

## Easy Read Manifesto: Sarah Hansmann Rouxel

### Working for Guernsey, Working for You

This manifesto sets out a plan — not a shopping list.

None of these measures are possible unless we fix the structural deficit and **get Guernsey's economy growing again.**

But every step laid out here is focused on moving us forward:

- Building a **strong, sustainable economy.**
- Building a **strong, resilient community.**
- Building a **Guernsey that works for everyone.**

The first step in ending waste is changing how Deputies lead and work. Too much has been lost to egos, siloed committees, and politics for politics' sake.

A real People's Deputy pulls government together.

- Works with others.
- Delivers for Islanders.

That is what I stand for.

**Action that moves Guernsey forward together.**

If you want a Deputy who will work hard, collaborate, and focus on delivering real results, I ask for your vote.

Guernsey faces serious challenges and no single Deputy can solve them alone.

The next Assembly will need to work together, focusing on what matters, and breaking the cycle of deadlock and inertia that has held Guernsey back.

I am creative, collaborative, and committed to delivering real results.

### Delivering for Guernsey: My Priorities

Honest leadership, clear priorities, real action - that is what Guernsey needs.

We must act urgently and work differently.

There are three Key Areas:

- 1. Making Guernsey Work:** Getting the foundations right — **Fixing our finances**, tackling the **housing crisis**, easing cost of living and rebuilding **education.**

2. **Investing in People:** Unlocking Guernsey's full **economic potential** by growing **skills**, backing **creativity**, and building **sustainable resilience**.
3. **Securing Guernsey's Future Together: Valuing all generations**, empowering every Islander to contribute, and **rebuilding trust** through **real connection and accountability**.

Every policy, every project, and every decision must support these goals.  
That is the work ahead — and I am ready to get on with it.

## 1. Making Guernsey Work

We cannot move forward while public finances are broken, housing is unaffordable, trust in government is low, and the education system drifts without direction.

These are not isolated problems — they are connected.

We need to face reality, fix what is broken, lay the foundations and start building properly again.

Making Guernsey Work means:

### 1.1. Facing the Fiscal Black Hole: Responsibility and Rebuilding Trust

**To GST or not to GST** — that is **not** the only question. It is, however, the one many voters quite rightly want a straight answer to. I will not make irresponsible promises just to win votes. The **raw truth is that Guernsey faces a real and serious structural deficit**.

That deficit must be addressed, and simply denying it would be a betrayal of the next generation.

The GST+ package — which included a **restructuring of Social Security** contributions to soften the impact on lower-income Islanders — was, in many ways, logically sound.

But logic alone is not enough. Politics is about trust. And that **trust has been broken**. The current government lost the confidence of many Islanders not just because they proposed GST, but because they had already **broken faith** by reversing clear election promises.

Worse, they failed to demonstrate that they were **managing taxpayers' money** wisely. Decisions like choosing the most expensive and inefficient model for secondary education, failing to find real savings within committee budgets, and allowing siloed, uncoordinated projects to run unchecked have left Islanders sceptical that "there is no alternative."

Before asking Islanders for more, we must show that we have put **our own house in order**. That means:

- A cohesive, comprehensive **Government Work Plan** — not isolated committee projects;
- Clearer **accountability** from Deputies: if you block a project, you take responsibility for proposing a workable alternative, not just kicking decisions down the road;
- **Reform of civil service** structures to cut duplication and inefficiency caused by the siloed committee system;
- A **readiness to work** with the system we have while pushing for a better one — because Guernsey cannot afford another four years of naval gazing while real issues go unaddressed.

The fiscal black hole is not just a technical problem. It is a test of leadership.

If elected, I will work to restore trust, drive genuine reform, and only then — with a credible government and a credible plan — should we ask Islanders to accept any new form of taxation.

## 1.2 Housing: Building Homes, Building Futures

Guernsey is facing a housing crisis that has touched every part of our community. Homes are **unaffordable**, waiting lists are growing, and more Islanders are being pushed into precarious living situations or **homelessness**.

For many Islanders, it feels as though **nothing is changing**.

Talk about strategies and workstreams means little when you cannot find a place to live, when your children cannot afford to stay, or when businesses cannot find workers because there is nowhere for them to live.

