



OFFICIAL REPORT

OF THE

STATES OF DELIBERATION

OF THE

ISLAND OF GUERNSEY

HANSARD

Royal Court House, Guernsey, Friday, 16th October 2020

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Present:

R. J. McMahon, Esq., Bailiff and Presiding Officer

Law Officers

M. M. E. Pullum, Q.C. (H.M. Procureur)
R. M. Titterington, Q.C. (H.M. Comptroller)

People's Deputies

S. E. Aldwell	C. J. Le Tissier
C. P. A Blin	J. P. Le Tocq
A. H. Brouard	M. P. Leadbeater
Y. Burford	D. J. Mahoney
T. L. Bury	A. D. S. Matthews
A. Cameron	L. J. McKenna
D. de G. de Lisle	C. P. Meerveld
H. L. de Sausmarez	N. G. Moakes
A. C. Dudley-Owen	R. C. Murray
J. F. Dyke	V. S. Oliver
S. P. Fairclough	C. N. K. Parkinson
S. J. Falla	R. G. Prow
P. T. R. Ferbrache	L. C. Queripel
A. Gabriel	P. J. Roffey
J. A. B. Gollop	H. J. R. Soulsby
S. P. Haskins	G. A. St Pier
M. A. J. Helyar	A. W. Taylor
N. R. Inder	L. S. Trott
A. Kazantseva-Miller	S. P. J. Vermeulen

Representatives of the Island of Alderney

Alderney Representatives S. Roberts and E. A. J. Snowdon

The Clerk to the States of Deliberation

S. M. D. Ross, Esq. (H.M. States' Greffier)

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States of Deliberation

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

[THE BAILIFF *in the Chair*]

The Bailiff: Good morning, Your Excellency and welcome to this first sitting of the new States of Deliberation.

PRAYERS

The States' Greffier

EVOCATION

CONVOCATION

5 **The States' Greffier:** Billet d'État XIX of 2020. 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, 16th October 2020 immediately after the sitting of the Royal Court to consider the item contained in this Billet d'État – Election of a President of the Policy & Resources Committee.

Welcome and congratulations to newly elected Members of the Assembly

10 **The Bailiff:** Well, Members of the States, it is a great pleasure for me to address you collectively in that fashion for the first time, to welcome you to this new Assembly, and to congratulate each of you who has recently been elected as People's Deputies to serve until June 2025 and to welcome back the two Alderney Representatives.

15 As the Preamble to the Rules of Procedure explains, parliamentary and governing functions are fused in one body, the States of Deliberation, and as you start this new term of the Assembly, I am quietly confident that those who have elected you will hope that you will govern collaboratively and so effectively and efficiently, and for my part I wish you well in your endeavours in the coming term.

20 Before we move into the election of a President of the Policy & Resources Committee, I think that recognising that the General Election just over a week ago was a first for Guernsey and that it involved a real team effort to deliver it, led by the Registrar General of Electors and the Central Returning Officer, but also including the polling station officers as well as those who assisted them as volunteers, along with others who I might describe as being on the payroll, I invite you now to join with me in the customary fashion to thank the whole team who enabled this to happen for a job really well done. *(Applause)*

Thank you, Members of the States.

Billet d'État XIX

POLICY & RESOURCES COMMITTEE

I. Election of a President of the Policy & Resources Committee – Deputy Peter Ferbrache elected

Article I.

The States are asked:

To elect a sitting Member of the States as President of the Policy & Resources Committee to serve until 30th June 2025 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.

25 **The Bailiff:** So I am now going to invite Members who wish to do so to propose a candidate for the position of President of the Policy & Resources Committee. Those who wish to do so please rise.

Deputy Dudley-Owen.

30 **Deputy Dudley-Owen:** I wish to propose Deputy Ferbrache.

The Bailiff: Thank you very much.
Is that nomination seconded?

35 **Deputy Prow:** Yes, sir.

The Bailiff: Deputy Prow.
Deputy Roffey.

40 **Deputy Roffey:** Sir, I wish to propose Deputy Gavin St Pier.

The Bailiff: Is that nomination seconded?

Deputy Cameron: Yes, sir.

45 **The Bailiff:** Thank you very much, Deputy Cameron.
Are there any further nominations? No.

50 Okay, on that basis we have the two candidates: Deputy Ferbrache proposed by Deputy Dudley-Owen and seconded by Deputy Prow; and Deputy St Pier proposed by Deputy Roffey and seconded by Deputy Cameron.

In a moment I am going to invite the two candidates to come up and take their places here on the Bench and that will be in alphabetical order and in order of nomination as it turns out, so Deputy Ferbrache to my right and Deputy St Pier to my left.

55 There will then, as you know from looking at Rule 16, be a period of speeches. First the proposer of Deputy Ferbrache will speak and then Deputy Ferbrache, the candidate will speak. Then Deputy Roffey as the proposer of Deputy St Pier will speak, followed by Deputy St Pier, the candidate.

60 What I am going to do is adopt what happened just over four years ago in 2016, and that is to ask those who wish to pose questions ... There will then be a 30-minute period of questions to the candidates where they answer those questions alternately, but we reverse who answers first between each question.

I am going to ask those who wish to pose a question to write their name on the voting slip that they have got in front of them and that will then be collected up and we will put them in my toque and draw them out randomly, rather me having the invidious choice of choosing who to invite to ask a question.

65 Those questions have to be questions on a matter of policy relating to the mandate of the Policy & Resources Committee. If it is a question outside of the mandate, then I am afraid that I will potentially rule it out of order.

I hope that is sufficiently clear because once the question time is completed, we will then go to the vote, which is when you take your voting slips and write the name of the candidate you wish to see elected as the new President of the Policy & Resources Committee on to it.

70 Madam Procureur, is there anything I might have missed?

The Procureur: Sir, I very much doubt that, I am sure.

75 **The Bailiff:** So what I am going to do next is to invite the two candidates, Deputy Ferbrache and Deputy St Pier, to make their way round to join us on the Bench, please.

Deputy Ferbrache and Deputy St Pier took their seats.

The Bailiff: Gentlemen, if you are both ready and comfortable, then what I will do is I will invite the proposer of Deputy Ferbrache, Deputy Dudley-Owen to put the nomination for up to five minutes.

80 Deputy Dudley-Owen.

Deputy Dudley-Owen: Thank you, sir.

This is a momentous day at the beginning of this new term where we will elect a President of Policy & Resources Committee. Four years ago, in May 2016, a newcomer to the States of Guernsey, I never imagined myself commending a heavyweight of the Guernsey political scene to the States of Deliberation for this principal role to lead our Government. Today, sir, I am proposing Deputy Peter Ferbrache as the President of the Committee for Policy & Resources.

85 I have worked under the leadership of both candidates and on a personal level I have warmed to each as individuals. They are different characters. It is to Deputy Ferbrache that I owe much of the political confidence which I have now, enabling me to make this important commendation.

As a Member of the Committee for Economic Development, Deputy Ferbrache was my President for nearly two years. It was there I saw first-hand how he was able to easily put his trust in people, empowering them to succeed.

