
STATES OF JERSEY



STATES GREFFE BUSINESS PLAN 2026

**Presented to the States on 27th January 2026
by the Privileges and Procedures Committee**

STATES GREFFE

States Greffe Business Plan 2026

Introduction

The States Greffe 2026 Business Plan sets out who we are, what we do and why we do it. It lists our specific operational aims for 2026; provides the context in which we operate; and explains how we measure our performance.

The Business Plan is published to provide clarity to the public, States Members and staff within the States and Government of Jersey about our role and objectives. It is an operational document for the States Greffe; but the Business Plan receives political sign-off from the Privileges and Procedures Committee (PPC) and is formally presented to the States Assembly as a result. PPC itself publishes a States Assembly Annual Report that includes an assessment of progress made by the States Greffe against the commitments made for that year. A report on the delivery of the objectives cited in this Business Plan will therefore appear in the Annual Report for 2026 (to be published in 2027).

Departmental Overview – Strategic Context

The primary legislative framework in which the States Greffe operates is the [States of Jersey Law 2005](#). Article 41 of the Law establishes the States Greffe as the Greffier of the States, the Deputy Greffier of the States and such other officers as are needed to ensure delivery of the services provided by the Greffier.

The States of Jersey Law does not explicitly define the underlying purpose of the department, but it is implicit that our primary function is to service and administer the work of the States Assembly, Jersey's elected parliament. Further detail as to what this means practically is provided in the [Standing Orders of the States of Jersey](#). Whilst these are the politically-approved rules by which the States Assembly operates, the Standing Orders assign specific responsibilities and functions to the Greffier and the States Greffe. Included amongst them is the provision of administrative and executive support to PPC, the Scrutiny Liaison Committee (SLC), the Public Accounts Committee (PAC) and the 5 Scrutiny Panels.

The parliamentary work of the Assembly and of its Committees and Panels therefore drives the nature of much of our own work. The overarching objectives to which we work in this domain come from Standing Orders through the Terms of Reference of PPC, SLC, PAC and the Scrutiny Panels. From our work in relation to PPC, we also support States Members in an individual capacity: managing and administering the facilities provided to them, assisting them with their parliamentary work in the Assembly and supporting them with the constituency work they undertake with (and for) Islanders.

In working to PPC's Terms of Reference, another key role we play is to communicate with Islanders about the work of the Assembly, its Committees and Panels, and its individual Members; and to engage Islanders actively in that work. Our aim in this sphere is to enhance the vibrancy of our democracy and increase Islanders' awareness of, and involvement in, the decisions which affect them. In 2025, we took on administrative and executive responsibility for the Jersey Youth Assembly.

The office of Greffier is ancient and some of our functions are driven by significant roles that we have played historically. Key amongst them is a responsibility for official record-keeping: ensuring accurate minutes of political decision-making are produced and maintained. This is reflected in the States of Jersey Law by the fact that the Greffier must provide an officer to take minutes of the meetings of the Council of Ministers. Similar provision is made within Standing Orders in respect of the Planning Committee. Through our secretariat function, we also provide this service to numerous other Government and Executive bodies.

Our expertise and role in record-keeping reflects a fundamental aspect of who we are: politically neutral, impartial and independent of the Government and Executive departments. As a result, various Laws assign us responsibility to administer and support other bodies that also operate independently of Government (and of the Assembly). Furthermore, our acknowledged neutrality has seen us given responsibility for informing the public about voting in Jersey and engaging them in the election process, whether as candidates or voters. We do that under the banner of [Vote.je](#).

Our independence and impartiality are recognised in the fact that the States Greffe is a Non-Ministerial Department. We do not report to the Council of Ministers or to any individual Minister. The department is instead accountable to the Bailiff (as President of the States), the Assembly, its Committees and Panels, States Members individually and to the other bodies with which we work.

We do not therefore fit neatly within the Government's own performance and strategic framework. There are nevertheless some elements of that framework that are of relevance to the parliamentary and non-governmental work we undertake. Informed by the [Jersey Performance Framework](#), for example, the objective that "Islanders engage in the public decisions that affect their Island" is pertinent. We work towards that objective and the long-term focus that "public engagement in decision-making promotes government accountability, a friendly business environment and public trust in government institutions."

