

# 2022 Jersey Court Service Business Plan





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# SECTION 1

## Introduction

We present below the Court Service 2022 Business Plan, being the combined business plan of the Viscount's Department and Judicial Greffe.

The 2022 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 2022, 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 supporting access to justice

#### ACTIONS:

- 1.1 Continue to develop and improve Tribunals Service having regard to the Jersey Law Commission consultation report "Improving Administrative Redress in Jersey".
- 1.2 Continue to chair the Legal Aid Guidelines Advisory Committee.
- 1.3 Continue to review requirements for additional mediation facilities.
- 1.4 Develop Number 1 Magistrate's Court as a venue for assize trials.
- 1.5 Commence operation from specialist Family Court centre in International House.

### 2. Implement new legislation

#### ACTIONS:

- 2.1 Continue to monitor and review infrastructure to deal with implementation of Mental Health and Capacity and Self-Determination Laws.
- 2.2 Continue to monitor effectiveness of regulatory framework under the Capacity and Self-Determination Law.
- 2.3 Continue to assist with amendment and drafting of new Matrimonial Causes Law.
- 2.4 Continue to assist with development of new Adoption Law and rules.
- 2.5 Participate in working groups to implement new creditors' winding-up procedure and establish and maintain register of Approved Liquidators.
- 2.6 Participate in working groups to implement regulation of consumer credit.

### 3. International dimensions

#### ACTIONS:

- 3.1 Continue (within appropriate budgetary constraints) 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.
  - United Nations Commission on International Trade Law.
  - International Academy of Family Lawyers.
  - International Framework for Court Excellence.

### 4. Deliver excellence in customer service

#### ACTIONS:

- 4.1 Develop Jersey Courts website and effective guidance notes for service users.
- 4.2 Undertake customer satisfaction surveys.
- 4.3 Continue work on updating and modernising customer and stakeholder

communications.

## **5. Develop staff and ensure their safety**

### **ACTIONS:**

- 5.1 Undertake recruitment for positions of Viscount and Court Service Chief Operating Officer.
- 5.2 Continue to make use of Government 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 Participate in Team Jersey training and events.

## **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 Develop widespread adoption of electronic courts for paperless hearings.
- 6.3 Continue to enable digital ways of working as part of the Court Digital capital project.
- 6.4 Develop use of online technologies in enforcement of fines and judgments.

## **7. Ensure value for money**

### **ACTIONS:**

- 7.1 Continue to participate in joint working group with LOD and other non-ministerial departments to identify further savings and synergies.
- 7.2 Participate in implementation of ITS (Integrated Technology Solution) project.
- 7.3 Review, update and amend the Stamp Duties and Fees (Jersey) Law 1998.
- 7.4 Investigate charging for services which are currently provided free of charge on a "user pays" principle, and ensure appropriate fees are charged and recovered.

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 Government of Jersey Common Strategic Policy 2018-2022 and the Government Plan 2022-2025. It continues to be the key tool for monitoring strategic and functional focus and 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 we continue to maintain and develop a well-motivated team which is flexible, multi-skilled and receptive to change.

**Elaine Millar**  
**Viscount**

**Adam Clarke**  
**Judicial Greffier**

**Mark Harris**  
**Deputy Viscount**

**James Lambert**  
**Chief Operating Officer**

**31 January 2022**

## What We Do

The Court Service employs a total of 75.8 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 core values and behaviours:

- We are respectful
- We are better together
- We are always improving
- We are customer focused
- 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?

## **COVID-19 pandemic**

The COVID-19 pandemic had a significant impact in 2020 and 2021. A huge amount of work was devoted to finding alternative ways of delivering our services, keeping users safe, maintaining the resilience of staff, and participating in implementation of measures to support the local economy, all at the expense of making progress with 2021 action plans. Therefore, there is a considerable overlap between this document and its predecessor. With the crisis not yet over, this situation is likely to continue into 2022. However, the accelerated introduction of technology to allow services to be maintained will continue, not least in respect of the Court Digital project, for which the main supplier has now been appointed (implementation of the case management system will therefore start to take place in the first half of the year). The Court Service has been flexible and adaptable in ensuring that all essential services continue, so far as possible in the light of restrictions on work and personal environments. As a result of this experience, the new ways of working will continue to be captured, to ensure that we obtain all the benefits and learning points arising from this period of uncertainty. In addition, participation will continue in consultations on emergency provisions to support the local economy impacted by the pandemic, and any increase in insolvency proceedings will be monitored.



