
STATES OF JERSEY



STATES GREFFE AND LEGISLATIVE DRAFTING OFFICE: BUSINESS PLAN 2021

Presented to the States on 04 March 2021
by the Privileges and Procedures Committee

STATES GREFFE

States Greffe Business Plan 2021

Introduction

This document sets out what we, the States Greffe, do; our specific aims for 2021; our thinking at this stage about our future plans; the operating context in which we work; and how we measure our performance.

The plan is intended to provide greater clarity, for the public, States Members, and States staff, about our role and our objectives. It was approved by the Privileges and Procedures Committee (PPC) in March 2021. In addition, we will soon publish the States Assembly annual report for 2020, which includes, amongst other things, an assessment of progress in implementing the commitments we made in 2020.

Departmental overview

The States Greffe's objective is:

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

The core business of the Greffe involves supporting the work of the Assembly and its panels and committees. 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 meetings, there will often be actions arising which Greffe staff must implement. Meetings of the Assembly are supported by staff from across the Greffe – producing and distributing the documents which are debated, assisting with the production of the transcript of the meeting (“Hansard”) and operating the camera equipment for webcasting (or producing virtual meetings using Microsoft Teams). We also provide a specialist Secretariat service to various States bodies including the Council of Ministers, the States Employment Board and the Jersey Overseas Aid Commission.

When Covid-19 restrictions permit we will continue to organise the programme of school visits in term-time to the States Chamber. This now involves schoolchildren in Years 5 and 6, not least so we can include children who missed out in 2020 when schools were closed. Again, depending on Covid-19 restrictions, we organise the annual Youth Assembly, in which students from the Island's post-16 schools and colleges debate topics they propose and we support the annual Colin Powell ‘peace’ debate. The Greffe, working with Youth

Service colleagues, will also be providing advice and support to the fledgling Youth Parliament which is being launched in 2021.

The Greffe also supports a wide range of international activity, including meetings of the Commonwealth Parliamentary Association and the Commonwealth Women Parliamentarians, the annual commemoration of Commonwealth Day, the Commonwealth Youth Parliament, the Assemblée Parlementaire de la Francophonie, and the British-Irish Parliamentary Assembly.

Our aim is to undertake all of this work to a high standard, maintaining and enhancing our reputation for professionalism, integrity and delivery to the often-challenging timescales demanded by the political process.

The aspect of the Jersey [performance framework](#) most relevant to the work of the Greffe is:

Islanders engage in the public decisions that affect their Island

The long-term focus for this outcome is:

Public engagement in decision-making promotes government accountability, a friendly business environment and public trust in government institutions.

The focus for the term of the Government Plan 2020-23 is:

To further enhance governance and transparency in the development and delivery of policy, promote democratic accountability, and support improvements to the electoral system to encourage voter turnout.

The Assembly adopted a Common Strategic Policy in December 2018 and the elements most relevant to the work of the Greffe are these 'ongoing initiatives':

1. A States Assembly and Council of Ministers that works together for the common good

This Council of Ministers is committed to working more effectively with the States Assembly to deliver better outcomes for Islanders. How we achieve this will be developed by working with the States Assembly over the coming months, but we envisage that this will include improving: the way in which we work with Scrutiny; the way in which we develop policy, such as through the new Policy Development Boards; how we secure

improved resources for non-executive States Members; the way in which we engage the Public in the work of the Assembly; and better communication and consultation with the States Assembly. We support the work of the PPC in working towards an electoral system that provides a fairer representation to voters across the Island.

2. An electoral system which encourages voter turnout and meets international best practice

This Council of Ministers is committed to supporting the work of the PPC to respond to the report of the 2018 election observers. In particular, we will work with the PPC and the States Greffe to introduce a more user-friendly system for electoral registration; to increase the diversity of candidates standing for election and to provide them with more assistance to stand; to identify and address the principal barriers to higher election turnout; and to invite election observers at the 2022 election

3. We will nurture a diverse and inclusive society

We are a diverse community made up of different nationalities, ages and genders. Sometimes these differences act as barriers to participating in society. As a Government we will work to remove barriers and promote inclusion and equal opportunity for all. This includes supporting inclusive communities, encouraging greater diversity in boardrooms and in the Assembly, and ensuring people with disabilities and older people are able to better participate in society. This common theme will be considered in the delivery of each of our strategic priorities, but particularly –

- Putting children first
- Reducing income inequality and improving the standard of living
- Improving Islanders' well-being and mental and physical health
- Create a sustainable, vibrant economy and skilled local workforce for the future.

