



2019

Jersey Court Service Business Plan



*Supporting the Delivery of Justice
through Professional
Excellence*

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SECTION 1

Introduction

We present below the Court Service 2019 Business Plan, being the combined business plan of the Viscount's Department and Judicial Greffe.

The 2019 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 2019, 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 Develop and improve Tribunals Service having regard to the Jersey Law Commission consultation report "Improving Administrative Redress in Jersey".
- 1.2 Continue to participate as member of expert group on Legal Aid Reform.
- 1.3 Encourage take-up of community mediation.
- 1.4 In view of increase in jurisdiction of Petty Debts Court, continue to review requirements for additional mediation facilities.
- 1.5 Develop Number 1 Magistrate's Court as a venue for assize trials.
- 1.6 Develop Piquet House as specialist Family Division Court centre.

2. Implement new legislation

ACTIONS:

- 2.1 Monitor and review new infrastructure to deal with implementation of Mental Health and Capacity and Self-Determination Laws.
- 2.2 Monitor effectiveness of new regulatory framework for the Capacity and Self-Determination Law.
- 2.3 Facilitate the implementation of the new Criminal Procedure and Bail Laws.
- 2.4 Continue to monitor implementation of new Data Protection (Jersey) Law 2018, and ensure all policies, procedures and information security measures are compliant.
- 2.5 Make amendments to the Matrimonial Causes Rules 2005.

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.

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 Achieve accreditation against Customer Service Excellence standard.

4.4 Set up Family Division users' group.

5. Develop staff and ensure their safety

ACTIONS:

- 5.1 Continue to make use of States management training courses.
- 5.2 Update and complete all health and safety risk assessments.
- 5.3 Develop scheme for secondment or work experience for students and junior lawyers.
- 5.4 Monitor and implement suitable recommendations from States of Jersey wellbeing initiative.

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

ACTIONS:

- 6.1 Implement information and knowledge management system.
- 6.2 Complete roll out of equipment to provide video links in court.
- 6.3 Develop widespread adoption of electronic courts for paperless hearings.
- 6.4 Continue to encourage and enable digital ways of working.
- 6.5 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 Apply continuing rigour to control of spending and costs.
- 7.3 Investigate charging for services which are currently provided free of charge on a "user pays" principle, and ensure appropriate fees are charged and recovered for paid services.

The Business Plan also takes account of the objectives of the Jersey Legal Information Board and the Criminal Justice System Board (with which the Departments are closely associated); it is also complementary to the States of Jersey Common Strategic Policy 2018-2022 and the Medium Term Financial Plan. It also continues to be the key tool for monitoring strategic and functional focus and for driving performance management.

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

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

Elaine Millar
Viscount

Adam Clarke
Judicial Greffier

Mark Harris
Deputy Viscount

James Lambert
Chief Operating Officer

31 January 2019

What We Do

The Court Service employs a total of 73.8 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 corporate values:

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

Our Strategic Aims

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

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

Our Vision

"To be a global leader amongst small jurisdictions."

Court Service Values Check

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

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

SECTION 2

Summary of Key Objectives and Priorities

This section identifies the key objectives of the Court Service. These objectives will be achieved through action plans for each of our Core Service areas, which have been developed in consultation with stakeholders and are shown in section 4. The objectives contribute to the States of Jersey 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 or www.gov.je/viscount).

Aim: To provide an efficient and effective Court Service

Objectives:

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

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 Registrars), 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.

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 2019

Subjective Analysis

Judicial Greffe

Description	2018 (£)	2019 (£)
Income		
Sale of Goods	(3,500)	(5,000)
Sale of Services	(1,500)	(3,500)
Fees	(949,300)	(1,175,000)
Miscellaneous Income	(4,000)	(3,000)
	(958,300)	(1,186,500)
Expenditure		
Manpower - States Staff Costs	2,716,600	2,911,039
Supplies & Services	100,000	164,900
Administrative Costs	158,500	142,600
Premises & Maintenance General	621,500	516,800
Court & Case Costs	3,876,400	3,892,900
	7,473,000	7,628,239
Net Revenue Expenditure	£6,514,700	£6,441,739

