



JUDICIAL OFFICE

Judicial Office Business Plan 2011-12

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Foreword from the Lord Chief Justice of England and Wales and the Senior President of Tribunals

We welcome the 2011-12 Business Plan for the Judicial Office. Business plans set out the priorities and objectives for the whole organisation – they explain what an organisation does for those who use it and demonstrate to those who work within it, how their particular role contributes to its overall aims. This is particularly important this year as the Judicial Office has grown to incorporate responsibility for the new Tribunal System (extending for some purposes to the whole UK), the Family and Civil Justice Councils, the Office for Judicial Complaints and the new Judicial College (established from April 2011).

The public rightly sets great store in an efficient, effective and impartial justice system – with an independent judiciary at its heart. The judiciary in courts and tribunals will need to respond to an increasingly demanding and rapidly changing environment in the coming year, including the creation of HM Courts and Tribunals Service. The Judicial Office provides us with vital support which enables us to make our full contribution. We look forward to working with Anne and the Judicial Office team during 2011-12.

Igor Judge and Robert Carnwath

Introduction from the Chief Executive

The purpose of the Judicial Office is to support the judiciary in upholding the rule of law and delivering justice impartially, speedily and efficiently. What we do and how we do it matters because the democratic health of our nation and society depends on the impartial rule of law: the justice system regulates relationships between individuals, families, organisations and the state.

This business plan sets out how we will take forward our work in the coming year. We are operating in a complex environment – there is an absolute need to provide good value for the public money we spend, and to plan for ever increasing efficiency; changes in the Ministry of Justice and HM Courts and Tribunals Service mean that we need to establish new ways of working and relationships; and, more broadly, constitutional change is part of everyday politics in a way which has not always been the case. In responding to this we need to continue to develop the Judicial Office as a body which:

- has the capability to be excellent in everything it does
- works flexibly to get things done
- is clear about its shared purpose in supporting the courts' and tribunals' judiciary
- is made up of teams and individuals who understand the part they have to play, who avoid complacency, and who constantly seek to improve their skills, effectiveness and efficiency
- is respected and understood by those it supports and those it needs to work with.

We made real progress in developing as an organisation in 2010-11 – we now have a great opportunity to build on this, with a full role in support of the tribunals' judiciary; new colleagues from the Tribunals Service bringing new skills and insights; the creation of the Judicial College; and the development of a single judicial HR team. This is an exciting time to be part of the Judicial Office and we have a great opportunity to work together to make a difference. I look forward with optimism to a year of continued achievement for us all.

Anne Sharp

Background – Judicial Office

The Judicial Office (JO) was established in 2006 to support the judiciary in discharging its responsibilities under the Constitutional Reform Act 2005. It is led by a Chief Executive who reports to the Lord Chief Justice rather than to ministers, and its work is directed by the judiciary rather than by the administration of the day.

The creation of the JO brought together in one organisation several units that had previously existed independently, including the Judicial Studies Board (JSB) and the Judicial Communications Office. Since then the JO has continued to evolve. In the course of 2010 secretariat support and sponsorship of the Family and Civil Justice Councils (FJC and CJC) transferred from the Ministry of Justice (MoJ) to the JO. Since January 2011 the JO has included the Office for Judicial Complaints. From April 2011 the JO will also be responsible for the Tribunals Judicial Office and for provision of judicial training for the courts' and tribunals' judiciary through a new body, the Judicial College, which has replaced the JSB. In 2011/12, the JO will establish a new unified judicial HR team, bringing together its existing functions with others previously carried out in MoJ.

The JO provides a broad range of support to the judiciary, including:

- administrative support and advice for training and development for judicial office-holders
- 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
- dealing with official complaints against judicial office-holders through the Office for Judicial Complaints
- HR and welfare support services
- communication and media advice and information
- independent advice to government through the work of the FJC and CJC.

The JO works closely with a wide range of organisations, including MoJ, other government departments, HM Courts and Tribunals Service, the Judicial Appointments Commission and numerous judicial and professional bodies. This interaction with others in the justice system will continue to be a feature of its work.

As it has continued to evolve, the JO has consistently examined its ways of working, processes, organisation and people, so as to deliver continuous improvement in effectiveness and efficiency. Over the coming year it will focus on the successful integration of new teams and areas of work and as well as on maintaining a capacity to respond to increasing demands within the financial constraints facing the whole of the public sector.

This is the second business plan to cover the work of all units in JO. The detail of the programme of work to be delivered by the FJC and CJC is at Annex 1 and 2.

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. 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 underlined 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 a judge and transferring the role of Head of the Judiciary to the Lord Chief Justice. It also set out an explicit statutory duty for all 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.

Under the Tribunals, Courts and Enforcement Act, the Senior President of Tribunals is responsible for the leadership, guidance and training of the tribunals' judiciary. The Senior President's responsibilities extend to Scotland and Northern Ireland, as well as to England and Wales.

Our Aim and Strategic Objectives

The Judicial Executive Board has agreed the following purpose, aim and strategic objectives for the Judicial Office:

Our 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 leadership and governance for the judiciary	Support the effective administration of courts and tribunals	Support the judiciary in its responsibilities for justice and constitutional matters	Ensure the delivery of high-quality training which meets the needs of courts' and tribunals' judiciary
	Promote public confidence in the judiciary through the handling of complaints against the 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	Provide an effective and professional HR service that meets the needs of the judiciary and supports its diversity	Develop our people and continuously improve our efficiency and effectiveness

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

Strategic Objective 1:

Support and enable leadership and governance for the judiciary

Why is this a priority?

Effective leadership and governance for the judiciary is essential to the justice system and to equip the judiciary to face the demands of the future. Implementation of revised governance arrangements began in 2010 and included structural changes to the Judicial Executive Board and Judges' Council. The Judicial Office will continue to build on these reforms over the coming twelve months.

Sub-objective

To ensure the successful implementation of revised governance arrangements for the judiciary

Activities and timescales

- Effective support to the Judicial Executive Board, Judges' Council, the Tribunals Judicial Executive Board, the Judicial College Board and their sub-groups to provide a coordinated and corporate approach to decision making. [Ongoing]
- Provide strategic analysis and reports on progress, including an annual review of the governance arrangements, to the Lord Chief Justice and the Senior President of Tribunals. [Ongoing]
- Maintain and support the delivery of a forward programme of work for governance bodies. [Ongoing]
- Work with the JO Communications Team, Standing Committee on Communications of the Judges Council and Tribunals Judicial Executive Board to ensure effective communication of the work of the governing bodies to the wider judiciary. [October 2011]

Sub-objective

To ensure that the needs of judicial office-holders with leadership and management responsibilities are identified and properly supported

Activities and timescales

- Preparation of clear explanations of the expectations in respect of judges in key leadership positions and of a programme of leadership and management development to support them, specifically:
 - ▶ revised job descriptions for civil and family leadership judges [July 2011]
 - ▶ introduction of new leadership development activity [October 2011]
- Provide support and advice to judges with leadership responsibilities.

