other Common Law jurisdictions.

EU DIRECTIVES

We said we would prioritise resources for the then EU and International Department so that as a matter of policy Gibraltar would be as up to date as possible in the transposition of EU directives and we have done this. On 28 February 2013 the GSLP/Liberal Government announced that for the first time ever since our accession to the European Economic Community in 1972, Gibraltar was completely up to date in this area. There were 43 directives

outstanding when we were elected into office, including 8 that were subject to infraction procedures. This backlog was eliminated by investing in the number of law drafters. We will continue to stay ahead of the transposition deadline for EU Directives. This is important in respect of our relationship with the rest of the EU.

CCTV

A public CCTV system has been established in various public areas. This is a continuing process with further CCTV cameras to be installed in residential areas such as Laguna Estate, Glacis and Moorish Castle Estate. We have also introduced a system, which will continue, to subsidise the installation of CCTV in private estates.

THE REHABILITATION OF OFFENDERS ACT

The rehabilitation of offenders provisions in the Criminal Procedure and Evidence Act 2011 was introduced as a matter of priority. This was an important measure in helping offenders to put their past behind them. We have also put in place measures to get individuals leaving prison back into work. These will be further enhanced to ensure that people are given a chance to re-integrate themselves into society once they have served their sentences and not fall back into a life in crime.

EAST SIDE LAW ENFORCEMENT

As part of the east side redevelopment known as Bluewater Resort there will be a facility provided for RGP and HM Customs vessels to ensure that our maritime laws are enforced on the east side. The purchase of new larger vessels (which we have already delivered to both of these maritime law enforcement agencies) has allowed the RGP to base one there during peak hours in the summer.

LEGAL AID AND ASSISTANCE

Following a process of consultation and agreement with the Bar Council, the Legal Aid system (which deals with financial help in criminal cases) was reformed with new rates published. We have embarked on a process of further consultation with the Bar Council on improvements to the Legal Assistance system (which deals with financial help in civil cases). In particular we will make it easier for people to become eligible for legal assistance given that the current rules set the financial qualification criteria too low. This is unfair and has to change. We inherited the present system from the GSD and their draft reform proposals were not workable. That is why we have taken longer than we would have wanted to in being ready to make the necessary changes. We expect the necessary work to be concluded with appropriate changes to legislation made before the end of 2016.

REDUCING SERIOUS CRIME

The introduction of new computer facilities for the RGP, which fulfil our obligations to provide online access to our database for other police services around the EU, will also have the benefit of providing extra analysis of crimes being investigated. This will help in the work of reducing serious crime in our community, something we are keen to ensure the RGP is fully and properly resourced to do.

NEW CRIMES LEGISLATION

We have introduced new measures which criminalise hate crimes and will continue to address the need to make changes to our laws where necessary. This will include making changes to criminalise “revenge porn”.

THE ROYAL GIBRALTAR POLICE

We have completely supported the Royal Gibraltar Police and have ensured that they have been better

resourced than ever before. Fabian Picardo moved the motion on behalf of the GSLP/Liberal Government to award the RGP the Freedom of the City. That honour was backed up with our actions in Government, delivering the resources required by the Police when necessary. Whilst the RGP, historically, had to rely on confiscated marine assets, we have acquired state of the art marine assets for them, which also better protect the officers who are involved in operations at sea. We have fully respected their independence, even when the GSD have said that they would not. We have worked with the Police Association on all the issues they have raised with us including issues of erosion of differentials, increasing the rent allowance that has been static for years and introduction of an "On Call Allowance" as well as the removal of abatements on salary. As with other areas of the public administration, we have dramatically improved the IT resources available to the RGP. We have worked with the Police Association and the senior ranks of the RGP to establish a Police Federation to replace the Association. This has already been agreed, with an increase in the manning level as a result, and should become a reality very soon.

We will now move ahead with the relocation of the Police Headquarters. New Mole House will be redeveloped. The new Police Headquarters will be part of the redevelopment of Rooke in respect of which we are already dealing with a preferred bidder. We will also continue to properly resource the RGP.

THE GIBRALTAR DEFENCE POLICE

We have been meeting regularly with the Federation that represents GDP Officers.

We will work with them and the Ministry of Defence to seek to finalise a transfer to Her Majesty's Government of Gibraltar, directly or into a wholly owned company of the Government, by the end of 2017 at the latest. We do not rule out a complete amalgamation with the RGP if this is acceptable to both.

HER MAJESTY'S CUSTOMS: LAW ENFORCEMENT

By working together with all relevant Unions and with Customs Department representatives, we were able to renew and grow one of the highest grossing departments in Government in a way that was acceptable to both the Government and to officers. We grew the Department by over 60 officers. We have also properly resourced the Department with marine assets and vehicles. HM Customs is now respected within Government, as well as outside, as one of our key Law Enforcement Agencies.

Next we will finalise plans for a new home for the Department as well as implementing the proposed changes to the parts of the airport terminal which they use for commercial entries by the frontier. Those employed in the Department will enjoy an addition 0.25% lead in the annual, Public Sector pay rise.

THE BORDERS & COASTGUARD AGENCY AND THE HIGHWAYS ENFORCEMENT OFFICERS

We have invested heavily in the BCA in the time since we were elected. The Highways Enforcement Officers were all given permanent contracts when they came to the end of their original employment period so that all employees would have security of employment. We are now pursuing the integration of the HEO's into the BCA. This will add required additional manpower to the Agency. Additionally, a further number of women will be employed in the BCA, given that the intimate nature of some of their work requires gender specific recruitment. When we were elected there were 69 officers employed by the BCA. There are now 96 officers employed. In 2011 there were a total of 4 management/admin staff at the BCA. There are now 9 management/administration staff. We also provided over £350,000 for the refurbishment of the BCA HQ next to the Air Traffic Control tower. In addition, we have been engaged in lengthy discussions with Unite and their representatives in the BCA to finalise issues which had been of concern to the work force since the rushed completion of the Collective Agreement by the

previous administration. These have now been discussed between Union and Government and will result in the Collective Agreement being amended in parts to ensure that all sides have certainty on what the Agreement provides. A number of items are still being discussed and agreement is likely to be reached very quickly, perhaps even before the date of the election.

SEX OFFENDERS REGISTER

A sex offenders register has been established. This allows the monitoring of those who may have committed sexual offences. Officers from the RGP have been specifically trained in this area. We will continue to maintain this register and work with all relevant agencies to ensure that no-one on it is free to come into contact with children.

DRUG TRAFFICKING

We have been and are totally committed to taking the toughest possible action against drug traffickers. We have provided the tools for the RGP and HM Customs to have the maritime assets necessary to deal with this issue in BGTW where both agencies have done a great job of confiscating huge amounts of drugs. We have also provided resources that allow intelligence led policing to further thwart drug traffickers. The next GSLP/Liberal Government will continue to take the very toughest possible position against drug traffickers and drug pushers. We will act to ensure that our law enforcement agencies can be properly coordinated, with the necessary further resources they may need, to keep Gibraltar as drug free as possible. A lot has been done, but we believe a lot more can be done if we give our Police and Customs the necessary resources.

LEGAL REVIEWS

As we had committed ourselves to do, we have already amended the Limitation Act to allow claims against the Government in cases of child abuse whilst under the care of social services and in respect of Mesothelioma. We will further review legislation on our statute book which has not been revised for some time. This will include a review of the Landlord and Tenant Act.



ANTI-SOCIAL BEHAVIOUR

We have tackled many of the root causes of anti-social behaviour. There are still, nonetheless, many instances of vandalism and anti-social behaviour that must be addressed. In this respect, we will make such legislative changes as may be necessary to ensure that Government agencies, including but not limited to the RGP, have the jurisdiction, authority and power to act and prosecute where necessary and appropriate.

EMERGENCY SERVICES HONoured

We remain committed to moving motions in Parliament to honour all our Emergency Services with the award of the Freedom of the City of Gibraltar,

EMERGENCY SERVICES HUB

We will caveat our commitments in respect of Rooke to include taking detailed advice on whether all emergency services should be housed on one site or if we should explore different plans.

