



**The Offices of HM Greffier,
HM Sheriff and HM Sergeant
and Bailiff's Chambers**

BUSINESS PLAN 2019



List of Contents

Section 1	Introduction	
	Our Mission Statement	1
	Our Vision	2
	Our Values	2
	Our Strategic Priorities	2
Section 2	Key Activities	
	Justice	3
	Parliamentary	3
	Registration	4
	Civic	4
Section 3	Review of 2018	5
Section 4	Our Priorities	8
Section 5	Financial Resources	10
Section 6	Statistics	11
Appendix One	– Organisational Chart	12

Section 1 - Introduction

For the purposes of this Business Plan, the generic term “Royal Court” is used to denote the activities undertaken by the Offices of H.M. Greffier, H.M. Sheriff and Sergeant, and the Bailiff’s Chambers. The functions undertaken by the Bailiff, Deputy Bailiff, Jurats, and Judiciary are not included in this document.

The 2019 Business Plan outlines the full range of support that each section is required to provide to meet the judicial, parliamentary, registration, and civic requirements of the community, both now and in the future. This document outlines the services and support that we provide, our values and aims, as well as our priorities. The Offices of H.M. Greffier, H.M. Sheriff and Sergeant, and the Bailiff’s Chambers have four distinct operational areas, which are set out below.

The Royal Court has a part to play in the future success of Guernsey’s financial and business economy and the services that we provide must take in to account these needs. Our services also touch upon the lives of all inhabitants of the islands as they range from the registration of births, marriages, and deaths, to the conveyancing of properties and registration of wills of realty. Decisions of the States are published by the Greffe and affect all islanders. The courts exist to deliver justice for all, and to provide effective legal dispute resolution.

Our Mission Statement

Justice

To provide a professional and secure infrastructure, with the appropriate facilities to enable the delivery of justice and associated court services

Parliamentary

To support the States of Deliberation and the States of Election through the provision of facilities and administrative services; and to record and publish decisions of the States of Deliberation and the States of Election.

Registration

To deliver an efficient service for the registration of births, deaths and marriages, as well as conveyances, bonds, legalisation of documents and the collection of the duties and fees applicable.

Civic

To provide high level support to enable the Bailiff and Deputy Bailiff to discharge their civic responsibilities.

Our Vision

We will strive to improve the services that we provide. We will continue to look at new technologies where appropriate in order to improve the service provision to service users, make our processes more efficient and give better value for money to the tax payer. Through the Court User groups and by engaging directly with our stakeholders, we will strive to provide the services that are required. Through encouragement and support we will empower our staff to maintain and develop a motivated and professional team that embraces the challenges and changes that the future holds.

Our Values

We will:

- Act with **integrity**, reliability and responsibility at all times;
- Show **trust** and **respect** to colleagues and service users;
- Show **teamwork**, providing support to our colleagues and respecting one another's views;
- Make a **commitment** to deliver the highest level of service;
- Develop a working environment which encourages **innovation** and embraces positive change;
- Take **responsibility** for the provision of our services;
- **Cooperate** with other agencies and service users involved in the delivery of justice.

Our Strategic Priorities

The following are areas identified as being of importance in being able to achieve our vision:

- Improve the **efficiency** and **effectiveness** of administration systems;
- **Digital Services** – creating an environment where we have the right technical capability to change the way our service areas function, improving the automation of data collection to provide management information, automating processes wherever possible to reduce non-value adding activity and modernising systems to provide more efficient services;
- **Stakeholder engagement** – ensuring that stakeholders are at the centre of the design and delivery of the services that we provide, developing that understanding and insight and using it to drive organisational change to improve the services we provide;
- **Resource management** – building on good practice to strengthen our people and performance capability. Ensure there are sufficient performance indicators in place across the functional areas which are regularly collected and analysed to support the strategic and operational decisions made;
- **Professional development** – Progress efficient and effective teams, to maintain the Royal Court's reputation.

Justice

- To facilitate access to justice;
- To disseminate legal information;
- To provide procedural information to members of the public having business with the Courts;
- To conduct effective service of process including Royal Court and Petty Debt summonses and the execution of orders of the Royal and Magistrate's Court in both civil and criminal matters;
- To provide administrative support to the Judiciary in all divisions of the Court;
- To organise court sittings ensuring that all the appropriate paperwork reaches the Judge (and Jurats where appropriate) and that Court and Greffe files are up to date;
- To process and charge all relevant fees;
- To issue orders and Acts of Court;
- To collect Fines and Confiscation, Compensation and Maintenance Orders;
- To provide enforcement of judgments and decisions; and,
- To maintain order in the Courts.

