



Judicial Greffe & Viscount's Department

2016

Jersey Court Service Business Plan



*Supporting the Delivery of Justice
through Professional
Excellence*



LIST OF CONTENTS

SECTION 1	3
INTRODUCTION	3
WHAT WE DO	5
OUR CORE VALUES	5
OUR STRATEGIC AIMS	5
OUR VISION.....	5
STATES STRATEGIC PLAN GOALS	5
SECTION 2	6
SUMMARY OF KEY OBJECTIVES AND PRIORITIES	6
SECTION 3	8
RESOURCES FOR 2016	8
SUBJECTIVE ANALYSIS	8
SERVICE ANALYSIS	9
SECTION 4	11
COURT SERVICE ACTION PLANS	11
CORE SERVICES.....	12
LAW REFORM	16
CORPORATE MANAGEMENT OBJECTIVES	18
INFORMATION MANAGEMENT	18
HUMAN RESOURCES	19
PUBLIC RELATIONS	19
ACCOMMODATION	19
HEALTH, SAFETY & THE ENVIRONMENT	19
PERFORMANCE MANAGEMENT	20
ANNEX A TO COURT SERVICE 2016 BUSINESS PLAN	21
COURT SERVICE FUNCTIONAL ORGANISATION.....	21
ANNEX B TO COURT SERVICE 2016 BUSINESS PLAN	22
COURT SERVICE CLIENT CHARTER	22
ANNEX C TO COURT SERVICE 2016 BUSINESS PLAN	24
LIST OF ABBREVIATIONS USED IN ACTION PLANS.....	24

SECTION 1

Introduction

We present below the Court Service 2016 Business Plan, the first to be made under the joint signatures of the new Judicial Greffier (appointed 1 May 2015) and Viscount (appointed 1 July 2015). We are pleased to report that effective communication and co-operation continues to take place between the two Departments.

The 2016 Business Plan sets out key objectives and priorities which will be undertaken, over and above the provision of the 84 main or primary services which are delivered across 13 functional areas.

In 2016, 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.
- 1.2 Participate as member of expert group on Legal Aid Reform.
- 1.3 Further develop fixed fee for Public Law Children cases.
- 1.4 Increase take-up of community mediation.
- 1.5 Increase jurisdiction of Petty Debts Court and use of court directed mediation.
- 1.6 Reduce turnaround time between filing and hearing date for a Planning Appeal.
- 1.7 Devise and implement procedures for the Debt Remission Order.

2. Deliver excellence in customer service

ACTIONS:

- 2.1 Develop Jersey Courts website and more detailed guidance notes for public.
- 2.2 Undertake customer satisfaction surveys.
- 2.3 Revise and update all service pledges (key performance indicators).
- 2.4 Review Court Service Client Charter to ensure it remains fit for purpose.
- 2.5 Achieve accreditation against Customer Service Excellence standard.

3. Develop staff and ensure their safety

ACTIONS:

- 3.1 Achieve re-accreditation against Investors in People standard.
- 3.2 Implement recommendations of 2015 Health and Safety audit.
- 3.3 Update and complete all risk assessments.
- 3.4 Implement a CPD programme for managerial staff.

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

ACTIONS:

- 4.1 Implement information and knowledge management system.
- 4.2 Develop use of video links in court.
- 4.3 Amend Stamp Duties and Fees (Jersey) Law 1998 to allow payment by means other than stamps and make proposals for increases in 2017 budget.
- 4.4 Develop use of banking and online technologies in enforcement of fines and judgments.
- 4.5 Train additional staff on lean principles and promote continued focus on efficiency and streamlining of processes.

5. Review and reorganise structure of Departments

ACTIONS:

- 5.1 Review ability of Judicial Greffe to function without appointment of a Deputy Judicial Greffier.
- 5.2 Complete all activities set out in 2015-2016 Court Service Reorganisation Plan.

6. Ensure value for money

ACTIONS:

- 6.1 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; record-keeping in Public Law Children cases).
- 6.2 Apply continuing rigour to control of spending and costs.
- 6.3 Investigate charging for services which are currently provided free of charge on a "user pays" principle.

