

2021 Jersey Court Service Business Plan





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SECTION 1

Introduction

We present below the Court Service 2021 Business Plan, being the combined business plan of the Viscount's Department and Judicial Greffe.

The 2021 Business Plan sets out key objectives and priorities which will be undertaken, over and above the provision of our 84 main or primary services which are delivered across 13 functional areas. In 2021, the Court Service will focus on the areas described below. Success for the year will be measured against achievement of these high level objectives.

1. Play a leading role in supporting access to justice

ACTIONS:

- 1.1 Continue to develop and improve Tribunals Service having regard to the Jersey Law Commission consultation report "Improving Administrative Redress in Jersey".
- 1.2 Continue to chair the Legal Aid Guidelines Advisory Committee.
- 1.3 Continue to review requirements for additional mediation facilities.
- 1.4 Develop Number 1 Magistrate's Court as a venue for assize trials.
- 1.5 Develop specialist Family Division Court centre.

2. Implement new legislation

ACTIONS:

- 2.1 Continue to monitor and review infrastructure to deal with implementation of Mental Health and Capacity and Self-Determination Laws.
- 2.2 Continue to monitor effectiveness of regulatory framework under the Capacity and Self-Determination Law.
- 2.3 Facilitate the implementation of the new Criminal Procedure and Bail Laws.
- 2.4 Assist with amendment and drafting of new Matrimonial Causes Law.
- 2.5 Assist with development of new Adoption Law and rules.
- 2.6 Participate in working groups to develop new creditors' winding-up procedure and review of regulation of consumer credit.

3. International dimensions

ACTIONS:

- 3.1 Continue (within appropriate budgetary constraints) to represent the Island in the following international fora:
 - International Association of Insolvency Regulators.
 - Free Access to Law Movement.
 - Coroners' Society of England and Wales.
 - Commonwealth Magistrates' and Judges' Association.
 - Criminal Assets Management and Enforcement Regulators Association.
 - United Nations Office on Drugs and Crime.
 - International Association of Women Judges.
 - United Nations Commission on International Trade Law.
 - International Academy of Family Lawyers.

4. Deliver excellence in customer service

ACTIONS:

- 4.1 Develop Jersey Courts website and effective guidance notes for service users.
- 4.2 Undertake customer satisfaction surveys.
- 4.3 Work towards achieving accreditation against Customer Service Excellence standard.

4.4 Continue work on updating and modernising customer and stakeholder communications.

5. Develop staff and ensure their safety

ACTIONS:

- 5.1 Continue to make use of Government management training courses.
- 5.2 Update and complete all health and safety risk assessments.
- 5.3 Develop scheme for secondment or work experience for students and junior lawyers.
- 5.4 Introduce limited scheme for judicial shadowing of Family Judges.
- 5.5 Participate in Team Jersey training and events.

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

ACTIONS:

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

7. Ensure value for money

ACTIONS:

- 7.1 Continue to participate in joint working group with LOD and other non-ministerial departments to identify further savings and synergies.
- 7.2 Apply continuing rigour to control of spending and costs, and ensure compliance with the Public Finances Manual.
- 7.3 Investigate charging for services which are currently provided free of charge on a “user pays” principle, and ensure appropriate fees are charged and recovered for paid services.

The Business Plan also takes account of the objectives of the Jersey Legal Information Board and the Criminal Justice System Board (with which the Departments are closely associated); it is also complementary to the Government of Jersey Common Strategic Policy 2018-2022 and the Government Plan 2021-2024. It continues to be the key tool for monitoring strategic and functional focus and driving performance management.

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

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

Elaine Millar
Viscount

Adam Clarke
Judicial Greffier

Mark Harris
Deputy Viscount

James Lambert
Chief Operating Officer

31 January 2021

What We Do

The Court Service employs a total of 73.8 full time equivalent staff, organised to deliver services in accordance with the functional organisation chart shown at Annex A. Although this Business Plan is a combined document for the Judicial Greffe and Viscount's Department, the distinct functions of the two Departments are as follows:

- The Judicial Greffe is responsible for the provision of judicial, secretarial, administrative and interlocutory support for the Island's Courts and Tribunals.
- The Viscount's Department is the executive arm of the Island's Courts and of the States Assembly. Its functions include the enforcement of fines and judgments, the provision of the Coroner's service and the administration of insolvency.

