



**Judicial
Office**

Judicial Office Business Plan 2026-27

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Judicial Office Business Plan 2026-27

Purpose

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

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

- Support the judiciary to prepare for and implement criminal court reforms, including appointments and training for the magistrates' uplift and for judges; creation of a national listing framework; delivery of statutory guidance and pilots to increase remote hearings; and support for the Criminal Courts Improvement Group.
- Work with His Majesty's Courts and Tribunals Service (HMCTS) to implement agreed plans to improve system productivity across civil, family and tribunals justice; support further courts and tribunals digitisation; and facilitate testing and adoption of AI tools by the judiciary.
- Strengthen judicial security, including through support to the Judicial Security Taskforce; creation of a new Judicial Office (JO) security 'front door'; and, with Ministry of Justice (MoJ), delivery of an out-of-court security framework.
- Support further progress towards creating One Judiciary, including through the unification of leadership for the courts and tribunals judiciary in England & Wales under the Lady Chief Justice (LCJ).
- With MoJ, support improvements to judicial diversity, workforce planning and structures, including through new governance and task and finish groups; creation of the Business & Property Division of the High Court; and input to the Senior Salaries Review Body's (SSRB) Major Review.

We have a highly engaged, diverse and skilled workforce.

- Ensure staff have a clear understanding of the JO's purpose, its strategic priorities, and how their work contributes to them.
- Foster psychological safety across the organisation so staff are willing and able to contribute their ideas, innovate, provide constructive challenge, and raise concerns about behaviour.
- Enhance understanding of the shared expectations between leadership and staff, and amongst all colleagues, to promote high performance and engagement.
- Support staff to benefit from improved learning and development (L&D) opportunities.

We work together as One Judicial Office.

- Foster One Judicial Office, including through an internal communications strategy and action plan to support cross-JO delivery.
- Support colleagues to increase productivity through the use of AI, improved collaboration, and effective information management.
- Ensure more consistent and effective financial management across the organisation.

Divisional Business Plans 2026-27

Private Offices

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

- Provision of 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.
- 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.
- Own collaboration between the judiciary and HMCTS on system productivity, including delivery of the jurisdiction productivity plans.
- Advise the Judicial Executive Board (JEB) on the most efficient and effective way to manage judicial participation in official business, ensuring activity is closely aligned to local business need.
- Provide secretariat support to the Civil Justice Council, Administrative Justice Council, and Family Justice Council to support the development of jurisdictional guidance and policy.
- Provide secretariat support to the JEB and Judges' Council to ensure effective senior leadership and governance of the judiciary.
- Support and advise judicial members of the HMCTS Board and ensure that the views of the LCJ and Senior President of Tribunals (SPT) are factored into that advice.

We have a highly engaged, diverse and skilled workforce.

- Respond to People Survey results feedback by introducing quarterly all-directorate meetings, open guest slots for other Deputy Directors (DDs) to attend Private Office Senior Management Team, and PO DD attendance at team meetings (on request from teams).
- Development of a directorate-specific workforce plan, including talent management and succession planning.
- Develop common standards for Private Secretary, Deputy Private Secretary, Assistant Private Secretary and Executive Assistant roles.
- Complete a directorate-wide assessment of skills gap and training needs – submit subsequent business case for funding from the central training budget.

We work together as One Judicial Office.

- Work closely with Judicial Office Management Board (JOMB) members and build strong relationships with teams across Judicial Office – build on the work to continuously improve working with Judicial Human Resources (HR).
- 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.
- Own the induction of all new Heads of Division, ensuring appropriate commissioning of information from the relevant JO teams.

Deputy Chief Executive's Division

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

- The Delivery Unit will provide consultancy to JO projects and centrally coordinate and report on progress to ensure delivery of the JO Strategy.
- The Judicial Conduct Investigations Office (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.
- The International Team will support the LCJ and senior judiciary in delivering the ambitions set out in the 2025 International Strategy.
- The Communications Team will develop and deliver a new business plan for 2026-28, which will include: digital and media plans to support public understanding of, and confidence in, the work of the judiciary, the judicial processes and values that underpin it, and its value to society. Internal communications that ensure judicial office holders (JOHs) feel informed, engaged, and valued,

particularly in relation to judicial and government-led change, as well as the support offer available on security, online abuse and media engagement.

