



# **Judicial Appointments Commission Business Plan**

2006/07

## **Joint Statement by Chairman and Chief Executive**

We are delighted to present our 2006/2007 Business Plan, the first for the Judicial Appointments Commission (JAC). The JAC is an executive Non-Departmental Public Body (NDPB) whose sponsor department is the Department for Constitutional Affairs (DCA).

The JAC is central to the achievement of an independent and excellent system of judicial appointments that will increase public confidence in both the selection process itself and the overall justice system. Our duty under the Constitutional Reform Act 2005 (the Act) is to recommend on merit people of good character for appointment as judges and tribunal members, and to encourage diversity in the range of people applying for such appointments.

This Plan sets out our strategic objectives and the key activities we will undertake to fulfil our duties under the Act. We have had no shadow running so this year is a particularly challenging one for us. In addition to ensuring that we manage successfully an agreed programme of selection exercises for new appointments we also have to establish the processes and procedures which will facilitate this; develop ourselves as a new organisation; and forge effective relationships with our partners. We do not underestimate the scale of the challenge, but neither are we daunted by it. And the rewards of success will be significant.

Baroness Usha Prashar  
Chairman

Clare Pelham  
Chief Executive

# Contents

<b>Joint Statement by Chairman and Chief Executive</b>	<b>2</b>
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## **Section I: Overview**

1. Introduction	4
2. The Commission's Role	4
3. Strategic Objectives	4
4. DCA's Strategic Objectives	5
5. Achieving the JAC's Objectives	5
6. Organisation and Structure	6
7. Resources	6
8. Governance and Risk Management	8
9. Assurance	8

## **Section II: Strategic Objectives**

10. Strategic Objective i	10
11. Strategic Objective ii	12
12. Strategic Objective iii	13
13. Strategic Objective iv	15

## **Annexes**

A. The JAC Commissioners	19
B. 2006/07 Selections Exercise Programme	21
C. Commissioners' sub-committees and working groups	26

# **Section I: Overview**

## **1. Introduction**

The JAC's remit under the Constitutional Reform Act 2005 is to select judicial office holders on merit who are of good character. In doing this, the JAC must have regard for the need to encourage diversity in the range of persons available for selection for appointments.

This plan sets out the objectives for the JAC for financial year 2006/07 as agreed with the DCA and outlines the activities and performance targets that underpin the objectives.

The JAC's Executive Team (see below) will be responsible for managing the achievement of objectives and reporting against the plan. Progress will be monitored quarterly by the Commission and the DCA Sponsorship Team. The National Audit Office will audit the JAC's accounts. The accounts and annual report will be laid before Parliament by the Lord Chancellor.

## **2. The Commission's Role**

In accordance with the Act, there are fifteen Commissioners, including the Chairman (see Annex A). All are recruited and appointed through open competition with the exception of three judicial members who are selected by the Judges' Council. Membership of the Commission is drawn from the judiciary, the legal profession, tribunals, the magistracy and the public.

The Commission has corporate responsibility for ensuring that the JAC fulfils its role under the Act, for achieving the aims and objectives agreed in this plan with the Lord Chancellor, and for promoting the efficient and effective use of staff and other resources available to the JAC.

## **3. Strategic Objectives**

The JAC will aim to retain and increase public confidence in the judicial appointment process by achieving the following key objectives within agreed timescales and budget:

- i. to select high quality candidates for appointments based on the Selection Exercise Programme agreed with our business partners (see Annex B);

- ii. to create and implement fair, open and streamlined selection processes for judicial appointments on merit in accordance with the Act;
- iii. to encourage a wider range of eligible applicants from which selections can be made;
- iv. to develop a highly effective and efficient organisation with a robust framework of policies and processes, and constructive working relationships with our partners.

#### **4. DCA's Strategic Objectives**

The JAC's objectives support the first strategic objective of our sponsor department, i.e. to provide criminal, civil, family and administrative justice systems that command public respect and confidence.

