



OFFICIAL REPORT

OF THE

STATES OF DELIBERATION

OF THE

ISLAND OF GUERNSEY

HANSARD

Royal Court House, Guernsey, Friday, 6th May 2016

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Present:

Sir Richard J. Collas, Kt, Bailiff and Presiding Officer

Law Officers

H. E. Roberts Esq., O. B. E. Q.C. (H.M. Procureur)
Miss M. M. E. Pullum, Q.C. (H.M. Comptroller)

People's Deputies

St Peter Port South

Deputies P. T. R. Ferbrache, J. Kuttelwascher, D. A. Tindall
B. L. Brehaut, R. H. Tooley

St Peter Port North

Deputies, J. A. B. Gollop, C. N. K. Parkinson, L. C. Queripel,
M. K. Le Clerc, J. I. Mooney

St Sampson

Deputies L. S. Trott, P. R. Le Pelley, J. S. Merrett, G. A. St Pier,
T. J. Stephens, C. P. Meerveld

The Vale

Deputies M. J. Fallaize, D. B. Jones, M. M. Lowe, L. B. Queripel
J. C. S. F. Smithies, S. Hansmann Rouxel

The Castel

Deputies R Graham, L.V.O, M. B. E, C. J. Green, B. J. E. Paint,
M. H. Dorey, J. P. Le Tocq

The West

Deputies A. H. Brouard, A. C. Dudley-Owen, E. A. Yerby,
D. de G. De Lisle, S. L. Langlois

The South-East

Deputies H. J. R. Soulsby, H. L. de Sausmarez, P. J. R. Roffey,
R. G. Prow, V. S. Oliver

Representatives of the Island of Alderney

Alderney Representatives L. E. Jean and S. D. G. McKinley, O. B. E.

The Clerk to the States of Deliberation

J. Torode, Esq. (H.M. Greffier)

Absent at the Evocation

M. P. Leadbeater (*indisposé*)

Business transacted

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States of Deliberation

*The States met at 9.30 a.m. in the presence of
His Excellency Vice-Admiral Ian Corder, C.B.
Lieutenant-Governor and Commander-in-Chief of the Bailiwick of Guernsey*

[THE BAILIFF *in the Chair*]

PRAYERS

The Greffier

EVOCATION

CONVOCATION

The Greffier: Billet d'État XII. To the Members of the States of the Island of Guernsey, I hereby give notice that a meeting of the States of Deliberation will be held at the Royal Court House on Friday 6th May 2016 at 9.30 a.m. to consider the item contained in this Billet d'État which has been submitted for debate.

Billet d'État XII

POLICY & RESOURCES COMMITTEE

I. Election of members of the Policy & Resources Committee – Debate commenced

The States are asked to:

Elect four sitting Members of the States as members of the Policy & Resources Committee to serve until 30th June 2020 in accordance with Rule 16 of The Rules of Procedure of the States of Deliberation, as set out in Section 1 of The Rules of Procedure of the States of Deliberation and their Committees.

5 **The Greffier:** Billet XII, Article I, Election of members of the Policy & Resources Committee.

The Bailiff: Members, in a moment I will call for nominations, and I will first of all ask the President of the Policy & Resources Committee, Deputy St Pier, to propose four candidates. Those candidates must be seconded.

10 I will then invite other Members to propose and second other candidates if they wish to do so. If no other candidates are proposed other than the four proposed by the President of the Committee, I will put the election of those four candidates to the vote without speeches. If there are other candidates proposed, then I will first invite the proposers of each candidate to speak for

15 five minutes and then the candidates to speak for 10 minutes in the order in which they were nominated. We will then go to the vote by way of a secret ballot.

Deputy Brouard.

Deputy Brouard: Thank you, sir.

20 Would it be helpful to the Assembly if, after Deputy St Pier has laid out his nominations, that the Assembly rises for perhaps 20 minutes or so, just to see that the Assembly can then reflect on those choices and give time for other candidates to perhaps consider putting their position forward?

I just ask the Assembly for that indulgence, sir.

Thank you.

25 **The Bailiff:** Well, let me put that to Members of the Assembly.

Do you wish to have a recess after the President of the Policy & Resources Committee has proposed his four candidates? If you do, vote Pour; if you wish to go straight through without a recess, vote Contre.

30 Those in favour of a recess; those against.

Members voted Pour.

The Bailiff: I believe the Pours have it. If anybody disagrees, we can have a nominal vote, but nobody is disagreeing.

I will then invite the President of the Policy & Resources Committee, Deputy St Pier, to propose his candidates.

35 **Deputy St Pier:** Sir, I wish to propose Deputies de Sausmarez, Stephens, Trott and Le Tocq.

The Bailiff: De Sausmarez, Stephens, Trott and Le Tocq.

40 **Deputy St Pier:** Yes, sir.

The Bailiff: De Sausmarez, Stephens, Trott and Le Tocq – sorry I just have to write the names down.

45 Is there a seconder for those candidates?

Deputy Ferbrache: Yes, sir. I am pleased to second all four of those nominations.

The Bailiff: Thank you, Deputy Ferbrache.

There will now be a recess. I do not know for how long! *(Laughter)*

50 **Deputy Brouard:** Can I suggest 20 minutes or so, sir?

The Bailiff: Well, we will come back at 10 o'clock then.

We will come back at 10 a.m. Thank you.

*The Assembly adjourned at 9.36 a.m.
and resumed at 10 a.m.*

**Election of members of the
Policy & Resources Committee –
Debate continued**

55 **The Sheriff:** All rise.

The Bailiff: Four candidates have been proposed so far: Deputies de Sausmarez, Stephens, Trott and Le Tocq. Are there any other nominations?
Deputy Lowe.

60

Deputy Lowe: Sir, I would like to propose Deputy Al Brouard.

The Bailiff: Deputy Brouard. Thank you. Is there a seconder for Deputy Brouard?

65 **Deputy Le Pelley:** Yes, sir.

The Bailiff: Deputy Le Pelley.

Is there anyone else? No. In that case, I think I have had a request for people to be permitted to remove their jackets because it is warm in here. So we will do that first. Then we will go into speeches. So Deputy St Pier will speak first in support of his four nominees – five minutes each – and then those candidates will speak for a maximum of 10 minutes each in the order in which they were nominated. Then Deputy Lowe will speak and then Deputy Brouard.
Deputy St Pier.

