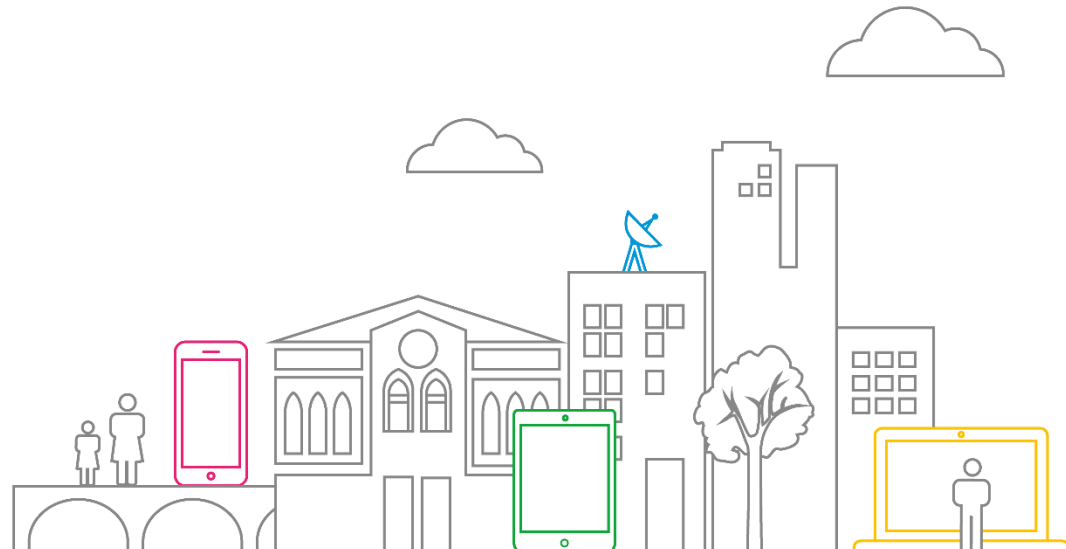




HM Courts & Tribunals Service

Independent Non-Executive Director HM Courts and Tribunals Service

Closing Date: 18 September 2023





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Welcome message

Richard Broadbent, Chair HM Courts & Tribunals




An effective justice system is central to our society. Justice safeguards our rights and freedoms. The performance of HMCTS in ensuring an efficient and effective system impacts on people's lives.

The Board of HMCTS, while having all the oversight and governance responsibilities of other Boards, has certain unique characteristics. It sits at the juncture of Government and Judiciary. It reports to both, but is required to act as neutral arbiter. It has a crucial potential role in fostering informed debate in a trusted forum between judiciary, government and HMCTS Executives.



It is also a representative Board in the sense that it has to achieve a balance between judicial, independent, government and executive attendance. At the same time, it is fully responsible as a Board for oversight of the Courts and Tribunals Service's operations

All of this calls for perceptive understanding of the dynamics of the Courts and Tribunals Service, in addition to the commercial and intellectual skills necessary to contribute to oversight of a distributed customer facing organisation of some 350 sites and 17,000 staff. It is an unusual, extremely rewarding and worthwhile role. I hope you will consider it in this light.



About HM Courts and Tribunals Service


Background

HM Courts and Tribunals Service (HMCTS) was created in April 2011 as an executive agency of the Ministry of Justice. It uniquely operates on the basis of a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals (the 'Principals'). It currently has around 17,000 staff, operating from around 350 locations with a gross annual budget of c£1.6 billion, approximately £800 million of which is recovered in fees and income from service users. It handles more than 2 million criminal cases, 1.8 million civil claims, more than 150,000 family law disputes and almost 800,000 tribunal cases annually.

HMCTS is responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. This means that crimes are brought to justice; children are kept safe; business dealings are securely underpinned; and people know that government can be held to account.

HMCTS supports a fair, efficient and effective justice system delivered by an independent judiciary. It is governed by a Framework Document, which formally sets out the duties and responsibilities of the Board of HMCTS as well as its Chair and Chief Executive. A copy can be seen online here: [HM Courts and Tribunals Service: framework document - GOV.UK \(www.gov.uk\)](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/222222/HMCTS_Framework_Document.pdf)

About HM Courts and Tribunals Service




HMCTS priorities for the coming three years


The aim of HMCTS is to run an efficient and effective courts and tribunals system, which supports an independent judiciary in the administration of justice, enabling the rule of law to be upheld and providing access to justice for all.

