

Judicial Appointments Commission

Annual report and accounts 2024 to 2025

For the period 1 April 2024 to
31 March 2025

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Performance report

Overview

Foreword by Helen Pitcher OBE



It is my pleasure to introduce this report for 2024 to 2025, my second annual report as Chairman for the Judicial Appointments Commission (JAC), which highlights the JAC's continued delivery of an ambitious selection programme despite a period of transition, including the change in government following the General Election.

As an independent statutory body, the JAC's remit is to select candidates for judicial office on merit, through fair and open competition, who are of good character, while also encouraging applications from the widest possible pool of talent. A key priority for the JAC, along with our partners, is supporting greater judicial diversity, ensuring the judiciary more closely reflects the society it serves.

This year, we strengthened relationships with new and existing stakeholders, working closely with the Judicial

Diversity Forum (JDF) to drive progress. The publication of the latest JDF Action Plan showcases the breadth of activity undertaken by the forum's members to support and improve judicial diversity.

Our selection exercises and outreach work have seen encouraging progress this year, with increased applicant numbers in several roles, particularly District Judge positions. And while there has been success in our completed exercises, we recognise that more work is needed with our partners to address shared challenges in attracting and supporting talented candidates for salaried roles.

We saw a welcome increase in the number of applicants with a Chartered Institute of Legal Executives (CILEX) background this year. It is particularly pleasing to see CILEX applications and successful recommendations for roles where eligibility was expanded only two years ago.

Our Targeted Outreach Programme has gone from strength to strength, with the addition of a new and expanded cadre of former commissioners to the scheme which supports potential candidates from underrepresented groups. The programme – now in its fifth year – has supported 568 candidates to date, many of whom were successful in judicial exercises.

The 2024 Judicial Diversity Statistics marked the fifth year as a joint publication, with new sections and deeper analysis providing greater insights into the evolving diversity of the judiciary. We remain committed to using this data to inform and refine our strategies for broadening the range of candidates applying for and securing judicial appointments.

Looking ahead, we have published our strategic priorities for 2024 to 2027, alongside developing a new and updated approach to people management and communications and external engagement. These were shaped through extensive stakeholder engagement. We were, and remain, so grateful for their input in helping to refine our approach.

We also worked closely with the Judicial Office on the development of their revised Judicial Skills and Abilities Framework, which underpins the JAC's recruitment processes. This framework ensures our selection exercises align fully with the skills and qualities required for judicial office and we have considered how the changes will affect our exercises following the publication of the updated framework. The updated framework will be phased in during the autumn to allow applicants to address the requirements.

Additionally, we hosted the annual Judicial Appointments Tripartite Conference in February with our counterparts in Scotland and Northern Ireland, providing an important forum to share best practice and lessons learned.

We welcomed three new commissioners to our Board: Her Honour Judge Angela Rafferty KC, Nicolina Andall, and Tom Cross KC, whose expertise will be invaluable in shaping our work. We extend our sincere thanks to departing commissioners Sarah Lee, Judge Anuja Dhira KC and Brie Stevens-Hoare KC for their service and dedication to the work of the JAC at the end of their terms, and to Anthony Harnden for the year he spent with us before taking up an appointment as Chair of the Medicine and Healthcare Products Regulatory Agency.

As we move forward, I am confident that the JAC will continue to play a leading role in building a robust judiciary that better reflects the diversity of society. By working in partnership and maintaining our statutory commitment to appoint on merit after a fair and open process, we will continue to attract high calibre candidates to hold judicial office in courts and tribunals in England and Wales.



Helen Pitcher OBE

Chairman of the Judicial Appointments Commission

Chief Executive's statement



This year marked a period of progress and consolidation for the JAC. Following a year of significant organisational change, I am pleased to report that we settled quickly into a rhythm of effective delivery, building upon the foundations laid and as outlined in the previous annual report. We have navigated the complexities of a new government, ensuring continuity and excellence in our recruitment processes.

Throughout this period, the JAC successfully delivered an ambitious programme of recruitment exercises, reflecting our commitment to maintaining a robust and diverse judiciary. I would like to echo the sincere gratitude expressed by the Chairman to our departing commissioners, Sarah Lee, Brie Stevens-Hoare KC, Judge Anuja Dhir KC, and Anthony Harnden, for their dedicated service and contributions. We also warmly welcome our new commissioners, Her Honour Judge Angela Rafferty KC, Nicolina Andall, and Tom Cross KC, whose expertise will be invaluable.

The past year has been one of intense activity, focused on implementing the strategic vision outlined in our 2024 to 2027 Business Strategy. This plan has been supported by the development of a comprehensive People Plan and a Communications and Engagement Strategy, ensuring our internal and external operations are aligned with our goals. We have also made significant strides in several key areas:

- We have begun work to further enhance the JAC website, aiming to create a more user-friendly platform that encourages a wider range of candidates to submit applications.
- Following its relaunch and expansion, we conducted a thorough review of the JAC-led Targeted Outreach Programme after two years, enabling us to refine and optimise its impact. We also launched a pilot of enhanced support within the Targeted Outreach Programme, providing tailored assistance to promising candidates.
- We reviewed and published our Good Character Guidance for candidates, ensuring clarity and transparency in our processes.

Working with our partners

This year, we successfully hosted the annual Tripartite Conference between the JAC, the Judicial Appointments Board Scotland and the Northern Ireland Judicial Appointments Commission.

This invaluable forum allowed us to share best practices, discuss shared challenges, and gain a deeper understanding of each organisation's unique context. We are also deeply grateful for the generous time and expertise contributed by members of the judiciary, who play a crucial role in our selection exercises as lead judges, drafting judges, statutory consultees, independent assessors, and through their participation in targeted outreach and case study contributions.

This year, we welcomed a new and expanded team of former commissioners to our Targeted Outreach Programme, taking it from strength to strength. We acknowledge the invaluable contributions of our founding former commissioners and thank them for their unwavering support and dedication to the programme.

In July 2024, the JDF released its fifth annual combined statistical report, which marks five years of joint publication. This edition, featuring new sections and deeper analysis conducted by Ministry of Justice (MoJ) colleagues, to whom we are immensely grateful, provides valuable insights into the evolving diversity of the judiciary. We continue to leverage this data to inform and refine our strategies for expanding the pool of candidates.

We are particularly encouraged by the increase in applications and appointments from candidates with a CILEX background, a testament to the success of the broadened eligibility criteria. We also acknowledge the important role of the Pre-Application Judicial Education (PAJE) Programme and its many partners in supporting those who wish to apply for judicial roles.

Continuous improvement

At the JAC, we are committed to continuous improvement, leveraging feedback and evidence to enhance our policies and processes. During this reporting period, we worked closely with the Judicial Office to develop the new Judicial Skills and Abilities Framework and to ensure our recruitment processes align with its requirements. We contributed to the judiciary's review and subsequent update of the Judicial Skills and Abilities Framework, which will inform recruitment, development, and appraisal.

In line with the recommendations from our two-year research project and the JDF, we implemented changes to the first-stage qualifying test (QT), including improved guidance for drafting judges, enhanced candidate support, and adjusted test timings. We will closely monitor the impact of these changes. We also launched a research project to apply the latest findings and best practices in supporting neurodivergent applicants during recruitment.

In December 2024, the Board evaluated the non-legal tribunal member recruitment approach. They found the streamlined process effective and agile, successfully attracting diverse professions and backgrounds.

In March 2025, the Board considered the emerging findings from an evaluation of the revised approach to the operation of statutory consultation. The changes were introduced in September 2022 following an independent review launched in 2021. Emerging findings from the evaluation will now be shared with the JDF.

Delivering a high volume of judicial recruitment

The past year has been one of exceptional activity for the JAC, marked by the successful completion of a substantial number of complex and demanding selection exercises. In this reporting period alone, we concluded 34 distinct recruitment campaigns, demonstrating our capacity to handle a significant volume of work while maintaining the rigorous standards essential for judicial appointments. These exercises generated a considerable response, with a total of 6,384 applications received, underscoring the continued interest in serving the judiciary. Furthermore, our assessment processes culminated in the selection of 944 individuals deemed suitable for judicial and tribunal roles, a testament to the dedication and expertise of our team.

Alongside these completed exercises, a further 19 remain ongoing into 2025, indicating our sustained commitment to fulfilling the judiciary's recruitment needs.

Many successful exercises and outreach efforts, such as for District Judge roles, saw a welcome rise in applicant numbers. While there has been progress in some areas, more collaboration with partners is needed to tackle shared challenges in terms of recruitment to salaried roles. To address some of the potential shortfalls in salaried recruitment we have worked with stakeholders to change our approach. For example, for District Judge, we undertook specific recruitment for London and the south east in 2024 to 2025.

Our commitment to recruiting at all levels of the judiciary is evident in the successful completion of several significant senior appointments this year. This includes the High Court competition, which reported in June 2024, and the Court of Appeal exercise, with its final report submitted to the Lord Chancellor in April 2024. Furthermore, we navigated the complexities of the European Court of Human Rights recruitment, which involved an initial exercise followed by a rerun, with our contribution set to conclude later this Spring. We will continue to assist with the recruitment requirements for the senior judiciary with our support of the following live recruitment exercises: Chancellor of the High Court, Court of Appeal, the High Court and Senior President of Tribunals.

Looking ahead

We expect judicial recruitment volumes to stay consistently high and increase in some areas. I am confident that the JAC is well-equipped to continue recruiting talented and diverse candidates for various roles nationwide.

Finally, I would like to express my gratitude to our staff, commissioners, lay panel members, partners, and the judiciary for their diligent work and commitment to fair, open, and merit-based judicial recruitment.



Alex McMurtrie

Chief Executive of the Judicial
Appointments Commission

Purpose and activities

The Commission's role and structure

In this report, we use 'the JAC' to refer to the organisation as a whole, and 'the Commission' and 'the Board' to refer to its governing Board. In the performance report, the word 'Commission' hereby means the 'Board' also. Then for the purposes of the financial report, the meaning of 'the Board' is also interchangeable with 'the Commission' and therein, they have the same meaning. The Commission consists of a lay chair and 14 other commissioners.

The Commission includes five lay commissioners, 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:

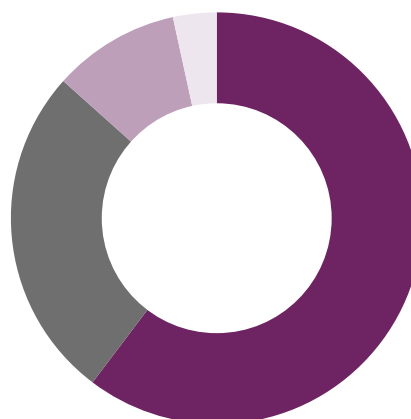
- to select candidates solely on merit
- to select only people of good character
- to have regard to the need to encourage diversity in the range of people available for selection

Budget

The JAC's allocated resource budget in 2024 to 2025¹ was £10.29 million (£9.38 million in 2023 to 2024). It spent £9.68 million (£9.34 million in 2023 to 2024). In addition to funding it received, the JAC incurred £0.88 million (£0.99 million in 2023 to 2024) of overhead recharges from MoJ, giving a total expenditure of £10.55 million (£10.33 million in 2023 to 2024).

Total expenditure:

■	Pay: £6.35 million
■	Programme: £2.79 million
■	Non-cash charges: £1.05 million
■	Administration: £0.36 million



1. References to 2024 to 2025 refer to the reporting year 1 April 2024 to 31 March 2025 throughout this report.

The JAC's aims

The JAC Strategy 2024 to 2027 set out our aims to:

- ensure we are a centre of excellence in selection, applying best practice to fairly select talented individuals with the necessary skills and abilities across the entirety of judicial roles
- work with partners to attract well-evidenced applications from the widest range of high-calibre candidates, supporting the achievement of greater judicial diversity
- ensure the JAC is widely recognised as the trusted expert body on independent, merit-based and inclusive appointment to the judiciary
- develop people and tools to support the delivery of the JAC's aims

Performance summary

What we spend our money on

The JAC contributes to MoJ's outcome delivery plan in delivering swift access to justice. Further details of the progress made by the JAC against the aims in the 2024 to 2025 Business Plan are in the performance report on pages 37 to 51.

The JAC reported on 34 selection exercises in 2024 to 2025 (35 in 2023 to 2024) and launched a further 19 exercises continuing into 2025 to 2026. The number of selections made and applications received during the year is dependent on the mix of vacancies the JAC is asked to fill by the Lord Chancellor.

In 2024 to 2025, the JAC ran a similar number of selection exercises compared with 2023 to 2024, and the expenditure reflects this. The Statement of Comprehensive Net Expenditure shows that net expenditure for the year was £10.53 million compared with £10.31 million the previous year. Excluding recharges from MoJ, net expenditure increased from £9.32 million to £9.65 million, a 3.5% increase.

Overall, there was:

- an increase of £0.27 million (3.6%) in pay costs
- an increase of £0.06 million (3.4%) in other operating costs
- a decrease of £0.11 million (11.5%) in MoJ recharges

The JAC underspent against the budget allocation by £0.64 million (6.2%),

which was originally £10.69 million, and subsequently decreased to £10.29 million, spending £9.65 million of our net allocation.

Pay costs for the year increased following a slight increase in the JAC's permanent headcount. This also included an average 5% pay award increase from August 2024.

Other operating costs, including spend on legal services, remained similar to the previous year and included a 22% increase in digital costs following an external review and penetration test of the JAC's digital recruitment platform.

Judgements received in 2024 to 2025 in respect of claims where the JAC were a named party were:

- Mr Jacob Meagher v Judicial Appointments & Others:
2212310/2023 – Reserved
judgement issued on 28 August
2024 – dismissed

The JAC continues to make extensive use of shared services for central functions, such as the provision of accommodation, some HR, IT and finance by MoJ, to benefit from economies of scale. These costs are generally 'soft' charged, with no funds exchanged. In 2024 to 2025, the MoJ digital recharge decreased from £0.66 million to £0.52 million due to a decrease in staff costs apportioned to the JAC. Further details of the soft charges can be found in note 5 to the financial statements.

Selection exercise programme

Selection exercises report in 2024 to 2025

Exercises reported	Applications received	Selections made ²
34 ³	6,384	944

JAC selection exercises 2024-25



Number of exercises

34



Applications

6,384



Selections

944



Court selections

428

(including 30 for a list to fill vacancies anticipated to arise in the future)



Tribunal selections

516

- This is the number of selections made against the vacancy request that has been received. Please note that numbers here may differ from the numbers presented in JAC diversity statistics, where a headcount of individuals successfully recommended in each exercise is used. Most notably, when the same individual is recommended for two roles in the same exercise, this is counted as two selections here, but one in the diversity statistics.
- This includes one exercise, with reference number 00117, which reported in 2023 to 2024 but made two further recommendations in 2024 to 2025, as detailed in the table below.