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 (as referred to on page 5) 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 journey of continuous improvement and constant need for increased efficiency (particularly in the light of the Public Sector Reform Programme) 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

14 January 2016

What We Do

The Court Service employs a total of 65.5 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:

- 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 under statute 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), which also contains our Core Values. A review of our Client Charter is planned as part of our work towards achieving the Customer Service Excellence award.

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 supports Jersey's position as a leading business centre.
- provide cost effective, value for money services, ensuring responsible use of public funds.

Our Vision

"For Jersey's Courts and Tribunals Service to be recognised as the
Global best for a small jurisdiction"

States Strategic Plan Goals

This Business Plan is complementary to the following goals in the States of Jersey Strategic Plan 2015-18:

- Maintain a safe and just society.
- Increase the performance of the local economy, encourage economic diversification and improve job opportunities for local people.
- Promote Jersey's positive international identity.
- Look after Jersey's finances and assets, ensuring responsible use of public funds.

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.

In all cases, our performance indicators are published on our website (www.gov.je/judicialgreffe or www.gov.je/viscount). A full review of performance indicators is one of our high level objectives for 2016.

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.

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

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

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 Désastre 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 2016

Subjective Analysis

Judicial Greffe		
Description	2015 (£)	2016 (£)
Income		
Sale of Goods	(3,500)	(3,500)
Sale of Services	(500)	(1,000)
Fees	(918,300)	(932,500)
Miscellaneous Income	(26,000)	(5,000)
	(948,300)	(942,000)
Expenditure		
Manpower - States Staff Costs	2,658,364	2,688,930
Supplies & Services	144,600	114,500
Administrative Costs	507,195	325,870
Premises & Maintenance General	482,600	523,900
Court & Case Costs	4,121,818	3,910,700
2% Savings Target	(161,200)	-
	7,753,377	7,563,900
Net Revenue Expenditure	£6,805,077	£6,621,900
Viscount's Department		
Description	2015 (£)	2016 (£)
Income		
Fees & Fines	(468,200)	(509,400)
Commission	(131,000)	(135,000)
Miscellaneous Income	(1,000)	(1,000)
Interest	(1,000)	(1,100)
	(601,200)	(646,500)
Expenditure		
Manpower - States Staff Costs	1,303,555	1,319,489
Supplies & Services	111,000	92,350
Administrative Costs	63,600	45,161
Premises & Maintenance General	363,833	339,600
Court & Case Costs	251,897	227,500
2% Savings Target	(39,300)	-
	2,054,585	2,024,100
Net Revenue Expenditure	£1,453,385	£1,377,600

Service Analysis

	2015 (£)	2016 (£)
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory	} 2,683,259	2,711,200
Magistrates Court		
Maintenance of Registries		
Court & Case Costs	4,121,818	3,910,700
	£6,805,077	£6,621,900
Viscount's Department		
Coroner	} 1,201,488	1,150,100
Désastre		
Enforcement		
Assize Jury Functions		
Curatorships		
Court & Case Costs	251,897	227,500
	£1,453,385	£1,377,600

SECTION 4

Court Service Action Plans

Core Services

A list of abbreviations used can be found at Annex C (page 24)

Samedi Team

<i>2016 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 16	AJG (RC)/ 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 16	AJG (RC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain involvement in DAISy development & rewrite 	31 Dec 16	AJG (RC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Make licensing guidance available electronically 	30 Jun 16	AJG (RC)	Workflow management only	Including website publication
<ul style="list-style-type: none"> Update procedures manuals 	31 Dec 16	AJG (RC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide further information to public on website 	31 Dec 16	AJG (RC)	Workflow management only	With input from Proceedings Officers