Parliamentary

- To provide an official channel of communication between the States of Guernsey and the Queen in Council and Her Majesty's Government;
- To provide facilities for the Meetings of the States of Deliberation and States of Election;
- To assist and advise on parliamentary procedure;
- To publish and maintain the States of Deliberation 'Red Book'
- To receive original and secondary propositions, legislation to be laid before the States, appendix reports, motions and other accompanying papers and publish them on the States' website;
- To print and distribute propositions and to produce, print and distribute Billets d'État;
- To prepare and publish the agenda for States' Meetings
- To ensure that audio records of States' Meetings are made and preserved;
- To publish regular updates on the proceedings of the States of Deliberation and States of Election on the States of Guernsey Twitter page;
- To publish the Resolutions of the States;
- To produce and publish the voting records of the States and the Actes des États;
- To publish questions for written replies;
- To maintain and publish a record of appointments on the States' website;
- To produce and publish the Official Report ("Hansard") of all States Meetings;
- To maintain and update the parliamentary section of the States' website;
- To provide facilities for the States' Assembly & Constitution Committee;
- To maintain the Register of States' Members' Declarations of Interests and Declarations of Criminal Convictions and the Register of Appointments;

- To plan, co-ordinate and deliver the parliamentary parts of the States' Members' Induction programme;
- To publish legislation; and,
- To project the States of Guernsey Assembly at regional and international parliamentary events and to facilitate members' access to the knowledge base and experience of other parliaments and legislative assemblies.

Registration

- To register and provide certificates of births, marriages and deaths;
- To interview couples planning to marry and advise them of the requirements;
- To conduct and license civil marriages;
- To liaise with the Director of Public Health, hospitals and other health professionals to ensure that all births and deaths are promptly declared;
- To liaise promptly with the Law Officers of the Crown whenever the circumstances of a death suggest that further enquiries are necessary, with undertakers, hospitals, and the Director of Public Health;
- To ensure the efficient flow of information to the Greffe from Alderney and Sark as respects births, marriages and deaths recorded in those Islands;
- To record and file cremation documents;
- To provide a service for the legalisation of documents;
- To register conveyances, charges on realty, wills of realty, etc.;
- Provide administrative support regarding all conveyances and other documents submitted for registration in the public records;
- To act as the agent for the States of Guernsey to collect the duties and fees where applicable; and,
- To maintain records of registrations.

Civic

- To plan, liaise, and involve relevant authorities and persons to deliver successfully the civic events which customarily involve the Bailiff and the Royal Court;
- Support the Bailiff and Deputy Bailiff in their civic duties (including diary management, receiving and drafting correspondence, issuing media releases);
- Act as the liaison point for HMS Daring and its affiliation with the Island and other military units and organisations; and,
- To liaise as appropriate with the Office of the Lieutenant-Governor, counterparts in Jersey and officials at the Ministry of Justice.

Section 3 - Review of 2018

The Royal Court has made progress on the priorities set in the 2018 Business Plan; some of these to completion, while others had more longitudinal timescales. The most noteworthy of the advancements include:

1) Improve availability of information to the public on service processes.

Information packs were produced or updated covering the majority of service areas of the Royal Court, Magistrate's Court, H.M. Sheriff, and Registrations. These packs are available online as well as in hardcopy at the Royal Court public counter. These have been specifically produced to allow litigants in person greater access to the services provided by the organisation. Areas covered include:

- Actions for Debt or Damage (Claims over £10,000)
- Administration Orders
- Domestic Proceedings
- Eviction
- Enduring (Lasting) Powers of Attorney
- Guardianship
- Petty Debts
- Permission to Sell Property (By Guardian)
- Terres Mises à l'Amende
- Reciprocal Judgments
- Liquor Licensing
- General information sheet

2) Ensure compliance with The Data Protection (Bailiwick of Guernsey) Law, 2017, and alignment to the upcoming EU General Data Protection Regulation (GDPR).

The introduction of new data protection legislation required changes in working practices for all organisations, with the Royal Court being no exception. Policies and practices have been updated to reflect these changes with the Royal Court successfully implemented a programme of work, including: improved archiving arrangements, information security, and data protection training for staff.