## 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 Government of Jersey Common Strategic Policy 2018-2022 priorities and themes as indicated.

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

**Aim: To provide an efficient and effective Court Service**

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#### **Objectives:**

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

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; protect and value our environment; promote and protect Jersey's interests, profile and reputation internationally.

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

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

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

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

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

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

**Objective 5: The efficient enforcement of all Court Orders.**

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

**Objective 6: Efficient and effective Insolvency proceedings.**

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

**Objective 7: Timely and appropriate decision making as a delegate.**

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

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

*Common Strategic Policy:* Promote and protect Jersey's interests, profile and reputation internationally; prepare for more Islanders living longer; improve Islanders' wellbeing and mental and physical health.

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

*Common Strategic Policy:* Create a sustainable, vibrant economy and skilled local workforce for the future; promote and protect Jersey's interests, profile and reputation internationally.

## SECTION 3

### Resources for 2022

#### Subjective Analysis

##### Judicial Greffe

Description	2021 (£)	2022 (£)
<b>Income</b>		
Sale of Goods	(5,000)	(5,000)
Sale of Services	(131,000)	(41,000)
Hire & Rentals	(89,000)	(105,000)
Other Fee Income	(66,000)	(66,000)
Other Income	(1,001,000)	(1,251,000)
	<b>(1,292,000)</b>	<b>(1,468,000)</b>
<b>Expenditure</b>		
States Staff	3,387,500	3,568,000
Non States Staff	56,000	56,000
Supplies & Services	462,000	381,000
Administrative Costs	63,000	71,000
Premises & Maintenance General	588,000	676,000
Other Operating Costs	81,000	86,000
Grants & Subsidies	20,000	20,000
Court & Case Costs	4,135,136	5,565,000
	<b>8,793,436</b>	<b>10,423,000</b>
<b>Net Revenue Expenditure</b>	<b>£7,501,436</b>	<b>£8,955,000</b>

##### Viscount's Department

Description	2021 (£)	2022 (£)
<b>Income</b>		
Other Fines & Penalties	(430,000)	(430,000)
Sale of Services	(313,000)	(256,000)
Commission	(116,000)	(116,000)
Other Fee Income	(1,000)	(1,000)
Interest Income	(2,000)	(2,000)
Other Income	(1,000)	(1,000)
	<b>(863,000)</b>	<b>(806,000)</b>
<b>Expenditure</b>		
States Staff	1,835,700	1,847,000
Supplies & Services	277,000	277,000
Administrative Costs	57,600	38,000
Premises & Maintenance General	140,000	140,000
Bank & Other Charges	10,000	10,000
Court & Case Costs	238,000	238,000
	<b>2,558,300</b>	<b>2,550,000</b>
<b>Net Revenue Expenditure</b>	<b>£1,695,300</b>	<b>£1,744,000</b>

## Service Analysis

	2021 (£)	2022 (£)
<b>Judicial Greffe</b>		
Samedi, Family, Appellate & Interlocutory Magistrate's Court	3,366,300	3,390,000
Maintenance of Registries		
Court & Case Costs	4,135,136	5,565,000
	<b>£7,501,436</b>	<b>£8,955,000</b>
<b>Viscount's Department</b>		
Coroner		
Insolvency	1,457,300	1,506,000
Enforcement		
Delegates		
Court & Case Costs	238,000	238,000
	<b>£1,695,300</b>	<b>£1,744,000</b>

## **SECTION 4**

### **Court Service Action Plans**

## Core Services

A list of abbreviations used can be found at Annex C (page 25)

### Samedi Team

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Continue to review design &amp; accessibility of Court Rota</li> </ul>	31 Dec 22	AJG (ARC)/ MCG	Workflow management only	Awaiting Court Digital project
<ul style="list-style-type: none"> <li>Consider provision of public access to licensing database</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	On hold pending legislation
<ul style="list-style-type: none"> <li>Make licensing guidance available electronically</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	On hold
<ul style="list-style-type: none"> <li>Update procedures manuals</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Provide further information to public on website</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing (with input from Proceedings Officers)
<ul style="list-style-type: none"> <li>Continue to create e-files for criminal matters</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing (with input from Proceedings Officers)
<ul style="list-style-type: none"> <li>Continue to develop electronic submission for all taxation matters</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Continue development &amp; training in the use of CaseLines</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing

### Family Team

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Continue to engage with Court Digital project for implementation of case management system</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Develop policy for mirror orders from other jurisdictions</li> </ul>	31 Mar 22	Fam Div Judges/FPO	Workflow management only	To be published as practice direction
<ul style="list-style-type: none"> <li>Commence review of current online guidance for public</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	In liaison with other agencies as appropriate
<ul style="list-style-type: none"> <li>Encourage uptake and use of electronic filing of court bundles</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Utilising CaseLines
<ul style="list-style-type: none"> <li>Introduce updated &amp; amended forms for financial applications (in association with JLIB)</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Review of Form C4 on hold pending introduction of new case management system
<ul style="list-style-type: none"> <li>Publish guidance notes for public &amp; profession for participation in financial dispute resolution</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Ongoing (in draft)
<ul style="list-style-type: none"> <li>Continue to advocate (with assistance of responsible policy team &amp; family bar) for change to Matrimonial Causes Law 1949 &amp; rules</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	To modernise practice & remove fault based divorce
<ul style="list-style-type: none"> <li>Investigate amendments to Adoption Law 1961 &amp; Adoption Rules 1962</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	In association with appropriate stakeholders
<ul style="list-style-type: none"> <li>Pursue &amp; draft new practice direction for domestic violence cases</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Investigate feasibility of starting Children Hub at court on bi-monthly basis</li> </ul>	31 Dec 22	Fam Div Judges/FPO	Workflow management only	Including on site mediation & legal advice service

## Core Services (continued)

### Probate and Protection Registry

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Review LPA application fees &amp; associated charges</li> </ul>	31 Mar 22	Reg of Prob	Workflow management only	In liaison with JG & others as appropriate
<ul style="list-style-type: none"> <li>Introduce small estates exemption by amendment of Probate (Jersey) Law 1998</li> </ul>	31 Jul 22	Reg of Prob	Workflow management only	Out for consultation (due for debate in Mar 22)
<ul style="list-style-type: none"> <li>Online guidance review</li> </ul>	31 Jul 22	Reg of Prob	£5k	Translation of key documents to be undertaken
<ul style="list-style-type: none"> <li>Allow for LPA to be entered on PRIDE when attorney transacting on immovable property</li> </ul>	30 Jun 22	Reg of Prob	Workflow management & minor associated costs	In conjunction with Public Registry & Law Society
<ul style="list-style-type: none"> <li>Provide for LPAs for foreign applicants</li> </ul>	31 Dec 22	Reg of Prob	Workflow management only	On hold pending a policy decision as to whether to take this forward
<ul style="list-style-type: none"> <li>Review internal policies &amp; procedures</li> </ul>	30 Jun 22	Reg of Prob	Workflow management only	Develop policies & procedures for all areas

### Public Registry

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Plan for passing of deeds by electronic means</li> </ul>	31 Dec 22	Reg of Deeds	To be determined	Some documents already submitted electronically
<ul style="list-style-type: none"> <li>Implement amended Stamp Duties &amp; Fees (Jersey) Law 1998 to permit payment by other means</li> </ul>	31 Dec 22	Reg of Deeds/COO	Workflow management only	Online payment for smaller transactions to be addressed
<ul style="list-style-type: none"> <li>Consider provision of public access to PRIDE online</li> </ul>	31 Dec 22	Reg of Deeds/COO	Workflow management only	Already available at Société Jersiaise, Jersey Archive & Jersey Library
<ul style="list-style-type: none"> <li>Continue to review design &amp; accessibility of PRIDE online</li> </ul>	31 Dec 22	Reg of Deeds/COO	Workflow management only	Ongoing (migrated to new server in 2021)

### Appellate Team

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Continue development &amp; use of ECourt system for e-delivery &amp; transmission of bundles</li> </ul>	31 Dec 22	AJG (ARC)/COO	£500	Ongoing
<ul style="list-style-type: none"> <li>Investigate feasibility of creating an electronic court</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	As part of Court Digital project
<ul style="list-style-type: none"> <li>Continue to develop links with Guernsey Court of Appeal</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Review Court of Appeal procedures</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing

### Transcription

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Maintain all procedures manuals on a rolling basis in Teams</li> </ul>	31 Dec 22	IKSM	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Use M365 tools for editing &amp; workflow management</li> </ul>	31 Dec 22	IKSM	Workflow management only	Evaluate speech to text for in house transcripts & migrate Word templates
<ul style="list-style-type: none"> <li>Move work tracker to M365</li> </ul>	31 Dec 22	IKSM	Workflow management only	Transcripts & judgments to be tracked in Teams

