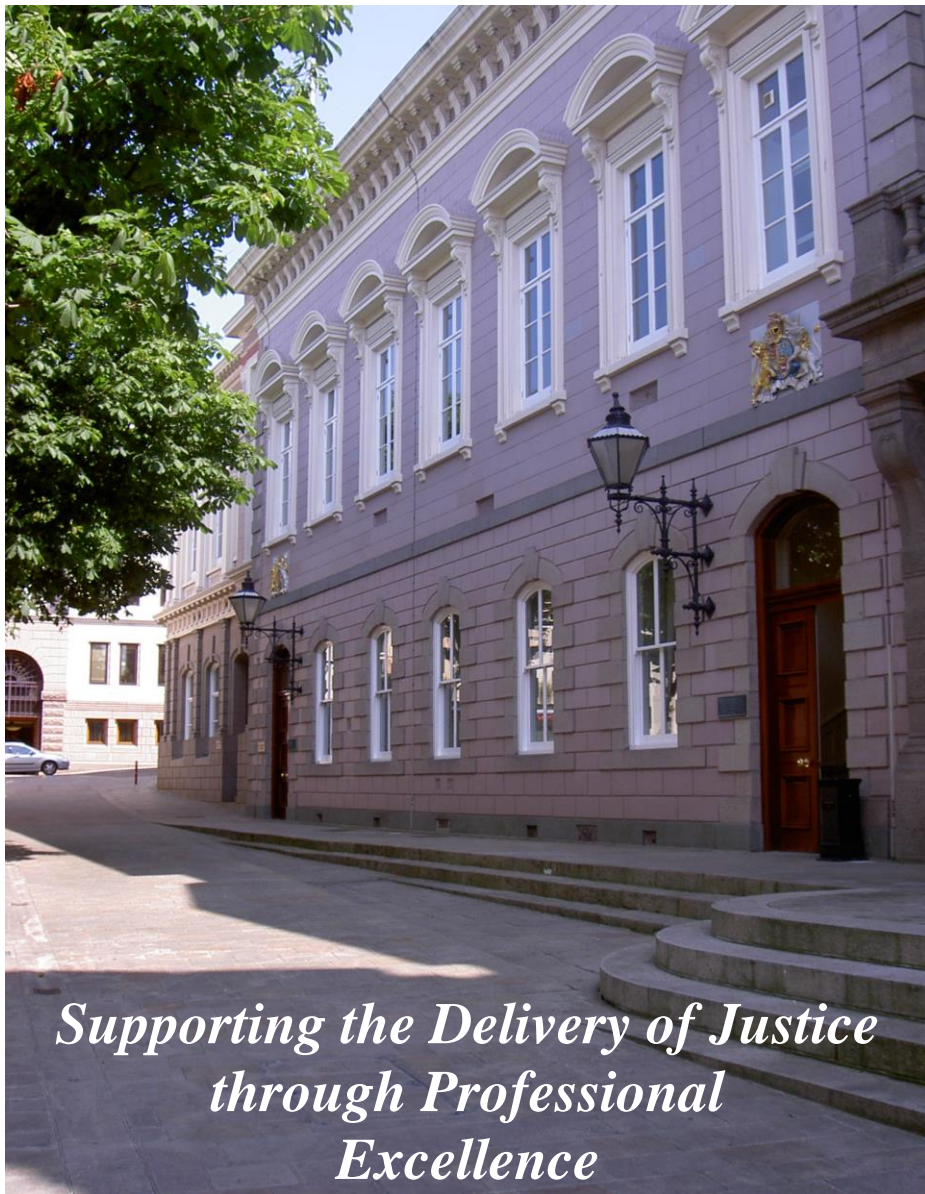




Judicial Greffe & Viscount's Department

2014

Jersey Court Service Business Plan



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SECTION 1

INTRODUCTION BY THE JUDICIAL GREFFIER/VISCOUNT

We are pleased to present the Court Service 2014 Business Plan, the eleventh 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 2013 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 2013 Court Service Annual Report.

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 initially achieved the Bronze Award following an external review in 2010. In 2013, the Court Service emerged from a further review with the Gold Award, becoming only the second organisation in Jersey to attain this level. In addition to achieving this prestigious award, the Court Service continues to be 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 2014 Business Plan identifies key activities which will be undertaken, over and above the provision of the 84 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 Section 2b contains a schedule of identified risks which continue to be actively managed by risk owners.

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 2012 (as referred to on page 7). It provides detailed Action Plans for 2014 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 2014.

Section 4 contains the detailed Action Plans for 2014 and beyond for the Court Service, covering the following areas:

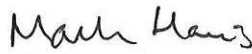
- Core Services.
- Law Reform.
- Corporate Management Objectives.
- Information Systems.
- Human Resources.
- Communications.
- Public Relations.
- Accommodation.
- Health and the Environment.
- Equipment and Technical Resources.
- Performance Management.

