

***JUDICIAL APPOINTMENTS BOARD
FOR SCOTLAND***

Diversity Working Group: Final Report

13 January 2010

Contents

1. Introduction
2. Evidence in relation to diversity among the legal profession in Scotland and whether that diversity is reflected in applicants for judicial office
3. Consideration of gaps in evidence and suggestions as to how they might be filled
4. Practicable suggestions for increasing the proportion of people from under-represented groups who apply for judicial office
5. Summary of recommendations

Appendix

Membership of Diversity Working Group

1. Introduction

Remit

The Diversity Working Group was formed by the Judicial Appointments Board for Scotland in early 2007 with the following remit reflecting the wording of the remit given by Ministers to the Board on its establishment in 2002:-

“To assist the Judicial Appointments Board for Scotland in considering ways of recruiting a judiciary which is as representative as possible of the communities they serve, through:-

- (a) The identification of evidence in relation to diversity among the legal profession in Scotland and whether that diversity is reflected in applicants for judicial office;*
- (b) Consideration of gaps in that evidence and suggestions as to how they might be filled;*
- (c) Practicable suggestions for increasing the proportion of people from under-represented groups who apply for judicial office;*
- (d) Making a report to the Board covering the above issues.”*

This final report draws on earlier reports to the Board by the Group and on the work underlying these, as well as on updated data, and on the independent report based on output the of the survey of the legal profession completed and published in 2009¹.

In finalising the report, the working group has been especially careful to focus on recommendations which will assist the Board by:

- increasing its knowledge and understanding of the population from which people apply for judicial office, thereby providing a sound basis for the development of its work, and/or
- enabling it to provide better explanation of its work, and the outcomes of that work, to the profession, to Parliament and to the Scottish public, by being able to place it – at all times - in a clear, factual context.

The report is structured in three sections, one relating to each element of the remit set out above and each containing recommendations. Section 5 contains a brief summary of all the recommendations from the preceding sections.

¹¹ “Continuous Improvement – An Analysis of the Judicial Appointments Process in Scotland”, MVA Consultants, October 2009.

Acknowledgements

Over the period of its life, the membership of the Diversity Working Group has changed, and tribute is paid by the current membership to those who preceded them, in particular to Professor Alan Paterson, its original chair and a JABS Board member, and to Valerie Stacey, QC (now Lady Stacey), also a former Board member and the original Advocate member. Many thanks are due as well to the JABS office team who have supported the group over its life-time. A full membership list is shown in Appendix A, for the record.

The work undertaken by the group in order to complete its remit in full has been extensive, from early research, analysis, and development work through later project specification, planning, making the case for special funds (for the survey), and pulling together the results for this report. A summary of the stages of the work is included in brief in Appendix B. The funding provided by Scottish Government for the survey and independent report is gratefully acknowledged.

2. Evidence in relation to diversity among the legal profession in Scotland and whether that diversity is reflected in applicants for judicial office

Remit:

- (a) *The identification of evidence in relation to diversity among the profession and whether that diversity is reflected in applications.*

The Working Group reported its first findings to the Board in October 2007, commenting on the lack of robust and comprehensive diversity data about the legal profession itself (apart from the Law Society which did have a broad range of information about solicitors) and reporting on its initial analysis of applications and success rates in JABS exercises (from a diversity point of view). Its conclusion from this work was, to quote its report, that:-

"... prima facie, taking the four years together², there appears to be a gap between the proportion of men applying and the proportions of women applying which cannot be explained by reference to the numbers of each in the age-groups most likely to apply. There is no empirical evidence as to why this might be although anecdotally there are several theories. The Group also notes that there are signs that there might be a gap between the proportion of female candidates applying and the proportion who are being recommended for appointment. If true, this might warrant an equality-proofing exercise of the Board's internal procedures and processes."

In May 2008, the Working Group reported to the Board again, in the following terms:-

"The group has concluded that there is evidence to suggest that some diversity groups are under-represented both in applications and appointments to the judiciary (particularly true of women, ethnic groups and people with disabilities) when compared with the make-up of the eligible population".

