



COURTS AND TRIBUNALS JUDICIARY

THE ORGANISATION OF THE JUDICIARY

Introduction

1. This outline sets out the structure for the organisation of the judiciary as at 1 June 2017. It covers the following areas:
 - i. The Judicial Executive Board
 - ii. The Tribunals Judicial Executive Board
 - iii. The Judges' Council
 - iv. The allocation of day to day responsibilities
 - v. The organisation of jurisdictional responsibilities
 - vi. The Judicial Office
 - vii. Organisation of the courts and tribunals
2. The organisational structure is premised on the following:
 - a. The Constitutional Reform Act 2005 and the Concordat set out the responsibilities of the Lord Chief Justice (LCJ), as Head of the Judiciary of England and Wales and as President of the Courts of England and Wales, in respect of the judiciary.
 - b. The LCJ carries out these responsibilities through the Judicial Executive Board (JEB) and the Judges' Council.
 - c. The Tribunals, Courts and Enforcement Act 2007 sets out the responsibilities of the Senior President of Tribunals (SPT), as head of the unified tribunals judiciary across the United Kingdom. Tribunals outside the unified system established under the 2007 Act fall under the judicial leadership of the relevant Chief Justice in England & Wales, Scotland or Northern Ireland respectively.
 - d. The SPT carries out these responsibilities through the Tribunals Judicial Executive Board (TJEB).
 - e. The LCJ, the Heads of Division and the SPT sit for the greater proportion of their time. Spread over the term the LCJ spends 2/3 days a week on judicial cases; the Heads of Division and the SPT spend 3 days a week on judicial cases.

- f. The Judicial Office, headed by its Chief Executive, mirrors the responsibilities assigned to the judiciary. It is a significant office with over 200 staff. Full support is provided for the judges with administrative and leadership responsibilities through their private offices. The Judicial College, Judicial HR team, the Judicial Communications Office and the Judicial Conduct Investigations Office are also part of the Judicial Office.

I. THE JUDICIAL EXECUTIVE BOARD

(a) Function

3. The primary function of the Judicial Executive Board (JEB) is to make executive decisions in relation to:
 - a. the provision of leadership, welfare, direction and support to the judiciary of England and Wales;
 - b. determining the structure, roles and responsibilities of the judiciary;
 - c. approving policy and other matters in relation to Her Majesty's Courts and Tribunals Service (HMCTS), including the Reform Programme, as are within the responsibility of the LCJ and SPT under the Framework Agreements, including the agreement with the Lord Chancellor of the budget of HMCTS;
 - d. developing policy and practice on judicial deployment, authorisations, appointment to non-judicial roles and general appointments issues;
 - e. developing policy and practice on increasing the diversity of the judiciary;
 - f. developing policy and practice on the welfare support for the judiciary;
 - g. directing the judicial communications strategy through the Judicial Communications Office, including on matters arising from the HMCTS reform programme;
 - h. directing the work of the Judicial College in the provision of training for the judiciary;
 - i. managing the judiciary's overall relationship with the Executive branch of Government and Parliament, international relations with other jurisdictions and with other bodies, including the legal profession;
 - j. considering and developing judicial-led improvements to the justice system;
 - k. agreeing the approach to issues arising from other Government initiatives affecting the judiciary;
 - l. close oversight and responsibility for the performance of the courts and tribunals;
 - m. considering and making recommendations on financial priorities, and plans as they affect the judiciary and the financing and resources for the courts and tribunals system;
 - n. approving the annual budget and business plan for the Judicial Office and approving the agreement with the Permanent Secretary on resources for the Judicial Office;
 - o. setting clear objectives, priorities, and standards for the Judicial Office and monitoring its performance.

(b) Composition

4. Composition of the Judicial Executive Board is set by the LCJ with the assent of the Board. At present, the Board comprises the holders of the following judicial offices:
 - Lord Chief Justice, Chair
 - Master of the Rolls
 - President of the Queen’s Bench Division
 - President of the Family Division
 - Chancellor of the High Court
 - Vice-President of the Queen’s Bench Division
 - Judge in charge of recruitment and diversity
 - Senior President of Tribunals
 - Senior Presiding Judge
 - Chair of the Judicial College
 - Chief Executive of the Judicial Office
5. The secretariat is provided by the Judicial Office.
6. The Judicial Executive Board may from time to time invite additional members to work with it on particular issues or to attend particular meetings.
7. Officials from the Ministry of Justice (MoJ) and HMCTS are invited to attend the Board and discuss issues as appropriate.