Whilst we may not fit precisely within the strategic context, however, we have the same legal responsibilities as Government departments that determine the operational framework for our functions; including the Public Finances (Jersey) Law 2019 and records-management and data protection legislation.

Departmental Overview – What we do

From the roles assigned to us by legislation and our more traditional functions, the States Greffe's overarching objective, as previously identified by the department's Senior Leadership Team (SLT) is –

To enable democracy to flourish by supporting and promoting the States Assembly and engaging people in politics.

The core business of the States Greffe is supporting the work of the States Assembly, its Panels and Committees and individual States Members. There is a regular cycle of meetings of all these bodies for which documents must be assembled or prepared, distributed, published and archived; and, following those meetings, there are actions which we must implement. Our aim is to undertake all of this work to a high standard; maintaining and enhancing our reputation for professionalism, impartiality, integrity and delivery to the often challenging timescales demanded by the political environment.

Operationally, the department is divided into three sections:

- **Chamber and Members' Support** (comprising Constituency Support, Members' Resources, Support Services and Publications);
- **Committees and Panels** (comprising the PPC, Secretariat and Scrutiny functions); and
- **Digital and Public Engagement** (comprising Campaigns, Communications, Digital, Education and Outreach; and supporting Vote.je and the Jersey Youth Assembly).

The **Legislative Drafting Office** (LDO) is attached to the States Greffe, with the Principal Legislative Drafter reporting to the Greffier of the States in accordance with the [Legislation \(Jersey\) Law 2021](#). However, the LDO is operationally independent of the other sections.

The department is led by the Greffier of the States who, with the Deputy Greffier of the States and the heads of the three sections, form the SLT. The Principal Legislative Drafter attends meetings of the SLT in order that matters of joint relevance are considered and discussed. The SLT is responsible for the overall management and governance of the department.

An organogram setting out the structure of the States Greffe and the relationship to LDO is attached to this Business Plan as Appendix 2.

The following describes the role played by each of the sections.

Chamber and Members' Support

In administering the work of the States Assembly, the States Greffe supports the Bailiff and all States Members in the management of States business and procedures. This includes providing advice on propositions, questions, statements and other matters before the Assembly. The Greffe is also responsible for the publication of all States documentation (including the Order Paper for each States meeting), preparation of States Minutes and uploading documentation to the States Assembly website.

The Members' Resources Team assists Members acting independently with research and advice on States business (including propositions and questions) and their professional development; the Team also produces Briefing Papers for the information of Members and the public. The Constituency Support Team helps Members with the work they undertake directly for, and alongside, their constituents. The Support Services Team ensures the smooth administration of the department and of States proceedings, including the operation of the camera equipment for webcasting, log-noting Scrutiny public hearings, administering Members' facilities in the States Building and Hill Street office, and distributing documents.

Committees and Panels

The States Greffe works with the Assembly's Committees and Panels: PPC and its 4 Sub-Committees, the PAC, SLC, the 5 Scrutiny Panels and any Review Panels in operation. Staff undertake research and advise

these Panels and Committees on the management of their respective work-programmes; including the reviews of legislation, policy and matters of public importance undertaken by the Scrutiny Panels.

Making use of its expertise, experience, knowledge and objective approach, the States Greffe also offers an impartial specialist secretariat service to the Council of Ministers, States Employment Board, Planning Committee and other executive bodies. The same team offers quality assurance for the Ministerial Decision process and edits the Official Record of States Meetings (known as Hansard). Executive support for the States of Jersey Complaints Panel is also offered through the secretariat function in light of the Greffier's statutory responsibilities under the [Administrative Decisions \(Review\) \(Jersey\) Law 1982](#).

Digital and Public Engagement

A key function of the States Greffe is the engagement of Islanders in the work of the States Assembly. The Digital and Public Engagement Section oversees communications and engagement in respect of the Assembly's work, as well as that of Scrutiny and other parliamentary bodies. The work includes management and administration of the Assembly's social media channels. Education, outreach and campaign-management are led from this section; including in support of the responsibilities of the Jersey Electoral Authority via Vote.je in the lead-up to, and during, an election period.

