

Judicial Appointments Commission
Annual report and accounts
1 April 2020 to 31 March 2021

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Contents

Performance report	3
Overview	4
Chairman's statement	4
Chief Executive's statement	6
Purpose and activities	8
Selection exercise programme	11
Key issues and risks	17
Performance analysis	25
Achievement against our aims	28
Plans for the future	44
 Accountability report	45
Corporate governance report	46
Directors' report	46
Statement of accounting officer's responsibilities	49
Governance statement	51
Remuneration and staff report	62
Parliamentary accountability and audit report	76
Certificate and report of the Comptroller and Auditor General to the Houses of Parliament	77
 Financial statements	83



Performance report

Overview

Chairman's statement



The Judicial Appointments Commission (JAC) has continued to deliver outstanding work again in 2020–21, despite the uncertainty and disruption caused by COVID-19. The volume of recommendations made this year remained high, with over 850 recommendations made, and is expected to remain at exceptionally high levels over the next few years to allow courts and tribunals to recover from the impact of the pandemic on their performance. The Commission is prepared for this challenge, while remaining clear that only candidates who reach the required standard can be recommended for judicial office, in line with our statutory duty to select solely on merit.

The full programme of competitions for 2020-21 was delivered entirely remotely this year; our staff and colleagues have shown great resilience in adapting to this way of working along with the wider

changes that the pandemic has brought to their own families and personal lives.

As for many organisations, COVID-19 restrictions have brought positive innovation in some areas, not least in using digital tools, that will undoubtedly continue to support the JAC's increased workload in the coming years. Our digital application platform, launched in 2019, has been further developed specifically to improve the experience of candidates. We will continue to update this in line with business needs and feedback we receive from candidates. We also launched a new website that we will continue to develop and improve, based on user research.

Although remotely, we have continued to work extensively with our partners, especially through the Judicial Diversity Forum (JDF), to tackle barriers and support a wider, more diverse range of people to apply for judicial roles. In September, the Ministry of Justice (MoJ) published a Combined Statistical Report on behalf of the JDF which for the first time ever, brought together the diversity data not just of today's judiciary, but also data about the process from which judges are drawn and the diversity of the pool from which much of the judiciary is drawn; the legal professions. The report provided a picture that is now being used, along with assessments and evaluation, to take further action that leads to positive change.

As part of the JAC's ongoing work to contribute to this positive change, this year we set up a Targeted Outreach and Research team. The team, led by three exceptional and highly experienced colleagues, is focussing on three initiatives:

- a two-year pilot programme of targeted candidate outreach for key court and tribunal roles
- overseeing research, analysis and stakeholder engagement on measures used successfully by other common law jurisdictions to improve judicial diversity – to better understand how these might be used in England and Wales
- ensuring ethnically diverse selection panels for judicial roles

We hope these highly targeted interventions will bring pace and innovation to our work in helping to build a judiciary that is more representative of British society as a whole.

I am incredibly proud of the way that the JAC and its staff continue to deliver this important work in such challenging times. I would like to thank members of the judiciary, candidates and stakeholders for their support, flexibility and continued engagement with our work of recruiting the best available candidates for judicial roles.

I would like to thank my fellow Commissioners for their commitment and hard work during this particularly challenging year, when we could not meet in person. We wish farewell and thanks to those whose terms came to an end during this year: Lady Justice Anne Rafferty as Vice Chairman and His Honour Judge Phillip Sycamore CBE as a Commissioner. We are delighted that both have continued to work with us by supporting our newly established Targeted Outreach and Research team.

We have welcomed four new Commissioners this year – the Rt. Honourable Lady Justice Carr DBE as our Vice Chairman, Judge Greg Sinfield as a Senior Judicial Commissioner, Rt. Rev. Dr Barry Morgan as a lay Commissioner, and Judge Christa Christensen as a Judicial Commissioner.



Professor Lord Ajay Kakkar

Chairman, Judicial Appointments Commission

Chief Executive's statement



Like many organisations this was a year dominated by managing the JAC's business continuity response to the restrictions placed on our operations by the COVID-19 pandemic.

The JAC successfully completed the full planned programme of judicial recruitment in the face of these challenges, and I would like to pay tribute to our staff, panel members (judicial and lay), applicants, Commissioners and the judiciary for their resilience, commitment and adaptability to new ways of working.

At the start of the pandemic in March 2020, the JAC immediately and successfully moved to full remote working by all staff and Commissioners – and has continued working this way throughout the year. The first lockdown restrictions meant that a limited number of exercises involving face-to-face interviews planned for March and April were paused, but all other assessment activity continued remotely – and smoothly – on our new digital platform.

We successfully switched to remote video interviewing for the High Court recruitment that took place in April 2020. Using this experience, we undertook rapid work across the JAC to design an approach for high-quality remote assessment and moved to full remote interviews for all exercises from May onwards.

The paused exercises (from March) were rescheduled and delivered using remote assessment alongside the rest of the full programme agreed with HM Courts & Tribunals Service (HMCTS), the MoJ and judiciary pre-COVID. This has included the very large fee-paid judicial recruitment exercises using video role play as an assessment tool.

Early evaluation of all the exercises has shown no adverse impact on quality, diversity or the candidate experience from moving to remote working and assessment.

In doing this, the JAC has been able to ensure that the critically important supply of new talent to the judiciary has continued uninterrupted during the COVID-19 pandemic.

Remote assessment will continue, at least until the end of September 2021, as the country progresses through the government's roadmap to the easing of restrictions.

Looking forward, the JAC will be undertaking a full evaluation of the lessons learned during this period, with external independent expert validation. The judicial recruitment requirements

of the courts and tribunals COVID-19 recovery programme are likely to mean that recruitment volumes will continue to be high and the JAC remains in a strong position to deliver these historically high demands.

After a unique year, I believe the JAC is well placed to continue to recruit talented and diverse candidates with the skills and abilities needed for the full range of roles across our judiciary.



Richard Jarvis

Chief Executive,
Judicial Appointments Commission

Purpose and activities

The Judicial Appointments Commission (JAC) was established on 3 April 2006 under the Constitutional Reform Act 2005 (CRA). We are an executive non-departmental public body, sponsored by the MoJ.

We are independent and select candidates for judicial office in courts and tribunals in England and Wales, and for some tribunals whose jurisdiction extends across the UK.

We select one candidate for each vacancy and recommend that candidate to the Appropriate Authority (the Lord Chancellor, Lord Chief Justice or Senior President of Tribunals), who can accept or reject the recommendation or ask the Commission to reconsider it.

We may be required to select a candidate for immediate appointment or to identify candidates for vacancies that may arise in the future.

The Commission's role and structure

In this report the JAC refers to the organisation as a whole, and the Commission refers to its governing Board. The Commission consists of a lay Chairman and 14 other Commissioners.

The Commission includes five lay Commissioners in addition to the Chairman, who are drawn from a variety of professional fields. Membership of the Commission is also drawn from the courts and

tribunals judiciary, the legal profession, and the lay magistracy or non-legal tribunal members.

Commissioners are recruited through open competition, with the exception of three senior judicial members; two of these members are selected by the Judges' Council and the third is selected by the Tribunal Judges' Council.

The JAC's key statutory duties:

- to select candidates solely on merit
- to select only people of good character
- to have regard to the need to encourage diversity in the range of persons available for selection

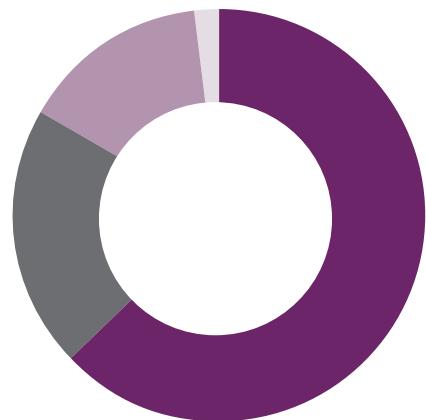
Budget

The JAC's allocated resource budget in 2020–21 was £7.75m (£7.48m in 2019–20). It spent £7.3m (£7m in 2019–20).

In addition to funding it received, the JAC incurred £1.01m (£1m in 2019–20) of overhead recharges from the MoJ, giving total expenditure of £8.29m (£7.98m in 2019–20).

Total expenditure in 2020–21

- Pay: £5.24m
- Programme: £1.70m
- Non-cash charges: £1.19m
- Administration: £0.15m



The JAC's aims

The JAC's aims were set out in the JAC Strategy 2020–23 which incorporated the 2020–21 business plan. The aims are:

- ensure we are a centre of excellence in selection, applying best practice to identify talented candidates with skills and abilities across the entirety of judicial roles
- attract well-evidenced applications from the widest range of high calibre candidates, supporting greater judicial diversity
- ensure the JAC is widely recognised as the trusted expert body

on independent, merit-based appointment to the judiciary

- support delivery of Commission aims in line with our values, including by way of a new digital application system and tools

Working to support a world-class judiciary that reflects the society it serves is at the heart of what we do at the JAC, and we are committed to continual review and improvement of our selection tools and processes.

Performance summary

What we spend our money on

Further details of the progress made by the JAC against the aims in the business plan 2020–21, are in the Performance Report, pages 8 to 24.

We reported on 35 selection exercises in 2020–21 (35 in 2019–20), and launched a further 21 exercises continuing into 2021–22. The number of selections made, and applications received, during the year is dependent on the mix of vacancies we are asked to fill by the Lord Chancellor.

In 2020–21 we made a similar number of selections compared with 2019–20, and the expenditure reflects this. The Statement of Comprehensive Net Expenditure shows that net expenditure for the year was £8,288k compared with £7,977k the previous year.

Excluding recharges from the MoJ, net expenditure increased from £6,981k to £7,274k, a 4.2% increase.

Due to the impacts of the COVID-19 pandemic, the JAC incurred additional spend in the region of £11k to support its staff working remotely from home.

These costs relate to the purchasing of various equipment such as keyboards, monitors and desk chairs to ensure staff were able to work from home effectively.

Overall, there was:

- an increase of £1,318k (25%) in pay costs
- a decrease of £1,046k (59%) in other operating costs
- an increase of £18k (2%) in MoJ recharges

We underspent against the budget allocation by £472k (6%), spending £7,274k of our net allocation.

We continue to make extensive use of shared services for central functions, such as the provision of accommodation, some HR, IT and finance by the MoJ, to benefit from economies of scale. These costs are generally ‘soft’ charged, with no funds exchanged. Further details of the soft charges can be found in Note 5 of the financial statements.

Selection exercise programme

Selection exercises reported in 2020–21

Exercises reported	Applications received	Selections made
35	3,574	869 (273 courts, 596 tribunals)



Note: Judicial roles are classified as either legal (requiring legal qualifications) or non-legal. Some are salaried positions, undertaken on a full or part-time basis, and others are fee-paid where judicial officeholders sit for a certain number of days a year while doing other work.

Exercises from the first part of the year have a three-digit reference number; exercises started on our new platform (from 20 January 2020) have a five-figure reference number.

Tribunals selection exercises

Fee-paid roles

Legal/ Non-legal	Judicial role	Reference	Selections made
Non-legal	Chairman of the Valuation Tribunal for England*	143	28
Non-legal	Fee-paid Medical Members of the First-tier Tribunal, Health, Education and Social Care Chamber (Mental Health)	150	67
Legal	Deputy Chairperson of the Agricultural Land Tribunal, Wales	151	2
Non-legal	Fee-paid Specialist Member of the Upper Tribunal assigned to the Administrative Appeals Chamber (Disclosure and Barring jurisdiction) and First-tier Health, Education and Social Care Chamber (Care Standards jurisdiction)	00011	10
Non-legal	Fee-paid Disability Qualified Tribunal Member of the First-tier Tribunal, Social Entitlement Chamber (Social Security and Child Support Appeals Tribunals)	00015**	80
Non-legal	Fee-paid Financially Qualified Members, First-tier Tribunal, Social Entitlement Chamber (Social Security and Child Support)	00016	12
Legal	Fee-paid Chairman of the Competition Appeal Tribunal	00023	4
Non-legal	Land Owner Lay Members of the Agricultural Tribunal (Wales)	00008	1
Non-legal	Fee-paid Specialist Lay Members, First-tier Tribunal, Health Education Social Care Chamber (Special Educational Needs and Disability)	00025	79
Legal	Fee-paid Legal Chair of the Residential Property Tribunal for Wales	00030	9
Legal	Fee-paid Appointed Person, Appeal Tribunal, Trade Marks and Fee-paid Appointed Person, Appeal Tribunal, Registered and Unregistered Design	142	5
Non-legal	Fee-paid Medical Members, First-tier Tribunal, Social Entitlement Chamber	148	202

* There is no remuneration for the post of Chairman of the Valuation Tribunal for England, it is carried out on a voluntary basis.

**eight of these recommendations were made in April 2021, soon after the financial year ended, but are included here to report in full on the exercise.

Salaried roles

Legal/ Non-legal	Exercise title	Reference	Selections made
Legal	Judge of the First-tier Tribunal	00009	70
Legal	Judge of the Employment Tribunal	00026	21
Legal	Chamber President of the First-tier Tribunal, War Pensions and Armed Forces Compensation Chamber	00029	1
Legal	Chamber President of the First-tier Tribunal, Social entitlement Chamber	00041	1
Non-legal	Salaried Regional Medical Member of the First-tier Tribunal, Social Entitlement Chamber	00042	1
Legal	Resident Judge of the First-tier Tribunal, Immigration and Asylum Chamber	00053	1
Legal	Regional Judge of the Employment Tribunal	00005	2

Courts selection exercises

Fee-paid roles

Legal/ Non-legal	Exercise title	Reference	Selections made
Legal	Recorder	133	121
Legal	s9(1) – Authorisation to act as a judge of the High Court	144	20
Legal	s9(4) – Deputy High Court Judge	149	2*
Legal	Deputy Chancery Master	00004	9
Legal	Fee-paid Deputy Insolvency and Companies Court Judges	00028	5

*The Vacancy Request for the salaried High Court selection exercise (ref. 149) provided opportunity for the recommendation of candidates to the position of deputy High Court judge. This was the case where candidates were assessed as not yet ready for a salaried position, but were considered by the Commission to demonstrate potential to be effective as a salaried High Court judge in the future.