## Core Services (continued)

### Interlocutory Services

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Implement CaseLines for hearings in all Divisions of the Royal Court</li> </ul>	31 Dec 22	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> <li>Continue to assist other judges &amp; courts to implement CaseLines</li> </ul>	31 Dec 22	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> <li>Engage with preferred bidder re finalising selection of a Case Management System</li> </ul>	31 Dec 22	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> <li>Participate in implementation &amp; planning of selected Case Management System</li> </ul>	31 Dec 22	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> <li>Prepare amendments to Royal Court Rules consistent with Case Management System</li> </ul>	31 Dec 22	MRC	Workflow management only	For all civil procedure matters

### Legal Aid Disbursements

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Continue to streamline payment methods by law firms</li> </ul>	31 Dec 22	AJG (ARC)	Workflow management only	Ongoing (using Supply Jersey)

### Magistrate's, Youth and Petty Debts Courts

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Develop specific web pages for Magistrate's &amp; Petty Debts Courts</li> </ul>	31 Dec 22	MCG	£2k	Ongoing
<ul style="list-style-type: none"> <li>Develop procedures manuals for lower courts</li> </ul>	31 Dec 22	MCG	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Review operational procedures in Magistrate's Court &amp; usage by Royal Court &amp; Court of Appeal</li> </ul>	31 Dec 22	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building
<ul style="list-style-type: none"> <li>Develop Number 1 Court as venue for assize trials &amp; modify other courts as required</li> </ul>	31 Dec 22	MCG/PEO	Workflow management & COCF funding	Funding approved in Government Plan 2022-2025
<ul style="list-style-type: none"> <li>Continue to deliver quarterly Greffier training</li> </ul>	31 Dec 22	MCG	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Review &amp; enhance team structure</li> </ul>	31 Dec 22	MCG	Workflow management only	Draft proposals to be further developed
<ul style="list-style-type: none"> <li>Develop a public engagement strategy</li> </ul>	31 Dec 22	MCG	Workflow management only	To inform public about work of the courts
<ul style="list-style-type: none"> <li>Increase use of technology to ensure access to justice</li> </ul>	31 Dec 22	MCG	Workflow management only	In association with Court Digital project

### Intellectual Property Registry

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Complete move of trademark records to JFSC</li> </ul>	31 Dec 22	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

### Tribunals Service

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Consider new fee structure for Chairs, Deputies &amp; Panel Members</li> </ul>	31 Dec 22	MATS	Workflow management only	Ongoing



## Core Services (continued)

• Implement improvements to translation & interpreting service	31 Dec 22	MATS	Workflow management only	Ongoing
• Update Employment Relations Register & make available online	31 Dec 22	MATS	Workflow management only	Online Register to be established
• Develop performance metrics & tracking across all tribunals	31 Dec 22	IKSM/MATS	Workflow management only	Changes to service level targets as necessary
• Maintain procedures manuals for all Tribunals	31 Dec 22	MATS	Workflow management only	Ongoing
• Maintain training plan for all staff	31 Dec 22	MATS	Workflow management only	Cross training & visits to UK Tribunals
• Improve Planning forms to include payment of fees & template letters	30 Jun 22	MATS	Workflow management only	In liaison with Planning Department
• Add Planning appeal fees to website	30 Jun 22	MATS	Workflow management only	Fees updated annually
• MHRT move to new facilities at Clinique Pinel	30 Sep 22	MATS	Workflow management only	Recording and Starleaf to be installed
• Add annotated laws for JEDT to website	30 Jun 22	MATS	Workflow management only	In association with JLIB

