



JUDICIAL OFFICE FOR
ENGLAND AND WALES

The Judicial Office for England and Wales

Business Plan

2010-11

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Foreword by the Lord Chief Justice of England and Wales

I am pleased to introduce the 2010/11 Business Plan for the Judicial Office for England and Wales. For the first time, this plan sets out the priorities and objectives for the whole organisation, including the Judicial Studies Board, in one document. In this format, it is easy to see the many areas that the judiciary, supported by the Judicial Office, will work on over the coming year. In particular, we need to address the proposals in the Report of the *Advisory Panel on Judicial Diversity* for judicial appraisal and a Judicial College, as well as considering what we can do in response to the longer-term recommendations in the Report. I am sure that the changes we are making to the Judicial Governance arrangements will help improve our management and communication of such far-reaching issues, as well those we face every day. I look forward to working with Anne and her team in addressing and meeting these important tasks.

Igor Judge

Introduction from the Chief Executive

This is a time of considerable change and challenge for the judiciary and for the public sector more generally. The functions of the Judicial Office for England and Wales continue to evolve and our organisation – which is a young one – evolves to reflect this. Over the past year we have embarked on a programme of change to develop our effectiveness as a single organisation with a common set of objectives in support of the independent judiciary. Further development of our capability and effectiveness will continue to be a feature in the coming year.

Our work in 2010/11 presents new challenges, including in the important area of judicial diversity and the introduction of new judicial governance arrangements: we also need to make sure we deliver our essential continuing programme in areas such as the appointment of judges, the efficient management of the courts, contributing to consultations on government proposals as they affect the justice system, and the training and development of judicial office-holders.

Our strategic objectives and priorities for the year are set out in this business plan – we look forward to working across the team and with others to achieving our goals, which are integral to the effectiveness of the justice system.

Anne Sharp

Background – The Judicial Office for England and Wales

The Judicial Office for England and Wales (JO) was established in 2006 to support the judiciary in discharging its responsibilities under the Constitutional Reform Act 2005. The creation of the JO brought together in one organisation several units that had previously existed independently, including the Judicial Studies Board and the Judicial Communications Office. We are led by a Chief Executive who reports to the Lord Chief Justice rather than to Ministers, and our work is directed by the judiciary rather than by the administration of the day.

We provide a broad range of services in support of the judiciary, including:

- training and development for judicial office-holders, through the Judicial Studies Board;
- research, analysis, legal and secretarial support for the senior judiciary and its governance bodies on a wide range of jurisdictional, constitutional and other strategic matters;
- HR and welfare support services; and
- communication and media advice and information through the Judicial Communications Office

Our teams are based at the Royal Courts of Justice and Steel House in London; and West Riding House in Leeds.

We work closely with a wide range of organisations in the delivery of services and support to the judiciary, including the Ministry of Justice, Her Majesty's Courts Service, the Tribunals Service, the Judicial Appointments Commission and numerous judicial and professional bodies.

During the latter part of 2009/10 we embarked on a project to reassess our priorities as an organisation and the way we organise and develop ourselves in pursuit of those priorities. The project aimed to develop our ways of working, processes, organisation and people to make sure we were working together effectively and efficiently in pursuit of our shared purpose in support of the independent judiciary. Over the coming year we will continue to build our capability in readiness to meet the demands of the future.

This is the first business plan to cover the work of all units in JO, and it has been written to reflect the common objectives we pursue. The detail of the programme of work to be delivered by the Judicial Studies Board is set out at Annex 1.

The role of the judiciary

The judiciary is one of the three branches of state. The judiciary, the executive and the legislature have distinct roles and are independent of one another. The role of the judiciary is to uphold the rule of law and to deliver justice in disputes between citizens, businesses and the state fairly, efficiently and at the least cost consistent within a just decision and the frameworks in place. The principle of judicial independence underpins this and has been recognised for many centuries. The democratic health of a nation requires that individual judges and the judiciary as a whole are impartial and independent of all external pressures and of each other. This allows litigants and the wider public to have confidence that their cases will be decided fairly and in accordance with the law, including those to which the administration of the day is a party.

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

These changes have helped to strengthen the independence of the judiciary and are designed to enhance accountability, public confidence and the effectiveness of the work of the judiciary.

Our Aim and Strategic Objectives

The Judicial Executive Board (JEB) has agreed the following purpose, aim and strategic objectives for the JO:

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

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

Our Strategic Objectives	Support and enable effective leadership and governance for the judiciary	Support the judiciary in making a full contribution to the effective administration of the courts and to the delivery of justice	Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward	Provide an effective and professional HR and deployment service that meets the needs of the judiciary
	Ensure the delivery of high-quality training to enable those who discharge judicial functions to carry out their duties effectively, in a way which preserves judicial independence and supports public confidence in the justice system	Support the development of a more diverse judiciary	Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work	Develop our people and continuously improve our efficiency and effectiveness

The following pages describe the activities we plan to undertake over the coming year in pursuit of each of these strategic objectives.

Strategic objective	
<i>Support and enable effective leadership and governance for the judiciary</i>	
Why is this a priority?	
Effective leadership and governance for the judiciary is essential to the functioning of the judiciary and to equip them to face the demands of the future. The review of judicial governance commissioned by the Lord Chief Justice in 2009 identified a number of areas for development, including structural changes to the Judicial Executive Board and Judges' Council. The Lord Chief Justice has identified implementation of these revised governance arrangements as a priority.	
Sub-objective	Activities and timescales
Ensure the successful introduction of revised governance arrangements for the judiciary	<p>Finalise and agree membership and functions for new governance bodies – April 2010</p> <p>Provide strategic analysis and reports on progress to the Lord Chief Justice – ongoing</p> <p>Establish the single secretariat and other support arrangements for the new governance bodies (including recruitment) – September 2010</p> <p>Hold first meeting of the new Judges' Council and agree the forward programme of meetings – October 2010</p>
Work with senior members of the judiciary to clarify leadership roles and agree the skills and behaviour required of those in leadership roles	<p>In collaboration with the Senior President of Tribunals, commission the development of a leadership framework that sets out the skills and behaviours expected of those in judicial leadership positions – July 2010</p> <p>Develop and implement a communications strategy for the leadership framework – July 2010</p> <p>Complete the leadership framework and use it as a basis for planning leadership development – October 2010</p>
Outcomes	
<p>Following the implementation of new governance arrangements, the judiciary will be in a better position to improve the administration of justice and to consider and decide on matters on which it is required to form views and take action. Decision-making structures and responsibilities will be enhanced and the Judicial Office will be well-placed to provide support and advice to the Judges' Council and its committees.</p> <p>There will be greater clarity in the expectations placed on those in judicial leadership roles, and those in leadership positions will better understand the role JO can play in supporting them. Leadership skills will be enhanced as a result of the development initiatives that follow from the creation of a leadership framework.</p>	

Strategic objective	
<i>Support the judiciary in making a full contribution to the effective administration of the courts and to the delivery of justice</i>	
Why is this a priority?	
The effective administration of the courts is essential to the delivery of justice. Individual judges have a key role in making this happen in individual courts and the judiciary has an important part to play on the Board of HMCS, making a full contribution to the effective administration of the courts and to the operation of HMCS.	
Sub-objective	Activities and timescales
Develop an approach to enhancing links with the regions and individual courts	<p>Look at ways to achieve greater consistency of approach with regard to HMCS/judicial business processes – July 2010</p> <p>Make proposals as to the best way to achieve co-ordination between the JO, the Judicial Secretariats and other organisations in support of the judiciary – July 2010</p>
Enhance the part that the judiciary plays in securing continued improvements in court performance	<p>Review the current performance data available to the judiciary at local, regional and national level – October 2010</p> <p>Put in place improved management information which presents key data on court performance to the judiciary – October 2010</p> <p>Design and implement a number of pilots in the Crown Court, with a view to improving performance particularly in relation to case management; and have systems in place to measure progress – October 2010</p> <p>Analyse the results of those pilots tested in the Crown Court and be in a position to recommend system-wide options for improved performance – April 2011</p>
Support the Judicial Directors of HMCS so that they can maintain an effective relationship and play a full part in Board discussion and strategic decision-making; and review the HMCS Framework document	Investigate mechanisms to improve the level of data available to the Judicial Directors in relation to court performance, IT and estates so that the judiciary can better contribute towards strategic decision-making at HMCS Board level – October 2010
Play a full and influential part in the proposed merger of the Courts and Tribunals Service	Judicial contribution in line with the project timetable, leading to governance arrangements for the new service which reflects the constitutional position of the judiciary and secures appropriate judicial oversight in the interests of delivering a fair and impartial justice system

Outcomes

The judiciary will have access to comprehensive and relevant management information which will enable them to identify where to focus on improving performance, for example in relation to case management. There will be a strong relationship with the regional Judicial Secretariats, and enhanced jurisdictional cross-working, so that there are clear links between the day-to-day work of the courts and the senior judiciary, specifically the Judicial Directors of HMCS. Arrangements for the proposed courts and tribunals service will be robust, support the delivery of fair, impartial justice and command the confidence of the judiciary and the public.