We have a highly engaged, diverse and skilled workforce.

- The Delivery Unit will promote its learning offer and Delivery Hub.
- The People Services Team will support a varied and value-for-money L&D programme, tailored to the needs of the organisation and ensure there is a consistent and fair application of organisational priorities.
- The People Services Team will develop and deliver a Workforce Strategy aimed at mitigating JO's People Risks. This includes providing recruitment support, improving staff management information flows; and working with internal communications on creating greater staff engagement.
- The Finance Team will continue to develop the Finance Peer Group and increase financial literacy across the JO.

We work together as One Judicial Office.

- The Delivery Unit will work collaboratively with Divisions to provide advisory services and assurance for JOMB.
- 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.
- Internal Communications to execute a new staff engagement strategy alongside JOMB, People Committee and the People Services Team. This will include a focus on improving staff awareness of JO's purpose and direction, strengthening staff voice and feedback loops and supporting manager-led communication.
- The Corporate Estates and Infrastructure (CEI) Team will provide health and safety (H&S) advice and support to ensure the JO understands and complies with its legal responsibilities in relation to H&S matters.
- The CEI Team will drive forward continuous improvement activity across the organisation in relation to business continuity, developing a mature approach to business continuity testing; and ensuring completion of the migration of all plans to the MoJ business continuity management system by March 2027.
- The CEI Team to ensure that JO staff can operate in a safe and comfortable environment, including delivering a range of priority accommodation projects identified by JOMB by March 2027.
- The Finance Team will support JOMB and give assurance that public funds are managed properly; financial risks are identified early and actively managed; budgets are realistic, controlled and aligned; and financial reporting supports effective oversight and decision-making.
- The People Services Team will create a consistent working experience for all JO staff across the different directorates.

Strategy, Information & Digital

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

- Provide high-quality library and information services, in line with targets. Support the Library Committee to ensure service meets judicial need and delivers value-for-money. Work with MoJ Commercial to begin re-procurement.
- Provide support and advice to judges to ensure the timely publication of judgments by The National Archives.
- Develop and deliver eLIS training strategy. Collaborate with the Judicial College on judicial training requirements and review the functionality of eLIS to enhance its usability.
- Support the judiciary in implementing criminal justice reforms.
- Support the judiciary on a range of projects and at cross-system structures to create a modern, transparent and efficient justice system, including the creation of the Business & Property Division of the High Court.
- Support and advise the judiciary in its engagement with, and leadership of, the digitisation of the courts and tribunals, and facilitate its adoption of AI tools in a safe and effective way.
- Continue to design, implement and embed work to realise One Judiciary, including through the development of coherent and progressive judicial structures.
- Support judicial strategic relationships with HMCTS, MoJ and wider Government, and with Parliament.
- Provide high-quality legal support and advice on the senior judiciary's statutory functions and on policy proposals.
- Provide professional and timely analytical support and advice to enable data-driven decision-making.
- Deploy and maintain a suite of digital products and services to the judiciary in accordance with their needs.
- Implement the Data Strategy, ensuring the judiciary has access to, and can utilise, the data and information needed to discharge their roles.

We have a highly engaged, diverse and skilled workforce.

- Actively contribute to the People Committee.
- Support our staff to access the L&D offer.
- Deliver training on the constitution and rule of law.
- Improve digital and data literacy across the organisation, enabling staff to use tools like AI safely and effectively.

We work together as One Judicial Office.

- Operate across boundaries to ensure our approach is well-informed and meets the JO's strategic aims.
- 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 the scheduled programme of training courses (c.1,800) and achieve at least 90% satisfaction with the attainment of learning outcomes and usefulness.
- Design and implement training strategies and resources to implement criminal court reforms and to support the scaling up of capacity in the magistracy.
- Strengthen the cross-jurisdiction training offer by delivering a new practical judgecraft induction seminar for judges and coroners, and creating a library of e-learning resources on priority themes, including domestic abuse.
- Roll out senior judicial leadership training and new continuation training for judicial leaders at all levels.
- Provide guidance and resources to support diversity and inclusion (D&I), including new training films for magistrates.
- Commence the next three-yearly comprehensive review of the Equal Treatment Bench Book.
- Deliver training and resources to support awareness of and appropriate adoption of AI and emerging technologies.
- Deliver Welsh language training to support the right to speak Welsh in the courts.
- Undertake priority international training engagements and evaluate impact.
- Launch the 2027-28 judicial prospectus in October 2026 and the regional magistrates' programme by March 2027.
- Take steps to ensure the training programme remains underpinned by clear and effective policy and governance.
- Implement improvements to Judicial College Learning and review training venues.