The truth is: this crisis did not happen overnight, and it is not just about supply and demand.

We are dealing with a systemic market failure — but government decisions over the last decade have **made that failure worse**.

The changes to **Population Management in 2017** made it easier to recruit off-island workers, but at the same time, government failed to continue investing in growing our own workforce — leaving gaps that could have been filled locally.

More recently, this term, the States made a conscious decision to **grow the population** to ‘boost’ the economy, but failed to match that ambition with a plan to build the homes and infrastructure needed to support that growth.

Rental subsidies for off-island recruits further distorted the private rental market, pushing prices up while local key workers were left behind.

Until we are **honest about the unintended consequences** of these policies, we will not fix the underlying problems — and we risk making new decisions that create even greater pressure.

Housing was treated as something that would somehow sort itself out.

It has not.

In the last two years, serious work has finally begun.

The Guernsey Housing Plan has been developed, priorities for affordable housing are clearer, and there is now a framework to unlock sites, support housing associations, and improve quality across the market.

**But strategies and frameworks are not enough.**

What matters is whether you can find somewhere affordable to live, whether your family can stay together, whether our young people can see a future here.

The work that has started must continue.

We cannot afford another cycle of election promises leading to a new States that throws the baby out with the bathwater — changing direction for the sake of politics while real people continue to struggle.

Housing must stay a national priority, not a political football.

To move forward, we must:

- Keep the current **workstreams on track**, but **cut through delays** and speed up real delivery.
- Align **population policies** directly with housing planning, so that supply and demand are managed together, not left to chance.
- Make better use of **States-owned land** for affordable housing development.
- Ensure key worker housing **policies support local** as well as off-island recruits.
- Create real **pathways into homeownership**, including partial ownership and rent-to-buy schemes.
- Address quality **gaps in the rental market**, improving standards and tenant protections.

Housing is not just a social policy: it is the foundation of a functioning society and economy.

If you cannot afford to live here, you cannot work here, build here, or belong here.  
**Guernsey's future depends on getting housing right — and getting it right now.**

### 1.3 Tackling the Cost of Living:

Rising costs are hurting Islanders every day. From groceries to rent, from childcare to energy bills, families are feeling the squeeze — and not just the most vulnerable. The so-called "squeezed middle" — those working hard, paying their way, but struggling to get ahead — are increasingly caught between rising costs and stagnant wages.

It is easy for politicians to blame "global trends" and throw up their hands. But while we cannot control international freight rates, fuel prices, or global inflation, that is no **excuse for inaction** at home. We can **act locally to ease the pressure**.

Some of the most important steps must include:

- **Speeding up affordable housing development**, unlocking sites, and partnering with Guernsey Housing Association.
- **Supporting local food production** and exploring models like bulk-buying schemes to make basics more affordable.
- **Expanding energy efficiency programmes** to help households cut bills.
- **Reviewing childcare support**, so working parents are not priced out of earning a living.
- **Raising tax allowances in line with inflation**, so Islanders' pay packets are not silently eroded.

But tackling the cost of living is not just about prices. It is about people's real lives. The States' own reporting on **in-work poverty** showed, even before this recent surge in costs, that many Islanders were already struggling — working full-time but still unable to meet the cost of living.

Today, more and more people are falling into that gap: **working hard, but falling into poverty**. If we fail to act, that sector of the community will grow — hollowing out the resilience and fairness that Guernsey depends upon.

We must ensure that **government lives within its means** before it asks Islanders for more.

Good governance, responsible fiscal management, and joined-up planning are not

luxuries, they are essential if we are serious about tackling the cost of living in a meaningful way.

The cost of living crisis cannot be solved by slogans or sticking plasters. It demands **leadership, realism, and action** across every part of government.

If elected, I will stand with Islanders and fight for practical solutions that make life more affordable for all of us.

## 1.4 Rebuilding Education:

Education is not just another service; it is the foundation of Guernsey's future. Without a strong, inclusive education system, we cannot grow our economy, lift up our people, or build the resilient community we need to face the future.

Yet today, our **Secondary Education System is in chaos**.

The reforms to secondary education have been mishandled at every stage. The decision to separate the Sixth Form into a tiny standalone centre, housed in a crumbling building, is already **degrading our education offering**.

