

Business Plan

2007 - 2008





Business Plan

2007 - 08

Contents

Joint Statement by Chairman and Chief Executive

Section I: Overview

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

Section II: Strategic Objectives

11. Strategic Objective 1
12. Strategic Objective 2
13. Strategic Objective 3
14. Strategic Objective 4

Appendices

- A. The JAC Commissioners
- B. 2007/08 Selection Exercise Programme
- C. Commissioners' sub-committees and working groups
- D. List of partners
- E. Organisation Chart

Joint Statement by Chairman and Chief Executive

We are delighted to present our 2007/2008 Business Plan, the second for the Judicial Appointments Commission (JAC). The JAC is an executive Non-Departmental Public Body (NDPB) whose sponsor Ministry is the Ministry of Justice (MoJ).

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 year we have produced our first 3-year Corporate Plan. This Business Plan flows directly from the Corporate Plan, showing how we intend to achieve our strategic objectives in the first year of the Corporate Plan period within the resources provided.

Last year the challenge was to create a new organisation and design new processes. This year the challenge is to build on that work and embed our new processes thoroughly. It should be remembered that, as of April 2007, we had been running selection exercises under our own processes for only five months. There is still much to do and we want to work towards our goals efficiently but also effectively, taking time to consolidate as well as to advance.



Baroness Usha Prashar
Chairman



Clare Pelham
Chief Executive

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 2007/08 as agreed with the MoJ 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 MoJ 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.

The judicial appointments for which the JAC makes selections are set out in Schedule 14 of the Constitutional Reform Act. There is provision in the Act for the JAC to select magistrates but the timetable has not yet been agreed for bringing that provision into force.

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:

Strategic objective 1 - To select high quality candidates based on the selection exercise programme agreed with our business partners.

Strategic objective 2 – To further develop fair, open and effective selection processes and to keep them under continuous review.

Strategic objective 3 - To encourage a wider range of eligible applicants.

Strategic objective 4 - To ensure that the JAC is fully equipped to carry out its statutory objectives and achieve continuous improvement.

4. MoJ's Strategic Objectives

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

5. 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 Outreach
Vacant – Director of Corporate Resources

The four 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 Outreach Directorate has responsibilities for the development and implementation of the new selection policies and processes, diversity policy and communications strategy.
- Corporate Resources Directorate has responsibilities for all business support services for the JAC. This includes finance, audit, risk, performance reporting, Human Resources and other business support functions.

6. Services

Staffing

As of 6 March 2007, there were 74 staff in substantive grades at the JAC on secondment from the MoJ. By 1 April 2007, following the first tranche of redeployment, this number was 65, out of a total staff number in post of 87. There are two further tranches of redeployment to manage, as at 1 April 2007, based on the ending of 18-month secondments (11% of staff will leave in September 2007) and 2-year secondments (26% in March 2008). At 1 April 2007, 21 staff were from agencies, a number undertaking short-term project roles. The organisation chart is attached at Appendix E.

Adequate numbers of staff, with the right skills and experience, are essential to the successful achievement of our objectives. The JAC is currently working to establish its own terms and conditions, which will be broadly in line with civil service terms and conditions in accordance with the Constitutional Reform Act. Once the JAC has its own terms and conditions in place (by the end of Q3 in 2007/08) it will be in a position to directly recruit staff from both the public and private sector. We are planning for approximately 104 members of staff (full-time equivalents) in 2007/08.

Finance

Our budget allocation for 2007/08 is £7.06m, a 16% increase on 2006/07. The programme of selection exercises for 2007/08 (see Appendix B) is as follows:

The total is 76 and that is made up of:

- 21 selection exercises carried over from 2006/07
- 30 selection exercises starting and finishing in 07/08
- 15 selection exercises starting in 07/08 but finishing in 08/09
- 10 slots for unplanned selection exercises.

The Executive team has agreed that we could accommodate 70 selection exercises. Six selection exercises that do not fall into the current programme will be subject to discussion with business partners.

