



2018

Jersey Court Service Business Plan



*Supporting the Delivery of Justice
through Professional
Excellence*



**INVESTORS
IN PEOPLE** | Gold

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SECTION 1

Introduction

We present below the Court Service 2018 Business Plan, being the combined business plan of the Viscount's Department and Judicial Greffe. We are pleased to report that effective communication and co-operation continues to take place between the two Departments.

The 2018 Business Plan sets out key objectives and priorities which will be undertaken, over and above the provision of our 84 main or primary services which are delivered across 13 functional areas. In 2018, the Court Service will focus on the areas described below. Success for the year will be measured against achievement of these high level objectives.

1. Play a leading role in ensuring access to justice

ACTIONS:

- 1.1 Develop and improve Tribunals Service having regard to the Jersey Law Commission consultation report "Improving Administrative Redress in Jersey".
- 1.2 Continue to participate as member of expert group on Legal Aid Reform.
- 1.3 Encourage take-up of community mediation.
- 1.4 In view of impending increase in jurisdiction of Petty Debts Court, establish requirements for additional mediation facilities.
- 1.5 Develop Number 1 Magistrate's Court as a venue for assize trials.

2. Implement new legislation

ACTIONS:

- 2.1 Create infrastructure to deal with implementation of new Mental Health and Capacity and Self-Determination Laws.
- 2.2 Establish regulatory framework for the new Capacity and Self-Determination Law.
- 2.3 Facilitate the implementation of the new Criminal Procedure and Bail Laws.
- 2.4 Provide operational support for the general election, including provision of facilities for postal and pre-poll voting.
- 2.5 Implement amendments to Stamp Duties and Fees (Jersey) Law 1998.
- 2.6 Monitor implementation of GDPR and new Data Protection (Jersey) Law 201-, and ensure all policies, procedures and information security measures are compliant.

3. International dimensions

ACTIONS:

- 3.1 Continue to represent the Island in the following international fora:
 - International Association of Insolvency Regulators.
 - Free Access to Law Movement.
 - Coroners' Society of England and Wales.
 - Commonwealth Magistrates' and Judges' Association.
 - Criminal Assets Management and Enforcement Regulators Association.
 - United Nations Office on Drugs and Crime.
 - International Association of Women Judges.

4. Deliver excellence in customer service

ACTIONS:

- 4.1 Develop Jersey Courts website and effective guidance notes for public.
- 4.2 Undertake customer satisfaction surveys.
- 4.3 Achieve accreditation against Customer Service Excellence standard.

5. Develop staff and ensure their safety

ACTIONS:

- 5.1 Prepare an induction and training programme for new Judicial Greffier.
- 5.2 Continue to make use of States management training courses.
- 5.3 Update and complete all health and safety risk assessments.
- 5.4 Develop scheme for secondment or work experience for students and junior lawyers.
- 5.5 Implement suitable recommendations from States of Jersey wellbeing initiative.

6. Implement process efficiencies and greater use of technology to support delivery of justice

ACTIONS:

- 6.1 Implement information and knowledge management system.
- 6.2 Complete roll out of equipment to provide video links in court.
- 6.3 Develop widespread adoption of electronic courts for paperless hearings.
- 6.4 Continue to encourage and enable digital ways of working.
- 6.4 Develop use of online technologies in enforcement of fines and judgments.
- 6.5 Implement new financial management system in Viscount's Department.
- 6.6 Review and consolidate facilities for off-site storage.

7. Ensure value for money

ACTIONS:

- 7.1 Continue to participate in joint working group with LOD to identify savings and synergies (fixed fees; letters of engagement for external suppliers; shared use of Prescient time-recording system; joint subscriptions to online legal resources).
- 7.2 Apply continuing rigour to control of spending and costs.
- 7.3 Investigate charging for services which are currently provided free of charge on a "user pays" principle, and ensure appropriate fees are charged and recovered for paid services.

The Business Plan also takes account of the objectives of the Jersey Legal Information Board and the Criminal Justice System Board (with which the Departments are closely associated); it is also complementary to the States of Jersey Strategic Plan 2015-2018 and the Medium Term Financial Plan. It also continues to be the key tool for monitoring strategic and functional focus and for driving performance management.

Performance management, client focus and accountability are watchwords across the public sector; both Departments can already claim to have a proven track record of delivery in these areas. The drive towards an increasingly unified Court Service is essential in order to achieve value for money and to take advantage of developments in technology which will encourage a more forward looking judicial system. This document sets out the further steps we will take in the months ahead to enhance the way we deliver our services.

The focus on continuous improvement and constant need for increased efficiency will inevitably increase the pressure on our people. It is therefore essential that, with the support of the Investors in People standard, we continue to maintain a well-motivated team which is flexible, multi-skilled and receptive to change.

