



BUSINESS PLAN 2023-26

Our Vision: For access to Jersey's legal information to be amongst the best



Jersey Legal Information Board

Promoting access to justice in Jersey

Royal Court House, Royal Square, St Helier, Jersey JE1 1JG

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1. Introduction

We present below the Jersey Legal Information Board (JLIB) 2023-26 Business Plan.

The 2023-26 Business Plan sets out key objectives and priorities which will be undertaken during the period. It aims to help the legal profession, Government 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 which shows how JLIB's income and reserves will be spent.

2. Chairman's Statement

25 years ago this year, the Jersey Legal Information Board was formed by my predecessor, Sir Philip Bailhache, the then Bailiff of Jersey. In [his inaugural speech](#) to stakeholders in August 1998, Sir Philip spoke of how computer technology was speeding up the process of law and making life easier for everyone involved in the administration of justice. The following year, JLIB launched a prototype of what we now know as the jerseylaw.je site, a resource that has become so essential that one can barely imagine the practice of law or the administration of justice without it. The initial conversion of so much case law and legislation from paper to Word documents was a monumental task. Each of the following iterations of the site has continued to take advantage of the latest technology, with the aim to keep up with the evolving expectations of legal professionals and the public alike.

This Business Plan outlines our goals for 2023-26. The initial priority will be a new phase of significant upgrades to jerseylaw.je, ensuring that it continues to serve practitioners and Islanders and remain amongst the very best legal resources anywhere in the world. It will be exciting to see how developments in artificial intelligence over the period might transform how users access the laws of the Island.

In 2022, a new structure saw working parties introduced, each with a remit to deliver on specific JLIB objectives, and this is already delivering benefits. Meetings are more focussed, and the smaller group size helps ensure that everybody contributes and comes away with actions to complete before the next meeting. It follows that this reinvigoration will lead to increased activity in 2023 and more use of JLIB's financial reserves.

I would like to take this opportunity to thank those who have contributed their time, expertise and wisdom to further JLIB's aims over the last 25 years – they should be justly proud.

Sir Timothy Le Cocq

Chairman

June 2023

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 0.4 FTE (full time equivalent). The webmaster and helpdesk functions are 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 Timothy Le Cocq

Chairman of the Jersey Legal Information Board

Neville Benbow

Law Society of Jersey

David Cadin

Master of the Royal Court

Adam Clarke

Judicial Greffier

Alexandra Corner

Law Society of Jersey

Deputy Alex Curtis

Member of the States Assembly

Marcus Ferbrache

JLIB Programme Director

Lisa Hart

Greffier of the States

Robert MacRae

Deputy Bailiff

Lucy Marsh-Smith

Principal Legislative Drafter, Legislative Drafting Office

Stephanie Peat

Chief Operating Officer, Judicial Greffe

Sylvia Roberts

Director of the Civil Division of the Law Officers' Department

Mark Temple KC

HM Attorney General

[TBC]

Modernisation & Digital representative, Government of Jersey

b. Sub-groups

Four sub-groups were established in 2022 to further JLIB's objectives in specific areas:

- Jerseylaw.je website and 'business as usual'
- Legislation
- Promotion
- Research & Development

The role of each group and their plans for 2023-2026 are described in section 6.

Additionally, five JLIB board members represent the JLIB on the Courts Digital project board, which was a project which JLIB initiated in 2018 and significantly contributed to from 2019 to 2022. (See section 5)

As of March 2023, the membership of the sub-groups was as follows:

	Board	R&D	BAU	Promotion	Legislation	Courts Digital
Neville Benbow	✓		✓			
David Cadin	✓		✓			
Geraldine Cardwell (TCB)					✓	
Adam Clarke	Ex-officio		✓	Chair		Chair
Alexandra Corner	✓			✓		
Deputy Alex Curtis	✓					
James Daly (TCB)					✓	
Steven Dicker (M&D)		✓				
Marcus Ferbrache	✓	✓	✓	✓	✓	✓
Graham Halpin (LDO)					✓	
Kate Hannah (LDO)					✓	
Lucy Marsh-Smith	Ex-officio				Chair	
Stephanie Peat	✓	✓	Chair			✓
Zoe Rillstone (LDO)			✓	✓	✓	
Sylvia Roberts	✓	Chair				
Bailiff	Chair Ex-officio					
Deputy Bailiff	✓					✓
Attorney General	Ex-officio					
Greffier of the States	Ex-officio					
Magistrate						✓

c. Stakeholders

The main stakeholders in JLIB are:

- The judiciary
- Departments of the judiciary and legislature
- Law Officers' Department
- Legal profession

- States Assembly
- Government of Jersey 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 access to Jersey’s legal information to be amongst the 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 overhaul jerseylaw.je to remove dependencies on an outdated version of SharePoint which currently provides web content management and search facilities, and to take advantage of new features. Further details of the project can be found below.

JLIB also intends to promote access to justice initiatives, in particular to litigants in person, over the period covered by this Business Plan.

It will make accessing information from its website easier by further enhancing the search engine, especially when searching for judgments. JLIB will also increase its social media presence and look to collaborate with Citizens Advice Jersey.

JLIB will continue, in accordance with its objects, to pilot innovative solutions for the benefit of all its stakeholders such as use of artificial intelligence. 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. Recent and Current Projects

Courts Digital

The Court Digital project was launched by JLIB at the end of 2018. It set out to procure and implement a judicial case management system for use across the Courts Service, an e-filing system and an electronic bundling system to move from paper bundles to digital ones. The project was central to JLIB’s previous business plan (2018-22) as this

journey of transformation was essential for Jersey to continue to have a legal system that is amongst the best in the world.

JLIB secured capital investment for this long-term project from the Government of Jersey, commissioned a research programme to investigate how this work should be undertaken, and helped evaluate suppliers that bid to supply the system in response to a high-level specification. JLIB led upgrades to the video conferencing equipment in the Magistrate's Court, Coroner's Court and Tribunal Service, and arranged for touch screens to be provided in court rooms for use with Case Center, the new e-bundling system. For four years, JLIB committed around half of its Programme Director's time to support the Courts Digital project board, including managing its budget and contracts. JLIB's investment in the project has been in excess of £250,000.

Five JLIB board members will continue to participate in the Courts Digital project board, though no further funding for the project is required from JLIB now that it has a project team and budget provided by the Treasury & Exchequer as part of the Government Plan.

Jerseylaw.je

JLIB's website (www.jerseylaw.je) remains JLIB's flagship, but by no means only, project. It was launched in 1999 and has undergone numerous iterations over its 23 years to take advantage of newer software and offer enhanced features. Recent investments include a section containing continuously consolidated laws, and extensive changes to the search experience across the legislation section.

The site's last major overhaul was in 2014-16 at a cost of £216,000. The board has been mindful that another redevelopment was likely to be needed after around five years, and reserves have been accumulated to fund it. Preparatory work took place in 2021-22 including trialling new software and development practices. The redevelopment is now scheduled for 2023 and incorporates learnings from the last overhaul.

6. Business Plan 2023-26

JLIB's main source of income is from subscriptions from the legal profession (£209k in 2022). Other smaller amounts of income (£31k in 2022) come from sales of temporary subscriptions and judgments.

JLIB has one part-time Programme Director and contracts with an external contractor – currently TCB Consulting – to provide a webmaster function. Website development is carried out by both TCB Consulting and Fusion Development. Other contractors are brought in to manage projects as and when required.

In the period from 2023 to 2026, JLIB will focus on the areas described below, which correspond to the names of the sub-groups established to deliver them. Success for these years will be measured against achievement of these high-level objectives.

In 2022, sub-groups were established to focus on particular areas of JLIB's activities. As of December 2022, the sub-groups were yet to develop a detailed picture of their activities and budget for spending over the whole 2023-26 period. The Government of Jersey has adopted a planning cycle where there is a firm budget for year one of the Government Plan and indicative funding for year two, three and four. JLIB will adopt the same principle, and will review the plan each year to firm up the budget for the coming year and adjust any forecasts.

a. Jerseylaw.je website and 'business as usual'

This new JLIB sub-group largely replaces the JLIB 'Executive Group' which met regularly to discuss day-to-day matters such as finances and the technicalities of the jerseylaw.je

site. Unlike the Executive Group which had most of the full board as members, the website / BAU sub-group has six members. Activity under the remit of the new group is more focussed than before.