We respect the rule of law and support our law enforcement agencies



tell me about... **Steven Linares**

STEVEN HAS SERVED YOU AS MINISTER FOR CULTURE, HERITAGE, YOUTH AND SPORT SINCE 9 DECEMBER 2011. HE WAS A TEACHER FROM 1987 UNTIL HE WAS FIRST ELECTED TO THE HOUSE OF ASSEMBLY IN 2000. HE ALSO SPENT SOME TIME IN PRIVATE PRACTICE AS A BARRISTER WHEN HE FINISHED HIS LAW DEGREE. HE HELD VARIOUS POSTS IN THE GIBRALTAR TEACHER'S ASSOCIATION, BECOMING PRESIDENT IN 1995. HE ALSO BECAME PRESIDENT OF THE GIBRALTAR TRADES COUNCIL. HE SERVED AS OPPOSITION SPOKESPERSON ON EDUCATION, CULTURE, YOUTH & SPORT UNTIL 2011 WHEN HE WAS ELECTED INTO GOVERNMENT. STEVEN IS THE PROUD FATHER OF LAUREN, CHRISTINA AND STEVIE.

ART & CULTURE

ART COLLECTION

We have made a lot of progress in exhibiting the Government's extensive collection of artworks. Many of these are now on display at the Mario Finlayson Gibraltar National Art Gallery. We will continue the process of exhibiting this impressive collection to the public in both art galleries and in the museum so that they can be enjoyed by all.

INCE'S HALL

We have already carried out minor works at Ince's Hall. We are now ready to undertake a full refurbishment of both the interior and the exterior of the Hall. This will completely upgrade the facilities available to drama groups in this important theatre.

GIBRALTAR ACADEMY OF MUSIC AND THE PERFORMING ARTS

We have established The Gibraltar Academy of Music & the Performing Arts. The Academy already has its own premises and funding. We will continue to develop the work of the Academy and support and nurture its development and expansion.

QUEEN'S NATIONAL THEATRE

We have made a lot of progress on the design of the new Queen's National Theatre on the site of the existing Queen's Cinema. This will be a venue for touring productions and will also allow GBC to fully exploit its use as an additional studio facility. This will also make it possible to produce better quality broadcasts of important events such as Miss Gibraltar. Now that preliminary land use designs have been finalised, we will continue

to work with the committee of local drama experts to finalise the internal designs and facilities required for the theatre and with GBC to ensure that the best possible design features are incorporated. We will also explore the possibility of commercial use of the theatre complex facilities.

JOHN MAC HALL EXTENSION

We are considering an extension to the John Macintosh Hall complex. This would provide additional venues for cultural activities.

INTERNATIONAL FILM FESTIVAL

In addition to our Music, Jazz and Literary Festivals, we are already in discussions to establish a Gibraltar International Film Festival.

PLANNING & HERITAGE

The GSLP/Liberals have revolutionised the planning process with the advent of democracy and transparency. Heritage considerations have been at the forefront of policy decisions. The closed and secretive decision-making which was the hallmark of the previous administration is now firmly a thing of the past. In the past year alone, we were awarded two heritage awards for our work on the Ince's Hall complex which now houses the Gibraltar International Bank and the work on the University of Gibraltar. Our management of our land resources has also been designed

to maximise the use for the benefit of our people and to deliver economic progress and prosperity.

AFFORDABLE DEVELOPMENTS

The GSLP/Liberal Government has made land available to developers at no cost for the construction of affordable housing. We have controlled the price and quality of these apartments as well as the allocation criteria.

DEVELOPMENT PLAN

The process has already been set in motion to review the existing Development Plan in the context of

our own policies and ideas.

DEVELOPMENT AND PLANNING COMMISSION (DPC)

We have opened up meetings of the Development and Planning Commission to the press and public. These meetings take place once a month. A whole raft of positive changes were made immediately after our election. Sir Peter Caruana spoke out in Parliament against some of these reforms, although the GSD appears to have now turned its back on his views in this respect. There have been additional special meetings to





tell me about... **QUEEN'S NATIONAL THEATRE**

FULLY ACCESSIBLE AND EQUIPPED FOR TELEVISION USE, THE NEW THEATRE WILL PROVIDE THE VENUE GIBRALTAR NEEDS AND WILL ATTRACT TOURING PRODUCTIONS . IT IS THE THEATRE GIBRALTAR DESERVES, HAS BEEN PROMISED AND THAT WE WILL DELIVER.

deal with specific applications of great public interest such as the proposal for a stadium at Europa Point. In an exercise of absolute transparency and accountability that meeting was televised 'live'. Can you imagine that happening under the GSD? The following additional changes have already been implemented.

The Town Planner is now the Chairman of the DPC.

The Environmental Safety Group (ESG) has been allocated a seat on the DPC.

Objectors are now entitled to be heard by the DPC and have come forward with their views in public over the last 4 years.

The minutes and agenda of the DPC are now published. These used to be secret documents under the GSD.

The whole planning stage of any application is now available on-line through the e-planning portal.

An expedited procedure has been put in place for internal or minor works through a sub-committee of the DPC which meets every week.

Government projects have been subjected to the planning process for guidance and advice. They will be subjected for approval once the new Town Planning Act comes into effect.

The decisions taken by the DPC are already published and made available on-line.

TOWN PLANNING AND BUILDING CONTROL DEPARTMENT

We respect the views of the professionals in the Town Planning and Building Control Department. They are involved in discussions of projects at an early stage and their input is welcome throughout the process. The GSLP/Liberal Government has doubled the number of Town Planners and increased the resources available to the Department.

UPPER TOWN RENEWAL

We are progressing with the renewal of the Upper Town and have worked with private landlords in this respect. There is now an Urban Renewal Committee, comprising all relevant Government

entities and the Heritage Trust which is tasked with leading on this issue. Empty Government properties, like Police Barracks, have been put out to tender for re-development. The provision of two new schools into the old St Bernard's Hospital complex will breathe life into the area.

TOWN PLANNING ACT

A new Town Planning Act was published as a Command Paper on 2 July 2015 with a closing date for comments of 30 September.

HERITAGE AND ANTIQUITIES ACT

A new Heritage and Antiquities Act was published as a Command Paper on 13 July 2015 with a closing date for comments of 3 August.

HERITAGE TRUST

We have re-established a relationship of respect and co-operation with the Heritage Trust and have not interfered in the business of the Trust.

GOVERNMENT ARCHAEOLOGIST

Reflecting the commitment of the GSLP/Liberals to Heritage matters, the post of Government Archaeologist has been created and an Archaeologist employed.

THE ARCHIVES

The digitisation of the Gibraltar Archives has already commenced. The Archives now have their own website where much of this material has been posted. This includes data, photographs and registers of population.

THE MOUNT

We have invited Expressions of Interest for the Mount to enable us to establish a use which will benefit the whole community.

NEANDERTHAL PARK

The GSLP/Liberals in Government have studied detailed proposals on the concept of a Neanderthal Park as a new tourist attraction.

GBC 'IN CAMERA' SERIES

In Government we have worked with GBC in order to transcribe the "In Camera" series and this will be issued as a book which will contain an invaluable insight into the past provided by historical personalities.

POLICE BARRACKS

A tender was advertised for the re-development of Police Barracks. This was awarded and the applicant has planning permission to convert Police Barracks into apartments for home-owners which will retain the look of the existing buildings.

WELLINGTON FRONT AND OTHER SITES

We have progressed with the refurbishment of Wellington Front in order to expose the historic bastion and enhance the area for clubs, associations and others. New pumps have been installed in order to improve the infrastructure in place to better deal with wet weather. The refurbishment of Harding's Battery at Europa Point was completed and opened to the public. The part of Montagu Bastion behind the Youth Centre has been restored in order to allow it to be used for art exhibitions.

NORTHERN DEFENCES

We have commenced the refurbishment and restoration of the Northern Defences. There are 1000 years of military history concentrated in this world class site. These works are now in their third phase and when they are completed will provide a new heritage site, tourist attraction and leisure area.

THE NEXT 4 YEARS...

Your new GSLP/Liberal Government will continue with the same successful approach for the next 4 years. We will continue to act in the best interests of our Community; ensuring that planning and heritage decisions are made with the benefit of the whole of Gibraltar in mind, not just a few wealthy developers, as was the case before!





tell me about... **ORANGE BASTION**

The plans for the restoration of this central bastion in the centre of town are exciting and will allow for sensitive mixed use. The restoration is designed to make this long-abandoned area enjoyed by the whole community.

PLANNING PARTNERSHIP

We will continue to work in partnership with the professionals in the Town Planning and Building Control Department.

PUBLIC PLANNING PARTICIPATION

We will provide an opportunity for public representation, comment and input into the new Development Plan. Green areas will be enhanced and environmentally sensitive areas will be protected. The question of the protection of vistas will also be taken forward holistically as part of the new plan.

PLANNING APPEALS OPEN

We will open up meetings of the Development Appeals Tribunal to the press and public, in a further demonstration of our commitment to complete transparency and democratic accountability.