90 Deputy Ferbrache and I have not always been aligned on policy but in Committee he openly encouraged me and our colleagues to challenge, to question, debate and explore our views, to ensure our decisions were well informed, made by consensus, if not unanimous.

He respected the capability of each of his Committee Members and by delegating specific policy area responsibility to each of us he encouraged individuals to establish ownership and personal investment in important areas of the mandate, whilst never side-stepping or abdicating his own accountability or responsibility as President of the Committee.

100 Deputy Ferbrache enabled me to find my niche, to develop my knowledge, to carve out specialisms in the States and to lead in those areas. He enabled me to find my confidence and become an effective politician in the States of Guernsey.

105 He was then, as he is now, a facilitator. He is known in business-speak as a servant leader and this is just what Guernsey needs at this time as we exit what has undoubtedly been the most difficult time in our modern history since the end of the Second World War. This style of leadership is how Deputy Ferbrache led as a President of Economic Development. This is how he has led more recently as President of the States' Trading & Supervisory Board.

110 Despite a formidable professional reputation and a career leading him to be amongst the most successful legal eagles on the Island, Deputy Ferbrache does not seek to command and control, he does not seek to divide and conquer, or use an authoritarian style of leadership.

115 I have sought, sir, additional references for Deputy Ferbrache from non-States members, Stuart Falla and John Hollis of STSB and they said: I found him to be incredibly inclusive. He listens intently to the views of others before guiding STSB to a resolution. What is refreshing about Peter is that he has trusted people to get on with tasks, he listens and encourages, and delegates people to get on with it. He is very constructive. He looks to get problems resolved and is direct and open in communications. The mantra he has maintained is: every decision must be in the long-term interest of the Island.'

120 It is clear from these comments that Deputy Ferbrache has skills which need to be brought to bear to unite our Assembly, to serve our Islanders in the best possible way.

From an underprivileged background in Guernsey, Peter has a deep understanding of problems people face in life in our small community. He grasped the opportunities presented to him along the way and reflecting on the achievements he made through his life he must surely be recognised as an inspiration to many young people in Guernsey.

125 We face challenges ahead, enhancing the wellbeing of our community in terms of security, education, health and social equity, enhancing our economic and competitive edge ensuring Guernsey's autonomy is respected and maintained, delivering agreed projects and resolving those which remain outstanding on which our future success relies.

130 The President of P&R will need to guide the States forward collaboratively ensuring corporation between Committees and empowering their Presidents to deliver their respective mandates. We have undergone a period of self-inflicted economic harm in order to mitigate the effects of the Covid pandemic. We are still existing in a bubble of safety whilst the outside world continues to struggle in and out of various degrees of lockdown.

135 Deputy Ferbrache will give us the effective leadership we need to heal the wounds of lockdown to work through recovery, to rebuild a sustainable and prosperous future; he is able to listen attentively with empathy and react; he is able to reason and persuade; he is able to work collaboratively; he empowers and supports; he is someone who invests his time ensuring the success of others; a servant leader shares their power, they out the needs of the team first; they help people develop and perform as highly as possible.

140 Guernsey needs someone who will serve selflessly. Deputy Ferbrache will be the Island's servant leader.

I propose Deputy Ferbrache to the States as President of the Committee for Policy & Resources.

The Bailiff: Deputy Dudley-Owen, I am afraid your five minutes is up there.

145 Deputy Ferbrache now has 10 minutes. Deputy Ferbrache.

Deputy Ferbrache: Thank you very much, sir.

Sir, it is a great honour and I am really indebted to Deputy Dudley-Owen for her comments.

150 The people of Guernsey, the people of the Bailiwick, need action. There were words I read recently in an economic journal that resonated with me and they were: enough of action plans, enough of strategies, enough of visions, what we need is – and the words are almost Churchillian and that is a character I have rather admired in my life, which were – not action this week, not action this day, but action now. What we need to carry forward is action now, because people do not care too much about visions.

155 But I do have a vision myself and it is a vision that has always carried me through in my life, and that is however good or bad today is, tomorrow may be better; however good or bad next week is, the week after may be better; however good or bad next year is, next year may be better. It may not be and we have got to be concerned for the vicissitudes of life, for the turbulence that we have faced, and we faced two great challenges in the last States.

160 When I was sworn in as a States' Member on 30th April 2016 I had absolutely no idea that the people of Britain would decide to leave the EU some six or seven weeks later. That was a curved ball as far as I was concerned. When I was watching my television set and actually eating a Chinese take-away and looking at some far-off Chinese Province in January of this year, I had no idea that those problems would be visited upon the whole of the world just a couple of months later.

165 What people want is food on their table; what they want is a roof over their head; what they want are their children educated; what the old people want is security of their life; what we want and we want our young to want is aspiration and hope.

Now, in my life, whether it is professional life, personal life, States life, I have made thousands of decisions, and quite a lot of those have been wrong – hopefully more have been right; well, people
170 can tell and make that judgement themselves. But I have never been afraid to make decisions.

What I want to rail back again is the soporific effect of the regulation that we seem to be saddled with and burdened with in this Island. I want us to be able to resolve, under I hope the very able leadership of the person who just proposed me, our education questions very quickly, because what we did and our predecessor did as a States was to take down an education system without having
175 any idea what it was going to put in its place. That was an abrogation of responsibility. I do not abrogate responsibility; I build on responsibility.

What I want to do, as somebody whose family have been here since Abraham was a boy and in relation to my four children and my seven grandchildren who all live here, but I want them to have a better life than I have had, and I have had a very good life, because of what Guernsey has done
180 for me – this Island, which is a paradise in the world because we can speak to each other, we can have this meeting. If we were in the House of Commons there would be some of us on video link from Scotland, others sitting 20 feet apart from each other. We can do that, and we can do that because we are a sensible Island community.

We have always built on our opportunity and I do work – and I am grateful for Deputy Dudley-Owen's comments because it is easy to say it yourself, but if somebody who has worked closely with me and I considerably respect says it – I have always worked collaboratively because I have gone into many meetings, whether it is a legal meeting, whether it is a political meeting or whatever, with a view, I think this is a view and sensible intelligent people ... and there are 39 – I exclude myself – there are 39 intelligent sensible people that will be making decisions over the next four
190 years and they have to persuade me you have got it wrong. Okay, I have got it wrong, I have got it wrong, the only thing I would not get wrong is the support of the football team that I have, but that is by the by – everybody else is wrong when they support something different.

But we have got questions to resolve. The first thing we are going to have to resolve is our economy, because anybody that thinks that 97% of our economy is running efficiently is not living
195 in the real economic world. You say that to the hospitality trade where they are functioning at 30% to 40% of efficiency. You say that to the construction industry where you cannot get a carpenter or a plumber for the next six months but you go beyond then, you go beyond the big projects, you say that to the finance sector that is already *sotto voce* letting people leave their employment, you say it to them. You say to them that we are booming and we are doing well, we are comparatively
200 doing well.

What we also must not do, because it is not a Guernsey thing to do otherwise, is borrow money without a specific purpose. We must not borrow money unless (a) we can repay it and (b) we know specifically what we are going to use it for.

