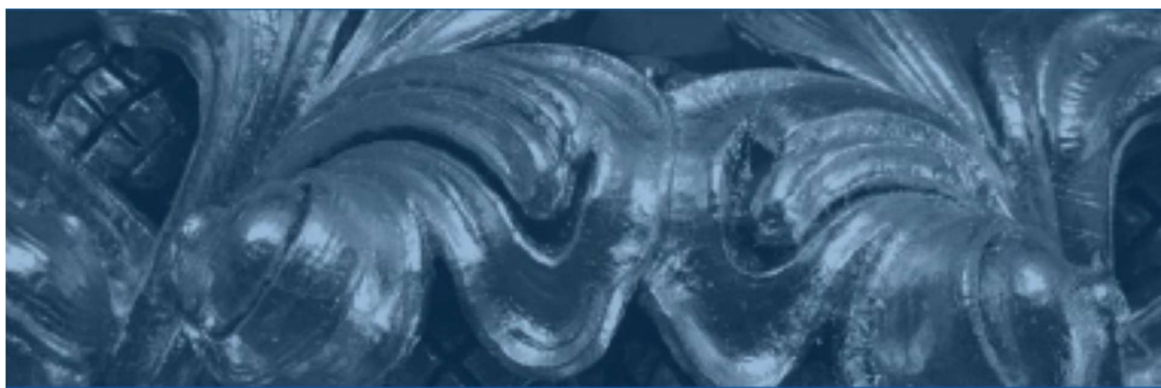




SENIOR PRESIDENT
OF TRIBUNALS

The Modernisation of Tribunals



Innovation Plan for 2019/2020

THE MODERNISATION OF TRIBUNALS

INNOVATION PLAN FOR 2019/2020

INTRODUCTION

In November 2018 I published my strategy for the modernisation of Tribunals in a report to the Lord Chancellor and Secretary of State for Justice. For a strategy to be capable of implementation it needs a plan. This is the plan that I have agreed with the Presidents of my Tribunals and HM Courts and Tribunals Service (HMCTS). It covers the period of the Courts and Tribunals Modernisation Programme that is known as 'Interim Stage 3' which will be reached by May 2020. Some elements of the plan are already work in progress and all are intended to be implemented, in whole or in part, during the financial year 2019/20. It follows that future plans will be needed for the balance of the programme.

The strategy highlighted aims, principles, design concepts and identified solutions. This innovation plan reflects those elements in our projects and strategic plans.

The projects are focussed on the Tribunal in which the major process, IT component or other change to ways of working is being piloted or trialled. If successfully trialled the innovation is made available to other Tribunals or courts.

The strategic plans were foreshadowed in the strategy. They are being considered in detail by leadership judges, the Tribunals Change Network and HMCTS. Some are ready for publication and all will be published within months. Given the financial, commercial and people implications of their content, it is necessary and appropriate for those plans to be carefully scrutinised before publication. I shall do no more at this stage than identify them and summarise their purpose and the work that has been done.

A. PROJECTS

1. SOCIAL SECURITY AND CHILD SUPPORT (SSCS) PROJECT (CONTINUOUS ONLINE RESOLUTION):

Aim:

Transformation of the Tribunals service for people appealing decisions made by the Department for Work and Pensions (DWP).

Objectives:

- The new digital service will provide a streamlined, clearer, more comprehensible and more accessible process for appellants and their representatives, removing unnecessary stress and delivering quicker outcomes. The service will be more transparent, allowing judges, appellants and DWP decision makers to access and view a digital case record online, understand what is happening in the case, see the grounds of a dispute, view further evidence and, where appropriate, obtain a decision online.
- The digital service complements the existing paper process which will remain in use and does not replace the need for panel hearings in cases where that remains appropriate.
- It is expected that the new digital functions will, where appropriate, replace some or all of the GAPS2 case management functions presently in use.