Specific actions in the Government Plan 2020-23 which we committed to deliver are:

- A. Secure improved resources for non-executive States Members,** including dedicated research and casework staff, centrally-funded IT equipment, a funded programme of professional development, and accommodation improvements leading to dedicated office space in Morier House. This has been delivered, except for dedicated office space

in Morier House due to delays to the planned refurbishment of the building.

- B. Improve ways in which we engage the public in the work of the Assembly,** including expanding communications support to meet Member demand and expectations, more digital development (especially in relation to Hansard and webcasting), and a funded education strategy. This has been delivered.
- C. More user-friendly system for electoral registration,** supporting the PPC in their work with parishes, to replace the current, largely paper-based system of voter registration with a digital system, allowing voters to check online if they are registered, complete automatic or online registration, and be able to exercise a choice as to where they vote on election day. Work is ongoing.
- D. Increase the diversity of candidates and provide more assistance to them to stand.** This is a funded strategy to support potential candidates, such as with better information provision, seminars, drop-ins, a helpline etc. Work on this priority is getting underway in 2021.
- E. Identify and address principal barriers to election turnout.** This is a dedicated budget for the 2022 election, to employ a member of staff to drive both electoral law reforms and information provision, with the opportunity to professionalise election support further, ensuring that support matches voter need. This budget is provided in 2021 and 2022.
- F. Invite election observers in 2022.** Fully funded invitation to be made in 2021.

The Greffe has also pledged to support Government in various initiatives to do with closer and more effective working between the executive and the legislature.

We work closely with the Legislative Drafting Office (LDO): the head of that office reports to the Greffier of the States, who is the head of the States Greffe. The LDO's business plan is published alongside this business plan. An organogram setting out the structure of the States Greffe and the relationship to the LDO is appended to this business plan.

The States Greffe is accountable to the States Assembly, the Bailiff as President of the States, and to individual 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 budget to the Treasury Minister for inclusion in a Government Plan. This means that the budget proposed by PPC must be considered by the Assembly and cannot be changed by Ministers except on the basis of an amendment proposed in and debated by the Assembly. The services provided by the States Greffe are overseen by PPC and, in relation to the scrutiny function, the Scrutiny Liaison Committee.

What do we want to achieve in 2021?

In addition to delivering our 'business as usual' activities we have the following objectives for 2021.

1. Continued work with PPC on changes to legislation ahead of the 2022 election, particularly in relation to electoral registration, reform of election expenditure and donations, restrictions on Assembly and ministerial work in the run up to the election, and other recommendations arising from the report of the 2018 CPA election observers mission.
2. Preparations for the 2022 election, particularly with a view to there being a more diverse range of candidates, better information for the public about the election, with the aim of increasing turnout, and an enhanced induction programme for new Members.
3. Implementation of a new digital and public engagement strategy for the Greffe, encompassing a number of areas, including: raising awareness of how Islanders can influence political decisions on issues they care about; a review of the Assembly's online presence (web and social media); educational initiatives; exploring new communication channels; awareness of the new voting districts (dependent on an Assembly decision); working with partners to help engage with specific segments of the Island's population; and raising awareness of the opportunity to stand for election in 2022 and the support available to candidates.
4. Further development of the Members' research and casework service, including more support for Members' statutory obligations and the development of new approaches to measuring team impact and demands for its assistance.

5. Tender for new contracts for transcription and webcasting in the Assembly, seeking to achieve a greater level of integration where possible.
6. Develop and implement a scrutiny communications strategy, which fits within the overall Digital and Public Engagement Strategy, to ensure that the scrutiny system is better understood by the media and the public, and more influential, including by better linking scrutiny work with e-petitions. In addition, we will work with the Scrutiny Liaison Committee to remove barriers to engagement with scrutiny work and increase the diversity of scrutiny interlocutors.
7. Work with PPC to review and update the Code of Conduct for Elected Members and procedures associated with the registration of interests, following the report of the Comptroller and Auditor General entitled [Anti-Corruption Arrangements](#) (R.12/2021).
8. Work with PPC to reform the system for setting States Members' remuneration, following the report on the matter from Dr Hannah White OBE ([R.121/2020](#))
9. Implementation of a new system for producing ministerial decisions, with the States Greffe playing a pivotal role through day-to-day system management and responsibility for the quality assurance framework leading up to Ministerial signature and publication.
10. Following a recommendation of the Diversity Forum, two rooms in the States Building will be named after pioneer women politicians and a project to showcase the work of local women artists in the building will be initiated.
11. Building on last year's success, deliver the Island's second 'Democracy Week' in late September to commemorate constitutional changes in 1771, including the publication of the 1771 law code and the decision that the Royal Court could no longer legislate, leaving the States Assembly as the Island's only legislative body.
12. Proposals will be developed to improve the way in which the States Building is managed.
13. Implementation of recommendations arising from the 2019 Comptroller and Auditor General review of non-ministerial departments, particularly in respect of risk management and key performance indicators

14. Consideration of the outcome of the review of the reorganisation of the Greffe implemented in January 2020 and implementation of changes arising from it.