What I would like to see if I am elected in relation to Policy & Resources is the collaborative approach that Deputy Dudley-Owen has mentioned. There are five Members, we will all be equal
205 Members, we will all have responsibilities.

We have concentrated in the past on the Treasury aspects and we have done quite well in relation to that. Undoubtedly our Budget is balanced, undoubtedly we have got reserves, what we have not done so well in the last four years is deal with policy. I would separate the two as best I
210 could.

External relations are going to be a real challenge for us in the future. We have seen an instance of that just this week. There will be other ships that will be sailing with hostility towards our shores, we need to have strong people in to resist that.

215 You need a coalition of all talents and people who may not necessarily vote for me in this particular contest have agreed to allow their names to be nominated and I will just name two: Deputy Le Tocq, who I respect considerably, I have worked with him on SACC; and Deputy Helyar who is new and will be a very bright addition to the States of Guernsey. Now in relation to them I would seek to supplement them by two other strong Members if I am elected.

220 But I would say to probably Deputy Le Tocq if he continued to agree to have his name put forward and he was elected carry on with external relations, very good job, we need you because that is such an important asset in fact over the next four years.

225 But I would say to two Members, deal with Treasury – everybody will deal with everything in the sense that people would be cohesive and deal with all kinds of things – but deal with Treasury. I would lead together with another colleague from Policy & Resources regular meetings with all the other Committee Presidents, the six Principal Committees and what I regard also, having been President for the last two and a quarter years, the STSB which is as important as any other Committee of the States of Guernsey. I would have monthly meetings with them. The door would always be open, we would try and have a cohesive balanced way of going forward because that has been lacking. Again with no criticism of anybody, that has been lacking over the last four years. Not
230 going back to what happened eight years ago, or five or six years ago – but by moving forward because we need to move forward collaboratively.

It would be unrealistic to say that there will not be disagreements, but where we have those disagreements we must do so civilly, in a balanced way and cohesively. We can get angry with each other today but we must be friends again tomorrow, because we have to move forward for the benefit of this magnificent Bailiwick that we are all so fortunate to live in and we are all so fortunate to serve.

I ask you to vote for me in this election, colleagues.

The Bailiff: Thank you very much.

240 I now turn to the proposer of Deputy St Pier, Deputy Roffey, your five minutes.

Deputy Roffey: Members, the choice we make today is absolutely crucial. It will set the tone for the next five years and go a long way to determining how successful this new Assembly can be.

245 Of course we are not choosing a President of Guernsey. Under our system of Government executive power is diffused, but undeniably the person at the apex of policy co-ordination and resource allocation has a huge impact, it is a genuine leadership role and it requires a States' person to do it well.

250 Now perhaps as a proposer I should just be insisting that this is a really easy choice because my man is head and shoulders and torso above the rest of the field. He is indeed just that when it comes to ability, but I still accept that this decision is not straight forward, either for new Members or for survivors of the last fractious and tribal Assembly.

If this election was only about political ability, then electing Deputy St Pier would be a no-brainer, his capability in many crucial areas of Government has been obvious for all to see over recent years.

255 Firstly his forceful and proactive defence of Guernsey when representing the Island externally has been a genuine *tour de force*. He has been far better in that role than any other political leader that I have seen in the States over the last 40 years, and going forward those talents are going to be sorely needed, the UK and EU are staggering towards the end of the Brexit transition, we have seen the sort of individual problems that has flagged up in the last couple of days.

260 But there is also a far bigger issue. Protocol 3 is about to disappear and when it does Guernsey will be more exposed to external forces than it has been for half a century, there could be no possible worse time to dump our key proven, battle-hardened asset on the international stage.

My second example of his political ability is the way he took the structural deficit in public finances created by Zero-10 and the global recession and slowly and painfully brought Guernsey's Budget back into balance. Deputy St Pier may be socially liberal but financially he is a hard liner, keeping a scrooge like control of the public purse. Now that may frustrate me personally at times but it is probably a good quality for the person in charge of our finances.

Of course that balanced Budget has been completely blown out of the water by Covid-19 but the pandemic has also shown another of Deputy St Pier's leadership qualities. His calmness, judgement and decisiveness in a crisis, qualities that are both rare and precious.

Some people have said almost dismissively that the only reason he topped the poll by a huge margin was because of the way he had led the Island's response to the Covid-19 emergency. What is their point? If his leadership in the crisis impressed the Island, surely that is a positive. Make no mistake, that crisis is far from over.

So having placed his obvious abilities why do I say this is not a straight forward choice? Two reasons, the first flippant one is that he is not sufficiently like me, he is far too keen on borrowing, synchronisation and on process. So I do not claim that he is the perfect candidate, but frankly, sir, if Members want perfection in their leader they are doomed to disappointment.

The second more serious question I had to ask myself was this: does Deputy St Pier have the qualities needed to cure the damaging tribalism of the last four years? I cannot be honestly absolutely sure, but I do know two things. Firstly that changing our leader is no guarantee that things will get better in that respect, in fact they could get very much worse. Secondly Deputy St Pier seems receptive to my subtle hints over how he needs to change the leadership style, be a bit less presidential and respect the Assembly a bit more – a bit of humility goes a long way and build more political bridges.

Maybe I am naïve but I have been round the fiscal block, I am not easily soft-soaped and I do believe him. I genuinely regard him as the more likely candidate to build *esprit de corps* in this new Assembly. If I did not, I would not be proposing him. Ability is one thing but we also need healing.

In summary my candidate is not the perfect candidate, but he is the best on offer by a country mile, and we would be daft not to elect him today.

We stand at too crucial a point in Guernsey's history not to choose the most able leader available to us and that is definitely Gavin St Pier. Whether we personally like him or not is not the point. We owe it to Guernsey at this point in our history to elect him.

The Bailiff: Thank you very much.

I now turn to Deputy St Pier to speak. Deputy St Pier, your 10 minutes.

Deputy St Pier: Wow, it is fantastic to see so many new faces at the dawn of this new era. Today we begin a journey together of four years and eight months, and it may be the most challenging period to be in Government in a generation, but it is going to be so exciting.

We will have policy disagreements undoubtedly, but it is such a privilege for me to be with you as part of the team that can and I believe will now effect change. The people of Guernsey have placed their trust in each of us. Record numbers sorted their way through 118 candidates, three parties, a plethora of policies, personalities and promises and we are the result.

I truly believe that this a period of tremendous opportunity. We are in such a good place. We expect our economy to rebound 4.8% next year, our deficit this year will be at least £37 million better than forecast six months ago, and we have only needed to use £50 million or 25% of our borrowing facility to manage our cash flows this year.

We need to be ambitious and drive hard and fast. We must deliver recovery from Covid at the same time as facing other major issues including of course the ongoing pandemic, climate change and Brexit.

But we must be united because our challenges will not wait for us. Only this week I have been fighting for our fishing industry, a strong business-driven economy is the backbone of this Island, and it is Government's job to promote prosperity through enterprise. That requires supporting

balanced budgets through our essential low tax regime, but we must also drive economic growth. Lighter regulation alone will not be enough; we need investment and so like any growth business we should look at modest low interest borrowings, so long as they are never used to fund a deficit, are strictly controlled by this Assembly, and are only undertaken to grow our economic capacity – so for example funding the rapid roll-out of high speed broadband.

