

# Corporate Plan

2007 - 2010



# Corporate Plan

2007 – 2010

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## Foreword

This is the first time the Judicial Appointments Commission has published a Corporate Plan. Its purpose is to set our strategic objectives over the next three years and to explain how we will achieve these objectives.

In preparing this plan, we have looked back over our inaugural year of 2006/07, considered the achievements and challenges and identified the ways in which we want to move forward. We review our inaugural year in more detail in our first Annual Report, to be published shortly.

In the plan, we explain the context in which we operate, give an outline of where we are now and set out where we want to be over the life of the plan. We have further developed the four strategic objectives that we defined for our 2006/07 business plan. They encapsulate our statutory responsibilities and the main thrust of our work. They are the foundation for the new arrangements and new ways of working that must now be given time to mature. Working in partnership with our key partners will be essential to making a success of these changes.

As each year of this three-year plan unfolds, it will be necessary to review and refine the priorities and activities. It should be remembered that, as of April 2007, we had been running selection exercises under our own processes for only five months. But we are confident that we have set the right path for developing this still new body into an effective and successful organisation.



Baroness Usha Prashar  
Chairman



Clare Pelham  
Chief Executive

## **Executive Summary**

### **Our Strategic Objectives for 2007/08 – 2009/10**

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

Priority 1.1: Establish, agree and complete a programme of selection exercises with our partners.

Priority 1.2: 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.

Priority 1.3: Improve the capability of the organisation to carry out the highest quality selection exercises.

Priority 1.4: Build on the relationships developed with our partners.

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

Priority 2.1: Further develop equality policies and procedures.

Priority 2.2: Improve responsiveness to candidates.

Priority 2.3: Enhance the effectiveness of the selection process.

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

Priority 3.1: Target our outreach to eligible groups effectively.

Priority 3.2: Target our communications strategy effectively.

Priority 3.3: Further develop our statistical measures of progress.

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

Priority 4.1: Maintain and enhance the effectiveness of our staff taking account of the challenges presented by the high level of seconded staff.

Priority 4.2: Maintain and enhance customer service.

Priority 4.3: Building on existing relationships with our sponsorship ministry and partner organisations.

Priority 4.4: Review and implement key policies and processes required for good governance of the JAC as an NDPB under the Framework Document.

Priority 4.5: Develop and implement the internal communications strategy across the organisation.

Priority 4.6: Develop and implement a new management information system.

Priority 4.7: Achieve value for money across the JAC's activities.

## **The Judicial Appointments Commission**

The Judicial Appointments Commission was established under section 61 of the Constitutional Reform Act of 2005, with its functions outlined in Part 4 of and Schedule 12 to, the Act. Set up as a Non-Departmental Public Body (NDPB), we are responsible to the Ministry of Justice (MoJ). The Rt. Hon. Lord Falconer, Secretary of State and Lord Chancellor set out responsibilities in a jointly signed framework document. Our role is to select and recommend candidates for judicial appointment using the principles of openness, fairness and merit and to encourage a wider pool of eligible applicants from a range of different backgrounds.

The JAC is made up of fifteen Commissioners, including the Chairman. The Commission has corporate responsibility for ensuring that the JAC fulfils its role under the Constitutional Reform Act 2005, for achieving its 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.

In addition to attendance at Board meetings and Selection Committee meetings, Commissioners work with the JAC Leadership team and staff both through working groups and through their close involvement in the various stages of the selection exercise programme.

The composition of the Commission is set by the Act, which specifies that it should comprise a lay Chairman and 14 other Commissioners. Of those 14:

5 must be judicial members

1 must be a barrister

1 must be a solicitor

5 must be lay members

1 must be a member, deputy chairman or chairman of a tribunal

1 must be a lay justice

The Commission therefore includes senior representatives from across the judiciary and the legal profession, and five lay people who are highly distinguished in their respective

fields.

The Commissioners are appointed in their own right and are not representatives of the professions from which they may come. This diverse make up of the Commission means that each member is able to bring knowledge, expertise and above all independence of mind.

## **The Executive Team**

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 Directorates**

The JAC has four Directorates and their responsibilities are set out below:

**The 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).

**The 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.

**The Strategy and Outreach Directorate** has responsibilities for the development and implementation of the new selection policies and processes, diversity policy and communications strategy.

**The 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.

## What we do

***“The independent Judicial Appointments Commission (JAC) selects candidates for judicial office. It does so on merit, through fair and open competition, from the widest range of eligible candidates.”***

Our statutory responsibilities under the Constitutional Reform Act are:

- To select solely on merit;
- To select people of good character;
- To encourage applications from a wider range of candidates.

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.

## How we work

The JAC has adopted a set of values which underpin how we work. Our values are:

### Fairness

We are objective in promoting equality of opportunity and treat people with respect.

### Professionalism

We are committed to achieving excellence by working in accordance with the highest possible standards.

### Clarity and Openness

We communicate in a clear and direct way.

### Learning

We strive for continuous improvement and welcome and encourage feedback.

### Sensitivity

We are considerate and responsive in dealing with people.

## **The three years of the Plan**

As stated in the Foreword, this is our first Corporate Plan. It covers the years 2007/08 to 2009/10.

Our first year of operation was covered by the Business Plan for 2006/07. Our performance against that plan for the full year is set out in Appendix A.

Moving forward, we have set four strategic objectives that are similar to those in the 2006/07 Business Plan but refined to reflect the transition from start-up phase to a greater emphasis on implementation and consolidation.