Plan:

During 2019/20 the changes to the SCS appeal process will include:

- **Submit Your Appeal**¹: Available in England & Wales since December 2018, appellants can complete and submit Employment Support Allowance (ESA) and Personal Independence Payment (PIP) appeals online and can upload supporting evidence. This process 'captures' all of the information provided on the SCS1 paper application form, but in a more user-friendly and intuitive way. This makes appealing benefits decisions quicker and clearer for appellants. Using this service requires no account to be created, although it does require the provision of a mandatory reconsideration number.
There will be a major development of the service in Summer 2019 to allow it to provide for additional benefit appeals and to introduce a save and return facility. The Submit Your Appeal service is not yet available in Scotland.
- **Track Your Appeals and Notifications**²: Launched in public beta in July 2018, this service focuses on ESA and PIP appeals. It is a free sign up service that allows appellants and their representatives to track their progress in the appeal process using an easy to view online progress tracking bar. Text and email notifications provide status updates so that appellants know what stage their appeal has reached and the date and time of the next hearing, where appropriate. Expected benefits include a reduction in phone calls to the Loughborough call centre and better-informed appellants.
- **Bulk Scanning**: A new service, which provides for bulk scanning of documents that are in paper form to enable them to be part of an electronic case record.
- **Case Progression**: Two new services will start this year. Manage Your Appeal and Manage Post Hearing Appeals will enable appellants to view their appeal online, make applications, confirm hearing dates and submit expenses claims. They will be launched in public beta in Autumn 2019.
- **Evidence Share**: DWP and other respondent departments will provide their response to the appeal and evidence digitally, making this activity quicker and simpler. There will also be a digital document upload portal. These functions will be launched in private beta in late June 2019. Appellants can already submit evidence electronically.
- **Triage**: Triage processes were introduced in most SCS regions in 2018. They comprise a panel providing Early Neutral Evaluation of the appeal prior to a hearing. Triage improves the speed with which decisions can be made. It helps to prevent ineffective cases from being listed and allows agreements to be reached.

¹ Submit Your Appeal (SYA) continues to receive appeals from all regions in England & Wales for both PIP and ESA and to date 6,159 applications have been received via the application since the start of public beta (5,551 for PIP and 608 for ESA). [As at Feb 2018]

² Track Your Appeal (TYA) 6,181 users have now signed up for the service in public beta. (5,773 for PIP and 408 for ESA)

- **Continuous Online Resolution:** Due to launch in private beta in mid-April, this service will allow parties to respond to and communicate digitally with the judiciary at the earliest stage of case preparation and will provide a quicker route to resolving a benefit appeal online, where it is possible to do so, without the need for a hearing. Through a process of triage, the Judge will determine suitability for continuous online resolution and will ask a series of structured questions until enough information has been gathered either to go to a hearing or to issue a decision. This 'structured questions' approach is just one of a number of methods that will be used to elicit information from appellants and the DWP, and the intention is to trial other methods as Continuous Online Resolution develops. This might include an asynchronous 'chat' function, synchronous 'chat' functions and Skype/video/telephone conversations.

The digital pilot for Continuous Online Resolution which will launch in mid-April, will establish whether a PIP appeal can be determined by online resolution, with all parties accepting the outcome of that resolution. The pilot will be supported by Birmingham Administrative Support Centre and trialled by Midlands, Sutton and North-West Tribunal Panels, inviting up to 1000 appellants to participate in the trial on a rolling basis (in groups of 50). A quantitative and qualitative evaluation report will be produced during the pilot.

2. IMMIGRATION AND ASYLUM (IAC) PROJECT (NEW END TO END PROCESS):

Aim:

The creation of a new end-to-end process for people appealing against any appealable decision made by the Home Office.

Objectives:

The new process will simplify and clarify requests to parties to provide the information needed to make a decision, will front load preparation and will identify the issues for determination and settlement opportunities at the earliest stage to make the whole process more efficient.

Plan:

During 2019/20 a new asylum appeal process will be introduced.

