



**JUDICIAL  
APPOINTMENTS  
BOARD FOR  
SCOTLAND**

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**ANNUAL OPERATIONAL  
DELIVERY PLAN**  
2018-2019

**DATE** 01 04 2018  
**VERSION NO.** 01  
**EDITION NO.** 01  
**EDITED BY** Business Management Unit

## INTRODUCTION

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This annual plan sets out how we'll deliver our work over the next 12 months. It identifies the actions that we'll take to achieve our objectives as set out in our 2018-2022 Strategic Plan.

We recognise that priorities can change, so this plan is designed to be adaptable so we can respond to fresh challenges and add new actions as they arise. It will be reviewed monthly and quarterly and we will measure a set of performance targets against our progress. Above all, the plan will utilise our main assets – our Board Members, our staff and our partners.

Our focus will be on ensuring that we have the structures, systems and people in place to ensure we have the capacity to deliver fair, open and effective processes in order to make independent recommendations for appointment.

We will continue to review what we do, embedding a continuous improvement culture across the organisation. We will ask ourselves searching questions about whether or not we need to continue to carry out everything that we currently do in the way that we do it. We will search for opportunities to free up existing resources and better target them on areas that need to be expanded to meet our strategic priorities; and wherever possible, look to technological solutions to help streamline our systems to make them more accessible for all.

## OUR VISION

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Our aim is to attract applicants of the highest calibre, encourage diversity in the range of individuals available for selection and to recommend applicants based on merit through processes that are fair and transparent.

## OUR STRATEGIC OBJECTIVES

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- 1** We will contribute to furthering justice in Scotland alongside Scottish Ministers, the judiciary and the legal profession.
- 2** We will make independent recommendations for appointment to courts and tribunals based on merit.
- 3** We will work in a fair and transparent way which commands the confidence of courts and tribunal users and the wider public.
- 4** We will encourage diversity in the range of individuals available for selection.
- 5** We will pursue continuous improvement in the way we do our work.

## STAKEHOLDER ENGAGEMENT

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We will continue to engage with stakeholders locally, nationally and across other jurisdictions, and work closely with a wide range of bodies to help shape our services.

### OUR STAKEHOLDERS INCLUDE:

The Judicial Office for Scotland  
The Lord President  
The Lord Justice Clerk  
The Judicial Institute  
Scotland's Judiciary  
Past and future applicants  
Users of Scotland's Courts and Tribunals  
The Scottish Government  
The Law Society of Scotland  
The Faculty of Advocates  
The Crown Office and Procurator Fiscal Service  
Scottish Courts and Tribunals Service  
Universities and research communities

## BUSINESS MANAGEMENT UNIT

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### OUR STRUCTURE

The Judicial Appointments Board for Scotland is supported by a Business Management Unit led by Chief Executive Erica Clarkson and supported by Head of Court Appointments Ashleigh Meikle and Head of Tribunal Appointments John Wallace.

Our Appointments Team Leader Rachel Craig oversees the day-to-day management of our operations ably supported by our Modern Apprentice Katy Mitchell.

## OUR 2018-19 ANNUAL OPERATIONAL AND DELIVERY TASKS

Our operational and delivery tasks have been divided across ten domains. This is to help us to be clear about what we will do and by when. The ten domains are:

1. Planning and Performance
2. Diversity
3. Appointment Rounds
4. Continuous Improvement
5. Governance and Assurance
6. Finance
7. Information Systems and Digital Resources
8. Leadership and Staff Wellbeing
9. Working Environment
10. Engagement

### TIMEFRAMES:

**Q1** is April, May, June

**Q2** is July, August, September

**Q3** is October, November, December

**Q4** is January, February, March

### KEY:

**ARMC:** Audit and Risk Management Committee

**BMU:** Business Management Unit

**BM:** Board Members

**CE:** Chief Executive

**CM:** Chairing Member

**SG:** Scottish Government

**QAG:** Quality Assurance Group

**JAC:** Judicial Appointments Commission

**NIJAC:** Northern Ireland Judicial  
Appointments Commission

**DSG:** Diversity Steering Group

## PLANNING AND PERFORMANCE

### OUTCOME:

Our Board and its associated committees are supported to deliver their work effectively.

