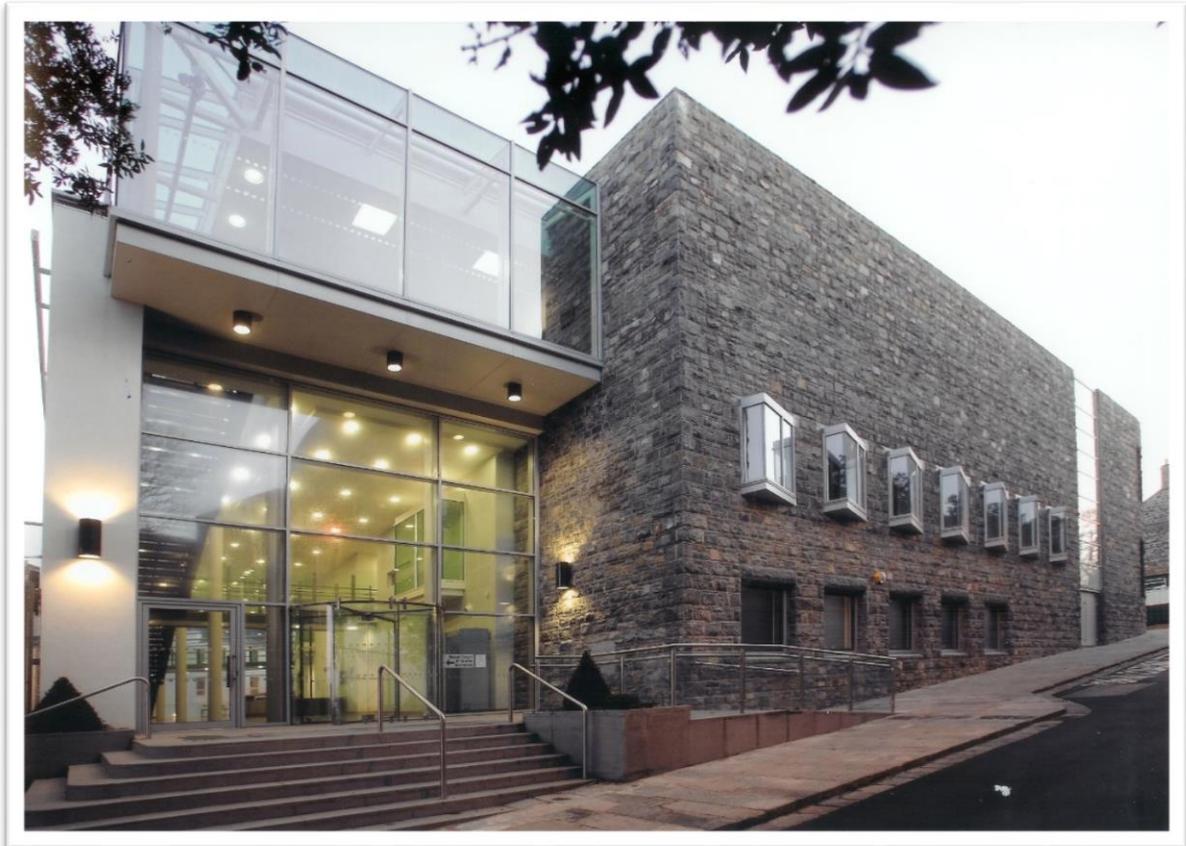




**The Offices of HM Greffier,
HM Sheriff and HM Sergeant
and Bailiff's Chambers**

BUSINESS PLAN 2018



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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 H.M. Sergeant, and the Bailiff’s Chambers. The functions undertaken by the Bailiff, Deputy Bailiff, Jurats, and Judiciary are not included in this document.

The 2018 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 registration of property conveyances and 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; 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. This will improve customer services, 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

- Acting with **integrity**, reliability, and responsibility at all times;
- **Trust** and **respect** amongst colleagues and service users;
- **Teamwork**, providing support to our colleagues and respecting one another's views;
- **Commitment** to deliver the highest level of service;
- A working environment which encourages **innovation** and embraces positive change;
- Taking **responsibility** for the provision of our services;
- **Co-operate** with other agencies and service users involved in the delivery of justice.