As part of this work, there is a programme of educational activity, which includes school visits to the States Chamber for Year 5 students; the teaching of lessons to primary and secondary school children; an oracy competition for Year 8 students; facilitating States Members going into schools; and supporting the annual Colin Powell Rotary Peace Debate. In 2025, the States Greffe launched the Jersey Youth Assembly (the successor body to the former Jersey Youth Parliament) and our responsibilities include the administration and support of this body.

Beyond these core activities of the three sections, there is other work we undertake because of our support for the States Assembly and the historical role and expertise of the States Greffe. We administer the States Assembly's work with, and role within, international parliamentary organisations: the Commonwealth Parliamentary Association (CPA), the Assemblée Parlementaire de la Francophonie (APF) and the British-Irish Parliamentary Assembly (BIPA). We also provide administrative and executive support to a number of independent bodies and office-holders which have been appointed by the States Assembly and which sit independently of both the Government of Jersey and of the States Assembly, namely the –

- Commissioner for Standards;
- Jersey Electoral Authority;
- Referendum Commission;
- States Members' Remuneration Reviewer; and
- States of Jersey Complaints Panel.

The amount of support provided is varied and the level depends upon the requirements of the body concerned.

Departmental Overview – Operating Context

Resources

As of 1st January 2026 we were a departmental team of 53 people with 7 vacant posts at different stages of recruitment.¹ Our revenue expenditure budget for 2026 is £11.791 million (as approved by the States Assembly with the adoption of the Government Plan). Of this, the majority is for staff costs (including the salaries of elected States Members). The Service Level Analysis for the department contained in the Government Plan (Budget) for 2026 was –

Service Level Analysis						
2026 Estimate £'000	Income	Near-Cash Expenditure	Net Revenue Expenditure	Non-Cash Depreciation	Net Revenue Expenditure	FTE Employees
States Assembly General	-	3,863	3,863	-	3,863	3.0
Committees and Panels	-	2,388	2,388	-	2,388	19.0
Members' Services and Remuneration	-	2,006	2,006	-	2,006	12.5
Law Drafting	-	1,978	1,978	-	1,978	24.0
Digital and Public Engagement	-	1,484	1,484	72	1,556	12.0
Total	-	11,719	11,719	72	11,791	70.5
FTE Role Reduction	-	-	-	-	-	-
Total	-	11,719	11,719	72	11,791	70.5

One new revenue growth allocation was included for the department in the Government Plan 2026-29.

- £200,000 was allocated for the expenditure required to provide loss-of-office compensation to those elected States Members entitled to such compensation following the 2026 elections (in line with the recommendations of the States Members' Remuneration Reviewer).

Values

The States Employment Board has agreed the following values for all States employees –

- **We are respectful** – we care about people as individuals and show respect for their rights, views and feelings
- **We are better together** – we share knowledge and expertise, valuing the benefits of working together
- **We are always improving** – we are continuously developing ourselves and our services to be the best they can be for Jersey
- **We are customer focused** – we are passionate about making Jersey a better place to live and work for everyone
- **We deliver** – we are proud of Jersey as a place and are passionate about shaping and delivering great public services

In 2022 the States Greffe adopted and implemented a 3-year Wellness Strategy that ended in 2025. Wellness is now embedded within the consideration of the department's SLT and is expected to form a basis of all departmental line-managers' engagement with their direct reports. A Social Committee takes a lead on social activities within the department.

Staff development

We aim to be proactive and flexible in identifying training opportunities of benefit to all colleagues and encouraging participation. For instance, in addition to opportunities arising from the Assembly's membership of the Commonwealth Parliamentary Association (CPA) and Assemblée Parlementaire de la

¹ Exclusive of the Legislative Drafting Office

Francophonie (APF), we participate in the following networks for parliamentary staff and encourage colleagues to learn about and gain experience of parliamentary administration across the Commonwealth and the French-speaking world –

1. Parliamentary and Assembly Procedural Officers Network (PAPON);
2. Inter-Parliamentary Research and Information Network (IPRIN);
3. International Parliament Engagement Network (IPEN);
4. British-Irish Parliamentary Reporting Association (BIPRA);
5. Society of Clerks at the Table (SOCATT); and
6. Association des Secrétaires Généraux des parlements francophones (ASGPF).

We engage with the corporate Strategic Workforce Planning team to consider the long-term needs of both the department and our staff.

