



J C S

Justices' Clerks' Society

England and Wales

ACTION PLAN

2006/2007

November 2006

STRATEGIC AIM 1: POLICY, STRATEGY AND LEADERSHIP

1 To develop the Society as a centre of excellence within and for the justice system

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>assist central government to introduce appropriately timed initiatives that do not impact on judicial independence</p> <p>ensure that enforcement of court orders is conducted efficiently and effectively</p> <p>assist the central government to ensure that relevant legislative sentencing reforms are working well</p> <p>assist central government to ensure that “special measures” aspects of witness care programmes) are successfully operating</p> <p>contribute to the successful use of ICT in the summary justice system</p> <p>To assist Central Government so that initiatives are fully developed through consultation with appropriate key players before implementation</p> <p>To assist Central Government so that their policies and strategies do not trespass on independent judicial territory</p>		Council	<p>Conduct analysis of the external strategic environment</p> <p>Identify key issues of interest to JCS</p> <p>Determine JCS policy and objectives</p> <p>Submit views / papers to key players / media, whether solicited or not</p> <p>Influencing HMCS during the transitional year</p>	Ongoing

STRATEGIC AIM 1: POLICY, STRATEGY AND LEADERSHIP

2 To gain full recognition of the judicial role of Justices' Clerks and Legal Advisers

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To gain approval from the JSB of a syllabus for training lawyers in the MCS</p> <p>To ensure that HMCS recognises the Judicial Role</p> <p>To ensure that the Bar/Law Society recognises the Judicial Role</p> <p>To persuade the Judiciary to recognise the Judicial Role and agree the introduction of a "Judicial Officer" oath</p> <p>To promote the Society's responsibility for the professional development of its members</p> <p>To develop the Society to be responsible for and provide guidance in relation to the professional conduct of legal advisers</p> <p>Ensure deadlines for responses and publications are met</p>		<p>President/ Chief Executive/Training Team</p>	<p>President/Chief Executive/Training Team to approach new JSB training officer</p> <p>Elicit support</p> <p>Receive such</p> <p>Ensure Society takes a lead in training influence Ministers and their Officials, and the judiciary, to accept the JC a judicial office-holder/or equivalent and not just another civil servant in particular, persuade/influence that the JC's role is "more than just a lawyer/legal adviser", but also an "independent people manager"</p> <p>Monitor and review</p>	<p>Ongoing</p>

STRATEGIC AIM 2: EXTERNAL PARTNERSHIPS

1 To develop strong relationships with other bodies within the justice system

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To ensure the Society is regarded as a key Consultee on wide ranging issues by other bodies within the Justice system</p> <p>To review and develop liaison with the Magistrates Association and the professional judiciary and to take opportunities to publish joint advice/guidance where appropriate</p> <p>To agree with the Judicial Studies board arrangements whereby the Society advises on judicial independence aspects of proposed 'guidance' for magistrates' courts from external agencies</p> <p>To agree a memorandum of understanding with the Judicial Studies Board on the future role of the Society in magistrates and legal adviser training, including an agreed position whereby the Society acts as the Boards guarantor of judicial independence in terms of material and delivery of such training</p> <p>To agree a memorandum of understanding with the Magistrates' Association on 'inter alia' future liaison arrangements</p> <p>To agree a memorandum of understanding with the National Bench Chairmen's Forum on 'inter alia' future liaison arrangements</p> <p>To agree arrangements which ensure that government departments are aware of the role of the Society when considering issuing proposal 'guidance'</p>		Council	<p>identification of key partners</p> <p>define relationship with key partners</p> <p>arrange meetings as appropriate</p> <p>monitor effectiveness of relationships</p> <p>review and evaluate effectiveness</p> <p>identify new partners</p> <p>up date "Who's Who"</p> <p>sign off Memorandums of understanding</p>	Ongoing

STRATEGIC AIM 3: PEOPLE MANAGEMENT AND LEADERSHIP

1. To develop the collective professional leadership role of the Society for all lawyers within HMCS

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To agree a memorandum of understanding on the role of the Society with HMCS which promotes the Society's role as judicial governance structure within the framework of corporate strategy</p> <p>To ensure that the Society has appropriate internal policies</p> <p>To offer development opportunities to Society members</p> <p>To provide further access to membership and associate membership of the Society</p> <p>To develop regional structures to ensure proper governance, communication and accountability</p> <p>To review and develop the Society's range of Networks (both nationally and at Branch level) to provide national professional leadership in their distinct areas of responsibility</p> <p>To gain support for Council members in their work for the Society by HMCS</p> <p>To develop a lead or co-ordinating Branch role on Council</p> <p>To explore corporate membership of the Society</p>		<p>Chief Executive / President</p>	<p>Draft an MoU</p> <p>Agree same with HMCS and implement</p> <p>Review new Members Induction Pack Work of Council evaluated and promulgated</p> <p>Terms of reference drafted or reviewed, settled and implemented Networks adopt an action plan agreed by Council</p> <ul style="list-style-type: none"> - monitor performance - evaluate/review - take action to deal with under-performance - recruit new members/reduce in size <p>Hold a yearly conference</p>	<p>Ongoing</p>