Strategic objective	
<i>Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward</i>	
Why is this a priority?	
Section 7 of the CRA 2005 provides that the Lord Chief Justice, in his role as President of the Courts of England and Wales, is responsible for representing the views of the judiciary of England and Wales to Parliament, the Lord Chancellor and Ministers of the Crown generally. To enable the LCJ to fulfil this role, the JO must support the senior judiciary in developing and communicating a coherent judicial position on the fair and effective administration of justice and constitutional matters.	
<i>i) Civil and Administrative Justice</i>	
Sub-objective	Activities and timescales
Work with the judiciary, the Ministry of Justice and the Civil Justice Council to implement the recommendations and reforms set out in the Jackson Review of Civil Litigation Costs	<p>Formation of Judicial Steering Group – March 2010</p> <p>Development and introduction of case management seminar. Target date for implementation – October 2011</p> <p>Regular discussions with MoJ officials at top and operational policy levels to identify opportunities and the timetable for implementing relevant recommendations, for example in suitable legislative proposals – ongoing</p> <p>Close liaison with the Civil Procedure Rule Committee to implement Review recommendations by rule changes (e.g. amending Part 8 to enable courts to assign a case to the fast track at any time) – ongoing</p> <p>Development of proposals for a Costs Council – June 2010</p> <p>Seminars on costs, 3rd party funding and pre-action protocols – ongoing</p>
Civil justice modernisation: ensure effective judicial participation in the HMCS Modernisation programme	<p>Provide effective ongoing input into the work of the Programme Board to support the delivery of project milestones, including:</p> <ul style="list-style-type: none"> • Development of Business Centres - three opening by 2012 • Dispute Resolution services in place – by 2013 • Online services fully functioning – by 2015 (start 2011)

<p>Civil justice modernisation: Support the judiciary in the implementation of Sir Henry Brooke's report</p>	<p>Support MOJ to deliver:</p> <ul style="list-style-type: none"> • Consultation on proposals by April 2010 • Bill ready for introduction – 2011 • Royal Assent and new court rules – 2012 • Full implementation – 2013
<p>Enable judicial support and input into the Rolls Building project, including liaison between jurisdictional interests</p>	<p>Work to support HMCS to achieve:</p> <ul style="list-style-type: none"> • Internal fit-out – late 2010 • All court users to be on single IT system – March 2010 • Transfer of business – early/mid 2011
<p>Support the PQBD and other judges in their approach to administrative justice, including support for the Administrative Court outside London; support for the proposed expansion of the Administrative Court to Bristol; and support for the work of the Tribunals Judiciary in the field of Administrative Law</p>	<p>Assist the PQBD in overseeing the work of the regional centres in terms of resource allocation, deployment, listing, and strategy – ongoing</p> <p>Conduct a one year review of Administrative Court outside London – April 2010</p> <p>Support work to secure the opening of the Bristol Civil Justice centre – Autumn 2010</p> <p>Provide judicial resource from the QBD on an ongoing basis to (a) lead the Administrative Appeals and Immigration & Asylum Chambers and (b) support the Immigration & Asylum Chamber in High Court-level work – ongoing</p>
<p>Outcomes</p>	
<p>For the Civil Justice jurisdiction, success will be readily identifiable in terms of the implementation of major projects which will have a fundamental impact on improving the delivery of justice, and the framework for civil justice.</p> <p>With the support of HMCS, the Administrative Court will expand to Bristol in 2010. The judicial review and other immigration and asylum work of the Upper Tribunal will be adequately supported by judicial resource from the QBD.</p>	

Strategic objective	
<i>Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward</i>	
<i>ii) Criminal Justice</i>	
Sub-objective	Activities and timescales
To ensure that the judicial views on the practical implications of proposed criminal justice policy and legislation are persuasively communicated to HMG and parliament where appropriate and that the impartial and fair delivery of justice is a key component of government policy-making and administration	<p>Maintain regular communication at official level with key contacts across the criminal justice system to ensure that proposed developments or issues in criminal justice are identified at the earliest possible stage, and ensure that the Criminal Justice Team in JO establishes a clear mandate with Whitehall colleagues for appropriate judicial involvement in those issues – ongoing</p> <p>Make effective arrangements for judicial consultation on individual criminal justice issues to identify judicial views within the relevant timelines – ongoing</p> <p>Provide advice to the judiciary on legal implications of government proposals in criminal justice to support development of judicial position, where appropriate, and effective communication of this to relevant officials – ongoing</p> <p>Facilitate and support effective judicial involvement at the appropriate point and on the appropriate aspects of emerging proposals on criminal justice – ongoing</p> <p>Continue to provide effective support to the Chair of the Criminal Justice Council; to further develop the Council’s work and to help set the agenda within the context of current criminal justice developments – ongoing</p> <p>Continue to support the senior judiciary as members of the National Criminal Justice Board; commissioning briefing as necessary from across the JO – ongoing</p> <p>Provide the Lord Chief Justice, as Chair of the Criminal Procedure Rule Committee, with strategic advice as to the content and direction of the Criminal Procedure Rules; for the LCJ to hand down a practice direction to accompany the coming into force of Criminal Procedure Rules 2010 on 5 April 2010 to emphasise the judicial nature of listing – ongoing</p> <p>Continue to support judicial engagement in the interests of the fair and impartial delivery of justice on subjects including sentencing, legal aid, terrorism, asset recovery, bail and remand issues, quality of advocacy, victims and witnesses, and case management; promote and preserve listing as a judicial function, essential to the</p>

	<p>impartial delivery of justice throughout our engagement with the executive – ongoing</p> <p>In relation to the Government’s intercept evidence working group, ensure that the views of the judiciary on practical and constitutional concerns are identified to the Home Office and are provided for in any outcome, especially in relation to the post-election planning regarding the project’s continuation – ongoing</p>
<p>Outcomes</p>	
<p>JO will have played a significant role in enabling the judiciary to make effective and appropriate contributions to developments in the criminal jurisdiction, and to maintain relationships with the executive that are based on a clear understanding of the roles of each party and of judicial independence.</p>	

Strategic objective	
<i>Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward</i>	
<i>iii) Family Justice</i>	
Sub-objective	Activities and timescales
Ensure that the judiciary are working with key family justice agencies in supporting improved effectiveness of the family justice system	<p>Support the new President of the Family Division to design and implement a new 'Framework for a Family Court'</p> <p>Continue to support the work to overhaul the Non-Contentious Probate Rules and introducing procedural guidance and rules by the end of 2010</p> <p>Provide the President, as Chair of the Family Procedure Rules Committee, with support in relation to the harmonisation of the family rules regime by spring 2011, which involves aligning the work of the magistrates courts, County Court and High Court through a harmonisation process in such a way that does not require primary legislation</p> <p>Provide support to the judicial member of Family Justice Review as and when required</p> <p>Continue to support the President as a member of the National Family Justice Board and his liaison with key family justice agencies through the President's Combined Development Board</p> <p>Support the Designated Family Judges and work with HMCS and Cafcass to implement the revised Private Law Programme by October 2010</p> <p>Support the judiciary and family agencies following the implementation of amendments to the practice direction on the Public Law Outline, with a view to improving its application and compliance</p> <p>Review the deployment of Family Recorders to ensure they are effectively using their family authorisations, including close liaison with the regional judicial secretariats</p> <p>Work with the President and FDLJs to introduce new ticketing arrangements for Deputy District Judges, ensuring nominations are dealt with in a timely manner and liaison with the JSB continues in respect of training requirements</p> <p>Support the lead family judge in jointly chairing the Court of Protection Rules Committee, which is establishing how court processes work at present and the priority areas for reform</p> <p>To support the President to introduce a Court of Protection Annual Report by April/May 2010</p>

	<p>To work with the President and Clerk of the Rules to introduce a Family Division High Court report</p> <p>Establish a schedule of Circuit visits for the President in consultation with the Private Offices to ensure consistency with the programme of visits for other Heads of Division</p>
<p>Outcomes</p>	
<p>We would have supported the new President of Family Division in establishing their 'Framework for a Family Court', building relationships with all levels of the family judiciary and key agencies. We would have additionally supported the President in ensuring they have the support necessary to carry out their roles as Head of Probate and Court of Protection, particularly during the period of overhaul of the Rules for both jurisdictions. The operation of the family justice system will have increased effectiveness as a result of our involvement.</p>	

Strategic objective	
<i>Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward</i>	
<i>iv) Constitutional matters</i>	
Sub-objective	Activities and timescales
Ensure the judiciary is able to respond to any constitutional issues arising during the year	Analyse and provide advice on proposals for constitutional change and legislative changes as they arise – ongoing Take account of the implications in respect of devolution in Wales – ongoing
Ensure that the relationship between the judiciary, Parliament, the Welsh Assembly and the executive is maintained and developed	Review and support the establishment of relationships between the judiciary and the Government, as necessary – by July 2010 Support the LCJ’s appearances before the Justice and Constitution Committees – June/July 2010 Support any other requests for judicial appearances before, or written evidence to, Parliamentary Committees – ongoing Ensure regular communication between the judiciary and First Minister, Counsel General and Permanent Secretary in Wales on relevant issues – ongoing
Outcomes	
The judiciary will have clear relationships with Parliament, and the Welsh Assembly Government and HM Government. Judicial responses to legislative and/or constitutional proposals will be produced, on time and following necessary consultation, to enable Government to take their views into account. Judicial appearances before Parliamentary Committees will be appropriately arranged and supported.	