Viscount's Department

Description	2018 (£)	2019 (£)
Income		
Fees & Fines	(499,500)	(703,200)
Commission	(125,000)	(100,000)
Miscellaneous Income	(1,000)	(1,000)
Interest	(1,000)	(2,000)
	(626,500)	(806,200)
Expenditure		
Manpower - States Staff Costs	1,279,300	1,451,597
Supplies & Services	112,600	140,774
Administrative Costs	53,900	101,300
Premises & Maintenance General	380,400	295,250
Court & Case Costs	235,100	239,400
	2,061,300	2,228,321
Net Revenue Expenditure	£1,434,800	£1,422,121

Service Analysis

	2018 (£)	2019 (£)
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory Magistrates Court	2,638,300	2,548,839
Maintenance of Registries		
Court & Case Costs	3,876,400	3,892,900
	£6,514,700	£6,441,739
 Viscount's Department		
Coroner		
Insolvency		
Enforcement	1,199,700	1,182,721
Assize Jury Functions		
Curatorships		
Court & Case Costs	235,100	239,400
	£1,434,800	£1,422,121

SECTION 4

Court Service Action Plans

Core Services

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

Samedi Team

<i>2019 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 19	AJG (ARC)/ MCG	Workflow management only	In association with JLIB & MCG
<ul style="list-style-type: none"> Consider provision of public access to licensing database 	31 Dec 19	AJG (ARC)	Workflow management only	On hold pending legislation
<ul style="list-style-type: none"> Maintain involvement in DAISy2 development 	31 Dec 19	AJG (ARC)	Workflow management only	Use of reports under review following rewrite
<ul style="list-style-type: none"> Make licensing guidance available electronically 	30 Jun 19	AJG (ARC)	Workflow management only	Including website publication
<ul style="list-style-type: none"> Update procedures manuals 	31 Dec 19	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide further information to public on website 	31 Dec 19	AJG (ARC)	Workflow management only	With input from Proceedings Officers
<ul style="list-style-type: none"> Continue to create e-files for criminal matters 	31 Dec 19	AJG (ARC)	Workflow management only	With input from Proceedings Officers

Family Team

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Further develop & test new integrated database to replace current databases 	31 Jul 19	Reg Fam Div/ FPO	£25k	Development in hand
<ul style="list-style-type: none"> Set up & develop Family Division users' group 	30 Jun 19	Reg Fam Div/ FPO	Workflow management only	Development in hand
<ul style="list-style-type: none"> Provide limited procedural advice for all family legislation (procedure before Registrars) 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Leaflets, presentations, web pages, videos, email, personal appointments
<ul style="list-style-type: none"> Maintain & develop Family Team meetings 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Examine need for & viability of electronic filing 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Investigate means to provide information to court users who are not legally represented 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Increasing number of litigants in person
<ul style="list-style-type: none"> Introduce Financial Dispute Resolution hearings & judicial scrutiny of requests for further information to limit costs 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Amendment to Matrimonial Causes Rules 2005 & Civil Partners Causes Rules 2012
<ul style="list-style-type: none"> Introduce Practice Direction for court bundles in ancillary relief claims 	31 Dec 19	Reg Fam Div/ FPO	Workflow management only	Development in hand

Probate Registry

<i>2019 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 LPA online system 	31 Dec 19	Reg of Prob	Workflow management only	Ongoing
<ul style="list-style-type: none"> Introduce small estates exemption by amendment of Probate (Jersey) Law 1998 	31 Dec 19	Reg of Prob	Workflow management only	Amendment with LDO
<ul style="list-style-type: none"> Consider introduction of online payment of stamp duty 	31 Dec 19	Reg of Prob	Workflow management only	In liaison with Treasury
<ul style="list-style-type: none"> Review online & print presence 	31 Dec 19	Reg of Prob	£1k	Including leaflets, guides & online information

Core Services (continued)

Public Registry

<i>2019 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 19	Reg of Deeds	To be determined	Some documents already submitted electronically
<ul style="list-style-type: none"> Implement amended Stamp Duties & Fees (Jersey) Law 1998 to permit payment by other means 	31 Dec 19	Reg of Deeds/COO	Workflow management only	Online payment for smaller transactions to be addressed
<ul style="list-style-type: none"> Consider provision of public access to PRIDE online 	31 Dec 19	Reg of Deeds/COO	Workflow management only	Already available at Société Jersiaise & Jersey Archive
<ul style="list-style-type: none"> Continue to review design & accessibility of PRIDE online 	31 Dec 19	Reg of Deeds/COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Participate in group reviewing domestic property transactions 	31 Dec 19	Reg of Deeds	Workflow management only	Ongoing

