



# HM Courts & Tribunals Service

## **Her Majesty's Courts and Tribunals Service**

### **Job Title: Legal Adviser - National – Tier 2**

**This is a general job description covering the likely scope of work of the post holder.**

## **THE ROLE**

The purpose of the role is to represent the Justices' Clerk as Legal Adviser to the Magistrates and District Judge (Magistrates' Courts) in accordance with The Courts Act, 2003, the Justices' Clerks Rules, Practice Directions and protocols.

A candidate for this post must be legally qualified in accordance with The Assistant to Justices' Clerks (Amendment) Regulations 2007 and able to demonstrate the competences of a Legal Adviser.

To function as a Tier 2 Legal Adviser, the role holder is also required to regularly undertake the additional responsibilities as set out at Tier 2 in the Legal Adviser Career Structure and to achieve and maintain competence in this (or these) practice areas.

All Tier 2 Legal Advisers are expected to have a level of legal specialism over and above that of Tier 1 Legal Adviser and for this to be used for the benefit of the team and to support their colleagues. The Tier 2 role provides the opportunity to gain recognition for the knowledge and skills in a recognised legal practice area.

On appointment a Tier 2 Legal Adviser, role holder will be appointed on the entry point of Tier 2 on the Legal Adviser Career Structure.

The roles and responsibilities for a Tier 2 Legal Adviser should contribute and impact on the work of the courts throughout HMCTS and including working across another legal jurisdiction eg tribunals.

**Please find attached the roles and responsibilities, career framework and competence frameworks.**

## **Key Responsibilities**

In addition to the Tier 1 main activities, the following roles and key responsibilities are applicable to Tier 2 practice areas:-

### **Increased Delegated Powers/Management of Complex Cases**

Appointment to a Tier 2 post means that the role holder has demonstrated the baseline Tier 1 competences and has developed initial case management skills. This additional responsibility provides the opportunity for the role holder to develop those skills with a high level of autonomy.

Key responsibilities include:-

- The ability to exercise the full range of delegated powers assigned by their Justices' Clerk
- Take a primary lead role in supporting effective case management (e.g. CJSJS and similar initiatives)
- Experience of exercising judicial discretion and pro-active case management
- Acting as a champion to ensure that cases are progressed as effectively as possible in respect of minimising delay and upholding the interests of justice
- Taking responsibility for the achievement of case management targets
- The ability to effectively case manage complex cases
- The ability to competently sit as a delegated Legal Adviser in case management hearings
- The ability to assertively manage the court process
- The ability to manage the effective trial management process: and
- The knowledge and experience to effectively manage a complex case at short notice.

**And /or**

### **Panel/Committee Responsibility**

The role of the Tier 2 Legal Adviser for panel and committee work will be to manage and support the responsibilities of the respective committee. This may link in to committee responsibility in the wider HMCTS area.

Key responsibilities include:-

- Knowledge of the rules and procedures relating to statutory committees and panels
- Setting up and managing the respective committee meetings
- Managing the process of election of officers
- Managing the obligations and duties of the committees
- Managing committee responsibilities
- Advising the committee on respective legal issues
- Preparing reports
- Drafting papers
- Making representations and recommendations
- Being an advocate for the committee; and
- Support for committee when requested.

This role is more than just assisting with committee work but involves full autonomy and responsibility for the relevant area of the committee's work subject to normal line management direction.

**And /or**

### **Small Development Projects**

A Tier 2 Legal Adviser with responsibility for small development projects will require the ability to organise and manage projects which have an impact on local courts and/or the impact on the legal process of the court or courts in the wider area.

Key responsibilities include:-

- The ability to set up the management of a small development project
- The ability to liaise effectively with all stakeholders
- The ability to plan the required process
- The ability to complete the appropriate documentation; and
- The ability to communicate information regarding the project

**And /or**

### **Local/Area Training Responsibility**

The role of a Tier 2 Legal Adviser with the responsibility of Local/Area training, design and delivery will require the role holder to be **regularly** delivering training events to Magistrates and staff at a Local and Area level or they may also contribute as part of a wider team of trainers, under supervision, to deliver an organisational training programme. Legal Advisers involved with this level of responsibility will have been assessed as a competent Legal Adviser, and has met previous training objectives, with a depth of experience in the subject/topic area to be delivered.