HMCTS's objectives are to:

- Provide the supporting administration for a fair, efficient and accessible courts and tribunals system
- Support an independent judiciary in the administration of justice



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- Drive continuous improvement of performance and efficiency across all aspects of the administration of the courts and tribunals
 - Collaborate effectively with other justice organisations and agencies, including the legal professions, to improve access to justice
 - Work with government departments and agencies, as appropriate, to improve the quality and timeliness of their decision making in order to reduce the number of cases coming before the courts and tribunals

About HM Courts and Tribunals Service




As well as protecting and upholding the rights of citizens, our justice system is the envy of the world, attracting billions of pounds of business each year as people all over the globe choose to have their cases heard in a fair and independent system, proven over centuries.


HMCTS currently faces several challenges to fulfilling its aim and objectives. The COVID-19 pandemic put great pressure on the system and saw an increase in outstanding caseloads in many jurisdictions as ways of working were adapted to facilitate social distancing; most notable was the increase of outstanding trials in the Crown Court. Ensuring the courts and tribunals are well supported to perform at the level needed to tackle these backlogs is a key task for HMCTS and its board.



The pandemic demonstrated that the most resilient services are those where there has been investment, where there are digital options for users, and new technology to facilitate alternative ways of working. HMCTS is in the final stages of implementing its £1.1 billion digital reform programme; the importance of completing the programme of reform, ensuring future resilience and providing a platform for ongoing modernisation, is clearer than ever. The difficulty of embedding reforms to ways of working while achieving the levels of performance needed for recovery cannot be underestimated; the Board Chair will play a vital role in supporting the HMCTS executive team to successfully deliver this.





About HM Courts and Tribunals Service




Embedding new ways of working, introduced through the reform programme, is key to increasing access to justice and maximising the efficiency of our court and tribunal system. Moreover, it is expected that the technology put in place through reform will create opportunities to encourage greater use of wider forms of dispute resolution, allowing greater focus on those cases that need to be in a court or tribunal before a judge.

As with any large change programme, bringing people with you on the journey of change is vital to its success. Inevitably this involves a change in culture as well as practical changes to ways of working.




Modernisation should not stop with the reform programme. It will be important to ensure that HMCTS keeps pace with developing technology and citizens' expectations of digital interaction with public services. Investment in the estate – our court and tribunal buildings – is also crucial.



There is a pressing need to address court maintenance issues, as the physical capacity of the estate is an important component of HMCTS's ability to recover performance – for instance, failures in heating and ventilation systems regularly result in courtrooms being unavailable due to unplanned maintenance issues. The incoming Chair will be expected to play a leading role in developing the estate, driving efforts to deploy resource to best effect, with the aim of supporting recovery and improving the experience of court users.




About HM Courts and Tribunals Service



The Lord Chief Justice, Senior President of Tribunals and Lord Chancellor have jointly expressed their commitment to the One Judiciary agenda – closer cohesion between the courts and tribunals judges. This cohesion will see greater opportunities for cross-deployment of judges and overall greater flexibility of judicial resource. Linked to this ambition is the aim of rebalancing the use of salaried and fee-paid judges. HMCTS will need to play its part in supporting these aims, by ensuring it has the systems and processes to facilitate flexible deployment of judges and support greater use of salaried judges in some jurisdictions.



Our reform – and our response to, and recovery from the effects of the pandemic – will be the foundation on which we build a justice system that is fit for this bold new future; a system that plays its part in the stability of society and the smooth running of the economy; and one in which the public, court users, the judiciary and legal professionals, all have absolute confidence.




Role of the HMCTS Board



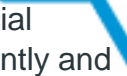
The HMCTS Board is responsible for overseeing the leadership and direction of the agency in delivering the aims and objectives set by the Principals. It plays a vital role in shaping and directing the organisation, ensuring that it is equipped to deliver high quality and cost-effective services to court and tribunal users, that it is able to continue to recover and learn from the experience of the pandemic, and that it finishes delivery of HMCTS's ambitious programme of reform.

The Board is responsible for:

Advising, providing challenge and scrutiny and, where necessary, giving direction to the Chief Executive in relation to the strategic objectives and performance targets of the agency, as well as the overall delivery of its business plan.



Approving the allocation of the annual budget and any significant in-year changes to it

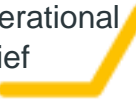


Ensuring that planning, performance and financial management of the agency is carried out efficiently and effectively and with openness and transparency in relation to the Principals.