ACTION PLAN:

A(1) Replace the back-end of jerseylaw.je

To remain supportable and keep up with changing technology the jerseylaw.je website requires periodic redevelopment every five or so years. The focus of the next major upgrade will be to migrate the content from the on-premise version of SharePoint to the cloud version which is part of Microsoft 365. The mechanism of publishing content from the back-end of the site accessed only by editors internally to the front-end used by law firms and the public will also be updated.

The drivers for this investment are as follows:

- Microsoft is making minimal investments in the on-premise version of SharePoint whereas in contrast, SharePoint Online is a core component of their Microsoft 365 cloud software suite and is continually being enhanced.
- Despite the infrastructure now running on Microsoft Azure rather than physical servers in a Jersey data centre, it is still using the on-premise SharePoint software. This is complex to support, with many potential points of failure, and this has led to an unacceptable number of outages in the last two years. In contrast, Microsoft is responsible for the stability and performance of the online version of SharePoint, which achieves a high level of uptime. Moving to this platform will have a corresponding improvement in availability of www.jerseylaw.je.
- Of the three sites on the current infrastructure, the States Greffe have plans underway to migrate statesassembly.gov.je to a new platform, and the Government of Jersey has indicated its intention to migrate www.gov.je to a new platform. That would leave jerseylaw.je as the only site on the platform which would probably mean paying the entire running cost of that infrastructure, which would not be cost-effective and JLIB could not afford. JLIB therefore needs to plan to have completed a migration off the platform before the migration of gov.je is complete (probably in 2025).

A(2) Redesign and redevelop website front-end

The website front-end – which law firms and the public access – is mostly based on proprietary development tools and practices developed by Microsoft in 2006 which they have long since deprecated. In 2020-21, JLIB experimented with a phased approach to move away from those old technologies and techniques. It is now appropriate to fully implement the new approach.

The mechanism by which subscribers log in to jerseylaw.je is inherently tied to SharePoint and so this will be redeveloped at the same time.

Initially, the site will look similar to how it currently does, but the changes planned for 2023 will pave the way for a redesign in 2024.

The R&D sub-group has commissioned a benchmarking exercise to compare the functionality available on the jerseylaw.je website with that of equivalent websites in other jurisdictions. It is expected that this exercise will help inform future enhancements to jerseylaw.je.

A (3) Replace the search engine

The current search engine used on jerseylaw.je is SharePoint search. This product is no longer being enhanced by Microsoft as it has been largely replaced with their newer product, Microsoft Search. Search functionality is core to users' experience and expectations on jerseylaw.je. A change to a more advanced search engine will be necessary at the same time as the replacement of the back end described in A (1) above.

Some of the work done in 2020-21 was designed to enable the search experience introduced in the legislation section of the site to switch from the old search engine to a new one quite seamlessly.

A (4) Enhance the judgments search facility

In 2021-22 JLIB focussed on improving the legislation search facilities. In 2023, the techniques that were developed to improve the legislation search will be used to make similar improvements to the judgments section.

JLIB intends for the judgments search to receive ongoing improvements during the four-year period of this business plan, rather than being a one-off exercise in 2023.

A (5) SharePoint 2013 to 2019 upgrade

While the intention is to move the front-end of the site away from SharePoint as described above, this work will not be complete until the end of 2023. In the meantime, the Government of Jersey is upgrading the hosting platform to SharePoint 2019, and this will necessitate testing the site for compatibility and training editors on the differences.

A (6) Adoption of Akoma Ntoso

Akoma Ntoso (“**A**rchitecture for **K**nowledge-**O**riented **M**anagement of **A**frican **N**ormative **T**exts using **O**pen **S**tandards and **O**ntologies”) has emerged as the de-facto XML-based standard file format for legislation, judgments and parliamentary documents. It originated from the African continent and the name means also ‘linked hearts’ in the Akan language spoken in Ghana and the Ivory Coast. The standard is widely used internationally, including by the UK and European Parliaments.