Key responsibilities will include:-

- Delivering knowledge and skills training to staff and magistrates
- Develop and support Tier 1 Trainers
- Assist in identifying future training needs and developing solutions as to how best to meet those needs.
- To be involved in the evaluation of programmes they deliver and provide feedback to the Judicial Studies Board and the business regarding the progress of programmes and the impact of programmes in the workplace; and
- Design training events for delivery to staff and magistrates.

### **Training**

It is expected that a candidate appointed to a Tier 2 role would be fully functional in that role no later than 6 months from appointment.

### **Functions of the role**

#### **Undertaking main Tier 1 Functions plus expected legal specialisation**

#### **Undertaking additional Tier 2 practice areas:-**

- Increased delegated powers/complex cases
- Personal responsibility for case management
- Panel/Committee Work
- Small development Projects
- Area/Local Training responsibility.

## **KNOWLEDGE AND SKILLS**

Knowledge, skills and experience include Tier 1 skills:-

- Detailed knowledge of the legal and administrative functions of the court room
- Detailed knowledge of criminal and/or family law
- Ability to communicate effectively at all levels, both verbally and in writing.
- High level of interpersonal skills to develop and maintain effective relationships with staff, district judges, magistrates and court users, at all levels.
- Excellent organisational skills in order to manage the court room
- Ability to analyse problems and situations quickly and effectively; and
- Competent agreed IT use.

### **Additional skills required to meet the requirements of the additional practice areas in Tier 2:-**

- Experience of exercising judicial discretion and pro-active case management
- Knowledge of rules and procedures relating to committees and panels
- Knowledge and skills relevant to their specialist expertise in a legal practice area
- Time Management
- Personal Management of workload
- Working as part of a team; and
- Project management skills.
- The capability to work across varying legal jurisdictions in HMCTS including Family, Reciprocal Enforcement, Tribunals, Confiscation and Proceeds of Crime.

### **Where relevant to the individuals practice area(s):-**

- The ability to organise and manage small development projects
- Training skills to design, develop and evaluate local and area training programmes

## **PROBLEM SOLVING**

The role-holder is required to advise in court for their assigned number of court sessions each week.

The nature and volume of work assigned to a court room is inherently unpredictable. A Tier 2 role holder is required to have an extensive legal understanding and knowledge of court procedures and the ability to research all aspects of law that may arise during the course of a hearing. A fully competent Tier 2 role holder must be capable of undertaking the most complex of cases conducted in the Magistrates' court.

## **DECISION MAKING**

There are three main areas of decision making:

- Judicial,
- Legal and
- Administrative.

### **Judicial Decisions**

The Justices' Clerk has discretion to delegate to the role holder a range of delegated powers. The range and extent of powers delegated to a Legal Adviser fall to the discretion of the Justices' Clerk.

### **Legal Decisions**

Legal decisions include identifying the pertinent legal issues of a case which may arise in court, which may often be difficult or contentious. This may include identifying relevant statutes and case law and undertaking

appropriate legal research, using IT and other resources to ensure soundly based outcomes are achieved.

### **Administrative Decisions**

Administrative decisions include decisions that relate to progressing cases swiftly and effectively through the court process. This can include prioritising cases that have all parties and paperwork present, avoiding delays to witnesses; ensuring defendants held in custody are dealt with promptly, avoiding adjournment of cases, making the best use of the court time available and the resource of the bench and advocates present in the court room.

### **Out of Court Functions**

Tier 2 Legal Adviser are required to participate in team administrative functions as directed by their Legal Team Manager.