Elaine Millar
Viscount

Paul Matthews
Judicial Greffier

Mark Harris
Deputy Viscount

James Lambert
Chief Operating Officer

3 January 2018

What We Do

The Court Service employs a total of 67.3 full time equivalent staff, organised to deliver services in accordance with the functional organisation chart shown at Annex A. Although this Business Plan is a combined document for the Judicial Greffe and Viscount's Department, the distinct functions of the two Departments are as follows:

- The Judicial Greffe is responsible for the provision of judicial, secretarial, administrative and interlocutory support for the Island's Courts and Tribunals.
- The Viscount's Department is the executive arm of the Island's Courts and of the States Assembly. Its functions include the enforcement of fines and judgments, the provision of the Coroner's service and the administration of insolvency.

The constitution of both Departments is defined in the Departments of the Judiciary and the Legislature (Jersey) Law 1965.

Our Core Values

The Court Service is committed to the achievement of its Client Charter (see Annex B) and the States of Jersey corporate values:

- Customer focus
- Constantly improving
- Better together
- Always respectful
- We deliver

Our Strategic Aims

We aim to provide an efficient and effective Court Service and, in particular, to:

- support the delivery of justice.
- support access to justice by making the law and legal processes more accessible to the public.
- promote the better co-ordination of Jersey's justice system.
- provide a Court infrastructure which enables Jersey to make an effective contribution internationally.
- provide a Court infrastructure which meets Jersey's social and economic needs.
- provide cost effective, value for money services, ensuring responsible use of public funds.

Our Vision

"To be a global leader amongst small jurisdictions."

Court Service Values Check

To ensure that we always act in a way that reflects our values and objectives, the Court Service Values check provides a decision making checklist, for which the answer to all of the questions should be "yes":

- Is what I am doing in the best interest of our customers and the Court Service?
- Would customers and colleagues think I am acting with integrity?
- Would I be happy if details were disclosed in a FOI request?
- Is what I am doing in line with the Court Service core values?
- Would the Court think I am acting reasonably?

SECTION 2

Summary of Key Objectives and Priorities

This section identifies the key objectives of the Court Service. These objectives will be achieved through action plans for each of our Core Service areas, which have been developed in consultation with stakeholders and are shown in section 4. The objectives contribute to the States of Jersey Strategic Plan 2015-18 priorities as indicated.

In all cases, our performance indicators are published on our website (www.gov.je/judicialgreffe or www.gov.je/viscount).

Aim: To provide an efficient and effective Court Service

Objectives:

Objective 1: Provide an efficient and effective administrative service to the Royal Court, the Court of Appeal and the Tribunals Service.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances; protect the local economy; promote Jersey's positive international identity.

Objective 2: Perform judicial functions in relation to Family Proceedings (Family Division Registrars), Interlocutory Matters (Master of the Royal Court), the Coroner's Service and other judicial functions of the Judicial Greffier and Viscount.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances; promote Jersey's positive international identity.

Objective 3: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances; promote Jersey's positive international identity.

Objective 4: Provide an administrative service to the Magistrate's Court, Youth Court and Petty Debts Court.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances.

Objective 5: The efficient enforcement of all Court Orders.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances; protect the local economy; promote Jersey's positive international identity.

Objective 6: Efficient and effective Insolvency proceedings.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances; protect the local economy; promote Jersey's positive international identity.

Objective 7: Effective management of the financial affairs of impecunious interdicts.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances.

Objective 8: Effective investigation of sudden deaths to establish cause and reason.

Strategic Plan Priority: Maintain a safe and just society; health and wellbeing; sustainable public finances; promote Jersey's positive international identity.

Objective 9: Compile and manage the jury selection procedure and manage the jury during assize trials.

Strategic Plan Priority: Maintain a safe and just society; sustainable public finances.

SECTION 3

Resources for 2018

Subjective Analysis

Judicial Greffe

Description	2017 (£)	2018 (£)
Income		
Sale of Goods	(5,500)	(3,500)
Sale of Services	(1,500)	(1,500)
Fees	(971,500)	(949,300)
Miscellaneous Income	(2,000)	(4,000)
	(980,500)	(958,300)
Expenditure		
Manpower - States Staff Costs	2,744,218	2,716,600
Supplies & Services	97,700	100,000
Administrative Costs	299,482	158,500
Premises & Maintenance General	528,100	621,500
Court & Case Costs	3,869,100	3,876,400
	7,538,600	7,473,000
Net Revenue Expenditure	£6,558,100	£6,514,700

