

Annual Report 2009–2010

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Our aims are:

To attract applicants of the highest calibre, recognising the need to encourage diversity in the range of those available for selection, and

To recommend applicants for appointment to judicial office on merit through processes that are fair, transparent and command respect.

Foreword



I am pleased to present the first Annual Report of the Judicial Appointments Board for Scotland as a statutory body. The Board's Annual Report is presented to the Scottish Ministers who then lay it before the Scottish Parliament.

The Board became a statutory body on 1st June 2009 and held two appointment rounds during the year under its statutory obligations in the Judiciary and Courts (Scotland) Act 2008.

The Board is committed to attracting applicants of the highest calibre and to recommending to the Scottish Ministers suitable individuals for judicial office who have been selected through processes that are fair, transparent and command respect.

We take seriously our duty to encourage diversity among those individuals available for selection for judicial office, while ensuring that merit remains the principle for recommending applicants for appointment. The Board is working to encourage suitable applications – regardless of gender, age, social or ethnic background, marital status, sexual orientation, political affiliation, religion or disability.

The Board undertakes to ensure that those who apply will undergo a selection process that assesses their abilities and personal qualities fairly and openly. In this way the Board is confident that the best individuals will be appointed.

I would like to thank our Board Members for their commitment to the Board during the transition to statutory status and as we continue to refine our processes and procedures. I also welcome Trevor Lodge, whose appointment as our new Chief Executive has strengthened our Secretariat team. Finally, I would like to thank the Secretariat team for their dedicated support to the Board over the past year.

A handwritten signature in black ink, appearing to read 'Muir Russell', with a long horizontal flourish extending to the right.

Sir Muir Russell KCB FRSE

Chairing Member

Introduction and Membership

This is the first Annual Report of the Judicial Appointments Board for Scotland as a statutory body and covers the period 1st June 2009 to 31st March 2010. The Board has agreed that future Annual Reports will be in line with the financial reporting year.

Membership

There are ten Board Members: three judicial and two legal members (a Judge of the Court of Session, a Sheriff Principal, a Sheriff, an Advocate and a Solicitor) and five lay members, one of whom is the Chairing Member. The Board membership during the period covered by this Annual Report was as follows:

Lay Members

Sir Muir Russell KCB FRSE (Chairing Member)
Ms Elspeth MacArthur
Mr Sandy Mowat
Professor Andrew Coyle CMG
Reverend John Miller

Judicial Members

The Honourable Lady Smith
Sheriff Principal Sir Stephen Young Bt QC
Sheriff Kenneth Ross

Legal Members

Mr Roy Martin QC
Mr Martin McAllister

Judiciary and Courts (Scotland) Act 2008

Following the implementation of the Judiciary and Courts (Scotland) Act 2008 (thereafter known as the '2008 Act'), the Board became an advisory Non-Departmental Public Body on 1st June 2009. The Board's functions, as set out in Section 9 of the 2008 Act, are:

- To recommend to members of the Scottish Executive individuals for appointment to judicial offices within the Board's remit, and
- To provide advice to members of the Scottish Executive in connection with such appointments.

The judicial offices within the Board's remit are:

- Judge of the Court of Session
- Chairman of the Scottish Land Court
- Temporary judge (with a number of statutory exceptions)
- Sheriff Principal
- Sheriff
- Part-time sheriff

The 2008 Act also places the following responsibilities on the Board:

- a) selection must be solely on merit
- b) the Board may select an individual only if it is satisfied that the individual is of good character
- c) in carrying out its functions, the Board must have regard to the need to encourage diversity in the range of individuals available for selection to be recommended for appointment to a judicial office.

At its meeting on 8th June 2009 the Board adopted the following policy documents in fulfilment of its responsibility as a public body:

- Framework Document (this sets out the working relationship between the Board and the Scottish Government)
- Publication Scheme under the Freedom of Information (Scotland) Act 2002
- Complaint Procedures
- Code of Conduct for Board Members
- Code of Conduct for Secretariat Staff
- Data Protection Policy
- Policy on Confidentiality
- Statement of Principles on Criminal Convictions

These documents are available on the Board's website at www.judicialappointmentsscotland.org.uk.

Committees and Working Groups

To assist in its work the Board has established one Committee and two Working Groups during the past year.