Despite the best efforts of our brilliant teachers, the **curriculum is narrowing**, pastoral **support is weakening**, and students are being **let down**.

The model being implemented creates **inefficiencies** at every turn: **duplicated** administration, resources **stretched thinly** across sites, teachers travelling between schools instead of building deep relationships with pupils.

Money is being spent not on new teachers or learning support, but on **maintenance, middle management**, and additional overheads. **Class sizes** have crept up, damaging the delivery of effective SEND support. The uneven distribution of students across the three secondary schools has made the problem worse, concentrating needs unevenly and making it harder to deliver consistent standards.

Students with additional needs, particularly academically able neurodivergent students — such as those with **Autism** — **are being failed by this system**. **Large class sizes** and overstretched support structures mean that students who should be thriving academically are instead struggling to access the curriculum. Some underachieve quietly; others drop out altogether, with families forced to pick up the pieces, often turning to **homeschooling** — without any of the subsidy that is available for private Colleges.

There is also a growing gap in challenge and stretch for those who are capable of excelling but are not being given the opportunity.

We cannot simply plough on and hope for the best. Students must come first — not political ideology. Right now, only those who can afford **private fees at the Colleges** can access a full 11–18 education in a single environment. That makes the preservation of an **excellent, inclusive Sixth Form offering even more vital**.

**Sixth Form** has never just been about academic study. Its breadth of enrichment, its diversity, its community ethos have been a **jewel in Guernsey's education crown**. We are watching it being dismantled before the move has even happened.

The failures are not limited to structure. **Governance Boards**, while neat on paper, have proven **toothless in practice**. Instead of true devolution and accountability, we have created another **layer of bureaucracy** — further **distancing the Committee** from scrutiny and further disempowering schools and teachers.

Meanwhile, essential reforms like the overdue **Education Law** gather dust. And throughout this term, the vital **Primary School Review**, needed to address falling numbers and the impact of tiny, resource-stretched schools, has been ignored.

This is shameful.

It is a difficult conversation, but failing to face it only weakens the quality of education offered to our youngest learners.

There is hope. The Guernsey Institute, once fully realised, has the potential to be a powerhouse for growing our **own skilled workforce**. But that potential must be nurtured — not treated as an afterthought.

We need to stop pretending that all is well, and start facing reality. That means:

- Putting **student outcomes**, not political pride, at the **heart of decision-making**.
- Having real, ongoing, **honest conversations with the public** — not cosmetic consultations.
- Building a **sustainable, efficient, excellent** secondary model.
- Supporting the **Guernsey Institute** to thrive.
- Reforming the Education Law to deliver genuine **accountability**.

- Facing the **Primary Review** honestly, and planning for a school structure that works.

If we want to give every young person the chance to thrive, we **must fix the system now** — not in five years, not after another committee cycle, but now.

## 2. Investing in People

Guernsey's greatest asset has always been its people.

If we want a **strong, resilient, future-proof economy**, we need to invest in Islanders — not just in infrastructure or incentives, but in skills, creativity, opportunity, and inclusion. For too long, government thinking about growth has focused narrowly on importing people to fill gaps.

We need to change that mindset.

Growing our own talent, supporting local workers, unlocking creativity, and building resilience into our economy is how we create sustainable prosperity — not short-term fixes.

That means:

- **Economic Growth: Smarter, Sustainable Growth** — linking growth to productivity, skills, and innovation, not just to population numbers.
- **Skills and Workforce: Growing Our Own Talent** — building pathways from school to careers, and investing in lifelong learning.
- **Arts and Creative Industries: Unlocking Innovation and Wellbeing** — recognising creativity not as a luxury, but as a vital economic and social driver.
- **Sustainability and Net Zero: Building Future Resilience** — embedding environmental and energy resilience as part of our economic strength, not as an add-on.

This is about building a stronger, fairer Guernsey — one that gives every Islander the opportunity to contribute, thrive, and belong.

### 2.1 Economic Growth: Smarter, Sustainable Growth

Economic growth must be part of Guernsey's plan — but we need to be realistic about what it can achieve and how it must be done. Some suggest we can simply "grow our way" out of the fiscal black hole. If only it were that easy.