Salaried roles

Legal/Non-legal	Exercise title	Reference	Selections made
Legal	High Court 2019–20	149	17
Legal	Judge Advocate General	147	1
Legal	District Judge	145	24
Legal	Senior Circuit Judge, Designated Family Judge	00001	6
Legal	Specialist Civil Circuit Judge	00002	6
Legal	Chancery Master	00003	1
Legal	Senior Circuit Judge, Resident Judge	00018	1
Legal	Senior Circuit Judge, Designated Civil Judge	00013	1
Legal	Senior Circuit Judge, Central Criminal Court	00043	3
Legal	Senior District Judge (Chief Magistrate)	00055	1
Legal	Assistant Judge Advocate General	00034*	2
Legal	Circuit Judge	00006*	53

*In each of these exercises, one recommendation was made in April 2021, soon after the financial year ended, and is included here to report on the exercises in full.

Other judicial selection activity

Selection exercises for senior roles

Exercise title	Selections made
Court of Appeal	8
Master of the Rolls	1
Senior President of Tribunals	1
Chancellor of the High Court	1

Under the CRA 2005, the Lord Chancellor can request the JAC to convene a panel to select candidates for senior judicial posts such as Lord Chief Justice, Heads of Division, Senior President of Tribunals and Lord and Lady Justices of Appeal.

Concurrence required from the JAC

Exercise title	Selections made
Circuit Judges to sit in the Court of Appeal Criminal Division	9

We have agreed a process with the senior judiciary that allows for the selection and ongoing consideration of Circuit Judges suitable for authorisation to sit in the Court of Appeal Criminal Division (CACD). Following an expression of interest exercise initiated by the judiciary, a panel made up of the Vice-President of the CACD and a JAC lay Commissioner will consider all the material and prepare a merit list. The Commission, sitting as the Character and Selection Committee will provide concurrence of the recommendations, as provided by the Vice-President of the CACD.

Selection of candidates requiring s9(1) authorisation

Vacancy	Selections made
Designated Civil Judge for Staffordshire and Shropshire	1
Designated Family Judge for Norfolk	1
Chief Coroner	1

For some selection exercises that fall outside the JAC's remit, in order to carry out the full functions of the role, the post holder will require authorisation to act as a judge of the High Court under s9(1) of the Senior Courts Act 1981. This requires the JAC to consider the suitability of the judge and to recommend them for inclusion to a pool from which such an authorisation can be granted.

Selection exercises where the JAC has provided assistance

Exercise title	Selections made
Recorder of London	1
Chief Coroner	1

Under section 98 of the CRA 2005, the Lord Chancellor may request the JAC's assistance in respect of other appointments for which they or another Minister of the Crown is responsible. For the two exercises listed in the table above, a lay Commissioner sat on the panel. In addition, advice was provided to the City of London in relation to the conduct of the Recorder of London exercise.

Selection exercises carried out for the Welsh Government

Exercise title	Selections made
Fee-paid Education Panel Members for the Special Educational Needs Tribunal for Wales	5

Under section 83 of the Government of Wales Act 2006, Welsh Ministers can enter into agency arrangements with any relevant authority for any of their functions to be exercised by that relevant authority. The JAC is a relevant authority for the purposes of section 83. Under these provisions, we run selection exercises and make recommendations to the First Minister of Wales, who is responsible for the appointments.

Exercises launched, but not completed, in 2020–21

A further 21 selection exercises were in progress as of 31 March 2021, which are due to report in 2021–22. These exercises have a combined total of almost 1,000 vacancies and collectively attracted more than 8,000 applications. Across just two exercises, Deputy District Judge and Fee-paid Judge of the First-tier Tribunal and of the Employment Tribunal, there were 350 vacancies for which we received more than 3,000 applications.

Key issues and risks

The key issues the JAC is faced with are the delivery of the selection exercise programme and complying with our statutory duties. The risks to the delivery of these are summarised in the Corporate Risk Register.

On the date the accounts in this report were authorised for issue, there were:

- three risks rated low
- seven risks rated medium
- zero risks rated high

1. Failure of the Digital Service

Risk: That the Digital Platform and the JAC website are not available to candidates, independent assessors or staff.

Rating at end of 2019–20: Medium

Where we started: Phase one of the project to build a replacement digital solution was complete. A road map was devised for phase two which consisted of full platform development.

What we've done: During the year the JAC completed development on the end-to-end minimum viable product of the new digital platform and also launched a new website. The MoJ conducted a service review of the new platform. The Government Internal Audit Agency (GIAA) conducted an audit of the new platform which included reviews of the JAC's governance and security arrangements.

The JAC has also moved away from the use of individual digital contractors to a more stable solution in the form of two call-off service contracts. The new Digital Strategy for 2021–23 was agreed by the Board in March 2021.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: The JAC will continue to take forward the recommendations made in the MoJ service review and GIAA's audit report on the Digital Platform. We will also continue to develop new functionality to enhance the platform and its overall security.

2. Diversity of applicants and progression

Risk: That target groups do not apply or progress in line with the eligible pool.

Rating at end of 2019–20: Medium

Where we started: 2019-20 headline data showed that the JAC was continuing to make steady progress in attracting applications from target groups largely in line with their numbers in the eligible pool. The JAC also published its 'Diversity Update' (published twice a year), which set out the ongoing work to prepare and attract candidates and ensure fair selection processes.

What we've done: We supported the delivery of the first remote Pre-Application Judicial Education (PAJE) judge-led workshop. Online resources were made available to all participants, and almost 200 people from underrepresented groups took part in judge-led discussion workshop groups. In September 2020 the Ministry of Justice (MoJ) published the Judicial Diversity Forum (JDF)'s Combined Statistical Report on the diversity of the judiciary, judicial appointments and the legal professions. A common narrative and associated action plan were also published, setting out steps that will be taken by JDF partners to address the issues identified by the report. A new JAC-led JDF research project was also launched, looking in more detail at the progression of target groups at the Qualifying Test stage. We also set up a new Targeted Outreach and Research team to lead on a pilot programme of targeted outreach for key court and tribunal roles, identifying and working with specific eligible candidates from under represented target groups.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: The JDF will continue to explore how to best evaluate diversity initiatives and assess impact, based upon the findings of a rapid evidence assessment about judicial diversity. We will also continue to develop the new JAC website in line with feedback, and the creation of new digital candidate support tools. The JAC's Targeted Outreach and Research team are due to launch two further projects focussing on ethnic diversity of selection panels, and international judicial diversity research.

3. Staff engagement and morale

Risk: That staff engagement and morale is negatively affected due to increased workloads, reduction in staff complement or poor performing systems.

Rating at end of 2019–20: Medium

Where we started: The JAC senior leadership team published a revised People Plan for 2020–23. This plan focuses on four key aims:

1. Retain, attract, reward and empower a committed and professional workforce.
2. Support staff with personal and professional development while meeting the needs of the JAC.
3. Excellent leadership and management at all levels.
4. A modern, collaborative and healthy work environment.

What we've done: Following the impact of COVID-19, we have implemented regular staff meetings throughout the year, including a weekly all-staff meeting with the JAC's Chief Executive via MS Teams. We have ensured that all staff had the necessary equipment to work from home effectively. An initial survey has been completed to gain staff views on what has worked well under remote working and what their preferences are in terms of a return to the office post-COVID restrictions. The GIAA conducted a review of staff engagement within the JAC. The JAC received a 'substantial' rating on that report which concluded that there is an effective and embedded process designed to improve staff engagement and that management has reacted promptly and effectively to manage staff engagement and wellbeing priorities associated with lockdown pressures.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: A number of group discussions have been arranged with members of the JAC Senior Leadership Team in which all staff will be given the opportunity to share their views and suggestions on the following key themes:

- increasing working from home and meeting the needs of the business
- practical issues that will need to be addressed
- embedding our values in future ways of working

4. Loss of corporate knowledge

Risk: That sufficient experience and knowledge of staff and Commissioners is lost and affects delivery of business priorities.

Rating at end of 2019–20: Low

Where we started: At the beginning of the year, the Commission Board was carrying two vacancies. Staff headcount at the start of the year was 75.

What we've done: The JAC increased its headcount throughout the year to manage the impact of running our judicial recruitment exercises remotely. The JAC's headcount at the end of the year was 104, which reflects the continuing high demand on the judicial recruitment programme. In addition to staff recruitment, four new Commissioners were appointed during the year and the terms of eight other Commissioners were extended by a further three years.

Rating at end of 2020–21: Low

What we're going to do in 2021–22: The JAC will continue to monitor staffing levels to ensure it is properly resourced to deliver its programme of work.

5. Confidence in the selection process

Risk: That stakeholders, including candidates, the judiciary, Commissioners, panel members, the MoJ or staff do not have sufficient confidence in the selection process.

Rating at end of 2019–20: Medium

Where we started: To maintain confidence and business continuity during the COVID-19 period a cross-organisational working group was established to consider and arrange alternative arrangements for face-to-face interaction throughout the selection process.

What we've done: In December 2020, the Commission Board endorsed the findings of a Diversity Impact Assessment of our approach to remote assessment that concluded that no new diversity concerns had emerged from the operational delivery of new remote selection day processes. An analysis of post-selection day candidate surveys showed that candidate experiences, including those in our target groups, have been broadly positive. The GIAA conducted a review of the JAC's quality assurance checks on the selection of candidates. The JAC received a 'substantial' rating on that report which concluded that the controls over quality assurance, through the Advisory Group, were robust and were being administered effectively.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: A full evaluation of our approach to remote assessment will be presented to the Commission Board in April 2021. Our evaluation has been validated externally by the Work Psychology Group and we will now be working with the Commission Board and key stakeholders to consider whether it would add value for elements of a remote approach to assessment to be retained for some exercises long term.

6. Confidence in the effective delivery of selection exercises

Risk: That stakeholders do not have sufficient confidence that the JAC can deliver the selection exercise programme in an efficient and effective manner.

Rating at end of 2019–20: Medium

Where we started: At the beginning of the year, the JAC decided to postpone a number of exercises in light of COVID-19. In response to this, the JAC formed a new business recovery working group that focussed on re-planning these exercises for delivery via remote processes later in the year.

What we've done: Despite the impact of COVID-19, a full recruitment was successfully delivered using remote processes. In addition, those exercises that were initially postponed were delivered during the year with the support of additional temporary staff. The GIAA also conducted a review of the JAC's support to panel members throughout selection exercises. The JAC received a 'substantial' rating on that report which concluded that there are effective, thorough and embedded processes to support panel members.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: Review whether remote selection processes being developed in response to COVID-19 could be more effective. The JAC will also continue to mitigate against the risks of not meeting the vacancy requests for its recruitment exercises through ongoing increased outreach and regular review of selection processes.

7. Financial resources

Risk: That overall financial resources are insufficient, either in current year or next year, particularly if major exercises are brought forward or delayed.

Rating at end of 2019–20: Low

Where we started: The JAC had secured sufficient budget for the year, which included budgets originally set aside for the use of external venues and panel member travel and subsistence costs. Following the decision to run all recruitment activity remotely, these budgets were reallocated to support additional recruitment to deliver remote selection processes.

What we've done: At the start of the COVID-19 lockdown, JAC completed weekly COVID-19 financial impact returns to MoJ which were used to keep MoJ apprised of any potential budgetary pressures. The JAC ended the financial year with an underspend of 6% against its allocated budget. This included an additional capital allocation which was used to continue development of the JAC's digital recruitment system.

Rating at end of 2020–21: Low

What we're going to do in 2021–22: In anticipation of an increased demand for judicial recruitment the JAC has agreed an increased budget allocation for 2021-22 with the MoJ.

8. Information security

Risk: That data will be lost or presumed to be lost, or obtained by unauthorised persons, including through activities of third parties.

Rating at end of 2019–20: Medium

Where we started: The GIAA delivered their findings on the GDPR and Information Assurance audit in February 2020, which included ten recommendations for the JAC to take forward.

What we've done: During the year, the JAC has implemented eight out of ten of those recommendations, with the remaining two on track for completion by July 2021. This included reviews of the Data Protection Officer (DPO) role, data retention policy and appointment of a deputy DPO. We have also devised a new Information Assurance Risk Register in collaboration with the MoJ Risk and Assurance team.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: The JAC will continue to take forward the remaining recommendations for the GDPR and Information Assurance audit report. This includes the plans for the temporary storage of data from the old Judicial Appointments Recruitment System (JARS) and disposal of data that is due to reach the end of its retention period.

9. Provision of finance, procurement and human resources through shared services

Risk: That the shared services system does not meet the JAC's needs.

Rating at end of 2019–20: Low

Where we started: The JAC continued to adopt the cross-government shared services system (SOP) to manage its finance, procurement and HR services.

What we've done: The JAC conducted a review of the 'Shared Services' risk at the request of its Audit and Risk Committee. The findings from that review concluded that this is no longer deemed to be a key risk to the organisation. This risk was originally added to the register in 2016 to recognise the transition to a new system known as SOP (single operating platform).

Rating at end of 2020–21: Low

What we're going to do in 2021–22: The JAC Audit and Risk Committee will review the findings of the risk review at its meeting in April 2021. The committee will be asked to consider whether this risk should be removed from the current register.

10. Business Continuity Arrangements – COVID-19

Risk: That the JAC is unable to deliver its business objectives due to the impact of COVID-19.