These preliminary conclusions (for both reports) had been reached by an examination of general information about the population of Scotland as a whole, about the population eligible for judicial appointment, about the judiciary itself, and about those applying for judicial office. In essence, the Group had examined such general information as was available, together with data about JABS exercises. They focused on gender in particular simply because this was the area about which most data was available and where numbers were significant; however, they did pick up 'question marks' about ethnic groups and people with disabilities even although few firm conclusions could be drawn. In considering the gender issue, they took account of a probable demographic factor by comparing the applicant data with an older age-cohort from the population, defined by comparison with the age-group from which appointments were most typically made (there are now proportionately more women

² the life to that date of the Judicial Appointments Board for Scotland. The Group considered the bigger exercises held over that period – All Scotland Floating Sheriff and Part-time Sheriff.

in the more recently qualified part of the legally qualified population; age *per se* could not be used to justify any disparity – as this would be discriminatory – but as a broad proxy for career stage it may offer some explanation). This additional comparison meant that the effect they detected was unlikely to be exaggerated.

Whilst the Group went on to recommend a survey in order to address the gaps in data that they identified through this process, the analysis of appointment data in comparison to overall population data (where available) is important in and of itself and, given the passage of time, the Group concluded it could benefit from updating and review for inclusion in the Final Report. Accordingly, data from all large exercises (2002 to 2009) have been re-viewed in a similar way. Senatorial, Sheriff Principal and Resident Sheriff exercises have also been reviewed, separately. These have each been looked at in composite (ie, the numbers in each individual exercise are too small to be useful, but by adding them all together, some sort of limited picture emerges for each type of appointment).

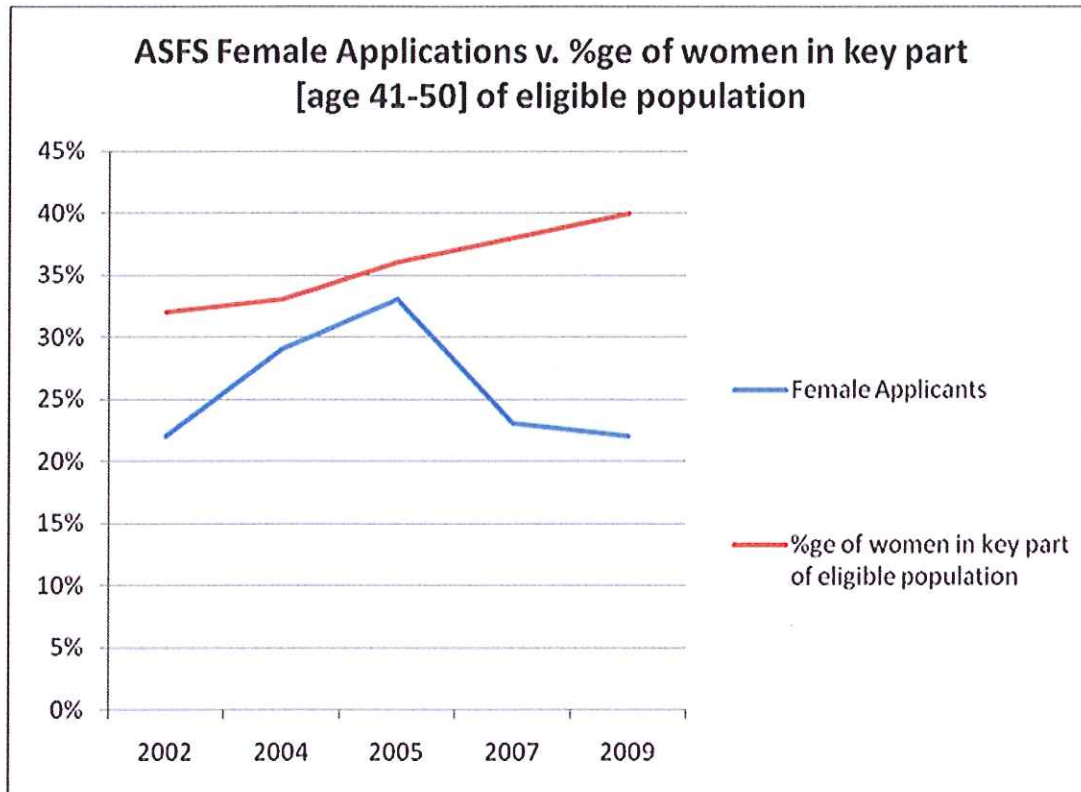
Unfortunately, limited capacity has meant that it has not been possible to extract and present all that is useful or interesting in this report. The following review of gender within the main shrieval exercises (generally known as the 'All Scotland Floating Sheriff' exercises) serves to illustrate not just the specific conclusions that can be drawn in this particular example but how the data owned by the Board can be used to increase its knowledge and inform its decision-making.