The table below sets out how the £7.06m 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
Objective 1		
Salary Cost	3,028	42.9
Other Cost	1,111	15.7
Total	4,139	58.6
Objective 2		
Salary Cost	1,069	15.1
Other Cost	189	2.7
Total	1,258	17.8
Objective 3		
Salary Cost	681	9.6
Other Cost	155	2.2
Total	836	11.8
Objective 4		
Salary Cost	601	8.5
Other Cost	226	3.2
Total	827	11.7
Total Cost	7,060	100.0

The challenge to carry out the selection exercise programme for 2007/08 within the allocated resources is considerable. We intend to alleviate this pressure via efficiency gains from the various initiatives to boost productivity in our selection exercises process, by reducing the percentage of agency staff employed and by obtaining value for money in advertising expenditure and outreach expenditure. Our governance arrangements already provide for close monitoring and analysis of financial performance by the Commissioners and the executive team. Through these arrangements, we will keep careful track of our performance against budget.

Looking further ahead, both the Ministry and the JAC recognise that we may need to review how the budget allocation is made, given that the selection exercises vary considerably in scale. We will work with MoJ in the coming year, resources permitting, to agree the methodology for scoping the data collection and testing the assumptions required to identify cost drivers and quantify outputs. In order to evaluate the impact of the new processes, we will pilot the costing work on a few selection exercises. The timetable for this work will emerge from the scoping study but we would expect that study to be completed by end 2007 and for implementation to be carried forward into the second year of the Corporate Plan.

As part of this work, we will examine the scope for efficiencies. There will be productivity gains as our success in drawing in more candidates through outreach activity means that the JAC will be processing more applications per vacancy than in our first year. We have also undertaken to reduce the percentage of agency staff employed, as our need for specialist skills and short term input in the inaugural phase reduces. Other areas to be examined include value for money in advertising expenditure and outreach expenditure.

Shared Services

The JAC uses MoJ services wherever possible, in accordance with government good practice. These services will be 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 MoJ provides services in the following areas: -

- | | | |
|------|-----------------------------------|---|
| i. | Human Resources Directorate. | Currently, the projected MoU is subject to revision and review. |
| ii. | Internal Audit Division. | The JAC and the service delivery team have signed the Memorandum of Understanding, which has been implemented. |
| iii. | Legal Group. | The projected MoU is subject to revision and review. The JAC and the service delivery team are working to have this implemented by 31 May. |
| iv. | Finance & Commercial Directorate. | The projected Finance MoU is subject to review and is being redrafted. |
| v. | Commercial Group. | The projected MoU is under review and being redrafted. |
| vi. | eDelivery Group. | The JAC and the service delivery team have agreed the Memorandum of Understanding, which is awaiting signature. This should be implemented by 31 May. |

The JAC is working with the service delivery teams to have the contents of the MoU that do not currently have a projected implementation date, agreed and signed expeditiously. Thereafter, 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

Although many of our teams acquired Chartermark accreditation prior to the launch of the JAC, we will be looking to renew our Chartermark accreditation for the whole organisation during 2007/08. We will develop targets and standards for customer satisfaction so that we can benchmark ourselves throughout the organisation.

We will also maintain the effectiveness of the complaints procedure established in our first year and set out on our website. We aim to provide a response to a complaint within 20 working days of receipt. If this deadline cannot be met, we will inform the complainant why this is the case and when they can expect a full reply.

7. Governance and Risk Management

We will conduct our business in an efficient, effective, economic and risk-aware and action 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. The JAC Audit and Risk Committee meets every quarter to steer our governance compliance.

We will build on the work done in establishing our Corporate Risk Register and governance framework to embed risk management at all levels of the organisation.

8. 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 MoJ Sponsorship Team in accordance with the Framework Document;
- iv. regular meetings with judicial liaison groups;
- v. regular meetings with business partners – Her Majesty's Courts Service, the Tribunals Service and MoJ Judicial Services and Corporate Diversity Directorate;

- vi. candidate feedback;
- vii. internal and external audit reviews; and
- viii. Charter Mark surveillance visits.

9. Working with Partners

Partnership working is essential to all of our work. A short description of our key partners and their role is attached at Appendix D. The executive team also hold liaison meetings with 34 different representatives of partner organisations.

Our key partner is our sponsoring Ministry, the MoJ. We work with them on many different levels. The Chairman has regular meetings with the Lord Chancellor. The executive team and officials have regular contact to negotiate and agree policy and operational issues.

