



**Judicial  
Office**

# **Judicial Office Strategy 2025–28**



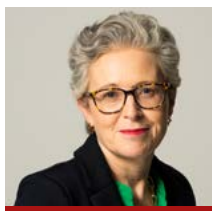
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# Foreword

by the Chief Executive,  
**Michelle Crotty**



I am very pleased to introduce the Judicial Office's Strategy for 2025–28 and Business Plan for 2025–26. We have created a three-year strategy in response to a desire from staff to see a longer term view. It's also important for us to reflect as an organisation on the progress we have made in our Business Plan and look ahead to the opportunities and challenges of the coming years.

The next three years will involve significant change for the judiciary and the whole justice system. We are realistic but ambitious about the time it will take to achieve our strategic outcomes with the resourcing constraints that we, and the rest of the public sector, will be operating within.

Over the past year, we are proud of how our staff have worked together to deliver against our 2024–25 Business Plan. They have worked collaboratively and with dedication and professionalism to support the judiciary, strengthen the rule of law, and improve the administration of justice.

Our new three-year strategy sets out a clear and ambitious vision: our highly engaged and skilled staff collaborate to deliver and continuously improve our services and advice to the judiciary. At its heart are three strategic outcomes:

1. We will deliver high-quality services and advice to the judiciary, ensuring our services are responsive, effective, and aligned with judicial priorities.
2. We will have a highly engaged, diverse and skilled workforce, where everyone feels valued and empowered.
3. We will work together as One Judicial Office: strengthening collaboration across the organisation, and working as one team to share knowledge, innovate, and deliver consistently high standards.

The 2025–26 Business Plan outlines how we will begin to deliver on these objectives. It is supported by Divisional Plans that help provide clear direction for our staff and enable them to see how their work fits into the wider organisational mission.

This document is the product of wide engagement across the Judicial Office and was endorsed by the Judicial Executive Board. Successful delivery of the vision and outcomes will require smart and hard work by all our teams, and ongoing close collaboration with colleagues in His Majesty's Courts and Tribunals Service (HMCTS) and the wider Ministry of Justice (MoJ).

A handwritten signature in black ink that reads "Michelle Crotty". The signature is written in a cursive, flowing style.

**Michelle Crotty, Chief Executive**

# Introduction

The Judicial Office (JO) was created in 2006 following the historic changes introduced by the Constitutional Reform Act 2005. These reforms increased the separation of powers between the Judiciary, Government and Parliament, and strengthened judicial independence.

The independent judiciary, the rule of law and an effective, properly resourced justice system are fundamental to our economy, democracy and society. We need well-functioning courts and tribunals to maintain public order and keep people safe, to uphold our rights, to act as the final arbiter of disputes, and to underpin and promote commerce and productivity.

JO is an arm's-length body of the Ministry of Justice (MoJ), staffed by MoJ civil servants and colleagues on loan from other public sector organisations. JO's Management Board is chaired by its Chief Executive, who reports to the Lady Chief Justice of England & Wales (LCJ) and supports the Judicial Executive Board (JEB). JO provides a wide range of services and advice to support the:

- LCJ, JEB members, the Chief Coroner and Judge Advocate General in discharging their statutory and non-statutory responsibilities;

- National and Circuit/Regional-level leadership judiciary in their day-to-day leadership and management responsibilities;
- 24,000 judicial office holders, including judges, non-legal members and c.15,000 magistrates; and
- Joint statutory responsibilities of the LCJ, Senior President of Tribunals (SPT) and Lord Chancellor.

The Judicial Conduct Investigations Office (JCIO) is based in the JO. The JCIO is responsible to both the Lord Chancellor and the LCJ, reflecting their joint responsibility for judicial discipline. It is a statutory body, operationally independent of the MoJ and the rest of the JO.

## Mission

Strengthen the rule of law and improve the administration of justice by supporting the leadership and governance of the judiciary.

## 2028 Vision

Our highly engaged and skilled staff collaborate to deliver and continuously improve our services and advice to the judiciary.

## Strategy outcomes

- **We deliver high-quality services and advice to the judiciary.**
- **We have a highly engaged, diverse and skilled workforce.**
- **We work together as One Judicial Office.**



## Measures of success

We will track performance against key indicators related to JO staff engagement, judicial satisfaction, and operational delivery of services and advice.