Changing gender patterns in full-time shrieval exercises [ASFS]

Five 'All Scotland Floating Sheriff' exercises have now been completed (2002 to 2009). These are major exercises. Nearly 500 applications have been processed with individual exercises ranging from 69 to 108 applications. As with the earlier work (reported above), the rate of applications from women compared with the number of women in the eligible³ population (who are able to apply) is compared, but adjusted to reflect the key part of that eligible group. This 'key group' is women in the legal profession in the age bracket 41-50years – for the following reason. It is well known that the number of women entering the legal profession in recent years has been rising steadily and the gender 'proportions' have been altering accordingly. However, the female part of the population is still well weighted towards the younger age-groups although, of course, these new female entrants are now working their way up through the age bands. Bearing in mind that people of either gender are more likely to be successful in appointment if they have gained more experience and have had the opportunity to demonstrate greater achievement and to display more fully formed qualities and attributes, it is rational to suppose that most applicants will be in the slightly older age brackets, which will still contain a lower proportion of women than men. This supposition is reinforced by the findings in the MVA report which stated that 85% of respondents strongly or very strongly agreed with the statement that "I would not consider applying for judicial office until I had far in excess of the minimum experience required to do the job", with little or no difference between the genders.

³ This and other work, and the MVA Report, all raise some interesting questions about 'eligibility' and some issues for the future which might be discussed with other bodies in the proposed collaborative group (see section 4 (4.2) and recommendation 5.10.

All of this suggests that we should expect to see a rise in the proportion of applications which are from women, over time, even in comparison with the older age group. The data tells a different story. The graphs below illustrate a widening gap, with the numbers of female applications diminishing as the number of women in the key part of the eligible population increases.



Part-Time Sheriffs exercises were also reviewed and the trend in those is exactly the same.

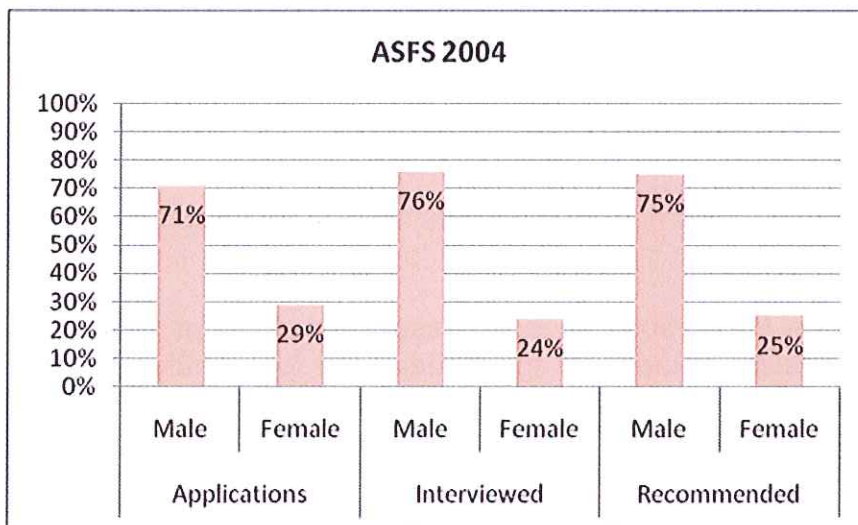
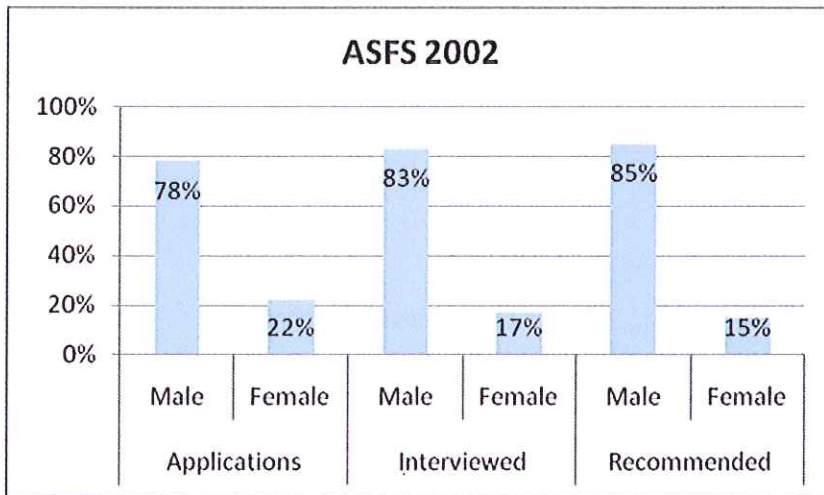
The wealth of material in the MVA report (and its associated data) provides the starting point for exploring possible causes for this pattern and for identifying steps which might be taken to change it. This aspect of exercise data relates only to who applies and not to how they progress if they do apply. For that, we need to look at what happens within exercises. Graphs follow (below) which show the gender pattern for each of the five ASFS exercises and, again, these raise some questions. They show that there has always been a slight fall-off in progression among women during exercises but this fall-off has become more marked. This suggests that the recommendation from the group in 2007 – that the Board should examine its own processes carefully from an equality perspective – still holds good. It would be wise to do so and much might be learned.

