

2020 Jersey Court Service Business Plan





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SECTION 1

Introduction

We present below the Court Service 2020 Business Plan, being the combined business plan of the Viscount's Department and Judicial Greffe.

The 2020 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 2020, 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 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.

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

7. Ensure value for money

ACTIONS:

- 7.1 Continue to participate in joint working group with LOD and other non-ministerial departments to identify further savings and synergies.
- 7.2 Apply continuing rigour to control of spending and costs, and ensure compliance with the Public Finances Manual.
- 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 Government Plan 2020-2023. 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 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 2020

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 core values and behaviours:

- 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?

Postscript

This Business Plan was drafted before the coronavirus pandemic reached Jersey and defensive measures, including the lockdown, were introduced. This means that many of our activities are on hold or greatly diminished, and some of our objectives for the year may no longer be achievable. Conversely, however, one outcome has been the introduction of measures that have meant some services have continued by making maximum use of technology. This has included the conduct of Court hearings by remote conferencing technology and greater use of video meetings in the day-to-day conduct of our business. The Court Service has been flexible and adaptable in ensuring that all essential services continue. A new objective, arising from this experience, will be to capture these new ways of working, to ensure that we obtain all the benefits and learning points arising from this period of uncertainty.

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; prepare for more Islanders living longer; improve Islanders' wellbeing and mental and physical health.

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

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

SECTION 3

Resources for 2020

Subjective Analysis

Judicial Greffe

Description	2019 (£)	2020 (£)
Income		
Sale of Goods	(3,500)	(5,000)
Sale of Services	(1,000)	(1,000)
Fees	(949,800)	(1,283,000)
Miscellaneous Income	(4,000)	(3,000)
	(958,300)	(1,292,000)
Expenditure		
Manpower - States Staff Costs	2,690,600	3,258,000
Manpower - Non States Staff Costs	26,000	48,000
Supplies & Services	164,000	398,000
Administrative Costs	43,000	60,000
Premises & Maintenance General	508,900	596,000
Other Operating Costs	0	92,000
Grants & Subsidies	75,000	20,000
Court & Case Costs	3,880,600	4,294,000
	7,388,100	8,766,000
Net Revenue Expenditure	£6,429,800	£7,474,000

Viscount's Department

Description	2019 (£)	2020 (£)
Income		
Fees & Fines	(483,500)	(687,000)
Commission	(141,000)	(116,000)
Miscellaneous Income	(1,000)	(1,000)
Interest	(1,000)	(2,000)
	(626,500)	(806,000)
Expenditure		
Manpower - States Staff Costs	1,265,300	1,779,000
Supplies & Services	136,300	265,000
Administrative Costs	31,400	30,000
Premises & Maintenance General	294,300	307,000
Bank Interest & Charges	5,300	10,000
Court & Case Costs	239,400	239,000
	1,972,000	2,630,000
Net Revenue Expenditure	£1,345,500	£1,824,000

Service Analysis

	2019 (£)	2020 (£)
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory Magistrate's Court	2,549,200	3,180,000
Maintenance of Registries		
Court & Case Costs	3,880,600	4,294,000
	£6,429,800	£7,474,000
 Viscount's Department		
Coroner		
Insolvency		
Enforcement	1,106,100	1,585,000
Delegates		
Court & Case Costs	239,400	239,000
	£1,345,500	£1,824,000

SECTION 4

Court Service Action Plans

Core Services

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

Samedi Team

<i>2020 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 20	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 20	AJG (ARC)	Workflow management only	On hold pending legislation
<ul style="list-style-type: none"> Maintain involvement in DAISy2 development 	31 Dec 20	AJG (ARC)	Workflow management only	Use of reports under review following rewrite
<ul style="list-style-type: none"> Make licensing guidance available electronically 	31 Dec 20	AJG (ARC)	Workflow management only	Including website publication
<ul style="list-style-type: none"> Update procedures manuals 	31 Dec 20	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide further information to public on website 	31 Dec 20	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 20	AJG (ARC)	Workflow management only	With input from Proceedings Officers
<ul style="list-style-type: none"> Continue to develop electronic submission for all taxation matters 	31 Dec 20	AJG (ARC)	Workflow management only	Ongoing