Outcomes

Following the implementation of new governance arrangements, the judiciary, accessing effective support from the JO, will be in a better position to improve the administration of justice; to consider and decide on matters on which it is required to form views; take action, and effectively communicate decisions, in an integrated and timely way to the wider judiciary.

There will be greater clarity across jurisdictions 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 and this will support increasing effectiveness in the justice system.



Strategic Objective 2:

Support the effective administration of courts and tribunals

Why is this a priority?

The effective administration of courts and tribunals is essential to the delivery of justice. The merger of the Tribunals and HM Courts Services and the financial constraints faced by the new HMCTS make it more important than ever to identify and implement measures to deliver greater efficiency across the system. The Framework Document for HMCTS emphasises the partnership between the judiciary and the administration. The Judicial Office supports judges in leadership roles in their interaction with the administration, as well as the role of all judges in improving efficiency in the courtroom.

Sub-objective

To provide helpful and relevant operational performance information for the judiciary

Activities and timescales

- Building on the work already undertaken and in light of the improvement of management information systems; putting in place realistic processes so that court reports form part of the judicial contribution to the operational efficiency of the courts and tribunals. [December 2011]

Sub-objective

To support the role played by the judiciary in securing continued improvements in court and tribunal performance

Activities and timescales

- Continue to support the Early Guilty Plea pilots, currently operating in Reading, Winchester and Bristol and consider national roll-out once the outcome of the pilots is known. [October 2011]
- Design and implement specific case management pilots in the Crown Court, to improve performance and establish systems to measure progress. [October 2011]
- Assess the need for further work in relation to case management in the magistrates' courts and put this in hand, if required. [Ongoing]
- Support the work of the Tribunals' Judicial Activity Group. [Ongoing]

Sub-objective

To develop a coherent and joined-up structure for the management of resources for magistrates and their recruitment

Activities and timescales

- Examine the workload in criminal and family cases and consider ways to:
 - ▶ ensure the effective use of magistrates
 - ▶ manage their recruitment to the right jurisdictions and in the right numbers
 - ▶ look at how best to identify the correct balance between district judges (magistrates' courts) and volunteer magistrates. [Project plan in place by July 2011]

Sub-objective

To provide an online resource to share business information and best practice between Judicial Office and the HMCTS Regional Secretariats

Activities and timescales

- Draw together agreed sources of information and best practice to produce a single online source of information. [December 2011]

Sub-objective

To support the Judicial Directors of HMCTS so that they are able to play a full part in Board discussions and the strategic decision-making of the new organisation

Activities and timescales

- Develop arrangements for joint working to assist Judicial Directors in developing a strategic and inclusive approach, so that the needs of both courts and tribunals are reflected in decisions affecting the new organisation. [From April 2011]
- Agree with HMCTS arrangements for effective high level partnership between officials.

Sub-objective

To provide practical support (including oversight of 24/7 reporting system) on judicial security to all judicial office-holders; and, secretariat support to the Standing Committee on Judicial Security of the Judges' Council

Activities and timescales

- Continue to maintain oversight of security threats to judicial office-holders by supporting the Judge in Charge of Judicial Security (Gross LJ) and coordinating the most effective/appropriate response to security incidents. Specifically, the Committee will undertake a detailed piece of work, with the police and HMCTS, to formally review in-court security arrangements. [July 2011]

Outcomes

The judiciary will have access to comprehensive and relevant management information for the judiciary enabling them to identify where to focus on improving performance. This will include the implementation, management and review of pilot programmes in the Crown Court.

There will be increased confidence in judicial security arrangements and the coordination of effective responses to security issues.

Strategic Objective 3

Support the judiciary in its responsibilities for justice and constitutional matters

Why is this a priority?

Section 7 of the Constitutional Reform Act 2005 provides that the Lord Chief Justice (LCJ), 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 supports the senior judiciary in developing and communicating a coherent judicial position on the fair and effective administration of justice and constitutional matters. The Senior President of Tribunals has a similar role under the Tribunals, Courts and Enforcement Act, and from 2011-12 the JO is also responsible for providing support in relation to these functions.

i) General Sub-objective

To support the LCJ, Heads of Division and other members of the Judicial Executive Board in carrying out these functions

Activities and timeline

- Ensure developments or issues across the justice system are identified early through regular communication with key contacts across government and establish a clear basis across Whitehall for appropriate judicial involvement in those issues. [Ongoing]
- Facilitate timely, effective and appropriate judicial input into policy development by:
 - ▶ advising the senior judiciary on legal and practical implications of Government proposals
 - ▶ making effective arrangements for judicial consultation to develop an informed judicial position and options for achieving judicial objectives
 - ▶ liaising with government, agencies, third sector organisations and others with an interest in justice. [Ongoing]

ii) Civil and Administrative Justice Sub-objective

To 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

Activities and timeline

- Support the judiciary in considering the practical implications of:
 - ▶ an expected first session Bill to implement change in relation to civil costs [June 2011]
 - ▶ other proposed reforms e.g. fixed costs in the fast track. [Timing TBC 2012-13]
 - ▶ the issue of referral fees being considered by the Legal Services Board. [Timing not yet known but expected in 2011]

- Supporting the Master of the Rolls in preparation and publication of a report on privacy injunctions and in developing related practice guidance. [June 2011]
- Leading work on a range of pilots (e.g. concurrent evidence) and other areas on implementation, through the Judicial Steering Group, with support from the Judicial College on related training on case/costs management. [Ongoing although pilot timings will vary]
- Work with the Civil Justice Council on specific projects e.g. pre-action protocols, predictable damages. [Ongoing]

Sub-objective

To support effective judicial participation in the HM Courts and Tribunals Service (HMCTS) modernisation programme for civil justice

Activities and timeline

- Provide effective input into the work of the Programme Board to support the delivery of project milestones, including:
 - ▶ development of a Business Centre – permanent site finalised by 2011
 - ▶ Dispute Resolution services in place – by 2013
 - ▶ online services fully functioning – by 2015
 [Ongoing, subject to HMCTS programming]
- Setting up a judicial liaison group to provide practical insights to Ministry of Justice in relation to its Transforming Justice programme. [Spring 2011]