LIVE STREAMING OF DPC

Meetings of the Development and Planning Commission will be streamed 'live' online, as we did with Parliament. This innovation will enable the public to see what is happening and what is being discussed.

NEW TOWN PLANNING ACT

We will assess the comments received in relation to the Command Paper on the new Town Planning Act and take this forward to Parliament as a Bill. This will modernise this important piece of legislation and make it more user-friendly.

HERITAGE PARTNERSHIP

We will continue to work in close partnership and in mutual respect with the Gibraltar Heritage Trust. We will, if they so wish, assign the lease of the Main Guard building to them.

NEW HERITAGE & ANTIQUITIES ACT

We will assess the comments received in relation to the Command Paper on the new Heritage and Antiquities Act and take this forward to Parliament as a Bill.

HERITAGE TRUST APPOINTMENTS

We will change the manner of appointment of members of the Trust so that the majority are not appointed by the Government, as is presently the case.

HERITAGE SITES ENHANCED

We will continue to refurbish and restore heritage and historic fortifications as we have done over the last 4 years. This includes Wellington Front and the Northern Defences.

HERITAGE SENSITIVE REDEVELOPMENT

As a Government we have won 2 heritage awards this year for the redevelopment of Ince's Hall and the University of Gibraltar. Our work in the redevelopment of the 2 new St Bernard's schools also shows how we always endeavour to be sensitive in the way in which we redevelop areas for modern use, whilst preserving and enhancing their important heritage value.

OUR DIGITAL ARCHIVE

The programme of digitisation of the records held at the Archives and at the Garrison Library will continue, as a necessary prelude to the relocation of the Archives.

UPPER TOWN TENDERS

We will proceed with identifying Government properties in the Upper Town that can be put out to tender in order to continue to push forward with urban renewal.

THE FUTURE OF THE MOUNT

The GSLP/Liberals will commence the assessment of the Expressions of Interest for The Mount in order to determine the next step. There will be close consultation with stakeholders.

GORHAMS CAVE WORLD HERITAGE BID

We remain committed to support the bid for World Heritage status for Gorham's Cave and its surroundings.

SPECIFIC PROJECTS

We will explore the possibilities of opening up some previously abandoned heritage sites that can be adapted for modern use. We would do this with the Heritage Trust working with us on the refurbishments. The projects could include the following:

19 Fish Market Road – refurbish the sealed gate in the wall, which was the original entry into the area

ARP shelters being opened up at John Mackintosh Square, Engineer Lane and Governor's Parade

Hesses Battery, potentially a lovely space for local artists to use as a workshop

Landport Ditch – underground cistern refurbishment and conversion

The restoration of the historic gates to Gibraltar, in particular, Landport Gates, Casemates Gates, Southport Gates and Ragged Staff Gates

Europa Point below Harding's Battery – restoration

Prince Albert's Front and Zoca Flank – restoration of fire steps and inclusion as part of Bike Lane

Ragged Staff – refurbishment

Charles V Wall – restoration

Polynomial texture mapping to record 18th century graffiti at Hay's Level

All's Well observation point Northern Defence – Palaeolithic hearth restoration

BLUE PLAQUES

We will also introduce a 'Blue Plaques Initiative'. This will see the erection of blue plaques of famous local people and historical figures who may be of interest to locals and tourists alike.

Heritage is
protected,
enhanced and
respected

SPORTS AND LEISURE

During the last 4 years we have delivered extensive developments in the field of Sports and Leisure. A programme has been undertaken of updating many of our facilities that had been abandoned for years. We have carried out an extensive refurbishment programme within the Victoria Sports Hall. All the facilities in the Sports Hall have been refurbished with new showers, changing rooms and toilet facilities. The Hall's problem of water ingress has been resolved.

The east side of the Stadium, which had been completely abandoned, now boasts toilet, storage and workshop facilities.

The area of the stadium that faces the CEPESA petrol station has been re-fitted with new changing rooms. Covered stands have been fitted for spectators, players and managers to protect them from adverse weather. Pitch No 2 was re-laid with FIFA approved astroturf and lights installed for evening use.

The hockey pitch has now been fitted with floodlights that comply with international standards for hockey teams to be able to hold training sessions and matches during the evening especially during the darker, winter months. We are building a number of offices above the changing rooms behind the hockey stands, which will be allocated to associations that use the Victoria Stadium complex on a regular basis.

Works are to be completed soon on all other upgrades necessary to make this stadium 'UEFA approved' for Champions League and Europa League football matches. There will be Media Rooms, Officials' Changing Rooms, VIP areas and storage in a magnificent new build on the north side of the western stands. This will benefit all sports.

A purpose built "Stay and Play Facility" is now complete. It was used this summer by children with special needs to be able to integrate with all the children in the Summer Sports Programme.

A new cafeteria and reception areas will soon be completed at the entrance to the Tercentenary Hall.

Both pools in the old GASA area that were in a state of total neglect have now been refurbished. Great savings

have been made in the running cost as a result of the installation of solar panels which heat the water in the boilers, control the air treatment of the ambient atmosphere and keep the pools at the required temperatures.

We recognise that there are additional health benefits when people participate in sporting activities. Participation levels in these activities have increased and there is therefore a need to provide for more facilities for our community.

IN THE NEXT 4 YEARS WE WILL: BUILD A NEW GYMNASIUM

We will build a new gymnasium specifically for the use of Futsal and Netball. These 2 sports have recently seen a surge in participation and will therefore benefit from having their own space, which will free up other facilities for other indoor sports.

REFURBISH THE GARRISON GYMNASIUM

The Garrison Gymnasium will be totally refurbished so that Basketball and other sports can use this space for fitness and training.

DEVELOPMENT OF NEW SQUASH COURTS

We will work closely with the Squash Association with a view to assisting them to increase their Squash and Training Facilities within and around their premises.

CONSTRUCTION OF A 52M SWIMMING POOL

A new 52m Swimming Pool will be made available for the general public and the swimming fraternity. This will allow us to hold international competitions regularly and will attract more sporting groups to come to Gibraltar.

BUILD NEW PADEL TENNIS COURTS

Padel Tennis has become a very popular sport amongst sportsmen and women of all ages. Many presently have to rely on allocations in Spain. Therefore two new Padel Tennis Courts will be built for public use.

EUROPA POINT : RUGBY, CRICKET AND FOOTBALL

Together with the Gibraltar Rugby Football Union, we will develop the Europa Point area. The rugby facility will be operated by the GRFU. Facilities will also be provided for the Gibraltar Cricket Association and 2 five-a-side training pitches. A GRFU Club House and a Cricket Club House will be developed. The University will also benefit from use of these facilities, adding to a fantastic campus feel. Facilities for coaching courses and training will benefit, not only our Sporting Community, but will also be available for the learning and teaching of Sports Science. Other areas within Europa Point will also be restored, sensitive to the heritage value of this area.

HELP GFA TO BUILD A NATIONAL STADIUM

The area of the Old Lathbury Barracks has, subject to planning, been identified by both the GFA and UEFA officials as being suitable to build our National Stadium. That would not have been possible for the large numbers of spectators initially required - it is possible for 4,000 spectators. We will work closely with the GFA for them to be able to fulfil the objective of developing the new National Football Stadium. This will enable the GFA to host all international competitions in our homeland and not have to travel to Faro or elsewhere to support our team in their home matches. UEFA has been clear in its statements that it will not fund the redevelopment of Victoria Stadium. Allowing the stadium to be developed at Lathbury means that it will not cost the Gibraltar taxpayer one penny. The GSD proposal is to be funded by the Gibraltar taxpayer. We will save the money, allow UEFA to fund the GFA stadium and use the funds available for football and all other sport.

VICTORIA REDEVELOPMENT

The closure of Winston Churchill Avenue once the new tunnel under the runway is built, will allow for the relocation of the CEPESA petrol station and the use of the whole area for additional sporting facilities at the Victoria Stadium. We will add at least

2 more football training pitches and additional running tracks. Additionally, more areas will be made available for clubs and associations. This is an exciting potential redevelopment of the stadium to provide more of what is immediately needed: training facilities.

FACILITIES IN SCHOOLS : COMMUNITY USE

The new facilities at St Bernard's already include a new gym. In addition, the redevelopment of schools programmed in this manifesto provides new sporting facilities for community use. The new Bayside School will have its own football /rugby pitch. These can double up as 2 five-a-side pitches. Additionally the new sports hall at Bayside will provide for more basketball, badminton and futsal facilities. The new Bishop

Fitzgerald School will have 2 football training pitches as well. Notre Dame will also provide a football training pitch. When added to the facilities at Europa already described and the new National Stadium at Lathbury and the additional facilities at the Victoria Stadium, these are undoubtedly the most exciting plans that sportsmen and women have been presented with!