Whilst we must focus on economic success, we must also understand that economic, environment and social policies are inherently interconnected with each other. Recovery of our economy and community from the pandemic is our biggest and immediate challenge. This is the mission we can and must unite around.

We have a unique opportunity to restore the public's faith in Government and build upon the confidence that Government earned in the management of Covid. That requires us to do things very differently with a very different group of people. We need to trust each other and move forward, putting the squabbles of the past behind us. The people voted for an apparently paradoxical combination of change and experience. Like all of you, I was on the election trail, I have listened to that message in the last month and I have listened to you too in the last week.

I clearly provide the continuity and experience and now I will explain the role I will play in helping to deliver change with you over the days, weeks and months ahead.

Day one: change will begin with me, I will lead from the front, I will begin tomorrow by building a very different P&R, I will draw talent and political thought from across the Assembly – and contrary voices in the room can be challenging, particularly for the Chair, but it does produce decisions that are more robust. In the first instance I will invite Deputies Ferbrache, Soulsby and Helyar to join me and together we will agree who the fifth nominee should be.

I would also like to consider how we get the voice of Alderney better heard because to deliver a Bailiwick recovery we must seize the opportunity created this year to work more closely together.

Week one: we need more effective inter-Committee working and oversight of the Civil Service. In the first week I will ask one Member of P&R to become a political lead for the reform of the public service. I will ask other Members to provide political oversight of the senior civil servants working on inter-Committee policies. Those P&R Members will attend other Committees when relevant and invited to ensure that all the Committees' policy development aligns with each other and is matched with resources, and I will ask another Deputy outside P&R to take a lead for the oversight of property, meeting quarterly with us to help effectively drive the maintenance, strategic use and development of the property portfolio.

Month one: working with this more inclusive structure in the first month, I will initiate the following five Covid revive actions:

First, working with Employment & Social Security, P&R will make provision in the Budget for employer social security contribution holidays for businesses that create new jobs.

Second, I will ask P&R to include additional funding in the 2021 Budget for Guernsey Finance. Now is absolutely the time to invest and support the promotion of the financial services sector – our key industry that has served us so well through lockdown.

Third, P&R will submit a policy letter to allow debate on strategic population policy and remove the red tape on the Open Market that was introduced with the Population Management Law.

Fourth, we will expedite capital projects including repairs of the Fermain Wall, the Havelet Slip and Clarence Battery by removing some of our own internal red tape procedures. To do this I will ask P&R to include Propositions in November's Budget.

Fifth, we should tackle our overdue personal insolvency legislation which could be prioritised by P&R for drafting, and P&R would also work with other Committees to ensure appropriate regulation of the new cannabis-growing industry.

Quarter one: in the first 100 days P&R will work with Economic Development to submit proposals to the Assembly to enable the rapid roll-out of super-fast broadband and will also submit by 31st January the detailed Revive and Thrive action plans, including for example proposals to progress active travel, home energy efficiency schemes and environmental projects.

365 Deputy Soulsby led a requête on the machinery of government earlier this year. It was never debated because there was so much else going on. I am going to ask Deputy Soulsby in the first 100 days to liaise with all Members to ascertain the appetite for effecting some of her ideas so that we can benefit from any changes for the rest of this term.

I am going to ask the Member leading on behalf of P&R as employer to engage with all 370 Members, particularly the nursing champions, to develop a common understanding of the issues and options so that we can work together to deliver a solution for the nurses.

Year one: in the first year I will ensure P&R brings to this Assembly two major proposals. First, we must find a sustainable tax system following the comprehensive tax review. Second, we must have proposals to ensure Royal Assent for our legislation is given on Island through His Excellency 375 rather than in London through the Privy Council.

It is vital over this term that we actively engage with the UK to embed our ancient constitutional rights in a more certain form than relying on conventions which have been tested and strained, indeed they have been tested only this week.

In the first year I will ask P&R to support the development of the Community Mental Health 380 Crisis & Support Centre.

I am personally committed to strengthening the bonds across the Islands. In the first quarter and twice yearly thereafter I will visit Alderney to strengthen the common interest between our Islands and to reduce the tension in handling our shared challenges.

I will also initiative formal quarterly meetings with the Presidents. The meetings will have a single 385 clear purpose to ensure that each Committee is pulling its weight but is also receiving enough support to deliver its part in Revive and Thrive action plans to improve communications and understanding between P&R and all Members, effective immediately. Any Member will be welcome to attend meetings of P&R.

I welcome feedback on my leadership so in the first quarter and quarterly thereafter I will meet 390 if desired with each Member of the States.

Those in the last States know that, whether we agree or not, I treat everyone with professional courtesy and respect in all my dealings. I will always stop and listen and my proverbial door is always open to meet any Member at any time and in any location.

My professional relationships and career required trust, mutual respect, and considered analysis. 395 You can trust that I say what I mean and I will do what I say. While I never seek conflict, I am not afraid of it, as I have demonstrated when responding head on to threats from outside the Island.

You will have observed this year I am calm in a crisis. I believe, no matter what the issues, having both vision and strategy, knowing where you aim to get to and how are key, as is flexing but working to a plan to ensure you actually deliver. If you do not maintain that discipline, vision, strategy and 400 planning, you just end up with a lot of hot air and no action.

You know I have a strong track record of delivery, you know that I represent the Island well and with dignity, you know that I provide continuity and experience. I have set out comprehensively my plans for change – not change for change's sake but purposeful change, including how we can all work more decisively and more effectively together. That is what Guernsey voted for.

405 I am so excited. Let's get on with it, let's do this together, and that is why, with humility, I seek to be the President of the Policy & Resources Committee.

The Bailiff: Thank you very much.

Members of the States, we are now on the verge of starting up to 30 minutes of questioning of 410 the two candidates.

Perhaps if people want to ask questions they can hand in their name to the Sheriff and the other staff within the Assembly. Can I invite the two Alderney Representatives, if they wish to, to occupy the seats with microphones now that were vacated by the two candidates.

Anyone else? There is a couple at the back, please. Like drawing a raffle, isn't it?

415 So I am going to remind you all that questions are limited to 30 seconds, replies are limited to one minute, and that we alternate each question between the two candidates, but it would be

Deputy Ferbrache to answer first the first time round, that we will conclude at about 30 minutes, and that it has to be a question within the policy listed in the mandate of the Policy & Resources Committee.

420 What I am going to do is announce the first questioner and also the second questioner and then each time draw another one out so that somebody is forewarned that it will be them up next.

The first question will be asked by Deputy Le Tocq and the second question will be asked by Deputy de Lisle. It is now 10.41 and a bit and we will invite Deputy Le Tocq to place his question.

425 **Deputy Le Tocq:** Thank you, Mr Bailiff.

What are the current major threats for the Bailiwick concerning the UK's withdrawal from the EU, especially regarding the final stages of negotiations taking place as we speak, and how would you be addressing these?

