



## Law Officers' Department

### Business Plan 2026

#### Contents

1. Foreword.....	2
2. Our purpose .....	3
3. Law Officers' Department Structure .....	3
4. Our key objectives and deliverables.....	3
5. Supporting Sustainable Wellbeing and Island Outcome Indicators .....	5
6. Monitoring progress and risk management arrangements .....	6
7. Our service users .....	7
8. Our people.....	8
9. Our financial context .....	9
10. What will we do in 2026? Measuring progress against planned deliverables .....	10

## 1. Foreword

I am delighted to present the Business Plan for the Law Officers' Department which sets out our objectives and deliverables for 2026.

This year brings two new officers to the roles of Attorney General and Solicitor General, following former Attorney General, Mark Temple KC, being sworn in as the Island's Deputy Bailiff on 19 January 2026. My aim as the newly appointed Attorney General is to continue with the work of my predecessor and maintain the very high standards that have already been established. To this end, the Department's business plan presents seven key objectives and eight specific workstreams for 2026, set out in pages four to five of the Plan.

Following an independent review by an external assessor in November 2025, the Department again received Lexcel Accreditation for excellence in practice management and client care. The assessor noted a high number of 'Areas of Good Practice' in her report, including the following observation on the Department's Business Plan:

*"The department's strategic planning also demonstrates alignment with wider States of Jersey objectives. The incorporation of Island Outcome Indicators into the business plan shows thoughtful engagement with the island's long-term sustainability ambitions across community wellbeing, the environment and the economy. This reflects an organisation looking beyond its statutory functions and recognising its role as a wider contributor to public value."*

Meeting our objectives and completing the workstreams set out in the Business Plan is only achievable through the commitment, skills and dedication of our staff. I was delighted to see that the Lexcel assessor again picked out several Areas of Good Practice regarding People Management in her report, commenting that she was pleased to hear from her interviews with staff:

*"repeated references to personnel feeling genuinely happy and fulfilled in their roles, with several interviewees commenting that they 'could not imagine working anywhere else.'"*

Maintaining this high bar will be imperative to our success in 2026 in meeting our Business Plan objectives. We shall apply for Lexcel accreditation again with the aim of continuous improvement and strong performance against all of the objectives set out in this Plan.

Thank you for your interest in the Law Officers' Department and our Business Plan.

**Matthew Jowitt KC**

13 April 2026

## 2. Our main functions

The main functions of the Law officers' Department are:

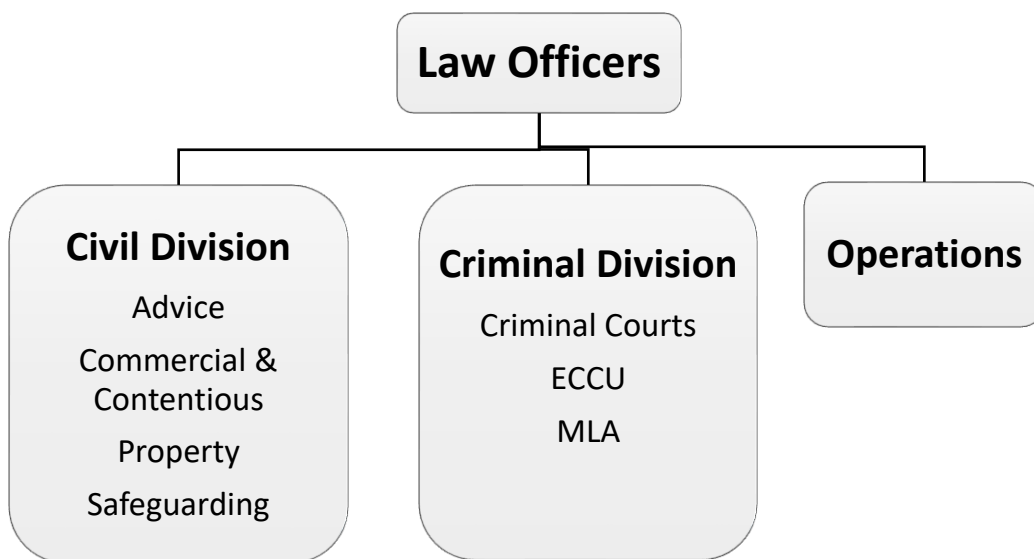
- Providing legal advice to the Government, States Assembly and the Crown
- Providing the independent public prosecution service for the Island
- Protecting the interests of the Crown and the Government in civil proceedings
- Helping to safeguard children and adults at risk
- Enabling the forfeiture and confiscation of the proceeds of crime
- Carrying out the statutory and customary law duties of the Attorney General

Full details are set out on the Department's website: [Main Functions - Law Officers' Department](#)

## 3. Law Officers' Department Structure

### Crown Officers

HM Attorney General Matthew Jowitt KC  
HM Solicitor General [vacancy as at 13 April 2026]



See Appendix 2 for a full organisation chart.