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.

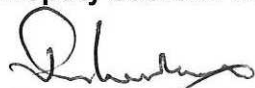
Performance management, client focus and accountability are watchwords across the public sector; both Departments can already claim to have a proven track record of delivery in these areas. The drive towards an increasingly unified Court Service is essential in order to achieve value for money, and to 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


Mark Harris
Deputy Viscount


Paul Matthews
Deputy Judicial Greffier


James Lambert
Director of Services

3 January 2014

The Viscount's Department is the executive arm of the Island's Courts and of the States Assembly.

A more detailed account of the 84 functions fulfilled by the Court Service can be found in the 2013 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.
- To contribute to the 18 strategic goals in Jersey 2035.

OUR VISION

“For Jersey’s Court Service to be recognised as the
global best for a small jurisdiction”

STATES STRATEGIC PLAN PRIORITIES

This Business Plan is complementary to the following priorities in the States of Jersey Strategic Plan 2012. The action plans in Section 4 cross-refer to these priorities in accordance with the numbering scheme below.

1. Get people into work.
2. Promote family and community values.
3. Reform government and the public service.
4. Sustainable long term planning.

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.
- Enter debtors' details in DMIS 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 a senescent 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); Membership of CJSB & working groups	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 gold 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; Public sector reform/ Lean	FM	Incidence of 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	Benchmarking against Customer Service Excellence standard; Investor in People gold award	FM	Incidence of customer complaints	Periodically review this risk

SECTION 3
RESOURCES FOR 2014
SUBJECTIVE ANALYSIS

Judicial Greffe

Description	2013 Original (£)	2014 Estimate (£)
Income		
Sale of Goods	(3,500)	(3,500)
Sale of Services	(500)	(500)
Fees	(917,800)	(918,300)
Miscellaneous Income	(25,000)	(26,000)
	(946,800)	(948,300)
Expenditure		
Manpower - States Staff Costs	2,507,100	2,507,100
Supplies & Services	102,600	122,100
Administrative Costs	459,100	483,100
Premises & Maintenance General	433,100	450,700
Court & Case Costs	4,094,800	4,123,600
	7,596,700	7,686,600
Net Revenue Expenditure	£6,649,900	£6,738,300

Viscount's Department

Description	2013 Original (£)	2014 Estimate (£)
Income		
Fees & Fines	(453,200)	(461,200)
Commission	(131,000)	(131,000)
Miscellaneous Income	(1,000)	(1,000)
Interest	(1,000)	(1,000)
	(586,200)	(594,200)
Expenditure		
Manpower - States Staff Costs	1,253,100	1,253,100
Supplies & Services	102,000	107,700
Administrative Costs	65,300	61,400
Premises & Maintenance General	264,200	287,300
Court & Case Costs	273,900	257,900
	1,958,500	1,967,400
Net Revenue Expenditure	£1,372,300	£1,373,200

SERVICE ANALYSIS

	2013 Estimate £	2014 Estimate £
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory Magistrates Court	2,555,100	2,614,700
Maintenance of Registries		
Court & Case Costs	4,094,800	4,123,600
	£6,649,900	£6,738,300
 Viscount's Department		
Coroner		
Désastre		
Enforcement	1,098,400	1,115,300
Assize Jury Functions		
Curatorships		
Court & Case Costs	273,900	257,900
	£1,372,300	£1,373,200

SECTION 4

COURT SERVICE ACTION PLANS

CORE SERVICES

A list of abbreviations used below can be found at Annex A (page 32)

Samedi Section

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Continue to review design & accessibility of Court Rota	31 Dec 14	AJG (RC)/ MCG	Workflow management only	In association with JLIB & MCG	3
• Ensure Court Greffiers are multi-skilled	31 Dec 14	DJG/ AJG (RC)	Workflow management only	Allowing Greffiers to sit in all matters	3
• Consider provision of public access to licensing database	31 Dec 14	DJG	Workflow management only	New database to be set up in conjunction with new Law	3
• Continue to scan court archive records (civil, criminal & Family Division)	31 Dec 14	DJG/ AJG (RC)	Workflow management only	Ongoing	3
• Implement modifications to DAISy for use in Section	31 May 14	AJG (RC)/ DJG	£25k	Under development	3
• Make licensing guidance available electronically	31 Mar 14	AJG (RC)	Workflow management only	Including website publication	3
• Introduce service pledge for taxation of costs	31 Dec 14	AJG (RC)	Workflow management only	Ongoing	3
• Scan & dispose of old costs/legal aid files	31 Dec 14	AJG (RC)	Workflow management only	Ongoing	3
• Update procedures manuals	31 Dec 14	AJG (RC)	Workflow management only	Ongoing	3
• Provide further information to public on website	31 Dec 14	AJG (RC)	Workflow management only	With input from Proceedings Officers	3
• Commence scanning of licences	31 Dec 14	AJG (RC)	Workflow management only	With input from Proceedings Officers	3
• Complete implementation of litigation search database	31 Mar 14	AJG (RC)/ DJG	Workflow management only	Ongoing	3