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

Our Core Values

The Court Service is committed to the achievement of its Client Charter (see Annex B) and the States of Jersey core values and behaviours:

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

Our Strategic Aims

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

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

Our Vision

"To be a global leader amongst small jurisdictions."

Court Service Values Check

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

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

COVID-19 pandemic

The COVID-19 pandemic had a significant impact on the 2020 Business Plan. A huge amount of work was devoted to finding alternative ways of delivering our services, keeping users safe, maintaining the resilience of staff, and participating in implementation of measures to support the local economy, all at the expense of making progress with 2020 action plans. Therefore, there is a considerable overlap between this document and its predecessor. With the crisis not yet over, this situation is likely to continue into 2021. However, the accelerated introduction of technology to allow services to be maintained which started last year will continue, not least in respect of the Court Digital project which is expected to produce tangible benefits in the first quarter of the year. The Court Service has been flexible and adaptable in ensuring that all essential services continue, so far as possible in the light of restrictions on work and personal environments. As a result of this experience, the new ways of working will continue to be captured, to ensure that we obtain all the benefits and learning points arising from this period of uncertainty. In addition, participation will continue in consultations on emergency provisions to support the local economy impacted by the pandemic, and any increase in insolvency proceedings will be monitored.

SECTION 2

Summary of Key Objectives and Priorities

This section identifies the key objectives of the Court Service. These objectives will be achieved through action plans for each of our Core Service areas, which have been developed in consultation with stakeholders and are shown in section 4. The objectives contribute to the Government of Jersey Common Strategic Policy 2018-2022 priorities and themes as indicated.

In all cases, our performance indicators are published on our website (www.gov.je/judicialgreffe or www.gov.je/viscount).

Aim: To provide an efficient and effective Court Service

Objectives:

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

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

Objective 2: Perform judicial functions in relation to Family Proceedings (Family Division Judges), Interlocutory Matters (Master of the Royal Court), the Coroner's Service and other judicial functions of the Judicial Greffier and Viscount.

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

Objective 3: Provide a Public Registry, Intellectual Property Registry and Probate Registry.

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

Objective 4: Provide an administrative service to the Magistrate's Court, Youth Court and Petty Debts Court.

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

Objective 5: The efficient enforcement of all Court Orders.

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

Objective 6: Efficient and effective Insolvency proceedings.

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

Objective 7: Timely and appropriate decision making as a delegate.

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

Objective 8: Effective investigation of sudden deaths to establish cause and reason.

Common Strategic Policy: Promote and protect Jersey's interests, profile and reputation internationally; prepare for more Islanders living longer; improve Islanders' wellbeing and mental and physical health.

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

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

SECTION 3

Resources for 2021

Subjective Analysis

Judicial Greffe

Description	2020 (£)	2021 (£)
Income		
Sales of Goods	(5,000)	(5,000)
Sales of Services	(130,000)	(131,000)
Hire & Rentals	(89,000)	(89,000)
Other Fee Income	(66,000)	(66,000)
Other Income	(1,001,000)	(1,001,000)
	(1,291,000)	(1,292,000)
Expenditure		
States Staff	3,385,600	3,386,000
Non States Staff	48,000	48,000
Supplies & Services	398,000	398,000
Administrative Costs	59,000	60,000
Premises & Maintenance General	596,000	596,000
Other Operating Costs	92,000	92,000
Grants & Subsidies	20,000	20,000
Court & Case Costs	4,295,000	4,285,000
	8,893,600	8,885,000
Net Revenue Expenditure	£7,602,600	£7,593,000

Viscount's Department

Description	2020 (£)	2021 (£)
Income		
Other Fines & Penalties	(430,000)	(430,000)
Sales of Services	(256,000)	(256,000)
Commission	(116,000)	(116,000)
Other Fee Income	(1,000)	(1,000)
Interest Income	(2,000)	(2,000)
Other Income	(1,000)	(2,000)
	(806,000)	(806,000)
Expenditure		
States Staff	1,852,500	1,853,000
Supplies & Services	265,000	265,000
Administrative Costs	30,000	30,000
Premises & Maintenance General	122,104	122,000
Bank & Other Charges	10,000	10,000
Court & Case Costs	239,000	238,000
	2,518,604	2,518,000
Net Revenue Expenditure	£1,712,604	£1,712,000