75 **Deputy St Pier:** Thank you, sir.

What I would like to do with the time available to me is simply introduce the individuals that I am nominating and will leave the individuals to give a little more about their own backgrounds and I want to explain the rationale behind the composition of this team which I have put together.

80 Firstly, by way of introduction, of course, a number of these nominees require little introduction.

Deputy Trott, of course, has extensive political experience, having, as we know, been both a poll dropper and a poll topper on a number of occasions. He has ridden that political storm. He has of course been, as we know, Treasury Minister and had the difficult and controversial task of introducing Zero-10 in 2006; and that fiscal and economic experience of course is incredibly important and central to the role of Policy & Resources, and I think will bring strength to it. Then of course, as we know, he has served as Chief Minister.

90 He – as all Members, new or old, I am sure are aware – will speak bluntly and, as he said in his speech proposing me a couple of days ago, sir, we are not the best and closest of political friends. He has challenged me in this Assembly, and outside of this Assembly actually on more than one occasion, and I have no doubt whatsoever that he will continue to do so, and that of course I welcome.

95 He is of course the Chairman of Guernsey Finance and in that capacity has contributed regularly – in addition to his previous roles of course – on the Finance Sector Forum, which of course is the body that brings together Government, industry and the regulator for our most important industrial sector. Maintaining and using that experience, I would suggest, sir, is absolutely essential to the work of Policy & Resources. So it is the breadth and depth of Deputy Trott's experience which I think is so valuable to this new and first Policy & Resources Committee.

100 Deputy de Sausmarez of course is less well known to many in this Assembly. I, in fact, first encountered Deputy de Sausmarez about six years ago through what was then called the Guernsey Recycling Advisory Forum which was set up by Government to help work with Government. It struck me then and, I have no doubt, since that she is a lady, sir, who is not remotely afraid to voice her opinion, but she has a demonstrable track record of being a team

105 player. Her current role as a media producer at Specsavers requires her to work with teams of people to deliver projects. So I have no concerns whatsoever that she is an individual who is capable of fitting in within this team.

110 She clearly has good written and verbal communication skills. Anybody who has taken the trouble to look at her election material or to see her on the hustings, or indeed, I suspect, to listen to her this morning, will see and experience that. She is a mum in her 30s and that brings with it two further attributes. She will bring down the average age of Policy & Resources by at least 10 years and she is also representing a significant chunk of the population – by which I mean young, hardworking families who are clearly unrepresented in this Assembly.

115 Deputy de Sausmarez provided, for me, sir, one of the more challenging questions during the question time on Wednesday when she asked how the candidates would ensure that the environmental leg of the States' Strategic Plan would not be forgotten. I will leave her to introduce her own credentials in that area, but she is, sir, the pragmatist who recognises – and she did indeed in the way she posed that question – the need to balance the environmental with the fiscal and social legs of the Strategic Plan. So, by asking the question, she has subsequently found herself very much part of this potential team, sir.

120 Deputy Stephens, again, I think needs very little introduction to many people in this Assembly – obviously a teacher. I, again, first came across Deputy Stephens a number of years ago when I was serving as a non-States member on the Legislation Select Committee during the 2008 Assembly's term.

125 She is of course quiet and diligent, but she has oodles of common sense, which I think again Members will recognise. But I think perhaps the single thing which shines through is her integrity; it is completely without reproach and I think that is much to be valued and admired. She is absolutely no pushover; her steely determination – again, many Members will recall – was that which produced the publication of results from the Education Department, as then was, and all that that subsequently led to.

130 So, sir, I have no doubt whatsoever that both Deputies Stephens and de Sausmarez, in all honesty, are not going to be remotely impressed or phased by the testosterone in the room, from myself, Deputies Trott and Le Tocq, and I think that is to be valued.

135 Sir, Deputy Stephens, of course, has served as a member of the Housing board, the Public Accounts Committee, the Public Sector Remuneration Committee and the Legislation Select Committee.

140 As I envisaged when I spoke on Wednesday, sir, I would hope and expect to be able to use knowledge and skill of all the Members of the Policy & Resources team to have designated responsibilities and I would expect Deputy Stephens' role is likely to be as the Member with particular responsibility for social policy. As she of course does have a detailed understanding of many of the challenges affecting the delivery of social policy within our old structure of Government, before it was changed, and the recognition of the need to align social policy closely with the direction of travel for Government as a whole, including of course its economic viability and the ability to actually deliver that.

145 Her wide network of contacts across the services of course will be of considerable value, and with that the track record of working collaboratively in and outside Government as well, I think, again demonstrates her as a thoughtful and conscientious team player in this area. Of course she has, in addition to the Government-related work, served since 2009 as a voluntary community assurance role as an independent chairperson of the fostering and the adoption permanency panel, and more recently as a specialist lay member of the Mental Health Tribunal, implementing with legal and medical colleagues the newly introduced Mental Health Law which the last Assembly approved.

150 So she is very well-versed of course in all issues of social policy, but I think perhaps the one that she is most closely associated with is that of disability. She was the first political champion for people with disabilities – and I think that is probably one of her proudest moments – and at the end of 2011 she became involved in the drafting of the Disability Strategy, which later became the

155 Disability and Inclusion Strategy, and subsequently became re-engaged with that in the last few years of the last Assembly, and actually was also responsible for helping to compile the handover package to ease the transferred responsibility for parts of the Strategy to the new Committee for Employment and Social Security. I know it is very much Deputy Stephens' ambition, on her return to the Assembly, to ensure that we convert all our social policy strategies into actions.

160 Sir, Deputy Jonathan Le Tocq is – and it is no surprise to Members of the Assembly to know that he is – a close, personal friend and I can rely and trust on his judgement and advice, which I think is incredibly important for whoever occupies my position – to be able to have that kind of support – and I value that considerably.

165 Again, he needs very little introduction, as the last Chief Minister and prior to that the Deputy Chief Minister and Home Minister. He is absolutely up to speed on all the issues and challenges that we face – external relations of course and fiscal – and is incredibly well briefed on all those, and of course it is a bit of an irony that he has been responsible also for drafting the handover document to brief his successor, which of course turns out to be me.