Supporting the maintenance of a strong working relationship between HMCTS and the judiciary at all levels.

Approving the agency's corporate governance framework and controls, and monitoring their operation.

The Board's membership comprises, in addition to the independent Non-Executive Chair: three Non-Executive Directors, three senior judicial representatives, a Ministry of Justice representative member, the HMCTS Chief Executive and three additional Executive Directors.



In order for HMCTS to discharge its responsibilities appropriately and effectively, day-to-day and operational leadership of the agency is delegated to the Chief Executive.

About the role



Job title

Independent Non-Executive Director

Location

Board meetings are usually held at the Rolls Building, Fetter Lane, London, EC4A 1NL.

Contract type

The term of appointment is three years.





Time requirements and salary

The post requires a time commitment of approximately 30 days a year, including one monthly full day board meeting, for which the annual salary is £15,000.

Reasonable travel and subsistence expenses (standard class travel is encouraged) will be reimbursed.

About the Role


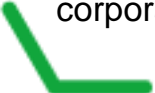


The primary role of the HMCTS Board Non-Executive Directors is to contribute to the effective delivery of HMCTS' goals by:

- monitoring operational performance and identifying potential under-performance
- contributing to and over-seeing the development of strategy
- ensuring high standards of corporate governance
- ensuring that controls are in place to manage risk.

NEBMs provide extensive industry experience, Board-level expertise, analytic capabilities and the ability to contribute effectively to Board discussion to support HMCTS to deliver its objectives.

The successful candidate must have the requisite skills and experience in strategic and operational leadership, helping HMCTS to operate in a business-like manner. They should have experience of commercial and transactional programmes that have been delivered within organisations or corporations.



Key responsibilities

- take a full part in board meetings, ensuring collective working and a high standard of open discussion and decision-making, providing independent scrutiny as part of HMCTS' governance.
- provide advice, constructively challenge, counsel and support the Chief Executive and Executive Team on the HMCTS strategy and objectives and risks to its delivery.
- work effectively and constructively with the executive, judicial and other non-executive members to ensure that the Board provides strong leadership to HMCTS.
- connect the Board to people and organisations who can provide different perspectives, opinions and expertise which will assist in furthering the strategy and business of HMCTS.
- use personal and professional skills, experience and judgement with integrity and independence to scrutinise the short and long-term performance of the Agency.
- contribute to and monitor strategy formation and development by the HMCTS Executive Team
- scrutinise the Executive in ensuring that the organisation uses its resources efficiently and effectively, delivering value for money for the taxpayer
- uphold the highest ethical standards of integrity and honesty, and demonstrate an understanding of, and commitment to, the value and importance of the Seven Principles of Public Life.

Person specification

The successful candidate must be able to demonstrate the following essential criteria:

Evidence of senior achievement in either the private or public sectors, demonstrating the ability to make a strong personal contribution.

Ability to support a customer-focussed operational organisation through technology driven organisational change and cultural development as demonstrated by experience in either the private or public sector.

Good communication skills, high level of self-awareness and the ability to provide constructive challenge and support to the Board.

Desirable Criteria

We are particularly looking for candidates who have leadership experience and expertise in one or more of the following:

Experience of building and sustaining relationships with key stakeholders including the ability to respond to and reconcile the differing needs of those stakeholders.

Sound knowledge and experience of good governance at senior levels in a large organisation in either private or public sector, and/or an understanding of working with government.

Board level experience in an executive or non-executive capacity

Experience of the delivery of organisational change programmes, particularly those based on the introduction of new technology

Experience in and understanding of business processes in a complex, multi-site customer facing organisation; and

Experience in the delivery of digital infrastructure and automation; and the use of data and analysis to drive performance improvement and better decision-making.

Recruitment process

How to Apply

The recruitment process is being undertaken by GatenbySanderson on behalf of HM Courts and Tribunals Service. If you wish to apply for this position, please supply the following:

- A comprehensive CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability and setting out how you meet the person specification. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.

- Please provide details of two professional referees together with a brief statement of the capacity and over what period of time they have known you. Referees will not be contacted without your prior consent.

Diversity monitoring is important and as part of the online application process, you will be asked a number of diversity related questions. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'.

All monitoring data will be treated in the strictest confidence and will not be provided to the selection panel.