Family Section

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Create civil partnership database	31 Dec 14	Reg Fam Div	£5k	New database	3
• Enhance matrimonial database	31 Dec 14	Reg Fam Div	£15k	Ongoing	3
• Maintain & enhance use of children database	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Maintain & enhance use of adoptions database	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Provide limited procedural advice re Children (Jersey) Law 2002, Children Rules 2005 & Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	3
• Provide limited procedural advice re Adoption (Jersey) Law 1961 & Adoption Rules 1962	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	3
• Provide limited procedural advice re Matrimonial Causes (Jersey) Law 1949 & Matrimonial Causes Rules 2005	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	3

CORE SERVICES (continued)

• Provide limited procedural advice re Child Custody (Jurisdiction) (Jersey) Law 2005 & Child Custody (Jurisdiction) Rules 2005	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	3
• Maintain & develop Family Section meetings	31 Dec 14	Reg Fam Div	Workflow management only	To be held on a regular basis	3
• Participate in plans to develop Jersey Family Court Advisory Service	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Participate in plans to increase use of family mediation	31 Dec 14	Reg Fam Div	Cost of mediators	Ongoing	3
• Continue electronic conversion of paper files	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Examine need for electronic equipment for more efficient operation of courts	31 Dec 14	Reg Fam Div	Workflow management only	Including use of video conferencing	3
• Maintain Parental Responsibility database	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Maintain reciprocal enforcement of foreign maintenance orders database	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Consider provision of database for Child Custody Jurisdiction applications	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
• Provide limited procedural advice re Civil Partnership (Jersey) Law 2012 & Civil Partners Causes Rules 2012	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing (through use of guidance leaflets, presentations & web pages)	3

Probate Section

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Implement further enhancements to Probate database	30 Jun 14	Reg of Prob	£5k	Provide for data transfer from Excel	3
• Undertake review of staffing requirements	30 Jun 14	Reg of Prob/DS	Workflow management only	To provide for succession planning	3

Public Registry

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Plan for passing of deeds by electronic means	31 Mar 14	Reg of Deeds	To be determined	Ongoing	3
• Continue to participate in digital mapping project & provision of unique property reference numbers	31 Dec 14	Reg of Deeds/DS	Workflow management only	In association with DoE	3
• Continue to enhance <i>Public Registry Online</i>	31 Jan 14	Reg of Deeds	Workflow management only	Phase 4 completed 2013	3
• Participate in consultation for amendment of Stamp Duties and Fees (Jersey) Law 1998	31 Dec 14	Reg of Deeds/DJG	Workflow management only	Ongoing	3
• Maintain Public Registry User Group meetings	31 Dec 14	Reg of Deeds	Workflow management only	Ongoing	3
• Participate in Public Registry reform project group	31 Dec 14	Reg of Deeds	Workflow management only	Ongoing	3

CORE SERVICES (continued)

Appellate Section

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Continue development & use of ECourt system for e-delivery & transmission of bundles 	31 Dec 14	AJG (AS)/ DS	£500	Ongoing	1
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 14	AJG (AS)	Workflow management only	For Court of Appeal first before extending to other courts	3
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 14	AJG (AS)	Workflow management only	Ongoing	3
<ul style="list-style-type: none"> Consider creation of appellate section that deals with all appeals 	31 Dec 14	AJG (AS)/ DJG	Workflow management only	Including appeals to Royal Court	3

Judgments

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Complete uploading of Unreported Judgments series from 1977 for publication on JLIB website 	31 Dec 14	AJG (AS)	Workflow management only	Ongoing	3

Interlocutory Services

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Six monthly review of all cases on Pending List 	31 Dec 14	MRC/DJG	Workflow management only	Ongoing	1
<ul style="list-style-type: none"> Develop procedure for service for Planning Appeals 	31 Dec 14	MRC	Workflow management only	Ongoing	1
<ul style="list-style-type: none"> Attend CIArb mediation training 	31 Mar 14	MRC	Workflow management only	Commence small claims mediator role	1
<ul style="list-style-type: none"> Arrange for digital recording of all hearings before MRC 	30 Jun 14	CSM/MRC	£5k	As extension of existing system	1
<ul style="list-style-type: none"> Review Royal Court Rules after 6 months in post 	30 Jun 14	MRC	Workflow management only	In light of decisions made	1
<ul style="list-style-type: none"> Review resources in light of workload 	31 Jul 14	MRC	Workflow management only	Taking account of conflict of interests & rule changes	1