Strategic objective	
<i>Support the judiciary in developing its approach to areas of justice and constitutional matters and in making its contribution to taking these forward</i>	
<i>v) European and International matters</i>	
Sub-objective	Activities and timescales
Develop a strategy for judicial engagement and action on European and international matters	<p>Support the judiciary in considering its objectives and priorities on international and European justice and constitutional matters – July 2010</p> <p>Review the support provided by JO officials and reconfigure our international team to provide an appropriate balance between strategic and operational support – May 2010</p>
Contribute to the building of relations and sharing of knowledge and experience in Europe and internationally	<p>Participate actively as members of the European Judicial Training Network and UK & RI Judicial Studies Council – ongoing</p> <p>Support the EJTN and other judicial exchange programmes for 2010 – ongoing</p> <p>Participate in the EJTN Catalogue programme for 2010 – ongoing</p> <p>Respond to requests for assistance and receiving visiting jurisdictions, as resources allow – ongoing</p>
Ensure that the practical implications of EU criminal justice policy on the criminal justice system of England and Wales are fully understood by HMG and that the views of the judiciary are represented in European negotiations as appropriate	<p>Provide effective secretariat for the UK experts' network on EU criminal justice, supporting periodic meetings which discuss key issues of judicial interest in EU criminal justice, providing judges, academics and government officials with the opportunity to discuss openly benefits/concerns and shared experiences in relation to EU criminal justice policy proposals to ensure the UK position is developed with regard to judicial and academic views</p> <p>Facilitate practical criminal judicial cooperation by working collaboratively with EAW experts in other Member States to create a judicial network to address problems associated with requests and other common issues to improve mutual recognition and judicial cooperation. The creation of a network of expert judges on the EAW will promote the benefits that can be achieved by enhancing mutual recognition amongst Member States</p>
Develop judicial participation in the developing common EU area of justice	Develop judicial participation in the development of the European area of justice, in relation to civil, family, criminal and administrative justice. For example, by identifying the impact of the extension of the UK opt in under the Lisbon Treaty on the

	criminal justice system and proactively communicating with the MoJ prior to consideration at EU level to support the development of a coherent position, informed by judicial views
Outcomes	
JO will be working closely with the judiciary in pursuit of an agreed strategy and priorities on European and international matters, and achieving the objectives set out in the strategy.	

Strategic objective	
<i>Provide an effective and professional HR and deployment service that meets the needs of the judiciary</i>	
Why is this a priority?	
<p>There is an increased focus on effective leadership of the judiciary and the JO needs to be in a strong position to provide appropriate support. A review of our processes, services and team organisation was conducted in 2009/10 to this end. Our focus this year will be to:</p> <ul style="list-style-type: none"> • strengthen HR professionalism and focus resources on key priorities; • introduce more effective and efficient processes within JO and also across boundaries with other bodies; • focus on the effective management of sickness, absence and conduct issues and provide support and guidance to regions and Presiders; and • introduce more systematic and comprehensive use of HR data and analysis to inform the development and delivery of judicial HR services. <p>Terms, conditions and the status of different members of the judiciary vary considerably: security of tenure underpins judicial independence and as judges are office-holders rather than employees, normal employment practices and policies are not generally in place. The JO aims to develop guidelines to address this working closely with representatives of the judiciary and also with colleagues in the MoJ.</p> <p>An effective operation of the justice system requires appropriate members of the judiciary to be selected, appointed and available to take cases forward in the right place, at the right time; JO has a key role to play in supporting this.</p>	
Sub-objective	Activities and timescales
Introduce effective policies and processes for the management of judicial sickness and absence in collaboration with regions and the Tribunals Service	<p>Introduce electronic and revised processes for medical referrals including new supplier arrangements – June 2010</p> <p>Meet with regions to establish shared processes to manage sickness and absence – April 2010</p> <p>Publish guidelines on managing sickness and absence – July 2010</p> <p>Complete consultation and new sickness policy fully operational by Oct 2010</p> <p>Support the Tribunals Service in the introduction of revised sickness and other HR processes – ongoing</p> <p>Provide regular reports on judicial sickness and identify trends for action – July onwards</p> <p>Develop draft policy on incapacity with a view to implementation – August 2010</p>
Introduce and review policies, guidelines and information systems for judicial office-holders	Draft a set of guidelines, or 'handbook', to accompany terms and conditions for judicial positions and consult appropriate bodies – October 2010

	<p>Work with MoJ to ensure that the LCJ views on terms and conditions are represented and understood in any fundamental review – ongoing from June 2010</p> <p>Initiate a review of judicial job descriptions linking with leadership development and appraisal initiatives. Completion of revised documents – October 2010</p> <p>Ensure that new judicial intranet content supports judicial induction and understanding of HR policies and procedures – ongoing</p> <p>Review IT and database support to judicial HR work and develop a business case for its development to meet current and future needs</p>
<p>Build and maintain strong relationships with and support for judges with leadership responsibilities, and continue to work collaboratively with the regions and the Tribunals Service</p>	<p>Meet regional representatives on a regular basis, sponsoring meetings and initiatives on specific topics of shared interest, and provide proactive support and advice to judges with leadership responsibilities – ongoing</p> <p>Circulate revised JO organisation chart / table of responsibilities to HMCS and MoJ officials, and give update on changes at HMCS Judicial Secretariats – April 2010</p> <p>Arrange meetings with each lead Presiding Judge / Family Division Liaison Judge to discuss the support they need from JO regarding HR and appointments – April to June 2010</p> <p>Operate effective HR casework processes and ensure adherence to HR best practice where appropriate – ongoing</p>
<p>Support the LCJ in his responsibilities under the Judicial Discipline Regulations and other matters relating to the conduct of the judiciary</p>	<p>Work with the Office for Judicial Complaints (OJC) to ensure that judicial discipline cases are progressed efficiently according to the Regulations – ongoing</p> <p>Work with the OJC to identify areas of improvement in the judicial discipline system – ongoing</p>
<p>Represent the interests of the judiciary to support the Judicial Appointments Commission (JAC) and other stakeholders in the judicial appointments process</p>	<p>Engage parties to ensure competitions for key judicial posts are accommodated within JAC 2010/11 selection programme – autumn/winter 2010/11</p> <p>Obtain approval of senior judiciary to HMCS forecasts – July 2010</p> <p>Engage with delivery teams to ensure effective administration of selection exercises. Key competitions for 2010/11 include: High Court Judge, Senior Circuit Judge(s) and Circuit Bench – ongoing</p> <p>Ensure views of judiciary are encapsulated within vacancy requests, accompanying paperwork and JAC selection exercise specification. Obtaining senior judicial sign off, as appropriate –</p>

	ongoing
Support the senior judiciary in the authorisations and appointments process including expressions of interest and non-JAC appointments	<p>Produce a comprehensive list of judges holding s9(1) /s9(4) authorisations or appointments – May 2010</p> <p>Produce an accurate table on procedures for judicial roles and authorisations for circulation to HMCS/MoJ – April 2010</p> <p>Advise senior judiciary on authorisations / appointments to leadership posts, as required – ongoing</p>
Review and redesign appointment guidelines and induction arrangements for those appointed to fee paid roles and other specialist and senior roles	<p>Engage parties involved and review arrangements and documentation linking with the re-design of the judicial intranet – June 2010</p> <p>Develop and introduce revised induction pack and checklists for fee paid roles – end October 2010</p>
Outcomes	
<p>New policies and procedures will be successfully introduced in collaboration with the regions and welcomed by the judiciary. Presiders and other senior judiciary will feel better supported in dealing with HR matters. Members of the judiciary will understand the role of the JO and the support available. A realigned, fully resourced HR organisation will be in place and HR processes will be more efficient.</p> <p>The JO team will be recognised as the single point of contact for all appointments related issues by the judiciary, HMCS, MoJ and JAC. We will provide timely and effective support to the judiciary, in all aspects of the appointments process, ensuring that all possible action is taken to select the right judges for the right vacancies. Senior judiciary input into the conduct and discipline processes for the judiciary will be supported in a timely, effective and consistent manner.</p>	