Viscount's Department

Description	2017 (£)	2018 (£)
Income		
Fees & Fines	(545,900)	(499,500)
Commission	(120,590)	(125,000)
Miscellaneous Income	(1,000)	(1,000)
Interest	(500)	(1,000)
	(667,990)	(626,500)
Expenditure		
Manpower - States Staff Costs	1,332,990	1,279,300
Supplies & Services	113,000	112,600
Administrative Costs	51,400	53,900
Premises & Maintenance General	340,500	380,400
Court & Case Costs	231,200	235,100
	2,069,090	2,061,300
Net Revenue Expenditure	£1,401,100	£1,434,800

Service Analysis

	2017 (£)	2018 (£)
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory Magistrates Court	2,689,000	2,638,300
Maintenance of Registries		
Court & Case Costs	3,869,100	3,876,400
	£6,558,100	£6,514,700
 Viscount's Department		
Coroner		
Insolvency		
Enforcement	1,169,900	1,199,700
Assize Jury Functions		
Curatorships		
Court & Case Costs	231,200	235,100
	£1,401,100	£1,434,800

SECTION 4

Court Service Action Plans

Core Services

A list of abbreviations used can be found at Annex C (page 23)

Samedi Team

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to review design & accessibility of Court Rota 	31 Dec 18	AJG (ARC)/ MCG	Workflow management only	In association with JLIB & MCG
<ul style="list-style-type: none"> Consider provision of public access to licensing database 	31 Dec 18	AJG (ARC)	Workflow management only	On hold pending legislation
<ul style="list-style-type: none"> Maintain involvement in DAISy development 	31 Dec 18	AJG (ARC)	Workflow management only	Use of reports under review following rewrite
<ul style="list-style-type: none"> Make licensing guidance available electronically 	30 Jun 18	AJG (ARC)	Workflow management only	Including website publication
<ul style="list-style-type: none"> Update procedures manuals 	31 Dec 18	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide further information to public on website 	31 Dec 18	AJG (ARC)	Workflow management only	With input from Proceedings Officers

Family Team

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Create new integrated database for current databases & information storage areas 	31 Jul 18	Reg Fam Div/ FPO	£25,000	Development in hand
<ul style="list-style-type: none"> Provide limited procedural advice for all family legislation (procedure before Registrars) 	31 Dec 18	Reg Fam Div/ FPO	Workflow management only	Guidance leaflets, presentations, web pages, videos, email, personal appointments
<ul style="list-style-type: none"> Maintain & develop Family Team meetings 	31 Dec 18	Reg Fam Div/ FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Examine need for electronic equipment for more efficient operation of Family Court 	31 Dec 18	Reg Fam Div/ FPO	Workflow management only	Installation of video conferencing equipment completed in 2017
<ul style="list-style-type: none"> Investigate means to provide information to court users who are not legally represented 	31 Dec 18	Reg Fam Div/ FPO	Workflow management only	Increasing number of litigants in person

Probate Registry

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Implementation of Capacity and Self-Determination (Jersey) Law 2016 	31 Dec 18	Reg of Prob	Workflow management only	Implementation of LPA registry & delegate database in hand
<ul style="list-style-type: none"> Create infrastructure & database ahead of coming into force of Capacity and Self-Determination (Jersey) Law 201- 	31 Dec 18	Reg of Prob	Workflow management & funds provided by implementation budget	Ongoing (2 new FTE commence Jan 2018)
<ul style="list-style-type: none"> Introduce small estates exemption by amendment of Probate (Jersey) Law 1998 	31 Dec 18	Reg of Prob	Workflow management only	Draft amendment expected 1 st quarter 2018

Core Services (continued)

Public Registry

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Plan for passing of deeds by electronic means 	31 Dec 18	Reg of Deeds	To be determined	Some documents already submitted electronically
<ul style="list-style-type: none"> Participate in consultation re amendment of Stamp Duties & Fees (Jersey) Law 1998 	30 Jun 18	Reg of Deeds/ JG	Workflow management only	Including payment online & card payments for smaller transactions
<ul style="list-style-type: none"> Consider provision of public access to PRIDE online 	31 Dec 18	Reg of Deeds/ COO	Workflow management only	Already available at Société Jersiaise & Jersey Archive
<ul style="list-style-type: none"> Continue to review design & accessibility of PRIDE online 	31 Dec 18	Reg of Deeds/ COO	Workflow management only	Ongoing

Appellate Team

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue development & use of ECourt system for e-delivery & transmission of bundles 	31 Dec 18	AJG (ARC)/COO	£500	Ongoing
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 18	AJG (ARC)	Workflow management only	Initially for Court of Appeal & Family Court
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 18	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review Court of Appeal procedures 	31 Dec 18	AJG (ARC)	Workflow management only	Ongoing