Audit and Risk Management Committee

The Committee is responsible to the Board for keeping under review:

- the adequacy of governance and risk management arrangements (including Business Plan, Business Continuity Plan, Information Security, Key Risk Register and Annual Report);
- the arrangements for the review, monitoring and delivery of the Business Plan;
- the findings from any Scottish Government internal audit reports and proposed responses;
- the governance implications of major policy issues;
- corporate governance compliance;
- the arrangements for securing best value, regularity and propriety;
- the arrangements for delivering efficiency savings;
- the arrangements for delivery of anti-fraud policies and whistle-blowing processes; and
- the draft Annual Report prior to submission to the Board.

Committee Membership: Mr Sandy Mowat (Chair)
Reverend John Miller
Lady Smith
Mr Martin McAllister

Officials in attendance: Chief Executive
Secretary to the Board

During the period covered by this Annual Report the Committee has met on two occasions.

Process Working Group

Following the Sheriff 2010 appointment round, the Process Working Group was established to review the application form, referee assessment form and guidance notes for applicants and referees, and other procedural matters relating to the selection process. The intention was to have any agreed changes in place in time for the start of the shrieval appointment round in July 2010.

Working Group Membership: Sheriff Kenneth Ross (Chair)
Ms Elspeth MacArthur
Mr Sandy Mowat
Lady Smith

Official in attendance: Secretary to the Board

During the period covered by this Annual Report the Working Group met on two occasions and is due to continue meeting into the next reporting year. Key areas for further consideration will be how to achieve better prediction of vacancies in judicial offices and how best to obtain the views of the wider judiciary about the suitability of applicants for judicial office at an appropriate stage in the selection process.

Diversity Working Group

The Diversity Working Group was established by the previous non-statutory Board in 2007 with the following remit reflecting the wording of the remit given by Ministers to the Board on its establishment in 2002:-

“To assist the Judicial Appointments Board for Scotland in considering ways of recruiting a judiciary which is as representative as possible of the communities they serve, through:-

- (a) The identification of evidence in relation to diversity among the legal profession in Scotland and whether that diversity is reflected in applicants for judicial office;*
- (b) Consideration of gaps in that evidence and suggestions as to how they might be filled;*
- (c) Practicable suggestions for increasing the proportion of people from under-represented groups who apply for judicial office;*
- (d) Making a report to the Board covering the above issues.”*

The results of the Group’s work are set out in the following section of the Report.

The Diversity Working Group desisted following presentation of its final report to the Board in January 2010.

There were a number of changes in the membership during the life-time of the Working Group. The membership when the final report was presented to the Board was as follows:

Working Group Membership: Ms Elspeth MacArthur (Chair)
Mrs Maria Maguire QC, Faculty of Advocates
Mr Neil Stevenson, Law Society of Scotland

Officials in attendance: Chief Executive
Secretary to the Board

Diversity

The Board is committed to encouraging diversity in the range of individuals available for selection to be recommended for appointment to judicial office. We shall continue to seek to ensure that all eligible applicants are aware of their opportunity to apply – regardless of gender, age, social or ethnic background, marital status, sexual orientation, political affiliation, religion or disability.

Research Survey

In 2007 the Board, in collaboration with the Faculty of Advocates and the Law Society of Scotland, commissioned a major survey of the judiciary and the legal profession. The Board felt that if it was going to be able to influence diversity in the range of people eligible to apply for judicial office it needed to understand more about how the eligible population was made up, what people felt about the appointments process and what factors encouraged them to apply or discouraged them.

Over 12,000 questionnaires were distributed and 2,319 completed returns were received. This represents a response rate of about 20% which is reasonable for surveys of professional groups.

In October 2009 the Board published the report of the research project entitled “*Continuous Improvement – An analysis of Scotland’s Judicial Appointments Process*”. The report is available on our website at www.judicialappointmentsscotland.org.uk.

The survey report has provided the Board with valuable insight into the range of factors that influence people’s views about judicial office, the appointments process and whether or not they feel encouraged to apply.

For example, the survey suggests that people are attracted by the intellectual and personal qualities needed to perform the duties of a judge. They also view the pension arrangements, the public service element of the role, the job security, the change in career focus, the salary and to a slightly lesser degree work/life balance and the prestige associated with the role as being important.

The survey also revealed a number of factors that appear to discourage interest in applying for judicial office. These include the isolated nature of the role, loss of flexibility in planning work, being based in different locations and the travelling requirements and disruption to personal and family life.

