



JUDICIAL OFFICE

# Judicial Office: Business Plan

2016-17

# Contents

Foreword	3
CEO Introduction	5
Judicial Office - status and purpose	7
Strategic objectives	8
The Role of the Judiciary	9
Priorities	10
Plan for addressing priorities	11
Staff headcount	25
Budget	26

# Foreword

## **By the Lord Chief Justice and Senior President of Tribunals**

The Judicial Office celebrated its 10th anniversary in May. Such a milestone naturally provides cause to reflect. The constitutional settlement out of which the Office emerged, as well as the very existence of the organisation itself, has undoubtedly buttressed the integrity and independence of the judicial system that we have today.

While the focus for this document is the future, the past experience of our first decade – and the lessons learned throughout it – will inevitably prove to be of benefit in our continued development. Aided by the support of the Judicial Office, the judiciary must take a full, proactive and leading role in the arrangements which govern the courts and tribunals system. The framework developed since 2006 provides a very sound bedrock upon which to build.

2016/17 will be a crucially important year on many fronts. In terms of profile, courts and tribunals reform is an obvious and clearly justified priority. The commitment of over £700m of new investment funding is a recognition of the centrality of the justice system and the rule of law to our society, and in the benefits this brings, both micro and macro. We must now all use this opportunity to the full.

Judges, members and magistrates must and will be leaders of reform. Wherever possible, the judiciary will ensure that change builds upon and protects access to justice and the rule of law, and help to ensure that risks are mitigated. We must all be open minded about innovation and willing to embrace change, to make sure that our internationally respected justice system is as just, proportionate and accessible as possible.

The overriding objective of justice is to uphold the rule of law by ensuring the just and proportionate resolution of disputes. The cases, claims, petitions and appeals coming before our courts and tribunals today must be at the forefronts of our minds.

The issues outlined in this Business Plan, and which are evident from the context in which it sits, are significant. As a judiciary, we look forward to working with – and receiving the considerable support of – the Judicial Office, as well as staff in agencies like HM Courts & Tribunals Service. The rule of law is a cornerstone of our democracy. The work of the dedicated and professional Civil Servants to help safeguard it is hugely important, if sometimes understated. We are most grateful to them for it.

A handwritten signature in black ink, consisting of stylized initials and a surname, likely 'JL Thomas'.

**Rt.Hon. Lord Thomas**  
**Lord Chief Justice**

A handwritten signature in black ink, featuring a large 'E' and 'R' followed by 'yde', with a horizontal line underneath.

**Rt.Hon. Sir Ernest Ryder**  
**Senior President of Tribunals**

## CEO Introduction

This year is an important year for the Judicial Office, as it marks our 10th anniversary. We were created – as the Directorate of Judicial Offices - in April 2006 to support the Lord Chief Justice in the performance of his new statutory duties under the Constitutional Reform Act 2005.

Looking back for a moment, I would like to highlight three things from 2015/16, another year of achievements across the Judicial Office:

- Our work with the Judicial Appointments Commission (JAC) and Ministry of Justice on the first ever s.9(4) selection exercise, allowing direct recruitment of Deputy High Court Judges from the professions. The Judicial Office contribution, with leadership from Lady Justice Hallett, was to offer a support programme for candidates from under-represented groups and to assist judiciary in the Judicial College in devising a tailored approach to training this unique group. Feedback from participants in the support programme was excellent. The JAC will publish official statistics on the outcome of this exercise in June. There is much more to do to promote judicial diversity for the future, building on this initiative, and it remains a priority for the year ahead.
- The work of our finance team and all involved in financial management in the Judicial Office. In a Spending Review year, through exceptional teamwork by all involved, we were successful in implementing new in-year financial controls, securing the resources needed for the year ahead and delivering efficiency savings. The financial context and controls, particularly around recruitment, will remain challenging in the year ahead, as we turn to making plans for the rest of the Spending Review period. We will work with our sponsors in MoJ with the aim of ensuring we can continue to deliver critical support to the judiciary.
- Our support to the judiciary and work with HMCTS on reform. We were pleased that HMCTS, with the judiciary's full backing, secured over £700M to invest in the courts and tribunals service. We have now established a team within the Judicial Office, funded by the reform programme and reporting to the Senior Presiding Judge and Senior President of Tribunals, to coordinate our support for reform.

