



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

**2014 to 2016  
Business Plan**

*Our Vision:*

***For Jersey's legal system to be,  
and be recognised as,  
the global best for a small jurisdiction.***

# LIST OF CONTENTS

<b>Section 1- Background .....</b>	<b>5</b>
Who we are .....	5
Advisor to JLIB .....	6
Executive group .....	6
What we do .....	6
Our strategic aims .....	7
Resources for 2014 to 2016.....	7
<b>Section 2a.....</b>	<b>8</b>
<b>A Website .....</b>	<b>8</b>
B. Legislation.....	9
C. Case Law.....	10
D. Civil and Criminal Justice .....	11
E. Support programme.....	12
<b>Section 2b: Project Priorities .....</b>	<b>15</b>
<b>Appendix 1 .....</b>	<b>17</b>
Summary of Objectives and Key Performance Indicators (KPI) .....	17
<b>Appendix 2 to JLIB 2014 to 2016 Business Plan.....</b>	<b>19</b>
Résumé of JLIB Projects.....	19

## Foreword by the Bailiff

I am pleased to present the Jersey Legal Information Board (JLIB) 2014 to 2016 Business Plan.

This Business Plan drives the continuing development of JLIB and its flagship website [www.jerseylaw.je](http://www.jerseylaw.je) which contains 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 JLIB hosted the international 'Law Via the Internet' conference which is the pre-eminent event of the Free Access to Law Movement. This was the first time the conference had been held in the British Isles. This was a two day event which drew speakers and delegates from all over the world and which showed Jersey at its best. The conference and social programmes and venues allied to the availability of Genuine Jersey Produce and the blessing of favourable weather all combined to engender positive and enthusiastic feedback. Above all, however, JLIB's professionalism in providing useful and innovative content – some of which has been published this year in an online journal (<http://ojs.law.cornell.edu/index.php/joal/issue/current>) - was much appreciated. The success of the conference was very much due to the hard work put in by James Lambert and Sue du Feu and I am most grateful to them both.

I would also like to thank all members for their continued dedication to the work of the Board, in particular Advocate Tim Herbert who has been a stalwart member for some years and who will retire in April of this year. His contribution will be missed but I look forward to welcoming another representative from the Jersey Law Society to the Board later this year. JLIB has a comprehensive programme of work in the next three years which will enhance and support the criminal and civil justice systems in Jersey, and I believe that JLIB continues to be an essential resource to both the legal profession and, particularly through our continuing partnership with the Citizens Advice Bureau, to the public.

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

## **Programme Director's Report**

The 2014 to 2016 Business Plan identifies key activities to be undertaken by JLIB in this period having been approved by the Board at its Strategy Workshop in November 2013. I will refer to the major activities in due course but would like to begin with a round-up of JLIB's achievements in 2013.

2013 was a busy year with much of our energies being directed towards the Free Access to Law Movement's (FALM) conference in September hosted by JLIB. Entitled 'Law Via the Internet' and with 150 delegates and speakers coming from institutions and agencies worldwide, it created a good environment for constructive discussions and a welcome boost to tourism at the end of the season. Practitioners, academics, lawyers, legal publishers and law librarians listened to keynote speakers, and discussed topics concerning 'Free Access to Law in a Changing World' in both plenary and parallel specialist tracks. In addition most delegates took the opportunity to stay on for a few days to enjoy the weather, food, attractions and general ambience in Jersey. Feedback was excellent for both the conference topics and the social events.

In other areas the continual striving for excellence in our service to subscribers and the public continues; we improved further the search facility of the website, which historically has comprised two separate searches, database and text, and has been consolidated into one sophisticated search facility, removing doubt and saving time. User feedback so far has been encouraging.

The largest project in 2014 will be a refresh of the look and feel of the website which will be undertaken in conjunction with the States of Jersey Information Services. In order to ensure we know what our users require, we have undertaken a usability study which has given an insight into the way in which users access the site, how they use it and what / where they expect to find elements.

There is a project underway to provide unofficial English translations of laws written in French in order to demystify the law for the public. I would like to thank our volunteer review panel who are validating each translation before it is published.

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

In keeping with JLIB's strategic aim of making the law and legal processes more accessible to the public, we are continuing our collaboration with the Jersey Citizens Advice Bureau which delivers advice, procedures and legal forms on behalf of the Court Service. A project has begun which will increase the amount of easily accessible advice and guidance on the CAB website, and which will be written in layman's terms.

This Business Plan provides the high level Action Plans for 2014 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.