(c) The conduct of business

8. The Judicial Executive Board generally meets monthly, on or about the penultimate Thursday of each month.
9. Weekly ‘informal’ meetings take place most Wednesdays (where there is not a full meeting) where immediate matters can be considered.
10. Board members will debate issues reflecting their individual responsibilities. The overriding aim of the JEB is to reach conclusions that are best for the judiciary as a whole and then to act on them.
11. The JEB endeavours to reach a decision by consensus; in default of consensus on an issue, the decision on that issue is for the LCJ.
12. The responsibilities of the secretariat are to:
 - agree the agenda with the LCJ and circulate, with accompanying papers, to Board members one week in advance of the meeting;
 - prepare a Forward Programme of key issues to be considered by the Board in each financial year;
 - keep the minutes; and
 - maintain an action log, shared with those responsible for taking matters forward, and ensure that all actions are completed.

(d) Leadership responsibilities

13. Members of the JEB, supported by the appropriate teams within the Judicial Office, take responsibility for leading and overseeing the overall strategy in a number of specific areas:

- Civil Justice (except the day to day operation of the High Court): Master of the Rolls with the Judicial Civil Justice Board and the Civil Executive Team;
- Business and Property Courts: Chancellor of the High Court, in consultation with the President of the Queen's Bench Division;
- Criminal Justice: LCJ or President of the Queen's Bench Division with the Criminal Justice team;
- Family Justice: President of the Family Division;
- Tribunals: Senior President of Tribunals;
- HMCTS, including the reform programme: Senior President of Tribunals and Senior Presiding Judge; the Judge in charge of Reform attends as necessary;
- Pay and Pensions: Chancellor of the High Court;
- Recruitment, and diversity: a Lord Justice of Appeal, currently the Vice-President of the Court of Appeal (Criminal Division);
- Talent management, succession planning and High Court deployment: Vice-President of the Queen's Bench Division;
- Training: Chair of the Judicial College;
- International relations: Chancellor of the High Court;
- Cross-jurisdictional performance and deployment below the High Court, and welfare policy: Senior Presiding Judge, with assistance from the Deputy Senior Presiding Judge as appropriate.

14. The JEB will also have oversight of communications and engagement matters as they affect the judiciary.

15. The JEB will receive regular (at least annually) reports on the overall strategy for each of these areas for review and approval. The timetable will be set out in the forward programme. More immediate issues should come before the Board in the usual way.

(e) Annual strategy meetings

16. The JEB will hold an annual strategy meeting, organised by the Judicial Office, at which broad and strategic issues relating to the judiciary are discussed.

II THE TRIBUNALS JUDICIAL EXECUTIVE BOARD

(a) Function

17. The primary function of the Tribunals Judicial Executive Board (TJEB) is to provide leadership, strategic direction and support to the tribunals judiciary in the following areas:

- a. manage the tribunals judiciary's overall relationship with HMCTS, MoJ and other jurisdictions, Departments and bodies;
- b. provide comment and advice to HMCTS (through the SPT's membership of the HMCTS Board) and MoJ from the judicial perspective on any programmes, projects and/or initiatives relating to or impacting on tribunals, their judicial office holders and/or their users;
- c. discuss with HMCTS and MoJ spending review and allocations priorities, targets and plans as they affect the tribunals judiciary and the financing and resources of tribunals;
- d. represent tribunals interests to the Judicial Executive Board and the Judges' Council (respectively through the Senior President of Tribunals' membership, and TJEB/judicial representation on standing committees);
- e. ensure appropriate cross border relationships are maintained and promoted;
- f. maintain relationships with the Judicial Appointments Commission and MoJ and hold discussions on specific competitions and forecasting where necessary;
- g. ensure effective provision and delivery of judicial training in tribunals through representation on the Board of the Judicial College and the Tribunals Committee;
- h. oversee the implementation of the programme to increase judicial diversity at all levels including proposals for evaluation; and
- i. oversee the provision of publications, on-line services and other reference materials for judicial use and agree allocation of the publications budget.

