



STATES OF JERSEY ORDER PAPER

MONDAY 11th JULY 2022

F. APPOINTMENT OF MINISTERS, COMMITTEES AND PANELS

- (i) Selection of Ministers.
- (ii) Appointment of the Chair of the Privileges and Procedures Committee.
- (iii) Appointment of the Chair of the Public Accounts Committee.
- (iv) Appointment of the Chair of the Scrutiny Panels in the following order –
 - (a) Corporate Services
 - (b) Economic and International Affairs
 - (c) Children, Education and Home Affairs
 - (d) Environment, Housing and Infrastructure
 - (e) Health and Social Security
- (v) Appointment of the Chair of the Planning Committee.

MRS. L.-M. HART
Greffier of the States

8th July 2022

Note –

In accordance with the meeting dates fixed for 2022 by the Privileges and Procedures Committee, this meeting will continue, if necessary, on Tuesday 12th July 2022.



Explanatory Note regarding the selection and appointment processes

(Item F)

Selection of Ministers

The Chief Minister designate, in accordance with Standing Order 117(2), has given notice of the following nominations for the 10 ministerial offices that she will make in the order shown –

Treasury and Resources	Deputy I.J. Gorst of St. Mary, St. Ouen and St. Peter
Children and Education	Deputy I. Gardiner of St. Helier North
Economic Development, Tourism, Sport and Culture	Deputy K.F. Morel of St. John, St. Lawrence and Trinity
Environment	Deputy J. Renouf of St. Brelade
External Relations and Financial Services	Deputy P.F.C. Ozouf of St. Saviour
Health and Social Services	Deputy K.M. Wilson of St. Clement
Home Affairs	Deputy H.M. Miles of St. Brelade
Housing and Communities	Deputy D.J. Warr of St. Helier South
Infrastructure	Deputy T.J.A. Binet of St. Saviour
International Development	Deputy C.F. Labey of Grouville and St. Martin
Social Security	Deputy M.E. Millar of St. John, St. Lawrence and Trinity

The Chief Minister designate has, in accordance with Standing Order 117(2B) provided an explanatory note about her nominations (see Appendix).

At the meeting, the Presiding Officer will invite the Chief Minister designate to make each of the nominations in turn. Following each nomination, the Presiding Officer will invite members to nominate alternative candidates for appointment to the ministerial office concerned. If there are no alternative nominations, the member nominated by the Chief Minister designate will speak for up to 10 minutes followed by a 20-minute question period; after which the member nominated by the Chief Minister designate will be selected for appointment.

If more than one member is nominated, the Presiding Officer will invite each candidate to speak for up to 10 minutes followed by a 20-minute question period. The candidates will speak in the order in which they are nominated, meaning that the Chief Minister designate's nomination will always speak first. During the speeches and question period other candidates must withdraw from the Chamber to a place where they cannot hear the proceedings.

After the candidates have spoken and been questioned, a recorded vote will be held. If there are no more than two candidates for a ministerial position, members will be required to use the electronic voting system to cast their vote to enable the manner in which members have voted to be read out. If there are more than two candidates, an open ballot will take place. In each case, once a candidate has obtained a majority of the votes cast in the recorded vote, he or she will be appointed to the relevant ministerial office.

If during the selection process the States select a candidate who is not the Chief Minister designate's nominee, the Chief Minister designate will be able, if she wishes, to amend the list of nominees for the remaining ministerial offices and, in doing so, she may also amend the order in which she wishes the remaining nominations to be made. The States must nevertheless be informed at every stage of the full list of remaining nominations being made by the Chief Minister designate.

In accordance with Article 19(7) of the States of Jersey Law 2005, once the last Minister has been selected, the Chief Minister designate and the persons selected are appointed to ministerial office.



Adjournment following selection of Ministers

After the selection of Ministers under Standing Order 117 is complete, the Presiding Officer will, in accordance with Standing Order 117A, invite the members of the States to decide whether to adjourn immediately and continue either later that same day or at 9.30 a.m. the next working day.

Appointment of the Chair of the Privileges and Procedures Committee

The Presiding Officer will invite nominations for the position of Chair of the Privileges and Procedures Committee. Ministers and Assistant Ministers are not eligible for appointment to this position. Each nomination must be seconded. If there is only one nomination, the member nominated will speak for up to 10 minutes followed by a 20-minute question period; after which the member will be selected for appointment. If there is more than one nomination, each candidate will speak for up to 10 minutes with a 20 minute question period. The candidates will speak and be questioned in the order in which they have been nominated. Other candidates must withdraw from the Chamber during the speeches and question period.