Legal Aid Disbursements

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Close all concluded Legal Aid files for 2010 	31 Dec 14	AJG (RC)/ APO	Workflow management only	In progress	1
<ul style="list-style-type: none"> Continue electronic conversion of paper files 	31 Dec 14	AJG (RC)/ APO	Workflow management only	In progress	1

Magistrate's, Youth & Petty Debts Courts

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Continue enhancement & expansion of Court Diary System (DAISy) 	31 Dec 14	MCG/ DS	£25k	Utilise opportunities for data transfer between criminal justice agencies using new system	3
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 14	MCG	£2k	Funding available & development in hand	3

CORE SERVICES (continued)

• Develop procedures manuals for lower courts	31 Dec 14	MCG	Workflow management only	Including Transcribers & Ushers	3
• Implement support requirements for Police Procedures & Criminal Evidence (Jersey) Law 2003	31 Dec 14	MCG	Manpower implications & associated costs	Courts sitting outside normal working hours	2
• Continue to review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal	31 Dec 14	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building	3
• Provide for continuation of mediation service & training of MRC as Mediator	30 Jun 14	JG/DS	£25k	New MRC being trained by former MRC	3
• Establish procedures for Residential Tenancy (Jersey) Law 2011 before bringing into force	31 Dec 14	MCG	Workflow management only	Procedures & support documentation required for Petty Debts Court	2
• Maintain regular section meetings	31 Dec 14	MCG	Workflow management only	Ongoing	3
• Develop cross-skilling of all staff	31 Dec 14	MCG	Workflow management only	To allow Petty Debts Court Greffiers to sit in criminal courts	3
• Continue monitoring usage of Relief Magistrates	31 Dec 14	MCG	Workflow management only	Maintain existing support & control	3
• Actively participate in CJSB reform of 1864 Law	31 Dec 14	MCG	Workflow management only	Undertaken by Magistrate	3

Intellectual Property Registry

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Assess need for & modify databases as required	31 Dec 14	IPM	Workflow management only	Move of trademark records to JFSC	3
• Maintain online access to UK IP Registries	31 Dec 14	IPM	Workflow management only	Ongoing	2
• Develop online trademark database to establish interface between Registries	31 Dec 14	DJG/IPM	Revenue/capital costs to be identified	Ongoing (in conjunction with JFSC)	2
• Review stamp fees for merging/splitting trademarks	31 Dec 14	DJG/IPM	Workflow management only	No charge currently made	2

Tribunals' Service

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Review current & future workload & finalise new staffing structure	31 Mar 14	AJG (AS)/DS	To be determined	Probable appointment of manager & additional staff	3
• Review & develop procedures & introduce new service pledges as required	31 Dec 14	AJG (AS)	Workflow management only	Ongoing	3
• Plan for introduction of Discrimination Tribunal & Planning Appeals Tribunal	31 Dec 14	AJG (AS)	Workflow management only	Ongoing	3
• Develop new Regulations for Employment Tribunal	31 Jul 14	AJG (AS)	Workflow management only	In association with Social Security Dept	3

Court Enforcement

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Provide induction for SCO & CO for Court Enforcement	31 Dec 14	PEO/DV	Workflow management only	New SCO appointed Sep 13	2

CORE SERVICES (continued)

• Maintain & enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders	31 Dec 14	V/PEO/DV	Workflow management only	Ongoing	2
• Maintain collaboration regarding management of complex <i>saisies judiciaires</i> & confiscation orders	31 Dec 14	DV/PEO/FM	Workflow management only	Ongoing with LOD & other agents	2
• Consider modification of team composition to ensure effective deployment of enforcement resources	31 Dec 14	PEO/V/DV	Reconfiguration of roles	Ongoing	2
• Maintain improved enforcement of parking convictions	31 Dec 14	PEO/SEO	Workflow management only	Ongoing	2
• Continue to deploy relief staff for criminal assizes & other courts	31 Dec 14	PEO/SEO	Central funds available	Due to additional Court sittings caused by Human Rights requirements	2
• Train new SCO & CO (& other EOs) in all court functions & duties	31 Dec 14	PEO/DV	Workflow management only	Ongoing	3
• Continue to develop staff by allocating more complex cases to individual officers	31 Dec 14	PEO/SEO	Workflow management only	Ongoing	3
• Maintain CPD of all staff by attendance on courses, workshops & seminars	31 Dec 14	V/PEO/DV	Workflow management only	Ongoing	3
• Maintain & develop involvement in CAMERA	31 Dec 14	V/DV	Workflow management only	Ongoing	3
• Maintain & develop passport database	30 Jun 14	PEO/SEO/FM	£10k	Ongoing	3
• Develop system for monitoring maintenance payments to other jurisdictions	31 Dec 14	PEO/SEO/FM	£3k	Ongoing	3
• Enhance Court Officers' procedures manual	31 Dec 14	PEO/DV	Workflow management only	Ongoing	3