(b) Composition

18. The TJEB comprises the holders of the following judicial offices:

- Senior President of Tribunals (Chairman);
- Chamber/Pillar Presidents or their nominees
- Chairs of the judicial sub-groups (see below)
- Chair of the Tribunals Procedure Committee
- Representatives of "cross-border" interests (respectively for Wales, Scotland, and Northern Ireland)
- Other tribunal judicial office holders by invitation of the Chair

19. The secretariat is provided by the SPT's office.

(c) Conduct of business

20. TJEB has a formal meeting every two months, except during August and September.

(d) Leadership responsibilities

21. Designated members of the Board will report, respectively, on matters of interest to the Board, including but not limited to:

- Tribunals Judicial Activity Group;
- Tribunals Judicial IT Group;
- diversity;
- appraisals;
- estates;
- publications;
- communications;
- judicial security; and
- training.

III THE JUDGES' COUNCIL

(a) Function

22. The primary function of Judges' Council is to be a body broadly representative of the judiciary as a whole which will inform and advise the Lord Chief Justice and the JEB.

The Judges' Council:

- a. is consulted to obtain a wide perspective on matters which concern more than one discrete judicial grouping;
- b. considers and conveys views, ideas or concerns of the wider judicial family;
- c. provides detailed analysis and consideration of specific matters on which judicial views are sought; and
- d. develops policy in matters within its areas of functional responsibility.

(b) Composition

23. With the exception of the Chair and the JEB, all members of the Council should be selected by the judicial group which they represent.

24. The usual period of membership is three years (subject to terms of appointment to President or Secretary roles) with a power to extend for an additional year in specific circumstances.

25. The Council can co-opt members for specific purposes.

26. The Judges' Council comprises the following:

- Lord Chief Justice, Chair;
- other members of the JEB;
- a Justice of the Supreme Court;
- a Presiding Judge;
- a High Court Judge of the Chancery Division;
- a High Court Judge of the Family Division;
- a representative of the High Court Judges' Association;
- the President and Secretary of the Council of HM Circuit Judges;
- the President and Secretary to the Association of HM District Judges;

- a District Judge (Magistrates' Court);
- a member of the Association of High Court Masters;
- a senior tribunal judge;
- a tribunal judge;
- a member of the Magistrates' Association;
- a member of the National Bench Chairmen's Forum.

27. There are also three co-opted members:

- the senior judge who represents the Judges' Council on the European Network of Councils for the Judiciary (ENCJ);
- a judicial member of the Board of HMCTS; and
- the liaison judge to the Judicial Council for Scotland.

28. The Chief Executive of the Judicial Office also attends meetings. The secretariat is provided by the Judicial Office.

(c) Conduct of business

29. The Judges Council meets at least 4 times a year with ad hoc meetings as necessary.

30. The Council has a specific statutory responsibility for appointing three members of the Judicial Appointments Commission under the Constitutional Reform Act 2005. An ad hoc committee of the Council is established when such appointments are required.

31. The Council does its work largely through working groups and committees. These are established as and when required but currently comprise:

- Standing Committee on Communications;
- Diversity Committee;
- European Committee;
- Judicial HR Committee;
- Library Committee;
- Resources Committee;
- Security Committee;
- Tribunals Committee;
- Wales Committee.

IV THE ALLOCATION OF DAY TO DAY RESPONSIBILITIES

32. This section sets out the allocation of the day to day responsibilities of the following leadership roles:

- a. The Lord Chief Justice
- b. The Master of the Rolls
- c. The Heads of Division
- d. The Senior President of Tribunals

The Lord Chief Justice

33. The Lord Chief Justice presides over leading cases across each jurisdiction.

34. As well as the responsibilities conducted through the JEB, as set out above, the LCJ is responsible for:
- a. the protection of judicial independence and the cohesion of the judiciary;
 - b. maintaining relationships with the Parliament, the Government, specifically through regular meetings with the Lord Chancellor and other Ministers of the Crown, and the Welsh Assembly on issues that affect the judiciary as a whole;
 - c. representation of the judiciary with heads of other jurisdictions and judiciaries, the professions, other related bodies (such as institutions, universities, the media and individuals);
 - d. promoting a greater public understanding of the role of the judiciary and the administration of justice, and the international standing of the courts and common law of England and Wales;
 - e. appointments to and within the judiciary, including reviewing and approving the appointment of all judges below the level of the High Court, chairing or sitting on panels for the most senior appointments and appointing judges, after consulting the Lord Chancellor, to senior leadership posts;
 - f. swearing in new judges;
 - g. judicial conduct and disciplinary decisions, in consultation with the Lord Chancellor and with the support of the Judicial Conduct Investigations Office;
 - h. overall responsibility for the Judicial Office;
 - i. overall responsibility for HMCTS in conjunction with the Lord Chancellor under the Framework Agreement;
 - j. responsibilities as President of all the Courts of England and Wales, including responsibilities as President of the Court of Appeal Criminal Division;
 - k. the LCJ is assisted in the responsibilities as President of the Sentencing Council and Chairman of the Criminal Procedure Rules Committee by the Chairman of the Sentencing Council and the Deputy Chairman of the Criminal Procedure Rules Committee.