Rating at end of 2019–20: High

Where we started: Following the outbreak of COVID-19, the JAC developed an emergency business plan taking into account revised business priorities. This included the immediate suspension of all face-to-face contact for our staff, panel members and candidates.

What we've done: Throughout the year, the senior leadership team met regularly to discuss priorities, current issues, and where relevant, the reallocation of resources to meet delivery of our business. An ongoing review of the new approach to running our recruitment exercises remotely was also undertaken. This review will form a full evaluation paper of the lessons learnt throughout the year and will also be used to identify any efficiencies from the new remote processes. At the end of the year, the JAC Board signed off on continuing the remote approach to a selection exercises to September 2021.

Rating at end of 2020–21: Medium

What we're going to do in 2021–22: The Commission Board will review the evaluation of remote working in April 2021 and we will be running workshops and surveys with our staff to understand, alongside the findings from our remote

assessment evaluation, whether elements of remote or blended working would be suitable and valuable for the JAC.

Going concern

The Statement of Comprehensive Net Expenditure shows a deficit in 2020–21. Due to timing of the draw-down of grant-in-aid funding, the Statement of Financial Position at 31 March 2021 shows an excess of assets over liabilities of £710k. The closing bank balance relates to grant-in-aid drawn down by the JAC in readiness to pay its liabilities.

We know of no intention to suspend the JAC's activities. It has therefore been considered appropriate to adopt a 'going concern' basis for the preparation of the financial statements in this report. Grant-in-aid for 2021–22, taking into account the amounts required to meet the JAC's liabilities, has already been included in the departmental estimate.

Performance analysis

How the JAC measures performance

The JAC's aims were set out in the JAC Strategy 2020–23 which incorporated the 2020–21 business plan. The aims are to:

- ensure we are a centre of excellence in selection, applying best practice to identify talented candidates with skills and abilities across the entirety of judicial roles
- attract well-evidenced applications from the widest range of high calibre candidates, supporting greater judicial diversity
- ensure the JAC is widely recognised as the trusted expert body on independent, merit-based appointment to the judiciary
- support delivery of Commission aims in line with our values, including by way of a new digital application system and tools

Working to support a world-class judiciary that reflects the society it serves is at the heart of what we do at the JAC, and we are committed to continual review and improvement of our selection tools and processes.

Every month the detailed objectives behind these measures are reviewed by JAC senior leaders, with a full review every quarter. Information on progress is detailed in the JAC's internal Management Information Pack. This pack is provided to the Commissioners at every Board meeting for consideration and review. It is then sent to the MoJ to inform its sponsorship discussions with the JAC.

Key indicators

The data gathered here shows how the JAC has performed in key areas.

The data covers 2020–21 and will be used throughout the coming years for benchmarking purposes. We are currently developing new indicators in line with our strategy and hope to be able to report on further indicators in future years, including building year-on-year comparisons for the below indicators.

Key area	Performance
Proportion of candidates rating the selection process as 'good' or 'excellent'	70% of candidates (522 out of 737) who responded to our surveys in 17 selection exercises.
Website usage	<p>Almost 600,000 page views from 152,000+ users between 1 April 2020 and 31 March 2021</p> <p>Search terms show audiences were searching for the JAC. Most visited (top 10) pages include "How to apply", "Reference guidance for candidates" and "Completing your self-assessment".</p> <p>Key pages have bounce rates (percentage of people who left the page immediately/very quickly) under 40%.</p>
Proportion of recommendations accepted by the Appropriate Authority	<p>100%</p> <p>The last rejection took place in 2017–18: the Lord Chief Justice rejected one recommendation on the basis that the candidate did not have the particular experience required for the office. This was omitted in error from that year's annual report.</p>
Complaints upheld by the Judicial Appointments and Complaint Ombudsman	<p>0 out of 4 (3 currently under investigation)</p> <p>For 2020/21 we are aware that seven cases have been taken the Judicial Appointments and Conduct Ombudsman (JACO). Four cases have been investigated by JACO and have not been upheld, with JACO commenting on the thoroughness of the JAC investigation. Three are still being investigated by JACO.</p>
Annual JAC People Survey indicators comparison with other MoJ arms-length-bodies (ALBs) – benchmarks in brackets	<p>Response rate: 88% (79%)</p> <p>Engagement index: 65% (67%)</p> <p>My work: 76% (80%)</p> <p>Organisational objectives: 93% (88%)</p> <p>My manager: 74% (72%)</p> <p>Learning and development: 56% (48%)</p> <p>Inclusion and fair treatment: 80% (79%)</p> <p>Resources and workload: 73% (75%)</p> <p>Pay and benefits: 30% (33%)</p> <p>Leadership and managing change: 66% (62%)</p>
Proportion of applications from under represented groups, and progression through selection exercises when compared to the pool of eligible candidates	Will be included in the Judicial Diversity Forum's Combined Statistical Report, which will be published in July 2021.

Analysis and explanation of the performance of the JAC

Other measures on performance are also in the Management Information Pack, including sections on selection exercise activity, finance, staffing and outreach activity, as well as a summary risk analysis. This allows the Commission Board a complete overview of performance and to gain an understanding of the overall position of the JAC.

The budget allocation provided by the MoJ will increase from £7,746k in 2020–21 to £8,661k in 2021–22 (a 12% increase). This recognises additional work the JAC is planning to undertake in relation to the selection exercise programme in 2021–22.

Achievement against our aims

1

Ensure we are a centre of excellence in selection, applying best practice to identify talented candidates with skills and abilities across the entirety of judicial roles

Business continuity and recovery following the COVID-19 outbreak – continuing all selection activity remotely

In response to government guidance in March 2020, we suspended all face-to-face selection activity and immediately transitioned to remote working. We acted rapidly and updated our processes to meet this challenge, continuing to deliver the 2020–21 programme remotely, to positive feedback from candidates and key stakeholders.

Diversity is at the heart of our business continuity considerations, and we took steps to ensure candidates were not disadvantaged as a result of our move to remote working. We tailored our communications to offer increased flexibility to candidates facing difficulties completing any part of our remote processes as a result of COVID-19, or related issues. This approach allowed us to meet the needs of candidates during a period of change.

Business continuity and recovery following the COVID-19 outbreak – developing and refining the approach to remote assessment and launching recovery phase for paused exercises

At the start of the pandemic and remote working in March 2020, we paused some exercises. These exercises resumed as soon as the programme allowed in September 2020 and were delivered during the year, alongside scheduled activity.

We established a cross-organisational working group led by our Head of Selection Policy to quickly develop our approach to remote assessment. Through this group, we were able to deliver all key elements of our selection process remotely, as well as capture and embed the lessons learnt through this period. All JAC selection materials have continued to be robustly tested, including a dry run for every exercise with volunteer candidates and quality assurance by the JAC Advisory Group which

includes both judicial and practitioner members. Up to December 2020, selection days involved situational questioning and interviews based on competencies, skills and abilities. We successfully moved both elements to be run remotely. From January 2021, we ran some selection days that also included a more complex tool – that of a roleplay – which we had also modified to suit a remote setting.

An interim Diversity Impact Assessment was presented to the Commission Board in December 2020. Analysis of post-selection day candidate surveys shows that candidate experiences, including for those in our target groups, have been broadly positive.

A full evaluation of our approach to remote assessment covering the period from March 2020 to December 2020 will be presented to the Commission Board in April 2021. The evaluation will cover the 22 exercises run by the JAC in this period and over 1,000 selection day interviews. The evaluation was validated by Work Psychology Group (WPG) and concludes that pivoting from a face to face approach to a remote approach to assessment has been very successfully achieved by the JAC.

Key findings include:

- in terms of assessment, the remote approach has been accurately and effectively undertaken with no negative

impact seen on panels assessing and grading candidates

- no new diversity impacts were identified as a result of remote assessment
- candidate and panel feedback was largely positive
- a remote approach was on the whole more cost effective than a face to face approach

Implementing improvements to selection tools

Despite COVID-19 pressures we have delivered the following elements of the two-year programme of work, implementing recommendations of the 2018 independent review of our selection tools as planned:

- In June 2020, we held a combined first-stage qualifying test for over 3,500 applicants for Deputy District Judge, Fee-paid Judge of the First-tier Tribunal and Judge of the Employment Tribunal. The test included an online Situational Judgement Test and an online Critical Analysis Test. This was the largest qualifying test that we had ever run. Candidates were simply required to register to take part in the test, providing minimal information at the registration stage.
- We have continued to develop banks of situational questions for use in leadership exercises. These banks help us run candidate

testing in a way that is consistent and sustainable, especially in times where we have high levels of recruitment activity. Banks of situational questions have already been established and were used in exercises to recruit Senior Circuit Judge Resident Judges, Senior Circuit Judge Designated Civil Judges and Chamber Presidents of the First-tier Tribunal. There is ongoing work to develop other banks, with support from the judiciary in drafting these questions which we have greatly appreciated.

- We have developed a pre-recorded approach to role-play for the Fee-paid Judge of the First-tier Tribunal / Judge of the Employment Tribunal exercise, which enables greater consistency of candidate experience and assessment of merit. Following a successful dry run held in September 2020 and an evaluation report prepared by independent consultants Work Psychology Group (WPG), the Board endorsed a pilot of the role-play in November 2020. Selection days for this exercise utilising a pre-recorded approach to role play were delivered in March 2021. A full evaluation will be conducted and presented to the Commission Board for consideration in Summer 2021.

Evaluating streamlined and updated selection processes

In April 2020, the Commission Board considered an evaluation of the streamlined and standardised approach to selection processes for non-legal tribunal roles (approved in February 2019). The Board endorsed the process, which had been well received by all stakeholders. The evaluation highlighted an increased number of applications overall and that there was no adverse impact on diversity or any other aspect.

With continued positive candidate and stakeholder feedback, this year we planned to evaluate the roll-out of the streamlined application format and concise 'skills and abilities' for leadership roles from 2019. In light of pressures relating to COVID-19, the evaluation was reprogrammed for 2021 and the roll-out has continued to attract positive feedback from candidates and stakeholders.

Similarly, we planned to evaluate the operation of the 'equal merit' provisions (EMP) at shortlisting (introduced in 2019), as well as piloting an alternative to a second interview where a tie-break is needed to select between candidates of equal merit who share the same protected characteristics. The evaluation of EMP at shortlisting was reprogrammed for 2021 so that we could prioritise the evaluation of our approach to remote assessment. However, we continued work on the alternative to a second interview and developed an approach using online

written situational questions. The situational questions for non-legal roles were piloted in late February 2021 on the Fee-paid Disability Qualified Tribunal Member of the First-tier Tribunal, Social Entitlement Chamber (Social Security and Child Support Appeals Tribunals) exercise. The questions were successfully used to differentiate between candidates and a decision is to be made in April on using these questions more widely as an alternative to a second interview.

Sharing best practice

In order to support the effective assessment of merit, we share best practice with selection bodies from other sectors, as well as other judicial appointments bodies in the United Kingdom and internationally. We have responded to requests for information regarding our approach to remote assessment, so far received from the Judicial Appointments Board Scotland, the Northern Ireland Judicial Appointments Commission and Queen's Counsel Appointments.

Rolling out remote assessment beyond the business recovery stage

A full evaluation of our approach to remote assessment will be presented to the Commission Board in April 2021. We will now be working with the Commission Board and key stakeholders to consider whether it would add value for elements of a remote approach to assessment to be retained for some exercises long term.

2

Attract well-evidenced applications from the widest range of high calibre candidates, supporting greater judicial diversity

Business continuity and recovery following the COVID-19 outbreak – working with partners to deliver alternative arrangements for remote outreach and candidate preparation.

We believe the judiciary should reflect the society it serves and we aim to attract diverse, suitably qualified applicants from a wide field.

In business continuity planning throughout 2020–21, diversity has been at the heart of our considerations and as noted above, we gave careful thought to making sure there were no disproportionate negative impacts on any group.

We continued to work in partnership with the legal professions, judiciary and government to promote and encourage diversity. Joint work focused on the move from face-to-face to remote outreach and developing candidate support programmes to encourage a diverse range of candidates.

In May 2021 we published our latest diversity update. The update details the ongoing work to attract and better prepare potential candidates

from underrepresented groups for judicial appointments and ensure selection processes are fair and non-discriminatory. Diversity updates are published twice a year and can be found on the JAC website.

Statutory diversity and equality duties

Under the CRA 2005 as amended, the JAC must select candidates solely on merit, while also encouraging diversity in the range of people available for selection.

