

Business Plan 2008 - 2009





Judicial Appointments Commission

2008/09 Business Plan

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Joint Statement by Chairman and Chief Executive

We are pleased to present our third business plan. The Judicial Appointments Commission (JAC) is an executive Non-Departmental Public Body (NDPB) whose sponsor ministry is the Ministry of Justice (MoJ).

The JAC is responsible for selecting on merit people of good character, for appointment as judges and tribunal members, and to have regard to the need to encourage diversity in the range of persons available for selection for appointments.

In our first two years we have created a new organisation, designed and embedded new processes and run 58 selection exercises, 34 of which were launched following the processes the JAC developed in October 2006. We have worked with over 4000 applicants and made 684 selections.

Last year we produced our first 3-year Corporate Plan. This Business Plan shows the priorities for 2008/09 and how we will achieve them to move us forward in achieving our strategic objectives with the resources provided.

The draft Constitutional Renewal Bill and White Paper, published in March 2008, include a number of proposals which seek to alter the existing arrangements for selecting and appointing judges. The proposals are of particular interest to the JAC given their potential to alter the way in which the Commission is constituted, the way in which we operate and our level of independence.

The JAC is contributing to the process of pre-legislative scrutiny by a Joint Select Committee. Legislation dealing with judicial appointments may then be introduced by the Government.



Baroness Prashar
Chairman



Clare Pelham
Chief Executive

Section I: Overview

1. Introduction

The JAC's remit under the Constitutional Reform Act 2005 (CRA) is to select candidates for judicial office 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 JAC's strategic objectives for 2008/09 as agreed with the MoJ and outlines priorities and how we will achieve them.

The JAC's Leadership Team (*see section 5*) 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

In accordance with the CRA, there are fifteen Commissioners, including the Chairman. (*For details of Commissioners, see Appendix 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 CRA in delivering the aims and objectives agreed with the Lord Chancellor, and for promoting the efficient and effective use of staff and other resources available to the JAC. The Commission is the Board of the JAC.

The judicial appointments for which the JAC makes selections are set out in Schedule 14 of the CRA. There is provision in the CRA 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.

The MoJ has developed Departmental Strategic Objectives which support ongoing work to improve public services. JAC plays a key role in the delivery of these objectives, through execution of this Business Plan. The JAC shall continue to work with colleagues in the MoJ and the judiciary to deliver against Government PSAs, Departmental Strategic Objectives and policies.

The JAC has only been in existence since April 2006. We initially operated selection processes devised by the Department for Constitutional Affairs (now MoJ) and we made it a priority to develop our own processes soon after we were established. We have implemented our own processes - the development of which were the subject of wide consultation - for only 19 months. A period of stability so that the JAC can consolidate its position and its processes would be welcome. However, the draft Constitutional Renewal Bill proposes some changes which could include turning the JAC into a *de facto* appointing authority for judicial appointments below the High Court level, as opposed to a selecting authority. If accepted this could lead to significant changes in our selection processes.

We have provided a full written response to proposals contained within the draft Bill and the White Paper and given oral evidence to the Joint Committee undertaking pre-legislative scrutiny. We will also ensure that we liaise with our key interested parties in these matters.

4. Organisation and Structure

The Leadership Team comprises the following:

Clare Pelham – Chief Executive
Jane Andrews – Director of Courts Appointments
Sue Bush – Interim Director of Tribunal Appointments
Nigel Reeder – Director of Strategy and Outreach
Sue Martin – Director of Corporate Resources

The four Directorates and their responsibilities are set out below:

- Courts Appointments Directorate is primarily responsible for the management of the selection exercises relating to appointments to courts, although it also undertakes some tribunal selection exercises. It plays an active role in the development of policies and processes associated with the overall Selection Exercise Programme (SEP).
- Tribunal Appointments Directorate is responsible for the management of selection exercises relating to the appointment of tribunal members. It also provides support to the SEP through practical operational services, such as making interview arrangements and more strategic functions such as overall selection exercise programme management.
- Strategy and Outreach Directorate has responsibilities for the development and implementation of the new selection policies and processes, for promoting diversity in judicial appointments, for the Commission's public profile and for any legislative proposals which will affect and impact on the Commission's work. For the forthcoming year focus is likely to be on the draft Constitutional Renewal Bill and the White Paper, The Governance

of Britain – Constitutional Renewal and the coming into force of the Tribunal Courts Enforcement Act.

- Corporate Services Directorate has responsibilities for all business support services for the JAC. This includes corporate planning and reporting, finance, human resources and business services.

During 2008/09, we intend to create a fifth Directorate, responsible for operational services.

5. Resources

Staffing

Sufficient numbers of staff, with the right skills and experience, are essential to the successful achievement of our objectives. The JAC finalises staffing levels and structure when we know the programme of selection exercises which MoJ requires to be delivered and the budget available. This usually is expected by January. However, our indicative budget for 2008/09 was confirmed at the end of March 2008. The lead time for recruitment and training of suitable staff can be considerable. Late information presents a challenge for the JAC in putting in place appropriate staffing to deliver the selection exercise programme.