170 Like Deputy Trott, of course he has extensive external affairs experience, but in addition also has, as many will know, the languages and also a different style which is, I think, highly complementary to the external business focus of Deputy Trott. I think also Deputy Le Tocq's speaking of our *patois* and the recognition of Guernsey's unique culture and heritage there has enabled him to be an ideal representative for Guernsey in the last few years.

175 Sir, as I said to the Assembly a couple of days ago, I would certainly hope and expect there to be – as indeed there was in the last term – a considerable sharing of skills and resource in managing external affairs, including, as I mentioned, with whoever turns out to be the President of the Economic Development Committee. I can see a very logical and sensible split and sharing of the skills, particularly between that issue of international relations and international business.

180 Deputy Le Tocq was also responsible for forming the Bailiwick Council and also of course we should not forget his important influence on social policy. He championed the same sex marriage debate in the last term and, with me, also played an important role on ensuring equality for same sex couples seeking to adopt.

185 Sir, in conclusion, this team, taken together, is broadly based, it is politically balanced. That is what I said on Wednesday I would be seeking to do in returning to this Assembly today if I was elected. It ensures that the fiscal and economic, the social and the environmental legs of the States' Strategic Plan are all well represented at the Policy & Resources Committee table. It ensures that new, returning and re-elected Members are represented, presenting both extensive and deep experience, as I have said in introducing the candidates that I am nominating; but also of course a fresh insight that comes from coming to this place from outside. It enables us to fully exploit the fiscal and external affairs experience and the knowledge of our leading sector.

190 Fortunately – and it is a fortunate by-product – it does of course enable us to have better representation of the community – both by gender and age – but I should say that that is not a quota-based decision in any shape or form. All the names on my list, sir, are there by reason of merit, talent, ability and what they can bring to the Policy & Resources table, as I have said, in terms of delivering a broadly based, politically balanced offering that enables all the important legs of our States' Strategic Plan to be represented.

Sir, I do commend all four candidates to the Assembly and would ask the Assembly to support me by supporting all my candidates.

Thank you, sir.

200

The Bailiff: Next I will invite those four candidates to speak and I will do so in the order in which they were first named by Deputy St Pier, which is Deputy de Sausmarez, Deputy Stephens, Trott and Deputy Le Tocq.

Deputy de Sausmarez.

205

Deputy de Sausmarez: Sir, before I give you some detail on who I am, I am going to break with convention and start with who I am not.

210 I am not a ferocious political animal. I am not a big beast of the States. I am not a power hungry career hunter. I am neither a barrister, nor a chartered accountant, nor a company director, nor a tax expert. In many ways I am like many other Guernsey people. I am 38, just to add a little detail – I am not too coy to add. I am married with three children. I juggle family, work and social commitments. I have a mortgage. I pay tax. I put food on the table. I like cake.

215 I decided to stand for election in part to broaden the mix of representatives in the States. I believe we need a depth and breadth of people in Government, not just for their different skills, but also for their different perspectives, experiences and ideas – especially at a time where we cannot carry on in a way we always have. This clearly found some resonance with the electorate.

220 I grew up between Guernsey, Scotland and South East Asia. I read English literature at Durham University and after that degree I moved to Australia for five years where I lived, worked and took a Master's degree. I moved back to Guernsey in 2004 and have been particularly politically engaged ever since.

I have always been very actively involved in the community through various charities, community groups, parochial organisations and now St Martin's Primary School as well.

225 Professionally, as Deputy St Pier mentioned, I am a media producer – that is the person who pulls together all the different strands of a project together and makes it happen. I have worked in TV, film and theatre over my career, and for the past 10 years I have been with Specsavers, producing a broad range of work, from TV and radio adverts to digital content, to corporate and charity communications. It is a role that demands both creativity and pragmatism, strategy and implementation, leadership and teamwork. It is a role that demands attention to every tiny detail, whilst keeping the bigger picture constantly in mind. It is a role that shoulders responsibility for bringing big projects and big budgets in on target – without dodging the responsibility for making the big tea rallies, I might add.

230 These relevant skills are essential of course, but they alone are not enough to equip me for the demands of a role on Policy & Resources. Like the majority of people in this Assembly, I have a broad spectrum of general political interests as well as several key areas of experience and expertise. One of my strongest areas – as Deputy St Pier has already alluded to – is that of environmental policy.

240 I started taking an interest in environmental policy around 15 years ago when I worked as a freelance writer on top of my day job. I was commissioned by a not-for-profit organisation to write some marketing and training material on the subject. That research led me to specialise as a writer in environmental issues, which led to ongoing research and, although I do not write much anymore, I have never stopped researching. My academic background has given me a good grounding in detailed research and rounded analysis of complex issues and I like to keep my knowledge up to date.

245 I am also very interested in how environmental policy is implemented. I have instigated various initiatives over the years. I was part of the group which negotiated with food retailers the voluntary charge for plastic bags. I set up the Sustainable Business Forum, instigated many workplace initiatives to reduce environmental impact and advised on various elements on corporate social responsibility. I founded two community groups with an environmental focus, and I have been working closely with St Martin's Primary School and a cross-departmental team to develop a detailed policy to create safe routes to school. I led one of the four cycle trains on the school run this morning, in fact, before coming to the Royal Court, which might explain why I am looking probably about as windswept as usual!

255 But why does any of this matter? As you know, the States' Strategic Plan affords equal weight to economic, social and environmental policies. These are the three pillars of sustainable development and they are all heavily inter-related.

For economic policies to achieve growth, efficiency and stability, we need corresponding environmental policies to ensure the most efficient use of resources, reduced externalised costs and limit the impact of pollution, for example.

260 For social policies to achieve greater equity and inclusion, we need environmental policies to provide the infrastructure that can accommodate these goals. Putting environmental considerations at the core of all policy decisions is not to push some kind of green agenda – it is not about competing agendas at all; it is about the alignment and integration of economic, social and environmental policies to ensure that we maximise the potential for success on all three fronts.

