

# Business Plan 2011 - 2015

## Judicial Appointments Commission

March 2011

*This plan will be refreshed annually*

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# A) Purpose and Aims

The JAC makes independent selections for judicial appointments based on merit, from the widest possible range of eligible applicants.

The JAC has established its position as an independent selecting commission. We will build on this reputation to be widely recognised for excellence in selection processes, transparency of process and operation and fairness to all candidates. We will continue to make high quality, independent selection recommendations, on the basis of merit.

In 2011-12 we will modify our structure and processes following our internal review - our People, Processes and Performance programme (PPP) and the Lord Chancellor's end to end review of judicial appointments.

PPP is designed to develop a more effective and efficient end to end selection exercise process and will also enable us to make the efficiencies necessary in the medium and longer term. Our funding for 2011-12 is reduced by 20% from 2010-11 and we will continue to make efficiencies while maintaining the high quality of recommendations.

## B) Priorities

1. Select high quality candidates based on the selection exercise programme agreed with the Ministry of Justice.
2. Maintain fair, open and effective selection processes consistent with our values.
3. Encourage a diverse range of eligible applicants.
4. Ensure that the JAC operates effectively providing value for money.

# C) Plan for addressing priorities

*1. Select high quality candidates based on the selection exercise programme agreed with the Ministry of Justice.*

## Actions

**1.1 Work with MoJ to enhance further flexibility in the selection exercise programme to respond to urgent appointment requirements and to improve the experience of candidates.**

a. Work with MoJ to create and embed a joint programming team and methods.

**1.2 Work with partners to support implementation of judicial appraisal systems and its use, where appropriate, in the selection process.**

**1.3 Keep selection criteria under review, taking account of partner feedback.**

## Start

## End

Started

September 2011

Started

March 2013

*[timeline to be determined by MoJ in implementation of appraisal system]*

Ongoing

*2. Maintain independent, fair, open and effective selection processes consistent with our values.*

<u>Actions</u>	<u>Start</u>	<u>End</u>
<p><b>2.1 Continue People, Process and Performance programme, making the selection process more efficient and implementing closer and more flexible working with our external partners.</b></p>		
<p>a. Building on JAC expertise, work with stakeholders and candidate groups on revisions to the selection processes, assessing:</p> <ul style="list-style-type: none"> <li>- methods of shortlisting;</li> <li>- components of selection days; and</li> <li>- selection processes used for different exercises.</li> </ul>	Started	March 2012
<p>b. Implement the conclusions of the PPP programme and optimise use of judicial time, continuing regular meetings and updates with MoJ, HMCTS, the Judicial College and Judicial Office.</p>	Ongoing	
<p>c. Review the process for carrying out character and financial checks on candidates and develop recommendations for implementation.</p>	Started	September 2011
<p>d. Support MoJ in reducing the length of the end to end selection process. In particular, developing and implementing proposals on the exchange of information between JAC and MoJ at handovers points.</p>	Started	December 2011

*3. Encourage a diverse range of eligible applicants.*

<u>Actions</u>	<u>Start</u>	<u>End</u>
<p><b>3.1 Working with Judicial Diversity Taskforce and Steering Group, continue appropriate implementation of recommendations of the Report of the Lord Chancellor’s panel on judicial diversity (Neuberger Report).</b></p>		
<p>a. Implement all recommendations relating to the JAC. In the exceptional cases where implementation is not possible, give a clear rationale and revisit regularly. The JAC will support other bodies to implement their recommendations.</p>	Started	September 2011
<p>b. Review and evaluate effectiveness of actions already taken to implement recommendations and refine as appropriate to promote continual improvement.</p>	April 2011	September 2011
<p><b>3.2 Identify innovative and effective methods of ensuring the widest range of eligible applicants apply.</b></p>		
<p>a. Assess and report on targeting and messaging of current candidate seminars.</p>	Started	July 2011
<p>b. Develop proposals for greater use of social and digital media.</p>	Started	May 2011
<p>c. Work with Judicial Office, HMCTS and legal representative bodies to best co-ordinate and maximise the impact of outreach activity.</p>	Started	Ongoing