- For the year ahead, the Judicial Executive Board has agreed a change to our priorities. As well as continued work on diversity, and reform as it moves into its first full year of implementation, we have a new priority around recruitment and retention at senior levels in the judiciary. This is a reflection of concerns expressed by the Lord Chief Justice at the House of Lords Constitution Committee recently, and a priority on which we will work closely with the Ministry of Justice and the Judicial Appointments Commission.
- And finally in 2016/17, under the Ministry of Justice Transformation Programme, we have welcomed the Judicial Libraries and Publications team to the Judicial Office from MoJ HQ. The team bring with them a wealth of knowledge and experience of the publications the judiciary need to carry out their functions in our courts and tribunals. It's a priority for us to deliver an efficient and effective libraries service while reducing overall expenditure on publications.

For the year ahead, the Judicial Executive Board has agreed a change to our priorities. As well as continued work on diversity, and reform as it moves into its first full year of implementation, we have a new priority around recruitment and retention at senior levels in the judiciary. This is a reflection of concerns expressed by the Lord Chief Justice at the House of Lords Constitution Committee recently, and a priority on which we will work closely with the Ministry of Justice and the Judicial Appointments Commission.

This year's business plan will be my last as Chief Executive as I leave at the end of May. With the appointment of a new Chief Executive, Andrew Key, I am pleased that the Judicial Office is in a strong position as it faces the next ten years in its journey. The Judicial Office has one huge asset, in its people. Investing in their development will continue to be a priority in the year ahead. With their professionalism, teamwork and commitment to the judiciary, and I am confident in their ability to take these plans forward.



**Jillian Kay**

# Judicial Office

The Judicial Office (JO) was established following the Constitutional Reform Act 2005. It is answerable to the Lord Chief Justice and Senior President of Tribunals and also carries out some functions related to the judiciary on behalf of the Lord Chancellor. The JO delivers a wide range of functions for the senior judiciary and to approximately 28,000 judicial office-holders including training (through the Judicial College), communications, human resources, welfare, legal and policy advice. Through the Judicial Conduct Investigations Office, it deals with complaints about the conduct of judicial office-holders. The JO also provides support to the Chief Coroner and to the Judge Advocate General.

**Status:** The JO is an Office of the Ministry of Justice (MoJ). It is funded by the MoJ and is accountable through the Permanent Secretary for financial propriety and regularity.

**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.

## Strategic Objectives

- A:** Support and enable leadership and governance for the judiciary
- B:** Support the effective administration of the courts and tribunals
- C:** Support the judiciary in its responsibilities for justice and constitutional matters
- D:** Support the delivery of high quality training which meets the needs of courts and tribunals judiciary
- E:** Promote public confidence in the judiciary through the effective handling of complaints about the personal conduct of judicial office-holders
- F:** Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work
- G:** Provide an effective and professional HR service that meets the needs of the judiciary and supports its diversity
- H:** Deliver an effective library and publications supply service which meets the needs of courts and tribunals judiciary
- I:** Develop our people and continuously improve our efficiency and effectiveness



## 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 and efficiently.

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 executive is a party.

Judicial independence was underlined by the enactment of the Constitutional Reform Act 2005. The Lord Chief Justice has responsibility under the Act for representing the views of the judiciary of England and Wales to Parliament and Government; for their welfare, training and guidance and for the deployment of judges and allocation of work in courts in England and Wales. The Act also places a duty upon both the Lord Chief Justice and the Lord Chancellor to take such steps as each considers appropriate for the purpose of encouraging judicial diversity. The Act recognises the constitutional principle of the rule of law and places an explicit statutory duty on all government ministers and those with responsibility for matters concerning the judiciary or the administration of justice to uphold the independence of the judiciary. It also places the Lord Chancellor under a specific statutory duty to take particular account of the need to defend judicial independence. Finally, it bars government ministers from any attempt to use such special access to the judiciary that they might have as a means to influence judicial decisions.