Transcription

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review all procedures & working practices 	31 Dec 18	COO	Workflow management only	Using Lean principles

Interlocutory Services

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review effect of & any required changes to Royal Court & continue to produce Practice Directions as required 	31 Dec 18	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Produce guide for litigants in person to support new Royal Court Rules & Practice Directions 	31 Dec 18	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Assist in introduction of Petty Debts Court Rules & related Practice Directions 	31 Dec 18	MRC	Workflow management only	In light of proposed increase in jurisdiction to £30k
<ul style="list-style-type: none"> Review requirement for recruitment of additional Relief Magistrate 	31 Dec 18	MRC	Cost of post to be met from Court & Case costs	In order to meet increased demand for mediations

Legal Aid Disbursements

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Investigate streamlining payment methods by law firms 	31 Dec 18	AJG (ARC)	Workflow management only	In progress

Core Services (continued)

Magistrate's, Youth & Petty Debts Courts

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue development of Court Diary System (DAISy) & facilitate production of justice system KPIs from system data 	30 Jun 18	MCG/COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 18	MCG	£2k	Funding available & development in hand
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 18	MCG	Workflow management only	Including Transcribers & Ushers
<ul style="list-style-type: none"> Implement support requirements for Criminal Procedure (Bail) (Jersey) Law 2017 	31 Mar 18	MCG	Manpower implications & associated costs	Courts sitting outside normal working hours
<ul style="list-style-type: none"> Review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal 	31 Dec 18	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building
<ul style="list-style-type: none"> Provide administrative support for mediation service 	31 Dec 18	MCG	Workflow management only	Review need for additional mediator
<ul style="list-style-type: none"> Monitor procedures for Residential Tenancy (Jersey) Law 2011 & new deposit scheme 	31 Dec 18	MCG	Workflow management only	Procedures & support documentation to be agreed
<ul style="list-style-type: none"> Develop new procedures & leaflets to deal with increase in jurisdiction of Petty Debts Court (to £30k) 	31 Dec 18	MCG	Workflow management only	Especially in relation to personal injury
<ul style="list-style-type: none"> Continue to develop & monitor new Petty Debts Court database 	31 Dec 18	MCG	£3k	Ongoing
<ul style="list-style-type: none"> Continue to monitor usage of Relief Magistrates 	31 Dec 18	MCG	Workflow management only	Maintain existing support & control
<ul style="list-style-type: none"> Participate in development of Number 1 Court as venue for assize trials 	31 Mar 18	MCG/PEO	Workflow management & COCF funding	In association with Bailiff's Chambers

Intellectual Property Registry

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Complete move of trademark records to JFSC 	31 May 18	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

Tribunals Service

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to review structure & working practices of Tribunals Service 	31 Dec 18	MATS	Workflow management only	Tribunal staff to be cross trained & competent in all roles
<ul style="list-style-type: none"> Finalise new fee structure for Chairs, Deputies & Panel Members 	31 Dec 18	MATS	Workflow management only	For all Tribunals
<ul style="list-style-type: none"> Train panel members & lawyers on MHRT rota on new Mental Health & Capacity Laws 	31 Dec 18	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implement improvements to translation & interpreting service 	31 Dec 18	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide administrative support for new Charity Tribunal 	31 Dec 18	MATS	Workflow management only	Develop new procedures
<ul style="list-style-type: none"> Recruit new Chair & Deputy Chair for Health & Safety Tribunal 	31 Dec 18	MATS	Workflow management only	Ongoing

Core Services (continued)

Court Enforcement

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders 	31 Dec 18	V/PEO/DV/SO	Workflow management only	Continue to build links with Police & Customs
<ul style="list-style-type: none"> Continue to develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed 	31 Dec 18	PEO/SEO DV	Workflow management & minor associated costs	Subject to budgetary constraints, implement recommendations of 2017 risk assessments
<ul style="list-style-type: none"> Review selected procedures using Lean 	31 Dec 18	RO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop online guidance notes for key enforcement procedures 	31 Dec 18	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop database for historic <i>saisies judiciaires</i> & confiscation orders 	31 Dec 18	PEO/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide training for all EOs for assize trials 	31 Dec 18	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Train new EOs/COs 	31 Dec 18	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide self-defence training for EOs 	31 Dec 18	SEO/PEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review & standardise committal paperwork in relation to all courts 	31 Dec 18	SCO/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Cross-skill infield EOs to support SO in enforcement of <i>saisies judiciaires</i> 	31 Dec 18	PEO/SEO	Workflow management only	Ongoing