- **New Process:** The 9-month pilot of the new process which provides an end to end service was launched on 30th January 2019 in London and in Manchester. At present, the pilot only involves asylum appeals. The pilot will test whether cases can be progressed digitally from the Home Office decision through to the Tribunal hearing and decision. The new process will also be available on paper. As well as a complete end to end digitisation of the process, the project has undertaken a major review of the appeal process. The new process involves the following:
 - The appeal form is simplified – it has reduced from 128 fields down to 25.
 - The Home Office shares its decision, reasons and evidence at the start of the process.
 - The Legal Representative is required to create a concise, focused appeal skeleton case argument (ASA) which includes a summary of the appellant's case, legal submissions and a schedule of the factual issues which the appellant's representative contends entitles the appellant to the relief sought.

- The Home Office reviews the case and all the evidence, and is required to engage with the ASA. If the Home Office maintains its decision it must send its response, including the issues conceded, amended or added. A shared digital bundle is created as part of the process.
 - Cases are only listed when the Home Office confirm they wish to oppose the appeal and after the appellant’s representative confirms that’s they are ready to proceed, subject to supervision by Tribunal Case Officers on behalf of the Judge.
 - A more focused, issues-based hearing focusses on a disclosed legal argument and shared evidence.
 - There is an enhanced role for Tribunal Case Officers – who undertake active case management for judges.
- Application: With accessible guidance and help at the start of the digital appeal form, the appellant will be able to save and return to the appeal, invite access to their appeal form by their legal representative and other approved third parties and benefit from pre-populated data pulled from the Home Office, making the application process simpler and quicker to complete.
 - Digital file creation/use: Data will be saved to a “digital locker” along with uploaded evidence. The system will generate automated organisation of the case record into a helpful bundle of key case content for the hearing. The appellant will have access to the “digital locker” throughout the appeal process and at the hearing along with support and guidance as to its use.
 - Progress notification: There will be personalised notifications to confirm the successful submission of the new appeal, so that appellants can understand exactly where they are in the appeal process. Immediate and automated notifications via SMS or other means will alert appellants to new directions, determinations and decisions.
 - Bail Applications: A new bail process will be developed with the Home Office to provide simpler routes to the Tribunal for those held in Immigration Removal Centres.
 - Video Hearings: Following the 2017 UKSC decision in *R v Kiarie and Byndloss*, after which the Home Office suspended certification under s94B of the National Immigration and Asylum Act 2002, work has been done to improve the quality of video linked out of country appeals. There has been major investment in UK High Commissions and Embassies abroad as well as at the Tribunal Hearing Centres in London, Glasgow and Birmingham. This will enable us to provide a service for those who are pursuing appeals from outside of the UK.
 - Decisions: The decision to uphold or overturn a Home Office decision will be made by a Judge at an oral hearing unless otherwise directed and the decision will be recorded on the digital record. Decisions can in part be pre-populated by Case Officers with data agreed by the parties during the pre-hearing stages, for example names, dates and agreed summaries and issues.
 - Next Steps: The project is working to close the remaining gaps in user research and to complete baseline service design and process mapping. This includes, but is not limited to, Human Rights Appeals; European Economic Area appeals; Deprivation of Citizenship appeals, Minors (including unaccompanied minors), Linked and group appeals, Fees and Payments, Out of Country appeals, bail applications for those detained on immigration matters and Litigants in Person. This design work will make the case management capabilities more

sophisticated, will be completed by the end of April 2019 and will then be considered for implementation.

3. TAX TRIBUNAL PROJECT (FULLY VIDEO HEARINGS, PREVIOUSLY VIRTUAL HEARINGS):

Aim:

To develop a service that will allow users to participate in a fully video hearing from a location of their choice using a web browser.

Objectives:

- i. To demonstrate whether there are benefits to users, including reducing the need for witnesses and parties to attend hearings, reducing travel time and making it easier for users, judges and professionals to access and take part in simple hearings, to facilitate better access to justice.
- ii. To identify the protections that are required to safeguard open justice, fairness and the security of data.