Our work responds directly to the needs and requirements of States Members and we will be flexible and, if necessary, take on additional projects as the year goes on, reprioritising existing work accordingly. As an example, in March/April 2020 we planned for and implemented online meetings of the States Assembly in response to the Covid-19 crisis, followed in August/September 2020 by the introduction of a hybrid body for Assembly meetings, followed by a return to fully online meetings in December 2020.

Looking ahead

We are beginning work on a number of initiatives which we expect will come to fruition in 2022 or later. These include:

- Hosting a British-Irish Parliamentary Assembly meeting in 2022. This had been due to take place in 2020 but was delayed because of Covid-19. We are also next in line to host the Commonwealth Parliamentary Association Crown Dependencies Network but it is unclear at this stage whether it will take place in 2021 or 2022.
- Considering how the introduction of automatic electoral registration could facilitate other innovations, including whether and how digital ID could be used to support electronic and online voting.
- Implementing the Assembly's decision in agreeing the Common Strategic Policy to invite election observers to observe and report on the 2022 election.
- Engaging further with colleagues in Government in proposals to refurbish Morier House, including to provide better office space for States Members than can be provided in the States Building.

Operating context

Values

The States Employment Board has agreed these values for States staff:

- **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’re continuously developing ourselves and our services to be the best they can be for Jersey
- **We are customer focused** – we’re passionate about making Jersey a better place to live and work for everyone
- **We deliver** – we’re proud of Jersey as a place and are passionate about shaping and delivering great public services

Resources

As of 1st February 2021 we are a team of 38 people (36.14 full time equivalents) and have a further two vacant posts.

Our budget for 2021 is £5.75m. Of this, £2.5m is provided to pay States Members’ remuneration, including pensions. Pay and associated costs of Greffe staff amounts to around £2,485,000. This leaves around £791,000, to pay for everything else, from the rent on the States Building to the transcription of Hansard.

Risks

The Greffe’s risk register contains the following risks:

Single point of dependency	High reliance on certain individuals who perform key tasks, for whom there may not be adequate cover when they are absent.
Catastrophic loss	A major event (fire, flood etc) renders Morier House or the Assembly building unusable or similarly affects a key IT system

Unauthorised disclosure of sensitive data	Sensitive information (e.g. personal, political, commercial), whether stored electronically or in hard copy, is subject to unauthorised disclosure
Sudden change in political context	Demands placed on the Greffe change suddenly due to a change in political context
Change	Loss of morale due to changes in working conditions / pay etc / changes to job roles
Recruitment and retention	Difficulty in retaining staff and in recruiting people with appropriate skills
Blurred boundaries between political and managerial roles	Lack of clarity on appropriate decision-making processes
Information management	Loss of key information or difficulties in locating such information due to problems with information management policy and its implementation
Safe and healthy working environment	Failure to ensure that the States Greffe is a safe and healthy working environment
Low political engagement on the Island	Our work, and the Assembly as a whole, is undermined by low political engagement in Jersey

The risk register is in the process of being updated, with new, more proactive arrangements for the management of risk being introduced. Our departmental risks will be informed by corporate Government of Jersey risks, the most relevant of which relate to health and safety; IT infrastructure and services; management information; and workplace culture. These will be reflected in the refreshed departmental risk register.

Key strategies

PPC's [strategy](#) for engaging the public in Jersey's democracy 2017-20 has now come to an end. A new Digital and Public Engagement strategy will shortly be presented to the PPC for approval. This will encompass work to improve participation in the 2022 election and plans to make better use of Assembly data.

PPC has agreed an education strategy which is being reviewed in the light of Covid-19 and the new Digital and Public Engagement strategy. This will be presented to PPC for approval shortly.

We support the implementation of the CPA (Jersey) branch strategy and the Diversity Forum's strategy for 2020-22.

Staff development

We are actively engaged with the Team Jersey programme and have also invested in coaching and leadership training for our senior leadership team. We intend to be proactive and flexible in identifying training opportunities of benefit to all colleagues and encouraging participation. We participate in a number of British Isles networks for parliamentary staff and encourage colleagues to learn about and gain experience of parliamentary administration across the Commonwealth and Francophonie. Although these networks paused during 2020, we are actively involved in planning for online events in 2021. We have committed to developing more opportunities for staff to gain experience of parliamentary work in other places, in order to develop their skills, although this has been put on hold for now because of Covid-19.