#### **5. Achieving the JAC's Strategic Objectives**

The Commission has identified a number of activities which it regards as essential to the successful achievement of the JAC's strategic objectives. These are set out in Section II in the format which the Chief Executive will use to report progress to the Commission and the DCA.

In our first year of operation and in the absence of any shadow running, we face a number of significant challenges:

- i. to complete ten legacy selection exercises, which started in the pre-launch period under the DCA, and 27 new exercises which were forecast for the period of this plan;
- ii. Since the beginning of the year we have agreed to add a number of unplanned Selection Exercises which are included in the table attached at Annex B;
- iii. to set up a new organisation from scratch; and
- iv. to develop new policies and processes for the JAC's core business.

## 6. Organisation and Structure

The Executive Team comprises the following:

Clare Pelham – Chief Executive  
Lee Hughes – Director of Courts Appointments  
David Truscott – Director of Tribunals Appointments  
Sarah Tyerman – Director of Strategy and Corporate Resources.

The three Directorates and their responsibilities are set out below:

- Courts Appointments Directorate is responsible for the management of the selection exercises relating to appointments to courts and the development of policies and processes associated with the overall Selection Exercises Programme (SEP).
- Tribunals Appointments Directorate is responsible for the management of selection exercises relating to the appointment of tribunal members and the development of policies and processes associated with the overall SEP. It also provides support to the SEP through practical operational services - such as making interview arrangements – and more strategic functions such as selection programme management.
- Strategy and Corporate Resources Directorate has responsibilities for the development and implementation of the new selection policies and processes, communications strategy and support services to develop the capabilities of the JAC.

## 7. Resources

### *Staffing*

The JAC had 105 posts at the beginning of the financial year. Following a 5% budget reduction by the DCA, 10 posts were removed from the complement. The JAC currently has 95 staff of whom 77 (at the time of writing) are on secondment from the DCA.

Adequate numbers of staff, with the right skills and experience, are essential to successful achievement of our objectives.

### *Finance*

The JAC has been allocated £5.33m in 2006/07. This sum is not the final allocation this year and is subject to review. We will seek the DCA's continued support in securing the resources we need.

The table below sets out how the £5.33m budget is formally structured to support the JAC Strategic Objectives, although our aim is for all our staff and other resources to be deployed flexibly to achieve our strategic objectives:

	Cost £'000	% of Total Cost
<b>Objective 1</b>		
Salary Cost	2,302	43.3
Other Cost	1,010	18.9
Total	3,312	62.2
<b>Objective 2</b>		
Salary Cost	762	14.3
Other Cost	112	2.1
Total	874	16.3
<b>Objective 3</b>		
Salary Cost	447	8.4
Other Cost	131	2.5
Total	578	10.9
<b>Objective 4</b>		
Salary Cost	378	7.1
Other Cost	189	3.5
Total	567	10.6
<b>Total Cost</b>	<b>5,330</b>	<b>100.0</b>

### *Information and Communications Technology (ICT)*

Equipment and support services are provided by the DCA under shared services arrangements (see below). The selection exercise process is supported by the Electronic Quality Information Technology Appointments System (EQUITAS), a database owned by the JAC. EQUITAS will be developed during the course of the year to align with new performance reporting arrangements.

### *Shared Services*

The JAC uses DCA's services wherever possible, in accordance with government good practice. These services are managed and maintained by way of a Memorandum of Understanding (MoU) between the JAC and the individual service delivery team, which aims to ensure that value for money is achieved. The DCA provides services in the following areas:

- i. human resources
- ii. legal services
- iii. internal audit services

- iv. financial services
- v. commercial services (includes facilities management, procurement and security services)
- vi. e-delivery – all IT services.

The JAC will carry out regular reviews of the services provided, to ensure that it receives the level and quality of service it needs to discharge its functions.