We plan a structure of 114 posts (full-time equivalent staff) in 2008/09. As of 1 April 2008, there were 113 staff in post at the JAC. 83 are on secondment or loan from government departments, eight of our staff are JAC employees and the JAC starts the year with 22 interim staff. (*For our organisation chart, see Appendix B.*)

The JAC was staffed initially with secondees from MoJ. Those with the longest secondments of 2 years were originally due to leave in March 2008. We extended their secondments for 6 months while other staffing arrangements were put in place. 19 secondments are due to end in September 2008.

The JAC now has its own terms and conditions, which are broadly in line with civil service terms and conditions, in accordance with the CRA, enabling us to recruit staff from both the public and private sector. During 2008/09 we expect the number of secondees, and interim staff, to reduce.

Trained staff are key to delivery success and new staff receive induction and thorough training in selection exercise processes. In addition, we have developed additional training materials for use in 2008/09 which will aid more experienced staff to pass on essential knowledge to new staff.

Finance

Our budget allocation for 2008/09 is £8.148m. The budget provided enables us to deliver the required programme of selection exercises for 2008/09 (*see Appendix C*). We plan to deliver 42 exercises, consisting of:

- 14 selection exercises carried over from 2007/08
- 14 selection exercises expected to start and finish in 2008/09
- 13 selection exercises expected to start in 2008/09 and finish in 2009/2010
- 1 slot as a contingency for an, as yet, unspecified selection exercise

The table below sets out how the £8.148m budget supports 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		
Payroll costs	2,889	68.1
Selection exercise costs	1,198	28.2
Other costs	156	3.7
Total	4,243	100.0
Objective 2		
Payroll costs	765	76.2
Selection exercise costs	121	12.1
Other costs	118	11.7
Total	1,004	100.0
Objective 3		
Payroll costs	908	60.9
Selection exercise costs	465	31.1
Other costs	119	8.0
Total	1,492	100.0
Objective 4		
Payroll costs	936	66.4
Recruitment costs	0	0
Shared services	161	11.4
Other costs	312	22.2
Total	1,409	100.0
Total Cost	8,148	100.0

Our governance arrangements provide for close monitoring and analysis of financial performance by the Commissioners and the Leadership Team. Through these arrangements, we will keep careful track of our performance against budget.

Efficiency

We are committed to providing an efficient service that gives value for money to the taxpayer. We achieve this through effective planning and prioritisation to maximise outputs within our budget and a financial management system that incorporates MoJ's procurement rules and authorisation of expenditure at an appropriately senior level.

Our efficiency plans for the coming year will build on the foundations we have laid over the past two years while the JAC was being established. In setting our budgets for 2008/09, we have reduced the allocation for 'other' costs, (those other than payroll, directly on selection exercises and shared services) by 19% overall. We have made efficiencies in almost every category and will keep expenditure under tight control to keep to budget. The development of our

procurement strategy, with particular emphasis on improved efficiency in the use of advertising and outreach expenditure, should enable other cost reductions to be made.

In addition to reducing costs the JAC is absorbing more work, such as that associated with new legislation. In improving selection process, we are providing more qualifying tests and role-plays to candidates, while still reducing the time taken to complete selection exercises. We have done this through better and more proactive project planning and management. We will continue to build on this success during the coming year and ensure that, through the use of project management, our resources are used in the best possible way throughout the life of a selection exercise.

The JAC also recognises the opportunities offered by outsourcing elements of selection exercises, such as accommodation and IT facilities for qualifying tests. Sometimes outsourcing these elements can better match operational need than in-house provision, and we will make full use of this where necessary and where value for money can be obtained.

The JAC has managed increased numbers of applicants to selection exercises over the last two years. We will continue to build on this success during the coming year while ensuring that we develop performance standards for the average time it takes for the JAC to complete its part of the selection process that reflect the size and complexity of different exercises. We will also aim to reduce the current 11 week average time to meet section 94 requests. We will do this using the same number of staff with increased productivity in the selection exercise teams

Processing increased numbers of applications is a very resource intensive process. During the year we will aim to deliver Seamless Importation of Data (SID) which imports information contained within application forms directly onto Equitas, the JAC database. SID will be used for application forms that are sent to the JAC electronically and will reduce the time taken to input each application form by about a half. Once staff have been trained in the use of SID and are familiar with it, we envisage that inputting time could be reduced further.

We will pilot and roll out SID on selection exercises throughout the year. The use of SID will be subject to risk analysis and full review and during the piloting stage. We will aim to use SID on all exercises by the third quarter of 2008/09.

A major further element in our strategy is to reduce our reliance on interim staff and secondees. The ability to directly employ staff will result in a more stable workforce. Lower turnover will lead to efficiencies from better retention of knowledge and experience and the need for fewer staff recruitment campaigns, which can be resource intensive. In addition, the JAC is charged VAT on secondees' employment costs and smaller numbers of secondees will lead to financial savings.

Shared Services

The JAC uses MoJ services wherever possible, in accordance with government good practice. These services are managed by way of a Memorandum of Understanding (MoU) between the JAC and the individual service delivery team in MoJ. This aims to ensure that the level and quality of service is as the JAC needs to discharge its functions and that value for money is achieved.