430 **The Bailiff:** Deputy Ferbrache.

Deputy Ferbrache: There are many.

The current one is, I mentioned in my address, the hospitality sector, that question will remain unresolved as we stand here and it will be difficult for people to move in and out of the Bailiwick. We have also got a threat to our financial services industry that will need to be resolved.

435 How will I resolve them? You resolve them by early and expeditious discussion with the British authorities. You also attempt to resolve them by early and expeditious discussion with those in Brussels, equally are important. We need to stand up and we need to be strong and we need to ... those are the two keys issues but there are many others and those are the issues that have been helpfully raised by Deputy Le Tocq because that is a crucial question: because of Covid, Brexit has fallen into the nether regions really, rather than being in the prime as it would be. That is what we need to do.

The Bailiff: Deputy St Pier.

445 **Deputy St Pier:** Sir, the main problem is speed, the main threat is the speed at which these things are progressing. We saw this in relation to the Free Trade agreement between the UK and Japan where effectively because that moved at such a pace, we did not participate in it for the purposes of the trade and services and only for the purposes of goods.

450 So that is the main challenge. I think everything is happening this week and next week we have got the fishing issue going on right now with the permissive extent clause being inserted in the UK's Fishing Bill that needs to be challenged immediately. If I am elected I will go back to my desk this afternoon and start lobbying Members of the House of Lords to ensure that that amendment is reversed when it goes to the House of Lords.

455 The main challenge is going to be enabling us to respond over the next 10 days or so as these things evolve at great pace in order that we can get the best position that we can before the deal is closed.

The Bailiff: Following Deputy de Lisle, the next questioner will be Deputy Dudley-Owen. But first Deputy de Lisle.

460

Deputy de Lisle: Thank you, sir.

Given the concerns of the last Assembly, how do you intend to ensure and maintain an unfractious, collegiate and uniform Assembly?

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The Bailiff: Deputy St Pier.

Deputy St Pier: Sir, as I think I indicated in setting out my pitch, the first thing is to build a very different Policy & Resources Committee in the way that I suggested, so absolutely having a broader coalition of politic thought within Policy & Resources, but also increasing the mechanisms by which there is greater communication between Policy & Resources and the other Committees, and I again set out the requirement for Members of Policy & Resources to participate in those inter-Committee policy discussions, which are so dependent on being able to marry resources with what the committee is doing, and to ensure that everything is aligned, rather than Committees doing their own thing, then suddenly finding there are no resources as required.

It is about creating those channels of communication, so that there is a personal level from me one to one with each Member of this Assembly and by having Members of this Assembly present in Policy & Resources to have a greater idea of the challenges and how it actually works within the Committee room.

The Bailiff: Deputy Ferbrache, please.

Deputy Ferbrache: Speaking to people, getting to know people, listening to their views, have your door open, have your phone switched on, look at your email, even look at your Facebook which I have now entered for the first time in the 21st century. Do all those kind of things, be readily available, because the more you speak to people the more you understand them, the more you can seek to persuade them that they may be wrong, the more that they can seek to persuade you that you may be wrong. There is no magic in it, it is communication, communication and communication.

The Bailiff: After Deputy Dudley-Owen, the next questioner will be Deputy Prow. But first Deputy Dudley-Owen, please.

Deputy Dudley-Owen: Thank you, sir.

How do the candidates plan to handle the cross-over of certain policy areas such as transport between Policy & Resources and Economic Development? There are other examples I could give but not in the time available.

The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: By the two Committees speaking to each other.

Again this is not intended as a criticism of anybody, because I was a Member of our States and I share my own degree of responsibility.

By forgetting your mandate. I know the Bailiff has told us we can only speak about Policy & Resources today in relation to questions, but forgetting your mandate and speaking and saying to Economic Development via the President, what are the issues, how do we deal with the points that Deputy Dudley-Owen has just raised, how can we address them in an effective way?

I think it goes beyond just Economic Development and P&R; it includes STSB for example because of their responsibilities in relation to certain matters. So that is the way you would do it: again collaboration and discussion.

The Bailiff: Deputy St Pier.

Deputy St Pier: That is an excellent question and a very pertinent and real one. It is as I suggested, picking up the recommendations from the States report into the governance of Policy & Resources at the beginning of this year, which obviously got overtaken by Covid and actually having Members of Policy & Resources present with the other Committees when they are discussing issues which are cross-Committee, understanding what those issues are, particularly where you have got three Committees involved – which does happen with things like the Children and Young People's Plan, for example, where you need greater involvement. That is effectively ensuring that

520 you have the Civil Service working to the same model, where senior civil servants are present from one Committee to another who need to have the political alignment in that fashion as well, that will help us ensure that we have got all Committees working to the same agenda and that we marry the resources to allow them to actually deliver the agreed agenda for the States of Guernsey as a whole.

525 **The Bailiff:** Following Deputy Prow's question, it will be Deputy Matthews.
So Deputy Prow first, please.

Deputy Prow: Thank you, Mr Bailiff.

530 My question relates to the mandate of P&R in relation to duties 3 to 5 in the Red Book which concerns its relationship with all the other Committees that are tasked to deliver services to the public. Currently there is no formal constitutional mechanism for all the Committee Presidents to discuss and progress cross-Committee policy. Do the candidates agree that this can tend to make States dysfunctional and inhibits a more collaborative and collective system of Government?

Thank you, sir.

535 **The Bailiff:** Deputy St Pier.

During the last term I initiated a process of informal meetings of the Presidents and that was not effective, which is why I put the emphasis when I spoke on having formal meetings but having it with a purpose which is about the deliver of the common objective, mainly the priority of Revive and Thrive.

540 So it is not just a meeting, 'a nice chat, so what?', but actually it is very much focused on delivery. The challenge also is ensuring that the Presidents are also able to represent their entire Committees because again with the hope that we will have Committees that have much broader political thought we also need to make sure that the full view of the Committee is represented when you bring Presidents together. That is another major challenge which again is why it is important that P&R actually goes into those Committees rather than just interact President to President, because the dialogue is much greater than just President to President.

The Bailiff: Deputy Ferbrache.

550 **Deputy Ferbrache:** Well, sir, we have got agreement, I absolutely agree with what Deputy St Pier has just said and he did try to initiate informal meetings; I was one of those that was willing to attend but there were many others that were not.

555 We need to discuss matters, we need exactly what Deputy St Pier said when a President sits down once a month or once every three months, whichever system emerges – whether it is the St Pier or the Ferbrache system – when you do that, President of Education, President of Environment, President of Health, they must have the support of their Committees, so that you are talking to the heads of that Committee so that you are getting a view, so that you can represent views, because what we would like to do, whether it is Environment or whoever, when they bring a policy letter is
560 for P&R to say we have fully discussed it, we agree with it or we have got these reservations which we have expressed. Again communication.

The Bailiff: So following Deputy Matthews' question, it will be Deputy Haskins.
Deputy Matthews, please.

565 **Deputy Matthews:** Thank you, sir.

