



JERSEY  
*Legal Information*  
BOARD

**2012 to 2014  
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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## **Foreword by the Bailiff**

I am pleased to present the Jersey Legal Information Board (JLIB) 2012 to 2014 Business Plan, the sixth 'three year rolling plan' that JLIB has produced.

The Business Plan demonstrates the continuing development of JLIB, not merely in relation to its flagship website, which contains all the Island's legislation and progressively all the judgments of the courts, but also highlights the research and development activities that JLIB undertakes in support of the justice system.

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

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

## Programme Director's Report

2011 saw two major changes to the website, partly as a result of being a member of the Free Access to Law Movement (FALM) and partly to ensure our registered subscribers continued to receive value added services. The first change concerned the Jersey Law Reports (JLR) and Unreported Judgments (UJ), when in July the long-promised switch took place with UJs becoming freely available on [www.jerseylaw.je](http://www.jerseylaw.je) without subscription as part of our commitment to FALM. At the same time JLRs were made available for registered users only, with a pay-on-line' facility for non-subscribers.

The second change was a fundamental rewrite of the underlying structure of the databases using the latest technology to create a website that performs equally well on mobile devices and desktops. The upgraded version of the website includes the publication of Jersey Employment Tribunal judgments, bringing the judgments of the courts of Jersey together in one place.

In September FALM began to put Jersey's unreported judgment citations together with the Jersey & Guernsey Law Review onto [www.worldlii.org](http://www.worldlii.org) and [www.commonlii.org](http://www.commonlii.org) making them freely available to a world-wide audience. In March 2012 we will, at no cost to JLIB, put Jersey's judgment citations on the JustCite citator, which is part of Justis Publishing Group. Allowing citations to be published in JustCite will increase Jersey's presence internationally and drive website traffic to [jerseylaw.je](http://jerseylaw.je) from diverse jurisdictions, especially in the fields where Jersey has built a reputation in case law.

Following discussions in 2010/11 a partnership between the Citizens Advice Bureau (CAB) and JLIB has been established and members of the public looking for legal advice on [www.jersey.je](http://www.jersey.je) will be redirected to CAB where advice and guidance is displayed. The content is being updated by Court Service staff and local legal firms.

The 2012 to 2014 Business Plan identifies key activities which will be undertaken by JLIB in this period. Major effort will be channelled into the new text search engine and content management system for the website to upgrade existing functionality and provide increased robustness and stability. In addition to the website development work, JLIB supports initiatives in the justice system which is reflected in the plan.

This Business Plan is complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides the high level Action Plans for 2012 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 2012 to 2014.

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

Appendix 2 contains the high level Action Plans for 2012 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 keep it a leader in its field.

**Sue du Feu, Programme Director, March 2012**

## 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 provided by JLIB and Webmaster 0.5 full time equivalent 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 in the spirit of collaboration and partnership.

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, President of the Society for Computers and Law; and Visiting Professor and Chair of the Advisory Board at the Oxford Internet Institute, Oxford University. 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
- Two representatives of the Law Society
- JLIB Programme Director

## **What we do**

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 2012 to 2014**

A comprehensive account of JLIB's financial position, as at 31 December 2011, is contained in the "Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2011".

## 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>2012 Revenue</i>	<i>2012 Capital</i>	<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	
1) Continue to update and enhance search capabilities and online legislation index by replacing the existing search engine with Microsoft FAST	June 12		£55,000		£10,000			Work to be undertaken in 2 phases – Phase 1, requirements gathering and implementation of new search engine; Phase 2, enhanced searching facilities
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 grant of £4000 PA for 2 further years, 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		£5,000		£5,000		£5,000	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 3, 2012		£10,000					Series of workshops/ interviews.
7) Redevelop website in Sharepoint including the Content management system.	Q3,12/Q1,13		£50,000		£50,000			Open tender
	<b>TOTAL</b>	<b>£10,000</b>	<b>£132,000</b>	<b>£10,000</b>	<b>£77,000</b>	<b>£6,000</b>	<b>£17,000</b>	