Family Team

<i>2016 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 Dec 16	Reg Fam Div/ FPO	£25,000	Design study in hand
<ul style="list-style-type: none"> Provide limited procedural advice for all family legislation (procedure before Registrars) 	31 Dec 16	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 16	Reg Fam Div/ FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Participate in plans to increase use of mediation 	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
<ul style="list-style-type: none"> Examine need for electronic equipment for more efficient operation of Family Court 	31 Dec 16	Reg Fam Div/ FPO	Workflow management only	Ongoing

Probate Registry

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Implement further enhancements to Probate database 	31 Dec 16	Reg of Prob	£5k	Provide for data transfer from Excel
<ul style="list-style-type: none"> Undertake review of staffing requirements (including Curatorship accounts) 	30 Jun 16	Reg of Prob/ COO	Workflow management only	To provide for succession planning & other changes
<ul style="list-style-type: none"> Introduction of the Children's Property and Tuteurs law 	30 Jun 16	Reg of Prob	Manpower implications and associated costs	To cover cost of implementation once law comes into force
<ul style="list-style-type: none"> Participate in consultation & practical considerations regarding Incapacity and Self-Determination (Jersey) Law 201- 	31 Dec 16	Reg of Prob	Workflow management only	Provide ongoing assistance to LOD in relation to proposals contained in draft law
<ul style="list-style-type: none"> Introduce small estates exemption by amendment of Probate (Jersey) Law 1998 	31 Dec 16	Reg of Prob	Workflow management & potential associated costs	Widen current provisions to include Jersey domiciled estates (less than £10k in value)

Core Services (continued)

Public Registry

<i>2016 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 16	Reg of Deeds	To be determined	Ongoing
<ul style="list-style-type: none"> Participate in consultation re amendment of Stamp Duties & Fees (Jersey) Law 1998 	31 Dec 16	Reg of Deeds/ JG	Workflow management only	Ongoing
<ul style="list-style-type: none"> Participate in Public Registry reform project group 	31 Dec 16	Reg of Deeds	Workflow management only	Ongoing
<ul style="list-style-type: none"> Consider provision of public access to PRIDE online 	31 Dec 16	Reg of Deeds/ COO	Workflow management only	In association with eGov programme

Appellate Team

<i>2016 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 16	AJG (RC)/COO	£500	Ongoing
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 16	AJG (RC)	Workflow management only	For Court of Appeal first before extending to other courts
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 16	AJG (RC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Consider creation of appellate section that deals with all appeals 	31 Dec 16	AJG (RC)	Workflow management only	Including appeals to Royal Court

Transcription

<i>2016 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 16	AJG	Workflow management only	Using Lean principles
<ul style="list-style-type: none"> Review resources & use of Westlaw UK 	31 Dec 16	AJG	Workflow management only	In association with LOD

Interlocutory Services

<i>2016 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 Royal Court & Court of Appeal Rules for ordering interim costs payments 	30 Jun 16	MRC	Workflow management only	Responses to draft consultation paper awaited
<ul style="list-style-type: none"> Review Royal Court Rules & practice in light of responses from Royal Court Rules Review Group 	30 Jun 16	MRC	Workflow management only	In conjunction with LOD
<ul style="list-style-type: none"> Review Sweet & Maxwell draft Jersey White Book 	30 Sep 16	MRC	Workflow management only	Including guide for litigants in person
<ul style="list-style-type: none"> Produce civil procedure guide for litigants in person 	30 Sep 16	MRC	External reviewer	Cost to be met by JLIB
<ul style="list-style-type: none"> Increase jurisdiction of Petty Debts Court & use of court directed mediation 	31 Dec 16	MRC	Workflow management only	Including changes to jurisdiction of Family Division Registrars

Legal Aid Disbursements

<i>2016 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 16	AJG (RC)	Workflow management only	In progress

Core Services (continued)