### **Out of Hours**

Tier 2 Legal Adviser will take responsibility for ensuring that they are equipped and able to participate in occasional courts and other out of hours responsibilities. A Tier 2 Legal Adviser will have the level of experience to deal with the full range and more complex out of hour's applications that need to be dealt with.

### **Advice to Others**

Examples of information and advice provided by the post holder include:

- Advising the bench – Magistrates and District Judges during cases, - including the preparation of reasons for their decisions
- Ensuring unrepresented defendants understand the procedures to be followed, providing guidance as to the nature of the offence
- Providing advice and guidance to administrative members of staff in relation to all aspects of law and legal procedure
- Providing advice and guidance to other external organisations and members of the public in relation to all aspects of law and procedure
- Providing advice and guidance to colleagues in other courts who need immediate help on a point of law
- Providing advice and guidance to both prosecution and defence advocates in relation to all aspects of law and legal procedure.
- Providing advice and guidance on various aspects of law and procedure to the Police.

## **MANAGEMENT OF RESOURCES**

### **Financial and Other Resources**

The post holder is not a budget holder but must ensure that they make effective use of time and resources.

### **Leadership and Team working**

The post holder is a member of a team of Legal Advisers. It is likely that a Tier 2 Legal Adviser will be required to give advice to Tier 1 colleagues and other colleagues who may require advice specific to the role holder's specialist practice area. Legal Advisers are senior members of HMCTS and are expected to demonstrate the behaviours appropriate to a leader/manager

A Tier 2 role holder will not have line management responsibility.

## **Career Development**

Tier 2 also has the opportunity, if there is a defined business need, to develop their career through one or more of the professional development career streams of 'Professional Services' and 'Education', whilst also starting to develop their management skills if progression to the 'Management' route commencing in Tier 3 is aspired.

Career progression to Tier 3 will depend upon the ongoing performance of the role holder and business need. Recommendations in respect of succession planning and career development will be made by the Regional Legal Adviser Resource Committee (it is not expected that a Tier 2 Legal Adviser will be able to demonstrate competence in both Youth and Family Courts, in addition to competence in Adult Courts before securing appointment to a Tier 3 post).

The Regional Legal Adviser Resource Committee will have the responsibility to bench mark and make recommendations as to the number of posts required at each Tier allocated to the Region, depending upon staff turnover and business need.

It is expected that a Tier 2 Legal Adviser will assume the responsibility to become a mentor. Mentors will be required to Mentor Trainee Legal Advisers; Legal Advisers in Training; and other Legal Advisers who are in the process of developing their skills through the career structure. For this purpose it will relate to Legal Advisers within Tiers 1 and 2 or other Legal Advisers returning from career breaks, secondments etc.

## **Secondments**

Within the Legal Adviser Career Structure, a Tier 2 Legal Adviser has the opportunity to apply for and be considered for legal and non-legal secondments within the wider departments of HMCTS, MoJ and other Government Agencies.

## **Judicial Appointment**

Within the Legal Adviser Career Structure a Tier 2 Legal Adviser has the opportunity to apply for and be considered for Judicial Appointment

## **Additional information:**

The principal address for the Ministry of Justice is 102 Petty France, London, SW1H 9AJ.

You will be based at one location within the Clerkship. You may however be required to travel to a different location across business/functional areas, within reasonable distance and travel time on a non-permanent basis.

When this happens it will be principally to cover short-term requirements at other locations.

Temporary transfers will be for no longer than one month, unless specified at appointment. As these sometimes occur at short notice or for short periods, any representations you may raise can be heard by appeal by the line manager of your manager. If there is to be a short-term move your manager will discuss the basis of this with you, in accordance with The Managing Organisation Change framework, which can be found on the Ministry's intranet.

Any permanent moves will be dealt with in accordance The Managing Organisational Change Framework, which can be found on the Ministry's intranet.

**This job description is a guide to the principal current duties of the post. It is not an exhaustive list of the duties and responsibilities of the post and the postholder may be required to undertake any other duties from time to time that are commensurate with the seniority and nature of the post.**



The diagram illustrates the career progression for Justices Clerks, structured into five tiers. The progression is shown as a funnel shape, narrowing from the top to the bottom.