### *Customer Service*

JAC staff have achieved the Charter Mark certificate, the Government's national standard for customer service for organisations delivering public services. The scheme is both a standard of customer service and a quality improvement tool to assist organisations in service delivery.

We will build on this achievement and ensure that our service to customers is constantly monitored and improved where necessary.

## **8. Governance and Risk Management**

We will conduct our business in an efficient, effective and economic manner, achieving our objectives within agreed timescales and budgets. We will operate in accordance with governance arrangements set out in our Framework Document and with other government guidance on corporate governance.

We will run the JAC on a risk-aware basis to ensure achievement of our objectives within budget and agreed timescales. Most of our staff are seconded from the DCA and are thus already familiar with risk management principles. We will build on this by managing our risks through everyday business activity and using our Corporate Risk Register and governance framework for monitoring and reporting purposes.

## **9. Assurance**

Assurance on the achievement of the JAC's objectives will be provided through monitoring of progress and compliance checks by the following means:

- i. regular reviews of performance, people, budget and risks by the Leadership Group (Executive Team);
- ii. regular performance reviews by the Commission (Main Board) and its various sub-committees (details in Annex C);

- iii. reports and reviews by the DCA Sponsorship Team in accordance with the Framework Document;
- iv. regular meetings with the judiciary;
- v. regular meetings with business partners – Her Majesty’s Courts Service, the Tribunals Service and DCA Judicial Services and Corporate Diversity Directorate;
- vi. internal and external audit reviews; and
- vii. Charter Mark surveillance visits.

## Section II: Strategic Objectives

**Strategic Objective i:** To select high quality candidates for appointments based on the Selection Exercise Programme agreed with our business partners (see Annex B)

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA1	<p>Complete the transitional exercises programme agreed with the Lord Chancellor:</p> <ul style="list-style-type: none"> <li>i. Fee-paid Immigration Judge of the Asylum and Immigration Tribunal (London and the Regions)</li> <li>ii. Deputy District Judge (Magistrates Court)</li> <li>iii. Recorder Competition (South East Circuit)</li> <li>iv. Specialist Chancery Judge Midland Circuit</li> <li>v. Specialist Mercantile Judge Midland Circuit</li> <li>vi. Lay members of the Mental Health Review Tribunal</li> <li>vii. Salaried Immigration Judge of the Asylum and Immigration Tribunal</li> <li>viii. Deputy Costs Judge</li> <li>ix. Residential Property Services Tribunal</li> <li>x. Appeals Tribunal (Social Security and Child Support) Medical Specialist Fee-paid</li> </ul>	October 2006	Completion of all transitional exercises commenced pre-launch in line with agreed processes producing high quality candidates for appointment from these exercises within budget and to timescale agreed.
KA2	<p>Establish, agree and complete a programme of selection exercises agreed with HM Courts Service, the Tribunals Service and DCA (for non DCA tribunals) for 2006/07. (See copy of programme at Annex B).</p> <p>The final programme is agreed by the DCA and may be amended at their request during the year.</p>	<p>Agreed - May 2006</p> <p>Completed - March 2007</p>	<p>Agree and establish baseline programme, see Annex B.</p> <p>Deal with 100% Vacancy Notices within the timescale agreed with business partners and select high quality candidates against our published qualities and abilities.</p>

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA3	Accommodate to the best of our ability within available resources any selection exercises where a business need arises in-year throughout the financial year (currently estimated as a maximum of four within current resources) or advise the business area and JSD of the need to reconfigure the programme or provide further funding .	March 2007	<ul style="list-style-type: none"> <li data-bbox="1529 264 2069 360">i) Completion of up to four ad hoc selection exercises within budget and agreed timescale.</li> <li data-bbox="1529 368 2069 563">ii) Effective liaison between business and JSD to meet business needs within funding available.</li> </ul>

**Strategic Objective ii:** To create and implement fair, open and streamlined selection processes for judicial appointments on merit in accordance with the Act