Magistrate's, Youth & Petty Debts Courts

<i>2016 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 enhancement & expansion of Court Diary System (DAISy) 	31 Dec 16	MCG/COO	Workflow management only	Finalise identification of opportunities for data transfer between criminal justice agencies using new system
<ul style="list-style-type: none"> Participate in procurement & redesign of web based diary 	31 Dec 16	MCG	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 16	MCG	£2k	Funding available & development in hand
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 16	MCG	Workflow management only	Including Transcribers & Ushers
<ul style="list-style-type: none"> Implement support requirements for Police Procedures & Criminal Evidence (Jersey) Law 2003 	31 Dec 16	MCG	Manpower implications & associated costs	Courts sitting outside normal working hours
<ul style="list-style-type: none"> Continue to review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal 	31 Dec 16	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 16	JG/COO	Workflow management only	Review need for additional mediator
<ul style="list-style-type: none"> Monitor procedures for Residential Tenancy (Jersey) Law 2011 	31 Dec 16	MCG	Workflow management only	Procedures & support documentation to be agreed

Intellectual Property Registry

<i>2016 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 Dec 16	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

Tribunals Service

<i>2016 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 structure & working practices of Tribunals Service 	30 Jun 16	AJG	Workflow management only	Using Lean principles
<ul style="list-style-type: none"> Review fee structure for Chairs, Deputies & Panel Members 	31 Dec 16	AJG	Workflow management only	For all Tribunals
<ul style="list-style-type: none"> Finalise procedures for Planning Appeals Tribunal 	31 Dec 16	AJG	Workflow management only	In association with Department of Environment
<ul style="list-style-type: none"> Finalise business case for funding & training of legal representation for detention reviews under Mental Health Tribunal 	31 Dec 16	AJG	Workflow management only	Ongoing

Court Enforcement

<i>2016 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 16	V/PEO/DV/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Improve & develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed 	31 Dec 16	RO/PEO/DV	Workflow management only	Ongoing

Core Services (continued)

• Review selected procedures using Lean	31 Dec 16	RO/SEO	Workflow management only	Ongoing
• Develop online guidance notes for key enforcement procedures	31 Dec 16	DV/PEO/SEO	Workflow management only	Ongoing
• Develop database for historic <i>saisies judiciaires</i> & confiscation orders	31 Dec 16	PEO/SO	Workflow management only	Ongoing
• Provide ongoing training for SO	31 Dec 16	PEO/DV	Workflow management only	Ongoing
• Provide refresher training for EOs to enhance resilience for relief court officers	31 Dec 16	PEO/SEO	Workflow management only	Ongoing
• Provide induction training for all EOs for assize trials	31 Dec 16	PEO/SEO/SCO	Workflow management only	Ongoing
• Contribute to 1864 Law review	31 Dec 16	DV	Workflow management only	Ongoing
• Train new EOs	31 Dec 16	PEO/SEO	Workflow management only	Ongoing

Assize Jury

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Contribute to 1864 Law review	31 Dec 16	V/DV/PEO/SCO	Workflow management only	With respect to juries
• Recruit departmental secretary (jury summonses & trials)	31 Dec 16	V/DV/CSO	Workflow management only	Ongoing

Coroner

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Relief Coroner training	31 Dec 16	DV	Workflow management and central funding	Training through Judicial College and Coroner's Society, England and Wales
• In liaison with MOH, consider whether death certification needs updating	31 Dec 16	V/DV/CSO	Workflow management only	As part of "Tell us Once" Lean initiative (trial in operation)
• Recruit & train new CSO (Coroner's Assistant)	31 Dec 16	DV	Workflow management only	Current CSO retires July 2016
• Increase preparedness for major disaster	31 Dec 16	DV/Relief Coroners	Workflow management only	States' Mass Fatality Plan & Disaster Victim Identification training
• Review Sudden Deaths database	31 Dec 16	DV/CSO	Workflow management only	Possible Phoenix upgrade
• Review current certificates, forms & guidance notes	31 Dec 16	DV/CSO	Workflow management only	Ongoing (update & convert to plain English)
• Provide training for Police new recruits & DVI teams, & Honorary Police	31 Dec 16	DV	Workflow management only	Ongoing
• Review procedures & policies re deaths of mental health in-patients	31 Dec 16	DV	Workflow management only	Ongoing
• Participate in consultation on new Capacity & Self-determination (Jersey) Law & review practical considerations in relation to Curatorships	31 Dec 16	DV	Workflow management only	Provide ongoing assistance to LOD in relation to new law & monitor implications for sudden death