The MoJ provides services in the following areas: -

- i. Internal Audit
- ii. Human Resources
- iii. Finance – payments and financial information
- iv. Commercial – accommodation and facilities, security, health and safety and procurement
- v. eDelivery – IT services and information security
- vi. Communications – intranet and internet support
- vii. Legal services

Candidate Service

We are developing a formal Candidate Service Plan to record in one place all that we do to provide consistently good service to candidates, before, during and after the completion of selection exercises.

The JAC will maintain the effectiveness of the complaint handling procedure established in our first year and which is set out on our website. We consider that the low levels of complaints referred to the Judicial Appointments and Conduct Ombudsman (JACO) and the fact that so far, JACO has not upheld any complaints referred to him, is an indication of the effectiveness of our selection processes and the complaints handling system which we have in place.

The JAC aims to provide a full response to complaints within 20 working days of receipt. This is to enable a proper investigation of the complaint. However, the complexity of investigations can mean that in a few instances – to ensure that we give full and proper consideration to a complaint – our response will take longer than our 20 day target. Where the target cannot be achieved, we inform the complainant why this is the case and when they can expect a full reply. We do however, keep our complaints handling arrangements under review, including ways in which we can increase the speed of our responses to complainants without impacting on the quality of the response.

We review formally candidate complaints on a regular basis to ensure that the root causes of complaints are addressed and that the same issues that may have given rise to the complaints do not occur again. Any lessons learned from complaints, whether or not they have been upheld by us or by JACO, will be fed back into the selection process.

6. Governance and Risk Management

We are committed to the highest standards of governance, which we believe are critical to business integrity and performance and to maintain stakeholder and public confidence. We operate in accordance with the governance arrangements set out in our Framework Document and with other government guidance on corporate governance. Our governance arrangements include an Audit and Risk Committee that meets every quarter to steer our governance compliance.

The JAC will continue to build on the achievements to date in establishing our Corporate Risk Register and governance framework to further embed risk management at all levels of the organisation.

7. 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 Team
- ii. regular reviews by the Commission (the JAC's Board) and its committees (*for details of committees and working groups see Appendix D*)
- iii. reports to and reviews by the MoJ Sponsorship Team in accordance with the Framework Document
- iv. a delegation and assurance process, which operates at three stages during the year at least (start, mid and end year), to ensure that directors and their staff adhere to high standards of accountability and which supports the Statement on Internal Control
- v. regular meetings with business partners – Her Majesty's Courts Service, the Tribunals Service and MoJ – and judicial liaison groups
- vi. candidate feedback
- vii. quality assurance
- viii. internal and external audit reviews
- ix. external scrutiny and examination of JAC performance by Parliament.

8. Working with Partners

Partnership working is essential to all of our work. Our key partners are our sponsoring ministry, the MoJ (including its agencies Her Majesty's Courts Service and the Tribunals Service) and the judiciary. We work with them on many different levels. The Chairman has regular meetings with the Lord Chancellor and the Lord Chief Justice. We also work with the Law Society, Bar Council, and other key interested parties in a variety of different ways, including, for example, through membership of the JAC Diversity Forum and JAC Advisory Group. (*For a short description of our key partners and key interested parties and their roles, see Appendix E.*)

9. Achieving the JAC's Strategic Objectives

In the next section, we set out the priorities identified under each Strategic Objective and how we will achieve them.

The completion date for each priority is noted as occurring in either Q1 (by end June 2008), Q2 (by end September 2008), Q3 (by end December 2008) or Q4 (by March 2009), where possible. If the priority is continuous throughout 2008/09, it is described or marked as "ongoing".

This business plan is supported by directorate business plans which detail the activities that contribute to the delivery and achievement of our strategic objectives. Within this 'top-down' framework, business plans and risk registers are developed from the 'bottom-up' by involving staff throughout directorates.

Business plans and the process of developing them are important in terms of directorate identity and in helping individuals to be clear about how their personal role and objectives fit within the work of their directorate and the wider JAC. The aim is that the business planning process results in a clear trail from the corporate objectives in the JAC business plan, flowing through directorate business plans and any related team plans, down to individual staff objectives. Directors are accountable for delivery of objectives in their directorates and for measuring and reporting progress towards the JAC business plan priorities.

Section II: Strategic Objectives

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

Reference	Priority	Timing/ Completion Date	How we will achieve our priorities
1.1	Establish, agree and complete a programme of selection exercises.	28 exercises completed in year, in line with agreed timing for each exercise	1.1.1 Conduct regular programme of bilaterals with our partners to develop and monitor the programme following an early exchange of forecasting information. Ensure all selection exercises are completed according to the final programme, including any reasonable and agreed changes made to that programme.