As each year of the Corporate Plan progresses, we will review the four strategic objectives, and the priorities that flow from them, to take account of external factors and our internal growth. We will provide an updated Corporate Plan each year.

## **Our Strategic Objectives for 2007/08 – 2009/10**

**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 responsibilities and achieve continuous improvement.

These objectives support the first strategic objective of our sponsor ministry, to provide criminal, civil, family and administrative justice systems that command public respect and confidence.

## Strategic Objective 1: Selecting High Quality Candidates

GOAL	PRIORITIES
<i>“To select high quality candidates for appointments based on the Selection Exercise Programme agreed with our business partners”</i>	<p>1.1 Establish, agree and complete a programme of selection exercises agreed with our partners.</p> <p>1.2 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.</p> <p>1.3 Improve the capability of the organisation to carry out the highest quality selection exercises</p> <p>1.4 Build on the relationships developed with our partners</p>

The JAC is responsible for selection and recommendation in relation to all judicial offices listed in Schedule 14 to the Constitutional Reform Act of 2005, as well as to the offices of the Lord Chief Justice, Heads of Divisions, Lord Justices of Appeal and High Court Judges.

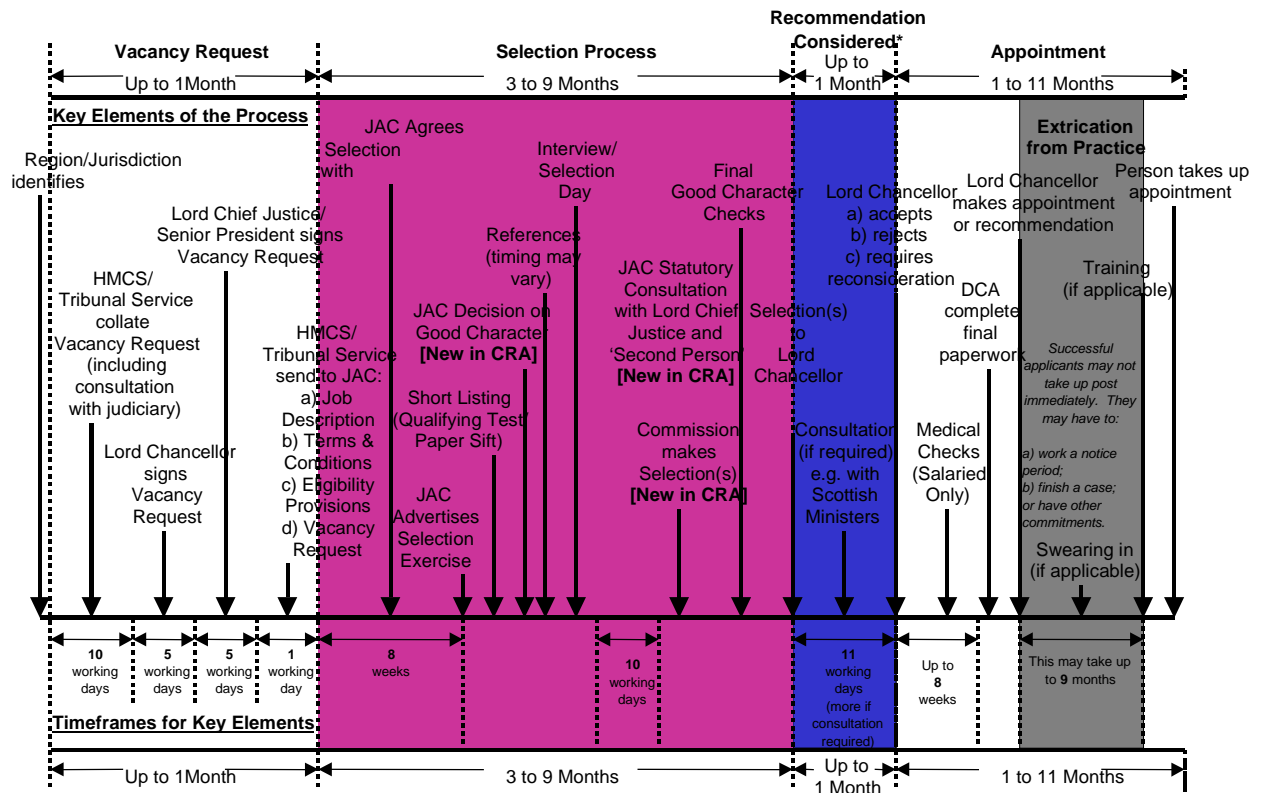
The JAC is responsible for selecting judges in England and Wales. Scottish appointments are primarily made by The Judicial Appointments Board for Scotland and those in Northern Ireland by The Northern Ireland Judicial Appointments Commission. On occasion the JAC may make appointments in these home countries, in consultation with the Lord President of the Court of Session and the Lord Chief Justice of Northern Ireland respectively.

### The Judicial Appointments Timeline

During our first year we drew up the judicial appointments timeline shown below as a means of demonstrating to ourselves and key interested parties the length and complexity of the selection process. The table overleaf outlines the various stages of the appointments process from the point when a judicial vacancy is identified through to the time the successful candidate takes up office. It highlights the many interactions required between the JAC, the Lord Chancellor, the Lord Chief Justice and our business partners. The length of time taken varies considerably depending on the nature of the

appointment being made.

## Timeline for Delivery of Judicial Appointments General Guide to Current Processes with Indicative Timeframe



The need for timely and accurate vacancy notices is critical to the achievement of the above timelines.