Our Strategic Priorities

The following are areas identified as important for achieving our vision:

- **Digital Services** – create an environment where we have the right technical capability to change the way our service areas function, improving the digitalisation 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** – ensure 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 improvements;
- **Resource management** – build 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; and,
- **Professional development** – develop efficient and effective teams, and maintain the Royal Court's professional status and its independence.

Section 2 – Key Activities

Justice

- To provide and 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 paperwork reaches the judge 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 maintain the Register of States’ Members’ Declarations of Interests and Declarations of Criminal Convictions;
- To receive propositions and publish them on the States’ website;
- To print and distribute propositions and to produce, print and distribute Billets d’État;
- To ensure that audio records of States’ Meetings are made and preserved;
- To publish the Resolutions of the States;
- To provide facilities for the States’ Assembly & Constitution Committee;
- To produce and publish the Official Report (“Hansard”) of all States Meetings.
- To maintain and update the parliamentary section of the States’ website;
- To plan, co-ordinate and deliver the parliamentary parts of the States’ Members’ Induction programme; and,
- To publish legislation.

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 - Functional Area responsibilities and review of 2017

Court Services

Court Services provide support to the Judiciary throughout the courts helping to enable timely and efficient access to justice for all. It handles the administrative tasks required to provide effective delivery of justice, facilitating access to the courts for members of the Guernsey Bar (and their clients), as well as for applicants/litigants in person whilst working with all agencies involved in the Court process to ensure that matters are dealt with efficiently.

The Courts of Guernsey perform a wide range of functions across a substantial area of diverse activity, as set out below, with the ongoing need for a highly trained work force with a wide range of skills, experience, and flexibility.

Royal Court Clerks Team

The Royal Court Clerks Team covers Criminal, Civil, and Matrimonial matters.

Criminal

The Royal Court (criminal) deals with all criminal offences of a serious nature which are likely to carry long sentences of imprisonment. 42 cases were committed to the Royal Court for trial and sentencing during the year.



Civil

The Royal Court deals with a vast number of matters including but not exclusively: action for debt or damage, company matters, trust matters, evictions, guardianships, registration of laws, and liquor licensing applications. 1072 applications were made during 2017 to the Full, Ordinary, and Non-Contentious Court (this figure does not include the more substantive Civil applications before the court). Dispute resolution of complex, high value finance industry related matters comprises the bulk of the Royal Court's civil jurisdiction with over thirty detailed written judgments in this respect issued in 2017.

Matrimonial

The Royal Court sits on applications for divorces, judicial separations and vesting orders, as well as financial dispute resolutions and other hearings relating to matrimonial causes. Adoptions are also dealt with in this division. During the year 137 petitions for divorce were received and 128 final orders granted.



In addition to the above, the Royal Court Clerks Team also deals with Commissioner's hearings, and assists with Court of Appeal sittings, Citizenship Ceremonies, and Liquor Licence Applications.

Court of Appeal

Of the matters dealt with by the Royal Court, 8 matters (3 criminal and 5 civil) were considered by the Guernsey Court of Appeal over the course of 4 separate sittings in 2017.

Magistrate's Court Clerk Team

The Magistrate's Court Clerks Team covers Criminal [Juvenile], Civil, and Inquest matters.

Criminal

All Guernsey criminal cases start in the Magistrate's Court, and more than 90% are completed there. The more serious offences are committed to the Royal Court. The Magistrate's Court deals with summary offences. These are less serious cases, such as motoring offences and public order offences.

Civil

The Magistrate's Court sits on and decides many civil matters, particularly in relation to Affiliations, Domestic Proceedings and Childcare matters. The Magistrate's Court also deals with Petty Debts, which are civil debts of £10,000 and under.

Inquests

The Magistrate's Court holds inquests into deaths. Generally these are held at the request of the Law Officers of the Crown, who are responsible for the preliminary investigations into all deaths where the deceased person may have either met an unnatural or violent end, died in prison, or in other circumstances where for some reason a doctor cannot sign a death certificate.

Business activity overview for 2017

Type	Number
Criminal (hearings)	4369
Criminal (trials)	177
Domestic Proceedings including affiliations (with hearings)	528 (187)
Petty Debts (total)	311
Petty Debts (contested)	92
Childcare	35
Inquests	20
Committals	42

Court Services Projects 2017

Reform of the Archiving Procedures

In 2016 major work began on ensuring the archives would meet the requirements of The Data Protection (Bailiwick of Guernsey) Law, 2017, as well as bring it in line with the EU GDPR which comes into force in May 2018. This work has been progressed, albeit further work is required and is noted in the priorities for 2018.

