



Judicial Greffe & Viscount's Department

2013

Jersey Court Service Business Plan



*Supporting the Delivery of Justice
through Professional
Excellence*



INVESTOR IN PEOPLE

LIST OF CONTENTS

SECTION 1	3
INTRODUCTION BY THE JUDICIAL GREFFIER/VISCOUNT	3
WHO WE ARE	5
WHAT WE DO	6
OUR CORE VALUES.....	6
OUR STRATEGIC AIMS.....	7
VISION	7
SECTION 2(A)	8
SUMMARY OF KEY OBJECTIVES AND PRIORITIES.....	8
SECTION 2(B)	11
KEY RISKS AND MITIGATION	11
SECTION 3	17
RESOURCES FOR 2013.....	17
SUBJECTIVE ANALYSIS	17
SERVICE ANALYSIS.....	18
SECTION 4	19
COURT SERVICE ACTION PLANS	19
CORE SERVICES	20
SAMEDI SECTION	20
FAMILY SECTION	20
PROBATE SECTION	21
PUBLIC REGISTRY.....	21
APPELLATE SECTION	21
JUDGMENTS.....	22
INTERLOCUTORY SERVICES	22
LEGAL AID DISBURSEMENTS	22
MAGISTRATE’S, YOUTH & PETTY DEBTS COURTS	22
INTELLECTUAL PROPERTY REGISTRY	23
APPEALS & TRIBUNALS’ REGISTRY	23
COURT ENFORCEMENT	23
ASSIZE JURY	24
CORONER.....	24
INSOLVENCY & OFFICIAL CURATORSHIP.....	24
LAW REFORM	25
CORPORATE MANAGEMENT OBJECTIVES	26
INFORMATION SYSTEMS	27
HUMAN RESOURCES	27
PUBLIC RELATIONS	28
COMMUNICATIONS	28
ACCOMMODATION	29
HEALTH, SAFETY & THE ENVIRONMENT	29
EQUIPMENT & TECHNICAL RESOURCES	29
PERFORMANCE MANAGEMENT	30
ANNEX A TO COURT SERVICE 2013 BUSINESS PLAN	31
LIST OF ABBREVIATIONS USED IN ACTION PLANS	31
ANNEX B TO COURT SERVICE 2013 BUSINESS PLAN	32
CRITICAL SUCCESS FACTORS.....	32

ANNEX C TO COURT SERVICE 2013 BUSINESS PLAN	33
SERVICE PLEDGES	33
ANNEX D TO COURT SERVICE 2013 BUSINESS PLAN	39
COURT SERVICE CLIENT CHARTER	39

SECTION 1

INTRODUCTION BY THE JUDICIAL GREFFIER/VISCOUNT

We are pleased to present the Court Service 2013 Business Plan, the tenth of such plans to combine the business plans of the Judicial Greffe and Viscount's Department. This represents a continuation in the drive towards achieving improved integration of judicial services in the Island, a process which was commenced in 2002.

A great deal was achieved last year against the 2012 Business Plan, demonstrating the commitment of both Departments to attaining the highest standards of service, and the determination further to develop flexible and modern working practices. A more comprehensive account of these activities will be found in the 2012 Court Service Annual Report.

In addition, both Departments have continued to benchmark themselves against the Investors in People standard. Since 2009, when it was first published, the Departments have been actively working with the revised version of the standard, and made a decision to go beyond the basic standard and achieve the Bronze Award. This was duly accomplished at a review in September 2010, and both Departments emerged from the process with flying colours. In 2012, the Court Service became recognised as an Investors in People Champion, marking the organisation's commitment to sharing experiences and encouraging others along the Investors in People path.

The 2013 Business Plan identifies key activities which will be undertaken, over and above the provision of the 83 main or primary services which are delivered across 13 functional areas. Some of these activities are entirely novel, some are undertaken at the request of external organisations, but most represent a continuation of initiatives commenced in previous years; all are focused on the drive to provide an efficient and effective service to our users. In 2012, the Court Service underwent an extensive risk analysis programme and, for the first time, the Business Plan contains a schedule of identified risks (at Section 2b) which will be actively managed by risk owners in 2013 and beyond.

The Business Plan takes account of the objectives of the Jersey Legal Information Board and the Criminal Justice System Board (with which the Departments are closely associated); it is also complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides detailed Action Plans for 2013 for the Court Service and indicates the human, financial and other resources required to support them. It also continues to be the key tool for monitoring strategic and functional focus, and for driving performance management.

The Business Plan is set out as follows:

Section 1 provides background information about the Court Service.

Section 2a summarises the key objectives and priorities of the Court Service.

Section 2b details all of the identified Court Service risks and planned mitigation.

Section 3 analyses the resources available to the Court Service for 2013.

Section 4 contains the detailed Action Plans for 2013 and beyond for the Court Service, covering the following areas:

- Core Services.
- Law Reform.
- Corporate Management Objectives.
- Information Systems.
- Human Resources.
- Communications.
- Public Relations.
- Accommodation.
- Health and the Environment.
- Equipment and Technical Resources.
- Performance Management.

In addition, Section 4 contains the Court Service Critical Success Factors (and the actions being taken to manage them), Service Pledges, Client Charter and Code of Corporate Governance, and a list of abbreviations used in the Action Plans.

Although not referred to directly in this business plan, the Jersey Legal Information Board will be hosting the Law Via the Internet Conference in 2013, on behalf of the Free Access to Law Movement (to which JLIB has subscribed since 2008). The conference is a major international event in the calendar for academics, legal information specialists and government organisations alike, and will therefore be a highly prestigious occasion for JLIB, the Court Service and the Island.

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

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



Michael Wilkins
Judicial Greffier/Viscount



Paul Matthews
Deputy Judicial Greffier



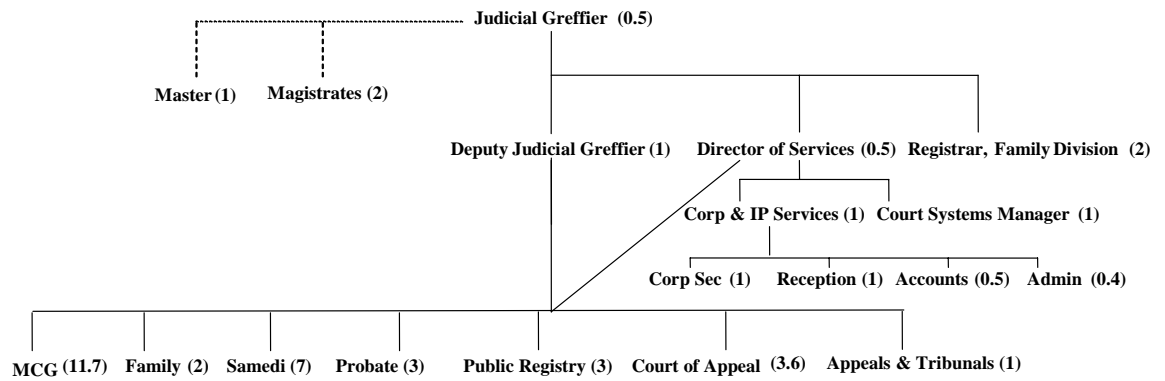
James Lambert
Director of Services

11 January 2013

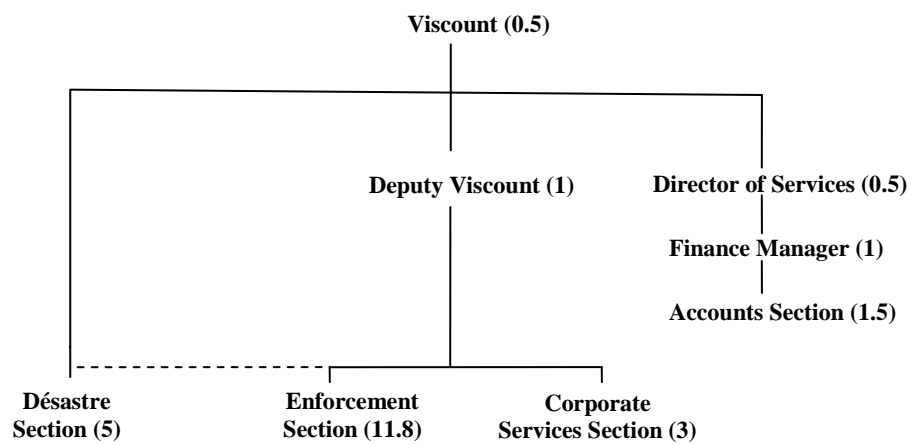
WHO WE ARE

The Court Service employs a total of 67.5 full time equivalent staff organised to deliver services as follows:

Judicial Greffe – Functional Organisation (43.2)



Viscount's Department – Functional Organisation (24.3)



WHAT WE DO

Although this Business Plan is a combined document for the Judicial Greffe and Viscount's Department, it is helpful to summarise the functions of the two separate Departments:

The Judicial Greffe is responsible for the provision of 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.

