

ECONOMIC GROWTH

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Amidst 15 years of economic stagnation, the island faces issues of slow growth, limited diversification, increasing pressure on public finances and a fast-paced technological race.

If elected, I will campaign for President of the Committee for Economic Development to deliver these priorities.

1. MAKE THE FINANCE INDUSTRY AN ACTIVE ENGINE AGAIN

Statistics show it's the island's main employer right now (albeit in direct competition with the Civil Service for that honour), directly employing 17.7% of the workforce as at 2024 and responsible for considerable indirect employment. It's the cornerstone of Guernsey's economy, contributing £1.3 billion to the economy in 2023 and accounting for 37% of the total GDP.

POLICY

Guernsey must adopt a pragmatic and open commercial risk appetite, aimed at fostering innovation and attracting high-quality businesses. This policy will:-

- 1.reset the relationship between Guernsey and the Guernsey Financial Services Commission (GFSC), ensuring the GFSC can focus on its role as a supervisor, not a policy setter; and
- 2.creates an environment that encourages growth and investment.

Cost Impact: Minimal

(Any cost will be capable of being covered by reallocating existing government resources and leveraging expertise from the private sector, ensuring no additional cost burden to taxpayers.)

Timeline for Implementation

- Immediate Steps (Months 1-3):
 - Release the Risk Appetite Statement and communicate clearly with the GFSC, businesses and the public about the shift in approach.
- Medium-Term Goals (Months 4-12):
 - Launch monitoring and reporting mechanisms, creating transparency around the policy's impact on high-risk sectors.
- Ongoing Review:
 - Regular evaluations to assess growth, job creation, and investment levels in sectors aligned with Guernsey's new commercial risk appetite.



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2. ENCOURAGE ENTREPRENEURS AND START-UPS

Guernsey must create a supportive, flexible environment for entrepreneurs and start-ups in emerging sectors in order to pursue diversification of industry for the longer term.

Key Strategies for Cost-Neutral Implementation

- Streamlined Regulatory Framework
- Sector-Specific Innovation Hubs
- Access to Funding Through Existing Channels
 - Innovation Board Funding
 - Government-Private Sector Co-Investment
- Mentorship and Networking Programs
 - Mentorship
 - Networking Events
- Talent Attraction with Minimal Investment
- **Digital Infrastructure Utilisation**
 - Build upon existing digital infrastructure, ensuring that high-speed broadband and cloud technologies are leveraged by new start-ups. Rather than additional investment, prioritise public-private partnerships to expand access to digital tools for start-ups.
- **Impact Assessment:** use existing economic development resources to assess the impact of the policies on the growth of start-ups in key sectors, such as job creation and sector investment, to ensure that the policy is meeting its objectives. This evaluation can be done by leveraging expertise within the government and industry bodies.

3. DEVELOPING ENERGY AND BROADBAND CAPABILITIES TO READY GUERNSEY FOR THE TECH WAVE

Guernsey must be better prepared for the AI and technology-driven future. It is essential we do more to prioritise the development of robust energy and broadband infrastructures across the island to ensure that both existing sectors and emerging industries are equipped to leverage advancements in artificial intelligence, data processing and digital technologies.

POLICY

- Ambitious Infrastructure Enhancement.
- Strategic Coordination for Minimal Disruption.
- Efficiency and Cost Management

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- Funding and Financial Support
- Regular Monitoring and Reporting

Expected Outcomes:

- **A Competitive, Future-Proof Island:** Guernsey will be equipped with the best-in-class digital infrastructure, ready to embrace future technologies like AI, allowing it to become a leader in tech innovation while supporting the needs of both existing industries and emerging sectors.
- **Uninterrupted Access to Services:** Guernsey's businesses and residents will experience minimal disruption while upgrading essential services, ensuring continuous access to critical digital infrastructure.
- **Affordable Tech-Enabled Economy:** The policy will ensure that enhancements are achieved with minimal impact on consumers' financial well-being, keeping costs manageable.

This policy will position Guernsey at the forefront of the digital and AI revolution, providing the island's businesses, entrepreneurs and residents with the tools they need to innovate, grow, and compete in the global marketplace, all while ensuring that the economic impact is balanced and fair.