### Developing our Goals and Priorities

In 2006/07 we have run within budget and resources 39 exercises. Of these, 18 were completed (including 10 completed for the MoJ) and 21 were commenced in 2006/07 for completion in 2007/08. The exercises are listed in Appendix B. In achieving this, the following priorities have emerged: the need for full partnership engagement at all stages; for early reliable forecasting and well-defined quality assurance and risk management.

### **Priority 1.1: Establish, agree and complete a programme of selection exercises with our partners.**

This priority is fundamental to our business. To ensure that we have a greater ability to plan, commence and complete our selection exercise programme, we need improved early forecasting, developed through good working relationships with our partners.

Building on steps taken in 2006/07, we will:

- Conduct regular programme of bilaterals with our business partners to build on early exchange of forecasting information {Q1 and ongoing}
- Initiate the planning of the following year's programme at a sufficiently early stage {Q2 and ongoing}.

### **Priority 1.2: To accommodate in-year changes where possible within budget and resources.**

This priority requires us to respond positively but responsibly to the likelihood of receiving requests to run selection exercises unforeseen at the time of finalising the original annual programme.

Achievement of this goal is inextricably linked to Priority 1 above and Priority 3 below. It is essential that we communicate effectively to our partners the importance of the JAC undertaking such additional exercises as can be carried out to the standards we and our customers require of our work.

The JAC, like all public sector organisations, has to work within a fixed level of resource and we therefore have only a limited capacity to take on extra work in-year. Our programme takes account of the need to provide some level of unplanned exercises but any above this will have to be considered against delivery of the programme as a whole. However, by working closely with our business partners on their priorities, and with timely communication - by all involved – of any emerging issues, we are confident that we can deliver sufficient high quality selection exercises to meet the needs of the judicial

business.

Furthermore, given the size of the selection exercise programme in 2007/08, there may be a need for MoJ to lead discussions in reprioritising the programme if unforeseen exercises emerge above the level agreed. The judiciary, the ministry and our business partners need to be aware that the JAC operates to an annually agreed budget and only a finite number of exercises can be completed.

We will:

- Provide early warning to business partners of prioritisation difficulties {Q1 and ongoing}
- Seek early resolution by timely liaison with the ministry, judiciary and business partners {Q1 and ongoing}.

### **Priority 1.3: Improve the capability of the organisation to carry out the highest quality selection exercises**

In our first year, we carried out a large number of transitional exercises run according to inherited processes, while also developing our own processes. From October 2006 onwards, all selection exercises have been launched using the JAC's own processes.

We recognise that the success of the new processes will depend on the care with which they are implemented and carried out. We will introduce some reinforcement of previous practice to ensure that the highest quality of outcome is maintained.

Building on the steps taken in 2006/07, we will:

- Implement a selection exercise training programme for all JAC staff {Q1 and ongoing}
- Put in place a risk management strategy incrementally for new selection exercises {Q3 and ongoing}
- Ensure the accuracy of all printed and website material for each selection exercise {Q1 and ongoing}
- Develop a standard record management policy, including guidance on Freedom of

Information Act and Data Protection Act, to support new processes.

- {Q2 to develop policy and Q4 pilot implementation}.

### **Priority 1.4: Build on the relationships developed with our partners**

A theme throughout this plan is that we want to build on the relationships developed during 2006/07. We consider this further under Strategic Objective 4 but here concentrate on the partnership working required to achieve Priorities 1.2 and 1.3 above.

This goal requires the provision and maintenance of effective communication between all parties involved. These will enable us to work with our sponsor ministry and business partners to both gather information at the earliest, most useful stage and to explain the impact on our procedures.

Building on steps taken in 2006/07, we will:

- Ensure regular liaison meetings on all aspects of the selection exercise programme with the sponsorship team in the ministry and our business partners {Q1 and ongoing}.

## Strategic Objective 2: Fair, open and effective selection processes

<b>GOAL</b>	<b>PRIORITIES</b>
<i>“Further develop fair, open and effective selection processes and keep them under continuous review.”</i>	2.1. Further develop equality policies and procedures 2.2. Improve responsiveness to candidates 2.3. Enhance the effectiveness of the selection process

This second strategic objective requires us, within the specific requirements of the Act, to create selection processes – some new and innovative, some building on the best work carried out before – that meet the highest standards of professional excellence. Our outreach activity, as well as research commissioned prior to our launch by the Ministry, made us aware that the selection process itself had been seen as one of the obstacles to encouraging a wider range of applicants.

In May 2006, we published a trilateral diversity strategy with the Lord Chancellor and the Lord Chief Justice. Our responsibilities under the strategy fall into two parts. The objective of encouraging a wider range of applicants is considered under Strategic Objective 3 in the next section.

The other area of work concerns the development of fair and open processes. In July 2006, the proposals for measuring success under this strand – the third of four key strands - of the diversity strategy were published by the tripartite partners. They are:

<b>Key strand</b>	<b>To promote diversity through fair and open processes for selection to judicial office solely on merit</b>
<b>Measure</b>	To 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.

## **Priority 2.1: Further develop equality policies and procedures**

We believe fairness to all applicants requires, as a minimum, the following:

- that the application process is easy to find out about, to understand and take part in;
- that applicants know what is required to give them the best chance of success;
- that the methods we use do not discriminate against any applicant but rather that they promote equality of opportunity;
- that applicants can rely on us using professional, up to date, tested assessment methods;
- that the information gathered is only that which is needed to assess their personal merit and that data collected for monitoring purposes is clearly defined as such and used for those purposes.