A more detailed account of the 83 functions fulfilled by the Court Service can be found in the 2012 Court Service Annual Report.

The constitution of both Departments is defined under statute in the Departments of the Judiciary and the Legislature (Jersey) Law, 1965.

The main stakeholders in the Court Service are:

- Its Staff
- The Judiciary
- Other Departments of the Judiciary
- The Legal and Accountancy Professions
- The States of Jersey
- Other States Departments and connected agencies
- The Finance Industry
- The States of Jersey Police
- The Honorary Police and other Parochial Officers
- The Citizens' Advice Bureau and other voluntary organisations
- Members of the Public

OUR CORE VALUES

The Court Service is committed to the achievement of its Client Charter (see Annex D), which was agreed in 2001. It contains the following Core Values:

- We understand and support the role of an independent judiciary as a mainstay of the Constitution.
- We treat all our clients with courtesy, respect and dignity by providing services that meet their needs.
- Our staff are our most valued resource, who deserve trust, honesty, fair and equal treatment, and opportunities for personal development. It is only through this approach that loyalty, quality work and teamwork can be expected.

- Each of us takes ownership of, and responsibility for, our organisation and its success.
- We will conduct our business to the highest standards of ethical and professional behaviour. We will act with integrity, impartiality and fairness at all times.
- We will be satisfied with nothing less than the best in all that we do.
- We embrace creativity and innovation, continually seeking new ways of doing things better, and of achieving better value for money.

OUR STRATEGIC AIMS

- To support the delivery of justice.
- To make the law and legal processes more accessible to the public.
- To develop an integrated legal system.
- To strengthen Jersey's position as a leading business centre.

VISION

“Supporting the delivery of justice through professional excellence”

SECTION 2(a)

SUMMARY OF KEY OBJECTIVES AND PRIORITIES

This section identifies the key objectives of the Court Service. These objectives will be achieved through detailed action plans, which have been developed in consultation with stakeholders and are shown in Section 4. Performance indicators are shown in Annex C.

AIM

- **To provide an efficient and effective Court Service**

OBJECTIVES AND KEY PERFORMANCE/SUCCESS CRITERIA

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

Performance/success criteria:

- Issue Convening Acts and Acts ordering Public Elections within 1 working day.
- Issue Company Acts, Decrees Absolute and Acts of the Royal Court within 5 working days.
- Issue Decrees Nisi and Liquor and Gambling Licences within 10 working days.
- Process applications for legal aid disbursements within 5 working days.
- Issue all Court of Appeal Acts and Register Orders in Council within 1 working day.
- Issue all Interlocutory Acts within 3 working days.
- Appointment to fix a hearing date within 3 working days of request.

Strategic Plan Vision: A safe and caring community

Objective 2: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

Performance/success criteria:

- Register Judicial Hypothecs within 5 working days.
- Register Wills of Immovables, Powers of Attorney and Public Service and Water Notices within 7 working days.
- Appointment for cancellation of Acts within 4 working days of request.
- Issue Acts of Probate Division, Curatorship Acts of Jurats' Appointment and Curatorship Acts of Appointment within 5 working days.
- Issue Grants of Probate and Letters of Administration within 5 working days.
- Issue Intellectual Property Certificates and Certificates of Eligibility within 3 working days.

Strategic Plan Vision: A strong and sustainable economy

Objective 3: Provide an administrative service to the Magistrate's, Youth and Petty Debts Courts.

Performance/success criteria:

- Issue Arrest Orders and Acts of Committal within 2 working days.
- Issue Petty Debts Court Acts within 3 working days.
- Acts of Court completed within 1 working day.

Strategic Plan Vision: A safe and caring community

Objective 4: The efficient enforcement of all Court Orders.

Performance/success criteria:

- Enforcement of Royal Court and Petty Debts Court Judgments for Debt instigated within 2 working days of Act being lodged and registered.
- Service of Process effected within the relevant statutory time period.
- Enforcement of fines and compensation orders (payment completed in full or imprisonment imposed in lieu).
- Enforcement of orders made under the Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000.

Strategic Plan Vision: A safe and caring community

Objective 5: Efficient and effective Désastre proceedings.

Performance/success criteria:

- Arrange for inventory of valuables and disposal of perishables within 2 working days.
- Circulars to banks and identified UK creditors notifying declaration sent within 7 working days.
- Construct debtors' spreadsheet and proceed to recover funds owing within 21 days of declaration.

Strategic Plan Vision: A safe and caring community

Objective 6: Effective management of the financial affairs of impecunious interdicts.

Performance/success criteria:

- Notification of appointment of Curator to identified parties completed within 2 weeks of receipt of Act of Court.
- Compilation of inventory of both real and personal property within the relevant statutory time period.
- Periodic contact with carers of interdicts at least quarterly.
- Production of annual accounts within the relevant statutory time period.
- Monitoring and processing of items of income and expenditure on a monthly basis.

Strategic Plan Vision: A safe and caring community

Objective 7: Effective investigation of sudden deaths to establish cause and reason.

Performance/success criteria:

- Order post-mortem examinations following receipt of Police report within 1 working day.
- Set dates for inquest openings within 1 working day.
- Issue post-inquest documentation within 1 working day.

Strategic Plan Vision: A safe and caring community

Objective 8:

Compile and manage the jury selection procedure and manage the jury during assize trials.

Performance/success criteria:

- Respond to queries regarding the duties of a juror within 1 working day.
- Respond to requests for exemption from jury service within 1 working day.
- Provide support and guidance to jury members for the duration of the trial.

Strategic Plan Vision: A safe and caring community

SECTION 2(b)
KEY RISKS AND MITIGATION

SECTION 2(b) – KEY RISKS AND MITIGATION

Ref	Risk Description	Risk Rating	Controls Currently in Place	Risk Owner	Key Risk Indicators	Planned Mitigation
1	Knowledge Retention: Risk of losing key people with irreplaceable organisational knowledge due to a combination of an aging workforce, future downsizing and voluntary redundancies	High	Manuals have been written to capture organisational knowledge in some sections, however, process is not formalised, consistent or quality controlled; Some degree of succession planning/work sharing	DS	Overall level of staff turnover Increase in number of mistakes and or complaints	Re-employ outgoing people on a retainer; Develop a robust succession planning process in conjunction with HR; Introduce longer notice periods to ensure there is scope for knowledge transfer through work shadowing; Set aside funds to facilitate knowledge transfer; Develop more robust planning processes to ensure key knowledge can be identified and captured; Introduce a formalised notice period for all senior posts
2	Leadership: Risk arising from losing key senior and executive staff in the coming year which causes uncertainty and may impact on service continuity	High	None identified	DS	Executive level staff turnover	Risk is aligned to Knowledge Retention risk above; Extend and formalise notice periods; Introduce shadow working; Develop succession planning; Introduce a retainer arrangement which facilitates ongoing support and assistance
3	Health & Safety: Failure to provide a safe working environment for workers and the public exposes the States to compensation liabilities, loss of reputation and other costs	High	None identified	JG/DS	Increase in Health & Safety incidents Staff complaints	Proposal to appoint a Health & Safety officer; Formal response awaited from States HR
4	Communication: Risk of not managing internal & external communication effectively	High	Key stakeholder surveys are undertaken from time to time	DJG	Stakeholder complaints or queries in respect to misunderstandings	See stakeholder management below; Develop a communications strategy to complement the business planning process