Service Analysis

	2020 (£)	2021 (£)
Judicial Greffe		
Samedi, Family, Appellate & Interlocutory Magistrate's Court	3,307,600	3,308,000
Maintenance of Registries		
Court & Case Costs	4,295,000	4,285,000
	£7,602,600	£7,593,000
Viscount's Department		
Coroner		
Insolvency		
Enforcement	1,473,604	1,474,000
Delegates		
Court & Case Costs	239,000	238,000
	£1,712,604	£1,712,000

SECTION 4

Court Service Action Plans

Core Services

A list of abbreviations used can be found at Annex C (page 24)

Samedi Team

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to review design & accessibility of Court Rota 	31 Dec 21	AJG (ARC)/ MCG	Workflow management only	Awaiting Court Digital project
<ul style="list-style-type: none"> Consider provision of public access to licensing database 	31 Dec 21	AJG (ARC)	Workflow management only	On hold pending legislation
<ul style="list-style-type: none"> Make licensing guidance available electronically 	31 Dec 21	AJG (ARC)	Workflow management only	On hold
<ul style="list-style-type: none"> Update procedures manuals 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide further information to public on website 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing (with input from Proceedings Officers)
<ul style="list-style-type: none"> Continue to create e-files for criminal matters 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing (with input from Proceedings Officers)
<ul style="list-style-type: none"> Continue to develop electronic submission for all taxation matters 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing

Family Team

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Develop policy for mirror orders from other jurisdictions 	31 Mar 21	Fam Div Judges/FPO	Workflow management only	To be published as practice direction
<ul style="list-style-type: none"> Develop policy for filing of documentation in family proceedings before the Judges 	31 Jul 21	Fam Div Judges/FPO	Workflow management only	To be published as practice direction
<ul style="list-style-type: none"> Examine need for & viability of electronic filing 	31 Dec 21	Fam Div Judges/FPO	Workflow management only	On hold pending review of new case management software
<ul style="list-style-type: none"> Introduce updated & amended forms for financial applications (in association with JLIB) 	31 Dec 21	Fam Div Judges/FPO	Workflow management only	Review of Form C4 on hold pending introduction of new case management software

Probate and Protection Registry

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review LPA application fees & associated charges 	31 Mar 21	Reg of Prob	Workflow management only	In liaison with JG & others as appropriate
<ul style="list-style-type: none"> Introduce small estates exemption by amendment of Probate (Jersey) Law 1998 	30 Apr 21	Reg of Prob	Workflow management only	Amendment with LOD
<ul style="list-style-type: none"> Online guidance review 	31 Dec 21	Reg of Prob	£2k	Protection Division (key documents to be translated)
<ul style="list-style-type: none"> Allow for LPA to be entered on PRIDE when attorney transacting on immovable property 	31 Mar 21	Reg of Prob	Workflow management & minor associated costs	In conjunction with Public Registry
<ul style="list-style-type: none"> Provide for LPAs for foreign applicants 	30 Jun 21	Reg of Prob	Workflow management only	Amendment to Capacity & Self-Determination Law for foreign applicants re Jersey assets
<ul style="list-style-type: none"> Review internal policies & procedures 	30 Jun 21	Reg of Prob	Workflow management only	Develop policies & procedures for all areas

Core Services (continued)

Public Registry

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Plan for passing of deeds by electronic means 	31 Dec 21	Reg of Deeds	To be determined	Some documents already submitted electronically
<ul style="list-style-type: none"> Implement amended Stamp Duties & Fees (Jersey) Law 1998 to permit payment by other means 	31 Dec 21	Reg of Deeds/COO	Workflow management only	Online payment for smaller transactions to be addressed
<ul style="list-style-type: none"> Consider provision of public access to PRIDE online 	31 Dec 21	Reg of Deeds/COO	Workflow management only	Already available at Société Jersiaise & Jersey Archive
<ul style="list-style-type: none"> Continue to review design & accessibility of PRIDE online 	31 Dec 21	Reg of Deeds/COO	Workflow management only	Ongoing

Appellate Team

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue development & use of ECourt system for e-delivery & transmission of bundles 	31 Dec 21	AJG (ARC)/COO	£500	Ongoing
<ul style="list-style-type: none"> Investigate feasibility of creating an electronic court 	31 Dec 21	AJG (ARC)	Workflow management only	As part of Court Digital project
<ul style="list-style-type: none"> Continue to develop links with Guernsey Court of Appeal 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing
<ul style="list-style-type: none"> Review Court of Appeal procedures 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing

Transcription

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review all procedures & working practices 	31 Dec 21	IKSM	Workflow management only	Review complete (procedures manual to be updated)
<ul style="list-style-type: none"> Adopt M365 tools for editing & workflow management 	31 Dec 21	IKSM	Workflow management only	Make procedures manual co-authored & openly shared
<ul style="list-style-type: none"> Review procedures in light of M365 tools 	31 Dec 21	IKSM	Workflow management only	Eliminate printing & enable remote working

Interlocutory Services

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Implement selected e-bundling system for civil procedure hearings 	31 Dec 21	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> Produce guidance to implement e-bundling system 	31 Dec 21	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> Assist other judges & courts to implement e-bundling system 	31 Dec 21	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> Assist in selection of case management software 	31 Dec 21	MRC	Workflow management only	In association with Court Digital project
<ul style="list-style-type: none"> Recommend changes to Royal Court Rules consistent with electronic case management 	31 Dec 21	MRC	Workflow management only	For all civil procedure matters
<ul style="list-style-type: none"> Review scope of discovery rules for civil matters before Royal Court 	31 Dec 21	MRC	Workflow management only	Ongoing

Core Services (continued)

Legal Aid Disbursements

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to streamline payment methods by law firms 	31 Dec 21	AJG (ARC)	Workflow management only	Ongoing (using Supply Jersey)

Magistrate's, Youth and Petty Debts Courts

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Develop specific web pages for Magistrate's & Petty Debts Courts 	31 Dec 21	MCG	£2k	Criminal court guidance to be developed (Petty Debts Court complete)
<ul style="list-style-type: none"> Develop procedures manuals for lower courts 	31 Dec 21	MCG	Workflow management only	Ongoing (including Transcribers & Ushers)
<ul style="list-style-type: none"> Review operational procedures in Magistrate's Court & usage by Royal Court & Court of Appeal 	31 Dec 21	MCG	Workflow management only	Procedures to be agreed & monitored with all agencies using building
<ul style="list-style-type: none"> Develop Number 1 Court as venue for assize trials & modify other courts as required 	31 Dec 21	MCG/PEO	Workflow management & COCF funding	Funding approved in Government Plan 2021-2024
<ul style="list-style-type: none"> Review & map processes in criminal court & Petty Debts Court 	31 Dec 21	MCG	Workflow management only	To ensure legislative requirements adhered to
<ul style="list-style-type: none"> Develop & deliver quarterly Greffier training 	31 Dec 21	MCG	Workflow management only	In relevant legal matters
<ul style="list-style-type: none"> Review & enhance team structure 	31 Dec 21	MCG	Workflow management only	Provide resilience for the future
<ul style="list-style-type: none"> Develop a public engagement strategy 	31 Dec 21	MCG	Workflow management only	To inform public about work of the courts
<ul style="list-style-type: none"> Increase use of technology to ensure access to justice 	31 Dec 21	MCG	Workflow management only	Court Digital project, video conferencing, website information

Intellectual Property Registry

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Complete move of trademark records to JFSC 	31 Dec 21	JG/IPM	Workflow management only	Ongoing (training for JFSC staff in hand)

Tribunals Service

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Consider new fee structure for Chairs, Deputies & Panel Members 	31 Dec 21	MATS	Workflow management only	For all Tribunals
<ul style="list-style-type: none"> Implement improvements to translation & interpreting service 	31 Dec 21	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Update Employment Relations Register & make available online 	30 Jun 21	MATS	Workflow management only	Register updated (decision awaited on vires of placing online)
<ul style="list-style-type: none"> Progress work for pan-Island collaboration for all Tribunals 	31 Dec 21	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop performance metrics & tracking across all tribunals 	31 Dec 21	IKSM/MATS	Workflow management only	Changes to service level targets as necessary
<ul style="list-style-type: none"> Develop procedures manuals for all Tribunals 	31 Dec 21	MATS	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop training plan for all staff 	31 Dec 21	MATS	Workflow management only	Cross training & visits to UK Tribunals
<ul style="list-style-type: none"> Enhance & improve equipment for remote hearings 	31 Dec 21	MATS	Workflow management only	Including video conferencing

Core Services (continued)