10. Achieving the JAC's Strategic Objectives

In the next section, we set out the priorities identified under each Strategic Objective and the measures of achievement for each priority. Further work on making the measures of achievement more specific will take place throughout the year.

The completion date for each priority is noted as occurring in either Q1 (by end June 07) or Q2 (by end September 07) or Q3 (by end December 07) or Q4 (by March 08). If the priority is continuous throughout 2007/08, it is marked as "ongoing".

Section II: Strategic Objectives

Strategic Objective 1: To select high quality candidates for appointments based on the Selection Exercise Programme agreed with our business partners

Priority code	Priorities	Completion Date	Measures of Achievement
P1.1	Establish, agree and complete a programme of selection exercises agreed with our partners.	Q1 and ongoing	1.1.1. Conduct regular programme of bilaterals with our business partners to build on early exchange of forecasting information.
		Q2 and ongoing	1.1.2. Initiate the planning of the following year's programme at a sufficiently early stage.
P1.2	Accommodate to the best of our ability within available resources any selection exercises where a business need arises in-year or advise the business area and JSD of the need to reconfigure the programme or provide further funding.	Q1 and ongoing	1.2.1 Provide early warning to business partners of prioritisation difficulties.
		Q1 and ongoing	1.2.2. Seek early resolution by timely liaison with the Ministry, judiciary and business partners.
P1.3	Improve the capability of the organisation to carry out the highest quality selection exercises	Q1 and ongoing	1.3.1. Implement a selection exercise training programme for all JAC staff.
		Q3 and ongoing	1.3.2. Put in place a risk management strategy incrementally for new selection exercises.
		Q1 and ongoing	1.3.3. Ensure the accuracy of all printed and website material for each selection exercise.
		Q2 – to develop policy Q4 – pilot implementation	1.3.4. Develop a standard record management policy, including guidance on Freedom of Information Act and Data Protection Act, to support new processes and implement policy.
P1.4	Build on the relationships developed with our partners	Q1 and ongoing	1.4.1. Ensure regular liaison meetings on all aspects of the selection exercise programme with the sponsorship team in the Ministry and our business partners.

Strategic Objective 2: Further develop fair, open and effective selection processes and keep them under continuous review

Priority code	Priorities	Completion Date	Measures of Achievement
P2.1	Further develop equality policies and procedures	Q2 produce plans and review in Q3 in Years 2 & 3	2.1.1. Produce costed plans to further develop the equality proofing of our processes, resulting in best practice in design, training, measurement and documentation, for approval by Commissioners.
		Q1	2.1.2. (1) Publish in draft JAC Single Equality Scheme, following public consultation.
		Q4	(2) Publish final JAC Single Equality Scheme
P2.2	Improve responsiveness to candidates	Q2 – develop policy Q3 and ongoing - implement	2.2.1. Systematise collection of service feedback given to and by candidates at every stage of the process.
		Q2	2.2.2. Improve on written explanations given to candidates on their performance.
P2.3	Enhance the effectiveness of the selection process	Timetable to be set by the Ministry	2.3.1. Contribute to the MoJ review of selection process according to the timetable set by the Ministry. Implementation dependent upon other priorities.
		Q3 – to develop	2.3.2. Develop terms of reference for the review of the operation of our new policies and processes. Implementation timetable to be agreed.
		Q1	2.3.3. Ensure that an assigned Commissioner is allocated to each selection exercise.
		Q3 Q4 – train and start to deploy from Q4 onwards	2.3.4. (1) Select the cadre of Panel Chairs. (2) Train and start to deploy the cadre of Panel Chairs.
		Q1	2.3.5. Further training on the new processes for existing panellists.

Strategic Objective 3: Encourage a wider range of eligible applicants

Priority code	Priorities	Completion Date	Measures of Achievement
P3.1	Target our outreach to eligible groups effectively	Q4 Q4	3.1.1 (1) Implement a new advertising strategy (2) Review strategy and pilot new approach for candidate outreach.
P3.2	Target our communications strategy effectively	Q1 Ongoing	3.2.1. (1) Ask the Commission to agree our communications strategy – to help deliver the JAC’s strategic objectives by a combination of communication and marketing means - at the May 2007 meeting. (2) Deliver strategy in accordance with the priorities determined by the Commissioners.
P3.3	Further develop our statistical measures of progress	Q3 and ongoing	3.3.1. Assess the return rate of the JAC diversity monitoring form to ensure effective collection of data.
		Q3	3.3.2. Draw up a project plan for designing and implementing eligible pool comparators throughout the selection exercise programme.

