



BUSINESS PLAN 2018-22

Our Vision: For Jersey's legal system to be, and be
recognised as, amongst the global best



Jersey Legal Information Board

Promoting access to justice in Jersey

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1. Introduction

We present below the Jersey Legal Information Board (JLIB) 2018-22 Business Plan.

The 2018-22 Business Plan sets out key objectives and priorities which will be undertaken during the period. It aims to help the legal profession, States of Jersey departments and the public understand how we plan to address current challenges, as well as continuing with business-as-usual activities. It concludes with a resource plan, highlighting the significant financial challenges that JLIB faces over the forthcoming period.

2. Chairman's Statement

JLIB brings together in one organisation the heads of the judicial and legal departments, representatives from the Chief Minister's Department, an elected member of the States, and the Law Society. JLIB was born of the realisation that considerable resources could be wasted if the constituent parts of the Island's Courts and justice system did not adopt a cohesive strategy for dealing with information systems and legal publishing issues. Thus it was that the Board of JLIB, including officials from both the Courts and the legislature, was formed.

This Business Plan outlines our goals for the next 12 months and beyond. 2018 is a significant year for JLIB, as it marks the start of a shift in direction with the launch of its Court Digital project (an integrated electronic case management system). Jersey is missing an opportunity in this area and is clearly starting to fall behind other jurisdictions. The project therefore represents a huge opportunity to put our judicial system right up amongst the best, with all the economic and business benefits which will ensue; it is vital that our system supports the business community, and creates confidence that Jersey is a well regulated, stable and adaptable jurisdiction in which to do business. Further details of the project appear later in this document.

The Business Plan demonstrates that there is still much to be done, if JLIB is simply to keep up with advances in technology and the expectations of the users it serves. JLIB also has to grapple with its future sustainability. Throughout the last 20 years, JLIB's finances have depended upon a combination of website subscription fees and ad hoc funding from the States of Jersey. As the latter source of funding has come under increased pressure, it is now incumbent on the Board to identify alternative sources of funding, if its reserves are not to be eroded to a dangerously low level. Keeping up with technology comes at a price, but the consequences of not doing so are unthinkable. JLIB has created, in its website, a world class product which is the envy of other jurisdictions.

JLIB has come a long way in the 20 years of its existence. I am confident that we can continue to meet the challenges of the future, with the support of the legal profession, the States of Jersey and other stakeholders.

Sir William Bailhache
Chairman

3. About JLIB

a. Board

JLIB was incorporated by the Jersey Legal Information Board (Incorporation) Law 2004.

Staff support for JLIB consists of a Programme Director at 0.7 FTE (full time equivalent). The Webmaster and Helpdesk function is outsourced to a local company, TCB Consulting. Otherwise, JLIB is dependent on the goodwill of the Board members and participating departments.

The current members of the Board are:

The Bailiff, Sir William Bailhache

Chairman of the Jersey Legal Information Board

Neville Benbow

Law Society of Jersey

Adam Clarke (appointed 2 July 2018)

Judicial Greffier

Timothy Le Cocq

Deputy Bailiff

Barbara Corbett

Law Society of Jersey

Mark Egan

Greffier of the States

Marcus Ferbrache

Information Services Department

Sue du Feu

JLIB Programme Director

James Lambert

Director of Services, Judicial Greffe

Robert MacRae QC

HM Attorney General

Lucy Marsh-Smith

Principal Legislative Drafter, Legislative Drafting Office

Paul Matthews (until 2 July 2018)

Judicial Greffier

Matthew Thompson

Master of the Royal Court

Deputy Scott Wickenden

Member of the States Assembly

b. Executive Group

The Executive Group oversees the day-to-day business of JLIB and comprises:

Deputy Bailiff
Judicial Greffier
Master of the Royal Court
Director of Services, Judicial Greffe
Principal Legislative Drafter
Representatives of the Law Society of Jersey
JLIB Programme Director

c. Stakeholders

The main stakeholders in JLIB are:

The judiciary
Departments of the judiciary and legislature
Law Officers' Department
Legal profession
States of Jersey
States departments and connected agencies
Finance industry
States of Jersey police
Institute of Law
Children's Commissioner
Honorary police and other parochial officers
Citizens Advice Jersey and other voluntary organisations
Members of the public

4. JLIB Strategy

a. Vision

JLIB's Vision is for Jersey's legal system to be, and be recognised as, amongst the global best.

b. Mission

The Jersey Legal Information Board exists to:

- formulate strategy to make the law and legal documents accessible to the public via its website;
- further the cause of Access to Justice in Jersey;
- promote the better coordination of Jersey's justice system;
- provide research and development to assist in the provision of an integrated legal system;
- liaise with other key groups delivering in similar areas;
- support Jersey's position as a leading business centre.

c. Objectives

JLIB's major forthcoming objective is to initiate a project which will lead to a fully digital court system for all of the Island's Courts and Tribunals. Further details of the project can be found below.

JLIB also intends to promote Access to Justice initiatives, in particular (as the Legal Aid scheme is revised) to litigants in person, over the period covered by this Business Plan.

It will make accessing information from its website easier by enhancing the search engine. Subject to appropriate legislation changes, it aims to improve upon the once a year revision of Jersey's legislation with a more regular consolidation. JLIB will also increase its social media presence with more emphasis on information for young people.

JLIB will continue, in accordance with its objects, to pilot innovative solutions for the benefit of all of its stakeholders. The comprehensive collection of easily accessible legal materials will support the business community, and create confidence that Jersey is a well regulated, stable and adaptable jurisdiction in which to do business.

5. Court Digital

The Court Digital project will be launched by JLIB in 2018. This long term project will require capital investment by the States of Jersey and co-ordination with the Criminal Justice Systems Board. As with earlier projects, JLIB's role will be to commission a research programme to investigate how this work should be undertaken, and to produce a high level specification against which suppliers will be able to bid for the work. A working party will be established to drive this initiative forward.

Globally, an increasing number of jurisdictions are implementing court systems which are fully digital. The Singapore Courts represent a good example of this approach (having had an integrated electronic litigation system of one sort or another since 2000), but other jurisdictions, such as Rwanda and Papua New Guinea, are also adopting this technology. In order to support its claim to have a legal system that is amongst the best in the world, Jersey must embark on a similar journey.

Jersey already has digital recording, video conferencing, Wi-Fi connection, and modern cabling infrastructure in all of its Courts. What is missing is an integrated portal that automatically files Court papers and provides for service of pleadings, and then enables the Court to conduct hearings electronically. Moving to a truly paperless system will have (amongst others) the following benefits:

- simplify filing processes;
- simplify and integrate court processes;
- portability (make the system accessible from anywhere);
- speed up the justice process;
- make court processes more efficient;
- improve case management;
- improve access to justice.

Ultimately, all Courts and Tribunals will become fully digital, although a phased approach to rolling out the system in stages would be the most successful implementation method. It should be noted that E-Court (for paperless hearings) has been in operation in the Court of Appeal for the last three years.

Apart from the development of infrastructure and technology, the overall strategy for this project will be based on three central pillars of activity:

- a. Litigation process re-engineering – simplifying and harmonising legal and administrative processes to maximise efficiencies from computerisation.
- b. Focus on people – upgrading skills and re-designing jobs, which may lead to staff becoming Case Management Officers in the future.
- c. Optimise use of data – re-use party, case and hearing information in court documentation.

The project will be a major undertaking for JLIB and will represent a substantial investment for the States of Jersey. However, it will make a significant contribution to JLIB's aim for Jersey's legal system to be amongst the global best, with obvious benefits for reputation, the economy and the public.