## 4. Our key objectives and deliverables

### Key Objectives and Deliverables

<b>Key Objective</b>	<b>Key Deliverable</b>	<b>Lead Service</b>
1) To provide legal advice to the Government, States Assembly and the Crown	High quality and timely legal advice provided, including property transactions.	Civil Division: Advice Team; Commercial & Contentious Team; Property Team  Criminal Division: Criminal Courts Team
2) To provide the independent public prosecution service for the Island	High quality and timely advice provided. Prosecutions in the Royal Court and Magistrate's Court carried out fairly, efficiently and effectively.	Criminal Division: Criminal Courts Team; ECCU
3) To protect the interests of the Crown and the Government in civil proceedings	High quality and timely advice provided. Hearings in the Courts and Tribunals carried out fairly, efficiently and effectively.	Civil Division: Commercial & Contentious Team Safeguarding Team
4) To help safeguard children and adults at risk	High quality and timely advice provided. Proceedings in relation to children concluded expeditiously. Advice provided in relation to vulnerable adults or those who lack capacity and applications made to Court as appropriate.	Civil Division: Safeguarding Team
5) To enable the forfeiture and confiscation of the proceeds of crime	High quality and timely advice provided to JFCU and forfeitures carried out fairly, efficiently and effectively.	Criminal Division: ECCU MLA
6) To assist overseas law enforcement agencies	High quality and timely assistance provided.	Criminal Division: MLA
7) To carry out the statutory and customary law duties of the Attorney General	Exercise disciplinary and other functions in relation to the Honorary Police. Ensure <i>Partie Publique</i> functions performed effectively.	Attorney General Civil Division: Safeguarding Team Advice Team
<b>Specific for 2026</b>		
<b>Workstreams</b>	<b>Key Deliverable</b>	<b>Lead Service</b>
1) Advice on the development and implementation of the Government's policy and legislative objectives, including external relations	High quality and timely advice provided on the development of new policy and legislation, supporting the Government and States Assembly to ensure that debates are informed by appropriate legal advice and that legislation fulfils its objectives.	Civil Division: Advice Team  Criminal Division
2) Develop ECCU into a standalone division to tackle significant financial crime, supporting the Moneyval assessment	High quality advice, investigations and prosecutions of financial crime to ensure Jersey complies with best practice and maintains the Island's reputation as a well-regulated international finance centre	Criminal Division: ECCU MLA

3) Working collaboratively through the Jersey Family Justice Council to oversee the operation and reform of the Family Justice system in Jersey, including delivering recommendations outlined in the VAWG report.	Timely and child focussed approach to proceedings to ensure that the best possible outcomes are achieved for children, and the most positive experience for families engaged in court proceedings	Civil Division: Safeguarding Team
4) Working collaboratively across the Criminal Justice System to deliver the recommendations outlined in the Laws report in respect of RASSO and VAWG.	Timely and effective prosecutions with efficient use of resources	Criminal Division: Criminal Courts Team
5) Advice in relation to the UK-EU Reset	High quality and timely advice provided on the legal implications for Jersey in relation to the UK-EU reset	Civil Division: Advice Team Commercial & Contentious Team
6) Advice and representation in connection with the General Election	Providing high quality and timely advice to the JEA/Judicial Greffier/Greffier of the States.  Providing advice on any potential electoral offence/contravention.	Civil Division: Advice Team Commercial & Contentious Team  Criminal Division: Criminal Courts Team
7) Work on improving the arrangements for dealing with personal injury claims	Reduce risk to Government of Jersey as a result of PI claims	Civil Division: Commercial & Contentious Team
8) Work on improving the level of recovery of beneficial gains from defendants post conviction and sentence	Ensuring that criminals pay for the benefit derived from their actions and ensuring that their efforts to hide immediate benefit for their enjoyment in the future is curtailed.	Criminal Division: Criminal Courts Team ECCU Mutual Legal Assistance
<b>Financial / Operational</b>		
1) Develop and improve more efficient processes using functionality of new Case Management System. Continued progress of digital solutions.	New Case Management System developed and implemented with new processes introduced.	All
2) Maintain Lexcel accreditation	Adhere to Lexcel Standards to achieve Lexcel accreditation for sixth year	All