### Court Enforcement

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders	31 Dec 22	V/PEO/DV/SO	Workflow management only	Ongoing
• Continue to develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed	31 Dec 22	PEO/SEO DV	Workflow management & minor associated costs	Ongoing
• Develop online guidance notes for key enforcement procedures	31 Dec 22	DV/PEO/SEO	Workflow management only	Ongoing
• Develop database for historic <i>saisies judiciaires</i> & confiscation orders	31 Dec 22	PEO/SO	Workflow management only	Ongoing
• Provide training for all EOs for assize trials	31 Dec 22	PEO/SEO/SCO	Workflow management only	Ongoing
• Recruit & train new EOs as required	31 Dec 22	DV/PEO/SEO	Workflow management only	Ongoing
• Cross-skill infield EOs to support SO in enforcement of <i>saisies judiciaires</i>	31 Dec 22	PEO/SEO	Workflow management only	Ongoing
• Improve relationship with LOD in relation to <i>saisies judiciaires</i>	31 Dec 22	DV/PEO/SEO	Workflow management only	Ongoing
• Implement effective performance management of EOs	31 Dec 22	DV/PEO/SEO	Workflow management only	Ongoing
• Explore benchmarking & self-audit of enforcement	31 Dec 22	PEO/SEO	Workflow management only	Ongoing
• Evolve management of maintenance orders	31 Dec 22	PEO/SEO	Workflow management only	Both local and multi-jurisdictional
• Implement updated fee structure for all enforcement	31 Dec 22	V/DV/PEO	Workflow management only	Subject to agreement
• Install CCTV in interview & holding area	31 Dec 22	V/DV/PEO/SEO	Workflow management only	Ongoing
• Develop policy for enforcement & management of <i>saisies judiciaires</i> & proceeds of crime	31 Dec 22	DV/PEO	Workflow management only	Ongoing
• Provide online training for EOs & COs as required	31 Dec 22	PEO/SEO	Workflow management only	Ongoing

## Core Services (continued)

• Update Maybo training for EOs as required	31 Dec 22	PEO/SEO	Workflow management only	Ongoing
• Recruit Court & Saisie Officer	31 Dec 22	DV/SEO	Workflow management only	Ongoing

### Assize Jury

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Develop new jury selection (tirage) management software	31 Dec 22	DV/PEO/SEO/CSM	Workflow management	Ongoing (in conjunction with M&D)
• Update existing tirage software	31 Dec 22	DV/PEO/SEO/CSM	Workflow management	Ongoing (in conjunction with M&D)

### Coroner

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Death certification & cremation procedures reform (in liaison with MOH, Superintendent Registrar, Primary Care Governance, others)	31 Dec 22	DV/CSM	Workflow management only	Ongoing with other agencies (contribute to project)
• As part of above, propose revision of, amendments & updates to Inquest Law and Rules	31 Dec 22	DV	Workflow management only	Ongoing (including proposal to develop Medical Examiner service)
• Contribute to Mass Fatalities Working Group to develop & enhance Strategic Mass Fatalities Plan & associated operational plans	31 Dec 22	DV	Workflow management only	Ongoing
• Implementation of new coroner case management software	30 June 22	DV/CSM	Workflow management only	Including migration of existing data
• Review & upgrade Sudden Deaths database	31 Dec 22	DV/CSM	Workflow management only	In conjunction with M&D
• Review current certificates, forms & guidance notes (use of electronic signatures)	31 Dec 22	DV/CSM	Workflow management only	Ongoing (update & convert to plain English)
• Explore benchmarking against other jurisdictions	31 Dec 22	DV	Workflow management only	Ongoing
• Recruit & train additional Relief Coroner	31 Dec 22	DV	Workflow management	Ongoing

### Insolvency and Delegate

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Review & update published delegate & insolvency performance measures	31 Mar 22	SMI/MI	Workflow management only	Provide more meaningful & relevant data
• Undertake DMIS phase 2 enhancements & necessary software upgrade in conjunction with M&D	30 Jun 22	SMI/MI	£130k	Enhancements including debt billing & M365 compatibility
• Develop procedures & forms to allow electronic completion & submission of documents	31 Dec 22	V/SMI/MI	Workflow management only	Ongoing
• Review procedures for proposed changes in Probate Law	30 Jun 22	V/SMI/MI	Workflow management only	To allow Viscount to deal with small estates
• Manage realisation of an intensive asset portfolio in a high profile désastre	31 Dec 22	V/SMI	Workflow management only	To include other stakeholders

## Core Services (continued)

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

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Monitor operation of internal procedures for conduct of regulatory role	31 Dec 22	V/SMI	Workflow management only	Ongoing (to avoid conflicts of interest)
• Monitor volume & nature of concerns raised with Viscount	31 Dec 22	V/SMI	Workflow management only	Ongoing
• Participate in ongoing training programmes for delegates	31 Dec 22	V/SMI	Workflow management only	To include other stakeholders
• Establish arrangements for registration of trust corporations as attorneys	30 Jun 22	V/SMI	Workflow management only	Agreement of law firms required
• Review & update guidance notes	31 Dec 22	V/SMI	Workflow management only	Ongoing