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 2014**

## 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 information systems' and legal publishing 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

**Ian Webb**

Interim IT Director, Information Services Department

**Michael Wilkins**

Judicial Greffier

**Advocate Barbara Corbett**

Representative, Law Society of Jersey

**Neville Benbow**

Representative, Law Society of Jersey

**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 of Jersey

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 2014 to 2016**

A comprehensive account of JLIB's financial position, as at 31 December 2013, is contained in the "Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2013" which can be found at [http://www.jerseylaw.je/publications/reports/2013\\_JLIB\\_Accounts.aspx](http://www.jerseylaw.je/publications/reports/2013_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
		2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	2016 Revenue	2016 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		£15,000		£15,000		£15,000	Project to enrich the legal section of the CAB website with Q & A section, and scenarios/ flow charts, modifying 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) Existing 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 2, 2014		£3,500					Phase 2.Series of workshops/ interviews.
6) Redevelop website in Sharepoint including the Content management system.	2014		£100,000		£50,000			Using same technology as States of Jersey and same contract, will save money, cut out tendering process and technology has been tested on the States of Jersey website.
7) Explore possibility of putting statute law on Bailii and Justis websites	2014/15		-		-		-	
8) Work with British and Irish Legal Information Institute (BaLI) to put legal materials on their website			£1,000					May need meeting with BaLI developer and some work by TCB.



9) sharing JLR/GLR data with Guernsey								In discussion, costs will be minimal as format and processing same for both.
	<b>TOTAL</b>	<b>£20,000</b>	<b>£130,500</b>	<b>£20,000</b>	<b>£76,000</b>	<b>£20,000</b>	<b>£26,000</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>2014 Revenue</b>	<b>2014 Capital</b>	<b>2015 Revenue</b>	<b>2015 Capital</b>	<b>2016 Revenue</b>	<b>2016 Capital</b>	
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	On-going		£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.
	<b>TOTAL</b>	<b>£12,000</b>	<b>£10,000</b>	<b>£13,000</b>	<b>£10,000</b>	<b>£13,000</b>		

## C. Case Law

Make available via the JLJB 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)

<b>Action Plan</b>	<b>Completion Date</b>	<b>Resources Required</b>						<b>Comments</b>
		<b>2014 Revenue</b>	<b>2014 Capital</b>	<b>2015 Revenue</b>	<b>2015 Capital</b>	<b>2016 Revenue</b>	<b>2016 Capital</b>	
1) Conversion & online publication of Jersey Judgments (1950-84).	31 Dec 14		£7,000		£7,000		£7,000	In progress. Back to 1968 currently.
2) 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.
3) Research project on privacy, Rehabilitation of Offenders and judgment publishing in other jurisdictions								Undertaken by DPC's office and an IOL Phd student. May be some expenses but no project costs
<b>TOTAL</b>		<b>£6,000</b>	<b>£7,000</b>	<b>£6,000</b>	<b>£7,000</b>	<b>£6,000</b>	<b>£7,000</b>	

## 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

<b>Action Plan</b>	<b>Completion Date</b>	<b>Resources Required</b>						<b>Comments</b>
		<b>2014 Revenue</b>	<b>2014 Capital</b>	<b>2015 Revenue</b>	<b>2015 Capital</b>	<b>2016 Revenue</b>	<b>2016 Capital</b>	
1) Continue to promote use of electronic case file management, including efililing.								Supporting the work of the Justice Systems Board (JSB).
2) Public Registry project pilot	Start Qtr 1		£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					Part of larger project being managed jointly by JLIB and Judicial Greffe.
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.
<b>TOTAL</b>		<b>£3,000</b>	<b>£75,000</b>	<b>£3,000</b>	<b>£45,000</b>	<b>£3,000</b>	<b>£45,000</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><b>Action Plan</b></i>	<i><b>Completion Date</b></i>	<i><b>Resources Required</b></i>						<i><b>Comments</b></i>
		<i><b>2014 Revenue</b></i>	<i><b>2014 Capital</b></i>	<i><b>2015 Revenue</b></i>	<i><b>2015 Capital</b></i>	<i><b>2016 Revenue</b></i>	<i><b>2016 Capital</b></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		£5,000		*Attendance at FALM Law Via the Internet conference in Kenya as Chair of Secretariat, and speaking at conference in Harrogate
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	
<b>TOTAL</b>		<b>£30,000</b>	<b>£8,000</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><b>Action Plan</b></i>	<i><b>Completion Date</b></i>	<i><b>Resources Required</b></i>						<i><b>Comments</b></i>
		<i><b>2014 Revenue</b></i>	<i><b>2014 Capital</b></i>	<i><b>2015 Revenue</b></i>	<i><b>2015 Capital</b></i>	<i><b>2016 Revenue</b></i>	<i><b>2016 Capital</b></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.
4) Celebrations for Jersey Legal Information Board's 10 <sup>th</sup> anniversary of incorporation	Q3 2014		£2,000					Type of event not decided. Figure is speculative.
<b>TOTAL</b>		<b>£83,000</b>	<b>£2,000</b>	<b>£83,000</b>		<b>£83,000</b>		