## 5. Supporting Sustainable Wellbeing and Island Outcome Indicators

The Law Officers' Department plays an important role in supporting the Island Outcome Indicators (IOIs) by providing legal advice and services that help ensure the effective governance and administration of the Island. Examples of the Department's work aligning with the IOIs:

- a) Legal Advice and Representation: the department advises the States Assembly, Crown and government departments on legal matters, ensuring that policies and actions comply with the law. This supports the governance aspects of the IOIs, particularly in maintaining a fair and just society.
- b) Public Prosecution Service: by providing the Island's independent public prosecution service, the Department helps uphold the rule of law and public safety. This directly impacts indicators related to community safety and justice.
- c) Safeguarding Vulnerable Individuals: the Department assists in safeguarding children and adults at risk, contributing to the wellbeing and protection indicators within the community theme of the IOIs.
- d) Economic Crime and Confiscation: through its Economic Crime and Confiscation Unit, the Department tackles complex financial crimes, supporting economic integrity and stability. This aligns with the economic wellbeing indicators.
- e) International Cooperation: the Department assists overseas law enforcement agencies, which helps in maintaining Jersey's international reputation and compliance with global standards. This supports the broader economic and community outcomes.

The Island Outcome Indicators are designed to measure Jersey's progress towards sustainable wellbeing across community, economy, and environment. The Law Officers' Department's work ensures that the legal framework and enforcement mechanisms are in place to support these goals.

## 6. Monitoring progress and risk management arrangements

### **Monitoring Progress of delivery of the Business Plan**

Management Information regarding meeting performance standards, as set out in the Service Standard established with instructing departments, can be obtained through the Department's practice management system, Prescient Plus and through the maintenance of records in the teams.

Financial performance is monitored through monthly variance reports of spend against budget, reviewed by the Accountable Officer, Finance Manager and regular reviews with the Treasury Department's Head of Finance Business Partnering.

Operational performance is managed through adherence to the Lexcel quality management framework and subject to an annual independent assessment.

### **Risk Management Reporting Arrangements**

The Department's Senior Management Team reviews the departmental Risk Register each quarter. At year end, the Department's Accountable Officer completes a Governance Statement and Compliance Return for the Treasurer, which include details of any breaches or exemptions to the Public Finances Manual. These returns are reviewed by the Chief Internal Auditor.

The Accountable Officer, together with the Treasury & Exchequer's Finance Business Partner for the Non-Ministerial Departments, also signs off at year end a Statement of

Comprehensive Net Expenditure, a Statement of Financial Position and a Statement of Accounting Compliance.

The Department also adheres to the comprehensive Lexcel Standards on Risk Management which are assessed annually by an independent, external assessor.

### **Non-Ministerial Departments Audit Committee**

In response to a recommendation by the Comptroller and Auditor General, the Non-Ministerial Departments of the States of Jersey appointed an independent Audit Committee in 2022 to oversee their governance arrangements and use of resources. The Audit Committee oversees the Law Officers' Department together with the Bailiff's Chambers, Judicial Greffe, Probation and After-Care Services, States Greffe and the Viscount's Department and the Office of the Lieutenant- Governor.

Marta Philips OBE is chair of the Committee, alongside Committee members Dr Helen Pernelet and Sarah Raynor. The Audit Committee members provide independent counsel, support and constructive challenge to the Accountable Officers of the Non-Ministerial Departments and provide assurance of the highest standards of corporate governance.

The Committee meets at least twice a year and is supported by a Committee Secretary appointed by the Non-Ministerial Departments.

## 7. Our service users

### **Service Users and Projected Demand for Services**

#### **Civil Division**

Service users are Government ministers and officers of Government departments, members of the States Assembly and officers of the Crown.

Demand for services may increase during the Budget period depending on new legislation or increasing demand from the instructing departments for the Law Officers' Department's services. Additional resources will be required if Ministerial Decisions during the 2026 – 2029 Budget result in an increased workload for the Department.