Following the speeches and question periods, a recorded vote will be held until one candidate receives an overall majority of the votes cast. The electronic voting system will be used in any instance where there are no more than two candidates; an open ballot will take place in instances where there are more than two candidates.

Appointment of the Chair of the Public Accounts Committee

Ministers and Assistant Ministers are not eligible for appointment to this position. The procedure to be followed is identical to the procedure described above for the Chair of the Privileges and Procedures Committee.

Appointment of the Chairs of the 5 Scrutiny Panels

Ministers and Assistant Ministers are not eligible for appointment to these positions. The appointments will be made in the order set out on the Order Paper for the 5 Scrutiny Panels. For each Panel, the relevant Ministers are prevented from either nominating candidates or taking part in the final vote. The corresponding Ministers for each Panel (who will be so affected) are as follows:

Corporate Services	Chief Minister Minister for Treasury and Resources
Economic and International Affairs	Chief Minister Minister for Economic Development, Tourism, Sport and Culture Minister for External Relations and Financial Services Minister for International Development
Children, Education and Home Affairs	Minister for Children and Education Minister for Home Affairs
Environment, Housing and Infrastructure	Minister for the Environment Minister for Housing and Communities Minister for Infrastructure
Health and Social Security	Minister for Health and Social Services Minister for Social Security

All Ministers are nevertheless able to take part in the questioning of each candidate. The procedure for the appointment of each Panel Chair is otherwise identical to the procedure set out above for the Chair of the Privileges and Procedures Committee.



Appointment of the Chair of the Planning Committee

Ministers, and Assistant Ministers for the Environment, are not eligible for appointment to these positions. The procedure to be followed is identical to the procedure described above for the Chair of the Privileges and Procedures Committee.



Appendix – Information on Chief Minister designate’s proposed candidates

Deputy Ian Joseph Gorst of St. Mary, St. Ouen and St. Peter – Minister for Treasury and Resources

I have been a States Member since 2005, and have served as Minister for Social Security, Chief Minister and Minister for External Relations & Financial Services. I have served as an Assistant Treasury Minister on two occasions, most recently during the last Government to provide support during Covid and to lead on our international tax work.

Prior to being elected to the States, I was an accountant, and worked in Jersey’s financial services industry. I have significant experience in private client, private equity and the retail fund sectors.

If elected as Treasury Minister, my immediate priority will be to implement measures to help Islanders with the cost of living. I will support efforts to address the housing crisis, particularly by supporting new first-time buyer homes and affordable purchases.

I will seek to ensure we prioritise our investment in key public services, including our health services – especially mental health – children’s services, and education. The rate at which overall States spending increased over the past four years is not sustainable and must be brought under control. We must focus and target our spending. Value for money must be our watchwords.

After we have borrowed for the new hospital, debt must not be increased any further and should start to be paid down. We must take proportionate fiscal decisions so as to not unduly burden future generations with unnecessary debt.

I will continue to support low, simple and competitive taxes. I will work towards a reduction of 1% in the marginal rate of income tax and will increase thresholds so that those on lower incomes are taken out of paying tax all together.

As Minister responsible for Financial Services, I will work to keep the industry strong and as the bedrock of our economy. The key focus of this part of the portfolio will be the next Moneyval assessment in 2023, and delivering a positive outcome for the Island.

Deputy Inna Gardiner of St. Helier North – Minister for Children and Education

In my previous term, I was Chair of the Public Accounts Committee, Member of The Diversity Forum and the Social Inclusion project for minorities in Jersey, Member of the Environment, Housing and Infrastructure scrutiny panel and various review panels.

I am passionate about Education. It is vital that all children have the opportunity to attain the necessary skills and knowledge to prepare them for their future. Good standards of education make a positive difference to the lives of children, young people, their families, and carers.

During the last term, I have successfully furthering diversity and inclusion within the Youth Services through the amendments to the Government plan.

Ensured that the Education estate be considered as part of infrastructure planning and established play area standards for the benefit of children and their parents through amendments to the Bridging Island plan.

My election manifesto for education can be found [here](#)

My qualifications and education

After my A levels, I studied History and language at university in Kazakhstan when I also started to work as a youth leader. Youth work gave me an interest in Social work as I realised how important it is for me to work with people.



I studied at the Hebrew University in Jerusalem for a BA in Social work and trained as Juvenile probation officer and supported families in crisis at a local Council.