Reference	Priority	Timing/ Completion Date	How we will achieve our priorities
		<p>Preliminary selection exercise programme produced within 6 weeks of receipt of all necessary forecasts and supporting information.</p> <p>Final programme produced within 6 weeks of receipt of complete budgeting information.</p>	<p>1.1.2 Plan the following year's programme, following receipt from our partners of comprehensive forecasts in September and confirmation of budget from MoJ in January.</p>
		<p>As dictated by the changes that arise</p>	<p>1.1.3 Respond to essential in-year changes to the programme, arising from circumstances other than unforecast selection exercises, negotiating and agreeing any consequential changes with the appropriate partners.</p>
		<p>Q2, develop performance standards for different categories of exercises. Implement throughout the year.</p>	<p>1.1.4 Develop performance standards on timeliness relevant to the size and complexity of the selection exercise and achieve these standards. To the extent that the JAC continues to receive requests under s94 of the CRA, provide responses to the Lord Chancellor within 10 weeks. Continue to work with those who conduct external character checks with a view to reducing the time taken for this element of the selection process.</p>

Reference	Priority	Timing/ Completion Date	How we will achieve our priorities
		Monthly meetings to oversee and manage development of the rolling programme	1.1.5 We will work with our partners to develop forecasting information that will enable a rolling programme of selection exercises to be negotiated and agreed.
1.2	Respond flexibly within available resources to any priority selection exercises arising in the year, negotiating and agreeing consequential changes to the selection exercise programme with our partners.	Monthly programme review meetings	1.2.1 Provide partners with early warning about the impact of any change to their business priorities and of any delays which will affect selection exercises, ensuring they understand the possible consequences for the programme as a whole.
		Ongoing	1.2.2 Engage in negotiation with business partners to agree priorities in the selection exercises programme to accommodate any changes/additions that they request.
1.3	Improve capability within the organisation to carry out high quality selection exercises, including ensuring the selection exercise teams are fully trained and able to fulfil their roles.	Q2, implementation throughout the year	1.3.1 Conduct the selection process review with full input from operational staff and implement changes agreed by the Commission.
		Q2	1.3.2 Develop and implement an on-going and modular selection exercise training programme for all relevant JAC staff, focussed on the need to provide high quality services including keeping business areas and candidates in touch with progress at key stages.
		Ongoing	1.3.3 Identify and manage risks for each new selection exercise.

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

Priority code	Priorities	Completion Date	How we will achieve our priorities
2.1	Continuously review equality policies and procedures, including undertaking an annual review of our selection processes.	By the end of each selection exercise Ongoing	2.1.1 Review equality indicators, at a minimum of three formal check points in the selection process, and take action to address any issues.
		By the launch of each exercise Throughout each exercise Within 2 months of selections to LC	2.1.2 Ensure the equality proofing procedures approved by the Commissioners are rigorously applied and lessons learnt are acted upon: <ul style="list-style-type: none"> • selection exercise material equality proofed • processes comply with equality requirements • identify lessons learned at closedown meetings
		Q1 – Publish	2.1.3 Publish, implement and review annually the JAC Single Equality Scheme.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Q2 and ongoing	2.1.4 Consider innovative ways to further test and improve the selection process including using a wider range of external diversity advisers to “equality-proof” stages of the process and the products and tools used, as well as learning from other organisations and groups.
2.2	Increase our knowledge and expertise through wider engagement with, and support of groups representing potential candidates, judicial office holders and other partners (including the JAC Advisory Group) to improve the selection process and deliver better outcomes and understanding of selection exercises.	Q1 and ongoing	2.2.1 Develop the JAC Advisory Group’s membership and role to ensure it delivers improvements to selection exercise implementation and review the Group’s effectiveness.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		<p>Prior to recommendation to the LC</p> <p>After recommendation to LC</p> <p>Ongoing</p> <p>Q2</p> <p>Q2</p>	<p>2.2.2 As part of a programme of continuous improvement, review the success of the selection process by:</p> <ul style="list-style-type: none"> • monitoring the comments from the judiciary made through the statutory consultation process; • monitoring the LC's use of powers to reject, or require reconsideration of, selected candidates; • pressing for further use of judicial appraisal; and • reviewing selection exercise processes in light of lessons learnt. • reviewing selection exercise statistics.

Priority code	Priorities	Completion Date	How we will achieve our priorities
2.3	Improve response to candidates during and after each selection.	Q2 Q2 Q3 Q3/4	2.3.1 Maintain and enhance candidate service by: <ul style="list-style-type: none"> • Evaluating feedback we receive from candidates • Developing a draft formal Candidate Service Plan to record and take forward improvements • Consulting key interested parties on the draft and then finalising it • Training staff on the elements of good candidate service
		Q2	2.3.2 Systematise collection of feedback from candidates about the service received at every stage of the process, use to inform changes in practise and establish targets for selection exercise teams.
		Q2	2.3.2 Improve written explanations given to candidates on their performance by training panel chairs to deliver according to our policy .
2.4	Enhance the effectiveness of the selection process, through better planning and operation.	Q1	2.4.1 Work with others to improve the efficiency of the process as a whole, including working with key interested parties to develop an agreed timetable for receipt of a full and clear statement of all vacancy request information by the start of each financial year.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		<p>Within 2 months of recommendations to LC</p> <p>Within 1 month of closedown meeting</p> <p>Q2</p>	<p>2.4.2 Ensure that all significant procedural issues raised in selection exercises or identified at closedown meetings are carefully analysed, advice provided to the Commission, and any changes set out in the process manual are implemented.</p> <ul style="list-style-type: none"> • Hold close down meetings and review lessons learned • Refer lessons learned to QAWG • Include lessons learned in annual selection exercise process review
		Q1 and Q3	2.4.3 Implement new training and appraisal procedures for Panel Chairs and other panel members.
2.5	To deal with complaints fairly and thoroughly and within applicable timescales.	Q1 and Q3	2.5.1 Make regular reports on complaints to the Commission highlighting areas where the complaint process has demonstrated a need for change in the selection exercise procedure and ensure agreed improvements are made.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Q4 Q4 Q2	2.5.2. Aim to: <ul style="list-style-type: none"> • Reduce the percentage of candidates who make a complaint about the selection process (rather than about the outcome); • Keep the number of complaints upheld by the JACO at levels below those made under the previous relevant arrangements; and • Ensure that lessons learnt from complaints are fully reflected in the annual process review.
		Q1 to Q4	2.5.3 Respond to complaints within 20 working days or to other agreed timescales.