JLIB proposes to adopt Akoma Ntoso (‘AKN’) for the internal storage of legislation, judgments and other content on jerseylaw.je. It is likely that subsequently the use of Microsoft Word for drafting legislation and judgments could be changed to XML-specific editing tools as is the case in the UK and EU.

The benefits of adopting this international standard include being a better format for the search engine to index, enable more powerful visualisations of point-in-time legislation – see B (1) – and easier integration of annotations and other features into the display of legislation.

There may be benefits in using Akoma Ntoso in the Judicial Greffe as the format for judgments and in the States Greffe for parliamentary documents such as propositions, reports and Hansard.

A (7) Rebranding

JLIB’s current logo is a combination of the Royal Mace and a computer mouse. This, the brown colour scheme and the imagery used on the jerseylaw.je home page was chosen in 2015 at very little expense to represent a sense of tradition and decorum. Together, these elements are thought not to work well and will be reviewed in the context of a redesign of the home page.



- A (8) Continue to conduct annual user research with User Group
- The jerseylaw.je user group will be reinvigorated with the intention that representatives of its users, be they lawyers, finance industry professionals, public servants or members of the public can provide feedback on how well the site is working for them and to carry out testing on new and enhanced features.
- A (9) Review subscription levels
- Currently, subscriptions increase by Jersey RPI in alternate years. This policy will be reviewed in light of economic changes and JLIB's spending plans.
- A (10) Ensure that the website is operating at its optimum, using the webmaster and helpdesk and including maintenance contract (based on historical cost).
- A (11) Provide for project management and running of office of Programme Director – in addition to payments made to the Programme Director this also includes for example bank charges, membership of Digital Jersey, online payment fees, finance director costs, room hire, external support, data protection annual registration, any catering expenses etc.
- A (12) External audit
- In 2023 the external auditors appointed by JLIB will change from BDO to Alex Picot, with a slight increase in fees.

b. Legislation

The legislation sub-group is tasked with improving the accessibility of Jersey's statute law.

ACTION PLAN:

- B (1) Ongoing improvements to the legislation section of jerseylaw.je
- In 2021-22 the focus of development work on jerseylaw.je has been the legislation section. The centrepiece has been the 'current law' section, reflecting that this is now the official source of what the law is today, replacing the revised edition, which was only consolidated annually. The revised edition is organised into chapters, whereas the current law section uses subject as categories which is more flexible.
- The Legislative Drafting Office is keen not to lose the momentum that has been achieved and to continue to enhance the functionality, partly informed by the benchmarking exercise – see action D (1).
- Going forward, the main enhancement will be the ability to read what the law said on a particular date, available for law changes made between 2019 and the present day.
- B (2) Adoption of Akoma Ntoso
- This work is closely related to A (8) above. If jerseylaw.je adopts AKN as its file format, it may follow that the Legislative Drafting Office changes the software that it uses in the drafting process from Microsoft Word to a dedicated XML-based legislative drafting tool such as the one used by the Office of the Parliamentary Counsel in the UK. In 2023, research will be carried out into the feasibility and benefits with the potential to implement a system in 2024.

c. Promotion

From its formation in August 1998, JLIB has been seen as a pioneering organisation and thought leader that has tackled needs that also exist in other jurisdictions. It has helped

reinforce Jersey's position as an offshore finance centre with a modern, well-respected judicial system.

In recent years, whether because of COVID or the focus on the Courts Digital project, JLIB has done little to communicate about its work, or to deliver on "the promotion of the accessibility of the written law and legal processes to the public".

ACTION PLAN:

C (1) Better promotion of JLIB's work

JLIB's work is of interest around the world such as to other legal information institutes and members of the Free Access to Law movement (FALM). There is also a desire to build JLIB's profile locally, so that islanders understand its purposes and appreciate its value. The promotion sub-group will explore ways to achieve this.

C (2) Publicise tips and guides on how to use jerseylaw.je

Anecdotally there is a wide spectrum of understanding of how to get the best from jerseylaw.je – from the basics such as the differences between unreported judgments and the Jersey Law Reports, or how to use its more advanced search facilities.