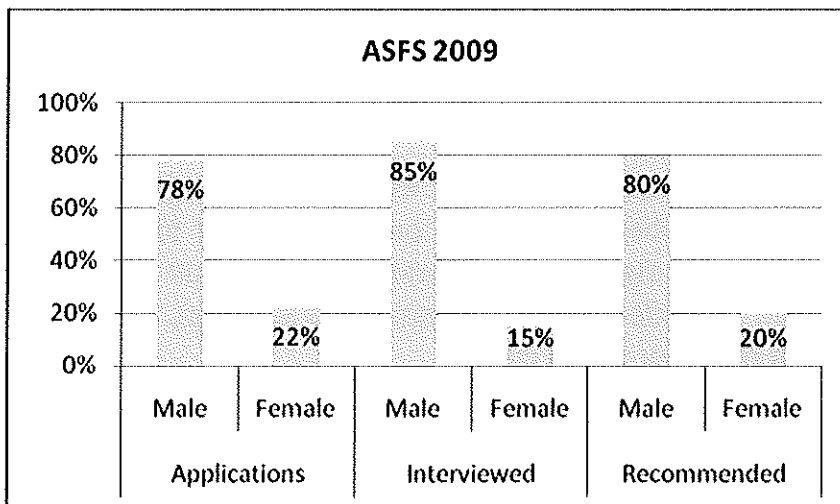
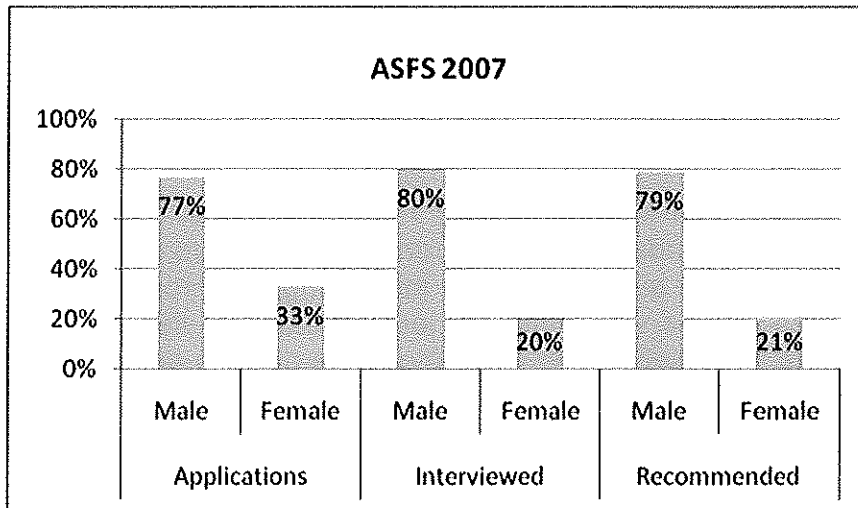
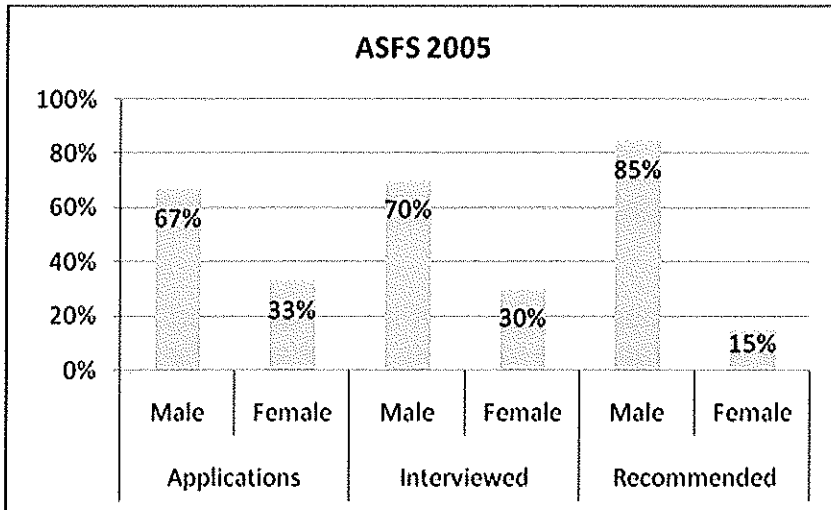
In summary, two recommendations emerge from an update of the earlier review of exercise data (limited as it is)-