Strategic Objective 4: To ensure that the JAC is fully equipped to carry out its statutory objectives and achieve continuous improvement

Priority code	Priorities	Completion Date	Measures of Achievement
P4.1	Maintain and enhance the effectiveness of our staff taking account of the challenges presented by the high level of seconded staff.	Q3	4.1.1. Agree with MoJ our own Terms and Conditions and supporting arrangements for staff.
		Q4 and following years	4.1.2. Reduce level of agency staff in permanent non-specialist posts (except at AO/PS level).
		Q3 and ongoing	4.1.3. Manage the two further tranches of secondees returning to MoJ effectively.
		Q4	4.1.4. Adopt long term staffing strategy including an increased intake from external recruitment market.
		Q1 and ongoing	4.1.5. Put management policies in place aiming for sickness levels to Civil Service target levels.
P4.2	Maintain and enhance customer service.	Q1 and ongoing	4.2.1. Achieve the standards set out in our complaints procedure
P4.3	Building on existing relationships with our sponsorship ministry and partner organisations.	Q2	4.3.1. Review our partner engagement to date and agree priorities for each key partner.
		Q1 and ongoing	4.3.2. Provide early consultation on key policy developments or legislative proposals.
		Q2 and ongoing	4.3.3. Work with MoJ to improve the services supporting the development of an effective organisation.

Priority code	Priorities	Completion Date	Measures of Achievement
P4.4	Review and implement key policies and processes required for good governance of the JAC as an NDPB under the Framework Document.	Q3	4.4.1. Embed risk management at all levels of the organisation.
		Agree Q1; implement ongoing	4.4.2. Each year agree an effective Internal Audit Programme and implement the recommendations.
		Q2	4.4.3. Formulate a revised timetable for corporate reporting.
P4.5	Develop and implement internal communications strategy across the organisation.	Q1 and ongoing	4.5.1. Write a programme of internal communications activity and commence implementation.
		Q4	4.5.2. Redesign, build and oversee the development and maintenance of a new JAC intranet.
P4.6	Develop and implement a new management information system	Q4	4.6.1 Develop a new management information system for the Commission and executive management that provides quality information in a timely manner.
P4.7	Achieve value for money (vfm) across the JAC's activities	Ongoing	4.7.1. Embed a value for money culture throughout the organisation.

Appendix 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: 2007 / 08 Selection Exercise Programme

Selection exercises carried forward from 2006/2007: Total 21	The Selection exercises due to start and finish in 2007/2008: Total 30	The exercises started in 2007/2008 but rolled forward to 2008/2009: Total 15
<ul style="list-style-type: none"> • District Judge • Gambling Appeals Tribunal fee paid legal members • Circuit Judge • Employment Tribunal Salaried Chairmen • CICAP fee paid legal members • Social Security and Child Support Appeal Tribunal Fee paid medically qualified • Deputy District Judge Civil • Social Security and Child Support Appeal Tribunal Salaried District Chairman • High Court • Care Standards Tribunal Deputy President • Senior Circuit Judge – Designated Family Judge • Copyright Tribunal fee-paid Deputy Chairman • Employment Tribunal Salaried Regional Chairman • Senior Master Queens Remembrancer – QBD • Deputy Bankruptcy Registrars • Chancery Masters • Senior Circuit Judge Crime • Residential Property Tribunal Service fee-paid Chairman (Wales) • Social Security and Child Support Appeal Tribunal fee paid Legally qualified 	<ul style="list-style-type: none"> • District Judge magistrates • Deputy District Judge Magistrates • Recorder • Senior Circuit Judge TCC Manchester • Senior Circuit Judge CCC • Senior Circuit Judge Chancery • Senior Circuit Judge South West and Wales • Social Security and Child Support Appeal Tribunals fee paid disability qualified member • Social Security and Child Support Appeal Tribunals fee paid financially qualified member • Asylum and Immigration Tribunal – Salaried Immigration Judge • Care Standards Tribunal fee paid lay member • MHRT fee paid Medical member • Pensions Appeal Tribunal fee paid legally qualified member • Transport Tribunal Fee paid President • Charities Tribunal President • Charities Tribunal fee paid legal members • Charities Tribunal fee paid ordinary members • Adjudication Panel for England fee paid lay member • Agricultural Lands Tribunal fee paid Area Chairman 	<ul style="list-style-type: none"> • High Court • District Judge • Social Security and Child Support Appeal Tribunals fee paid Medically Qualified Member • Social Security and Child Support Appeal Tribunals Regional Chairman • Asylum and Immigration Designated immigration Judge • Finance and Tax Tribunal Legally qualified member • Immigration Service Tribunal fee paid Lay Member • MHRT fee paid Lay Member • MHRT fee paid Legally Qualified Member • MHRT fee paid Specialist Member • SENDIST fee paid Specialist Member • SENDIST fee paid Legally qualified Member • Employment Tribunal salaried Legal Chairman • Office of Judge Advocate General fee paid Deputy Judge Advocate General • Information Tribunal fee paid Lay Member