Court Enforcement

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Enhance effective enforcement of <i>saisies judiciaires</i> & confiscation orders 	31 Dec 21	V/PEO/DV/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Continue to develop procedures for risk assessment & Health & Safety; ensure all risk assessments are completed 	31 Dec 21	PEO/SEO DV	Workflow management & minor associated costs	Ongoing
<ul style="list-style-type: none"> Develop online guidance notes for key enforcement procedures 	31 Dec 21	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Develop database for historic <i>saisies judiciaires</i> & confiscation orders 	31 Dec 21	PEO/SO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Provide training for all EOs for assize trials 	31 Dec 21	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Train new SEO/EOs/COs 	31 Dec 21	PEO/SEO/SCO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Cross-skill infield EOs to support SO in enforcement of <i>saisies judiciaires</i> 	31 Dec 21	PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Improve relationship with LOD in relation to <i>saisies judiciaires</i> 	31 Dec 21	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implement effective performance management of EOs 	31 Dec 21	DV/PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Explore benchmarking & self-audit of enforcement 	31 Dec 21	PEO/SEO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Evolve management of maintenance orders 	31 Dec 21	PEO/SEO	Workflow management only	Both local and multi-jurisdictional
<ul style="list-style-type: none"> Implement updated fee structure for all enforcement 	31 Dec 21	V/DV/PEO	Workflow management only	Subject to agreement
<ul style="list-style-type: none"> Complete information reporting requirements for Plainsail 	31 Dec 21	V/DV/FM	Workflow management only	Ongoing
<ul style="list-style-type: none"> Install CCTV in interview & holding area 	31 Dec 21	V/DV/PEO/SEO	Workflow management only	Ongoing

Assize Jury

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Complete, test & implement new jury selection (tirage) software 	31 Dec 21	DV/PEO/SEO/CSM	Workflow management	Ongoing (in conjunction with M&D)

Coroner

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Upgrade video conferencing in HV Benest room to facilitate remote witness evidence for inquests 	31 Mar 21	DV/CSM	Workflow management only	As part of Court Digital project
<ul style="list-style-type: none"> Contribute to work of Excess Death working group established for COVID-19 pandemic 	31 Dec 21	DV	Workflow management only	Following feedback from Pandemic Flu exercise 2019
<ul style="list-style-type: none"> Explore benchmarking against other jurisdictions 	31 Dec 21	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Death certification & cremation procedures reform (in liaison with MOH, Superintendent Registrar, Primary Care Governance, others) 	31 Dec 21	DV/CSM	Workflow management only	Ongoing with other agencies (contribute to project)

Core Services (continued)

<ul style="list-style-type: none"> As part of above, propose revision of, amendments & updates to Inquest Law and Rules 	31 Dec 21	DV	Workflow management only	Ongoing (including proposal to develop Medical Examiner service)
<ul style="list-style-type: none"> Contribute to Mass Fatalities Working Group to develop & enhance Strategic Mass Fatalities Plan & associated operational plans 	31 Dec 21	DV	Workflow management only	Ongoing
<ul style="list-style-type: none"> Implementation of new coroner case management software 	30 June 21	DV/CSM	Workflow management only	Including migration of existing data
<ul style="list-style-type: none"> Review & upgrade Sudden Deaths database 	31 Dec 21	DV/CSM	Workflow management only	In conjunction with M&D
<ul style="list-style-type: none"> Review current certificates, forms & guidance notes (use of electronic signatures) 	31 Dec 21	DV/CSM	Workflow management only	Ongoing (update & convert to plain English)

Insolvency and Delegate

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Undertake DMIS phase 2 enhancements & major software upgrade 	30 Jun 21	SMI/MI	£25k	Enhancements to system (including debt billing & M365 compatibility)
<ul style="list-style-type: none"> Promote a consultation on criteria for Debt Remission (Individuals) (Jersey) Law 2016 	31 Dec 21	V/SMI/MI	Workflow management only	In association with Citizens Advice Jersey
<ul style="list-style-type: none"> Develop procedures & forms to allow electronic completion & submission of documents 	31 Dec 21	V/SMI/MI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Participate in introduction of Jersey Statements of Insolvency Practice to promote consistency 	31 Dec 21	V/SMI/MI	Workflow management only	In consultation with insolvency practitioners & other stakeholders

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Monitor operation of internal procedures for conduct of regulatory role 	31 Dec 21	V/SMI	Workflow management only	To avoid conflicts of interest
<ul style="list-style-type: none"> Monitor volume & nature of concerns raised with Viscount 	31 Dec 21	V/SMI	Workflow management only	Ongoing
<ul style="list-style-type: none"> Participate in ongoing training programmes for delegates 	31 Dec 21	V/SMI	Workflow management only	To include other stakeholders

