

JERSEY Legal Information

BOARD

2011 to 2013 Business Plan

Our Vision:

For Jersey's legal system to be, and be 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) 2011 to 2013 Business Plan, the fifth 'three year rolling plan' that JLIB has produced.

JLIB's vision is "for Jersey's legal system to be, and to be recognised as, the global best for a small jurisdiction". Its website provides an essential 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. In 2010 JLIB continued to progress towards full membership 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 strategy of making the laws of Jersey readily accessible to the public and the legal profession, and promoting 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 local practitioners, 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 12 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.

I would like to thank all members of the 2010 Board as well as all those who have given their time to ensure the continuing success of JLIB. I believe that JLIB is an extremely valuable resource, both domestically and internationally.

Michael Birt, Bailiff and Chief Justice of Jersey

Chairman of the Jersey Legal Information Board

Programme Director's Report

Having been in post as Programme Director for over a year, I have pleasure in presenting a report detailing the Jersey Legal Information Board's achievements for 2010. The programme of work continues the JLIB Vision of aiming to have, and be recognised as having the best legal system for a small jurisdiction. To this end the functionality of JLIB's website <u>www.jerseylaw.je</u> was enhanced further in 2010 as outlined below.

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. The largest piece of work for 2010 went live in August and was essential to improve security on the site bringing it into line with States of Jersey government standards. In addition a new function was provided for the larger law firms - that of silent authentication - whereby once a user has logged onto their own system successfully, they can access the jerseylaw.je website without relogging providing they are coming from a recognised and pre-notified address.

One of the smaller cosmetic changes has proved to be popular with users – a daily update email which notifies the subscriber of any new items on the Home Page. The Home Page has also had a facelift to give a cleaner, less fussy look, and importantly to allow more laws and judgments to be kept in the notifications section for longer.

New technology and the growth of interactive use of the internet is providing JLIB with new challenges, as it continues to meet the increasingly sophisticated needs of the user. JLIB has joined the ranks of the Tweeters and Twitterers and has embraced social media to use as another channel of communication with our users. The use of mobile technology, especially the ipad, has grown exponentially this year and special versions of jerseylaw.je are being considered for mobile devices.

In 2010 the first phase of the online library book project came to an end with more than 60 volumes scanned and placed in the Publications section of the website. The use is being monitored; if there is a demand and funding is available, more volumes will be considered.

As in previous years, all legislation was revised and updated as of 1 April 2010, the annual revision being a feature unique to Jersey. In addition, the number of Annotated Laws (statute Law annotated with case law) rose in 2010 and will be added to in 2011, as feedback is very favourable. A total of 10 Chapters have been annotated to date, the latest being Roads and Traffic, Planning and Environment and Land and Housing.

One of the pillars of the JLIB strategy is to make the law and legal process more accessible, particularly in relation to the public and last year I noted that significant development was planned in 2010 – 2012 to enhance the information and advice already available to the public. In 2010 a focus group made up of stakeholders from the private and public sectors looked at how legal advice, information and guidance was sought, and from whom. The answer, not surprisingly, was that the majority of the public, when seeking assistance on legal matters, go to the Citizens Advice Bureau (CAB) in the first instance, and so JLIB has sponsored a project to encourage local law firms to assist CAB to keep its website content up to date and relevant. Four law firms have stepped up to the mark and two IT companies have offered help with the design and hosting of a new website for CAB. JLIB has committed modest funding over 3 years to assist with the project and will monitor progress throughout.

JLIB is funded from both the public and private sectors and the subscription rates have stayed the same for 3 years. 2011 will see the introduction of new bandings and rates which will stay in place for a fixed period beginning in January 2012, ensuring consistency of service for subscribers and the maintenance of an essential revenue stream for JLIB. The contribution made by Jersey law firms is significant, and ensures that JLIB is able to develop the website to meet user feedback and the changing environment. Law firms have continued their support in 2011. 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 continue to be addressed throughout 2011.

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.

The 2011 to 2013 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 stakeholders, and some represent a continuation of initiatives commenced in previous years. In particular, helpful input is now made through the website's newly formed User Group.

This Business Plan is complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides the high level Action Plans for 2011 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.

The Business Plan is set out as follows:

Section 1 provides background information about JLIB.