Ref	Risk Description	Risk Rating	Controls Currently in Place	Risk Owner	Key Risk Indicators	Planned Mitigation
5	Stakeholder Management: Risk of not managing key stakeholders including other Departments, combined with no ministerial representation which could result in uninformed decisions being taken which impact negatively on the future development of the Court Service	High	Ongoing discussions with politicians & HAD; High level strategy in place under auspices of CJSB (which takes overarching view of criminal & civil justice systems)	JG/DS	Key decisions being taken which adversely impact on the Court Service or its stakeholders	Resurrect dormant cross departmental user groups to address aspects of management of stakeholder and communications risks; Develop "sharing and learning" sessions with other Departments to avoid duplication & co-ordinate investment in systems which can be integrated; Challenge silo thinking across Departments through greater co-ordination on projects, major change initiatives & development of integrated IT strategy or identification of shared data and systems to collectively capture & use this data in a seamless and joined up way; Develop Court Service online profile (currently 3 websites of varying quality); Develop initiatives to highlight what the Court Service does & market its core services to key stakeholder groups (initiatives might include: holding a conference with departments, development of marketing materials, leveraging off the fact that the Service is a major source of funds for the States); Consider targeted surveys of key stakeholders to identify how they perceive the Service in order to address misunderstandings or ambiguity
6	Access Risk: Failure to adequately restrict access to information or data may result in unauthorised knowledge & use of confidential information	Med	Policy for data encryption; Reliant on CMD-IS for maintaining access rights; Anti-virus software	DJG	Adverse media reports Lost or stolen data	Contingencies to be developed

Ref	Risk Description	Risk Rating	Controls Currently in Place	Risk Owner	Key Risk Indicators	Planned Mitigation
7	Availability Risk: Unavailability of important information when needed threatens continuity of critical operations & processes	Med	Back-ups performed every night; Cloud hosting being considered	DS	System down time Reliance on out of date information	Contingencies to be developed
8	Change Management: Ability of the Service to produce robust business plans in support of change initiatives (without adequate planning the Service is unable to implement process & service improvements to keep pace with changes in demand from citizens)	Med	Business planning process; Body of law available online	DS	Business plans not being able to secure the support of key stakeholders	Contingencies to be developed
9	Infrastructure Risk: Risk that the Service cannot adequately identify/map current processes to support business case for data and document management (States do not have the information technology infrastructure needed to effectively support current & future requirements of the Service in an efficient, cost-effective & well controlled fashion)	Med	None identified	JG/V	Business cases not being able to secure support of key stakeholders	Contingencies to be developed
10	Catastrophic Loss: A major disaster threatens the States ability to sustain operations, provide essential products & services, or recover operating costs (eg 'flu pandemic)	Med	Business recovery plan in place (but not tested); Data back-ups at 2 locations; Cloud hosting being considered	FM	Untested business recovery plans	Contingencies to be developed
11	Sovereign/Political: Adverse internal & external political actions threaten States resources & future cash flows	Med	Lobbying UK Government	DJG	Publication of consultation papers by UK or EU	Contingencies to be developed
12	Funding: Public spending pressures will damage Department's ability to deliver its services	Med	Mechanism in place to increase fees on an annual basis	JG/V	Decrease in budget	Contingencies to be developed

Ref	Risk Description	Risk Rating	Controls Currently in Place	Risk Owner	Key Risk Indicators	Planned Mitigation
13	Resources: Risk we do not have the right resources or capacity in all of the right areas to meet the change requirements (critical mass & work overload leading to greater stress)	Med	External review under way; Cross skilling; Closer collaboration across Departments; Contingency funds are available	DS	Key elements of the change programme missing deadlines or being delayed.	Contingencies to be developed
14	HR: Failure to comply with HR policies & employment law due to lack of dedicated HR resource	Med	Investors in People Bronze award	DS	Staff grievances	Contingencies to be developed
15	Service Development: Ineffective service development threatens States ability to meet or exceed customers' needs consistently over the long-term.	Med	Business planning process	FM	Increase in customer complaints	Contingencies to be developed
16	Integrity Risk: Risks associated with authorisation, completeness & accuracy of transactions as they are entered into, processed by, & reported by the various application systems deployed by the States (including fraud)	Med	Input & validation routines; Annual reviews by internal & external audit	FM	Fraud reports Poorly rated internal audit reports	Contingencies to be developed
17	Trust: Risk of an erosion of trust in the Court Service	Med	None identified	DJG	Adverse media reports Level of stakeholder complaints	Contingencies to be developed
18	Accounting Information: Overemphasis on financial accounting information in the States may result in manipulation of outcomes to achieve financial targets at the expense of not meeting customer satisfaction, quality & efficiency objectives	Low	None identified	FM	Increase in customer complaints	Periodically review this risk

SECTION 3
RESOURCES FOR 2013
SUBJECTIVE ANALYSIS

Judicial Greffe

Description	2012 Original (£)	2013 Estimate (£)
Income		
Sale of Goods	(4,000)	(3,500)
Sale of Services	(1,000)	(500)
Fees	(433,500)	(917,800)
Miscellaneous Income	(99,500)	(25,000)
	(538,000)	(946,800)
Expenditure		
Manpower - States Staff Costs	2,567,900	2,507,100
Supplies & Services	58,300	102,600
Administrative Costs	294,300	459,100
Premises & Maintenance General	481,000	433,100
Court & Case Costs	3,924,800	4,094,800
	7,326,300	7,596,700
Net Revenue Expenditure	£6,788,300	£6,649,900

Viscount's Department

Description	2012 Original (£)	2013 Estimate (£)
Income		
Fees & Fines	(513,000)	(453,200)
Commission	(169,000)	(131,000)
Miscellaneous Income	-	(1,000)
Interest	(1,000)	(1,000)
	(683,000)	(586,200)
Expenditure		
Manpower - States Staff Costs	1,171,600	1,253,100
Supplies & Services	97,700	102,000
Administrative Costs	70,800	65,300
Premises & Maintenance General	261,300	264,200
Court & Case Costs	536,800	273,900
	2,138,200	1,958,500
Net Revenue Expenditure	£1,455,200	£1,372,300

SERVICE ANALYSIS

	2012 Estimate £	2013 Estimate £
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory	} 2,863,500	2,555,100
Magistrates Court		
Maintenance of Registries		
Court & Case Costs	3,924,800	4,094,800
	£6,788,300	£6,649,900
Viscount's Department		
Coroner	} 918,400	1,098,400
Désastre		
Enforcement		
Assize Jury Functions		
Curatorships		
Court & Case Costs	536,800	273,900
	£1,455,200	£1,372,300

SECTION 4

COURT SERVICE ACTION PLANS

CORE SERVICES

A list of abbreviations used below can be found at Annex A (page 31)

Samedi Section

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue to review design & accessibility of Court Rota	31 Dec 13	AJG (RC)/ MCG	Workflow management only	In association with JLIB & MCG	15
• Ensure Court Greffiers are multi-skilled	31 Dec 13	DJG/ AJG (RC)	Workflow management only	Allowing Greffiers to sit in all matters	15
• Consider provision of public access to licensing database	31 Dec 13	DJG	Workflow management only	New database to be set up in conjunction with new Law	15
• Continue to scan court archive records (civil, criminal & Family Division)	31 Dec 13	DJG/ AJG (RC)	Workflow management only	Ongoing	15
• Develop database for case management of Samedi matters (to include DAISy)	31 Dec 13	AJG (RC)/ DJG	£40k	Including automation of litigation searches	15
• Make licensing guidance available electronically	31 Dec 13	AJG (RC)	Workflow management only	Including website publication	15
• Introduce service pledge for taxation of costs	31 Dec 13	AJG (RC)	Workflow management only	Ongoing	15
• Scan & dispose of old costs/legal aid files	31 Dec 13	AJG (RC)	Workflow management only	Ongoing	15
• Update procedures manuals	31 Dec 13	AJG (RC)	Workflow management only	With input from Proceedings Officers	15
• Provide further information to public on website	31 Dec 13	AJG (RC)	Workflow management only	With input from Proceedings Officers	15

