



JUDICIAL OFFICE

The Judicial Office

Business Plan 2013-14



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Link to the Civil Justice Council's (CJC) workplan for 2013 -14:

<http://www.judiciary.gov.uk/about-the-judiciary/advisory-bodies/cjc/about-us>

Link to the Family Justice Council's (FJC) workplan for 2013-14:

<http://www.judiciary.gov.uk/about-the-judiciary/advisory-bodies/fjc>

Foreword

By the Lord Chief Justice and Senior President of Tribunals

An independent, efficient and effective judiciary is central to ensuring the fair and impartial delivery of justice. We are hugely indebted to the staff across the Judicial Office, who play a valuable part by supporting us and our judicial colleagues – enabling the judiciary, in courts and tribunals, to play their part successfully in the ever-changing environment in which we operate.

We welcome the 2013-14 Business Plan for the Judicial Office and congratulate you all on the way in which you have handled complex changes over the last year. We wish Anne Sharp well in her new job as Chief Executive of ACAS and greet Jillian Kay, who joined us in February 2013 as the new Chief Executive of the Judicial Office. We look forward to working with all of the Judicial Office in the year ahead.

A handwritten signature in black ink that reads "Lord Judge". The signature is written in a cursive style with a long horizontal stroke underneath.

Rt. Hon. Lord Judge
Lord Chief Justice

A handwritten signature in black ink that reads "Sir Jeremy Sullivan". The signature is written in a cursive style with a long horizontal stroke at the end.

Rt. Hon. Sir Jeremy Sullivan
Senior President of Tribunals

Introduction

On joining the Judicial Office as Chief Executive, I was struck by the breadth of the work of the office and the depth of knowledge and experience of staff. Our purpose is an important one – supporting the judiciary in upholding the rule of law and delivering justice impartially, speedily and efficiently in the interests of society as a whole. Over the last 12 months, under the leadership of Anne Sharp, the Judicial Office delivered progress on a number of fronts. To give just a few examples: the Judicial Office responded to the appointment of the first Chief Coroner; helped define changes to the legal framework for judicial appointments; shaped plans for the implementation of the family justice reforms; consulted on the reform of rules and regulations around judicial conduct; and supported the implementation of Lord Justice Jackson’s recommendations in relation to civil costs.

Looking ahead to 2013/14, we have a challenging programme of work ahead of us. Following new appointments in the senior judiciary, the Judicial Executive Board has a number of new members and we will work with them to support their priorities. Support for judicial leadership and management and for projects to improve the efficiency and effectiveness of the justice system are important themes across the Judicial Office. In everything that we do we will be mindful of the need to make the best use of public money.

Providing the best possible support to the judiciary means working well with others, and in the year ahead we will continue to work in partnership across the justice system.

I look forward to working with all of our staff, with judges and our partners in the year ahead.

Jillian Kay
Chief Executive, Judicial Office

Judicial Office

The Judicial Office (JO) provides support across a wide range of functions and was established following the Constitutional Reform Act 2005. The JO is answerable to the Lord Chief Justice (LCJ) and Senior President of Tribunals (SPT) and supports the senior judiciary, as well as all 36,000 judicial office-holders, including the magistracy.

The JO is committed to constantly improving its efficiency and effectiveness – remaining flexible and responsive to changing needs and environments and committed to providing value for money. It is funded by the Ministry of Justice (MoJ) and is accountable to Parliament through the Permanent Secretary for financial propriety and regularity.

In its day-to-day activities the JO works closely with the senior judiciary, judicial governance bodies and judges around the country to make a difference to the operation of the judiciary and to the efficient, impartial and independent delivery of justice.

The JO is responsible for delivering a wide range of functions for the judiciary, including training, communications, media support, human resources, welfare and policy advice.

Through the Office for Judicial Complaints, it also deals with complaints against the conduct of judicial office-holders. In this and a number of other specific activities, for example in relation to appointments, the JO provides support to the Lord Chancellor.

The JO seeks to achieve the same goals as the Ministry of Justice on the rule of law and efficiency of the justice system, but does so from a judicial perspective. It therefore works well with the Ministry of Justice, Her Majesty's Courts and Tribunals Services (HMCTS) and across government departments to help shape and lead an effective and improved justice system that makes the best use of available resources to deliver the rule of law, access to justice and increasing public confidence in the justice system.

The functions that the JO delivers, including those carried out on behalf of the Lord Chancellor include:

- Supporting a range of changes to the justice system that are inspired and led by the judiciary; and
- Establishing excellent relationships with government to ensure that judicial views on the practical impact of policy changes are recognised at an early stage, and providing strategic support to the judiciary in their interactions with government.

The role of the judiciary

The judiciary is one of the three branches of state. The judiciary, the executive and the legislature have distinct roles and are independent of one another. The role of the judiciary is to uphold the rule of law and to deliver justice in disputes between citizens, businesses and the state fairly, efficiently and economically.

The principle of judicial independence underpins this and has been recognised for many centuries. The democratic health of a nation requires that individual judges and the judiciary as a whole are impartial and independent of all external pressures and of each other. This allows litigants and the wider public to have confidence that their cases will be decided fairly and in accordance with the law, including those to which the administration of the day is a party.

Judicial independence has been underlined in recent years by the bringing into force of the Constitutional Reform Act 2005. This Act made significant changes to the position of the Lord Chancellor, removing his role as a judge and transferring the role of head of the judiciary to the Lord Chief Justice. It also set out an explicit statutory duty for all government ministers to uphold the independence of the judiciary, as well as placing the Lord Chancellor under a specific statutory duty to defend the judiciary's independence.