Given that the previous Education, Sport & Culture Committee had felt constrained to operate within a budget, I would like to ask what the approach might be in this States should some of the options prove to be more expensive or any other options from any other Committees?

570 **The Bailiff:** Deputy Ferbrache.

Deputy Ferbrache: That is a really excellent question and we will know when we resolve the education question, which we have got to resolve very quickly.

575 My own view, but it would be for the States' view for the 40 people that sit in this room, my own view is that the public overwhelmingly want a three-school model that will cost some money in relation to both capital investment but probably less than the money that would be addressed if it was a two-school model.

580 But it goes beyond that because Deputy Matthews' question also talked about the sport and the culture aspects. Those are very important parts of our community, those are very important parts of what we do. Education is always going to be expensive, we have got to make sure we get value for money and we have got to make sure that we achieve the goals that we have not been able to achieve in recent years which is education excellence.

The Bailiff: Deputy St Pier.

585 **Deputy St Pier:** It is a great question and clearly a very relevant one that this States is going to face in this term.

I think we need to move so far beyond ideology here, we need the next Committee *for* Education, Sport & Culture, I hope it will be led by Deputy Dudley-Owen, to bring back the report from the pause and review process with a pragmatic solution that is capable of winning support from the community, from the profession and from a majority in this Assembly. It will not be unanimous we know that.

590 It is P&R's responsibility at that point to ensure that whatever the agreed solution is is then delivered for value for money. That is the issue. It is not constraining the solution with a budget, let's discern what is the most appropriate solution delivering the best educational outcomes and then ensure that we deliver it with value for money that is P&R's role and that is what we need to do in this next term.

The Bailiff: So after Deputy Haskins the following questioner will be Deputy Leadbeater.
600 Deputy Haskins, please.

Deputy Haskins: Thank you, sir.

605 The electorate clearly voted for change and clearly thought that not enough was progressed, so ironically I would like to ask essentially the same question that Deputy Lester Queripel asked in the 2016 election contest. What will you do differently to ensure that policies and strategies do not simply sit on a shelf and are progressed?

The Bailiff: Deputy St Pier.

610 **Deputy St Pier:** I think the question really is about ensuring that the States of Guernsey have an agreed set of priorities and my proposal is that it is Revive and Thrive, that becomes what will drive the work of all Committees, and therefore you are not going to have Committees doing their own thing which suddenly they find they cannot be funded and cannot be delivered. So that is the difference; that is the change that we must have.

615 The Policy & Resource Plan was the first attempt to try and achieve that. It did not achieve all that was intended of it, we have got a much clearer focus now post-Covid in terms of the recovery plan that will enable us to deliver what is required. I am very confident of that because of the work that has been done and because of the proposals as to how we can get the Committees to work together with P&R having much closer involvement in the development of policy within a Committee and between Committees which is so critical.

The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: Perhaps the first element of a slight discord but gently discord between the two candidates, because visions and strategies are important, but action is what is required.

We could tomorrow spend £30 million, as we should do in early course without overheating the construction industry, on repairing the Harbour, which has been neglected over a number of years. We could do the Cow's horn, we could do the other things, we could do practical things tomorrow.

A friend of mine once said in relation to a £30,000 job at the Airport some years ago, before I became President of STSB – I am sure it would have happened if I had been President of STSB – a 40-page tender document, So somebody did not tender for it, because they were a Guernsey company, they were not going to say whether an employee had a conviction for drink driving five years ago. As a result an English company tendered, they got the job, they sub-contracted it to the Guernsey company who got £20,000 and they got £10,000 on top – complete nonsense. We have got to get rid of that and do something practical, rather than just vision and Revive and Thrive, and talking about it.

The Bailiff: That is your minute.

Deputy Ferbrache: Thank you, sir, sorry.

The Bailiff: After Deputy Leadbeater's question, it will be Deputy Inder. Deputy Leadbeater, please.

Deputy Leadbeater: Thank you, sir.

My question is not too dissimilar to those of Deputies de Lisle and Prow. What would you do as President of P&R to foster cross-Committee working and ensure that no rifts develop between Committee Presidents such as we have seen in previous times?

Thank you.

The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: Again I think a good question, it builds on, as he says, previous questions. Talking to people, discussing things, making sure if you can that when the President, whether he or she comes to a meeting with whoever the President of P&R is or their colleagues, they have got the consensus view of that Committee so that you know ... There is no point you agreeing something with the President today and he or she goes off tomorrow and that view does not come through. It happened in relation to the Home department in my view, in relation to the review of the Population Management Law – that was something that could have been dealt with better, without criticising anybody.

So again it is talking to people. I keep repeating myself but that is the way you can do it, get to know people and talk to them.

The Bailiff: Deputy St Pier.

Deputy St Pier: I think a key objective for this Assembly over the next 10 days is to ensure that each Committee is built with a broader spectrum of political thought than happened in 2012 or 2016. In both of those periods effectively the presidential victor actually took all, in the sense that they then nominated their four Committee Members and largely they got what they asked for, we then had largely homogenous thought within that Committee.

I think if we had broader political thought actually there would be more robust discussion when proposals come to this Assembly or come to P&R for funding. They will have been more robustly challenged, that is another key element of ensuring that we can be more effective and actually produce decisions which we are all capable of adhering to and actually delivering which is so important.

The Bailiff: Following Deputy Inder's question, the next questioner will be Deputy Brouard.
So Deputy Inder, please.

680 **Deputy Inder:** Candidates, public service reform has not been mentioned by any candidate either in manifesto, I believe, or certainly not in speeches.

What would either candidate do in the first six months to halt the expansion of the States and fast track commissioning of services to the third parties and or the charitable sector?

685 **The Bailiff:** Deputy St Pier.

Deputy St Pier: Sir, I appreciate that I was reading at some pace in my speech, but I did refer to public service reform (*Interjection*) and I did indicate that in week one, we need to appoint a political lead for public service reform who will drive that agenda. That is absolutely critical. The progress so far has been certainly in the last year or so has been focused around the outsourcing of IT and the Agilisys contract.

690 There is so much more that needs to be done but it is absolutely critical, if we are going to ensure that we can balance our budgets in the next five years, that we actually do deliver the change and the transformation in the public service. That has to be politically owned, it has to ultimately be owned by Policy & Resources and we need a political lead for it within that Committee, and I will appoint that in the first week.

The Bailiff: Deputy Ferbrache.

700 **Deputy Ferbrache:** Six months is too long, six days is too long. Remember a statistic, those of you who were in the States last time: in the last four years, the number of States' senior employees earning between £80,000 and above went up from 226 to 325. That has happened in the last four years.

705 How many people in the private sector earn more than £80,000 a year? Very few, and they have got stringent and detailed targets to meet. So we need to do it. We have talked about it. We have done very little. We need to be sitting down with senior civil servants and say, 'Come up with it; if you cannot come up with it you may be looking for other positions somewhere else to deal with it.'

We have got to be as dramatic as that because we have not grasped the issue that annoys the public writ large.

710 **The Bailiff:** Following Deputy Brouard, it will be Deputy Dyke.
So Deputy Brouard, please.