Sections 2a, b & c analyse the resources required by JLIB for 2011 to 2013.

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

Appendix 2 contains the high level Action Plans for 2011 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-todate content, which helps make it a leader in its field.

> Sue du Feu Programme Director, Jersey Legal Information Board May 2011

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 equivalents. 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

Sue du Feu Programme Director, Jersey Legal Information Board

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 Representatives 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 promote the better co-ordination of Jersey's justice system
- To support Jersey's position as a leading business centre.

Resources for 2011 to 2013

A comprehensive account of JLIB's financial position, as at 31 December 2010, is contained in the "Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2010".

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)

Ac	ction Plan	Completion			Resource	s Required			Comments
		Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	-
1)	Continue to update and enhance search capabilities and online legislation index, together with the introduction of a pay online facility.	June 11		£20,000					Combining Jersey Law reports (JLR) and Unreported Judgments (UJ) search facilities, switching JLR to restricted access with pay online facility and creating free access to the majority of UJs.
2)	Maintain and update existing content. Support the Citizens Advice Bureau to create a public advice and guidance website	Ongoing		£10,000		£10,000		£10,000	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.
3)	Improve collection and presentation of usage statistics (including comparisons with other websites).	Ongoing		£2,000		£2,000		£2,000	Includes improving the quality of information from Google Analytics
4)	Monitoring the use of customary and civil law, and Jersey law texts and publications.	On-going				10,000			Preservation in digital format of important sources of customary law.
5)	Website maintenance.	Ongoing	£10,000		£10,000		£6,000		TCB Consulting to maintain website currently, hosted by C5 Alliance.
6)	Review of user requirements.	Qtr 2, 2011		£10,000					Series of workshops/ interviews.
7)	Redevelop website in Sharepoint.	Q3,11/Q1,12		£50,000		£100,000			Open tender
		TOTAL	£10,000	£92,000	£10,000	£122,000	£6,000	£12,000	

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

Action Plan	Completion			Resource	s Required			Comments
	Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	
 Publish revised version of legislation. 	Ongoing	£4,500		£4,500		£4,500		Subsequent re-publications to occur as determined by Law Revision Board.
 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	£1,500		£1,500		£1,500		In progress (Law Reports International) maintenance only.
4) Remaining laws for annotations			£7,000					Should complete in 2011
5) Publish Court circulars, Employment Tribunal judgments and others	To be approved	£3,000		£3,000		£3,000		To fulfil requests by Lawyers and User Group
	TOTAL	£15,000	£7,000	£15,500		£9,000		

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)

Ac	tion Plan	Completion			Resources	Required			Comments
		Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	
1)	Conversion and online publication of Jersey Judgments series (1950- 1984).	31 Dec 11		£7,000		£7,000		£7,000	In progress. Back to 1974 currently
2)	Conversion and online publication of back issues of Unreported Judgments (pre 1997).	31 Dec 11		£20,000					Requires conversion of hard copy editions.
3)	Maintain online publication of forward issues of Jersey Law	Ongoing	£1,000		£1,000		£1,000		Costs payable for publication contemporaneous with paper

Reports.								versions.
	TOTAL	£1,000	£27,000	£1,000	£7,000	£1,000	£7,000	

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			Resources	Required			Comments
	Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	
1) Continue to promote use of electronic case file management.	Ongoing		£10,000		£10,000		£10,000	Monitor pilot in Court of Appeal(COA) and support other initiatives.
 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 Judicial Greffe.
 Implement electronic transmission of case documentation across agencies. 	Jan 12		£20,000		£10,000			Assessment of the secure e-mail system being trialled by COA with view to support other initiatives
 Implement unique case referencing system (beginning to end). 	Ongoing		£10,000		£10,000		£10,000	As initially proposed by Cap Gemini. Provide support for the redevelopment of DAISy
5) 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).
 Encourage use of mediation (private sector and Courts). 	Ongoing							Encourage further development of mediation culture.
7) Consider feasibility of a mediation centre.	Dec 12							Resource issues to be defined in association with Chief Ministers.
 Implement facilities for video- conferencing of bail applications. 	Dec 12				£30,000			HM Prison would like to pursue this next year as there are other priorities and staffing implications to resolve first.
	TOTAL		£75,000		£95,000		£55,000	