Under the Tribunals, Courts and Enforcement Act 2007, the Senior President of Tribunals is responsible for the leadership, guidance and training of the tribunals' judiciary. The Senior President's responsibilities extend to Scotland and Northern Ireland, as well as to England and Wales. The Government has given a ministerial commitment to create a unified judiciary encompassing both courts and tribunals under the overall leadership of the Lord Chief Justice, with such changes being included in a Bill as soon as Parliamentary time allows.

As well as delivering their functions hearing individual cases in court, judges at all levels play an important part in improving the operation of the justice system through their leadership and practical experience. Much of what is done beyond the courtroom is done in the judges' own time. The work of the Diversity and Community Liaison Judges is one illustration of leadership by judges in the local community.

Our aim and strategic objectives

The Judicial Executive Board has agreed the following purpose, aim and strategic objectives for the Judicial Office:

Our purpose: To support the judiciary in upholding the rule of law and delivering justice impartially, speedily and efficiently in the interests of society as a whole.

Our aim: To support and enable the continued effective operation and development of an independent and respected judiciary for the 21st century.

Strategic Objectives

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| Support and enable leadership and governance for the judiciary | Support the effective administration of the courts and tribunals | Support the judiciary in its responsibilities for justice and constitutional matters | Support the delivery of high quality training, which meets the needs of the courts' and tribunals' judiciary |
| Promote public confidence in the judiciary through the effective handling of complaints about the personal conduct of judicial office-holders | Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work | Provide an effective and professional HR service that meets the needs of the judiciary and supports its diversity | Develop our people and continuously improve our efficiency and effectiveness |

Strategic Objective 1: Support and enable leadership and governance for the judiciary

Effective leadership and governance for the judiciary are essential to the justice system and to ensure the judiciary is equipped for the demands of the future.

There has been a steady process of revision to the governance arrangements since new arrangements were put in place in 2010. An independent review of the Judicial Executive Board (JEB) was carried out in 2012 and the Judicial Office will support the JEB in taking forward the recommendations agreed.

| Sub-objective | Delivered by | Outcomes |
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| <p>Provide a co-ordinated and corporate approach to decision-making through effective support to JEB, Judges' Council (JC) and their respective sub-committees, and the Tribunals Executive Board and Judicial College Board</p> | <p>Governance Team LCJ's Office Judicial College Secretariat Working group and sub-committee secretariats</p> | <p>Effective and timely preparation for meetings; prompt communications and discharge of actions</p> <p>Maintain up-to-date membership records and terms of reference for the Judges' Council and its committees, and work with committee secretariats to ensure high-quality support for meetings once a term</p> <p>Implement the decisions of the JEB following the review of support to the JEB (April 2013)</p> <p>Maintain and support the delivery of a programme of work which ensures the strategic objectives of the JEB are progressed and discussed in the right forum at the right time (ongoing)</p> |

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| <p>(continued) Provide a co-ordinated and corporate approach to decision-making through effective support to JEB, Judges' Council (JC) and their respective sub-committees, and the Tribunals Executive Board and Judicial College Board</p> | <p>LCJ's Office</p> <p>Senior President of Tribunals' Office</p> <p>Senior President of Tribunals' Office</p> <p>LCJ's Office</p> <p>Senior President of Tribunals' Office</p> | <p>Provide strategic analysis and reports on progress, including an annual review of the governance arrangements, to the Lord Chief Justice and the Senior President of Tribunals</p> <p>Support and develop the work of the Tribunals Judicial Executive Board (and its sub-committees), the Upper Tribunal Presidents Group and the Judicial Activities Group</p> <p>Arrange and support appropriately regular meetings between the LCJ, SPT and key Ministers and senior officials in relevant Government departments and with other partners</p> |
| <p>Provide strategic advice and support to the senior judiciary in the exercise of their duties, including as members of JEB and the JC, as required</p> | <p>Private Offices</p> <p>LCJ's Office</p> <p>SPTs' Office</p> <p>All Private Offices and JO Knowledge and Information Liaison Officers</p> | <p>Prepare strategic and policy advice for meetings including JEB</p> <p>Draft speeches, as required</p> <p>Provide appropriate, timely and effective legal advice on a range of technical and strategic issues, as required</p> <p>Draft the LCJ's Periodic and SPT's Annual Review (July 2013 and March 2014)</p> <p>Deal with public correspondence, Parliamentary Questions, Freedom of Information requests and other requests for information</p> |

Strategic Objective 2: Support the effective administration of the courts and tribunals

The effective administration of courts and tribunals is essential to the delivery of justice. The judiciary has an important role to play in this and in identifying and implementing measures to deliver greater efficiency across the system. It works in partnership with HMCTS, which is accountable to the Lord Chancellor, Lord Chief Justice, and Senior President of Tribunals.

The Judicial Office also supports judges in leadership roles in ensuring the effective administration of justice within their areas of responsibility and in their interaction with the administration (*see objectives 3, 4 and 7*), as well as the role of all judges in improving efficiency in the courtroom.

| Sub-objective | Delivered by | Outcomes |
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| Support the LCJ and SPT in the performance of their duties | LCJ's Office SPTs' Office and Heads of Divisions' offices | Promote the efficient performance of judicial tasks [under the Constitutional Reform Act 2005 and the Tribunals Courts and Enforcement Act 2007] through effective judicial deployment and delegation of the Lord Chief Justice's and Senior President of Tribunals' functions Ensure appointments, retirements and suspensions are processed quickly Coordinate responses to Government initiatives which will impact on the administration of justice |
| Work with the judiciary, MoJ, HMCTS, Civil Justice Council and others to implement the recommendations and reforms of the Jackson Review of Civil Litigation Costs | Master of the Rolls' Office | Support the work of the Civil Procedure Rules Committee (CPRC) in making the necessary changes to Rules and Practice Directions (April 2013) Support the judiciary in providing information on the reforms, through website material, speeches etc (May 2013 and ongoing) Review progress with implementation and the effects of the reforms on litigation costs and the civil justice system (October 2013 onwards) Review the remaining recommendations for development and implementation e.g. medical reports, housing cases etc (May 2013 onwards) |