RIFLE SHOOTING

We will continue to work with the Gibraltar Target Shooting Association at Europa to redevelop or relocate their facilities.

DEVELOP SPORTING FACILITIES WITHIN OUR TUNNEL NETWORK

We have identified a number of areas within our tunnel network that could be developed into innovative sporting facilities. We are committed to exploring these possibilities, to potentially establish very exciting new sporting venues, which would be unique to Gibraltar.

A NEW SKATE PARK

A number of areas have been identified to house a purpose built skate park. This sport is becoming more and more popular in urban areas. We will build this skate park within the first 2 years of our second term.



tell me about... **EXTENSION OF THE VICTORIA STADIUM**

AS WINSTON CHURCHILL AVENUE IS PARTLY CLOSED OFF WHEN THE TUNNEL UNDER THE AIRPORT IS BUILT, WE WILL REDEVELOP THE AREA WHERE CEPISA IS NOW. THIS WILL PROVIDE FOR ADDITIONAL FOOTBALL AND ATHLETICS TRAINING FACILITIES AS WELL AS ADDITIONAL PADEL TENNIS COURTS AND CLUB HOUSES FOR SPORTING ASSOCIATIONS. THIS IS A REALISTIC AND AFFORDABLE PROPOSAL FOR THE FUTURE OF THE VICTORIA STADIUM FOR ALL SPORTS.



be proud of...

a new 700 berth marina

WE PROMISED WE WOULD DEVELOP THIS FACILITY AND IT IS NOW ALMOST COMPLETELY READY. A GREAT DEMONSTRATION OF OUR ABILITY TO DELIVER PROJECTS ON TIME AND ON BUDGET - A GREAT AMENITY FOR BOAT OWNERS

700 BERTHS FOR SMALL BOATS

We are finalising works on the small boat marina to provide 700 berths for small boat owners. The allocation of these berths will be done in an entirely transparent and fair manner based on the waiting lists maintained by the Port Department.

REFURBISH GIRL GUIDES HUT AND GOVERNORS LOOKOUT

We believe we should encourage children to engage in healthy outdoor pursuits to enhance their life experiences and keep them active and healthy. There are a number of associations such as the Scout and Guide Movement and the Duke of Edinburgh Awards Scheme that work closely with the Youth Service. The Sea Scouts and the Duke of Edinburgh have had new purpose-built facilities developed for them. If we are returned to office we will refurbish, enhance and make accessible both the Governors Look Out Areas and Girl Guides Hut in the Upper Rock.

DEVELOP A BICYCLE LANE FROM NORTH TO SOUTH.

The Wellington Front refurbishment will soon to be completed. This already provides a walk and bicycle lane along the top, all the way to the entrance of the College Of Further Education. We will extend this lane from Wellington Front all the way through the Boulevard and through the top of Kings Bastion, continuing through the back of Zoca Flank to the American War Memorial. Southward it will link through Ragged Staff Bridge and behind the GEA workshop via Saluting Battery up to the Dockyard Clock Tower and beyond. This will create a North/South Avenue for bikers and walkers alike, which will not only encourage a healthy walking and cycling experience, but will have a positive effect on traffic flows.

MORE PREMISES FOR CLUBS AND ASSOCIATIONS

In the last 4 years we have been able to give premises to many clubs and associations. Others still require them. We will continue the process of

identifying premises to enable us to allocate further premises.

CHESS, BACKGAMMON, SNOOKER

We will continue our support and commitment to assist the organisers of the Chess Open Championship, who have done Gibraltar proud! We will also continue to assist the organisers of the new Backgammon Open Championship. We will also support the establishment and organisation of an international snooker tournament.

ROWING CLUBS

Now that the 700 berth marina is a reality, it is possible to develop a decking area along the revetment at the front of the Calpe and Mediterranean Rowing Clubs which we will undertake in compensation for the creation of the marina.



YOUTH

HOUSING

We will continue to provide land at no premium for developers who are willing to develop affordable housing so that our young people in particular are able to purchase homes in Gibraltar. We will also seek to develop small areas of housing as halls of residence for the University.

EMPLOYMENT PROSPECTS

We have set out extensively what our aims are for education at an academic and vocational level, together with the opening of the University of Gibraltar. These provide the best routes into all areas of non-graduate, graduate and post-graduate employment. We are committed to equipping our young people with the necessary skills to make them the first choice for employers in Gibraltar.

STUDENT MAINTENANCE GRANTS

The opening of the University of Gibraltar will not in any way diminish

our commitment to funding the scholarships of students who attain places of study at overseas universities. We will continue to ensure that the maintenance grants paid to such students are increased annually by at least the rate of inflation in the UK, as we have done in these past 4 years, so that the grant keeps pace with inflation.

STUDENT SUMMER PLACEMENT SCHEME

We have and will continue to operate a scheme to provide summer employment for students who are unable to secure private sector jobs in the industries relevant to their studies. This helps students to subsidise their income in the summer months.

THE YOUTH SERVICE & CLUBS

We have invested in our fantastic Youth Service. We have properly resourced them. As a result we are able to offer more services to young people who are the important end users of these services. We will continue to work with

the professionals in our Youth Service to add to what they offer our young people. This will include working to find rehearsal space for bands.

GIBRALTAR MUSIC FESTIVAL

The Gibraltar Music Festival has been a great success. It has been recommended for awards. Importantly, it attracts tourism to Gibraltar as well as being a draw for large corporations to bring clients to Gibraltar or organise their own corporate events around the date in early September. We will continue to grow the GMF.

A better youth service



tell me about... **Samantha Sacramento**

SAM HAS SERVED YOU AS MINISTER FOR HOUSING, TOURISM, SOCIAL SERVICES AND EQUALITY. SHE HAS ESTABLISHED THE FIRST MINISTRY FOR EQUALITY IN GIBRALTAR'S HISTORY AND SPEARHEADED THE LEGISLATION THAT INTRODUCED CIVIL PARTNERSHIPS. SHE IS A THIRD GENERATION GSLP MEMBER. HER AREAS OF LEGAL PRACTICE IN THE PAST HAVE INCLUDED GENERAL CIVIL AND CRIMINAL LITIGATION WITH AN EMPHASIS ON MATRIMONIAL AND FAMILY MATTERS, TRUST DISPUTES, JUDICIAL REVIEW, HUMAN RIGHTS AND EMPLOYMENT LAW. BEFORE RETURNING TO GIBRALTAR, SAMANTHA WAS PART OF THE LEGAL TEAM AT THE COMMISSION FOR RACIAL EQUALITY OFFICE IN CARDIFF.

SOCIAL SERVICES

There has been a complete review of all the departments that make up social services to enable the organisation to operate with a clear focus and providing the social work professionals, who lead the service with the proper support they need. We have already improved and modernised working practices. Despite that, as society is changing and there is an increase in breakdown of families, the resources available to social workers need to be enhanced to keep up with the demands being made of their services. There is still a lot to be done to improve this service both for the users and the persons who work within it.

ADOPTION

We are committed to a complete review of all adoption policies and legislation so as to better support prospective adopters. We will also legislate so that parents who adopt will benefit from the same rights as people who have children naturally and will introduce statutory adoption leave.

INTERNATIONAL ADOPTION

We have changed the process for people who want to pursue international adoptions in order to make it easier for them to progress with the support of Social Services. We will continue to work with individuals who seek to become parents of children from outside Gibraltar in this very worthy cause.

SUPPORT FOR SINGLE PARENTS

We have provided huge increases in single parent allowances and support for single parents who have sought to re-enter the world of work or education. We will continue to increase allowances and other benefits for single parents.

FAMILIES LEGISLATION

We will continue to ensure that the Social Services Court Team are better resourced to be able to deliver the requirements of the Children Act including the setting up of a family centre as required by the Act.

DRUG REHABILITATION

Drug rehabilitation services would be fully integrated into social services so that in addition to providing treatment for addiction it would form part of the wider support network and after-care service provided by social services in the community. This will include:

Adoption of a drugs-free workplace policy throughout the public sector;

The enhancement of the Secondary Care Unit (as an expansion of the existing Scud Hill facility) for up to 12 persons;

The acquisition and deployment of drug swab testing machines which are portable (and work based on samples of saliva which show whether a driver has taken cocaine or cannabis) in order to address "drug-driving";

The introduction of a new dependency service at HMP Windmill Hill designed to deal with those prisoners who arrive at the prison with addictions;

Arrest referral protocols throughout the law enforcement agencies to facilitate the process of dealing with detainees who are suffering from addictions;

A drugs programme developed with the Ministry for Justice and the Court Service, in conjunction with Social Services, in order to join up all aspects of the drug problem in Gibraltar, which will include the deployment of more drugs co-ordinators; and

An "after care" system to provide support for those who are recovering from addiction. This will include providing premises for a club house and funding for staffing of this essential facility.