Equality and Diversity

We support the work of the States Assembly's Diversity Forum, a PPC Sub-Committee, which works "towards the aim of the States Assembly fully reflecting the population of Jersey and representing all of the communities and interests in the Island", as well as the Commonwealth Women Parliamentarians (CWP) and the Commonwealth Parliamentarians with Disabilities (CPwD) networks. We encourage flexible working within the States Greffe and have an agreed policy for that and for home-working.

Accountability

The States Greffe is accountable to the States Assembly, the Bailiff (as President of the States), and to individual States Members. The Greffier of the States is appointed by the Bailiff with the consent of the States Assembly. The States Greffe's budget is proposed by PPC. Under Article 10 of the Public Finances (Jersey) Law 2019, the Chair of the Committee submits the Assembly's budget to the Minister for Treasury and Resources for inclusion in the annual Government Plan. However, the budget proposed by PPC must be considered directly by the Assembly and cannot be changed except on the basis of an amendment debated and approved by the Assembly. The services provided by the States Greffe (including its budget) are overseen politically by PPC and, in relation to the Scrutiny function, the SLC.

Governance

Although we are not a Government department, we have the same legal and corporate responsibilities as our executive counterparts, namely –

- Business Continuity – we are part of the corporate community within the Public Service to ensure our business continuity needs (and those of the States Assembly and other bodies we support) are met.
- Children's Rights – we support PPC, the Scrutiny Panels and individual States Members as duty-bearers under the [Children \(Convention Rights\) \(Jersey\) Law 2022](#), assisting with the completion of Children's Rights Impact Assessments (CRIAs) when required.
- Data Protection – we are a scheduled public authority under the [Data Protection \(Jersey\) Law 2018](#) and a data controller in our own right. We must therefore abide by the Law, ensuring that policies are in place; that Data Protection Impact Assessments (DPIAs) are undertaken; and that we respond to individuals when exercising their rights as data subjects. We provide assistance to elected States Members in fulfilling their own Data Protection responsibilities when acting in an independent capacity.
- Freedom of Information – we are also a scheduled public authority under the [Freedom of Information \(Jersey\) Law 2011](#) and respond to requests for information that we hold on behalf of the States Assembly and the other bodies we support.
- Health and Safety – we have obligations towards our staff, States Members and to building users for the premises we occupy in Morier House, the States Building and 23 Hill Street. We work with

the Corporate Health and Safety Team in fulfilling these obligations.

- Records-Management – under the provisions of the [Public Records \(Jersey\) Law 2002](#) we prepare and administer retention schedules to ensure our records are appropriately managed and retained.
- Risk-management – we engage with the corporate system within the Public Service to ensure the risks we face are identified, addressed and managed. The principal risks affecting the department are as follows –

Area of risk	Nature of risk
Lack of Institutional knowledge	If staff performing specific tasks do not keep clear notes on how those tasks are performed, or do not train colleagues to perform those tasks, then (particularly for tasks performed relatively infrequently) there will be a loss of institutional knowledge when staff members are absent or leave the organisation leading to disruption of service provision and the risk of reputational damage.
Low Political engagement	If political engagement is low, the legitimacy of the States Assembly as the Island's legislature is lessened, causing reputational damage to the States and hindering it from taking effective decisions which are in the interests of the Island as a whole.
Compliance	If corporate policies and procedures for information governance are not in place or are not followed, then information may not be secure, accurate or used appropriately, which may result in information loss, breaches of Data Protection law, poor customer service, wasted resources and reputational damage.
Management Information	If timely and accurate Management Information is not provided to the department's leadership team, key stakeholders, and other interested parties, then the ability to make effective and efficient decisions will be hampered.
Sudden change in political context	If there is a sudden change in political context (including significant changes at an election or a new Chair of PPC or President of SLC) then the demands placed on the States Greffe may change suddenly, affecting staff morale and wellbeing and risking reputational damage if new demands cannot be satisfied effectively.
Trust in our Integrity and impartiality	If Members and other stakeholders believe that we do not act with integrity and political impartiality, then trust in the Greffe will be undermined, affecting our ability to deliver services and our reputation.