The Master of the Rolls

35. The Master of the Rolls (MR) is President of the Court of Appeal Civil Division and Head of Civil Justice (see para 50 below).
36. The MR presides over and decides on the allocation of the leading and most significant cases in the Court of Appeal Civil Division.
37. The MR is responsible for:
- supporting the judges of the Court of Appeal in pastoral care and career development, and overseeing their deployment;
 - modernising the procedures of the Court of Appeal;
 - considering and making decisions on recommendations from the Standing Committee of the Court of Appeal; and
 - sitting as a member of the selection panel for new members of the Court of Appeal.

The Heads of Division

i. The President of the Queen's Bench Division

38. The President of the Queen's Bench Division presides over leading criminal, civil and administrative law cases in the Court of Appeal and the Divisional Court.

39. The President is responsible for:

- where the role rests with the LCJ, supporting the Head of Criminal Justice on the policy and operation of the criminal justice system, including maintaining relationships with other participants in the system;
- supporting the judges of the Queen's Bench Division in pastoral care and career development, and overseeing their deployment;
- overseeing the allocation of cases, and the just and timely dispatch of work, in the Administrative Court;
- the appointment of the lead judges in charge of the courts within the Queen's Bench Division;
- general consultation over the civil business of the Queen's Bench Division and with the Chancellor over the Business and Property Courts.

ii. The President of the Family Division

40. The President of the Family Division is Head of Family Justice (see para 55 below). The President sits on first instance cases in the Division and presides over leading family and other cases in the Court of Appeal.

41. The President of the Family Division is responsible for:

- deployment of High Court Judges of the Family Division and assignment of judges to High Court family work;
- appointment of Family Division Liaison Judges;
- support for the judges of the Family Division in pastoral care and career development;
- authorisations for types of family work, e.g. public law cases, which are from time to time agreed with the Lord Chancellor, and;
- chairing the Family Procedure Rule Committee.

42. The PFD is also President of the Court of Protection and is supported in this leadership role by a Vice President.

iii. The Chancellor of the High Court

43. The Chancellor of the High Court sits on first instance cases in the Chancery Division and presides over leading Chancery and other cases in the Court of Appeal.

44. The Chancellor of the High Court is responsible for the:

- deployment of High Court Judges of the Chancery Division (in conjunction, where appropriate, with the President of the Queen's Bench Division, and the Vice-President of the Queen's Bench Division) and assignment of judges to High Court civil work;
- appointment of the Supervising Judges of the Business and Property Courts; and

- support for the judges of the Chancery Division in pastoral care and career development.

The Senior President of Tribunals

45. The Senior President of Tribunals (SPT) is the judicial leader of the unified tribunals¹ across the United Kingdom. The office of Senior President is a distinct from that of any other leadership judge. In carrying out the functions of that office, the SPT is not subject to the direction of any other judicial office holder.

46. The SPT's responsibilities are derived from the Tribunals Courts and Enforcement Act 2007, and broadly mirror the core leadership functions vested in the Lord Chief Justice (E&W) in respect of the unified tribunals judiciary, including:

- identical responsibilities to those of the Lord Chief Justice (E&W) in respect of training, welfare and guidance for judicial office holders across the unified tribunals, within the envelope of resources made available by the Lord Chancellor;
- powers relating to appointments and assignments of judicial office holders;
- presiding over the Upper Tribunal and the First-tier Tribunal (including allocation of cases within them), as well as powers (exercised with the concurrence of the Lord Chancellor) in respect of the organisation of both of those tribunals into Chambers;
- powers over the allocation of work between respective Chambers (subject to consultation with the Lord Chancellor);
- responsibility for representing the views of the unified tribunals judiciary to Ministers and to Parliament, including in respect of matters of importance to the judiciary or otherwise to the administration of justice by tribunals; and
- reporting to the Lord Chancellor, at least annually, on matters relating to the work of the tribunals that the SPT or the Lord Chancellor wish to be brought to the attention of the other (such report having to be published by the Lord Chancellor)