Tribunal selection exercises

Fee-paid roles

Legal/ Non-legal	Judicial role	Reference	Selections made
Non-legal	Fee-paid Medical Member of the First-tier Tribunal, Social Entitlement Chamber	00187	115
Non-legal	Fee-paid Valuer Chairs and Fee-paid Valuer Members of the First-tier Tribunal, Property Chamber (Residential Property)	00176	17
Non-legal	Fee-paid Service Members of the First-tier Tribunal, War Pensions and Armed Forces Compensation Chamber	00177	10
Non-legal	Fee-paid Medical Member of the First-tier Tribunal, Health, Education and Social Care Chamber (Mental Health)	00170	35
Non-legal	Fee-paid Disability Qualified Tribunal Member of the First-tier Tribunal, Social Entitlement Chamber	00181	194
Non-legal	Fee-paid Specialist Member of the First-tier Tribunal, Health, Education and Social Care Chamber (Mental Health)	00199	56
Non-legal	Chairs and Members of the Valuation Tribunal for England ⁴	00208	53
Non-legal	Fee-paid Financially Qualified Members of the First-tier Tribunal, Social Entitlement Chamber	00209	10
Legal	Deputy Chairperson for the Agricultural Land Tribunal for Wales	00221	3
Legal	Fee-paid Judge of the Employment Tribunals (England and Wales)	00117	2 ⁵

4. There is no remuneration for the post of Chair of the Valuation Tribunal for England. It is carried out on a voluntary basis.

5. Following completion of an exercise in 2023 to 2024, for which 229 candidates were selected for appointment as Fee-paid Judges of the First-tier Tribunal and/or the Employment Tribunals (England and Wales), an additional request was received in 2024 to 2025 for two further candidates for recommendation to the Employment Tribunals (England and Wales).

Salaried roles

Legal/ Non-legal	Judicial role	Reference	Selections made
Legal	Regional Employment Judge of the Employment Tribunals (England and Wales)	00182	2
Legal	Judge of the First-tier Tribunal, Property Chamber	00200	8
Legal	Principal Judge of the First-tier Tribunal, Social Entitlement Chamber (Asylum Support)	00202	1
Legal	Salaried Judge of the First-tier Tribunal, General Regulatory Chamber	00206	4
Legal	Deputy Chamber President of the Upper Tribunal, Immigration and Asylum Chamber	00214	1
Legal	Resident Judge of the First-tier Tribunal, Immigration and Asylum Chamber	00215	3
Legal	Chamber President of the First-tier Tribunal, Tax Chamber	00231	1
Legal	President of the Competition Appeal Tribunal	00248	1

Courts selection exercises

Fee-paid roles

Legal/ Non-legal	Judicial role	Reference	Selections made
Legal	Recorder	00162	100
Legal	Section 9(1) - Authorisation to Act as Judge of the High Court	00168	33
Legal	Deputy District Judge	00184	155 ⁶
Legal	Deputy Chancery Master	00188	3
Legal	Deputy Assistant Judge Advocate General	00189	2
Legal	Deputy High Court Judge	00179	2 ⁷

6. Includes 32 selections deferred until 2025 to 2026 pending further information, including 30 for a list to fill vacancies anticipated to arise in the future.

7. Two candidates were recommended for a section 9(4) appointment via the High Court Judge selection exercise. The information page for the High Court exercise explained that: "The Lord Chancellor has agreed that up to five of the most meritorious near misses (if any) can be recommended for appointment as a Deputy High Court Judge under section 9(4) of the Senior Court Act 1981."

Salaried roles

Legal/ Non-legal	Judicial role	Reference	Selections made
Legal	Circuit Judge	00171	42
Legal	District Judge	00172	51
Legal	High Court Judge	00179	5
Legal	King's Bench Master	00194	1
Legal	Senior Circuit Judge, Resident Judge	00180	2
Legal	Specialist Circuit Judge	00153	1
Legal	District Judge (Magistrates' Courts)	00185	25
Legal	Senior Circuit Judge, Designated Civil Judge	00219	1
Legal	Senior Circuit Judge, Designated Family Judge	00190	3
Legal	Insolvency and Companies Court Judge	00207	1
Legal	Senior Costs Judge of the Senior Courts (Chief Taxing Master)	00213	1

Other judicial selection activity

Selection exercise for senior roles

Exercise title	Selections made
Court of Appeal 2024	4

Under the Constitutional Reform Act 2005, the Lord Chancellor can request the JAC to convene a panel to select candidates for senior judicial posts such as Lord/Lady 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 2024-25	9

The JAC has 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. Following an expression of interest exercise initiated by the judiciary, a panel made up of the Vice-President of the Court of Appeal Criminal Division and a JAC lay commissioner will consider all the material and prepare a merit list. The Commission, sitting as the Selection and Character Committee, will provide concurrence of the recommendations, as provided by the Vice-President of the Court of Appeal Criminal Division.

Selection of candidates requiring section 9(1) authorisation

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 section 9(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. In 2024 to 2025, the JAC provided concurrence for one Chief Coroner, one Designated Civil Judge and three Designated Family Judges.

Exercises run by JAC under section 83 of the Government of Wales Act 2006

Exercise title	Selections made
President of the Residential Property Tribunal for Wales	1
Professional Members of the Residential Property Tribunal for Wales	3

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 2024 to 2025

A further 19 selection exercises were in progress as of 31 March 2025, which are due to report in 2025 to 2026. These exercises have a combined total of 842 vacancies and collectively attracted more than 5,280 applications.

Timeline indicator data

In March 2022, the JAC agreed a metric for assessing performance in relation to the length of time it takes to deliver selection exercises, from close of applications to recommendations. Selection exercises are categorised by type and by size, with a range of weeks indicating how long an exercise should, usually, take to deliver. Exercises that fall outside of the range are detailed below.

Exercise type	Salaried or fee-paid	Size	Indicator (weeks from when the application window closes to Selection and Character Committee recommendation to the appropriate authority)	Total number of exercises	Exceptions	Exercises meeting indicator within each category
Leadership	Both	Small (up to 2 vacancies)	14-22 weeks	10	0	00153, 00194, 00182, 00188, 00219, 00202, 00213, 00214, 00231, 00248
Legal	Salaried	Small (up to 5 vacancies)	18-24 weeks	6	1 exercise 00179: High Court Judge – 27 weeks. Due to the complexity of the High Court competition and panel availability.	000180, 00190, 00206, 00207, 00215

Exercise type	Salaried or fee-paid	Size	Indicator (weeks from when the application window closes to Selection and Character Committee recommendation to the appropriate authority)	Total number of exercises	Exceptions	Exercises meeting indicator within each category
		Medium (6 to 30 vacancies)	28-38 weeks	2	1 exercise 00200: Judge of the First-tier Tribunal, Property Chamber – 38 weeks and 1 day. Due to JAC resource constraints at the conclusion of the exercise.	00185
		Large (31+ vacancies)	40-50 weeks	2	0	00171, 00172
	Fee-paid	Small (up to 5 vacancies)	18-22 weeks	2	1 exercise 0189: Deputy Assistant Judge Advocate General – 24 weeks. Due to the high volume of applications, it was necessary to deploy an online QT. The indicator for small fee-paid exercises assumes shortlisting will be undertaken by way of a name-blind paper sift.	00221
		Medium (6 to 30 vacancies)	30-38 weeks	1	0	00168

Exercise type	Salaried or fee-paid	Size	Indicator (weeks from when the application window closes to Selection and Character Committee recommendation to the appropriate authority)	Total number of exercises	Exceptions	Exercises meeting indicator within each category
		Large (31+ vacancies)	42-50 weeks	2	1 exercise 00184: Deputy District Judge – 53 weeks. Due to late confirmation of an increase to the vacancy request, rising from 125 to 155, requiring selection decisions to be deferred.	00162
		Exceptionally high vacancy requests of 150+	44-52 weeks	0	0	
Non-legal	Both	Small (up to 10 vacancies)	16-22 weeks	1	1 exercise 00177: Fee-paid Service Members of the First-tier Tribunal, War Pensions and Armed Forces Compensation Chamber – 22 weeks and 3 days. Due to public holidays delaying parts of the selection process.	

Exercise type	Salaried or fee-paid	Size	Indicator (weeks from when the application window closes to Selection and Character Committee recommendation to the appropriate authority)	Total number of exercises	Exceptions	Exercises meeting indicator within each category
		Medium (11 to 30 vacancies)	24-30 weeks	2	1 exercise 00209 Fee-paid Financially Qualified Members, First-tier Tribunal, Social Entitlement Chamber (Social Security and Child Support) – 31 weeks. Due to JAC resource constraints at the conclusion of the exercise.	
		Large (31+ vacancies)	30-40 weeks	4	1 exercise 00199 Fee-paid Specialist Member, First-tier Tribunal, Health, Education and Social Care (Mental Health) – 40 weeks and 3 days. Due to JAC resource constraints at the conclusion of the exercise.	00170, 00187, 00208
		Exceptionally high vacancy requests of 150+	40-50 weeks	1	0	00181

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:

- two risks rated low
- eight 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 2023 to 2024: Medium

Where we started: We finished the previous financial year, having approved new terms of reference for the JAC's digital board. This concluded all recommended actions that came out of the Government Internal Audit Agency's report on the operation of our digital board issued in October 2023. A new Digital Roadmap for 2024 to 2025 was also approved by the digital board in March 2024. Contracts with our two main suppliers, who oversee maintenance and ongoing improvements to our digital platform, were extended to February 2025 to ensure continuity of service. In addition to this, a tendering exercise for digital consultation and security testing services commenced ahead of a review of the platform's technical stack due to take place in early 2025.

What we've done: A full Cyber Assessment Framework review was undertaken through GovAssure in July 2024 to assess the security of our digital platform. Throughout the year, numerous fixes and improvements were deployed, including the introduction of two-factor authentication for all users. We also commissioned a penetration test of our platform in September 2024, conducted by BSI Group. 18 vulnerabilities were identified: one high risk, nine medium, seven low and one for information only. All high and medium risks were remedied by January 2025. The remaining issues are due to be completed by June 2025. Of the vulnerabilities identified, only one (which concerned internal access controls), was considered high risk which was resolved immediately. All outstanding recommendations will be implemented by June 2025. Following an open tender exercise via MoJ Commercial, two new contracts were awarded in February 2025 to our existing suppliers, who were successful in their bids for a new three-year contract. Another two-year contract for the provision of digital consultation services via Scott Logic

was signed in December 2024. As part of this contract, the JAC commissioned a technical stack review of its digital platform, which was completed by the end of March 2025. Scott Logic concluded that the overall architecture of the platform is sound and made a number of recommendations which we are committed to implementing in 2025 to 2026.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The outstanding actions from the penetration test will be taken forward by the digital team with a view to completing these by June 2025. We will also consider how best to implement the findings from Scott Logic's technical assurance report, which will help inform a new Digital Strategy, beginning in October 2025.

2. Diversity of applicants and progression

Risk: That the four target groups – women, ethnic minority people, disabled people and solicitors – do not apply or progress in line with the eligible pool.

Rating at end of 2023 to 2024: Medium

Where we started: At the start of the year, five new former commissioners joined the JAC's targeted outreach and research team, with a view to bringing together their collective experience of chairing senior salaried competitions, a detailed understanding of our selection exercise processes and further outreach links with the JAC's key target groups. We continued our work in developing resources to support candidates and encourage individuals to reapply in the future if they have been unsuccessful. An internal working group was set up to address the findings from the published report into the JAC's QT and joint JDF work programme. We also finished compiling diversity data for exercises completing in 2023 to 2024 in preparation for the annual diversity of the judiciary report, due to be published in July 2024.

What we've done: The Government Internal Audit Agency issued its report on the JAC's Targeted Outreach Programme. The report was positive with five recommendations, which the JAC has implemented throughout the year. The fifth annual combined statistical report was published in July 2024 as planned. During the year, the JAC Chairman held bilateral meetings with our JDF partners to discuss progress against our shared priorities. The JAC's targeted outreach and research team and selection policy teams also launched a research project to better understand the requirements of neurodivergent candidates to ensure that our processes are inclusive, accessible and fair. A new three-year Communications and Engagement Strategy was approved by the JAC Board in December 2024, which includes a particular focus on using clear, targeted, and accessible communications to ensure all eligible candidates are well informed and supported. As part of our commitment to ensuring candidates are well informed, we have reintroduced regular commissioner blogs. The first was published by Nicolina Andall, titled 'driving greater judicial diversity is a team sport'. The JAC also co-

ordinated and published the annual JDF Action Plan update and our biannual diversity update in February 2025. The diversity, engagement and communications team alongside the targeted outreach and research team continue to run outreach events for prospective candidates, as well as existing judges, seeking a promotion within the judiciary.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The JAC has submitted a proposal to the Department for Business and Trade, in collaboration with MoJ, to include the JAC lay selection panel member role under section 50 of the Employment Rights Act 1996. If agreed, this change would give eligible people the right to request time off work to sit on judicial selection panels, with the aim of promoting increased diversity and public representation on all panels selecting judicial office holders in England and Wales. Refresher training will be undertaken by all JAC staff on supporting disabled candidates throughout the selection process. The sixth annual combined statistical report will be issued in July 2025. This report will continue to show ethnicity data published at a more granular five category level, enabling better analysis of trends for the Black and Asian candidate groups. For the first time, for JDF partners who have reached a 60% declaration rate, disability and social mobility data are due to be published as part of the diversity in the judiciary 2025 statistics.

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 2023 to 2024: Medium

Where we started: The outcomes of the 2023 Civil Service People Survey were published in December 2023, and the JAC maintained its 70% engagement score for the second year in a row. This was above the Civil Service-wide benchmark of 64%, and the overall MoJ engagement score of 61%. The Government Internal Audit Agency's report on wellbeing within the JAC was issued in March 2024 and received the highest possible assurance rating. Three recommendations came out of that report, which included the development of a Wellbeing Action Plan.