Sub-objective

To enable judicial support and input into the Rolls Building project, including liaison between jurisdictional interests

Activities and timeline

- Support HMCTS to achieve a phased move of the judiciary, without disruption to the business of the courts. [October 2011]
- Enable a judicial contribution to the e-working project (the system is now live in Chancery, Commercial Court and Technology and Construction Court). [Ongoing]

Sub-objective

To support the President of the Queen's Bench Division (QBD), Senior President of Tribunals and other judges in their approach to administrative justice, including the Administrative Court outside London; the proposed expansion of the Administrative Court to Bristol; and the transfer of work from the Administrative Court to the Upper Tribunal

Activities and timeline

- Assist the QBD in overseeing the work of the regional centres in terms of resource allocation, deployment, listing, and strategy. [Ongoing]
- Monitor the activity and development of the Administrative Court outside London. [Ongoing]
- Prepare for and support the commencement of Section 53 Borders Citizenship and Immigration Act 2009 and the transfer of Fresh Claim Judicial Reviews to the Upper Tribunal. [Ongoing]

Sub-objective

To support the Senior President of Tribunals and other tribunals' judiciary in responding to proposed changes to administrative and employment law

Activities and timeline

- Support the Senior President in responding to government initiatives on fees for immigration and asylum cases and changes to employment law. [Ongoing]

Outcomes

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.

Effective deployment of judicial resource from the Queen's Bench Division for the judicial review and other immigration and asylum work of the Upper Tribunal, and the work of the Administrative Court outside London.

iii) Criminal Justice

Sub-objective

To ensure that judicial views on the practical implications for the courts and the judiciary of proposed criminal justice policy and legislation are effectively communicated to government and parliament and that the impartial and fair delivery of justice remains a key component of government policy-making and administration

Activities and timescales

- Provide effective support to the senior judiciary as members of criminal justice committees, in particular:
 - ▶ The Lord Chief Justice (LCJ) as Head of Criminal Justice and the Vice President of the Queen's Bench Division as Deputy Head
 - ▶ providing government with an objective perspective on the role and performance of the Criminal Justice System
 - ▶ the LCJ, as Chair of the Criminal Procedure Rule Committee, with strategic advice as to the content and direction of Rules
 - ▶ the LCJ as President of the Sentencing Council
 - ▶ the Chair of the Criminal Justice Council to develop the Council's role
 - ▶ the judicial member of the Criminal Finances Board responsible for ongoing work to improve asset recovery: to ensure that the extent of powers and legislative framework, relationship to other policy areas, strategies and revised governance arrangements do not compromise judicial independence. [Ongoing]

Sub-objective

To continue to support judicial engagement on areas of criminal justice policy and practice including but not limited to: sentencing, legal aid, terrorism, asset recovery, bail and remand issues, quality of advocacy, victims and witnesses, and case management

Activities and timescales

- Facilitate effective and appropriate judicial input into:
 - ▶ the government's development of sentencing policy, subsequent to the Green Paper: 'Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders'. [Ongoing]
 - ▶ the development and implementation of criminal legal aid policy, subsequent to the Green Paper: 'Proposals for the Reform of Legal Aid in England and Wales'. [Ongoing]
 - ▶ the creation of a Quality Assurance Scheme for criminal advocates to ensure that they are subject to a robust and transparent process and the risks of sub-standard advocacy are reduced. [Summer 2011]
- Responding to government proposals relating to economic crime; including support to the LCJ, to ensure that those provisions of the Consolidated Criminal Practice Direction and associated judicial guidance related to economic crime are up to date, and provide an appropriate framework for the conduct of serious or complex fraud cases before the courts [Ongoing].

Outcomes

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 maintaining effective relationships with the executive that are based on a clear understanding of the roles of each party and of judicial independence.

iv) Family Justice Sub-objective

To support the judiciary working with key family justice agencies in improving the effectiveness of the family justice system

- Support the President of the Family Division (PFD) in:
 - ▶ working with the Family Justice Council, in particular referring matters to it, considering recommendations from it and setting priorities with it. (See the Family Justice Council's work plan at Annex 1)
 - ▶ drafting and circulating guidance to the judiciary and magistracy on existing matters of law and practice to increase efficiency
 - ▶ working with the Family Justice Review Panel as it considers all elements of the family justice system, and subsequently in responding to its recommendations

- ▶ effective working with others involved in family justice, including Ministry of Justice (MoJ) and Department for Education(DfE) ministers; Cafcass and CAFCASS CYMRU officials; and senior representatives from MoJ, DfE, and HMCTS
- ▶ development of the content and direction of rules in his role as Chairman of the Family Procedure Rules Committee
- ▶ as PFD and a member of the Judicial Executive Board, leadership and consultation of judges and magistrates on operational and policy matters. [Ongoing]
- Working with HR colleagues, maintain and further develop the system to support the senior judiciary in authorising appropriately trained and experienced judges to hear family work. [Ongoing]
- Participate in the National Performance Partnership to:
 - ▶ consider the effect of the President's Agreement with Cafcass and CAFCASS CYMRU and to clarify, in advance of its intended termination on 30 September 2011, plans to be put in place to ensure Cafcass and CAFCASS CYMRU are able to fulfil their statutory duties to the courts and to families. [September 2011]
 - ▶ identify and implement measures, within existing legislation and pending the outcome of the Family Justice Review, to improve efficiencies in the conduct of care proceedings. [Ongoing]
- Support the President in addressing the issue of transparency by considering the most effective way of enabling information on the work of the family courts to reach the public. [First phase to be completed by October 2011 and then ongoing]
- Liaise with the Chair of the Non-Contentious Probate Rules Committee and the Area Director with responsibility for Probate to ensure the President is informed of the review of these rules and supports them. [Ongoing]
- Support the High Court Judge in Charge of the Court of Protection in liaising between the President, Vice-President, other Court of Protection judges and HMCTS to ensure ongoing operational concerns are addressed and the recommendations of the Informal Rules Committee report are implemented. [Ongoing]
- Work with a group of Designated Family Judges to design the annual business meeting for the leadership judges and with the Judicial College to ensure the efficient organisation of the meeting [May 2011] and completion of any follow-up guidance. [October 2011]
- Work with colleagues in Judicial HR to develop job descriptions for:
 - ▶ the Designated Family Judges
 - ▶ the High Court Judge in Charge of the Court of Protection. [July 2011]