### Accounts Team

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Review systems & controls over income from invoices raised in Judicial Greffe	31 Dec 22	FM	Workflow management only	Ongoing (to improve allocation & collection of income)
• Align receipts with e-Gov project to take advantage of online forms to receive income	31 Dec 22	FM	Workflow management only	ICAR laptop to be installed (to facilitate collection of income)

## 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>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<b>• LAWS</b>				
<b>Access to Justice (Jersey) Law 2019:</b> Coming into force of remaining provisions	1 Apr 22	JG	£1.5m (Court & Case Costs)	Overall responsibility for Legal Aid Scheme assumed
<b>Adoption (Jersey) Law 1961:</b> Make recommendations to update Law	31 Dec 22	Fam Div Judges	Workflow management only	Investigate with appropriate stakeholders
<b>Burials and Exhumations (Jersey) Law 202-:</b> Comment as required	31 Dec 22	DV	Workflow management only	Ongoing
<b>Capacity and Self-Determination (Jersey) Law 2016:</b> Enacted	31 Dec 22	V/MI	Workflow management only	Participate in post-implementation group meetings
<b>Children (Jersey) Law 2002:</b> Progress amendments	31 Dec 22	Fam Div Judges	Workflow management only	Introduce improved financial statement for ancillary relief
<b>Civil Forfeiture (Jersey) Law 202-:</b> Comment as required	31 Dec 22	V/DV/PEO	Workflow management only	Ongoing
<b>Companies (Jersey) Law 1991:</b> Progress amendments	31 Dec 22	V/SMI	Workflow management only	Introduction of new creditors' winding up procedure
<b>Companies (Jersey) Law 1991:</b> Provision for register of approved liquidators	31 Jan 22	V/SMI	Workflow management only	Publish register online to comply with law changes
<b>Consumer Protection:</b> Participate in proposed new law	31 Dec 22	V/SMI	Workflow management only	To introduce regulation for consumer credit sector
<b>Debt Remission (Individuals) (Jersey) Law 2016:</b> Increase maximum debt limit to £30k	28 Feb 22	V/SMI	Workflow management only	To bring Jersey into line with England & Wales

## Law Reform (continued)

<b>Elections (Miscellaneous Amendments) (Jersey) Law 202-</b> : Comment as required	31 Jan 22	JG	Workflow management only	Amendments to Public Elections (Jersey) Law 2002
<b>Inquests and Post-Mortem Examinations (Jersey) Law 1995</b> : Review in light of changes in England & Wales	31 Dec 22	DV	Workflow management only	Ongoing
<b>Loi (1880) sur la Propriété Foncière</b> : Participate in proposed reform	31 Dec 22	V/SMI	Workflow management only	To modernise the dégrèvement process
<b>Matrimonial Causes (Jersey) Law 1949</b> : Assist with drafting	31 Dec 22	Fam Div Judges	Workflow management only	Awaiting new draft Law from LOD
<b>Probate (Jersey) Law 1998</b> : Make amendments where Viscount is delegate	31 Dec 22	V/SMI	Workflow management only	Small estate provision where Viscount previously acted as delegate
<b>Stamp Duties and Fees (Jersey) Law 1998</b> : Propose amendment	31 Dec 22	V/SMI	Workflow management only	To allow charge for remise de biens & consider fees generally
<b>• RULES &amp; REGULATIONS</b>				
<b>Adoption Rules 1962</b> : Make recommendation to update Rules	31 Dec 22	Fam Div Judges	Workflow management only	Investigate with appropriate stakeholders
<b>Burials and Exhumations Rules 202-</b> : Comment as required	31 Dec 22	DV	Workflow management only	Ongoing
<b>Children Rules 2005</b> : Comment as required	31 Dec 22	Fam Div Judges	Workflow management only	Introduce early neutral evaluation (awaiting draft from LOD)
<b>Matrimonial Causes Rules 2005</b> : Progress amendments	31 Dec 22	Fam Div Judges	Workflow management only	Awaiting draft from LOD
<b>Trade Marks, Designs &amp; Patents (Application Forms) (Jersey) Regulations 202-</b> : Comment as required	31 Dec 22	JG	Workflow management only	Ongoing
<b>• PRACTICE DIRECTIONS</b>				
Pursue & develop new Family Division Practice Directions	31 Dec 22	Fam Div Judges	Workflow management only	For domestic violence & abridgement of time
Develop new Magistrate's Court Practice Directions on various issues	31 Dec 22	MCG	Workflow management only	In association with Magistrate