Insolvency and Curatorship

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Participate in consultation on new Capacity & Self-determination (Jersey) Law & review practical considerations in relation to Curatorships	31 Dec 16	V/SMI	Workflow management only	Provide ongoing assistance to LOD in relation to new law & monitor implications for role as curator
• Undertake DMIS phase 2 enhancements	31 Dec 16	SMI/MI	£25k	Enhancements to new system (to include debt billing system)
• Create procedure for introduction of Debt Remission (Individuals) (Jersey) Law 201-	31 Dec 16	V/SMI/MI	Workflow management only	Awaiting States' approval
• Participate in consultation and review practical considerations of the Bank (Recovery and Resolution) (Jersey) Law 201-	31 Dec 16	V/SMI	Workflow management only	In association with JFSC & related partners
• Implement new Désastre check system	31 Dec 16	V/SMI	Workflow management only	Monitor success of new procedure
• Review record-keeping for désastres (online & hard copy)	31 Dec 16	SMI/MI	Workflow management only	Implement recommendations of review

Accounts Team

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Upgrade of Phoenix/Sigma to enhance capability & financial reporting	31 Dec 16	FM/COO/V/DV	£250k & project management support	In association with Business Support Group
• Risk assessment plan to be completed	31 Dec 16	FM	£10k for access & security improvements	In association with Jersey Property Holdings
• Review data management system to improve access to information	31 Dec 16	FM	Workflow management only	Part of project to develop information & knowledge management system
• Investigate increased use of telephone card receipts & direct payments to bank	31 Dec 16	FM	Workflow management only	Implications of reduced cash received to be assessed
• Amend autopay dates (compensation & maintenance)	31 Mar 16	FM	Workflow management only	Software rules to be changed

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>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• LAWS				
Bankruptcy (Désastre) (Jersey) Law 1990: Make recommendations to update Law	31 Dec 16	V/SMI	Workflow management only	Including review of subordinate legislation
Bank (Recovery and Resolution) (Jersey) Law 201-: Make recommendations for law drafting	31 Dec 16	V/SMI	Workflow management only	In relation to Bank winding-up & insolvency
Children (Jersey) Law 2002: Progress amendments	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
Civil Partnership (Jersey) Law 2012: Progress amendments	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
Debt Remission (Individuals) (Jersey) Law 201-: Monitor progress	31 Dec 16	V/SMI	Workflow management only	Awaiting States' approval

Law Reform (continued)