6. Recent and Current Projects

JLIB's website (www.jerseylaw.je) remains its flagship, but by no means only, project. The website has undergone a fundamental change in technology, design and build in the last 2 years, and it is now much easier to add enhancements without expensive changes to the structure. This has allowed for new features to be added since the website went live last year, notably the *Tables des Décisions*, unofficial consolidated laws, English translations of French laws, the Glossary of Legal Terminology, the Curatorship Guide, and European Court of Human Rights judgments.

In areas unconnected to the website, JLIB has brought to fruition the video linking pilot project, with the Family Court, Royal Court and Number 2 Court fully equipped and operational. JLIB is assisting the Law Officers' Department to introduce a digital bundle project, which will provide legislation and authorities on a tablet for public law children hearings. This is a pilot project to enable proof of concept for Advocates, members of the judiciary and Law Officers to experience digital bundles in court.

An unmet legal needs survey was carried out last year by local research company 4insight; the results are currently being analysed. The outcome will influence decisions about future information provision for the public.

In recent years, JLIB has also held joint projects with Citizens Advice Jersey (CAJ), financially supporting CAJ to upgrade its computer hardware, and helping to bring its advice notes up to date. There are also direct links between the JLIB and CAJ websites.

A comprehensive account of JLIB's financial position, as at 31 December 2017, is contained in the Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2017, which can be found in the Publications section of www.jerseylaw.je.

7. Business Plan 2018-22

JLIB's main source of income is from subscriptions from the legal profession (£163k in 2017). Other smaller amounts of income (£18k in 2017) come from sales of temporary subscriptions and judgments.

JLIB has one part-time Programme Director and outsources the Webmaster function to TCB Consulting. Website development is carried out by both TCB Consulting and C5 Alliance. Other staff are brought in to manage projects as and when required.

In the period from 2018 to 2022, JLIB will focus on the areas described below. Success for these years will be measured against achievement of these high-level objectives.

a. Assisting in providing an integrated legal system, as the research and development arm of the Courts

ACTION PLAN:

- A(1) Commence and implement Court Digital project.
- A(2) Investigate the feasibility of using an online distributed ledger system to automate the Public Registry.
- A(3) Put in place an annual review with upgrade plans for the website in 2022 as recommended by ISD (cost amortised over 5 years).
- A(4) Continue to conduct annual user research with User Group.
- A(5) Investigate use of case analysis (using Artificial Intelligence) to enhance search engine further.
- A(6) Enhance process for online publication of Jersey Law Reports.

b. Playing a role in ensuring access to justice

ACTION PLAN:

- B(1) Investigate online form creation for the Courts website.
- B(2) Extend the use of social media, especially in the provision of information for young people, in liaison with the Children's Commissioner and other stakeholders.

B(3) Participate in the work of the Criminal Justice Working Group and the Criminal Justice IT Group.

B(4) Ensure that the website is operating at its optimum, using the Webmaster and Helpdesk and including maintenance contract (based on historical cost).

B(5) Investigate charging for services currently provided free of charge and set a target for alternative income sources.

B(6) Undertake a review of the Board's governance arrangements.

c. Making the law accessible to the public via the website

ACTION PLAN:

C(1) Make improvements to the user interface after the Sharepoint 2016 framework upgrade (upgrade funded by ISD).

C(2) Enhance the user experience on the www.jerseylaw.je website by upgrading the search engine.

C(3) Provide for project management and running of office of Programme Director.

d. Miscellaneous

ACTION PLAN:

D(1) Review subscription levels for 2021-2025.

8. Resource Plan for 2018-2022

Without alternative sources of income other than those currently in existence, the resource plan below demonstrates a rapid and continuing depletion of JLIB's reserves; essentially, subscription income is insufficient in any year to cover JLIB's outgoings. JLIB has not received any Public Sector funding since 2014 and is unlikely to do so for the duration of this Business Plan. It is obvious from the resource plan that, if measures are not taken to address this situation and JLIB maintains its current level of activity, it will eventually tend towards insolvency. Should this happen, the consequences for the Jersey economy would be significant.