## Corporate Management Objectives

**Aim** To develop & improve corporate management of the Court Service so as to increase efficiency & effectiveness.

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Remaining provisions of Access to Justice (Jersey) Law 2019 in force	1 Apr 22	JG	£1.5m (Court & Case Costs)	Responsibility for Legal Aid Scheme assumed
• Introduce greater use of banking & online technologies for enforcement of fines & judgments	31 Dec 22	FM/DV/PEO	Workflow management only	Ongoing review (new software will be an enabler)
• Maintain hard copy law library	31 Dec 22	JG/V	£20k	In association with IoL
• Measure cost of delivery of services	31 Dec 22	COO/FM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, financial processing & reporting arrangements	31 Dec 22	COO/FM	Workflow management only	Consider extending to other Non-ministerial departments
• Continue to investigate further cost-savings & synergies with LOD	31 Dec 22	JG/V/DV/COO	Workflow management	Joint working group with LOD
• Maintain funding for Family Mediation Jersey	31 Dec 22	COO	£72k	Level of funding to be kept under review

## Information & Knowledge Management

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

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Review development of a jerseycourts.je website</li> </ul>	31 Dec 22	IKSM	Workflow management only	In tandem Court Digital project
<ul style="list-style-type: none"> <li>Implementation of an information &amp; knowledge management system</li> </ul>	31 Dec 22	IKSM	Workflow management & central funding	Ongoing (build on M365 tools & Court Digital system)
<ul style="list-style-type: none"> <li>Formalise support for Court Digital system</li> </ul>	30 Jun 22	IKSM	Workflow management only	Embed role of Judicial Systems Product Owner
<ul style="list-style-type: none"> <li>Recruit Records and Information Security Manager</li> </ul>	31 Mar 22	IKSM	Workflow management only	Funded in Government Plan 2022-2025
<ul style="list-style-type: none"> <li>Records management work with Jersey Archive</li> </ul>	31 Dec 22	IKSM	Workflow management only	Complete records series & update retention schedules
<ul style="list-style-type: none"> <li>Contribute to central Cyber Security Programme</li> </ul>	31 Dec 22	SMT	Workflow management only	Ongoing

## Human Resources

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

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Undertake recruitment for office of Viscount</li> </ul>	31 Mar 22	Bailiff	Workflow management only	In hand
<ul style="list-style-type: none"> <li>Undertake recruitment for position of Chief Operating Officer</li> </ul>	31 Mar 22	JG/V	Workflow management only	In hand
<ul style="list-style-type: none"> <li>Ensure training courses attended are relevant &amp; value for money</li> </ul>	31 Dec 22	COO	Workflow management only	Attendees to provide feedback
<ul style="list-style-type: none"> <li>Develop a Court Service staff handbook</li> </ul>	31 Dec 22	COO/SMT	Workflow management only	Based on induction programme
<ul style="list-style-type: none"> <li>Make full use of CMI &amp; other professional seminars</li> </ul>	31 Dec 22	SMT	£2k	Ongoing
<ul style="list-style-type: none"> <li>Further develop existing appraisal system</li> </ul>	31 Dec 22	JG/V/COO	Workflow management only	Taking account of central initiatives

## 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>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Assess need for translation of guidance information &amp; public notices</li> </ul>	31 Dec 22	JG	Workflow management only	Policy to be developed in association with JLIB
<ul style="list-style-type: none"> <li>Maintain user feedback &amp; undertake user satisfaction survey</li> </ul>	31 Dec 22	COO/SMT	£3k	Ongoing

## Accommodation

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

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Continue to participate in Morier House refurbishment project</li> </ul>	31 Dec 22	V/DV	Workflow management only	Address concerns re lighting & air conditioning
<ul style="list-style-type: none"> <li>Continue to provide for off-site housing of archive material &amp; third party property</li> </ul>	31 Dec 22	SMI/PEO	£42k	Ensure recharges made to stakeholders for storage costs
<ul style="list-style-type: none"> <li>Commence operation from specialist Family Court centre in International House</li> </ul>	7 Mar 22	Fam Div Judges/COO	£284k capital funding	Fit out in hand