<i>Inquests & Post-Mortem Examinations (Jersey) Law 1995:</i> Amend to ensure attendance of inquest witnesses	31 Dec 16	DV	Workflow management only	Await outcome of review of Coroners & Justice Act 2009 in UK
<i>Inquests & Post-Mortem Examinations (Jersey) Law 1995:</i> Review in light of changes in England & Wales	31 Dec 16	DV	Workflow management only	Await outcome of review of Coroners & Justice Act 2009 in UK
<i>Maintenance Orders (Enforcement) (Jersey) Law 1999:</i> Comment	31 Dec 16	Reg Fam Div/ JG/PEO	Workflow management only	Ongoing
<i>Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000:</i> Comment	31 Dec 16	Reg Fam Div /JG/PEO	Workflow management only	Ongoing
<i>Matrimonial Causes (Jersey) Law 1949:</i> Progress amendments	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
<i>Mental Health (Jersey) Law 201- & Capacity & Self-Determination (Jersey) Law 201-:</i> Comment as required re Curatorships & Coroner/Inquests	31 Dec 16	Reg of Prob/ SMI/DV	Workflow management only	Ongoing with relevant authorities (including replacement legislation)
<i>Procédure Criminelle, Loi (1864) réglant la:</i> With LOD	31 Dec 16	V/DV/PEO	Workflow management only	Participate in amendment (especially re juries)
<i>Stamp Duties & Fees (Jersey) Law 1998:</i> Propose amendment	31 Dec 16	V/SMI	Workflow management only	To allow Viscount to charge for assisting in remise de biens administration; review for other charges
• RULES & REGULATIONS				
<i>Banking Business (Depositors Compensation) (Jersey) Regulations 2009:</i> Policy development & participation in steering group	31 Dec 16	V/SMI	Workflow management only	Member of steering group with JFSC, CMD and DCS Board
<i>Burials & Exhumations Rules 201-:</i> Comment as required	31 Dec 16	DV	Workflow management only	Ongoing
<i>Children Rules 2005:</i> Comment as required	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
<i>Civil Partners Causes Rules 2012:</i> Progress amendments	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
<i>Inquests & Post-Mortem Examinations Rules 1995:</i> Consider updating fees	31 Dec 16	DV	Workflow management only	Ongoing
<i>Matrimonial Causes Rules 2005:</i> Comment as required	31 Dec 16	Reg Fam Div	Workflow management only	Ongoing
• PRACTICE DIRECTIONS				
Update & amend Family Division Practice Directions	31 Dec 16	Reg Fam Div	Workflow management only	Including bundles
Implement procedure for remise de biens applications	31 Dec 16	MRC/V	Workflow management only	Requirement for Viscount to be given written notice of application, prior to presentation in Court

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>2016 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 16	JG	Workflow management only	As concerning checks & balances between executive, legislative & judicial branches of government
• Measure cost of delivery of services	31 Dec 16	COO/FM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, financial processing & reporting arrangements	31 Dec 16	COO/FM	Workflow management only	In conjunction with Treasury
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 16	COO/FM	Workflow management only	Ensure measures in place re Governance Statement & GAAP requirements
• Investigate further cost-savings & synergies with LOD	31 Dec 16	JG/V/DV/COO	Workflow management	Joint working group with LOD
• Implement improved system for collection of fees	31 Dec 16	COO/FM	Workflow management only	Awaiting legislative changes
• Introduce greater use of banking & online technologies for enforcement of fines & judgments	31 Dec 16	FM/DV/PEO	Workflow management only	Ongoing review
• Prepare for assessment against CSE standard	31 Oct 16	MT	Workflow management only	To be combined with Investors in People re-assessment
• Review Court Service Client Charter	31 Dec 16	JG	Workflow management only	As part of CSE programme
• Develop formal complaints procedure	30 June 16	COO	Workflow management only	As part of CSE programme
• Re-establish hard copy law library	31 Dec 16	JG/V	£30k	In association with Institute of Law
• Maintain & review Court Service Risk Register	31 Dec 16	COO/MT	Workflow management only	Review of key risks & mitigation required
• Extend the use of video-conferencing facilities	31 Dec 16	MT	Workflow management only	In association with JLIB

Information Management

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

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Complete development of jerseycourts.je website	31 Dec 16	AJG	Workflow management only	Ongoing
• Devise & implement Court Service email policy & style guide	31 Dec 16	AJG	Workflow management only	Based on existing States of Jersey email policy
• Commence implementation of an information & knowledge management system	31 Dec 16	AJG	Workflow management & central funding	Ongoing
• Consider implementation of a Court Service intranet	31 Dec 16	AJG	Workflow management only	Ongoing

Human Resources

Aim Supportive of Central policies, high priority is given to Human Resources, placing emphasis on the need 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>2016 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 16	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 16	COO	Workflow management only	Including 3 monthly reviews after all courses & identifying additional training needs
<ul style="list-style-type: none"> Further develop induction training programme 	31 Dec 16	COO/MT	Workflow management only	Ongoing
<ul style="list-style-type: none"> Introduce policy for CPD 	31 Dec 16	COO	Workflow management only	Training quantified in balanced scorecard
<ul style="list-style-type: none"> Make full use of CMI & other professional seminars 	31 Dec 16	MT	£2k	Ongoing

Public Relations

Aim To improve public perception of the Court Service by adherence to a business culture, & through better collection & dissemination of management information, & to foster a professional & positive working relationship with the media.