Strategic Objective 3: Encourage a wider range of eligible applicants

Priority code	Priorities	Completion Date	How we will achieve our priorities
3.1	Work with partners to ensure that diversity is a high priority in all areas relevant to judicial diversity including the legal profession.	Q1 to Q4	3.1.1 Ensure that the Diversity Forum operates effectively and delivers meaningful outcomes.
		Q2 and ongoing	3.1.2 Press for the tri-lateral Diversity Strategy to embody a comprehensive programme of action and that it is taken forward by all parties.
3.2	Target our outreach to eligible groups effectively, working to encourage applications from suitably qualified people regardless of disability, gender, race or professional background.	Q1	3.2.1 Identify barriers to application, particularly from target groups, and better understand the characteristics of the eligible pool. <ul style="list-style-type: none"> • issue tender for research • award contract • review results with partners
		Q2	
		Q4	
		Prior to the launch of each exercise	3.2.2 Ensure that plans for candidate outreach activities for each selection exercise take full account of the characteristics of the eligible pool.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Q1 to 4 Annually	3.2.3 Hold outreach events to generate applications appropriate to vacancy requests, with particular focus on target groups. Review impact of outreach.
3.3	Target our communications strategy effectively to encourage a wider range of eligible applicants to apply for judicial appointment.	Q1 Q1 to Q4	3.3.1 Develop and maintain a strategic outreach plan for approval and oversight by the outreach working group. Individual initiatives will be delivered through a variety of arrangements including the JAC electronic Newsletter “Judging Your Future”, use of the JAC website and outreach roadshows.
3.4	Further develop our measures of progress to ensure accurate monitoring and publication of selection exercise statistics.	Q3 Within 1 month of closedown meeting Q1	3.4.1 Using data supplied by the Law Society and the Bar Council about solicitors and barristers eligible to apply for judicial appointment, advance the design of appropriate comparators throughout the selection exercise programme. Initiate comparable arrangements with ILEX. 3.4.2 Publish accurate statistics including performance of under-represented groups in all selection exercises. <ul style="list-style-type: none"> • Publish statistics for each exercise • Publish aggregated tables on selection exercises

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	How we will achieve our priorities
4.1	Maintain and enhance the effectiveness of our staff, ensuring that we meet their needs and nurture talent through training and opportunities for development within the JAC.	Q3	4.1.1 Further develop and formalise the Human Resources Strategy, integrating the staffing strategy, learning and development, talent management etc and implement the HR strategy to further develop our permanent staff.
		MPaW sessions Q1, further actions as required	4.1.2 Develop support options for staff working in the JAC including providing managing pressure at work (MPaW) sessions and taking forward actions identified from these.
		Review Q2 Aim to achieve max 10 days average per FTE by end Q4	4.1.3 Maintain the drive to reduce sickness levels in line with Civil Service levels of 7.5 days per FTE member of staff in year, by reviewing trends, interventions and impact and refining sickness management processes.
		Identify in Q2, aim to achieve Q4	4.1.4 Identify an acceptable turnover rate of staff for a public service organisation of our size and business type and aim to achieve that level.
4.2	Recruit high quality staff through fair and open competition.	Q2	4.2.1 Implement formal planning to meet future recruitment needs and implement recruitment and vacancy specification forms to ensure prompt action to fill vacancies as required.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Ongoing, peak in Q2	4.2.2 Manage the impact of secondees returning to the MoJ and other government departments, ensuring that any potential effect on the business is assessed and managed and that staff are provided with information, points of contact and other appropriate and effective support throughout the returning process.
		Ongoing	4.2.3 Advertise vacancies internally and externally to reach the best candidates and appoint interim staff to permanent posts only where there is a skill gap or permanent recruitment has been unsuccessful or delayed.
4.3	Develop our relationship as an NDPB, sponsored by and as a customer of the MoJ, to ensure that the obligations in the Framework Document are met and that the JAC is supplied with appropriate and high quality corporate services as set out in the Memorandum of Understanding.	Q2	4.3.1 Agree how to manage our relationship with the Access to Justice Group of MoJ, as a NDPB sponsored by that department, and work with them to ensure we provide all information required by them to agreed timescales.
		Quarterly reviews	4.3.2 Review shared service arrangements provided for the JAC with the MoJ and ensure they meet service delivery targets specified in Memoranda of Understanding.
4.4	Further improve the JAC's internal governance and infrastructure	Q4	4.4.1 Further develop risk management to anticipate, make decisions and maximise achievement of all business objectives.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Q2 and ongoing Q4	4.4.2 Achieve value for money (VFM) across the JAC's activities by developing a procurement strategy and procedures and managing resources efficiently. Contain spend within the budget provided for the year and seek end year flexibility if selection exercises are delayed.
		Q2	4.4.3 Further develop the JAC's management information system to provide quality information in a timely manner and deliver agreed key products in a timely and accurate way.
		Q3	4.4.4 Further develop the intranet as the prime internal communications tool.
		Agree programme in Q1, implement recommendations as agreed when they arise	4.4.5 Agree an effective internal audit programme and implement the recommendations.
4.5	Build on and establish new relationships with key parties across Government and beyond to ensure that the JAC is able to deliver its core business and take its place in the wider delivery of justice.	Q1 to Q4	4.5.1 Continue to develop effective working relationships with key partners, including the Lord Chancellor, the Lord Chief Justice, and the judiciary across England and Wales as well as legal professional bodies such as the Law Society and the Bar Council, and a range of diversity organisations.