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 reserved tribunals in Scotland and Northern Ireland, as well as to England and Wales. The Act also extends the protection of judicial independence as set out in the Constitutional Reform Act 2005 to tribunals' judges.

As well as delivering their functions hearing individual cases, all judges play an important part in improving the operation of the justice system through their leadership and engagement in judicial reform based on practical experience. Much of what is done beyond the courtroom is done in their own time. The work of the Diversity and Community Liaison Judges is one illustration of leadership by judges in the local community. It is also important to acknowledge the enormous contribution made by the 19,000 magistrates who deal with 95 per cent of all criminal cases in England and Wales and a substantial amount of non-criminal work. As unpaid volunteers, magistrates epitomise social responsibility; and they are an integral part of the wider judicial family.

## Priorities

Our four strategic priorities for 2016/17 are:

- Supporting the judiciary as partners in the implementation of the HMCTS reform programme as it enters the first year of its delivery phase.
- Delivery of the judiciary's diversity strategy, supporting the Lord Chief Justice's Diversity Committee.
- Recruitment and retention strategy for senior judicial appointments – working with the JAC and MOJ
- Deliver an effective and efficient library service to the judiciary whilst reducing the overall expenditure on publications.

## Plan for addressing priorities

### A: Support and enable leadership and governance for the judiciary

Much of the activity sitting under this objective is led and coordinated by nine Private Offices providing research, analysis and administrative support for the senior judiciary and its governance bodies. This includes supporting the Family and Civil Justice Councils in their statutory functions. The Communications Team plays a key role in raising awareness and understanding of the governance arrangements and supporting the cascading of key messages from the senior leadership judges.

Actions	Start	End
1. Support a co-ordinated, strategic and corporate approach to judicial decision-making through effective advice and support to governance bodies principally the Judicial Executive Board (JEB), the Judges' Council and its sub-committees, the Tribunals Judicial Executive Board (TJEB and the Judicial College Board.	<b>April 2016</b>	<b>March 2017</b>
2. Support effective communication of decisions, information and actions from the JEB, TJEB and Judges Council, to ensure that information is shared appropriately.	<b>April 2016</b>	<b>March 2017</b>
3. Support judicial involvement in wider work to reform the justice system, including through the Criminal Justice Board, Family Justice Board, Civil and Family Justice Councils and Rules Committees.	<b>April 2016</b>	<b>March 2017</b>
4. Provide appropriate advice and support for judicial involvement in governance structures for specific projects, such as the HMCTS reform programme.	<b>April 2016</b>	<b>March 2017</b>

## B: Support the effective administration of the courts and tribunals

Much of the activity falling under this objective is led and coordinated through the direct and personal support and advice provided by the Private Offices to the senior leadership judges. This includes support for HMCTS Reform through a small cross business team which is partly resourced by HMCTS and sits in the LCJ’s Private Office.

Actions	Start	End
<p>1. Much of the activity falling under this objective is led and coordinated through the direct and personal support and advice provided by the Private Offices to the senior leadership judges. This includes support for HMCTS Reform through a small cross business team which is partly resourced by HMCTS and sits in the LCJ’s Private Office.</p>	<p><b>April 2016</b></p>	<p><b>March 2017</b></p>
<p>2. Support the Technology Executive Board, working with HMCTS and as part of the HMCTS reform programme, to facilitate:</p> <ul style="list-style-type: none"> <li>• the development of operational IT systems that support the judiciary</li> <li>• supporting the judiciary in their leadership roles to help deliver improved court processes through IT;</li> <li>• the continued roll-out of e-judiciary (including managing the impact on the delivery of JO services); and</li> <li>• the review of governance structures in light of the implementation of IT projects.</li> </ul>	<p><b>April 2016</b></p>	<p><b>March 2017</b></p>