Strategic objective	
<i>Ensure the delivery of high-quality training to enable those who discharge judicial functions to carry out their duties effectively, in a way which preserves judicial independence and supports public confidence in the justice system</i>	
Why is this a priority?	
It is essential for judicial office holders to receive induction and continuing education to support them in discharging their responsibilities effectively. Implementation of the Judicial Training Strategy is a priority for the Lord Chief Justice and has the support of the Ministry of Justice. The Lord Chief Justice and the Senior President of Tribunals have agreed in principle on the aim of providing a unified system of judicial education. Ensuring that those Judges occupying pivotal leadership and management roles are trained in the skills they require is also a priority for them both.	
Sub-objective	Activities and timescales
Ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary, including their needs in relation to their leadership responsibilities, are at the core of our training programmes	<p>Contribute to the development of High Court Judge (HCJs) – specific training modules for inclusion in the 2011/12 Prospectus – May 2010; publication in October 2010</p> <p>Review and evaluate the support we give to Senior Judiciary – ongoing</p> <p>Consider the learning and development needs of Court of Appeal Judges (LNA) – Autumn 2010</p> <p>Contribute to the development of a new programme of judicial leadership and management training for senior judges in the Courts and tribunals systems – ongoing</p> <p>Deliver the agreed programme of training to include induction, continuing education and support to regional and one day events – ongoing</p> <p>Publish the annual prospectus for continuing education seminars for 2011/12 – October 2010</p> <p>Provide relevant and up to date information to support the judiciary and those delivering training – ongoing</p> <p>Continually consider and review external influences on training (eg legislation) in liaison with MoJ and other external bodies – ongoing</p> <p>Conduct regular evaluation of training to ensure its continued effectiveness and continuous improvement – ongoing</p> <p>Provide professional training support and guidance to course directors – ongoing</p>

<p>Ensure the learning and development needs of magistrates' courts judiciary and legal advisers are central to our activities so that we are recognised by the judiciary, MoJ and HMCS as a high quality provider of training, training materials and guidance that meet the needs of all those who exercise judicial functions in the magistrates' court</p>	<p>Deliver the planned training courses and continuation seminars, in a way which meets the needs of participants – throughout 2010/11</p> <p>Magistrate Adult and Youth Bench Books – publish revised bench books and new reference cards – April 2010</p> <p>Provide Case Management training – throughout 2010/11</p> <p>Pilot Family Panel Chairmanship Courses – Evaluation exercise by July 2010 after two pilots in March 2010</p> <p>Provide the Magisterial Committee and Lord Chief Justice with a National Summary of Magistrates Area Training Committees Annual Reports on the effectiveness and efficiency of training – March 2011</p> <p>Provide Magisterial Committee with National Summary Report of Legal Adviser training – March 2011</p>
<p>Work with the Senior President and tribunals in developing and maintaining consistent standards of learning and development which meet the needs of all tribunal judges and members in the exercise of their judicial functions including their needs in relation to their leadership responsibilities. This priority will be informed by the outcomes of the Unified Judicial Training Advisory Board</p>	<p>Contribute to the development of the Lord Chief Justice and Senior President of Tribunals' vision for a unified approach to judicial training – following the outcomes of the UJTAB report in June 2010</p> <p>Develop and maintain clear and common frameworks for training appraisal and mentoring in tribunals – ongoing</p> <p>Continue to offer a programme of judicial education through the tribunals prospectus – ongoing</p> <p>Pilot a revised "Training the Trainer" programme – March 2011</p> <p>Roll out a programme of advanced multi-jurisdictional appraisal seminars – April 2010 onwards</p> <p>Contribute to the development of a new programme of judicial leadership and management training for senior judges in the Courts and tribunals systems – ongoing</p> <p>Continue independent and objective evaluation of tribunals training appraisal and mentoring provision – ongoing</p>
<p>Assist and support all judges and judicial office holders to fulfil the obligations of the judicial oath, by being equipped to recognise the many ways in which social, cultural and other differences may have a bearing on the conduct of cases and the wider judicial role</p>	<p>Devise a set of standards for the design, delivery and evaluation of diversity and fair treatment training – April 2010</p> <p>Publish a new edition of Fairness In Courts and Tribunals' booklet – December 2010</p>

Outcomes

Continued development of standards of professionalism among the judiciary with regard to both their judicial decision making skills and, where applicable, as leaders and managers.

Magistrate, legal adviser and DJ (MC) education includes common training with all levels of the judiciary where appropriate, is timely, of high quality and focuses on learner need.

Increased confidence among newly appointed judges and tribunal members in carrying out their judicial functions effectively.

Greater consistency of approach to training, appraisal and mentoring in tribunals and judiciary-wide promulgation of good practice.

Judicial office holders and magistrates' courts' legal advisers will be equipped to carry out their judicial functions with awareness and understanding in a complex, diverse and changing society.

The JSB and the judiciary's reputation will be enhanced and lessons learned from others through participation at the national and international level.

Strategic objective	
<i>Support the development of a more diverse judiciary</i>	
Why is this a priority?	
<p>The importance of developing a more diverse judiciary is highlighted by the report of the Advisory Panel on Judicial Diversity:</p> <p><i>“There is a strong case for a more diverse judiciary. Not only should there be equality of opportunity for those eligible to apply, but in a democratic society the judiciary should reflect the diversity of society and the legal profession as a whole. Judges drawn from a wide range of backgrounds and life experiences will bring varying perspectives to bear on critical legal issues. A judiciary which is visibly more reflective of society will enhance public confidence.”</i></p> <p>JO has an important role to play in supporting the judiciary to take forward the recommendations of the Advisory Panel in conjunction with other bodies.</p>	
Sub-objective	Activities and timescales
<p>Assist the judiciary in responding to the report of the Diversity Panel and support diversity and appraisal initiatives</p>	<p>Establish effective governance arrangements to recommend strategic priorities to the judiciary and co-ordinate taking forward initiatives in collaboration with the Senior President of Tribunals and others – action list agreed by June 2010</p> <p>Work with Judicial Sub Committee to take forward work on judicial appraisal and develop business case for pilots as appropriate- ongoing</p> <p>Develop team and judicial awareness of diversity strategic and cultural interventions to inform training and other actions – May 2010 onwards</p> <p>Initiate work on a judicial leadership framework that will underpin appraisal and development proposals – July 2010 (see also page 7)</p> <p>Implement improved judicial work shadowing processes and present a prioritised work programme – April 2011</p> <p>Assist the judiciary to establish links with institutions and the professions to encourage applications from able candidates and to make them aware that they will be judged only on merit.</p> <p>Assist the DCRJs to form links with local institutions with a view to increasing awareness of the judiciary as a career.</p> <p>Together with other organisations and professional institutions, increase awareness among the professions of the judicial work shadowing scheme with a view to increasing take-up.</p> <p>Provide information on judicial career paths, and provide examples on the intranet and internet of individuals who have</p>

	<p>progressed in their careers. Increase the judicial marshalling and judicial assistant schemes, which will potentially increase numbers of young lawyers considering a judicial career.</p> <p>Increase links with the Tribunal service so that successful initiatives can be extended across both services.</p>
<p>Outcomes</p>	
<p>Measurable progress towards delivery of priority recommendations which contributes to the increasing diversity of the judiciary.</p>	