What we've done: The new three-year People Plan 2024 to 2027 was launched in July 2024 following a comprehensive consultation process to ensure staff felt engaged. The Wellbeing Action Plan was also published and shared with staff in September 2024. The 2024 Civil Service People Survey closed on 8 October 2024, with the organisation achieving an 80% completion rate, which is consistent with the previous year and provides assurance that views were obtained from the majority of our staff. In December 2024, we held an all staff away day which consisted of a number of groups attending different courts and tribunals to further staff development and to gain a better understanding of how our work contributes

to the effectiveness of the judiciary. We also continue to provide ‘time to talk’ events for our staff at regular intervals, which have seen more positive engagement over the course of the year. Ahead of the end of MoJ’s lease agreement for the Clive House office space, which was due to end in September 2025, the JAC engaged with the MoJ Property Directorate to explore options in relocating all JAC staff. By the end of the year, we were able to provide reassurance to our staff that the organisation would be relocating to the building across the road at 102 Petty France. The JAC’s first day in its new accommodation was 22 April 2025. The move has been a success and has been received positively by the whole organisation.

Rating at end of 2024 to 2025: Medium

What we’re going to do in 2025 to 2026: We will continue to monitor the impacts of potential increases to our judicial recruitment programme, government announcements on cuts to spending across the Civil Service and the recent announcement of a review of arm’s length bodies, in managing our risks to staff engagement and morale.

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 2023 to 2024: Low

Where we started: At the beginning of the year, the JAC was carrying a staff headcount of 104, made up of 102 permanent staff and two temporary agency staff. Positive feedback was also received from the latest round of commissioner inductions that took place in early 2024.

What we’ve done: The Government Internal Audit Agency issued its report on learning and development within the JAC in October 2024. This report received the highest possible assurance rating over the identification, monitoring and delivery of learning and development within the organisation. The report also identified five recommendations that the JAC has taken forward throughout the year. This included utilisation of a skills survey to allow a more tailored approach to staff induction sessions and various suggestions on how we could improve the rollout of personal growth maps for staff. At the request of the JAC Board, an additional Audit and Risk Committee meeting was held in February 2025 to ensure that sufficient contingency plans were in place to allow the JAC to respond effectively in the event of any sudden loss of corporate knowledge through changes in the Board or senior leader membership, with a particular focus on the impacts to operational delivery.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: Once the full cycle of personal growth maps has been completed in October 2025, the JAC learning and development team will conduct an analysis to understand any thematic patterns and develop template pathways for specific grades and teams. We will also continue to ensure that the organisation is properly resourced to deliver the agreed programme of judicial recruitment.

5. Confidence in the selection process

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

Rating at end of 2023 to 2024: Medium

Where we started: We continue to develop and refine our processes on an iterative basis, including evaluation in every piece of work that we undertake to ensure any changes are based in evidence. The introduction of the revised approach to statutory consultation was launched in September 2022 and we started collecting evidence to use in our evaluation after a full two-year cycle.

What we've done: We have been engaged with the Judicial Office-led review of the Judicial Skills and Abilities Framework with commissioner-level input into the steering group over the last 18 months. The revised Judicial Skills and Abilities Framework was published by the judiciary on 27 January 2025. We have actively contributed to its development and are taking steps to integrate the revised framework's application within our processes in 2025 to 2026. Candidates will be kept updated throughout to ensure engagement with the new process.

We have also launched a new research project to understand the latest research and best practice in supporting neurodiverse applicants through recruitment processes, so that this can be practically applied within the judicial appointments process. Changes to the first-stage QT, arising from the recommendations made as part of the JDF research project, have been completed. They include improving the guidance provided to the drafting judges, increased guidance and support to candidates to assist with their preparations for the tests and adjusting the default amount of time provided for the test. The impact of these changes will continue to be monitored to ensure the required aims are met.

The Board considered the evaluation of the approach to non-legal tribunal member recruitment in December 2024. It found that the streamlined approach to non-legal tribunal member recruitment was working effectively and provided an agile approach to recruiting a wide variety of professions and backgrounds.

The Board also considered the evaluation of the revised approach to the operation of statutory consultation in March 2025. This found that the approach was working effectively and the recommendations from the evaluation are to be discussed with the JDF, before being implemented throughout 2025 to 2026.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The introduction of the revised Judicial Skills and Abilities Framework within the JAC's processes will be the prime focus of the coming year. Guidance to candidates, panel members and staff will be of paramount importance to ensure everyone is aware of and can best address the changes to the frameworks. We will address any recommendations arising out of the neurodiversity research project to ensure best practice in supporting neurodiverse candidates through selection exercise processes, in a way that retains fairness to all candidates taking the assessments.

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 2023 to 2024: Medium

Where we started: The JAC started the year having completed a significant period of judicial recruitment activity across seven exercises and interviewing nearly 600 candidates. 85 panel members attended the JAC's Annual Panel Member Event which included an update on the organisation's three-year strategy, a review of quality assurance processes and a session on assessing tribunal evidence.

What we've done: During the year, we have worked collaboratively with the Judicial Office to better equip judges sitting on JAC interview panels and reduce the difficulty in securing a sufficient number of judges for our exercises. In addition to this, the Judicial Office undertook a refresh of their pool of judges that were willing to assist on judicial recruitment activities. The Board signed off on the updates to our panel member engagement, including a revised approach to panel member feedback, provision of training and other support to panel members. Changes to Selection and Character Committee papers and panel reports were rolled out towards the end of the year, with a new template devised and updates made to the report writing guide. MoJ also asked the JAC to consider the potential impact of an increase in the JAC's judicial recruitment programme capacity from 2025 to 2026 as result of upcoming legislation which could result in greater tribunal recruitment. In response, the JAC provided costings that would allow the organisation to fulfil such an increase.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The JAC will continue to develop its programme of judicial recruitment for 2025 to 2026 and beyond, which is likely to be informed by government priorities. This will be closely monitored in consultation with MoJ, who will need to ensure proper consultation with all key stakeholders. We will also continue to flag the ongoing risks around the provision of judicial resource, particularly in light of the potential uplift in the programme. Internally, we plan to review the learning and development processes for our operational staff to ensure that induction and training materials reflect the latest digital working practices on our platform.

7. Financial resources

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

Rating at end of 2023 to 2024: Low

Where we started: The JAC secured a fiscal budget of £10.5 million for the year to deliver the agreed programme of selection exercises for 2024 to 2025. Despite delays in achieving sign off for the full programme of exercises in 2024 to 2025, partly due to the election, the JAC did not envisage any significant pressures on its budget for the year.

What we've done: By the mid-point of the year, the JAC recognised a slippage in some of its larger judicial recruitment activity, including recruitment for the Salaried First-tier Tribunal, District Judge and Recorder exercises, that was originally due to take place within the year, falling into 2025 to 2026. As a result, the JAC handed back £0.4 million of its budget to MoJ in December 2024. As part of the latest Government Spending Review, MoJ commissioned a 'Zero-Based Review', which involved a value for money assessment of all JAC expenditure lines. In addition to this, we also completed a savings and efficiencies return which outlined how the organisation could meet potential targets set by HM Treasury.

Rating at end of 2024 to 2025: Low

What we're going to do in 2025 to 2026: We will continue to monitor spend across all areas of our business to ensure that the JAC is properly funded to deliver the agreed programme of work. We will also continue to explore options in increasing our panel member fee rates to ensure the organisation is able to attract and retain sufficient panel member resources to meet demand. The total fiscal budget allocation provided by MoJ will increase from £10.5 million in 2024 to 2025 to £11.5 million in 2025 to 2026.

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 2023 to 2024: Medium

Where we started: The JAC completed the Counter Fraud Continuous Improvement Assessment Framework and took assurance that we met the required level of controls and processes in this area. All staff completed their annual information assurance training via the Civil Service Learning Platform. A paper was also taken to the digital board in March and May 2024 to discuss JAC information management governance.

What we've done: A risk deep dive paper on information security and assurance was considered by the JAC Audit and Risk Committee in October 2024. Following this, an information security workshop was set up with attendees from Justice Digital to seek clarity and assurances around the responsibilities of the various digital and technology services the JAC adopts from MoJ. A paper on governance arrangements was considered by the Board in February 2025, which included a proposal to create a new sub-committee that looks at information management in greater detail. To assist in taking this work forward, a new Corporate Resilience Manager role has also been created to ensure we are able to maintain momentum and have appropriate focused resource on key areas such as information management and business continuity for the JAC.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The JAC will consider the creation of a new sub-committee focused on information management. We will also continue discussions with our Justice Digital colleagues on the functional partnership agreement that is currently being worked on for all arm's length bodies, including the JAC, which will provide greater clarity around the technology services owned by Justice Digital and the support that is available. The JAC will also continue to monitor the impacts of AI and explore opportunities to increase efficiency while considering the risks to our business.

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

Risk: That the shared services system, known as the Single Operating Platform (SOP), does not meet the JAC's needs.

Rating at end of 2023 to 2024: Low

Where we started: The JAC continues to make use of SOP and shared services providers to facilitate its HR and finance functions. We continued to work with our MoJ finance, HR and commercial business partners, escalating any issues when required.

What we've done: During the year, we held some preliminary discussions with MoJ colleagues regarding the replacement of the Employee Record HR digital system. This is a wider Civil Service contract and will therefore include engagement from a vast number of stakeholders. Throughout the year, we attended monthly project board meetings led by MoJ to evaluate and manage the potential impacts of the UK government moving to a new banking services supplier. In February 2025, we learned that the outcome of the Money Transmission Service re-procurement for MoJ entities is that there would be no change in supplier and this service would continue to be provided by NatWest, including the continuation of all existing accounts and mandates.

Rating at end of 2024 to 2025: Low

What we're going to do in 2025 to 2026: The JAC will continue to monitor the use and performance of the SOP system and services of Shared Services Connect Limited. The replacement of the Employee Record HR digital system will also continue to be monitored as the project progresses. Our understanding is that this replacement is not set to be introduced until 2027.

10. Business continuity arrangements

Risk: That the JAC is unable to deliver its business objectives during or after the occurrence of a disruptive event.

Rating at end of 2023 to 2024: Medium

Where we started: Following a productive meeting with the MoJ business continuity resilience team, we arranged to be included in their newsletters and other regular updates on business continuity related incidents that may be of relevance to our organisation.

What we've done: We conducted business continuity exercises in April and October 2024 to test our response plans to various scenarios. The outcomes were presented to our senior leadership team for review each time. In addition to this, the JAC Audit and Risk Committee met in February 2025 to discuss contingency planning in the event of sudden changes in senior positions within our organisation, with a particular focus on the potential impact to appointments to senior judiciary roles. We also maintained regular contact with our key stakeholders, including the MoJ public appointments team, to ensure they were aware of our resourcing needs at an early stage.

Rating at end of 2024 to 2025: Medium

What we're going to do in 2025 to 2026: The JAC has successfully recruited additional staff resource for this area of work, which will help maintain the momentum we have made on business continuity and information assurance. This will include an in-depth review and refresh of our business continuity plans and Information Security Policy.

Going concern

The Statement of Comprehensive Net Expenditure shows a deficit in 2024 to 2025. Due to timing of the draw-down of grant-in-aid funding, the Statement of Financial Position at 31 March 2025 shows an excess of assets over liabilities of £1.27 million. The closing bank balance relates to grant-in-aid drawn down by the JAC to pay its liabilities due shortly after the year end. See note 8 to the financial statements for further information.

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 2025 to 2026, considering the amounts required to meet the JAC's liabilities, has already been agreed with MoJ. The budget allocation provided by MoJ will increase from £10.69 million in 2024 to 2025 to £11.69 million in 2025 to 2026 (a 9.4% increase).

Performance analysis

How the JAC measures performance

The JAC's aims were set out in the JAC Strategy 2024 to 2027 which incorporated the 2024 to 2025 Business Plan.

The aims are to:

1. ensure we are a centre of excellence in selection, applying best practice to fairly select talented individuals with the necessary skills and abilities across the entirety of judicial roles
2. work with partners to attract well-evidenced applications from the widest range of high-calibre candidates, supporting the achievement of greater judicial diversity
3. ensure the JAC is widely recognised as the trusted expert body on independent, merit-based and inclusive appointment to the judiciary
4. develop people and tools to support the delivery of the JAC's aims

Working to support a world-class judiciary that better reflects the society it serves is at the heart of what we do at the JAC, and we are committed to a continuous approach to reviewing and improving 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 shared with MoJ to inform its sponsorship discussions with the JAC.

Key indicators

Key area	Performance 2024-25	Performance 2023-24
Website usage	Approximately 689,000 views from 224,800 users between 1 April 2024 and 31 March 2025.	Approximately 613,000 views from 205,000 users between 1 April 2023 and 31 March 2024.
Proportion of recommendations accepted by the appropriate authority	Of the responses received from the appropriate authority, 100% of recommendations have been accepted (five responses are outstanding).	Of the responses received from the appropriate authority, 100% of recommendations have been accepted.
Annual JAC People Survey indicators comparison with other MoJ arm's length bodies – benchmarks in brackets	<p>Response rate: 80% (72%)</p> <p>Engagement index: 69% (64%)</p> <p>My work: 82% (77%)</p> <p>Organisational objectives and purpose: 95% (87%)</p> <p>My manager: 83% (77%)</p> <p>My team: 85% (81%)</p> <p>Learning and development: 55% (51%)</p> <p>Inclusion and fair treatment: 91% (79%)</p> <p>Resources and workload: 81% (76%)</p> <p>Pay and benefits: 22% (28%)</p> <p>Leadership and managing change: 66% (57%)</p>	<p>Response rate: 82% (74%)</p> <p>Engagement index: 70% (66%)</p> <p>My work: 82% (78%)</p> <p>Organisational objectives: 95% (87%)</p> <p>My manager: 85% (78%)</p> <p>My team: 88% (81%)</p> <p>Learning and development: 60% (53%)</p> <p>Inclusion and fair treatment: 88% (79%)</p> <p>Resources and workload: 83% (77%)</p> <p>Pay and benefits: 26% (28%)</p> <p>Leadership and managing change: 72% (58%)</p>

Key area	Performance 2024-25	Performance 2023-24
Proportion of applications from underrepresented groups, and progression through selection exercises when compared to the pool of eligible candidates	Will be included in the JDF’s combined statistical report, which will be published in July 2025.	Legal exercises Women: 52% of applicants, 53% of recommendations (eligible pool 49%) Ethnic minorities: 31% of applicants, 16% of recommendations (eligible pool 15%) Solicitors: 64% of applicants, 46% of recommendations (eligible pool N/A) Declared disability: 11% of applicants, 9% of recommendations (eligible pool not available) Non-legal exercises Women: 49% of applicants, 47% of recommendations Ethnic minorities: 46% of applicants, 43% of recommendations Declared disability: 11% of applicants, 11% of recommendations
Complaints upheld by the Judicial Appointments and Conduct Ombudsman (JACO)	<p>The Constitutional Reform Act 2005 provides for any candidate “who claims to have been adversely affected as an applicant for selection” to formally make a complaint to the JAC.</p> <p>Where a candidate remains dissatisfied after having their complaint investigated by the JAC Complaints Manager, they may refer their complaint to the JACO.</p> <p>For 2024 to 2025, we are aware that one case has been taken to JACO which is still currently being investigated. We had a further case concluded from the previous year 2023 to 2024 which was not upheld.</p>	<p>The Constitutional Reform Act 2005 provides for any candidate “who claims to have been adversely affected as an applicant for selection” to formally make a complaint to the JAC.</p> <p>Where a candidate remains dissatisfied after having their complaint investigated by the JAC Complaints Manager, they may refer their complaint to JACO.</p> <p>We are aware that six cases have been taken to JACO, none of which were upheld.</p>

Analysis and explanation of the performance of the JAC

Other measures on performance are also in the management information pack that is distributed at Board meetings, 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 JAC's initial 2024 to 2025 fiscal budget allocation was £10.5 million, which subsequently decreased to £10.1 million as a result of some selection exercise activity moving into 2025 to 2026.