Process Reviews

Process reviews have been undertaken in respect of the Friday Ordinary Court, Orders of the Royal Court, Domestic Proceedings, and Affiliations. Further process reviews are planned for 2018.

Royal Court Public Information and Guidance Documents

Work has continued to improve the information on the Royal Court website as well as providing a wide variety of leaflets. Many of these leaflets explain how an applicant/litigant in person can undertake various types of court proceedings without legal representation.

Upgrade the Electronic Court Processing Software

The project, to upgrade the central computer system which holds details of all of the cases which the Court processes, commenced in 2017. Initial modifications will be made to the database before the end of 2018 and will be brought to a conclusion in 2019. The enhancements aim to improve the generation of statistics, the storing and dissemination of Court papers, and the recording and distribution of Court Orders. The overall aim is to incrementally increase the ability of the courts to work digitally.

Office of Her Majesty's Sheriff and Her Majesty's Sergeant

The Office of HM Sheriff and HM Sergeant is an executive arm of the Royal Court and of the States of Guernsey. The position of HM Sheriff and HM Sergeant can be held by the same person, as is currently the case.

The Office of HM Sheriff and HM Sergeant is responsible for enforcing Orders of the Court by:

- Recovering sums of money from judgment debtors;
- Executing restitution and compensation orders to recover funds from offenders for payment to victims;
- Collecting and enforcing Court fines;
- Enforcement of confiscation orders;
- Enforcing and processing child maintenance payments as ordered by the Court; and,
- Carrying out evictions as ordered by the Court.



The Office of HM Sheriff and HM Sergeant is responsible for serving summonses and other legal notices. During 2017, a total of 2,512 documents were formally served in relation to Petty Debt service and Document service.

A total of 373 Act of Court judgments were submitted to the Office of HM Sheriff and HM Sergeant for enforcement during 2017. Such enforcement requests necessitate the investigation of company and personal debt and subsequent arrest and recovery of company and personal assets in respect of debt, compensation, maintenance and confiscation orders.

The Office of HM Sheriff and HM Sergeant collected £248,000.00 as part of their responsibility for executing criminal sentences in relation to fines. Additional to this, in excess of £32,500.00 was paid in to the Guernsey Seized Assets Fund in 2017 as a result of the enforcement of confiscation orders.

In July 2017, Mrs Jayne Limond was appointed as HM Sheriff and HM Sergeant and took up her new role the following month.



HM Sheriff is responsible for keeping order in meetings of the States of Deliberation and States of Election. HM Sergeant is formally responsible for maintaining order in sittings of the Court.

HM Sheriff and HM Sergeant carries out civic ceremonial duties as required by the Royal Court by leading Royal Court processions on Liberation Day, at Chief Pleas, and on Remembrance Day.

Parliament

This section provides the administrative support necessary for the functioning of Meetings of the States of Deliberation and of Election, including any administrative tasks before, during and after the Meetings such as the publication and dissemination of items for consideration by the States and the Billets d'État, production of agendas, clerking Meetings, publication of the Resolutions, etc.



It also provides the secretariat for the States' Assembly & Constitution Committee, including research and drafting of notes for consideration by the Committee, clerking meetings, etc.

During 2017 the following were some of the activities which were carried out to support the parliamentary functions of the States of Deliberation and the States' Assembly & Constitution Committee:

- Presented to the States proposals regarding the holding of a referendum on Guernsey's voting system and held the first presentation by a Committee on the proposals via 'livestreaming' online;
- Introduced regular statements being given by Committee Presidents in the States of Deliberation;
- Published, printed and distributed propositions and Billets d'État and uploaded them all to the States' website;
- Published the resolutions of the States within 24 hours;
- Introduced a Lone Working Protocol for States' Deputies; and,
- Introduced 'tweeting' the meetings of the States of Deliberation, including items under debate, links to statements given and the outcome of votes.

During 2018 and beyond the following are some of the specific work streams which will be progressed to support the parliamentary functions of the States of Deliberation and the States' Assembly & Constitution Committee:

- Support preparations for and delivery of the referendum on Guernsey's voting system which will be held in autumn 2018;
- Review aspects of the Rules of Procedure of the States of Deliberation and their Committees;
- Review the Code of Conduct for States' Members; and,
- Review the States of Election.