Plan:

During 2019/20, the project will be developed in the following ways:

- Individuals will not need to invest in any specialist equipment to join a video hearing. The video hearings service will also provide participants with the ability to submit information through an online portal, which will then be used by the judge to determine their suitability for a video hearing. Capacity to provide 'On the Day Management' of hearings will be developed, allowing hearing attendees to be welcomed and to have 'side conversations' with each other, before joining the judge. An improved telephone conferencing system will be delivered as part of the project.
- IAC Trial: In 2017, the project used a very early version of video technology to test the principle of a fully video hearing. It used real case management hearings involving only legal representatives. The project provided significant support to legal professionals, including attending at their offices during testing. This gave the opportunity for participants in law firms to take part by logging in from their own equipment, without needing access to specialist software. It was a successful trial and the hearings were well received by the judges, legal professionals and the Home Office presenting officers who took part. This pilot took place from January 2017 to the end of March 2017.
- Tax Trial Part One: Following significant development of the first prototype, fully video hearings were piloted on a small scale in the tax chamber from March 2018 to early July 2018. A small cadre of judges were involved in testing and an early paper questionnaire was developed to support judicial decision making on the suitability of video hearings. This small-scale testing was supported by an independent evaluation by the London School of Economics (LSE), which focused on users' experience of the video hearings service and technology³.

³ The findings of the report can be found on Gov.uk: Implementing Video hearings (Party-to-State) - A Process Evaluation (13 September 2018)

- Tax Trial Part Two: Development work is now underway to support a return to further evaluation in the Tax tribunal in Summer 2019, with more robust software, testing both scale and additional hearing types. This new trial will be informed by pilots in Civil and Family jurisdictions, which include setting aside applications in civil and first direction appointments in financial remedy proceedings where both parties are legally represented. The hearings are at Manchester and Birmingham CJs. The pilots are scheduled to commence in early Spring and finish in the Autumn of 2019. Suitability and familiarisation work is complete and the civil and family pilots will be evaluated by the LSE. The video hearing service is administered from the new CTSCs so that Video Hearing Officers are in place to support participants during the testing.

4. EMPLOYMENT TRIBUNAL PROJECT (CORE CASE DATA AND COMMON CAPABILITIES):

Aim:

To introduce a standard case management platform with core case data to replace existing case records and files.

Objectives:

To give judges, panel members and users access to a digital case record and to provide judicial office holders with the facility to case manage online and use the case record in any way that a digital or paper bundle can be used.

Plan:

Core case data and its associated capabilities will be introduced in 2019.

- The creation of a digital case record from common core data is a function common to all civil, family and Tribunals jurisdictions. There are presently more than 50 systems providing various forms of paper and digital records and some case management functions. Core case data is one of a number of linked components that together will deliver digital case management out of a standardised case record. The Employment Tribunals in England and Wales and in Scotland will be two of the first Tribunals to incorporate all of these components into its process. Other Tribunals will use core case data in their projects.
- Between September and December 2016 an evaluation took place to look at the market for flexible case management systems. In November 2016, the common components team built a functional, in-house 'proof of concept' prototype, which demonstrated that new jurisdictions, cases and events could be added to the core case data prototype and in February 2017 a decision was made to build the system in-house.
- A minimum viable product incorporating 15 basic features was made available in August 2017, with an additional 40 significant features added since. Core case data is now used in 10 different jurisdictional case types and in Courts and Tribunals Service Centres.
- The Employment Tribunal Project commenced on 1 February 2019 and services are now beginning to move onto core case data and away from its legacy system (Ethos). Core case data will be accessible to parties through a user interface, designed and developed to accommodate the needs of users. For the decision maker, this will provide the capability for

them to digitally perform case progression and management activities and to record case outcomes on the digital file. Where case officers are authorised to act, they can perform functions on the digital file at the judge's direction.

- Wider development of common components and capabilities continues. Document generation will be integrated with staff and judicial interfaces, and will provide a library of relevant templates from which orders, notices, standard letters and documents can be produced. This is expected to be available from June 2019. In the first quarter of 2019, judges will have access to early versions of features that will allow access to the digital file, enable digital navigation of the case record, view the case record event timeline and ask/review questions as part of case management.