Assize Jury

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review process for preparation & service of jury summonses 	31 Dec 18	V/DV/PEO/CSM	Workflow management & central funding	Ongoing
<ul style="list-style-type: none"> Select & train additional jury <i>surveillants</i> (custodians) 	31 Dec 18	V/DV/PEO/CSM	Workflow management only	Ongoing

Coroner

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Fully implement new Coroner case management software (Prescient/Civica) 	31 Dec 18	DV/CSM	£4k	Ongoing (reporting functionality to be developed Q1)
<ul style="list-style-type: none"> Contribute to Mass Fatalities Working Group to develop & enhance Strategic Mass Fatalities Plan & associated operational plans 	31 Dec 18	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Disaster Victim Identification (DVI) & mass fatalities training for coroners 	31 Dec 18	DV	Workflow management only	Internal & external training & participation in DVI exercises
<ul style="list-style-type: none"> Death certification & cremation procedures reform (in liaison with MOH, Superintendent Registrar, Primary Care Governance, others) 	31 Dec 18	DV/CSM	Workflow management only	Ongoing (pending new system)
<ul style="list-style-type: none"> Review Sudden Deaths database 	31 Dec 18	DV/CSM	Workflow management only	Ongoing

Core Services (continued)

• Review current certificates, forms & guidance notes	31 Dec 18	DV/CSM	Workflow management only	Ongoing (update & convert to plain English)
• Review procedures & policies re deaths of mental health in-patients	31 Dec 18	DV	Workflow management only	Ongoing & as part of changes to legislation
• Participate in implementation of new Capacity & Self-Determination Law & review practical considerations in relation to sudden death	31 Dec 18	DV	Workflow management only	Ongoing

Insolvency and Curatorship

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Establish procedures & infrastructure for implementation of new Capacity & Self-determination (Jersey) Law & review practical considerations in relation to Curatorships	31 Dec 18	V/SMI	Workflow management only	Monitor implications for role as curator & new role as delegate
• Undertake DMIS phase 2 enhancements & major software upgrade	31 Dec 18	SMI/MI	£25k	Enhancements to new system (to include debt billing system)
• Monitor & enhance procedures for Debt Remission (Individuals) (Jersey) Law 2016	31 Dec 18	V/SMI/MI	Workflow management only	In association with Citizens Advice Jersey
• Review record-keeping for désastres (online & hard copy)	31 Dec 18	SMI/MI	Workflow management only	Implement recommendations of review
• Review & enhance all template documents for désastres	31 Dec 18	V/SMI/MI	Workflow management only	Ongoing
• Destroy archived paperwork	31 Dec 18	SMI/MI	Workflow management only	Implement recommendations of review
• Participate in consultation on new corporate winding-up procedure	31 Dec 18	V/SMI	Workflow management only	Potential regulatory/ombudsman role

Regulatory (Capacity and Self-Determination (Jersey) Law 2016)

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Contribute to drafting of underlying regulations describing regulatory role	30 Jun 18	V/SMI	Workflow management only	Including transition from curatorship to delegate model
• Draft codes of practice and guidance notes for delegates	31 Aug 18	V/SMI	Workflow management only	In consultation with key stakeholders
• Design & implement internal procedures for conduct of regulatory role	30 Sep 18	V/SMI	Workflow management only	To avoid conflicts of interest
• Participate in training & communication programme for existing curators	31 Dec 18	V/SMI	Workflow management only	To include other stakeholders

Accounts Team

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Implement upgrade of Phoenix/Sigma to enhance capability & financial reporting	30 Apr 18	OM/V/DV/PEO/SEO	£250k & project management support	In progress (go-live 1 st /2 nd quarter 2018)
• Review data management system to improve access to information	31 Dec 18	OM	Workflow management only	Part of project to develop information & knowledge management system

Core Services (continued)

<ul style="list-style-type: none"> Align receipts with e-Gov project to take advantage of online forms to receive income 	31 Dec 18	OM	Workflow management only	In association with Business Support Group & e-Gov project
<ul style="list-style-type: none"> Complete implementation of Supply Jersey across Court Service 	31 Jan 18	OM	Workflow management only	Judicial Greffe only outstanding