BRUCE'S FARM

Bruce's Farm has been incredibly successful in helping good people who have become addicted to drugs turn their lives around. This facility needs investment in order to continue

delivering and to enable it to enhance the service offered. A GSLP/Liberal government is therefore committed to a full refurbishment of Bruce's Farm and the expansion of its facilities and services.

DOMESTIC VIOLENCE

We have introduced programmes to deal with domestic violence affecting both female and male victims of abuse. We will continue to pursue such programmes to seek to eradicate such abuse.

CHILD ABUSE & PROTECTION

Tangier Views is now more fully utilised than ever before as a result of the excellent work being done by Social Services in identifying vulnerable

children. We will further enhance the resources made available to the child protection team at Social Services. This will include dealing with the issues that arise at Tangier Views as a result of the numbers of children it now deals with. The RGP have done excellent work in this area also which has led to prosecutions. This demonstrates that in Gibraltar we confront this problem and will not tolerate abuse being ignored or swept under the carpet.

WOMEN AND MEN IN NEED

We have supported Women In Need and will soon be able to commence work on a half-way house for men which is sorely needed. We are working with Women In Need to allow them access to additional properties.

CONTINUING SUPPORT & TRAINING FOR SOCIAL SERVICES

We recognise that the professional team at Social Services are facing ever changing challenges. This requires them to be better resourced to deal with the issues that they are having to address, something which we are totally committed to. We are also committed to providing the necessary resources for the continuing training of care staff at Social Services and to restructuring the workings of the department where necessary.

DISABILITY

We want to motivate and encourage people with physical and intellectual disabilities to achieve their full potential. We have established that issues relating to people with disabilities are paramount on our agenda. This will of course include our continuing overriding principle of achieving inclusion. This work will be driven by the Department for Equality that will spearhead the work that may be required by other departments.

ACCESSIBILITY

We have already established the principle that all new Government projects be entirely accessible and our design experts have been trained to undertake accessibility audits and we consult on major projects as necessary. In addition, we have already commenced a programme to refurbish Government buildings to make them accessible where possible to do so. Our policy has already seen a change to Gibraltar's physical landscape. A GSLP/Liberal Government is committed to introducing statutory building rules for this to be applicable to ALL new building projects, not just those undertaken by the Government, and for the adaptation of existing buildings where possible. We have also commissioned a wheelchair platform which is available for use at public events, this has proved to be incredibly popular and used by many.

THE DEAF

We have been very committed to assisting those individuals who are deaf or have hearing impediments.

We have also supported British Sign Language locally and will continue to do so. We have already introduced BSL facilities at the hospital and will continue to explore ways of making this available. A BSL interpreter has been on stage on every National Day that has been celebrated by a GSLP/Liberal Government to symbolise how important it is that every single person be included. We will go further and assist with the incorporation of technological solutions that will allow deaf people to better enjoy everyday activities. New provision is being made for cinema performances and with tablet and IP-TV technology, these types of technologies can also be incorporated into the home. We will support the introduction of these solutions into the lives of deaf people in Gibraltar.

THE BLIND

We have made huge strides in the development of policies to support blind persons. We will now go further and assist with the incorporation of technological solutions that will allow

blind people to better enjoy everyday activities. New provision is being made for cinema performances and with tablet and IP-TV technology, these types of technologies can also be incorporated into the home. We will support the introduction of these solutions into the lives of blind people in Gibraltar.

AWARENESS

But inclusion is not just about physical accessibility, it is also about opening people's hearts and minds to an inclusive society and we will lead on policy development and information and awareness campaigns to ensure that this message is understood.

DISABILITY ACTION PLAN

We will continue to develop the disability action plan for Gibraltar so that services to people with disabilities are delivered in a coherent and co-ordinated manner. We have already set up an interdepartmental working group to look at matters that relate to health, social care, education, employment and housing.

INDIVIDUAL ACTION PLANS

We will continue to pursue the development of individual action plans for persons who suffer disabilities. This should be a life plan which the family of a disabled person can rely on.

SUPPORTED EMPLOYMENT

Supported employment has been greatly improved from the regime that was previously in place, employees now receive proper remuneration for their work and retain a percentage of their disability allowance. We will continue to review the way that supported employment operates and strive to improve it further in consultation between the Employment Service, the Department for Equality, the Department of Education, the private sector, and stakeholders.

NOT BORN DISABLED?

We have already adapted practice so that persons who are not born disabled but who become disabled during their

lifetime are eligible to receive certain entitlements. We will continue to develop this area so that eligibility is based on assessments of a person's condition and not solely on what is certified as being a disability suffered at birth.

RESPIRE

Respite in respect of children has all but disappeared. It needs to be reintroduced as soon as possible with enough resources to be regular, timetabled and reliable. This policy will be good for parents who are carers and for other children family members.

DISABILITY ALLOWANCE

The Disability Allowance has increased by huge amounts since we were elected, way ahead of inflation. We will continue to increase this important allowance, and if necessary introduce new grants.

FUNDING

We have increased the funding available to families who have to travel to see children who are being cared for outside of Gibraltar. We are also now extending more facilities to those who have difficulties with mortgages because of the need to care for disabled children. We have also introduced import duty waivers for the importation of vehicles for use by disabled persons and will continue to waive import duties for such other items as may be identified as being required for use by a disabled person.

SPECIAL OLYMPICS

We have recognised the excellent work done by Special Olympics Gibraltar by awarding the Freedom of the City to the organisation. We will continue to support this worthy charity in their work with athletes with disabilities and will provide them with premises very shortly.

EQUALITY

We have already made huge strides in the field of equality in a manner that has never been seen before in Gibraltar. We took the unprecedented step to have a Minister with dedicated responsibility for equality so that these matters could be given the importance that they deserve. The Minister for Equality has in turn set up a new department to deal with these matters.

The Department for Equality will continue to grow as it establishes itself further and will continue to develop policies and strategies to improve the daily lives of those who are protected under the equality strands.

EQUAL RIGHTS

Our work on protecting people's rights will continue. We have already introduced a landmark piece of legislation in the Civil Partnership Act and have also prepared a Bill which is modelled on the UN Convention on the Rights of Persons with Disabilities. We remain committed to seeking the extension on the Convention to Gibraltar. But we will not stop at that and we will review the Equal Opportunities Act to ascertain the areas that can be improved. A GSLP/ Liberal Government is committed to extending the provision of the act to deal with the provision of goods and services so that all the grounds that are protected from discrimination are fully covered.

EQUALITY AWARENESS

We will not only provide the legislative framework, we will also lead on awareness of equality issues so that everybody understands what their obligations to ensuring that Gibraltar is a fair and just society are. We will continue to work closely with and consult with interest groups in developing legislation and policies as we continue to feel that it is important to listen to stakeholder groups.

THE GIBRALTAR EQUAL OPPORTUNITIES COMMISSION

We have already proposed a bill for the introduction of an Equal Opportunities Commission. We will take into consideration the feedback that has been provided in this regard to ensure

that it is as effective in its role as possible. We have already established links with the Commission in the UK so that issues of best practice can be discussed if necessary.

GENDER EQUALITY

For the first time ever, issues of gender equality have been brought to the fore and the Government has provided a platform for discussion of such issues. Gender equality issues have been discussed with unions and interest groups.

The celebration of international women's day has been an annual event and was commenced during our administration as a way of highlighting attention to women's rights

Another first is that studies into

issues of gender equality have been commissioned so that we can learn where the shortfalls lie and identify what action needs to be taken so that these can be addressed.

We will continue to promote the principles of gender empowerment and deal with specific issues that affect women, or men, as groups.

We will introduce measures at Budget time to ensure that any discriminatory taxes or import duties are eliminated, such as the “tampon tax” and related measures.

We have already established an Inter-Agency Domestic Abuse Forum to help support victims, empower them, and we also work with perpetrators to try and break the cycle. This work will continue.

We will continue to work very closely with the charity Women in Need. In addition to financial support the Department of Equality provides guidance and administrative support. We have also established a link between the charity and Social Services to ensure support to victims of domestic violence and their children.

We will continue to work to promote support for all equality principles and work with all minority groups.

TRANSGENDER RIGHTS

We have recently legislated to recognise transgender people and we are already in the process to establish the procedures and protocols for these rights.