5. ALL TRIBUNALS (HEARING ROOM PRESENTATION) PROJECT:

Aim:

To match available presentation equipment to the needs of each Tribunal.

Objectives:

- To identify the digital evidence presentation needs and the live video hearing needs of the users and judicial office holders in each Tribunal.
- To match available equipment to the needs identified.
- To provide equipment in such a way that hearing rooms can be used by different jurisdictions with different needs.

Plan:

During 2019, this project will identify and begin providing equipment in all hearing rooms.

- This project will provide the IT equipment in Tribunal hearing rooms to enable the viewing of electronic content in hearings. The needs of judges and panel members, parties in cases and witnesses will be different as will the requirements which come out of different processes and ways of working in different Tribunals. There is no one size fits all solution and the available solutions have to be tested in each Tribunal and for each type of hearing.
- There are three solutions: Dual Screens, Litigant in Person & Witness (LiP) Screens and a Panel Solution which involves the use of laptops. The three solutions focus on both the presentation of documents in digital form and web based video access in hearing rooms.
- The project works with Tribunals to identify the right solution for their needs and develop solutions that allow hearing rooms to be used easily by more than one civil, family or Tribunal jurisdiction. By way of example, in the family courts, the project has established that Dual Screens are required for the Judiciary, LiP screens for each of the parties, a LiP screen for the witness, and the Panel Solution (pool laptops) for Magistrates and fee-paid Judiciary.
- In Tribunals it has been agreed that the solution will be on a chamber by chamber basis to be agreed by each President. The project has worked with the SEND Tribunal for 12 months

from February 2018 to February 2019. It has now started work with the Tax Tribunal and the Employment Tribunal in Birmingham, and the GRC in London.

6. UPPER TRIBUNAL AND EAT PROJECT (USING THE RCJ CE-FILE FOR APPEALS AND JUDICIAL REVIEWS):

Aim:

To provide a new end to end case management and electronic filing system.

Objectives:

To extend the electronic filing system known as CE file, which is used by the civil jurisdictions of the High Court to the appellate and judicial review jurisdictions of the Upper Tribunal and the Employment Appeal Tribunal.

Plan:

- The project is focussed on the implementation of CE-File (both the internal case management system and the external E-Filing Service for users) in the Upper Tribunal and the Employment Appeal Tribunal.
- The plan is for the judicial review jurisdictions in UTIAC to move to CE-File in Autumn 2019. The remainder of the Upper Tribunal and EAT jurisdictions will move onto CE-File between January and March 2020.

7. ALL TRIBUNALS (DIGITAL RECORDING):

Aim:

To digitally record all hearings in the Tribunals.

Objectives:

- To provide one of the means by which open access to justice i.e. the scrutiny of public hearings is facilitated.
- To provide a record independent of the judge and panel members which is capable, where appropriate, of transcription.

Plan:

In 2019, recording facilities will be introduced in all First-tier Tribunals that sit in the HMCTS estate.

- Recording will be undertaken through the provision of small, portable, digital recording devices, using the existing DARTs storage system for filing and retrieval. A pilot of these devices is presently taking place in Cardiff in the Immigration and Asylum, Employment and SSCS Tribunals. The pilot will build on existing trials and protocols in Scotland.

B. STRATEGIC PLANS

1. JUDICIAL WAYS OF WORKING

The plan to change judicial ways of working in the Tribunals was set out in full at appendix E of my report to the Lord Chancellor and Secretary of State for Justice: The Modernisation of Tribunals 2018. The plan arose out of more than 40 meetings in court and Tribunal buildings across the United Kingdom which were attended by almost 800 judicial office holders and survey responses received from or on behalf of over 10,000 judges, panel members and magistrates. In the Tribunals, the detailed materials that came out of that exercise were analysed and discussed by the Tribunals Change Network. The plan has been agreed with HMCTS.