To ensure we meet our commitments in this area, we have developed a clear framework to ensure that all our processes help eliminate discrimination and promote equality. This equality-proofing work forms part of our quality assurance framework. The impact of the equality-proofing is reflected in four areas – design, training, measurement and documentation. The project will be formalised in the JAC Single Equality Scheme, which will be published after public consultation by early 2008.

Building on steps taken in 2006/7, we will:

- 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 {Q2 produce plans and review in Q3 in Years 2 and 3}
- Publish in draft JAC Single Equality Scheme, following public consultation {Q1}
- Publish final JAC Single Equality Scheme {Q4}

## **Priority 2.2: Improve responsiveness to candidates**

Clarity and Openness are both core values in themselves and essential components of fairness. They are a valuable means of creating trust in the work we do. We undertake to be informative about what we are doing and why we are doing it and communicate that in ways which can be widely accessed.

Our review of the selection process will be informed by how candidates themselves view the changes that have been made to the selection process.

Building on the steps taken in 2006/07, we will:

- Systematise our collection of service feedback given to and by candidates at every stage of the process {Q2 develop policy, Q3 and ongoing - implement}
- Review the effectiveness of the JAC feedback strategies {Q2 in Years 2 and 3}
- Improve on written explanations given to candidates on their performance {Q2}.

## **Priority 2.3: Enhance the effectiveness of the selection process**

Learning is another of the 5 core values of the JAC. We have achieved much in our first year of operation by developing our own processes, and year on year we aim to test, review and improve every stage of the selection. As part of this process we will work with our partners to assess the implications of our proposals, test their feasibility, quantify their resource requirements and insofar as we are able, their impact.

There are aspects of the wider process that have caused some difficulties. Before a selection exercise can begin, the JAC must receive a vacancy notice from the business area. Ensuring that the business requirements were fully defined in the vacancy notice presented some problems in the early days. MoJ is currently conducting a review of this part of the process, in conjunction with the JAC, HM Courts Service and the Tribunals Service, which we greatly welcome.

In response to some difficulties with a particular exercise last year, we have responded by reinforcing the supervision of each exercise at Director level. We have also introduced the role of Assigned Commissioner. One of the 15 Commissioners will be

assigned to each selection exercise to take strategic oversight of the quality assurance process.

Another key element of our effectiveness is the quality of our selection panels. The JAC draws on a pool of panel chairs, independent members and judicial representatives who provide a complementary mix of leadership, recruitment and judicial experience.

In view of the increase in the volume of selection exercises from 2007/08 onwards, a replenishment of the pool of panellists will be undertaken. A full training programme will also be undertaken. To maintain standards, a full appraisal system for panellists will be introduced.

In 2008/09, we will examine the feasibility of an enhanced IT application system enabling a move away from a paper-based process. The development of this system will be contingent on the necessary funding being available.

Building on the steps taken in 2006/07 we will:

- Contribute to the MoJ review of selection process according to the timetable set by the Ministry. Implementation dependent upon other priorities {Timetable to be set by the Ministry}
- Develop terms of reference for the review of the operation of our new policies and processes. Implementation timetable to be agreed {Q3 to develop}
- Ensure that an assigned Commissioner is allocated to each selection exercise {Q1}
- Select the cadre of Panel Chairs {Q3}
- Train and start to deploy the cadre of Panel Chairs { Q4 – train and start to deploy from Q4 onwards}
- Further training on the new processes for existing panellists {Q1}
- Devise and implement an appraisal system for panellists {Year 2}
- Test feasibility of IT enhanced application system, subject to resources {Year 2}.

## Strategic Objective 3: Encouraging a wider range of eligible candidates

<b>GOAL</b>	<b>PRIORITIES</b>
<i>“Encouraging a wider range of eligible applicants”</i>	3.1. Target our outreach to eligible groups effectively 3.2. Target our corporate communications strategy effectively 3.3. Further develop our statistical measures of progress

We have referred under Strategic Objective 2 to the tripartite judicial diversity strategy published in May 2006. A further responsibility for the JAC under the strategy is to encourage a wider range of applicants, in line with our statutory objective.

In July 2006, the proposals for measuring success under this strand – the second of four key strands - of the diversity strategy were published by the tripartite partners. They are:

<b>Key strand</b>	<b>To encourage a wider range of applicants, so as to ensure the widest possible choice of candidates for selection</b>
<b>Measure</b>	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.

### Priority 3.1: Target our outreach to eligible groups effectively

In 2006/07, as a new organisation, we concentrated on reaching out to a wide range of partners, including the professional associations and diversity bodies. We also continued with the judicial career roadshows previously organised by the MoJ. These roadshows are aimed at everyone who is eligible and thinking about stepping up to, or wishing to further, their judicial career.

In all, there have been 30 speaking engagements in the last 12 months, as well as JAC presence at third party conferences and six roadshows around England and Wales. The Chairman and the Commissioners have also made two regional visits (Cardiff and

Birmingham) to gain the views of local judges and lawyers on the appointments system and to visit courts and tribunals at first hand.

We have been encouraged by the enthusiastic response to this outreach programme. We have observed a considerable overall increase in the number of applications received for selection exercises and will report further on this in our Annual Report.

Moving forward, we want to maintain this momentum while recognising that it is important for applicants' expectations to be realistic. We intend to target our recruitment activity carefully, ensuring full effectiveness and value for money.

Building on the steps taken in 2006/07, we will:

- Implement a new advertising strategy {Q4}
- Review strategy and pilot new approach for candidate outreach {Q4}
- Use our candidate and partner feedback to inform our recruitment strategy {Year 2}.