- 2.1 That a more detailed review of the MVA findings should be conducted to see what light this may shed on the downward trend in female applications for judicial office, and

- 2.2 That the recruitment processes used by the Board should be quality-checked to understand why application and progression rates for women are less than encouraging and to identify any improvements which could be made.

**All Scotland Floating Sheriff Exercises
Gender by Stage
2002 to 2009**





3. Gaps in the evidence, and filling them

Remit:

(a) Consideration of gaps in that evidence and suggestions as to how they might be filled

In its May 2008 report, the Working Group reported that it had “*identified a need to gather more evidence in order to establish a diversity benchmark for the legal profession and for judicial office-holders, as well as to identify any barriers which are standing in the way of eligible candidates, inhibiting them from applying to become sheriffs or judges*” and reported that funding for research in this area was now available from the Scottish Government. Behind this milestone lay a period of intensive work by the group and its support team to research the best methodology, to consult, and to define the questions that a survey of the entire legal profession in Scotland should contain. The survey itself took place in February/March 2009 and the independent report from MVA Consultants “Continuous Improvement – an Analysis of the Judicial Appointments Process in Scotland” was published in 2009 in fulfilment of this part of the remit.

The Working Group has considered the report in the light of the aims and objectives of the research. Many of the recommendations arising from this review are contained in the next section about ‘practicable suggestions for increasing the proportion of people from under-represented groups who apply for judicial office’; this section concentrates on addressing the ‘data-deficit’ and what should be done to ensure that good quality data continues to be available to the Board to assist it in fulfilling its statutory duties.

The first conclusion - from the updating exercise covered in the previous section of this report together with the survey report - is that, after eight years and twenty two exercises, the Board now has a significant data-bank of its own on which it could and should draw for both planning and monitoring purposes.

Overall, the Board has available to it, the following sources of data:-

- Exercise data from 2002 onwards. From 2002 to 2008, the diversity data (collected from Equal Opportunities Monitoring forms) is limited to data on age, ethnic and national origin, disability and gender. From 2009 onwards, the data range has been extended to include sexual orientation, faith and parental occupation (as a proxy for social class).
- It also has access to some career data from application forms: professional group (advocate, solicitor, solicitor-advocate, QC), previous or current judicial roles, and education. Only some of this data⁴ has been collated to date, and

⁴ For example, current professional group of the applicant, whether currently employed in COPFS and, very occasionally, whether applicants had any tribunal experience.

not systematically or consistently, although we think a significant amount (but not all) of past exercise data could be reanalysed with this in view. It will be all available for collection in the future.

- It has general population data accessible from the 2001⁵ census, as well as from the Faculty of Advocates, the Law Society of Scotland and, presumably, the Scottish Courts Service, in respect of their particular groups. Recent data relating to these sources is available from the MVA report but it would require updating from time to time.
- It has a wealth of data available from the MVA survey (in the report itself, in the tables attached to it, and in the underlying data which is owned by the Board). This data has been thoroughly tested to ensure that it is a reasonable sample of the relevant population and provides valuable data about the background of that population and about perceptions of the judicial role as well as of the appointment process.

Putting together the survey data (what people think) with the exercise data (what people do) gives some very helpful direction to the data analysis the Board should ensure is available to it in order for it to fulfil its statutory responsibilities. For example, we know more about what people believe influences success in appointment (from the survey) and for many, though not all, factors, we can test whether it is accurate (from the exercise data) eg, a belief that advocates are more likely to be successful than solicitors for particular types of appointment, or vice versa, can be checked against who has applied and who has been successful.