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4. MAKE GOVERNMENT ACCOUNTABLE FOR DELIVERING MEANINGFUL, LASTING COST SAVINGS

Government must take proactive steps to drive meaningful cost savings and ensure spending prudence throughout the next term and beyond. By critically assessing current budgets, the government should focus on identifying efficiencies and eliminating unnecessary expenditure, aiming for annual savings of at least £10 million. This can be achieved through streamlining processes, leveraging existing resources and prioritizing high-impact investments. The result will be a more sustainable fiscal approach, ensuring that public funds are used effectively and that future generations are not burdened by excess spending. The government's commitment to fiscal responsibility will build confidence in its ability to manage public finances and deliver better value for taxpayers.

POLICY

- Comprehensive Spending Review
- Criteria for Cost Evaluation: Reasonableness, Waste, Potential Tweaks
- Reasonableness: Is it a priority and its impact on the community?
- Departmental Accountability
- Engagement with Stakeholders
- Efficiency Targets and Savings Implementation
- Ongoing Monitoring and Adjustment
- Transparency and Public Engagement

Expected Outcomes

- At least £10 million in annual savings from current budgets, achieved through cost-efficiency measures and the elimination of wasteful spending.
- Streamlined government operations with a focus on value for money, ensuring that every pound spent delivers measurable results.
- Improved public trust in the government's ability to manage taxpayer money efficiently and effectively, creating a foundation for future financial sustainability.
- A culture of continuous improvement, where departments are regularly encouraged to identify and implement cost-saving measures that ensure the long-term fiscal health of the government.

Conclusion

This policy sets the foundation for a focused, urgent review of public spending, ensuring that unnecessary costs are eliminated and efficiencies are realised. .

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EDUCATION AMBITIONS

2

Students not Buildings

Our education system has forgotten its purpose. In 2024, only 49.7% of GCSE students in our state schools achieved both Maths and English qualifications at the minimum expected standard of Grade 4, whilst it is estimated that the UK equivalent is closer to 65%.

Educational reform disruption has clearly played a major role and yet headlines continue to be dominated with a game of swapping over buildings and giving plush premises to administrative staff.

Guernsey already deploys curriculum differences when compared to the UK; why not go further, be brave and adopt an education system that takes the best worldwide and adapts them for our society?

This isn't about huge change but about making smarter use of the resources we do have and making important changes to allow teachers to use the best of what's out there.

We know teachers want the best for their students but, all too often, our system prevents them from implementing change, highlighting the deficiencies of governance within our education structure.

Expanding Horizons

We must demand that Education thinks outside of the box.

Slavishly following a comprehensive model, being swiftly abandoned in the UK, demonstrates a lack of critical thinking by those we need it from most and an unwillingness to learn from good global examples. Other jurisdictions are adapting models that focus on:-

- **consistent outcomes regardless of how rich your parents are**
- **a belief that all children are capable**
- **a refusal to believe that "some kids will fail"**
- **funnelling resources into classrooms, not administration**
- **equipping students for real world careers, as well as AI and technology**

We must instruct Education to consider the home-grown successes that exist in the Colleges. The College Principals are willing to help but seem to be consistently denied.

There's a reason why families are willing to club together to afford the fees.

EDUCATION AMBITIONS



Embrace Autonomy

Guernsey's "top-down" approach to educational control isn't working; we can't even keep pace with the UK, the jurisdiction we seem to be aligning ourselves to constantly.

- **Finland** - employs a decentralised system, where schools have **significant autonomy**. Finland consistently ranks near the top in global education rankings and perform exceptionally well in reading, maths and science.
- **Sweden** - allows substantial autonomy around hiring practices and adapting national curricula. Sweden has **one of the highest graduation ratings in Europe** with a focus on flexible, student-centred learning.
- **Singapore** - adopting greater autonomy, **encouraging innovation** and experimentation within a framework of high standards. Singapore is a **global leader** in educational success.
- **United Kingdom** - even here we are seeing a shift towards autonomy with Academy Schools. In particular, Academies have worked well in struggling and underperforming education environments.