A significant number of respondents felt that people would be more likely to apply if more information was available about the role of a judge, the skills and qualities required and the appointments process. They also indicated that people would be more attracted to the role if there were greater opportunities for training, part-time working, work-shadowing and mentoring.

Diversity Working Group

The Diversity Working Group was established in 2007 by the previous administrative Board. Membership of the Working Group included representatives of the Faculty of Advocates and the Law Society of Scotland. The main focus of the Working Group was to devise, commission and oversee the research survey. The Working Group used the survey findings to inform its final report which was presented to the Board on 13th January 2010. The report can be found on our website at www.judicialappointmentsscotland.org.uk. The Board accepted in full the Working Group's recommendations. These are set out in Annex B. It is expected that the recommendations will provide the basis for the Board's programme of diversity related work for the foreseeable future.

A key recommendation of the Working Group was that a collaborative group involving the Judiciary, the Faculty of Advocates and the Law Society of Scotland should be established under the auspices of the Board to oversee implementation of the Diversity Working Group's recommendations. It was envisaged that the collaborative group would meet for the first time in the summer of 2010.

Diversity Reporting

The Board has a duty under section 14 of the Judiciary and Courts (Scotland) Act 2008 to have regard to the need to encourage diversity in the range of individuals available for selection for judicial appointments. The Board routinely monitors recruitment and selection procedures as part of its implementation of that duty.

Since 2009 the Board has used a revised equal opportunities questionnaire to collect data on gender, age, social and ethnic background, marital status, sexual orientation religion and disability. The questionnaires are separated from the application forms upon receipt and are not seen by the Board Members. The information contained in it is not held or otherwise processed in a manner which would allow the Board Members to identify applicants.

In future Annual Reports the Board proposes to produce more detailed diversity reports for its appointment rounds.

Appointment Rounds

Judge of the Court of Session

In October 2009 the Board invited applications from those eligible for appointment to the office of Judge of the Court of Session. The Board received 18 applications and the following table provides statistical information on these applications:

Gender		Qualification		National Identity	
Male	13	Queen's Counsel	15	Scottish	9
Female	5	Advocate	3	British	7
				Other	1
Ethnicity		Sexual Orientation		Disability	
White British	15	Heterosexual	17	Other	1
Other	2			None	16
Marital Status		Children		Religion	
None	3	Yes	9	Church of Scotland	5
Married	11	No	8	Roman Catholic	3
Separated	1			Other Christian	3
Dissolved	1			None	6
Widowed	1				

Of the applications received, one applicant did not complete the equal opportunities form. The Board made three recommendations to fill three vacancies forecast to arise in the course of 2010.

Office of Sheriff

In July 2009 the Board invited applications from those eligible for appointment to the office of Sheriff. This was to establish a pool of individuals suitable for appointments during 2010. The Board received 69 applications and the following table provides statistical information on these applications.

Gender		Qualification		National Identity	
Male	54	Advocate	18	Scottish	42
Female	15	(of which Queen's Counsel – 3)		British	24
		Solicitor	51		
		(of which Solicitor Advocate – 13)			
Ethnicity		Sexual Orientation		Disability	
White British	62	Heterosexual	63	Communication Impairment	1
Other	3	Homosexual Male	2	Other	1
				None	64
Marital Status		Children		Religion	
None	1	Yes	52	Church of Scotland	26
Married	60	No	13	Roman Catholic	15
Separated	2			Other Christian	4
Dissolved	2			Jewish	2
				Other	1
				None	17

Of the applications received, three candidates did not complete the equal opportunities form.

On the basis of information provided by the Judicial Office for Scotland and the Scottish Government about the number of vacancies that might arise in 2010, the Board decided to create a pool of nine suitable applicants from which it would draw when asked by the Scottish Ministers to recommend an individual to fill a vacancy. In addition the Board agreed to establish a reserve list of three individuals which would come into play should the number of vacancies be larger than anticipated.

The Board has provided the Scottish Ministers with a single recommendation from the pool for each vacancy as and when requested to do so. The Board's selection from the pool has taken into account any requirements of the post as specified by the Scottish Ministers having consulted the Lord President and the relevant Sheriff Principal.