265 In practice, though, this has not always been the case. Deputy Parkinson described environmental policy the other day as a 'Cinderella figure', although in a way Cinderella is too pretty a metaphor. To my mind, environmental policy is more often viewed as the ugly step sister – although one that rarely makes it to the ball. People often assume that environmental policy is driven largely by moral concerns, but in fact the driving forces are usually deeply pragmatic. Much
270 of it boils down to the sensible and efficient use of resources and energy. It is about how we use our land, our built environment, our infrastructure, our countryside, our coasts and our marine environment. It is about safeguarding not just our biodiversity but our food supply and air and water quality from pollutants, and our sea defences from the changing forces of nature.

In my view, as someone who has followed the States closely for many years, I think the last
275 Assembly actually achieved more than it was sometimes given credit for. However, what is certain is that the Policy Council did not function efficiently in its role of policy co-ordination due to its structure. That makes it all the more important that Policy & Resources is populated by those who have an understanding between them of the breadth of policy.

280 Environmental policy is one of my key areas of expertise, but I am not a one trick pony. I have other specific areas of particular policy interest and knowledge; for example, within the areas of health and social care, and within education, sport and culture. But in more general terms, I bring other qualities that I feel would be an asset to Policy & Resources. I have useful experience in successful industries outside of the finance sector; I am an independent and strategic thinker; I am well informed; I am creative and collaborative; I am not afraid of new ideas; I would bring integrity,
285 intelligence and innovation to the role; I am also a good communicator, and communication has never been more important. This Assembly will need to deal with complex issues; and good communication, internally and externally, will give them the greatest chance of success.

290 One of the most important roles of Policy & Resources, to my mind, is to promote and facilitate cross-departmental policy development. If this is done effectively we should be able to agree decisions earlier as a States, and perhaps even stick to them. Good communication is also essential to working more effectively with other islands in the Bailiwick, the UK, the EU and beyond.

Policy & Resources' summary remit reads as follows:

'To co-ordinate policy including leading the policy planning process, the allocation and management of resources, including the States' Budget and facilitating cross-committee policy development.'

295 I am heartened that the electorate has seen fit to select a broader mix of representatives, in terms of age, experience and perspectives. If there is one thing we can learn from business it is that better balanced boards tend to make better decisions. I believe we have a good opportunity now to elect a well-balanced Policy & Resources Committee that will serve the States and the Bailiwick of Guernsey well.

Thank you.

300

The Bailiff: Next I invite Deputy Stephens to speak.

Deputy Stephens: Thank you, sir.

305 First of all, can I say how nice it is to be back. Secondly, I would like to thank Deputy St Pier for proposing me for this position and also Deputy Ferbrache for seconding the proposal. I would ask Members to recognise that I am very conscious of the responsibility that I would accept if I were elected to this position and I consider this nomination, in itself, an honour.

310 When Deputy St Pier asked if I would be willing to stand and before accepting the nomination, I was careful to explore with him the nature of the role that he would expect me to take. The mandate of the Policy & Resources Committee is extensive and so I fully support the plan to allocate responsibilities to Members with particular interests and experience. And although my role would likely be social policy, I also connect with other responsibilities outlined in the mandate, where I know I could contribute as a team member who recognises those particular landscapes.

315 For instance, my experience on the Public Accounts Committee has given me a working knowledge of audit and appointing auditors, accounts, post-implementation reviews on capital projects and a deep desire to deliver value for money for our community.

320 As a delegate to the British-Irish Assembly, I learnt about constitutional matters and, informally, about how other jurisdictions view us and how beneficial those conversations with other parliamentarians can be.

Working with Deputy Jones on the Housing board gave me a good knowledge of the management of committee budgets and their allocation and about making bids. And, through contact with the Legislation Select Committee, I know about the drafting process and about the prioritisation of the roll out of legislation.

325 On the other hand, I cannot stand here today and claim experience in the technical and legal aspects of finance, but that does not prevent me from understanding the impact of Government financial decisions.

330 What I very much can do is what Deputy St Pier is proposing I do, which is to promote and support the leadership and co-ordination of States' social policy within the overall objectives of the States. I think I have at least three kinds of relevant experience.

335 Firstly, I can apply my skills as a committee member acquired over many years to make the Committee successful in its function. I am a team player committed to principles of good governance. I am thoughtful, analytical and measured in my approach and, as all Members do, I want to work collaboratively for the good of Guernsey. I am well used to establishing guidance materials, establishing working practices and systems for review, and monitoring and reporting procedures for new situations.

340 When in the past I have started up new committees or panels or projects, I have found that it is crucial to work at the new structure until it works, and I would do that as a member of P&R. This is a new senior Committee. I know the pitfalls of new initiatives and I can recognise success in action. In the immediate period, this skillset will be useful to the Committee as it becomes a functioning entity.

345 The second type of experience I bring comes from 25 years of working in education, many years of working with and alongside the creators of social policy and the frontline workers who deliver that policy, and working with service users, their carers and supporters.

350 I have a clear view of what the social policy future should look like for our Island. It should begin with the community and travel with them in the direction that they want. There would be clear priorities, linked with appropriate funding. There should be publication of what is possible and an acknowledgement of what must wait, with necessary flexibility to address changing circumstances. Our social policy should include everyone, provide equal opportunities and entitlements, and have a basis in law. Very importantly, our social policy should have the support of frontline workers who are so important to community satisfaction. We have a finite and ageing population, and through appropriate social policy provision being applied at the right time in the right way, we can make the most of every citizen – not just because this is the right thing to do, but also because it makes sense in economic terms to do this.

355 The third major contribution I can make is my experience of policy creation and implementation. I have written many policies for many situations, introduced them and monitored their impact. I can support other people doing this.

I will conclude with comments on the existing strategies. The building blocks – which are the Children’s and Young People’s Plan, CEDAW, the Supported Living and Ageing Well, Mental
360 Health and Wellbeing, Disability and Inclusion Strategy and others – are in place.

Now is the time to move from discussion to action, from strategy to reality and I see four necessary next steps to make this action real. One is co-ordination. I have a long experience of doing this for individuals and for larger groups needing services. Another is the sharing of information, as shared information leads to joint working. The third step is linking policy
365 ambitions and available resources more closely, and a single point of contact can assist everyone involved.

As a member of the Policy & Resources Committee with responsibility for social policy, I can assist in all those actions. I would very much like to support social policy across all States’ committees, both here and in Alderney, and I ask Members to allow me the opportunity to do
370 this.

Thank you, sir.

The Bailiff: Deputy Trott.