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| <p>Support effective judicial participation in the development of national civil justice policy and practice, ensuring the judiciary have an active say in the development of national policies concerning civil justice through regular liaison with Ministers and senior officials</p> | <p>Master of the Rolls' Office</p> | <p>Assist the judiciary in responding to consultation papers concerning the civil justice system (as required)</p> <p>Support the judiciary in examining areas for improving the civil justice system, including improvements to practice and procedures (ongoing)</p> <p>Consider and prepare judicial responses to other consultations affecting the civil justice system (as required)</p> |
| <p>Support effective judicial participation in the HMCTS modernisation programme and the efficiency of the Court of Appeal (Civil Division)</p> | <p>Master of the Rolls' Office</p> | <p>Assist with the implementation of a Single County Court (to October 2013) and ensure judicial participation in policy and decision-making by the Single Court Project Board</p> <p>Ensure judicial participation in policy and decision-making by the Civil Business Authority</p> <p>Support the Court of Appeal Mediation scheme (Extension April 2013, review October 2013)</p> <p>Organise the work of COFFEE (Committee of Efficiency & Effectiveness) for the Court of Appeal</p> |
| <p>Assist with implementation of measures to improve the early resolution and control of costs in defamation and privacy cases, and to comply with recommendations from the Leveson Inquiry Report</p> | <p>Master of the Rolls' Office</p> | <p>Through the CJC:</p> <ul style="list-style-type: none"> • Provide advice to Government on costs options for defamation and privacy cases (April 2013) • Consult on the issue of the appropriate level of damages to be awarded in defamation and privacy proceedings (June 2013) • Review options for cost measures with regard to the Leveson Inquiry and the Costs Review (August 2013) |

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| <p>Support the Senior Presiding Judge and the other judicial members of the HMCTS Board</p> | <p>Office of the Senior Presiding Judge</p> | <p>Work effectively with HMCTS on ad hoc issues such as those in relation to Prisoner Escort and Custody Services (PECS), interpreters' contracts, Firearms Protocol, Custody Time Limit guidance, updating of Crown Court user manual (ongoing)</p> <p>Support the judiciary in contributing to the exploration of options for the future of HMCTS (April 2014)</p> <p>Provide support in relation to the HMCTS budget and concordat negotiations to enable the Board to recommend a budget that the Lord Chief Justice is able to approve (Dec 2013)</p> <p>Contribute to the work to review the Framework Document (March 2014)</p> |
| <p>Secure continued improvements in court performance including early guilty pleas and case management, and the review of Civil Court and County Court Efficiency</p> | <p>Office of the Senior Presiding Judge</p> | <p>Develop a programme of work to improve magistrates' court performance to include implementation of projects completed to date (July 2013)</p> <p>Continue work on Crown Court efficiency, including implementation of the Early Guilty Plea Scheme (April 2013) and abolition of committal proceedings (end May 2013) and development of an action plan for further work (May 2013 and ongoing)</p> <p>Work with the Presiding Judges to improve understanding of performance statistics and ways to improve performance in their courts (six meetings per year)</p> |
| <p>Ensure continued improvements to judicial security</p> | <p>Office of the Senior Presiding Judge</p> | <p>Work with HMCTS and the judiciary to ensure the implementation of the agreed action plan based on the review of Judicial Security and memorandum of understanding on judicial security (ongoing)</p> <p>Develop guidance for the judiciary concerning 'the online threat' (July 2013)</p> <p>Provide secretariat support to the Judges' Council Security Sub-Committee (five meetings a year)</p> |

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| <p>Support the Chief Coroner in his role as Head of Coroner System</p> | <p>Office of the Chief Coroner</p> | <p>Assist in development and oversee implementation of new rules and regulations. (April – July 2013)</p> <p>Develop effective training with the Judicial College (including one-day courses on the 2009 Act) and liaise with the Judicial College to develop high quality training and briefing materials for a range of coroners courses (May 2013 and ongoing)</p> <p>Provide clear and accurate guidance to coroners on the law and other areas of practice (ongoing)</p> <p>Create specialist groups of coroners e.g. for service deaths (September 2013)</p> <p>Review the process of Rule 43 reports and put in place effective new process for collating, publicising and reporting, working with coroners, the Coroners Society, other government departments and the Ministerial Board on Deaths on Custody and providing guidance to coroners, where necessary (June 2013 and ongoing)</p> <p>Monitor and support high profile inquests (ongoing)</p> <p>Promote lessons for coroners from the Report of the Hillsborough Independent Panel and new Hillsborough and other high profile inquests (ongoing)</p> <p>Put in place robust and transparent systems for approval of all future coronial appointments (by June 2013) and issue joint guidance with MoJ to local authorities (May 2013) in order to ensure that only high quality candidates are appointed to coronial offices.</p> <p>Put in place effective mechanisms for capturing the information needed for Chief Coroner’s annual report to the Lord Chancellor, in line with statutory requirements (June 2013 onwards)</p> |
| <p>Work collaboratively across Judicial Office and with MoJ, HMCTS and other Government departments to ensure that tribunals deliver justice speedily and efficiently.</p> | <p>Senior President of Tribunals’ Office</p> <p>President of the Queen’s Bench Division’s Office</p> | <p>Support the implementation of the reforms provided for in the Crime and Courts Bill</p> <p>Develop and deliver the judicial contribution to reforms to Administrative Justice including supporting the user through alternative dispute resolutions (from April 2013)</p> <p>Support the programme of tribunal transfers into the unified tribunal structure (from April 2013). Property Chamber scheduled for summer 2013</p> |