Appellate Team

<i>2019 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 19	AJG (ARC)/COO	£500	Ongoing
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 19	AJG (ARC)	Workflow management only	Initially for Court of Appeal & Family Court
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 19	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review Court of Appeal procedures 	31 Dec 19	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Incorporate Court of Appeal matters into DAISy2 	31 Dec 19	AJG (ARC)	Workflow management only	Development to be scoped & costed

Transcription

<i>2019 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 19	IKSM	Workflow management only	Using Lean principles
<ul style="list-style-type: none"> Implement electronic tracking of judgments & transcriptions 	31 Mar 19	IKSM	Workflow management only	Move from paper based logging process

Interlocutory Services

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review effect of & any required changes to Royal Court & continue to produce Practice Directions as required 	31 Dec 19	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide mediation training for two additional Relief Magistrates to act as mediators in Petty Debts Court 	31 Dec 19	MRC	Costs to be met from Court & Case costs	In order to meet increased demand for mediations
<ul style="list-style-type: none"> Draft rules for appeals under the Charities (Jersey) Law 2014 	31 Dec 19	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implement transfer of regulation of Trust Corporations from Royal Court to JFSC & Law Society 	31 Dec 19	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Undertake review of rules relating to access to Court files 	31 Dec 19	MRC	Workflow management only	Ongoing

Core Services (continued)

Legal Aid Disbursements

<i>2019 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 19	AJG (ARC)	Workflow management only	In progress
<ul style="list-style-type: none"> Continue to formalise scheme for dealing with onerous payments 	31 Dec 19	AJG (ARC)/ JG	Workflow management only	In progress

Magistrate's, Youth & Petty Debts Courts

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue development of Court Diary System (DAISy2) & facilitate production of justice system KPIs from system data 	30 Jun 19	MCG/ COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 19	MCG	£2k	Funding available & development in hand
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 19	MCG	Workflow management only	Including Transcribers & Ushers
<ul style="list-style-type: none"> Implement support requirements for Criminal Procedure (Bail) (Jersey) Law 2017 	31 Mar 19	MCG	Manpower implications & associated costs	Courts sitting outside normal working hours
<ul style="list-style-type: none"> Review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal 	31 Dec 19	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 19	MCG	Workflow management only	Review need for additional mediator
<ul style="list-style-type: none"> Develop new procedures & leaflets to deal with increase in jurisdiction of Petty Debts Court (to £30k) 	31 Dec 19	MCG	Workflow management only	Especially in relation to personal injury
<ul style="list-style-type: none"> Continue to develop & monitor new Petty Debts Court database 	31 Dec 19	MCG	£3k	Ongoing
<ul style="list-style-type: none"> Continue to monitor usage of Relief Magistrates 	31 Dec 19	MCG	Workflow management only	Maintain existing support & control
<ul style="list-style-type: none"> Participate in development of Number 1 Court as venue for assize trials 	31 May 19	MCG/PEO	Workflow management & COCF funding	In association with Bailiff's Chambers

Intellectual Property Registry

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Complete move of trademark records to JFSC 	31 May 19	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

Tribunals Service

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Finalise new fee structure for Chairs, Deputies & Panel Members 	31 Dec 19	MATS	Workflow management only	For all Tribunals
<ul style="list-style-type: none"> Implement improvements to translation & interpreting service 	31 Dec 19	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Recruit new Chair & Deputy Chair for Health & Safety Tribunal 	31 May 19	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Update Employment Relations Register & make available online 	30 Apr 19	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implement open office once a month for general public 	28 Feb 19	MATS	Workflow management only	To improve customer service & communication

Core Services (continued)

• Establish customer feedback form to review services	31 Mar 19	MATS	Workflow management only	To improve customer service
• Design and print rooms for hire leaflet	31 Mar 19	MATS	Workflow management only	To enhance income stream