#### **Criminal Division**

Service users are the States of Jersey Police, the Honorary Police, overseas law enforcement agencies and the Jersey Police Complaints Authority. Service users also include Government departments where advice on criminal matters and/or prosecutions are sought – eg Health and Safety, Social Security, Revenue Jersey, Trading Standards.

Demand for services is subject to levels of reported crime and requests from overseas jurisdictions and will fluctuate from year to year. Additional resources would be required if it became necessary to dedicate more resource to a particular area.

The Department does not provide legal advice to members of the public, private businesses or organisations.

## 8. Our people

In November 2025, the Law Officers' Department was awarded Lexcel accreditation for 'excellence in practice management and client care' for the seventh year running. The independent assessor singled out 29 Areas of Good Practice in the 2025/26 assessment report, highlighting in particular the Department's people management:

- *“Flexible working remains a key factor supporting wellbeing. Personnel were clear that flexibility enables them to manage personal responsibilities, with one individual describing that “being a mum is made easy here.”*
- *“Interviewees consistently described an environment free from micromanagement, where autonomy is encouraged and trust is placed in individuals to manage their work effectively. This approach appears to enhance productivity and morale, with staff reporting high levels of job satisfaction.”*
- *“Junior colleagues conveyed a strong desire to develop both their legal capabilities and their soft skills. They described an environment where learning, development and progression are actively encouraged.”*
- *“Across the interviews, one of the strongest and most consistent themes was the welcoming and inclusive culture within the department.”*

The Department is also accredited by Best Companies as 'an outstanding organisation to work for' and in 2025 was ranked as the #2 'Best Not-For-Profit Body to Work for in the UK'

[Best Companies | Law Officers' Department Jersey Company Profile](#)

### Health, Safety and Wellbeing

The health, safety and wellbeing of all staff at the Law Officers' Department is of paramount importance.

The Department follows the States of Jersey's Code of Practice on Health, Safety and Wellbeing which includes the requirement to have measures in place to:

- prevent work related injury or illness;
- provide a safe working environment;
- safeguard the mental health of employees at work; and
- encourage and support employees to take care of their own health, safety and wellbeing as well as that of their colleagues at work.

The Department actively monitors Health, Safety and Wellbeing performance and has controls in place in accordance with the nine key organisational risks that are reported on in the corporate Health and Safety Management Reporting System.

## 9. Our financial context

### Financial Overview

Extract from the approved Budget 2026 – 2029, Service Level Analysis by Department:  
[Budget 2026 to 2029 Annex](#)

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<b>Service Area</b>	<b>Income</b>	<b>Near Cash Expenditure</b>	<b>Net Revenue Expenditure</b>
	£000	£000	£000
<b>Law Officers' Department</b>			
Law Officers General	127	13,765	13,638
Court and Case Costs	0	1,116	1,116
<b>Total:</b>	<b>127</b>	<b>14,881</b>	<b>14,754</b>

What will we do in 2026? Measuring progress against planned deliverables

Objective	Deliverable	Service Lead	Success Measures
Provide legal advice to the Government, States Assembly and the Crown	<p>Provide high quality independent legal advice in a timely manner that assists the Government to implement the Common Strategic Policy.</p> <p>Provide high quality independent legal advice in a timely manner to members of the Assembly and Scrutiny panels and others when requested.</p>	Civil Division: Advice Team; Commercial & Contentious Team; Property Team	<p>Quantity of advice given (by number of matters)</p> <p>Timeliness of advice given (KPIs in Service Standard met)</p> <p>Quality of advice given (feedback from instructing departments)</p>
Provide the independent prosecution service for the Island	Remain independent and fair, delivering justice in every case, making decisions in accordance with the Code on the Decision to Prosecute.	Criminal Division: Criminal Courts Team	<p>Quantity of advice given / prosecutions (by number of matters)</p> <p>Timeliness of advice given</p> <p>Quality of advice given (feedback from SoJP, number of successful appeals)</p> <p>Quantity of confiscations of the proceeds of crime and forfeitures of tainted assets.</p>
Protect the interests of the Crown and the Government in civil proceedings	Civil proceedings conducted in the Royal Court of Jersey and other courts/tribunals.	Civil Division: Commercial & Contentious Team	<p>Quantity of cases (by number of matters)</p> <p>Quality of advice given (feedback from instructing departments, number of successful appeals)</p>