Law Reform

Aim To identify changes required in legislation impacting upon Core Services (other than where there is any other sponsoring authority) and to promote appropriate reform.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• LAWS				
<i>Adoption (Jersey) Law 1961:</i> Make recommendations to update Law	31 Dec 18	Reg Fam Div	Workflow management only	Review in light of proposed Civil Marriage Law
<i>Bankruptcy (Désastre) (Jersey) Law 1990:</i> Make recommendations to update Law	31 Dec 18	V/SMI	Workflow management only	Including review of subordinate legislation
<i>Capacity and Self-Determination (Jersey) Law 2016:</i> Comment as required	31 Dec 18	Reg of Prob/ SMI	Workflow management only	With particular regard to regulatory role
<i>Children (Jersey) Law 2002:</i> Progress amendments	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
<i>Civil Forfeiture (Jersey) Law 201-:</i> Comment as required	31 Dec 18	V/DV/ PEO	Workflow management only	Ongoing
<i>Civil Marriage (Jersey) Law 201-:</i> Comment as required	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
<i>Civil Partnership (Jersey) Law 2012:</i> Progress amendments	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
<i>Criminal Procedure (Jersey) Law 201-:</i> Comment as required	31 Dec 18	V/DV/PEO	Workflow management only	Participate in consultation & implementation
<i>Inquests and Post-Mortem Examinations (Jersey) Law 1995:</i> Amend to ensure attendance of inquest witnesses	31 Dec 18	DV	Workflow management only	Ongoing
<i>Inquests and Post-Mortem Examinations (Jersey) Law 1995:</i> Review in light of changes in England & Wales	31 Dec 18	DV	Workflow management only	Ongoing
<i>Maintenance Orders (Enforcement) (Jersey) Law 1999:</i> Comment	31 Dec 18	Reg Fam Div/ JG/PEO	Workflow management only	With particular regard to enforcement of financial orders
<i>Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000:</i> Comment as required	31 Dec 18	Reg Fam Div /JG/PEO	Workflow management only	Ongoing
<i>Matrimonial Causes (Jersey) Law 1949:</i> Progress amendments	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
<i>Stamp Duties and Fees (Jersey) Law 1998:</i> Propose amendment	31 Dec 18	V/SMI	Workflow management only	To allow Viscount to charge for remise de biens administration
• RULES & REGULATIONS				
<i>Adoption Rules 1962:</i> Make recommendation to update Rules	31 Dec 18	Reg Fam Div	Workflow management only	Review in light of proposed Civil Marriage Law
<i>Burials and Exhumations Rules 201-:</i> Comment as required	31 Dec 18	DV	Workflow management only	Ongoing
<i>Children Rules 2005:</i> Comment as required	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing

Law Reform (continued)

Civil Marriage Rules 201-: Comment as required	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
Civil Partners Causes Rules 2012: Progress amendments	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
Criminal Procedure Rules 201-: Comment as required	31 Dec 18	V/DV/PEO/ CO	Workflow management only	Secondary legislation to be drafted
Matrimonial Causes Rules 2005: Comment as required	31 Dec 18	Reg Fam Div	Workflow management only	Ongoing
Petty Debts Court Rules 201-: Progress amendments	31 Dec 18	MRC	Workflow management only	In light of increase in jurisdiction
• PRACTICE DIRECTIONS				
Update & amend Family Division Practice Directions	31 Dec 18	Reg Fam Div	Workflow management only	Including bundles

Corporate Management Objectives

Aim To develop & improve corporate management of the Court Service so as to increase efficiency & effectiveness, by reference to the following activities.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Ensure & develop adherence to Latimer House Principles with regard to judicial functions	31 Dec 18	JG	Workflow management only	Regarding checks & balances between executive, legislative & judicial branches of government
• Measure cost of delivery of services	31 Dec 18	COO/OM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, human resources, financial processing & reporting arrangements	31 Dec 18	COO/OM	Workflow management only	Continued amalgamation of both Departments operational resources
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 18	COO/OM	Workflow management only	Ensure measures in place re Governance Statement & GAAP requirements
• Continue to investigate further cost-savings & synergies with LOD	31 Dec 18	JG/V/DV/COO	Workflow management	Joint working group with LOD
• Implement improved system for collection of fees	31 Dec 18	COO/OM	Workflow management only	Awaiting legislative changes
• Introduce greater use of banking & online technologies for enforcement of fines & judgments	31 Dec 18	OM/DV/PEO	Workflow management only	Ongoing review (new software will be an enabler)
• Review use of paper documentation & better use of electronic filing & document management	31 Dec 18	V/DV/COO	Workflow management only	Including better use of templates
• Prepare for assessment against CSE standard	31 Dec 18	COO/MT	Workflow management only	Ongoing
• Develop succession plan for Family Division Registrars	31 Dec 18	JG/COO	Workflow management only	As part of Court Service Reorganisation Plan
• Maintain funding for Family Mediation Jersey	31 Dec 18	COO	£60k	Level of funding to be kept under review
• Maintain hard copy law library	31 Dec 18	JG/V	£30k	In association with Institute of Law
• Maintain & review Court Service Risk Register	31 Dec 18	COO/MT	Workflow management only	Review of key risks & mitigation required
• Extend the use of video-conferencing facilities	31 Dec 18	COO	Workflow management only	In association with JLIB
• Monitor introduction of GDPR & Data Protection (Jersey) Law 201-	31 Dec 18	MT	Workflow management only	To ensure compliance with international standards in data protection & compliance with new law