47. The Senior President and the LCJ have a duty of mutual co-operation in relation to their responsibilities for the training, welfare and guidance of the judiciary. The SPT has equivalent shared duties with the Lord President of Scotland and the Lord Chief Justice of Northern Ireland also.

V ORGANISATION OF JURISDICTIONAL RESPONSIBILITIES

Criminal Justice

48. Under the Constitutional Reform Act 2005, the LCJ is Head of Criminal Justice. This can be delegated to a Head of Division or a judge of the Court of Appeal, subject to consultation with the LC, if the LCJ chooses.

¹ The unified tribunals are those established under or governed by the Tribunals, Courts and Enforcement Act 2007 – namely the First-tier Tribunal, the employment tribunals, the Upper Tribunal, and the Employment Appeal Tribunal. Tribunals which are not part of the unified system across the United Kingdom are judicially led by the relevant Chief Justice.

49. The Head of Criminal Justice has lead responsibility for:

- criminal justice policy issues;
- rules;
- practice directions;
- overall liaison on criminal justice with the Lord Chancellor, Home Secretary and Attorney General and their respective departments, including legal aid and advocacy standards relating to criminal justice;
- the development of substantive criminal law and criminal procedure; and
- certain appointments to the Criminal Procedure Rule Committee.

50. The Head of Criminal Justice is also responsible for:

- in conjunction with the Vice-President of the Court of Appeal (Criminal Division), the overall conduct of the business of and deployment in the Court of Appeal Criminal Division, including allocation of cases and liaison with the Registrar of Criminal Appeals, the list office and other senior staff. The day to day running of the court is carried out by the Vice-President of the Court of Appeal Criminal Division;
- authorisations for sitting in the Court of Appeal Criminal Division and for trying murder and attempted murder cases, in conjunction with the Vice-President of the Court of Appeal Criminal Division and Senior Presiding Judge respectively;
- the appointment of Resident Judges in conjunction with the JAC (for Senior Circuit Judge roles), the SPJ and Presiding Judges; and
- in conjunction with the SPJ, authorisations for criminal cases, including murder, attempted murder and serious sexual cases.

Civil Justice (except the day to day operation of the High Court)

51. As Head of Civil Justice, the Master of the Rolls is responsible for:

- civil justice policy issues;
- rules;
- practice directions;
- overall liaison on civil justice with the Lord Chancellor, Ministers, officials in the Ministry of Justice, the professions and institutions in the UK and internationally;
- the development of substantive civil law and procedure;
- chairing the Judicial Civil Justice Board;
- chairing the Civil Justice Council, ensuring it fulfils its statutory role in keeping the civil justice system under review and making recommendations aimed at ensuring the system is fair, accessible and efficient;
- chairing meetings of, and recommending appointments to, the Civil Procedure Rule Committee; and
- appointment of Designated Civil Judges, in conjunction with the JAC (for Senior Circuit Judge roles) and in consultation with the Deputy Head of Civil Justice, the Senior Presiding Judge and Presiding Judges.

52. The **Deputy Head of Civil Justice** is responsible for:

- chairing the Civil Executive Team;

- de facto chairing the Civil Procedure Rules Committee and acting as Deputy Chairman of the Civil Justice Council, with a responsibility for implementation of major Rule changes;
- oversight, in consultation with the SPJ, Presiding Judges and Designated Civil Judges, as appropriate, of civil justice operational matters in the county courts;
- leadership of civil justice reform matters, including through the HMCTS Reform programme, the implementation of the Civil Courts Structure Review, the development of new online rules and other initiatives as appropriate;
- agreeing the necessary authorisations of judges to hear civil work;
- arranging the annual conference of Designated Civil Judges; and
- overseeing the Senior Courts Costs Office.

The Business and Property Courts

53. The **Chancellor of the High Court** takes day to day responsibility for the conduct of business in the Business and Property Courts of England and Wales, and in the Business and Property Courts outside the Royal Courts of Justice through the Supervising Judges of those courts.