Achievement against our aims (2024 to 2027 strategy)

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

Implementing improvements to selection tools

We continued to implement improvements to our selection tools as planned:

- In December 2024, the Board considered an evaluation of its streamlined non-legal tribunal member process and noted it was working effectively and efficiently to provide the tribunals with the required specialist non-legal members. Improvements to the guidance and support offered to candidates for these posts has been completed to ensure that potential candidates in these professional fields are encouraged to consider roles within the judiciary. We have continued to demystify the selection process as much as possible. Updates and improvements to the information on our website will continue over the course of the coming year, in line with a wider refresh of the JAC website.
- In March 2025, the Board considered the emerging findings from an evaluation of the revised approach to the operation of statutory consultation. The changes were introduced in September 2022 following an independent review launched in 2021. Emerging findings from the evaluation will now be shared with the JDF.
- The programme of work announced last year, arising from the recommendations from the JDF-led QT research project, was completed this year. The JAC expanded its resources available to candidates to assist with their preparations for the QT. Additional changes included providing the drafting judges with more guidance and support with the setting of questions, and an increased focus on the quality assurance process for the test material.

- We are starting to explore what other alternative shortlisting and selection tools could be utilised within our selection exercises. We are exploring alternative shortlisting and selection tools that could replace online QTs or paper sifts, while maintaining quality and minimising early-stage resource use. Any changes that are agreed in this area will be clearly communicated to candidates in advance.

Judicial Office-led review of the Judicial Skills and Abilities Framework

We were actively engaged, through commissioner membership of the steering group, in the judiciary-led review of the Judicial Skills and Abilities Framework. We are a key user of the framework as it underpins our competency frameworks and our own skills and abilities frameworks for selection exercises. The judiciary published the revised framework on 27 January 2025⁸ and we have committed to utilising the revised framework within our selection processes from autumn 2025. Our processes and guidance are being considered and updated in light of this change and candidates will be kept informed.

Launching a research project to better assist neurodivergent candidates within the judicial appointments process

The JAC has launched a new research project to understand the latest research and best practice in supporting neurodivergent applicants through recruitment processes, so that this can be practically applied within the judicial appointments process. This interest is partly driven by a recent rise in adjustment requests from neurodivergent applicants, highlighting the need for a recruitment process that accommodates a broader spectrum of needs and perspectives.

The project addresses the JAC's objective to provide neurodivergent candidates with fair access to recruitment opportunities. The JAC is particularly focused on optimising its application form, QT, selection day, and reasonable adjustments policy. This project will develop practical, evidence-based recommendations to guide JAC in enhancing the accessibility of our recruitment processes.

8. <https://judicialappointments.gov.uk/judicial-skills-and-abilities-revised-framework-published-by-judicial-office/>

2

Work with partners to attract well-evidenced applications from the widest range of high-calibre candidates, supporting the achievement of greater judicial diversity

Commitment to diversity

During 2024 to 2025 diversity continued to be a core part of the JAC's work. We believe in a judiciary that better reflects the diverse society it serves and ensuring that all groups can pursue a career in the judiciary, recognising the importance of equality of opportunity. We aim to attract strong, suitably qualified applicants from a wide field.

Working in partnership with the legal professions, judiciary and government continued to be a central theme of the JAC's work to promote and encourage diversity and ensure fairness to all candidates. Joint work focused on delivering judicial appointment support programmes to encourage and prepare a diverse range of candidates, further work to enhance the monitoring and evaluation of judicial diversity initiatives, and taking steps to reduce barriers for underrepresented groups.

In February 2025, we published our regular diversity update.⁹ The

update details the ongoing work to attract and better prepare potential candidates from underrepresented groups for judicial appointment and ensure selection processes are fair and non-discriminatory. For the third year, this update included insights drawn from the JDF annual diversity in the judiciary statistical report, providing useful additional context around the legal candidate pools and the progression of underrepresented applicants. Diversity updates are published biannually on the JAC website.

Statutory diversity and equality duties

Under the Constitutional Reform Act 2005, 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

9. <https://judicialappointments.gov.uk/targeted-outreach-programme-banner/our-services/read-more-jac-publishes-latest-diversity-update-february-2025/>

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

There are three aspects to the JAC's Diversity Strategy:

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

Outreach

The JAC carries out exercise-specific and broader outreach activities to attract a diverse range of candidates to apply when they are ready. Activities in 2024 to 2025 included the below.

- Delivering a mixture of remote and in-person outreach activity, we supported targeted events for prospective candidates organised by associations and societies within the legal professions, including The City of London Law Society, Council of Employment Judges, Legal Wales, Westminster Policy Forum, Women in the Law, and the Black Solicitors Network.
- The remote approach to outreach allowed us to participate in region-specific events to promote multi-jurisdictional exercises as well as host larger online events in advance of regular selection exercises. As part of our efforts to improve our approach to monitoring and evaluation,

we track the percentage of candidates applying to key JAC selection exercises who have attended an outreach event in advance. 62% of applicants to the District Judge competition declared that they had attended an outreach event, and 49% of applicants to the Circuit Judge competition attended the outreach event for the exercise.

- Continuing to take a tailored approach to selection exercise outreach, ensuring appropriate resource is dedicated to exercises where enhanced support is likely to have the highest impact. We continue to advertise all judicial vacancies across JAC channels, including social media, monthly newsletters, and the JAC website.
- An ongoing focus to promote stories from underrepresented and non-traditional candidate groups, including case studies highlighting diverse pathways into and within the judiciary, with the aim of encouraging candidates from different professional backgrounds and underrepresented groups to pursue a role in the judiciary. We are continuing to work with the Judicial Office on expanding the network of judicial office holders who share their career stories.
- Publishing articles in specialist media – both legal and non-legal – to encourage potential candidates to consider judicial

careers, to inform them about the selection process and to promote forthcoming selection exercises.

- The review of our communications and outreach approaches, with the development of a new Communications and Engagement Strategy. The strategy places a particular focus on using clear, targeted, and accessible communications to ensure all eligible candidates feel informed and supported.

Targeted Outreach Programme

The Targeted Outreach Programme was established in September 2020 to focus on the progression and recommendation of the JAC's four target groups (women, ethnic minority candidates, disabled candidates, and solicitor candidates) across all legal roles. Targeted Outreach Programme support can include consultations with a former JAC commissioner, discussions with a judicial guide, as well as signposting to supporting schemes from JDF partners.

The Judicial Guide Scheme, launched in 2021, provides additional support to candidates. The Judicial Guide Scheme is co-badged with the judiciary and is endorsed by the Lady Chief Justice, the Senior Presiding Judge, and the Senior President of Tribunals, who have allocated limited protected time per year for judges supporting the scheme. The support of the judiciary and the volunteer Judicial Guides, alongside our former commissioners, in guiding and

advising applicants, continues to play a crucial part in increasing the impact of the programme.

The targeted outreach and research team continue to improve the evaluation of outcomes for candidates with regular data analysis, to track both the progression through exercise stages and recommendation rates of our target groups.

As of April 2025, the programme has received over 1,000 applications, of which, following sifts by former JAC commissioners, 568 candidates are taking part in the programme and receiving support from a targeted outreach team commissioner, and/or a judicial guide. Of the programme participants, 71% are women, 61% are ethnic minority, 18% declared a disability and 66% are solicitors. Overall, 26% of targeted outreach participants who have been on the programme for at least 12 months and made at least one application have been successfully recommended for a judicial role since joining the programme.

Since the programme's inception in September 2020, female ethnic minority solicitors on the Targeted Outreach Programme (three of four of our target groups) have been appointed at rates approximately two and a half times higher than the comparator group of candidates with those characteristics over the last three years. Candidates from a Black ethnic minority background on the Targeted Outreach Programme were

also appointed at rates two times higher than the comparator group of candidates with those characteristics over the last three years.

The Targeted Outreach Programme has increased the level of stakeholder engagement, working closely with the senior judiciary, to increase the number of stakeholder referrals to the Targeted Outreach Programme. The JAC also undertakes outreach events with key stakeholder partners, including Chartered Institute of Legal Executives (CILEX), the Bar Council and the Law Society, to encourage people from a wide range of backgrounds to make a judicial application and provide information on how they can access support.

Fair and non-discriminatory selection processes

The JAC takes several steps to ensure that the selection processes are fair, open and transparent.

- Using name-blind shortlisting in all selection exercises.
 - Training JAC panel members on fair selection, bias, and assessing transferable evidence. This training is refreshed in the panel briefing session before every selection exercise.
 - Tailored outreach 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, including via the Targeted Outreach Programme.
 - With the assistance of its Advisory Group of professionals and judges, reviewing all selection materials from an equality and diversity perspective – this also helps ensure that materials do not unfairly advantage or disadvantage candidates from a particular practice area or jurisdiction.
 - Ensuring that the content and tone of selection exercise materials do not contain inappropriate stereotypes, colloquialisms or language that may be off-putting to different groups, and that role plays and scenarios feature characters from a wider range of 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.

The JAC wants to make sure that disabled candidates and those with long-term health conditions can participate fully and fairly in all stages of the selection process. The JAC publishes a reasonable adjustments policy on its website which 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 the Judicial Office, the judiciary, MoJ and the legal professional bodies to break down barriers to increasing diversity among the judiciary. We work with these partners individually and through the JDF, which is chaired by the JAC Chairman. The leaders of all the partner organisations meet at the forum twice-yearly and are supported by an officials' group made up of senior representatives from each organisation.

A Theory of Change methodology was adopted in 2022 and has been embedded over the past two years to better monitor the impact of activities. The JDF continued to align its priorities and actions

for 2024 around four strategic priorities, providing clear aims for our programme of targeted and collaborative action. Work over 2024 has included the implementation and delivery of the QT work programme, research to profile the diversity of the judicial talent pipeline, and supporting the judiciary's review of the Judicial Skills and Abilities Framework.

The 2025 Action Plan sets out the activities that JDF partners will undertake in the next year to deliver against agreed outcomes and how the impact of each initiative will be measured. Work is also underway to improve understanding of the barriers faced by those from professional backgrounds which are currently underrepresented in the judiciary, such as legal academics and government lawyers, and options to reduce these barriers, with the aim of increasing diversity in the judiciary.

In July 2024, the JDF published a fifth annual combined statistical report. These reports bring together data on the diversity of the judiciary, judicial appointments and from the relevant legal professions (solicitors, barristers and legal executives), offering insight into factors which impact on judicial diversity. The JDF published an accompanying statement, which acknowledges the importance of these statistics to the forum's work and reaffirms its commitment to increasing judicial diversity. The 2024 report includes information on ethnicity

at a more granular level for the first time to highlight differences, where they were identified, within ethnic groups. The data from the annual statistics report has been used positively over the years to drive diversity interventions by partners. The statistics are used to inform the JDF's work, providing evidence to help tailor support for currently underrepresented groups and removing barriers to judicial diversity.

Pre-Application Judicial Education (PAJE) Programme

The 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. An expert group made up of current judges and JAC commissioners was formed to prepare the online materials and workshop elements of the programme.

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 2024 to 2025, three rounds of judge-led discussion group courses were run with a total of 196 participants, 97% of whom were from an under-represented group. Judge-led discussion group courses are being held remotely and continue to be oversubscribed. Last year we trialled one in-person workshop per programme round and, due to positive feedback from participants, this hybrid approach has been adopted for PAJE workshops throughout 2024 to 2025.

The 2024 PAJE evaluation found that, in 2023 to 2024, 99% of PAJE participants had at least one characteristic underrepresented in the judiciary. 79% of PAJE participants were women, 45% were from an ethnic minority background and 11% were disabled. Participants' socio-economic data is also collected and monitored. For the 779 participants who completed PAJE at least a year ago, 550 (71%) have since applied for a judicial role (up from 68% in 2022 to 2023). 124 (23%) of those have been appointed (up from 20% in 2022 to 2023). Asian and Black applicants for judicial roles who have been through the PAJE Programme continue to be shortlisted and recommended at higher rates than the comparator group of Asian and Black candidates (based on statistics from the last three years).

Monitoring diversity

The JAC continued to monitor the diversity of applicants and those selected for judicial posts. The selection process is carefully monitored, including with analysis of progression of target groups at key points in the selection process and by investigating reasons for significant drops in target groups.

In 2021 the JAC introduced an internal monitoring policy to account for panel diversity and ensure that selection panels, on aggregate, have representative ethnic diversity and gender diversity in line with the general population. Our commitment to convening ethnically diverse panels is embedded at all relevant stages of the selection exercise process. Data is evaluated and

reported upon on a monthly basis to our internal Selection Exercise Programme Board, ensuring we can monitor the average of ethnic minority panel member representation (including judicial members and Commissioner panel members) across each selection exercise.