Appendix 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 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.
- 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 Working Group

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.

WORKING GROUP: Magistrates' Appointments Working Group

TERMS of REFERENCE:

Chair: Lorna Boreland-Kelly

Responsibilities:

- To consider how suitable candidates will be selected, the financial implications for the Commission, the timetable for when the JAC should take on responsibility for magistrates' appointments, and to make recommendations to the Board.
- 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.

Appendix D

WORKING WITH PARTNERS

The JAC adopts a partnership approach throughout its work. This section sets out some of our main partners, and how our work relates to theirs.

Ministry of Justice (MoJ)

The MoJ is responsible, among other things, for the overall running of our courts and improving the justice system, driving forward the reform and consistent improvement of the legal and justice system in England and Wales.

The JAC selects and recommends, to the Lord Chancellor, candidates for appointment.

The Lord Chancellor is committed to ensuring a judiciary of the highest calibre, with candidates drawn from the widest possible range of available talent. In partnership with the JAC and the judiciary, the aim is to increase public confidence in the justice system through a judiciary that better reflects and has a greater understanding of the society it serves.

The Directorate of Judicial Offices of England and Wales (DJO)

The DJO was created alongside JAC on 3 April 2006, under the Constitutional Reform Act 2005. It incorporates the Judicial Office, the Judicial Studies Board (JSB) and the Judicial Communications Office.

Under the Act, the Lord Chief Justice became head of the judiciary in England and Wales and is responsible for 40 000 judicial office-holders.

The Lord Chief Justice represents the views of the judiciary, maintains appropriate arrangements for their welfare, training and guidance and oversees arrangements for the deployment of judges.

Judicial Studies Board (JSB)

The JSB, part of the DJO (see above), is directly responsible for training salaried and fee paid judges in England and Wales, and for overseeing the training of magistrates and chairmen and members of tribunals.

The Judicial Appointments and Conduct Ombudsman (JACO)

JACO investigates complaints about the judicial appointment process and the handling of matters involving judicial discipline or conduct. The Ombudsman's office also assumed its responsibilities on 3 April 2006. It is completely independent of the Government and the judiciary.

Office for Judicial Complaints (OJC)

The OJC supports the Lord Chancellor and the Lord Chief Justice in their joint responsibility for the system of judicial complaints and discipline. It seeks to ensure that all judicial disciplinary issues are dealt with consistently, fairly and efficiently.

Her Majesty's Court Service (HMCS) and The Tribunals Service

HMCS and The Tribunals Service are executive agencies of the MoJ. They are JAC's main customers: they are the organisations on whose behalf we select candidates.

HMCS provides administration and support for the Court of Appeal, the High Court, the Crown Court, the magistrates' courts, the county courts and the Probate Service. The Tribunals Service provides the common administrative support to the 21 main central government tribunals.

The Law Society and Bar Council

Most of the eligible candidates for judicial offices are solicitors and barristers. We therefore work closely with The Law Society and The Bar Council.