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA4	<p>Define merit and good character in terms of what makes a good judge. We will produce a new set of qualities which will inform the competency framework designed for all appointments made by the JAC.</p>	November 2006	<ul style="list-style-type: none"> <li>i. Consultation with key interested parties in writing and in person.</li> <li>ii. Consideration of comments by full Commission meeting.</li> <li>iii. Publication of new qualities and abilities which define merit.</li> <li>iv. Publication of statement of good character.</li> <li>v. To be kept under review in light of outcomes.</li> </ul>
KA5	<p>Determine effective and fair methods of assessing merit</p> <ul style="list-style-type: none"> <li>i. Review existing selection processes.</li> <li>ii. Assess methods and processes which take account of available research on the most effective recruitment methods in both the private and public sectors.</li> <li>iii. Agree and develop assessment methods for the different types of appointments.</li> <li>iv. Develop a timetable for implementation of the new processes which reflects the business needs of our customers, value for money and prudent risk management.</li> </ul> <ul style="list-style-type: none"> <li>• Monitor in light of outcomes.</li> </ul>	November 2006	<ul style="list-style-type: none"> <li>i. Consultation on and publication of new processes and official launch.</li> <li>ii. Implementation plan.</li> <li>iii. Design and publication of new application forms and guidance.</li> </ul>

**Strategic Objective iii:** To encourage a wider range of eligible applicants from which selections can be made

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA6	<p>Encourage a wider range of applicants, so as to ensure the widest possible choice of candidates for selection.</p> <p>Develop a communications and marketing strategy with the primary purpose of encouraging the widest possible range of applicants by:</p> <ul style="list-style-type: none"> <li>i. Communicating the new JAC processes and key messages to as many potential judges as possible and raising general awareness of JAC.</li> <li>ii. Marketing plans tailored to each individual Selection Exercise using appropriately targeted advertising and outreach which addresses specific barriers to appointment real and perceived.</li> <li>iii. Raise general awareness of the JAC and appointment opportunities through a comprehensive outreach strategy.</li> </ul>	<p>Continuous monitoring</p> <p>Continuous</p>	<ul style="list-style-type: none"> <li>i. Annual increases in the diversity of applicants for judicial office, in respect of disability, ethnic origin, gender and professional background, so that the diversity of applicants becomes reflective of the eligible pool.</li> <li>ii. Key milestones for reporting against the above diversity factors are identified and included for each Selection Exercise.</li> <li>iii. A developed outreach strategy.</li> <li>iv. Increase in the readership of advertising</li> <li>v. Increase in website hits.</li> <li>vi. Increase in requests for application packs.</li> <li>vii. Positive feedback on individual events from external partner organisations.</li> </ul>
KA7	<p>Promote diversity through fair and open processes for selection to judicial office solely on merit.</p>	<p>March 2007</p>	<p>Keep selection processes under regular review to ensure that they offer fair and equal opportunity to candidates for judicial office at all levels in respect of disability, ethnic origin, gender and professional background.</p>

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA8	Work in partnership with the DCA and the Directorate of Judicial Offices (DJO) to measure continuously and report on judicial diversity.	June 2007	Publication of a Trilateral Annual Report on judicial diversity in Summer 2007.
KA9	Fulfil our responsibilities in relation to the elimination of unlawful discrimination on the grounds of age, disability, gender, race, religion and belief and sexual orientation and our statutory duties to promote disability, gender and race equality.	<p>The Equality Scheme will be published in draft in April 2007 from when it will be open to full public for 3 months consultation.</p> <p>The final Equality Scheme will be published in September 2007.</p>	Publication of a single Equality Scheme after full consultation.