Growth matters — but it will not, by itself, solve the deep structural issues we face. Guernsey's approach to growth cannot rely on population expansion alone.



We are a small island with a finite landmass. Pursuing population-led growth without matching investment in housing and infrastructure has already fuelled our housing crisis.

If we want a sustainable economy, we must take a smarter path — focusing on productivity, skills, innovation, and resilience.

For too long, social and environmental policies have been seen as obstacles to growth, rather than vital drivers of a modern, resilient economy. We must move beyond that outdated thinking.

Real growth means:

- **Investing in Islanders** — making sure everyone who wants to contribute can do so, removing barriers to employment, and supporting education and skills development for the future economy;
- **Strengthening infrastructure and connectivity** — ensuring reliable, affordable links by air, sea, and digital networks to support Islanders and businesses;
- **Backing innovation** — in finance, technology, creative industries, and sustainable enterprise;
- **Embedding sustainability** — investing in cleaner energy, protecting against global shocks, and securing long-term resilience.

**Connectivity must be at the heart of this strategy.** Our prosperity — and our quality of life — depend on reliable, affordable, resilient connections.

Connectivity is not just about air travel.

It includes our sea links with the UK and between the Channel Islands, our Harbour infrastructure, our airport, and our digital networks.

Affordable, reliable links are vital not just for businesses, but for Islanders.

Whether it is families travelling for sports events, students returning from university, Islanders going on holiday, or tourists coming here to support our economy, good connectivity underpins community life as much as it supports growth.

This term, we must reassess our entire connectivity infrastructure — air, sea, and digital — and ensure it meets the real needs of Islanders and our economy.

That means giving urgent priority to:

- The Harbour Action Plan and port infrastructure renewal;
- Sustainable, affordable sea links between the islands and to the UK;
- Strengthening air routes without sacrificing affordability or community service;

- Completing and properly resourcing a much-needed, joined-up Tourism Strategy — **because tourism not only supports jobs and local businesses, but because on a small island, tourism demand is essential to sustain the numbers needed to keep regular, affordable air and sea links viable for everyone.**
- It must also include a sober reassessment of our relationship with **Aurigny**:
  - Recognising that aviation faces global pressures — parts shortages, airport system failures, and post-pandemic disruption;
  - Acknowledging that some decisions — like outsourcing customer service offshore — have rightly undermined public confidence;
  - Giving Aurigny clear strategic direction to meet Guernsey’s long-term needs, not just a simple break-even directive.

Connectivity is not a luxury.

It is the lifeline that keeps our economy moving, our community connected, and our Island viable.

If we invest wisely now — in people, in skills, in infrastructure, in connectivity, and in sustainability — we can build an economy that is strong, fair, and resilient for generations to come.

## 2.2 Skills and Workforce: Growing Our Own Talent

If we want to build a sustainable future, we must invest in Islanders — not just rely on bringing people in from elsewhere. For too long, Guernsey’s workforce strategy has been reactive — filling gaps by importing skills, rather than building real opportunities for our own people. That approach has fuelled resentment, stretched housing, and left too many **Islanders feeling locked out** of their own **economy**.

We need a joined-up, practical approach to grow our own:

- **Recognition for local key workers:** Offering incentives that reward Islanders who take up vital public sector roles, not just those who relocate here. Possible measures could include rental tax relief, mortgage assistance schemes, or direct salary supplements for hard-to-fill roles;
- **Workforce development:** Investing heavily in training, skills development, and clear career pathways — starting early in schools and continuing through to adult learning;
- **Balanced recruitment policies:** Continuing to attract essential off-island workers where needed, but matching that with deliberate strategies to open up real opportunities for Islanders;
- **Rethinking rental subsidies:** Ensuring they do not artificially inflate the housing market without offsetting measures like targeted rent controls, more affordable rental schemes, or rapid partnerships with housing associations to boost supply.

If we want to heal the growing sense of division, we must show every Islander that their future matters — and that government is building a future for them, not just for newcomers.

We also need to equip Islanders for a changing world. The rise of AI and automation is reshaping every sector, from finance to health to the creative industries. If we do not act now, too many people will be left behind.

We need to invest in digital skills, adaptability, and lifelong learning — not just once at the start of a career, but throughout people's working lives.

