As Chair of the Public Accounts Committee throughout this term, I believe I have left financial scrutiny in a better place than it was in 2012. The Committee has punched above its weight and held government to account. I have championed the importance of scrutiny and worked hard to ensure that the new Scrutiny Management Committee will have the increased powers and resources that it needs, because I believe that stronger scrutiny means better government.

As one of four Non-States Members of the Public Accounts Committee under Heidi's Chairmanship, I have seen at first hand her relentless dedication to her roles across the States. In particular, I would highlight her willingness to challenge the status quo in an effort to deliver genuine change in the interests of all islanders as a key reason for returning her to the States.

As Deputy Minister of the Health and Social Services Department, I have been part of a team that has begun its journey of reform. We have done a lot of work, with endorsement from the Nursing and Midwifery Council earlier this year. I want to see that continue.

If I had just one wish that could be granted, it would be that Heidi were prepared, if elected, to take on the role as President of the Committee for Health and Social Care and to keep up the good work.

Mr Roger Allsopp OBE

As an individual Deputy I have challenged the actions of Departments. For example, I laid a successful Sursis against the replacement of the Sea Fisheries patrol vessel, the 'Leopardess', as I believed it was not the best use of taxpayers' money. I have also supported individuals who have needed personal help and advice in dealing with the States.

When I needed some help and guidance from a deputy I turned to Heidi Soulsby. I found her to be kind, thoughtful, capable and a good listener. She has given her time willingly and has expressed her availability in the future should I need it. Everything you would want in a deputy.

Mrs Treena Gaudion

The last 4 years have been rewarding, challenging, exciting and frustrating but I have tried to keep true to my promises and show that my experiences as a Chartered Accountant, geographer, businesswoman, wife, mother and daughter have enabled me to make informed decisions in the best interests of the people of Guernsey.

A big thank you goes to my husband Phil, who not only has had to take on most of the running of our business, but has also become Senior Constable and Douzenier in St Martin since I was elected. My children, Alexandra (16) and Dominic (14), have taken it all in their stride, for which I'm really grateful. Finally, thanks go to Lois Falla and Gerry Tattersall for agreeing to propose and second me.

IN THE STATES

I have attended every day of every States' meeting and been an active participant during debate. I have laid more than 20 successful amendments, with a particular focus on improving financial accountability and transparency.

IN THE PARISHES

I have been active in dealing with issues affecting the parishes of St Andrew and St Martin this term. Examples include;

> fighting against the closure of St Andrew's Primary School. I still believe it was the wrong decision for the community but, after the decision was made, I worked with representatives of the PTA and the Education Department on the St Andrew's School Liaison Group to ensure that the transition for pupils to their new schools went as smoothly as possible.

> working with the St Martin's Douzaine to get Petit Port steps open again and helping the campaign to get approval for the Green Acres Hotel to be converted to a dementia care home.

>successfully campaigning with others against the development on prime agricultural land at La Route des

IN THE COMMUNITY

I have been a director of the Friends of Saumarez Park Playground LBG which has raised money for, and developed, the new playground at the park.

Some of my favourite 'duties' have been as a flagbearer for SE District at the Specsavers Youth Games and helping out as a Liberation Groundforce volunteer on Liberation Day.

POSITIONS HELD

Chair, Public Accounts Committee

- including various panels on Fraud, Audit, FTP

- Secondary Healthcare Project Board

- Contract Monitorina Political Assurance Group

- Dairy Management Board
- Dairy Review Board
- ICT Strategic Sub-Group



SOULSBY

for common sense, drive and passion

When I first stood for election in 2012, I said that I wasn't a typical politician. I hope that what you have seen over the last 4 years has demonstrated just that. Through my roles as Chair of the Public Accounts Committee, Deputy Minister of the Health and Social Services Department and the other positions I have held, I have strived to make a difference through common sense, drive and passion.

In my manifesto I want to demonstrate not only what I see needs to be addressed in the next term, but also how what I say can be backed up by what I have done in the last 4 years. We have seen lots of strategies developed recently, with many fine words, but what we need now is action. However, I believe we have to be realistic. I could produce a long list of all the things that should be done, but what we really require is a States of Guernsey that is focused. Unless we establish priorities, expenditure could easily spiral out of control, leading to growing demands for tax rises to pay for everything. This must not be allowed to happen.

That is why the theme of my manifesto is focus. We must focus on where Government can, and must, make a positive difference. This includes long overdue action on housing, essential public service reform and support for economic growth. However, above all, it means transformation of our model of health and social care. That is why, if I am elected, I will seek to lead the new Committee for Health and Social Care to ensure that the positive work done, since the last Board took office in October 2014, can continue without delay.

This document gives just a flavour of what I have done and what I want to see happen for the next 4 years. However, you can get far more information from my website, including my speeches in the States and what I have done in my capacity as a Deputy for the South East.

www.heidisoulsby.com









WHAT GOVERNMENT NEEDS TO FOCUS ON

What I've been doing......

As Chair of the Public Accounts Committee, I have championed the importance of value for money and am pleased it plays a core part in public service reform.

The Committee's review of the Financial Transformation Programme has helped inform Government and recommendations have been understood and acted upon. It is important that this continues.

I have pushed for greater financial transparency and accountability and, in particular, the need to ensure the States produce accounts in accordance with internationally recognised accounting standards. I laid a successful amendment to ensure that work began on this in 2016.

FAIR AND SUSTAINABLE FUNDING

I am concerned that, unless Government thinks and acts differently, the taxpayer will be hit with increased indirect taxes, duties and charges.