Information Management

Aim To implement & maintain an information management system for storage & retrieval of all information & knowledge held.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Complete development of a jerseycourts.je website 	31 Dec 18	COO/MT	Workflow management only	Possible development of JLIB website to be considered
<ul style="list-style-type: none"> Devise & implement Court Service email policy & style guide 	31 Dec 18	CSM	Workflow management only	Based on existing States of Jersey email policy
<ul style="list-style-type: none"> Commence implementation of an information & knowledge management system 	31 Dec 18	COO/MT	Workflow management & central funding	Ongoing

Human Resources

Aim To maintain: (a) a competency based system of performance review, (b) a competency based staff development & training programme, & (c) career management & succession planning policies.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue in-house management training for departmental policies 	31 Dec 18	COO	Workflow management only	Two workshops held every year
<ul style="list-style-type: none"> Ensure that all training courses attended are relevant & value for money 	31 Dec 18	COO	Workflow management only	Attendees to provide feedback at team meetings
<ul style="list-style-type: none"> Develop a Court Service staff handbook 	31 Dec 18	COO/OM/MT	Workflow management only	In conjunction with Middle Managers' Forum
<ul style="list-style-type: none"> Make full use of CMI & other professional seminars 	31 Dec 18	MT	£2k	Ongoing
<ul style="list-style-type: none"> Streamline shared human resources function to deliver improved service 	31 Mar 18	COO/OM/IPM	Workflow management only	Pending transfer of Intellectual Property Registers to JFSC
<ul style="list-style-type: none"> Implement new People Strategy 	30 Sep 18	COO/OM	Workflow management only	To support all aspects of human resources activity & commitment to staff
<ul style="list-style-type: none"> Implement new States HR software package (PaySys) 	31 Dec 18	OM/IPM	Workflow management only	System expected to go-live in 2018

Public Relations

Aim To improve public perception of the Court Service by adherence to a business culture, & through better collection & dissemination of management information.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Assess need for guidance information & public notices to be translated 	31 Dec 18	JG	Workflow management only	Policy to be developed in association with JLIB
<ul style="list-style-type: none"> Maintain user feedback (especially via Internet & Intranet) & undertake user satisfaction survey 	31 Dec 18	COO/MT	£3k	As part of CSE programme
<ul style="list-style-type: none"> Develop & implement a formal stakeholder engagement plan 	31 Dec 18	JG/V/DV	Workflow management only	To enhance relationships with key stakeholders

Accommodation

Aim To secure adequate accommodation for all needs, to enable efficient & effective functioning.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to assess options for improved accommodation for Viscount's Department 	31 Dec 18	V/DV	Workflow management only	Seek to address concerns re lighting & air conditioning
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & debtors' property 	31 Dec 18	SMI/PEO	£50k	Ongoing work to vacate one depository to achieve cost saving
<ul style="list-style-type: none"> Review policy for retention of debtor property 	31 Dec 18	V/SMI/PEO	Workflow management only	Consider appropriate procedure for retention of property to free space in storage facilities

Health, Safety & the Environment

Aim To provide a safe environment for staff & court users; to develop policies for Health & Safety, & the purchasing & use of consumables.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Ensure display screen equipment & workstation assessments carried out 	31 Dec 18	OM	Workflow management only	Utilising Cardinus risk management system
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 18	COO/MT	Workflow management only	Ongoing (especially paper)
<ul style="list-style-type: none"> Participate in Eco Active States project 	31 Dec 18	JG/COO/SMI	Workflow management only	Maintain & implement policies which contribute to a sustainable environment
<ul style="list-style-type: none"> Continue to undertake risk assessments & review of health & safety policies 	31 Dec 18	MT	Workflow management only	Implement recommendations of 2017 risk assessments
<ul style="list-style-type: none"> Implement suitable initiatives from States of Jersey wellbeing project 	31 Dec 18	COO/OM	To be determined	To reflect focus on employee wellbeing