## 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

<b>Action Plan</b>	<b>Completion Date</b>	<b>Resources Required</b>						<b>Comments</b>
		<b>2012 Revenue</b>	<b>2012 Capital</b>	<b>2013 Revenue</b>	<b>2013 Capital</b>	<b>2014 Revenue</b>	<b>2014 Capital</b>	
1) Publish revised version of legislation.	Ongoing	£4,500		£5,000		£5,000		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 to be phased out in 2014).
3) Annotation of revised version of legislation.	Annually	£1,500		£1,500		£1,500		In progress (Law Reports International) maintenance only.
4) Remaining laws for annotations	31 Dec 12		£7,000					
	<b>TOTAL</b>	<b>£12,000</b>	<b>£7,000</b>	<b>£13,000</b>		<b>£6,500</b>		

## 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)

<b>Action Plan</b>	<b>Completion Date</b>	<b>Resources Required</b>						<b>Comments</b>
		<b>2012 Revenue</b>	<b>2012 Capital</b>	<b>2013 Revenue</b>	<b>2013 Capital</b>	<b>2014 Revenue</b>	<b>2014 Capital</b>	
1) Conversion & online publication of Jersey Judgments (1950-84).	31 Dec 14		£7,000		£7,000		£7,000	In progress. Back to 1971 currently
2) Publication of scanned back issues of Unreported Judgments (pre 97).	31 Dec 12							Requires in-house technical work to publish. Back to 1995 currently
3) Maintain online publication of forward issues of Jersey Law Reports.	Ongoing	£4,000		£4,000		£4,000		Costs payable for publication contemporaneous with paper versions.
	<b>TOTAL</b>	<b>£4,000</b>	<b>£7,000</b>	<b>£4,000</b>	<b>£7,000</b>	<b>£4,000</b>	<b>£7,000</b>	

## 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

<b>Action Plan</b>	<b>Completion Date</b>	<b>Resources Required</b>						<b>Comments</b>
		<b>2012 Revenue</b>	<b>2012 Capital</b>	<b>2013 Revenue</b>	<b>2013 Capital</b>	<b>2014 Revenue</b>	<b>2014 Capital</b>	
1) Continue to promote use of electronic case file management, including e-filing.	Ongoing		£10,000		£10,000		£10,000	Assess Court of Appeal (COA) and support other initiatives.
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 Judicial Greffe as part of support to Justice System Board (JSB) work.
3) Implement electronic transmission of case documentation across agencies.	Jan 12		£20,000		£10,000			Secure e-mail system successful in COA. Support JSB initiatives by researching expansion.
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 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).
6) 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.
8) 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.
9) Publish Practice Direction Court circulars and others as required	To be approved	£3,000		£3,000		£3,000		To fulfil requests by Lawyers and User Group
	<b>TOTAL</b>	<b>£3,000</b>	<b>£75,000</b>	<b>£3,000</b>	<b>£95,000</b>	<b>£3,000</b>	<b>£55,000</b>	

## 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

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2012 Revenue</i>	<i>2012 Capital</i>	<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	
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	
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								
<b>TOTAL</b>		<b>£30,000</b>	<b>£3,000</b>	<b>£30,000</b>	<b>£3,000</b>	<b>£30,000</b>	<b>£3,000</b>	

**F. 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>2012 Revenue</i>	<i>2012 Capital</i>	<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	
1) Continue to provide overall programme management and support.	Ongoing	78,000		£78,000		£78,000		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.
	<b>TOTAL</b>	<b>£83,000</b>		<b>£83,000</b>		<b>£83,000</b>		

## Section 2b: Expenditure Analysis by Project

The following table analyses revenue and capital resource requirements for 2012, 13 and 14, 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	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital
E	A (1 to 7) Website	£10,000	£132,000	£10,000	£77,000	£6,000	£17,000
E	B (1 to 3) Web Publication of Legislation Revisions	£12,000	—	£13,000	—	£6,500	—
E	F (1 to 3) Programme Management and admin	£83,000		£83,000		£83,000	
	<b>TOTAL</b>	<b>£105,000</b>	<b>£132,000</b>	<b>£106,500</b>	<b>£77,000</b>	<b>£95,500</b>	<b>£17,000</b>
	<b>TOTAL PER ANNUM</b>	<b>£237,000</b>		<b>£183,500</b>		<b>£102,500</b>	