Recruitment process



To apply please visit:

www.gatenbysanderson.com/job/GSe102142
or search 'HM Courts and Tribunal Service' on
the GatenbySanderson website:
www.gatenbysanderson.com

If you would like further information about the
role, or to discuss your suitability in more detail,
please contact Orla Brennan at
GatenbySanderson on 0113 205 6065 or email
orla.brennan@gatenbysanderson.com



Further Information

The selection panel will comprise of:

Sir Richard Broadbent, Chair HM Courts and
Tribunals

Nick Goodwin, Chief Executive of HMCTS

Lady Justice Kate Thirlwall DBE

Natalie Byrom

FAQs



When will I expected to take up appointment?

We are recruiting for two positions and one position will be available in November 2023, subject to the successful completion of pre-appointment checks and security clearance. The second position will be available from May 2024.

Will the role involve travel?

Board meetings are normally held in London.

Can I claim back any expenses incurred during the recruitment process?

We will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

What are the nationality requirements for this role?

To be eligible for employment to this role, there must be no employment restrictions, or limits on your permitted stay in the UK.

Is security clearance required?

Yes. If successful you must hold, or be willing to obtain, security clearance to SC level.



FAQs

What reasonable adjustments can be made if I have a disability?

We welcome and encourage applications from all candidates and are committed to supporting all candidates to take part in the recruitment process. This includes supporting individuals who have a disability by making reasonable adjustments to the recruitment process. We are also able to provide support to candidates who require adjustments to the assessment process due to more temporary difficulties (e.g., linked to a recent injury).

We will ask you within your application form if you would like to request reasonable adjustments. If you feel you require any kind of support and/or would like to discuss this with someone, please indicate 'yes' to requesting reasonable adjustments.

There are a range of disabilities such as physical, neurological, intellectual or learning difficulties and mental health conditions which may underpin candidates' requests for reasonable adjustments. We understand that the support requested will be unique to every 10 candidate and we will work with you to help you to identify your individual requirements.

We make reasonable adjustments so that all candidates are given a fair opportunity to undertake the recruitment process. Therefore, disclosing information regarding your disability or access requirements will have no impact on the outcome of your application, regardless of your request or the role you have applied to.

FAQs

How we can support you

There are many types of reasonable adjustments that can be made during assessment processes, and the type or combination you choose to request will depend on your individual requirements.

Examples of some types of adjustments include:

- Extra time to complete assessments;
- Providing a break within an assessment;
- Providing interview questions in a written format at the interview as well as orally;
- An interview at a certain time;
- Coloured overlays or different fonts for assessment materials.

This is not intended to be an exhaustive list but rather some examples.

Whilst we aim to confirm all adjustments requested, there may be occasions where this isn't possible. For example, even if requested to, we would not be able to omit the assessment of a specific criterion outlined in the job advert. If an adjustment cannot be provided, the reasons for this will be explained to you during your contact with the reasonable adjustment scheme team.

FAQs



Help with your application

During the application process, we will ask you if you require reasonable adjustments. It is important you tell us as early as possible if you would like to request reasonable adjustments so that the recruitment process runs smoothly for you.


If you do require reasonable adjustments as part of this process, please contact Mary Dempsey at GatenbySanderson by email at mary.dempsey@gatenbysanderson.com. You should also contact Charley in the event of any help with your application.

What if I am experiencing trouble submitting my application online?



If you do encounter any technical or format challenges during the application process, please contact Mary Dempsey at GatenbySanderson via mary.dempsey@gatenbysanderson.com.

Do you offer a Disability Confident Scheme for Disabled Persons?

Disabled applicants who meet the minimum selection criteria in the job specification are, under most circumstances, guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability



Diversity & Inclusion



We pride ourselves on being **an employer of choice and encourage applications from talented candidates irrespective of identity, background, life experience or circumstances, and particularly candidates from ethnic minority communities who are currently under-represented** at senior and board level in HMCTS. It is vital that our justice system is as diverse as the society we serve.

We welcome the unique contribution diverse applicants bring in terms of their culture, ethnicity, race, nationality or national origin, age, sex, gender identity or expression, religion or belief, disability status, sexual orientation, educational or social background or any other factor.



HM Courts & Tribunals Service

Expected timeline

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given. Please note that these dates may be subject to change.

The anticipated timeline is as follows:

Advert Closing Date	08:00 Monday 18 September 2023
Interviews	Thursday 2 November 2023