Outcomes

The President of the Family Division will have been supported in ensuring the views of the family judiciary are represented to parliament, the Lord Chancellor and ministers, in contributing to the arrangements made for the welfare, training and guidance of the family judiciary, within the resources made available by the Lord Chancellor and in maintaining arrangements for the deployment of judges and the allocation of work within the family courts. The President will have been supported to develop and maintain effective working relationships with government and other partners within the Family Justice System while ensuring his independent role is clearly understood, in order to contribute effectively to the development of family policies and procedures.

v) Constitutional matters

Sub-objective

To enable the judiciary to respond to any constitutional issues arising during the year, and to assess the constitutional implications on any other proposals affecting the judiciary or the administration of the courts

Activities and timescales

- Analyse and provide advice on proposals for constitutional and legislative changes as they arise, including in relation to government policy on the establishment of a unified judiciary for England and Wales and the devolution of tribunals to Scotland and Northern Ireland. [Ongoing]
- Take account of the implications of devolution in Wales. [Ongoing]
- Analyse and provide advice on the outcome of the devolution referendum for Wales scheduled for March 2011. [Ongoing]

Sub-objective

To maintain and develop the relationship between the judiciary, parliament, the Welsh Assembly and the executive

Activities and timescales

- Maintain the relationships between the judiciary and the government during the course of the year. [Ongoing]
- Support the Lord Chief Justice (LCJ) and other judges in any appearances before any parliamentary committees in 2011-2012. [Ongoing]
- Support any other requests for judicial appearances before, or written evidence to, parliamentary committees. [Ongoing]
- Prepare and publish the LCJ's Annual Review and the Senior President of Tribunals' (SPT) Annual Report. [March 2012 and February 2012 respectively]
- Ensure regular communication between the judiciary and First Minister, Counsel General and Permanent Secretary in Wales on relevant issues. [Ongoing]

Sub-objective

To maintain and develop the relationship between the LCJ and SPT with the Lord President of the Court of Session and the Lord Chief Justice of Northern Ireland and their respective judiciaries

Activities and timescales

- Consult with the Lord President and the LCJNI on devolution matters. [Ongoing]
- Facilitate co-operation between the chief justices, including in relation to the Senior President of Tribunals responsibilities on training, welfare and guidance for the tribunals' judiciary. [Ongoing]

Outcomes

The judiciary will have clear relationships with parliament, 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 the government to take their views into account.

Judicial appearances before parliamentary committees will be appropriately arranged and supported.

vi) European and International matters

Sub-objective

To take forward judicial engagement and action on European and international matters endorsed by the Judicial Executive Board

Activities and timescales

- Support the judiciary in considering its objectives and priorities on international matters and judicial relations beyond Europe, including the programme of bilateral exchanges. [Ongoing]
- Support the judiciary in developing a detailed work plan and in delivering agreed priorities on European matters. [March 2012]
- Consolidate the support provided by the JO International Team by:
 - ▶ expanding its knowledge base and expertise in international and European matters and in funding matters (including bidding for EU funding). [Ongoing]
 - ▶ identifying and increasing the use of alternative funding to supplement the resources available to support international judicial activity, including coordinating work for the call for bids for EU Funding 2011. [April 2011 and then ongoing]
 - ▶ developing a balance between strategic and operational support to deliver a more coordinated and streamlined service to the judiciary. [Ongoing]
- Ensure greater coordination and a proactive response to international issues, whilst providing a more comprehensive picture of international activity by developing and implementing a communication strategy for key judges, the jurisdictional teams (including the Judicial College), the wider JO, MoJ and other stakeholders. [September 2011]

- Develop systems to ensure the co-ordination of responses to requests for information from European Networks of Councils for the judiciary members and to public consultations. [September 2011]
- Provide effective secretariat support to enable the establishment of an international judicial training group to advise the Judicial College on European and international training priorities. [April 2011 and then ongoing]

Sub-objective

To contribute to the building of relations and sharing of knowledge and experience (for judges and relevant officials) in Europe and internationally

Activities and timescales

- Actively participate as members of the European Judicial Training Network (EJTN) and UK & RI Judicial Studies Council. [Ongoing]
- Support the EJTN and other judicial networks and their exchange and Catalogue programmes for 2011. [Ongoing]
- Introduce a scheme offering Commonwealth judges the opportunity to experience Judicial College training. [April 2011]
- As resources allow, respond to requests for:
 - ▶ judicial training advice (particularly from developing nations)
 - ▶ general advice and assistance
 - ▶ study programme and visits from European and international judges and officials. [Ongoing]
- Support jurisdictional networks in relation to e.g. common law and Commonwealth judges working on international family justice; EU asylum law and employment law judges. [Ongoing]

Sub-objective

To communicate effectively the practical implications of EU justice policy on the justice system of England and Wales and that the views of the judiciary are represented in European negotiations as appropriate

Activities and timescales

- Maintain an effective secretariat for the Round Table meeting on EU Criminal Justice, bringing together judiciary, academics and government officials in relation to EU criminal justice policy proposals and ensuring the UK position has regard to judicial and academic views. [Ongoing]
- Facilitate practical criminal judicial cooperation and improve mutual recognition (e.g. by working collaboratively with European Arrest Warrant (EAW) experts in other member states to develop the EAW judicial network and address problems associated with requests and other issues). [Ongoing]
- Provide effective secretariat support to enable the development of a UK experts' network on EU civil justice to discuss key issues of judicial interest bringing together judiciary, academics and government officials and ensuring the UK position has regard to judicial and academic views. [December 2011]
- Facilitate practical judicial engagement, as appropriate, with government and other stakeholders in the UK and in the other member states in respect of EU initiatives, for instance, on collective redress reform, the development of the draft Common Frame of Reference and the development of a European Law Institute. [Ongoing]
- Provide effective support for judicial engagement with, and representation, on the Venice Commission. [Ongoing]

Sub-objective

To communicate effectively the practical implications in England and Wales of the 1996 Hague Convention on the Protection of Children and the Convention on International Child Abduction and facilitate the representation of the views of the judiciary at the Hague Conferences as appropriate

Activities and timescales

- Provide effective support for the network of experts in the UK on international family justice, supporting conferences and seminars which discuss key issues of judicial interest in international family justice, bringing together judiciary, academics and government officials and ensuring the UK position has regard to judicial and academic views. [Ongoing]
- Facilitate practical international family judicial cooperation by working collaboratively with experts, judges and government officials in other Member States and Hague Network countries to support the development of the judicial network to address problems associated with requests and other common issues to improve mutual recognition and judicial cooperation. [Ongoing]

Sub-objective

To ensure that a shared understanding of the practical implications of EU policies is developed and the views of the judiciary, across all three UK jurisdictions, are appropriately represented

Activities and timescales

- Develop a communication strategy between government officials, UK representatives and the judiciary that will facilitate regular exchanges of information and develop stronger relationships to ensure coordination of specific responses and work in relation to the Stockholm programme. [September 2011]
- Build judicial participation in 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. [Ongoing]

Outcomes

The judiciary will have effectively contributed to developing EU and other initiatives which will accommodate the characteristics of domestic legal systems as appropriate. Knowledge and information will have been effectively exchanged with judicial counterparts and understanding of arrangements within the UK and their wider relevance will have grown.