### **Priority 3.2: Target our communications strategy effectively**

Establishing a dedicated communications team has been one of the key achievements of our new organisation. The team undertakes the marketing and advertising of all selection exercises, with specific communications plan for each individual exercise. A new style for our advertising has been designed and placed in up to 17 different media outlets to attract the widest range of applicants.

The website with which the JAC was launched has been continually updated to give information about the latest selection exercises and how to apply.

As with our outreach activity, we are keen to maintain this momentum while ensuring effectiveness and value for money by targeting our communications carefully.

It has been a theme of this plan that we want to build on the relationships developed during 2006/07. As part of that, we will review our corporate communications to gauge perceptions and focus our activity effectively.

Building on steps taken in 2006/07, we will:

- 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 {Q1}
- Deliver strategy in accordance with the priorities determined by the Commissioners {Ongoing}

### **Priority 3.3: Further develop our statistical measures of progress**

We recognise the critical importance of having robust ways of measuring our progress in widening the range of eligible applicants and selecting on merit, thereby contributing to increasing the diversity of the judiciary.

As stated in the tripartite agreement, we will measure four diversity factors – gender, ethnicity, disability and professional background. Under the MoJ, judicial appointments statistics covered gender, ethnicity and QC/barrister/solicitor breakdown. We will build on this and will also capture data on disabled applicants and more refined data on professional background. A monitoring form has already been designed and is in use by selection exercise teams for this purpose.

Under the tripartite agreement, we are required to measure any increase in applicants in absolute terms, and also in relation to the diversity of the eligible pool. To do the latter, we need to work with the Law Society and Bar Council in using the data they hold on their respective branches of the legal profession. We have begun to do so but the issues are technical and complex and require further work.

In the meantime, the key comparator will be how many candidates within those four categories applied and then succeeded at key stages of the process, as compared with the previous similar selection exercise. This comparator is already in use by the selection exercise teams.

As part of our commitment to openness, we intend to publish diversity outcomes on a regular basis. As a minimum, we intend to publish both aggregate data and data on each completed selection exercise. The data will be broken down into the three stages of the process and by the four diversity factors.

The Annual Report will be our key document for reporting diversity outcomes.

Building on the steps taken in 2006/07, we will:

- Assess the return rate of the JAC diversity monitoring form to ensure effective collection of data {Q3 and ongoing}
- Implement eligible pool strategy in co-operation with the Law Society and Bar Council {Year 2}
- Draw up a project plan for designing and implementing eligible pool comparators throughout the selection exercise programme {Q3}.

## Strategic Objective 4: Building our Organisation

<b>GOAL</b>	<b>PRIORITIES</b>
<p><i>“To ensure that the JAC is fully equipped to carry out its statutory responsibilities and achieve continuous improvement”</i></p>	<p>4.1 Maintain and enhance the effectiveness of our staff taking account of the challenges presented by the high level of seconded staff.</p> <p>4.2 Maintain and enhance customer service.</p> <p>4.3 Build on existing working arrangements with our sponsorship ministry and partner organisations.</p> <p>4.4 Review and implement key policies and processes required for good governance of the JAC as an NDPB under the Framework Document.</p> <p>4.5 Develop and implement the internal communications strategy.</p> <p>4.6 Develop and implement a new management information system.</p> <p>4.7 Achieve value for money across the JAC's activities</p>

In our first year there was much that had to be done in order to establish the JAC as a fully functioning independent body. We finalised the full array of policies and procedures required for our good governance in compliance with the Framework Document.

Divisional structures were re-configured and the turnover of 38% of our staff (as a result of secondments ending) was carefully managed. Working groups led by Commissioners were established and a comprehensive induction programme for Commissioners begun.

The time is now right in the JAC's corporate development to review the performance of both the Commission as a Board and the executive team and how they interact. This will enable both Commissioners and staff to take a step back and look at the developing culture, processes and members' contribution, with a view to further developing the way they drive the organisation forward while keeping it under prudent control.

We completed the business case requested by the Lord Chancellor in the light of the public commitment in 2006 to relocate the JAC in 2008. On receipt of the business case, his decision was that the JAC should not be relocated within the period of the

Efficiency Review, ie up to the end of 2010.

Partly because of the possibility of relocation, and partly because there was no shadow running period, the staffing strategy adopted for the JAC by the MoJ before launch was appropriately one of secondment, rather than direct recruitment. MoJ staff who were already undertaking the selection process were mapped across with the JAC to enable it to deliver its business from launch. Their secondment terms covered periods of up to and including two years to fit with the relocation timetable.

We have managed our resources carefully, completing the year 2006/07 within 0.5% of budget. The final budget allocation for 2006/07 was £6.1m, within which we delivered 39 selection exercises (see Appendix B).

Our budget allocation for 2007/08 is £7.06m, a 16% increase on 2006/07. The programme of selection exercises for 2007/08 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 during 2007-08. Six selection exercises that do not fall into the current programme will be subject to discussion with business partners.

In addition to handling this volume increase in exercises, our success in drawing in more candidates through our outreach activity means that the JAC will be processing more applications per vacancy than in our first year.

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 complete 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.

#### **Priority 4.1: Maintain and enhance the effectiveness of our staff**

The staff at the JAC are our principal asset: they are its public face to candidates, panellists and our partners. It is therefore critical to the development and reputation of the JAC that staff possess the skills, knowledge or experience that enable them to work to a very high standard; that they are well-managed and motivated within the culture and values of the organisation and that they are recruited in the right numbers and at the right time.

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 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.