Governance Problems	If there are blurred boundaries between political and managerial decision-making then there may be ambiguity in who should take decisions leading to inaction, inconsistency, or reputational damage due to poor governance.
Information Technology	If we do not have adequate security, resilience and replacement strategies around critical IT systems and infrastructure, then any issues relating to the reliability of critical IT systems may have a significant impact on the department's ability to deliver its services and to meet customer expectations.
Catastrophic loss	If it is not possible to access Morier House or the States Building, or the States IT network is disabled, then the department may not be able to deliver key services.
Resourcing	If there is a difficulty in recruiting new staff, or retaining existing staff, this will impact on the department's ability to deliver services.

What do we want to achieve in 2026?

The activity of the States Greffe is driven principally by the work of the States Assembly, of its Committees and Panels and of States Members. Much of what we do is therefore ‘business as usual’ but this does not detract from the significance of the work undertaken across the various sections to ensure the functions of the individuals and bodies we support are well administered. There is always a need for us to be responsive both to the decisions taken by the Assembly and its Committees and Panels and to the requests we receive from States Members.

Each Section within the department nevertheless identifies operational needs and objectives for the year (taking into account the political decisions that impact on our work) in order to plan what is to be delivered.

Further to these operational plans, we have also identified the following operational objectives for 2026 to which we will work as a department during the course of the year. These reflect significant changes to (or developments of) existing functions that we expect to deliver. In addition to delivering our ‘business as usual’ activities therefore, we will –

1. Deliver a comprehensive campaign to raise awareness of the 2026 election amongst all Islanders, giving specific focus to underrepresented groups at previous elections.
2. Deliver an induction and training programme to the newly-constituted States Assembly following the 2026 election.
3. Review and enhance the key performance indicators (KPIs) and measures used by the States Greffe to demonstrate the positive impact of the services and support we provide.
4. Support the Privileges and Procedures Committee in a review and increased understanding of the Standing Orders of the States of Jersey (including the Code of Conduct for Elected States Members).
5. Begin a review of the current status of political education delivery in primary schools to better understand current practice and identify where the Greffe can add most value to support teachers and learning in KS1 & 2.
6. Develop an annual education touchpoint for Year 10 students to engage with the work of the States Assembly and its members, supporting the longer-term aims of civic awareness and participation.
7. Host an informative and engaging Inter-Parliamentary Communications Network event for colleagues from across the United Kingdom, Ireland and the Crown Dependencies.
8. Explore technology options to improve effectiveness and efficiency within the department and agree an AI policy for the States Greffe.
9. Review the States Greffe document management, records management and data storage policies and practices.
10. Review the resourcing by the States Greffe of independent bodies and inter-parliamentary networks, both existing and potential.

In Appendix 1 to this Business Plan, we provide more detail on how we intend to achieve these objectives and how we will measure performance in delivering them.

Appendix 1: 2026 Objectives and Performance Measures

The table below sets out the performance measures we have in place or are developing for our 2025 objectives.

Objective (numbers link to list on page 9)	SLT Owner	Planned Deliverable	Completion Date	Intended Outcome	Success Measures
1. Deliver an inclusive 2026 election campaign.	HD&PE	Development and delivery of a comprehensive information and engagement campaign targeting both candidates and voters, giving particular attention to underrepresented demographic groups in previous elections. Activities to include events, education, outreach, digital, traditional media and out-of-home advertising.	Q2	Islanders are aware of the option to stand for election and know how to access information about standing for election in 2026. The public of Jersey become aware of the 2026 election, its candidates and how they can vote for their preferred candidates.	The number of Islanders who – - Attend the candidate course - Subscribe to the candidate newsletter - Stand for election Islander engagement with: - Events - Digital content - Outreach activities Voter turnout on election day
2. Deliver an induction and training programme to the newly-constituted States Assembly following the 2026 election.	AGOS (C&MS)	Development and delivery of a comprehensive induction and training programme to all States Members following the 2026 elections, designed to provide them with the knowledge and skills needed to perform their duties as States Members.	Q4	States Members are able to carry out their duties in the States Assembly and as individual States Members.	States Assembly meetings operate efficiently and effectively. States Members are able to carry out their constituency work. Positive feedback from States Members within the 2027 survey.
3. Review and enhance the key performance indicators (KPIs) and measures used by the States Greffe.	GOS	Survey of elected States Members of their satisfaction with services provided by the States Greffe. Apply relevant KPIs to each section across the Department to	Q1 (Survey) Q2 (KPIs)	Feedback from States Members on the services provided to them by the States Greffe, to help develop future services.	50% of States Members provide feedback. Meaningful statistics produced to support the positive impact of the various activities undertaken and