**Strategic Objective iv:** To develop a highly effective and efficient organisation with a robust framework of policies and processes, and constructive working relationships with our partners

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA10	Develop and implement key policies and processes as required for good governance of the JAC as an NDPB and in compliance with the Framework Document.	March 2007	<p>Corporate policies and processes to be mapped, published and implemented.</p> <p>Already in place:</p> <ul style="list-style-type: none"> <li>i. Framework Document</li> <li>ii. Business Continuity Plan</li> <li>iii. Complaints Handling Policy</li> <li>iv. Corporate Risk Register</li> <li>v. Health and Safety Policy – key staff trained</li> <li>vi. Separate Financial System – Phase 1 completed November 2006</li> <li>vii. MoU for Internal Audit</li> </ul> <p>By January 2007:</p> <ul style="list-style-type: none"> <li>viii. Risk Policy, Fraud Policy and Fraud Response Plan</li> <li>ix. Other shared service MoUs</li> </ul>
KA11	Manage the organisation within allocated budget. In doing so, we will manage the turnover of staff ( 38% staff leaving this year) to ensure business knowledge, experience and skills are appropriately transferred.	March 2007	<ul style="list-style-type: none"> <li>i. 38% staff successfully redeployed.</li> <li>ii. Recruitment of new and replacement staff completed, with a reduction in proportion of agency staff.</li> <li>iii. A smooth transition and handover with no reduction in service.</li> </ul>

Key Activity code	Key Activities	Completion Date	Measures of Achievement
KA12	Develop and train Commissioners and staff to meet current and foreseeable challenges	Continuous commitment but detailed milestones to be developed before March 2007.	<ul style="list-style-type: none"> <li>i. Training needs analysis to be carried out to determine what the needs are and how they should be met.</li> <li>ii. Completion of training programme within agreed timescale and budget.</li> </ul>
KA13	Provide the Lord Chancellor with a business case setting out a reasoned assessment of the right location for the JAC.	October 2006	Completion of business case within timescale and agreed budget.
KA14	Establish long term staffing strategy and supporting policies following decision on relocation.	March 2007	<ul style="list-style-type: none"> <li>i. Strategy formulated and published.</li> <li>ii. Review of staff exit questionnaires following redeployment.</li> </ul>
KA15	Build on existing and establish new working relationships with external partners.	Continuous commitment.	<ul style="list-style-type: none"> <li>i. Already in place: <ul style="list-style-type: none"> <li>(a) Clear identification of Key Interested Parties (KIPs)</li> <li>(b) Consultation conducted with KIPs on new processes by October 2006.</li> </ul> </li> <li>ii. Continuous development of relationship management strategy through liaison meetings and correspondence.</li> </ul>

Key Activity Code	Key Activities	Completion Date	Measures of Achievement
KA16	Build on existing practice to develop further proposals for obtaining and evaluating feedback from candidates on our performance, and on the services we provide.	January 2007	Proposals agreed by end of January 2007: i. at which stages of the selection process should feedback be obtained; ii. what questions should be asked; iii. what should be done with the information when received; iv. what should the satisfaction target be; and v. plans for external publication.
KA17	Develop a strategy for obtaining feedback from business partners on our performance, and on the services we provide, drawing on the 6 Whitehall customer service standards.  Maintain Charter Mark accreditation within the JAC.	March 2007	i. Strategy implemented and regularly reviewed in meetings with business partners.  ii. Accreditation maintained.