Family Section

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Enhance matrimonial database	31 Dec 13	Reg Fam Div	£15k	Ongoing	15
• Maintain & enhance use of children database	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Maintain & enhance use of adoptions database	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Provide limited procedural advice re Children (Jersey) Law 2002, Children Rules 2005 & Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	15
• Provide limited procedural advice re Adoption (Jersey) Law 1961 & Adoption Rules 1962	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	15
• Provide limited procedural advice re Matrimonial Causes (Jersey) Law 1949 & Matrimonial Causes Rules 2005	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	15
• Provide limited procedural advice re Child Custody (Jurisdiction) (Jersey) Law 2005 & Child Custody (Jurisdiction) Rules 2005	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	15

CORE SERVICES (continued)

• Maintain & develop Family Section meetings	31 Dec 13	Reg Fam Div	Workflow management only	To be held on a regular basis	15
• Participate in plans to develop Jersey Family Court Advisory Service	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Participate in plans to increase use of family mediation	31 Dec 13	Reg Fam Div	Cost of mediators	Ongoing	15
• Continue electronic conversion of paper files	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Examine need for electronic equipment for more efficient operation of courts	31 Dec 13	Reg Fam Div	Workflow management only	Including use of video conferencing	15
• Maintain Parental Responsibility database	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Maintain reciprocal enforcement of foreign maintenance orders database	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Consider provision of database for Child Custody Jurisdiction applications	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
• Provide limited procedural advice re Civil Partnership (Jersey) Law 2012 & Civil Partners Causes Rules 2012	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	15

Probate Section

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Implement further enhancements to Probate database	31 Dec 13	Reg of Prob	£5k	Provide for data transfer from Excel	15

Public Registry

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Plan for passing of deeds by electronic means	31 Dec 13	Reg of Deeds	To be determined	By participation in JLIB Land Registry Reform project	15
• Continue to participate in digital mapping project & provision of unique property reference numbers	31 Dec 13	Reg of Deeds/ DS	Workflow management only	In association with DoE	15
• Continue to enhance <i>Public Registry Online</i>	31 Dec 13	Reg of Deeds	£30k	Phase 4 development commenced 2010	15
• Participate in consultation for amendment of Stamp Duties and Fees (Jersey) Law 1998	31 Dec 13	Reg of Deeds/ DJG	Workflow management only	Ongoing	15
• Maintain Public Registry User Group meetings	31 Dec 13	Reg of Deeds	Workflow management only	Ongoing	15

Appellate Section

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Continue development & use of ECourt system for e-delivery & transmission of bundles	31 Dec 13	AJG (AS)/ DS	£500	Ongoing	2
• Investigate feasibility of moving Court of Appeal to No 2 Court	31 Dec 13	AJG (AS)	Workflow management only	After conversion of No 2 Court to fully electronic courtroom	15

CORE SERVICES (continued)

Judgments

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Complete uploading of Unreported Judgments series from 1977 for publication on JLIB website 	31 Dec 13	AJG (AS)	Workflow management only	Ongoing	15

Interlocutory Services

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Six monthly review of all cases on Pending List 	31 Dec 13	MRC/DJG	Workflow management only	Ongoing	2

Legal Aid Disbursements

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Close all concluded Legal Aid files for 2008/9 	31 Dec 13	AJG (RC)	Workflow management only	In progress	2
<ul style="list-style-type: none"> Continue electronic conversion of paper files 	31 Dec 13	AJG (RC)	Workflow management only	In progress	2

Magistrate's, Youth & Petty Debts Courts

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue enhancement & expansion of Court Diary System (DAISy) 	31 Dec 13	MCG/ DS	£29k	Utilise opportunities for data transfer between criminal justice agencies using new system	15
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 13	MCG	£2k	Funding available & development in hand	15
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 13	MCG	Workflow management only	Including Transcribers & Ushers	15
<ul style="list-style-type: none"> Implement support requirements for Police Procedures & Criminal Evidence (Jersey) Law 2003 	31 Dec 13	MCG	Manpower implications & associated costs	Courts sitting outside normal working hours	7
<ul style="list-style-type: none"> Continue to review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal 	31 Dec 13	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building	15
<ul style="list-style-type: none"> Provide for continuation of mediation service & recruit replacement Mediator 	30 Jun 13	JG/DS	£25k	New MRC will not be trained Mediator	15
<ul style="list-style-type: none"> Establish procedures for Residential Tenancy (Jersey) Law 2011 before bringing into force 	31 Dec 13	MCG	Workflow management only	Procedures & support documentation required for Petty Debts Court	7
<ul style="list-style-type: none"> Maintain regular section meetings 	31 Dec 13	MCG	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Develop cross-skilling of all staff 	31 Dec 13	MCG	Workflow management only	To allow Petty Debts Court Greffiers to sit in criminal courts	15
<ul style="list-style-type: none"> Continue monitoring usage of Relief Magistrates 	31 Dec 13	MCG	Workflow management only	Maintain existing support & control	15

CORE SERVICES (continued)

Intellectual Property Registry

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Assess need for & modify databases as required 	31 Dec 13	IPM	Workflow management only	Move of Trade Mark records to JFSC	15
<ul style="list-style-type: none"> Maintain online access to UK IP Registries 	31 Dec 13	IPM	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Develop online Trade Mark database to establish interface between Registries 	31 Dec 13	DJG/IPM	Revenue/capital costs to be identified	Ongoing (in conjunction with JFSC)	7

Appeals & Tribunals' Registry

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Implement agreed recommendations of review of operation of Tribunal 	30 Jun 13	AJG (AS)	To be determined	Review of first year of operation undertaken in 2011	15
<ul style="list-style-type: none"> Maintain & develop service pledges 	31 Dec 13	AJG (AS)	Workflow management only	Complaints processed within 6 months	15
<ul style="list-style-type: none"> Undertake strategy & business planning review 	31 Mar 13	DS	Workflow management only	With main stakeholders	15

Court Enforcement

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Provide induction for DV regarding Court Enforcement 	30 Jun 13	PEO/SEO	Workflow management only	New DV appointed Jan 13	7
<ul style="list-style-type: none"> Maintain & enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders 	31 Dec 13	V/PEO/DV	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Maintain collaboration with LOD & other agents regarding management of complex <i>saisies judiciaires</i> & confiscation orders 	31 Dec 13	DV/PEO/FM	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Consider modification of team composition to ensure effective deployment of enforcement resources 	31 Dec 13	PEO/V/DV	Reconfiguration of roles	Ongoing	7
<ul style="list-style-type: none"> Maintain improved prosecution of parking offences 	31 Dec 13	PEO/SEO	Workflow management only	Ongoing	7
<ul style="list-style-type: none"> Continue to deploy relief staff for criminal assizes & other courts 	31 Dec 13	PEO/SEO	Central funds available	Due to additional Court sittings caused by Human Rights requirements	7
<ul style="list-style-type: none"> Continue to develop staff by allocating more complex cases to individual officers 	31 Dec 13	PEO/SEO	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain CPD of all staff by attendance on courses, workshops & seminars 	31 Dec 13	V/PEO/DV	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain & develop involvement in CAMERA 	31 Dec 13	V	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Maintain & develop passport database 	30 Jun 13	PEO/SEO/FM	£10k	Ongoing	15
<ul style="list-style-type: none"> Introduce time recording in selected cases 	31 Mar 13	V/PEO/SEO	£10k	Implement as part of DMIS	15
<ul style="list-style-type: none"> Develop system for monitoring maintenance payments to other jurisdictions 	31 Dec 13	PEO/SEO/FM	£2k	Ongoing	15

