



J E R S E Y
Legal Information
B O A R D

**2010 to 2012
Business Plan**

*Our Vision:
To see Jersey's legal system
recognised as the global best for a
small jurisdiction*

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Introduction By The Bailiff

I am pleased to present the Jersey Legal Information Board (JLIB) 2010 to 2012 Business Plan, the fourth 'three year rolling plan' that JLIB has produced.

JLIB remains true to its vision "to see Jersey's legal system recognised as the global best for a small jurisdiction". The website provides a valuable resource for all who live and work in the Island, and is used internationally by both the business and legal communities, thereby promoting Jersey and helping JLIB to achieve its vision. 2009 saw JLIB become a full member of the Free Access to Law Movement. The Movement is an international confederation of legal information institutes which seeks to make public legal information (principally, legislation and case law) freely available and easily accessible. This will help to advance JLIB's aim to make the laws of Jersey readily accessible to the public, and provide further international recognition.

JLIB not only enlists the help and assistance of the heads of all the relevant judicial, legislative and government departments, but also members of the legal profession, bringing together in one body a wealth of expertise and experience. To have created and sustained such a body which has achieved so much over the last 11 years is a remarkable achievement in itself, and one that Jersey should be rightly proud of. JLIB has relied a great deal on the continued goodwill, enthusiasm and commitment of those involved.

The website and the other projects in pursuit of JLIB's aims have now become important parts of the Island's strategy for business development. It is very encouraging, therefore, to record that the legal community and the States continue to work in partnership to fund this vital work.

Finally, as you maybe aware, my predecessor, Sir Philip Bailhache was the prime mover behind JLIB 11 years ago. He retired as Chairman of the Board last year and I wish to take this opportunity to express my gratitude to him for his vision, foresight, energy and perseverance in ensuring that JLIB is a leader in its field. I would also like to thank all members of the 2009 Board as well as all those who have given their time to ensure the continuing success of JLIB. I believe that JLIB has made an extremely valuable contribution, both domestically and internationally, and hope that it will continue to flourish for many years to come.

The Bailiff, Michael Birt
Chairman of the Jersey Legal Information Board

Programme Directors Report

As the new Programme Director I have pleasure in presenting a report detailing my predecessors' achievements for the years 2008-10. The programme of work was put in place to facilitate the JLIB Vision which evolves and develops to meet the needs of the marketplace, whilst harnessing modern methods and technology to provide efficient and effective methods of disseminating information to our users.

To this end the JLIB's website www.jerseylaw.ie had its functionality significantly improved by an upgrade in 2008. The work undertaken provided users with improved access and search facilities as well as employing some of the latest technologies, including RSS feeds. However, work continues to ensure that the website remains internationally renowned, receives around 2 million page views per year and is the envy of many other jurisdictions.

In 2009 new features were piloted such as Mediation, Annotated Laws and the JLIB legal library book project. The success of the pilots means that these projects are progressing well; the mediation project is complete, Royal Court Rules and two chapters have been annotated to date, and more books added to the online library monthly. The annotations in particular, have had much praise from professional users.

Since incorporation in 2004, JLIB has put procedures in place to ensure that it adheres to best practice and to ensure that its finances, accounts and administration are able to stand up to scrutiny (for example, JLIB has recently reviewed and updated its code of best practice for members). JLIB is funded from both the public and private sectors; the contribution made by Jersey law firms was significant in 2009 and ensured that JLIB was able to develop the website to meet user feedback and the changing environment. Law firms have continued their support this year, 2010. However, future funding of JLIB remains a challenging issue given the Board's operational obligations and strategic responsibilities, which have to be seen against a background of pervasive budgetary pressures. Funding options and related choices will therefore be assiduously addressed throughout 2010.

JLIB has a combined revenue and capital requirement in excess of £400,000 per annum in order to accomplish all of its strategic aims, especially its commitment to support Jersey's position as a leading business centre. A significant proportion of these resources also need to be used to realise the social benefits of JLIB's work, particularly in relation to making the law and legal processes freely and easily accessible to the public. Significant development is planned in 2010 – 2012 to enhance the information and advice already available to the public.