MY GOALS

Give autonomy to our schools

Nearly a decade of educational reform hasn't gone far enough. The governance model introduced in this last term is a nice nod towards reform, but it lacks substance and grants very little authority to the governance boards; without serious revision, they will fail. Education budgets need to be reallocated to the schools, not the "centre", empowering them to deliver what they know their students need and allow each school to flourish on its own strengths and successes.

Give the teachers the voice

It's clear that teachers have great ideas about how to improve the system, but are either not able to speak out or aren't being listened to. For example, teachers are frustrated that there is no real progress measure; they exist and could be as simple as reintroducing the SATS at appropriate year group intervals, providing students and parents with an objective view of progress and enhancing readiness for GCSEs.

Have a global mindset

The UK is slowly distancing itself from the system of education we've pretty much mimicked. It's time to stop only looking to the UK for inspiration, but also turn to solutions seen in the best systems worldwide. These can be small, habit-forming changes, evolved and increased over time.

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EDUCATION AMBITIONS

Look to our colleges for what does work

It isn't as simple as saying copy and paste the college system, but the colleges run under an independent structure and, therefore, are ideally placed to share insight and challenge. Encouraging collaboration between the schools enables the State schools to adopt the best practices within the colleges and for ongoing dialogue.

Prepare students for exams and real world

Equipping students with capability and deep understanding of a topic is admirable, but will produce poor results if students aren't also prepared for exams, which are a fact of life. When the State's schools cannot consistently produce students with the minimum level of qualifications to obtain an entry-level civil service role, there is clearly a problem. Readiness prepares a student for the exam environment, allowing them to understand exam technique and reduce anxiety.

Change doesn't have to come with huge bills...

...educational shift isn't about creating major earthquakes in the system but about using already available funds more strategically to improve outcomes and leveraging subject-matter experts for collaboration and mentoring. By redirecting funds into real solutions, much should be achievable without burdening public finances...

...and make education all about our young people once again





HOUSING SOLUTIONS

3

Guernsey is not meeting its housing targets

For the period 2023–2027, Guernsey set a requirement for 1,565 new units of accommodation:-

- Private Housing: 844 units
- Affordable Housing: 721 units

In 2023, Guernsey completed only 168 new dwellings, all within the private sector, falling short of the annual target of 313 homes by 145 units.

In 2024, the number of new homes built decreased further to 142, with the island's total housing stock increasing by only 72 units that year; only one of which was a new unit of social housing.

With demand for housing growing, this simply isn't good enough.

The lack of policy is bringing Guernsey and its residents to its knees. No wonder so much of RPI is linked to the cost of housing.

MY GOALS

1. Link workforce planning to housing strategy

- Make it required practice for public sector recruitment plans (e.g. in health, education and law enforcement) to be integrated with housing forecasts.
- Require private sector license applications (especially for essential services) to include a housing impact assessment.

NO NEW HIRES WITHOUT HOUSING ASSURED

(and without displacing anybody from their home)

Cost impact: Minimal

This simply requires existing departments (e.g. Health, Education, Policy & Resources) to collaborate more effectively.

It's about breaking silos and integrating planning — not creating new budgets.

The people and data already exist; it just needs coordination

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HOUSING SOLUTIONS

2. Improve forecasting tools

- Use dynamic workforce modelling to predict future staffing needs based on demographics, retirement trends and sector growth.
- Tie these projections directly to housing development plans — not just by numbers, but by type (e.g. one-bed units for nurses vs. family homes for teachers).

FUTURE-PROOF HOUSING NEEDS THROUGH UNDERSTANDING FUTURE DEMAND

Cost impact: Low

Guernsey already collects data on population, employment and housing. Enhancing how that data is used — via internal analysis or small improvements to digital tools — is a low-cost administrative upgrade that improves decision-making across the board.

3. Synchronise license approvals and housing availability

- Introduce a traffic-light system for Employment Permits — only approving new long-term licenses when appropriate accommodation is available or planned.
- Align the timeline of license durations with tenancy availability to reduce housing pressure.

MAKE SYNCHRONISED PLANNING A WAY OF LIFE, NOT LUCK

Cost impact: None

This is a policy alignment, not a new programme.