<i>2016 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 16	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 16	MT	£3k	As part of CSE programme

Accommodation

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

<i>2016 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 16	V/DV	Workflow management only	Continue to address problems re lighting & air conditioning
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & debtors' property 	31 Dec 16	JG/SMI/PEO	£27k	Use of scanning to be investigated
<ul style="list-style-type: none"> Carry out redecoration & works to HV Benest room 	31 Dec 16	DV	To be determined	Additional access door to be provided

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>2016 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 assessments carried out 	31 Dec 16	AJG	Workflow management only	For new staff & ongoing basis for all other staff

Health, Safety & the Environment (continued)

• Monitor & reduce consumption of consumables	31 Dec 16	COO/MT	Workflow management only	Ongoing (especially paper)
• Participate in Eco Active States project	31 Dec 16	JG/COO	Workflow management only	Maintain & implement policies which contribute to a sustainable environment
• Review procedures for management of safety (including courtrooms)	31 Dec 16	AJG	Workflow management only	To improve safety for all staff working in high risk areas
• Continue to undertake risk assessments & review of health & safety policies	31 Dec 16	AJG	Workflow management only	Ongoing

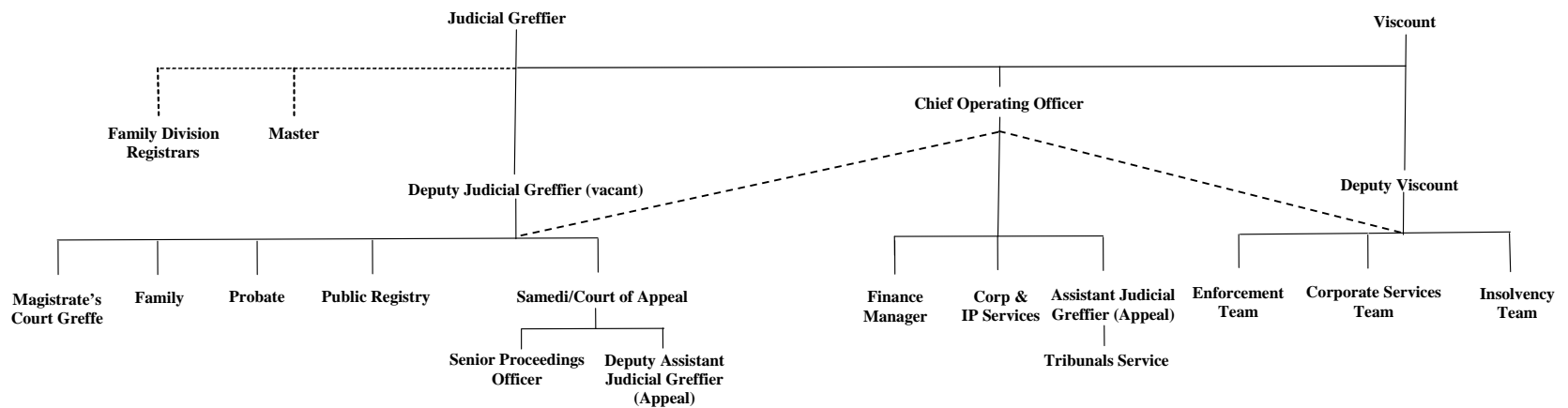
Performance Management

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

<i>2016 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Enhance Court Service performance framework & develop benchmarking	31 Dec 16	COO	Workflow management only	Review of service pledges to be undertaken
• Maintain performance management feedback reports	31 Dec 16	MT	Workflow management only	Ongoing (quarterly basis)

Annex A to Court Service 2016 Business Plan

Court Service Functional Organisation



Annex B to Court Service 2016 Business Plan

Court Service Client Charter

Code of Corporate Governance:

The Court Service believes that its business should be conducted to the highest standards of corporate governance, based on the seven principles of public life:

- selflessness,
- integrity,
- objectivity,
- accountability,
- openness,
- honesty,
- leadership.