Strategic Objective 4

Ensure the delivery of high-quality training which meets the needs of courts' and tribunals' judiciary

Why is this a priority?

It is desirable for judicial office-holders to receive induction and continuing education to support them in discharging their responsibilities effectively. Delivery of the 2011-12 programme of training activity for the courts' and tribunals' judiciary will be maintained during the establishment of the Judicial College, however the detail of the sub-objectives set out below will be reviewed in-year.

Sub-objective

To put in place a unified training strategy for judicial office-holders including incorporating mechanisms for planning future training programmes

Activities and timescales

- Develop a strategy for approval by the top level board of the Judicial College. [31 October 2011]

Sub-objective

To establish the arrangements for the governance of the Judicial College below top level

Activities and timescales

- Agreement to governance arrangements below the top level [31 October 2011] and governance arrangements in place. [October 2012]

Sub-objective

To ensure that the learning and development needs of judicial office-holders are identified, priorities for training determined and training programmes delivered to meet needs and priorities

Activities and timescales

i) Court of Appeal, High Court, Crown Court and County Court

- Review and evaluate the support given to the senior judiciary. [Ongoing]
- Continue to contribute to the development of High Court judge – specific training modules for inclusion in the 2012-13 prospectus. [May 2011; publication October 2011]
- Consider the learning and development needs of Court of Appeal judges (LNA). [Ongoing]
- Deliver an agreed programme of training to include induction, continuing education and support for regional and one day events. [Ongoing]
- Publish the annual prospectus for continuing education seminars for 2012-13. [October 2011]
- Provide relevant and up-to-date information to support the judiciary and those delivering training. [Ongoing]

ii) Magistrates' courts

- Deliver planned training courses, continuation seminars and training materials to meet the needs of participants. [Ongoing]
- Continue Case Management training. [Ongoing]
- Provide advice and support to the Magisterial Committee and Sub-Committees on strategy and the implementation of new legislation and initiatives. [Ongoing]
- Provide assurance to the Lord Chief Justice on the effectiveness and efficiency of magistrates' training. [March 2012]
- Report to the Magisterial Committee on the effectiveness and efficiency of Legal Adviser training. [March 2012]

iii) Tribunals

- Develop and maintain clear and common frameworks for training, appraisal and mentoring in tribunals. [Ongoing]
- Support the agreed annual judicial training programme for the tribunals in HMCTS to include induction and continuing education. [Ongoing]
- Continue to offer (and keep under review to meet changing needs) a programme of generic multi-jurisdiction judicial education. [Ongoing]
- Continue to roll out a programme of advanced multi-jurisdictional appraisal seminars for tribunals judges. [April 2011 onwards]
- As part of ongoing activity to increase the use of e-learning, develop e-learning packages in Employment Tribunals. [Ongoing]
- Continue (resources permitting) to provide advice, assistance and training for tribunals and similar bodies outside HMCTS, including coroners. [Ongoing]

Sub-objective

To increase the professionalism, efficiency and effectiveness of training as delivered by the Judicial College

Activities and timescales

- Develop and pilot a revised multi-jurisdiction "Training the Trainer" programme for all who deliver training. [July 2011]
- Provide professional advice on the design and delivery of training to course directors, training heads and their development teams, HMCTS training colleagues and Magistrates Area Training Committees in conjunction with Equal Treatment Advisory Committee (ETAC) judges where appropriate. [Ongoing]
- Conduct regular evaluation of training to ensure its continued effectiveness and continuous improvement. [Ongoing]
- Review existing evaluation programmes with a view to establishing an effective and affordable evaluation strategy. [Ongoing]
- Ensure that judicial training effectively addresses fair and equal treatment issues. [Ongoing]
- Consider and review external influences on training (e.g. legislation) in liaison with MoJ and other external bodies. [Ongoing]

Outcomes

Continued maintenance of the highest judicial standards of professionalism among judicial office-holders with regard to their judicial skills including, where applicable, as leaders and managers. Increased confidence among newly appointed judicial office-holders in carrying out their judicial functions effectively. Training is timely, of high quality and focused on need. Judicial office-holders equipped to carry out their judicial functions with awareness and understanding of a complex, diverse and changing society.

Training supports the move to a unified judiciary through initiatives to provide cross-jurisdictional training and opportunities for sharing knowledge and skills. Greater consistency of approach to training, appraisal and mentoring and the sharing and promulgation of good practice across the range of judicial office-holders.

The quality of training provided by the Judicial College will be enhanced through participation at the national and international level and the knowledge and experience of the Judicial College will be shared with national and international counterparts (Strategic Objective 3).

Strategic Objective 5

Promote public confidence in the judiciary through the handling of complaints against the judiciary

Why is this a priority?

The work of the Office for Judicial Complaints (OJC) enhances public confidence in our system of justice by providing a way for members of the public to have their concerns about the personal conduct or behaviour of judges, magistrates or members of tribunals independently investigated and if appropriate addressed by remedial action or disciplinary sanction. OJC reports jointly to the Lord Chancellor and Lord Chief Justice.

Sub-objective

Deal with judicial complaints promptly, meeting or exceeding agreed Key Performance Indicators (KPI) that reflect the stages in the Judicial Discipline (Prescribed Procedures) Regulations 2006 (as amended).

Activities and timescales

- 95% of complaints acknowledged within two working days of receipt.
- 85% of initial substantive responses provided to complainants within 15 working days of receipt
- 85% of complainants are provided with an update on the progress of their complaint every 20 working days (monthly)
- Case papers to be provided to the Judicial Appointments and Conduct Ombudsman within five working days of a request being received
- Review Body papers to be prepared and securely despatched to panel members a minimum of five working days before the date of the first meeting
- Ministerial correspondence to be prepared within ten working days of receipt by the OJC (reported internally in quarterly reports only)
- Aspirational benchmark – to monitor the percentage of cases completed in 90 days aiming to complete as many as possible within this timeframe.