The plan describes two overarching principles:

- The first is that access to justice must be improved not reduced. Judges are responsible for safeguarding the rule of law and must ensure that whatever process is used, in each Tribunal and in each individual case, it is both fair and will facilitate effective access to justice that is open to public scrutiny.
- The second is that “one size does not fit all”: modernisation must be and will be jurisdiction specific.

In my introduction to the plan I set out a summary of the more detailed positions that were agreed with the judiciary. The plan sets out the principles, design concepts, identified solutions and actions that will be taken in respect of all projects that have an impact on users and judicial ways of working. The plan will be used to influence the design of projects, new process, rules and practice directions and the judicial ways of working that are the consequence. Each project will be monitored and scrutinised by reference to the plan. The actions contained in the plan form the basis of monthly meetings with the operational and reform teams of the Judicial Office and HMCTS, my own office and leadership judges through the Tribunals’ leadership structures. That scrutiny leads to feedback to the Judicial Reform Board, HMCTS Portfolio Board and HMCTS Main Board. An important element of judicial ways of working is the diversity of our judiciary. In recent recruitment, the Tribunals have achieved our aim of reflecting the different backgrounds of people in society and we will continue to strive to do so.

2. TRIBUNALS ESTATE

The Tribunals estate plan is now complete. Some three years in the making, it describes the entirety of the leasehold estate used by Tribunals across the United Kingdom and, where co-location already exists, the use of freehold and leasehold estate with the courts. The Plan has been developed with the aim of describing the diverse needs of the Tribunals’ jurisdictions and to ensure that they continue to be met. The work has identified some existing accommodation that is unsuitable and also identifies commercial imperatives that must be considered in future planning. The principle upon which the plan relies is that Tribunals should not be located in accommodation that is inferior to that provided for the courts and that modernisation should help secure improvements to our working environment within the limited but identified budgets that are available.

The plan describes operational agreements which include the following:

- The strategic plan will be published once Ministers have completed their consideration of consultation responses in respect of the consultation “Fit for the future: transforming the court and tribunals estate”.

- The principles described in the plan will be used to inform Tribunal responses to specific estates consultations in due course and operational decision making relating to where Tribunal hearings should take place.
- A further protocol is to be written during 2019 dealing with Tribunal hearings which take place outside HMCTS estate. This will build on and develop existing arrangements to provide access to justice in local buildings or in buildings that are necessary for specialist jurisdictions such as mental health.

3. COMMON COMPONENTS AND CAPABILITIES

There are a number of digital services being developed and piloted which will benefit a variety of jurisdictions and therefore will be common to a range of projects. The aim and current focus of each of these components is described in a plan which includes the following:

Case Data Management (CDM) system: A new case management system will replace the range of systems being used across jurisdictions. An early version of CDM is already in use in some types of applications. The system will be developed to support new end to end processes during 2019.

Digital Evidence: The capability to upload and share documents and digital bundles will be provided in 2019. Equipment will also be provided to present documents during a hearing. Functionality already exists for single documents to be uploaded (e.g. a photo of a marriage certificate in divorce cases), and trials are taking place in Family Courts and the IAC Tribunal to use the capability for digital bundles.

User Interfaces: Development of a system for judges is progressing and early versions of features available include accessing a case file, viewing the case file event timeline and asking questions as part of continuous online resolution. A number of pilots in early 2019 are planned to extend the system's use, including in SCS.

Document Generation: Integrated into the user interface will be a system that provides templates for documents. The documents will be able to be pre-populated with relevant case information and stored as part of the case record to maintain an audit trail. The system can generate documents such as a decree nisi or notice of issue but does not yet allow editing. The majority of standard documents should be able to be generated through the system by June 2019.

Professional User Interface: An external user interface is planned to be delivered in the first quarter of 2019. This would be a basic version of system-to-system integration, allowing professional users (in particular, those who issue large volumes of process) to exchange data between their system and CDM. Initially the system is to be limited to a small number of solicitors, after which the number of pilots will be increased.

Scheduling and Listing: A new capability to book judges, manage itineraries and assist with electronic listing in accordance with judicial decisions will be developed in 2019.