Strategic objective	
<i>Build and maintain effective relationships while widening understanding of the role of the independent judiciary among the public and those with whom we work</i>	
Why is this a priority?	
<p>In order that confidence be maintained in the judiciary and their work, it is important to ensure that everyone associated with, and who may have a view on, the justice system understands the role of the judiciary. It is also important that those with an interest in the work of the judiciary, and those with whom we need to work to achieve objectives, are identified and that we build strong relationships with them.</p>	
Sub-objective	Activities and timescales
Build and develop existing effective relations with HM Courts Service, the Tribunals Service and the Ministry of Justice	<p>Hold effective routine meetings which result in progress on issues of mutual interest – ongoing</p> <p>Make progress on projects of joint interest which meet agreed timetables and deliver appropriate judicial input – ongoing</p>
Provide a press office facility that meets the needs of the judiciary as a whole and also those of the media	<p>Provide strategic media relations advice; handle advice for individual judicial office-holders; undertake pro-active media activity including managing and training for the judges' Media Panel; ensure effective liaison with government departments and other key bodies (operating a 'no surprises' system); meet media needs of the Office for Judicial Complaints and the 7 July Bombing Inquests – all ongoing</p>
Develop a communications strategy for the judiciary	<p>Work with the Judges' Council to develop a communications strategy, including an approach to outreach that brings together the disparate elements of outreach work currently being undertaken within the judiciary, HMCS, MoJ and elsewhere, and secure JEB approval to the strategy – July 2010</p>
Develop and enhance our channels of communication for the judiciary, JO staff and partners	<p>Provide all the current internal judicial web assets with a single look and feel, where possible, and merge the judicial portal entry page into the homepage of the new intranet – December 2010</p> <p>Continue the development of the new judicial website, expanding the number of interactive elements and implement a new content management system – April 2010</p> <p>Introduce the new second-level domain name (SLD) “. judiciary.uk” and put in place suitable provisions for administering the SLD nationally across the various jurisdictions – date subject to Cabinet Office approval</p>

	<p>Rebuild the judicial intranet, including a refresh of the look and feel of the internal judicial training website and the provision of micro-intranet sites for magistrates' Benches, and the provision of a new Content Management System – October 2010</p> <p>Publish the judicial newsletter <i>Benchmark</i> and the weekly email alert service, and other judicial publications as required, reviewing content and frequency by May 2010</p> <p>Continue the development of internal JO communications through the Internal Communications Group and the further development of the JO intranet – ongoing</p>
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Outcomes

Effective relationships with other parties in the development of the justice system which recognise respective roles, responsibilities and constitutional positions and which will be based on effective communication and avoidance of surprises. Judicial and media confidence in the support provided by the JCO will be maintained. Media monitoring and evaluation, and feedback from judges, media and website users, will help inform and improve our services. JO staff will be informed and kept up-to-date with developments affecting them, and will have ready access to the information and contacts they need in order to do their jobs.

Strategic objective	
<i>Develop our people and continuously improve our efficiency and effectiveness</i>	
Why is this a priority?	
<p>JO, like all organisations in the public sector, has a duty to make the most effective possible use of resources. To ensure that we are able to meet the requirements placed on us in support of the judiciary we must carry forward into 2010/11 the work we are already doing to enhance our capabilities as individuals and as an organisation, and to ensure we are organised and connected in the most appropriate ways. We want JO to be a place where people feel they can develop their careers, and where people feel valued and supported in the work they do. The management team is committed to addressing the issues raised in our 2009 staff engagement survey.</p>	
Sub-objective	Activities and timescales
Support and enable our staff to develop, engage fully with our purpose and give of their best	<p>Develop and implement an annual staff training plan, linked to business needs and individual development plans, and a core set of recommended training courses – April 2010, with all staff having an individual development plan by end of June 2010</p> <p>Implement our action plan in response to the 2009 staff engagement survey – April 2010 for publication of the plan; implementation ongoing, with milestones achieved according to plan and improved results in in-year and annual surveys.</p> <p>Ensure all staff receive regular feedback on their performance and use is made of the reward scheme to recognise exceptional performance – ongoing</p> <p>Take forward leadership development activity – leadership model agreed by May; development objectives for building on 2009/10 leadership programme; follow up leadership development event in the autumn</p>
Develop our processes and capabilities in the management of resources	<p>Embed a centralised approach to the provision of corporate support and resource management across the JO – ongoing</p> <p>Provide training and guidance for staff with resource management responsibilities – ongoing</p>
Seek and exploit opportunities to utilise new technologies and different ways of working	<p>Examine opportunities to introduce electronic approaches to administrative functions currently conducted on a paper basis – ongoing</p> <p>Continue to build effective links between the teams in JO – ongoing</p>

	<p>Where appropriate, pursue opportunities for the reconfiguration of functions and resources in the pursuit of priority activities – ongoing</p> <p>Respond flexibly and quickly to developments that have a bearing on the role of JO and its relationships with other bodies – ongoing</p> <p>Follow best practice in procuring goods and services to obtain best value for money and ensure compliance with procurement guidelines – ongoing</p>
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Outcomes

We will meet our targets for financial and resource management and in the delivery of our objectives. We will be able to deal flexibly with changing priorities and external pressures in order to meet existing commitments and deal with new ones. Our staff survey results will indicate that the impact of the work we do has been recognised by our people and that they are increasingly engaged in the work of the JO.

Staff Headcount

Full Time Equivalents - FTE

Annex A

Area of activity	FTE
Chief Executive's Office	2.0
Corporate Services	14.4
The Justice System	36.4
Judicial HR	30.2
Judicial Communications	9.3
Judicial Studies Board	52.3
Total	144.7

Activity	£000's
Paybill	6,732
Corporate Services (IT, publications, travel and other central costs)	1,025
Communications	727
Judicial HR	264
The Justice System	119
International	110
Training	
Civil - Continuing Education	843
Civil - Induction	1,442
Criminal - Continuing Education	1,373
Criminal - Induction	158
Family - Continuing Education	338
Family - Induction	268
President's Conference	27
Administrative Court Induction	23
Cross Jurisdiction - Continuing Education	114
Senior Judiciary	74
Tribunals Training	166
District Judge (Magistrates) - Continuing Education	187
Magistrates & Legal Advisers	344
Equal Treatment Advisory Committee	15
JSB International	40
Training Advice and Evaluation	111
	14,500

Vision

The JSB evolves into a form of judicial college which meets the highest professional standards in judicial learning and development

Strategic Objective

Ensure that high quality training is delivered to enable those who discharge judicial functions to carry out their duties effectively, in a way which preserves judicial independence and supports public confidence in the justice system

Judiciary in the Crown, county and higher courts

Objective 1

To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary, including their needs in relation to their leadership responsibilities, are at the core of our training programmes

Outcomes

- Higher standards of professionalism and competency among the judiciary with regard to both their skills in court and, where applicable, as leaders and managers
- Training which is responsive to individual and business needs which have been established through consideration of legislative and policy developments, analysis of learning needs and systematic evaluation of training
- Continuous improvements to professionalism in the delivery of judicial education
- Increased confidence among newly appointed judges in carrying out their judicial functions effectively
- Resources which are targeted at business priorities and the most effective learning methods
- The Judicial Training Committee and Executive Board will receive evaluation information that includes data on the effectiveness of JSB courses (see Training Advice Division)

Senior Judiciary

1.1 We will continue to identify and meet the learning and development needs of judges who sit in the different Divisions of the High Court and Court of Appeal, ensuring the timely and cost-effective provision of programmes that meet identified needs at induction and continuation level and support responsibilities for judicial leadership.

1.2 During 2010-11 modules specifically for High Court Judges will be included in the prospectus for 2011-12, which will be published in October 2010.

Activities	Timing
1 Contribute to the development of High Court Judge (HCJs)-specific training modules for inclusion in the 2011/12 Prospectus	May 2010 Publication in October 2010
2 Review the Protocol for the attendance of HCJs at JSB seminars	October 2010
3 Provide a version of the High Court Induction Handbook for newly-appointed Section 9 Judges	Spring 2010
4 Consider the learning and development needs of Court of Appeal Judges (LNA)	Autumn 2010
5 Contribute to the development of a new programme of judicial leadership and management training for senior judges in the courts and tribunals systems	Continuing
6 Consider the potential for training/guidance to support the ongoing working relationship between the Administrative Court and the Upper Tribunal	Continuing
7 Provide after-court seminars for the senior judiciary	Continuing
8 Provide coaching in leadership skills for the senior judiciary	Continuing
9 Maintain the High Court Induction Handbook	Continuing
10 Provide written guidance on topics of interest for the senior judiciary (e.g. Judicial Conduct)	Continuing

Judicial training – Circuit and District Bench¹

Continuing education and induction training

1.3 During 2010-11 we will deliver a range of continuing education seminars as follows - one craft of judging, seven family law, eight civil law and ten criminal seminars² for approximately 1,830³ judges. All salaried judges and one third of fee-paid judges will attend one of these continuing education seminars. Judges chose the seminar they wish to attend from a prospectus which was published in September 2009. Within a number of the seminars there are optional modules which provide further choices for the judges who attend those seminars. The majority of seminars are residential but for the first time we are offering three of the seminars on a non residential basis.