The promotion sub-group will consider ways to improve knowledge of use of the site for professional or lay users.

C (3) Social media audit

JLIB has for many years used Twitter and LinkedIn to inform users and other interested parties both about the work of JLIB and about the island's laws. While both the @jerseylegalinfo Twitter account and the LinkedIn page have a considerable following, little attention has been paid to understanding the need of audiences such as islanders, local and international law firms, Jersey businesses, academics, and people or organisations worldwide who are perhaps involved in related work and wish to follow JLIB's initiatives and thought leadership.

An audit of current followers will help inform how JLIB uses social media going forward.

This is likely to be in concert with external specialist advice on how to get best value from JLIB's social media.

C (4) Education

JLIB recognises the importance of islanders understanding their rights and responsibilities under the law of the Island.

Anecdotal evidence together with research done in schools suggests that young people do not know where to find information about legal matters that affect them. For example, the law impacts young people's schooling, relationships, transportation, mental and physical health, family life, money, use of social media or engagement in civic matters. An initiative to set up a dedicated website for information on these and similar topics is on hold in 2022, but the project will be reviewed in 2023 with the intention of planning new ways of providing information to children and teenagers in conjunction with professionals from other agencies that work with young people.

In a crowded curriculum, there is limited scope for careers education. JLIB will explore how to position legal careers as an exciting option as young people make decisions on GCSEs, A-level options and university courses, in conjunction with the Jersey Institute of Law.

JLIB will also seek to inform people of all ages about the Jersey legal system, and signpost them to relevant information that they might need if they or someone they know are involved in a civil or criminal matter. In this context, JLIB will establish how it can help related organisations such as Citizens Advice Jersey, the Legal Aid Office or the Youth Enquiry Service to achieve this aim.

C (5) Speaking at, or running a conference

In 2013, JLIB hosted the annual Law Via the Internet (LVI) conference in Jersey. JLIB has also sent representatives from Jersey to speak at numerous conferences around the world on subjects relating to JLIB's mission. The sub-group will consider similar opportunities in future.

C (6) Courts.je

There is a need for a website on which the Courts Service can publish information and guidance for practitioners and litigants in person. This would amalgamate existing information currently published on gov.je and some on jerseylaw.je that is only there in the absence of a better location. This will help underline the distinction between, and independence of, the judiciary and the executive branch of government.

This project had previously been on hold awaiting clarity on whether the new judicial case management system would include web content management features within the e-filing portal. It is now clear that it will not. This work will be carried out in conjunction with the Courts Digital project team.

C (7) Collaboration with Citizens Advice Jersey

From 2011 to 2013 and again between 2015 and 2017, JLIB provided grants to Citizens Advice Jersey. This funding was allocated in various ways including:

- Promotion of the community mediation programme
- replacement of computer equipment
- development of a new website
- rewriting advice in plain English

JLIB also helped in other ways including updating of advice on the CAJ website.

JLIB will consider new ways to work together with CAJ such as a review of advice on their website and developing legal information for young people.

d. Research & Development

JLIB is often thought of as the research and development arm of the courts. While the taxpayer-funded Courts Digital project is temporarily performing some of that role, JLIB continues to have a role in innovation, especially as regards the publication of legal information.

ACTION PLAN:

D (1) Benchmarking

An exercise will be carried out early in 2023 to benchmark the jerseylaw.je site against the nearest equivalent sites in a selection of other jurisdictions with the objective of informing the ongoing development of the site. It is expected to identify ideas that can be applied in Jersey, and to provide an objective assessment of what jerseylaw.je provides against competing jurisdictions.

D (2) Unmet legal needs

JLIB ran a survey in 2017 that sought to identify unmet legal needs that might fall within its remit. This was intended to inform JLIB's strategy. It was the

intention to re-run the exercise periodically. JLIB will review learnings from that survey and consider whether to run a new one and if so, how best to do so.