375 **Deputy Trott:** Sir, thank you.

This will be my fifth term in the States, having been elected by the people of St Sampson to serve my first term back in the year 2000, and I have to start by advising that I am hugely grateful to them for giving me the opportunity to serve them and their Island again.

Now straight to the challenges, which include ensuring the sustainability of public finances, remaining competitive in a difficult global economic environment, establishing a new system of
380 Government that works, ensuring that our community is well served by the Government and, in turn, ensuring that our Government is well-served by our Civil Service.

So the first challenge: ensuring the sustainability of public finances. In 2004, sir, I was elected by the Assembly to serve as Guernsey’s first Treasury & Resources Minister. During a full-term, each of the Budgets that were put to the Assembly by my team were passed without any
385 contested amendment. Now, I do not make this point through political hubris; I make it to demonstrate that, as Treasury & Resources Minister, the Budgets that my team put forward reflected the views of the Assembly and, in particular, that we needed to balance investing in our community with the long-term sustainability of public finances.

390 Sir, as a Member of the Policy & Resources Committee, I will have the experience and track record to ensure that we manage our public finances in a way that is responsible during equally challenging times.

Next: remaining competitive in a difficult global economic environment. During the last term, I agreed to serve, from 2014, on the Commerce & Employment board in order to support that
395 Department’s work on economic competitiveness. This experience means that I understand what our economy needs from Government and, perhaps more importantly sometimes, what it *does not* need from Government.

I believe I have the experience to ensure that we will be able to work closely with the incoming President and the Committee for Economic Development and his or her team, to put in place a
400 joined-up approach to support economic growth, promote business development, create well-paid jobs – *all* jobs, but well-paid jobs in particular – and support small and large businesses alike.

Sir, during the last term, I was asked by the Guernsey International Business Association to become the unpaid Chairman of Guernsey Finance, to help promote and protect the engine of our economy and also to ensure that there was an informed relationship between the Government
405 and the finance sector. Having the experience to bring business and Government together will be vital over these next four years.

Ensuring that our community is well-served by the Government: after not seeking re-election as Chief Minister in 2012, I focussed on supporting the Government in different ways. I was also able to work more closely with our community and to regain a strong understanding of what it is that they want from Government.

They want us to stop interfering in their lives. **(Two Members: Hear, hear.)** They want us to spend their hard-earned taxes as carefully as we would spend our own money. They want us to invest in our community, but to do so wisely. They want us to engage with them, and not to disregard their views when they do engage with us just because what they say is not what we wanted to hear. They want us to put their interests first.

There is a strong need to build consensus this term and I am absolutely committed to doing that. I understand that means compromise, and four years as Treasury & Resources Minister and four years as Chief Minister has given me a long apprenticeship in compromise.

Sir, if this Assembly does put its trust in me, I would also wish to serve our community and our Government in its external relations. Last term, I served on the Constitutional Investigation Committee, which has set out ways in which we can strengthen our self-determination and international profile. I will work to ensure that those recommendations are taken forward.

Sir, I have sat before committees in Westminster and Washington and other places defending and promoting Guernsey; standing up for what we do and how we do it. As Chief Minister, I established – along with my colleagues – the Channel Islands Brussels Office to defend and promote our interests as best we can in Europe. My experience in leading our Island's external relations as Chief Minister for four years will, I believe, be an important contribution that I can make over the next four years.

Sir, I have some external interests; they are all properly declared. But, in the interests of openness and transparency, I wish to remind Members now that I am a qualified professional non-executive director. I sit on the boards of two rather large companies. One is very large indeed. It is a fund administration company that currently administers over US\$100 billion and is headquartered here in Guernsey. I also sit on the board of a fiduciary company that employs about 50 local people and is an exemplar in the provision of pension products.

Sir, Deputy St Pier has advised me that if I am successful he will be asking the Committee to consider me as a candidate for Vice-President. It is a position that I will accept, and I ask Members to consider that when they are considering who they wish to cast their vote in favour of at the end of this election process.

Thank you, sir.

The Bailiff: Next we will hear from Deputy Le Tocq.

Deputy Le Tocq: Thank you, Mr Bailiff. I also want to thank Deputies St Pier and Ferbrache for their support as well.

As Deputy St Pier said, we are friends but, as many in this Assembly will know, that does not mean we agree on everything, and that has not only been behind closed doors in committee meetings, that has sometimes been in public. I am not frightened to speak my mind when I see evidence to the contrary. I think that is going to be important, as well as being a personal support to the new President.

Sir, I would want to serve in this Assembly in an appropriate way. I said in my manifesto that we need to have the right people, in the right places, at the right time. I thought very long and hard about accepting this nomination, because there are other interests as well. I have obviously served in a number of different areas; this will be my fourth term in this Assembly. So I want to give this Assembly an opportunity to understand what I think my main strengths are in this regard, as a candidate for being a member of the new Policy & Resources Committee.

I think my main strengths are social policy – which I have been the Chair of the Social Policy Group and very involved in a number of the initiatives that they have overseen in the last term; external relations, as has already been mentioned by Deputy St Pier; and I will add the ongoing

460 public service reform and transformation agenda, which I have been very closely involved in during the last four years.

Sir, I have a wide range of immediate knowledge of issues gained from being Chief Minister, Deputy Chief Minister and Minister for the Home Department over the last few years, and, before that, of course, I was involved in education and served under Deputy Trott as Deputy Chief Minister for a period as well.

465 I think I can hit the ground running, and I believe that is going to be very important because, whilst we have been doing this over the last few weeks, there are a number of issues in the world outside that do not wait for us. Surprisingly, they have not thought, 'We will wait for Guernsey to have their election and get everybody in place before we move forward on various agendas.' I do not require, therefore, detailed briefing on current external relations issues and the key range of
470 policy issues which the Committee will inherit. For example, with regard to the UK, there are a number of issues taking place in the UK at the moment that I have got involved in, not least the Prime Minister's transparency and beneficial ownership agenda, which I have been involved in speaking about and Guernsey's response in order to protect our position – which I believe is a strong position, but it needs speaking up for, and I have been doing so over the last few years.