Accounts Team

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Review systems & controls over income from invoices raised in Judicial Greffe 	31 Dec 21	FM	Workflow management only	Ongoing (to improve allocation & collection of income)
<ul style="list-style-type: none"> Align receipts with e-Gov project to take advantage of online forms to receive income 	31 Dec 21	FM	Workflow management only	ICAR laptop to be installed (to facilitate collection of income)

Law Reform

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• LAWS				
Adoption (Jersey) Law 1961: Make recommendations to update Law	31 Dec 21	Fam Div Judges	Workflow management only	Investigate with appropriate stakeholders
Capacity and Self-Determination (Jersey) Law 2016: Enacted	31 Dec 21	V/SMI	Workflow management only	Participate in post-implementation group meetings
Children (Jersey) Law 2002: Progress amendments	31 Dec 21	Fam Div Judges	Workflow management only	Introduce improved financial statement for ancillary relief
Civil Forfeiture (Jersey) Law 202-: Comment as required	31 Dec 21	V/DV/PEO	Workflow management only	Ongoing
Companies (Jersey) Law 1991: Progress amendments	31 Dec 21	V/SMI	Workflow management only	Introduction of new creditors' winding up procedure
Consumer Protection: Participate in proposed new law	31 Dec 21	V/SMI	Workflow management only	To introduce regulation for consumer credit sector
Criminal Procedure (Jersey) Law 2018: Enacted	31 Dec 21	V/DV/PEO/MCG	Workflow management only	Ongoing (participate in final phase of implementation)
Inquests and Post-Mortem Examinations (Jersey) Law 1995: Review in light of changes in England & Wales	31 Dec 21	DV	Workflow management only	Ongoing
Loi (1880) sur la Propriété Foncière: Participate in proposed reform	31 Dec 21	V/SMI	Workflow management only	To modernise the dégrèvement process
Matrimonial Causes (Jersey) Law 1949: Assist with drafting of new Law	31 Dec 21	Fam Div Judges	Workflow management only	Awaiting draft from LOD
Stamp Duties and Fees (Jersey) Law 1998: Propose amendment	31 Dec 21	V/SMI	Workflow management only	To allow charge for remise de biens & consider fees generally
• RULES & REGULATIONS				
Adoption Rules 1962: Make recommendation to update Rules	31 Dec 21	Fam Div Judges	Workflow management only	Investigate with appropriate stakeholders
Burials and Exhumations Rules 201-: Comment as required	31 Dec 21	DV	Workflow management only	Ongoing
Children Rules 2005: Comment as required	31 Dec 21	Fam Div Judges	Workflow management only	Introduce early neutral evaluation (awaiting draft from LOD)
Criminal Procedure Rules 202-: Comment as required	31 Dec 21	V/DV/PEO/CO/MCG	Workflow management only	Ongoing (contribute to drafting of secondary legislation)
Matrimonial Causes Rules 2005: Progress amendments	31 Dec 21	Fam Div Judges	Workflow management only	Awaiting draft from LOD
• PRACTICE DIRECTIONS				
Pursue & develop new Family Division Practice Directions	31 Dec 21	Fam Div Judges	Workflow management only	For domestic violence & abridgement of time
Develop new Magistrate's Court Practice Directions on various issues	31 Dec 21	MCG	Workflow management only	In association with Magistrate

Corporate Management Objectives

Aim To develop & improve corporate management of the Court Service so as to increase efficiency & effectiveness.

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Ensure & develop adherence to Latimer House Principles with regard to judicial functions	31 Dec 21	JG	Workflow management only	Checks & balances between executive, & judicial branches of government
• Introduce greater use of banking & online technologies for enforcement of fines & judgments	31 Dec 21	FM/DV/PEO	Workflow management only	Ongoing review (new software will be an enabler)
• Maintain hard copy law library	31 Dec 21	JG/V	£20k	In association with IoL

Corporate Management Objectives (continued)

• Measure cost of delivery of services	31 Dec 21	COO/FM	Workflow management only	Ongoing (Service Analysis process)
• Maintain shared budgeting, financial processing & reporting arrangements	31 Dec 21	COO/FM	Workflow management only	Consider extending to other Non-ministerial departments
• Continue to investigate further cost-savings & synergies with LOD	31 Dec 21	JG/V/DV/COO	Workflow management	Joint working group with LOD
• Maintain funding for Family Mediation Jersey	31 Dec 21	COO	£72k	Level of funding to be kept under review