The Equality Act 2010 applies a general equality duty to all public authorities to have due regard to the:

- elimination of discrimination
- advancement of equality of opportunity
- fostering of good relations between diverse groups

There are three aspects to our diversity strategy:

- outreach
- fair and non-discriminatory selection processes
- working with others to break down barriers

Outreach

We run exercise-specific and broader outreach activity to attract a diverse range of candidates and encourage them to apply when they are ready. Activities in 2020-21 included:

- a move to deliver all outreach activity remotely in response to the COVID-19 pandemic. Much of our activity was already being run digitally or online, but we also tailored our approaches and messaging to reflect the challenging circumstances that many candidates and stakeholders were experiencing. We worked with partners in the legal profession and judiciary to support the development and delivery of remote outreach events to replace face-to-face sessions targeted at lawyers from underrepresented groups. The move to remote outreach events led to an increased diversity of participants and geographical locations. We received good feedback from participants around the accessibility of our remote events and saw greater involvement from women, possibly as a result of the increased flexibility of access providing mitigation for unpredictable childcare demands
- launch of a two-year pilot programme of targeted outreach, with a senior team of three former Commissioners providing tailored advice and guidance for JAC

target groups who are considering applying for key court and tribunal roles where application rates and/or progression outcomes for candidates from these pools have been historically poor

- supporting targeted events for prospective candidates organised by associations and societies within the legal professions, including the Crown Prosecution Service, the Chancery Bar Association, the Midlands Circuit Women's Forum, the Midlands Asian Lawyers Association, the Law Commission, the Employment Lawyers Association and the Society of Legal Scholars
- participating in workshops for potential candidates in conjunction with partners in the legal professions and the Judicial Office in order to raise awareness of what is required during the selection process
- advertising all judicial vacancies via the JAC website, monthly newsletter and social media channels
- promoting pen portraits and case study features of successful candidates on the JAC website and social media channels to highlight pathways into and within the judiciary
- publishing articles in specialist legal and non-legal media to encourage potential candidates to consider judicial careers, and to

inform them about the selection process and forthcoming selection exercises

Fair and non-discriminatory selection processes

We take several steps to make sure that our selection processes are fair, open and transparent, including:

- seeking independent review of selection tools from occupational psychologists. In 2018 the Work Psychology Group (WPG) reviewed our shortlisting tools and concluded that the JAC approach is in line with good practice. WPG made recommendations for further improvement, which are being taken forward as part of a two-year programme of work.
- all online tests are marked name-blind, and we are rolling out name-blind sifting for exercises using a paper sift as a shortlisting method
- training JAC panel members on ensuring fair and non-discriminatory selection, and refreshing this training in the panel briefing session before every selection exercise
- targeted outreach and broad person specifications to recruit a diverse cohort of lay selection panel members
- offering feedback to unsuccessful candidates, and tailored feedback to 'near-miss' candidates, to encourage and assist them
- in making potential future applications
- with the assistance of our Advisory Group including professionals and judges, reviewing all selection materials to help make sure that they will not adversely affect equality or diversity, and do not inadvertently give an advantage or disadvantage to candidates from a particular practice area or jurisdiction
- ensuring that the content and tone of selection exercise materials do not contain stereotypes, colloquialisms or language that may deter different groups, and that role play and scenarios feature characters from diverse backgrounds
- seeking feedback from candidates after each stage of the selection process
- testing all materials with volunteer candidates and analysing the results, making any necessary adjustments to the content, timing, preparation materials or other aspects of selection materials
- observing live interviews and role plays to ensure consistency
- completing equality impact assessments for any significant changes to the selection process

- assigning a Commissioner to all exercises to oversee quality assurance and fair selection
- making reasonable adjustments as requested for candidates who need them

We publish a reasonable adjustments policy on our website. The policy sets out the process for requesting adjustments, and an indicative list of adjustments that have been provided to candidates in the past.

Working with others to promote diversity

We continued to work with our partners in Judicial Office, the judiciary, MoJ and the legal professional bodies to break down barriers to increasing diversity among the judiciary. We worked with these partners individually and through the JDF, which is chaired by the JAC Chairman. This partnership working was particularly important this year in helping us fully support and encourage candidates from diverse backgrounds, during a challenging time.

Working with our partners to bring together statistics and provide a fuller picture of the eligible pools

In September 2020 the MoJ published a combined statistical report on behalf of the JDF which, for the first time, brought together data on the diversity of the judiciary, judicial appointments and from the

relevant legal professions (solicitors, barristers and legal executives). The report gave insight into factors which impact upon judicial diversity and brought into focus where positive improvements have been made, and where more remains to be done. The JDF published an accompanying narrative and action plan, setting out the ways in which the partner organisations will be supporting and driving greater judicial diversity. As part of this plan, the JAC launched a Targeted Outreach and Research team to lead three new diversity initiatives.

The JDF commissioned a Rapid Evidence Assessment (REA) to report on barriers and initiatives relating to judicial diversity, as the first stage of a project to develop a common monitoring and evaluation framework for diversity initiatives. The JAC launched a programme of research and analysis, to supplement work done in the REA, into measures used in other common law jurisdictions with improved judicial diversity outcomes. This will include consultation and engagement with stakeholders on lessons for England and Wales.

Enhanced targeting of candidate pools including solicitors and academics

Through events, roundtable discussions and other stakeholder meetings, we actively seek feedback on our processes and use the information to inform the

development of outreach activity, candidate support and selection tools. In 2020–21, we took part in a number of events hosted by our partners to help us better understand barriers to judicial application and progression for groups such as solicitors and Black, Asian and minority ethnic (BAME) lawyers.

We have been working with MoJ and HM Courts & Tribunals Service on the availability of flexible working for judicial vacancies. The JAC position is that flexible working should be available by default, unless there are good and specific reasons why it is not practicable. A new judicial salaried part-time working (SPTW) policy was published in 2020 to support the improved availability of SPTW for salaried posts.

Pre-Application Judicial Education

The Pre-Application Judicial Education (PAJE) programme launched in April 2019. PAJE is a joint initiative of the JDF and supports potential candidates from underrepresented groups in developing their understanding of the role and skills required of a judge.

The PAJE programme offers an online learning platform, which is open to all, containing short videos and podcasts covering five modules:

- judgecraft
- job framework
- judicial ethics

- resilience
- equality and diversity

PAJE also offers courses of judge-facilitated discussion groups with priority being given to lawyers from underrepresented groups; in 2020–21, 199 lawyers from underrepresented groups participated. Due to COVID-19, these sessions were delivered remotely.

We will continue to work with MoJ, the Lord Chief Justice and other partners to consider all practical actions that could be taken either individually or in partnership to improve diversity, assess the impact of existing activity and to measure progress.

Monitoring diversity

We consistently monitor the diversity of applicants and those selected for judicial posts, in particular by analysing the progression of target groups at key points in the selection process and investigating reasons for significant drops in target groups.

In 2020–21 we continued to work with our statisticians to identify and explore the reasons for difference in application rates and performance for certain groups. The JDF's Combined Statistical Report provided a fuller picture of the eligible pools for 'entry-level' and more senior roles. This data was used alongside other evidence to inform the review and development of JAC selection tools and outreach approaches.

In response to the COVID-19 pandemic, the JAC began ongoing evaluation and monitoring of the diversity impact of remote approaches to assessment. The first phase of evaluation in 2020 suggested that there were no negative impacts on the diversity of applicants applying and progressing through competitions as a result of new remote selection processes.

Working with JDF partners to identify and develop further steps to increase diversity

In 2020–21, we increased the diversity of our pool of lay panel members through targeted outreach. This supports the steps we are taking to ensure that JAC panels, on aggregate, have ethnic and gender diversity. In parallel, Judicial Office refreshed the pool of judges available to support on JAC exercises and committed to ensuring BAME judges are made available to serve on JAC selection panels for senior exercises.

Developing a range of new resources

In 2020–21, we launched a new website, built on findings from extensive user research. The website includes intuitive navigation, clearer signposting to sources of support and expanded guidance to help potential candidates prepare for the selection process providing an improved candidate experience and easier accessibility. The website will continue to be developed and

updated in response to feedback. New digital resources are being created to support candidates in preparing for key stages of the selection process such as qualifying tests and role plays.

The pre-recorded role play mentioned earlier was designed to improve consistency of assessment and enhance the candidate experience.

Highlighting existing diversity of judicial appointments and pathways into and within the judiciary

We regularly use case studies of existing judges from a variety of diverse groups and pathways in our exercise-specific outreach. These judges will often talk about their lived experience of applying for appointment and taking on their role, for example as someone from an underrepresented group. In this way, we are able to highlight to potential candidates from diverse backgrounds that the application process is fair and inclusive, and that the judiciary is increasingly diverse and welcoming. The case studies are shared on our website and social media, and made available to partners. In 2020–21 we also started work to create and share more general case studies and success stories which speak specifically to some of the barriers that research shows us are holding some potential candidates back from applying.

Equal merit provision (EMP)

Where two or more candidates in a selection exercise are judged as being of equal merit, we can give priority to one or more candidates from underrepresented groups through our equal merit approach.

This approach can be used where there is underrepresentation on the basis of ethnicity or gender.

EMP enables us to take all measures possible, within our statutory framework, to support the aim of increasing diversity. We can apply EMP at the shortlisting and final decision-making stages.

In 2020–21, seven recommendations were made following application of the equal merit approach. The equal merit approach was applied to five exercises at the shortlisting stage, which enabled 133 candidates to progress in those exercises.

3

Ensure the JAC is widely recognised as the trusted expert body on independent, merit-based appointment to the judiciary

Business continuity and recovery following the COVID-19 outbreak – updating candidates and stakeholders on our approach

In response to the COVID-19 pandemic and move to remote working, we have consistently kept our delivery partners, professional bodies, candidates and panel members updated on our business continuity approach. We have also engaged with delivery partners to make sure our approach reflects broader priorities and concerns.

Sharing best practice and evidence

In 2020–21 we continued work alongside Judicial Office and the Foreign and Commonwealth Office to support and engage with judicial appointments bodies and judicial office holders from other jurisdictions. Specifically, we took part in a remote international conference hosted by the Kazakhstan judiciary to share best practice about remote assessment of judicial candidates. We also participated in the Nigerian Annual Justice Summit in September 2020.

We continue to share knowledge and best practice with other UK judicial appointment bodies in order to improve practices. In 2020, for example, we met with the Judicial Appointments Board for Scotland to discuss approaches to online qualifying tests for larger exercises. We also engage with reviews and proposals for reform affecting judicial appointments and provide objective, expert evidence to inform debate. We continued to engage with policy development being led by the MoJ and Judicial Office, including responding to the recent consultation on raising the Mandatory Retirement Age.

Increasing understanding of the JAC and judicial appointments

We have continued to engage with parliamentary committees, academics, mainstream and legal media and other stakeholders to increase understanding of who we are, and of judicial appointments. When the JDF's Combined Statistical Report was released in September 2020, the Chairman of the JAC wrote in his capacity as JDF Chair to the Justice Select Committee and

the Lords Constitution Committee, informing them of the publication and highlighting the key actions the JDF partners would be taking to further increase judicial diversity.

Our new website contains clearer information about who we are and what we do in order to better inform external stakeholders.

Welsh Matters Committee

The Welsh Matters Committee is a sub-committee of the JAC Commission Board which monitors selection exercises involving judicial roles in Wales, which require either Welsh language proficiency, or an understanding of the administration of justice in Wales. The Committee also monitors the impact of devolution in Wales on the work of the JAC and has oversight of the JAC Welsh Language Scheme.

The JAC launched its Welsh Language Scheme in May 2016, following a public consultation in October 2015. The scheme explains how we will treat the Welsh and English languages when assessing candidates' suitability for judicial appointment in Wales, and explains how candidates will be able to communicate with us in English or Welsh, according to their personal choice. We report annually to the Welsh Language Commissioner and the reports are published on the JAC website.

4

Support delivery of Commission aims in line with our values, including by way of a new digital application system and tools

Business continuity and recovery following the COVID-19 outbreak – ensuring staff capacity, resources and wellbeing support

In 2020–21 we ensured the delivery of our aims by first and foremost making sure that colleagues had the support they needed, in line with our values of fairness, respect, professionalism, learning, clarity and openness. Since March 2020, our focus has been on providing support to staff, panel members and Commissioners, to ensure that their wellbeing is maintained. Following government advice, we are currently working remotely and the Board reviews this on a regular basis so that staff, stakeholders and candidates can plan ahead.

In line with our value of clarity and openness in particular, we have created spaces for better interaction with senior leaders. We have started weekly all-staff meetings where the Chief Executive and other senior leaders inform staff of developments and provide opportunities to ask questions. These meetings have been consistently well attended and well received. We have developed

a wellbeing portal where staff can go to for advice and guidance on any issues that may be impacting on them, as well as their families. Our HR policies, particularly around leave, attendance and caring responsibilities, have been reviewed in line with MoJ and Cabinet Office advice, making them more flexible and fair to meet the challenging circumstances facing staff.

Additional equipment has been provided to staff to ensure that their remote working facilities are as comfortable as possible and are within health and safety guidance. In 2020–21, 56 staff were provided with additional equipment such as screens, keyboards and desks. In conjunction with our landlords (MoJ) a full risk assessment of our premises in London has been made so that if staff did want to return to the office for their own wellbeing, even for just a day, it would be possible providing the protocols are followed. Since July 2020, seven staff members have made use of this by working in the office, though the JAC continues to follow the government advice on remote working.

A number of online social activities have been run throughout the year.

To maintain the delivery of selection exercises and to assist staff with workloads as they adjust to remote working under the COVID-19 environment, we have taken on additional staffing resources. The resource includes new Judicial Co-ordinators to support candidates, panel members and selection team staff during selection days (particularly with the video facilities) and additional resource in the operational teams and those areas that directly support selection exercises. At the beginning of April 2020, we had 64 permanent staff with 15 agency staff supporting, and at the end of March 2021 we had 80 permanent staff and 23 agency staff.

To support new staff in line with our values of respect, professionalism and learning and particularly with the challenges of a remote environment, we reviewed the process for inducting new starters. Our Learning and Development team developed a new programme in which all new starters undertake a comprehensive online induction process to help them understand the JAC and how their role fits into the organisation as a whole, before going into some details about the individual role. This provides a solid foundation enabling line management to concentrate on job specific issues and is proving successful in providing new starters with the information they need to undertake their roles.

Following the Black Lives Matters events in July and discussions with staff we identified a need for further internal actions regarding diversity, inclusion and race within the JAC. These actions build on previous and ongoing work to embed our values and behaviours, and included the appointment of two new Race Champions to act as a point of contact for colleagues with concerns and to challenge and inform our work on race and equality.

Developing our new digital system and tools

In January 2020, we launched a new digital platform for the processing of applications and to aid delivery of our selection exercises. The new digital platform has been built on extensive user research and testing, with key focusses on the candidate experience, better supporting selection teams through the automation of processes, and better ways of working through digitalisation. The platform has been built to Government Digital Service standards. The platform, which went live with essential functions, is being consistently developed and improved in line with user feedback, and new features and functionality are regularly being added. This has materially improved candidate experience and made internal processes much easier and more efficient.