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| <p>Support the Head of Criminal Justice by:</p> <p>Ensuring that, where appropriate, judicial views on the practical implications for the courts and judiciary of developments in criminal justice policy and legislation are communicated effectively to Government and Parliament</p> <p>Providing effective support to judicially-led initiatives intended to improve the administration of criminal</p> | <p>Criminal Justice Team</p> | <p>Provide high quality advice and support to ensure timely and effective judicial input on criminal justice reform</p> <p>Deliver appropriate arrangements for judicial engagement with Police and Crime Commissioners</p> <p>Ensure judges are up to speed on EU criminal justice developments including organising two EU roundtables per year</p> <p>Support and advise judicial members and Chairs of the Criminal Justice Council, Criminal Finances Board, Sentencing Council, Criminal Procedure Rules Committee and forthcoming Criminal Justice Board</p> |
| <p>Support the President of the Family Division in ensuring that judges play their part in leading the modernisation of family justice including the establishment of the Single Family Court, to reduce delay, increase transparency and deliver better quality justice to children and families</p> | <p>President of the Family Division's Office</p> <p>Secretariat to the Family Justice Council</p> <p>Family Modernisation Project Team</p> | <p>Work with the Judicial College to ensure the judiciary is comprehensively trained in changes required in case management and in expectations of others</p> <p>Design and collate materials for publication as a family court guide (to October 2013)</p> <p>Work with others across the justice system to mitigate the impact of the increase in the number of Self Represented Litigants in particular in Private Law cases from April 2013</p> <p>Ensure the Family Justice Council fulfil their remit as independent advisory group to the Family Justice Board under the chairmanship of the PFD and prepare for their Triennial Review in October 2013</p> |
| <p>To support the President of the Queen's Bench Division (PQBD) in leading and deploying judges and in improving the efficiency and operation of the Division</p> | <p>PQBD's Office</p> | <p>Support the PQBD, leadership High Court Judges, the Senior Master and the Master of the Administrative Court in the continuing modernisation of both the Queen's Bench Division and the Administrative Court</p> <p>Support the PQBD in ensuring that High Court Judges of the Queen's Bench Division are deployed appropriately, and in the appointment and authorisation of judges to ensure the proper administration of justice</p> |

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| <p>To support the President of the Queen’s Bench Division (PQBD) in leading and deploying judges and in improving the efficiency and operation of the Division</p> | <p>PQBD’s Office</p> | <p>Work with HMCTS, Upper Tribunal (Immigration and Asylum Chamber), the Home Office and Treasury Solicitor’s Department to ensure the transfer of immigration Judicial Review happens smoothly and by October 2013</p> <p>Operate Protocol on ‘immediate’ immigration cases with the Home Office with a review by end 2013</p> <p>Negotiate the transfer of Visitors’ Appeals to the High Court with HMCTS by March 2014</p> <p>Ensure strategic and effective use of masters and lawyers of the Administrative Court through appropriate powers delegated to them by the PQBD under CPR 54.1A. Review at key stages throughout 2013</p> <p>Work with the QB Liaison Judges and HMCTS to organise the transfer of cases from London to the Administrative Court Offices in the regions to allow, where appropriate, justice to be provided locally</p> <p>Ensure Jackson reforms are implemented within the ordinary list of the Queen’s Bench Division and the additional work accommodated by the masters</p> <p>Oversee improvements to IT for the Commercial Court and the Technology and Construction Court and review the need for the introduction of similar facilities for the Queen’s Bench Division list</p> |
| <p>Contribute to building and maintaining judicial relations and sharing of knowledge and experience in Europe and internationally</p> | <p>International Team</p> | <p>Provide an effective Secretariat to the Europe Committee of the Judges’ Council</p> <p>Implement the agreed strategy for engagement in Europe by October 2013</p> <p>Support the European Judicial Training Network exchange programme and judicial participation in other European judicial networks as well as ad hoc study visits here and in Europe</p> <p>Deliver the European Arrest Warrant Judicial Network Project</p> <p>Develop a stakeholder information plan</p> <p>Deliver a programme of bi-lateral and multi-lateral official visits including the judicial bi-lateral with PRC in autumn 2013 and the Hague Convention Conference (August 2013)</p> |

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| <p>Support the Chancellor of the High Court in running the Chancery Division</p> | <p>Chancellor's Office</p> | <p>Respond to consultations and proposed changes to law and policy which will affect Chancery Division (as required)</p> <p>Develop guidance for court users</p> <p>Support the delivery and communication of Chancellor's Chancery Modernisation Review (by Autumn 2013)</p> <p>Support the Chancellor and work across Government and the justice system to implement the EU Unified Patents Court and the Unitary Patent (April 2014)</p> |
| <p>Provide secretariat support to the Chancellor of the High Court's Chancery Modernisation Review (CMR), including supporting the Judge and Assistant Judge in Charge of the CMR</p> | <p>Chancellor's Office</p> | <p>Assist with the administration of the CMR, including the facilitation of stakeholder contributions and provision of information to stakeholders (November 2013)</p> <p>Support the implementation of recommendations from the review (March 2014)</p> |
| <p>Work collaboratively with MoJ, HMCTS and judicial leads to seek the development of effective IT provision for courts and tribunals</p> | <p>Business Support Unit</p> <p>Corporate Communications Team</p> <p>Judicial Technology Board</p> | <p>Work with judges and MoJ/HMCTS colleagues to identify judicial IT needs across courts and tribunals and to secure appropriate IT resources, where possible</p> |

Strategic Objective 3: Support the judiciary in its responsibilities for justice and constitutional matters

The Lord Chief Justice, in his role as President of the Courts of England and Wales (under Section 7 of the Constitutional Reform Act 2005) is responsible for representing the views of the judiciary of England and Wales to Parliament, the Lord Chancellor and Ministers of the Crown generally.