I further studied for a Master of Science specialised in cross cultural and organisational communications from Clark University, MA, USA.

I am also certified Organisation Counsellor and a Bronze badge Guide in Jersey.

When I was elected, I studied Parliamentary Governance at McGill University

Through my studies, I acquired professional skills and underwent personal development in methods of communication and to find common ground with the wide variety of people I came in contact with.

My Experience in Education and Children:

In 2000 I became a self- employed management consultant and within this 20 year professional career, I worked with educational institutions and international businesses and to improve their organisational effectiveness, team dynamics, diversity and collaboration.

All 8 years of my professional career before this I worked in education in various roles:

1991-1995 - Youth worker for Jewish Agency and Youth service

1995-1997 Department manager and workshop facilitator at the Institute of Jewish Education in Jerusalem, responsible for developing, organising and marketing projects on educational and personal issues, Young Leadership Program with responsibility for team recruitment- conducting job interviews, training new employees

1997- 1999 Supervisor, Ministry of Education of Israel

I supported teams at boarding schools, designed and delivered individual and group counselling/training for management and educational staff, building and leading long term projects, time management, crisis management

Provided therapy for teenagers at boarding schools.

We must work together to make an Island the best place for children and young people to thrive in our community.

Deputy Kirsten Francis Morel of St. John, St. Lawrence and Trinity – Minister for Economic Development, Tourism, Sport and Culture

My work in the last Assembly

I've been an active member of the States Assembly for the past four years, having served as an Assistant Minister for Economic Development, Tourism, Sport and Culture with delegated responsibility for Culture, Arts and Heritage, the Rural and Marine Economies, Retail, Channel Island Lottery, Data Protection, Liquor Licensing and the Jersey Gambling Commission.

I chaired the Economic and International Affairs Scrutiny Panel and was a member of the Environment, Housing and Infrastructure Panel.

I was also Chair of the Brexit Review Panel, Vice-Chair of the Scrutiny Liaison Committee and the Gender Pay Gap Review Panel, a member of the Future Hospital Review Panel, as well as Vice-Chair of the CPA and a member of the APF.

As Chair of the EIA Panel and the Brexit Review Panel, I led reviews into the retail sector, Processes within External Relations, Family Friendly Legislation and Brexit Preparedness.



As an Assistant Minister, my work has been characterized by an open and collegiate method of working, which has seen me bring key stakeholders around the same table in order to achieve consensus-based outcomes that all participants buy into.

As a result of working in this manner, I successfully gained agreement from people and organisations across the relevant sectors and so was able to launch the strategic frameworks for the Marine and Rural economies, Culture and Arts, and a separate Heritage strategy. These strategies are funded and ready to be implemented during the term of the new Assembly.

I followed a similar approach as Chair of a group overhauling the Statistics Law and developing a new institutional structure for Statistics Jersey designed to create greater independence for the Chief Statistician and alignment to international standards.

This extensive work was completed to the point of law drafting instructions in 12 months and is ready to be picked up by the next government.

My background before joining the States Assembly

I was awarded a Postgraduate Diploma in Environmental Decision Making from the Open University and a BA (Hons) in French and English from Birmingham University.

The Postgraduate Diploma focused on environmental economics and decision making within public policy and the private sector.

Prior to being elected for the first time in 2018, I ran my own business as a PR consultant and writer for business and technology magazines. I wrote internationally but most of my writing was about the Jersey and Guernsey economies with a particular focus on technology and finance. My PR clients were businesses located throughout the Channel Islands.

The decade during which I worked as a consultant and writer included a period during which I chose to employ staff. This gave me a clear insight into the challenges and responsibilities that come with employment and the effects these have on the growth of small businesses in Jersey.

A very brief summary of my thoughts on the Jersey Economy

Jersey is an enterprising island community. This has been proven without doubt over many years and if we are to remain a prosperous island, then it will be because of the strength of our community combined with our entrepreneurial spirit.

Jersey's government will only be able to meet the challenges of carbon neutrality, achieving a stable population and supporting the healthcare needs of an ageing population with a diverse, innovative, skilled, technologically advanced, sustainable and enterprising private sector.

In my view, it is the job of government to provide the right conditions to enable Jersey's companies and social enterprises to thrive. By doing so, I firmly believe that we can develop a socially and environmentally sustainable economy that is able to support all islanders throughout our lives and so enable us to pass Jersey on to future generations who will be able to build upon our success.