475 In terms of Westminster in general, I have a working knowledge of the people already in place there and relationships that exist with them. But, not only Westminster: the devolved constituencies of the UK, and that is becoming increasingly important these days. During my time as Chief Minister, we improved and strengthened our relations with Scotland – which I think as a result of yesterday is going to become even more important, because we do not know what the
480 future holds for us in terms of business and in terms of our ongoing relationship and constitutional affairs. It is important that we have good relationships and can hit the ground running there.

In terms of the EU over the last few years, alongside the Chief Minister of Jersey, we have made several visits to Brussels and, working with our excellent officers in the Channel Islands Brussels
485 Office, we have strengthened relationships – bilateral relationships – not only with the EU and the key EU institutions, but with member states as well, and that is going to become increasingly important, irrespective of what happens with the UK referendum vote, because, unlike what some people think, if there is a Brexit, we are going to need, even more, the strength of our representation in Brussels in the future.

490 With regard to the British-Irish Council, I have been heavily involved during my time as Home Department Minister and Deputy Chief Minister but particularly as Chief Minister. That relationship becomes increasingly important in these days, as various workstreams that we share, with the common threats that we have, with those that are in the Common Travel Area, for example ... Also, I have developed relationships with the Republic of Ireland and Northern Ireland,
495 which I believe are very helpful for us going forward.

With regard to the current situation in the UK, the issue of the referendum and the relationship with the EU, I have had several meetings with David Lidington, the European Minister. That will become crucial in the next few weeks, in fact, as the UK goes to the polls, that we continue to develop our positions with the options that we have worked at with Jersey, so that we are in the
500 best possible position depending on what the UK referendum comes out with.

I have also got a good relationship with members of the Channel Island All-Party Group, which we helped to relaunch in the last 12 months.

I am well-known already, through existing, solid internal and external relationships with key personnel, including ambassadors and leaders in the City of London as well.

505 I have worked very closely with our current senior team, obviously: the Chief Executive, the Chief Information Officer, our external relations officers and other policy officers.

Of course, I have chaired for the last few years the States' Review Committee which, under my leadership, bought three key policy letters to this Assembly that make it possible for us to do these things today in the new structure that we find ourselves in. I have an understanding of what
510 we had to face when we were working out what would be best for us in going forward; how this

system should work and the sort of flexibility and opportunities that there are for us to work in a more improved way than we have done in the past.

515 I visited, in the last 24 months, all health and education sites and the key personnel involved in them, and all institutions as well, including those, obviously, in the Home Department that I was more familiar with before.

In terms of the transformation agenda, under my chairmanship, or as Minister for the Home Department, we took some very difficult decisions early on in order to do some things that seemingly in the past were not the popular thing to do but provided the sort of transformation, both in terms of finances and in terms of efficiencies for the future, that we are going to need to see rolled out right across the public sector.

520 As Chair of the Social Policy Group, the Financial and Economic Policy Group and, more latterly in terms of external relations, I have had responsibility for being involved in those key areas where Government needs to work more effectively together. It requires compromise; it requires finding a third way; it requires sometimes coming to the table with an open mind so that we can work more effectively as a consensus Government, which is what this Island, I believe, needs.

525 I have had to, obviously, regularly represent and speak out for Guernsey, and I am quite prepared to do so under the Presidency of Deputy St Pier.

I have worked closely with the Jersey Chief Minister, obviously, and the External Affairs Minister as well during the last term and, as Deputy St Pier mentioned, I established the Bailiwick Council. The reason for doing so is because whilst we legislate in this Assembly quite often for Alderney – less so for Sark – the fact is that the threats upon all three legislatures and jurisdictions in the Bailiwick are very similar, and we have to work more cohesively together. It will be my intention for that particular institution to find the ways in which we can do so, rather than just simply bilateral means – which must continue, but the way in which we need to work is far more trilaterally across the three jurisdictions in the Bailiwick in future.

535 I have championed new and deeper third sector engagement and policy development and delivery of services, especially through establishing the Social Charter, which was signed during the last term.

I have also been closely involved in pay and conditions negotiations from my time when I was Chair of the old PSRC, but also during the last term in terms of pension reform as well. Whilst I hope that there will be a new way in which we can manage that in the future, that will be part of the responsibility of the new Policy & Resources Committee.

540 I believe I have got good interpersonal relationship skills. As Chief Minister last term, I offered to meet with every States' Member individually every six months, in addition to those that I was seeing on a regular basis.

545 As Deputy St Pier mentioned, I have got communication skills in French. I am able to negotiate in that language and have a working knowledge of other European languages as well. *Et je d'vise le guernesiais*: I am a Guernsey French speaker as well, which sometimes might well be – and I have found it to be very useful when people outside misunderstand who we are and our heritage and our culture, and I like to continue to use that as a demonstration [*Bell rings*] that we are a unique place to live in.

I ask Members for their support.

Thank you.

555 **The Bailiff:** Next, Deputy Lowe will speak in support of Deputy Brouard's nomination.
Deputy Lowe.

Deputy Lowe: Thank you, sir.

560 I propose Deputy Brouard. As we have seen, he was very successful in this current election that has just taken place. He topped the poll again two weeks ago in the West and is now in his fourth term in the States: not an easy task once you have stood in your first term; there is always baggage that you have to take with you and it is harder at election time.

He had a career with NatWest for 28 years and he became a Member of the Chartered Institute of Bankers. He passed the Chartered Insurance Institute's financial planning exams.

565 Deputy Brouard has served on the Douzaine in St Peter's since 1998 continuously and is now the Vice-Dean, so he has a good parish record.

His record in the States: he served four years on Public Services Department; four years on the Legislation Select Committee and was Chairman of the States' Remuneration Committee. He was four years as Deputy Minister of Social Security and five years on Commerce & Employment, including four years as Deputy Minister in the last term. He also attended the British-Irish
570 Parliamentary Assembly.

There is much that has been achieved by Deputy Brouard during his time at Commerce & Employment: there was the finance sector strategy; he set up the 2-REG Aircraft Registry; he set up the Digital Greenhouse; increased the tourist offering; he set up the Ombudsman; he set up
575 Locate Guernsey.

There are multiple workstreams with the finance industry: from FATCA to AIFMD; Foundations (Guernsey) Law; the Image Rights; the Guernsey finance expansion; progressed information and communication technology. The Dairy Review; the new Milk Ordinance; the new slaughterhouse; the animal welfare legislation – the list goes on.