To enable the LCJ to fulfil this role, the JO supports the senior judiciary in developing and communicating a coherent judicial position on the fair and effective administration of justice and constitutional matters.

The Senior President of Tribunals has a similar role under the Tribunals, Courts and Enforcement Act 2007, and the JO is also responsible for providing support in relation to these functions.

| Sub-objective | Delivered by | Outcomes |
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| <p>Maintain a strategic overview of the needs and concerns of the judiciary and build appropriate and effective relationships with the executive (within and beyond MoJ), Parliament and other external actors (such as academics) in order to represent and further judicial views and objectives</p> | <p>CEO's Head of Team LCJ's Office Senior President of Tribunals' office</p> | <p>Effective internal governance structures to monitor the legislative programme, maintaining an overview of the Parliamentary process including arranging as appropriate meetings with officials in relevant Government departments and with other partners. Providing briefing to JEB, as required</p> <p>Regular contact with MoJ Bill Managers and other MOJ and JO policy leads to monitor and maintain overview of the Parliamentary process including providing briefing and (monthly) update to JEB</p> <p>Regular and ad hoc bilateral and trilateral meetings with key senior officials and Ministers as required, agreeing agenda items in advance</p> <p>Sound administrative systems to monitor progress of judicial priorities and maintain effective electronic record management systems (ongoing)</p> |

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| <p>Facilitate a judicial response to any constitutional issues arising during the year, assessing the constitutional implications of any relevant proposals that arise</p> | <p>Lord Chief Justice's office</p> | <p>Early identification of emerging issues and the need for a judicial response</p> |
| <p>Maintain and develop the relationship between the LCJ and SPT with the Lord President and Lord Chief Justice (Northern Ireland) and their respective judiciaries</p> | <p>Lord Chief Justice's office Senior President of Tribunals' office</p> | <p>Early identification of emerging issues and the need for a judicial response</p> |
| <p>Develop the relationship between the judiciary, Parliament and the Welsh Government</p> | <p>Lord Chief Justice's office Senior President of Tribunals' office Deputy Director, Courts, Coroners, Communications and Civil Justice</p> | <p>Prompt identification and response to issues relating to the justice system in Wales Effective communication at working level with officials in Wales Effective support to the Wales Committee of the Judges' Council</p> |
| <p>To assist and support the Lord Chief Justice's Judicial Pensions Committee in responding to the government's proposed reforms of the Judicial Pension Schemes</p> | <p>Lord Chief Justice's office Senior President of Tribunals' office</p> | <p>Effective communication with the Executive and judiciary</p> |

Strategic Objective 4: Support the delivery of high quality training, which meets the needs of the courts' and tribunals' judiciary

The Judicial College provides training of the highest professional standard for judicial office-holders that:

- Satisfies the business requirements of judicial leaders
- Promotes the professional development of judicial office-holders
- Strengthens the capacity of judicial office-holders to discharge their judicial functions effectively; and
- Enhances public confidence in the justice system.

| Sub-objective | Delivered by | Outcomes |
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| <p>Ensure the learning and development needs of all judicial office-holders are identified following consultation, with priorities for training determined and training programmes delivered by individuals trained for this purpose, in order to meet those needs</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> | <p>Training delivered on time and to budget</p> <p>Continuation training for courts judiciary, delivered in accordance with the Judicial College Prospectus (April 2013 to March 2014)</p> <p>Delivery for magistrates and legal advisers of materials for 'train the trainers' and face-to-face training to meet agreed National Minimum Training Provisions</p> <p>Tribunals judiciary continuation training delivered in accordance with Jan 2013 jurisdictional plans</p> |

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| <p>Ensure the learning and development needs of all judicial office-holders are identified following consultation, with priorities for training determined and training programmes delivered by individuals trained for this purpose, in order to meet those needs</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> | <p>For Coroners and Coroner’s Officers: appointment and training of Course Directors and Course Tutors (from April 2013); and establishment of the Chief Coroner’s Training Group and agreement of their plan for training (end June 2013)</p> <p>Delivery of training plan agreed by Judicial College Board (end July 2013) with training, to include new legislation, induction and continuation training</p> |
| <p>Cross-jurisdictional training will go beyond subject matter expertise and include judicial skills required both in the courtroom, in judicial leadership and management roles and to improve judicial effectiveness and capability</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> <p>Judicial HR Team</p> | <p>Deliver “Business of Judging” cross-jurisdictional seminars incorporating issues of judicial ethics (June, October 2013 and March 2014)</p> <p>Identify the training needs of judges in different judicial leadership and management roles and the level of skills required for different types of role (July 2013)</p> <p>Develop a suite of leadership skills training and materials, using a variety of methods ranging from individual coaching to evolving leadership and performance monitoring skills (June 2013; Judicial Leadership Forum to be held to inform design of pilot)</p> <p>Deliver Family Justice Reform leadership and management (L&M) training for family judiciary at the President of the Family Division’s conference (April 2013)</p> |