Actions	Start	End
<p>3. Continue to support the development and implementation of judge-led reforms in criminal, civil, chancery, tribunals and family justice and monitor their impact on efficiency and effectiveness. This will include, but is not restricted to:</p> <ul style="list-style-type: none"> <li>• continued implementation of the PQBD’s review of the efficiency of criminal proceedings;</li> <li>• embedding of Transforming Summary Justice and Better Case Management, to reduce the number of unnecessary hearings and delay in the criminal justice system;</li> <li>• the continued implementation of the Chief Coroner’s three-year plan and the appointment of a new Chief Coroner;</li> <li>• introducing a bespoke version of Better Case Management for the Court Martial and working with the Ministry of Defence on an efficiency review of the Service Justice System;</li> <li>• Concentrating insolvency work and specialism in a few select hearing centres, reducing the number of centres able to do this work from 122 to about 30, alongside launching, monitoring and developing the insolvency express trials pilot;</li> <li>• the consideration of further options arising from the modernisation of the family courts and specifically to support delivery of digitised solutions for divorce and probate.</li> <li>• delivery of reforms to Civil justice from Lord Justice Briggs’s review, including the development of the Online Court, the use of case officers in civil proceedings and considering the options around reform of a unified civil enforcement system;</li> </ul>	<p><b>April 2016</b></p>	<p><b>March 2017</b></p>

Actions	Start	End
<ul style="list-style-type: none"> <li>• consideration of the impact which international competition will have on the development of the Commercial Court</li> <li>• agreeing with ministers a new framework to govern tribunal panel composition, safeguarding specialist expertise in proceedings before the tribunals as well as securing appropriate value for money;</li> <li>• liaising with the advice and pro bono sector to improve services and resources, consulting on greater regulation and guidance on McKenzie Friends</li> <li>• undertaking work/exploring options to support the development of fixed recoverable costs for civil litigation proceedings.</li> </ul>	<p><b>April 2016</b></p>	<p><b>March 2017</b></p>

## C: Support the judiciary in its responsibilities for justice and constitutional matters

Much of the activity falling under this objective is led and coordinated through the direct and personal support and advice of Private Offices providing support to the judiciary in responding appropriately and effectively to policy and legislative developments (including legislative developments in Wales) that will affect the delivery of justice. The international dimension is managed by the International Team.

Actions	Start	End
1. Support the LCJ and SPT in their statutory responsibilities to communicate the views of the judiciary to Parliament and to the Executive.	<b>April 2016</b>	<b>March 2017</b>
2. Support the LCJ and SPT in their responsibilities for Wales and continue to build on the relationship between the judiciary, Parliament, the Welsh Assembly and the Welsh Government taking account of the outcomes of the Welsh Government Elections.	<b>April 2016</b>	<b>March 2017</b>
3. Maintain and develop the relationship between the LCJ and SPT, the Lord President of Scotland and the Lord Chief Justice of Northern Ireland and the President of the Supreme Court taking account of the outcomes of the Scottish Government Elections.	<b>April 2016</b>	<b>March 2017</b>
4. Provide a coordinated support function for the judiciary on international matters, including supporting incoming and outgoing visits and events, being the main point of contact for foreign judiciaries, providing strategic advice on international and European policy developments, supporting the judiciary in their prioritisation of judicial international activities, providing effective support to the European Committee of Judges' Council and the Judicial College International Committee, and working closely with the Supreme Court and the judiciaries of Scotland and Northern Ireland on these matters .	<b>April 2016</b>	<b>March 2017</b>
5. Supporting the tribunals judiciary in Scotland in engagement with the UK and Scottish Governments over the planning towards and implementation of Scottish devolution of tribunals justice, ensuring that the interests of the judiciary as well as the system's users are safeguarded	<b>April 2016</b>	<b>March 2017</b>

## D: Support the delivery of high quality training which meets the needs of courts and tribunals judiciary

The Lord Chief Justice, the Senior President of Tribunals and the Chief Coroner have statutory responsibility for training judicial office holders. The Judicial College develops and delivers the College Strategy and training programmes for judicial office holders.