Court Enforcement

<i>2019 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 19	V/PEO/DV/SO	Workflow management only	Continue to build links with Police & Customs
• Continue to develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed	31 Dec 19	PEO/SEO DV	Workflow management & minor associated costs	Subject to budgetary constraints, implement recommendations of 2017 risk assessments
• Review selected procedures using Lean	31 Dec 19	RO/SEO	Workflow management only	Ongoing
• Develop online guidance notes for key enforcement procedures	31 Dec 19	DV/PEO/SEO	Workflow management only	Ongoing
• Develop database for historic <i>saisies judiciaires</i> & confiscation orders	31 Dec 19	PEO/SO	Workflow management only	Ongoing
• Provide training for all EOs for assize trials	31 Dec 19	PEO/SEO/SCO	Workflow management only	Ongoing
• Train new EOs/COs	31 Dec 19	PEO/SEO/SCO	Workflow management only	Ongoing
• Provide self-defence training for EOs	31 Dec 19	SEO/PEO	Workflow management only	Ongoing
• Review & standardise committal paperwork in relation to all courts	31 Dec 19	SCO/PEO/SEO	Workflow management only	Ongoing
• Cross-skill infield EOs to support SO in enforcement of <i>saisies judiciaires</i>	31 Dec 19	PEO/SEO	Workflow management only	Ongoing
• Train new SEO	31 Dec 19	PEO/DV	Workflow management only	Ongoing
• Train all EOs in use of new computer system (Plain sail)	31 Dec 19	PEO	Workflow management only	Ongoing
• Improve relationship with LOD in relation to <i>saisies judiciaires</i>	31 Dec 19	DV/PEO/SEO	Workflow management only	Ongoing
• Implement effective performance management of EOs	31 Dec 19	DV/PEO/SEO	Workflow management only	Ongoing
• Explore benchmarking & self-audit of enforcement	31 Dec 19	PEO/SEO	Workflow management only	Ongoing
• Evolve management of maintenance orders	31 Dec 19	PEO/SEO	Workflow management only	Both local and multi-jurisdictional
• Implement updated fee structure for all enforcement	31 Dec 19	V/DV/PEO	Workflow management only	Ongoing

Assize Jury

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Review process for preparation & service of jury summonses	31 Dec 19	DV/CSM	Workflow management	Ongoing
• Select & train additional jury <i>surveillant</i> (custodian) & jury summons server	31 Dec 19	DV/PEO/CSM	Workflow management only	Recruitment ongoing

Core Services (continued)

Coroner

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Contribute to Mass Fatalities Working Group to develop & enhance Strategic Mass Fatalities Plan & associated operational plans 	31 Dec 19	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Death certification & cremation procedures reform (in liaison with MOH, Superintendent Registrar, Primary Care Governance, others) 	31 Dec 19	DV/CSM	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review Sudden Deaths database 	31 Dec 19	DV/CSM	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review current certificates, forms & guidance notes (use of electronic signatures) 	31 Dec 19	DV/CSM	Workflow management only	Ongoing (update & convert to plain English)
<ul style="list-style-type: none"> Review procedures & policies re deaths of mental health in-patients 	31 Dec 19	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Explore benchmarking against other jurisdictions 	31 Dec 19	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Propose amendments & updates to Inquest Law & Rules 	31 Dec 19	DV	Workflow management only	Ongoing

Insolvency and Delegate

<i>2019 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 procedures & infrastructure following implementation of Capacity & Self-determination (Jersey) Law & monitor practical considerations 	31 Dec 19	V/SMI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review & enhance all template documents for delegates 	30 Jun 19	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Monitor implementation of changes in delegate reports & annual accounts 	31 Dec 19	V/SMI/MI	Workflow management only	In accordance with Rules
<ul style="list-style-type: none"> Review & enhance performance measures & all annual reports 	31 Dec 19	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Undertake DMIS phase 2 enhancements & major software upgrade 	31 Dec 19	SMI/MI	£25k	Enhancements to new system (to include debt billing system)
<ul style="list-style-type: none"> Review criteria for Debt Remission (Individuals) (Jersey) Law 2016 	31 Dec 19	V/SMI/MI	Workflow management only	In association with Citizens Advice Jersey
<ul style="list-style-type: none"> Review record-keeping for désastres (online & hard copy) 	31 Dec 19	SMI/MI	Workflow management only	Implement recommendations of review
<ul style="list-style-type: none"> Review & enhance all template documents for désastres 	31 Dec 19	V/SMI/MI	Workflow management only	Ongoing