*4. Ensure the JAC operates effectively, providing value for money.*

<u>Actions</u>	<u>Start</u>	<u>End</u>
<b>4.1 Deliver the 2011-12 selection exercise programme within or below a funding allocation reduced by 20%.</b>		
a. Review structure of JAC teams with a move to reducing senior staff and incorporating flexible employment patterns, to allow a more effective response to fluctuations in workload.	Started	September 2011
b. Focus staff resourcing on selection activity and reduce the amount of resource invested in other corporate functions.	Started	March 2012
c. Investigate the use of external providers to carry out functions, such as administration, transactional finance and organisation of test and selection days, where it would provide value for money.	April 2011	March 2012
d. Develop IT solutions that will enhance working practices and make the end to end process, including applications, more straightforward.	Started	March 2013
e. Compress accommodation space to reduce soft charges incurred.	April 2011	March 2012
<b>4.2 Implement development plans ensuring staff have the necessary skills and knowledge to undertake the JAC's core business.</b>		
a. All staff to have a least one personal development objective included in their 2011-12 performance report which will enable them to enhance their competencies and skills.	March 2011	April 2011
b. Review the JAC learning and development programme every six months to ensure that it meets the needs of the business.	March 2011	Ongoing

## D) Transparency

The JAC already publishes a wide range of information on its operation. This ranges from the diversity of selections made, to expenses, salaries and pensions of senior staff and Commissioners. The JAC also publishes a range of documents relating to its governance, including the minutes of all Commission Board meetings and details of its risk and control framework, alongside the strategic corporate risks. This information is available on the JAC website and in Annual Reports.

In line with central government departments we aim to be increasingly transparent with information on our operation, and will be so, where this does not affect personal data of those applying for judicial appointment. For example, we now publish generic reports on performance in qualifying tests to support unsuccessful candidates and inform future applications.

We will continue to manage the operation of the JAC using the measures captured under previous key performance indicators, including diversity of applications, timeliness of exercises and levels of complaints. We will share this information with the Ministry of Justice and publish it on our website. How this information will be published is set out below.

# Performance indicators

Indicator	When will publication start?	How often will it be published?	Where will it be published?
Cost of processing an application for judicial appointment	2011	Annually	JAC Annual Report
Percentage of BME, women, ILEX and solicitor applications received, shortlisted and recommended for appointment	Ongoing publication	Bi-annually	JAC website
Number of exercises run, applications received and recommendations made	Ongoing publication	Annually	JAC Annual Report
Number of complaints received and number upheld by Ombudsman	Ongoing publication	Annually	JAC Annual Report
Average length of selection exercises and timeliness of completion	2011	Annually	JAC Annual Report

## E) Expenditure and Activity

This section sets out the JAC's planned expenditure over the next year based on the current indicative budget we have been given by the Ministry of Justice. The costs of the change programme will be absorbed into the costs of business as usual as the developments will largely be a part of the continuous improvement already undertaken within JAC processes.

£m	2007-08 (actual)	2008-09 (actual)	2009-10 (actual)	2010-11 (forecast)	2011-12 (budget)
<b>Total funding allocation</b>	<b>£7.13</b>	<b>£8.15</b>	<b>£7.61</b>	<b>£6.86</b>	<b>£5.52</b>
Expenditure on pay (Staff and Commissioner pay)	£5.30	£5.54	£5.01	£4.61	£3.81
Expenditure on the programme	£0.70	£1.81	£1.76	£1.49	£1.42
Expenditure on administration (including shared services)	£0.98	£0.79	£0.88	£0.28	£0.28
<b>Total funded expenditure</b>	<b>£6.98</b>	<b>£8.14</b>	<b>£7.65</b>	<b>£6.38</b>	<b>£5.52</b>
Soft charges (including accommodation costs)	£1.96	£2.40	£2.23	£2.04	£1.70
<b>Total expenditure</b>	<b>£8.94</b>	<b>£10.54</b>	<b>£9.88</b>	<b>£8.42</b>	<b>£7.22</b>

# Selection Exercise Programme 2011-12

On the basis of the selection exercise programme agreed with Ministry of Justice, the JAC expects to run a greater number of exercises than previous years, as the table shows. As usual the programme will be adjusted to meet, as far as possible, changes to the Ministry of Justice's requirement and budgetary constraints. Up to date details of the forthcoming exercises are available on the JAC website.

The 2011-12 programme shown here represents a forecast only and the figures are therefore indicative and not directly comparable with previous years. This indicative programme takes account of new ways of working, including combining exercises and allows for flexibility to cope with expected changes to the requirements (see footnote 2). Within 2011-12, we currently expect several large exercises to report to the Lord Chancellor and as a result we anticipate processing more applications and making more recommendations than in previous years.