Priority code	Priorities	Completion Date	How we will achieve our priorities
		Q1 Q2 Q3 and 4	4.5.2 Contribute to the Parliamentary scrutiny of the draft Constitutional Renewal Bill ensuring that JAC's interests are properly represented, and continue this process in the event that legislation is introduced to Parliament. <ul style="list-style-type: none"> • contribute to pre-legislative scrutiny • prepare for introduction of legislation • plan for adjustments to selection process and other operational arrangements to provide for new legislation

Appendix A: The JAC Commissioners

Baroness Prashar CBE, Chairman

Usha Prashar has sat in the House of Lords as a crossbencher since 1999. The Baroness has a distinguished record of public service. She was the First Civil Service Commissioner between 2000 and 2005 and Executive Chairman of the Parole Board for England and Wales from 1997 to 2000.

Lady Justice Hallett DBE (judicial), Vice-Chairman

Heather Hallett was called to the Bar in 1972 and has been a Lady Justice of Appeal since 2005. She became Vice-Chairman of the JAC in October 2007.

Dame Lorna Boreland-Kelly DBE JP FRSA (lay justice)

Lorna Boreland-Kelly has been a presiding magistrate at the City of Westminster Magistrates' Court since 1991. She is employed by the London Borough of Croydon as Manager of Mayday and Permanency Planning (Children, Young People and Learners) based at Mayday Healthcare NHS Trust.

Professor Dame Hazel Genn DBE (lay)

Hazel Genn is Professor of Socio-Legal Studies at University College London and a former member of the Committee on Standards in Public Life.

Mr Justice Goldring (judicial)

John Goldring was called to the Bar in 1969 and appointed a QC in 1987. He is a Judge of the High Court, assigned to the Queen's Bench Division.

Sir Geoffrey Inkin OBE (lay)

Geoffrey Inkin was chairman of the Cardiff Bay Development Corporation and the Land Authority for Wales from 1987 until 2000. He is a former member of Gwent County Council and Gwent Police Authority and commanded The Royal Welsh Fusiliers from 1972 to 1974.

Judge Frances Kirkham (judicial)

Frances Kirkham became a senior circuit judge in October 2000 and is the designated Technology and Construction Court Judge in Birmingham. She founded the West Midlands Association of Women Solicitors and is a founder member of the United Kingdom Association of Women Judges.

Mr Edward Nally (professional)

Edward Nally is a partner in Fieldings Porter Solicitors of Bolton and was President of the Law Society between 2004 and 2005. He is Governor of the College of Law and Chair of Governors at Pendleton Sixth Form College, Salford.

Ms Sara Nathan OBE (lay)

Sara Nathan is a journalist. She has held several public appointments and is currently Chair of the Animal Procedures Committee and a member of the PhonepayPlus Board.

District Judge Charles Newman (judicial)

Charles Newman was admitted as a solicitor in 1972 and appointed registrar of the County Court in 1987. He has served as chair of the District Judges IT Working Group. He is currently a member of the Judicial Advisory Group for IT

Judge David Pearl (tribunal)

David Pearl was called to the Bar in 1968 and lectured in law at Cambridge and the University of East Anglia. He has been President of the Care Standards Tribunal since 2002.

Mr Francis Plowden (lay)

Francis Plowden is Chairman of the Greenwich Foundation for the Old Royal Naval College and was Chairman of the National Council for Palliative Care until 2008. He was a partner at PriceWaterhouseCoopers, where he was responsible for public policy and management work worldwide.

Ms Harriet Spicer (lay)

Harriet Spicer co-runs Working Edge groups, is a governor of the London School of Economics and was a member and Chair of the National Lottery Commission and Chair of the Friendly Almshouses, Brixton. She was a founder member and Chief Executive of Virago Press.