Equality and diversity

We actively support the work of the Assembly's Diversity Forum, which "is working 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. We encourage flexible working within the Greffe and support the States-wide women in leadership network (iWill).

We undertook a review of the reorganisation of the department and a staff survey, based on the government's Be Heard survey, in autumn 2020 and published a response to that review in January 2021. We have made a number of commitments arising from that review, including to undertake a follow up survey in autumn 2021, and also commissioned an independent review of behaviours and culture in the department following some of the feedback we received.

Measuring and benchmarking

The outcome set out in the Jersey performance framework which we wish to see achieved is:

Islanders engage in the public decisions that affect their Island

The published indicators which show how Jersey is doing in relation to this outcome are:

- % of Islanders who agree that they can influence decisions that affect Jersey
- % of Islanders who engaged in civic activities in the last 12 months
- Number of Islanders registered to vote
- Voter turnout in Island-wide elections
- % of States Members returned unopposed at Island-wide elections
- Average score for Islanders' level of trust in the States Assembly.

We are exploring the possibility of including additional questions in the Jersey Opinion and Lifestyle Survey on engagement with States Members and people's knowledge of the Assembly.

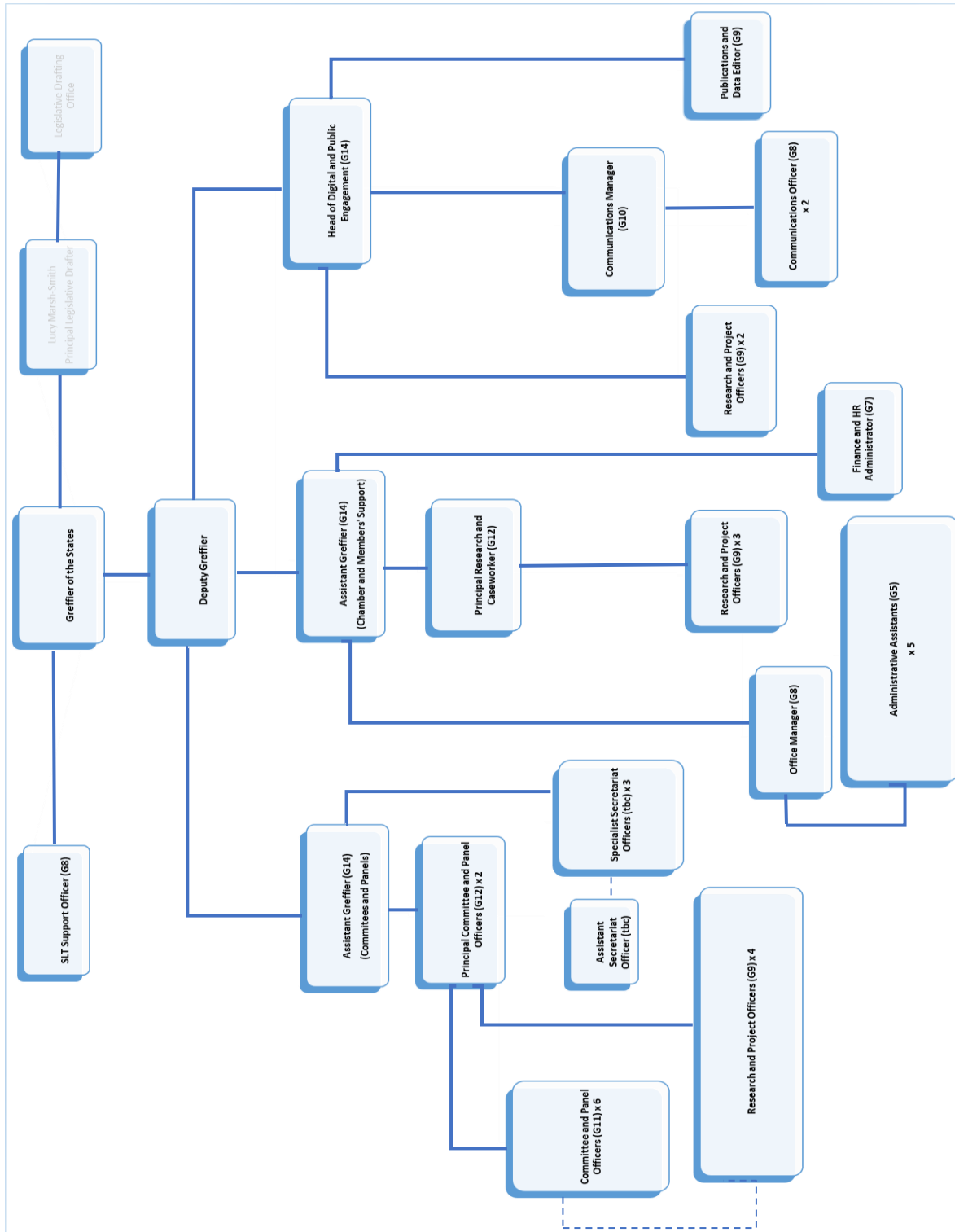
We are developing a suite of measures of our own performance, covering:

- The number of children and young people we reach with our educational initiatives and the feedback on each programme from children, teachers, and parents
- The reach of, and engagement with, our communications activities
- The number of people registering interest in standing for election and the number of potential candidates who access support we provide or co-ordinate
- Number of partners reinforcing public information and campaign messages relating to the States Assembly
- The volume and accuracy of reporting by the local media on States Assembly business
- Consideration of legislation by scrutiny panels
- Member satisfaction with scrutiny and research work

More details can be found in Appendix 2.

We are participating in the CPA benchmarking exercise, which enables Jersey's parliamentary system to be compared with legislatures in other Commonwealth jurisdictions.

APPENDIX 1 – Organogram



Appendix 2: Detailed performance measures

The table below sets out the performance measures we have in place or are developing for our 2021 objectives.

Objective (numbers link to list on pages 4 and 5)	Planned Deliverable	Completion Date	Intended Outcome	Success Measures
1. Election observer recommendations	<ol style="list-style-type: none"> 1. Detailed scheme for automatic electoral registration presented to PPC and Comité des Connétables 2. Subject to political approval, automatic electoral registration introduced 3. Recommended changes to election law introduced to Assembly for debate 4. Subject to political approval, electoral law changes implemented 	<p>Q1</p> <p>From Q3/4</p> <p>Q2</p> <p>From Q3/4</p>	<p>Increased election turnout; enhanced international reputation</p>	<ul style="list-style-type: none"> • Number of people registered to vote • Accuracy of electoral registers • Turnout at 2022 election • Changes introduced by 2022 in line with election observers' recommendations • Feedback from election candidates • Savings to public purse
2. Preparations for the 2022 election	<ol style="list-style-type: none"> 1. Implement Diversity Forum plan for achieving candidate diversity 	On-going	Increased election turnout	<ul style="list-style-type: none"> • Number of people expressing interest in standing for election; their feedback; and the number of candidates

	2. Draw up and begin implementing public engagement strategy for the election	On-going		<ul style="list-style-type: none"> • Number of uncontested seats • Satisfaction of candidates • Turnout at 2022 election • Number of people accessing vote.je and their feedback • Satisfaction of Members
	3. Draw up induction programme	By year end		
3. and 6. Digital and public engagement strategy and enhancing public understanding of scrutiny system	1. Digital and public engagement strategy presented to PPC	Q1	Better public engagement	<ul style="list-style-type: none"> • Strategy initiatives begin to be implemented • Reach and engagement with communications activities • Engagement with scrutiny, e-petition topics • Public understanding of how the States Assembly operates and how to influence political topics/decisions • Number of children and students reached through our education programmes and the feedback of students, teachers and parents • Member satisfaction (including Scrutiny Liaison Committee)
	2. Review of Assembly's website and social media completed	Q4		
4. Members' research and casework service	1. Strategic framework presented to PPC	Q3	Members better equipped for role; value for money	<ul style="list-style-type: none"> • Strategic initiatives begin to be implemented • Member satisfaction
	2. Members' survey	Q2		

5. Transcription and webcasting in the Assembly	1. New contract(s) let	Q3	Better public engagement; value for money	<ul style="list-style-type: none"> Contract(s) meet requirements in invitation to tender
7. Code of Conduct for Elected Members	Present outcome of the review and proposed amendments to PPC	Q1/2	Reflects international best practice and compliance with C&AG recommendations	<ul style="list-style-type: none"> Effective response to C&AG recommendations
8. States Members' remuneration	Present outcome of the review and proposed amendments to PPC	Q2/3	Reflects international best practice	<ul style="list-style-type: none"> Effective response to White report Member satisfaction
9. New system for Ministerial Decisions	Full implementation of new system	Q3	Enhanced governance; better public engagement; value for money	<ul style="list-style-type: none"> Satisfaction of public Satisfaction of key stakeholders
10. Renaming of rooms and art project in States building	<ol style="list-style-type: none"> Rooms renamed Art project initiated 	<p>Q1/2</p> <p>Q3</p>	Better public engagement; enhanced institutional reputation	<ul style="list-style-type: none"> Positive media coverage Positive engagement by local artists with the project Visits to the States Building
11. 'Democracy Week' commemoration of 1771 anniversary	Democracy Week events	Q3	Better public engagement	<ul style="list-style-type: none"> Positive media coverage Engagement with, and feedback on, the week's activities Visits to the States Building
12. Management of the States Building	Proposals put to PPC	Q1/2	Value for money	<ul style="list-style-type: none"> Satisfaction of Members Satisfaction of key stakeholders