Assize Jury

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Provide induction for SCO & CO regarding Assize Jury	31 Dec 14	PEO/DV	Workflow management only	New SCO appointed Sep 13	3
• Continue to pursue improvements in case management of assize trials	31 Dec 14	V/DV/PEO	Workflow management only	Ongoing	3

Coroner

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Provide ongoing training for DV regarding Coronership	31 Dec 14	V/DV	Workflow management only	Training through Judicial College	2
• Maintain Relief Coroner service	31 Dec 14	DV	Central funds available	Ongoing	2
• Recruit Relief Coroner	30 Jun 14	DV	Workflow management only	Current Relief Coroner retires Jun 14	2
• Maintain best practice by attending conferences/seminars	31 Dec 14	DV	Workflow management only	Coroners' Society/ MoJ/Judicial College /professional events	2
• In liaison with MOH, consider whether death certification needs updating	31 Dec 14	DV	Workflow management only	Under active consideration & ongoing	2

CORE SERVICES (continued)

• Increase preparedness for major disaster	31 Dec 14	DV	Workflow management only	Contribute to emergency planning procedures	2
• Review Sudden Deaths database	31 Dec 14	DV/CSO	Workflow management only	Including automated production of certificates & statistics	2
• Review current forms & certificates	31 Dec 14	DV/CSO	Workflow management only	To update & convert to plain English	2

Insolvency & Official Curatorship

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Provide further information to creditors online	31 Dec 14	PAD/SAD	Workflow management	Subject to input from CMD-IS	3
• Assess need for establishment of official guidelines for Curatorships & Tutelles	31 Dec 14	V/PAD	Workflow management only	Ongoing (in association with LOD & H&SS)	3
• Participate in working group deliberating on future of official Curatorship service	31 Dec 14	PAD	Workflow management only	Ongoing (bid has been submitted by H&SS)	3
• Undertake DMIS phase 2 enhancements	31 Dec 14	PAD/SAD	£25k	Enhancements to new system	3
• Review Director's Questionnaire	31 Dec 14	V/PAD/SAD	Workflow management only	Make provision for Corporate Directors	3
• Update "Jersey Insolvency & Asset Tracking"	30 Jun 14	V	Workflow management only	Supplement to go with fourth edition	3
• Implement Viscount's Remission Orders	31 Dec 14	V/PAD/SAD	Workflow management only	Awaiting political approval	3
• Maintain international networking	31 Dec 14	V/PAD/SAD	Workflow management only	Including IAIR	3
• Maintain contingency plans in the context of a banking failure	31 Dec 14	V/PAD	Workflow management only	In association with JFSC & related partners	3
• Maintain in-house legal advice	30 Jun 14	V/PAD	£18k	Ongoing	3
• Enhance Curatorship procedures manual	31 Dec 14	PAD/DV	Workflow management only	Ongoing	3

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>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• LAWS					
Adoption (Jersey) Law 1961: Comment on amendments	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
Bankruptcy (Désastre) (Jersey) Law 1990: Make recommendations to update Law	31 Dec 14	V/PAD	Workflow management only	Including review of subordinate legislation	3
Children (Jersey) Law 2002: Progress amendments	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
Companies (Jersey) Law 1991: Review progress in association with JFSC	31 Dec 14	V/PAD/SAD	Workflow management only	Regarding possible moratorium/suspensory position	3
Inheritance (Legitimacy & Provision for Family & Dependents) (Jersey) Law 201-: Comment on new Law	31 Dec 14	Reg Fam Div	Workflow management only	With Royal Court	3

LAW REFORM (continued)