**Tier 5:** Justices Clerk

**Tier 4:** Professional services, Management, Education

**Tier 3:** Managing a Legal Team, Project Management

**Tier 2:** Local / Area

**Tier 1:** Local Court

**Threshold 1:** TLA, LiT (LiT = LA in Training)

**Appointment Types:** Judicial Appointments (indicated by double-headed arrows on the left and right sides of the funnel).

**Other dept secondments:** Indicated by double-headed arrows on the right side of the funnel.

**Legal Secondments:** Indicated by a diagonal line on the left side of the funnel.

**Mentoring role and provision of mentoring through tiers:** Indicated by a diagonal line on the right side of the funnel.

**Entry Level:** Indicated by a double-headed arrow at the bottom of the funnel.

**Example:** Eg, Academic stage of training completed, scholarship scheme, qualified lawyer





# HM Courts & Tribunals Service

## Core Competence Profile Legal Adviser

Competence	High Level Summary	Examples of how these demonstrate effective behaviour
<b>Seeing the Big Picture</b>	Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Civil Service goals and deliver the greatest value. At senior levels, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.	<ul style="list-style-type: none"> <li>• Be alert to emerging issues and trends which might impact or benefit own and team's work</li> <li>• Develop an understanding of own area's strategy and how this contributes to Departmental priorities</li> <li>• Ensure own area/team activities are aligned to Departmental priorities</li> <li>• Actively seek out and share experience to develop understanding and knowledge of own work and of team's business area</li> <li>• Seek to understand how the services, activities and strategies in the area work together to create value for the customer/end user</li> </ul>
<b>Changing and improving</b>	People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it's about being open to change, suggesting ideas for improvements to the way things are done, and working in 'smarter', more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive Civil Service. It also means making use of alternative delivery models including digital and shared service approaches wherever possible	<ul style="list-style-type: none"> <li>• Find ways to improve systems and structures to deliver with more streamlined resources</li> <li>• Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making</li> <li>• Be prepared to take managed risks, ensuring these are planned and their impact assessed</li> <li>• Actively encourage ideas from a wide range of sources and stakeholders and use these to inform own thinking</li> <li>• Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same</li> <li>• Prepare for and respond appropriately to the range of possible effects that change may have on own role/team</li> </ul>

<b>Leading and Communicating</b>	<p>At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It's about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision; managing and engaging with people with honesty and integrity, and upholding the reputation of the Department and the Civil Service.</p>	<ul style="list-style-type: none"> <li>• Take opportunities to regularly communicate and interact with staff, helping to clarify goals and activities and the links between these and Departmental strategy</li> <li>• Recognise, respect and reward the contribution and achievements of others</li> <li>• Communicate in a succinct, engaging manner and stand ground when needed</li> <li>• Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact</li> <li>• Promote the work of the Department and play an active part in supporting the Civil Service values and culture</li> <li>• Convey enthusiasm and energy about their work and encourage others to do the same</li> <li>•</li> </ul>
<b>Building Capability for All</b>	<p>Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. At senior levels, it's about talent management and ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.</p>	<ul style="list-style-type: none"> <li>• Identify and address team or individual capability requirements and gaps to deliver current and future work</li> <li>• Identify and develop all talented team members to support succession planning, devoting time to coach, mentor and develop others</li> <li>• Value and respond to different personal needs in the team using these to develop others and promote inclusiveness</li> <li>• Proactively manage own career and identify own learning needs with line manager, plan and carry out work-place learning opportunities</li> <li>• Continually seek and act on feedback to evaluate and improve their own and team's performance</li> </ul>