[KPIs are monitored through internal quarterly reports prepared by OJC and published externally in OJC's Annual Report with appropriate information reported on OJC's website]

Sub-objective

Use experience gained through oversight of judicial complaints handling across different types of the judiciary, to promote consistency of approach

Activities and timescales

- Contribute to training, providing information and guidance on handling judicial complaints for Magistrates' Advisory Committees that are reforming, many with new secretaries and different membership. [Ongoing]
- Provide members of the public and the judiciary with accessible information and guidance about the process of dealing with judicial complaints handling, through revised leaflets, revised website content and presentations to different parts of the judiciary on request. [Ongoing]

- Establish links with Judicial HR to ensure that where welfare issues are identified during complaints investigation that relevant support is made available.[Ongoing]
- In accordance with the Lord Chief Justice and Lord Chancellor's directions to the OJC, review the judicial complaints legislation, proposing and consulting upon amendments to rules, regulations and primary legislation with a view to addressing drafting issues arising from experience in complaints handling and to achieving consistent procedural processes across the unified judiciary. [To prepare for rules and regulatory change in 2012]

Outcomes

The Lord Chief Justice (LCJ) will be able to identify aspects of judicial conduct that require remedial action, enabling through joint decisions with the Lord Chancellor, either removal from office, or informal advice or disciplinary sanctions.

The OJC will be able to identify any areas which give rise to repeated concerns, to enable guidance and training to be put in place, where appropriate, to avoid similar issues arising in future and assist the LCJ in setting clear standards of expected conduct and behaviour.

Members of the public will be assured that there is an established regulatory procedure that is used to investigate and, if appropriate, address their concerns and that investigation will be independently carried out with an appropriate degree of transparency consistent with principles of individual data protection.

Strategic Objective 6

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

Why is this a priority?

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.

Sub-objective

Build and develop existing effective relations with HM Courts and Tribunals Service (HMCTS) and the Ministry of Justice (MoJ)

Activities and timescales

- Hold effective routine meetings with HMCTS and MoJ which result in progress on issues of mutual interest. [Ongoing]
 - Progress projects of joint interest which meet agreed timetables and include appropriate judicial input. [Ongoing]
-

Sub-objective

Provide a press office that meets the needs of the judiciary as a whole as well as those of the media

Activities and timescales

- Provide strategic and effective media relations advice for the judiciary and the JO including:
 - ▶ 24/7 media advice on preparation, explanation and rebuttals to individual judicial office-holders
 - ▶ supporting a panel of media-trained judges, including retraining, as necessary
 - ▶ effective liaison with press offices of government departments and other key bodies
 - ▶ meeting the media needs of the Office for Judicial Complaints, the FJC and the CJC and the 7/7 Inquest (until June). [Ongoing]
-

Sub-objective

Implement a communications strategy for the judiciary

Activities and timescales

- Work with the Judges' Council Standing Committee on Communications to support the delivery of a communications strategy for the judiciary. [Ongoing]

Sub-objective

Develop and enhance our channels of communication for the judiciary, JO staff and partners, making them more efficient and effective

Activities and timescales

- Provide all the current internal judicial web assets with a common look and feel and carry out a judicial intranet/portal rationalisation project. [Phase I including launch of the rebuilt intranet, incorporating Judicial College materials to be completed by end June 2011. Phase II including a review of the Judicial Portal and implementation of recommendations by March 2012]
- Ensure the content of the judicial website is regularly updated. Develop the website, making use of emerging technologies wherever appropriate and expanding the number of interactive elements. [Ongoing]
- Work with other judicial organisations to implement a website convergence programme and to implement the new second-level domain name (SLD) ".judiciary.uk". [Timetable agreed with Nominet]
- Publish the judicial newsletter 'Benchmark', the weekly email alert service, and other judicial publications as required [ongoing], reviewing readership levels and content. [October 2011]
- Through the Internal Communications Group continue the development of JO communications and the JO intranet. [Ongoing]

Outcomes

Effective relationships with other parties in the development of the justice system which recognise respective roles, responsibilities and constitutional positions. Judicial and media confidence in the support provided by the JO Press and Communications Teams will be maintained. JO staff and the judiciary will be informed and up-to-date with developments affecting them, and will have the information and contacts they need.

Strategic objective 7

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

Why is this a priority?

The leadership responsibilities of the senior judiciary are of increasing importance and the JO needs to be in a strong position to provide appropriate support. Additionally, as a result of the creation of HM Courts and Tribunals Service (HMCTS) and in response to the need to minimise duplication and increase efficiency, work is in hand to transfer HR functions from Ministry of Justice (MoJ) and the Tribunals Service to the JO in the course of the year. This will enable development of a better service, elimination of overlaps and increase accountability.

An effective operation of the justice system requires appropriate members of the judiciary to be selected, appointed and available to deal with cases in the right place, at the right time; JO has a key role to play in supporting this.

Sub-objective

To put in place a unified HR team which provides effective and efficient support

Activities and timescales

- Senior appointments made. [June 2011]
 - Team development plan in place. [June 2011]
 - All appointments made. [September 2011]
 - Agreement on priority areas of work. [December 2011]
 - Plans in place to deliver priorities. [January 2012]
-

Sub-objective

To introduce and review policies, guidelines and information systems for judicial office-holders

Activities and timescales

- Work with MoJ to ensure that the Lord Chief Justice's (LCJ) views on terms and conditions are represented and understood. [Ongoing]
 - Ensure that the judicial intranet and other communication channels continue to support judicial induction and understanding of HR policies and procedures. [Ongoing]
-

Sub-objective

To build and maintain strong relationships with and support for judges with leadership responsibilities, and continue to work collaboratively with HMCTS

Activities and timescales

- Meet regional representatives on a regular basis, sponsoring meetings and initiatives on specific topics of shared interest, and provide proactive support and advice to leadership judges. [Ongoing]
 - Operate effective HR casework processes and ensure adherence to HR best practice. [Ongoing]
-

Sub-objective

To support the LCJ in his responsibilities under the Judicial Discipline Regulations and other matters relating to the conduct of the judiciary

Activities and timescales

- Work with the Office for Judicial Complaints (OJC) to identify areas of improvement to the judicial discipline system and ensure that issues of judicial welfare are identified and addressed. [Ongoing]
-

Sub-objective

To represent the interests of the judiciary to support the Judicial Appointments Commission (JAC) and others involved in the judicial appointments process

Activities and timescales

- Ensure competitions for key judicial posts are accommodated within JAC 2011-12 selection programme. [Ongoing]
 - Work with delivery teams and others to ensure effective administration of selection exercises and ongoing improvements in the process. [Ongoing]
 - Ensure the views of the judiciary are encapsulated within vacancy requests, accompanying paperwork and JAC selection exercise specification, obtaining senior judicial sign off, as appropriate. [Ongoing]
-