Building on the steps taken in 2006/07, we will:

- Agree with MoJ our own Terms and Conditions and supporting arrangements for staff {Q3}
- Reduce level of agency staff in permanent non-specialist posts (except at AO/PS level) {Q4 and following years}
- Manage the two further tranches of secondees returning to MoJ effectively {Q3 and ongoing}
- Adopt long term staffing strategy, including an increased intake from external recruitment market {Q4}
- Put management policies in place aiming for sickness levels to Civil Service target levels {Q1 and ongoing}.

## **Priority 4.2: Maintain and enhance customer service**

As set out under Strategic Objective 2, we are working with our business partners to improve and develop the selection process. We are also collecting candidates' views on the process.

There is also the wider service we provide to all those who come into contact with us. We undertake to be clear and informative and to respond to concerns expressed to us. 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.

Building on the steps taken in 2006/07, we will:

- Begin the process of achieving Chartermark accreditation for the whole organisation {Year 2}
- Achieve the standards set out in our complaints procedure {Q1 and ongoing}.

### **Priority 4.3: Building on existing relationships with our sponsorship ministry and partner organisations**

Partnership working is essential to all of our work. We append Appendix C a short description of our key partners and their role. The executive team also maintain a regular programme of 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.

As we move forward from our first year of operation, it is clear that both ourselves and the Ministry value the contacts that have been made and want to work constructively in further developing our organisation.

There are already existing legislative developments such as the Tribunal, Courts and Enforcement Bill which, if passed, will have a major impact on the way tribunal appointments become vacant and on eligibility conditions for judicial office. There is also now the major development from 9 May 2007 of the Ministry of Justice. There will be

other major policy issues to work through in the life of this plan and the many operational issues stemming from the sponsorship arrangement, including the use of shared services with MoJ.

Building on the steps taken in 2006/07, we will:

- Review our partner engagement to date and agree priorities for each key partner {Q2}
- Provide early consultation on key policy developments or legislative proposals {Q1 and ongoing}
- Work with MoJ to improve the shared services supporting the development of an effective organisation {Q2 and ongoing}.

#### **Priority 4.4: Review and implement key governance policies and processes**

The setting up of the Audit and Risk Committee as our governance body laid a foundation upon which we have built many governance requirements into our processes, procedures and every day work. Examples include this document and the business plan. They set the framework for the key activities that are the foundation of the quarterly and bi-annual performance reports. Many of the policies and processes are supervised by the Audit and Risk Committee. These include the Risk Register, the Budget and Financial Process and Policies, the Fraud policy and Memoranda of Understanding (covering Human Resources Directorate, Internal Audit Division, Legal Group, Finance and Commercial Directorate, Commercial Group and the eDelivery Group). The JAC uses MoJ'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 Commission acknowledges the leaps we have made to good practice governance and also recognise that the mitigation of risk is not a singular event. We are therefore building in continuous review as a priority.

Building on the steps taken in 2006/07, we will:

- Embed risk management at all levels of the organisation {Q3}
- Each year, agree effective Internal Audit Programme and implement the recommendations {Agree Q1; implement ongoing}
- Formulate revised timetable for corporate reporting {Q2}.

### **Priority 4.5: Develop and implement the internal communications strategy across the organisation**

In developing a new organisation, internal communications has been an important activity to support the deployment and redeployment of seconded staff, to keep staff informed of internal changes and to engage and motivate our workforce to complete the statutory requirement of selecting candidates. We have communicated functional information: the selection processes, the selection programme, policies and procedures and job-related information: employee handbook, directories, terms and conditions, starters and leavers and the JAC values of fairness, professionalism, clarity, learning and sensitivity.

Building on the steps taken in 2006/07, we will:

- Write and implement a programme of internal communications activity {Q1 and ongoing}
- Redesign, build and oversee the development and maintenance of a new JAC intranet {Q4}

### **Priority 4.6: Develop and implement a new Management Information System**

In order to assist in the effective decision making of the Commission, Executive team and staff. As well as to encourage and embed a culture of continuous improvement in the new organisation. We will develop and implement a new management information system, that will provide quality information in a timely manner.

Building on the steps taken in 2006/07, we will:

- Develop a new management information system for the Commission and executive team that provides quality information in a timely manner {Q4}.

#### **Priority 4.7: Achieve value for money across the JAC's activities**

In order to achieve value for money throughout the organisation, we will encourage and embed a "value for money" culture in the whole of the JAC and its activities.

Building on the steps taken in 2006/07, we will:

- Embed a value for money culture throughout the organisation {Ongoing}

## **List of Appendices**

**APPENDIX A: performance against the 2006/07 Business Plan**

**APPENDIX B: list of selection exercises run in 2006/07**

**APPENDIX C: list of partners**

# Performance against the 2006/07 Business Plan

# Appendix A

**Strategic Objective 1:** To select high quality candidates for appointments based on the Selection Exercise Programme agreed with our business partners (see Appendix B)

Key Activity code	Key Activities	Achievements
<b>KA1</b>	<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 (Bradford &amp; Stoke 2006)</li> <li>viii. Deputy Costs Judge</li> <li>ix. Fee paid legal Chairman of the Residential Property Services Tribunal</li> <li>X. Fee paid medical specialist of the Social Security and Child Support Appeal Tribunal</li> </ul>	<p>All DCA* transitional selection exercises completed.</p>
<b>KA2</b>	<p>Establish, agree and deliver 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 Appendix B).</p> <p>The final programme is agreed by the DCA* and may be amended at their request during the year.</p>	<ul style="list-style-type: none"> <li>– 15 selection exercises launched and run under modified DCA* processes.</li> <li>– 13 selection exercises launched and run using JAC new processes.</li> <li>– Received over 2000 applications.</li> <li>– 7 selection exercises were fully completed during the year.</li> <li>– The JAC Selection Committee has dealt with 18 reserve list vacancies covering 33 vacancies.</li> <li>– 100% of vacancy notices dealt with as agreed with business partners.</li> </ul>
<b>KA3</b>	<p>Accommodate to the best of our ability within available resources any selection exercises where a business need arises in-year throughout the financial year (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.</p>	<ul style="list-style-type: none"> <li>– 9 exercises launched that were not originally programmed.</li> </ul>

\*The responsibilities of the Department for Constitutional Affairs transferred to the Ministry of Justice on 9 May 2007.