In parallel, the Judicial Office has refreshed the pool of judges for deployment on JAC exercises, ensuring a greater proportion of ethnic minority judges were available to serve on selection panels. Aggregated diversity monitoring data covering both lay and judicial panel member diversity, across the 2024 to 2025 programme of selection exercises, is set out below:

Panel diversity of selection exercises taking recommendations (concluding) between 1 April 2024 and 31 March 2025

Grouping	All exercises	Legal exercises	Non-legal exercises
Exercise count	37	27	10
Total panel members	394	241	153
Declaration rate (ethnicity – all declarations)	88% (345)	95% (228)	76% (117)
Ethnic minority panel members (as of percentage of those declared)	17% (59)	14% (32)	23% (27)
Exercises with ethnic minority panel representation of 17% or over ¹⁰	21/37	13/27	8/10

10. The current target of 17% aligns with the ethnicity comparison figure agreed for the JDF's annual statistical publication. This is drawn from 2021 Census data released by the Office for National Statistics in November 2022 and represents the proportion of adults in England and Wales aged 25 to 74 who identify as coming from an ethnic minority background.

Further steps to increase diversity

In March 2024 the JAC published the summary of our two-year research project, which aimed to further explore the differential outcomes observed for some candidate groups at the QT, the first stage selection tool used for large selection exercises. JDF partners published a joint work programme of actions the forum will collectively take to address the findings and recommendations. Key completed actions include the publication of answers to the JAC practice QT tool, the creation of a dedicated guidance webpage for candidates on the QT, and an adjustment to the default time limit for the test. The JAC has progressed work against all areas outlined within the work programme and is working with JDF partners to ensure all actions are delivered.

We have begun work to enhance the JAC website by improving navigation to facilitate easier access to information, as well as ensure the website provides appropriate support and guidance for disabled candidates. Work also continues to better support all candidates in submitting strong applications by developing additional resources, preparatory tools, and clearer information on each stage of the selection process, allowing candidates to better understand the rigorous process.

We continue to monitor feedback from candidates and assess lessons learnt from each exercise to inform future exercises. We have also worked with the judiciary to consider how we can work collaboratively to ensure JAC panel members have a good understanding of the work of tribunals and the associated transferable skills.

Equal merit policy

The JAC continues to apply its policy on equal merit during selection exercises at the shortlisting and final decision-making stages. The approach enables the JAC to select a candidate for the purpose of increasing judicial diversity where two or more candidates are considered to be of equal merit. This approach ensures that the JAC continues to take all measures possible, consistent with the statutory framework, to support the aim of increasing diversity. Detailed information as to how the JAC applies this policy is available on the website.

For exercises reporting in the 2024 to 2025 period, the equal merit provision was applied at the shortlisting stage five times across three exercises, resulting in 32 candidates proceeding to the next stage. The equal merit provision was applied at the selection stage twice across two exercises, resulting in six recommendations.

3

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

We have continued to engage with our delivery partners and wider stakeholders building strong and productive relationships and ensuring we remain a trusted expert body on merit-based judicial appointments, both domestically and internationally.

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 continued to work alongside the Judicial Office and the Foreign, Commonwealth and Development Office to support and engage with judicial appointments bodies and judicial office holders from other jurisdictions. This year we shared knowledge and best practice about merit-based appointment, selection tools and judicial diversity with judges and officials from Nepal and with a delegation from the Supreme Courts of Kosovo and Montenegro.

In February, we hosted the judicial appointments tripartite conference with the Judicial Appointments Board for Scotland (JABS) and the Northern Ireland Judicial

Appointments Commission (NIJAC) in London. The delegations were led by their respective organisational heads, the JAC Chairman Helen Pitcher OBE, JABS Chair Dr Lindsay Montgomery CBE and NIJAC Chair the Rt Hon Dame Siobhan Keegan, Lady Chief Justice of Northern Ireland. Over the course of two days the three organisations shared knowledge, insight and best practice around their experiences of merit-based judicial appointments.

We continue to share evidence and insight with government, the judiciary and the legal professions to co-ordinate and maximise support for independent, diverse appointments through fair and open competition. The JAC submitted evidence to the Senior Salaries Review Body in December for its annual review of judicial salaries. Following publication of our evidence we responded to a number of follow-up requests for further insights from stakeholders. Over the course of the year we shared selection exercise data and analytical insights to inform MoJ policy projects, such as their review of the judicial reasonable adjustments policy and judicial salaried part-time working policy.

Fostering a better understanding among key audiences of the JAC's approach and how we deliver in partnership

The JAC Chairman wrote to key partners and stakeholders following the publication of the JAC's new Business Strategy 2024 to 2027, highlighting the key strategic priorities that had been identified by the Commission and emphasising the importance of partnership working in successful delivery of our selection exercise programme. A new Communications and Engagement Strategy has been developed to align with the Business Strategy and will help ensure that our key messages are tailored and targeted at our core audiences.

As part of our work within the JDF, we continue to provide input into partners' professional development programmes and judicial appointment schemes, including supporting impact evaluations. Across 2024 to 2025 we published two editions of our 'diversity update' report, providing details about how we are meeting our objectives within our Diversity Strategy. The updates also included statistical insights from the annual combined 'diversity of the judiciary' statistical report, providing additional context about application and progression rates within JAC exercises and the composition of the eligible pools from which the majority of judges are drawn.

4

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

Our values of Fairness, Professionalism, Clarity and Openness, Learning and Respect are the cornerstone of how we approach our work – from guiding how we plan and deliver our statutory responsibilities to deliver our busy programme of judicial selection activity, to how we interact with our candidates and stakeholders, and engage and support our colleagues. The wellbeing of our staff, panel members, commissioners and candidates continues to be a priority consideration in any decision-making process.

We continue to work in a hybrid approach, in line with government policy for civil servants. Regardless of whether staff are working in our office premises or working from home, their health, safety and wellbeing are being looked after. We continue to conduct display screen equipment assessments which provide any recommendations for additional equipment and support as necessary.

We continue to hold a weekly all-staff meeting which allows the opportunity for staff to hear about current activity and ongoing

priorities. These meetings are chaired by the Chief Executive but also other members of the senior leadership team on a rotational basis. We facilitate spotlight sessions in these meetings where senior leaders and/or staff present on topics, such as regular wellbeing and inclusion sessions highlighting support and services to our staff.

In the Summer of 2024, we launched our new three-year People Plan for 2024 to 2027 for staff, which also takes into consideration the aims and objectives of the organisation's three-year Business Strategy to ensure that its activities are aligned to the wider ambitions of the organisation. The People Plan's aims and objectives are:

- attract, retain and value our workforce
- celebrate the benefits of a career with the JAC and promote a consultation-based approach to management and leadership
- provide opportunities for staff to grow and develop in their role and career while delivering JAC objectives

- continue developing a culture that reflects our values and supports our staff as colleagues and individuals

These aims and objectives are underpinned by a commitment to wellbeing to ensure that colleagues are provided with the right support throughout their careers with us.

Selection day recruitment for our salaried roles is conducted face to face – we continue to monitor any risks (such as public transport strikes) to the delivery of the programme very closely, to ensure disruption is kept to the absolute minimum. For our smaller exercises, we continue to encourage the hosting of these at our own premises.

To ensure that we maintain effective delivery of our programme as well as being mindful of our staff workloads, we continue to provide efficient recruitment into roles where staff have left the JAC. At the end of March 2025, we had 101 permanent staff and six agency staff, similar to the position in March 2024. Our JAC learning and development team continue to deliver a bespoke induction programme for all new starters, which is tailored to the role they will be undertaking to ensure they are equipped with the knowledge and skills they need to settle into their role. We have also introduced a self-evaluation tool called a 'personal growth map', to help staff set personal development

objectives with their line managers. The areas of development highlighted will enable us to tailor any learning and development opportunities delivered for colleagues going forward.

Our staff networks continue to provide invaluable support and hosting of events for our staff. Our change agents and senior leadership team helped to plan an all staff away day which allowed colleagues to observe courts and tribunals in the morning, before coming back together in the afternoon for wider discussion and reflections. Our Mental Health Allies network and wellbeing leads continue to find ways to highlight support for staff through time to talk events and wellbeing sessions. Our race and inclusion champions are identifying opportunities to provide space for open and honest conversations to foster an organisational culture which supports colleagues. Our dignity at work advisors continue to communicate the help they can provide to any colleagues who have concerns about bullying or harassment issues in the workplace.

Developing our digital tools

We have continued to enhance our digital platform, which launched in January 2020 following extensive user research. New features to existing functionality have been added during the year to support internal policies and processes, to

make the processing of applications easier to administer, and to enhance the user experience for candidates, independent assessors and staff.

We have also increased the security and stability of the platform, and rolled out updates and patches to ensure the platform remains resistant to vulnerabilities.

Over the course of the reporting year, more than 4,500 candidates undertook one or more of the 10 online QTs administered by the JAC. The online tests are integrated with the JAC's digital platform and are used to shortlist candidates for selection day. The online tests are easy for candidates to access and navigate and can be undertaken at a time and place that best suits their needs.

We also commissioned a specialist digital consultancy to undertake a review of the technology that underpins our platform. They made several recommendations for future development but, overall, considered the technology a sound, cost effective and flexible solution to support the JAC's requirements. This, along with an IT health check undertaken by the UK's National Standards Body, provided assurance that the platform is secure and fit-for-purpose. We are using both reports to help us plan our future development.

Supporting panel members and increasing diversity

We continue to provide support to our panel members who are key components in our selection process. We regularly communicate with them via newsletters highlighting priorities and regularly provide feedback on their performance. We have introduced improvements to the recruitment process which we hope will continue to attract more panel members. We also continue to provide induction and training to all, including our hosting of an annual lay panel member event and monthly judicial member training sessions as required.

The diversity of our cadre of panel members is 17 (20%) from an ethnic minority background as of January 2025.

Going forward

We will continue to engage with staff to ensure we are listening to what works well but also to hear about where improvements are needed so that we can continue to support colleagues with the delivery of our business objectives.

Plans for the future

In response to government priorities and new and forthcoming legislation, we anticipate that the volume of judicial recruitment will remain at the high levels we have seen in recent years. The JAC will continue to respond to these demands, efficiently and effectively, using its hybrid approach of remote and face-to-face candidate assessment and seeking to maximise utilisation of our new office space in 102 Petty France.

Alongside a focus on the effective and efficient delivery of a substantial judicial recruitment programme, the JAC will also prioritise:

- continuing to work closely with delivery partners to meet the shared challenges of recruitment to some salaried roles and exploring options for more targeted recruitment
- implementing the revised Judicial Skills and Abilities Framework within the JAC's selection processes
- undertaking a review of our processes, including reviewing the weighting of competencies, the use of competency-based interviewing and the shortlisting methods used in our largest exercises
- reviewing our equal merit policy approach
- continuing to support underrepresented candidates through the Targeted Outreach Programme
- considering research undertaken into neurodivergent candidates and reviewing our selection approaches and reasonable adjustments policy in light of the findings
- rebuilding and launching a new JAC website to enhance the current functionality, accessibility, and user experience to attract new applicants and build trust with existing applicants
- fostering a better understanding among key audiences – including candidates, judges, the public, the media and other stakeholders – of the JAC approach and how we deliver in partnership, and continuing to welcome and reflect on feedback
- considering the findings of an externally-conducted Board effectiveness review to identify areas for improved governance and effectiveness – we will then implement changes as necessary
- embedding our People Plan to 2027 to ensure that the business objectives of the organisation are underpinned by a commitment to staff development and wellbeing
- continuing to make iterative improvements to support JAC operational processes and to create efficiencies through digital innovation – this includes the introduction of new features to make processing applications easier to administer, as well as user experience updates for candidates

This will form a key part in continuing to achieve the aims of the Commission's four strategic objectives in our three-year Business Plan to 2027:

- ensure we are a centre of excellence in selection, applying best practice to fairly select talented individuals with the necessary skills and abilities across the entirety of judicial roles
- work with partners to attract well-evidenced applications from the widest range of high-calibre candidates, supporting the achievement of greater judicial diversity
- ensure the JAC is widely recognised as the trusted expert body on independent, merit-based and inclusive appointment to the judiciary
- develop people and tools to support the delivery of the Commission's aims

Sustainability report

We are committed to operating sustainably, effectively and efficiently, providing value for the taxpayer, reducing our environmental impact and enabling transformation of the way the JAC works as one of MoJ's arm's length bodies. Sustainability is a key enabler for MoJ to contribute to the Greening Government Commitments and is embedded within the JAC's overall governance and decision making in the delivery of its recruitment programme.

- **Environmental awareness:** Waste minimisation and recycling are well practised within our day-to-day operations. We also promote procurement and waste management practices as part of working within the MoJ procurement framework. The Department for Environment, Food and Rural Affairs provides details of Government Buying Standards for a range of products. As part of all tendering activity where they apply, the requirements of the Government Buying Standards are mandated by us.
- **Climate change awareness:** MoJ's sustainability team manages and reviews buildings and sites including the sole building that the JAC occupies. This serves in highlighting any premises susceptible to the effects of climate change, such as temperature, flooding, and other adverse climatic conditions.

- **Digitisation:** Following the impacts of COVID-19 and the implementation of our hybrid working policy, the JAC has improved its use of digital tools to deliver its business and support its staff. All fee-paid judicial recruitment activity continues to be delivered remotely, utilising our digital recruitment platform and online videos tools such as Microsoft Teams. We also rely on digital ways of working across a number of our key delivery boards and day-to-day staff meetings which allow staff to work more efficiently and flexibly. As a result, paper usage has fallen by 9% this year and by 43% over the past three years, demonstrating the continued benefits of an approach that embraces digital ways of working.

In addition, efficiency has been sought through the use of shared functions with MoJ, including finance and HR business partners, analytical services and Shared Services Connected Limited who provide support to the JAC and other government departments. This reduces the JAC's requirement in terms of staff, resources and office space and the resulting emissions that might otherwise have been produced.

Environmental sustainability measure reporting

Our progress against the 2020 Greening Government Commitments is outlined below.

Following a change in the sustainability reporting thresholds, the JAC has disclosed its sustainability data since 2021 and continues to give a broader view of our progress. This data is supplied to us by MoJ's sustainability team and covers our use of the Clive House office space, which equates to 397 square metres and is part of the MoJ estate. The JAC adopts MoJ's approach of using calendar year data due to the timing of producing annual reports. This data is then re-stated the following year with full financial year data. The below data factors in seasonal variation in consumption and provides a meaningful comparison. It should be noted that MoJ does not capture financial information for the following measures by individual location and instead reports on the MoJ estate as a whole.