New technology and the growth of interactive use of the internet will provide JLIB with new challenges, if it is to continue to meet the increasingly sophisticated needs of the user. The 2010 to 2012 Business Plan identifies key activities which will be undertaken by JLIB in this period. Some of these activities are innovative, some are undertaken at the request of external organisations, and some represent a continuation of initiatives commenced in previous years.

This Business Plan is complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides the detailed Action Plans for 2010 and beyond for JLIB and indicates the resources required to support them. It also continues to be the key tool for monitoring both strategic and functional focus, and for driving performance management.

The Business Plan is set out as follows:

Section 1 provides background information about JLIB.

Section 2a, b & c analyses the resources required by JLIB for 2010 to 2012.

Appendix 1 summarises the objectives and key performance indicators of JLIB.

Appendix 2 contains the detailed Action Plans for 2010 and beyond for JLIB, covering all projects.

It remains for me on behalf of JLIB to thank the staff of contributing departments and the various service providers who keep the website operating efficiently with up-to-date content, which helps make it the leader in its field.

Sue du Feu
Programme Director,
Jersey Legal Information Board
June 2010

Section 1- Background

Who we are

JLIB has brought together in one organisation the heads of all the judicial and legal departments, and other key players, such as representatives from the Law Society and the Chief Minister's Department, as well as the Minister for Economic Development. JLIB was born of the realisation that considerable resources could be wasted if the constituent parts of the legal establishment did not adopt a cohesive strategy for dealing with IT and information systems' issues.

Staff support for Jersey Legal Information Board is 1.2 full time equivalent. The Programme Director - 0.7 full time equivalent and Webmaster 0.5 full time equivalent are provided by the Judicial Greffe. Otherwise, JLIB is dependent on the goodwill of the Board members and participating departments, who currently give freely of their time.

The Board itself is composed as follows:

The Bailiff, Michael Birt

Chairman of the Jersey Legal Information Board

Timothy Le Cocq QC

HM Attorney General

Michael De La Haye

Greffier of the States

James Lambert

Director of Services, Judicial Greffe

Senator Alan Maclean

Economic Development Minister

Pam Staley

Law Draftsman

Neil Wells

IT Director, Information Services Department

Michael Wilkins

Judicial Greffier

Advocate Tim Herbert

Representative, Jersey Law Society

Advocate Carl Parslow

Representative, Jersey Law Society

Advisor to JLIB

Professor Richard Susskind OBE is advisor to JLIB. IT advisor to the Lord Chief Justice of England, Professor Susskind has a doctorate in computers and law from Oxford University. He is also a Fellow of the Royal Society of Edinburgh and the British Computer Society. He is author of a number of books, including, "Transforming the Law, Essays on Technology, Justice and the Legal Marketplace" and "The End of Lawyers?"

Executive group

In 2006 the Board sanctioned the setting up of the JLIB Executive Group to oversee the day to day business of JLIB. The Executive Group is composed as follows:

- Bailiff
- Judicial Greffier
- Director of Services, Judicial Greffe
- Law Draftsman
- Representative of the Law Society
- JLIB Programme Director

What we do

As previously stated, JLIB is an incorporated body whose vision is to see Jersey's legal system recognised as the global best for a small jurisdiction. It is, essentially, the research and development arm of the Courts. Its strategy is principally (but not exclusively) to exploit technology in order to facilitate the supply and dissemination of legal information. However, its approach remains mindful of how Jersey's legal processes have evolved empirically, in the light of the Island's unique historical, constitutional and social status.