Family Team

<i>2020 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 Mar 20	Reg Fam Div/ FPO	£25k	In operation (generation of orders & costs analysis to be completed)
<ul style="list-style-type: none"> Provide limited procedural advice for all family legislation (procedure before Registrars) 	31 Jul 20	Reg Fam Div/ FPO	Workflow management only	In hand (policy for mirror orders from other jurisdictions to be completed)
<ul style="list-style-type: none"> Maintain & develop Family Team meetings 	31 Dec 20	Reg Fam Div/ FPO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Examine need for & viability of electronic filing 	31 Dec 20	Reg Fam Div/ FPO	Workflow management only	On hold pending review of new case management software
<ul style="list-style-type: none"> Introduce updated & amended forms for financial applications (in association with JLIB) 	31 Dec 20	Reg Fam Div/ FPO	Workflow management only	Financial statement complete, Form C4 to be reviewed
<ul style="list-style-type: none"> Introduce Financial Dispute Resolution hearings & judicial scrutiny of requests for further information to limit costs 	31 Dec 20	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 new financial statement in ancillary relief claims & applications 	31 Dec 20	Reg Fam Div/ FPO	Workflow management only	Under Schedule 1 of Children (Jersey) Law 2002

Probate and Protection Registry

<i>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Introduce small estates exemption by amendment of Probate (Jersey) Law 1998 	31 Dec 20	Reg of Prob	Workflow management only	Amendment with LOD
<ul style="list-style-type: none"> Review online & print presence 	30 Jun 20	Reg of Prob	£1k	Ongoing (in relation to Protection Division)
<ul style="list-style-type: none"> Allow for LPA to be entered on PRIDE when attorney transacting on immovable property 	31 Dec 20	Reg of Prob	Workflow management & minor associated costs	In conjunction with Public Registry

Core Services (continued)

<ul style="list-style-type: none"> Provide for LPAs for foreign applicants 	30 Sep 20	Reg of Prob	Workflow management only	Amendment to Capacity & Self-Determination Law for foreign applicants re Jersey assets
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Public Registry

<i>2020 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 20	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 20	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 20	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 20	Reg of Deeds/COO	Workflow management only	Ongoing

Appellate Team

<i>2020 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 20	AJG (ARC)/COO	£500	Ongoing
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 20	AJG (ARC)	Workflow management only	As part of the Court Digital capital project
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 20	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review Court of Appeal procedures 	31 Dec 20	AJG (ARC)	Workflow management only	Ongoing

Transcription

<i>2020 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 	30 Jun 20	IKSM	Workflow management only	Consolidate new procedures in transcription manual
<ul style="list-style-type: none"> Implement electronic tracking of judgments & transcriptions 	30 Jun 20	IKSM	Workflow management only	Implementation in hand

Interlocutory Services

<i>2020 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 20	MRC	Workflow management only	Ongoing
<ul style="list-style-type: none"> Issue consultation in relation to proposed changes to Royal Court Rules & Practice Directions 	31 Dec 20	MRC	Workflow management only	As part of implementation of digital courts
<ul style="list-style-type: none"> Complete transfer of regulation of Trust Corporations from Royal Court to JFSC & Law Society 	31 Dec 20	MRC	Workflow management only	In progress (led by JFSC & Government of Jersey)
<ul style="list-style-type: none"> Act as member of Legal Aid Guidelines Advisory Committee 	31 Dec 20	MRC	Workflow management only	Under Access to Justice (Jersey) Law 2019

Core Services (continued)

Legal Aid Disbursements

<i>2020 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 20	AJG (ARC)	Workflow management only	Using Supply Jersey