Client Services

Client Services provide a range of services for customers both inside and outside of the Court, which include:

- Registration of births, marriages and deaths;
- Registration of property transactions and bonds;
- Officiating at civil marriages;
- Legalisation of documents;
- Provision of customer counter services;
- Administrative, financial and management support;
- Project management;
- Facilities management of the Royal Court building; and,
- Provision of archive and research facilities.



The Client Services team processed 1,461 applications to register births, marriages or deaths during 2017, a small increase on the number processed in 2016.

The team are responsible for conducting civil marriages in the island, either at the Court Building, at St James' Concert and Assembly Hall or, in the case of local residents, in any private house. 2017 saw the introduction of same-sex marriage legislation which enabled same-sex couples to marry legally in the island.

Royal Court staff officiated at a total of 189 civil marriage ceremonies in 2017, a 24% increase on the number conducted in 2016.

All Greffe records and many other historical records are held in a purpose-built Strongroom at the Royal Court building, under the supervision of the Client Services team. The records held include the registration of all property transactions and the associated records which date back to 1567. In 2017, 1,496 property transactions were registered, an increase of 110 from the previous year.



The Court Security team are responsible for the high level of security required within the Royal Court Building, operating a range of security systems along with the enforcement of policies and procedures to provide for the safety and security of all Court users. As part of this security provision, a total of 23,000 visitors to the building passed through the security control in 2017, in order to prevent any prohibited items being brought into the Courts.

The Client Services team also deliver co-ordinated and consolidated financial services for all functional areas within the Royal Court. This includes the management of annual revenue, capital budgets and monthly forecasting. During 2017, the anticipated expenditure for the Royal Court was £4.6 million.

Bailiff's Chambers

The civic duties of the Bailiff and Deputy Bailiff necessitate careful and precise planning, liaison, and involvement of the relevant authorities and persons to achieve successful civic and island events, customarily involving the Bailiff and Royal Court. This requires staff to carry out and support the Bailiff and Deputy Bailiff's civic duties, including diary management, receiving and drafting correspondence, and issuing media releases. The Bailiff is also Patron or President of numerous island charities and not-for-profit organisations and he is supported by Bailiff's Chambers staff in that aspect of his official duties.

2017 was a busy year in respect of important States and civic occasions; in particular commemorations of World War One.

Royal Guernsey Light Infantry (RGLI)

Amongst other commemorative events throughout this year, Islanders marked the centenary of the departure of the Royal Guernsey Light Infantry from Guernsey on 4th June when there was a re-enactment of the march from Fort George to the White Rock. On the 30th November the Bailiff was one of those who went to represent Guernsey at the unveiling of a memorial in Masnières in Northern France to the men of the Royal Guernsey Light Infantry who died during the battle of Cambrai.



BBC

Island Games in Gotland



BBC

The Bailiff supported Guernsey sportsmen and women at the 2017 Island Games in Gotland in June. The multi-sport Games are held every two years and feature 14 different sports, including golf, athletics, swimming and shooting.

In July, the Bailiff hosted a reception for participants in the Commonwealth Youth Games before they departed for The Bahamas.

Honorary Doctorate

At a special ceremony held at Caen University in Normandy on the 7th October, the Bailiff was awarded an honorary doctorate. The Conseil d'Administration de l'Université de Caen Normandie conferred on him the distinction of the degree of Doctor Honoris Causa.

As well as recognising the achievements of the Bailiff as a former pupil of Caen University, it recognised the contribution which he



has made to maintain the teaching of Norman law and the ancient link between the Guernsey Bar and the University of Caen.

The prestigious award of an honorary doctorate has been bestowed upon a number of previous Bailiffs for their support in maintaining Norman Law and its teaching in Caen. The last Bailiff to be so honoured was the late Sir Charles Frossard in 1990.

Biberach visit



On 10th September, a Church Service took place to mark the 75th anniversary of the wartime deportations.

Islanders and visitors from Biberach in Germany (where most of the deportees were detained) attended the service which also commemorated the 20 years that have passed since the two communities reconciled in 1997.

Guernsey Press

Other matters

The Island received a short visit from the Mayor of Paris, Anne Hidalgo, in September.