The main stakeholders in JLIB are:

- The Judiciary
- Departments of the Judiciary
- The Legal Profession
- The States of Jersey
- States Departments and connected agencies
- The Finance Industry
- The States of Jersey Police
- The Honorary Police and other Parochial Officers
- The Citizens' Advice Bureau and other voluntary organisations
- Members of the Public

Our strategic aims

- To make the law of Jersey and Jersey legal processes more accessible to the public.
- To develop an integrated legal system in Jersey.
- To strengthen Jersey's position as a leading business centre.

Resources for 2010 to 2012

A comprehensive account of JLIB's financial position, as at 31 December 2009, is contained in the "Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2009".

Section 2a

A. Website

Disseminate a comprehensive body of legal information (including laws, judgments and legal guidance) as widely as possible, utilising the Internet (see: <http://www.jerseylaw.je>)

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2010 Revenue</i>	<i>2010 Capital</i>	<i>2011 Revenue</i>	<i>2011 Capital</i>	<i>2012 Revenue</i>	<i>2012 Capital</i>	
1) Improve security on registration and log in facilities.	June 10		£30,000					Essential security work is compatible with any future redevelopment model for login.
2) Continue to update and enhance search capabilities.	June 10		£30,000					Combining Jersey Law reports (JLR) and Unreported Judgments (UJ) search facilities, switching JLR to restricted access and create free access to UJs.
3) Maintain and update existing content. Develop Citizens use of website by providing relevant advice and online help	Ongoing	£40,000		£40,000		£40,000		Including a glossary of legal terms, Q & A section, and 'how to' video clips around life events e.g. making a will in cooperation with the States of Jersey website.
4) Improve collection and presentation of usage statistics (including comparisons with other websites).	Ongoing		£5,000					Includes a move to Google Analytics, States of Jersey standard.
5) Publication of customary and civil law, and Jersey law texts.	Dec 11		£25,000		£20,000	£5,000		Preservation in digital format of important sources of customary law.
6) Website maintenance.	Ongoing	£6,000		£6,000		£6,000		TCB Consulting to maintain website currently, hosted by C5 Alliance.
7) Review of user requirements.	March 11		£10,000					Series of workshops/ interviews.
8) Redevelop website in Sharepoint with C5 Alliance.	Dec 11		£50,000		£100,000			C5 Alliance will host and maintain when redeveloped.
TOTAL		£46,000	£150,000	£46,000	£120,000	£51,000		

B. Legislation

To revise (annotate and update) the entire legislation of Jersey as determined by the Law Revision Board and publish it on the JLIB website

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2010 Revenue</i>	<i>2010 Capital</i>	<i>2011 Revenue</i>	<i>2011 Capital</i>	<i>2012 Revenue</i>	<i>2012 Capital</i>	
1) Publish revised version of legislation.	Ongoing	£6,000		£7,000		£7,000		Subsequent re-publications to occur as determined by Law Revision Board.
2) Online publication of legislation as enacted.	Ongoing	6,000		6,500		-		Undertaken by Law Draftsman (with outsourced technical assistance to be phased out).
3) Annotation of revised version of legislation.	31 Dec 11	£16,000		£16,000		£6,000		In progress (Law Reports International) 2012 initial project complete, maintenance only.
	TOTAL	£28,000		£29,500		£13,000		

C. Case Law

Make available via the JLIB website, all Jersey case law, in order to create a comprehensive online database (including Jersey Law Reports, Jersey Judgments and Unreported Judgments)

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2010 Revenue</i>	<i>2010 Capital</i>	<i>2011 Revenue</i>	<i>2011 Capital</i>	<i>2012 Revenue</i>	<i>2012 Capital</i>	
1) Conversion and online publication of Jersey Judgments series (1950-1984).	31 Dec 10		£13,000					In progress.
2) Conversion and online publication of back issues of Unreported Judgments (pre 1997).	31 Dec 10		£20,000					Requires conversion of hard copy editions.
3) Conversion and online publication of forward issues of Jersey Law Reports.	Ongoing	£10,000		£10,000		£10,000		Costs payable for publication contemporaneous with paper versions.
	TOTAL	£10,000	£33,000	£10,000		£10,000		