STRATEGIC AIM 3: PEOPLE MANAGEMENT AND LEADERSHIP

2 To continue to develop arrangements for engagement with HMCS in terms of commenting on national policy and advice, and in terms of ‘signing off’ national guidance

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To gain recognition by HMCS of the role of Council members in their strategic and regional/area plans</p> <p>To ensure that Council members have no difficulty in attending meetings and meeting response deadlines</p>		Chief Executive / President	<p>Draft an MofU</p> <p>Agree same with HMCS and implement</p> <p>Promulgation of need for members to elicit support before applying for Council</p>	Ongoing

STRATEGIC AIM 3: PEOPLE MANAGEMENT AND LEADERSHIP

3 To develop the Society’s role as the National Legal Forum and as a national voice promoting national consistency and independent legal advice on matters affecting magistrates’ courts

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To gain recognition by HMCS that the Society as a body should act as the “Head of Service”</p> <p>To provide further access to membership and associate membership of the Society</p> <p>To develop regional structures to ensure proper governance, communication and accountability</p> <p>To continue the support for Council members in their work for the Society provided by HMCS</p>		Chief Executive / President	<p>Agree this position as part of the MofU</p> <p>Ensure HMCS consults the Society before issuing any directives or guidance of a judicial nature</p>	Ongoing

STRATEGIC AIM 4: MANAGING COMMUNICATIONS

1 To ensure that strategic and business planning is a permanent feature of the Society’s work

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
To continue to develop and monitor the Society’s Strategic Plan		Council / Chief Executive	Implemented via Action and Business Plans and monitored at every Council meeting	Ongoing
To develop a meaningful Action Plan based on the agreed Strategic Plan			Draft based upon Strategic Plan settled implemented and monitored at each Council meeting	

STRATEGIC AIM 4: MANAGING COMMUNICATIONS

2 To ensure that key stakeholders are more knowledgeable of the work of the Society, its achievements and the role of the Justices’ Clerk and Legal Advisers

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
Engage with key stakeholders in person and by exchange of information		Chief Executive / Officers	Review content of web site	Ongoing
Ensure that the society is consulted and is given sufficient time to respond			Seek views of stakeholders	
Upgrade and continually monitor the Society’s website			Implement any necessary changes	

STRATEGIC AIM 4: MANAGING COMMUNICATIONS

3 To ensure members are kept informed of developments and the work of Council

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
Engage information with members of the society Upgrade and continually monitor the Society's website Review the society's communication methods and develop a system of regular updates for members Review the role and format of conference and identify other potential national working meetings which could be hosted by the society		Chief Executive / Officers	Review content of web site Seek views of members Implement any necessary changes Evaluate and review at conference planning meetings	Ongoing

STRATEGIC AIM 5: MANAGING RESOURCES AND FINANCES

1 To develop an efficient and effective Secretariat

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To establish an annual business planning process relating to the Secretariat</p> <p>To ensure that budgets are prepared in line with the strategic plan</p>		Chief Executive / Treasurer	<p>Review accommodation needs of the secretariat</p> <p>Budget for staff posts</p> <p>Review IT needs</p>	Ongoing

STRATEGIC AIM 5: MANAGING RESOURCES AND FINANCES

2 To continue to provide a cost effective Society

KEY ACTION	DUE DATE	ACTIONED BY	SUB ACTIONS	STATUS
<p>To establish an annual business planning process alongside HMCS</p> <p>To ensure that budgets are prepared in line with the strategic plan</p> <p>To constantly review the Societies financial regulations</p> <p>To review/recruit and engage Auditors</p>			<p>Prepare yearly budgets</p> <p>Review financial reports at each council meeting</p>	

STRATEGIC AIM 5: MANAGING RESOURCES, PEOPLE AND FINANCES

3 To retain public funding for the Society

KEY ACTION	DUE DATE	TO BE ACTIONED BY	SUB ACTIONS	STATUS
To continue the support of the Department for Constitutional Affairs and Her Majesty's Court Service for the Public Funding of the Society Ensure value for money		Chief Executive / Officers	Submit funding bid each year	ongoing