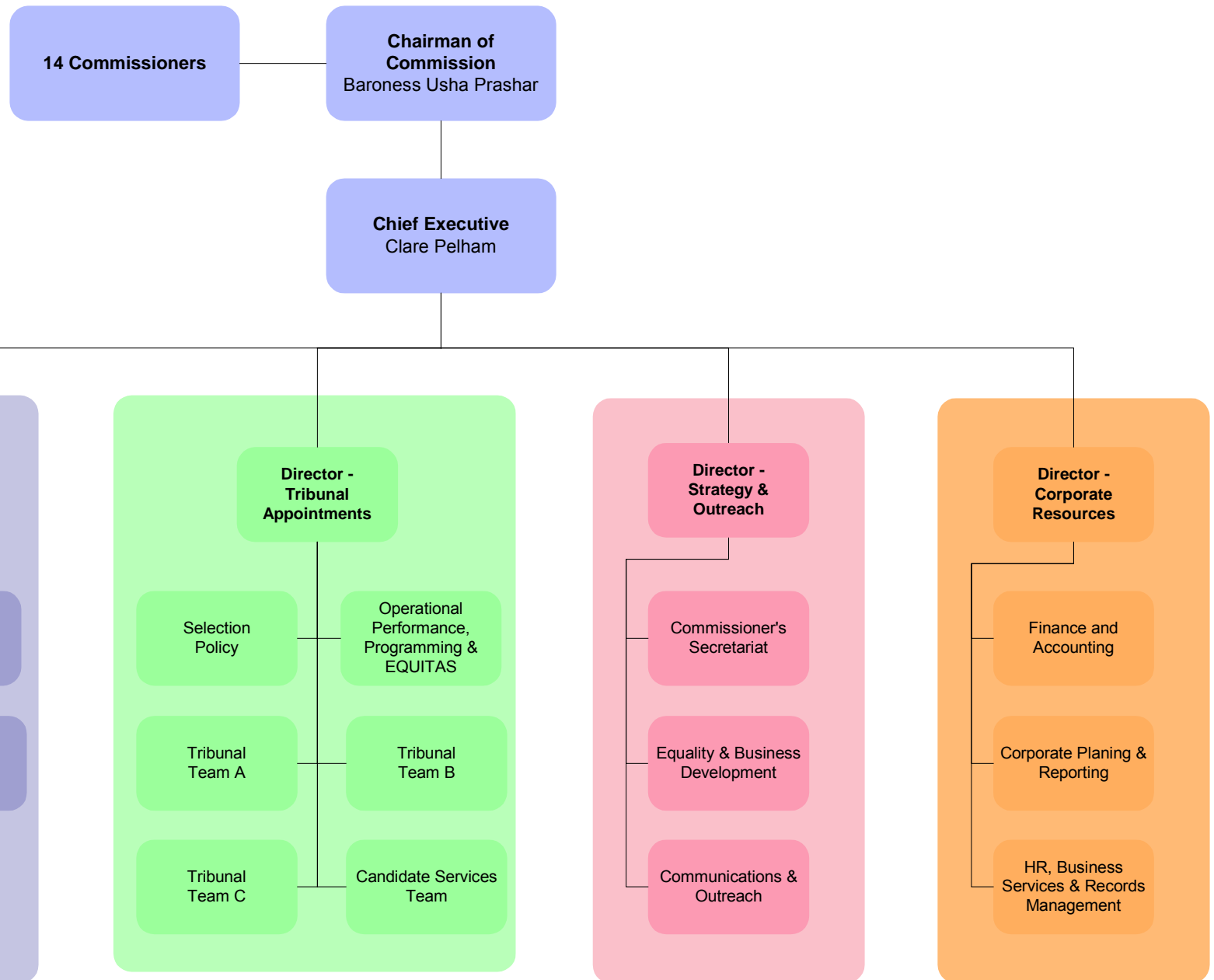
We are working with the bodies to encourage their members to consider a judicial career and on ways of increasing diversity and widening the pool of eligible candidates that we can select from.

There are of course many non-legal judicial office holders and we work closely with many professional bodies and other associations.

The Judicial Appointments Board for Scotland and The Northern Ireland Judicial Appointments Commission

We also work closely with our corresponding bodies in Scotland and Northern Ireland.

Appendix E



Judicial Appointments Commission
Steel House
London
SW1H 9LH

www.judicialappointments.gov.uk