CORE SERVICES (continued)

Assize Jury

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Provide induction for DV regarding Assize Jury 	30 Jun 13	PEO/SEO	Workflow management only	New DV appointed Jan 13	3
<ul style="list-style-type: none"> Continue to pursue improvements in case management of assize trials 	31 Dec 13	V/DV/PEO	Workflow management only	Ongoing	3

Coroner

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Provide induction for DV regarding Coronership 	30 Jun 13	V	Workflow management only	New DV appointed Jan 13	7
<ul style="list-style-type: none"> Maintain Relief Coroner service 	31 Dec 13	DV	Central funds available	Ongoing	7
<ul style="list-style-type: none"> Maintain best practice by attending conferences/seminars 	31 Dec 13	DV	Workflow management only	Coroners' Society/ MoJ training/ professional events	7
<ul style="list-style-type: none"> In liaison with MOH, consider whether death certification needs updating 	31 Dec 13	DV	Workflow management only	Under active consideration	7
<ul style="list-style-type: none"> Increase preparedness for major disaster 	31 Dec 13	DV	Workflow management only	In conjunction with Relief Coroner	7
<ul style="list-style-type: none"> Review Sudden Deaths database 	31 Dec 13	DV/CSO	Workflow management only	Including automated production of certificates & statistics	7

Insolvency & Official Curatorship

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Provide further information to creditors online 	31 Dec 13	PAD/SAD	Workflow management	Subject to input from CMD-IS	15
<ul style="list-style-type: none"> Assess need for establishment of official guidelines for Curatorships & Tutelles 	31 Dec 13	V/PAD	Workflow management only	Ongoing (in association with LOD & H&SS)	15
<ul style="list-style-type: none"> Participate in working group deliberating on future of official Curatorship service 	31 Dec 13	PAD	Workflow management only	Ongoing (bid has been submitted by H&SS)	15
<ul style="list-style-type: none"> Implement Désastre database (DMIS) 	31 Jan 13	PAD/SAD	£10k (contingency for completion)	Data currently held in spreadsheets	15
<ul style="list-style-type: none"> Introduce time recording in selected cases 	31 Mar 13	V/PAD/SAD	£10k	Implement as part of DMIS	15
<ul style="list-style-type: none"> Review Director's Questionnaire 	31 Dec 13	V/PAD/SAD	Workflow management only	Make provision for Corporate Directors	15
<ul style="list-style-type: none"> Continue to update "Jersey Insolvency & Asset Tracking" 	31 Dec 13	V	Workflow management only	Book currently in fourth edition	15
<ul style="list-style-type: none"> Progress debt relief scheme 	31 Dec 13	V/PAD/SAD	Workflow management only	In association with LOD, CAB & LAP	15
<ul style="list-style-type: none"> Maintain international networking 	31 Dec 13	V/PAD/SAD	Workflow management only	Including IAIR	15

LAW REFORM

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

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• LAWS					
Adoption (Jersey) Law 1961: Comment on amendments	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
Bankruptcy (Désastre) (Jersey) Law 1990: Make recommendations to update Law	31 Dec 13	V/PAD	Workflow management only	Including review of subordinate legislation	15
Children (Jersey) Law 2002: Progress amendments	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
Companies (Jersey) Law 1991: Review progress in association with JFSC	31 Dec 13	V/PAD/ SAD	Workflow management only	Regarding possible moratorium/suspensory position	15
Inheritance (Legitimacy & Provision for Family & Dependents) (Jersey) Law 201-: Comment on new Law	31 Dec 13	Reg Fam Div	Workflow management only	With Royal Court	15
Inquests & Post-mortem Examinations (Jersey) Law 1995: Amend to ensure attendance of inquest witnesses	31 Dec 13	DV	Workflow management only	Awaiting parallel amendment within Criminal Justice system	7
Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000: Comment as required	31 Dec 13	Reg Fam Div	Workflow management only	Ongoing	15
Mental Health (Jersey) Law 201-: Comment as required	31 Dec 13	Reg of Prob/ PAD	Workflow management only	Ongoing (with LOD)	15
Social Security (Jersey) Law 1974: Participate in amendment	31 Dec 13	PAD	Workflow management only	Maintain insolvency payment scheme (temporary scheme currently in place)	15
Tutelles (Jersey) Law 201-: Comment as required	31 Dec 13	Reg of Prob	Workflow management only	Ongoing (with LAP)	15
• RULES & REGULATIONS					
Adoption Rules 1962: Comment as required	31 Dec 13	Reg Fam Div	Workflow management only	With LOD & ongoing	15
Banking Business (Deposit-ors Compensation) (Jersey) Regulations 2009/Banking (Depositors Compensation) (Jersey) Regulations 2009: Participate in amendment	31 Dec 13	V/PAD	Workflow management only	Maintain depositor compensation scheme (member of steering group) in association with JFSC & EDD	15
Burials & Exhumations Rules 201-: Comment as required	31 Dec 13	DV	Workflow management only	Ongoing	15
Children Rules 2005: Comment as required	31 Dec 13	Reg Fam Div	Workflow management only	Consider amendments	15
Court of Appeal (Fees) Rules 1964: Review fees	31 Dec 13	AJG (AS)	Workflow management only	Fees agreed (to be approved by Court)	15
Matrimonial Causes Rules 201-: Comment as required	31 Dec 13	Reg Fam Div	Workflow management only	Consider amendments (with LOD)	15
• PRACTICE DIRECTIONS					
Maintain consolidated list of Practice Directions	31 Dec 13	MRC/ DJG	Workflow management only	In association with JLIB	15
Update & amend Court of Appeal Practice Directions	31 Dec 13	AJG (AS)	Workflow management only	Ongoing	7

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>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Issue 2012 Annual Report	31 Mar 13	MT	Workflow management	Due for completion Mar 12	15
• Issue 2013 Business Plan	31 Jan 13	MT	Workflow management	Due for completion Jan 12	15
• Require managers to certify staff have been consulted regarding Business Plan	31 Dec 13	DS/MT	Workflow management only	To ensure compliance with Investors in People standard	15
• Measure cost of delivery of services	31 Dec 13	DS/FM	Workflow management only	Ongoing (Service Analysis process)	15
• Implement shared budgeting, financial processing & reporting arrangements	31 Dec 13	DS/FM	Workflow management only	In conjunction with Treasury	15
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 13	DS/FM	Workflow management only	Ensure measures in place as per SIC & compliance with GAAP requirements	15
• Maintain Accounts Section procedures manual	31 Mar 13	FM	Workflow management only	Ongoing	15
• Review use of Royal Court Users' Group	31 Dec 13	DJG/PEO	Workflow management only	Ongoing	15
• Review use of Magistrate's Court Users' Group	31 Dec 13	MCG/SEO/CO	Workflow management only	Ongoing	15
• Continue to implement Business Continuity & Risk Management Plan	31 Dec 13	DS/FM	Workflow management & £2k	Ongoing (subject to availability of resources)	15
• Improve management reporting tools	30 Jun 13	FM/V	Workflow management only	Utilise Crystal Report Writer for reporting purposes	15
• Develop archive policies for Court Service (by combining existing policies)	31 Dec 13	DJG	Workflow management only	Noting requirements of Public Records (Jersey) Law 2002	15
• Implement improved system for collection of fees	31 Dec 13	DS/FM	Workflow management only	Awaiting legislative changes	15
• Continue to develop an integrated Court Service	31 Dec 13	MT	Workflow management only	With Bailiff's Chambers & LOD	15
• Prepare for review against Investors in People standard & Health & Wellbeing Award	31 Oct 13	MT	Workflow management only	Assessment due Oct 13	15
• Develop corporate social responsibility policy	31 Aug 13	DS	Workflow management only	As part of Investors in People project	15
• Develop best corporate governance	31 Dec 13	JG	Workflow management only	Ongoing (see Annex D)	15
• Maintain fixed asset register	31 Dec 13	FM/DS	Workflow management only	Ongoing	15
• Continue to participate in Criminal Justice System Board	31 Dec 13	JG/DS	Workflow management only	Ongoing	15
• Continue to support activities of JLIB	31 Dec 13	JG/DS	£100k grant	Ongoing	15
• Consider changing from postal to email distribution of formal Court Notices	31 Dec 13	CSO	Workflow management only	In association with Bailiff's Chambers (where permissible)	15
• Re-establish hard copy law library	31 Dec 13	JG/V	£30k	In association with Institute of Law	15