Inquests & Post-mortem Examinations (Jersey) Law 1995: Amend to ensure attendance of inquest witnesses	31 Dec 14	DV	Workflow management only	Awaiting parallel amendment within Criminal Justice system	2
Maintenance Orders (Facilities for Enforcement) (Jersey) Law 2000: Comment as required	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
Matrimonial Causes (Jersey) Law 1949: Progress amendments	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
Mental Health (Jersey) Law 201-: Comment as required	31 Dec 14	Reg of Prob/PAD	Workflow management only	Ongoing (with LOD)	3
Procédure Criminelle, Loi (1864) réglant la: Participate in amendment	31 Dec 14	V/DV	Workflow management only	Ongoing (with LOD)	3
Tutelles (Jersey) Law 201-: Comment as required	31 Dec 14	Reg of Prob	Workflow management only	Ongoing (with LAP)	3
• RULES & REGULATIONS					
Adoption Rules 1962: Comment as required	31 Dec 14	Reg Fam Div	Workflow management only	With LOD & ongoing	3
Banking Business (Depositors Compensation) (Jersey) Regulations 2009/Banking (Depositors Compensation) (Jersey) Regulations 2009: Participate in amendment	31 Dec 14	V/PAD	Workflow management only	Maintain depositor compensation scheme (member of steering group) in association with JFSC & EDD	3
Burials & Exhumations Rules 201-: Comment as required	31 Dec 14	DV	Workflow management only	Ongoing	3
Children Rules 2005: Comment as required	31 Dec 14	Reg Fam Div	Workflow management only	Consider amendments	3
Matrimonial Causes Rules 201-: Comment as required	31 Dec 14	Reg Fam Div	Workflow management only	Consider amendments (with LOD)	3
• PRACTICE DIRECTIONS					
Issue Practice Direction on Anton Piller injunctions	31 Dec 14	MRC	Workflow management only	Ongoing	3
Update & amend Family Division Practice Directions	31 Dec 14	Reg Fam Div	Workflow management only	Ongoing	3
Maintain consolidated list of Practice Directions	31 Dec 14	MRC/DJG	Workflow management only	In association with JLIB	3
Update & amend Court of Appeal Practice Directions	31 Dec 14	AJG (AS)	Workflow management only	Ongoing	2

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>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Issue 2013 Annual Report	31 Mar 14	MT	Workflow management	Due for completion Mar 14	3
• Issue 2014 Business Plan	31 Jan 14	MT	Workflow management	Due for completion Jan 14	3
• Require managers to certify staff have been consulted regarding Business Plan	31 Dec 14	DS/MT	Workflow management only	To ensure compliance with Investors in People standard	3
• Measure cost of delivery of services	31 Dec 14	DS/FM	Workflow management only	Ongoing (Service Analysis process)	3
• Implement shared budgeting, financial processing & reporting arrangements	31 Dec 14	DS/FM	Workflow management only	In conjunction with Treasury	3

CORPORATE MANAGEMENT OBJECTIVES (continued)

• Prepare for upgrade of Phoenix/Sigma to enhance user capability & financial reporting	31 Dec 14	FM	£250k	In association with Business Support Group	3
• Ensure full compliance with Public Finances (Jersey) Law 2005 & related best practice	31 Dec 14	DS/FM	Workflow management only	Ensure measures in place re Governance Statement & GAAP requirements	3
• Maintain Accounts Section procedures manual	31 Dec 14	FM	Workflow management only	Regularly updated with current practice	3
• Review use of Royal Court Users' Group	31 Dec 14	DJG/PEO	Workflow management only	Ongoing	3
• Review use of Magistrate's Court Users' Group	31 Dec 14	MCG/SEO/CO	Workflow management only	Ongoing	3
• Continue to implement Business Continuity & Risk Management Plan	31 Dec 14	DS/FM	Workflow management & £2k	Ongoing (subject to availability of resources)	3
• Improve management reporting tools	30 Jun 14	FM/V/SEO	Workflow management only	Utilise Crystal Report Writer for reporting purposes	3
• Develop archive policies for Court Service (by combining existing policies)	31 Dec 14	DJG	Workflow management only	Noting requirements of Public Records (Jersey) Law 2002	3
• Implement improved system for collection of fees	31 Dec 14	DS/FM	Workflow management only	Awaiting legislative changes	3
• Prepare for review against CSE standard	31 Dec 14	MT	Workflow management only	Diagnostic assessment to be carried out mid-year	3
• Develop best corporate governance	31 Dec 14	JG	Workflow management only	Ongoing (see Annex D) as part of CSE	3
• Maintain fixed asset register	31 Dec 14	FM/DS	Workflow management only	Ongoing	3
• Continue to participate in Criminal Justice System Board	31 Dec 14	JG/DS	Workflow management only	Ongoing	3
• Continue to support activities of JLIB	31 Dec 14	JG/DS	£100k grant	Ongoing	3
• Consider changing from postal to email distribution of formal Court Notices	31 Dec 14	CSO	Workflow management only	In association with Bailiff's Chambers (where permissible)	3
• Consider implementation of a back-to-the-floor initiative	31 Dec 14	DJG	Workflow management only	For senior managers	3
• Complete re-organisation of Court Service	31 Dec 14	JG/V	Workflow management only	On departure of senior office holders	3
• Re-establish hard copy law library	31 Dec 14	JG/V	£30k	In association with Institute of Law	3

INFORMATION SYSTEMS

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

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Continue to enhance Internet & Intranet sites including use of electronic forms	31 Dec 14	MT	Workflow management only	Maintain conformance of websites with Central specification	3
• Maintain development of the use of document imaging facilities	31 Dec 14	DS/DJG/SAD	£5k	To include Viscount's Department records	3
• Promote further use of portable computer equipment	31 Dec 14	DS	Workflow management only	In association with JLIB	3

INFORMATION SYSTEMS (continued)

