



Law Officers' Department

Business Plan 2025

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1. Foreword

I am delighted to present the Business Plan for the Law Officers' Department which sets out our objectives and deliverables for 2025.

Seven objectives and twelve specific workstreams for 2025 are set out in pages four to six of the Plan.

Our objectives and workstreams are only achievable through the commitment of our staff and through our procedures. Pages eight and nine of the Plan detail two achievements concerning our people in 2024 which we aim to continue to build on in 2025.

Firstly, we were accorded Lexcel Accreditation again for excellence in practice management and client care by an independent assessor. As in previous years, *people management* was highlighted as a particular area of good practice and it was encouraging to receive comments such as: *"Interview evidence once again suggests an exceptional level of employee satisfaction within the department."*

The Lexcel report concluded that, *"It is clear to the assessor that the Lexcel standard remains fully embedded in practice and the standard runs through the heart of every aspect of the department's functions resulting in a well-managed, cohesive and risk averse department."*

Secondly, we achieved accreditation by Best Companies for the fourth consecutive annual survey, increasing the 'star rating' to two out of a maximum of three stars, and being officially accredited as 'an outstanding organisation to work for.' Best Companies is a specialist organisation for assessing employee engagement and only awards its two star rating to organisations that demonstrate 'an outstanding commitment to workplace engagement.' A link to the Law Officers' Department's profile on Best Companies' website is here:

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

We shall aim for both Lexcel and Best Companies accreditation again in 2025 with the aim of continuous improvement and strong performance against all of the objectives set out in this Plan.

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

Mark Temple KC

7 April 2025

2. Our purpose

Our Purpose

The Law Officers' Department:

- provides legal advice to the Government, the States Assembly and the Crown;
- provides the independent public prosecution service for the Island;
- protects the interests of the Crown and Government in civil proceedings;
- helps safeguard children and adults at risk;
- enables the forfeiture and confiscation of the proceeds of crime;
- assists overseas law enforcement agencies;
- carries out the statutory and customary law duties of the Attorney General.

Our Values

We share the values of all States of Jersey employees:

- We are respectful
- We are better together
- We are always improving
- We are customer focused
- We deliver

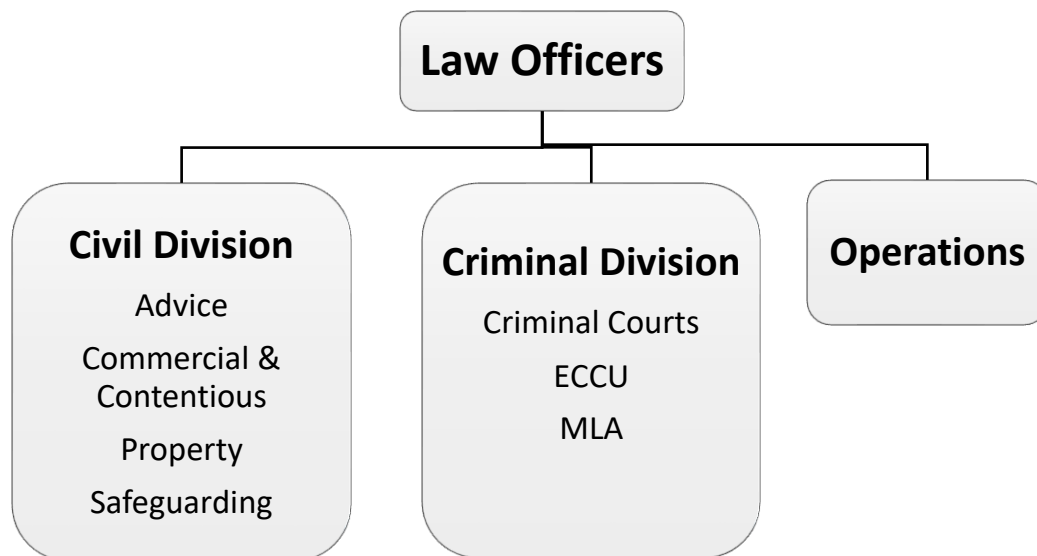
Our values are supported by a set of high-level behaviours, which guide us in our individual roles: **collective core values and behaviours**

All staff adhere to the States Employment Board's **Standards of Public Service** and the Department's lawyers follow a **Code of Conduct** which sets out the required high standards in the interests of justice and in relation to their duties as public officers.