Key Activity Code	Key Activities	Completion Date	Measures of Achievement
KA18	<ul style="list-style-type: none"> <li>i. Investigate Charter Mark complaints, i.e. complaints regarding the service provided by the JAC and its staff.</li> <li>ii. Following launch of the JAC exercises in October 2006, investigate:               <ul style="list-style-type: none"> <li>(a) First tier judicial appointments complaints.</li> <li>(b) Judicial appointment complaints investigated by the Judicial Appointments and Conduct Ombudsman (JACO) that are referred to the JAC for comment and/or information.</li> </ul> </li> <li>iii. Complete complaint responses from pre October exercises.</li> <li>iv. Publish the procedure for making complaints on our website.</li> <li>v. Comment on number of complaints and compliments and resulting actions taken in Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous</li> <li>November 2006</li> <li>November 2006</li> <li>Continuous</li> <li>November 2006</li> <li>Summer 2007</li> </ul>	<ul style="list-style-type: none"> <li>i. For Chartermark complaints:               <ul style="list-style-type: none"> <li>(a) Provide full response within 20 working days</li> <li>(b) Maintain comprehensive log of complaints received</li> </ul> </li> <li>ii. All complaints to be acknowledged within two days of receipt and full responses provided within twenty working days.</li> <li>iii. The JAC to provide all information requested by JACO within the timeframes determined by the policy agreed with JACO and respond appropriately and in a timely manner to complaints upheld by the Ombudsman. Take action as necessary in response to JACO's recommendations when complaint upheld.</li> </ul>

## **Annex A: The JAC Commissioners**

1. Baroness Usha Prashar (Chairman)
2. Lord Justice Robin Auld (Vice-Chairman)
3. Dame Lorna Boreland-Kelly DBE
4. Professor Dame Hazel Genn DBE
5. Mr Justice John Goldring
6. Lady Justice Heather Hallett DBE
7. Sir Geoffrey Inkin OBE
8. Her Honour Judge Frances Kirkham
9. Mr Edward Nally
10. Ms Sara Nathan
11. District Judge Charles Newman
12. His Honour Judge David Pearl
13. Mr Francis Plowden
14. Ms Harriet Spicer
15. Mr Jonathan Sumption OBE



## Appendix B: 2006 / 07 Selection Exercise Programme

			Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07
1	High Court													
2	District Judge (DJ)													
3	Deputy District Judge (DDJ)													
4	Deputy Bankruptcy Master													
5	Deputy Chancery Master													
6	Deputy Costs Judge		Transitional											
7	District Judge (MC)													
8	Deputy District Judge (MC)		Transitional											
9	Circuit Judge													
11	Recorder SE		Transitional											

			Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07
14	<b>Specialist Chancery Judge</b>		Transitional											
15	<b>Specialist Mercantile Judge</b>		Transitional											
61	<b>Specialist Mercantile Judge - Sec 9, Chancery &amp; Technology &amp; Construction</b>													
75	<b>Specialist Chancery Judge</b>	<b>- Sec 9</b>												
77	<b>Senior Circuit Judge</b>	<b>Designated Family Judge - London</b>												
78	<b>Senior Circuit Judge</b>	<b>Central Criminal Ct</b>												
82	<b>Senior Circuit Judge</b>	<b>Resident CJ - Leeds</b>												
87	<b>Senior Master</b>	<b>Queens Remembrancer QBD</b>												
16	<b>Residential Property Services Tribunal</b>	<b>Fee Paid Legal Chairman</b>	Transitional											

			Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07
17	Asylum and Immigration Tribunal	Fee Paid Immigration Judges	Transitional											
18	Asylum and Immigration Tribunal	Salaried Immigration Judges	Transitional											
19	Employment Tribunal	Salaried Chairman												
20	Employment Tribunal	Regional Chairman												
23	Mental Health Review Tribunal	Fee Paid Legal Member												
24	Mental Health Review Tribunal	Fee Paid Lay Member	Transitional											
25	Mental Health Review Tribunal	Fee Paid Medical Member												
27 + 28	Agricultural Land Tribunal	Fee Paid Legal Chair												
29	Social Security and Child Support	Chief Commissioner												
30	Social Security and Child Support	Commissioners												

			Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07
31	<b>Social Security and Child Support</b>	<b>Deputy Commissioners</b>												
33	<b>Appeal Tribunals (SSCS)</b>	<b>District Chairman</b>												
34	<b>Appeal Tribunals (SSCS)</b>	<b>Fee Paid Medical Member</b>												
35	<b>Appeal Tribunals (SSCS)</b>	<b>Fee Paid Medical Specialists</b>	Transitional											
36	<b>Appeal Tribunals (SSCS)</b>	<b>Fee Paid Disability Qualified Member</b>												
38	<b>Appeal Tribunals (SSCS)</b>	<b>Fee Paid Legal Member</b>												
39	<b>Patent Office/Trade Marks Appointed Person</b>	<b>Fee Paid Legal Specialist</b>												
40	<b>Criminal Injuries Compensation Appeals Panel</b>	<b>Fee Paid Legally Qualified Member</b>												
41	<b>Care Standards Tribunal</b>	<b>Deputy President</b>												
45 + 46	<b>Gambling Appeals Tribunal</b>	<b>Fee Paid President + Legal Member</b>												

			Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07
59	<b>Special Immigration Appeals Tribunal</b>	<b>Chairman</b>												
81	<b>Appeal Tribunals (SSCS)</b>	<b>President</b>												
85	<b>Competition Appeals Tribunal</b>	<b>President</b>												
86	<b>Residential Property Services Tribunal (Wales)</b>	<b>Chairpersons</b>												
88	<b>Copyright Tribunal</b>	<b>Deputy Chairman</b>												
There are 10 transitional selection exercises started before April 2007 and are retained by the Lord Chancellor.														
There are 2 interim selection exercises that started before April 2007 and are not retained by the Lord Chancellor.														

## Annex C

### COMMITTEES AND WORKING GROUPS ESTABLISHED BY THE JUDICIAL APPOINTMENTS COMMISSION

#### **COMMITTEE: Selection and Character**

This Committee is constituted as the whole Commission sitting as the Selection and Character Committee.

#### TERMS of REFERENCE:

**Chair:** Robin Auld

#### **Responsibilities:**

- The JAC selection committee is responsible for identifying candidates suitable for recommendation to the Lord Chancellor for appointment to all judicial offices below pay Group 5.
- In addition, it will also determine issues of good character relating to applicants for appointment to those offices.
- Members of the selection committee will comply with the current procedures of the JAC for declaring any relationship or connection to a candidate, and also for identifying any possible conflicts of interest for them in making a selection decision.

#### **COMMITTEE: Audit and Risk**

#### TERMS of REFERENCE:

**Chair:** Francis Plowden

#### **Responsibilities:**

The Committee will advise the Accounting Officer and Commission on:

- the strategic process for risk, control and governance and the Statement on Internal Control (SIC)
- the accounting policies, the accounts, and the annual report of the JAC, including the process to review the accounts prior to submission for audit, levels of errors identified, and management's letter of representation to the NAO
- the planned activity and results of both internal and external audit
- adequacy of management's response to issues identified by audit activity, including NAO's management letter
- assurances relating to the corporate governance and risk management requirements for the JAC
- recommendations regarding risk and governance issues

## **WORKING GROUP: Quality Assurance and Effectiveness Working Group**

### **TERMS of REFERENCE:**

**Chair:** Hazel Genn

### **Responsibilities:**

- The main purpose of this Working Group will be to help develop ways of quality assuring selection processes and keep under review the effectiveness of new processes.
- It will also continue to work on issues carried forward from the previous Process Working Group.
- As with all working groups of the Commission the Working Group will report regularly to the full Board on its work, and put forward proposals for agreement by the Board.

## **WORKING GROUP: Outreach**

### **TERMS of REFERENCE:**

**Chair:** Frances Kirkham and Sara Nathan (joint)

### **Responsibilities:**

- To develop an integrated strategy to widen the range of candidates from which appointments can be made and develop the JAC's communications strategy;
- To develop proposals for outreach and oversee the production of the JAC's annual report.
- The Working Group will have delegated authority from the Board to make decisions on communications and diversity issues to implement strategies that have been agreed by the Commission.
- As with all working groups of the Commission the Working Group will report regularly to the full Board on its work, and put forward proposals for agreement by the Board.