3) Conduct process reviews across all procedures.

Process Reviews have been undertaken and completed in the following areas:

- Domestic Proceedings
- Friday Ordinary Court
- Affiliations
- Child Care
- Tuesday Ordinary Court
- The Fine Process
- Tuesday Commercial Court
- Website Support Functions
- Tuesday Liquor Licensing Court
- Sundry Payments (ongoing)

Performing these process reviews has provided an opportunity to enhance the efficiency and effectiveness of our service delivery across the administrative processes of the Royal Court and ensuring continuity of service at all times.

4) Introduction of Paye.net

Paye.net has recently been installed throughout the Royal Court. Card payments over the telephone are now made through an automated system, which ensures the organisation is fully Data Protection compliant. Its introduction enables payments to be made more efficiently across the organisation; two payment systems have been combined into one. A particular benefit of Paye.net is that defendants who receive fines or compensation orders as part of their sentences can now pay the Sheriff by any means prior to them leaving the Court Room environment.

5) Integrated Court System Enhancements - Phase 1

The Integrated Court System is the bespoke administrative software system utilised by the Royal Court. Enhancements have been developed and deployed to ensure it is more user-friendly and provides relevant information more efficiently.

6) Review States Meeting information posted on gov.gg website

Enhancements have been implemented to improve the layout and structure of information published relating to States' Meetings. From 2018, the States' Meeting Agenda and 'Rule 11 Questions' (questions to be answered during question time in a States' Meeting) have been published on the website in advance of the Meeting. Information is now published in a timelier manner, with voting records and resolutions generally published on the day decisions are taken. This work will be continued in 2019.

7) Referendum

In 2018, the States' Assembly and Constitution Committee delivered Guernsey's first ever referendum on how to elect People's Deputies to the States of Deliberation, which took place on Wednesday 10th October. 'Option A' secured the greatest number of votes which will mean Deputies will be elected in a single Island-wide District in June 2020.

8) Digitalisation of Court Papers

The Royal Court is in a transitional phase in which opportunities to replace hardcopy papers with their digital equivalent are being researched and implemented. The receipt and processing of Court papers digitally has been advanced in 2018 with digital lodging now required for papers in relation to Civil hearings, Interlocutory Court hearings, Magistrate's Court (Criminal Division), Inquests, Child Care, and Domestic Proceedings. This has been undertaken as a pilot with the intention to roll this out across all courts over time.

9) Digitalisation of birth records

In order to advance the level of data held digitally, the Client Services team have made significant progress during 2018 to increase the number of digital birth records for births registered in Guernsey. Currently, births registered locally from 1953 onwards are held digitally with the aim being to increase this to births registered from 1900 onwards by the end of this year.

Section 4 - Our Priorities

2019

Delivery Area	2019 Target	Description
All service areas	Improve availability of information to the public on service processes.	Enhance the provision of up-to-date information and guidance to members of the public on all processes and services provided, made available via online services and hardcopy leaflets.
All service areas	Deliver excellence in services provided to customers and/or stakeholders.	Improve the administrative services provided to service users whilst delivering increased customer satisfaction
All service areas	Ensure compliance with The Data Protection (Bailiwick of Guernsey) Law, 2017, and alignment to the upcoming EU General Data Protection Regulation (GDPR).	Ensure continued compliance with the Law and best practice by adhering to all Royal Court and States of Guernsey Data Protection policies and associated policies. Ensure records are secure, archived appropriately, and destroyed in a timely and appropriate fashion once beyond their specified retention period.
All service areas	Conduct further process reviews across all procedures.	Carry out in-house reviews of processes with the aim of identifying potential problem areas and opportunities for change, making improvements to deliver more efficient and effective processes.
All service areas	Improve the collection of and display of statistics, utilising automated collection processes.	Ensure valuable statistical data sets are produced, maintained and readily available across all functional administrative areas to facilitate improved strategic leadership, planning, decision making, organisation, and coordination of services.
Court Services	Digitalisation of papers in relation to all courts.	Continue development of a digitalised process for receiving, storing and presenting court papers.
Parliamentary	Review States information posted on gov.gg website	Review the way information is presented and accessed in relation to propositions and billets
Parliamentary	2020 General Election	Deliver the requirements for the 2020 General Election in accordance with the change to the Electoral System.