3. Law Officers' Department Structure

Crown Officers

HM Attorney General Mark Temple KC
HM Solicitor General Matthew Jowitt KC



See Appendix 2 for a full organisation chart.

4. Our key objectives and deliverables

Key Objectives and Deliverables		
Key Objective	Key Deliverable	Lead Service
1) To provide legal advice to the Government, States Assembly and the Crown	High quality and timely legal advice provided, including property transactions.	Civil Division: Advice Team; Commercial & Contentious Team; Property Team Criminal Division: Criminal Courts Team
2) To provide the independent public prosecution service for the Island	High quality and timely advice provided. Prosecutions in the Royal Court and Magistrate's Court carried out fairly, efficiently and effectively.	Criminal Division: Criminal Courts Team; ECCU
3) To protect the interests of the Crown and the	High quality and timely advice provided. Hearings in the Courts	Civil Division: Commercial & Contentious Team

Government in civil proceedings	and Tribunals carried out fairly, efficiently and effectively.	Safeguarding Team
4) To help safeguard children and adults at risk	High quality and timely advice provided. Proceedings in relation to children concluded expeditiously. Advice provided in relation to vulnerable adults or those who lack capacity and applications made to Court as appropriate.	Civil Division: Safeguarding Team
5) To enable the forfeiture and confiscation of the proceeds of crime	High quality and timely advice provided to JFCU and forfeitures carried out fairly, efficiently and effectively.	Criminal Division: ECCU MLA
6) To assist overseas law enforcement agencies	High quality and timely assistance provided.	Criminal Division: MLA
7) To carry out the statutory and customary law duties of the Attorney General	Exercise disciplinary and other functions in relation to the Honorary Police. Ensure <i>Partie Publique</i> functions performed effectively.	Attorney General Civil Division: Safeguarding Team Advice Team
Specific for 2025		
Workstreams	Key Deliverable	Lead Service
1) Advice on the development and implementation of the Government's policy and legislative objectives, including external relations	High quality and timely advice provided on the development of new policy and legislation, supporting the Government and States Assembly to ensure that debates are informed by appropriate legal advice and that legislation fulfils its objectives. This will be particularly time critical in the run up to the next general election	Civil Division: Advice Team
2) Tackling financial crime, sanctions and supporting the Moneyval assessment	High quality advice, investigations and prosecutions of financial crime to ensure Jersey complies with best practice and maintains the Island's reputation as a well-regulated international finance centre	Criminal Division: ECCU MLA Civil Division: Advice Team Commercial & Contentious Team
3) Advice and representation in connection with Art 2 ECHR inquests	High quality and timely advice provided in relation to Art 2 inquests	Civil Division: Commercial & Contentious Team Safeguarding Team
4) Advice and representation in connection with TIEA notices and challenges	High quality and timely advice provided in relation to tax information exchange requests and challenges	Civil Division: Commercial & Contentious Team
5) Further development and training of SoJP on frontloading of cases and on unused material	Timely and successful prosecutions with efficient use of resources	Criminal Division: Criminal Courts Team; ECCU
6) Advice in relation to tax collection and other initiatives for Revenue Jersey	Increase in revenue for the Government of Jersey by taking legal action in relation to unpaid taxes	Civil Division: Advice Team Commercial & Contentious Team

7) Work on improving the arrangements for dealing with personal injury claims	Reduce risk to Government of Jersey as a result of PI claims	Civil Division: Commercial & Contentious Team
8) Maintain the increased support provided to the Government in respect of immigration reform and customs casework	High quality advice provided to the Government to support the implementation of post Brexit immigration and customs legislative developments and an increase in casework.	Civil Division: Advice Team
9) Provide advice in connection with the extension of the areas of activity regulated by the Care Commission	High quality advice and representation	Civil Division: Advice Team Safeguarding Team
Financial / Operational		
1) Develop and improve more efficient processes using functionality of new Case Management System. Continued progress of digital solutions.	New Case Management System developed and implemented with new processes introduced.	All
2) Maintain Lexcel accreditation	Adhere to Lexcel Standards to achieve Lexcel accreditation for sixth year	All
3) LOD website	Develop standalone website for the LOD for recruitment and dissemination of information	Operations

5. Supporting Sustainable Wellbeing and Island Outcome Indicators

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

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

- e) International Cooperation: the Department assists overseas law enforcement agencies, which helps in maintaining Jersey's international reputation and compliance with global standards. This supports the broader economic and community outcomes.