Since September 2020, online tests used to shortlist candidates

in some selection exercises have also been incorporated into the platform, allowing candidates to quickly access and take the test through their online account, and streamlining the administrative process involved in setting up and running the tests and accessing the results.

Refreshing the JAC People Plan

The Annual People Survey took place in October 2020 and results show an overall improvement from the previous year on all the main indicators, including the overall engagement index which rose to 65% from 59%. While it is not always appropriate to compare year-on-year, as many different issues can impact on how staff might be feeling, this is an indicator of how we are supporting our staff during these challenging times.

Supporting panel members and increasing diversity

We have also provided support to our panel members, who are key in assisting with our selection activity. We have improved our communication with them with regular newsletters, and have established a specific Google drive portal, where training material can be stored as well as good practices. While we were not able to meet at our usual annual panel event, we have found ways to provide training for panel members remotely, with the support of experienced panel members. We have strengthened

and increased the diversity of our cadre of panel members, with 17% Black, Asian and minority ethnic members at the end of the year, compared to 12% in March 2020.

Learning from new ways of working

We intend to learn from the good practices that have been developed during the COVID-19 pandemic and make sure we continue to support staff and others as face-to-face interaction becomes possible again. In doing so we are engaging with staff to ensure that what has worked well in supporting them can be maintained, while at the same time supporting the overall business objectives.

Plans for the future

Judicial recruitment is expected to remain at a high level in historical terms, partially as a result of the impact of the COVID-19 courts and tribunals recovery programme.

The JAC will continue to respond to these demands, using remote delivery of selection exercises through until at least until the end of September 2021, as the country progresses through the government's roadmap to the easing of restrictions. The JAC will evaluate the impact of remote working and candidate assessment to ensure that the positive lessons are learned and carried forward into its post-COVID operations.

The JAC will continue to enhance the candidate experience and resources available to those considering a judicial career, and at the same time, continue to build on the Commission's recognised good practice approach to selection on merit and supporting greater judicial diversity.

All of this will form a key part of achieving the Commission's four strategic objectives for 2020–23:

- ensure the JAC operates as a centre of excellence in selection, applying and tailoring best practice approaches to identify talented, diverse candidates with the skills and abilities needed for the full range of judicial roles
- attract well-evidenced applications from the widest range of high calibre candidates, helping to support greater judicial diversity
- ensure the JAC is widely recognised as the trusted expert body on independent, merit-based appointment to the judiciary
- support our people to deliver Commission aims in line with our values, including through delivery of a new digital platform and tools



Richard Jarvis

Accounting Officer
Judicial Appointments Commission
9 July 2021

Accountability report

Corporate governance report

Directors' report

For the purposes of this report, Directors are defined as those who influence the decisions of the JAC as a whole, including Commissioners and those in the Senior Civil Service. Commissioners and the Chief Executive who served during 2020–21 are set out in the Remuneration and Staff Report on pages 62 to 75.

In accordance with the Code of Conduct for the Judicial Appointments Commissioners, a register of financial

and other interests was maintained and updated throughout the year by the Commissioners' Secretariat. It is published online. The Secretariat can be contacted at 5th floor, Clive House, 70 Petty France, London SW1H 9EX or by emailing enquiries@judicialappointments.gov.uk.

There were no losses of personal data during the year – as set out in the Governance Statement (nil in 2019–20).

The Commission (as at 31 March 2021)

The members of the Commission are drawn from the lay public, the legal profession, courts and tribunals judiciary, and lay magistracy or non-legal tribunal members.

12 Commissioners, including the Chairman, are appointed through open competition. The other three are selected by the Judges' Council (two senior members of the courts judiciary) and the Tribunal Judges' Council (one senior member of the tribunals judiciary).

The Chairman of the Commission must always be a lay member. Of the 14 other Commissioners:

- five must be lay members
- six must be judicial members (including two tribunal judges)
- two must be professional members (each of which must hold a qualification listed below but must not hold the same qualification as each other¹)
- one must be a non-legally qualified judicial member

The Commissioners are appointed in their own right and are not representatives of the professions that they may come from. Commissioners during 2020–21 were:

- Professor Lord Ajay Kakkar, Chairman

- Lady Justice Anne Rafferty DBE (judicial), Vice chairman until 26 July 2020
- Lady Justice Sue Carr DBE (judicial), Vice chairman from 27 July 2020
- District Judge Mathangi Asokan (judicial)
- Judge Christa Christensen (judicial) from 6 July 2020
- Her Honour Judge Anuja Dhir QC (judicial)
- Mrs Justice Sarah Falk DBE (judicial)
- Emir Feisal JP (lay magistrate)
- Jane Furniss CBE (lay)
- Susan Hoyle (lay)
- Andrew Kennon (lay)
- Sarah Lee (professional: solicitor)
- Rt Rev Dr Barry Morgan (lay) from 6 July 2020
- Judge Greg Sinfield (judicial: tribunal) from 9 June 2020
- Brie Stevens-Hoare QC (professional: barrister)
- His Honour Judge Phillip Sycamore CBE (judicial: tribunal) until 8 June 2020
- Professor Sir Simon Wessely (lay)

1 The legal qualifications are:

- barrister in England and Wales
- solicitor in England and Wales
- fellow of the Chartered Institute of Legal Executives

Commission Board, Selection and Character Committee, and Audit and Risk Committee attendance

1 April 2020 to 31 March 2021

Commissioners	Meetings attended by members out of those eligible to attend		
	Board	SCC ¹	ARC
Number of meetings: 01/04/2020 to 31/03/2021	10	21	5
Professor Lord Ajay Kakkar (Chairman)	10 of 10	21 of 21	-
Lady Justice Anne Rafferty (Vice chairman) (until 26 July 2020)	4 of 4	7 of 7	-
Lady Justice Sue Carr DBE (Vice chairman) (from 27 July 2020)	6 of 6	14 of 14	-
District Judge Mathangi Asokan	10 of 10	21 of 21	-
Judge Christa Christensen (from 6 July 2020)	5 of 7	11 of 16	-
Her Honour Judge Anuja Dhir QC	10 of 10	21 of 21	4 of 5
Mrs Justice Sarah Falk DBE	10 of 10	19 of 21	-
Emir Feisal JP	10 of 10	19 of 21	4 of 5
Jane Furniss CBE	10 of 10	20 of 21	5 of 5
Susan Hoyle	10 of 10	21 of 21	-
Andrew Kennon	10 of 10	21 of 21	-
Sarah Lee	10 of 10	21 of 21	-
Rt. Rev. Dr Barry Morgan (from 6 July 2020)	7 of 7	16 of 16	-
Judge Greg Sinfield (from 9 June 2020)	8 of 8	17 of 17	-
Brie Stevens-Hoare QC	10 of 10	19 of 21	-
His Honour Judge Phillip Sycamore CBE (until 8 June 2020)	2 of 2	3 of 3	-
Professor Sir Simon Wessely	10 of 10	19 of 21	-

The Board has a Register of Interests.

Statement of accounting officer's responsibilities

Under the Constitutional Reform Act 2005, the Lord Chancellor with the consent of HM Treasury has directed the Judicial Appointments Commission (JAC) to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the JAC and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- confirm that, as far as he is aware, there is no relevant audit information of which the entity's auditors are unaware
- confirm that he has taken all steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information
- confirm that the annual report and accounts as a whole is fair, balanced and understandable
- confirm that he takes personal responsibility for the annual report and accounts and judgements required for determining that it is fair, balanced and understandable

- observe the Accounts Direction issued by the Lord Chancellor including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts
- prepare the accounts on a going concern basis

The Accounting Officer of the MoJ has designated the Chief Executive as Accounting Officer of the JAC. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the JAC's assets, are set out in *Managing Public Money* published by HM Treasury.

Auditors

Under paragraph 31(7) Schedule 12 of the Constitutional Reform Act 2005, the Commission's external auditor is the Comptroller and Auditor General. The

cost of the audit is disclosed in Note 4 to the financial statements and relates solely to statutory audit work.

The JAC Framework Document requires that internal audit arrangements should be maintained in accordance with the Public Sector Internal Audit Standards. Internal audit services are provided by the GIAA, which provides an independent and objective opinion to the Accounting Officer on the adequacy and effectiveness of the organisation's risk management, control and governance arrangements through a dedicated internal audit service to the JAC. Internal Audit attends the JAC Audit and Risk Committee, which provides oversight on governance and risk management.

Governance statement

As Accounting Officer for the JAC, I have overall responsibility for ensuring the JAC applies high standards of corporate governance – including effective support for the Board's performance and management of risks – to ensure it is well placed to deliver its objectives and is sufficiently robust to face its challenges.

I have responsibility for maintaining a sound system of internal control that supports the achievement of the JAC's policies, aims and objectives, while safeguarding public funds and JAC assets for which I am responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

Committee structure

In order to achieve these aims we have the following committee structure in place, which is supported by a Senior Leadership team who in turn are supported by our staff. The Chairman and other Commissioners are served by a Secretariat.

- The Commission (made up of 15 Commissioners including the Chairman as set out in the Constitutional Reform Act 2005 as amended, and the Judicial Appointments Regulations 2013) meets monthly (except in January and August). Members of the Commission come from a range of backgrounds and are drawn from the lay public, academia, governance, the legal profession and the judiciary – both courts and tribunals.

- The Commission has overall responsibility for our strategic direction, within the provisions of the CRA as amended, and as set out in the Framework Document agreed between the MoJ and the Chairman of the JAC.
- Selection and Character Committee (SCC) generally meets twice a month (with some variation depending on business need). Membership is the same as the Commission, and the Committee is chaired by the JAC Chairman. The SCC identifies candidates suitable for recommendation to the Appropriate Authority for appointment to all judicial offices under Schedule 14 to the CRA, as amended by the Crime and Courts Act 2013 (CCA), and to other offices as required by the Lord Chancellor under Section 98 of the CRA.
- The Audit and Risk Committee (ARC) is made up of the Chair (a Commissioner), an independent (non-JAC) member and two other Commissioners. The Committee meets four times a year, with an additional meeting to consider the annual accounts, and advises the Chief Executive on the adequacy and effectiveness of risk management and internal control, including the strategic risk register processes. The Committee assesses the internal and external audit activity plans and the results of such activity.

Working with partners

In addition to various ad hoc meetings throughout the year, the JAC either hosts or participates in the following forums, to assist it in achieving its aims, in collaboration with its partners:

Judicial Diversity Forum

The Judicial Diversity Forum (JDF) brings together organisations from across the legal sector to identify ways of improving judicial diversity. The Forum provides strategic direction in the areas of: challenging structural barriers to appointment; analysing and addressing the reasons behind differential progression; the gathering and use of data and evidence; resolving issues of common concern; and the coordination of agreed activities aimed at encouraging greater judicial diversity.

The Forum meets twice-yearly and is supported by an Officials' Group made up of senior representatives from each of the member organisations.

The members of the JDF are:

- Chair of the Judicial Appointments Commission (also Chair of the Forum)
- Lord Chancellor
- Lord Chief Justice
- Chair of The Bar Council
- President of The Law Society
- President of the Chartered Institute of Legal Executives
- Chair of the Legal Services Board

The format of the Forum was reviewed in 2019 to strengthen the aims and membership. At their first meeting under the new format in December 2019, new Terms of Reference were agreed for the Forum.

JAC Advisory Group

The JAC Advisory Group meets every one or two months as required. The Group is made up of the Chair and Deputy Chair (both are JAC Commissioners) and members of the judiciary and legal professions. The Advisory Group considers the suitability of materials to be used in selection processes for specific exercises.

Trilateral Group

A meeting between the JAC Chair, the Lord Chancellor and Lord Chief Justice which takes place three times a year to discuss judicial strategy, resourcing and policy matters. Judicial diversity is a standing agenda item.

Board and committee performance

Board papers

Board papers follow a standard template to ensure they are comprehensive, taking account of all dependencies such as finance, risk, digital requirements, presentation and handling, General Data Protection Regulation (GDPR) and diversity and equality implications. This enables Board members to make sound decisions.

Board discussions

I am content with the wide range of issues covered over the year, including:

- COVID-19 business continuity arrangements
- evaluating the process for non-legal exercises
- reviewing Complaints and Feedback Reports 2019–20
- reviewing our Business Recovery Plan
- reviewing the audit of the role of the Assigned Commissioner
- reviewing the 2020–21 Business Plan and updating our 2020–23 strategy to reflect planning in light of COVID-19
- evaluating the pre-recorded remote role play and live remote role play for Fee-paid judge of the First-tier Tribunal and Fee-paid judge of the Employment Tribunals
- reviewing our diversity initiatives

- reviewing the s9(1) authorisations process
- reviewing the equal merit approach and the tie-break used
- reviewing and updating the Good Character Guidance
- evaluating the impact of remote assessment and outreach on diversity
- reviewing panel member support
- reviewing proposed process for the Targeted Outreach and Research team
- reviewing the combined Qualifying Test

The Board also discussed high-level arrangements for a number of exercises run by the JAC, where these were either large, high profile, or involved a change to the selection processes applied previously:

- s9(4) Deputy High Court Judge
- District Judge
- Recorder
- District Judge (Magistrates' Court)
- High Court 2020–21
- Deputy District Judge (Magistrates' Court)

The Chairs of the Audit and Risk Committee, Advisory Group, Welsh Matters Committee and Digital Programme Board briefed the Board on the highlights of their respective meetings.

Guests may be invited to attend Board meetings to exchange views in addition to discussing priorities and other pertinent issues. Guests attend a portion of a Board meeting and are not present when the Board considers and makes decisions regarding Commission business.

In 2020–21 the Lord Chancellor attended as a guest of the Commission.