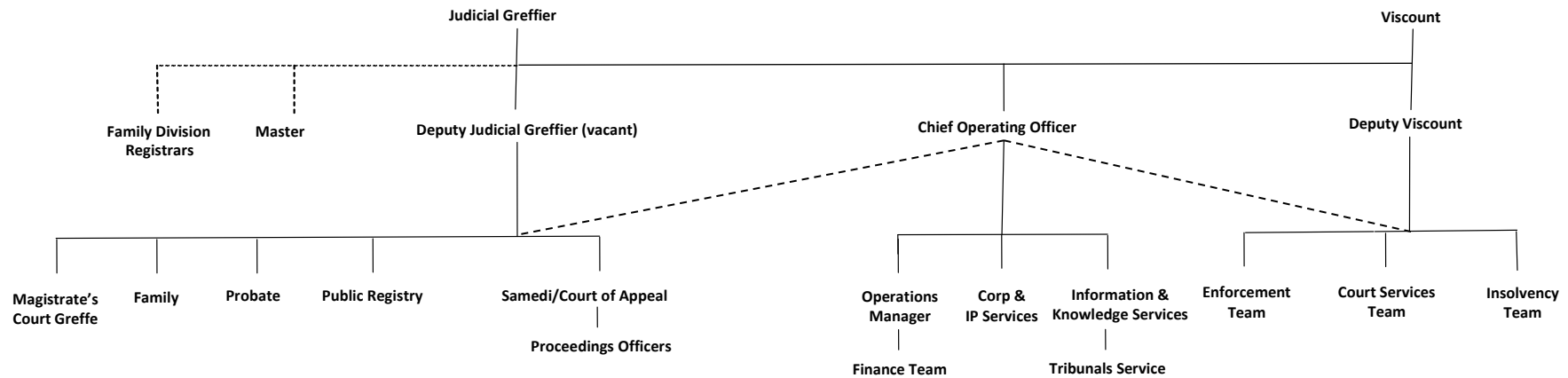
Performance Management

Aim To facilitate attainment of the service standards & objectives set out in this plan.

<i>2018 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Enhance Court Service performance framework & develop benchmarking 	31 Dec 18	COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain performance management feedback reports 	31 Dec 18	MT	Workflow management only	Ongoing (quarterly basis)

Annex A to Court Service 2018 Business Plan

Court Service Functional Organisation



Annex B to Court Service 2018 Business Plan

Court Service Client Charter

Our client charter



Right treatment

You can trust us to:

- Do what we say we will do
- Be helpful, polite and treat you fairly and with respect
- Try to understand your circumstances and deal with your issues discreetly
- Follow processes correctly
- Tell you what you can do next if you're not satisfied with how you've been treated
- Protect your personal information
- Ensure that your safety in our premises is a high priority at all times
- Be accessible and transparent and avoid using unnecessary jargon



Getting it right

We will:

- Provide you with the correct decision or information in a timely manner (however, we can't provide legal advice)
- Explain things clearly if the outcome is not what you'd hoped for
- Say sorry and put it right if we make a mistake
- Use your feedback to improve how we do things



Keeping you informed

We will:

- Deal with your request the first time you contact us, or as soon as we can
- Make ourselves known by name when you contact us and provide any further contact details as required
- Where appropriate, tell you what will happen next and by when

In return we need you to:

- Give us correct and accurate information when requested or required
- Tell us when something changes
- Be on time for appointments and court appearances
- Treat our staff with respect



Easy access

We will:

- Make more of our services available online, to use at a time that suits you
- Publish information about our services in print and online at GOV.JE
- Explain clearly how to contact us in other ways
- Try our best to support you if you have special needs to ensure that you are not disadvantaged



Jersey Court Service

Annex C to Court Service 2018 Business Plan

List of Abbreviations Used in Action Plans

AJG (ARC)	Assistant Judicial Greffier (Appellate and Royal Court)
CMD	Chief Minister's Department
CMI	Chartered Management Institute
CO	Court Officer
COCF	Criminal Offences Compensation Fund
COO	Chief Operating Officer
CSE	Customer Service Excellence
CSM	Court Services Manager
DAISy	Data Analysis & Information System
DCS	Depositor Compensation Scheme
DMIS	Désastre Management Information System
DV	Deputy Viscount
EO	Enforcement Officer
FPO	Family Proceedings Officer
FTE	Full time equivalent
GAAP	Generally accepted accounting practice
GDPR	General Data Protection Regulations (EU)
IPM	Intellectual Property Manager
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
KPI	Key Performance Indicator
LOD	Law Officers' Department
MATS	Manager Appeals and Tribunal Service
MCG	Magistrate's Court Greffier
MHRT	Mental Health Review Tribunal
MI	Manager, Insolvency
MOH	Medical Officer of Health
MRC	Master of the Royal Court
MT	Management Team
OM	Operations Manager
PEO	Principal Enforcement Officer
Reg Fam Div	Registrars, Family Division
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
RO	Risk Officer
SCO	Senior Court Officer
SEO	Senior Enforcement Officer
SMI	Senior Manager, Insolvency
SO	Saisie Officer
V	Viscount



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