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

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Monitor & enhance internal procedures for conduct of regulatory role 	31 Dec 19	V/SMI	Workflow management only	To avoid conflicts of interest
<ul style="list-style-type: none"> Participate in training programme for delegates 	31 Dec 19	V/SMI	Workflow management only	To include other stakeholders

Core Services (continued)

Accounts Team

<i>2019 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 data management system to improve access to information 	31 Dec 19	FM	Workflow management only	Part of project to develop information & knowledge management system
<ul style="list-style-type: none"> Align receipts with e-Gov project to take advantage of online forms to receive income 	31 Dec 19	FM	Workflow management only	In association with Business Support Group & e-Gov project

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>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• LAWS				
<i>Adoption (Jersey) Law 1961:</i> Make recommendations to update Law	31 Dec 19	Reg Fam Div	Workflow management only	Review in light of proposed Civil Marriage Law
<i>Bankruptcy (Désastre) (Jersey) Law 1990:</i> Progress amendments	31 Dec 19	V/SMI	Workflow management only	Including review of subordinate legislation
<i>Children (Jersey) Law 2002:</i> Progress amendments	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing
<i>Civil Forfeiture (Jersey) Law 201-:</i> Comment as required	31 Dec 19	V/DV/PEO	Workflow management only	Ongoing
<i>Civil Marriage (Jersey) Law 201-:</i> Comment as required	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing
<i>Civil Partnership (Jersey) Law 2012:</i> Progress amendments	31 Dec 19	Reg Fam Div	Workflow management only	Re divorce reform, civil partnerships, age of marriage consultation & pre-marital agreements
<i>Criminal Procedure (Jersey) Law 2018:</i> Enacted, not in force	31 Dec 19	V/DV/PEO	Workflow management only	Participate in implementation
<i>Criminal Procedure (Bail) (Jersey) Law 2017:</i> Enacted, not in force	31 Dec 19	DV/PEO/SCO	Workflow management only	Participate in development of Rules, Regulations & procedures
<i>Inquests and Post-Mortem Examinations (Jersey) Law 1995:</i> Progress amendments	31 Dec 19	DV	Workflow management only	To ensure attendance of inquest witnesses
<i>Inquests and Post-Mortem Examinations (Jersey) Law 1995:</i> Review in light of changes in England & Wales	31 Dec 19	DV	Workflow management only	Ongoing
<i>Maintenance Orders (Enforcement) (Jersey) Law 1999:</i> Comment	31 Dec 19	Reg Fam Div/JG/PEO	Workflow management only	With particular regard to enforcement of financial orders
<i>Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000:</i> Comment as required	31 Dec 19	Reg Fam Div/JG/PEO	Workflow management only	Ongoing
<i>Matrimonial Causes (Jersey) Law 1949:</i> Progress amendments	31 Dec 19	Reg Fam Div	Workflow management only	Re divorce reform, civil partnerships, age of marriage consultation & pre-marital agreements
<i>Stamp Duties and Fees (Jersey) Law 1998:</i> Propose amendment	31 Dec 19	V/SMI	Workflow management only	To allow Viscount to charge for remise de biens administration
• RULES & REGULATIONS				
<i>Adoption Rules 1962:</i> Make recommendation to update Rules	31 Dec 19	Reg Fam Div	Workflow management only	Review in light of proposed Civil Marriage Law
<i>Burials and Exhumations Rules 201-:</i> Comment as required	31 Dec 19	DV	Workflow management only	Ongoing
<i>Children Rules 2005:</i> Comment as required	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing

Law Reform (continued)

Civil Marriage Rules 201-: Comment as required	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing
Civil Partners Causes Rules 2012: Progress amendments	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing
Criminal Procedure Rules 201-: Comment as required	31 Dec 19	V/DV/PEO/ CO	Workflow management only	Contribute to drafting of secondary legislation
Matrimonial Causes Rules 2005: Progress amendments	31 Dec 19	Reg Fam Div	Workflow management only	Ongoing
• PRACTICE DIRECTIONS				
Update & amend Family Division Practice Directions	31 Dec 19	Reg Fam Div	Workflow management only	Including bundles