## 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>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Ensure display screen equipment assessments carried out</li> </ul>	31 Dec 22	IKSM	Workflow management only	Assessments continuing on rolling basis
<ul style="list-style-type: none"> <li>Monitor &amp; reduce consumption of consumables</li> </ul>	31 Dec 22	COO/SMT	Workflow management only	Ongoing (especially paper & single use plastics)
<ul style="list-style-type: none"> <li>Continue to undertake risk assessments &amp; review of health &amp; safety policies</li> </ul>	31 Dec 22	IKSM	Workflow management only	On rolling basis
<ul style="list-style-type: none"> <li>Ensure staff trained as appropriate in health &amp; safety matters</li> </ul>	31 Dec 22	V/JG	Workflow management only	Ongoing

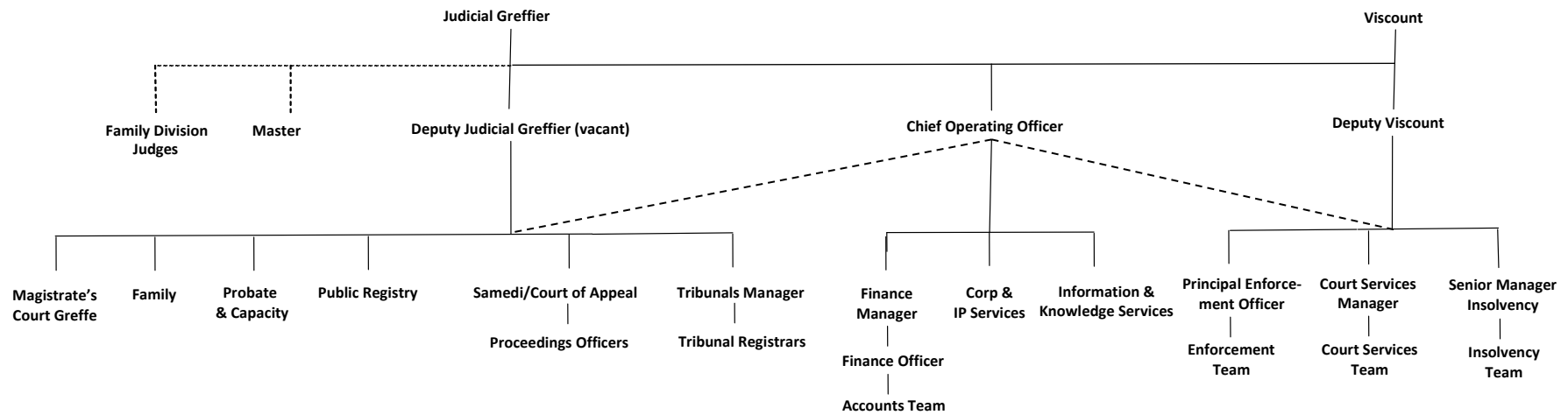
## Performance Management

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

<i>2022 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> <li>Enhance Court Service performance framework &amp; develop benchmarking</li> </ul>	31 Dec 22	COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> <li>Maintain performance management feedback reports</li> </ul>	31 Dec 22	SMT	Workflow management only	Ongoing (quarterly basis)

## Annex A to Court Service 2022 Business Plan

### Court Service Functional Organisation



# Annex B to Court Service 2022 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



## Annex C to Court Service 2022 Business Plan

### List of Abbreviations Used in Action Plans

AJG (ARC)	Assistant Judicial Greffier (Appellate and Royal Court)
CMI	Chartered Management Institute
CO	Court Officer
COCF	Criminal Offences Compensation Fund
COO	Chief Operating Officer
CSM	Court Services Manager
DMIS	Désastre Management Information System
DV	Deputy Viscount
EO	Enforcement Officer
Fam Div Judges	Judges of the Family Division
FM	Finance Manager
FPO	Family Proceedings Officer
ICAR	Income Collection and Reconciliation
IKSM	Information and Knowledge Services Manager
IoL	Institute of Law
IPM	Intellectual Property Manager
JEDT	Jersey Employment and Discrimination Tribunal
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
LOD	Law Officers' Department
LPA	Lasting power of attorney
M365	Microsoft Office 365
MATS	Manager Appeals and Tribunal Service
MCG	Magistrate's Court Greffier
M&D	Modernisation and Digital
MHRT	Mental Health Review Tribunal
MI	Manager, Insolvency
MOH	Medical Officer of Health
MRC	Master of the Royal Court
PEO	Principal Enforcement Officer
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
SCO	Senior Court Officer
SEO	Senior Enforcement Officer
SMI	Senior Manager, Insolvency
SMT	Senior Management Teams
SO	Saisie Officer
V	Viscount