Actions	Start	End
1. Deliver core training programmes for courts, tribunals and coroner jurisdictions as set out in annual training plans and be responsive and flexible to changing demands which arise as a consequence of reforms and developments within available budgets.	<b>April 2016</b>	<b>March 2017</b>
2. Support the College Strategy 2015-17 by reviewing and revising (as appropriate) existing policies for all judicial office holders to ensure they meet current judicial training needs and incorporate future planning within available resources.	<b>April 2016</b>	<b>March 2017</b>
3. Produce high quality publications and training materials. Continue to produce interactive e-learning in-house for judicial training. Source and implement solutions to enable use of alternative training methods such as forums and webinars as part of a wider range of methods of judicial training made available to judicial office holders.	<b>April 2016</b>	<b>March 2017</b>
4. Continue to develop the Judicial College Learning Management System (LMS) building on its roll out to all judiciary to facilitate access to training materials and improve the efficiency of the administration of training events. Specifically focussing on its prospectus approach to booking for tribunals and extension to any new category of court support staff if their training falls to the College.	<b>April 2016</b>	<b>March 2017</b>
5. Ensure the timely and efficient provision of training for newly recruited and newly authorised judicial office holders within available budgets, taking into account recommendations arising from the "Provision of Judges Steering Group".	<b>April 2016</b>	<b>March 2017</b>



Plan for addressing priorities

Actions	Start	End
6. Deliver a range of leadership and management training to support leadership judges in particular with managing the impact of HMCTS reform, including both core cross jurisdictional training such as the Leadership and Management Development Programme (LMD) and bespoke Masterclasses (One to One Conversations, Change and Resilience); and tailoring existing seminars including Magistrates' Bench/Family Panel Chairman, Training and Development Committee Chair Course, unconscious bias training, One to One Conversations, Appraiser training, Mentor training, as appropriate.	<b>April 2016</b>	<b>March 2017</b>
7. Support the judiciary in devising and delivering its training strategy and objectives for reserved tribunals and assisting where funded and requested, devolved tribunals, taking account of developments on future devolution for Scotland and Wales.	<b>April 2016</b>	<b>March 2017</b>
8. Support the rule of law internationally by continuing to design, market and deliver on a cost neutral basis, training programmes and materials specifically for international use, particularly in judicial conduct and ethics, judicial skills and training the trainers, and other areas of particular international interest, and explore options to create an international section of the LMS to support this purpose.	<b>LMS by December 2016</b>	
9. Transfer the London based College staff from 102 Petty France to RCJ.		<b>By June 2016</b>
10. Develop the provision of cross jurisdictional training through the College Faculty, promoting sharing and cost effective delivery of training e.g. judge craft skills.	<b>April 2016</b>	<b>March 2017</b>

## E: Promote public confidence in the judiciary through the effective investigation of complaints about the personal conduct of judicial office-holders

Work sitting under this objective is carried out by the Judicial Conduct and Investigations Office (JCIO). The JCIO provides advice to the Lord Chief Justice and Lord Chancellor jointly and remains accountable to both under a statutory framework. In conducting its investigations the JCIO remains independent of both the JO and the MoJ.

Actions	Start	End
1. Implement any rule amendments arising from the recommendations of the 2014 rules evaluation exercise		<b>By March 2017</b>
2. Develop the quality of investigations through a programme of continuous improvement training for staff	<b>April 2016</b>	<b>March 2017</b>
3. Continue to improve the JCIO's level of service to both customers and stakeholders (including guidance and support) and respond to lessons from JACO investigations <ul style="list-style-type: none"> <li>• the development of guidance and support through the JCIO Website and leaflets; informed by customer surveys</li> <li>• learning from Judicial Appointment and Conduct Ombudsman feedback.</li> <li>• working effectively with other JO teams,</li> <li>• setting KPIs for end to end complaints</li> </ul>	<b>April 2016</b>	<b>March 2017</b>

Actions	Start	End
<p>4. Undertake outreach work with courts and tribunals to increase awareness of the JCIO, its remit and processes. This will include the following:</p> <ul style="list-style-type: none"> <li>• Ongoing Advisory Committee and Tribunals training and outreach meetings</li> <li>• Developing training hubs regionally for Advisory Committee work</li> <li>• Working with HMCTS (through RSUs) and consumer support agencies such as the CABx to improve understanding of JCIO's work</li> </ul>	<b>April 2016</b>	<b>March 2017</b>
<p>5. Analyse complaint data and trends to inform training and guidance developed and delivered by the Judicial College and outreach work, sharing information with JO colleagues to inform their work programmes where relevant.</p>	<b>April 2016</b>	<b>March 2017</b>

## **F: Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work**

Delivery of the activities sitting under this objective is primarily the responsibility of the Judicial Office Communications team but relies on the support and guidance of other teams across the Judicial Office. Teams across the Judicial Office work closely with the internal communications and Press Office teams to ensure that the judiciary, the media, the public and key stakeholders are provided with information through appropriate channels and in the most suitable format.