Information & Knowledge Management

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Review development of a jerseycourts.je website	31 Dec 21	IKSM	Workflow management only	Potential project manager identified
• Integrate case management processes between Bailiff's Chambers & Court Service	31 Dec 21	IKSM	Workflow management only	Coordinate case initiation, scheduling, hearing, disposition, archiving
• Commence implementation of an information & knowledge management system	31 Dec 21	IKSM	Workflow management & central funding	Ongoing
• Review volume of paper records storage	31 Dec 21	IKSM	Workflow management only	Liaise with Jersey Archive to maintain capacity
• Lead project for implementation of fully digital courts	31 Dec 21	JG/MRC/COO	Workflow management only	Funded in Government Plan 2021-2024
• Utilise Office 365 to streamline processes	31 Dec 21	SMT	Workflow management only	M365 optimisation in hand
• Contribute to central Cyber Security Programme	31 Dec 21	SMT	Workflow management only	Ongoing

Human Resources

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
• Ensure training courses attended are relevant & value for money	31 Dec 21	COO	Workflow management only	Attendees to provide feedback
• Develop a Court Service staff handbook	31 Dec 21	COO/SMT	Workflow management only	Based on induction programme
• Make full use of CMI & other professional seminars	31 Dec 21	SMT	£2k	Ongoing
• Further develop existing appraisal system	31 Mar 21	JG/V/COO	Workflow management only	Taking account of central initiatives

Public Relations

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Assess need for translation of guidance information & public notices 	31 Dec 21	JG	Workflow management only	Policy to be developed in association with JLIB
<ul style="list-style-type: none"> Maintain user feedback & undertake user satisfaction survey 	31 Dec 21	COO/SMT	£3k	Ongoing

Accommodation

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Continue to participate in Morier House refurbishment project 	31 Dec 21	V/DV	Workflow management only	Address concerns re lighting & air conditioning
<ul style="list-style-type: none"> Continue to provide for off-site housing of archive material & third party property 	31 Dec 21	SMT/PEO	£42k	Ensure recharges made to stakeholders for storage costs
<ul style="list-style-type: none"> Develop specialist Family Division court centre 	31 Dec 21	Fam Div Judges/COO	£2m capital funding	As per Government Plan 2021-2024

Health, Safety & the Environment

Aim To provide a safe environment for staff & court users; to develop policies for Health & Safety, & the purchasing & use of consumables.

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Ensure display screen equipment assessments carried out 	31 Dec 21	IKSM	Workflow management only	Assessments continuing on rolling basis
<ul style="list-style-type: none"> Monitor & reduce consumption of consumables 	31 Dec 21	COO/SMT	Workflow management only	Ongoing (especially paper & single use plastics)
<ul style="list-style-type: none"> Continue to undertake risk assessments & review of health & safety policies 	31 Dec 21	IKSM	Workflow management only	On rolling basis
<ul style="list-style-type: none"> Ensure staff trained as appropriate in health & safety matters 	31 Dec 21	V/JG	Workflow management only	Ongoing