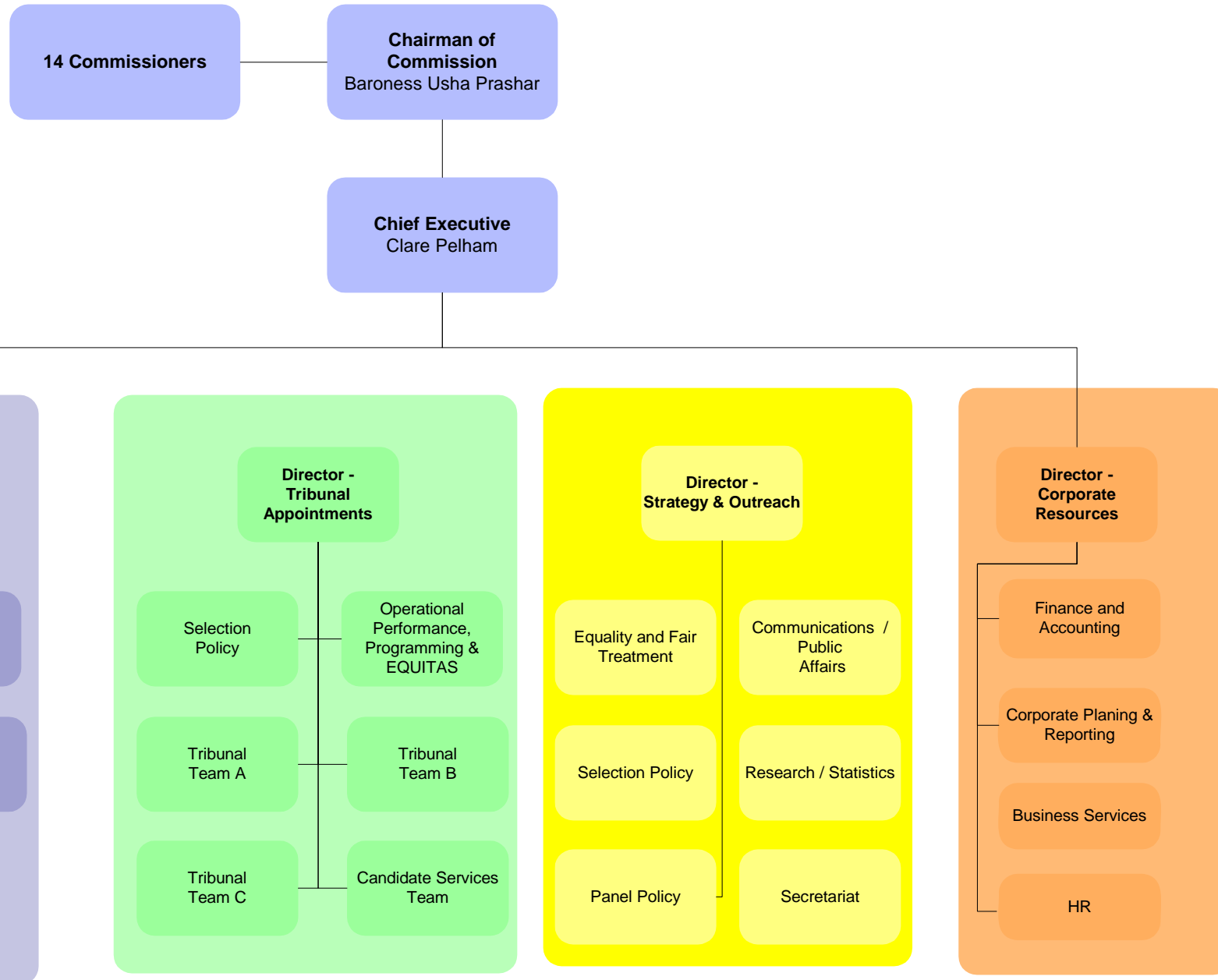
Mr Jonathan Sumption OBE QC (professional)

Jonathan Sumption is joint head of Brick Court Chambers. He is a Judge of the Courts of Appeal of Jersey and Guernsey and a deputy High Court Judge. He is also a governor of the Royal Academy of Music.

Lord Justice Toulson (judicial)

Roger Toulson has been a Commissioner since October 2007. In January 2007 he was appointed a Lord Justice of Appeal. He was Chairman of the Law Commission from 2002 to 2006.