CIVIL PARTNERSHIPS

We trail blazed with the landmark commitment, which we have already delivered, to introduce into law the Civil Partnership Act. This recognises the rights of people to have their same sex relationships reflected in legislation and all rights that accrue from this because we did not consider it was right for the State to discriminate between people on the grounds of their sexual orientation. This regime is now also open to opposite sex couples so that there is full equality across all the sexual orientations. We will now publish a Command Paper in order to take the views of the public on how best to deal with the

request by some for civil marriage to be extended to same sex couples. We are totally committed both to ensuring that religious denominations are not forced to change their practices, beliefs or sacraments in any way and to the principle that the State must not discriminate between individuals based on grounds of sexual orientation. The results of the responses to the Command Paper will be published by June next year.

MOROCCAN & OTHER NON-EU WORKERS

We have dealt with many of the problems experienced by Moroccan workers and other non-EU nationals immediately upon being elected. We have worked principally with the Moroccan Community Association and Unite the Union on issues ranging from nationality, residence and health care to housing and other ancillary matters. We will continue to make progress on this front, honouring our commitments to this important group of workers and their families. We will also finalise the new Workers Hostel in early 2016.

TOURISM

The GSLP/Liberals know that tourism is a vital sector of Gibraltar’s economy that must be nurtured and grown in a sustainable manner. For that reason the GSLP/Liberals have invested in an unprecedented manner in Gibraltar’s tourist industry. We have delivered on what we promised and a lot more!

THE GIBRALTAR TOURIST BOARD

All current posts in tourism have been retained and the Board restructured to ensure more effective delivery of tourism services.

INCREASED AIR CONNECTIVITY

Gibraltar is now better connected than ever to the United Kingdom with new routes to Birmingham and Bristol. As part of the policy of the GSLP/Liberals commitment to expand air connectivity to consolidate the Rock’s position as the leading short break destination in the Mediterranean, we achieved 3 entirely new routes, including Tangier in less than 4 years – a record number! As a result of our policy of implacably pursuing one to one relationships, British Airways increased their weekly flights (all year round) from 7 to 11 and Easyjet and Monarch increased

capacity in the summer season from Gatwick, Manchester and Luton respectively.

It will therefore come as no surprise that passenger numbers have steadily increased since December 2011. Total passenger numbers at our airport increased by almost 8% since we took office and exceeded 400,000 for the first time in 2014. We are confident that the new routes and the increased capacity will continue to see more passengers arrive at Gibraltar and open up even more opportunities for the tourist industry in Morocco and the UK.

The new air terminal building had absolutely no impact whatever in attracting the new routes.

INCREASED CRUISE CALLS

The number of cruise ships that call

at Gibraltar has grown substantially since we were elected into office as we continue to pursue our policy of one to one contact with the top executives. We expect these numbers to grow even further in coming months. This year 207 cruises will call, bringing almost 300,000 passengers to our shores. This represents an additional 27 ships from last year, 12 of which are inaugural calls. MS Anthem of the Seas, one of the largest cruise ships in the world and the largest ever to dock at Gibraltar, made its much-anticipated inaugural call on Sunday 9 May. Her arrival culminated a week of hectic activity with the arrival of 12 cruises in less than 7 days, 3 of which were inaugural calls.

Further, the London-based cruise company Noble Caledonia announced the inclusion of Gibraltar as the turnaround port for 2 of its 2016

itineraries. For the Rock's cruise industry this represents a major breakthrough and will provide further economic opportunities for the Port in terms of bunkering, stores and crew changes and the general economy. Turnarounds also cement the port of Gibraltar as a successful and internationally recognised maritime hub of excellence.

Gibraltar will also host the prestigious Medcruise General Assembly in 2016, which will bring together 73 member ports in the Mediterranean and adjoining areas from 100 countries.

The 7 calls by the Anthem of the Seas at Gibraltar this year, the new cruise turnarounds, the hosting of the Medcruise General Assembly and the increase in cruise calls and passenger arrivals generally serve to highlight the confidence of the international cruise industry in Gibraltar's shipping and tourist industries and our ability to handle passenger megaships.

MARKETING

In Government we made sure that the expenditure on tourism marketing was driven by a value for money criteria linked directly to results. In addition to the increased air connectivity and cruise passenger numbers, the number of UK tour operators featuring Gibraltar as a destination has gone up and, importantly, so has the increase in sales. In 2014 all UK tour operators reported growth on the previous year's growth. We have also seen increase in the average length of stay to 4 nights, which is the highest since 1994! The number of tourists staying overnight has also increased by 8%.

EVENT LED TOURISM

We have fully supported event-led tourism, including, the highly successful and exemplary Annual Chess Tournament organised by the Caleta Hotel. There is no doubt that the Gibraltar Literary Festival has become the highlight of the autumn cultural calendar and that it has attracted international acclaim. All new events, such as the fantastic and well-loved Gibraltar Music Festival and sporting events, such as the Strong Man and Darts competitions, have ensured even more tourists visit

Gibraltar. The hunt is on to find new events!

INVESTMENT IN THE UPPER ROCK TOURIST ATTRACTIONS

The GSD allowed the Upper Rock to deteriorate into a state of filth and neglect. Notwithstanding the fact that they increased entrance fees, the money raised was not spent on Upper Rock improvements. We immediately commenced a programme to refurbish the existing Upper Rock tourist attractions investing £3 million over 3 years. In line with the Government's programme of works, the refurbishment to visitor attractions included Jews Gate, St. Michael's Cave, Apes Den, Great Siege Tunnels, Moorish Castle, 100 Ton Gun Exhibition and O'Hara's Battery. We paid particular attention to ensuring accessibility wherever possible.

Further, a major refurbishment programme of entirely new Upper Rock attractions announced in 2014 is currently under way, including, maps and interpretation centres, country walkways, an east side pedestrian trail linking Europa Point with the Nature Reserve, picnic areas and a spectacular new suspension bridge at Royal Anglian Way. The gravitational pull of such new attractions to cruise liners cannot be underestimated.

SANDY BAY AND BEACHES

Major coastal and regeneration works completely transformed Sandy Bay from its almost non-existent state into a beautiful and sizeable beach. Two curved groynes and frontal breakwater were constructed to provide a permanent solution to protect the beach from the full erosional impact of wave action and also to trap shifting sand. Sandy Bay has always been a terrifically popular beach and we were thrilled to return it to its former splendour.

The GSLP/Liberals also drastically improved year on year the facilities at Gibraltar's beaches. We completed works at the swimming pools at Little Bay and Camp Bay, including an automated chlorination system and carried out refurbishments at all of Gibraltar's beaches. Improvements included concrete walkways to replace the rickety wooden structures,

stainless steel stairs at Camp Bay, new toilet, shower and changing room facilities, the much loved waterparks and jelly fish booms. The weekend beach lifeguard service was introduced at the beginning of April ahead of the full service at the beginning of June and we additionally introduced beach attendants.

The GSLP/Liberals also introduced beach accessibility units at Camp Bay, Western Beach, Eastern Beach and Catalan Bay in addition to the ramps and other accessibility features to ensure wholly user-friendly beaches for all members of the public. The provision of changing places – accessible toilets with electrical overhead hoisting facilities, adult changing bench, shower and shower chairs are also provided at many bathing areas. We are committed to a continuous review of the services and facilities at Gibraltar's beaches, as going to the beach is a cherished Gibraltar family tradition.

A new GSLP/Liberal Government will continue to invest in our tourist product and the promotion of Gibraltar internationally.

TRANSPORT

We will work with the whole transport industry to make the transportation of visitors to Gibraltar a better experience and more lucrative for all involved in the industry in Gibraltar. We will in particular work with the Gibraltar Taxi Association.

NEW TOURIST ATTRACTION – NORTHERN DEFENCES

A GSLP/Liberal Government will continue to work on the Northern Defences with a view to opening up the area for the benefit of tourists and residents alike.

MILITARY HERITAGE

We will develop the full potential of Gibraltar for specialists interested in military history by offering tours which are geared for this purpose. It is possible to plan a tour with breakfast at the historic King's Bastion, then proceed to Wellington Front, the 100 ton gun, O'Hara's battery, Princess Caroline's battery, the World War II tunnels and the Northern Defences.



be proud of...

the replenished Sandy Bay

THIS IS ONE OF OUR MOST ICONIC ACHIEVEMENTS AND DEMONSTRATES OUR COMMITMENT TO INVEST IN OUR TOURIST PRODUCT - IN THINGS THAT MATTER TO ORDINARY PEOPLE. THE REPLENISHED BEACH IS MASSIVELY POPULAR IN SUMMER. THE GROYNES HAVE CREATED A NEW ENVIRONMENT THAT IS TEEMING WITH MARINE LIFE.