Deputy Brouard: Thank you, sir.

715 Will social and environmental policy have to take a back seat while economic policy is prioritised out of necessity?

The Bailiff: Deputy Ferbrache.

720 **Deputy Ferbrache:** Mrs Thatcher, not always popular but a great Prime Minister, said you cannot spend money until you have earned it – her quote was more eloquent than that. Because we cannot pay for anything unless we get our economy right. We can beat our chests, we can say we are going to do this, we can have a five-hour debate on something that we have got no chance in a million years of implementing. But of course social policy is important because that is what we are here for.

725 When people say Guernsey is a business, it is a business but it is a business with a social conscience. It has got to deal with environmental issues, it has got to deal with social issues. So they are important.

But unless you can pay your bills, everything else is secondary.

730 **The Bailiff:** Deputy St Pier.

Deputy St Pier: It is critical that the economic, social and environmental policies are seen as being absolutely interconnected and intertwined. The economy is absolutely critical as Deputy Ferbrache says, but it is understanding the interrelationship between them.

735 I referenced for example home energy efficiency. Actually those kind of schemes enable us to put money into the economy into those of small traders. It actually has an environmental benefit but also has a social benefit and produces equity as well – social equities for those that are unable to keep themselves warm in winter, particularly the elderly.

740 So that is a really good example of something that actually you can see the interconnection between them all, it has an economic benefit and an environmental benefit and a social benefit as well.

There are dozens of other examples, like when you start to think about active travel and those kind of initiatives as well: the economic advantage and the health advantage and the savings for the Government are in those kind of initiatives. So that is the change we need to have –

745 **The Bailiff:** That is your minute, I am afraid, Deputy St Pier.

Following Deputy Dyke, Deputy Gollop will be posing a question.
Deputy Dyke please.

750 **Deputy Dyke:** Thank you, sir.

Could I ask the candidates what they would propose to reduce the regulation and bureaucracy that is holding back our economy and our Bailiwick?

Thank you.

755 **The Bailiff:** Deputy St Pier.

Deputy St Pier: The prospect of red tape is one that is always waved around as if there is something that can be waved around. I think there are some areas. The Guernsey Financial Services Commission was reviewed a number of years ago. I think the Economic Development Committee might want to think about whether there is any area that needs to be looked at there.

760 Some of our planning rules: I think in particular actually being more permissive, particularly when you are dealing with developments within the curtilage of a property and those things which are exempt from planning application at all. Those are the kind of things that I think we could readily deal with.

765 The Open Market Law: we have introduced in 2017 a whole bunch of regulation around who can and cannot live in an Open Market property. As I referenced when I spoke that is an area where I would seek to remove some regulation as well.

So I think it can be done area by area. Much if it sits within Committees, Planning, Economic Development are in a very good position to help drive some of that –

770 **The Bailiff:** Your minute is up, Deputy St Pier.
Deputy Ferbrache, please.

775 **Deputy Ferbrache:** In my up to day, day job which will change, because it will not exist after today if I am elected, I have dealt with planning over many years. The planning regime is like running through treacle, you find common sense solutions which are precluded by rule whatever it is of the IDP, we have got a SLUP which is out of date and is completely unnecessary in the planning process. Also we need to speak to the Guernsey Financial Services Commission, which is an independent

body, and say, 'Could you be a little bit more helpful in relation to people who want to do business in this Island. Could you be a little more proactive?'

Generally think about regulation before we enact it. Some of it is forced upon us and we can do nothing about it in relation to international regulations if we want to operate in the real world, but there is a lot of it we could just say no to or we could take the slow boat to China, rather than the fast bus to St Peter Port.

The Bailiff: Following Deputy Gollop's question, it will be Deputy de Sausmarez. Deputy Gollop please.

Deputy Gollop: Thank you.

Following on Deputy Brouard's question, for a balanced Assembly to move forward without flip-flopping, what are the candidates' views on the effective but appropriate implementation of disability, equalities and anti-discrimination legislation including, importantly, reasonable adjustments to the practical to help people and businesses?

The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: All of us who were Members of the last Assembly signed up to that unanimously as we should and as we did. We need to be practical.

I remember four years ago both Deputy St Pier and I said genuinely that, in relation to the Disability Strategy, that should be a prime thing. Very little happened over the last four years, very little. So we are better to do things we can do a little bit than try and do everything which we will not do. We are an inclusive society, we are all equal, but we have to realise that we should also be practical.

The Bailiff: Deputy St Pier.

Deputy St Pier: The key to the next stage is communication between the Committee for Employment & Social Security and the various business groups and their representatives and actually business directly to actually develop a programme of implementation that is practical and pragmatic and works. The political direction exactly as Deputy Ferbrache said is very clear and the will of the States is clear implementation is now key that can be done by agreement, but it requires a lot of involvement and dialogue between Government and those that are affected.

The Bailiff: After Deputy de Sausmarez's question, it will be Deputy Soulsby. Deputy de Sausmarez please.

Deputy de Sausmarez: Thank you, sir.

Can each candidate please set out their experience relevant to the role of Chair of the CCA?

The Bailiff: I am going to disallow that question because it is not strictly within the mandate of the Policy & Resources Committee, so Deputy Soulsby please.

Deputy Soulsby: I hope this one is, but I am not quite sure.

As P&R President, you will be Chair of the Civil Contingencies Authority. Do you believe the approach since the beginning of the pandemic to manage Covid has struck the right balance or do you have a different risk appetite?

The Bailiff: Let me just call a pause, a timeout effectively on this.

Madam Procureur, Mr Comptroller, depending on which one wants to answer this, we have had two questions now relating to the Civil Contingencies Authority. I know that *ex-officio* the President

of the Policy & Resources Committee chairs the Civil Contingencies Authority, but it is not strictly, in my reading of the Rules relating to question time for a presidency, within the mandate of the committee for which the election is being held.

Do you have a view please?

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The Procureur: Sir, yes I do, and I think it is summed up really in your first sentence. The holding of the Chair is *ex-officio* as President of the Policy & Resources Committee and therefore in my view it is not part of the mandate of the Committee, sir.

840

The Bailiff: All right.

We will resume the timing. I have got Alderney Representative Snowden as the next one, followed by Deputy Murray.

So I am going to ask now, with the clock restarting effectively, Alderney Representative Snowden, please.

845

Alderney Representative Snowden: Thank you, sir.

With staycation bringing the Islands together, which has been a fantastic to see, how will the new P&R team Committee strengthen relationships between Alderney and Guernsey over the next four years?

850

Thank you.

The Bailiff: Deputy St Pier.

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Deputy St Pier: As I said when I spoke for me personally ... I will take a personal interest. I will come to the Island within the first quarter and then commit to come twice a year during the rest of the term.

I think it is incredibly important we have the 1948 Agreement which needs to be reviewed but I think we can do it in the spirit of much greater connectiveness than we have had for several generations. So I think the spirit and the willingness of both communities to work together is fantastic. There are some shared challenges, for example the support for the airline and the travel connections with the Island, but I think it requires us to actually be boots on the ground.