Help safeguard children and adults at risk	Care proceedings concluded as expeditiously as possible.	Civil Division: Safeguarding Team	Quantity of cases (by number of matters – children and adults) Quality of advice given (feedback from instructing department)
Enable the forfeiture and confiscation of the proceeds of crime	Investigate and prosecute complex Fraud and Money Laundering cases.	Criminal Division: ECCU Mutual Legal Assistance Team	Quantity of cases investigated and prosecuted. Quantities of funds confiscated and forfeited
Assist overseas law enforcement agencies	Assistance provided to investigatory authorities from overseas jurisdictions.	Criminal Division: Mutual Legal Assistance Team	Quantity of cases (by number of requests handled) KPIs in respect of timeliness of assistance given Quality of assistance (feedback from requesting jurisdictions)
Carry out the statutory and customary law duties of the Attorney General	Functions in relation to the Honorary Police complied with. <i>Partie Publique</i> functions performed effectively.	Attorney General  Civil Division: Advice Team Safeguarding Team	Timely compliance with all statutory functions

## Appendix 1

The Law Officers' Department provides advice to the Government, States Assembly, Crown, assists overseas law enforcement agencies and is the prosecution service for the Island

The **Attorney General** has overall responsibility for the Department and is titular head of the Honorary Police.

The **Solicitor General** deputises for the Attorney General and gives advice on his own account.

The Law Officers' Department consists of the Civil Division and the Criminal Division supported by a small Administration team.

A Director manages each division. The **Civil Division** is divided into four teams; Advice; Commercial and Contentious; Safeguarding; and Property.

The **Advice team** provides advice regarding the following: constitutional matters, external relations, international treaties (including bilateral treaties negotiations under entrustment), trade, fisheries, customs and immigration, EU Law, UK and international sanctions, civil aviation, elections, licensing, parish matters, fidéicomis and incorporated association applications, statutory interpretation, extension of UK legislation to Jersey, drafting of Orders in Council and Rules of Court, legislation projects (across the full range of Government of Jersey portfolios, for example, children and family legislation, heritage, financial services, telecoms, cyber and data protection), human rights, penalty reviews of draft legislation, drafting of Royal Assent memoranda, customary and general public law advice.

The **Commercial and Contentious team** provides advice in respect of contracts and contractual disputes, employment and discrimination claims, data protection and freedom of information, planning, personal injury claims, tax, general civil litigation and applications for judicial review.

The **Safeguarding team** provides advice to the Children's Service about the care and protection of children in the Island, and deals with applications for public law orders in relation to children. The Team also provides advice to Health and Community Services in relation to vulnerable adults and those who lack mental capacity. The Team also assists the Attorney General in carrying out his functions as designated Central Authority under the Hague Convention on the Civil Aspects of International Child Abduction.

The **Property team** advise on all property related matters and deal with conveyancing work on behalf of the Public of the Island and the Crown.

The **Criminal Division** is divided into three teams: the Criminal Courts Team (CCT); the Economic Crime and Confiscation Unit (ECCU); and the Mutual Legal Assistance Team (MLA).