This medium and long-term vision is dependent upon us dealing with today's economic challenges, most notably staff and skill shortages, decreasing productivity, a lack of suitable employment land and the rising cost of living.

Dealing with these challenges, whilst at the same time, building the foundations of a truly sustainable long-term economic future will be the dual focus of my work, should the Assembly elect me to serve as Minister for Economic Development, Tourism, Sport and Culture.



Deputy Jonathan Renouf of St. Brelade – Minister for the Environment

I approach the role of Environment Minister with great passion, a significant amount of expertise, and a determination to get things done.

Passion? Wherever I have lived I have been involved in environmental matters - either at a personal or political level. Since coming back to Jersey I have given public talks on climate change, I've spoken in primary schools about the environment and I've been a member of the Council of the National Trust. My interest ranges across the full environmental agenda, from big issues such as green energy to local planning applications. I love this island's natural beauty, I am who I am because of the time I spent exploring the island's coastline when I was growing up. Those experiences in my formative years helped shape my belief that Jersey should be a beacon of best environmental practice.

In terms of expertise, I have a degree and PhD in Geography and whilst these are somewhat out of date, they bear witness to the depth of my interest in environmental matters. My involvement in environmental issues carried through into my career, and in particular when I started making Science documentaries at the BBC. I was involved - either as producer, series producer or executive producer - in almost all of BBC television's programmes about climate change for almost 20 years, up to and including David Attenborough's "Climate change: the facts" (2019). I also made many other programmes of an environmental nature such as "Earth: Power of the Planet".

As a TV producer, my reputation was for delivery. I am used to working within budgets and to tight deadlines. I may not be the flashiest, but I have a cool head and I am reliable. My leadership style is based on honesty, openness and clarity of communication. I aim to bring my teams with me by being clear about what I want, responding to problems that are raised and making decisions when they need to be made. I am used to assimilating information quickly, understanding the implications and acting accordingly. The job of leading a TV production involves creating teams, uniting them behind a common goal, and helping the team overcome difficulties along the way. I would hope to translate my success as a leader in television into my ministerial role.

During my campaign I made it clear that I was standing on a platform of what I called "sensible environmentalism". By that I wanted to signal two things. First that the environment is central to all our lives, and we need to give it the highest priority over the next four years. We have huge challenges ahead of us as we begin to implement the carbon neutral strategy, shape marine protection policies, or deal with waste management. But these are also opportunities to make our lives healthier and to benefit every sector of our economy. The second thing I wanted to signal was that our environmental agenda needs to respect all sectors of our community because everyone is affected by our policies in this area. In other words, we need to be ambitious and to talk with conviction about the environment, but do so with respect for those who may disagree or who may feel that they will lose out.

There is overwhelming support in Jersey for a strong environmental agenda, including on climate change. My aim is to shape that agenda in ways that make Jersey a beacon of sustainable economic development. Huge opportunities lie ahead of us, and nothing would make me more proud than to have the opportunity to lead the island's environmental agenda over the next four years.

Deputy Philip Francis Cyril Ozouf of St. Saviour – Minister for External Relations and Financial Services

Elected in 1999, I discharged numerous senior responsibilities in both committee and ministerial governments until May 2018. The first Economic Development Minister from 2005-8, Treasury & Resources Minister from 2008-14, Assistant Chief Minister with Ministerial responsibility for Competition, Digital and Financial Services have all given me a wide experience of domestic and international affairs over 20 years.



Having studied at the European Business School in London, Frankfurt and Paris, then worked for a respected global conglomerate all over the world and post my politics, having worked at the highest levels of government in as a special advisor role in East Africa, this has given me a grounded and long-term outlook.

The next four years are likely to be a time of immense challenge and change domestically and internationally. The continued overhang of Covid, unresolved Brexit issues, new governments in both our closest neighbours, together with the challenge of climate change and enormous pressures inflicted on people as a result of the ongoing war in Ukraine will also inevitably mean from time to time the spotlight shines on Jersey.

The immense challenges also bring opportunities. I regard making a determined effort to maintain existing ties in the UK, prioritising building new relations with France and other EU partners such as Estonia are all priorities.

Understating and harnessing the enormous talent of the non-resident Jersey diaspora is an exciting opportunity.

Working with Deputy Labey in her area of international development and building on the excellent work of in Island Identity will be another key priority.