¹ Not including District Judge (Magistrates' Courts) and deputy District Judge (Magistrates' Courts) – see Judiciary and legal advisers in the Magistrates' Courts

² These include 3 serious sexual offences seminars which are both continuing education and for judges who are newly ticketed to deal with these offences

³ This figure does not include District Judge (Magistrates Courts) and deputy District Judge (Magistrates' Courts)

1.4 We will also deliver two one-day seminars on the significant changes contained in provisions within the Coroners and Justice Act 2009 about partial defences to homicide. This training will be provided for judges of the Court of Appeal, High Court Judges and Class 1 ticketed Circuit Judges.

1.5 We will also provide four family law, one civil law and five deputy district judge induction courses (for 193 new DDJ appointments) and three seminars for recently appointed recorders.

1.6 For details of the planned events see Annex A.

1.7 The JSB will also respond, within resources available, to a variety of ad hoc training needs which arise during the year from, for example, the appointment of new salaried judges without previous fee-paid experience or the ticketing of judges to sit in specialist work.

1.8 For each training event, Course Directors will work with tutor judges and staff in the secretariat, including the senior training advisers, to develop new exercises and review and update learning materials. The results of the evaluation of training will assist in this task. The secretariat will provide efficient administrative services in managing bookings on seminars, in the pre and post training activities and during training events.

1.9 We will continue to support the circuit seminars, Deputy District Judge annual training events, District Judges' annual seminar and the President of the Family Division's conference.

1.10 We will also continue to respond and advise on the training implications of legislative and policy developments across Government and where legislative, procedural, judicial deployment or other issues create a training need, we will respond to that need within the context of the overall priorities and the availability of resources.

Judicial Training Strategy

1.11 The continuing education seminars which will be delivered in this period are the first to have been published in a prospectus from which judges chose the continuing education seminars they wish to attend. This is the first step in implementing the Judicial Training Strategy (JTS).

1.12 During 2010/11, we will publish the second prospectus which will cover seminars to be delivered in 2011/12. We are planning on the basis that during 2011/12:

- all salaried judges will attend 1 x 3 day continuing education seminar each year
- fee-paid judges will attend 1 x 3 day continuing education seminar every three years for each ticket held

1.13 We will also consider, in consultation with the Senior Presiding Judge, the introduction of regional seminars in 2012/13, to replace the current circuit seminars, deputy District Judge annual training events, District Judges annual seminar.

1.14 Due to funding constraints, the JTS plans which we are implementing are less extensive than those originally envisaged and it remains our aim to fully implement the JTS when funding can be made available.

Activities		Timing
1	Deliver induction training as outlined in Annex A	See Annex A
2	Deliver the continuation seminars contained in the 2010-2011 prospectus	See Annex A
3	Liaise with Regional Offices to deliver circuit seminars and Deputy District Judge training days as outlined in Annex A	
4	Liaise with the President's office to deliver his annual conference	May 2010
5	Deliver the District Judges' annual seminar	March 2011
6	Provide advice and support to the Judicial Training Committee, the Directors of Training Groups and the Judicial Training Strategy implementation group	Continuing
7	Maintain regular contact with Ministry of Justice and other organisations to ensure that, where appropriate, policy and legislative changes are reflected in training	Continuing
8	Publish the annual prospectus for continuing education seminars for 2011/12	October 2010
9	Publish e-letters in the criminal, civil and family jurisdictions	Continuing
10	Interim review of the recorder mentoring scheme	March 2011

Welsh Language

1.15 The JSB does not directly provide Welsh language training for judicial office holders in Wales, but funds and supports learning programmes in accordance with business needs identified by its Course Director for Welsh Language Training and the Presiding Judges of HMCS Wales.

Judiciary and legal advisers in the magistrates' courts

Objective 2

To ensure the learning and development needs of magistrates' courts judiciary and legal advisers are central to our activities so that we are recognised by the judiciary, MoJ and HMCS as a high quality provider of training, training materials and guidance that meet the needs of all those who exercise judicial functions in the magistrates' court

Outcomes

- Magistrate, legal adviser and DJ (MC) training is timely, of high quality and focuses on learner need
- Magistrate, legal adviser and DJ (MC) education includes common training with all levels of the judiciary where appropriate
- Courses and materials are designed to allow for flexible delivery methods and provide maximum access to meet the needs of a diverse learner group
- The results of the monitoring and evaluation (M&E) process provide evidence for the LCJ that magistrate and legal adviser training meets their needs, is delivered to the agreed standards and is adequately resourced (see Training Advice Division)

2.1 The training of magistrates and legal advisers is mainly delivered locally by justices' clerks and legal advisers. To support local delivery and promote consistency in training the JSB defines the appraisal and training scheme for magistrates and provides training programmes and guidance and material for legal advisers continuation judicial training for newly appointed legal advisers (and those training to advise in family and youth courts).

2.2 Training for magistrates includes a detailed syllabus for all core areas (i.e. training of newly appointed magistrates; chairmanship training; youth panel training; youth panel chairmanship training; family panel training and family panel chairmanship training). We provide training materials on these core areas and where necessary train the area trainers in the delivery of that material.

2.3 We provide direct training to magistrates where consistency of policy and economies of scale make such training appropriate. This includes, as a minimum, Bench and Training and Development Committee (TDC) Chairmen's courses.

2.4 We have an established role in the training of magistrates and of legal advisers. That has involved the preparation and delivery of large amounts of training material. Due to legislative changes and other initiatives much of that material must be reviewed and rewritten on a rolling programme. In addition, we work with the JSB's Training and Advice Division on evaluation and a series of thematic reviews of training material and delivery undertaken by the Monitoring and Evaluation Team. This assists us in reviewing, improving and in the consistency of assessing the training needs of magistrates, legal advisers and district judges (magistrates' court) arising from legislation and other initiatives in adult, family and youth courts, e.g. the Criminal Procedure Rules, case management, Youth Rehabilitation Orders, Domestic Violence, Openness and transparency in the family court, mental health, diversity etc. It also aids us in responding to requests for training in new areas, e.g. for 2010-11 the Family Panel Chairmanship pilots and stand alone materials on Fact Finding hearings [re: L cases].

2.5 For details of planned course programme see Annex A.

Activities		Timing
1	Deliver the planned training course and continuation seminars	See Annex A
2	Magistrate Adult and Youth Bench Books Publish revised bench books (loose leaf) and new reference cards	April-10
3	Case Management training CJSSS made significant progress in case management. Case management is a very important tool and we need to reinvigorate the message to magistrates and legal advisers	Throughout 2010-11
4	Family Panel Chairmanship Course (if pilot approved)	2010-11
5	Advice and support to the Magisterial Committee and Sub Committees on strategy and the implementation of new legislation, initiatives and group	On-going
6	Maintain regular contact with Ministry of Justice and other organisations to ensure that, where appropriate, policy and legislative changes are reflected in training	On-going

Tribunals

Objective 3

To work with the Senior President and tribunals in developing and maintaining consistent standards of learning and development which meet the needs of all tribunal members in the exercise of their judicial functions. This objective will be informed by the outcomes of the Unified Training Advisory Board

Outcomes

- Greater consistency of approach to training, appraisal and mentoring in tribunals and the promulgation of good practice.
- Training responsive to the needs of members and the changing demands in tribunals
- Trainers and facilitators adequately trained to increase the professionalism of judicial education in tribunals

3.1 The JSB Tribunals Judicial Training Strategy (TJTS) supports the continuing implementation of the Tribunals, Courts and Enforcement Act 2007 and, in particular, arrangements for judicial cross-ticketing and assignment. The strategy also recognises the need to meet the training requirements of individual tribunal judges and members, and individual jurisdictions, both within and outside the Tribunals Service (TS). It also promotes joint training with other members of the wider judicial family where appropriate.

3.2 The principal aims of the strategy are to:

- Contribute to the development of the Lord Chief Justice's and Senior President's vision for a unified approach to judicial training in the Courts and tribunals systems.
- Ensure that the training currently provided for tribunal judges and members benefits from the greatest consistency, breadth of judicial experience and good practice in the courts and tribunals and throughout the UK and internationally, and the most efficient use of the available training support resources (both financial and administrative).
- Continue to offer a clear framework for common training, appraisal and mentoring schemes and standards for all jurisdictions.
- Implement a programme of advanced multi-jurisdictional appraisal skills training based upon the JSB's new Appraisal Standards and Appraiser Competences to facilitate the development of a common standard and approach to appraisal across tribunals.
- Continue to develop the JSB's high quality multi-jurisdiction courses in judgecraft and other generic skills such as training, facilitating, judicial leadership, appraising and mentoring. Cross-jurisdictional and cross-judicial training exploits the obvious benefits of delegates sharing their different and diverse judicial experiences and backgrounds. It also builds a sound platform for assignment and cross-ticketing and helps to promote an inclusive and collegiate tribunal judiciary. Courses are to be aimed at tribunal judges and members at all levels, including advanced training for experienced judiciary.