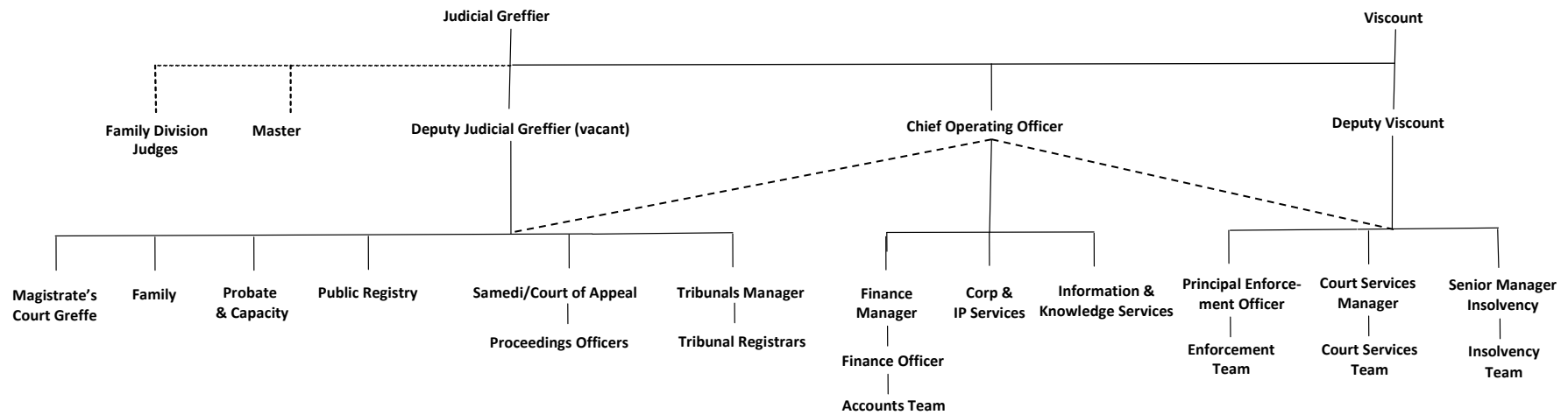
Performance Management

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

<i>2021 Action Plan</i>	<i>Completion Date</i>	<i>Responsible Officer</i>	<i>Resources Required</i>	<i>Comments</i>
<ul style="list-style-type: none"> Enhance Court Service performance framework & develop benchmarking 	31 Dec 21	COO	Workflow management only	Ongoing
<ul style="list-style-type: none"> Maintain performance management feedback reports 	31 Dec 21	SMT	Workflow management only	Ongoing (quarterly basis)

Annex A to Court Service 2021 Business Plan

Court Service Functional Organisation



Annex B to Court Service 2021 Business Plan

Court Service Client Charter

Our client charter



Right treatment

You can trust us to:

- Do what we say we will do
- Be helpful, polite and treat you fairly and with respect
- Try to understand your circumstances and deal with your issues discreetly
- Follow processes correctly
- Tell you what you can do next if you're not satisfied with how you've been treated
- Protect your personal information
- Ensure that your safety in our premises is a high priority at all times
- Be accessible and transparent and avoid using unnecessary jargon



Getting it right

We will:

- Provide you with the correct decision or information in a timely manner (however, we can't provide legal advice)
- Explain things clearly if the outcome is not what you'd hoped for
- Say sorry and put it right if we make a mistake
- Use your feedback to improve how we do things



Keeping you informed

We will:

- Deal with your request the first time you contact us, or as soon as we can
- Make ourselves known by name when you contact us and provide any further contact details as required
- Where appropriate, tell you what will happen next and by when

In return we need you to:

- Give us correct and accurate information when requested or required
- Tell us when something changes
- Be on time for appointments and court appearances
- Treat our staff with respect



Easy access

We will:

- Make more of our services available online, to use at a time that suits you
- Publish information about our services in print and online at GOV.JE
- Explain clearly how to contact us in other ways
- Try our best to support you if you have special needs to ensure that you are not disadvantaged



Jersey Court Service

Annex C to Court Service 2021 Business Plan

List of Abbreviations Used in Action Plans

AJG (ARC)	Assistant Judicial Greffier (Appellate and Royal Court)
CMI	Chartered Management Institute
CO	Court Officer
COCF	Criminal Offences Compensation Fund
COO	Chief Operating Officer
CSM	Court Services Manager
DMIS	Désastre Management Information System
DV	Deputy Viscount
EO	Enforcement Officer
Fam Div Judges	Judges of the Family Division
FM	Finance Manager
FPO	Family Proceedings Officer
ICAR	Income Collection and Reconciliation
IKSM	Information and Knowledge Services Manager
IoL	Institute of Law
IPM	Intellectual Property Manager
JFSC	Jersey Financial Services Commission
JG	Judicial Greffier
JLIB	Jersey Legal Information Board
LOD	Law Officers' Department
LPA	Lasting power of attorney
M365	Microsoft Office 365
MATS	Manager Appeals and Tribunal Service
MCG	Magistrate's Court Greffier
M&D	Modernisation and Digital
MI	Manager, Insolvency
MOH	Medical Officer of Health
MRC	Master of the Royal Court
PEO	Principal Enforcement Officer
Reg of Deeds	Registrar of Deeds
Reg of Prob	Registrar of Probate
RO	Risk Officer
SCO	Senior Court Officer
SEO	Senior Enforcement Officer
SMI	Senior Manager, Insolvency
SMT	Senior Management Teams
SO	Saisie Officer
V	Viscount