PROTECTING OUR SENIOR CITIZENS

We have been relentless in our defence of the interests of our senior citizens. In particular we have reflected the importance of their invaluable contribution to the Gibraltar of today by highlighting the work, dedication and achievement of the "Evacuation Generation." We will continue to respect and honour our senior citizens as they deserve.

NO TAX ON PENSIONS OR INHERITANCE

We will maintain the position that there will not be a tax on occupational pensions and no inheritance tax.

MORE HOUSING FOR THE ELDERLY

We have developed Charles Bruzon House on Europort Avenue and Seamount Lodge at Mons Calpe Mews specifically for the elderly. These apartments have been built to an even higher standard than Albert Risso House, but in keeping with the same principles. We will build more housing of this type for rental as it releases larger government rental properties which can be let to younger couples with growing families. By continuing to build homes in this way we are using taxpayers' money more efficiently.

DEBENTURE INTEREST

We will continue to offer products through the Savings Bank which will provide high interest return to residents of pensionable age. This is an important way of ensuring that our elderly people have the income they need in old age at a time of historic low interest rates.

ADDITIONAL FINANCIAL SUPPORT

Shortly after the election, if we are returned to Government, we will be able to announce, in partnership with Community Care, a new additional financial support measure for pensioners.

SOCIAL INSURANCE REFORM

We remained committed to a total reform of the entire structure of the Social Insurance Fund which is now insolvent and which will place the Fund on a viable footing. Additionally, in keeping with EU Law, we will equalise the pensionable age for men and women in all new schemes. In the new scheme we will pay pensions to men and women from age 60.

GIBTEL & AQUAGIB

We have already agreed in Government that the current and ex-employees of Gibtelecom and Aquagib should not be in a worse position in pensionable terms than if they had stayed within Government service. The relevant calculations are being finalised by

officials in the Ministry of Finance. We will not shirk from our agreement in this respect.

WOPS

The Widows & Orphan Pension Scheme has been re-activated on a voluntary basis for serving Civil Servants. We have also opened the facility for pensioners to opt back into WOPS. This is already being implemented by the Ministry of Finance, although calculations are complex and take time.

ASSISTING ELDERLY IN THEIR HOMES

We have hugely expanded and will continue with the domiciliary care facility that allows many elderly people who live alone, or have working relatives, not to be institutionalised and to stay in their own home longer.

COMMUNITY CARE'S FUTURE

When the GSLP left office in 1996, Community Care had assets of £63m of which £60m was in cash. By the time the GSD left office in 2011, that fund had been run down to £ZERO. We have already replenished the funds of Community Care as we had promised to do by giving it the surpluses that we have generated each year. It now has £100m in cash. By the time of the next election, we will have grown Community Care's fund to £230m. This will secure the financial future of our resident Senior Citizens for generations.

HOUSING

Making it possible for everyone to have a decent home.

RIGHT TO A HOME

We continue to be committed to a policy of making it possible for all of our people to have a decent home in Gibraltar at affordable prices and/or for rental for those who cannot afford to do so. This has been at the core of GSLP/Liberal policy throughout our time in Government and in Opposition. We will not be shifted from this deep commitment. Neither do we believe that "means testing" will produce a fair system to determine eligibility. In most instances, means testing can produce unfair results where those who are well off enough to afford to hide their incomes can pretend to qualify ahead of the hardworking breadwinner of a family whose income is declared directly by the employer. We will therefore continue to determine eligibility to housing (both in terms of the right to buy affordable homes and for government rentals) by applying the eligibility rules which we will modernise and update in order to prevent unfairness and abuse.

ELIMINATING WAITING LIST

Everyone on the housing waiting list and on the pre-list on the 9 December has been housed or has received an allocation for a home on all lists bar one. This means that the following housing lists have been eliminated in respect of such individuals:

- 6RKB
- 5RKB
- 4RKB
- 3RKB
- 2RKB

The only list on which we still have a number of people who were on the waiting list on the 9 December 2011 is the 1RKB list.

ELIMINATING THE 1RKB LIST

On that list there is a large number of young people who wish to buy in the next round of affordable housing to be made available. In addition there is a number of pensioners who will be able to move into the new homes for the elderly being developed or as

such homes become vacant. These types of applicants prefer to stay on the list and wait for the new homes that are about to come on stream. We will continue to build such homes and a half-way house, for men, that is already at an advanced planning stage. This will greatly reduce the number of applicants on this list.

WAITING REDUCED TO 3 YEAR MAX

We now expect that all persons on the waiting list for 6RKB to 2RKB will be housed within 3 years as we undertook to do in our last manifesto.

HOUSING LIST FOR RETURNING GIBALTARIANS

Eligible Gibraltarians who have moved to Spain because they were unable to buy property in Gibraltar will be eligible to buy in the next round of affordable housing. Those who previously owned property will need to pass the financial assessment test.

50/50 SALE OF GOVERNMENT FLATS

We have honoured the offer made to any sitting tenants who wished to purchase either pre-war or post-war property. In addition we have introduced the 50/50 scheme for such properties.

REFURBISHMENT AND BEAUTIFICATION

We have begun a brilliant programme of refurbishment of Government estates that had been completely forgotten by the previous administration and which had seen no meaningful investment in the 16 years of GSD administration. We will complete our programme of re-cladding buildings in Glacis, Laguna and Moorish Castle Estates (as well as adding lifts) and the refurbishment, beautification and lift installation on all remaining Government estates, including New Police Barracks and Bishop Canilla House amongst many others. We will also continue the "estate-by-estate" maintenance programme that we have established so that all Government estates are refurbished and maintained and are not allowed to deteriorate as they were for so many years. We have also re-provided the children's park

at Moorish Castle Estate and have helped the management companies of affordable estates to deal with common areas and beautification in order to improve the environment in these areas and the value of homes.

CO-OWNERSHIP HOMES

We have built approximately 850 homes for co-ownership already. In respect of these we have sold to people based on eligibility and not based on how much of a percentage they purchase. The GSD policy had been to give priority to those who could pay more, defeating the principle of making home ownership accessible to those who otherwise would not be able to buy. We will continue to prioritise people on the basis of their eligibility and need and not based on their ability to buy a larger share in the new affordable homes we will deliver in the next 4 years if we are returned to Government. In this time we will deliver at least 1,700 more affordable homes at Hassan Centenary Terraces and Bob Peliza Mews. We anticipate other exciting developments may also become available.

EXISTING ESTATES

We have worked hard and diligently with the management companies of the existing co-ownership estates, as well as Vineyards and Victoria Residency to assist with necessary maintenance and weather-proofing of buildings and common areas. We will continue to work with the management companies in question in the future to deal with these recurring problems that arise from development/building defects. At Vineyards we have also provided a playground for children. At Brympton, we will work with the management company to fund and finalise the replacement of the bridges on that estate.

More 50/50
homes and
refurbished Govt.
estates





be proud of...

Refurbished forgotten estates

WE COMMITTED OURSELVES TO ADDRESS THE NEGLECT IN OUR GOVERNMENT ESTATES. LAGUNA, GLACIS AND MOORISH CASTLE HAVE COME FIRST. WE STILL HAVE SOME WORK TO DO, BUT THE AREAS THAT HAVE BEEN COMPLETED SHOW HOW GOOD THE ESTATES WILL LOOK WHEN COMPLETED. THE REFURBISHMENT ADDS USABLE LIFE TO THE BUILDINGS AS WELL AS MAKING FOR A BETTER LIVING ENVIRONMENT.