Categ	Project	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital
I	B (4) Legislation		7,000				
I	C (1 to 3) Case Law	4,000	27,000	4,000	£7,000	4,000	£7,000
I	E (1,2 & 5) Support Programme	25,000	—	25,000	—	25,000	—
	<b>TOTAL</b>	<b>£32,000</b>	<b>£34,000</b>	<b>£32,000</b>	<b>£7,000</b>	<b>£32,000</b>	<b>£7,000</b>
	<b>TOTAL PER ANNUM</b>	<b>£63,000</b>		<b>£36,000</b>		<b>£36,000</b>	

Categ	Project	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital
C	D (1 to 9) Civil and Criminal Justice	£3,000	£75,000	£3,000	£95,000	£3,000	£55,000
C	E (3 to 4) Support programme	£5,000	£3,000	£5,000	£3,000	£5,000	£3,000
	<b>TOTAL</b>	<b>£5,000</b>	<b>£78,000</b>	<b>£5,000</b>	<b>£98,000</b>	<b>£5,000</b>	<b>£58,000</b>
	<b>TOTAL PER ANNUM</b>	<b>£86,000</b>		<b>£106,000</b>		<b>£66,000</b>	

## 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	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2043 Capital
E1	A (1 to 7) Website	10,000	92,000	10,000	122,000	6,000	12,000
E1	B (1 to 3) Web Publication of Legislation Revisions	10,500	—	11,000	—	4,500	—
I1	C (2 to 3) Jersey Law Reports and UJs	1,000	20,000	1,000	-	1,000	—
E1	E (3 to 4) Support programme	5,000	3,000	5,000	3,000	5,000	3,000
E1	F (1 to 3) Programme Management/ Administration	80,000	—	80,000	—	80,000	—
<b>TOTAL</b>		<b>£106,500</b>	<b>£115,000</b>	<b>£107,000</b>	<b>£125,000</b>	<b>£96,500</b>	<b>£15,000</b>
<b>TOTAL PER ANNUM</b>		<b>£221,500</b>		<b>£232,000</b>		<b>£111,500</b>	

Priority	Project	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital
I2	B (4) Annotated Legislation and other publishing		7,000				
C2	D (1 to 4, 8 to 9) Civil and Criminal Justice	3,000	90,000	3,000	110,000	3,000	70,000
I2	E (2, 5 &6) Support Programme	5,000	—	5,000	—	5,000	—
<b>TOTAL</b>		<b>£8,000</b>	<b>£97,000</b>	<b>£8,000</b>	<b>£110,000</b>	<b>£8,000</b>	<b>£70,000</b>
<b>TOTAL PER ANNUM</b>		<b>£105,000</b>		<b>£118,000</b>		<b>£78,000</b>	

Priority	Project	2012 Revenue	2012 Capital	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital
I3	C (1) Jersey Judgments	—	7,000	—	7,000	—	£7,000
C3	D (5 to 7) Repository for Jersey Legal Authorities	10,000	—	10,000	—	10,000	—
I3	E (1) Research and Dev	20,000	—	20,000	—	20,000	—
<b>TOTAL</b>		<b>£30,000</b>	<b>£7,000</b>	<b>£30,000</b>	<b>£7,000</b>	<b>£30,000</b>	<b>£7,000</b>
<b>TOTAL PER ANNUM</b>		<b>£37,000</b>		<b>£37,000</b>		<b>£37,000</b>	

## 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 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 (Normally 1 <sup>st</sup> April) for annual update
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	To encourage 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	Increase efficiency, reduce time of process, reduce errors
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 uptake of mediation
Consider feasibility of a mediation centre	Report produced in association with Chief Ministers dept.
Implement facilities for video-conferencing of bail applications	Reduction in costs and staff time

## Appendix 2 to JLIB 2012 to 2014 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: <a href="http://www.jerseylaw.je">http://www.jerseylaw.je</a>).</p> <p>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.</p> <p>To improve the service to citizens by supporting the CAB.</p> <p>To redevelop the website exploiting new technology and standards using investments made by the SOJ.</p>
Legislation Revision	To publish (annotate and update) on the JLIB website the Revised edition and Laws as Enacted of Jersey as determined by the Law Revision Board.
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	<p>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.</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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