<b>Managing a Quality Service</b>	<p>Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.</p>	<ul style="list-style-type: none"> <li>• Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions</li> <li>• Develop, implement, maintain and review systems and service standards to provide quality, efficiency and value for money</li> <li>• Work with team to set priorities, goals, objectives and timescales</li> <li>• Establish mechanisms to seek out and respond to feedback from customers about service provided</li> <li>• Promote a culture that tackles fraud and deception, keeping others informed of outcomes</li> <li>• Develop proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners</li> </ul>
<b>Delivering at Pace</b>	<p>Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times.</p>	<ul style="list-style-type: none"> <li>• Successfully manage, support and stretch self and team to deliver agreed goals and objectives</li> <li>• Show a positive approach in keeping their own and the team's efforts focused on the goals that really matter</li> <li>• Take responsibility for delivering expected outcomes on time and to standard, giving credit to teams and individuals as appropriate</li> <li>• Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands</li> <li>• Regularly monitor own and team's work against milestones or targets and act promptly to keep work on track and maintain performance</li> <li>• Coach and support others to set and achieve challenging goals for themselves</li> </ul>



## Annex C: Legal Adviser Competence Framework

### A: Building & Maintaining Effective Working Relationships with Magistrates

**Competence in this area is about facilitating a structured decision-making process and working in partnership with Magistrates at all times, both in and out of court**

These competences are applicable to all tiers in the Legal Advisers Career Structure

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|---|--|
| <p><b>1. I facilitate a structured decision-making process based on my knowledge of appropriate techniques, manuals, guidelines and current statutory and case law developments</b></p>       | <ul style="list-style-type: none"> <li>○ I advise magistrates on points of law and judicial precedent, in open court and as appropriate, whether elicited or not, in an accurate, balanced and structured way</li> <li>○ I ensure that decisions address all relevant issues and that these are incorporated into reasons</li> <li>○ I communicate in a clear, structured and courteous way, paraphrasing and summarising the views and opinions of magistrates and assist magistrates in drawing up reasons</li> <li>○ I assist magistrates in making accurate pronouncements and in making appropriate corrections, without detracting from the authority of the bench</li> <li>○ I ensure reasons contain relevant case law, facts relevant to findings and statutory criteria where appropriate and follow a structured approach to decision making, using precedents and formulae</li> <li>○ I prepare written reasons in such a way that the court Chairman can communicate these clearly</li> </ul> |
| <p><b>2. I work in partnership with Magistrates, to ensure we both recognise and understand local practices, procedures, policies, current issues and relevant training opportunities</b></p> | <ul style="list-style-type: none"> <li>○ I take action to ensure that legal advisers and bench work as a team, by agreeing respective roles and duties with the court chairman, giving and receiving regular feedback to/from the bench and encouraging open discussion with magistrates</li> <li>○ I summarise contents of list for magistrates prior to each court session and participate in post sitting reviews when required</li> <li>○ I encourage feedback on performance of the court and inform relevant colleagues on issues that arise</li> <li>○ I act professionally at all times and recognise the need for confidentiality</li> <li>○ I demonstrate knowledge of bench practices, policies and procedures</li> <li>○ I demonstrate that I am aware of current legal issues</li> </ul>  |

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|--|--|
|  | <ul style="list-style-type: none"> <li>○ I am aware of current training events and ensure that magistrates are able to take advantage of potential training opportunities, in consultation with the Deputy Clerk or Justices' Clerk</li> </ul> |
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#### Sources of evidence

Individuals can demonstrate their competence and knowledge evidence required through: observation, records of discussions and meetings outside of the courtroom, feedback from all three members of the bench, authenticated evidence from relevant people, and their response to 'what if' questions.