Deputy Karen Margaret Wilson of St. Clement – Minister for Health and Social Services

Karen has thirty-five years' experience as a nurse and senior leader. Having worked as a managing director, chief executive and director of nursing, Karen brings a deep understanding of large health and social care systems to the Assembly. More recently she has been: a health inspector with the UK Ministry of Justice, a Trustee of the charity Focus on Mental illness, and owner of a health consultancy business. Karen has been at the fore-front of transforming care, especially mental health care, community care and integrated care services involving acute hospitals, social services and the voluntary and charitable sector.

As Health Minister she will be a "good steward" of the island's health system. She will tackle health inequality and ensure islanders have healthcare that meets their needs. She will require health services to be well-led, caring and patient-centred. She will insist that they are responsive to the needs of citizens and are transparent and accountable. She considers health 'everyone's business' and will work closely with ministerial colleagues to improve the health and wellbeing of all islanders.

Her priorities will be to set out a new strategic direction for the development of health services in Jersey and reducing health inequality. This will include

- (a) ensuring care facilities are properly planned and provided for, deliver value for money, and are aligned with the needs of islanders
- (b) ensuring the care system is well-led, effectively governed and accountable
- (c) involving citizens in determining the priorities for allocating health resources
- (d) addressing the workforce issues undermining the care system and ensure the workforce is well-supported and enjoys high morale.

Deputy Helen Mary Miles of St. Brelade – Minister for Home Affairs

I spent over 30 years working for Jersey's public service, including at the Immigration and Nationality Department, Customs and Excise, Probation and After Care, the States of Jersey Police and the former Department for Community and Constitutional Affairs.

Throughout my career, I was committed to supporting and delivering positive change for the people of Jersey. I have worked in both strategic leadership and planning roles, and in service development and



delivery. My work included delivering legally compliant, quality assured, efficient and citizen focussed custody, investigation and prosecution services. Latterly, I worked on policy development and improvement.

During my time at the States of Jersey Police, I was selected by the Senior Police National Assessment Centre for a place on the Strategic Command Course, the most prestigious leadership programme in British Policing. This challenging programme is attended by officers and staff from a variety of British law enforcement agencies. It is continually and rigorously assessed to prepare and qualify senior leaders for appointment to Chief Officer rôles throughout the UK, Europe and the Commonwealth. I was especially proud to be the first woman from the Channel Islands to attend and pass this programme.

I was Policy Director for the Home Affairs Minister between 2014 and 2018 where our focus was on early intervention and community safety. I led the development of the Criminal Procedure (Jersey) Law 2018, and the Sexual Offences (Jersey) Law 2018, both significant pieces of legislation that modernised the landscape of criminal justice in Jersey.

I have a PhD in Social Sciences and my academic interest lies in the documentation and evaluation of Jersey social systems, comparing and contrasting their effectiveness with those in other jurisdictions. I have been involved in consultation and research for criminal justice and social policy, particularly in the areas of penal policy, informal justice and community development. I have published articles in journals, and a book about the role of the Honorary System and its importance to Jersey.

I am a strong and persuasive communicator with considerable senior leadership experience in the Criminal Justice and Law Enforcement sectors. I have an inclusive style of leadership and a proven track record of delivering strategic change and modernising operational practices across multi-disciplinary teams and other government agencies and strategic partners. I am motivated to achieve goals and I seek out and enjoy challenges.

I consider that the breadth of my operational and academic experience in the field of Justice and Home Affairs means that I am well prepared for the challenges and complexities that will face the Minister for Home Affairs over the next four years. I look forward to setting out my vision at the nomination meeting next week.

Deputy David James Warr of St. Helier South – Minister for Housing and Communities

I've had a rather unconventional upbringing. I was born in southern Ireland and went to an experimental school called "the model school". It was an attempt to integrate both protestant and catholic communities. As an English protestant I now realise how much the catholic community embraced us when they didn't have to. That sense of community has never been lost on me. Unfortunately I lost both my parents by the age of 18 and whilst I went to a public school my grandfather made sure he instilled a strong work ethic with my brother and I working in his Tea factory in London. The workforce was a combination of London cockneys and West Indians. In much the same way that I experienced racism at school with my then Irish accent I also saw racism in the workplace at a time when it was deemed "acceptable". As a result I now reject any type of racism in our multi-cultural workforce.

My first jobs were in finance before I took over the running of the family business at the age of 25. I've subsequently studied for and gained an MBA through the Open University which developed my knowledge around making strategic business decisions in the face of a dynamic market place. Coopers has gone from employing 4 to 30. I fully understand the issues around the cost of housing, healthcare and childcare.