Changes to the Commission

The following changes to the Commission took place during the year:

- one Commissioner was appointed on 9 June 2020: Judge Greg Sinfield
- two Commissioners were appointed on 6 July 2020: Judge Christa Christensen and Rt Rev Dr Barry Morgan
- one Commissioner was appointed on 27 July 2020: Lady Justice Sue Carr DBE (Vice chairman)
- one Commissioner's term came to an end on 8 June 2020: His Honour Judge Phillip Sycamore CBE
- one Commissioner's term came to an end on 26 July 2020: Lady Justice Anne Rafferty DBE (Vice chairman)
- eight Commissioner's terms were extended by a further three years: Jane Furniss CBE, Her Honour Judge Anuja Dhir QC, Emir Feisal JP, District Judge Mathangi Asokan, Andrew Kennon, Sarah Lee, Brie Stevens-Hoare QC and Professor Sir Simon Wessely.

All new Commissioners received an induction upon their appointment covering the selection process, equality and diversity, exercise programme, regularity and propriety, information assurance, security and general administrative issues.

Board performance evaluation

The Board assessed its performance and support in March 2021 and overall, the responses were very positive with the majority agreeing or strongly agreeing with the statements on the areas questioned. Steps are being taken to address the minor concerns raised.

Audit and Risk Committee performance

The Committee conducted a self-assessment in March 2021. The results of the self-assessment will be formally reviewed by the Committee at its next meeting in July 2021.

Commission Board, Selection and Character Committee, and Audit and Risk Committee attendance is on page 48.

COVID-19

On 11 March 2020 the JAC instituted its Business Continuity (BC) Plan in response to the emerging COVID-19 situation with the formation of the "Gold" senior leadership incident team and immediate BC plans were reviewed and endorsed by the Board on 12 March. Following government advice against non-essential travel issued on 16 March the JAC instigated full remote working for all staff from 17 March 2020.

In line with government guidance, the JAC continued to adopt remote working throughout the year. All selection activity was undertaken remotely whilst deploying the relevant digital tools effectively. The senior leadership team met weekly to discuss progress against business activity and the wellbeing of its staff. Measures have been implemented to increase staff numbers, particularly in the operational areas, to ensure delivery of selection exercises. It is envisaged that the JAC will continue to work remotely well into 2021-22, though work is already underway to consider how the JAC will operate post-COVID restrictions.

Corporate governance

Guidance followed

The JAC follows HM Treasury/Cabinet Office guidance in Corporate Governance in Central Government Departments: Code of Good Practice 2011, as far as possible in its capacity as a small arms'-length body. As such it does not comply with the code provisions relating to a minister, nor have a separate professionally qualified finance director sitting on the Board given its independent status. The JAC is under a finance service model where support is provided through a Finance Business Partner based in MoJ Corporate Finance. The Board membership is also governed by the requirements of the CRA, as amended by the CCA.

There is no formal Nominations and Governance Committee in place identifying leadership potential. Compliance with Corporate Governance guidance is outlined in much greater depth in the Triennial Review report, issued in January 2015.

Responsibility

The JAC Board and its other Committees provide the necessary leadership, effectiveness, accountability and sustainability to ensure the JAC delivers its objectives, whilst maintaining an open and transparent dialogue with the MoJ and other key interested parties. As Accounting Officer, I also take seriously my responsibilities on the use of public funds that have been provided to the JAC, to ensure the most effective and efficient use of those funds.

The JAC has a balanced Board in place, which consists of the Chairman and the Commissioners, who all have equal decision-making rights. As Chief Executive I attend Board meetings, in a non-voting capacity. Of utmost importance is that all Board members uphold the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Assurance

Assurance process

Each member of the senior leadership team reports on exceptions that occurred in their areas of responsibility where processes have not operated as intended. These are scrutinised through the Audit and Risk Committee, and so I am confident that all assurance matters have been brought to my attention, and that assurance is well managed. There were no significant control exceptions identified this year.

Internal audit

The JAC uses the Government Internal Audit and Assurance service, which is accountable to me as Accounting Officer. The service operates to Public Sector Internal Audit Standards and submits regular reports, which include the Head of Internal Audit's annual independent opinion on the adequacy and effectiveness of the arrangements for risk management, and control and governance, together with recommendations for improvement.

The Annual Report from the Head of Internal Audit reflects well on the organisation and they provided an annual opinion of 'Moderate' on the adequacy and effectiveness of the framework of governance, risk management and control. In particular, JAC commissioned the GIAA to benchmark the JAC against 26 comparator organisations from across government in four key areas, being governance, risk management, budgeting, and payroll. From this audit, GIAA produced a report which concluded that the JAC is not vulnerable

to the more significant governance issues identified by GIAA in a number of comparator organisations and is well placed in comparison. This gives me additional assurance that the organisation is managed well.

External audit

The Comptroller and Auditor General through the National Audit Office provides the external audit function for the JAC, and provided an unqualified opinion on our financial statements. In addition, they identified no significant internal control weaknesses, no issues concerning the regularity of expenditure, nor any material misstatements.

Sponsor department (MoJ)

I have regular meetings with the Lord Chancellor's officials to discuss progress in meeting the JAC's strategic objectives as set out in our Business Plan. These meetings are very constructive and demonstrate that there is a great deal of co-operation between us.

Data quality

Data considered by the Board

At each Board meeting, Commissioners consider the Management Information Pack. The pack contains progress against business plan objectives, statistical data relating to selection exercises (including diversity data), finance, human resources, Freedom of Information Act request, outreach activity and a summary of the corporate risks. The pack is updated each month, and reviewed by the senior leadership team prior to Board meetings.

Immediately prior to the release of annual official statistics, including diversity data, the reports are circulated to all Commissioners for information, in addition to key partners, in line with Code of Practice for Official Statistics. Data produced as a result of selection processes are regularly checked to ensure they are up-to-date and that figures are correct and consistent.

Data considered by the Selection and Character Committee

At its meetings, the Selection and Character Committee (SCC) considers proposal papers when agreeing its recommendations to the Appropriate Authority. The Committee looks at the progress of candidates of different backgrounds through selection processes. To help the Committee do this, it is provided with the diversity statistics for each exercise.

If the equal merit provision (EMP) is applied, the JAC will rely on the diversity data provided in the candidate's application form. The information provided on diversity does not, under any other circumstances, play a part in the selection process.

Data considered by the Audit and Risk Committee

As stated above, the Audit and Risk Committee (ARC) is provided with a copy of the latest Management Information Pack when it meets. In addition, the Committee considers data presented in other documents, including a summary of the JAC's quarterly accounts that are consolidated with MoJ.

Risk

Risk is managed in the JAC through the embedded risk registers throughout the organisation, underpinned by a supporting Risk Management Policy and Framework and Risk Improvement Manager. This provides guidance and assistance as required, whether through the handling of individual queries, attendance at various meetings, or to support my role as Accounting Officer.

Audit and Risk Committee

The Committee monitors the key risks to achieving our strategic objectives through the Corporate Risk Register, which is updated by the Senior Leadership Team. Commissioners have delegated to the Committee responsibility for advising on the adequacy and effectiveness of risk management and internal control, including the risk management process.

Risk Management Policy and Framework

The JAC's Risk Management Policy and Framework outlines the key principles underpinning the JAC's approach to risk management and explains the risk management processes and the roles and responsibilities of staff. The JAC has a low to medium risk appetite, which means that the JAC is prepared to accept, tolerate or be exposed to a low to medium level of risk at any one point in time. The Framework is reviewed annually by the Audit and Risk Committee (ARC). We maintain risk at a tolerable level rather than try

to eliminate all risk of failure to achieve policies, aims and objectives. We can therefore only provide reasonable and not absolute assurance of effectiveness. I am satisfied that this is a proportionate approach.

Risk management and training

All staff have been informed of their responsibility for managing risk and new staff receive a summary on managing risk in their induction packs. Many staff members are involved actively in the management of risk through reporting at individual project boards and other forums.

Risk registers

The JAC regularly reviews risks to its objectives and monitors controls to mitigate these risks through the effective use of risk registers. We follow the guidance in HM Treasury's The Orange Book (2004), by evaluating risks in terms of their impact on corporate objectives and likelihood of occurrence.

There is a hierarchy of risk registers, starting with the organisation-wide Corporate Risk Register at the top (the key risks in the Corporate Risk Register are set out in the Overview section of the Performance report, page 17). Feeding into this are detailed registers on: health and safety; digital; information security; and operational and policy risks as identified and discussed at regular Selection Exercise checkpoints which escalate risks, as appropriate, to the senior leadership team. I consider this to be appropriate for the JAC.

Information security, fraud and whistleblowing

Senior Information Risk Owner (SIRO)

The SIRO is responsible for managing information risk on behalf of myself, as Accounting Officer, and the Board, and for providing the necessary assurance.

Any data recorded on JARS and the JAC's new Digital Platform is subject to specific legislative provisions set out in the CRA, the Data Protection Act (DPA) 2018 and Freedom of Information Act (FoIA) 2000. User access is strictly controlled, and trail logs are kept for security checks and audit purposes. Requests for information are handled in full compliance with both the DPA and FoIA.

Any operational requirements to deviate from the JAC Security Policy regarding data security require SIRO agreement.

12 security incidents were reported during 2020–21, two less than the previous year. Of the incidents reported, two were considered to be high, but neither had to be reported to the Information Commissioner's Office. The majority of incidents involved information going to the wrong recipient via email, normally during times of high pressure. Considering the significant increase in transmitting information via email due to remote working, the total number of incidents remained relatively low. Staff are regularly reminded of their responsibilities when handling sensitive information via the fortnightly communication notice.

A Counter Fraud Strategy and Response Plan are available to

staff on our intranet and we have a whistleblowing policy in place. I am content that the measures we have in place are effective for the JAC to enable staff to report any concerns that they may have and that we are well placed to deal with such concerns should they arise.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) came into effect in the UK from 25 May 2018, together with the Data Protection Act 2018 (DPA). The GDPR has been retained in UK law as the UK GDPR, and will continue to be read alongside the Data Protection Act 2018, with technical amendments. The JAC has undertaken the work required to adjust policies and procedures to ensure the JAC is compliant with GDPR.

A Data Protection Officer was appointed and Commissioners, staff and panel members were provided with information about their responsibilities under GDPR with training provided where necessary.

To ensure that activities relating to the holding and processing of personally identifiable information were compliant with the GDPR, JAC commissioned the GIAA to conduct an audit of its processes in February 2020. The JAC has implemented eight out of ten of those recommendations with the remaining two on track for completion by July 2021.

Summary

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control, including the risk management framework. My review is informed by the work of the internal auditors and the Senior Leadership Team within the JAC who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports.

I have been advised on the implications of the result of my review by the Board

and the Audit and Risk Committee. I am satisfied that a plan to address weaknesses in the system of internal control and ensure continuous improvement of the system is in place. I am also satisfied that all material risks have been identified, and that those risks are being properly managed.

I am therefore able to confirm that there have been no known significant governance issues that could undermine the integrity or reputation of the JAC up to 31 March 2021 and up to the date of this report.

Remuneration and staff report

Remuneration policy

Chief Executive

The Chief Executive (a senior civil servant) is a permanent member of the JAC. Details of his contract are set out below. The terms and conditions of his appointment, including termination payments, are governed by his contract.

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Senior Salaries Review Board (SSRB). The SSRB also advises the Prime Minister from time to time on the pay and pensions of Members

of Parliament and their allowances; on peers' allowances; and on the pay and pensions and allowances of ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

Further information about the work of the SSRB is on the Office of Manpower Economics website at www.gov.uk/ome

The Chief Executive served during the year, and details of his appointment are set out below:

	Date of appointment	Date of leaving	Contract
Chief Executive: Richard Jarvis	15/02/2017	n/a	Permanent member of staff (3 month notice period)

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at www.civilservicecommission.org.uk

Panel members

The JAC has appointed panel members who are used, when required, to assess candidates for selection. Panel members may be required to chair the panel or participate as another member alongside the chair. The panel chairs provide a summary report for Commissioners on candidates' suitability for selection. These panel chairs and members are paid a fee for each day worked and are entitled to reimbursement for travel and subsistence. The taxation on such expenses is borne by the JAC. They do not have any pension entitlements.

Commissioners

Commissioners are appointed by the Lord Chancellor for fixed terms in accordance with Schedule 12 of the Constitutional Reform Act 2005. No Commissioner is permitted to serve for periods (whether or not consecutive) for longer than ten years. Commissioners are public appointees and provide strategic direction to the JAC and select candidates for recommendation for judicial office to the Appropriate Authority.

Commissioners, excluding the Chairman and those who are members of the judiciary, are paid a fee by the JAC. The fee is neither performance-related nor pensionable. Any increase in the level of fees is at the discretion of the Lord Chancellor. Commissioners who are in salaried state employment, including judges, receive no additional pay for their work for the JAC. Commissioners do not receive any pension benefits.

Commissioners who are entitled to a fee are paid an annual amount of £9,473 in respect of 28 days service a year. In exceptional circumstances they may be paid for additional days' work at £338.33 a day. The remuneration of the Chairman is included in the Chief Executive's remuneration table on page 65.

