



JERSEY
Legal Information
BOARD

**2013 to 2015
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) 2013 to 2015 Business Plan.

This Business Plan drives the continuing development of JLIB, in relation to its flagship website, which contains all the Island's legislation and the judgments of the courts, together with various other initiatives supportive of the justice system and public access to law.

In 2013, for the first time ever in the British Isles, JLIB will host the international Law Via the Internet conference, a development reflective of Jersey's maturity as a provider of on-line legal information.

I would like to thank all members of the Board as well as 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.

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

Programme Director's Report

The 2013 to 2015 Business Plan identifies key activities which will be undertaken by JLIB in this period. In 2012 major effort was channelled into the replacement text search engine for the website, which has improved functionality and provided increased robustness and stability. In recent months the search facility has been further enhanced and feedback from users has been very positive.

In addition to the website development work, JLIB also supports initiatives in the justice system which is reflected in the plan, and also contributes to the work-streams of the Justice Systems Board.

Two JLIB members presented papers at the Free Access to Law Movement conference in October 2012, and JLIB was subsequently asked to host the 2013 conference in Jersey on 26/27th September. Entitled 'Law Via the Internet', this is a prestigious international gathering of approximately 200 practitioners, academics, lawyers, legal publishers and law librarians who will listen to keynote speakers, and discuss topics concerning 'Free Access to Law in a Changing World' in both plenary and parallel specialist tracks.

This Business Plan is complementary to the States of Jersey Strategic Plan 2009 to 2014. It provides the high level Action Plans for 2013 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 2013 to 2015.

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

Appendix 2 contains the high level Action Plans for 2013 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, May 2013

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, Sir 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 the external 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", "The End of Lawyers?" and "Tomorrow's Lawyers".

Executive group

Since 2006, an Executive Group has overseen 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.

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 Institute of Law
- 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 2013 to 2015

A comprehensive account of JLIB's financial position, as at 31 December 2012, is contained in the "Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2012" which can be found at http://www.jerseylaw.je/publications/reports/2012_JLIB_Accounts.aspx

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>)

Action Plan	Completion Date	Resources Required						Comments
		2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	
1) Maintain and update existing content.	Ongoing	£10,000	£6,000	£10,000	£6,000	£10,000	£6,000	
2) Support the Citizens Advice Bureau to maintain a public advice and guidance website	Ongoing		£4,000					Including a grant of £4000 PA for one further year, 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) Adding customary and civil law, and Jersey law texts and publications.	Ongoing		£5,000		£5,000		£5,000	Addition of new volumes as and when available.
4) Website maintenance.	Ongoing	£10,000		£10,000		£10,000		TCB Consulting to maintain website currently, hosted by C5 Alliance.
5) Review of user requirements.	Qtr 3, 2013		£10,000					Series of workshops/ interviews.
6) Redevelop website in Sharepoint including the Content management system.	2014				£50,000		£50,000	Open tender.
7) Work with Justis to put case and statute law on their website	2013		-		-		-	Under licence from JLIB
8) Work with British and Irish Legal Information Institute (BaLI) to put legal materials on their website			£2,500					Will need cooperation from TCB, JLIB website developers.
9) Evaluate feasibility of sharing legal information with Guernsey								
TOTAL		£20,000	£27,500	£20,000	£61,000	£20,000	£61,000	

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 Date	Resources Required						Comments
		2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	
1) Publish revised version of legislation annually.	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		£6,500		Undertaken by Law Draftsman.
3) Annotation of revised version of legislation.	Annually	£1,500		£1,500		£1,500		In progress (Law Reports International) maintenance only.
4) Translation of French Laws	N/K		£5,000		£5,000			Cost not assessed. Will need expert review and programming.
5) Treaties project	N/K		£5,000		£5,000			Cost not assessed. Will need programming.
	TOTAL	£12,000	£10,000	£13,000	£10,000	£13,000		

C. Case Law

Make available via the JLIB website, all Jersey case law, in order to maintain and enhance a comprehensive online database (including Jersey Law Reports, Jersey Judgments, Unreported Judgments, Jersey Employment Tribunal judgments and Privy Council decisions)

Action Plan	Completion Date	Resources Required						Comments
		2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	
1) Conversion & online publication of Jersey Judgments (1950-84).	31 Dec 14		£7,000		£7,000		£7,000	In progress. Back to 1969 currently.
2) Publication of scanned back issues of Unreported Judgments (pre 97).	31 Dec 13							Requires in-house technical work to publish. Under review.
3) Maintain online publication of future issues of Jersey Law Reports.	Ongoing	£6,000		£6,000		£6,000		Costs payable for publication contemporaneous with paper versions.
4) Privy Council Decision db, 2 parts and selected Magistrate's court judgments			£7,000		£7,000		£7,000	First part linked to BaLLII and second part will be citations on JLRs. Some programming required.
	TOTAL	£6,000	£14,000	£6,000	£14,000	£6,000	£14,000	

D. Civil and Criminal Justice

To support the development of systems for improving the efficiency and integration of processes 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
		2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	
1) Continue to promote use of electronic case file management, including e-filing.								Supporting the work of the Justice Systems Board (JSB).
2) Public Registry project pilot	Ongoing		£10,000		£10,000		£10,000	Automation of notices.
3) Monitor and support improvement of 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 for JSB work.
4) 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).
5) Encourage use of mediation (private sector and Courts).	Ongoing							Encourage further development of mediation culture by use of advertising. Further investigation this year.
6) Implement facilities for video-conferencing of bail applications.	Dec 13		£30,000					Estimate received as part of the JSB work.
7) Maintain publication of Practice Directions, Court circulars and others as required	To be approved	£3,000		£3,000		£3,000		To fulfil requests by Lawyers and User Group.
	TOTAL	£3,000	£75,000	£3,000	£45,000	£3,000	£45,000	

