

**Response to a Question Pursuant to Rule 14
of the Rules of Procedure of the States of Deliberation and their Committees**

Subject: Senior Management Remuneration

States Member: Deputy M T Goy

Date received: 3rd December 2025

Date of reply: 2nd January 2026

Question 1:

Will the Policy & Resources Committee publish a single table that lists every role in the States of Guernsey that meets the following criteria:

- annual full-time equivalent base salary of £85,000 or more; and
- classed as a “management” or “leadership” role; and
- the role is either (i) directly employed by the States of Guernsey or (ii) seconded into the States of Guernsey and whose salary is funded by the States; and

for each such role set out the following columns as described:

Column 1: Actual base salary paid (in £) to the current post-holder;

Column 2: Minimum point of the pay range (in £) for the role;

Column 3: Maximum point of the pay range (in £) for the role;

Column 4: Department, committee or trading entity in which the role sits;

The table should be ordered by actual base salary paid (i.e. Column 1).

Should P&R still contend that a table containing only those four columns risks identifying any individual, P&R:

- may strip out the field(s)/column(s) that P&R claims is identifying, and
- must specify the exact data-field(s) P&R thinks would cause identification, explain in detail the exact legal basis relied upon, and provide links to the legal sources claimed.

If the data held are not categorised as management/leadership, please provide the figure using whatever existing HR coding field the States currently uses that is closest to “management or leadership”.

If the Committee relies on any exemption or exception to refuse any part of this request, please specify the exact provision of law relied upon and the public interest test applied.

Answer:

Context:

Building on conversations with the Policy & Resources Committee, the Chief Executive & Head of the Public Service is taking forward work to enhance transparency, including clearer public information on organisational structures, leadership and staffing.

Although some details are currently available through the Annual Accounts, the Committee is intending to provide more user-friendly and regularly updated information in order to strengthen accountability and public confidence. Published information could include:

- An overview of the public service structure, including key functions and reporting lines.
- Profiles of leadership roles, outlining responsibilities and areas of accountability.
- Staffing data and workforce breakdowns, in an easily interpretable format.

The aim would be to provide stakeholders and the wider community with a clearer understanding of how the public service operates, how its work supports political priorities, and how it contributes to the delivery of public services, while respecting the data of individual employees. The Committee considers that a regular pattern of publication will promote transparency, reinforce accountability, and build public confidence in the governance and performance of the public service.

There are valuable examples of best practice from other jurisdictions regarding the proactive publication of staffing information by public sector bodies which will help inform this work. It is anticipated that the first update will be published by the end of Quarter 2.

Data:

Fig 1: Headcount by Committee/Service Area

	Headcount with Gross Salary >£85k
Committee for Health & Social Care	88
Corporate Services	82
Committee for Education, Sport & Culture	65
St James' Chambers	34
STSB Unincorporated Trading Entities	30
Policy & Resources Committee	29
Committee for Home Affairs	25
Committee for Economic Development	11
Committee for the Environment & Infrastructure	7
Other Committees/Service Areas	18
Total	389

The consolidated data by Committee provided above reflects numbers of staff with base pay of £85k or more, as at 1st November 2025, for staff appointed on Senior Officer Grade 3 or above and equivalent grades across the 14 pay groups, including doctors, nurses, teachers, Bailiwick Law Enforcement, emergency services, lawyers, chartered surveyors, accountants and other technical posts. This best reflects the requested salary level. All roles are fully funded by the States of Guernsey. Civil Service grades are applicable to a range of roles both in committee settings and technical/professional jobs. The maxima and minima are published [here](#).

Workforce data is not categorised in the form requested – i.e. classed specifically as management or leadership. However, this senior officer grade or equivalent generally remunerates for management and leadership accountabilities and additionally it may reflect market rates for a range of professional services. Some staff may also lead professions and/or teams that deliver public services through their professions. More detailed reporting would require individual assessment of job descriptions. However, the Committee does commit to clearer reporting going forward.

In wishing to meet the request as far as is practicable, the table below groups staff in £20k pay bands for administrative purposes. For the avoidance of doubt, these do not translate into pay ranges by grade attracted to individual jobs. Listing job titles will identify individuals. While the Committee seeks to act transparently it also must respect that under current employment contracts staff can expect information to remain private. There are no other levers to mitigate this presumption in Guernsey.

Fig 2: Base pay levels - £20k increments

Headcount with a Gross Base Salary of	£85k - £100k	£100k - £120k	£120k - £140k	£140k +
Committee for Health & Social Care	22	26	22	18
Corporate Services	51	18	13	
Committee for Education, Sport & Culture	37	16	12	
St James' Chambers	10		24	
STSB Unincorporated Trading Entities	14	16		
Policy & Resources Committee	21		8	
Committee for Home Affairs	14	11		
Committee for Economic Development		11		
Committee for the Environment & Infrastructure		7		
Other Committees / Service Areas	7	5	6	
Total	174	101	52	62

The data is represented by Committee/Service Area and some of the bands result with five or fewer individuals. In line with current policy, where data which shows five or fewer individuals, it is generally consolidated into a single figure with an adjoining band. To provide another 'cut' of this data, the row titled 'total' is the total for each column because the five or less criterion does not apply – i.e. the total accurately reflects the number of staff in each £20k segment.

Question 2:

In addition to the table in Question 1, will the Committee summarise:

- (a) the total number of individuals captured by the table;**
- (b) the combined annual base salary (in £) for those individuals;**
- (c) the percentage that figure (b) represents of the States' total annual payroll.**

If the Committee relies on any exemption or exception to refuse any part of this request, please specify the exact provision of law relied upon and the public interest test applied.

Answer:

2a - 389.

2b – The cost of the combined annual base salary is £43.4m.

2c – This figure represents 12% of the States' total annual payroll.