Sub-objective

To support the senior judiciary in the processes for authorisations, assignments and appointments process including expressions of interest and non-JAC appointments

Activities and timescales

- Produce:
 - ▶ a comprehensive list of judges holding s9(1)/s9(4) authorisations or appointments and leadership posts.
 - ▶ an accurate table on procedures for judicial roles and authorisations for circulation to HMCTS/MoJ. [July 2011, for implementation January 2012]

- Advise senior judiciary on authorisations/appointments to leadership posts, as required. [Ongoing]
- To support the Senior President of Tribunals in his statutory role to assign judges and members to tribunal chambers. [Ongoing]

Sub-objective

To support the development of a more diverse judiciary

Activities and timescales

- Increase the efficacy of the judicial work shadowing scheme by introducing an electronic system of application and placement through the judiciary website, while increasing links with tribunals and courts so that more judges agree to undertake shadowing and placements are facilitated more quickly. [August 2011]
- Respond to the Equality Act 2010 and publish an equality and diversity statement demonstrating the judicial commitment to equal opportunity. [July 2011]

Outcomes

New procedures will be successfully introduced in collaboration with the regions and welcomed by the judiciary. Presiding Judges, Family Division Liaison Judges, Chancery Supervising Judges and other senior judiciary will feel better supported in dealing with HR matters. Members of the judiciary will better understand the role of the JO HR team and the support available. A realigned, fully resourced unified HR team will be in place and HR processes will be more efficient.

The JO HR team will be recognised as the single point of contact for all appointments related issues by the judiciary, HM Courts and Tribunals Service, MoJ and JAC. There will be timely and effective support to the judiciary, in all aspects of the appointments process, to enhance the selection of the right judges for the right vacancies. Senior judicial responses in the conduct and discipline processes for the judiciary will be supported in a timely, effective and consistent manner.

Strategic Objective 8

Develop our people and continuously improve our efficiency and effectiveness

Why is this a priority?

The JO is funded by public money and must make best use of it. The people who make up the organisation, their commitment and skills are crucial to its success. Effective leadership, management of resources and development of the JO's capabilities are essential to attracting and retaining good people and to continuous improvement in delivering the JO's work. In the course of 2011-12 there will be a focus on developing a shared sense of purpose across the enlarged JO and on ensuring that the whole is greater than the sum of the parts in delivering an efficient and effective support service for the judiciary.

Sub-objective

To develop a shared sense of purpose across the JO, clear and effective leadership, effective management of change and a high level of commitment to our purpose in support of the judiciary

Activities and timescales

- Initiation of a programme to build a single sense of purpose, effective leadership development, effective communications and good understanding of roles and interactions across the organisation. The programme to include focused and effective leadership and all staff events and new communication initiatives. [May 2011]

Sub-objective

To support and enable our staff to develop, engage fully with our purpose and give of their best

Activities and timescales

- Develop and implement an annual staff training plan, linked to business needs and individual development plans – subject to central learning and development initiatives/restrictions. [June 2011]
- Implement our action plan in response to the 2010 staff engagement survey, drawing on input from staff engagement survey groups. [Ongoing]
- Ensure all staff receive regular feedback on their performance and use is made of the reward scheme to recognise exceptional performance. [Ongoing]

Sub-objective

To develop our processes and capabilities in the management of resources

Activities and timescales

- Continue to embed a centralised approach to the provision of corporate support and resource management across the JO. [Ongoing]
- Provide training and guidance for staff with resource management responsibilities. [Ongoing]

Sub-objective

To seek and exploit opportunities to utilise new technologies and different ways of working

Activities and timescales

- Examine opportunities to introduce electronic approaches to administrative functions currently conducted on a paper basis. [Ongoing]
- Continue to build effective links between the teams in JO with particular emphasis on the integration of new staff. [Ongoing]
- Where appropriate, pursue opportunities for the reconfiguration of functions and resources in the pursuit of priority activities. [Ongoing]
- Respond flexibly and quickly to developments that have a bearing on the role of JO and its relationships with other bodies. [Ongoing]
- Follow best practice in procuring goods and services to obtain best value for money and ensure compliance with procurement guidelines. [Ongoing]

Outcomes

The JO will meet its targets for financial and resource management and for the delivery of its objectives. The JO will deal flexibly with changing priorities and external pressures in order to meet existing and new commitments. Staff engagement survey results will indicate that the impact of the work done is recognised by staff and that they feel increasingly engaged in the work of the JO. The judiciary will consider itself well supported by an organisation whose capabilities continue to grow.

Staff headcount

Full Time Equivalents - FTE	
Chief Executive & Corporate Services	16.4
Judicial College	64.0
Private Offices	37.9
Strategy, Communications and Governance	18.8
Civil and Family Justice Councils	7.0
Judicial HR	22.2
Office for Judicial Complaints	17.0
Total Judicial Office	183.3

NB The JO's ceiling is 190.3 FTE as at 1 April. The numbers above reflect funded posts.

Budget

Activity	£000s
Staff costs	8,376
Staff related expenditure	91
Publications, printing and reprographics	190
Accommodation related expenditure	175
Information, Communications Technology	283
Judicial HR	164
Strategy, Governance & Communications	279
Judicial training	
└ Crown, county and higher courts	3,332
└ Magistrates' courts	498
└ Tribunals, ETAC & International	4,773
└ Training advice (includes monitoring and evaluation)	73
Civil Justice Council	70
Family Justice Council (includes £151,000 for local FJC grants)	246
Office for Judicial Complaints	71
Other	330
Total Judicial Office	18,951

NB The budget excludes functions which transfer to the Judicial Office after 1 April or where budgets have not been agreed prior to publication of this plan.

It also excludes funding from other government departments relating to judicial training.

Annex 1: Family Justice Council work plan 2011-12



Activity	Family Justice Review
Lead Committee(s)	Children in Safeguarding Proceedings, Children in Families
Timescale	October 2011
Objective	Contributing to the Family Justice Review and the policy development in Ministry of Justice (MoJ) and Department for Education (DfE) stemming from it.
Outcome	A high level of engagement with the Review, MoJ and DfE on the development of the Review's proposals.

Activity	The Munro Review
Lead Committee(s)	Children in Safeguarding Proceedings
Timescale	October 2011
Objective	Contributing to the Munro Review and the policy development in DfE stemming from it.
Outcome	A high level of engagement with the Review and DfE on the development of the Review's proposals.