Magistrate's, Youth and Petty Debts Courts

<i>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 20	MCG	£2k	Funding available & development in hand
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 20	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 20	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 20	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building
<ul style="list-style-type: none"> Develop new procedures & leaflets to deal with increase in jurisdiction of Petty Debts Court (to £30k) 	31 Dec 20	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 20	MCG	£3k	Ongoing
<ul style="list-style-type: none"> Develop Number 1 Court as venue for assize trials 	30 Sep 20	MCG/PEO	Workflow management & COCF funding	Funding approved in Government Plan 2020-2023

Intellectual Property Registry

<i>2020 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 20	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

Tribunals Service

<i>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Consider new fee structure for Chairs, Deputies & Panel Members 	31 Dec 20	MATS	Workflow management only	For all Tribunals (as part of administrative redress proposals)
<ul style="list-style-type: none"> Implement improvements to translation & interpreting service 	31 Dec 20	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Update Employment Relations Register & make available online 	30 Jun 20	MATS	Workflow management only	Register updated (decision awaited on vires of placing online)
<ul style="list-style-type: none"> Continue open office once a month for general public 	31 Dec 20	MATS	Workflow management only	To improve customer service & communication
<ul style="list-style-type: none"> Establish customer feedback form to review services 	31 Dec 20	MATS	Workflow management only	Customer journey mapping in hand
<ul style="list-style-type: none"> Develop procedure for mental health capacity appeals 	31 Mar 20	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Recruit Social Security Tribunal members & increase hearings to twice per month 	31 May 20	MATS	Workflow management only	Medical & lay members required
<ul style="list-style-type: none"> Progress work for pan-Island collaboration for all Tribunals 	31 Dec 20	MATS	Workflow management only	Ongoing

Core Services (continued)

<ul style="list-style-type: none"> Develop performance metrics & tracking across all tribunals 	30 Jun 20	IKSM/MATS	Workflow management only	Propose changes to service level targets as necessary
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Court Enforcement

<i>2020 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 20	V/PEO/DV/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Continue to develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed 	31 Dec 20	PEO/SEO DV	Workflow management & minor associated costs	Ongoing
<ul style="list-style-type: none"> Review selected procedures using Lean 	31 Dec 20	RO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop online guidance notes for key enforcement procedures 	31 Dec 20	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop database for historic <i>saisies judiciaires</i> & confiscation orders 	31 Dec 20	PEO/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide training for all EOs for assize trials 	31 Dec 20	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Train new SEO/EOs/COs 	31 Dec 20	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Cross-skill infield EOs to support SO in enforcement of <i>saisies judiciaires</i> 	31 Dec 20	PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Train all EOs in use of new computer system (Plainsail) 	31 Dec 20	PEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Improve relationship with LOD in relation to <i>saisies judiciaires</i> 	31 Dec 20	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implement effective performance management of EOs 	31 Dec 20	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Explore benchmarking & self-audit of enforcement 	31 Dec 20	PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Evolve management of maintenance orders 	31 Dec 20	PEO/SEO	Workflow management only	Both local and multi-jurisdictional
<ul style="list-style-type: none"> Implement updated fee structure for all enforcement 	31 Dec 20	V/DV/PEO	Workflow management only	Subject to agreement
<ul style="list-style-type: none"> Complete information reporting requirements for Plainsail 	31 Dec 20	V/DV/FM	Workflow management only	Ongoing
<ul style="list-style-type: none"> Install CCTV in interview & holding area 	31 Dec 20	V/DV/PEO/SEO	Workflow management only	Ongoing

Assize Jury

<i>2020 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 new jury selection (tirage) software 	31 Dec 20	DV/PEO/CSM	Workflow management	Ongoing (in conjunction with M&D)

Core Services (continued)

Coroner

<i>2020 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 20	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 20	DV/CSM	Workflow management only	Ongoing with other agencies
<ul style="list-style-type: none"> Review Sudden Deaths database 	31 Dec 20	DV/CSM	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review current certificates, forms & guidance notes (use of electronic signatures) 	31 Dec 20	DV/CSM	Workflow management only	Ongoing (update & convert to plain English)
<ul style="list-style-type: none"> Explore benchmarking against other jurisdictions 	31 Dec 20	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Propose amendments & updates to Inquest Law & Rules 	31 Dec 20	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Consider establishment of Excess Death working group 	31 Dec 20	DV	Workflow management only	Following feedback from 2019 Pandemic Flu exercise