D. Civil and Criminal Justice

To support the development of systems for improving the efficiency and integration of systems for civil and criminal justice by using common interfaces for data exchange, improved management information, workflow and case management tools

Action Plan	Completion Date	Resources Required						Comments
		2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	
1) Continue to develop use of electronic case file management.	Ongoing		£25,000		£25,000		£25,000	Support pilot in Court of Appeal and spread to other courts.
2) Develop and improve data flows across all criminal and civil justice agencies by electronic means.	Ongoing		£25,000		£25,000		£25,000	In association with Home Affairs and other agencies.
3) Implement electronic transmission of case documentation across all agencies.	June 11		£20,000		£10,000			Implement secure e-mail system.
4) Implement unique case referencing system (beginning to end).	Ongoing		£10,000		£10,000		£10,000	As initially proposed by Cap Gemini. Provide support for cross referencing case number in DAISy court booking system.
5) Make provision for a fully electronic Courtroom – Appeals pilot.	Dec 10		£20,000					Convert No 2 Court for possible use by Court of Appeal.
6) Investigate establishment of document repository of Jersey legal authorities.	Ongoing		£10,000		£10,000		£10,000	Grouped around “court events” (eg drug offences, striking out).
7) Encourage use of mediation (private sector and Courts).	Ongoing							Encourage further development of mediation culture.
8) Consider feasibility of a mediation centre.	Dec 12							Resource issues to be defined in association with Chief Ministers.
9) Implement facilities for video-conferencing of bail applications.	Dec 11				£30,000			HM Prison would like to pursue this next year as there are other priorities and staffing implications to resolve first.
TOTAL			£110,000		£110,000		£70,000	

E. Institute of Law

To continue to support the Institute of Law (IOL)								
Action Plan	Completion Date	Resources Required						Comments
		2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	
1) Publish Study Guides online.	31 Dec 11				£5,000			IOL to consider publication.
	TOTAL				£5,000			

F. Support programme

Provide a proving ground for new technologies and initiatives in the legal sector, by undertaking pilot trials of selected technologies and by benchmarking against other jurisdictions. Facilitate consultation with JLIB's stakeholders and receive feedback on programmes and projects, in order to establish areas most in need of investigation by JLIB for possible enhancements or process redesign

Action Plan	Completion Date	Resources Required						Comments
		2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	
1) Implement research and development projects when new technologies become available.	Ongoing	£20,000		£20,000		£20,000		Contingency sum for maintaining awareness of, and parity with, best practice in other jurisdictions.
2) Maintain programme of contacts with comparable leading jurisdictions.	Ongoing	£5,000		£5,000		£5,000		
3) Continue to consult with stakeholder and user groups.	Ongoing	£5,000		£5,000		£5,000		Develop and deliver presentation to stakeholders.
4) Explore possible business partnerships with stakeholders.	Ongoing		£3,000		£3,000		£3,000	To produce 'How to' videos, lay-persons' guide to new legislation, etc.
5) Assist further use of portable computer equipment and extend the use of video conferencing facilities								Within the court service
	TOTAL	£30,000	£3,000	£30,000	£3,000	£30,000	£3,000	

G. Programme management/ administration Provide a comprehensive service for the overall direction and administration of JLIB's programmes and projects

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2010 Revenue</i>	<i>2010 Capital</i>	<i>2011 Revenue</i>	<i>2011 Capital</i>	<i>2012 Revenue</i>	<i>2012 Capital</i>	
1) Continue to provide overall programme management and support.	Ongoing	£65,000		£65,000		£65,000		Cost for Programme Director salary, travel, consultants' fees, PR etc.
2) Maintain fully compliant accounting procedures, including annual audit of accounts and compliance with code of best practice.	Ongoing	£5,000		£5,000		£5,000		In accordance with GAAP, audit recommendations, and (where appropriate), Public Finances (Jersey) Law 2005.
3) Develop framework for future funding.	Ongoing							Taking account of incorporated status.
	TOTAL	£70,000		£70,000		£70,000		

Section 2b: Expenditure Analysis by Project

The following table analyses revenue and capital resource requirements for 2010, 11 and 12, and lists the projects according to whether they are:

E: Essential routine tasks – must be done by JLIB.