The Lord Hennessy of Nympsfield visited the island in November as the guest speaker at the annual Guernsey International Legal Association (GILA) lecture, held in the Royal Court Chamber.

The Bailiff and members of the Royal Court took part in the usual procession through St Peter Port and the service at the Town Church both on Liberation Day and following the Michaelmas sitting of the Court of Chief Pleas. At this Court, Dr Alan Boyle was sworn in as Jurat of the Royal Court. In May of this year Mrs Joanne Wyatt was also sworn in as Jurat and in December Peter Gill.

In the course of the year five citizenship ceremonies were held, four in the Royal Court and one in the Bailiff's Chambers, at which a total of 30 people became British citizens.

Section 4 - Our Priorities

2018

Delivery Area	2018 Target	Description
All service areas	Improve availability of information to the public on service processes.	Provide up-to-date information and guidance to members of the public on all processes and services provided, made available via leaflet and online.
All service areas	Deliver excellence in services provided to customers and/or stakeholders.	Ensure staff are provided with the necessary training or coaching to develop appropriate skills to perform their roles in a professional and effective manner.
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 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 process reviews across all procedures.	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.	Ensure statistical data sets are produced, maintained and readily available across all functional administrative areas.
Court Services	Digitalisation of papers in relation to all courts.	The introduction of a digitalised process for receiving, storing and presenting court papers.
Court Services	Use of automated data.	Improved use of information including automated charging.
Court Services & Parliament	Use of voice recognition software to provide automated transcripts.	Conversion of digitally recorded speech to text providing prompt access to Hansard reports or transcripts of court hearings where necessary
Parliamentary	Review States information posted on www.gov.gg website.	Review the way information is presented and accessed in relation to propositions and billets.
Client Services	Replace video conferencing equipment utilised in the courts.	Upgrade of the technical equipment and network infrastructure utilised to deliver the video conferencing capability and digital presentation in courts.
Client Services	Upgrade equipment utilised to present Achieving Best Evidence (ABE) in Court.	Delivery of a vital service and support for vulnerable witnesses. Service delivery improvements.

Client Services	Develop the use of online services.	Introduce the capability 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 records and conveyance documents.
Client Services	Development of the Guernsey Legal Resources website.	Enhancement of services made available to customers.
Bailiff's Chambers	Preparation for major events.	Prepare contingency plans for major national or insular events.

2019

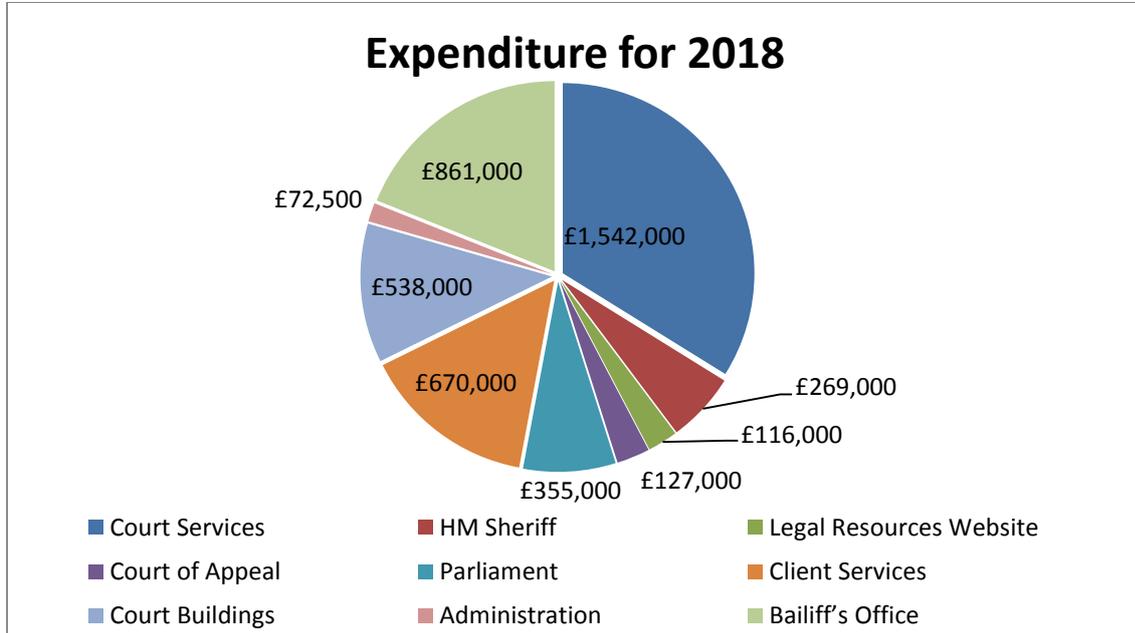
Delivery Area	2019 Target	Description
All service areas	Automated collection of information and statistical data.	Ability to capture information to facilitate improved strategic leadership, planning, decision making, organisation, and coordination of services.
Court Services & Office of HM Sheriff and HM Sergeant	Provision of online services.	Facilities for court users to make online applications and payments.
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.
Client Services	Develop improved access to digital data.	Increase the level of data held digitally, particularly in relation to marriage and death records.
Client Services	Increase availability of digital records to Strongroom.	Improve the level of access to digital records in the Strongroom.