4. AUTHORISED OFFICERS

The plan for the use of authorised officers (including Registrars, Case Officers, Legal Officers/Advisors and Tribunal Case Workers) is now complete. Authorised officers may only be used at the request of Chamber Presidents under Rules and Practice Directions authorised by the Senior President of Tribunals. Each authorised officer is supervised in their judicial function by nominated judges in

accordance with a protocol. Authorised officers are recruited in accordance with a skills and abilities framework which relates to the recruitment competencies of judicial office holders and are trained for some of their time alongside judicial colleagues. They have a career development scheme which provides opportunities to obtain professional qualifications. The protocol setting out the details of each case officer, their functions, supervision, mentoring and training has now been developed and applications are now being made by Tribunal Presidents for authorised officers to undertake functions permitted in Practice Directions. These functions include case supervision and triage to assist in the development of new process as described in the modernisation projects. It is anticipated that approximately 60 authorised officers will be in post by July 2019. Some have already obtained legal skills and experience as a consequence of their career development, including professional qualification, training contracts and in three recent notable cases appointment as fee paid First-tier Tribunal judges. Regular scrutiny of the success of authorised officers is undertaken with reports being provided to Tribunal Presidents and myself.

5. TRAINING AND DEVELOPMENT

As described in my report to the Lord Chancellor and Secretary of State for Justice, training for digital ways of working and for changes to judicial ways of working is being implemented through the Judicial College. The funding for that additional training has been agreed. Training will be provided during induction courses for new appointees, at continuation courses for established judicial office holders and in cross-jurisdictional training on judgecraft. The training will be afforded to salaried and fee paid Tribunal judges and fee paid panel members. Authorised officers will attend appropriate parts of that training with their judicial colleagues.

The leadership and management development courses provided by the Judicial College have been expanded and are in the process of being re-written to include change leadership and management and judicial ways of working. All Tribunal leadership judges immediately before or on appointment are expected to attend the new “Essential Leadership” course with their courts and coronial colleagues. This course has a new syllabus and new tutor judges drawn from those with extensive leadership experience and experience of being project judges in the modernisation process. More experienced judges will be invited to bespoke refresher days and also to an ‘Experienced Leaders’ course which is now in development and is expected to launch towards the end of 2019. Senior judiciary including those who are appointed as Presiding Judges and Chamber Presidents are now being offered advanced leadership training which is being designed with those judges and by those who have formally undertaken those roles. Each of the courses has access to educational experts from the Judicial College and to external speakers and experts who can assist with specialist perspectives.

6. SERVICE SUPPORT

The Tribunals judiciary will work with HMCTS to develop a plan during 2019 which describes the functions of officials who support users and judges in courts and Tribunal hearing centres and through Courts and Tribunals Service Centres (CTSCs). The plan will describe how support is provided by officials co-located with the judiciary and those who work in the national centres and also how liaison is to occur between them. In the Tribunals, specific issues arise because Tribunals are national jurisdictions. Appropriate arrangements must be made for liaison between CTSCs, the private offices of Tribunal Presidents and regional judges, their HMCTS administrations and the regional (Circuit) organisation of the courts and their secretariats. This will be work in progress during 2019. The essential principle agreed with the Tribunals during the judicial ways of working exercise was that each

of the functions presently provided will continue to be provided and that there will be no less support for users or judicial office holders than that which already exists.

7. DATA

The Tribunals have worked very closely with the Insight and User Research Team of HMCTS to develop data collection, data security and the evaluation of each of the projects that exist. The team have commissioned an external academic from the Administrative Justice Council (AJC) (Dr. Natalie Byrom, the Director of the Legal Education Foundation) to advise upon the methodology of evaluation, in particular in respect of access to justice. The Tribunals and the AJC have been very active in supporting and participating in research in these areas (as described at annexes G and J of my Report to the Lord Chancellor and Secretary of State for Justice) and we have agreed to work with the courts and HMCTS to develop a plan for the ethical use of data in its broadest context and to support and participate in further research into outcomes including access to justice.