tell me about... **Hassan Centenary Mews**

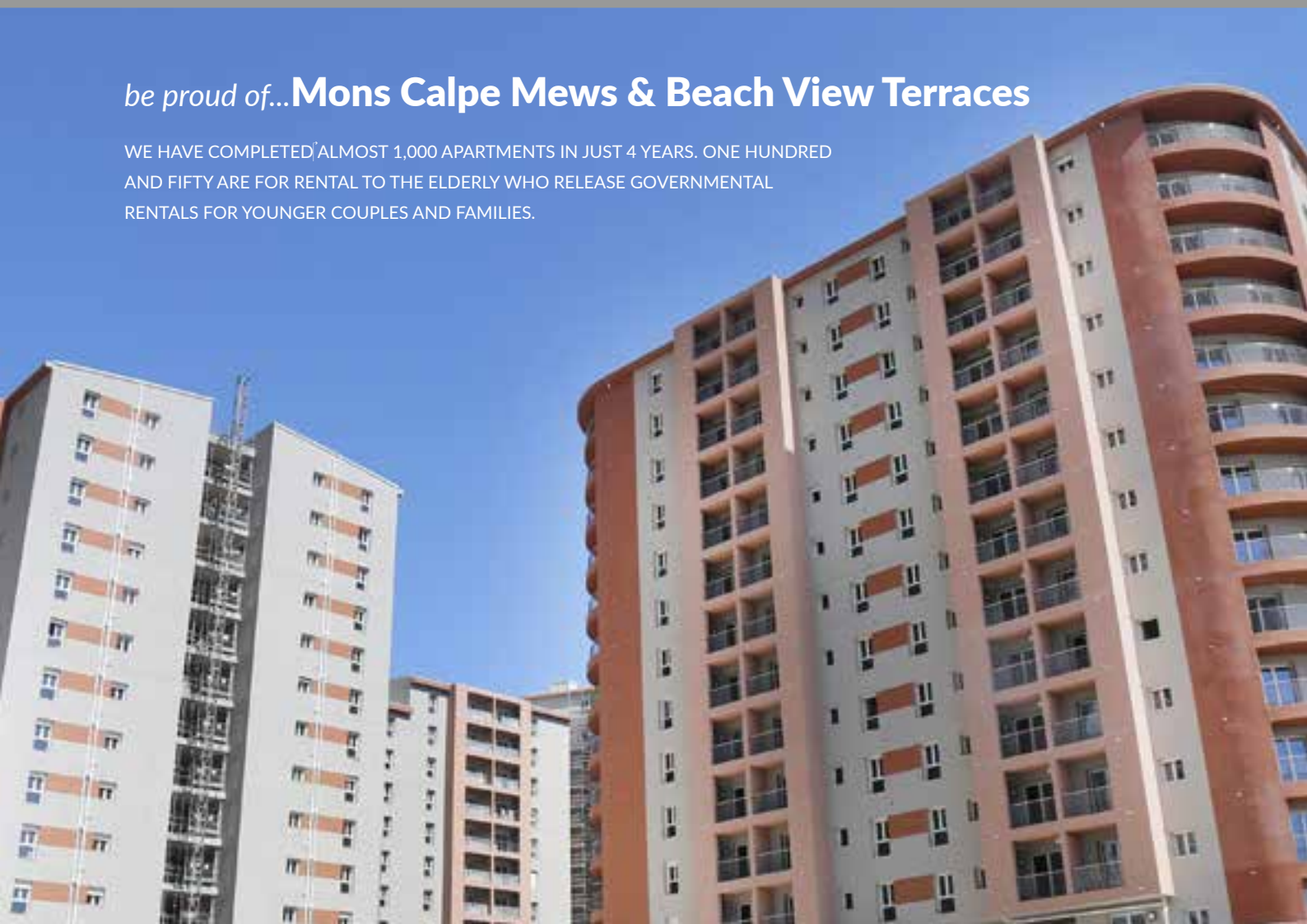
NAMED AFTER SIR JOSHUA HASSAN, FORMER CHIEF MINISTER OF GIBRALTAR, THESE BRILLIANT HOMES WILL BE IN THE REDEVELOPED EAST SIDE AREA TO BE KNOWN AS THE BLUEWATER RESORT. THE APARTMENTS WILL BE CLOSE TO THE EAST SIDE BEACHES AND THE POPULAR CATALAN BAY VILLAGE.





be proud of... **Mons Calpe Mews & Beach View Terraces**

WE HAVE COMPLETED ALMOST 1,000 APARTMENTS IN JUST 4 YEARS. ONE HUNDRED AND FIFTY ARE FOR RENTAL TO THE ELDERLY WHO RELEASE GOVERNMENTAL RENTALS FOR YOUNGER COUPLES AND FAMILIES.









tell me about... **Bob Peliza Mews**

Named after Sir Robert Peliza, former Chief Minister and later Speaker of the House of Assembly, these magnificent homes will be in the popular Westside area. Convenient for the City Centre and close to the other residential developments in the area.

HOME OWNERSHIP ESTATE REPAIRS

At the OEM Estates we have replaced all front doors at Cumberland Terraces and dealt with all the damp and other problems which have arisen in these home ownership estates (Bayview, Nelson's View and Cumberland Terraces). The bill for defect repairs in these estates is in the region of £7m. At Waterport Terraces we have defended legal action and finalised work on defects so that tenants did not end up having to foot the bill for problems with the construction. The bill for defect repairs at Waterport Terraces is in the region of £9m.

MORTGAGE FACILITIES

The commencement of operations of the Gibraltar International Bank has ensured that there are sufficient mortgage facilities available for all those who wish and can afford to purchase affordable homes.

EX-MOD PROPERTIES

We have made good the problems being faced by purchasers of ex-MOD properties that suffer from the presence of asbestos and defects in the fabric of the buildings (which cause water ingress) sold to them by the GSD Government. We will ensure that the MOD properties being handed over to the Gibraltar Government will be partly put out to tender in a fair and equitable manner through a tender process that will be entirely transparent.

FORENSIC AUDIT

We laid in Parliament the results of a forensic audit of the OEM Haymills payments in respect of the south district housing developments. This disclosed that loans totalling £4m had been made to OEM by GRP with the approval of the former Chief Minister. This money was lost in the liquidation of OEM. This is a loss to the taxpayer of £4m as a result of a loan which was granted by the GSD Government through a company that did not have a money lending licence. It is in addition to the £7m lost in repairing defects in the OEM estates. Moreover, Barclays Bank Plc is claiming an additional £7m from the Government in respect of those estates. That means that the taxpayer could lose up to £18m on that GSD fiasco. At the time of writing, there has been no explanation or apology from the GSD leadership.

With the GSLP/Libs

...the Savings Bank has
multiplied in size.

Deposits are up from
£300m to over £1BN.

Profits are up from
£400k p.a. in 2010 to
£9m p.a. in 2014.

Reserves are up from
£1,000 in 2011 under
the GSD to £20m now
with the GSLP-LIBS.

We have been careful
in the way we have
managed your money
in the Savings Bank.
So don't let anyone tell
you otherwise.
The numbers don't lie.

With the
GSLP/LIBS
government

Under the GSD
government

Reserves £1 thousand

Profits £400 thousand p.a.

Deposits £300 million

Deposits
£1 Billion

Profits £9 million p.a.

Reserves £20 million
Up to £70m in 2019

gslp libs

the strongest foundation

for your future

GSD
 £84m
 on new airport
 +
 £10m
 to demolish the
 Theatre Royal
 +
 £2.6m
 on 10 toilets
 =
 £96.6m

...just compare
 how the GSD
 and the
 GSLP/LIBS
 spend almost
£100m of your
 money...
 for the price of
 3 GSD projects,
 the GSLP/LIBS
 deliver 10 great
 manifesto
 commitments...
**thats why the
 GSLP/LIBS
 have been able
 to do so much
 more for you &
 your family!**

GSLP/Libs
 £15m 
 on the Gibraltar
 International Bank
 +
 £24m 
 700 berth Marina
 +
 £4m 
 Eastern beach
 car park
 +
 £4m 
 Bathing Pavilion
 +
 £3m 
 Commonwealth Park
 +
 £10m 
 University of
 Gibraltar
 +
 £4m 
 Sandy Bay groyne
 +
 £16m 
 Two new schools
 +
 £17.5m 
 Coach/Car Park
 +
 £0.75m 
 GHA CT Scanner
 + Chemo
 =
 £98.25m 

gslp  **libs**

the strongest foundations

for your future

GSLP, Watergardens, Gibraltar | Liberal Party, Irish Town, Gibraltar

...build on solid rock
vote **GSLP/Liberals**
the strongest foundations
for your future



Samantha
Sacramento



Joe
Bossano



Fabian
Picardo



Joseph
Garcia



John
Cortes



Neil
Costa



Albert
Isola



Gilbert
Licudi



Steven
Linares



Paul
Balban

vote for the
GSLP/Liberals



Vote for all 10 candidates



Election Agents:

Allan Asquez, Joseph Baldachino, Peter Cabezutto, Dennis Cardona, Joe Cortes, Jane Webber:
Watergardens 3, Suite 16, Gibraltar. Lyana Armstrong, Leslie Bruzon, Troy Jeffries: 95 Irish Town, Gibraltar
Printed by FotoGrafiks Design and published by Gibraltar Socialist Labour Party and Gibraltar Liberal Party

vote for the GSLP/Liberals

☒ Vote for all 10 candidates



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

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