Consider engagement and tasks for Lay Assistants	Q2	BM/CE/CM
Agree specific protocols with key partners to develop a rolling programme of appointments	Q2	BMU/CE/SG
Design an appropriate method of record management	Q3	BMU/CE
Conclude the recruitment of new Board Members and ensure induction	Q4	BMU/CE/CM/SG
Continue to implement and monitor an agile project management approach to ensure successful and timeous delivery of key actions and projects	To Q4	BMU/CE
Continue to build the approach to annual planning and performance	To Q4	ARMC/BM/BMU/CE

## DIVERSITY

### OUTCOME:

We understand how diverse Scotland's judiciary is and our appointment processes do not hinder the pursuit of diversity.

Ensure compliance with the Gender Representation on Public Boards (Scotland) Act	Q2	BMU/CE/DSG
Engage with partners including academic communities to understand diversity across Scotland's judiciary	Q2	BMU/CE/DSG
Develop and implement a Diversity Engagement Strategy	Q3	BMU/CE/DSG
Design and deliver pre-application advice for under-represented groups	Q3	BMU/CE/QAG
Support the Diversity Steering Group to meet each quarter	To Q4	BMU/CE/DSG
Engage with the Equalities and Human Rights Commission to ensure robust and proper collection, storage and use of diversity monitoring data.	Q2	ARMC/BMU/CE/DSG

## APPOINTMENT ROUNDS

### OUTCOME:

Our processes for making independent and meritorious recommendations are effective and efficient; we have responded to needs and met all of our deadlines.

Liaise with Scottish Government and Judicial Office to understand 2018/19 recruitment needs and create a timetable of activity for approval by the Board	Q1	BMC/CE/CM
Develop relationships with SG to ensure we can be responsive to new activity as required	Q2	BM/BMU/CE/SG
Develop relationships with SG and Tribunals colleagues to agree a timetable of recruitment	Q2	BMU/CE
Respond to requests from the Lord President for senator recommendations	To Q4	BM/BMU/CE
Respond to requests from Scottish Ministers for judicial office recommendations	To Q4	BM/BMU/CE
Respond to requests from Scottish Ministers for tribunal recommendations	To Q4	BM/BMU/CE
Deliver recommendations for 7 summary sheriff posts on time and within budget	Q1	BM/BMU/CE/SG



## CONTINUOUS IMPROVEMENT

### OUTCOME:

Our performance, delivery and processes are informed by research and improvement methodology.

Develop and implement a Research Strategy to support continuous improvement	Q2	BM/BMU/CE/QAG
Develop and implement a Continuous Improvement Programme that ensures on-going analysis of our recruitment processes	Q2	BM/BMU/CE/QAG
Examine any suggestions from candidates that emerge from research or feedback	Q2	BMU/CE/QAG
Develop and make available our rationale for the development of any new approaches to our recruitment processes	Q3	BMU/CE/QAG
Ensure the BMU have access to Improvement Methodology (IM) training opportunities and engage with the IM community in the Scottish Government	Q4	BMU/CE/SG
Develop our relationships with NIJAC, the JAC and other relevant organisations to share learning and develop best practice	To Q4	BMU/BM/CE/CM
Monitor all of our appointment rounds and report to QAG at the end of each round	To Q4	BMU/CE/QAG
Engage with research communities and other relevant authorities to keep abreast of current recruitment trends and processes	To Q4	BMU/CE
Building on existing research, implement changes and improvements to practice	To Q4	BM/BMU/CE

## GOVERNANCE AND ASSURANCE

### OUTCOME:

Our governance, assurance and risk management approaches are robust, proportionate and accord with relevant principles and legislation.

Work with the ARMC to establish appropriate governance structures for our Board processes	Q2	ARMC/BM/BMU/CE
Ensure full compliance with GDPR	Q1	ARMC/BMU/CE
Review and monitor a Risk Management Plan to identify, assess and prioritise risk reduction measures	Q2	ARMC/BMU/CE
Programme in all Board and committee meetings for 2018/19 including annual Board workshop	Q1	BMU/CE/CM
Draft, obtain Ministerial sign-off and publish the JABS 2017/18 Annual Report	Q1	ARMC/BM/BMU/CE/SG
Organise training for Board Members on unconscious bias	Q2	BMU/CE
Review current Board documentation and implement changes as required	Q2	BMU/CE/ARMC
Review contingency planning to ensure it is fit for purpose for delivering our recruitment processes	Q2	BM/CE
Ensure our processes for responding to SARS and FOIs and complaints are compliant and appropriate	Q2	BMU/CE
Review our records management processes	Q3	BMU/CE
Develop and implement a development programme for Board Members	Q3	BM/BMU
Implement agreed actions from the JABS Public Face Project in particular the research element	To Q4	BM/BMU/CE
Support quarterly Audit and Risk Management Committee Meetings	To Q4	ARMC/BMU/CE

## FINANCE

### OUTCOME:

Our current budget provides funding to cover all expenditure associated with operating the Judicial Appointments Board for Scotland.