54. The Chancellor is also responsible, in consultation with the President of the Queen's Bench Division, for co-ordinating the overall work of the specialist civil business heard at the Royal Courts of Justice, and jointly with the PQBD in relation to the operation of the specialist jurisdictions in the Business and Property Courts that are within the Queen's Bench Division.

55. The Chancellor is responsible for liaison with the Lord Chancellor and City and other institutions and bodies in relation to the business of the business and property courts and for the promotion of the international business of those courts.

Family Justice

56. As Head of Family Justice, the President of the Family Division is responsible for:

- family justice policy matters;
- rules;
- practice directions;
- chairing the Family Procedure Rule Committee and the Family Justice Council;
- appointment of Family Division Liaison Judges;
- appointments of Designated Family Judges, in conjunction with the JAC (for Senior Circuit Judge posts) and following consultation where necessary with the Senior Presiding Judge;
- appointments to Family Procedure Rule Committees and to Family Justice Council;
- agreeing the necessary authorisations for judges to undertake family work;
- overall supervision of the responsibilities of the Family Division Liaison Judges for the deployment of District Judges (Magistrates' Courts) when sitting in family work, in liaison with the Senior Presiding Judge and the Senior District Judge (Magistrates' Courts).

57. **The Head of International Family Justice** is responsible for:

- international family law issues arising in individual cases, including in cross-border public law (care) cases relating to children, and in international child abduction and relocation cases;
- issues arising under Brussels IIA, the 1980 Hague Convention and the 1996 Hague Convention as well as other European regulations and international conventions; and
- considering developments in European and international family law, practice and policy.

Tribunals

58. **The Senior President of Tribunals** responsibilities broadly mirror those of the Lord Chief Justice. These responsibilities are summarised at para 46 above.

Other Leadership Roles

59. **The Vice-President of the Civil Division of the Court of Appeal** is responsible for:

- the business of and deployment in the Civil Division, subject to the overall supervision of the MR, and day to day liaison with the Head of the Civil Appeals Office, the list office and other senior staff;
- monitoring timely delivery of judgments in the Civil Division; and
- collating judgments where criticism is made of a judge in respect of which action needs to be taken and taking forward;
- chairing the Standing Committee of the Court of Appeal and making recommendations for change/improvement to the Master of the Rolls.

60. **The Vice-President of the Criminal Division of the Court of Appeal** is responsible for:

- the business of the Criminal Division including allocation of cases and day to day liaison with the Head of the Criminal Appeals Office, the list office and other senior staff;
- overseeing the appointment of s9 judges for the Criminal Division;
- monitoring timely delivery of judgments in the Criminal Division; and
- collating judgments where criticism is made of a judge in respect of which action needs to be taken and taking forward.

61. **The Vice- President of the Queen’s Bench Division** is responsible for:

- cross-Divisional deployment, in conjunction with the Heads of Division, to meet the needs of the business and offer a wide range of sitting options to judges of the High Court;
- such other aspects of the work of the QBD as agreed with the PQBD.

62. The VP also, in conjunction with the PQBD, assists with personnel and monitoring issues for High Court Judges within the Queen’s Bench Division.

63. **The Chairman of the Judicial College** is responsible for:

- advising the LCJ and SPT on the provision and sponsorship of training; and

- providing leadership and direction to the Judicial College, including the Directors of Training.

64. The responsibilities of **the Senior Presiding Judge (SPJ) and the Deputy (DSPJ)** are to be shared between them, as agreed in each case with the LCJ:

- ex officio member of the Board of Her Majesty's Courts and Tribunals Service;
- day to day oversight of operational criminal justice issues, working with officials from the MoJ, HMCTS, Home Office, CPS etc;
- overall supervision of the responsibilities of the Presiding Judges (who work with the Supervising Judges of the Business and Property Courts and Family Division Liaison Judges) who are responsible on a day-to-day basis for:
 - i. deployment in and the business of the Crown Court and the county courts, including allocation of work;
 - ii. the requirements for judicial appointments below the level of the High Court, including District Judges (Magistrates' Courts);
 - iii. personnel issues for judges below the High Court;
 - iv. judicial appraisal schemes;
 - v. the work of the magistrates' courts (as set out below); and
 - vi. the Local Leadership Groups.
- liaison, at national and local level, with the Council of Circuit Judges, the Association of District Judges, the Magistrates' Association, the National Bench Chairs Forum and the Justices' Clerks Society;
- overall supervision of the responsibilities of the Senior District Judge (Magistrates' Courts) for deployment, personnel and monitoring issues for District Judges (Magistrates' Courts);
- appointment of Resident Judges, in conjunction with the JAC (for Senior Circuit Judge roles), the Head of Criminal Justice and Presiding Judges;
- in conjunction with the Head of Criminal Justice, authorisations for criminal cases, including murder and attempted murder and serious sexual offences;
- recommendations for the appointments to Boards and Committees dealing with Criminal Justice in conjunction, with President of the Queen's Bench Division; and
- ongoing liaison with the Judicial Appointments Commission on appointments-related matters.

65. For the duration of the HMCTS Reform Programme, leadership of judicial engagement and oversight of the programme will rest with the SPJ/DSPJ/Judge in Charge of Reform.

66. The **Nominated Judges**, appointed by the LCJ, advise the LCJ and the Lord Chancellor (LC) as to whether a complaint about a judge's behaviour amounts to misconduct and if it does, recommend a disciplinary sanction. Complaints are received and considered by the Judicial Conduct Investigations Office (JCIO). If there is no evidence of judicial misconduct the complaint is dismissed by officials. Where the JCIO considers that the behaviour complained of *may* amount to misconduct, the complaint is referred to a NJ for his or her view.

67. A number of roles are also filled by other judges of the **Court of Appeal and High Court**. These include but are not restricted to:
- the Deputy Chairman and High Court Judge member of the Judicial Appointments Commission;
 - the judges with responsibility for IT and Modernisation/Reform;
 - the judge with responsibility for international relations;
 - heads of specialist courts, including the component jurisdictions of the Business and Property Courts, the Administrative Court and the Queen's Bench list.
 - the judges responsible for liaison with the Legal Services Board and other regulators.

VI THE JUDICIAL OFFICE

68. The role of the Judicial Office is to support the Lord Chief Justice, the Judicial Executive Board, the Judges' Council and the judges exercising their leadership functions set out above.

69. The Chief Executive of the Judicial Office:

- provides strategic leadership for the Judicial Office, ensures the Judicial Executive Board is properly supported and that the work of the leadership judges is co-ordinated;
- provides a high level official link to MoJ, HMCTS and other Government Departments on issues of interest to the judiciary;
- has a strategic role in providing advice and an interface on policy issues and in ensuring that decisions of the Judicial Executive Board are taken forward; and
- is responsible for the budget of the Judicial Office.

70. The work of the Judicial Office is organised through four teams, each headed by a Deputy Director.

71. **The Judicial HR Team** provides support and advice to the judges responsible for the following issues:

- judicial welfare and personnel matters;
- mentoring, career development, succession planning and diversity;
- judicial leadership, in conjunction with the Judicial College;
- liaison with the Senior Salaries Review Board and with the MoJ on judicial terms and conditions, pay etc;
- judicial appointments, in conjunction with the JAC, MoJ and HMCTS;
- magistrates' issues;
- authorisations for judicial work; and
- identifying judicial resource needs as required, particularly in relation to new initiatives.

72. The team is also responsible for the maintenance of judicial records (on the eHR system) and for holding and controlling access to the personal files of judges.

73. The Executive Director of the **Judicial College** also has oversight of the **JO International and Business Support Teams**. Working with the lead judges in each area, the role of the teams is to:
- advise on and provide high quality training for all judges across all jurisdictions, including coroners. This training should meet the induction requirements for new judges, promote continued professional development and support the implementation of new initiatives;
 - support the development of international judicial relations and the delivery of training overseas;
 - produce spending bids, plans and budgets for the JO and monitor performance during the year; and
 - provide support on other corporate matters for the JO.
74. **The Jurisdictional and Private Office** teams work closely together to ensure that the Lord Chief Justice, MR, Heads of Division, SPT, SPJ and Chief Coroner are supported in all other areas. In addition, the JO HMCTS Reform Team will provide support to all JEB members for the duration of the HMCTS Reform Programme.
75. The teams provide assistance with:
- policy, operational, legal, strategic advice and support for the senior judges;
 - secretariats for judicial governance bodies;
 - deployment of judges; and
 - advising on working with government, parliament and others.
76. The secretariats to the Civil Justice Council and Family Justice Council are provided by the MR's and PFD's private offices respectively.
77. The Private Office of the Lord Chief Justice supports the Lord Chief Justice as Head of the Judiciary and calls upon the expertise of the other offices when the Lord Chief Justice is dealing with the particular jurisdiction in question.
78. **The Head of the Judicial Conduct Investigations Office** is also responsible for oversight of the **Judicial Communications and Press Teams** and for the **Judicial Library Services Team**. Their responsibilities can be summarised as:
- advising the LCJ and LC on disciplinary matters;
 - developing and advising on the policy on judicial misconduct;
 - providing advice and support on press, media and internal communications issues;
 - increase understanding of the judiciary's work and value;
 - promoting judicial outreach to the public;
 - procuring and providing books and online subscriptions for all courts and tribunals judges; and
 - managing the Royal Courts of Justice library collection.