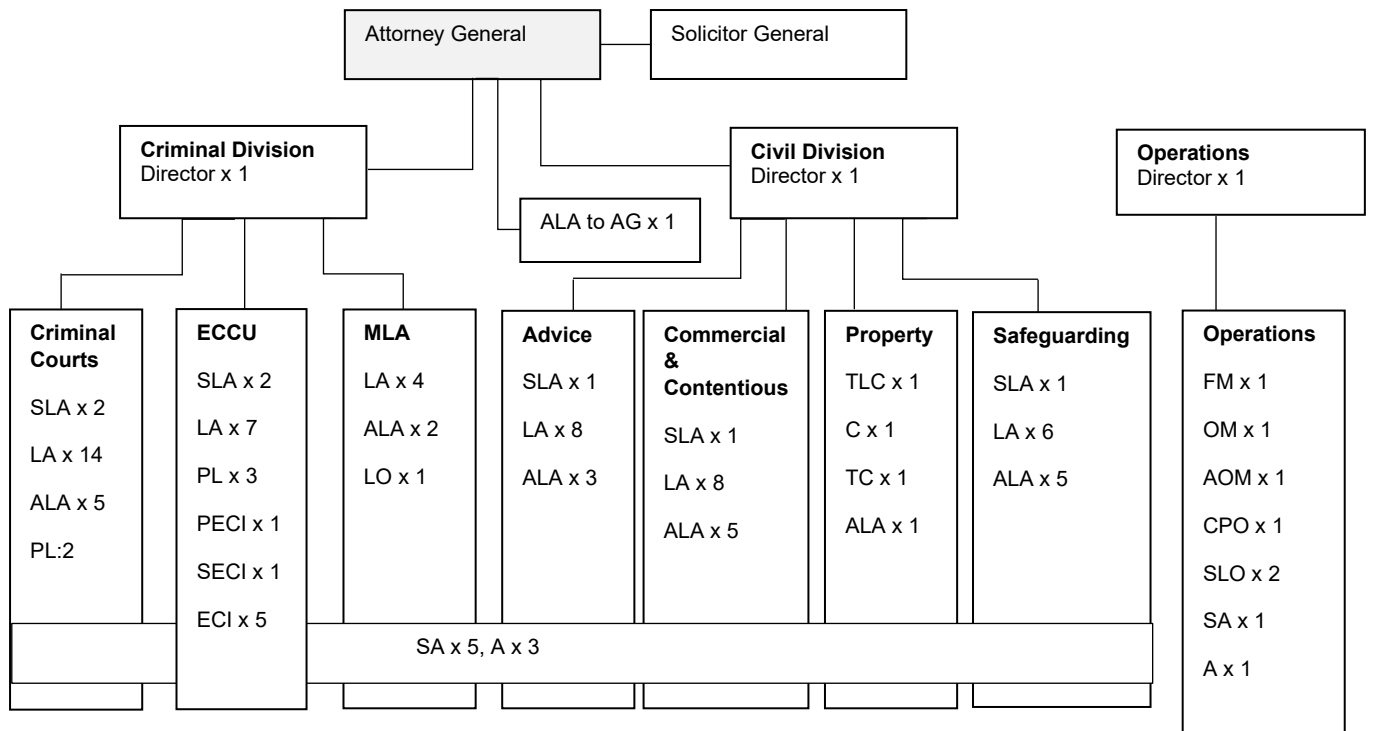
The **Criminal Courts team** undertakes criminal prosecutions before the Magistrate's and Youth Courts, the Royal Court and Court of Appeal (Criminal Division). The team provides advice and direction to the States of Jersey Police, the Honorary Police, Customs, and numerous Government regulatory departments in addition to conducting the advocacy in subsequent prosecutions.

The **Economic Crime and Confiscation Unit** is a multidisciplinary team of specialist legal advisers and investigators responsible for conducting complex investigations into allegations of transnational money laundering, corruption and terrorism financing. The team is also responsible for civil asset forfeiture and leading criminal investigations into alleged breaches of sanctions legislation. ECCU ensures that Jersey remains at the forefront of the fight against serious financial crime and demonstrates the Island's capacity to detect and deter illicit financial activities.

The **Mutual Legal Assistance team** handles incoming and outgoing international requests for assistance on behalf of the Attorney General, who is the Central Authority for Jersey in matters related to Mutual Legal Assistance. Requests include assistance in relation to evidence for criminal proceedings and non-conviction-based asset recovery; restraint of assets; registration and enforcement of external asset recovery orders; extradition of criminal suspects to and from Jersey; and negotiation of asset sharing agreements between Jersey and its international partners.

The **Operations** team supports the Law Officers and legal staff, in order that the functions of the Law Officers can be carried out efficiently and effectively and in line with the Public Finances Manual and Codes of Practice.

## Appendix 2



Headcount as at 1 January 2026: 113 (individuals, not FTE, including vacancies)

### Notes

<p>A: Administrator                      AG: Attorney General                      ALA: Assistant Legal Adviser                      AOM: Assistant Operations Manager                      ASLA: Acting Up SLA                      C: Conveyancer                      CI: Civilian Investigator                      CPO: Court Proceedings Officer                      ECCU: Economic Crime and Confiscations Unit                      FM: Finance Manager                      LA: Legal Adviser</p>	<p>LO: Liaison Officer                      MLA: Mutual Legal Assistance                      OM: Operations Manager                      PECl: Principal Economic Crime Investigator                      PL: Paralegal                      SA: Senior Administrator                      SECl: Senior Economic Crime Investigator                      SG: Solicitor General                      SLA: Senior Legal Adviser                      SLO: Secretary to Law Officers                      TC: Trainee Conveyancer                      TLC: Team Leader – Conveyancing</p>
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