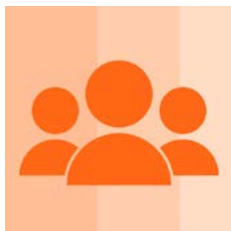


## Our values



### Purpose

We understand the importance and meaning of our role: to support the judiciary in upholding the rule of law and facilitate the administration of justice by providing a first-class service.



### Humanity

We value each other. We treat everyone with compassion. We respect and include each other. We share a passion for delivering justice.



### Openness

We provide expert advice to the judiciary, our colleagues and stakeholders, built upon trust, honesty, accountability and open feedback, where we can safely challenge and be challenged.



### Together

We work in partnership with each other, the judiciary and wider stakeholders in the administration of justice, by creating a collaborative, diverse, innovative and transparent environment.

# Achieving the Strategy Outcomes

## **We deliver high-quality services and advice to the judiciary**

JO is a services-based organisation. 24,000 judicial office holders – judges in the criminal, coroners', civil, and family courts and the tribunals, non-legal members, and magistrates – rely on our staff to provide an increasingly wide range of specialist services and advice. These relate to judicial appointments, conduct, training, human resources, digital, data, legal information and advice, communications, strategy, policy, and international. We also advise on and facilitate the senior judiciary's engagement with the Government and Parliament.

### **We will:**

- **Support the LCJ, SPT and other senior judges in discharging their statutory and non-statutory responsibilities**, working in close collaboration with HMCTS, MoJ and other key organisations.
- **Focus JO's resources on JEB-endorsed priorities** including:
  - a. promoting the judiciary's strengths;
  - b. building judicial unity; and
  - c. reducing backlogs, improving timeliness and maintaining quality.
- **Given our funding and staffing constraints, support the senior judiciary in rigorously prioritising our work**; and be prepared to stop, pause or slow down some workstreams if needed.
- **Continuously improve our ways of working, including through the responsible use of appropriate Artificial Intelligence (AI) tools**, to ensure our resources are used as efficiently and effectively as possible.

## **We have a highly engaged, diverse and skilled workforce**

JO is a people-centred organisation; our staff are our greatest asset. We rely on them to provide a wide range of specialist services and advice to the judiciary. It is vital that we support, develop and retain the high-calibre staff on which our mission depends.

JO provides a unique and exciting opportunity for staff to support the judiciary as the third arm of the State. We must continue to develop our people offer to ensure that JO is an attractive organisation for prospective staff, and a stimulating, inclusive, supportive and engaging place to work for existing colleagues. Our recent JO Culture Enquiry generated a rich source of data on how staff view the JO now and how they want it to be in the future. We need to work hard to create a culture that improves inclusive and collaborative working, maximises engagement, and enhances performance.

### **We will:**

- **Foster an inclusive culture and embody JO's values.**
- **Invest in our leaders and managers** so they have the skills and capabilities to develop high-performing teams; and can role-model positive behaviours.
- **Embed the People Committee** and its staff-led workstreams.
- **Create and implement people strategies** including on staff engagement, workforce planning, learning and development, diversity and inclusion, wellbeing, and health and safety.
- **Empower staff at every level** to take decisions confidently and contribute their diverse skills, experience, views and ideas.
- **Develop and implement a location strategy** that improves the employee experience and draws on the best staff from across the country.



## **We work together as One Judicial Office**

We have grown in size to respond to increased demand for our services and to the challenges facing the courts and tribunals.

This has involved both the organic development of new and improved services and the incorporation of functions from other organisations. JO previously took over the judicial training function from the Judicial Studies Board and recently acquired responsibility from HMCTS for all magistrates' training delivery and for the Chamber Presidents' Offices.

We now need to focus on creating One Judicial Office: a truly cohesive organisation where we work seamlessly across teams, functions and with the judiciary; whilst adopting more consistent structures, ways of working and processes.

### **We will:**

- **Collaborate effectively with all our JO colleagues** to deliver high-quality services and advice to the judiciary.
- **Share successes, best practice and lessons learned** within and across the Divisions.
- **Develop closer working relationships with MoJ, HMCTS and other organisations** to improve the justice system.
- **Increase the effectiveness and consistency of JO's structures and processes** to improve efficiency.
- **Ensure compliance with our information management policies and practices** so we can access the information we need quickly, work efficiently and improve resilience.