E. 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			Resources	Required			Comments
		Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 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		Including presentation of a paper to the Law via the Internet conference 2011, Hong Kong.
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. in partnership with CAB
5)	Assist further use of portable computer equipment and extend the use of video conferencing facilities								Within the court service
6)	Liaison with, and support for the Institute of Law								
		TOTAL	£30,000	£3,000	£30,000	£3,000	£30,000	£3,000	

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

	Action Plan	Completion			Resources	Required			Comments
		Date	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	
1)	Continue to provide overall programme management and support.	Ongoing	£75,000		£75,000		£75,000		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	£80,000		£80,000		£80,000		

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	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
E	A1/7) Website	£10,000	£92,000	£10,000	£122,000	£6,000	£12,000
E	B 1/3) Web Publication of Legislation Revisions	£12,000	_	£12,500		£6,000	
E	F1-3) Programme Management and admin	£80,000		£80,000		£80,000	
	TOTAL	£102,000	£92,000	£102,500	£122,000	£92,000	£12,000
	TOTAL PER ANNUM	£194	,000	£224	,500	£104	,000

Categ	Project	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
I	C1- 3) Case Law	1,000	27,000	1,000	£7,000	1,000	£7,000
I	B4/5) Legislation	3,000	7,000	3,000		3,000	
I	F 1,2 & 5) Support Programme	25,000	—	25,000		25,000	—
	TOTAL	£29,000	£34,000	£29,000	£7,000	£29,000	£7,000
	TOTAL PER ANNUM	£63,	000	£36	,000	£36	,000

Categ	Project	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
С	D1- 8) Civil and Criminal Justice		£75,000		£95,000		£55,000
С	E 3/4) Support programme	£5,000	£3,000	£5,000	£3,000	£5,000	£3,000
	TOTAL	£5,000	£78,000	£5,000	£98,000	£5,000	£58,000
	TOTAL PER ANNUM	£98,	,000	£103	9,000	£63,	,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	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
E1	A1/7) Website	10,000	92,000	10,000	122,000	6,000	12,000
E1	B 1/3) Web Publication of Legislation Revisions	10,500	_	11,000	_	4,500	_
l1	C2/3 Jersey Law Reports and UJs	1,000	20,000	1,000	-	1,000	—
E1	E3/4) Support programme	5,000	3,000	5,000	3,000	5,000	3,000
E1	F1-3) Programme Management/ Administration	80,000	_	80,000	_	80,000	_
	TOTAL	£106,500	£115,000	£107,000	£125,000	£96,500	£15,000
	TOTAL PER ANNUM	£221	,500	£232	2,000	£111	,500
Priority	Project	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
12	B4/5) Annotated Legislationand other	3,000	7,000	3,000		3,000	
C2	D1- 4, 8) Civil and Criminal Justice	_	90,000	—	110,000	_	70,000

	TOTAL PER ANNUM	£105,000		£118,000		£78,000		
	TOTAL	£8,000	£97,000	£8,000	£110,000	£8,000	£70,000	
12	E 2 , 5 &6) Support Programme	5,000	_	5,000	—	5,000	—	

Priority	Project	2011 Revenue	2011 Capital	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital
13	C1) Jersey Judgments	—	7,000	—	7,000	—	£7,000
C3	D5-7) Repository for Jersey Legal Authorities	10,000	_	10,000	_	10,000	_
13	E1) Research and Dev	20,000	_	20,000		20,000	—
	TOTAL	£30,000	£7,000	£30,000	£7,000	£30,000	£7,000
	TOTAL PER ANNUM	£37,000		£37,000		£37,000	

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.

	КРІ
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 either the hard copy or an electronic file.
Publication of all forward issues of Jersey Law Reports in a timely manner	Within one week of receipt of the hard copy or electronic file.
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).	Review new publications for inclusion and monitor use of current library

Objective 2: Support the move towards 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
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

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	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).
	To support the development of online guides (using, for example, video web casts) for the public based around life events, such as making a will or buying a house.
	To improve the service to citizens by supporting the CAB.
	To redevelop the website exploiting new technology and standards using investments made by the SOJ.
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). To streamline the subscription facilities by use of a pay online facility
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.
	To evaluate the feasibility of establishing a mediation centre.
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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