### **B: Facilitating the Business of the Court**

<p><b>Competence in this area is about preparing, planning and the execution of activities to enable court/direction hearings, courtroom activity and the wider activities that progress the business of the court, including provision of advice and written legal documentation</b></p>
<p>These competences are applicable to all tiers in the Legal Advisers Career Structure</p>

<p><b>1. I can prepare appropriately in order to act as a legal adviser in the courtroom and when using own judicial powers</b></p>	<ul style="list-style-type: none"> <li>○ I check court papers and take action to ensure completeness</li> <li>○ I research appropriate legal issues and prepare relevant notes for the court file and provide relevant supporting material when required</li> <li>○ I ensure the particular needs of individual court users are identified and make sure something is done to accommodate these needs, by checking available facilities and communicating in an appropriate manner</li> </ul>
<p><b>2. I can plan and progress the business of the court</b></p>	<ul style="list-style-type: none"> <li>○ I prioritise cases appropriately and either manage the list directly or manage the usher in calling the list</li> <li>○ I manage the workflow of the court to ensure the time available is used efficiently and productively</li> <li>○ I identify when and how to use delegated powers both in and out of court</li> <li>○ I demonstrate an awareness of the targets for court performance and contribute appropriately to meeting these targets</li> <li>○ I clearly understand case histories, what progress can realistically be expected and advise magistrates and other parties as to effective next steps</li> <li>○ I identify and clarify issues with all parties to assist magistrates</li> <li>○ I ensure appropriate directions are given</li> <li>○ I complete and action court results accurately and promptly and distribute a written record of proceedings where appropriate</li> <li>○ I transfer necessary cases to colleagues without disruption to the court</li> </ul>
<p><b>3. I provide professional advice and documentation both in and out of court</b></p>	<ul style="list-style-type: none"> <li>○ I provide advice to court users when necessary and assist unrepresented defendants in order for them to represent their case</li> <li>○ I summarise salient points to the court and unrepresented defendants</li> <li>○ I respond appropriately to court users regarding feedback or concerns</li> <li>○ I explain what is happening in court and ensure the dignity of the court is maintained</li> <li>○ I undertake further legal research when required, present legal opinions and documents</li> </ul>





<p><b>appropriate manuals, current textbooks, procedures and current statutory and case law developments</b></p> <p><b>6. I support the work of the court through contact with Panel Committee members during meetings, on a one to one basis and at training/development sessions and by liaising with the relevant agencies involved in specialist court and Committee work</b></p>	<ul style="list-style-type: none"> <li>○ I use clear, concise and appropriate language, according to the type of 'specialist court' or Panel Committee and the participants present</li> <li>○ I demonstrate empathy and sensitivity where appropriate</li> <li>○ I intervene between parties in order to progress the case, in the absence of magistrates</li> <li>○ I identify and bring to the attention of the person responsible for the Panel Committee any issues of relevance to the court</li> <li>○ Where required, I attend appropriate Panel Committee meetings and contribute constructively</li> <li>○ I attend training sessions on topics of relevance to the court and communicate relevant feedback to the person responsible for the Panel Committee</li> </ul>
<p style="text-align: center;"><b>Sources of evidence</b></p> <p>Individuals can demonstrate their competence and knowledge evidence required through: observation, records of discussions and meetings outside of the courtroom, feedback from all three members of the bench, authenticated evidence from relevant people, appropriate performance data and their response to 'what if' questions.</p>	

### **C: Advising & Working with Staff**

**Competence in this area is about working in partnership with other staff and carrying out administrative duties, both in court and in the office environment**

These competences are applicable to all tiers in the Legal Advisers Career Structure

**1. I can work in partnership with other staff, using knowledge of relevant protocols, procedures, processes and constraints**

- I identify administrative issues that need attention and suggest solutions
- I discuss work related issues with staff and identify their priorities, needs and concerns and ensure these are taken into account when carrying out my own duties
- I support staff by managing time effectively and giving clear, simple and timely instructions
- I provide legal advice to other staff when appropriate

**2. I can carry out administrative duties using local scheduling, listing and case management protocols, within statutory and non-statutory time limits**

- I record court decisions accurately, promptly, clearly and legibly
- I communicate unusual or complex issues face-to-face, by telephone or in writing
- I complete administrative tasks according to local standards and targets

#### **Sources of evidence**

Individuals can demonstrate their competence and knowledge evidence required through: observation, records of discussions and meetings outside of the courtroom, feedback from all three members of the bench, authenticated evidence from relevant people, appropriate performance data and their response to 'what if' questions.