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| <p>(continued) Cross-jurisdictional training will go beyond subject matter expertise and include judicial skills required both in the courtroom, in judicial leadership and management roles and to improve judicial effectiveness and capability</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> <p>Judicial HR Team</p> | <p>Deliver L&M training in accordance with courts and tribunal jurisdictions' training plans</p> <p>Pilot further L&M courses and materials (events between September 13 and March 2014)</p> <p>Devise a programme of L&M training to meet needs to be delivered over 2014-16 (March 2014)</p> |
| <p>Provide effective administrative support for course delivery, to include the development of online booking systems and provision of other online information about courses</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> | <p>Further develop standard operating systems across administrative processes, particularly as the Judicial College-led Learning Management System (LMS) is piloted for course support (pilot end-to-end LMS court course support April to July 2013)</p> <p>Develop online information and online booking of training using LMS which is easy to use in time for prospectus online booking (October 2013)</p> |
| <p>Review and evaluate methods of delivery of judicial training to ensure continuous development and improvement, and value for money</p> | <p>Judicial College Courts, Magistrates Coroners and Tribunals teams</p> <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> <p>All managers to review budgets</p> | <p>Implementation of Continuous Improvement plan: including standard operating procedures, venues and estate use and efficient methods of course support</p> <p>Re-locate the London staff and training suite from Steel House to secure estates savings for MoJ (by February 2014)</p> <p>Full implementation of the College's evaluation strategy including improved data for decisions about the development of training</p> |

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| <p>Devise and implement a strategy for judicial e-learning which increases its current use and complements face to face training</p> | <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> | <p>Development of the Judicial College Learning Management System – infrastructure available (April 2013). Piloting use to support courses (from April 2013)</p> <p>Develop a strategy to deliver a suite of distance learning materials to be developed and kept up to date in accordance with the agreed development programme, with materials available 24/7 any time/place, including:</p> <ul style="list-style-type: none"> • Technology skills training for judges requiring it to improve use of IT • E-Library materials to be available on-line including electronic Bench books and toolkits • Regular e-bulletins to alert judiciary to new legal provisions |
| <p>Devise and implement a strategy for judicial e-learning which increases its current use and complements face to face training</p> | <p>Business Support ICT Team</p> <p>Education and Development Advisers</p> <p>Directors of Training</p> | <p>Piloting on-line booking for use in (October 2013)</p> <p>Increasing use of LMS to share knowledge and information and to publicise and manage training (March 2014)</p> |
| <p>Participate in appropriate judicial training projects which strengthen judicial independence and reinforce the judiciary as a key institution of democratic governance within the UK, across Europe and internationally</p> | <p>Judicial College International Committee</p> | <p>Training in relevant international law and procedure, EU law and International Conventions, strengthening the rule of law</p> <p>Closer relationships with the judiciary internationally to support understanding of the rule of law and judicial independence</p> <p>Participation in European Judicial Training Network (EJTN) and similar projects and visits where cost-neutral and approved by the International Committee</p> |

Strategic Objective 5: Promote public confidence in the judiciary through the effective handling of complaints about the personal conduct of judicial office-holders

The work of the Office for Judicial Complaints (OJC) enhances public confidence in our system of justice by providing a way for members of the public to have their concerns about the personal conduct or behaviour of judges, tribunal members or magistrates and coroners, independently investigated and where appropriate, addressed through disciplinary sanctions. The OJC reports jointly to the Lord Chancellor and the Lord Chief Justice. The OJC will become known as the Judicial Conduct Investigations Office (JCIO) in 2013.

| Sub-objective | Delivered by | Outcomes |
|---|----------------------|---|
| Deal with judicial complaints promptly, meeting or exceeding agreed Key Performance Indicators (KPI) | OJC/JCIO | <p>KPIs are met or exceeded.</p> <p>Performance against KPIs is monitored and reported on monthly, with prompt action taken to address problems which arise</p> <p>Members of the public and judiciary are assured that there is an appropriate, independent procedure in place to deal with judicial conduct and discipline</p> |
| In accordance with the Lord Chief Justice and Lord Chancellor’s directions, implement the new legislation governing judicial discipline | Head of the OJC/JCIO | The OJC becomes known as the Judicial Conduct Investigations Office in 2013 ; with the new practices and procedures delivering a more streamlined and effective system for dealing with judicial discipline |

Strategic objective 6: Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work

To maintain confidence in the judiciary and their work, it is important that the role of the judiciary is understood and valued. It is also important that we have effective relationships with those with an interest in the work of the judiciary, and those with whom we need to work, both here and internationally.

| Sub-objective | Delivered by | Outcomes |
|---|--------------------------------------|---|
| <p>Agree and implement effective communications strategies for the judiciary and JO</p> | <p>Corporate Communications Team</p> | <p>Work with Judges’ Council Standing Committee on Communications to support delivery of the agreed activities of the Judicial Communications Strategy (reviewed once a term)</p> <p>Work with Chief Executive to develop a new JO communications plan and the channels and tools required to deliver effective, engaging and creative communications, including reviewing and developing the JO’s stakeholder communications capacity (September 2013)</p> <p>Work with HMCTS to represent judicial interests during the transfer of justice.gov.uk content to the new single website for government (ongoing)</p> <p>Provide communications support for specific areas of work e.g. Family Justice Modernisation and Coroners including developing intranet and website content (ongoing)</p> |
| <p>Evaluate and further develop the communications channels for the judiciary, JO and wider public to increase their efficiency and effectiveness</p> | <p>Corporate Communications Team</p> | <p>Develop JO internal communications including: leadership event (November 2013) and all staff event (October 2013), and JO intranet (ongoing)</p> <p>Facilitate regular communication from the Chief Executive/SMT to staff including monthly Stand Up meetings and fortnightly blog (ongoing)</p> |