# Judicial Office's Annual Business Plan 2025-26

## We deliver high-quality services and advice to the judiciary.

- Provide timely and insightful advice and support to senior leadership judges to improve system productivity, achieve jurisdictional goals, and strengthen engagement with Government and Parliament.
- Provide high-quality legal, strategy, information and digital services to support the judiciary in upholding the rule of law, improving the administration of justice, and fostering One Judiciary across jurisdictions and judicial offices.
- Support HR strategy development to improve diversity, inclusion, health and wellbeing; co-ordinate input into the Senior Salaries Review Body's Major Review of salary structures; and harness technology to enhance the onboarding/offboarding of c.3,300 judicial office holders.
- Support the Directors of Training to design, deliver and evaluate c.1,800 training courses in fulfilment of the LCJ, SPT and Chief Coroner's statutory training responsibilities.
- Deliver high-quality specialist support and advice to the judiciary on internal and external communications, international engagement, judicial conduct, and programme delivery.



## **We have a highly engaged, diverse and skilled workforce.**

- Develop and implement people strategies on L&D, workforce planning, staff engagement, and talent management.
- The People Committee to drive work in priority areas identified by the Culture Enquiry and People Surveys, including resources and workloads; leadership and managing change; and inclusion.
- Strengthen leadership skills across the grades.
- Develop and implement a JO location strategy.

## **We work together as One Judicial Office.**

- Develop and execute an internal communications strategy and action plan to help foster One Judicial Office.
- Support colleagues to increase productivity and maximise value for money through use of AI tools, improved collaboration, and effective information management.
- Ensure the adoption of more consistent and effective financial management policies and practices across the organisation.

# Divisional Business Plans 2025-26

## Private Offices

**We deliver high-quality services and advice to the judiciary.**

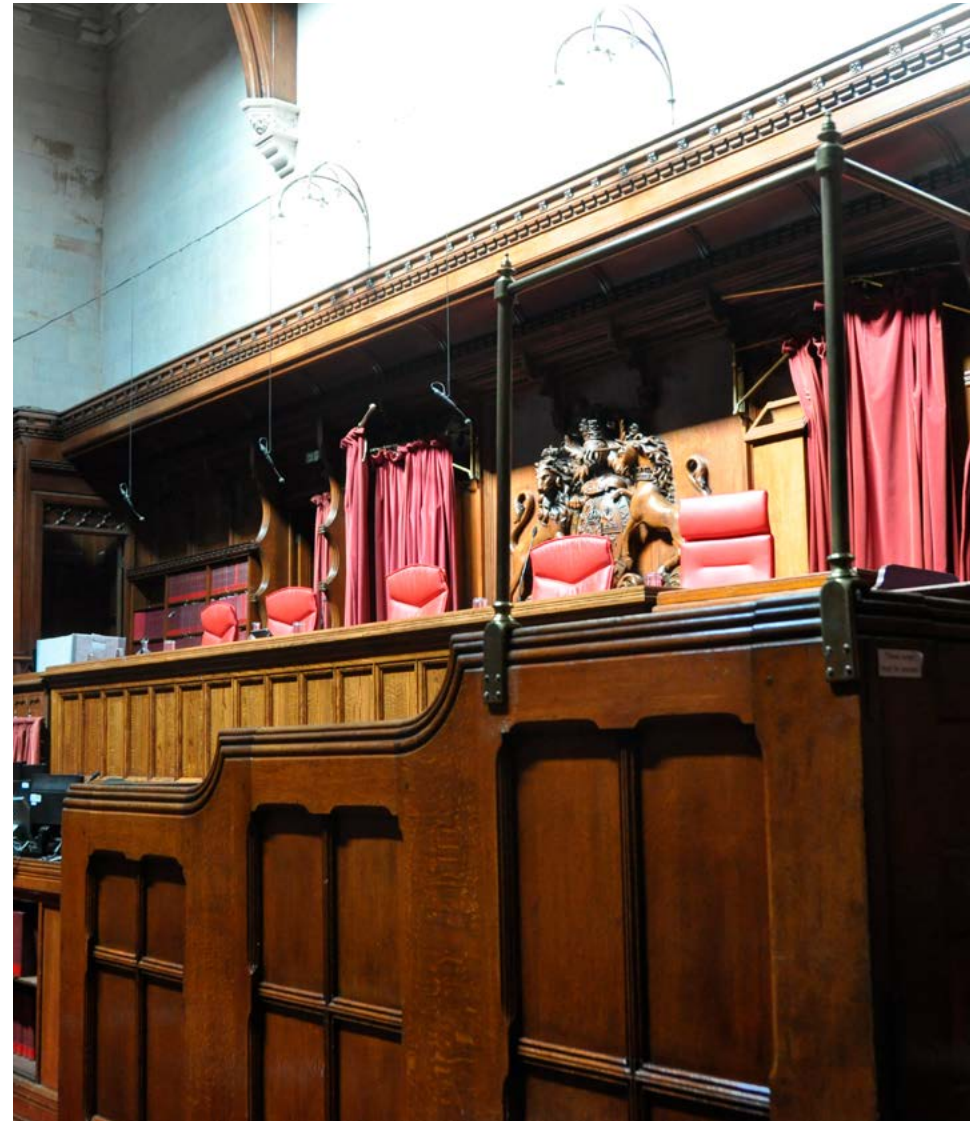
- Provide high-quality advice to senior leadership judges on all matters, including the most sensitive issues of the day.
- Support senior leadership judges in the delivery of their strategic priorities.
- Horizon scan for emerging issues.
- Ensure senior leadership judges can make the best use of their time through effective management of their diaries and strategic use of stakeholder engagement meetings.
- Support preparation for appearances at parliamentary select committees.
- Provide secretariat support to the Judicial Executive Board and other judicial governance bodies.