As a result of these appointment rounds the Board submitted nine recommendations for appointment to judicial offices to the Scottish Ministers. The First Minister asked for reconsideration of one recommendation. On reconsideration the recommendation was confirmed and was accepted by the First Minister.

Meetings and Outreach

Board meetings

The Board normally meets on the second Monday of each month. The agenda and minutes of the meetings are published on our website. During the year covered by this Annual Report we have received reports from our officials and Scottish Government representatives; and a presentation on Freedom of Information and Data Protection from our legal adviser, Brodies.

In January 2010 we held our annual Away Day when the Board considered the processes and procedures adopted for the Sheriff 2010 appointment round, the Board's performance as a public body, the profession's perceptions of the judicial appointment process and the public face of the Board. The key action points arising from the Away Day are being progressed.

Meetings with the legal profession

A key finding from the Board's survey of the judiciary and the legal profession was that people would be more likely to apply for judicial office if they knew more about the Board, the appointments process and what qualities the Board expected applicants to possess. The Board decided therefore to hold a series of awareness raising events in the summer of 2010 before the next shrieval appointment round for members of the profession interested in learning more about the Board and its work.

Meetings with interested parties

The Board is keen to maintain close and effective relationships with a range of interested parties. Over the past year the Board and its senior officials have held meetings with the following individuals and organisations to promote the work of the Board and discuss matters of common interest:

- Scottish Government officials
- Lord President of the Court of Session
- Convenor of the Sheriffs Principal
- President of the Sheriffs' Association
- Secretary of the Part-time Sheriffs' Association
- Judicial Office for Scotland
- Faculty of Advocates
- Law Society of Scotland
- Scottish Legal Complaints Commission
- Judicial Appointments Commission (for England and Wales)
- Northern Ireland Judicial Appointments Commission

Secretariat

Our members of staff are civil servants, assigned to the Board by the Scottish Government.

The period covered by this Annual Report saw the appointments of a new Chief Executive and two new administrators. We also saw the departure of Mrs Susan McColl who has returned to the Scottish Government. We would like to thank Mrs McColl for her work during her time with the Board, particularly in relation to the Justice of the Peace recruitment project.

Chief Executive	Trevor Lodge
Secretary to the Board	Chris Orman
Administrators	Alessandra Asteriti
	Arlene Gibson

Financial Statement

The Board is funded by the Scottish Government. The Board's expenditure during the financial year 2009-2010 is set out below.

Please note that the figures are taken from the Board's own records and may not reflect any figures subsequently published by the Scottish Government.

Expenditure	Year to 31st March 2010 (£)
Secretariat staff salaries	133,752
Chairman's and Members' Fees	63,697
Travel and Subsistence – Board Members	7,263
Travel and Subsistence – Secretariat Staff	1,724
Training – Annual Away Day	1,567
Chairman's Hospitality	24
Agency staff	31,809
Accommodation (including maintenance, rent and utilities)	13,392
Hire of Rooms for Interview Panels	846
Catering – Board meetings and Interview Panels	1,384
Advertising (for judicial selection exercises)	15,118
Office running costs	27,919
Printing (Annual Report 2007-2009)	1,289
Consultancy	7,668
Total:	307,452

Further Information

For further information on the work of the Board, please visit our website at www.judicialappointmentsscotland.org.uk.

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Annex A: Board Members

The Board comprises ten members with an equal number of lay and judicial/legal members, including a lay Chairing Member. The Board membership during the period covered by this Annual Report was as follows:

Lay Members



Sir Muir Russell KCB FRSE (Chairing Member)

Sir Muir was Principal of the University of Glasgow from 2003 to 2009. Prior to his appointment at the University of Glasgow he was Permanent Secretary to the Scottish Executive. He was born in 1949 and was educated at The High School of Glasgow and Glasgow University, where he took a first class honours degree in Natural Philosophy.

He is a Trustee of the Glasgow School of Art, a Member of the Board of the Moredun

Research Institute, and the Chairman of the Dunedin Concert Trust. He was elected as a Fellow of the Royal Society of Edinburgh in 2000 and holds honorary degrees from the Universities of Strathclyde, Glasgow and Edinburgh. His interests include music, food, wine and occasional golf. Sir Muir was appointed in October 2008 for three years.