INFORMATION SYSTEMS

Aim To take full advantage of Information Technology to enhance effectiveness & efficiency.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to enhance Internet & Intranet sites including use of electronic forms 	31 Dec 13	MT	Workflow management only	Maintain conformance of websites with Central specification	15
<ul style="list-style-type: none"> Maintain development of the use of document imaging facilities 	31 Dec 13	DS/DJG/SAD	£5k	To include Viscount's Department records	15
<ul style="list-style-type: none"> Continue to develop availability of electronic courts 	31 Dec 13	DS/DJG	Workflow management	ECourt system introduced in Court of Appeal in 2011	15
<ul style="list-style-type: none"> Promote further use of portable computer equipment 	31 Dec 13	DS	Workflow management only	In association with JLIB	15
<ul style="list-style-type: none"> Extend the use of video-conferencing facilities 	31 Dec 13	MT	Workflow management only	In association with JLIB	15
<ul style="list-style-type: none"> Continue to develop options for remote working 	31 Dec 13	DS	Workflow management only	Remote working provided to 6 staff	15
<ul style="list-style-type: none"> Implement & progressively develop use of Corporate EDMS 	31 Dec 13	DS/CSM	Workflow management & £15k	Scanning of archive material in Samedi & Family ongoing	15
<ul style="list-style-type: none"> Monitor implementation of relevant recommendation in the Williamson report 	31 Dec 13	DS	Workflow management only	Requirement for TV links to Greenfields (para 10.6.6 refers)	15
<ul style="list-style-type: none"> Implement centralised billing of Judicial Greffe services 	30 Jun 13	FM	Workflow management only	Invoices for some services to be transferred to Accounts Receivable	15
<ul style="list-style-type: none"> Implement improved purchasing through "Procure to Pay" project 	31 Dec 13	FM/MT	Workflow management only	Procurement to move from JDE to "Procure to Pay"	15

HUMAN RESOURCES

Aim Supportive of & supplementary to Central policies, high priority is accorded to Human Resource matters, placing special emphasis on the need to: (a) maintain & develop a competency based system of PRA, (b) maintain a structured, competency based staff development & training programme, & (c) maintain career management & succession planning policies.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to develop use of exit interviews 	31 Dec 13	MT	Workflow management only	Ongoing	12
<ul style="list-style-type: none"> Develop & deliver structured training programmes 	31 Dec 13	MT	£4k & Central support	As per costed annual training plan	12
<ul style="list-style-type: none"> Maintain in-house management training workshop for departmental policies 	31 Dec 13	DS	Workflow management only	Two workshops held every year	12
<ul style="list-style-type: none"> Ensure that all training courses attended are relevant & value for money 	31 Dec 13	DS	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	12
<ul style="list-style-type: none"> Carry out 3 monthly reviews after all courses & identify additional training needs 	31 Dec 13	MT	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	12
<ul style="list-style-type: none"> Maintain certification of at least 2 officers to practice in Recruitment & Selection 	31 Dec 13	IPM	Central support	Ongoing	12
<ul style="list-style-type: none"> Maintain system for monitoring staff turnover 	31 Dec 13	IPM	Workflow management only	Included in balanced scorecard	12

HUMAN RESOURCES (continued)

• Further develop induction training	31 Dec 13	CSO	Workflow management only	Ongoing	12
• Maintain awareness of Equal Opportunities & Human Rights policies	31 Dec 13	MT	Workflow management only	Ongoing (to ensure compliance with Human Rights (Jersey) Law 2000)	12
• Continue to exploit opportunities for cross-skilling throughout Court Service	31 Dec 13	DS/MT	Workflow management only	Ongoing (linked to PRA)	12
• Introduce policy for CPD	31 Dec 13	DS	Workflow management only	Training quantified in balanced scorecard	12
• Maintain links with States HR	31 Dec 13	DS/IPM	£9k	Ongoing	12
• Develop formal complaints procedure	30 Jun 13	DJG	Workflow management only	To be compliant with Central policies	3
• Develop Intranet website for dissemination of all HR information	31 Dec 13	IPM/CSM	Workflow management only	To improve communication with all staff	3
• Maintain system for monitoring absence levels	31 Dec 13	IPM	Workflow management only	Using Bradford factor formula	3
• Maintain system for monitoring overtime	31 Dec 13	IPM	Workflow management only	Ongoing	3
• Continue to make use of CMI seminars	31 Dec 13	MT	£1k	Ongoing	12
• Review & enhance appraisal system	30 Apr 13	DS/IPM/CSO	Workflow management only	Including use of personal development plans	12
• Implement outcomes from 2012 staff engagement survey	31 Dec 13	DS/MT	Workflow management only	Action plan developed following survey	12

PUBLIC RELATIONS

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

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Increase availability of hard copy & electronically accessible guidance notes	31 Dec 13	MT	Workflow management only	On legal procedures & Court Service activity	15
• Assess extent to which guidance information & public notices need to be translated	31 Dec 13	DJG	Workflow management only	Policy to be developed in association with JLIB	15
• Maintain user feedback (especially via Internet & Intranet) & undertake user satisfaction survey	31 Dec 13	MT	£3k	Engage specialist third party services	15
• Maintain media management plan	31 Dec 13	DJG	Workflow management only	For use in high profile cases	15

COMMUNICATIONS

Aim To clear communications channels & to create better networking through a combination of purpose-designed accommodation, modern IT & a range of staff participation initiatives.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
• Review occasional publication of newsletter	31 Dec 13	SAD	Workflow management only	Use of "blog" under consideration	15

ACCOMMODATION

Aim To secure the provision of adequate accommodation for all Court Service needs, to enable it to function efficiently & effectively.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to assess options for improved accommodation for Viscount's Department 	31 Dec 13	V/DV	Workflow management only	Continue to address ongoing problems re lighting & air conditioning	15
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & debtors' property 	31 Dec 13	DJG/PAD/PEO	£11.5k	Use of scanning to be investigated	15
<ul style="list-style-type: none"> Maintain dedicated parking facilities for Viscount's Department official vehicles 	31 Dec 13	PEO	£5.5k	Ongoing	15
<ul style="list-style-type: none"> Monitor recommendations of HAD security review 	31 Dec 13	DJG	To be determined	In consultation with Bailiff's Chambers	7

HEALTH, SAFETY & THE ENVIRONMENT

Aim To develop policies for Health & Safety, & the purchasing & use of consumables.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Maintain requisite number of trained First Aid Officers 	31 Dec 13	IPM/CSO	Central support	Centrally sponsored refresher training	15
<ul style="list-style-type: none"> Ensure display screen equipment assessments carried out 	31 Dec 13	MT	Workflow management only	For new staff & on an ongoing basis for all other staff	15
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 13	DS/MT	Workflow management only	Ongoing (especially paper)	15
<ul style="list-style-type: none"> Maintain & implement policies which contribute to a sustainable environment 	31 Dec 13	MT	Workflow management only	Particularly with regard to energy consumption	15
<ul style="list-style-type: none"> Review health & safety & related policies for both Departments 	31 Dec 13	DS/CSO	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> Participate in Eco Active States project 	31 Dec 13	JG/DS	Workflow management only	Viscount's Dept & Judicial Greffe are accredited Eco Active scheme member	15
<ul style="list-style-type: none"> Develop workplace policy on domestic violence & abuse 	31 Dec 13	DS/CSO	Workflow management only	Taking account of Investors in People expectations	15
<ul style="list-style-type: none"> Review procedures for management of courtroom safety 	31 Dec 13	DJG	Workflow management only	Justice Working Group work-stream	15

EQUIPMENT & TECHNICAL RESOURCES

Aim To optimise the level & use of equipment & technical & other resources available to the Court Service.