- Explore ways to create a common approach to training for senior judges in the Courts and tribunals systems in judicial leadership and management skills, following the outcomes of the joint learning needs analysis.
- Maintain the *Tribunals Judicial Training and Education Prospectus* of courses/seminars and modules in specific judicial and training skills, moving towards a joint JSB Prospectus for both the Courts and tribunals judiciary. Tribunals are encouraged to take advantage of the availability of JSB training through the current Prospectus or to explore the potential of working collaboratively with the JSB on bespoke training programmes or individual training sessions.
- In collaboration with the Senior President, the Tribunals Service, other tribunals and the AJTC, offer advice, support and help to tribunals and chambers (and Coroners) wishing to develop their own jurisdiction and chamber-specific training sessions.
- Encourage tribunals and explore with them the development of new technology-based training platforms for use by tribunals.
- Explore ways to support the use of alternative and proportionate ways in which tribunals may do justice.
- Continue the independent and objective evaluation of tribunals' training, appraisal and mentoring programmes in tribunals. The evaluation strategy is to be a proportionate rolling programme that enables specific elements of training, appraisal and mentoring to be reviewed in depth against the agreed standards and outcomes. It will also seek to build upon the findings and recommendations from the preceding phases of JSB evaluation, and good practice in other jurisdictions, to further develop the existing evaluation processes.

Activities		Timing
1	Training Standards To work with all tribunals to: (1) Complete revisions to the current Training Standards and (2) to pilot and roll out a revised "Training the Trainer" programme for tribunal judges and members involved in the design and delivery of training	March 2011
2	Appraisal To roll out a programme of advanced multi-jurisdictional appraisal seminars for experienced tribunal appraisers based on the JSB's new Appraisal Standards and Competences	April 2010
3	Leadership and Management To pilot a new judicial leadership and management training programme, either as part of a joint initiative for senior judiciary in the Courts and tribunals systems or as a separate enterprise for tribunal judges. The direction of this activity will be subject to the outcomes of the judicial leadership and management LNA	Continuing
5	Upper Tribunal To explore with the Senior President and Senior Judiciary Committee the requirement for further training to support the ongoing development of the Upper tribunal and the potential for joint training with judges in the Administrative Court	Continuing
6	Judicial Training and Education	

Activities	Timing
Continue to develop the programme of judicial education and training for tribunal judges and members with particular focus on the judgecraft training provision	Continuing
7 Training Prospectus Continue to promote the availability of JSB training to all tribunals through the current Prospectus and to begin work to publish the next edition for 2011/12. This work will include exploration of the potential to combine both the Courts and Tribunals Prospectuses into one publication	June 2010
8 Advice and Guidance Offer advice, support and help to tribunals and related bodies in the development of their training programmes	Continuing
9 Judicial Information Continue to improve the JSB's Website service for tribunal judges and members and to support the future development of the <i>Tribunals</i> journal, including the potential for the regular distribution of an e-bulletin	Continuing
10 Proportionate Dispute Resolution Consider the potential for the development of a training programme to support alternative and proportionate ways for tribunals to do justice	Continuing
11 Evaluation of training, appraisal and mentoring Complete the third phase of evaluation visits in the non-Tribunals Service tribunals and report to the JSB	March 2011

Fair Treatment

Objective 4

To assist and support all judges and judicial office holders to fulfil the obligations of the judicial oath, by being equipped to recognise the many ways in which social, cultural and other differences may have a bearing on the conduct of cases and the wider judicial role

Outcomes

The JSB's training in fair treatment will equip judicial office holders and magistrates' courts' legal advisers to carry out their judicial functions with awareness and understanding in a complex, diverse and changing society

4.1 The Equal Treatment Advisory Committee (ETAC) has an advisory role. It exists to assist the Committees of the JSB to provide training programmes which enable those who perform judicial functions do so in a manner that is fair and free from bias or discrimination.

Activities		Timing
1	Identify the issues in relation to diversity and fair treatment on which judges require advice and guidance	April 2010
2	Define the most effective means of delivering training and guidance on diversity and fair treatment issues	April 2010
3	Devise a set of standards for the design, delivery and evaluation of diversity and fair treatment training	April 2010
4	Review the skills and competences required of ETAC members in order to contribute effectively to the design and delivery of diversity and fair treatment training	July 2010
5	Publish a new edition of 'Fairness In Courts and Tribunals' booklet	December 2010
6	Commence the Revision of the Equal Treatment Bench Book	January 2011
7	Contribute to the professional training support to be given to course directors, syndicate leaders, and others involved in the design, planning, delivery and evaluation of JSB fair treatment training by proactively participating in course planning meetings and the development of appropriate materials	Continuing
8	Maintain effective links with Diversity Community Relations Judges to ensure that the training ETAC provides addresses the issues that affect the confidence court users have in the judicial process	Continuing
9	Ensure that members of ETAC are able to access external sources of expertise on diversity and fair treatment issues	Continuing
10	Maintain effective liaison between ETAC and:	Continuing

Activities	Timing
<ul style="list-style-type: none">• Office of Judicial Complaints• Judicial Appointments Commission <p>In order to support increased diversification of the judiciary</p>	

Training Advice Division

Training Advice Division contributes to Objectives 1, 2, 3 and 4

- | | |
|---|--|
| 1 | To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes |
| 2 | To ensure the learning and development needs of magistrates' courts judiciary and legal advisers are central to our activities so that we are recognised by the judiciary, MoJ and HMCS as a high quality provider of training, training materials and guidance that meet the needs of all those who exercise judicial functions in the magistrates' court |
| 3 | To work with the Senior President and tribunals in developing and maintaining consistent standards of learning and development which meet the needs of all tribunal members in the exercise of their judicial functions. This objective will be informed by the outcomes of the Unified Training Advisory Board |
| 4 | To assist and support all judges and judicial office holders to fulfil the obligations of the judicial oath, by being equipped to recognise the many ways in which social, cultural and other differences may have a bearing on the conduct of cases and the wider judicial role |

Outcomes

In order to assist course directors to deliver professional training that incorporates JTS principles and effective training practice:

- JSB course directors will receive training, written guidance and one to one coaching on the identification of training needs, the design, delivery and evaluation of training
- JSB tutor judges will receive training on facilitating learning in groups, managing skills practice and group feedback
- The Judicial Training Committee and Executive Board will receive evaluation information that includes data on the effectiveness of JSB courses
- The results of the magistrates' courts monitoring and evaluation (M&E) process will provide evidence for the LCJ on whether magistrate and legal adviser training meets their needs, is delivered to the agreed standards and is adequately resourced

Judicial Training

5.1 We will work with course directors and provide them with professional training support to accurately identify and prioritise the training needs of courts and tribunals judges and design and deliver training to meet those needs.

5.2 The Senior Training Advisers will attend and provide training advice to key JSB committees e.g. the JTC, I-Group, jurisdictional groups etc. and as members of the course directors' planning teams will assist with the development of individual training programmes.

5.3 This support will include the implementation of an induction process for all newly appointed course directors, the provision of written guidance in the form of the Judicial Training Handbook and

the allocation of a Senior Training Adviser (STA) to each JSB course for courts and tribunals judges. In addition the division will work with the Director of Studies to provide a course directors' conference to support the development of course directors as educators.

5.4 All newly appointed tutor judges will be provided with training on how to facilitate learning in groups, manage skills practice and facilitate peer feedback. In addition, where resources allow, we will work with course directors to design and deliver refresher training for existing tutor groups.

5.5 We will implement the judicial training evaluation strategy and provide evaluation reports on all prospectus courses based on an analysis of the responses on the evaluation questionnaires (EQs) to the Director of Studies and the relevant course director and Director of Training. This will come in two stages; the first stage will be an analysis of the responses to EQ1 completed and collected immediately after the course finishes; the second stage will be an analysis of the responses to EQ2 completed three to six months after the course. In addition each senior training adviser will observe a selection of their allocated courses and provide observations and feedback to the course directors and director of training to assist in the further development of the courses.

5.6 A written report will be provided at each Judicial Training Committee. The report will include a summary analysis of the EQ1s and EQ2s completed in that period; trend data for each course based on the results of EQ2s over time; an outline of the common themes arising from the evaluation questionnaires and observer feedback; recommendations, if any, for change; and information about the impact of any recommendations that have been implemented in the intervening period.

5.7 A summary analysis of all the EQ1s, EQ2s and eventually, trend data will also be presented to the Executive Board as part of the regular quarterly reporting process.