Greenhouse gas (GHG) emissions from buildings and travel		FY 2021-22	FY 2022-23	FY 2023-24 (Restated)	Jan-Dec 2024
Non-financial indicators (tonnes CO ₂ e)	Total Gross Scope 1 (direct) GHG emissions	9.47	14.22	16.07	15.96
	Total Gross Scope 2 (energy indirect) emissions	39.68	19.03	19.89	19.99
	Total Gross Scope 3 (official business travel) emissions	-	-	-	-
	Total emissions	49.15	33.25	35.96	35.95
Non-financial indicators (kWh)	Electricity	186,884.85	98,428.16	95,809.40	96,624.50
	Electricity: renewable	-	-	-	-
	Gas	51,707.96	77,883.55	88,378.49	86,857.36
	Other energy sources	-	-	-	-
	Total energy consumption	238,592.81	176,311.71	184,187.89	183,481.86
Air travel		FY 2021-22	FY 2022-23	FY 2023-24 (Restated)	Jan-Dec 2024
Domestic flights km		-	-	2,058	-
Domestic flights emissions tCO ₂		-	-	0.33	-
International flights km		-	-	-	-
International flights emissions tCO ₂		-	-	-	-

Water consumption		FY 2021-22	FY 2022-23	FY 2023-24 (Restated)	Jan-Dec 2024
Non-financial indicators (m ³ 000)	Total water consumption	479.65	243.83	421.91	322.34

Waste production		FY 2021-22	FY 2022-23	FY 2023-24 (Restated)	Jan-Dec 2024
Non-financial indicators (tonnes)	Landfill	-	0.05	-	-
	Recycled/reused	1.01	1.04	1.60	1.41
	Composted/food waste from 2022	0.88	0.14	-	-
	Incinerated with energy recovery	0.32	0.34	0.36	0.92
	Incinerated without energy recovery	-	0.16	0.62	0.09
Total waste		2.21	1.73	2.58	2.42

A. McMurtrie

Alex McMurtrie

Accounting Officer
Judicial Appointments Commission
10 July 2025



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 2024 to 2025 are set out in the remuneration and staff report on pages 76 to 92.

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:

<https://judicialappointments.gov.uk/wp-content/uploads/2025/05/registerofinterest-commissioners-May-2025.pdf>

The secretariat can be contacted at Judicial Appointments Commission, 12th Floor, 102 Petty France, London SW1H 9AJ or by emailing jacsecretariat@judicialappointments.gov.uk.

There were no losses of personal data during the year – as set out in the governance statement (nil in 2023 to 2024).

The Commission (as at 31 March 2025)

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

12 commissioners, including the Chair, 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 chair 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 other)
- 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 2024 to 2025 were:

- Helen Pitcher OBE, Chair
- Lord Justice Mark Warby, Vice Chair
- Mr Justice Adam Johnson (judicial)

- Judge Noel Arnold (judicial: tribunal)
- Professor Christopher Bones (lay)
- Her Honour Judge Anuja Dhir KC (judicial) (until 8 June 2024)
- Her Honour Judge Angela Rafferty KC (judicial) (from 9 June 2024)
- Professor Anthony Harnden (lay) (until 31 December 2024)
- Sue Hoyle OBE (lay)
- Uchechi Igbokwe (judicial: non-legally qualified)
- Senior District Judge Tanweer Ikram (judicial)
- Sarah Lee (professional: solicitor) (until 30 June 2024)
- Professor Clare McGlynn (lay)
- Rt. Rev. Dr Barry Morgan (lay)
- Judge Greg Sinfield (judicial: tribunal)
- Brie Stevens-Hoare KC (professional: barrister) (until 30 June 2024)
- Nicolina Andall (professional: solicitor) (from 1 July 2024)
- Tom Cross KC (professional: barrister) (from 1 July 2024)

* The legal qualifications are:

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

Commission, Selection and Character Committee (SCC), and Audit and Risk Committee (ARC) attendance 1 April 2024 to 31 March 2025

Commissioner details	Meetings attended in 2024-25		
	Board	SCC	ARC
Number of meetings: 01/04/2024 to 31/03/2025	8	22	6
Helen Pitcher OBE (Chair)	8 of 8	22 of 22	-
Lord Justice Warby	7 of 8	19 of 22	-
Mr Justice Adam Johnson	8 of 8	21 of 22	-
Judge Noel Arnold	8 of 8	20 of 22	-
Professor Christopher Bones	8 of 8	19 of 22	1 of 1
Her Honour Judge Anuja Dhir KC	2 of 2	5 of 5	1 of 1
Professor Anthony Harnden	5 of 6	14 of 16	3 of 4
Susan Hoyle	5 of 8	19 of 21	-
Uchechi Igbokwe	8 of 8	22 of 22	-
District Judge Tanweer Ikram	7 of 8	19 of 22	3 of 6
Sarah Lee	2 of 2	6 of 6	2 of 2
Rt. Rev. Dr Barry Morgan	8 of 8	21 of 22	-
Professor Clare McGlynn	8 of 8	20 of 22	-
Judge Greg Sinfield	6 of 8	19 of 22	-
Brie Stevens-Hoare KC	2 of 2	6 of 6	-
Her Honour Judge Angela Rafferty KC	6 of 6	14 of 17	-
Tom Cross KC	5 of 6	13 of 16	-
Nicolina Andall	6 of 6	15 of 16	4 of 4

Statement of Accounting Officer's responsibilities

Under the Constitutional Reform Act 2005, the Lord Chancellor with the consent of HM Treasury has directed the 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 MoJ Accounting Officer 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 Government Internal Audit Agency, 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 Chair and other commissioners are served by a secretariat.

- The Commission (made up of 15 commissioners including the Chair as set out in the Constitutional Reform Act 2005 as amended, and the Judicial Appointments Regulations 2013) met monthly (except in January, May, August and November). 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 Constitutional Reform Act as amended, and as set out in the framework document agreed between MoJ and the JAC Accounting Officer.
- The Selection and Character Committee 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 Chair. The committee identifies candidates suitable for recommendation to the appropriate authority for appointment to all judicial offices under Schedule 14 to the Constitutional Reform Act, as amended by the Crime and Courts Act, and to other offices as required by the Lord Chancellor under section 98 of the Constitutional Reform Act.

- The Audit and Risk Committee is made up of the Chair (a commissioner), an independent (non-JAC) member and two other commissioners. The committee generally meets four times a year, with an additional meeting to consider the annual accounts. The committee may convene additional meetings as and when required. The committee advises the Chief Executive on the adequacy and effectiveness of risk management and internal control, including the strategic risk register processes. The committee also 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.

JDF

The 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 co-ordination of agreed activities aimed at encouraging greater judicial diversity.

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

The members of the JDF are:

- Chairman of the JAC (also Chair of the forum)
- Lord Chancellor
- Lady 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

JAC Advisory Group

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

Lady Chief Justice

Bi-lateral meetings between the JAC Chair and the Lady Chief Justice take place during the year to discuss judicial strategy, resourcing and policy matters. Judicial diversity is a standing agenda item.

Board and Committee performance

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 Commission members to make sound decisions.

Board discussions

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

- discussing and setting the JAC's Business Strategy for 2024 to 2027
- decisions on statutory consultation approaches for selection exercises across the year
- annual review of indicators for selection exercise length
- internal Board effectiveness review
- incorporating lay panel member roles within the Public Duties Act
- JAC complaints and feedback report 2023 to 2024
- consideration of the JAC annual report and accounts 2023 to 2024
- Good Character Guidance review
- enhanced approach to commissioner induction
- JAC People Plan
- use of CVs in selection exercises
- QT research actions
- revisions to Selection and Character Committee papers and panel reports
- panel member engagement update
- Board development programme
- Communications and Engagement Strategy
- statistical insights from the 2024 report
- review of non-legal process
- implementation of the Judicial Skills and Abilities Framework
- post-Judicial Skills and Abilities Framework reviews of shortlisting and selection tools
- HR update on performance management
- information management and assurance
- two-year evaluation of the Targeted Outreach Programme
- evaluation of changes to the operation of Statutory Consultation
- policy update on candidate grading and assessment

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:

- High Court Judge
- Recorder
- Circuit Judge
- District Judge
- Salaried Judge of the Employment Tribunal
- Fee-paid Judge of the First-tier Tribunal
- Section 9(4) Deputy High Court Judge
- Salaried Judge of the First-tier Tribunal
- 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.

Changes to the Commission

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

- one commissioner's term came to an end on 8 June 2024:
Her Honour Judge Anuja Dhira
- two commissioners' terms came to an end on 30 June 2024:
Brie Stevens-Hoare KC
and Sarah Lee
- one commissioner ended their term early on 31 December 2024:
Professor Anthony Harnden
- one commissioner was appointed on 9 June 2024: Her Honour Judge Angela Rafferty KC
- two commissioners were appointed on 1 July 2024: Nicolina Andall and Tom Cross KC

Board performance evaluation

In line with the HM Treasury and Cabinet Office Public Bodies Reform Programme guidance for arm's length body boards, the JAC is committed to conducting an externally facilitated Board effectiveness review every three years. A tendering exercise was carried out in October 2024 using MoJ's recommended framework agreement for audit and assurance services. This process was completed in December 2024, with third-party evaluators, Mazars LLP, the successful bidder. The JAC Board will hear the recommendations of their review at its meeting in April 2025, and an appropriate action plan shall be agreed upon once the full report has been received and discussed.

Audit and Risk Committee performance

The committee last conducted a self-assessment in March 2025. The results of the self-assessment questionnaires will be reviewed by the committee at its meeting in April 2025. The JAC follows the guidance provided by the National Audit Office and makes use of the assessment tools they have available to evaluate its performance against a wide range of criteria. Following feedback from the last review conducted in January 2023, the self-assessment questionnaire was tailored to make it more relevant to the work and size of the JAC.

Commission Board, Selection and Character Committee, and Audit and Risk Committee attendance is on page 62.

Business continuity

The JAC continued to deliver its judicial recruitment programme in line with the Commission's decision that all salaried judicial recruitment should be conducted via face-to-face selection processes. Recruitment to the majority of fee-paid roles continue to be delivered remotely. Throughout the year, in response to strike action affecting travel in London we implemented our Business Continuity Plan to ensure that delivery of the programme remained on track.

Corporate governance

Guidance followed

The JAC follows HM Treasury/ Cabinet Office guidance in 'Corporate governance in central government departments: code of good practice', as far as possible in its capacity as a small arm's length body. As such, it does not comply with the code provisions relating to a minister, nor does it 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 Constitutional Reform Act, as amended by the Crime and Courts Act.

There is no formal Nominations and Governance Committee in place identifying leadership potential. Compliance with corporate governance guidance is outlined in greater depth in the framework document between MoJ and the JAC as signed by the JAC in December 2022.

Responsibility

The JAC Board and its other committees provide the necessary leadership, effectiveness, accountability and sustainability to ensure the JAC delivers its objectives, while maintaining an open and transparent dialogue with 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 Chair 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

The JAC developed a new Assurance Framework in 2023 to 2024 in collaboration with the Government Internal Audit Agency. This document enables our organisation to identify and map the main sources and types of assurance we have in place across the four lines of defence and is also used in the development of future internal audit plans. 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, 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. This gives me additional assurance that the organisation is managed well.

External audit

The Comptroller and Auditor General, through Deloitte and 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, complaints, Freedom of Information Act requests, outreach activity and a summary of the corporate risks. The pack is updated each month and is 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 the JAC Chair and Vice-Chair for information, in addition to key partners, in line with the Code of Practice for Official Statistics. Data produced as a result of selection processes is regularly checked to ensure it is 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 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 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 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.

At the request of the Board, the Audit and Risk Committee held an additional meeting in February 2025. The committee was asked to review the effectiveness of the organisation's Corporate Risk Register in capturing reputational risks to the organisation and risks to operational delivery should the organisation find itself without a Chair. The committee concluded that sufficient plans were in place to manage these risks.

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. 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, 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 on page 22). 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

The Senior Information Risk Owner 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 the JAC's digital platforms are subject to specific legislative provisions set out in the Constitutional Reform Act, the Data Protection Act 2018 and Freedom of Information Act 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 Data Protection Act and the Freedom of Information Act.

Any operational requirements to deviate from the JAC Security Policy regarding data security require Senior Information Risk Owner agreement.

Eight security incidents were reported during 2024 to 2025, seven fewer than in the previous year. Of the incidents reported, none required escalation to the Information Commissioner's Office. The majority of incidents involved information being sent to the wrong email recipient. Staff are regularly reminded of their responsibilities when handling sensitive information via the fortnightly communication notice.

The JAC's Audit and Risk Committee and digital board have worked collaboratively over the year to ensure sub-committee effectiveness with clearly defined areas of responsibility. A half-day workshop was held in October 2024, which included attendees from Justice Digital. The JAC has also contributed to the ongoing work in producing a formal functional partnership agreement between MoJ and its arm's length bodies.

The JAC also engaged in the GovAssure Cyber Security Assurance Scheme the past year, which has been rolled out across all government departments in order to assess critical systems. The scheme was developed by the Government Security Group and the National Cyber Security Centre and includes a self-assessment and peer review against a framework in order to ensure best practice.

As part of our ongoing efforts to ensure we remain vigilant to any potential threats to our system, we also commissioned a penetration test of the JAC's digital platform, which took place in September 2024. The test was conducted by BSI Group, a specialist company used by MoJ to carry out testing of digital systems. In addition to this, we commissioned a technical stack review of our digital platform in January 2025. This review was carried out by Scott Logic, who assessed the architecture, technology, user experience, accessibility, development and governance arrangements we have in place. That review concluded that the overall architecture of the JAC's digital platform is sound and remains suitable for the foreseeable future.

The JAC also continues to monitor new and emerging risks around the increasing use of AI tools, and has amended the scope of its risk profile accordingly.

A Counter Fraud Strategy and Response Plan are available to all staff, panel members and Board members and we have a whistleblowing policy in place. I am content that the measures we have in place are effective to enable anyone in the JAC to report any concerns that they may have and that we are well placed to deal with such concerns should they arise.

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 2025 and up to the date of this report.

Remuneration and staff report

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. The Board 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 Senior Salaries Review Board is on the Office for the Pay Review Bodies' website at www.gov.uk/government/organisations/office-for-the-pay-review-bodies.

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: Alex McMurtrie	01/06/2023	n/a	Permanent member of staff (three-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: <https://civilservicecommission.independent.gov.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) longer than 10 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 for 28 days' service a year. In exceptional circumstances they may be paid at the agreed daily rate. In December 2024, the daily rate paid to commissioners increased from £338.33 to £355.25 (a 5% increase). Additionally, in recognition of the increased demand on the judicial recruitment programme, an additional 10 days' service was paid to all commissioners who were entitled to a fee. The remuneration of the Chairman is included in the Chief Executive's remuneration table on page 79.