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> Continue to provide digital copying, scanning & printing facilities 	31 Dec 13	DS/FM	Workflow management only	Danwood review of requirements complete	15
<ul style="list-style-type: none"> Maintain awareness of & parity with private sector norms 	31 Dec 13	DS/FM	Workflow management only	Ongoing	15

PERFORMANCE MANAGEMENT

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

<i>2013 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SPP</i>
<ul style="list-style-type: none"> • Enhance Court Service performance framework & develop benchmarking 	31 Dec 13	DS	Workflow management only	Ongoing	15
<ul style="list-style-type: none"> • Maintain Service Pledges across Court Service 	31 Dec 13	MT	Workflow management only	Current Service Pledges at Annex C	15
<ul style="list-style-type: none"> • Maintain performance management feedback reports 	31 Dec 13	MT	Workflow management only	Ongoing (quarterly basis)	15
<ul style="list-style-type: none"> • Develop use of internal performance measures 	31 Dec 13	DS	Workflow management only	Ongoing	15

Annex A to Court Service 2013 Business Plan

List of Abbreviations Used in Action Plans

AJG (AS)	Assistant Judicial Greffier (Appellate Section)
AJG (RC)	Assistant Judicial Greffier (Royal Court)
CAB	Citizens Advice bureau
CAMERA	Criminal Assets Management & Enforcement Regulators Association
CJSB	Criminal Justice System Board
CMD-IS	Chief Minister's Department - Information Services
CMI	Chartered Management Institute
CO	Court Officer
CPD	Continuing professional development
CSM	Court Systems Manager
CSO	Corporate Services Officer
DAISy	Data Analysis & Information System
DMIS	Désastre Management Information System
DoE	Department of the Environment
DJG	Deputy Judicial Greffier
DS	Director of Services
DV	Deputy Viscount
EDD	Economic Development Department
EDMS	Electronic Document Management System
FM	Finance Manager
GAAP	Generally accepted accounting practice
HAD	Home Affairs Department
HR	Human Resources
H&SS	Health & Social Services
IPM	Intellectual Property Manager
IS	Information Systems
IT	Information Technology
JDE	JD Edwards (corporate finance system)
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
LAP	Legislation Advisory Panel
LOD	Law Officers' Department
MCG	Magistrate's Court Greffier
MoJ	Ministry of Justice
MOH	Medical Officer of Health
MRC	Master of the Royal Court
MT	Management Team
PAD	Principal Administrator, Désastre Section
PEO	Principal Enforcement Officer
PRA	Performance review and appraisal
Reg Fam Div	Registrars, Family Division
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
SAD	Senior Administrator, Désastre Section
SEO	Senior Enforcement Officer
SIC	Statement on Internal Control
SPP	Strategic Plan Priority
V	Viscount

Annex B to Court Service 2013 Business Plan

Critical Success Factors

The Business Plan has been developed bearing in mind factors which the Court Service views as critical to its success. The Critical Success Factors identified, and some of the ways in which they are being managed, are shown below.

<i>Critical Success Factor</i>	<i>Actions to support Critical Success Factor</i>
Developing and maintaining a focused, well trained, and diversified management team	<ul style="list-style-type: none"> • Maintaining a defined organisation structure and clear reporting lines • Maintaining effective Management Information • Maintaining regular Management meetings which are open to all staff
Utilising IT for the efficient and effective management of information	<ul style="list-style-type: none"> • Maintaining a progressive IS Strategy • Selectively exploiting IT for networking purposes • Developing the various Intranet and Internet sites • Sharing resources with other departments
Maintaining a flexible learning culture which is receptive to changes in the environment	<ul style="list-style-type: none"> • Utilising, effectively, modern Information Systems • Ensuring that all strategies, plans and policies are flexible and adaptable to change • Liaising with professionals and regulators in key areas
Developing and maintaining motivated, empowered, trained and well informed staff	<ul style="list-style-type: none"> • Ensuring training needs are identified and addressed, eg creation of personal development plans • Integrating individuals' objectives with Court Service and States of Jersey objectives • Embracing core competencies in the performance review and appraisal scheme for all staff • Maintaining regular Section and staff meetings • Allocating projects to Working Groups and Project Teams • Maintaining procedures manuals in all areas • Supporting staff taking professional qualifications • Maintaining Investor in People status
Ensuring user satisfaction	<ul style="list-style-type: none"> • Issuing Service Pledges to users • Enhancing Performance Management • Inviting users to provide feedback • Maintaining lunchtime opening (reception only) • Developing online guidance and access to services
Having a legislative framework that supports the key functions	<ul style="list-style-type: none"> • Maintaining a rolling programme of law reform
Operating within budget	<ul style="list-style-type: none"> • Maintaining control over staff levels • Adhering to Central purchasing strategy • Ensuring value for money • Promoting time recording in selected cases • Implementing "user pays" where possible and maximising income

Annex C to Court Service 2013 Business Plan

Service Pledges

Acts of the Court

Acts of the Court will be issued following the making of any Order by a Court, as follows:

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Samedi & General:		
Act ordering Public Election	Next working day	95%
Convening Acts	Next working day	95%
Company Acts	5 working days	95%
Acts of the Royal Court	5 working days	95%
Minutes of Prison Board of Visitors	10 working days	95%
• Issue of Liquor & Gambling Licences:	Within 10 working days of grant	95%
• Court of Appeal:	Next working day	95%
• Family Matters:		
Date fix directions	5 working days	95%
Other Acts	10 working days	95%
Decrees nisi	10 working days	98%
Decrees absolute	5 working days	98%
• Interlocutory Matters:	3 working days	95%
• Magistrate's Court:		
Arrest Orders	2 working days	98%
Acts of Committal	2 working days	98%
Acts of Court completed	1 working day	98%
• Orders in Council:	Next working day	98%
• Petty Debts Court:	3 working days	98%
• Probate:		
Acts of Probate Division	5 working days	95%
Curatorship (Acts of Appointment)	5 working days	95%
Curatorship (Acts of Jurats' Appointment)	5 working days	95%
Issue of Grants of Probate & Letters of Administration	5 working days	98%
• Public Registry:		
Judicial Hypothecs	5 working days	95%
Wills of Immovables	7 working days	98%
Public Service & Water Notices	7 working days	98%
Powers of Attorney	7 working days	98%
• Intellectual Property Registry:		
Intellectual Property Certificates	3 working days	93%
Certificates of Eligibility	3 working days	93%

Court Hearings

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Contested civil matters:	Concluded within 2 years	80%

Court Hearings (continued)

• Applications by trustees for directions:	Heard within 6 months	95%
• Administrative appeals:	Heard within 4 months	95%
• Hearings for taking of evidence in relation to overseas civil or criminal matters, before the Greffier or Viscount:	Heard within 6 weeks of request	90%

Tribunals Service

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• All complaints to be processed:	Within 6 months of receipt	95%

Court Enforcement

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Enforcement of Royal Court & Petty Debts Court Judgments for Debt:	Enforcement procedure instigated within 2 working days of Act being lodged & registered	90%
• Service of Process:	Priority action ensuring that service is effected within the relevant statutory time period allowable (as below) prior to the first available court date	
Order of Justice	Personal service allowing 4 clear working days to court date	90%
Order of Justice (Héritage Division)	Personal service allowing 4 clear days to court date	90%
Family Division (petition for divorce or judicial separation)	Personal service prior to closing date of setting down of current list	90%
Separation & Maintenance (summons for local order)	Personal service allowing 4 clear working days to court date	90%
Expulsion summons to Petty Debts Court	Personal service allowing 4 clear working days to court date	90%
Witnesses to a Royal Court action	Service allowing 2 clear working days to court date	90%
Witnesses to a Petty Debts Court action	Service allowing 2 clear working days to court date	90%
All other Service of Process	Within relevant statutory time period applicable to the specific process (document/s)	90%
• Enforcement of Fines:	Payment completed in full or imprisonment imposed in lieu	95%