I: Important projects that can only be undertaken by JLIB

C: Collaborative projects to be implemented and/or funded in association with other agencies

Categ	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
E	A1/6) Website	£46,000	£90,000	£46,000	£20,000	£51,000	—
E	B 1/3) Web Publication of Legislation Revisions	£28,000	—	£29,000	—	£13,000	—
E	F3/ 4) Support programme	£5,000	£3,000	£5,000	£3,000	£5,000	£3,000
E	G1-3) Programme Management/ Administration	£70,000	—	£70,000	—	£70,000	—
TOTAL		£149,000	£93,000	£150,000	£23,000	£139,000	£3,000
TOTAL PER ANNUM		£242,000		£173,000		£142,000	

Categ	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
I	A8 Website	—	50,000	—	100,000	—	—
I	C1- 3) Case Law	10,000	33,000	10,000	—	10,000	—
I	F 1/ 2) Support Programme	25,000	—	25,000	—	25,000	—
TOTAL		£35,000	£83,000	£35,000	£100,000	£35,000	—
TOTAL PER ANNUM		£118,000		£135,000		£35,000	

Categ	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
C	A7) Website	—	10,000	—	—	—	—
C	1- 9) Civil and Criminal Justice	—	110,000	—	110,000	—	70,000
C	E 1) Institute of Law	—	—	—	5,000	—	—
TOTAL		—	£110,000	—	£115,000	—	£70,000
TOTAL PER ANNUM		£120,000		£115,000		£70,000	

Section 2c: Project Priorities

Having regard to 2b which breaks the projects down into Essential, Important and Collaborative, this further section prioritises the breakdown and summarises the costs. There is a correlation in that all Essential items are priority 1, but Important and Collaborative are spread over priorities 2 and 3.

Priority 1 - Essential work; priority 2 – should be done to ensure budgetary/efficiency savings and website currency; priority 3 – could live without it if necessary but the website will not progress and fewer efficiency gains can be made.

Priority	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
E1	A1/6) Website	46,000	90,000	46,000	20,000	51,000	—
E1	B 1/3) Web Publication of Legislation Revisions	28,000	—	29,000	—	13,000	—
I1	C3 Jersey Law Reports	10,000	—	10,000	—	10,000	—
E1	F3/ 4) Support programme	5,000	3,000	5,000	3,000	5,000	3,000
E1	G1-3) Programme Management/ Administration	70,000	—	70,000	—	70,000	—
TOTAL		£159,000	£93,000	£160,000	£23,000	£149,000	£3,000
TOTAL PER ANNUM		£252,000		£183,000		£152,000	

Priority	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
C/I2	A7/8 Website	—	60,000	—	100,000	—	—
I2	C2) Case Law back UJs	—	20,000	—	—	—	—
C2	1- 5, 7-9) Civil and Criminal Justice	—	100,000	—	100,000	—	60,000
C2	E 1) Institute of Law	—	—	—	5,000	—	—
I2	F 2) Support Programme	5,000	—	5,000	—	5,000	—
TOTAL		£5,000	£180,000	£5,000	£205,000	£5,000	£60,000
TOTAL PER ANNUM		£185,000		£210,000		£65,000	

Priority	Project	2010 Revenue	2010 Capital	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital
I3	C1) Jersey Judgments	—	13,000	—	—	—	—
C3	D6) Repository for Jersey Legal Authorities	10,000	—	10,000	—	10,000	—
I3	F1) Research and Dev	20,000	—	20,000	—	20,000	—
TOTAL		£30,000	£13,000	£30,000	—	£30,000	—
TOTAL PER ANNUM		£43,000		£30,000		£30,000	

Appendix 1

Summary of Objectives and Key Performance Indicators (KPI)

This section identifies the key objectives of Jersey Legal Information Board together with its key performance indicators. These objectives will be achieved through detailed action plans, which have been developed in consultation with stakeholders and are shown in Appendix 2.