Ms Elspeth MacArthur

Elspeth MacArthur's background is in human resources. She was Director of Human Resources at the University of Edinburgh until 2007. Ms MacArthur is also a member of the Board of Management at the John Wheatley College, Glasgow and a Director of the Scottish Community Development Centre. She is also a lay member of the Employment Tribunal (Scotland). Ms MacArthur was appointed in July 2007 for three years.



Mr Sandy Mowat

Sandy Mowat's background is in business as a Chartered Accountant. He was senior and managing partner of Alexander Sloan, Chartered Accountants until he retired in 2007. He now practices on his own account and holds a number of non-executive directorships and charity trustee appointments. In April 2008 Mr Mowat was appointed to the Investigation and Enforcement Committee of The Institute of Chartered

Accountants of Scotland and in April 2009 was appointed as Secretary and Treasurer of The Baird Trust. Mr Mowat was appointed in January 2008 for three years.



Professor Andrew Coyle CMG

Andrew Coyle is Professor of Prison Studies at King's College, University of London. Between 1997 and 2005 he was founding Director of the International Centre for Prison Studies King's College. He is a prisons adviser to several United Nations bodies and to the Council of Europe. He is a member of the Foreign Secretary's Expert Panel against Torture and of the Administrative Justice and Tribunals Council. He worked for 25 years at a senior level in the prison services of the United Kingdom. While in the Scottish Prison Service he was Governor of Greenock, Peterhead and Shotts Prisons. Between 1991 and 1997 he was Governor of Brixton Prison in London. He was appointed a Companion of the Order of St Michael and St George in 2003 for his contribution to international penal reform. He is a Fellow of King's College London. Professor Coyle was appointed in January 2009 for three years.



Reverend John Miller

John Miller was born in 1941. After university he was a youth worker at a church in Niddrie, Edinburgh. He became a minister of Castlemilk East Parish in Glasgow in 1971. He and his wife Mary were closely involved in the life of the Castlemilk housing scheme for the next 36 years. From 2001 to 2002 he was Moderator of the Church of Scotland's General Assembly, representing the Church of Scotland at national and international level. He then returned to parish life. In 2005 the Lord Provost awarded him the Glasgow Loving Cup for his contribution to the City. On retirement in 2007 John and Mary Miller spent 18 months working in Zimbabwe. Reverend Miller was appointed in March 2009 for three years.

Judicial Members



The Honourable Lady Smith

Lady Smith was appointed a Judge of the Court of Session in 2001. She is a graduate of the University of Edinburgh. She was admitted to the Faculty of Advocates in 1980 and was Standing Junior Counsel to the Countryside Commission. Lady Smith was appointed Queen's Counsel in 1993. She served as a Temporary Sheriff from 1995 to 1999. Lady Smith was appointed Chair of the Scottish Partnership on Domestic Abuse from 1998 to 2000 and served as Advocate Depute from 2000 until she was appointed a Judge. She has served as a member of the Court of Session Rules Council and is a past Chair of the Advocates Family Law Group and Chair of the Advocates Professional Negligence Law Group. Lady Smith chairs the Council of St George's School, Edinburgh. She also chairs the RSNO Foundation. Lady Smith was appointed in July 2008 for three years.



Sheriff Principal Sir Stephen Young Bt QC

After qualifying as a solicitor he worked in London and Glasgow for three and a half years. He then trained as an advocate and was called to the Bar in 1977. He was appointed as a Sheriff in 1984, serving in Glasgow and Greenock. In 2001 he was appointed Sheriff Principal of Grampian, Highlands and Islands, where he is responsible for the administration of justice in the sheriff courts throughout the North and North East of Scotland and the Western and Northern Isles. Sheriff Principal Young was appointed in June 2007 for three years.



Sheriff Kenneth Ross

Sheriff Ross was appointed a Sheriff in 1997, serving at Linlithgow until 2000 and since then at Dumfries. He is a graduate of Edinburgh University and qualified as a solicitor in 1973. From 1975 until 1997 he was a partner in the firm of Gillespie, Gifford & Brown, Solicitors, Dumfries. He served on the Council of the Law Society of Scotland from 1987 until 1996, convening the Complaints and Guarantee Fund Committees. He was President of the Law Society of Scotland in 1994/5. He sat as a Temporary Sheriff between 1987 and 1997 and was a member of the Scottish Legal Aid Board between 2004 and 2010. Sheriff Ross was appointed in October 2008 for three years.