Assize Jury

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Service of summons to respective jurors:	Respond to queries regarding the duties of a juror within 24 hours Respond to requests for exemption from jury service within 24 hours	95%

Assize Jury (continued)

• Jury <i>surveillant</i> duties:	Provide support & guidance to jury members for the duration of the trial	100%
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Insolvency

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Secure premises:	Within 1 working day	100%
• Arrange for inventory of valuables & disposal of perishables:	Within 2 working days	95%
• Notice of Désastre declaration in Jersey Gazette:	Publication in Gazette Section within 3 working days of the declaration	98%
• Questionnaires to directors or personal bankrupts:	Sent within 3 working days of declaration & chased up after 7 days to arrange an appointment to discuss	95%
• Circulars to banks & identified UK creditors:	Notice of declaration sent within 7 days of declaration, follow up letter sent to banks after 21 days	95%
• Construct debtors' spreadsheet & proceed to recover funds owing:	Within 21 days of declaration – if no response, follow up letter after 14 days – disputed accounts to be copied to directors for comments	95%
• Filing of claims:	Logged & acknowledged within 3 working days, production of substantive response within 10 working days	95%
• Désastre search enquiries (free access to website at www.viscount.gov.je):	By telephone: immediate response By post: response within 3 working days By fax: response within 1 working day	98%
• Completion of first & second level Désastre (social & non-complex cases)	First level: within 18 months of declaration Second level: within 24 months of declaration	90%

Curatorship

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Notification of appointment of Curator to identified parties:	Within 2 weeks of receipt of Act of Court	90%
• Compilation of inventory of both real & personal property:	Within 90 days of the date of appointment	100%
• Production of annual accounts:	Within 30 days of the expiration of the period of 12 months from the date of appointment & upon each successive period of 12 months thereafter	100%
• Final accounts:	Within 30 days of cessation of the curatorship	100%
• Payment of accounts:	Pass to Accounts Section for payment prior to month end	100%
• Periodic contact with carers of interdicts:	Minimum quarterly or more frequently if the needs of the interdict require it	90%
• Enquiries:	By telephone: immediate response By post: response within 3 working days By e-mail: response within 1 working day	90%

Coroner

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
<ul style="list-style-type: none"> Review Police reports of sudden death, giving instructions for any necessary further enquiries: 	Working days: Same day Other days: Within 12 hours	100% 100%
<ul style="list-style-type: none"> Be available to give guidance to Police: 	Every day: Same day	100%
<ul style="list-style-type: none"> Order post-mortem examination or make other arrangements for clearance of the case after receipt of final Police report: 	Every day: Post-mortem cases - in time for next post-mortem examination session at the General Hospital Other cases - attempt contact with relevant doctor(s) on same day (NB Post-mortem examinations are normally only carried out on working days)	100%
<ul style="list-style-type: none"> Determine next step after post-mortem examination: 	Cases requiring basic post-mortem examination only - be available to speak to Consultant Pathologist after completion of examination: Working days: Same day Other days: Within 12 hours	100%
	Cases requiring forensic, histological, toxicological or other additional examination - consider results of such examination: Working days: Same day Other days: Within 12 hours	100%
<ul style="list-style-type: none"> Clear non-inquest cases after oral report from Consultant Pathologist, releasing the body: 	Every day: Notify mortuary & funeral directors within half a day	100%
<ul style="list-style-type: none"> Be available to discuss borderline or difficult cases with Medical Officer of Health, GPs & hospital: 	Every day: Within half a day	100%
<ul style="list-style-type: none"> Issue body importation & exportation permits: 	Working days: To meet reasonable needs of funeral directors Every day: Emergency cases only - to meet reasonable time limits on same day	100%
<ul style="list-style-type: none"> Consider requests for organ donation: 	Every day: Within 3 hours	100%
<ul style="list-style-type: none"> Release bodies in inquest cases: 	Every day: Release within half a day of meeting all legal requirements Working days: Actively review & pursue every case every day when a body has not been released Unlawful killing cases: Meet local (Bailiff's Chambers) & national (MoJ) target for release of body within 1 month	100%
<ul style="list-style-type: none"> Set dates for inquest openings: 	Working days: Same day as need is identified & required preconditions met, set date to ensure no delay in cremation	100%
<ul style="list-style-type: none"> Set dates for full/concluding inquest hearings: 	Working days: Subject to families' wishes & legal requirements, within 3 weeks of receipt of all reports set date for earliest date all witnesses are available	100%

Coroner (continued)

• Issue post-inquest documentation:	Working days: Within 2 days (sooner if cremation authorisation is urgently required)	100%
• Sign Registers of Death:	Working days: Within 2 days of request by Registrar	100%

Service Requests

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• General:		
Enquiries by letter	Response within 5 working days	98%
Enquiries by telephone/fax	Response within 5 working days	98%
Enquiries by e-mail	Response within 3 working days	98%
Enquiries in relation to sittings of the Courts	Response within 1 working day	98%
• Document searches & supply of photocopies:	Response within 10 working days	98%
• Processing applications for Legal Aid disbursements & payments by Judicial Greffe:	Within 5 working days of application (for forwarding to Treasury)	95%
• Issuing certificates of exemption from payment of judicial fees:	Actioned within 1 working day	95%

Appointments

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Interlocutory Services:		
Appointment to fix date for a hearing before Greffier Substitute	Within 3 working days of request	98%
• Probate Registry:		
Initial interview	Within 5 working days of first contact	95%
Formal appointment	Within 6 weeks of initial interview	95%
• Public Registry:		
General	Open access	100%
Cancellation of Acts	Within 4 working days of request	98%

Administrative Services

<i>Function</i>	<i>Service Pledge</i>	<i>Target</i>
• Cheque payments for suppliers, lawyers & compensation beneficiaries:	Cheques available for collection or posted within 48 hours of scheduled payment date	90%
• Payment to lawyers & litigants in person following enforcement of Royal Court & Petty Debts Court judgments:	Payment will be made within 15 days of clearance of funds	90%

Administrative Services (continued)

<ul style="list-style-type: none"> • Holding of bail moneys of £1,000 or more on interest-bearing deposit account: 	<p>Sums of £1,000 or more to be held on interest-bearing deposit accounts</p> <p>Instructions issued to bank to place bail of £1,000 or more on deposit within 5 working days of receipt of bail</p> <p>Bail sums deposited on interest-bearing accounts will be paid out within 5 working days after maturity, following request from bailor</p>	<p>100%</p> <p>98%</p> <p>98%</p>
<ul style="list-style-type: none"> • Processing of suppliers' accounts for Désastre & Curatorship matters: 	<p>Accounts will be settled by the end of the first week of the month following receipt of the invoice</p>	<p>90%</p>
<ul style="list-style-type: none"> • Processing of suppliers' accounts: 	<p>Within 10 working days of receipt (for forwarding to Treasury)</p>	<p>98%</p>
<ul style="list-style-type: none"> • Opening hours: 	<p>Both Departments will be staffed between 8.45am & 5.15pm (Mon-Thurs), 8.45am & 4.45pm (Fri); Judicial Greffe reception closed 1.00pm to 2.00pm</p>	<p>100%</p>

Annex D to Court Service 2013 Business Plan

Court Service Client Charter

Code of Corporate Governance:

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

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

Our Core Values:

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

Service Standards when we Meet you:

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

assist clients (such materials will also be available online).

Service Standards if you Telephone:

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

Service Standards if you Write:

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

Our Obligations to you:

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



The Departments of the Jersey Court Service:

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