• Extend the use of video-conferencing facilities	31 Dec 14	MT	Workflow management only	In association with JLIB	3
• Continue to develop options for remote working	31 Dec 14	DS	Workflow management only	Remote working provided to 6 staff	3
• Implement & progressively develop use of Corporate EDMS	31 Dec 14	DS/CSM	Workflow management & £15k	To provide for workflow & paperless office	3
• Implement improved purchasing through "Procure to Pay" project	31 Dec 14	FM/MT	Workflow management only	Procurement to move from JDE to "Procure to Pay"	3
• Complete redevelopment of jerseycourts.je website	31 Dec 14	AJG (AS)/ DS	Workflow management & £5k	To provide additional channel for communication	3

INFORMATION MANAGEMENT

Aim To prepare for implementation of the Freedom of Information (Jersey) Law 2011 on 1 January 2015 & introduce a management system for storage & retrieval of all information & knowledge held.

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Develop & deliver training to all staff in preparation for the Law coming into force	31 Mar 14	AJG (AS)	Workflow management only	All staff to be fully aware of implications of the Law	3
• Conduct information audit of all data held in both electronic & paper format	28 Feb 14	AJG (AS)	Workflow management & central funding	Recruit additional staff to undertake audit	3
• Following audit, prepare Information Index of all information held in electronic & paper format	31 Aug 14	AJG (AS)	Workflow management & central funding	In accordance with Article 7 of the Law	3
• Utilise jerseycourts.je website to disseminate information	31 Jul 14	DS/ AJG (AS)	Workflow management & £10k	Development of website in hand	3
• Prepare a Publication Scheme for inclusion on the website	31 Jul 14	DS/ ASG (AS)	Workflow management & central funding	Article 20 of the Law	3
• Develop & deliver training to all staff in preparation for the Law coming into force	31 Mar 14	AJG (AS)	Workflow management only	To ensure all staff fully aware of implications of the Law	3
• Devise & implement an email policy for the Court Service	31 Dec 14	DS/DJG/ AJG (AS)	Workflow management & central funding	Possible utilisation of Sharepoint	3
• Commence implementation of an information & knowledge management system	31 Dec 14	DS/DJG/ AJG (AS)	Workflow management & central funding	Dependent on outcome of audit	3

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>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Continue to develop use of exit interviews	31 Dec 14	MT	Workflow management only	Ongoing	4
• Develop & deliver structured training programmes	31 Dec 14	MT	£4k & Central support	As per costed annual training plan	4

HUMAN RESOURCES (continued)

• Maintain in-house management training workshop for departmental policies	31 Dec 14	DS	Workflow management only	Two workshops held every year	4
• Ensure that all training courses attended are relevant & value for money	31 Dec 14	DS	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	4
• Carry out 3 monthly reviews after all courses & identify additional training needs	31 Dec 14	MT	Workflow management only	Ongoing (linked to PRA & training evaluation policy)	4
• Maintain certification of at least 2 officers to practice in Recruitment & Selection	31 Dec 14	IPM	Central support	Ongoing	4
• Maintain system for monitoring staff turnover	31 Dec 14	IPM	Workflow management only	Included in balanced scorecard	4
• Further develop induction training	31 Dec 14	CSO	Workflow management only	Ongoing	4
• Maintain awareness of Equal Opportunities & Human Rights policies	31 Dec 14	MT	Workflow management only	Ongoing (to ensure compliance with Human Rights (Jersey) Law 2000)	4
• Continue to exploit opportunities for cross-skilling throughout Court Service	31 Dec 14	DS/MT	Workflow management only	Ongoing (linked to PRA)	4
• Introduce policy for CPD	31 Dec 14	DS	Workflow management only	Training quantified in balanced scorecard	4
• Maintain links with States HR	31 Dec 14	DS/IPM	£9k	Ongoing	4
• Develop formal complaints procedure	30 Jun 14	DS	Workflow management only	As part of CSE project	3
• Develop Intranet website for dissemination of all HR information	31 Dec 14	IPM/CSM	Workflow management only	To improve communication with all staff	3
• Maintain system for monitoring absence levels	31 Dec 14	IPM	Workflow management only	Using Bradford factor formula	3
• Maintain system for monitoring overtime	31 Dec 14	IPM	Workflow management only	Ongoing	3
• Continue to make use of CMI seminars	31 Dec 14	MT	£1k	Ongoing	4
• Undertake staff engagement survey	31 Dec 14	DS/MT	Workflow management only	Previous survey undertaken in 2012	4

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>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
• Increase availability of hard copy & electronically accessible guidance notes	31 Dec 14	MT	Workflow management only	On legal procedures & Court Service activity	3
• Assess extent to which guidance information & public notices should be translated	31 Dec 14	DJG	Workflow management only	Policy to be developed in association with JLIB	3
• Maintain user feedback (especially via Internet & Intranet) & undertake user satisfaction survey	31 Dec 14	MT	£3k	As part of CSE	3
• Maintain media management plan	31 Dec 14	DJG	Workflow management only	For use in high profile cases	3