**We have a highly engaged, diverse and skilled workforce.**

- Review the senior leadership structure of the directorate, including the Deputy Director's office.
- Respond to People Survey results feedback by focussing on developing line managers through training, coaching and mentoring, and bespoke sessions at the annual Divisional awayday.
- Evaluate the success of the Chambers Presidents' Offices restructure.
- Develop standard role descriptions for private secretaries, deputy private secretaries, assistant private secretaries and executive assistants.

## **We work together as One Judicial Office.**

- Work closely with JO Management Board members and build strong relationships with teams across Judicial Office.
- Ensure the relevant subject matter expert teams are engaged and commissioned to contribute to briefings.
- Support other JO teams to progress work by advising on the best way to engage the senior judiciary.



## Deputy Chief Executive's Division

### **We deliver high-quality services and advice to the judiciary.**

- Delivery Unit will provide high-quality consultancy and advisory support on high profile projects and assure progress.
- International will embed the new judicial strategy for international engagement 2025-29 and deliver engagements targeting the annual set of international priority jurisdictions.
- Communications will provide day to day media advice and support in response to media enquiries and high profile judicial public appearances; and continuously improve channels for communicating information to the judiciary.
- JCIO will process complaints and manage the investigation of conduct cases in accordance with rules and regulations and complete a review of how the 2023 disciplinary system changes are working.

- We will also continue to shape and deliver the work of the Transforming Open Justice Board alongside judges who have responsibility for this work.

### **We have a highly engaged, diverse and skilled workforce.**

- Delivery Unit will promote its learning offer and Delivery Hub.
- Business Support (BST) will build internal capability to support the business to develop a range of people strategies and plans that allows us to attract, retain and develop staff.
- International, Communications and JCIO will support team members to access specialist training and opportunities to develop in their areas of expertise.



## We work together as One Judicial Office.

- Delivery Unit will work collaboratively with Divisions to provide advisory services and assurance for JO Management Board.
- Business Support will prioritise work on health and safety to ensure compliance with legal standards and start to strengthen our approach to business continuity through migration to the MoJ Business Continuity Management System platform.
- International will continue to support other teams where there is an international-facing element.
- Communications will continuously improve staff communications channels and provide high-quality communications advice to JO colleagues, including developing a forward look to align communications.
- JCIO will continue ongoing work with the Welfare and Casework Team to ensure that office holders who are going through the JCIO process are able to receive the welfare support that they need.



# Strategy, Information & Digital

## **We deliver high-quality services and advice to the judiciary.**

- High-quality legal support and advice on the senior judiciary's statutory functions and on policy proposals.
- Improve efficiency and continue to modernise working practices in the courts/tribunals.
- Support and advise the judiciary in their engagement with and leadership of digitisation of the courts/tribunals.

- Deliver and evaluate AI projects for the judiciary.
- Implement the One Judiciary Strategy and Action Plan.
- Launch the first Data Strategy for the judiciary and JO.
- Develop a Digital Strategy and deliver high-quality digital services.
- Provide high-quality, timely library and information services, in line with targets. Support Library Committee's review of print resources to meet judicial need and achieve value for money.
- Provide support and advice to judges to ensure the timely publication of judgments by The National Archives.
- Understand, plan for, and communicate the impact of Other Government Department/MoJ policy and legislative changes on judicial/JO resources and funding.