Guernsey's Skills Strategy has been sitting on the shelf for too long — recognised in principle, but without serious political drive to turn it into real, tangible opportunities for Islanders.

A resilient economy is one that **backs its people** — giving them the tools to **adapt, to grow, and to lead** in a changing world.

## 2.3 Arts and Creative Industries: Unlocking Innovation and Wellbeing

The arts are not a luxury. They are part of the economic, educational, and social infrastructure of any thriving, modern community. Creativity drives innovation. It builds the communication, collaboration, and problem-solving skills that are essential in every sector of the economy — especially as AI reshapes the future of work.

Arts participation improves mental health and resilience. It strengthens communities. It creates jobs, supports tourism, and brings energy to our economy. Yet in Guernsey, the arts have been left to survive largely through the passion of volunteers and local groups, rather than through any coherent government strategy.

The truth is that Guernsey still has **no serious, joined-up Arts Strategy**.

Guernsey Arts has done excellent work under difficult circumstances — but without clear States leadership, their efforts are fragmented and reactive, not strategic.

Meanwhile, opportunities to embed the arts into broader policy — in education, in youth justice programmes, in mental health services, in workforce development — have been missed. If we want a resilient, innovative, inclusive economy and society, we must finally take the arts seriously.

That means:

- **Embedding creativity in education** — from early years to higher education — as a core skill for the future economy;
- **Supporting community arts** — recognising their role in mental health, rehabilitation, social cohesion, and inclusion;
- **Developing a real Arts and Creative Industries Strategy** — linking the sector to tourism, economic diversification, and education;
- **Providing stable, transparent funding**, so that long-term planning is possible — not leaving vital programmes hanging year to year.

If we invest properly now — in people, in skills, in creativity — we will build an Island where opportunity, wellbeing, and innovation are genuinely accessible to all.

## 2.4 Sustainability and Net Zero: Building Future Resilience

Sustainability is a word that gets thrown around a lot — and it is fair to say that many Islanders are sceptical. Rightly so. Too often, it feels like a slogan, disconnected from the real challenges people are facing.

But if we strip away the jargon, the real issue is simple:

- Protecting Guernsey's future.
- Protecting Islanders from global shocks we cannot control.
- Making sure that energy, housing, and living costs stay manageable for the next generation — not just for the next few years.

That is what Net Zero should be about. Energy security, economic resilience and affordable living.

Guernsey's current energy model — heavily reliant on imported low-carbon electricity, with ageing on-Island backup generation — has helped cut emissions. But it also leaves us exposed. We rely on a single subsea cable. We face growing infrastructure costs. And we are vulnerable to global price swings and supply chain failures.

Investing in local, clean energy generation — whether tidal, solar, or other renewables — is not just good for the environment. It is about making Guernsey stronger, safer, and more self-reliant.

We also need to make **sustainable choices easier** — not a luxury only a few can afford. That means:

- **Expanding energy efficiency programmes**, helping households and businesses cut bills and reduce reliance on imported energy;

- **Investing properly in renewable energy infrastructure**, with clear timelines and real delivery;
- **Supporting sustainable transport**, including affordable, practical alternatives for everyday Islanders;
- **Embedding sustainability into public infrastructure projects**, so that government investment strengthens resilience, not just ticks a box.

Net Zero is not just an environmental policy. It is an economic survival strategy. It is about insulating Guernsey — financially and socially — against a more volatile world.

But it must be done with honesty, realism, and joined-up thinking:

- Linking it with economic planning;
- Linking it with housing and transport policy;
- Linking it with skills development and future jobs.

If we get it right, we protect our economy, our cost of living, and our community. If we get it wrong — or ignore it — we will all pay the price: in higher bills, missed opportunities, and a more fragile Island.

Sustainability is not a side issue. It is part of making sure Guernsey remains a good place to live — not just for us, but for those who come after us.

### 3. Keeping Guernsey Stronger Together

Strong communities do not just happen. They are built by people pulling together, making sure no one gets left behind.

Guernsey is a proud, independent Island. We value hard work, fairness, and looking out for each other. But that strength cannot be taken for granted.