Appendix B



Appendix C: 2008 / 09 Selection Exercise Programme

Selection exercises carried forward from 2007/2008:	Selection exercises due to start and finish in 2008/2009:	Selection exercises due to start in 2008/2009 and roll forward to 2009/2010:
<ul style="list-style-type: none"> • High Court 2007/2008 • Recorder NE, NW, Wales • District Judge Rhyl • Senior Circuit Judges Birmingham • Social Security & Child Support Appeals Tribunal Regional Chairman • Asylum & Immigration Tribunal Senior Immigration Judge • Asylum & Immigration Tribunal Designated Immigration Judge • Mental Health Review Tribunal(England) Legal Member • Pension Appeal Tribunal Legal Member • Charity Tribunal Legal Member • Charity Tribunal Ordinary Member • Social Security & Child Support Commissioner • Chamber President • Residential Property Tribunal Chairman Wales 	<ul style="list-style-type: none"> • Deputy District Judge Magistrates • Circuit Judge • Masters • Recorder Midlands • Employment Tribunal President • Tax Chamber - 1st Tier Tribunal – Salaried Legal Member • Tax Chamber - 1st Tier Tribunal - Fee Paid Legal Members • Tax chamber - 1st Tier Tribunal - Non Legal Members • Senior Circuit Judge • Valuation Tribunal President • Valuation Tribunal Vice President • Copyright Tribunal - Deputy Chairman • Trade Marks - Appointed Person • Office of Judge Advocate General - Assistant Judge Advocate General 	<ul style="list-style-type: none"> • High Court 2008/2009 • District Judge Civil • Recorder London & South East • Senior Circuit Judge • Social Security & Child Support Appeals Tribunal Medical Member • Social Security & Child Support Appeals Tribunal Disability Member • Social Security & Child Support Appeals Tribunal Fee Paid Legal Member • Social Security Child Support Appeals Tribunal Salaried Legal Member • Asylum & Immigration Tribunal – Fee Paid Immigration Judge • Employment Tribunal Regional Chairman • Employment Tribunal Fee Paid Legal Members • Employment Tribunal Salaried Legal Members • Upper Tier Tribunal
Total 14	Total 14	Total 13

Appendix D

COMMITTEES AND WORKING GROUPS ESTABLISHED BY THE JUDICIAL APPOINTMENTS COMMISSION

Selection and Character Committee

All Commissioners of the JAC may attend Selection and Character Committee meetings.

Chair: The Chairman of the JAC, or the Vice-Chairman in her absence

Responsibilities:

- The JAC selection committee is responsible for identifying candidates suitable for recommendation to the Lord Chancellor for appointment to all judicial offices.
- In addition, it will also determine issues of good character and eligibility relating to applicants for appointment to those offices.
- Members of the SCC 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, character or eligibility decision.

Audit and Risk Committee

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
- anti-fraud / 'whistle blowing' policies and processes

Quality Assurance Working Group

Chair: Hazel Genn

Responsibilities:

- The purpose of this Working Group is to analyse the outcomes of selection exercises, review the effectiveness of JAC processes and consider consequent policy proposals for improvements.
- The group will meet at least monthly with one meeting every quarter focusing on policy issues linked to quality assurance.
- 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.

Tribunals (Sub Group of the Quality Assurance Working Group)

Chair: John Goldring

Responsibilities:

- To consider whether or to what extent JAC selection policy, forms, documents and processes should be adjusted to meet the particular needs and requirements of tribunals and to make proposals to the Quality Assurance Working Group.

Outreach Working Group

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 activities.
- 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.

Research (Sub Group of the Outreach Working Group)

Chair: Hazel Genn

Responsibilities:

- To consider and guide the JAC research programme.
- To provide oversight of individual research streams and ensure that the research programme as a whole is meeting the needs of JAC business.
- To provide research based programmes for improving policy and practice through greater understanding of our target groups.
- To report on its work to the JAC Outreach Working Group

2008 High Court Working Group

Chair: Heather Hallett

Responsibilities:

- To develop the process for High Court appointments.
- 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.

JAC Advisory Group

Chair: Hazel Genn

Responsibilities:

The purpose of the Group is to provide a forum in which external input from organisations with a keen interest in the judicial appointments process can contribute to the development of solutions to practical issues arising from individual selection exercises.

It will:

- oversee the commissioning and development of shortlisting tests and role play material - initially for the 2008 Recorders and Circuit Bench selection exercises.
- quality assure and approve such material before it is used.
- consider and advise on any other practical or policy issues affecting the JAC programme of selection exercises, as determined by the Group Chairman.

JAC Diversity Forum

Chair: The Chairman of the JAC

The Forum brings together representatives of the JAC, the MoJ, the judiciary, the Attorney General's Office, the Law Society, the Bar Council, the Institute of Legal Executives and a representative from the academic world.

Responsibilities:

For key interested parties to make a concerted effort together to improve diversity within the judiciary and legal profession and to achieve this by co-ordinating existing activity and by identifying new opportunities for action.

Appendix E

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 Lord Chancellor has the final decision on which candidates are to be appointed to judicial office, though his powers to reject or require reconsideration of those selected by the JAC are limited and seldom used in practice.

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 Judiciary and the Directorate of Judicial Offices of England and Wales (DJO)

Under the Constitutional Reform Act 2005 (CRA), the Lord Chief Justice became head of the judiciary in England and Wales and is responsible for around 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.

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

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 common administrative support to 27 central government tribunals and organisations.

The Legal Professional Bodies

Most of the eligible candidates for judicial offices, apart from existing judges, are solicitors and barristers. We therefore work closely with The Law Society, the Bar Council, Institute of Legal Executives, Chartered Institute of Patent Attorneys and Institute of Trade Mark Attorneys.

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

With the implementation shortly of the Tribunals, Courts, and Enforcement Act 2006, lawyers with other professional backgrounds will become eligible for judicial appointment and we hope to work similarly with the professional associations who represent them.

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

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

We also maintain effective contacts with our corresponding bodies in Scotland and Northern Ireland. In 2007/08 representatives from both bodies attended the Commission's annual strategic event