Members of the commission in 2020–21

Commissioners	Date of original appointment	End of term
Chairman: Professor Lord Ajay Kakkar	03/10/2016	02/10/2022
Vice chairman: Lady Justice Anne Rafferty DBE	14/11/2017	26/07/2020
Vice chairman: Lady Justice Sue Carr	27/07/2020	26/07/2023
District Judge Mathangi Asokan	01/09/2017	31/08/2020
Christa Christensen	06/07/2020	05/07/2023
Her Honour Judge Anuja Dhir QC	08/06/2018	07/06/2021
Emir Feisal JP	01/09/2017	31/08/2020
Jane Furniss CBE	01/09/2017	31/08/2020
Andrew Kennon	01/09/2017	31/08/2020
Sarah Lee	09/04/2018	08/04/2021
Brie Stevens-Hoare QC	09/04/2018	08/04/2021
His Honour Judge Phillip Sycamore CBE	09/06/2014	08/06/2020
Professor Sir Simon Wessely	01/09/2017	31/08/2020
Sue Hoyle OBE	01/08/2019	31/07/2022
Mrs Justice Sarah Falk	01/10/2019	30/09/2022
Greg Sinfield	09/06/2020	08/06/2023
Rt. Rev. Dr Barry Morgan	06/07/2020	05/07/2023

Total figure of remuneration

Remuneration (including salary) and pension entitlements (including the Chairman)

The following sections provide details of the remuneration and pension interests of the Chairman and Chief Executive of the JAC, (audited), which were as follows:

Single total figure of remuneration:

	Salary		Bonus payments		Benefits in kind (to nearest £100)		Pension benefits ¹		Total	
	£000	£000	£000	£000	£100)	£000	£000	£000	£000	£000
Officials	2020–21	2019–20	2020–21	2019–20	2020–21	2019–20	2020–21	2019–20	2020–21	2019–20
Professor Lord Ajay Kakkar	55–60 ²	55–60 ²	-	-	-	-	-	-	55–60	55–60
Richard Jarvis	95–100	90–95	5–10	5–10	-	-	39	32	140 –145	130 –135

Notes:

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

² The figure is the rate based on a 0.4 FTE, full-time equivalent rate being £135–140k.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by JAC and treated by HM Revenue and Customs as a taxable emolument. The Chairman and Chief Executive have no entitlement to benefits in kind and did not receive any (nil 2019–20). In 2020–21 no Director received any benefits in kind.

Commissioners' remuneration

The Commissioners' remuneration (audited) for the year is as shown below (for joining or leaving dates see the Governance Statement), including payments to Commissioners for acting as panellists in selection exercises: 1 April 2020 to 31 March 2021.

All remuneration is based on the time each Commissioner was in office, so does not necessarily represent a full year's service – see dates for original appointments on page 64.

		2020–21	2019–20
	Remuneration ¹ £000 (to nearest £100)	Benefits in kind £000 (to nearest £100)	Remuneration ¹ (to nearest £100) £000
Her Honour Judge Anuja Dhir QC	-	-	-
Professor Noel Lloyd CBE	-	-	1.5
Sue Hoyle OBE	23.5	- 23.5	9
Mrs Justice Sarah Falk	-	-	-
Dame Valerie Strachan DCB	-	-	-
His Honour Judge Phillip Sycamore CBE ³	-	-	3
Lady Justice Anne Rafferty ³	-	-	-
Lady Justice Sue Carr ³	-	-	-
District Judge Mathangi Asokan ³	-	-	-
Sarah Lee	13	- 13	13
Brie Stevens-Hoare	13	0.3 13.3	13
Emir Feisal JP	19.5	0.1 19.6	13
Jane Furniss CBE	19.5	- 19.5	13.5
Andrew Kennon	29	- 29	22
Judge Fiona Monk ³	-	-	-
Professor Sir Simon Wessely	17.5	- 17.5	13
Rt. Rev. Dr Barry Morgan	9.5	- 9.5	-
Greg Sinfield ³	-	-	-
Christa Christensen ³	-	-	-

1. Remuneration in excess of the £9k payable for their role as a Commissioner is due to additional days worked as a panel member on selection exercises.

2. Commissioners' benefits in kind are reimbursed in cash for expense claims relating to their travel and subsistence costs in relation to JAC business.

3. Nil balances are disclosed for judicial Commissioners as they are not directly paid by the JAC.

Benefits in kind

Commissioners may be reimbursed for their travel and subsistence costs in attending Commission business if the cost of their journey is greater than what they would otherwise have incurred with their other employment. Since non-judicial Commissioners are deemed to be employees of the JAC, the amounts of these reimbursements are treated as benefits in kind and are disclosed in the table above and incorporated into the benefits in kind amounts. The taxation on such expenses is borne by the JAC. There are no other benefits in kind.

Judicial Commissioners are not deemed to be employees of the JAC, and therefore their travel and subsistence costs are not treated as benefits in kind. There were no claims made by Judicial Commissioners.

Pension entitlements

The pension entitlements of the Chairman and Chief Executive (audited) were as follows:

	Total accrued pension at pension age as at 31/03/2021 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/21	CETV at 31/03/19	Real CETV
	£000	£000	£000	£000	£000
Professor Lord Ajay Kakkar ¹	-	-	-	-	-
Richard Jarvis	34–40 plus a lump sum of 80–85	0–2.5 plus a lump sum of 0–2.5	731	680	24

1. Not entitled to pension benefits.

The CETV figures are provided by approved pensions administration centres, who have assured the JAC that they have been correctly calculated following guidance provided by the Government Actuary's Department.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within ten years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the

PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of **classic**, **premium**, **classic plus**, **nuvos** and **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits

in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with the Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Pay multiples (as at 31 March 2021)

Selection exercise	2020–21	2019–20
Band of highest paid director's total remuneration (£000)	100–105	100–105
Median total remuneration (£)	34,381	32,039
Ratio	3.0:1	3.2:1

The JAC is required to disclose the relationship between the remuneration of the highest-paid director in the organisation and the median remuneration of the organisation's workforce (audited).

The median remuneration of the workforce was £34,381 (2019–20, £32,039).

The remuneration ranged from £20,000–25,000 to £100,000–105,000 (£15,000–20,000 to £100,000–105,000 in 2019–20). The banded remuneration of the highest-paid director in the JAC in 2020–21 was £100,000–105,000 (2019–20, £100,000–105,000). This was 3.0 times (2019–20, 3.2 times) the median remuneration of the workforce.

In 2020–21, nil (nil in 2019–20) employees received remuneration in excess of the highest-paid director. This disclosure is based on the annualised salaries of agency contractors should that have been the case.

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. This presentation is based on the cash payments made in the year by the JAC.

The calculations exclude the pay to the Chairman and Commissioners as their employment terms and conditions, including pay rates, are determined by the MoJ, and the JAC is unable to influence those rates. Details of their pay is provided above. The calculations also exclude the pay made to our panel chairs and panellists, who are employed on a Fee-paid basis, as to include them would lead to misleading information.

The slight decrease in the median pay ratio is due to there being more workers having been recruited at a higher salary than there was last year. In addition, the lowest paid worker's salaries were higher this year than they were last year.

Staff report

Staff composition

The split of the staff as at 31 March 2021 is as follows:

These correspond to the total of permanent, fixed term contracts and seconded staff as set out below:

	Male	Female	Total
Director (senior civil servant)	1	-	1
Senior leaders	-	2	2
Other staff	35	41	76
Total	36	43	79

These correspond to the total of permanent, fixed term contracts and seconded staff as set out below (audited):

	Staff costs comprise						2020–21		2019–20	
	Commissioners	Panel chairs and lay panel members	Permanent staff	Seconded staff	Fixed- term contracts	Other contracted staff	Total	Total		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Wages and salaries	144	1,174	2,904	79	-	1,091	5,392	4,158		
Social security costs	18	145	316	-	-	-	479	450		
Other pension costs	-	-	685	-	-	-	685	630		
Total	162	1,319	3,905	79	-	1,091	6,556	5,238		

During the year, £489k of staff costs were capitalised (£500k in 2019–20).

In 2020–21 the JAC employed its own staff (permanent staff, on loan and those on fixed-term contracts).

Other contracted staff are supplied by agencies. All irrecoverable Value Added Tax (VAT) is included within wages and

salaries. No VAT is included in social security or other pension costs.

The JAC did not have any costs associated with staff who were relevant trade union officials during 2020–21.

The PCSPS and the Civil Servants and Others Pension Scheme (CSOPS), known as 'alpha', are unfunded multi-employer defined benefit schemes where the JAC is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary valued the scheme as at 31 March 2020. Details can be found in the Civil Superannuation annual accounts 2019 to 2020 at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/970826/HC1148-Civil-Superannuation-annual-account-2019-20.pdf.

For 2020–21, employers' contributions of £685k were payable to the PCSPS (2019–20: £630k) at one of four rates that ranged from 26.6% to 30.3% (2019–20: 26.6% to 30.3%) of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years

following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2020–21 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions to partnership pension accounts in 2020–21 were £0 (2019–20: £0). Employer contributions, which are age-related, ranged from 8.00% to 14.75% (2018–19: 8.00% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer pension contributions equivalent to 0.5% (2019–20: 0.5%) of pensionable pay were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of employees in the PCSPS.

The average numbers of full-time equivalent persons employed during the year were as follows (audited):

	Commissioners	Panel chairs and lay panel members	Permanent staff	Seconded staff	Fixed-term contracts	Other contracted staff	Total
2020–21	2	17	71	1	1	20	112
2019–20	2	15	65	2	1	11	96

The average numbers for Commissioners, panel chairs and lay panel members represent their total respective input into the JAC in full-time equivalent terms.

Civil Service and other compensation schemes: exit packages – Audited

There were no departures, voluntary or otherwise, in 2020–21 (2019–20: nil departures).

Spend on consultancy

During 2020–21, the JAC spent £59k on consultancy (2019–20: £28k). This related to media support for the Commission and user research on candidate feedback regarding the remote assessment experience.

Off-payroll engagements

During the financial year 2019–20, the JAC has reviewed off-payroll engagements where we are required to consider intermediaries, IR35, legislation using HMRC's guidance and online status indicator. We have advised our contracting body of the outcome of the status determinations so that, where appropriate, tax deductions are made at source from payments made in respect of the engagement with the JAC. Further details of off-payroll engagements in the JAC can be found in the MoJ departmental resource accounts.

Sickness absence data

Staff sickness absence levels have risen this year, though they remain below the average compared with other Civil Service organisations. For 2020–21 an average figure of 5.51 days for each member of staff was lost due to absences (compared to a figure of 4.24 days in 2019–20). Of this figure 3.71 days relate to long-term absence and 1.79 days short-term absence for each member of staff. On average, 2.03 days

per person was lost due to sickness which was directly related to COVID-19.

Staff turnover

In 2020–21, staff turnover was 16% (2019–20: 19%). This includes transfers of staff within the Civil Service. The JAC continues to monitor turnover rates and support initiatives to maintain a healthy level of turnover. The annual Civil Service People Survey, coupled with other research, helps us to understand our people's experience of working in the JAC and take appropriate action to improve effectiveness, including where turnover becomes problematic.

Staff policies

Despite the challenging year, as the JAC went to full remote working from March 2020, the JAC has continued to work directly with staff through team meetings and communications using best use of video techniques. Weekly video stand up meetings conducted by the CEO to all staff have continued throughout the year. Apart from providing information staff are encouraged to ask about COVID-19 and how it relates to themselves and their work. Advice on wellbeing is provided, which is repeated in the fortnightly staff bulletins.

We have adjusted policies to take into account COVID-19 and the preferences of staff to work more flexibly.

The JAC health and safety policy was revised in June 2020 to incorporate advice on remote working. Where necessary, additional equipment was provided to ensure that the working conditions at home were safe and

secure and would mirror as far as possible working conditions in the office. The JAC communicates other health and safety information to staff through the intranet, newsletters and by notices. The JAC has sufficiently trained first aiders and fire wardens in place. There were no reportable health and safety incidents in 2020–21.

The annual People Survey in 2020 showed a response rate of 86% (83% in 2019), with an overall engagement score of 65% (59% in 2019). In keeping with the aims of the JAC People Plan, senior leaders agreed further actions to be taken forward in 2021 to address the main issues arising from the survey and additional matters following the need to move to remote working.

The JAC fully considers human rights issues in relation to its staff and candidates.

The JAC works to ensure that disability is not regarded as a barrier to recruitment, learning and development or promotion. We are committed to ensuring that staff with a disability have access to the same opportunities when they first join the JAC and at all stages in their career. This includes making sure that they have the right workplace adjustments to be fully effective in their roles, irrespective of whether their condition is pre-existing or acquired while employed by the JAC. Additionally, we provide internal support to staff with disabilities through the Ministry of Justice (MoJ) disability network. We also link into a range of other MoJ networks where staff with disabilities can obtain peer support and advice.

The JAC operates a Guaranteed Interview Scheme, which guarantees an interview to anyone with a disability whose application meets the minimum criteria for the post.

The JAC meets its responsibilities under the Equality Act 2010 and uses name-blind recruitment for all staff appointments.

The JAC continues to promote equality of opportunity, both in the selection of candidates for judicial office and in the recruitment, training and promotion of staff.

Parliamentary accountability and audit report

Regularity of expenditure

In addition to the primary financial statements prepared under International Financial Reporting Standards (IFRS), the Government Financial Reporting Manual (FReM) requires the JAC to report on losses, special payments and remote contingent liabilities. These notes and disclosures were audited.

Losses statement

There were no losses during the year (nil in 2019–20) and no irregular spend.

Special payments

There was one special payment over the 12 months to 31 March 2021 of £159k (nil in 2019–20), made as a result of the IR35 determination.

£159k was payable to HMRC in relation to IR35 liabilities arising from incorrect assessments of the employment status of workers. In 2019, HMRC challenged the MoJ to revisit employment status determinations for off-payroll workers engaged between 6 April 2017 and 5 April 2020, where we had previously concluded workers were operating outside of the off-payroll working rules. This liability has crystallised and quantifies the contingent liability disclosed in the 2019–20 Annual Report and Accounts. As the department could have avoided these tax and NI payments if a different determination had originally been made, the liabilities are classified as fruitless.

Remote contingent liabilities

In addition to contingent liabilities reported within the meaning of IAS 37, the JAC is also required to disclose details of any liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of contingent liability.

As at 31 March 2021, the JAC has no remote contingent liabilities.