	2007-08 (actual)	2008-09 (actual)	2009-10 (actual)	2010-11 (forecast year end figures)	2011-12 <sup>2</sup> (forecast)
Exercises reporting to the Lord Chancellor in year <sup>1</sup>	27	24	25	17	26
Total number of applications for those exercises	2535	3518	3104	4286	7727 <sup>3</sup>
Total number of recommendations for those exercises	458	449	445	489	694
JAC staff numbers (average FTE over the year)	101	107	105	91	81

1. Exercises from which selections are forwarded to the Lord Chancellor within the year, as opposed to exercises commenced in the year

2. Does not include numbers for five programmed but unallocated exercises which will be used for priority vacancies, including senior appointments, throughout the financial year.

3. Based upon actual figures received for applications launching in 2010, but reporting in 2011 and projections for exercises launching in 2011 and reporting in 2011.

# Selection Exercise Programme 2011-12

Exercise	Forecast vacancies	In progress on 1 April 2011	To be completed in 2011/2012	To be in progress on 31 March 2012
Senior Circuit Judge	7			
Regional Judge of the Employment Tribunal	2			
Fee-paid Judge of the First-tier Tribunal, Social Entitlement Chamber	84			
Salaried Judge of the Upper Tribunal, Immigration and Asylum Chamber	8			
Salaried Judge of the First-tier Tribunal, Social Entitlement Chamber	27			
Fee-paid Judge of the First-tier Tribunal, Immigration and Asylum Chamber	36			
Recorder (National)	156			
Salaried Regional Judge of the First-tier Tribunal, Social Entitlement Chamber, Social Security and Child Support	3			
Designated Immigration Judge of the First-tier Tribunal, Immigration and Asylum Chamber	11			
District Judge (Civil)	64			
Fee-paid Medical Member of the First-tier Tribunal, Social Entitlement Chamber, Social Security and Child Support	100			
Salaried Medical Member of the First-tier Tribunal, Social Entitlement Chamber, Social Security and Child Support	7			

<b>Exercise</b>	<b>Forecast vacancies</b>	<b>In progress on 1 April 2011</b>	<b>To be completed in 2011/2012</b>	<b>To be in progress on 31 March 2012</b>
Salaried Judge of the Upper Tribunal, Tax and Chancery Chamber	3			
Circuit Judge	54			
Fee-paid Legal Member of the Mental Health Review Tribunal, Wales, Restricted Patient Panel	6			
Fee-paid member of the First-tier Tribunal, Health, Education and Social Care Chamber, Mental Health	15			
Fee-paid Transport Member of the Upper Tribunal, Administrative Appeals Chamber	3			
Deputy Judge of the Upper Tribunal Fee Paid Administrative Appeals (deputy Social Security Commissioners)	3			
Deputy Judge of the Upper Tribunal, Immigration and Asylum Chamber	10			
Fee-paid Dental Practitioner of the First-tier Tribunal, Health, Education and Social Care Chamber, Primary Health Lists	3			
Fee-paid Medical Member of the First-tier Tribunal, Health, Education and Social Care Chamber, Mental Health	10			
Fee-paid Specialist Member of the First-tier Tribunal, Health, Education and Social Care Chamber, Mental Health	30			

Exercise	Forecast vacancies	In progress on 1 April 2011	To be completed in 2011/2012	To be in progress on 31 March 2012
Fee-paid Non Legal Member of the First-tier Tribunal, Health, Education and Social Care Chamber, Mental Health	30			
Fee-paid Judge of the First-tier Tribunal, Health, Education and Social Care Chamber Mental Health	15			
Fee-paid Judge of the First-tier Tribunal, Health, Education and Social Care Chamber, Special Educational Needs and Disability	5			
Salaried Judge of the Upper Tribunal, Administrative Appeals Chamber	2			
High Court	12			
Deputy District Judge (Magistrates Court)	30			
Fee-paid Disability Member of the First-tier Tribunal, Social Entitlement Chamber, Social Security and Child Support	20			
Fee-paid Non Legal Member of the First-tier Tribunal, Social Entitlement Chamber, Criminal Injuries Compensation	10			
Deputy District Judge (Civil)	76			
<b>Totals</b>		10 exercises 398 vacancies	26 exercises 694 vacancies	5 exercises 148 vacancies