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| <p>Evaluate and further develop the communications channels for the judiciary, JO and wider public to increase their efficiency and effectiveness</p> | <p>Corporate Communications Team</p> | <p>Ensure smooth transfer from Judicial Portal to eJudiciary, when launched</p> <p>Promote Benchmark to maintain or improve reader satisfaction and increase readership, and, particularly amongst the magistracy (ongoing)</p> <p>Review of judicial website including online survey leading to refreshed content and structure to increase user satisfaction levels (December 2013)</p> |
| <p>Put in place practical measures to implement legislation to allow broadcasting from the Court of Appeal (Civil and Criminal)</p> | <p>Office of the SPJ with support from the Press Office, HMCTS and MoJ</p> | <p>Support the implementation of broadcasting in the Court of Appeal with effect from October 2013</p> <p>Ensure through regular meetings and communication that all parties are aware of what is expected of them and keep to agreed timescales</p> <p>Ensure that testing of broadcasting from the Court of Appeal is started in the Spring 2013 and that the evaluation of the testing is agreed and considered before the final protocol is signed (October 2013)</p> <p>Establish and support appropriate governance arrangements including the management of the day to day issues (June 2013) and provide oversight and review (ongoing)</p> |

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| <p>Provide a Press Office function that meets the needs of the judiciary, JO and the media; offering advice and support to judicial office-holders, including the LCJ and senior members of the judiciary and Chief Coroner and operating a 24/7 service</p> | <p>Press Office</p> | <p>Deal with enquiries from the media (up to 3,000 a year) and alert the media to newsworthy judgments, speeches and statements by the judiciary</p> <p>Deal with interview requests, misreporting and media handling of high-profile and controversial issues to achieve accurate, positive and balanced media coverage of work of the judiciary (ongoing)</p> <p>Support Private Offices, other JO teams and the OJC in dealing with the media (ongoing)</p> <p>Support the panel of media-trained judges and provide refresher training (February 2014)</p> <p>Maintain and update annually the Media Guide for judicial office-holders (June 2013)</p> <p>Increase the proportion and quality of judgments and tribunal decisions published including those of the family, civil and Court of Protection and communicate newsworthy judgments to the media (review monthly)</p> <p>Encourage written sentencing remarks to be prepared in high-profile cases, including helping to write or facilitate summaries of judgments agreed with judges to aid accurate media reporting</p> <p>Alert the media and other interested parties to high-profile cases, judgments etc including through the use of targeted email and Twitter</p> |
| <p>Publicise the work of the judiciary in defending the rule of law and delivering justice speedily and impartially</p> | <p>Press Office</p> <p>Corporate Communications</p> <p>Family Justice Modernisation Team</p> | <p>Ensure the Family Justice Modernisation agenda is communicated appropriately across the judiciary, throughout the family justice system and to the general public (ongoing until April 2014)</p> |

Strategic Objective 7: Provide an effective and professional HR service that meets the needs of the judiciary and supports its diversity

The effective operation of the justice system requires appropriate members of the judiciary to be selected, appointed and available to deal with cases in the right place, at the right time. The JO needs to be in a strong position to provide appropriate support.

| Sub-objective | Delivered by the following teams | Outcomes |
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| <p>Support the Lord Chief Justice and the Senior President of Tribunals in connection with their responsibilities for the welfare of the judiciary</p> | <p>Judicial HR Casework</p> | <p>Build relationships with all leadership judges and Private Offices and offer expertise in preventing and resolving problems (ongoing)</p> <p>Provide timely advice and support to all judicial office-holders with regard to welfare and pastoral issues (ongoing)</p> <p>Develop and implement guidance, coaching and learning materials to support leadership judges (as required)</p> <p>Draft policy on the handling of grievances: judge/judge, and judge/staff (April 2013)</p> <p>Roll out the newly tendered retirement course (April 2013)</p> <p>Work with legal advisors and judiciary to address performance and capacity issues (May 2013)</p> |

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| <p>Support the LCJ and the SPT with their responsibilities for the welfare and deployment of the judiciary, and the Lord Chancellor in setting the conditions of appointment and terms of service for judicial office-holders, including advice and support on the implementation of the processes required for the appointments provisions in the Crime & Courts Bill</p> | <p>Judicial Appointments and Policy, Projects and Diversity Teams</p> | <p>Work with HMCTS, JAC and MoJ to improve the efficiency of the process; taking forward work commissioned by the Steering Group (September 2013)</p> <p>Develop best practice guidance for pre- and post-appointments (December 2013)</p> <p>Design and develop induction programmes, support and materials for entry into the judiciary and on transfer (March 2014)</p> <p>Produce a revised Guide to Judicial Conduct (June 2014)</p> <p>Produce a revised Health and Welfare policy (May 2013)</p> <p>Interpret and advise judiciary and MoJ on terms and conditions; and identify where reform may be required and how that reform may be made (ongoing)</p> <p>Managing the consequences of the O'Brien judgment from a judicial perspective (tribunal date dependent)</p> |
| <p>Support the senior courts and tribunals judiciary in identifying what is expected of judges in leadership and management roles, and assisting those in such roles</p> | <p>Leadership Projects</p> | <p>Implement a recorder's appraisal pilot (Autumn 2013)</p> <p>Develop a succession plan working model supported by judicial complement planning and pilot by the summer, with roll-out by the end of the financial year (June 2013, March 2014)</p> <p>Launch a single framework of skills, competencies and behaviours (Autumn 2013)</p> <p>Develop judicial career pathways and supporting career development guidance (March 2014)</p> <p>Produce a 'first 90 days' pack for new senior leadership judges (May 2013)</p> <p>Produce a High Court judges mentoring pack (May 2013)</p> <p>Commission Judicial College to deliver leadership interventions (as required)</p> <p>Offer 1:1 coaching interventions, or arrange for others to do the same (as required)</p> |