**Strategic Objective 2:** 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	Achievements
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>	<ul style="list-style-type: none"> <li>– Development of new qualities and abilities (including consultation with key partners). Five qualities and 16 abilities have replaced the nine competencies and up to 50 supporting behaviours in the competency framework.</li> <li>– Publication and use of merit and good character policies.</li> <li>– Development, publication and implementation on good character guidance (from November 06).</li> <li>– Establishment of Selection and Character Committee.</li> <li>– Precedent book implemented to use as a reference of character decisions made.</li> </ul>
KA5	<p>Determine effective and fair methods of assessing merit</p> <ol 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> <li>v. Monitor in light of outcomes.</li> </ol>	<ul style="list-style-type: none"> <li>– End to end review of existing processes.</li> <li>– Development of new processes, all of which have been equality proofed.</li> <li>– Publication of new processes.</li> <li>– All JAC exercises launched since 31 October using new processes.</li> <li>– Detailed quality assurance processes, including assigning Commissioners to selection exercises, in place.</li> <li>– Documentation redrafted and reduced e.g. application form reduced from 20 pages to 12.</li> <li>– A more targeted approach to references developed, with checkpoints at each stage.</li> <li>– Introduction of qualifying tests as an alternative method of shortlisting and the development of processes to implement this, including commissioning, invigilation, set up of accommodation.</li> </ul> <p>Panel chair recruitment and training in progress.</p>

**Strategic Objective 3:** To encourage a wider range of eligible applicants from which selections can be made

Key Activity code	Key Activities	Achievements
<p><b>KA6</b></p>	<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>• Communicating the new JAC processes and key messages to as many potential judges as possible and raising general awareness of JAC.</li> <li>• 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>• Raise general awareness of the JAC and appointment opportunities through a comprehensive outreach strategy.</li> </ul>	<ul style="list-style-type: none"> <li>- Tri-partite agreement with LC and LCJ published.</li> <li>- Commissioner regional visits undertaken.</li> <li>- Programme of outreach events, published articles and speeches completed throughout the year.</li> <li>- JAC external exhibition stand at many events.</li> <li>- Successful awareness raising of new processes.</li> <li>- Successful individual marketing plans including the use of specialist media and on line resources for selection exercises. New style concept adverts designed, including bi-lingual selection exercise material.</li> <li>- Increase in number of applications received for selection exercises.</li> <li>- Publication of monthly e-newsletters. Subscription level has risen to 3,200.</li> <li>- Increase in website hits from 4,318 in the first quarter to 26,289 in the fourth quarter.</li> <li>- All selection exercise documentation relating to vacancies in Wales has been translated into Welsh and made available on the website.</li> <li>- Careers roadshow advertising strategy completed and advertising currently being placed.</li> </ul>
<p><b>KA7</b></p>	<p>Promote diversity through fair and open processes for selection to judicial office solely on merit.</p>	<ul style="list-style-type: none"> <li>- Tri-partite agreement with LC and LCJ published.</li> <li>- Attendance at various diversity events by senior managers and Commissioners.</li> <li>- Equality proofing of new selection process manual completed.</li> <li>- Matrix of statutory requirements and eligibility completed.</li> <li>- Single equality scheme drafted in preparation for publication in June 07.</li> </ul>

Key Activity code	Key Activities	Achievements
<b>KA8</b>	Working in partnership with the DCA* and the Directorate of Judicial Offices (DJO) to measure continuously and report on judicial diversity.	<ul style="list-style-type: none"> <li>- Monthly meetings held with DCA* and DJO ongoing.</li> <li>- Quarterly meetings with City solicitor firms, DJO and DCA* on going.</li> <li>- IT programme that automatically produces generic diversity monitoring reports at each stage of the selection exercise developed and implemented.</li> <li>- Advertising of relevant selection exercises in DJO weekly email bulletin.</li> </ul>
<b>KA9</b>	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.	<ul style="list-style-type: none"> <li>- A Disability Discrimination Act audit of Steel House has been completed. DCA* has provided JAC with a proposed programme of work to make Steel House compliant.</li> <li>- Reasonable Adjustment Policy published. Operational guidance provided to staff and reinforced through dedicated training events for selection staff in implementation of the manual.</li> </ul>

\*The responsibilities of the Department for Constitutional affairs transferred to the Ministry of Justice on 9 May 2007.