Objective (numbers link to list on page 9)	SLT Owner	Planned Deliverable	Completion Date	Intended Outcome	Success Measures
		demonstrate the positive impact of the activities undertaken and services provided.		Demonstrable service impact of activities especially in relation to Business as Usual matters.	the services we provide and ensure resources and efforts are appropriately targeted.
4. Support the Privileges and Procedures Committee in a review and increased understanding of the Standing Orders of the States of Jersey (including the Code of Conduct for lected States Members).	GOS	Publication of a procedural guide.	Q3	Ensure an enhanced understanding by Members of the rules which apply to all States matters whilst also making them more accessible to the public.	States meetings operate more effectively and efficiently. Fewer requests for rulings made to the Chair during meetings.
5. Begin a review of the status of political education delivery in primary schools to better understand current practice and identify areas for potential future development.	HD&PE	Meetings with the head teacher (or nominated political education lead) from each primary school to understand the current provision of political education; barriers to delivery; and opportunities to best support enhanced delivery.	Q4	A comprehensive report which identifies priorities to support the enhancement of political education in primary schools.	Take-up from schools. Completed report. Actionable plan.
6. Develop an annual programme touchpoint for Year 10 students to engage with the work of the States Assembly and its members, supporting longer-term aims of civic awareness and participation.	HD&PE	Development of a programme that builds on the success of the Year 8 'Mark my Words' oracy competition to provide continued connection with the States Assembly throughout secondary education.	Q3	Delivery of a Year 10 programme.	Engagement in the programme by secondary schools. Positive feedback from teachers and students.

Objective (numbers link to list on page 9)	SLT Owner	Planned Deliverable	Completion Date	Intended Outcome	Success Measures
7. Host an informative and engaging Inter-Parliamentary Communications Network event.	HD&PE	Development and delivery a one-day professional development programme to share learnings and experience with peers.	Q4	Delivery of an informative and engaging programme.	Positive feedback from attendees.
8. Explore technology options to improve effectiveness and efficiency within the department and agree an AI policy for the States Greffe.	DGOS	Policy for the States Greffe on the use of AI.	Q2	Clarity for all States Greffe staff on the use of AI.	Inclusion of an AI Policy in the States Greffe Handbook (Welcome Pack).
		Identification of departmental workflows, initiatives and projects where the use of technology and AI would be beneficial.	Q3	Greater efficiency and effectiveness in the departments' administration.	Consideration by SLT of proposals for improved use of technology and AI in the department.
9. Review the States Greffe document management, records management and data storage policies and practices.	DGOS	Terms of reference for the review signed off by the SLT.	Q1	Clarity of the scope of the review.	Confirmation for the Greffier and SLT of the department's continued adhere to legal responsibilities.
		Report to the SLT, and updated guidance for the department, on the management of documents and records, and the processing of data.	Q2	Updated guidance for the department on the management, administration, storage and retention of documents and records	Understanding by all States Greffe staff of individual and collective responsibilities.
10. Review the resourcing by the States Greffe of independent bodies and inter-parliamentary networks, both existing and potential.	AGOS (C&P)	Provision to the SLT of analysis of current resourcing levels; to include identification of gaps, overlaps, and opportunities for improved support, along with recommendations for future resourcing models.	Q1	Independent bodies and inter-parliamentary networks are appropriately resourced to fulfil their mandates effectively. Strengthening of Jersey's parliamentary engagement	Delivery within the established timelines. All relevant bodies allocated clearly identified/defined resourcing. Improved satisfaction reported by

Objective (numbers link to list on page 9)	SLT Owner	Planned Deliverable	Completion Date	Intended Outcome	Success Measures
		Implementation of any changes agreed by SLT.	Q2	and representation in inter-parliamentary forums. Clarity and certainty to States Greffe staff members regarding the provision of services to such bodies.	Members, colleagues and independent bodies in respect of appropriate capacity and effective service.

APPENDIX 2 – Organogram