D (3) Attending conferences

Innovation is inspired by hearing what other global jurisdictions are doing. Conferences bring together professionals from other places who are keen to share their knowledge and experiences. What is coming over the horizon? What is the art of the possible? What has worked and not worked in other countries? What software and hardware are they using? What experiments should we run, based on a hypothesis, often formed around what we have seen work elsewhere? What further research should we commission? These events allow connections to be made with organisations with an overlapping remit, suppliers who have products and services that could further JLIB's objectives, and individuals with experiences we can learn from.

The R&D sub-group will seek out relevant events and decide whether JLIB should be represented virtually or in person, and if so, who by, ensuring that conference attendance offers benefits to JLIB and value for money.

D (4) Publication of books (physical or e-book)

Following on from work initiated by the Law Officers' Department, in 2022, JLIB commissioned further research into the royal charters, which is expected to result in publication of a book entitled '*The Royal Charters of Jersey, 1341-1687*' in 2023. The R&D sub-group will consider whether there are other subjects on the subject of the law of Jersey which are currently underserved and would warrant research leading to the publication of either a physical book or an e-book.

D (5) Rules as code

The Legislative Drafting Office is leading research into rules as code. As that work progresses, the Research & Development sub-group will consider funding technical advice to the project. It may also fund development work if needed to produce demonstrations of the concepts to show how legislation could be marked up, made available to computers, and used in programs that promote access to and understanding of the law.

D (6) Artificial intelligence

2023 has seen leaps in the application of large language model based artificial intelligence systems like ChatGPT. This technology has applications in enhancing search engines to be able to interpret complex questions and return answers rather than just search results. JLIB will explore how this could benefit users of jerseylaw.je.

7. Resource Plan for 2023-2026

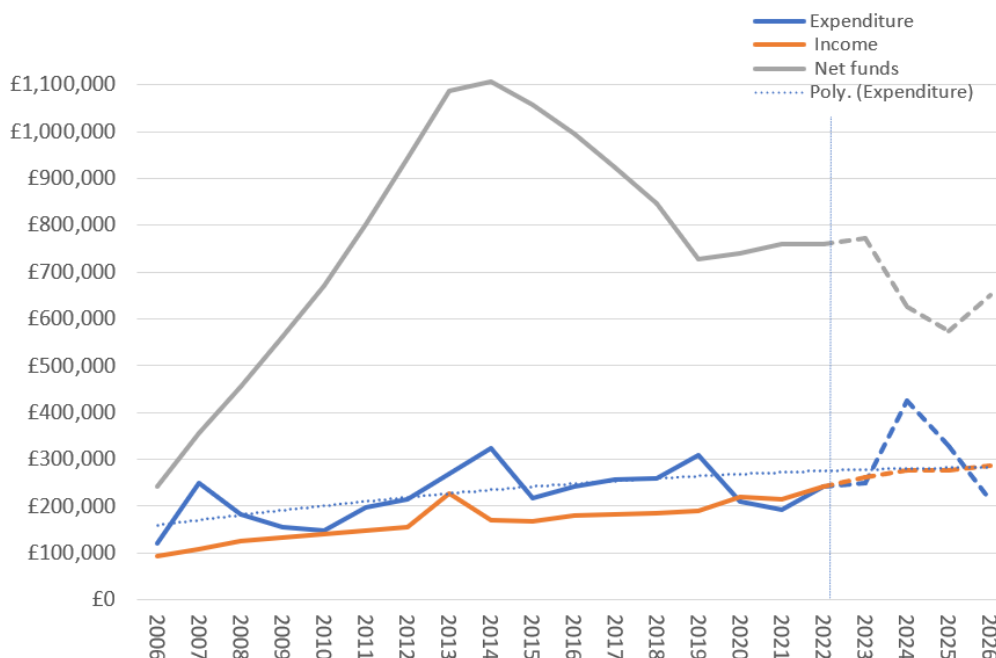
A comprehensive account of JLIB's financial position, as at 31 December 2021, is contained in the [Jersey Legal Information Board Annual Report and Financial Statements, 31 December 2021](#), which can be found in the publications section of www.jerseylaw.je.

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 to satisfy its stakeholders.

JLIB benefitted from grants from Government until 2014. Since then, it has been self-sufficient, funded by website subscriptions, principally from local lawyers. As the graph below shows, the end of grant funding saw five years of eroded bank balances as it was the norm for expenditure to exceed income.