Richard Jarvis

Accounting Officer
Judicial Appointments Commission
9 July 2021

Certificate and report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Judicial Appointments Commission for the year ended 31 March 2021 under the Constitutional Reform Act 2005. The financial statements comprise: Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- give a true and fair view of the state of the Judicial Appointments Commission's affairs as at 31 March 2021 and of the Judicial Appointments Commission's net expenditure for the year then ended;

- have been properly prepared in accordance with the Constitutional Reform Act and the Lord Chancellor's directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the Judicial Appointments Commission in accordance with the ethical

requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Judicial Appointments Commission's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Judicial Appointments Commission's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Commission and the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Judicial Appointments Commission is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going

concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the annual report but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's certificate thereon. The Commission and the Accounting Officer is responsible for the other information. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Lord Chancellor's directions made under the Constitutional Reform Act 2005; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Judicial Appointments Commission and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability reports. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made; or

- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Commission and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Commission and the Accounting Officer, is responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- internal controls as the Commission and the Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error.
- assessing the Judicial Appointments Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Commission and the Accounting Officer anticipates that the services provided by the Judicial Appointments Commission will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to examine, certify and report on the financial statements in accordance with the Constitutional Reform Act 2005.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the Judicial Appointments Commission's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Judicial Appointments Commission's policies and procedures relating to:

- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Judicial Appointments Commission's controls relating to the Constitutional Reform Act 2005 and the Judicial Appointments Commission Regulations 2013;
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following area: posting of unusual journals and policy for capitalisation of new digital platform;
- obtaining an understanding of the Judicial Appointment Commission's framework of authority as well as other legal and regulatory frameworks that the Judicial Appointment's Commission operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Judicial Appointments Commission. The key laws and regulations I considered in this context included

the Constitutional Reform Act 2005, Managing Public Money, Employment Law, and Tax Legislation.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- reading minutes of meetings of those charged with governance and the Board;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- assessing the accounting policy for capitalisation of the new digital platform.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report

I have no observations to make on these financial statements.



Gareth Davies

Comptroller and Auditor General
13 July 2021

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP



Financial statements

Statement of comprehensive net expenditure

for the period ended 31 March 2021

		2020–21	2019–20
	Note	£000	£000
Income	2	-	(21)
Expenditure			
Staff costs	3	6,556	5,238
Other operating costs	4	718	1,764
Services and facilities from sponsoring department		1,014	996
Net expenditure for the year		8,288	7,977
<hr/>			
Other comprehensive net expenditure			
Net (gain)/loss on revaluation of:			
Intangible asset	6	(31)	(3)
Comprehensive net expenditure for the year		8,257	7,974

The notes on pages 88 to 96 form part of these accounts.

Statement of financial position

as at 31 March 2021

		31 March 2021	31 March 2020
	Note	£000	£000
Non-current assets			
Intangible assets	6	945	604
Total non-current assets		945	604
Current assets			
Trade and other receivables	7	48	87
Cash at bank	8	705	698
Total current assets		753	785
Total assets		1,698	1,389
Current liabilities			
Trade and other payables	9	(156)	(74)
Other liabilities	9	(832)	(562)
Total current liabilities		(988)	(636)
Total assets less current liabilities		710	753
Taxpayers' equity			
Revaluation reserve		34	3
General reserve		676	750
Total taxpayers' equity		710	753

The notes on pages 88 to 96 form part of these accounts.



Richard Jarvis

Accounting Officer
Judicial Appointments Commission
9 July 2021

Statement of cash flows

for the year ended 31 March 2021

		31 March 2021	31 March 2020
	Note	£000	£000
Cash flows from operating activities			
Net expenditure for the year		(8,288)	(7,977)
Adjustments for non-cash transactions:			
– MoJ overhead recharges		1,014	996
– Write off intangible asset value		3	-
– Amortisation	4	176	90
(Increase)/Decrease in trade and other receivables	7	39	(19)
Increase/(Decrease) in trade and other payables	9	352	(215)
Net cash outflow from operating activities		(6,704)	(7,125)
Cash flows from investing activities			
Purchase of Intangible asset	5	(489)	(500)
Net cash (outflow) from investing activities		(489)	(500)
Cash flows from financing activities			
Grant-in-aid received from MoJ		7,200	8,079
Net financing		7,200	8,079
Net increase/(decrease) in cash and cash equivalents in the period	7	454	
Cash and cash equivalents at the beginning of the year		698	244
Cash and cash equivalents at the end of the period	8	705	698

The notes on pages 88 to 96 form part of these accounts.

Statement of changes in taxpayers' equity

for the year ended 31 March 2021

	General reserve	Revaluation reserve	Total
	£000	£000	£000
Balance at 31 March 2019	(348)	-	(348)
Changes in taxpayers' equity in 2019–20			
Net expenditure for the year ended 31 March 2020	(7,977)	-	(7,977)
Grant-in-aid towards expenditure	8,079	-	8,079
Grant-in-aid received, being costs settled by MoJ	996	-	996
Revaluation of intangible assets	-	3	3
Transfers between reserves	-	-	-
Balance at 31 March 2020	750	3	753
Changes in taxpayers' equity in 2020–21			
Net expenditure for the year ended 31 March 2021	(8,288)	-	(8,288)
Grant-in-aid towards expenditure	7,200	-	7,200
Grant-in-aid received, being costs settled by MoJ	1,014	-	1,014
Revaluation of intangible assets	-	31	31
Transfers between reserves	-	-	-
Balance at 31 March 2021	676	34	710

The notes on pages 88 to 96 form part of these accounts.

Notes to the accounts

for the year ended 31 March 2021

Note 1: Statement of accounting policies

These financial statements are prepared on a going concern basis in accordance with the Constitutional Reform Act 2005 and with the 2020-21 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public-sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the circumstances of the JAC for the purpose of giving a true and fair view has been selected.

The policies adopted by the JAC are described below. They have been applied consistently in dealing with items that are considered material to the account and are in a form as directed by the Lord Chancellor with the approval of HM Treasury.

a) Changes in Accounting Policy and disclosures, and accounting standards issued but not adopted

There have been no new or amended standards adopted in the financial year beginning 1 April 2020.

New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2020

IFRS 16 Leases

IFRS 16 provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset is of low value. Under the FReM, the standard is effective from 1 April 2022, with the option to early adopt. The MoJ Departmental group will early adopt IFRS 16 in the financial year commencing 1 April 2021.

The JAC occupies office space at Clive House under agreement with the Core Department, which is recognised in the annual charges for accommodation costs. The Core Department may amend accommodation arrangements at relatively short notice as part of its wider management of the estate, and the JAC cannot exclusively control the right to use the space. It has therefore been determined that this arrangement does not meet the definition of a lease under IFRS 16.

Lease assets and liabilities relating to Clive House will be recognised in the Ministry of Justice Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under accommodation costs.

There are no other material arrangements that meet the definition of a lease under IFRS 16 and therefore we do not expect the application of IFRS 16 to have an impact on the JAC accounts.

b) Funding

The JAC receives funding as grant-in-aid, this Government grant-in-aid received is accounted for as funding through the general fund.

c) Accounting for value added tax

The JAC is not permitted to recover any VAT on expenditure incurred. All VAT is therefore non-recoverable and charged to the relevant expenditure category.

d) Accounting estimates and judgements

The JAC's valuation of its intangible assets are based on estimates and assumptions of what the valuation will be. The valuation is based on historical cost, experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are presently no estimates or assumptions that have a significant risk of causing a material adjustment to the carrying amounts of intangible assets.

e) Intangible assets

An intangible asset, as specified in IAS 38 – Intangible Assets, is an identifiable asset without physical substance. Intangible assets are capitalised if it is probable that future service potential attributable to them will flow to the JAC and if their cost can be measured reliably.

The Intangible Asset associated with the development of the new digital platform, which will replace the existing Judicial Appointments Recruitment System (JARS) comprises internally developed software for internal use and software developed by third parties. Development costs that are directly attributable to the design and testing of this identifiable and unique software product controlled by JAC are capitalised when they meet the criteria specified in the FReM, which has been adapted from IAS 38 'Intangible Assets'. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Subsequent to initial recognition, intangible assets are recognised at fair value. As no active market exists for the JAC's Intangible Asset, fair value is assessed as replacement cost less any accumulated amortisation and impairment losses. This is known as depreciated replacement cost (DRC).

The capitalisation threshold for software projects and for subsequent additions that enhance the economic benefit of the asset is £5,000. Intangible Assets are revalued at each reporting date using the Producer Price Index produced by the Office for National Statistics. The accumulated amortisation is eliminated against the gross carrying amount of the asset. The policy is to revalue at the year-end through indexation unless any other information is available which gives a

better indication of fair value, in which case this takes precedence.

The new digital platform went live on 21 January 2020 with the initial useful economic life of the asset set at 7 years.

f) Pensions policy

Past and present employees are covered by the provisions of the PCSPS schemes. The defined benefit schemes are unfunded except in respect of dependants' benefits. The JAC recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from the employees' services, by payments to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS.

g) Employee benefits

In compliance with IAS19 Employee Benefits, an accrual is made for holiday pay in respect of leave which has not been taken at the year end and this is included within payables.

h) Services and facilities provided by sponsoring department

In accordance with the Framework Document, the JAC does not meet the costs of certain services as these are provided by the MoJ and are non-cash charges. These services are agreed and managed between the JAC and MoJ and provide communications, information operations, finance training; accommodation, HR services, provision of IT equipment, internet/intranet facilities, shared services, and commercial and contract management advice. An analysis of these charges can be found in note 4.

Note 2: Income

	2020–21	2019–20
	£000	£000
Recovery of Selection Exercise Costs from Welsh Government	-	(21)
	-	(21)

Note 3: Staff and member costs

	Commissioners	Panel chairs and lay panel members	Permanent staff	Seconded staff	Other contracted staff	Total
	£000	£000	£000	£000	£000	£000
2020–21						
Wages and salaries	144	1,174	2,904	79	1,091	5,392
Social security costs	18	145	316	-	-	479
Pension contributions	-	-	685	-	-	685
Total	162	1,319	3,905	79	1,091	6,556
2019–20						
Wages and salaries	120	949	2,620	100	369	4,158
Social security costs	10	150	290	-	-	450
Pension contributions	-	-	630	-	-	630
Total	130	1,099	3,540	100	369	5,238

Note 4: Other operating costs

	2020–21	2019–20
	£000	£000
Selection exercise programme		
Panel member travel and subsistence	7	285
Staff travel and subsistence	-	12
Selection day costs	96	264
Advertising	14	30
Direct selection process costs	10	24
	127	615
Other programme costs		
Outsourced accommodation costs	(6)	526
Commissioners' travel and subsistence	(1)	13
Consultancy	59	28
Judicial Appointments Recruitment System	207	341
	259	908
Administration costs		
Staff training	17	34
Office expenses	32	26
Legal services	21	17
External audit	33	33
Internal audit	37	38
Bank charges	13	3
	153	151
Non-cash items		
Amortisation	176	90
Loss on disposal	3	-
	179	90
Total other operating costs	718	1,764

Note 5: Services and facilities provided by sponsoring department

	2020–21	2019–20
	£000	£000
Communications	2	2
Information Operations	-	27
Finance	100	-
Estates	575	613
HR	9	11
ICT	262	277
Shared Services	64	65
CCM	2	1
Total Corporate overhead charge	1,014	996

Note 6: Intangible assets

Movements in 2020–21	Information Technology £000	Total £000
Cost or valuation		
At 1 April 2020	695	695
Additions	489	489
Disposal	(3)	(3)
Revaluations	44	44
At 31 March 2021	1,225	1,225
Amortisation		
At 1 April 2020	91	91
Charged in year	176	176
Revaluations	13	13
At 31 March 2021	280	280
Carrying amount at 31 March 2021	945	945
Carrying amount at 31 March 2020	604	604

<p>Note 6: Intangible assets (continued)</p> <p>Intangible assets include the following materially significant items:</p>		
		Remaining Useful Economic Life Net Book Value (years) £000 £000
Asset		
Cloud Based Digital Platform for Judicial Recruitment Service	899	6
Judicial Appointments Recruitment System	44	-
Movements in 2019–20		Information Technology £000 Total £000
Cost or valuation		
At 1 April 2019	191	191
Additions	500	500
Revaluations	4	4
At 31 March 2020	695	695
Amortisation		
At 1 April 2019	90	90
Charged in year	1	1
Revaluations		
At 31 March 2020	91	91
Carrying amount at 31 March 2020	604	604
Carrying amount at 1 April 2019	635	635

Note 7: Trade and other receivables

	31 March 2021 £000	31 March 2020 £000
Amounts falling due within one year		
Deposits and advances	46	75
Other receivables	2	12
Total	48	87

Note 8: Cash at bank

	31 March 2021 £000	31 March 2020 £000
Balance at 1 April	698	244
Net change in cash and cash equivalent balances	7	454
Balance at 31 March	705	698
Total cash held at Government Banking Service	705	698

Note 9: Trade and other payables

	31 March 2021 £000	31 March 2020 £000
Amounts falling due within one year		
Trade payables	84	30
Other payables	72	44
	156	74
Tax and social security	175	105
Accruals	520	353
Accrued holiday pay	137	104
	832	562
Total	988	636

Note 10: Financial instruments

As the cash requirements of the JAC are met through grant-in-aid provided by the MoJ, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the JAC's expected purchase and usage requirements and the JAC is therefore exposed to little credit, liquidity or market risk.

Note 11: Related party transactions

The JAC is a non-departmental public body sponsored by the MoJ. The MoJ is regarded as a related party with which the JAC has had various material transactions during the year. No Board members or senior executives of the JAC engaged in activities that gave rise to related party transactions during the 2020-21 year. The Remuneration report provides information on key management compensation.

Note 12: Events after the reporting period

There were no significant events after the reporting period.

In accordance with the International Accounting Standard 10 'Events after the reporting period', accounting adjustments and disclosures are considered up to the point where the financial statements are 'authorised for issue'. In the context of the JAC, this is interpreted as the date on the Comptroller and Auditor General's audit certificate.

There are no events after the reporting period which require disclosure.

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