13. C&AG review of non-ministerial departments	Recommendations implemented	Q1	Value for money	<ul style="list-style-type: none"> • Positive response from C&AG • Tangible improvements in governance
14. Outcome of review of departmental re-organisation	Actions arising from the review implemented	Q1/2	Value for money; staff wellbeing	<ul style="list-style-type: none"> • Response to autumn 2021 staff survey

**Legislative
Drafting
Office
Business
Plan
2021**

Introduction

This is the second business plan of the Legislative Drafting Office (LDO) published alongside the States Greffe Business Plan. It sets out our specific aims for 2021 and the values that drive our work.

Overview of the LDO

The Legislative Drafting Office sits within the States Greffe as a separate unit. It shares the States Greffe budget and the Greffier of the States is the line manager of the Principal Legislative Drafter and the accounting officer for the LDO as well as for the States Greffe. The States Greffe provides accommodation, facilities and services to the LDO, on matters not relating to the production of legislation.

The main purpose of the LDO is:

- (1) To prepare draft legislation that gives legal effect to the policy of the Minister or other promoter of it; and
- (2) To do so in a way that is:
 - (a) sufficiently unambiguous as to leave no room for construction other than that intended by the promoter; and
 - (b) sufficiently clear as to be readily understood by the users of the legislation.

The work of the LDO therefore supports the whole of Government whenever any of its plans or policies requires a law change. In addition, one of the purposes of the States Greffe is to support the work of the States Assembly and its Committees and Scrutiny Panels and the LDO plays a part in supporting this work by providing drafting services to these bodies in addition to its work for Government.

The secondary purpose of the LDO is to ensure accurate and up-to-date access is provided to Jersey legislation.

How we work

The LDO's mission statement is turning policy into Jersey law. This is achieved by taking the policy of Government (or, where applicable, that of an individual States Member, Committee or Scrutiny Panel) and producing draft legislation which, if the States Assembly (or in the case of an Order, a Minister) so decides, can pass into law.

We receive instructions from the Department, Member, Committee or Panel, analyse their requirements and, through working with the instructor, produce a draft that so

far as is possible reflects their policy intention. Most of our work is for Government, and with large legislative items this necessitates honing the policy through a number of drafts. But importantly the office also assists Members and Panels who wish to alter Government policy, principally by preparing for them amendments to any Government legislation that requires passing by the States Assembly.

The LDO also has a responsibility as guardian of the statute book, including obligations in the light of Jersey's having signed up to the Free Access to Law Movement. This gives us our secondary purpose of enabling all persons to have easy access to current law. We are therefore responsible for notifying the public of any new legislation, maintaining a continually updated database of legislation, and ensuring it is published. This is done in conjunction with the Jersey Legal Information Board (JLIB).

The work of the LDO feeds into all aspects of the Jersey performance framework to the extent that legislation is required. As the top priority of Government is putting children first, a key aspect of the community wellbeing section of the framework relates to children. From when drafting instructions arrived in late July 2020 the LDO has ring-fenced one of its senior drafters to work on legislation relating to children, emanating from the recent Care Inquiry. The continued ring-fencing of a drafter to work on the aftermath of Brexit meant that at the end of the year there were 2 vacancies for temporary drafters in 2021 to backfill these posts. In the event only one post was filled, by a drafter who is leading on the reforms to the constitution and electoral system and assisting another drafter with the high volume of drafting required by Revenue Jersey. Budgetary constraints and difficulty recruiting during the pandemic have therefore meant that there is a continuing need to rely on our panel of consultant drafters, particularly in the important field of financial services, who are there to meet surges in demand. The LDO is committed to meeting the legislative priorities of Government arising from the framework according to those priorities and its available resources, whether in relation to social, economic or environmental legislation, and will always do the utmost to accommodate all requests once drafting instructions are received.

What we want to achieve in 2021

These are our specific objectives for 2021:

- We will continue to work to the requirements of Government in respect of the revised priorities for 2021 and meet any further drafting requirements arising out of the continuing pandemic.
- Along with other non-Ministerial departments who use the system, Domis will be upgraded to the new cloud-based icasework system and we will hone its features so it not only stores documents and records time but uses more automated features, as well as following up delays and generating reports.