Corporate Management Objectives

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

<i>2019 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 19	JG	Workflow management only	Regarding checks & balances between executive, legislative & judicial branches of government
• Measure cost of delivery of services	31 Dec 19	COO/FM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, financial processing & reporting arrangements	31 Dec 19	COO/FM	Workflow management only	Continued amalgamation of both Departments operational resources
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 19	COO/FM	Workflow management only	Ensure measures in place re Governance Statement & GAAP requirements
• Continue to investigate further cost-savings & synergies with LOD	31 Dec 19	JG/V/DV/COO	Workflow management	Joint working group with LOD
• Introduce greater use of banking & online technologies for enforcement of fines & judgments	31 Dec 19	FM/DV/PEO	Workflow management only	Ongoing review (new software will be an enabler)
• Prepare for assessment against CSE standard	31 Dec 19	COO/SMT	Workflow management only	Ongoing
• Maintain funding for Family Mediation Jersey	31 Dec 19	COO	£72k	Level of funding to be kept under review
• Maintain hard copy law library	31 Dec 19	JG/V	£30k	In association with Institute of Law
• Extend the use of video-conferencing facilities	31 Dec 19	COO	Workflow management only	In association with JLIB

Information & Knowledge Management

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

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Ensure data protection impact assessments are embedded as an organisational tool	31 Mar 19	IKSM	Workflow management only	Include assessments as part of all change programmes
• Update risk registers	31 Mar 19	IKSM	Workflow management only	Make Corporate Register a live management tool & include data risks

Information & Knowledge Management (continued)

• Complete case file model	30 Jun 19	IKSM	Workflow management only	Generic full lifecycle model of case file from initiation to closure
• Review development of a jerseycourts.je website	30 Jun 19	IKSM	Workflow management only	Review mothballed project & create new plan
• Adopt changes to States of Jersey Data Protection & Records Management policies	31 Dec 19	IKSM	Workflow management & central funding	Follow OneGov initiatives re data protection & information security
• Integrate case management processes between Bailiff's Chambers & Court Service	31 Dec 19	IKSM	Workflow management only	Coordinate case initiation, scheduling, hearing, disposition, archiving
• Complete electronic filing for criminal case files	31 Dec 19	IKSM	Workflow management only	No further criminal deposition scanning
• Devise & implement Court Service email policy & style guide	31 Dec 19	IKSM	Workflow management only	Based on existing States of Jersey email policy
• Commence implementation of an information & knowledge management system	31 Dec 19	IKSM	Workflow management & central funding	Ongoing
• Support project for implementation of fully digital courts	31 Dec 19	JG/MRC/COO	Workflow management only	In association with JLIB
• Implement Office 365 & utilise to streamline processes	31 Dec 19	SMT	Workflow management only	Dependent on central programme

Human Resources

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

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Continue in-house management training for departmental policies	31 Dec 19	COO	Workflow management only	Through use of facilitated workshops
• Ensure that all training courses attended are relevant & value for money	31 Dec 19	COO	Workflow management only	Attendees to provide feedback at team meetings
• Develop a Court Service staff handbook	31 Dec 19	COO/SMT	Workflow management only	Based on induction programme
• Make full use of CMI & other professional seminars	31 Dec 19	SMT	£2k	Ongoing
• Streamline shared human resources function to deliver improved service	31 Dec 19	COO/IPM	Workflow management only	Pending transfer of Intellectual Property Registers to JFSC
• Further develop existing appraisal system	31 Oct 19	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>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Assess need for guidance information & public notices to be translated	31 Dec 19	JG	Workflow management only	Policy to be developed in association with JLIB
• Maintain user feedback (especially via Internet & Intranet) & undertake user satisfaction survey	31 Dec 19	COO/SMT	£3k	As part of CSE programme

Accommodation

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

<i>2019 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 participate in Morier House refurbishment project 	31 Dec 19	V/DV	Workflow management only	Seek to address concerns re lighting & air conditioning
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & third party property 	31 Dec 19	SMI/PEO	£42k	Ensure recharges made to stakeholders for storage costs
<ul style="list-style-type: none"> Develop Piquet House as specialist Family Division court centre 	31 Dec 19	Reg Fam Div/COO	£1.6m capital funding	Funding approval required