It should be recognised that JLIB is a technology based body, concerned with research and development, and existing to improve the Island's socio-legal and judicial infrastructure. The beneficiaries of its output are the legal profession, States of Jersey departments, the public and the Island's economy. As with any technology based project, JLIB needs to continue to invest in, and keep up with, technology in order to satisfy its stakeholders.

Therefore the Board needs to identify, before the end of the current planning period, alternative sources of revenue, whether that be through the States Medium Term Financial Plan process, a States grant, advertising revenue, commercial sponsorship, philanthropy, or from other sources. In any event, the Board will need to support an application to the States Long Term Capital Plan to fund the Court Digital project.

	Assisting in providing an integrated legal system, as the research and development arm of the Courts	2018 £	2019 £	2020 £	2021 £	2022 £
A(1)	Commence and implement Court Digital project	50,000	100,000	100,000	-	-
A(2)	Investigate the feasibility of using an online distributed ledger system to automate the Public Registry	9,000	-	-	-	-
A(3)	Put in place an annual review with upgrade plans for the website in 2022 as recommended by ISD (cost amortised over 5 years)	65,000	65,000	65,000	65,000	65,000
A(4)	Continue to conduct annual user research with User Group	-	-	-	-	-
A(5)	Investigate use of case analysis (using Artificial Intelligence) to enhance search engine further	-	-	25,000	25,000	-
A(6)	Enhance process for online publication of Jersey Law Reports	35,000	-	-	-	-
	TOTAL A	159,000	165,000	190,000	90,000	65,000

	Playing a role in ensuring access to justice	2018 £	2019 £	2020 £	2021 £	2022 £
B(1)	Investigate online form creation for the Courts website	8,000	5,000	5,000	5,000	5,000
B(2)	Extend the use of social media, especially in the provision of information for young people, in liaison with the Children's Commissioner and other stakeholders	12,000	7,000	-	-	-
B(3)	Participate in the work of the Criminal Justice Working Group and the Criminal Justice IT Group	-	-	-	-	-
B(4)	Ensure that the website is operating at its optimum, using the Webmaster and Helpdesk and including maintenance contract (based on historical cost)	80,000	80,000	85,000	85,000	90,000
B(5)	Investigate charging for services currently provided free of charge and set a target for alternative income sources	-	-10,000	-15,000	-20,000	-25,000
B(6)	Undertake a review of the Board's governance arrangements	-	5,000	-	-	-
	TOTAL B	100,000	87,000	75,000	70,000	70,000

	Making the law accessible to the public via the website	2018 £	2019 £	2020 £	2021 £	2022 £
C(1)	Make improvements to the user interface after the Sharepoint 2016 framework upgrade (upgrade funded by ISD)	-	25,000	25,000	-	-
C(2)	Enhance the user experience on the www.jerseylaw.je website by upgrading the search engine	50,000	20,000	20,000	50,000	20,000
C(3)	Provide for project management and running of office of Programme Director	80,000	80,000	85,000	85,000	85,000
	TOTAL C	130,000	125,000	130,000	135,000	105,000

	Miscellaneous	2018 £	2019 £	2020 £	2021 £	2022 £
D(1)	Review subscription levels for 2021-2025	-	-	-	-	-
	TOTAL D	-	-	-	-	-

		2018 £	2019 £	2020 £	2021 £	2022 £
	RESOURCE PLAN GRAND TOTAL (SUM OF A, B, C & D)	389,000	377,000	395,000	295,000	240,000

CASH FLOW ANALYSIS FOR RESOURCE PLAN 2018-2022	2018 £	2019 £	2020 £	2021 £	2022 £
Estimate of total income (subscriptions, PAYG, other)	180,000	180,000	180,000	195,000	195,000
Total resource plan expenditure	389,000	377,000	395,000	295,000	240,000
Income less expenditure	-209,000	-197,000	-215,000	-100,000	-45,000
Surplus brought forward	922,000	713,000	516,000	301,000	201,000
Year-end balance	713,000	516,000	301,000	201,000	156,000



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