The Civil Service already handles Employment Permits. Introducing a system that considers housing availability alongside license approvals doesn't require new staff or funding — just improved policy design.





HOUSING SOLUTIONS

4. Collaborate with employers

- Engage major employers (like HSC and Education) in housing policy discussions to coordinate needs early.
- Explore cost-sharing models where employers co-fund or lease units directly to provide guaranteed housing options for new staff.

A MUCH NEEDED, JOINED-UP APPROACH TO HOUSING NEEDS

Cost impact: None
(and may reduce States' housing burden)

Public employers like HSC and Education can be brought into housing conversations already happening.

In short, this is about doing things differently, not doing more with more money. It's about using the tools, land and data Guernsey already has — and connecting the dots between workforce needs and housing solutions.

5. Guernsey-First Housing Zones

We must ensure that housing remains accessible for long-term residents and essential workers. This could be achieved through the creation of Guernsey-First Housing Zones (GPHZ), taking inspiration from UK and French schemes, prioritising locals for new developments and ensuring that Guernsey remains home to those who are committed to building our community.

- Designate certain developments for local access, ensuring homes remain available to long-term residents, key workers and those with deep ties to the island.
- Devise eligibility criteria, giving priority to those with deep ties to the island.
- For at least the first 10 years, properties in these zones must remain within the local community. After that period, they can be released to the wider market.
- Developers will benefit from streamlined planning processes and potential reductions in planning fees, minimizing the need for direct government funding.

Cost impact: Minimal

This policy will leverage existing structures — including the Population Management Office and Planning Authority — ensuring that implementation remains cost-neutral.

This approach ensures truly affordable housing for Guernsey's people while protecting our resources and stimulating responsible development.

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MY PLEDGE



We all care about the same things - good healthcare, great education, affordable homes, support for carers and a sense of community where everyone feels safe and included.

**But to make all that happen, we need something solid behind it
a healthy, growing economy**

Growth isn't just about business or bottom lines.

It's what gives us the means to invest in people, services, and opportunities.

When our economy grows, so does our ability to support what matters most.



More growth means more local jobs, more funding for essential services, and more room in the budget to take care of those who need it.

If we want to be ambitious for our community, we need to back that ambition with a plan for growth.

Because the stronger our economy, the more we can achieve — together.



**WHILE I'LL ALWAYS FOCUS ON THE BIG PICTURE,
I WON'T OVERLOOK THE REST**

**I'LL DO THE RESEARCH, WEIGH THE EVIDENCE AND VOTE WITH
INTEGRITY ON EVERY DECISION THAT COMES BEFORE THE STATES
BECAUSE EVERY CHOICE MATTERS.**

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WHY ME



This June, every candidate will be looking for your vote.

So what makes me worthy of yours?

I'm standing because I believe Guernsey needs leadership that's focused, honest and ready to deliver real progress. I bring a mix of experience and determination that I believe makes me well suited to serve in the next States.

My Key Strengths

- **Strategic thinking with real-world grounding** - I've worked in senior roles across finance, operations and compliance sectors. I know how to plan long-term, manage risk and stay focused on outcomes — not distractions.
- **Experience turning things around** - I've been brought into struggling businesses to refocus, restructure and rebuild. That means I understand how to prioritise, challenge the status quo and deliver results under pressure.
- **Policy understanding with commercial insight** - I know how regulation, tax and economic policy play out in practice — not just on paper. That gives me credibility in debate and clarity on what's workable.
- **Courage to speak up and ask better questions** - I've challenged weak governance models, resisted political drift and spoken plainly where others won't. I do it respectfully, but I don't shy away from hard truths.
- **Public service over personal ambition** - I chose to step away from a high-flying career to focus on Guernsey because I believe we must do better — and I'm ready to help lead that change.
- **Clear communication and public engagement** - Whether it's through campaigning, writing or speaking, I know how to explain complex issues clearly and bring people with me — not just talk at them.



- **20+ years working across funds, fiduciary and compliance**
- **15+ years in senior and executive roles**
- **Former Managing Director - fund administration**
- **Former business owner - process improvement**
- **Qualified barrister**
- **GIFA Chair and GIBA representation**
- **And, the most important role of all, mum**

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