VII ORGANISATION OF THE COURTS AND TRIBUNALS

The Crown, County, Family and Magistrates' Courts

79. Below the High Court, the **Presiding Judges (PJJ)**, **Family Division Liaison Judges (FDLJJ)** and **Business and Property Courts Supervising Judges (BPJJ)** have general responsibilities for the judiciary on their circuit. For the **Crown, Family and County Courts**, these include:

- *Appointments*: determining with the Delivery Director the requirements for the number and type of new appointments, consultation on new appointments, making, in consultation with the Delivery Director, the arrangements for the deployment of newly appointed judges; and swearing in District Judges;
- *Deployment*: oversight of deployment of Circuit and District judges; recommendations for authorisations and board etc appointments; assignment and release of the more serious civil and criminal cases and decisions on part-time working;
- *The business of the courts*: the general supervision of the Resident Judges and Designated Civil and Family Judges in the discharge of their responsibilities for the conduct of the judicial business of the Crown and county courts; and
- *HR and welfare issues*: arrangements for career development, mentoring, conduct, welfare matters etc.

80. At **magistrates' courts** level, the PJJ, with the FDLJJ, have general responsibilities for the judiciary and magistracy on their circuit, their deployment and the business of the courts which include:

- *Appointments*: determining the numbers of magistrates needed; consultation on the appointments of District Judges (Magistrates' Courts) in conjunction with the Senior District Judge (Magistrates' Courts); nominating an interview panel member for the appointment of Justices' Clerks;
- *Deployment*: overall supervision of the business of the magistrates' courts and the work of the Magistrates' Liaison Judges; deployment of District Judges (Magistrates' Courts) in conjunction with the Senior District Judge (Magistrates' Courts); and a supervisory role in the establishment of dedicated courts and in the settlement of any disputes over listing policy; and
- *The business of the courts*: general supervision of the conduct of the judicial business of the magistrates' courts, including through liaison with Justices' Clerks, Legal Advisers etc.

81. In each of these areas, the PJJ, FDLJJ and BPJJ are supported by the Regional Support Unit. The RSUs are part of the office of the Delivery Director and its staff, accommodation and running costs are met by HMCTS. Staff are appointed and remain in the line-management chain of the Delivery Director although, on a day to day basis, they often act under the authority and instructions of the PJJ, FDLJJ and CSJJ in the discharge of the statutory responsibilities delegated to them by the Lord Chief Justice.

Resident, Designated Civil and Designated Family Judges

82. Each Crown Court Centre will have a Resident Judge. Designated Civil and Family Judges are appointed to oversee the work of groups of civil and family courts. The responsibilities of Resident, Designated Civil and Designated Family Judges mirror those of the PJJ, FDLJ and CSJJ as appropriate. They are entitled to administrative support, as appropriate, which is provided by HMCTS.

The Tribunals

83. Those two-tier tribunal system (for those tribunals operated through HMCTS) is split into Chambers. Each Chamber is headed by a President, who is supported by an office provided by HMCTS. The responsibilities of a Chamber President are:

- *appointments*: determining the number of judges needed for their Chamber;
- *deployment*;
- *the business of the tribunals*;
- *HR and welfare issues*, including investigation of conduct complaints against members of their tribunal.

Arrangements for more local judicial management and discussion

84. The Regional and Local Leadership Groups consider and implement locally nationally agreed principles and decisions arising from the reform programme and other policy areas.