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>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Review occasional publication of newsletter 	31 Dec 14	SAD	Workflow management only	Use of "blog" under consideration	3

ACCOMMODATION

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

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Continue to assess options for improved accommodation for Viscount's Department 	31 Dec 14	V/DV	Workflow management only	Continue to address ongoing problems re lighting & air conditioning	3
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & debtors' property 	31 Dec 14	DJG/PAD/PEO	£27k	Use of scanning to be investigated	3
<ul style="list-style-type: none"> Maintain dedicated parking facilities for Viscount's Department official vehicles 	31 Dec 14	PEO	£5.5k	Ongoing	3
<ul style="list-style-type: none"> Monitor recommendations of HAD security review 	31 Dec 14	DJG	To be determined	In consultation with Bailiff's Chambers	2

HEALTH, SAFETY & THE ENVIRONMENT

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

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Maintain requisite number of trained First Aid Officers 	31 Dec 14	IPM/CSO	Central support	Centrally sponsored refresher training	3
<ul style="list-style-type: none"> Ensure display screen equipment assessments carried out 	31 Dec 14	IPM	Workflow management only	For new staff & on an ongoing basis for all other staff	3
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 14	DS/MT	Workflow management only	Ongoing (especially paper)	3
<ul style="list-style-type: none"> Maintain & implement policies which contribute to a sustainable environment 	31 Dec 14	MT	Workflow management only	Particularly with regard to energy consumption	3
<ul style="list-style-type: none"> Review health & safety & related policies for both Departments 	31 Dec 14	DS/CSO	Workflow management only	Ongoing	3
<ul style="list-style-type: none"> Participate in Eco Active States project 	31 Dec 14	JG/DS	Workflow management only	Viscount's Dept & Judicial Greffe are accredited Eco Active scheme member	3
<ul style="list-style-type: none"> Develop workplace policy for providing support in relation to domestic violence & abuse 	31 Dec 14	DS/CSO	Workflow management only	Taking account of Investors in People expectations	3
<ul style="list-style-type: none"> Review procedures for management of courtroom safety 	31 Dec 14	DJG	Workflow management only	Justice Working Group work-stream	3

EQUIPMENT & TECHNICAL RESOURCES

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

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Continue to provide digital copying, scanning & printing facilities 	31 Dec 14	DS/FM	Workflow management only	In association with Danwood	3
<ul style="list-style-type: none"> Maintain awareness of & parity with private sector norms 	31 Dec 14	DS/FM	Workflow management only	Ongoing	3

PERFORMANCE MANAGEMENT

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

<i>2014 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>	<i>SSPP</i>
<ul style="list-style-type: none"> Enhance Court Service performance framework & develop benchmarking 	31 Dec 14	DS	Workflow management only	Ongoing	3
<ul style="list-style-type: none"> Review Service Pledges across Court Service 	31 Dec 14	MT	Workflow management only	Current Service Pledges at Annex C	3
<ul style="list-style-type: none"> Maintain performance management feedback reports 	31 Dec 14	MT	Workflow management only	Ongoing (quarterly basis)	3
<ul style="list-style-type: none"> Develop use of internal performance measures 	31 Dec 14	DS	Workflow management only	Ongoing	3

Annex A to Court Service 2014 Business Plan

List of Abbreviations Used in Action Plans

AJG (AS)	Assistant Judicial Greffier (Appellate Section)
AJG (RC)	Assistant Judicial Greffier (Royal Court)
APO	Assistant Proceedings Officer
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
CSE	Customer Service Excellence
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
EO	Enforcement Officer
FM	Finance Manager
GAAP	Generally accepted accounting practice
HAD	Home Affairs Department
HR	Human Resources
H&SS	Health & Social Services
IPM	Intellectual Property Manager
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
SCO	Senior Court Officer
SEO	Senior Enforcement Officer
SSPP	States Strategic Plan Priority
V	Viscount

Annex B to Court Service 2014 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 • Achieving Customer Service Excellence award • 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 2014 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	15 working days	95%
Decrees nisi	10 working days	98%
Decrees absolute	10 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%
• Enter debtors' details in DMIS & 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 same 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 same 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 10 working days of first contact	95%
Formal appointment	Within 8 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 (all sections): 	<p>Within 7 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 2014 Business Plan

Court Service Client Charter

Code of Corporate Governance:

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

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

Our Core Values:

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

Service Standards when we Meet you:

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

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

Service Standards if you Telephone:

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

Service Standards if you Write:

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

Our Obligations to you:

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



The Departments of the Jersey Court Service:

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www.jersecourts.je