<b>Actions</b>	<b>Start</b>	<b>End</b>
1. Evaluate and improve Judicial Office digital communications channels, refreshing content and continuing to take a proactive approach to the use of Twitter, video, audio to inform and engage users	<b>April 2016</b>	<b>March 2017</b>
2. Support the judiciary in the implementation of reform programmes through internal and external communications	<b>April 2016</b>	<b>March 2017</b>
3. Provide professional communications support to advance understanding of the work and value of the judiciary directly and through the media.	<b>April 2016</b>	<b>March 2017</b>
4. Promote greater understanding of the role of the press office and raise awareness of available support to wider judiciary.	<b>April 2016</b>	<b>March 2017</b>
5. Further develop strategic communications approaches for judge led activities, reviews and reports; provide early advice and make use of the OASIS process to plan and deliver communications campaigns.	<b>April 2016</b>	<b>March 2017</b>

## G: Provide an effective and professional HR service that meets the needs of the judiciary and supports its diversity

Work in this area is led by Judicial HR which collaborates with a number of other Judicial Office teams to enable delivery. Key partners from across the Judicial Office this year include the Professional & Technology team who will continue to support embedding of the new e-HR system and the Judicial College, which will organise the delivery of judicial training needed as a result of policy changes and reforms.

Actions	Start	End
1. Support the judiciary through the provision of advice and support during HMCTS reform to enable leadership judges to deliver the changes, and through the development of proposals to facilitate effective utilisation of the judiciary in the post-reform landscape.	<b>April 2016</b>	<b>March 2017</b>
2. Continue to support the Diversity Committee in the delivery of the Judicial Diversity Strategy, working closely with key stakeholders, including the Diversity Forum, keeping abreast of developments in the diversity field and making best use of available resources to support the delivery, communicate developments and evaluate the effectiveness of the approach.	<b>April 2016</b>	<b>March 2017</b>
3. Ensure effective support for judicial welfare, including through the provision of a high quality casework service, and policy and procedures for managing sick absence, performance, conduct and grievances.	<b>April 2016</b>	<b>March 2017</b>
4. Support the Lord Chancellor on the terms of appointment and conditions of service for judicial officeholders by providing interpretation and advice to the judiciary, MoJ, HMCTS and the wider Judicial Office; and by providing advice to the Lord Chief Justice and Senior President of Tribunals to ensure that proposals from MoJ to change terms and conditions and other policies will support HMCTS reform and meet the needs of the judiciary.	<b>April 2016</b>	<b>March 2017</b>

Actions	Start	End
5. Build on the successful rollout of e-HR by continuing to embed the system into the business, identifying more efficient ways to appropriately share data and ensuring that it is used as the one accurate data source, including through ongoing training for new users and further development to fully utilise the system’s capability; and carry out an evaluation of the project to inform business needs for the next tendering exercise, due in 2017/18.	<b>April 2016</b>	<b>March 2017</b>
6. Continue to implement/embed the HR Regional Advisors (Business Partners) into all regions and develop their roles to ensure they are able to provide effective local support to leadership judges on HR matters and cascade messages from the senior (RCJ) judiciary.	<b>April 2016</b>	<b>March 2017</b>
7. Continue to develop the use of appraisal, and pilot and introduce schemes of appraisal agreed with the senior judiciary and HMCTS.	<b>April 2016</b>	<b>March 2017</b>
8. Advise and support the senior judiciary in providing data to input into Senior Salaries Review Board submissions, including management of the Judicial Attitudes Survey.	<b>April 2016</b>	<b>March 2017</b>
9. Support the senior judiciary and the Lord Chancellor in relation to their responsibilities for judicial courts and tribunals appointments.	<b>April 2016</b>	<b>March 2017</b>
10. Support the senior judiciary and the Lord Chancellor in relation to their responsibilities for magistrates and advisory committees.	<b>April 2016</b>	<b>March 2017</b>