Our Core Values:

1. We understand and support the role of an independent judiciary as a mainstay of the Constitution.
2. We treat all our clients with courtesy, respect and dignity by providing services that meet their needs.
3. Our staff are our most valued resource, who deserve trust, honesty, fair and equal treatment, and opportunities for personal development. It is only through this approach that loyalty, quality work and teamwork can be expected.
4. Each of us takes ownership of, and responsibility for, our organisation and its success.
5. We will conduct our business to the highest standards of ethical and professional behaviour. We will act with integrity, impartiality and fairness at all times.
6. We will be satisfied with nothing less than the best in all that we do.
7. We embrace creativity and innovation, continually seeking new ways of doing things better, and of achieving better value for money.

Service Standards when we Meet you:

1. Our staff will greet you in a courteous and professional manner.
2. Our staff will, if required, discreetly deal with your issue and use private facilities where available.
3. Our staff will endeavour to attend to you within 10 minutes at peak periods. Waiting times may vary, depending on the availability of staff, but will normally be shorter during non-peak periods.

4. Information such as brochures on the court process will be made available to assist clients (such materials will also be available online).

Service Standards if you Telephone:

1. Our staff will endeavour to answer your call immediately.
2. Our staff will greet you in a friendly manner and identify their name or position when dealing with your inquiry.
3. Our staff will assist with your inquiry as much as possible. However, if complete information is not available at the time, we will call you back as soon as possible.
4. If the person you need is not available when you telephone, another staff member will try to assist with your inquiry or arrange for you to leave a voice-mail for the requested person.

Service Standards if you Write:

1. Our staff will reply to or acknowledge your written or e-mail correspondence as soon as possible, but will endeavour to respond within 5 working days (3 days for e-mail).
2. Our replies will identify the writer's name and or position, and a direct telephone extension number should you need to contact the writer.
3. Our replies will be in clear language that is understandable and concise.

Our Obligations to you:

1. Our staff are not able to provide legal advice. If you require legal advice, you should direct questions to a legal practitioner.
2. The safety of all persons visiting our premises will be a high priority at all times.
3. Clients with special needs will receive our support to ensure they are not disadvantaged in accessing our services.
4. We place a high priority on community involvement in improvement of the justice system.
5. We welcome feedback on our Client Charter and all aspects of the services we provide.

Annex C to Court Service 2016 Business Plan

List of Abbreviations Used in Action Plans

AJG	Assistant Judicial Greffier
AJG (RC)	Assistant Judicial Greffier (Royal Court)
CMD	Chief Minister's Department
CMI	Chartered Management Institute
COO	Chief Operating Officer
CPD	Continuing professional development
CSE	Customer Service Excellence
CSO	Corporate Services Officer
DAISy	Data Analysis & Information System
DCS	Depositor Compensation Scheme
DMIS	Désastre Management Information System
DV	Deputy Viscount
EO	Enforcement Officer
FM	Finance Manager
FPO	Family Proceedings Officer
GAAP	Generally accepted accounting practice
IPM	Intellectual Property Manager
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
LOD	Law Officers' Department
MCG	Magistrate's Court Greffier
MI	Manager, Insolvency
MoJ	Ministry of Justice
MOH	Medical Officer of Health
MRC	Master of the Royal Court
MT	Management Team
PEO	Principal Enforcement Officer
PRA	Performance review and appraisal
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



The Departments of the Jersey Court Service:

Judicial Greffe, Royal Court House, St Helier, Jersey JE1 1JG
Telephone: +44 (0) 1534 441300 Facsimile: +44 (0) 1534 441399
Email: jgreffe@gov.je

Viscount's Department, Morier House, St Helier, Jersey JE1 1DD
Telephone: +44 (0) 1534 441400 Facsimile: +44 (0) 1534 441499
Email: viscount@gov.je

Websites: www.gov.je/judicialgreffe, www.gov.je/viscount, www.jerseylaw.je,
www.jersecourts.je