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I also want to have more Alderney representation within the States of Guernsey Committees and in particular I spoke about how we get a greater voice for Alderney at the top table for P&R and how we get input of Alderney issues so that P&R is better informed about some of the challenges when it is making decisions that affect Alderney.

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The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: Alderney has not been looked after at all in the last four years in any material way, despite the words that may have been uttered. I think I have shown myself in the last four years to be a friend of Alderney and I will continue to be a friend of Alderney. We need to speak to the politicians in Alderney. We need to have regular contact with them, we ought to listen to what they have to say, we ought to appreciate their difficulties.

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Now, they are not always the most united bunch, the States of Alderney, but we ought to try and pour gentle words into sometimes troubled ears. But liaise with the people of Alderney, liaise with their political representatives.

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The Bailiff: After Deputy Murray, there will be a question from Deputy Falla. Deputy Murray please.

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Deputy Murray: Thank you, sir.

I do not want to exercise the candidates for too long, because I am looking for a yes or no answer to this. Would the candidates make a commitment to ensure that the 2012 decision of the States to make the introduction of International Public Sector Standards is brought to fruition during this term of the States? Yes or no.

The Bailiff: Deputy Ferbrache:

Deputy Ferbrache: Deputy Murray wants a yes or no answer. Yes.

The Bailiff: Deputy St Pier.

Deputy St Pier: Yes.

The Bailiff: After Deputy Falla, it will be Deputy Trott.
Deputy Falla, please.

Deputy Falla: Thank you, sir.

Do you enjoy a good working relationship with the other Crown Dependencies and how do you envisage that going forward?

The Bailiff: Deputy St Pier.

Deputy St Pier: Yes, it is absolutely critical that we work very closely with the other Crown Dependencies. I have a regular dialogue with both my opposite numbers. I have been speaking weekly with both the Chief Ministers for the Isle of Man and Jersey, particularly during the pandemic, but of course it has not just been pandemic-related issues dealing with the things like the sanctions and Anti-Money Laundering Bill, dealing with the Brexit negotiations ensuring we are aligned actually is one of the biggest diplomatic challenges for any leader of the Policy & Resources Committee.

We often think about the dialogue that is required within our own Assembly, but actually when you need to ensure that you are carrying other jurisdictions with you, that is one of the key challenges that I have had over the last four years in dealing with issues, whether it is with Brussels or with the UK, there cannot be a chink between us, and there often are issues that do need to be ironed out behind closed doors – that needs to continue.

The Bailiff: Deputy Ferbrache.

Deputy Ferbrache: When I was in the States many years ago, I was President of the Board of Industry and Member of the Advisory & Finance, I had regular dealing with my colleagues in Jersey and in relation to carrying that forward. Of course as Deputy St Pier said, those are absolutely paramount and we will need to work together.

But what we must establish with those other jurisdictions is that we are equal partners, our views carry equal weight, and our interests are equal to theirs.

The Bailiff: After Deputy Trott's question, there will be a question from Deputy Helyar.
Deputy Trott, please.

Deputy Trott: Sir, thank you.

Can I ask the candidates what limitations or shortcomings do you see in yourselves that you would seek to make up for through your choice of P&R Members?

The Bailiff: Deputy Ferbrache.

935 **Deputy Ferbrache:** Well, sometimes I can be a little intemperate so I would seek to eradicate that. It is going to be a little bit difficult because I have been like that probably all my life but equally I think that I would seek to invite comments and wisdom and judgement from other people because anybody that thinks that they have got all the judgement, all the wisdom, and all the knowledge is a fool, and whatever else I may be, and I have so many failings I could not list them in the next three
940 hours if I was here, I do not think I am a fool.

The Bailiff: Deputy St Pier.

945 **Deputy St Pier:** I think my wife is in the Gallery so I will go to the opening of an envelope. I am interested in too much, so I participate in too many things that people ask me to participate in, so delegation is key and I think certainly, as I indicated when I spoke, I have already got some thoughts about how we do that within P&R so that we have the responsibility allocated for different functions for the employer function, for liaison for the policy areas with other Committees, obviously external relations, the Treasury function. I think that is what I would do differently for a second term and
950 starting at 9.15 a.m. on Tuesday the first meeting of P&R will be to agree that, working on the skill sets of the people that we have around that table which as I say needs to be broadly drawn from everybody in this Assembly today with a broad political thought.

The Bailiff: Deputy Helyar I think this is going to be the last question now.

955 **Deputy Helyar:** Thank you, sir.

I have a question about leadership. As a new Member it feels as if I have just walked into a turf war, perhaps a re-run of Hamlet. Will both candidates commit to working together constructively, notwithstanding the outcome of this election?

960 **The Bailiff:** Deputy St Pier.

Deputy St Pier: Yes.

965 **The Bailiff:** Deputy Ferbrache.

Deputy Ferbrache: Yes, sir.

Deputy St Pier is an able, decent, good man who has committed himself over the last eight years and the last four years as leader. Of course.

970 **The Bailiff:** Well, that is the 30 minutes up, allowing for the pause in the middle. I think in the circumstances, Members of the States, you might wish to show your appreciation for the two candidates. *(Applause)*

975 Now, Members of the States, we come to the vote. It is by way of a secret ballot. There are two candidates to choose between, that is: Deputy Ferbrache proposed by Deputy Dudley-Owen and seconded by Deputy Prow; and Deputy St Pier proposed by Deputy Roffey and seconded by Deputy Cameron.

980 What I am going to invite you to do is to take the voting slip in front of you and simply write either Ferbrache or St Pier on it – more if you prefer but that will suffice. Please do not write anything else on your voting slip because if there is more than the name of the candidate it will be treated as a spoilt ballot paper. The voting slips once they are prepared can be folded in half and handed to one of the parliamentary officials, HM Sheriff.

985 I suggest that unless anyone is desperate to get up and stretch their legs because it will not take long to count two piles that we simply stay in our seats and relax for a moment. So can you make sure that the voting slips are ready to be handed to HM Sheriff and the Usher.

A secret ballot took place.

The Bailiff: Members of the States, I have been handed the record of the votes cast in the election for a President of the Policy & Resources Committee.

Deputy Ferbrache polled 23 votes, Deputy St Pier 17 votes, and therefore I declare Deputy Ferbrache duly elected to that office. *(Applause)*

990 Before we close this meeting is there anything you would wish to say, Deputy Ferbrache?

Deputy Ferbrache: I am grateful to those who voted for me. I fully respect the votes of those that did not vote for me.

995 What I would say is that Deputy St Pier has served this Island, this Bailiwick, commendably well over the last eight and a bit years. I hope and I trust, because he is a man of such integrity, ability and experience, that he will continue to serve this Island well over the next four years and eight months. I would welcome working with him; he is a very good person.

1000 I thank all of you. We have now got, as Deputy St Pier said, the most difficult passage of time before us that probably any Government has had for many years. Let's go and do it, and let's do it well.

The Bailiff: Well, Members of the States, I am going to ask the Greffier to close the meeting in a moment with the Grace and we will be back, largely in the same places, tomorrow morning.

Greffier please.

The Assembly adjourned at 11.23 a.m.