580 It has been a pleasure to work with Deputy Brouard during his time in the States. He is thorough, he is methodical and is always well-researched for whatever he brings to the States. He has a real affinity with Island issues and championed against paid-parking twice and was, both times, successful. He championed against closing local post offices. He proposed – and I seconded – a right for local families. That was successful. He wrote the States' report on behalf of Environment on high hedges, when actually he was on Commerce & Employment: his
585 commitment to help other Departments – his record goes before him.

He is a real person who has a real feel for the Island and what islanders want, reflected in the substantial mandate time and time again at the polls.

I commend Deputy Brouard, before you today, as a Member of Policy & Resources, who will be
590 a great asset – from his background both here in the States and in the parish and in the Island.

Thank you, sir.

The Bailiff: Deputy Brouard.

595 **Deputy Brouard:** Thank you, sir.

I hope I am not one of the dinosaurs, sir, because I only found out who the team was going to be selected from when listening to the radio this morning, coming in.

Late last night, when I found that the phone had not rung and there was a good chance that I probably am not going to be offered a place on Policy & Resources ... And I thank the States this
600 morning for allowing that half hour of reflection to see if any other candidates would come forward.

I think we need an election to give a chance for all of you to hear the candidates – which you have done this morning. I have not been able to canvass widely, so I am now flying by the seat of my pants.

605 This is a new term, a new States, a fresh beginning. There is a first time for everything, and for many of you today, it is only your second day as Deputy in this Assembly. I wish you and I wish this new Assembly well.

We have some of the greatest challenges any of our Governments have had to face. We have got EU exit, energy and resources, waste, transport links, population, demographics, deficit, and
610 notwithstanding the constant pressure on us by neighbouring communities who look on our shores, where our grass appears greener – and it probably is.

Yet, there is a perception and a reality that our main political body was dysfunctional: spending time in petty squabbles, played out over the media, rather than focussing on what collectively is best for Guernsey and Alderney. The Policy Council did not always help, where the Ministers

615 turned up to it as their second job. Their first and their allegiance was mainly to their own Department, whether that be Treasury or Education or whatever. P&R needs to be different.

The electorate want more and they expect more from their Government. They expect a professional, forward-facing united team. Now, you know that; you have just spent the last three weeks getting that message on the doorstep. The new team will be stronger, whatever the
620 outcome of this election this morning. Our electorate would not have respected this Assembly as much without at least the choice of some candidates.

This is the last chance for us to prove we can make consensus Government work. In my view, that comes with rights and privileges but – something we have been missing – it also comes with responsibility. That is not only individual responsibility but it is a collective one as well.

625 How we behave is how we are treated by the media and islanders. We need to win that trust back from the electorate – so lost with issues over the cruise ship arrangements and the seafront traffic lanes, the paid-parking debacle: expecting the lower paid town workers to pay £1,400 per annum, yet their boss parks free in the corporate garage! And the Education being driven into a cul-de-sac by requests from the Assembly for a review of 11-Plus and the size of the school
630 estate, colliding with the end of a four-year term – and I have not even mentioned the bond!

It is all about team, now we know what the make-up of the team is. We only had a few moments to decide whether that is the team that we want and that is the team that we want to represent us as our lead Committee. But that lead Committee is not only for here. It is in London, it is for Brussels and anywhere else where we need to protect our reputation or where we are
635 opening up and facilitating trade – and that is what we do in Guernsey: we are trade. Our trade now is in finance; it is in money. It was tomatoes and it was stone, but now it is money. We need access to markets and that is the job that P&R needs to do.

P&R, besides representing the States, needs to reflect also the elections. It needs to reflect on what happened at the polls and what happened on the doorsteps, when you had the feedback
640 from our electors. It does not need to reflect, like a mirror, the make-up of States' Members in the Assembly today. P&R, in my view, is not a Noah's Ark, taking samples of each type of Deputy: one female, one old male, one young male, etc. – I think you know where I am going!

P&R is the bridge of a ship. It is where we should put those with proven experience: people who have been there; people who understand the craft. But, just as on a ship, everyone has a role
645 to play on the ship. It is that chartering of the course; that leadership that we look to P&R to perform, not to mirror the make-up of the States in miniature. As I said, it is all about team.

If I am unsuccessful in getting a seat on P&R, I want to be part of a team to work together, having sound debate and argument with continuous focus on what is best for Guernsey, Alderney and the Bailiwick. Now, ideas as to what that is will differ, but it will be far easier coming to a
650 consensus if we stick to that one agenda: what is best for Guernsey and Alderney.

The team does not stop with P&R. We are the Government; you are that team. It is up to you what you give. We need to use all our skills if we are to survive the constant pressure on our Island, both internally and externally.

655 Now, I do not have all the answers; P&R do not have all the answers, but working together, being open, we will find them. P&R needs to be open to the Assembly. I want P&R to have communication to be fundamental to what we do.

Now, part of the problem in the last term – and, in fact, probably most of the terms that I have served in – is that half the States, at some time or other, feel marginalised in the decision-making process: in Government, but not in power, you could say. I want Members, especially the new
660 Members, to go on secondments to other boards. There are Ministers from the last Assembly who rarely sat on Policy Council, even as an observer. How will they learn? We need to allow Deputies to have knowledge of other committees other than those that they will sit on.

We need to know of visits; which officials are coming to the Island; which documents we are signing. We need communication to be improved, and I will do my level best to help in that.

665 But it is not about me; it is about you. Now, I would love to be President of Environment & Infrastructure, but I can see, also, a role on P&R that needs filling, and that is why I am standing – I can reflect there the environmental and the infrastructure issues.

As my proposer very kindly mentioned, I have been on Public Services; I have done a lot of work with Environment; I have been on the renewable team for the last five years. I also know quite a lot about the social issues, having been Deputy Minister of Social Security.

670 I would also just mention at this point, I think when Deputy Lowe was mentioning some of the things we did on Commerce & Employment, that was as a team; it was not just me personally responsible for it, but it is us working together that put all those things together. I think Commerce & Employment, when people look back, will be quite pleased with the achievements that we made to the Island, and some of the innovative thinking, the digital area that we were putting forward.