- We will use the services of our Legislative Services Consultant to continue to make improvements in our services by revising office practices.
- We will bring the draft Legislation Law forward and, if passed, it will implement the new statutory requirements regarding publication of legislation, including an official version of Jersey consolidated legislation that can be relied on as stating the law as up to date.
- We will continue to work with JLIB to enhance the appearance and usability of the legislation section of the jerseylaw.je website to improve access to the law by all users and to develop a search engine specifically for legislation and a 'point in time facility' that will enable specialist users to access legislation for a given date in the past.
- We will reintroduce our live training courses for instructing officers once it is safe to do so and plan to deliver bespoke training to Revenue Jersey officers in connection with the annual budget cycle. If there is sufficient demand and restrictions are still in place, training will be provided via Teams.
- We will continue our pioneering work on "Rules as Code", to develop ways of encoding the logic of draft legislation so that it is readable by computers, enabling drafts to be checked for consistency and for application to different scenarios. We will investigate the use of XML, including LegalRuleML and Akoma Ntoso, try out other available software and use existing Jersey legislation in models.
- We will participate in the wider Greffe's plans for 'Democracy Week' to celebrate the 250th anniversary of the 1771 Code as well as planning to commemorate the 30th anniversary of the establishment of the Legislative Drafting Office as a separate office early in 2022.
- We will continue to participate in international drafting conferences and other training opportunities that may arise.

Our values

The LDO is an office staffed by lawyers and support staff with specialist skills committed to delivering high quality legislation for Jersey in accordance with public policy. The core values of the Government of Jersey are reflected in what we do and are applied in the LDO as follows:

- **We are respectful:** We aim to treat all those we come across in our work with respect and co-operate with them as appropriate in all our dealings. We care about our colleagues as individuals and respect their positions and responsibilities in the workplace. We also respect their opinions even when we disagree with them.

- **We are better together:** We share knowledge and expertise, valuing the benefits of working collaboratively with colleagues across many departments and disciplines to help maintain the highest standards in drafting legislation for Jersey.
- **We are always improving:** We look for ways of improving our expertise for the benefit of Jersey, whether it be modernising or simplifying our style of drafting or upgrading the technology that supports what we do. We look outwards to the practices and systems that evolve in drafting offices in other Commonwealth jurisdictions and take opportunities to learn from and share ideas with them.
- **We are customer focused:** We are passionate about using our expertise to produce legislation that benefits the people of Jersey. We never forget that our purpose is to respond to the needs of those who instruct us, and, through them, the wider public. We aim to meet their needs as efficiently and effectively as we can.
- **We deliver:** We are proud of working for Jersey and are passionate about delivering high-quality draft legislation as quickly as is consistent with the high degree of accuracy our work demands.

Measuring and benchmarking

We are committed to assisting Government to meet all the outcomes set out in the Jersey performance framework that require or are assisted by the delivery of new legislation. We rely on Government Departments to send us instructions so that we can give effect to their policy ambitions in legislation. We are also there to respond to the drafting needs of Scrutiny Panels, Committees and individual States Members. Our work is therefore demand-led and does not easily lend itself to targets.

Our new Domis system now makes it easier for the Principal Legislative Drafter to track progress on legislation projects. Domis, as well as being a way to store and retrieve electronic documents, provides a semi-automated system of recording time which has been used for all new drafting projects from the beginning of 2020. With the launch of 'Domis 2' later this year it will become much easier to extract useful management information from the system, such as how long drafting projects are with the LDO and how long they spend being reviewed by the instructing Department or elsewhere. Though time recording on projects was introduced in 2010, it was not followed consistently before the inception of Domis. In time we will build up useful data on time spent on various projects, which will be useful for the future.

It was anticipated that some targets in relation to time spent on drafting projects might be developed for 2021 but this was put on hold due to the pandemic. However, it

should be noted that the entire office has pulled together to work whatever extra hours have been needed to produce drafts within the timeframes required and the very positive responses from our clients may be as good as an indicator of high performance as any target.