Magistrate and Legal Adviser Training

5.8 The Training Advice Division (TAD) will continue to support, monitor and evaluate magistrate training, and monitor and evaluate legal adviser training in line with the strategies agreed by the Magisterial Committee. The TAD team will continue to help to drive up standards of training in both areas by the analysis of information received from MATCs; visits to local areas and observation of their training delivery; and promoting good training practice through its contacts with HMCS training providers such as justices' clerks and legal advisers as well as directly with MATCs and individual magistrates.

5.9 We will report regularly to the Magisterial Committee and provide it with a summary of the results of MATC areas' self-assessments; a collated national training plan for magistrate training; a collated national training plan for legal adviser training; an outturn report detailing the training for magistrates that has been taken place during the financial year and the resources used to deliver that training; and a National Summary of MATC Annual Reports of Magistrate Training for approval and forwarding to the Senior Presiding Judge and the Lord Chief Justice.

5.10 We will continue to develop our processes, in partnership with the Magisterial Committee, HMCS and the Justices' Clerks' Society to ensure that all magistrate and legal adviser training continues to meet its purpose – ".....training that enables judicial office holders to discharge their duties effectively, in a way which preserves judicial independence and supports public confidence in the judiciary."

5.11 The TAD team will also carry out bespoke evaluations, reviews, surveys and investigations at the request of Magisterial Committee, the Judicial Training Committee, the Director of Studies, and senior JSB colleagues on specific topics or issues where detailed information may be required. This will include undertaking learning needs analyses and in depth evaluations of new and piloted courses.

Activities		
1	Report to the Magisterial Committee on the results of MATC self assessment evaluations and on the quantity, cost and quality of magistrate training	March, July, November 2010
2	Report to the Magisterial Committee and its Legal Adviser sub-committee on the results of the legal adviser self-assessment process and on the quantity, cost and quality of legal adviser training	March, July, November 2010
3	Provide Magisterial Committee and magistrates' courts with a National Training Plan for Magistrate and a National Training Plan for Legal Adviser Training	March 2011
4	Provide the Magisterial Committee with an out turn report detailing the actual training provided to magistrates during the year and the resources used to deliver that training	October 2010
5	Provide the Magisterial Committee and its Legal Adviser Sub-Committee with an out turn report detailing the actual training provided to legal advisers during the year	October 2010
6	Provide support and guidance to MATC areas on achieving the minimum standards for magistrate training and continuous improvement	Ongoing
7	Provide the Magisterial Committee and Lord Chief Justice with a National Summary of MATC Annual Reports	March 2011
8	Provide Magisterial Committee with a National Summary Report of Legal Adviser training	March 2011
9	Carry out visits to MATC areas to observe magistrate training events as part of the self assessment process	Ongoing
10	Undertake the evaluation of judicial training and provide evaluation reports on all courses for the Director of Studies and the relevant Course Directors and Directors of Training	Ongoing
11	Report to the Judicial Training Committee on the results of the evaluation and observation of judicial training and provide summary results for quarterly reporting to the JSB Executive Board [May, July, November 2010, February 2011]	Ongoing
12	Provide support and guidance to course directors on the identification of training needs and the design, delivery and evaluation of JTS prospectus courses and other judicial training events	Ongoing
13	Provide four training courses for newly appointed tutor judges	June, July, October 2010, February 2011
14	Provide a Course Directors' Conference	October 2010
15	Carry out thematic evaluations, reviews, surveys, investigations as requested	On demand

International

The JSB shares training experience through participation at the national and international level.

Activities	Timing
1 Participating actively as members of the European Judicial Training Network and UK & RI Judicial Studies Council	Continuing
2 Supporting the EJTN judicial exchange programme for 2010, in consultation with JO Judicial International Relations team	Jan –Dec-10
3 Participating in the EJTN Catalogue programme for 2010	Jan-Dec-10
4 Responding to requests for assistance and receiving visiting jurisdictions, as resources allow	Continuing

Course Programme

Event	No. of Events	Dates
Judicial Training		
Crown Court Trial Seminar	2	Jan-10, Apr-11
Crown Court Sentencing Seminar	2	Apr-10, Jan-11
Criminal Circuit Seminar	19	Apr-10 to Mar-11
Civil Law Seminar	7	Apr, Jun, Nov-10 & Mar-11
President's Conference	1	May-10
Family Public Induction	2	May & Nov-10
Private Law Children Seminar with Family Money Option	3	Jun-10, Feb & Mar-11
The Craft of Judging	1	Jul-10
Serious Sexual Offences Seminar	3	Jul, Nov-10, Feb-11
Civil Law Seminar for Specialist Jurisdictions	1	Jul-10
Serious Crime Seminar	1	Sep-10
Newly Appointed Recorders Conference	3	Sep-10 & Mar-11
Crown Court Combined Seminar with Long and Complex option	1	Sep-10
Crown Court Combined Seminar	1	Sep-10
S9 Admin Court Induction	1	Oct-10
Partial Defences to Murder Seminar	2	Oct, Nov-10
Family Private Induction	3	Sep, Oct-10 & Mar-11
Civil Recorder Induction	1	Dec-10
Public Family Law Seminar	2	Nov-10 & Jan-11
Private Law Children Seminar with Public Law Option	2	Nov-10 & Jan-11
DDJ Induction (provisional)	5	Nov-10, Jan, Feb & Mar-11
DDJ Circuit Based Training Day	16	Nov – Dec-10
Civil Continuation Seminar	1	Jan-11
Civil Law Induction	1	Feb-11
District Judges' Annual Seminar	1	Mar-11
Mental Capacity Act	1	TBC
Magistrates' Courts		
Training Development Course	5	Apr-10 onwards
Bench Chairmanship Course	5	Apr-10 onwards
Family Panel Chairmanship Course (if pilot approved)	4	tbc
DJ/DDJ (MC) Continuation	4	May, Jun-10
DDJ(MC) Continuation (1 day)	2	May, Jun-10
Legal Adviser Induction	2	Apr-10 onwards

Event	No. of Events	Dates
Legal Adviser Adult Consolidation	2	Jun-10
Legal Adviser Mentor Training	4	Apr-10 onwards
Legal Adviser Trainer Development	4	April onwards
Legal Adviser Youth Induction	4	Oct, Nov-10 & Jan, Feb-10
Legal Adviser Youth Consolidation	4	Jun, Sep-10
Legal Adviser Family Induction	4	May, Sep-10
Legal Adviser Family Consolidation	4	Apr onwards
Tribunals		
Essential Judicial Skills and Competences Course		Oct-10
Advanced Judicial Skills		Nov-10
Working Effectively on a Panel		According to Demand
Appraisal Skills: Induction Seminar		According to Demand
Mentoring Skills: Induction Seminar		According to Demand
Mentoring Skills: Follow-Up Multi-Jurisdictional Seminar		According to Demand
Judicial Leadership		According to Demand
Training for Trainers		Jun-10
Facilitating Small Groups		Annually - tbc
Fair Treatment Seminar for Trainers		According to Demand

Provisional Estimate of Judge Time (days)

	2010-11	20010-11 Breakdown					2010-11
	Provisional Estimate	HCJ	CJ	DJ	DJ (MC)	Master, Registrar, Costs Judge	Fee Paid
CRIMINAL							
Induction	32	3	29	-	-	-	157
Continuing Education	2,518	230	2,288	-	-	-	2,128
Governance	154	2	152	-	-	-	-
	2,704	235	2,469	-	-	-	2,285
CIVIL							
Induction	267	14	25	228	-	-	1,093
Continuing Education	2,026	18	575	1,399	17	17	1,656
Governance	134	2	66	66	-	-	-
	2,427	34	666	1,693	17	17	2,749
FAMILY							
Induction	588	4	176	376	32	-	160
Continuing Education	1,316	31	561	686	38	-	205
Governance	70	2	44	22	2	-	-
	1,974	37	781	1,084	72	-	365
MAGISTRATES							
Induction	7	-	-	-	7	-	150
Continuing Education	568	-	-	-	568	-	300
Governance	50	8	4	-	38	-	-
	625	8	4	-	613	-	450
TRIBUNALS							
Induction	-	-	-	-	-	-	-
Continuing Education	1	1	-	-	-	-	-
Governance	2	2	-	-	-	-	-
	3	3	-	-	-	-	-
CROSS-CUTTING							
Induction	4	-	4	-	-	-	2
Continuing Education	440	23	272	115	30	-	50
Governance	340	50	258	16	16	-	-
	784	73	534	131	46	-	52
SUMMARY							
Induction	898	21	234	604	39	-	1,562
Continuing Education	6,869	303	3,696	2,200	653	17	4,339
Governance	750	66	524	104	56	-	-
	8,517	390	4,454	2,908	748	17	5,901