The members of the Commission during 2024 to 2025 and details of their appointments are set out below.

Commissioner	Date of original appointment	End of term
Chairman: Helen Pitcher OBE	01/01/2023	31/12/2025
Vice Chairman: Lord Justice Warby	29/06/2023	28/06/2026
Judge Noel Arnold	01/01/2024	31/12/2026
Professor Christopher Bones	01/01/2024	31/12/2026
Her Honour Judge Anuja Dhir KC	09/06/2018	08/06/2024
Her Honour Judge Angela Rafferty KC	08/06/2024	07/06/2027
Mr Justice Adam Johnson	01/10/2022	30/09/2025
Professor Anthony Harnden	01/01/2024	31/12/2024
Sue Hoyle OBE	01/08/2019	20/09/2025
Uchechi Igbokwe	01/01/2024	31/12/2026
District Judge Tanweer Ikram	14/12/2023	13/12/2026
Sarah Lee	09/04/2018	30/06/2024
Rt. Rev. Dr Barry Morgan	06/07/2020	20/09/2025
Professor Clare McGlynn	01/01/2024	31/12/2026
Judge Greg Sinfield	09/06/2020	08/06/2026
Brie Stevens-Hoare KC	09/04/2018	30/06/2024
Nicolina Andall	01/07/2024	30/06/2027
Tom Cross KC	01/07/2024	30/06/2027

Total figure of remuneration

Remuneration and pension entitlements

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 shown below:

Single total figure of remuneration:

	Salary £000		Bonus payments £000		Benefits in kind (to nearest £000)		Pension benefits ¹ £000		Total £000	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24 ²	2024-25	2023-24
Officials										
Alex McMurtrie (from 01/06/2023) ³	90-95	70-75 (FYE 85-90)	5-10	-	-	-	125	25	220-225	95-100
Richard Jarvis (until 30/06/2023)	-	25-30 (FYE 100-105)	-	-	-	-	-	10	-	35-40
Helen Pitcher OBE ⁴	55-60 ⁵	55-60 ⁶	-	-	-	0.1	-	-	55-60	55-60

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. Accrued pension benefits for directors were not included in this table for 2023 to 2024 due to an exceptional delay in the calculation of these figures following the application of the Public Service Pensions Remedy.¹¹
3. Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the alpha scheme for the period from 1 April 2015 to 31 March 2022.
4. The figure is the rate based on a 0.4 full-time equivalent, full-year equivalent rate being £135,000-140,000.
5. An additional 7.5 days' payment was paid to Helen Pitcher in 2024 to 2025.
6. An additional 6.5 days' payment was paid to Helen Pitcher in 2023 to 2024.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by JAC and treated by HM Revenue and Customs (HMRC) as a taxable emolument. Benefits recognised relate to travel and subsistence. In 2024 to 2025 no director received benefits in kind (2023 to 2024: £102).

Total travel and subsistence claims over the reporting period for directors were as follows: Helen Pitcher £470 (2023 to 2024: £102).

11. www.gov.uk/government/collections/how-the-public-service-pension-remedy-affects-your-pension

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2024 to 2025 relate to performance in 2024 to 2025 and 2023 to 2024.

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 2024 to 31 March 2025.

	2024-25			2023-24		
	Remuneration ¹ (to nearest £500) £000	Benefits in kind ² (to nearest £100) £000	Total (to nearest £500) £000	Remuneration ¹ (to nearest £500) £000	Benefits in kind ² (to nearest £100) £000	Total (to nearest £500) £000
Lord Justice Mark Warby ³	-	-	-	-	-	-
District Judge Mathangi Asokan ³	-	-	-	-	-	-
Christa Christensen ³	-	-	-	-	-	-
Her Honour Judge Anuja Dhir KC ³	-	-	-	-	-	-
Judge Noel Arnold ³	-	-	-	-	-	-
District Judge Tanweer Ikram ³	-	-	-	-	-	-
Mr Justice Adam Johnson ³	-	-	-	-	-	-
Greg Sinfield ³	-	-	-	-	-	-
Jane Furniss CBE	-	-	-	9.5	-	9.5
Sue Hoyle OBE	15	-	15	15	-	15

	2024-25			2023-24		
	Remuneration ¹ (to nearest £500) £000	Benefits in kind ² (to nearest £100) £000	Total (to nearest £500) £000	Remuneration ¹ (to nearest £500) £000	Benefits in kind ² (to nearest £100) £000	Total (to nearest £500) £000
Andrew Kennon	-	-	-	14	4.0	18
Sarah Lee	6	-	6	14	-	14
Rt. Rev. Dr Barry Morgan	23	3.1	26	13.5	2.5	16
Emir Feisal JP	-	-	-	9.5	-	9.5
Brie Stevens Hoare KC	3	-	3	13	-	13
Professor Sir Simon Wessely	-	-	-	9.5	-	9.5
Professor Christopher Bones	13	3	16	3	1.5	4.5
Professor Anthony Harnden	7	-	7	3	-	3
Uchechi Igbokwe	13	-	13	3	-	3
Professor Clare McGlynn	13	2.9	16	3	2.3	5
Nicolina Andall	9.5	0.2	9.5	-	-	-
Tom Cross KC	9.5	-	9.5	-	-	-

1. Remuneration in excess of the £9,000 payable for their role as a commissioner is due to additional days worked as a panellist 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.

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 78.

Benefits in kind

Commissioners may be reimbursed for their travel and subsistence costs in attending JAC 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 by HMRC 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. There were no claims made by judicial commissioners.

Pension entitlements

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

2024-25					
	Total accrued pension at pension age as at 31/03/2025 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV at 31/03/25 £000	CETV at 31/03/24 £000	Real increase in CETV £000
Helen Pitcher OBE ¹	-	-	-	-	-
Alex McMurtrie	40-45 plus a lump sum of 110-115	5-7.5 plus a lump sum of 10-12.5	1,029	865	124

1. Is not entitled to pension benefits.

2023-24					
	Total accrued pension at pension age as at 31/03/2024 and related lump sum ³ £000	Real increase in pension and related lump sum at pension age ³ £000	CETV at 31/03/24 ³ £000	CETV at 31/03/23 ⁴ £000	Real increase in CETV ³ £000
Helen Pitcher OBE ¹	-	-	-	-	-
Alex McMurtrie	35 - 40 plus a lump sum of 95-100	0 - 2.5 plus a lump sum of 0	865	788	16
Richard Jarvis ²	15 - 20	0 - 2.5	305	263	7

1. Is not entitled to pension benefits.

2. Richard Jarvis left the JAC on 30 June 2023.

3. Accrued pension benefits for directors were not included in this table for 2023 to 2024 due to an exceptional delay in the calculation of these figures following the application of the Public Service Pensions Remedy.¹²

4. Any difference in values previously disclosed are due to recalculations in pension figures provided by the pension administrator 'MyCSP Ltd' on behalf of the Civil Service Pension Scheme.

12. www.gov.uk/government/collections/how-the-public-service-pension-remedy-affects-your-pension

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 10 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 switched into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switched to **alpha** had 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 left **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).

In 2018, the Court of Appeal found that the rules put in place in 2015 to protect older workers by allowing them to remain in their original scheme were discriminatory on the basis of age. As a result, steps have been taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The pensions of those in scope of the 2015 remedy have been reported in the remuneration report on the basis of being in their relevant legacy scheme for the period between 1 April 2015 and 31 March 2022. On retirement, individuals will have a choice to elect to instead receive benefits under the terms of the **alpha** scheme for the remedy period.

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 one-eightieth 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 one-sixtieth 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 their 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) their 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.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023 – this guidance will be used in the calculation of 2024 to 2025 CETV figures.

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 or 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.

Fair pay disclosure

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

Percentage change from previous year in total salary and bonuses for the highest paid director and the staff average

	2024-25		2023-24 ¹	
	Total salary	Bonus payments	Total salary	Bonus payments
Staff average	5.48%	145.22%	3.49%	-41.30%
Highest paid director	5.71%	200.00%	-18.60%	-66.67%

1. The 2023 to 2024 percentage change from the previous year in total salary and bonuses for the highest paid director has been restated using the midpoint of the pay band for both salary and performance-related bonuses in accordance with the Government Financial Reporting Manual.

Ratio between the highest paid director's total remuneration and the pay and benefits of employees in the lower quartile, median and upper quartile

	Lower quartile	Median	Upper quartile
2024-25	2.90:1	2.50:1	2.00:1
2023-24	2.70:1	2.30:1	1.90:1

Lower quartile, median and upper quartile for staff pay for salaries and total pay and benefits

	Lower quartile		Median		Upper quartile	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Basic salary	32,838	31,200	39,259	37,238	48,410	45,908
Total pay and benefits	33,953	32,205	39,559	37,388	48,560	46,058

The banded remuneration of the highest paid director, who we have deemed to be the Chief Executive in the JAC in 2024 to 2025, was £95,000-£100,000 (2023 to 2024: £85,000-£90,000). This was 2.5 times (2023 to 2024: 2.3) the median remuneration of the workforce, which was £39,559 (2023 to 2024: £37,388).

In 2024 to 2025, nil (2023 to 2024: nil) employees received remuneration in excess of the highest paid director. Remuneration ranged from £25,000-£30,000 to £95,000-£100,000 in 2024 to 2025 (2023 to 2024: £25,000-£30,000 to £85,000-£90,000).

Total remuneration includes salary, non-consolidated performance-related pay, allowances and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The 2024 to 2025 pay remit year is the final of a three-year spending settlement for departments which runs from August to July. This has been approved by the Cabinet Office and HM Treasury. This year the JAC was able to make average pay awards up to 5%. For more information, please refer to www.gov.uk/government/publications/civil-service-pay-remit-guidance-2024-to-2025/civil-service-pay-remit-guidance-2024-to-2025

The ratio between the highest paid director's remuneration and the staff lower, median and upper quartile has increased, which is a result of the bonus paid to the highest paid director in 2024 to 2025.

Fee-paid staff are excluded from the fair pay disclosure because they are independent office holders.

Staff report

Staff composition

The split of the staff as at 31 March 2025 is as follows:

	Male	Female	Total
Director (senior civil servant)	1	-	1
Senior leaders	1	1	2
Other staff	35	64	99
Total	37	65	102

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

Staff costs comprise								
							2024-25	2023-24
	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
Wages and salaries	110	1,223	4,364	85	-	142	5,924	5,823
Social security costs	14	151	495	-	-	-	660	646
Other pension costs	-	-	1,144	-	-	-	1,144	987
Total	124	1,374	6,003	85	-	142	7,728	7,456

During the year, no staff costs were capitalised (£0 in 2023 to 2024).

In 2024 to 2025 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 2024 to 2025.

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 2023 to 2024 at: www.gov.uk/government/publications/civil-superannuation-annual-account-2023-to-2024

For 2024 to 2025, employers’ contributions of £1.13 million were payable to the PCSPS (2023 to 2024: £987,000) at a flat rate of 28.97% (2023 to 2024: 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 2024 to 2025 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 2024 to 2025 were £13,842 (2023 to 2024: £14,465). Employer contributions, which are age-related, ranged from 8% to 14.75% (2023 to 2024: 8% 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% (2023 to 2024: 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
2024-25	2	17	101	1	-	3	124
2023-24	2	17	100	1	-	4	124

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

There were no departures, voluntary or otherwise (audited), in 2024 to 2025 (2023 to 2024: nil departures).

Spend on consultancy

During 2024 to 2025, the JAC spent £121,000 on consultancy (2023 to 2024: £65,000). This related to external reviews of the JAC's remote assessment and selection process, media support, and a Board effectiveness review, which all arm's length bodies must facilitate externally every three years.

Off-payroll engagements

During the financial year 2024 to 2025, 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 continue to be below the average when compared with other Civil Service organisations. For 2024 to 2025 an average figure of 6.14 days were lost against our staff numbers in post due to absences (compared to a figure of 1.59 days in 2023 to 2024).

Staff turnover

In 2024 to 2025, staff turnover was 12.75% (2023 to 2024: 11.87%). 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.

Staff policies

Other staff policies (not already covered in the report)

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

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 MoJ disability network. We also link into a range of other MoJ networks where staff with disabilities can obtain peer support and advice.

Parliamentary accountability and audit report

Government Functional Standards

The Government Functional Standards provide a mandate for the various corporate and professional functions that operate within the JAC, and include:

- analysis
- commercial
- communications
- counter fraud
- debt
- digital
- finance
- grants
- people
- project delivery
- property
- security

We also work closely with the Government Internal Audit Agency to test our resilience across these areas where necessary.

These Functional Standards were mandated across government in September 2021 and help to:

- set a coherent way of doing business, bringing together what needs to be done and why

- support the governance, planning, delivery and assurance of functional work
- provide a key reference point that allows users to organise and manage all the other guidance that people are expected to follow
- support continuous improvement and professional development

The JAC is an arm's length body of MoJ. The MoJ's Functional Reform Directorate leads in driving forward a broad agenda of functional reform. This directorate is responsible for:

- ensuring that best practice from the standards is integrated into functional operating models by monitoring continuous improvement and establishing a realistic level of ambition for improvement via the Functional Forum
- measuring quality of services through the annual functions quality survey, while keeping a strong and consistent focus on positive outcomes for the department and all its agencies
- ensuring that functional stakeholders receive a seamless service from MoJ's professional functions, via engagement activities with users of those functional services
- identifying opportunities to build capability and improve cross-cutting skills throughout the functional workforce

Corporate and professional functions are provided to the JAC by MoJ and include: analytical services, commercial, communications, counter fraud, debt, digital, finance, grants, people, project delivery, property and security.

In 2024 to 2025, attention has been on examining the effectiveness of the functional leadership model. As part of this work, the functional reform team investigated the functional model via a series of discovery questions. These were devised to inform enhancement of the functional model.

The remit of the functional reform team broadened and is now a new Business Effectiveness Division in Business Architecture and Transformation. The Division sets up proportionate, value-adding mechanisms to join up different areas of MoJ to resolve cross-cutting challenges. It continues to improve processes and working relationships, facilitating regular forums and activities. These activities bring together policy teams, agencies and functions to enable their collaboration toward achieving effectiveness across MoJ. A new Business Effectiveness Committee acts as a forum to resolve cross-departmental issues or initiatives that impact other MoJ business areas. The benefits of this new approach are expected to be realised in 2025 to 2026, and beyond.