Insolvency and Delegate

<i>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Incorporate results of post implementation review of Capacity & Self-determination (Jersey) Law & monitor practical considerations 	31 Dec 20	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Enhance all template documents for delegates 	30 Jun 20	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain performance measures & all annual reports 	31 Dec 20	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Undertake DMIS phase 2 enhancements & major software upgrade 	31 Dec 20	SMI/MI	£25k	Enhancements to new system (to include debt billing system)
<ul style="list-style-type: none"> Promote a consultation on criteria for Debt Remission (Individuals) (Jersey) Law 2016 	31 Dec 20	V/SMI/MI	Workflow management only	In association with Citizens Advice Jersey
<ul style="list-style-type: none"> Monitor record-keeping for désastres (online & hard copy) 	31 Dec 20	SMI/MI	Workflow management only	Retention policy in place
<ul style="list-style-type: none"> Monitor & enhance all template documents for désastres 	31 Dec 20	V/SMI/MI	Workflow management only	Ongoing

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

<i>2020 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 20	V/SMI	Workflow management only	To avoid conflicts of interest
<ul style="list-style-type: none"> Participate in ongoing training programmes for delegates 	31 Dec 20	V/SMI	Workflow management only	To include other stakeholders

Core Services (continued)

Accounts Team

<i>2020 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 systems & controls over income from invoices raised in Judicial Greffe 	31 Dec 20	FM	Workflow management only	To improve allocation & collection of income
<ul style="list-style-type: none"> Align receipts with e-Gov project to take advantage of online forms to receive income 	31 Dec 20	FM	Workflow management only	Use of ICAR to facilitate collection of Stamp Duty & other income

Law Reform

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

<i>2020 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 20	Reg Fam Div	Workflow management only	Investigate with appropriate stakeholders
<i>Bankruptcy (Désastre) (Jersey) Law 1990:</i> Consider amendments	31 Dec 20	V/SMI	Workflow management only	Including review of subordinate legislation
<i>Capacity and Self-Determination (Jersey) Law 2016:</i> Enacted	31 Dec 20	V/SMI	Workflow management only	Monitor practical implementation & participate in post-implementation steering group
<i>Children (Jersey) Law 2002:</i> Progress amendments	31 Dec 20	Reg Fam Div	Workflow management only	Introduce improved financial statement for ancillary relief
<i>Civil Forfeiture (Jersey) Law 202-:</i> Comment as required	31 Dec 20	V/DV/PEO	Workflow management only	Ongoing
<i>Companies (Jersey) Law 1991:</i> Progress amendments	31 Dec 20	V/SMI	Workflow management only	New creditors' winding up procedure
<i>Criminal Procedure (Jersey) Law 2018:</i> Enacted	31 Dec 20	V/DV/PEO	Workflow management only	Participate in final phase of implementation
<i>Criminal Procedure (Bail) (Jersey) Law 2017:</i> Enacted, partially in force	31 Dec 20	DV/PEO/SCO	Workflow management only	Participate in development of Rules, Regulations & procedures
<i>Disclosure of Information (Entities) (Jersey) Law 202-:</i> Comment as required	31 Dec 20	V/SMI	Workflow management only	Ongoing
<i>Inquests and Post-Mortem Examinations (Jersey) Law 1995:</i> Review in light of changes in England & Wales	31 Dec 20	DV	Workflow management only	Ongoing
<i>Matrimonial Causes (Jersey) Law 1949:</i> Assist with drafting of new Law	31 Dec 20	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 20	V/SMI	Workflow management only	To allow Viscount to charge for remise de biens administration & consider fees generally
<i>Trusts (Amendment No. 7) (Jersey) Law 2018:</i> Progress amendments	31 Dec 20	V/SMI	Workflow management only	Re trustee lien
• RULES & REGULATIONS				
<i>Adoption Rules 1962:</i> Make recommendation to update Rules	31 Dec 20	Reg Fam Div	Workflow management only	Investigate with appropriate stakeholders
<i>Burials and Exhumations Rules 201-:</i> Comment as required	31 Dec 20	DV	Workflow management only	Ongoing
<i>Children Rules 2005:</i> Comment as required	31 Dec 20	Reg Fam Div	Workflow management only	Introduce early neutral evaluation