I decided to stand in these elections because I felt that both my lived experience and business expertise would be of value to my community. I am therefore very excited at the opportunity that has been given to me and will do my best to help make this Island our home a better place for all.

Housing –



I've accepted the Ministerial position of Housing not because I'm an expert in housing matters but because it's such a key area for our economy and the wellbeing of our community. Soaring housing costs are driving people away from this Island and those who remain are finding it increasingly difficult to make ends meet. We need to come up with good long term solutions.

The good news is that there is a lot of excellent work already being done and our civil service recognise the complexity of the issues involved. I've already had some very constructive meetings with both policy officers and individuals involved with our housing providers. There are no shortage of ideas.

My job is to make things happen faster by working collaboratively with my fellow colleagues. There will always be challenges, we live on an Island with a finite land resource. We need to balance the social, economic and environmental needs of our people. I'm ready for the challenge and relish working with so many great people both inside and outside of Government.

Deputy Thomas John Albert Binet of St. Saviour – Minister for Infrastructure

Having created an effective business model in the agricultural sector, Tom has valuable experience in making the structural changes required to drive operational efficiency, deliver better customer service and improve financial outcomes. In recent years, this has extended to other areas of business, including retail/service and property.

Heading up the Department for Infrastructure and the New Hospital Project will provide a great opportunity for him to deliver some really positive outcomes for islanders.

Amongst others, these will include:

- making better and more constructive use of the government's property portfolio
- speeding the release of government owned property to ease the housing crisis
- implement the sustainable transport policy, adopted by the States Assembly in 2020

He will also work closely with the Housing and Planning Ministers to unpick some of the less helpful structural changes introduced by the Parker regime that created the now combined Department of Housing, Infrastructure and Planning; all of which will be designed to deliver a much more cost effective 'can-do' approach in each department.

Given the need for Jersey to finance better terms and conditions for frontline healthcare staff, restore its mental health services and fund a broad range of support measures to help lower earners through the cost of living crisis, he will also ensure that the existing £804m Hospital Project is subjected to an immediate review to assess possibilities for delivering the hospital facilities that Jersey requires, without creating a permanent financial burden for our children and grandchildren.

Deputy Carolyn Fiona Labey of Grouville and St. Martin – Minister for International Development

I am recommending Carolyn Labey to continue as Minister for International Development. Jersey's long-term future depends on our reputation and our global connections. We also have a duty to work with other wealthy nations to try to leave the world a better place for our children. Under Carolyn's leadership Jersey's Overseas Aid programme has flourished, enabling the island to play its part in tackling the global pandemic and providing vital support for Ukraine and other humanitarian crises. It has specialised and gained international notice in three of the things Jersey does best: Dairy, Conservation and Finance. JOA has worked closely with industry to help develop Jersey's offering in sustainable finance, impact investment and philanthropy. And it has developed numerous opportunities for Islanders to volunteer or develop careers in overseas aid. With her deep understanding and passion for the subject, Carolyn is well-placed to continue this vital work, and to demonstrate how a small island which itself was receiving overseas aid within living memory can make a huge positive difference in the world.



Deputy Margaret Elaine Millar of St. John, St. Lawrence and Trinity – Minister for Social Security

I have had a 35-year career in law and financial services. I was a director at the RBS/NatWest Group and a partner of Mourant du Feu & Jeune. I also spent three years as the Deputy Chair of the Income Support Medical Appeal Tribunal. For the last seven years, I was the Viscount.

If appointed as Minister for Social Security, I would support Customer and Local Services in their ongoing work to ensure that Islanders can access the help they need, including by payment of benefits, assistance in going back to work (and, indeed, remaining in work) and support to remain independent in old age. I will continue the ongoing reviews of incapacity benefits, to keep people at work, and the arrangements for domiciliary care, to enable them to remain in their homes. We will also continue to develop the Disability Social Inclusion and Diversity policy. I will be ready to take further action to help people who are struggling to cope with the cost of living crisis.

I would, however, want to review our communications with Islanders, to ensure that they are clear, accurate and accessible – all too often our own communications are themselves a source of great stress and this must be addressed.

Underlying these objectives, prudent management of the Social Security funds is paramount and, if necessary, following actuarial reviews of the funds, I will take action to ensure that they remain sustainable now and in the long term. As part of that long-term objective, I would want to continue work into development of workplace or personal pensions and tax-efficient savings products, to help Islanders to plan for their own retirement.