Meanwhile, efforts to improve compliance with the Functional Standards have continued. Functions are actively engaged in a programme of continuous improvement, including self-assessments using Cabinet Office or HM Treasury tools. These efforts are clarifying expectations for compliance with Functional Standards, defining the respective responsibilities of arm's length bodies and MoJ functions, and enhancing the quality of services and relationships between functions and their users.

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

A balance of £15,151 was written off in the 12 months to 31 March 2025 (nil in 2023 to 2024) representing five unrecoverable payroll overpayments and a residual receivables balance dating from 2014 to 2017.

Special payments

There were no special payments in the 12 months to 31 March 2025 (£4,250 in 2023 to 2024).

Remote contingent liabilities

In addition to the contingent liabilities reported in accordance with International Accounting Standard (IAS) 37, the JAC is required to disclose details of any material 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 2025, the JAC had no material remote contingent liabilities (nil in 2023 to 2024).



Alex McMurtrie

Accounting Officer
Judicial Appointments Commission
10 July 2025

The 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 2025 under the Constitutional Reform Act 2005.

The financial statements comprise the Judicial Appointments Commission's

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

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 2025 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Constitutional Reform Act 2005 and Lord Chancellor 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 for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom* (2024). 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 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 the 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 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 requires 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 financial statements and my auditor's certificate thereon. 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.

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 the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Lord Chancellor directions under the Constitutional Reform Act 2005.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with directions issued by the Lord Chancellor under the Constitutional Reform Act 2005; and
- the information given in the Accountability Report and Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

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 Accountability Report and Performance Report.

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 by the Judicial Appointments Commission or returns adequate for my audit have

not been received from branches not visited by my staff

- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

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

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;

- providing the C&AG with unrestricted access to persons within the Judicial Appointments Commission from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Lord Chancellor directions under the Constitutional Reform Act 2005;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Lord Chancellor directions under the Constitutional Reform Act 2005; and
- 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 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 audit, 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.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Judicial Appointments Commission's accounting policies.
- inquired 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 on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of 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 Judicial Appointments Commission's compliance with the Constitutional Reform Act 2005 and Managing Public Money.

- inquired of management, Judicial Appointments Commission's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;

- they were aware of any instances of non-compliance with laws and regulations;
- they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team including IT specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Judicial Appointments Commission for fraud and identified the greatest potential for fraud in the following areas: posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Judicial Appointments Commission's framework of authority and other legal and regulatory frameworks in which the Judicial Appointments Commission operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in 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.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Committee and legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on 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.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members 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.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income 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.

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 I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General
15 July 2025

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



Financial statements

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2025

		2024-25	2023-24
	Notes	£000	£000
Income	2	(27)	(20)
Expenditure			
Staff costs	3	7,728	7,456
Other operating costs	4	1,948	1,884
Services and facilities provided by sponsoring department	5	877	991
Net expenditure for the year		10,526	10,311
Net (gain)/loss on revaluation of:			
Intangible assets		-	(6)
Comprehensive net expenditure for the year		10,526	10,305

The notes on pages 108 to 117 form part of these accounts.

Statement of Financial Position

as at 31 March 2025

		31 March 2025	31 March 2024
	Notes	£000	£000
Non-current assets			
Intangible assets	6	328	511
Total non-current assets		328	511
Current assets			
Trade and other receivables	7	80	88
Cash at bank	8	1,836	105
Total current assets		1,916	193
Total assets		2,244	704
Current liabilities			
Trade and other payables	9	(173)	(101)
Other liabilities	9	(797)	(648)
Total current liabilities		(970)	(749)
Total assets less total liabilities		1,274	(45)
Taxpayers' equity:			
Revaluation reserve		16	26
General reserve		1,258	(71)
Total taxpayers' equity		1,274	(45)

The notes on pages 108 to 117 form part of these accounts.

A. McMurtrie

Alex McMurtrie

Accounting Officer
Judicial Appointments Commission
10 July 2025

Statement of Cash Flows

for the year ended 31 March 2025

		2024-25	2023-24
	Notes	£000	£000
Cash flows from operating activities			
Net expenditure for the year		(10,526)	(10,311)
Adjustments for non-cash transactions:			
- MoJ overhead recharges	5	877	991
- Amortisation	6	183	181
- Provisions provided in year net of release	10	-	(2)
(Increase)/decrease in trade and other receivables	7	8	15
Increase/(decrease) in trade and other payables	9	221	35
Utilisation of provisions	10	-	(4)
Net cash outflow from operating activities		(9,237)	(9,095)
Cash flows from investing activities			
Purchase of intangible assets	6	-	-
Net cash outflow from investing activities		-	-
Cash flows from financing activities			
Grant-in-aid received from MoJ		10,968	8,742
Net financing		10,968	8,742
Net increase/(decrease) in cash and cash equivalents in the year		1,731	(353)
Cash and cash equivalents at the beginning of the year		105	458
Cash and cash equivalents at the end of the period	8	1,836	105

The notes on pages 108 to 117 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2025

	General reserve	Revaluation reserve	Total
	£000	£000	£000
Balance at 1 April 2023	499	28	527
Changes in taxpayers' equity – 2023-24			
Net expenditure for year ended 31 March 2024	(10,311)	-	(10,311)
Grant-in-aid towards expenditure	8,742	-	8,742
Grant-in-aid received, being costs settled by MoJ	991	-	991
Revaluation of intangible assets	-	6	6
Transfers between reserves	8	(8)	-
Balance at 31 March 2024	(71)	26	(45)
Changes in taxpayers' equity – 2024-25			
Net expenditure for the year ended 31 March 2025	(10,526)	-	(10,526)
Grant-in-aid towards expenditure	10,968	-	10,968
Grant-in-aid received, being costs settled by MoJ	877	-	877
Revaluation of intangible assets	-	-	-
Transfers between reserves	10	(10)	-
Balance at 31 March 2025	1,258	16	1,274

The notes on pages 108 to 117 form part of these accounts.

Notes to the accounts

for the year ended 31 March 2025

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 2024 to 2025 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.

The accounts have been prepared on an accruals basis under the historical cost convention, modified to account for the revaluation of non-current assets.

The functional and presentational currency of the department is the British pound sterling (£).

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

New and amended standards adopted.

The 2025 to 2026 FReM withdraws the option to remeasure intangible assets using the revaluation model from 1 April 2025. With permission from HM Treasury, all MoJ entities are adopting this adaptation of IAS 38 early. This change is applied prospectively with carrying values at the transition date of 1 April 2024 now considered historical cost. Intangible assets have not been revalued in the 2024 to 2025 year.

New standards, amendments and interpretations issued but not effective for the financial year beginning 1 April 2024 and not early adopted.

IFRS 17 Insurance Contracts replaces IFRS 4 Insurance Contracts and is to be included in the FReM for mandatory implementation from 2025 to 2026. It establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of this standard. To assess the impact of the standard, we are reviewing contracts which meet the definition of insurance contracts. We do not expect IFRS 17 to have a material impact.

The 2025 to 2026 FReM will include new guidance on accounting for social benefits. It will define social benefits as “current transfers received by households (including individuals) intended to provide for the needs that arise from certain events or circumstances, for example, sickness, unemployment, retirement, housing, education, or family circumstances”. We do not expect this to have a material impact.

IFRS 18 Presentation and Disclosure in Financial Statements will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after 1 January 2027 in the private sector. The public sector implementation date is not yet confirmed.

We do not consider that any other new or revised standard, or interpretation will have a material impact.

b) Funding

The JAC receives grant-in-aid funding from MoJ, which is accounted for on a cash basis through the general fund.

c) Accounting for VAT

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) Critical judgements and key sources of estimation uncertainty

In the application of the accounting policies, which are described in this note, we are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis.

There are no items that meet the definitions of critical judgements or key sources of estimation uncertainty.

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 current digital platform comprises internally developed software for internal use and software developed by third parties. Development costs directly attributable to the design and testing of this identifiable and unique software product controlled by the JAC were capitalised when they met the criteria specified in the FReM, which has been adapted from IAS 38 Intangible Assets. Other development expenditure

that did not meet these criteria were 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.

The capitalisation threshold for software projects and for subsequent additions that enhance the economic benefit of the asset is £5,000. Intangible assets were revalued at the end of each reporting period using the Producer Price Index issued by the Office for National Statistics (ONS), up to 31 March 2024. From 1 April 2024 all MoJ entities have been granted permission to early adopt the 2025 to 2026 FReM adaptation withdrawing the revaluation model for intangible assets. The carrying values at the transition date of 1 April 2024 are considered historical cost and will be amortised over the remaining lives of the assets.

The current digital platform went live on 21 January 2020 with the useful economic life of the asset set at seven years. In 2024 to 2025, an independent review of the platform concluded that the useful economic life of the asset should be extended by two years to nine years. Work will

be undertaken in 2025 to 2026 to reflect the change in the useful economic life of the digital platform.

f) Provisions

In line with accounting standard IAS 37 Provisions, Contingent Liabilities and Contingent Assets, the JAC recognises a provision as a present legal or constructive obligation as a result of past events, where the likelihood of a liability crystallising is deemed probable and a reliable estimate can be made of the amount of the obligation. See note 10 for further information.

g) Contingent liabilities

A contingent liability is disclosed when the likelihood of a payment is less than probable, but more than remote. Where the time value of money is material, contingent liabilities required to be disclosed under IAS 37 are stated at discounted amounts. See note 11 for further information.

h) Pensions policy

Past and present employees are covered by the provisions of the PCSPS. The PCSPS is an unfunded defined benefit scheme although, in accordance with the FReM paragraph 8.2 adaptation of IAS 19, the JAC accounts for it as a defined contribution scheme and recognises contributions it pays as an expense in the year in which they are incurred. The legal or constructive obligation is limited to the amount that it agrees to contribute to the fund.

i) 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.

j) 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 MoJ and are non-cash charges. These services are agreed between the JAC and MoJ, and include communications, finance support, estates management, human resources, the provision of IT equipment and internet/intranet facilities, shared services, and commercial and contract management advice.

Note 2. Income

	2024-25	2023-24
	£000	£000
Recovery of selection exercise costs	(27)	(20)
	(27)	(20)

Note 3. Staff and member costs

	Commissioners £000	Panel chairs and lay panel members £000	Permanent staff £000	Seconded staff £000	Other contracted staff £000	Total £000
2024-25						
Wages and salaries	110	1,223	4,364	85	142	5,924
Social security costs	14	151	495	-	-	660
Pension contributions	-	-	1,144	-	-	1,144
Total	124	1,374	6,003	85	142	7,728
2023-24						
Wages and salaries	122	1,282	4,109	74	236	5,823
Social security costs	16	159	471	-	-	646
Pension contributions	-	-	987	-	-	987
Total	138	1,441	5,567	74	236	7,456

Note 4. Other operating costs

	2024-25	2023-24
	£000	£000
Selection exercise programme		
Panel members' travel and subsistence	55	38
Judicial recharge costs	-	22
Selection day costs	260	444
Advertising	19	35
Direct selection process costs	38	26
	372	565
Other programme costs		
Communications	21	9
Commissioners' travel and subsistence	12	11
Staff travel and subsistence	1	-
Consultancy	121	65
Digital support costs	855	701
Building costs	21	-
Write offs	15	-
	1,046	786
Administration costs		
Staff training	15	8
Office expenses	5	4
Legal services	245	246
External audit	47	43
Internal audit	43	41
Bank charges	2	2
	357	344
Non-cash items		
Amortisation	183	181
Movement in provision for legal claims	-	(2)
Increase/(decrease) in bad debt provision	(10)	10
	173	189
Total other operating costs	1,948	1,884

Note 5. Services and facilities provided by the sponsoring department

	2024-25	2023-24
	£000	£000
Information operations	-	16
Communications	7	7
Finance	128	93
Estates	145	147
HR	13	18
Digital	521	655
Shared services	63	55
Total corporate overhead charge	877	991

Note 6. Intangible assets

	Information technology	Total
Movements in 2024-25	£000	£000
Cost or valuation		
At 1 April 2024	1,169	1,169
Additions	-	-
Disposals	-	-
Revaluations	-	-
At 31 March 2025	1,169	1,169
Amortisation		
At 1 April 2024	658	658
Charged in year	183	183
Disposals	-	-
Revaluations	-	-
At 31 March 2025	841	841
Carrying value at 31 March 2025	328	328
Carrying value at 31 March 2024	511	511

	Information technology	Total
Movements in 2023-24	£000	£000
Cost or valuation		
At 1 April 2023	1,156	1,156
Additions	-	-
Disposals	-	-
Revaluations	13	13
At 31 March 2024	1,169	1,169
Amortisation		
At 1 April 2023	470	470
Charged in year	181	181
Disposals	-	-
Revaluations	7	7
At 31 March 2024	658	658
Carrying value at 31 March 2024	511	511
Carrying value at 31 March 2023	686	686

Note 7. Trade and other receivables

	31 March 2025	31 March 2024
Amounts falling due within one year	£000	£000
Trade receivables	8	9
Deposits and advances	17	41
Impairment for bad and doubtful debt	-	(10)
Other receivables	-	2
Prepayments	55	46
Total	80	88

Note 8. Cash at bank

	2024-25	2023-24
	£000	£000
Balance at 1 April	105	458
Net change in cash and cash equivalent balances	1,731	(353)
Balance at 31 March	1,836	105
Total cash held at Government Banking Service	1,836	105

Note 9. Trade and other payables

	31 March 2025	31 March 2024
Amounts falling due within one year	£000	£000
Trade payables	26	1
Other payables	147	100
	173	101
Tax and social security	182	171
Accruals	505	372
Accrued holiday pay	110	105
	797	648
Total	970	749

Note 10. Provisions for liabilities and charges

	2024-25	2023-24
	£000	£000
Balance at 1 April	-	6
Provided in the year	-	-
Provisions utilised in the year	-	(4)
Provisions released in the year	-	(2)
Balance at 31 March	-	-

Note 11. Contingent liabilities

There are ongoing legal cases against the JAC that may lead to possible obligations. These cases are at an early stage and as a result, the financial impact and timing remain uncertain. Disclosing further details of these cases in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets could be expected to seriously prejudice ongoing litigation.

Note 12. Financial instruments

Financial instruments play a limited role as the cash requirements of the JAC are met through grant-in-aid provided by MoJ. 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 13. Related party transactions

The JAC is a non-departmental public body sponsored by MoJ. 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 2024 to 2025 year. The remuneration report provides information on key management compensation.

Note 14. Events after the reporting period

There were no significant events after the reporting period. In accordance with IAS 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.