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

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	<i>2015 Revenue</i>	<i>2015 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		
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) Hosting LVI2013 conference	Sep 13		£10,000					Law Via the Internet
	TOTAL	£30,000	£13,000	£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

<i>Action Plan</i>	<i>Completion Date</i>	<i>Resources Required</i>						<i>Comments</i>
		<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	<i>2015 Revenue</i>	<i>2015 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.
	TOTAL	£83,000		£83,000		£83,000		

<i>Section</i>	<i>Resources Required</i>					
	<i>2013 Revenue</i>	<i>2013 Capital</i>	<i>2014 Revenue</i>	<i>2014 Capital</i>	<i>2015 Revenue</i>	<i>2015 Capital</i>
A	£20,000	£27,500	£20,000	£61,000	£20,000	£61,000
B	£12,000	£10,000	£13,000	£10,000	£13,000	-
C	£6,000	£14,000	£6,000	£14,000	£6,000	£14,000
D	£3,000	£75,000	£3,000	£45,000	£3,000	£45,000
E	£30,000	£13,000	£30,000	£3,000	£30,000	£3,000
F	£83,000	-	£83,000	-	£83,000	-
TOTAL	£154,000	£139,500	£155,000	£133,000	£155,000	£123,000

Section 2b: Expenditure Analysis by Project

The following table analyses revenue and capital resource requirements for 2013, 14 and 15, 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	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
E	A1, A3-9 Website	£20,000	£23,500	£20,000	£61,000	£20,000	£61,000
E	B1-3 Web Publication of Legislation Revisions	£12,000	—	£13,000	—	£13,000	—
E	E2-3 Support Programme	£10,000		£10,000		£10,000	
E	F1-3 Programme Management and admin	£83,000		£83,000		£83,000	
	TOTAL	£125,000	£23,500	£126,000	£61,000	£126,000	£61,000
	TOTAL PER ANNUM	£148,500		£187,000		£187,000	

Categ	Project	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
I	A2 Website		£4,000				
I	C2, C4 Case Law		£7,000		£7,000		£7,000
I	E1, E4-5 Support Programme	20,000	£13,000	20,000	£3,000	20,000	£3,000
	TOTAL	£20,000	£24,000	£20,000	£10,000	£20,000	£10,000
	TOTAL PER ANNUM	£44,000		£30,000		£30,000	

Categ	Project	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
C	B4-5 Legislation		£10,000		£10,000		
C	C1, C3 Case Law	£6,000	£7,000	£6,000	£7,000	£6,000	£7,000
C	D1-7 Civil and Criminal Justice	£3,000	£75,000	£3,000	£45,000	£3,000	£45,000
	TOTAL	£9,000	£92,000	£9,000	£62,000	£9,000	£52,000
	TOTAL PER ANNUM	£101,000		£71,000		£61,000	
	GRAND TOTAL	£293,500		£288,000		£278,000	

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	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
E1	A1, A3-6, A9 Website	£20,000	£21,000	£20,000	£61,000	£20,000	£61,000
E1	B1-3 Web Publication of Legislation Revisions	£12,000	—	£13,000	—	£13,000	—
E1	E2-3 Support Programme	£10,000		£10,000		£10,000	
E1	F1-3 Programme Management and admin	£83,000		£83,000		£83,000	
I1	E5 LVI conference		£10,000				
	TOTAL	£125,000	£31,000	£126,000	£61,000	£126,000	£61,000
	TOTAL PER ANNUM	£156,000		£187,000		£187,000	

Priority	Project	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
I2	A2 support CAB		£4,000				
I2	E1, E4 Case Law	£20,000	£3,000	£20,000	£3,000	£20,000	£3,000
C2	A7-8 Justis and Baillii		£2,500				
C2	C1 Case law JLR		£7,000		£7,000		£7,000
C2	D6 Video conferencing		£30,000				
	TOTAL	£20,000	£46,500	£20,000	£10,000	£20,000	£10,000
	TOTAL PER ANNUM	£66,500		£30,000		£30,000	

Priority	Project	2013 Revenue	2013 Capital	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital
C3	B4-5 translations, treaties	—	£10,000	—	£10,000	—	—
I3	C2-4 JJ, PC decisions, pre-98 UJs	£6,000	£7,000	£6,000	£7,000	£6,000	£7,000
C3	D1-5, D7 Crim & Civil justice	£3,000	£45,000	£3,000	£45,000	£3,000	£45,000
	TOTAL	£9,000	£62,000	£9,000	£62,000	£9,000	£52,000
	TOTAL PER ANNUM	£71,000		£71,000		£61,000	
	GRAND TOTAL	£293,500		£288,000		£278,000	

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 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 TCB 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.
Create new areas on the website to accommodate Privy Council decisions, French law translations & Treaties database.	Projects to give a more comprehensive service to our users.
Liaise with Justis and BaILLI to put JLIB data on their websites.	Increase income stream from JLRs and temporary subscriptions.

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 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 2013 to 2015 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 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, Privy Council decisions and Unreported Judgments). To create more opportunities to increase revenue by use of a pay online facility.
Civil and Criminal Justice	<p>To support the development and integration of systems for improving the efficiency of civil and criminal justice processes 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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Legal Information
BOARD

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