Rising living costs, housing pressures, and broken trust in government have all put strain on our community. More and more Islanders feel like decisions are being made without them — or against them. We cannot just patch over those cracks and hope for the best.

If we want Guernsey to stay strong, we have to be honest about what is happening and take action to put it right. That means:

- **Balancing the needs of older and younger generations**, not setting them against each other;
- **Backing inclusion, dignity, and accessibility**, so every Islander has the chance to contribute;

- **Rebuilding trust**, by making government more connected, more accountable, and more in touch with the people it serves.

Keeping Guernsey stronger together is not just about managing services.

It is about making sure this Island stays a place where people want to live, work, belong, and build their future.

### 3.1 Balancing the needs of older and younger generations

One of the most difficult but important challenges facing Guernsey is the pressure created by our changing demographics. We are, in effect, a community sandwiched between two seemingly competing priorities:

- **Supporting an ageing population**, and
- **Creating opportunities for future generations**.

Too often, the ageing demographic is discussed as if it is simply a burden on the system, a cost to be managed. This is not only unhelpful; it is deeply unfair.

Older Islanders continue to make vital contributions to the economy, to the voluntary sector, to our parish Douzaines, and to the social fabric that holds this Island together.

Without them, much of what makes Guernsey work would simply not function.

At the same time, it is absolutely right that we invest in the future in education, housing, skills, and economic opportunity to give younger Islanders the chance to stay here, build careers, and raise families.

These priorities are not in conflict if we plan wisely.

Rather than pitting generations against each other, we should be building intergenerational solutions:

- Policies that support independence, dignity, and opportunity at every stage of life;
- A community that values all its people — not just at one moment, but across the whole course of life.

We already have strategies like the Supported Living and Ageing Well Strategy, and the aspiration for lifelong learning but they cannot stay as words on paper.

They must be properly funded, properly delivered, and properly evaluated.

That means:

- **Delivering real supported living options**, to help older Islanders live independently with dignity;

- **Investing in lifelong learning**, so people can adapt and contribute throughout their lives;
- **Building genuinely affordable housing**, so younger generations can stay and thrive;
- **Supporting the voluntary and third sectors**, recognising the vital work done by older Islanders;
- **Planning health and care services strategically**, not lurching from short-term crisis to crisis.

Supporting ageing well and supporting future opportunity are two sides of the same coin.

If we get this right, we do more than manage costs or patch gaps. We build a Guernsey that stays strong together across all generations.

### 3.2 Backing inclusion, dignity, and accessibility

Building a stronger Guernsey means making sure that every Islander has the chance to contribute not leaving anyone behind. During my previous term in the States, I was proud to serve as Champion for Disabled Islanders and to play a part in bringing forward Guernsey's first Disability and Inclusion Strategy, and the development of the Equalities legislation.

But real inclusion does not end with legislation. Passing laws is only the beginning. We must ensure that the rights we enshrine are genuinely realised in people's lives.

Disability access must be embedded into all public infrastructure planning, not treated as an afterthought. Employers must be supported to make workplaces genuinely inclusive not simply compliant on paper. Inclusion is not a cost.

It is an investment:

- A more inclusive workforce **increases productivity**, reduces dependency, and builds stronger, more resilient communities;
- Diverse workplaces drive **creativity, innovation**, and better decision-making;
- **Full participation** of all Islanders enriches our economy and strengthens our society.

Equality, inclusion and human dignity are **not separate from economic** strategy they are economic strategy. But good intentions alone are not enough. We must monitor and evaluate how policies are working in practice:

- Ensuring that legislation like the Discrimination Ordinance **delivers real outcomes without becoming a burden of bureaucracy**;

- Remaining conscious of unintended consequences;
- Being **willing to look critically at our own work** and make adjustments where necessary.

The goal must always be to empower Islanders not simply to tick boxes. Rights-based, light-touch, carefully monitored legislation is essential. Government must not simply legislate and move on.

It must stay engaged, listening, measuring, and adjusting to ensure we are truly building a community where every Islander has the opportunity to thrive.

If elected, I will work to ensure that Guernsey is not just a prosperous place, but a truly inclusive one where no-one is left behind, and where inclusion is not an afterthought, but a foundation.