We have a highly engaged, diverse and skilled workforce.

- Identify and implement actions to support staff to model positive behaviours and feel safe to challenge.
- Strengthen and embed a people-centred approach to change management and improve staff perceptions of empowerment as measured by survey feedback.
- Equip staff to make effective use of available L&D and promote opportunities to maintain and expand professional expertise.

We work together as One Judicial Office.

- Collaborate to ensure processes for judicial recruitment, training, ways of working and career development are joined up and effective.
- Launch a revised Judicial College protocol on expectations and ways of working between staff and judicial trainers.

Judicial Office Human Resources

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

- Provide quality induction, mentoring and resources to equip leadership judges in undertaking their roles.
- Implement and review the Judicial Diversity and Inclusion Strategy 2026-30.
- Facilitate outreach work for JOHs, providing support as appropriate.
- Develop the Judicial HR (J-HR) IT system to align locations and appointment titles across HMCTS and judicial salaried and fee schedules. Prioritise development of application programming interfaces to remove double entry of data into J-HR to improve data quality.
- Continue to make greater use of AI technology to enhance the onboarding and offboarding for the expected 4,000 JOH appointments.
- Share responsibility with HMCTS and MoJ colleagues for standing up the Magistrates' Taskforce and wider team to reduce the appointments process from 12 months to 12 weeks.
- Co-ordinate judicial input into the SSRB Major Review of judicial pay and structures to secure optimum outcome for the judiciary.
- Review and update Whistleblowing, Grievance and Bullying, Harassment and Discrimination policies to ensure legal compliance, operational effectiveness and reduced litigation risk.
- Develop and publish an informal concerns protocol for legal professionals, with supporting guidance for leadership judges, to ensure consistent, fair and proportionate handling of non-serious concerns and to support an open and inclusive judicial culture.
- Develop and co-ordinate the roll-out of the 2026 Judicial Attitude Survey, using the outputs to inform the work.
- Co-ordinate input from the senior judiciary to inform the development of the 2027-28 judicial recruitment programme.
- Lead outreach and judicial work-shadowing to support the 2026-27 judicial recruitment programme.
- Deliver a programme of flexible deployment and additional authorisations / assignments throughout 2026-27.

- Manage the implementation of the Judicial Health and Wellbeing Strategy 2026-30 and the annual wellbeing action plan to ensure the wellbeing of judicial support officers are appropriately supported.
- Implement improved ways of working across the HR function following insights from the stakeholder and customer review and People Survey.
- Deliver organisation design and development reviews of Coroner HR Support and People Change to support One Judiciary aims.

We have a highly engaged, diverse and skilled workforce.

- Roll out talent management and career development process to support staff with their development, including HR and operational professionalism.
- Continue to review and modernise systems, identifying skills across teams to create flexibility, especially in support of delivery of large volumes of work.
- Provide HR data reporting and insights to colleagues across the JO to drive data-driven decision-making.
- Hold listening sessions with staff following the People Survey feedback, taking appropriate action to improve the overall working experience.

We work together as One Judicial Office.

- Work with the Judicial College to provide a coherent training and (in-role) development offer to leadership judges.
- Collaborate with colleagues across the JO to deliver a high-quality service and progress priority work.
- Work with Private Offices and across JO HR Teams to compile the data to inform the narrative evidence for the SSRB's Major Review.
- Collaborate with the Private Offices and Chamber President Offices, Judicial College, HR Appointments Team, and the Strategy & Modernisation Team to ensure the judicial recruitment programme reflects judicial perspectives and is implemented effectively.
- Work with JO HR Teams (Policy, HR Business Partner, Data and Management Information) to implement wellbeing and grievance policies and input into policy review; to liaise on short-term sickness absence and grievances; and to provide absence data for the SPT and Senior Presiding Judge (SPJ), identifying trends and advising on cases.