Law Reform (continued)

Criminal Procedure Rules 202- Comment as required	31 Dec 20	V/DV/PEO/ CO	Workflow management only	Contribute to drafting of secondary legislation
Matrimonial Causes Rules 2005: Progress amendments	31 Dec 20	Reg Fam Div	Workflow management only	Introduce Financial Dispute Resolution
• PRACTICE DIRECTIONS				
Pursue & develop new Family Division Practice Directions	31 Dec 20	Reg Fam Div	Workflow management only	For domestic violence, abridgement of time, bundles, & changes to JFCAS involvement
Publish Practice Direction relating to rules for access to Court files	31 Dec 20	MRC	Workflow management only	Ongoing

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>2020 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 20	JG	Workflow management only	Regarding checks & balances between executive, legislative & judicial branches of government
• Measure cost of delivery of services	31 Dec 20	COO/FM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, financial processing & reporting arrangements	31 Dec 20	COO/FM	Workflow management only	Consider extending to other Non-ministerial departments
• Ensure full compliance with Public Finances (Jersey) Law 2019 & Public Finances Manual	31 Dec 20	COO/FM	Workflow management only	Ensure measures in place re Governance Assurance Statement
• Continue to investigate further cost-savings & synergies with LOD	31 Dec 20	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 20	FM/DV/PEO	Workflow management only	Ongoing review (new software will be an enabler)
• Prepare for assessment against CSE standard	31 Dec 20	COO/SMT	Workflow management only	Ongoing
• Maintain funding for Family Mediation Jersey	31 Dec 20	COO	£72k	Level of funding to be kept under review
• Maintain hard copy law library	31 Dec 20	JG/V	£30k	In association with Institute of Law

Information & Knowledge Management

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

<i>2020 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	30 Jun 20	IKSM	Workflow management only	DPIA training required for all managers
• Update risk registers	31 Mar 20	IKSM	Workflow management only	Roll into DPIA training & preparations for health & safety audit
• Complete case file model	31 Dec 20	IKSM	Workflow management only	Modify DAISy2 to capture information & provide appropriate reports

Information & Knowledge Management (continued)

• Review development of a jerseycourts.je website	31 Dec 20	IKSM	Workflow management only	Potential project manager identified
• Adopt changes to States of Jersey Data Protection & Records Management policies	31 Dec 20	IKSM	Workflow management & central funding	Ongoing
• Integrate case management processes between Bailiff's Chambers & Court Service	31 Dec 20	IKSM	Workflow management only	Coordinate case initiation, scheduling, hearing, disposition, archiving
• Complete electronic filing for criminal case files	31 Dec 20	IKSM	Workflow management only	Ongoing (bundles now filed electronically)
• Devise & implement Court Service email policy & style guide	31 Dec 20	IKSM	Workflow management only	Ongoing
• Commence implementation of an information & knowledge management system	31 Dec 20	IKSM	Workflow management & central funding	Ongoing
• Review volume of paper records storage	30 Jun 20	IKSM	Workflow management only	Liaise with Jersey Archive to ensure capacity maintained
• Lead project for implementation of fully digital courts	31 Dec 20	JG/MRC/COO	Workflow management only	Funding approved in Government Plan 2020-2023
• Implement Office 365 & utilise to streamline processes	31 Dec 20	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>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Ensure that all training courses attended are relevant & value for money	31 Dec 20	COO	Workflow management only	Attendees to provide feedback
• Develop a Court Service staff handbook	31 Dec 20	COO/SMT	Workflow management only	Based on induction programme
• Make full use of CMI & other professional seminars	31 Dec 20	SMT	£2k	Ongoing
• Streamline shared human resources function to deliver improved service	31 Dec 20	COO/IPM	Workflow management only	Pending transfer of Intellectual Property Registers to JFSC
• Further develop existing appraisal system	31 Mar 20	JG/V/COO	Workflow management only	Taking account of central initiatives