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

6. Monitoring progress and risk management arrangements

Monitoring Progress of delivery of the Business Plan

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

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

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

Risk Management Reporting Arrangements

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

The Accountable Officer, together with the Treasury & Exchequer's Finance Business Partner for the Non-Ministerial Departments, also signs off at year end a Statement of Comprehensive Net Expenditure, a Statement of Financial Position and a Statement of Accounting Compliance.

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

Non-Ministerial Departments Audit Committee

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

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

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

7. Our service users

Service Users and Projected Demand for Services

Civil Division

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

Demand for services may increase during the Budget period depending on new legislation or increasing demand from the instructing departments for the Law Officers' Department's services. Additional resources will be required if Ministerial Decisions during the 2025 – 2028 Budget result in an increased workload for the Department.

Criminal Division

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

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

There has been a sustained increase in work levels in the Criminal Courts Team which led to a growth bid for the 2025-2028 Budget in order to meet the increased levels of demand.

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

8. Our people

In October 2024, the Law Officers' Department was awarded Lexcel accreditation for 'excellence in practice management and client care' for the fifth year running. The independent assessor singled out 23 Areas of Good Practice in the 2024/25 assessment report, commenting that:

- "It is clear to the assessor that the Lexcel standard remains fully embedded in practice and the standard runs through the heart of every aspect of the department's functions resulting in a well-managed, cohesive and risk averse department."

- “Interview evidence once again suggests an exceptional level of employee satisfaction within the department.”
- “Interview evidence suggests there is a genuine culture of being encouraged to voice opinions and speak up. It is also suggested it is very much appreciated when those opinions are voiced.”
- “The assessor considers operational supervision to be excellent with very close monitoring of matters and personnel and exceptional levels of operational support being offered.”

In 2024 the Law Officers' Department also took part in the States-wide Best Companies Be Heard Employee Engagement Survey.

The Department increased its star-rating in the survey to become ‘an outstanding organisation’ to work. The Department’s profile on the Best Companies website gives more details:

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

The Department has achieved accreditation in three successive Be Heard surveys and is the only States department to have done so.

Themes from both the Lexcel assessment and the Be Heard survey include:

- The importance of good management
- The importance of flexible working
- The desire to ‘give something back’ to the community
- The importance of teamwork
- The working environment in Morier House

The Lexcel assessor noted in her 2024/25 report that many of the suggestions for best practice had been addressed and praised the Department’s commitment to employee engagement. Each of these themes will continue to be worked on in 2025 in addition to the areas that are brought to the Department through the States of Jersey People Strategy, including Workforce Strategic Planning.

The Department will apply again in 2025 for Lexcel accreditation and will also take part in the next States-wide Be Heard employee engagement survey in order to seek re-accreditation from Best Companies.

Health, Safety and Wellbeing

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

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

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

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

9. Our financial context

Financial Overview

Extract from the approved Budget 2025 – 2028, Service Level Analysis by Department:
Budget 2025 - 2028 Annex

Service Area	Income	Near Cash Expenditure	Net Revenue Expenditure
	£000	£000	£000
Law Officers' Department			
Law Officers General	127	13,236	13,109
Court and Case Costs	0	1,111	1,111
Total:	127	14,347	14,220