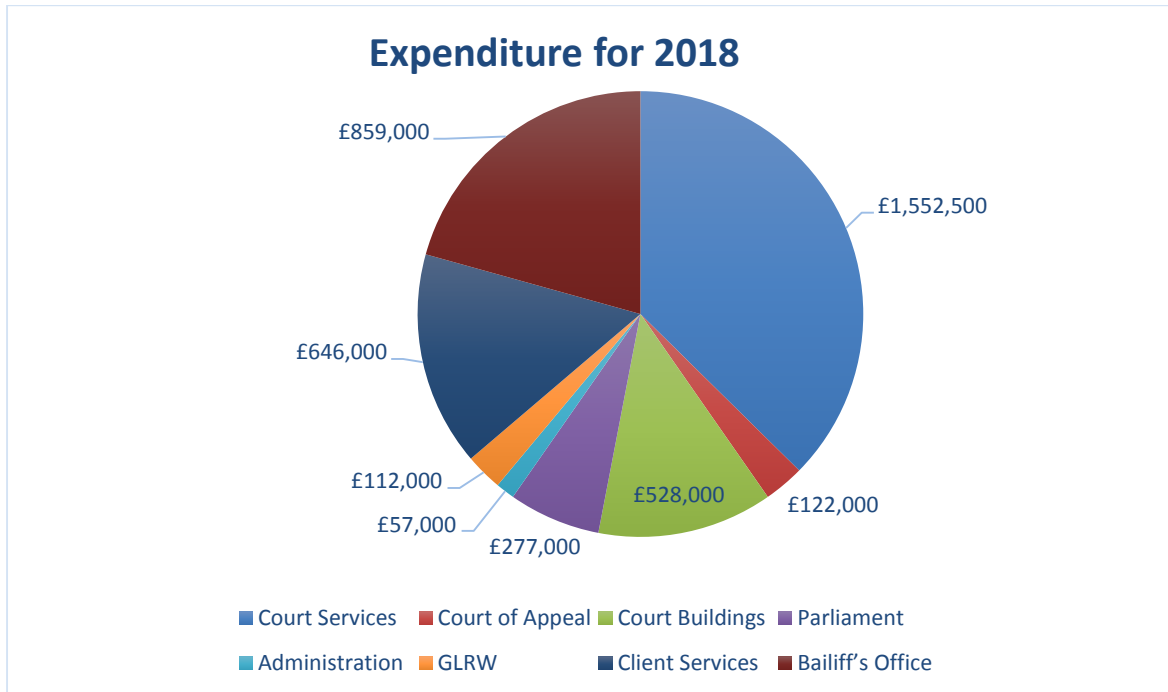
Client Services and Court Services	Replace video conferencing equipment utilised in the courts.	Upgrade the technical equipment and network infrastructure utilised to deliver the video conferencing capability and digital presentation in courts.
Client Services and Court Services	Upgrade equipment utilised to present Achieving Best Evidence (ABE) in Court.	Deliver a vital service and support for vulnerable witnesses. Service delivery improvements.
Client Services	Develop the use of online services.	Introduce the ability for customers to order birth, marriage, death certificates online.
Client Services	Develop improved access to digital data.	Increase the level of data held digitally, particularly in relation to birth, marriage and death records and conveyance documents.
Client Services	Implement the new Guernsey Legal Resources website.	Enhance services made available to customers.
Bailiff's Chambers	Preparation for major events.	Prepare contingency plans for major national or insular events.
Court Services & Office of HM Sheriff and HM Sergeant	Use of electronic communication	Utilise electronic communication in relation to the delivery of notices or documents