Public Relations

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

<i>2020 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Assess need for translation of guidance information & public notices	31 Dec 20	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 20	COO/SMT	£3k	As part of CSE programme

Accommodation

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

<i>2020 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 20	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 20	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 20	Reg Fam Div/COO	£1.85m capital funding	As per Government Plan 2020-2023

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>2020 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 Mar 20	IKSM	Workflow management only	Assessments continuing
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 20	COO/SMT	Workflow management only	Ongoing (especially paper & single use plastics)
<ul style="list-style-type: none"> Continue to undertake risk assessments & review of health & safety policies 	31 Jan 20	IKSM	Workflow management only	Health & safety audit to be undertaken
<ul style="list-style-type: none"> Implement suitable initiatives from States of Jersey wellbeing project 	31 Dec 20	V/COO	To be determined	To reflect focus on employee wellbeing

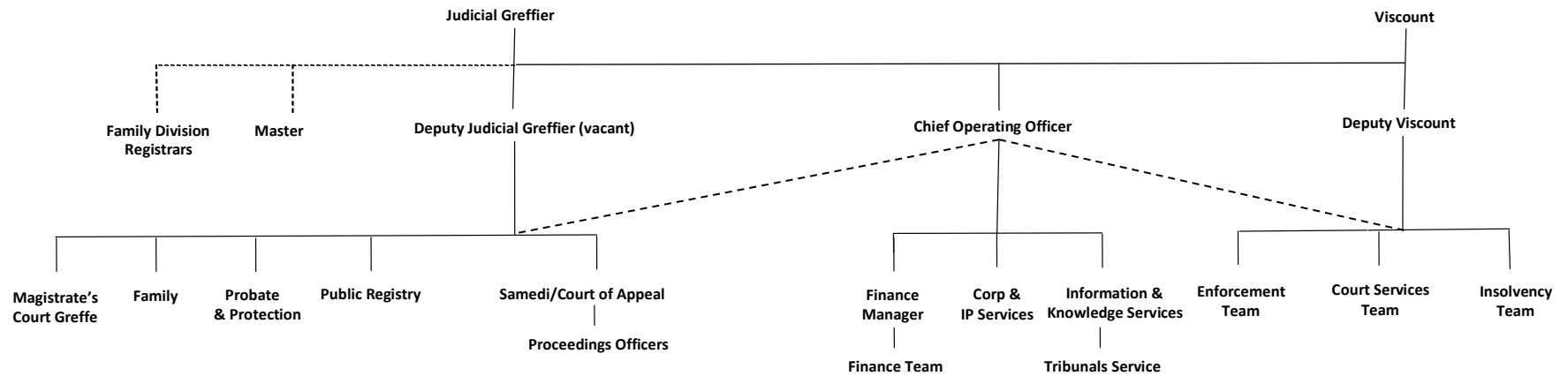
Performance Management

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

<i>2020 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 20	COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain performance management feedback reports 	31 Dec 20	SMT	Workflow management only	Ongoing (quarterly basis)

Annex A to Court Service 2020 Business Plan

Court Service Functional Organisation



Annex B to Court Service 2020 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 2020 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 and Information System
DMIS	Désastre Management Information System
DPIA	Data Protection Impact Assessment
DV	Deputy Viscount
EO	Enforcement Officer
FM	Finance Manager
FPO	Family Proceedings Officer
ICAR	Income Collection and Reconciliation
IKSM	Information and Knowledge Services Manager
IPM	Intellectual Property Manager
JFCAS	Jersey Family Court Advisory Service
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
LOD	Law Officers' Department
LPA	Lasting power of attorney
MATS	Manager Appeals and Tribunal Service
MCG	Magistrate's Court Greffier
M&D	Modernisation and Digital
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