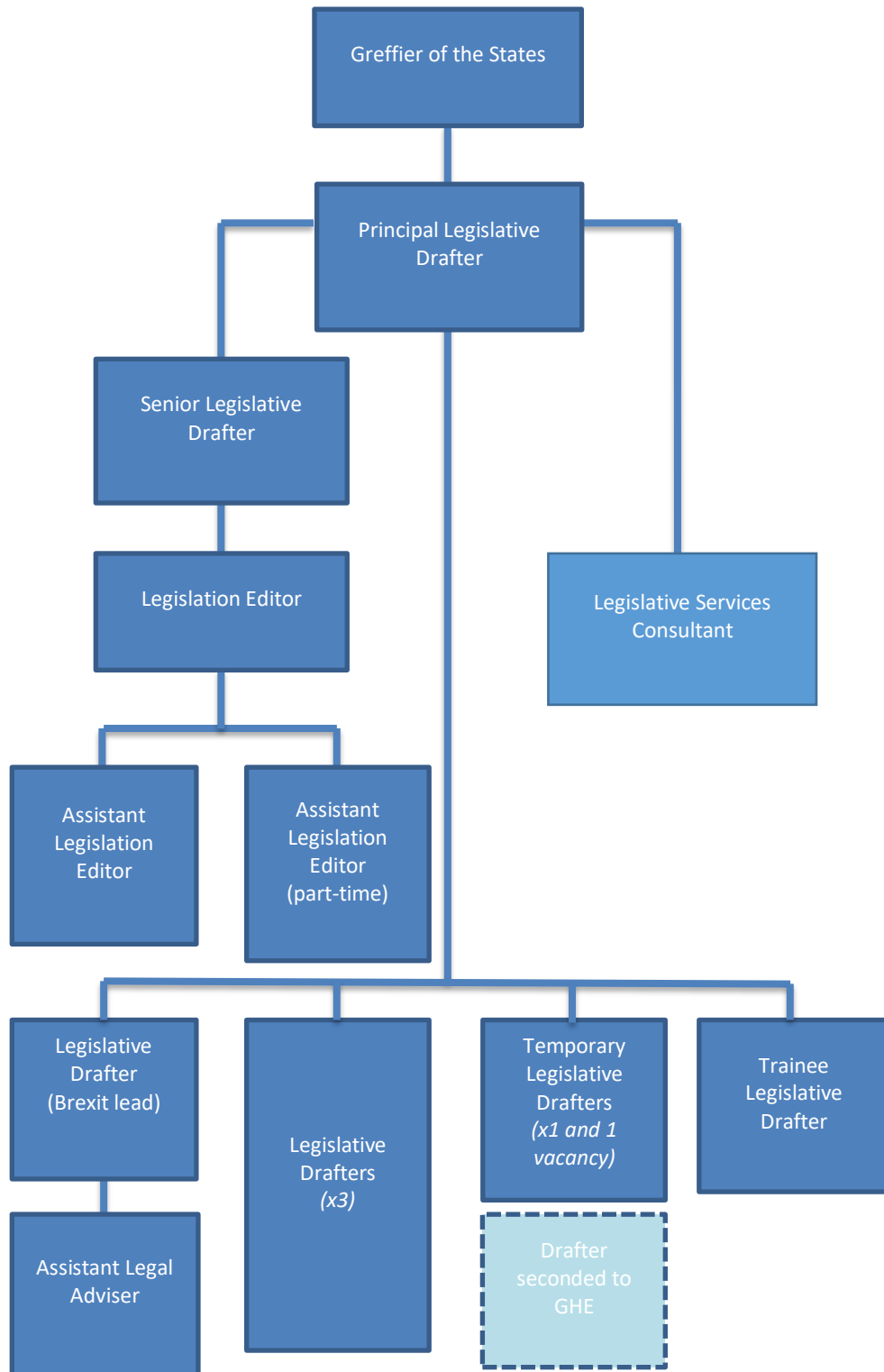
Our service to our customers could be further measured, for example by introducing requirements as to response times in relation to emails requesting drafting services, meeting deadlines for lodging legislation projects and amendments to them and in relation to updating the legislation section of jerseylaw.je. However, there is little evidence of delays in responding to instructors; lodging deadlines are always adhered to where possible and the editorial staff always publish legislation to the website on the day it is made. The Covid work demonstrated the resilience of the office in meeting the demands of work of the utmost urgency.

We had intended last year to monitor the quality of our services by developing, in relation to new programme matters, a brief satisfaction survey to be offered to the relevant instructing officer for each matter. 2020 was not the year to do this but this is being introduced in 2021.

Resources

The LDO has a budget of just over £1.4m. The current in-house staff complement is 13 people (12.5 FTE), 9 of whom are legislative drafters (including one in training and 2 temporary posts, one of which is vacant), one is a temporary paralegal and 3 (2.5 FTE) are editorial support staff. The legislative drafters are all lawyers of considerable experience, qualified in a Commonwealth jurisdiction (including the UK). The trainee is a Jersey Advocate and is the first local lawyer to join the office for over 50 years, though we hope there will be more local trainees in future. The office is also supported as needed with specialist drafting office IT and related support from the Legislative Services consultant. A panel of consultant drafters undertake contract drafting work as required.

As at the beginning of 2021 our organisational chart is as follows:



Re-issue Note

The report has been re-issued to make corrections to the text in the table on page 25.