Activity	Dartington Conference on the Family Justice and Munro Reviews
Lead Committee(s)	Dartington Planning Committee
Timescale	September 2011
Objective	To plan and prepare for the biennial interdisciplinary conference at Dartington Hall in September 2011.
Outcome	A successful conference on how the proposals in the Family Justice and Munro reviews can be made to work in practice and the identification of the key changes that will need to be made to facilitate this.

Activity	Legal Aid reform
Lead Committee(s)	Children in Families & Parents & Relatives Committees
Timescale	October 2011
Objective	Engaging with MoJ on policy development arising from the consultation on Legal Aid.
Outcome	A high level of engagement with MoJ on refining the consultation proposals for family legal aid.

Activity	Non-disclosure in Forced Marriage and Honour Based Violence (HBV) cases
Lead Committee(s)	Domestic Violence & Diversity Committees
Timescale	July 2011
Objective	To provide advice to the President on how best to balance the need for protecting victims with the Article 6 rights of other parties.
Outcome	Draft guidance to be produced for approval by the Council and then submitted to the President.

Activity	Chronic litigation in high conflict contact disputes
Lead Committee(s)	Children in Families Committee
Timescale	March 2012
Objective	Taking forward conclusions from the Joan Hunt and Liz Trinder research on chronic litigation in high conflict contact cases.
Outcome	Council to consider research and make appropriate recommendations to MoJ for change to the handling of high conflict contact cases.

Activity	Experts reports in family proceedings
Lead Committee(s)	Experts Committee
Timescale	March 2012
Objective	Take forward conclusions from the Professor Ireland research into the quality of psychologists' reports in family proceedings.
Outcome	Council to consider research and make appropriate recommendations to MoJ for changes in the use of expert psychological evidence in family proceedings and to consider the implications for other areas of expert evidence.

Activity	Use of multi-agency risk assessment conferences (MARACs) in the family courts
Lead Committee(s)	MARACs Working Party chaired by Hedley J.
Timescale	July 2011
Objective	Establish Working Party to produce guidance on the use of MARACs in the family courts.
Outcome	Working party to submit draft guidance to the President on the use of MARACs in the family courts.

Annex 2: Civil Justice Council work plan 2011-12



Activity	Jackson Report Implementation (1)
Responsible body	Predictable Damages Working Party
Chair	Peter Smith
Timescale	October 2011
Objective	To examine the feasibility of establishing a predictable damages regime for personal injury damages claims as recommended in the Jackson Report.
Outcome	Working Party to make recommendations on feasibility of predictable damages to the Council. Council to consider and report conclusions to the Lord Chancellor.

Activity	Jackson Report Implementation (2)
Responsible body	Summary Assessment (N260) Working Party
Chair	Robert Jordon
Timescale	July 2011
Objective	To examine the Jackson recommendation to reform the CPR summary assessment form, examine the feasibility of the proposed revised form and make recommendations, if appropriate, regarding the introduction of a new form.
Outcome	Working Party to make recommendations to the Council on the N260 form. Council to consider and report conclusions to the Lord Chancellor and the Civil Procedure Rule Committee.

Activity	Jackson Report Implementation (3)
Responsible body	Experts working group
Chair	John Pickering
Timescale	December 2011
Objective	To examine the feasibility of: (i) a standard format for medical reports (ii) amending the MRO agreement to allow direct communication between solicitors and medical experts instructed.
Outcome	Working Party to make recommendations to the Council. Council to consider and report conclusions to the Lord Chancellor and the Civil Procedure Rule Committee.

Activity	Jackson Report Implementation (4)
Responsible body	Alternative Dispute Resolution (ADR) Mediation Handbook working party
Chair	Tim Wallis
Timescale	October 2011
Objective	To finalise an ADR Handbook for publication.
Outcome	Publication of ADR Handbook.

Activity	Jackson Report Implementation (5)
Responsible body	Pre-action protocol (PAP) working party
Chair	Graham Jones
Timescale	October 2011
Objective	To conclude a review of various PAPs and produce recommendations for reform. To examine the Jackson Report recommendations regarding PAPs.
Outcome	Working parties to make recommendations to the Council. Council to consider and report conclusions to the Lord Chancellor and the Civil Procedure Rule Committee.

Activity	Moj Jackson consultation
Responsible body	Legal Aid Consultation Working Party
Chair	Janet Tilley
Timescale	14 February 2011
Objective	To respond to the Moj's legal aid consultation, and contribute to post-consultation policy development.
Outcome	Working Party to produce draft response for approval by the Executive Committee.

Activity	EU Collective Redress Consultation
Responsible body	EU Collective Redress Working Party
Chair	Graham Jones
Timescale	May 2011
Objective	To respond to the EU's various ongoing consultations on the development of European collective redress mechanisms in order to ensure that they facilitate access to justice for English and Welsh litigants.
Outcome	Working Party to produce draft response for approval by the Executive Committee.

Activity	Access to Justice for litigants-in-person study
Responsible body	Access to Justice working party
Chair	To be confirmed
Timescale	March 2012
Objective	To examine the current issues regarding the growth of litigants-in-person and their impact on the proper administration of justice, the problems they face in achieving effective access to justice and the courts face in ensuring they receive effective access to justice. To further consider the effects which changes in the legal services market are having and will have on litigants' access to justice, especially in respect of those changes which are flowing from the Legal Services Act 2007 reforms.
Outcome	Working Party to make recommendations to the Council. Council to consider and make recommendations to the Lord Chancellor.

Activity	Alternative Dispute Resolution (ADR) Education
Responsible body	ADR Education working party
Chair	Tim Wallis
Timescale	March 2012
Objective	To carry out an empirical study of the present state of ADR education at university level and in vocational training courses.
Outcome	Working party to oversee research project and report findings to the Council. Council to consider and make recommendations to the Lord Chancellor.

Activity	Social Housing Consultation
Responsible body	Social Housing Consultation working party
Chair	Robert Jordon
Timescale	April 2011
Objective	To produce a response to the Department for Communities and Local Government's social housing consultation, insofar as it has an impact on access to civil justice, and contribute to post-consultation policy development and implementation.
Outcome	Working party to produce draft response to consultation for approval by the Executive Committee.

Activity	Third Party Funding Code
Responsible body	Third Party Funding Working Party
Chair	Michael Napier
Timescale	July 2011
Objective	To examine and redraft, where appropriate, the draft third party funding self regulatory code in light of the 2010 CJC consultation responses.
Outcome	Working Party to produce a revised code, which commands the support of the stakeholders, for approval by the Executive Committee and publication.