2020

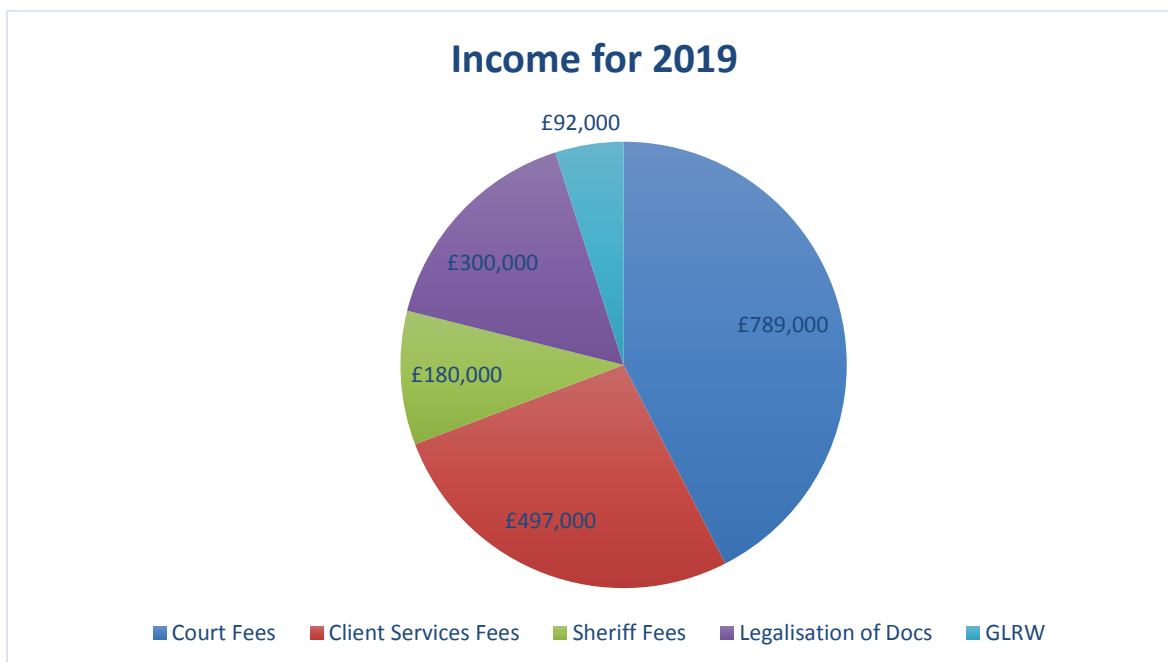
Delivery Area	2020 Target	Description
All service areas	Management of digital information.	Incorporate the use of Document Management Systems within the digital data systems.
Office of HM Sheriff and HM Sergeant	Provision of online services	Introduce facilities for court users to make online applications and payments
Court Services & Parliament	Use of voice recognition software to provide automated transcripts.	Convert digitally recorded speech to text providing prompt access to Hansard reports or transcripts of court hearings where necessary

Section 5 - Financial Resources

The projected expenditure for the Offices of H.M. Greffier, H.M. Sheriff and Sergeant, and the Bailiff's Chambers in 2019 is £4,427,500. The chart below indicates the split of expenses between the different functional areas.



The expenditure in 2019 will be offset by a forecast operating income of £1,858,000. The balance of its expenditure is funded by a budget allocation provided by the States of Guernsey through the Policy & Resources Committee.



Section 6 – Statistical data

Comparative data for the Offices of HM Greffier, HM Sheriff and HM Sergeant and Bailiff's Chambers - workloads, resource and indicators

The Royal Court	2017	2018
Criminal Cases	42	41
Civil Applications	1072	1160
Civil Detailed Written Judgments	39	39
Matrimonial (Divorces) petitions	137	138
Matrimonial (Divorces) final orders	128	113
The Court of Appeal		
Criminal	3	3
Civil	5	6
The Magistrate's Court		
Criminal (hearings)	4369	5096
Domestic Proceedings including affiliations (with hearings)	528	561
Petty Debts (total)	311	310
Petty Debts (contested)	92	90
Childcare	132	291
Inquests	20	16
Committals	42	40
HM Sheriff & HM Sergeant		
Documents formally served	2,512	2,511
Acts of Court submitted for Enforcement	373	352
Fines collected for criminal sentences	£248,000	£183,200
Seized Asset Fund resulting from confiscation orders	£32,500	£115,341
Client Services		
Registration of Births	547	500
Registration of Marriages	317	313
Registration of Deaths	613	556
Civil Marriage ceremonies (<i>conducted by Deputy Greffiers</i>)	189	177
Registration of property conveyances / transactions	1,496	1,553
Registration of Bonds	1,101	1,083
Visitors to the Royal Court building	23,000	22,852
Bailiff's Chamber		
Citizenships granted	30	37
Parliament		
Billets d'État issued	25	27
Meetings of the States of Deliberation	18	16
Meeting days of the States of Deliberation	28.5	30

Appendix One

Royal Court Organisational Chart (Administrative Offices)