## H: Deliver an effective library and publications supply service which meets the needs of courts and tribunals judiciary

This is a new objective covering the provision of judicial publications and library services to the judiciary. It is delivered by a dedicated team. The team is responsible for providing access to online legal information via eLIS and eJudiciary; managing the acquisition and delivery of publications to judges, courts and tribunals throughout England and Wales; providing a library enquiry service to assist judges in finding the information they need; and negotiating contracts with publishers.

Actions	Start	End
1. Ensure that the judicial publications function is effectively integrated into the JO structure and that core services to judges can be maintained without impacting upon the timeliness or quality of delivery.	<b>April 2016</b>	<b>March 2017</b>
2. Deliver an efficient and effective library service with a view to reducing overall expenditure by providing support to the judiciary to:  i) make better use of digital resources by providing training in the use of eBooks and online legal databases in order to reduce reliance on print  ii) maximise the use of print resources, to ensure that publications resources are efficiently utilised and that delivery processes are effective and efficient.	<b>April 2016</b>	<b>March 2017</b>
3. Ensure effective implementation of new contracts for judicial publications and online databases	<b>April 2016</b>	<b>March 2016</b>
4. Develop more efficient publications ordering processes through improved IT support systems	<b>September 2016</b>	<b>March 2017</b>

## Objective I: Develop our people and continuously improve our efficiency and effectiveness

This is a cross cutting objective covering activities and services that enable Judicial Office staff to deliver frontline services and support to the judiciary. It is largely underpinned by a set of actions that will be delivered through the Communications Team and the Business Support Team working closely with other parts of the Judicial Office and the MoJ Sponsorship Team.

Actions	Start	End
1. Deliver effective and engaging internal communications for Judicial Office staff in all office locations, through evaluation and development of digital and face-to-face internal communications channels	<b>April 2016</b>	<b>March 2017</b>
2. Further build finance capability and awareness amongst Judicial Office staff by encouraging more consistent use of budget tools underpinned by a programme of targeted learning	<b>April 2016</b>	<b>March 2017</b>
3. Deliver phase 2 of the JO Learning and Development Programme and support Judicial Office staff in raising their capability as leaders and managers.	<b>April 2016</b>	<b>March 2017</b>
4. Respond to the results of the Civil Service People Survey, delivering planned activities which engage all staff and are responsive to staff and organisation needs.	<b>April 2016</b>	<b>March 2017</b>
5. Develop financial plans for the Judicial Office for 2017-20 which enable the Judicial Office to continue to provide the necessary level of support to the judiciary in light of HMCTS Reform	<b>April 2016</b>	<b>August 2016</b>
6. Continue to look for opportunities to utilise the deployment of JO resources in the most efficient and effective way, and in particular to ensure that staff are able to provide support and services to the judiciary in a way that makes the best use of accommodation and flexible working practices with investment in improved technology where funding is available	<b>April 2016</b>	<b>December 2016</b>
7. Build and maintain collaborative working relationships across the Judicial Office and with wider stakeholder groups including key officials at the Ministry of Justice in order to identify at an early point how to respond to new business demands.	<b>April 2016</b>	<b>March 2017</b>



## Staff headcount

	<b>FTEs</b>
Chief Executive	1.0
Judicial College	62
Business Support	7
International	5
Jurisdictional Support	51
Judicial HR	47.6
Judicial Conduct Investigations Office	16
Press & Communications	8
Judicial Library & Publications	16
<b>Total</b>	<b>213.6</b>

# Budget 2016-17

## Summary

	£
Core Judicial Office baseline Budget	18.95m
Ring Fenced Induction Training	0
Ring Fenced JLiS Budget (year 1)	11.005m
<b>Total</b>	<b>29.95m</b>