Legal Members



Mr Roy Martin QC

Mr Martin was admitted to the Bar in Scotland in 1976 and in England and Wales in 1991. He became a Queen's Counsel in Scotland in 1988 and in England and Wales in 2008. He was the Dean of the Faculty of Advocates from 2004 to 2007. Mr Martin has served as a Temporary Sheriff, a part-time Chair of Industrial Tribunals, and he is a Chairman of the Police Appeals Tribunals. He is a Governor of Loretto School and was a Trustee of the National Library of Scotland. Mr Martin was appointed in June 2007 for three years.



Martin McAllister

Martin McAllister is a partner with Taylor and Henderson Solicitors based in Saltcoats, Ayrshire. He is a former President of The Law Society of Scotland and has convened several of its Committees including Legal Aid, Professional Practice and Professional Conduct. Mr McAllister is currently a part time tutor at Glasgow Graduate School of Law and a part time Convenor of The Mental Health Tribunal for Scotland. Mr McAllister was appointed in September 2008 for three years.

Annex B: Diversity Working Group Recommendations

The recommendations summarised here are not in any order of priority but follow the sequence of the independent research report.

Recommendation

- 1 There should be deeper **consideration of the MVA report (and its associated material)** to explore possible explanation for the downward trend in applications from women.
- 2 The Board's processes should be **equality checked** in the light of the findings about application rate and progression.
- 3 **Exercise data** should be routinely reviewed for each exercise and against a historical, on-going picture in order to provide routine reports from which it should be relatively easy to spot trends and to set results in their proper context.
- 4 **Additional data** should be added to the data store and included in reports, including professional group and prior judicial experience to spot any trends or tendencies and also to compare it with perceptions as reported in the survey.
- 5 Particular attention should be paid to the **age distribution** of any factor being reviewed in order to establish whether any variation can – or cannot – be explained in terms of age, and also whether any changes can be forecast for the future.
- 6 Analysis should also include a comparison against, not just the eligible population, but a **realistic model sample** which has been adjusted to reflect the make-up of that part of the eligible population which is most likely to consider applying.
- 7 Data should be collected and updated annually from the Faculty of Advocates, the Law Society of Scotland and others on diversity **figures for relevant populations** to ensure that the Board is continually aware of the size and shape of the applicant 'pool' and changes in this.
- 8 The **independent survey should be repeated in five years time** (2014) in order to (a) establish any change since 2009 and (b) to ensure that the data about perceptions which is used for comparison purposes is refreshed.

- 9 A **limited number of priorities for action** should be identified, with some signposting of longer term priorities for revisiting later, drawing on the more specific recommendations in 11 to 15 below.
- 10 A **collaborative group** should be formed to share thinking with other bodies which have influence on judicial careers should be set up.
- 11 There should be a **systematic review and overhaul of the Board's communications** to ensure that positive and accurate messages are conveyed about judicial office itself, the criteria for appointment and how the appointment process operates.
- 12 **Outreach activities** should be developed (again, over time but with a plan in place which can be updated each year). These should include 'obvious' targets – like the eligible pool itself – but there should also be some effort to engage with future generations – pupils, careers advisers, students and early-years professionals – with some special consideration of minority groups.
- 13 The **assessment of 'potential'** should be given specific attention in the Board's development of professional quality recruitment and selection procedures in order to ensure **transferable skills** are properly evaluated.
- 14 Proposals for **qualitative research** should be developed and implemented to address some of the questions posed by the data generally but initial priority should be given to: the perceived impact of **social class/networking etc, and experience of ethnic minority groups and those with disabilities**.
- 15 There are a number of issues flagged up in the MVA report which deserve consultation with other stakeholder groups in order to ensure that the impact on judicial recruitment is built into wider decisions. These include **specialisation, geographical issues, flexible working, part-time working, and training**. These should be discussed with colleagues on the collaborative group recommended in recommendation 10 above.

There is one further, final recommendation, not covered elsewhere in this report:-

- 16 In order to ensure that progress can be maintained, it is important that **capacity** continues to be developed to deliver on these recommendations. We recognise that resource reality and it is reflected in the suggested phased approach to priorities. Without that capacity, however, (especially in relation to data analysis and to modern recruitment practice, including equality and diversity) – the Board will be hampered in meeting its statutory responsibilities.

For further information on the work of the Board, please visit our website at www.judicialappointmentsscotland.org.uk.

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