675 But it is all about what sort of Government you want. You are the elected representatives, new or returned. You choose who is on that bridge. You must decide who you want steering our ship. Today is much more about how you want to be treated; how you can play your part and how you can fill your role in Government, and what type of leadership you want.

680 Leadership is not just about being upfront, going into battle. It is about making best use of the talent we have. I want that inclusive Government, where we take time to show transparently how we legislate, how you can influence things. By the time a Billet comes to the floor of this Assembly to be voted on, the options are really limited: basically, yes or no. The new Policy & Resources plan will undoubtedly help, and we need all to play a part in fulfilling its promise.

685 Now, I have worked collaboratively with Deputy Le Tocq. We have been representing the Island off-shore, on renewables in France. I have worked with Gavin St Pier. We spent four years on the Financial Sector Forum, looking at the cutting edge of what is coming to us by way of international issues and how we can best defend ourselves.

690 I have worked very closely with Deputy Trott for the last 18 months in Commerce & Employment and we have worked extremely well together as we forged the mandate of Commerce & Employment.

695 Now, I hope my vision is yours. I would like to, finally, just thank Deputy Lowe for very kindly speaking for me at very short notice, and to Deputy Le Pelley for very kindly adding his name to my nomination.

We are all equal here. We all took a similar oath. We need each other. Each of you is equally valued. We have skills to offer. The Island needs those skills as never before. You have been chosen. The election of Gavin St Pier a few days ago held a new start. Today it is a new start for P&R; a new start for the bridge and that team on the bridge; a new start for our Government.

700 I put my name into the ring. You have four votes. I would be very grateful for one of yours. Thank you very much.

The Bailiff: Hon. Members of the States, that concludes the speeches. I believe I am right in saying that some ballot slips have been printed with, in accordance with convention, the names in alphabetical order. The names of the candidates are in alphabetical order. Those will now be distributed to you.

I just remind you there are five candidates: Deputies de Sausmarez, Stephens, Trott and Le Tocq, proposed by the President of the Policy & Resources Committee and seconded by Deputy Ferbrache, and Deputy Brouard, proposed by Deputy Lowe and seconded by Deputy Le Pelley.

710 You have four votes; a vote for four members.
Deputy Kuttelwascher.

Deputy Kuttelwascher: Sir, just a question. Can you confirm it is *up to* four votes?

715 **The Bailiff:** Yes, it is up to –

Deputy Kuttelwascher: When you said there –

720 **The Bailiff:** You have up to four votes, yes. You do not have to use them all if you do not wish to.

This, as the other day, is by way of secret ballot.

Yes, there is one Deputy missing, so that is probably why you have got one left over.

725 **The Greffier:** Are there any more slips?

The Bailiff: No. Those slips will be taken away to be counted.

In a moment I will propose that we recess while they are counted, because I suspect it will take a bit longer than the counting the other day.

730 Members of the States, just before we recess, I just wish to clarify something in relation to the election of both the President and a member of the States' Trading Supervisory Board, which we will be doing next week and the week after. On Wednesday 11th May – that is Wednesday next week – we will be meeting to elect the Presidents of States' Committees, including the President of the States' Trading Supervisory Board, in accordance with Billet d'État XV of 2016, Article II. It has been drawn to my attention that, unfortunately, one of the notes included in that Billet is
735 potentially misleading and may have caused some confusion, and I thought it would be helpful if I clarify the situation today.

The most important point to emphasis is that the election of a President of the States' Trading Supervisory Board is to be made on the recommendation of the Policy & Resources Committee. This means that the only nomination which you will have before you will be the person
740 recommended by the Policy & Resources Committee. No other nominations can be considered. Your decision will be either to accept or reject the Policy & Resources Committee's nominee and this you will do by voting either Pour or Contre the recommendation. Sub-paragraphs (4)(a) and (4)(b) of Rule 16 will apply, which means that the proposer, i.e. Deputy St Pier, will be able to speak for not more than five minutes and the candidate will be able to speak for not more than
745 10 minutes.

In the published Billet, the second note which follows the Proposition quoted paragraph '3' of Rule 16. That paragraph only applies where the number of candidates for a position exceeds the number of vacancies. It, therefore, is not relevant to the election of a President of the States' Trading Supervisory Board and must be ignored.
750

In summary, there will only be one candidate for the Presidency of the States' Trading Supervisory Board. The candidate, who must be a Member of the States, will be recommended by the Policy & Resources Committee. Something similar will apply the following week on 18th May, in relation to the election of a member of the States' Trading Supervisory Board.

I hope that has clarified what I understand may have been some confusion.

755 Deputy Kuttelwascher.

Deputy Kuttelwascher: Sir, on a related item, under our new system of Government, is it right that the President of Policy & Resources no longer would be proposing who they would like to sit as Presidents of the six Committees? In the past, the Chief Minister could propose who he would
760 like as Ministers, but that is no longer in the Rules, as far as I know. Would the nomination of Presidents of the Committees next Wednesday be purely from the floor? And, of course, individual members of P&R could do the same as individual Members.

The Bailiff: My understanding is it will be from the floor but, of course, the President of the Policy & Resources Committee will be entitled to propose who he wishes for each of those
765 positions. It is just that the old Rules provided that he went first. That Rule has been removed, but there is nothing to prevent the President from proposing who he wishes. Then, they make the other nominations from the floor, as you say.

770 Right, well, unless there are any other questions, I suggest we rise while the votes are counted.
It may take five or 10 minutes and then we will call you back in when we are ready.

*The Assembly adjourned at 11.05 a.m.
and resumed its sitting at 11.13 a.m.*

**Election of members of the
Policy & Resources Committee –
Deputies Stephens, Trott, Le Tocq and Brouard elected**

775 **The Bailiff:** Members, the counting has been completed and I am about to be handed the result of the counting. I can declare that the voting was as follows: Deputy Stephens, 28 votes; Deputy Trott, 28 votes; Deputy Le Tocq, 27 votes; Deputy Brouard, 25 votes; and Deputy de Sausmarez, 20 votes. There were no blank papers and no spoilt papers. I therefore declare that Deputies Stephens, Trott, Le Tocq and Brouard have been elected as members of the Policy & Resources Committee. *[Applause]*

That concludes the business for this meeting.

The Assembly adjourned at 11.14 a.m.