2020

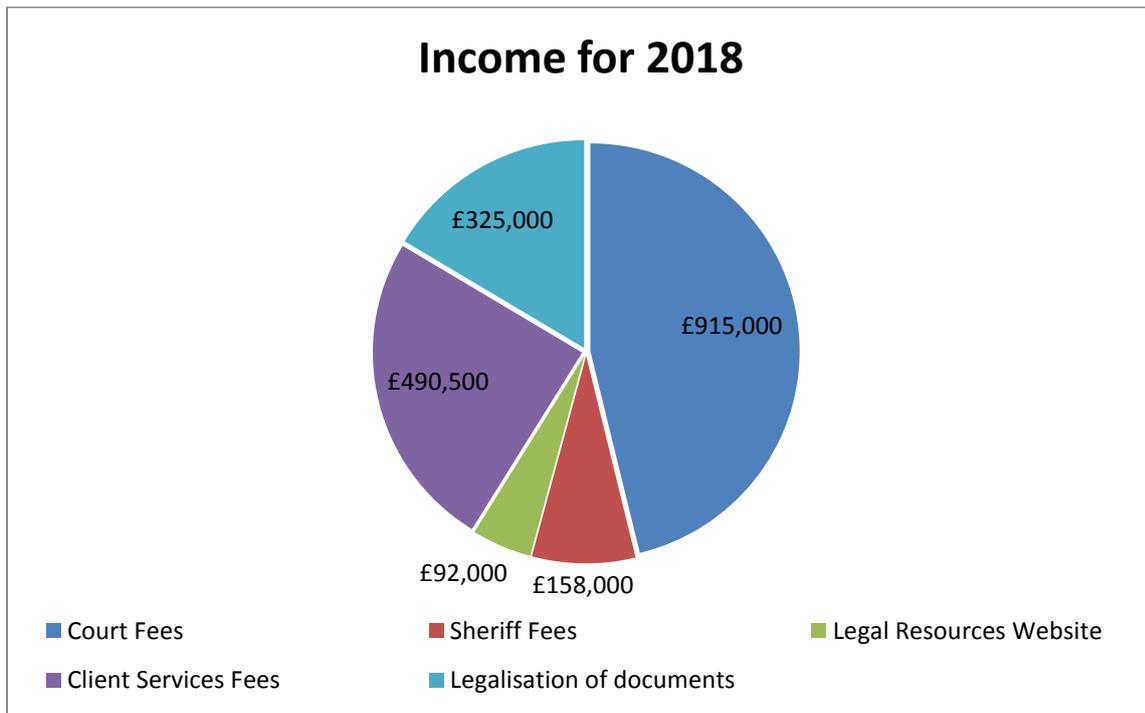
Delivery Area	2020 Target	Description
All service areas	Management of digital information.	Incorporate the use of Document Management Systems within the digital data systems.

Section 5 - Financial Resources

The projected expenditure for the Offices of H.M. Greffier, H.M. Sheriff and H.M. Sergeant, and the Bailiff's Chambers in 2018 is £4,550,500. The chart below indicates the split of expenses between the different functional areas.



The expenditure in 2018 will be offset by an operating income of £1,980,500. The balance of its expenditure is funded by a budget allocation provided by the States of Guernsey through the Policy & Resources Committee.



Appendix One

Royal Court Organisational Chart (Administrative Offices)