We need to look at alternative sources of funding that reduce the pressures on taxpayers, but at the same time enable distinct, key social projects to be undertaken that make a positive difference. A pilot scheme is being considered by the Health and Social Services Department and I wish to see this put into action early in the next term.

What I've been doing......

As promised 4 years ago, I fought against GST when it was considered as part of the Personal Tax and Benefits Review. I also laid a successful amendment that ensured changes made to tax and benefits considered the ability to pay.

I have campaigned against unnecessary red tape and ensured, when I was on the Board of Commerce and Employment, that a red tape audit, looking at hurdles placed in the way of businesses, formed part of its Economic Development Framework. I also campaigned successfully against above inflation rises in TRP for businesses.

I was a member of the Dairy Review Board that put in place a plan for the long term future of the dairy farming industry and that introduced the Financial Services Ombudsman to protect people when investing their earnings and pensions.

PARTNERSHIP & ENGAGEMENT

If Government is going to be effective it needs to listen to, and work with, the wider community. Individual departments and the States as a whole must not work in isolation. To manage spending and prevent tax increases, government needs to learn to work more in partnership with others rather than do everything itself. This will result in better value for money and more effective services. At the same time, Government needs to listen to those for whom it provides services, to ensure that they are tailored to their needs. Work has already begun and the Health and Social Services Department has been leading it in many areas, but I want to see this developed throughout the States.

PUBLIC SERVICE REFORM

Government can, and must, work smarter. In the last 4 years I have seen where the States could operate in a more business-like manner and make better use of new ways of working.

Value for money is essential. That means getting the balance right between quality, need and cost.

Accountability is essential. Government needs to demonstrate that it is being effective through measuring what it is doing and telling the public how it is performing

The new Committee for Health and Social Care will have a crucial role in making public service reform a success. I am committed to ensuring that it embraces the change that is essential for a sustainable service.

HEALTH & SOCIAL CARE TRANSFORMATION

The demands on our health and social care services having increased significantly over the last few years.

We need a more sustainable care system that enables us to live independently for long as possible, focuses as much on mental health as physical health and where our health and social care services are seamlessly integrated. Our services must be centred around our patients and users, not the other way round.

The work has begun, but it is not going to be a quick, or easy, process. It is essential that change is managed care

dedicated staff, but also to those who use our services, carers and third party organisations with whom we work.

FOCUS)

RESTORING THE FEEL-GOOD FACTOR

The last 4 years have been difficult for many against a background of world-wide economic recession. At the same time, Government has not appeared to be listening or caring. Both have affected general morale and confidence.

Government must set the right conditions to show Guernsey is open for business by cutting red tape, ensuring the security of our transport links and providing the stability needed to enable the economy to grow.

It must also focus on wider social issues that make people's lives better, such as support for carers in the community or young people who need a listening voice. Instead of being reactive, Government must learn to be proactive. A lot of work has been done this term in developing strategies to make this happen. What we now need is action.

ACTION ON HOUSING

The current housing policy requires urgent eform. It is 13 years old and past its sell-by date.

The local housing market has stagnated, with record numbers of houses for sale, but people unable to get the finance needed to buy. Something has to be done now.

We need to support our first time buyers. If we don't, we are likely to see our young local talent leave Guernsey. I believe we need a loan deposit or guarantee scheme, coupled with longer term solutions, such as a Guernsey savings and loans bank that make finance more available.

We must also support our more elderly citizens and those with additional needs, whether it be to convert their homes so they can live in them for as long as possible, develop purpose-built extra-care or sheltered housing, or ensure we have good quality nursing and residential care homes.

GETTING THE RIGHT EDUCATION SYSTEM

I was very disappointed with the Education Department's report on secondary education and concerned that it did not provide solid evidence for wholesale change. The disregard for the results of the public consultation inevitably resulted in the report being picked apart. It also meant that it was totally understandable that there would be calls for a fresh debate in the next term.

On a more positive note, I was pleased that my amendment requiring a policy on the education of Gifted and Talented children was passed and I want to ensure that this is addressed in the next term.

What I've been doing......

Since I became Deputy Minister of the Health and Social Services Department, I have been intimately involved in the beginning of its transformation. I successfully called for a comprehensive financial review before I was on the Board. The findings from the subsequent report have provided the much needed evidence to make the right decisions for the future of health and social care services.

For the first time, we presented a budget to the States that reflected the current costs of the service. Not only that, but we also set out a plan for the next 5 years to manage these costs and transform the way we do things.

We have laid good foundations in many areas and I am excited about the direction we are going. I can see we are beginning to make a difference. If elected, I want to lead the transformation to ensure continuity of leadership, stability and the minimum of delay.

CONTROLLING SPENDING

The way the States deals with spending needs reform. Different departments can come to the States requesting funding for their projects in isolation and without consideration as to their relative importance. This means that money isn't necessarily being spent to best effect.

That is why I believe **we should be prioritising spending**, both in terms of general expenditure and capital projects. This means Government needs to agree what its economic, social and environmental priorities are early in the next term and stick to them.

What I've been doing......

I have been an outspoken critic of the current housing policy throughout the last term.

I laid a successful amendment in 2014 to get the Housing Department and Treasury and Resources Department to look at the possible options for first time buyer schemes. The subsequent report was a huge disappointment, concluding that no schemes were acceptable, despite successes elsewhere.

This led to me laying a successful amendment that resulted in the commissioning of an independent broad-based review of the local housing market. I hope that this forms the basis of a new housing policy in the next term.

In the meantime, I am still pushing for support for first time buyers and have been working with others to look at how we can build confidence in the housing sector.

.....AND WHAT I'VE BEEN DOING ABOUT IT