What will we do in 2025? Measuring progress against planned deliverables

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

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

Appendix 1

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

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

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

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

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

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

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

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

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

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

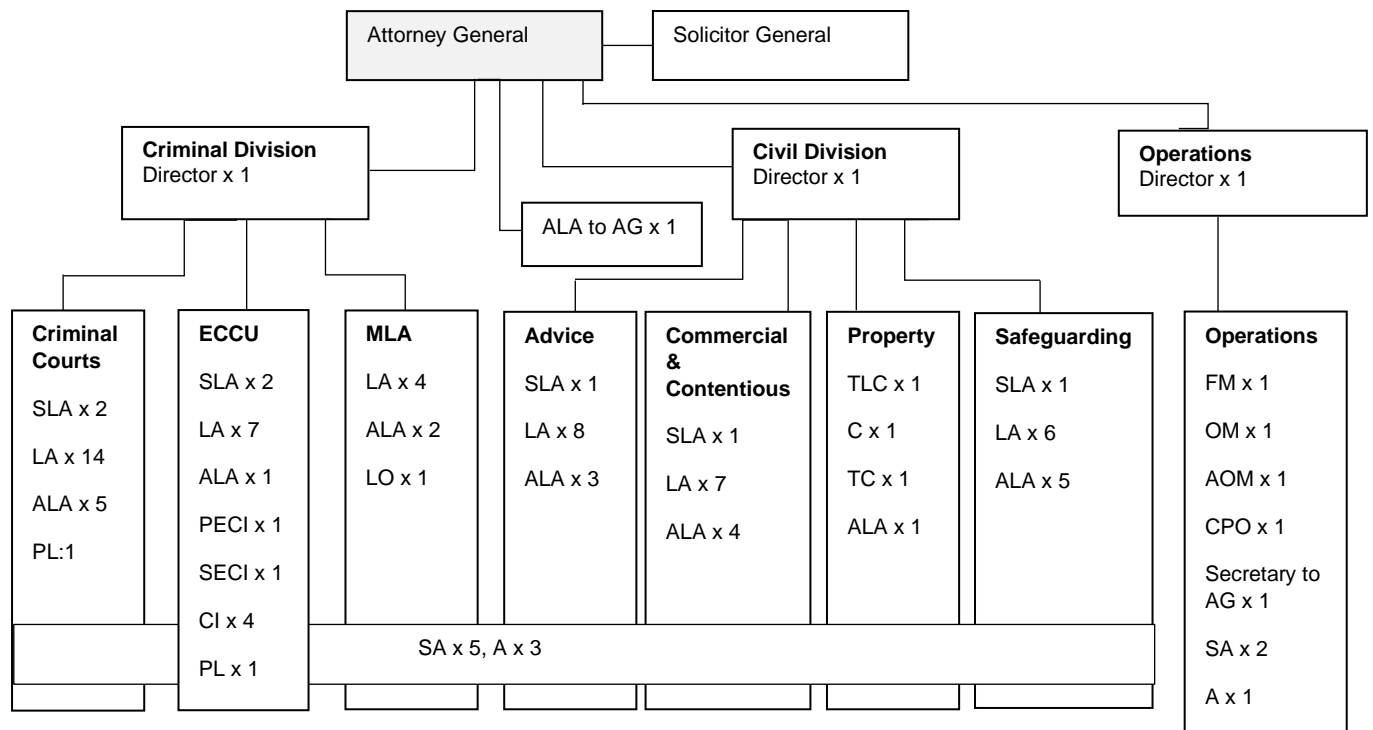
The **Criminal Courts team** prosecutes cases before the Magistrate's and Youth Courts, the Royal Court and Court of Appeal (Criminal Division), and gives advice to the States of Jersey Police, the Honorary Police, Customs, and numerous Government regulatory Departments.

The **Economic Crime and Confiscation Unit** was established in October 2017 in order to ensure that the Island remains at the forefront of the fight against financial crime and money laundering.

The **Mutual Legal Assistance team** handles international requests for assistance.

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

Appendix 2



Headcount: 108 (individuals not FTE, including vacancies)

Notes

A: Administrator
 AG: Attorney General
 ALA: Assistant Legal Adviser
 AOM: Assistant Operations Manager
 ASLA: Acting Up SLA
 C: Conveyancer
 CI: Civilian Investigator
 CPO: Court Proceedings Officer
 ECCU: Economic Crime and Confiscations Unit
 FM: Finance Manager
 LA: Legal Adviser

LO: Liaison Officer
 MLA: Mutual Legal Assistance
 OM: Operations Manager
 PECI: Principal Economic Crime Investigator
 PL: Paralegal
 SA: Senior Administrator
 SECI: Senior Economic Crime Investigator
 SG: Solicitor General
 SLA: Senior Legal Adviser
 TC: Trainee Conveyancer
 TLC: Team Leader – Conveyancing