<b>Section</b>	<b>Resources Required</b>					
	<b>2014 Revenue</b>	<b>2014 Capital</b>	<b>2015 Revenue</b>	<b>2015 Capital</b>	<b>2016 Revenue</b>	<b>2016 Capital</b>
A	£20,000	£130,500	£20,000	£76,000	£20,000	£26,000
B	£12,000	£10,000	£13,000	£10,000	£13,000	-
C	£6,000	£7,000	£6,000	£7,000	£6,000	£7,000
D	£3,000	£75,000	£3,000	£45,000	£3,000	£45,000
E	£30,000	£8,000	£30,000	£3,000	£30,000	£3,000
F	£83,000	£2,000	£83,000	-	£83,000	-
<b>TOTAL</b>	<b>£154,000</b>	<b>£232,500</b>	<b>£155,000</b>	<b>£141,000</b>	<b>£155,000</b>	<b>£81,000</b>

## Section 2b: Project Priorities

The projects and tasks listed in 2a are now prioritised and costed below.

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 it would not fulfil JLJB's strategic aims.

Priority	Project	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	2016 Revenue	2016 Capital
1	A1, A3-6, Website	£20,000	£114,500	£20,000	£61,000	£20,000	£11,000
1	B1,2 Legislation Revision and enacted	£10,500	—	£11,500	—	£11,500	—
1	C2 Publish Jersey Law	£6,000	—	£6,000	—	£6,000	—
1	E3 user group	£5,000	—	£5,000	—	£5,000	—
1	F1/2, 4 Management & accounting	£83,000	£2,000	£83,000	—	£83,000	—
	<b>TOTAL</b>	<b>£124,500</b>	<b>£116,500</b>	<b>£125,500</b>	<b>£61,000</b>	<b>£125,500</b>	<b>£11,000</b>
	<b>TOTAL PER ANNUM</b>	<b>£241,000</b>		<b>£186,500</b>		<b>£136,500</b>	

Priority	Project	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	2016 Revenue	2016 Capital
2	A2 support CAB	—	£15,000	—	£15,000	—	£15,000
2	B3/4 annotations/ translations	£1,500	£5,000	£1,500	£5,000	£1,500	—
2	C1 publish Jersey Judgments. C3 Research	—	£7,000	—	£7,000	—	£7,000
2	D1,2,6 Civ and Crim Justice	-	£40,000	-	£10,000	-	£10,000
2	E2 Maintain contact with other jurisdictions	£5,000	£5,000	£5,000		£5,000	
	<b>TOTAL</b>	<b>£6,500</b>	<b>£72,000</b>	<b>£6,500</b>	<b>£37,000</b>	<b>£6,500</b>	<b>£32,000</b>
	<b>TOTAL PER ANNUM</b>	<b>£78,500</b>		<b>£43,500</b>		<b>£38,500</b>	

Priority	Project	2014 Revenue	2014 Capital	2015 Revenue	2015 Capital	2016 Revenue	2016 Capital
3	A7-9 Sharing data	—	£1,000	—	—	—	—
3	B5 treaties	—	£5,000	—	£5,000	—	—
3	D3-5,7 Civ and Crim Justice	£3,000	£35,000	£3,000	£35,000	£3,000	£35,000
3	E1,4 Support	£20,000	£3,000	£20,000	£3,000	£20,000	£3,000
3	F3 Develop long term funding	-		-		-	
	<b>TOTAL</b>	<b>£23,000</b>	<b>£44,000</b>	<b>£23,000</b>	<b>£43,000</b>	<b>£23,000</b>	<b>£38,000</b>
		<b>£67,000</b>		<b>£66,000</b>		<b>£61,000</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 (1 <sup>st</sup> April).
Publication of unreported judgments 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.
Redevelopment of <a href="http://www.jerseylaw.je">www.jerseylaw.je</a>	Go live Q3/4 2014
Create new areas on the website to accommodate Privy Council decisions and a Treaties index.	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 2014 to 2016 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. To publish a Treaties Index and unofficial translations of French laws.
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).
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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