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| <p>Support the development of a more diverse judiciary and take forward the recommendations of the Judicial Diversity Taskforce, including supporting the Senior Diversity Liaison Judges, the lead and deputy Diversity and Community Relations Judges (DCRJs) and others in promoting judicial diversity</p> | <p>Policy, Projects & Diversity</p> | <p>Develop a diversity strategy for the judiciary. Present a draft to JEB (June 2013)</p> <p>Design and develop training materials for the Diversity and Community Relations Judges (June 2013)</p> <p>Co-ordinate outreach events e.g. one for academics (October 2013)</p> <p>Provide briefing and advice to senior judiciary on diversity matters (as required)</p> <p>Support the Judicial Diversity Forum in developing relationships with Judicial Appointments Commission, MoJ, and the legal professions, and extend these across the judiciary (ongoing)</p> |
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| <p>Support the SPJ and the Lord Chancellor with their responsibilities for magistrates and advisory committees</p> | <p>Magistrates' HR</p> | <p>High quality advice to the Lord Chancellor and Senior Presiding Judge on magistrates' appointments and related policy matters</p> <p>Implementation of plans to transfer magistrates' appointments from the Lord Chancellor to the Lord Chief Justice (Bill dependent)</p> <p>Complete review of the magistrates' selection processes in consultation with the senior judiciary and HMCTS (June 2013)</p> <p>Updates to Directions to Advisory Committees, Guidance on Dealing with Pastoral Matters (ready April 2013) – to incorporate other policies in development (issue delayed to Summer 2013)</p> <p>Effective judicial input into Government proposals on restorative justice initiatives, e.g. Neighbourhood Justice panels (ongoing)</p> <p>Deliver a programme of training and refresher events for new and experienced advisory committees (as required)</p> |
| <p>Implement reporting enhancements to the judicial HR system to meet user requirements by improving the quality, accuracy and management of Judicial HR records</p> | <p>Business support and Judicial HR Casework</p> | <p>More systematic and comprehensive use of HR data to inform the development and delivery of judicial HR services and policies (ongoing)</p> <p>Carry out an options analysis for a Judicial Database, look to have an agreed way forward by June 2013 (new system or improved system), and implementation likely to be 2014/15</p> <p>Conclude a data protection review and establish good practice in data processing and management (Nov 2013)</p> |
| <p>Judicial Pensions</p> | <p>Supported by Head of Leadership Branch</p> | <p>Provide support to the Judicial Pensions Group (ongoing)</p> |
| <p>HR Continuous Improvements</p> | <p>HR implementation</p> | <p>Develop accessible and relevant Judicial HR communications including Judicial Intranet content, Judicial HR literature, materials and road shows (project-determined)</p> <p>Track legislation to ensure any HR consequences are identified and the team responds in a timely and relevant manner e.g. the Crime and Courts Bill</p> |

Strategic Objective 8: Develop our people and continuously improve our efficiency and effectiveness

The JO is funded by public money. It is accountable to Parliament through the Permanent Secretary of MoJ for propriety and regulation in managing its budget.

The people who make up the JO, their commitment and skills are crucial to its success. Effective leadership, management of resources and development of the JO’s capabilities are essential to attracting and retaining good people. In the course of 2013-14 we will ensure that Continuous Improvement is further incorporated into our working practices and that there is a strong customer focus in all our work in delivering an efficient and effective support service for the judiciary.

| Sub-objective | Delivered by | Outcomes |
|--|--|---|
| Develop a shared sense of purpose across the JO, clear and effective leadership, effective management of change and a high-level commitment to our purpose in support of the judiciary | Management Board and all line managers | Continued improvement in Staff Engagement Survey results, and staff enabled to develop and give of their best Staff encouraged to take personal responsibility for their learning and development and for identifying and taking up opportunities ,through regular monitoring and in-year appraisals Effective communications and a programme of events that increase knowledge and encourage interaction across the JO |
| Develop our processes and capabilities in the management of resources and embed a culture of Continuous Improvement in all parts of the JO | Management Board and all line managers | Team Information Boards used effectively by every team including the monitoring of performance and identification of measures for performance improvement (March 2014) Continuous Improvement tools used to improve the management and flow of information through the office (March 2014) |

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| <p>To develop our processes and capabilities in the management of resources</p> | | <p>Early identification of efficiencies and surrender of related savings</p> <p>Effective forward planning of financial and staff resources</p> <p>Implementation of activity-based costing to support prioritisation of resources</p> |
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Staff headcount

Full time equivalents – FTE

| Area of activity | FTE |
|--|--------------|
| Chief Executive, Business Support and LCJ's Private Office | 20.7 |
| Courts, Coroners, Communications and Civil Justice | 30.5 |
| Administrative Justice, Crime, Family and International | 31.9 |
| Judicial College | 62.3 |
| Judicial HR | 46.4 |
| Office for Judicial Complaints | 15.0 |
| Total | 206.8 |

Budget 2013-14

| Area of activity | £000s |
|---|---------------|
| Staff costs | 9,362 |
| Centrally managed expenditure | 874 |
| Courts, Coroners, Communications and Civil Justice | 301 |
| Civil Justice Council | 40 |
| Administrative Justice, Crime, Family and International | 88 |
| Family Justice Council | 16 |
| Judicial College | 8,974 |
| Judicial HR | 139 |
| Office for Judicial Complaints | 37 |
| Total | 19,831 |

Note: the above represents **net** expenditure. Judicial College expenditure includes funding for induction training (first appointment) and Family Justice Reforms, but excludes the cost of training funded by other government departments.