### 3.3 Rebuilding the connection: Deputies must Serve the People

Island Wide Voting was introduced to move away from parochialism and create an Assembly of deputies focused on the whole Island but it also brought an unintended and serious consequence: it made deputies **less accessible** to the people they serve. When deputies were elected by parish or district, they took a special oath of duty to their parish. They attended Douzaine meetings, held surgeries, were visible and available. That grassroots connection mattered. It gave people a real sense that their voice could be heard, that their deputy was answerable to them, not just to a distant Assembly in the Royal Court.

Today, that connection has frayed. Email and digital channels exist, but a relationship cannot be built by email alone. Face-to-face engagement — honest, unfiltered, human — has been lost.

This has real consequences. We see it in the disillusionment of young Islanders, reluctant to even sign onto the electoral roll. We see it in the erosion of trust in government decisions. We see it in the growing sense that government happens *to* people, rather than **with** them. We do not have to accept that.

Yes, **Island Wide Voting will need reform** this term. But in the meantime, there are simple, practical steps we can take now to rebuild the connection.



I pledge, if elected, to work with the Douzaines to establish a voluntary parish assignment system:

- Deputies would "adopt" a parish or parishes.
- Hold regular surgeries in partnership with the Douzaines.
- Create honest, accessible opportunities for Islanders to raise issues face to face.

Each parish is different and each Douzaine should decide how best to host their deputies. But the principle is simple: we must bring democracy back closer to the people. This must not be a tick-box exercise, or a photo opportunity. It must be genuine, a place where people can speak, be heard, and see that their concerns are not ignored.

Alongside this, we must better use **digital tools not to broadcast**, but to engage, listen, and empower.

Guernsey's future is full of opportunity. But if we want future generations to seize it, we must first give them the tools, and the voice, to believe it belongs to them.

### **ABOUT ME: Commitment, Experience and Purpose**

Guernsey is my adopted home, and where my future lies.

My two children were born here, and through their father, grandparents, and great-grandparents, I have come to know the deep connection that comes from being rooted in this community.

That connection is something I cherish, and do not take for granted; it is why I am passionate about making sure future generations have the chance to live, work, and thrive here.

My background is in creative collaboration and leadership development —I work with individuals, businesses, and community groups to navigate uncertainty, build trust, and find practical solutions, these skills are every bit as vital in government as they are in business or education.

I served as a People's Deputy for the Vale from 2016 to 2020, helping to bring forward Guernsey's first disability discrimination legislation and consistently advocate for joined-up, realistic policymaking.

I understand how Guernsey's system works — and where it needs to work better.

I am standing because we cannot afford another term of drift, division, and short-termism.

We are facing serious challenges: a housing crisis, rising costs of living, an education system under strain, and a fiscal deficit we can no longer ignore.

Good government starts with strong foundations, clear priorities, and serious leadership.

Good government demands hard work, collaboration, and a focus on real results — not

politics for its own sake.

With your support, I am ready to bring that approach back to the States.

**Testimonial from – Diane De Garis – Local Business Leader**

"Sarah is a candidate I deeply respect and admire. As a voter, one of my key interests is education, a topic about which Sarah is both knowledgeable and passionate. She understands that while there is no utopia, we must review our plans and strive for real progress and reassessment in this area, without further delays impacting our children.

I see Sarah as a true doer, someone who is genuinely collaborative and works with Guernsey's best interests at heart. She embodies the principles of teamwork and understands that true progress comes from listening, building on others' ideas, and making her partners look good, not just herself.

Sarah acts with integrity and is a trustworthy candidate. Importantly, she takes action and responsibility, rather than opposing for opposition's sake. Her ability to work collaboratively and her commitment to making informed decisions are exactly what we need in our government. I wholeheartedly support her candidacy and believe she will be a valuable asset to our community."

**Testimonial from – Chris Green - Advocate & Former Deputy (2012 - 2020)**

"Sarah was a hardworking and committed Deputy for the Vale between 2016-2020. She has a strong record on equality issues and has proven herself to be a supportive voice for the disabled community and the vulnerable. The next Assembly will need people like Sarah to scrutinise how policy is affecting real people who may not have a voice themselves"

For full Detailed Manifesto visit [www.sarahhr.com](http://www.sarahhr.com)