**Strategic Objective 4:** 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	Achievements
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.	<ul style="list-style-type: none"> <li>- Framework document published.</li> <li>- Business plan published.</li> <li>- Business Continuity Plan in place.</li> <li>- Risk register in place.</li> <li>- Quarterly performance reports completed.</li> <li>- Quarterly Audit and Risk Committee meetings held.</li> <li>- Risk and fraud policies and fraud response plan completed and published.</li> <li>- Internal Audit MoU agreed.</li> <li>- Independent financial system in place.</li> <li>- Publication of complaints policy.</li> <li>- Health and Safety policy published and Committee established.</li> </ul>
KA11	Manage the organisation within allocated budget. In doing so, we will manage the turnover of staff (38% seconded staff leaving this year) to ensure business knowledge, experience and skills are appropriately transferred.	<ul style="list-style-type: none"> <li>- Quarterly finance reports completed.</li> <li>- Secondees redeployed successfully.</li> <li>- Successful recruitment programme completed</li> <li>- Training completed for staff in number of areas including performance management. Diversity impact assessments.</li> <li>Training designed for staff on new business processes, rolled out from April 07.</li> <li>- Additional funding negotiated to run unplanned priority selection exercises.</li> <li>- JAC reduced staff numbers by 10.</li> <li>- Sickness policy in place and actively being managed.</li> <li>- Report for CSR 07 completed.</li> </ul>

Key Activity code	Key Activities	Achievements
KA12	Develop and train Commissioners and staff to meet current and foreseeable challenges	<ul style="list-style-type: none"> <li>– Commissioners' induction training programme agreed and delivered.</li> <li>– Dedicated Commissioner training on assessment techniques conducted by Civil Service Commissioner and an eminent specialist.</li> <li>– Media training completed for relevant Commissioners.</li> <li>– First tranche of pilot workshops for panel training completed by external trainers. Positive feedback received from participants.</li> <li>– Senior staff trained on new processes and cascaded, as required.</li> </ul>
KA13	Provide the Lord Chancellor with a business case setting out a reasoned assessment of the right location for the JAC.	<ul style="list-style-type: none"> <li>– Achieved relocation decision. JAC not required to relocate within efficiency period.</li> </ul>
KA14	Establish long term staffing strategy and supporting policies following decision on relocation.	<ul style="list-style-type: none"> <li>– Initial documentation drafted.</li> </ul>
KA15	Build on existing and establish new working relationships with external partners.	<ul style="list-style-type: none"> <li>– Key interested parties (KIPs) identified and regular meetings held.</li> <li>– Regular attendance by KIPs at Commission meetings, bilateral discussions with Chairman, Commissioners and senior staff.</li> <li>– Attendance at numerous events including Bar Council conference, Minority Lawyers conference and other KIPs events.</li> <li>– Continued information sharing with stakeholders regarding new processes.</li> <li>– KIP engagement plan in place.</li> <li>– Successful relationships established with key external partners.</li> <li>– Delivered speeches to a number of KIPs.</li> <li>– Advertised relevant selection exercises directly to KIPs.</li> </ul>

Key Activity code	Key Activities	Achievements
<b>KA16</b>	Build on existing practice to develop further proposals for obtaining and evaluating feedback from candidates on our performance, and on the services we provide.	<ul style="list-style-type: none"> <li>- Conducting a review of existing feedback processes considering the format and timing within the selection exercise.</li> </ul>
<b>KA17</b>	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.	<ul style="list-style-type: none"> <li>- Once we have developed our procedures for candidates we will look at other partners. To be reported further in 07/08.</li> </ul>
<b>KA18</b>	<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>- First tier judicial appointments complaints.</li> <li>- 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>- 0 Charter Mark complaints received.</li> <li>- 1 JAC new processes complaint received and dealt with.</li> <li>- 19 complaints received from JACO and dealt with.</li> <li>- 30 complaints received and dealt with from pre-October exercises.</li> <li>- Complaints guidance for unsuccessful applicants published.</li> <li>- General complaints policy published.</li> <li>- Positive feedback from senior Judiciary regarding the District Judge and High Court selection exercises.</li> <li>- Positive candidate feedback that the Deputy District Judge Assessment Centre was very interesting, well organised with good actors and excellent facilities.</li> <li>- Numerous positive comments from candidates that front of house staff are welcoming and put candidates at ease in a nervous situation.</li> <li>- Good comments from attendees that the candidate outreach events were enjoyable.</li> <li>- Two successful appearances at House of Commons Constitutional Affairs Select committee.</li> </ul>

\*The responsibilities of the Department for Constitutional affairs transferred to the Ministry of Justice on 9 May 2007.

**1) Retained by the MoJ**

- Fee paid immigration Judge of the Asylum and Immigration Tribunal (London and the Regions)
- Deputy District Judge (Magistrates Court)
- Recorder competition (South East Circuit)
- Specialist Chancery Judge Midland Circuit
- Specialist Mercantile Judge Midland Circuit
- Lay members of the Mental Health Review Tribunal
- Salaried Immigration Judge of the Asylum and Immigration Tribunal (Bradford and Stoke 2006)
- Deputy Costs Judge
- Fee paid Legal Chairman of Residential Property Service Tribunal
- Fee paid Medical Specialists of the Social Security and Child Support Appeal Tribunals

**2) Completed using MoJ processes**

- Chief Social Security and Child Support Commissioner
- Specialist Circuit Judge Mercantile, Chancery, Technology and Construction (Manchester) and Specialist Circuit Judge Chancery (Bristol & Birmingham)
- Agricultural Lands Tribunal, Area Chairman
- Fee-paid President of the Gambling Appeals Tribunal
- Appointed Person (Trade Marks Act 1994)
- Mental Health Review Tribunal fee paid legal members

**3) Completed using JAC processes**

- Special Immigration Appeals Commission Chairman

**4) Still in progress at 31 March 2007**

- 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
- Competition Appeals Tribunal President
- Social Security and Child Support Appeal Tribunals President

### **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.

Judicial Appointments Commission  
Steel House  
London  
SW1H 9LH

[www.judicialappointments.gov.uk](http://www.judicialappointments.gov.uk)