## **We have a highly engaged, diverse and skilled workforce.**

- Implement Local Divisional People Survey Response Plans.
- Actively contribute to the People Committee and its workstreams.
- Support our staff to access the learning and development offer, including to strengthen professional and leadership skills.

## **We work together as One Judicial Office.**

- Analytical service to support JO and judiciary's evidence-based decisions.
- Foster information management best practice and ensure compliance with data protection law.



# Judicial College

**We deliver high-quality services and advice to the judiciary.**

- Deliver and evaluate a portfolio of induction, continuation, cross-jurisdictional skills and digital training, to ensure best educational impact and value for money, and achieve 90%+ positive feedback on key metrics.
- Support the College Board to agree priorities for the training programme and allocate resources accordingly.
- Launch the 2026-27 judicial prospectus in December 2025 and the regional magistrates programme by March 2026.
- Publish the 2026-30 College Strategy in January 2026.
- Publish regular updates to the Equal Treatment Bench Book.
- Embed inclusion in training for new and existing judicial office holders.



- Deliver inductions to enable cross-deployment in line with agreed judicial priorities and allocated resources.
- Continue to embed greater consistency in training for magistrates across regions and Wales.
- Respond to emerging training demand in all jurisdictions in response to judicial priorities, evidenced learning need, and legislative and wider system and social changes.



- Conclude the second phase of the tribunals continuation training entitlements review and commence the final phase.
- Pilot new judicial leadership training and evaluate and report to JEB on its impact.
- Support judicial upskilling in technology including AI and identify opportunities to harness technology appropriately in training design and delivery, including through continuous improvement of Judicial College Learning.
- Launch resources on accessibility, conclude work to establish that training materials meet relevant accessibility standards and put in place ongoing systems to ensure accessibility is maintained.

### **We have a highly engaged, diverse and skilled workforce.**

- Improve staff satisfaction on resources and workloads, inclusion and leadership and managing change.
- Support staff to make use of available learning and development opportunities; maintain professional expertise.

### **We work together as One Judicial Office.**

- Improve induction processes and resources to support staff to understand their role within the wider organisation.
- Launch a revised College protocol on expectations and ways of working between staff and judicial trainers.
- Support the aims of the judicial international strategy through appropriate and relevant international training engagement.

# Judicial Human Resources

## **We deliver high-quality services and advice to the judiciary.**

- Judicial Human Resources development, including creation of leadership location fields for Courts Circuit Judges and use of API (application programming interface) capability to move towards aligning systems.
- Regular courts and tribunals visits, to deliver in-person professional HR advice and support.
- Deliver organisation design and development reviews of Coroner HR Support and People Change to support One Judiciary aims.
- Develop and publish a judicial Diversity and Inclusion Strategy for 2026-30 identifying priority areas.
- Provide quality support and timely advice to judicial office holders undertaking voluntary D&I roles such as Diversity Community Relations Judges and Magistrates.
- Support leadership judges in understanding the range of responsibilities expected of them and providing quality induction, mentoring and resources.
- Co-ordinate judicial input into the Senior Salaries Review Body major review of judicial pay, influencing terms of reference and drafting the data and narrative evidence.
- Advise and support the judiciary on the review of the Guide for Judicial Conduct.
- Develop the 2025-28 judicial Health and Wellbeing Strategy and associated action plan.
- Implement the Judicial Incapacity Policy.
- Co-ordinate judicial input into the 2025-26 judicial recruitment programme.
- Continue to make greater use of different technology formats to enhance the onboarding and offboarding formats for the expected 3,300 JoH appointments.
- Embed the MyHR Platform to improve the user experience and leverage data insights.



## **We have a highly engaged, diverse and skilled workforce.**

- Continue to review and modernise systems, identifying staff skills across teams to create flexibility, to facilitate delivery of large volumes of work.
- Support staff in developing their HR and operational professionalism.
- Implement Culture Enquiry and People Survey actions.
- Provide HR data reporting and insights to colleagues across JO to drive data-driven decision making.

## **We work together as One Judicial Office.**

- Collaborate with colleagues across the JO to deliver high-quality service and progress priority work.
- Work with the Judicial College to provide a coherent training and development offer to leadership judges.