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>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Ensure display screen equipment & workstation assessments carried out 	31 Dec 19	IKSM	Workflow management only	Utilising Cardinus risk management system
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 19	COO/SMT	Workflow management only	Ongoing (especially paper & single use plastics)
<ul style="list-style-type: none"> Participate in Eco Active States project 	31 Dec 19	JG/COO/SMI	Workflow management only	Maintain & implement policies which contribute to a sustainable environment
<ul style="list-style-type: none"> Continue to undertake risk assessments & review of health & safety policies 	31 Dec 19	IKSM	Workflow management only	Implement recommendations of previous risk assessments
<ul style="list-style-type: none"> Implement suitable initiatives from States of Jersey wellbeing project 	31 Dec 19	V/COO	To be determined	To reflect focus on employee wellbeing

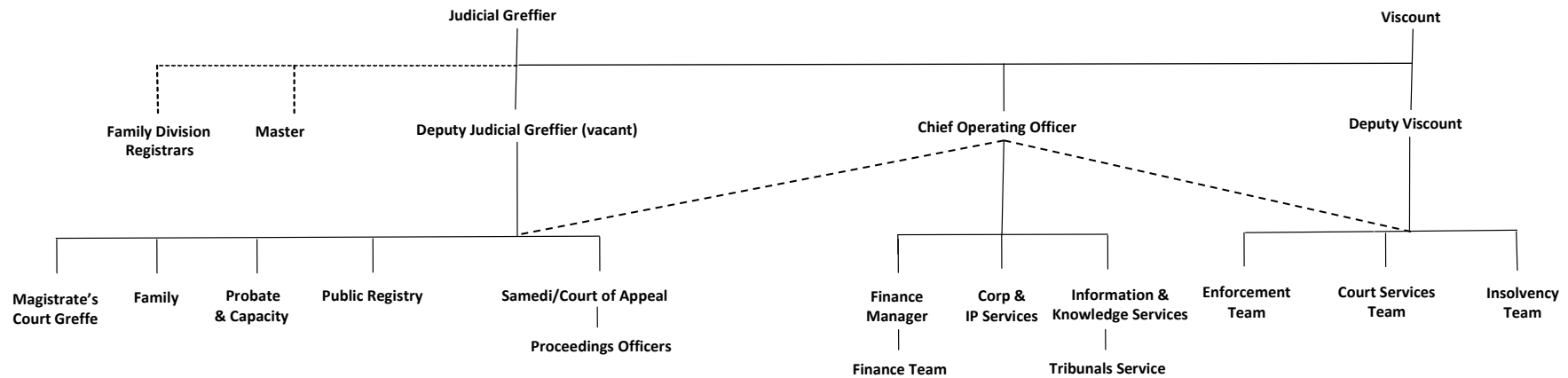
Performance Management

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

<i>2019 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Enhance Court Service performance framework & develop benchmarking 	31 Dec 19	COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain performance management feedback reports 	31 Dec 19	SMT	Workflow management only	Ongoing (quarterly basis)

Annex A to Court Service 2019 Business Plan

Court Service Functional Organisation



Annex B to Court Service 2019 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 2019 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
CSE	Customer Service Excellence
CSM	Court Services Manager
DAISy2	Data Analysis & Information System
DMIS	Désastre Management Information System
DV	Deputy Viscount
EO	Enforcement Officer
FM	Finance Manager
FPO	Family Proceedings Officer
GAAP	Generally accepted accounting practice
IKSM	Information and Knowledge Services Manager
IPM	Intellectual Property Manager
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
KPI	Key Performance Indicator
LDO	Legislative Drafting Office
LOD	Law Officers' Department
LPA	Lasting power of attorney
MATS	Manager Appeals and Tribunal Service
MCG	Magistrate's Court Greffier
MI	Manager, Insolvency
MOH	Medical Officer of Health
MRC	Master of the Royal Court
PEO	Principal Enforcement Officer
Reg Fam Div	Registrars, Family Division
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
RO	Risk Officer
SCO	Senior Court Officer
SEO	Senior Enforcement Officer
SMI	Senior Manager, Insolvency
SMT	Senior Management Teams
SO	Saisie Officer
V	Viscount



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