Objective 1: An efficient and effective service for the provision of legal information online.

	KPI
Publication of all back issues of Unreported Judgments, Jersey Judgments, Jersey Law Reports and Jersey and Guernsey Law Review.	Within one week of receipt of the hard copy.
Publication of all forward issues of Jersey Law Reports and Jersey and Guernsey Law Review in a timely manner	Within one week of receipt of the hard copy.
Publication of all primary and subordinate legislation, as an annual revision as determined by the Law Revision Board	Revision publication on date Law Revision Board determines (1 st April)
Publication of unreported judgements and primary and subordinate law on an ad hoc basis by Law officers and transcribers	Ensure website has 99% uptime during working hours. Faults to be escalated through the helpdesk
Publication of other legal materials to create an on-line library (customary and civil law, and Jersey law texts).	Publish 4 per year after initial project ends

Objective 2: An efficient, effective, integrated and streamlined Civil & Criminal Justice system.

Continue to develop use of electronic case file management	Will allow more collaborative working, less duplication of effort
Implement unique case referencing system (beginning to end)	Gain collaboration of all agencies using DAISy as a first step
Implement electronic transmission of case documentation across all agencies	Increased security, faster time for circulation and less errors
Develop and improve data flows across all criminal and civil justice agencies by electronic means	Increased efficiency, less errors less paperwork
Make provision for a fully electronic Courtroom – Appeals pilot	Reduction in costs and staff time
Investigate establishment of document repository of Jersey legal authorities	Reduced size and faster production of bundles
Encourage use of mediation (private sector and Courts)	Increased in uptake of mediation
Consider feasibility of a mediation centre	Report produced in association with Chief Ministers
Implement facilities for video-conferencing of bail applications	Reduction in costs and staff time

Objective 3: An efficient and effective educational programme supportive of students of Jersey law.

Facilitate the online use of study guides once the Institute of Law makes them available	Once guides available publish on Jerseylaw website within 3 weeks
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Appendix 2 to JLIB 2010 to 2012 Business Plan

Résumé of JLIB Projects

The following table summarises the objectives of the projects which JLIB needs to undertake in support of its Aims and Vision.

Project	Objectives
Website	<p>To disseminate a comprehensive body of legal information (including laws, judgments and legal guidance) as widely as possible, utilising the Internet (see: http://www.jerseylaw.je).</p> <p>To develop online guides (using, for example, video web casts) for the public based around life events, such as making a will or buying a house.</p> <p>To improve the service to citizens.</p> <p>To redevelop the website exploiting new technology and standards using investments made by the SOJ.</p>
Legislation Revision	To revise (annotate and update) the entire legislation of Jersey as determined by the Law Revision Board and publish it on the JLIB website.
Case Law	To make available via the JLIB website, all Jersey case law, in order to create a comprehensive online database (including Jersey Law Reports, Jersey Judgments and Unreported Judgments).
Institute of Law	To provide online study guides.
Civil and Criminal Justice	<p>To develop systems for improving the efficiency and integration of systems for civil and criminal justice by using common interfaces for data exchange, improved management information, workflow and case management tools.</p> <p>To evaluate the feasibility of establishing a mediation centre.</p>
Research and Development	To provide a proving ground for new technologies and initiatives in the legal sector, by undertaking pilot trials of selected technologies and by benchmarking against other jurisdictions.
Consultation	To facilitate consultation with JLIB's stakeholders and receive feedback on programmes and projects, in order to establish areas most in need of investigation by JLIB for possible enhancements or process redesign.
Programme Management/ Administration	To provide a comprehensive service for the overall direction and administration of JLIB's programmes and projects, such that it achieves its vision in conformance with the highest standards of financial and corporate governance.



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