Complete a review of how we record and present our financial data, implementing any changes as required	Q2	BMU/CE/ARMC
Issue up-to-date advice to Board Members on fees and claims	Q2	BMU/CE/SG
Prepare the Financial Report for the 2018/19 Annual Report	Q4	BMU/CE/SG
Provide monthly reporting to the Scottish Government	To Q4	BMU/CE
Carry out monthly budget and finance reviews	To Q4	BMU/CE
Provide bi-monthly reporting to the Board	To Q4	BMU/CE
Provide quarterly reporting to the ARMC	To Q4	ARMC/BMU/CE

## INFORMATION SYSTEMS AND DIGITAL RESOURCES

### OUTCOME:

Our processes are fit for purpose, we have what we need to do our jobs well and our online application processes are candidate-focused and easy to navigate.

Ensure the BMU have access to fit for purpose digital solutions	Q2	BMU/CE/SG
Research and adopt suitable digital solutions for Board and other meetings	Q2	BMU/BM/CE/SG
Carry out a thorough review of the online application system and programme in changes as required	Q2	BMU/CE/QAG
Create an asset register	Q2	BMU/CE
Research and consider a revised sift process for large appointment rounds including the use of appropriate pre-sifting	Q3	BMU/CE/QAG

## LEADERSHIP AND STAFF WELLBEING

### OUTCOME:

Our staff and our Board Members are motivated and skilled and our working practices are flexible, progressive and reflective of SG2020.

Make sure the BMU and Board Members have access to IT and digital systems to support their work	Q2	BM/BMU/CE/CM
Review our structure to lay solid foundations for the future	Q2	CE/CM/SG
Develop and implement new ways of working such as flexible and home working practices	Q2	BMU/CE/SG
Review training and professional development plans for Board Members and staff	Q2	BM/BMU/CE
Map staff knowledge and skill and link to continued professional development	Q2	BM/BMU/CE
Develop and implement A Healthy Workplace Policy	Q3	BMU/CE/SG
Implement JABS Core Values to support continuous development	To Q4	BM/BMU/CE/CM
Participate in the SG's Improvement Collaborative to take forward SG2020	To Q4	BMU/CE/SG
Ensure the BMU have realistic, deliverable objectives and Personal Learning Plans	Q2	BMU/CE/SG

## WORKING ENVIRONMENT

### OUTCOME:

Our office is healthy and productive, we contribute positively to our wider environment, our staff and Board Members work collaboratively and we demonstrate a culture of health and wellness.

Review our facilities for staff, Board Members and applicants, and make any alternations	Q2	BMU/CE
Develop and implement an Environmental Policy	Q3	BM/BMU/CE
Ensure our Health and Safety Policy is current and relevant	Q2	BM/BMU/CE

## ENGAGEMENT

### OUTCOME:

Our collaboration with others supports our processes, increases confidence in what we do and raises awareness of how we do our work.

Develop and implement a Communications Strategy to increase understanding of, confidence in, and awareness of JABS	Q2	BMU/CE
Develop and deliver a timetable for stakeholder engagement	Q2	BMU/CE
Refresh and launch our new Brand Identity	Q2	BM/BMU/CE/CM
Design and produce print media to reflect our new brand identity	Q2	BMU/CE
Design and launch a new JABS Website	Q2	BMU/CE
Develop and implement a new Engagement and Partnership Strategy	Q2	BMU/CE
Ensure that we have a social media engagement strategy and plan	Q2	BMU/CE
Ensure the JABS website is updated regularly	To Q4	BMU/CE
Organise a range of events and/or engagement activities to encourage interest in judicial office	To Q4	BM/BMU/CE/CM
Maintain a regular programme of engagement with others including Scottish Government, the Lord President, Judicial Office for Scotland and the Crown Agent.	To Q4	BMU/BM/CE/CM

## MONITORING OUR PERFORMANCE

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We will monitor our activity quarterly to ensure we are delivering on our commitments. Regular reporting will be provided to Audit and Risk Management Committee, the Board, the Diversity Steering Group and our Quality Assurance Group.

## BUDGET

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Our current budget of £436,100 covers all of our staffing costs, our Board Member fees, capital elements, facilities and all of our activity.