COVID-2019 restricted spending, and some activities which JLIB might have historically funded were paid for from funding that Government had newly allocated to the Courts Digital project. In 2020 and 2021 therefore, subscription income was sufficient to cover JLIB's outgoings, producing a small excess which will help fund future spending.

For the last few years JLIB has anticipated the need for a significant investment in jerseylaw.je, and that work is due to begin in 2023. A corresponding spike in expenditure will result in deficit, particularly in 2024. JLIB will retain sufficient reserves going forward, even after the significant spend on the website, so while it might be possible to apply for Government funding for specific initiatives in the future, JLIB has a significant bank balance and intends to draw down on those reserves in the next four-year period rather than seek any government funding.



Jerseylaw.je website and 'business as usual'		2023 £	2024 £	2025 £	2026 £
A (1)	Replace the back end of jerseylaw.je	20,000	40,000	-	-
A (2)	Redesign and redevelop website front-end	10,000	30,000	-	-
A (3)	Replace the search engine	10,000	20,000	-	-
A (4)	Enhance the judgments search facility	15,000	15,000	15,000	15,000
A (5)	SharePoint 2019 upgrade	8,000			
A (6)	Adoption of Akoma Ntoso	5,000	25,000	-	-
A (7)	Rebranding	-	5,000	-	-
A (8)	Continue to conduct annual user research with User Group	-	-	-	-
A (9)	Review subscription levels	-	-	-	-
A (10)	Website operating costs	30,000	33,000	36,300	39,930
A (11)	Programme management and administration	70,000	80,000	85,000	90,000
A (12)	External audit fee	6,500	6,500	6,500	7,000
	TOTAL A	174,500	254,500	142,800	151,930

Legislation		2023 £	2024 £	2025 £	2026 £
B (1)	Ongoing improvements to the legislation section of jerseylaw.je	30,000	20,000	20,000	20,000
B (2)	Adoption of Akoma Ntoso	10,000	30,000	-	-
	TOTAL B	40,000	50,000	20,000	20,000

Promotion		2023 £	2024 £	2025 £	2026 £
C (1)	Better promotion of JLIB's work	-	-	-	-
C (2)	Publicise tips and guides on how to use jerseylaw.je	-	10,000	-	-
C (3)	Social media audit	5,000	-	-	-
C (4)	Education	10,000	5,000	5,000	5,000
C (5)	Speaking at, or running a conference	-	-	100,000	-
C (6)	Courts.je	-	10,000	-	10,000
C (7)	Collaboration with Citizens Advice Jersey	-	20,000	-	-
	TOTAL C	15,000	45,000	105,000	15,000

Research & Development		2023 £	2024 £	2025 £	2026 £
D (1)	Benchmarking	3,000	-	-	-
D (2)	Unmet legal needs survey	-	20,000	-	-
D (3)	Attending conferences	1,000	5,000	5,000	5,000

D (4)	Publication of books (physical or e-book)	15,000	35,000	-	-
D (5)	Rules as code	-	15,000	35,000	-
D (6)	Artificial intelligence	-		20,000	20,000
	TOTAL D	19,000	75,000	60,000	25,000

Resource Plan	2023	2024	2025	2026
	£	£	£	£
Total 'A' (Jerseylaw.je website and 'business as usual')	174,500	254,500	142,800	151,930
Total 'B' (Legislation)	40,000	50,000	20,000	20,000
Total 'C' (Promotion)	15,000	45,000	105,000	15,000
Total 'D' (Research & Development)	19,000	75,000	60,000	25,000
Grand Total	248,500	424,500	327,800	211,930

CASH FLOW ANALYSIS FOR RESOURCE PLAN 2023-2026	2023	2024	2025	2026
	£	£	£	£
Estimate of total income (subscriptions, PAYG, bank interest, other)	262,000	277,000	277,000	287,000
Total resource plan expenditure	248,500	424,500	327,800	211,930
Income less expenditure	13,500	(147,500)	(50,800)	75,070
Surplus brought forward	759,246	772,746	625,246	574,446
Year-end balance	772,746	625,246	574,446	649,516



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