Having considered both the exercise and survey data, the Working Group recommends:-

- 3.1 Exercise data should be routinely reviewed for each exercise and against a historical, on-going picture. Once set up, this could provide easily produced routine reports from which it should be relatively easy to spot trends and to set results in their proper context.
- 3.2 Additional data relating to the following should be added to the data store and included in reports: professional group (advocate, solicitor, etc) and prior judicial experience (PTS, Sheriff, tribunal member experience, tribunal chair experience) to spot any trends or tendencies and also to compare it with perceptions as reported in the survey.
- 3.3 Particular attention should be paid to the age distribution of any factor being reviewed. This is especially important in order to establish whether any variation can – or cannot – be explained in terms of the demography, and also whether any change can be forecast for the future.

⁵ The next census will take place in 2011 with full statistical data not published before 2013. Once the census order has been approved in the Scottish Parliament, the way in which the EO monitoring form questions are framed should be re-checked to ensure on-going consistency.

- 3.4 Analysis should also include a comparison against, not just the eligible population, but a realistic model sample which has been adjusted to reflect the make-up of that part of the eligible legal population which is most likely to consider applying, taking account of the declared intentions of the those surveyed (ie who would not consider applying until achieving well in excess of the experience requirement for eligibility). An example of this kind of analysis is also shown in the previous section. In so doing we should not lose sight of the need to understand the reasons for this application delay more fully; it is one of many areas where some follow-up research may be of assistance at some stage. In order to create the 'model sample', data should be collected and updated annually from the Faculty of Advocates, the Law Society of Scotland and others on diversity **figures for relevant populations** to ensure that the Board is continually aware of the size and shape of the applicant 'pool' and changes in this.
- 3.5 The survey should be repeated in five years time (2014) in order to (a) establish any change since 2009 and (b) to ensure that the data about perceptions which is used for comparison purposes is refreshed.

4. Suggestions for increasing diversity in applications for judicial office

Remit:

(b) Practicable suggestions for increasing the proportion of people from under-represented groups who apply for judicial office

The MVA report, and the wealth of data which underlies it, provide a rich seam of material which will be invaluable to the Board in fulfilling its statutory duties. The Working Group has carefully considered the specific findings in relation to what attracts and deters people in relation to the prospect of applying for judicial office, and in relation to the office. There is so much detailed material that it has decided to present to the Board its views on the best *approach* to using the report, especially in the area of priorities for action, and has confined its specific 'suggestions' to examples of actions which illustrate how best value can be obtained from the information available.

Overall approach

4.1 We recommend a priority based approach, as follows.

- A limited set of specific actions are identified for initial consideration and should have a realistic time-frame attached.
- Some longer term priorities should also be 'sign-posted' (to indicate that that Board is committed and informed, while not attempting to do everything at once).
- A review date should be set, at which point some actions are recorded as completed, while some more priorities may be pulled forward for action.

By taking this organised but sensibly paced approach, it is hoped that practical progress can be made and a steady momentum maintained. It would also ensure that the Board's executive team can programme action into its business planning and operations.

Working with others

4.2 JABS is responsible for recruiting, selecting and recommending for appointment to a specified range of judicial offices. It has, therefore, a legitimate interest in anything that attracts or deters high quality applications as well as a responsibility for ensuring that the processes it adopts are fair, transparent and appropriate. While it can only act directly where it has responsibility, in other areas of impact it can engage in dialogue with other bodies with influence. For this reason, we strongly recommend **the formation of a collaborative group to share thinking and encourage development** for the benefit of all. Such a model has already been

developed by the JAC⁶ in England and Wales. Invaluable experience has already been gained through working together, successfully, on this research project so that we are confident that such a group would work well, and Faculty and LSS contributors are positive about the welcome such an initiative from the Board would receive. The publication of the independent report and the shared commitment from its supporters to 'meet again' is the ideal starting point.

Communications

4.3 There should be a **systematic review and overhaul of the Board's communications** to ensure that positive and accurate messages are conveyed about both judicial office itself, about the criteria for appointment and about how the appointment process operates. This review (which may be on-going but which should have some sort of plan and review cycle built into it) should take full account of what the report tells us about what attracts people to apply, and what they believe influences success (including notions which may need to be dispelled; what the JAC – which faces similar communication challenges - calls 'myth-busting'). Fresh and innovative thinking about communications should be encouraged, as well as ensuring that the basic elements are addressed - such as reviewing and improving all current written material and overhauling and extending the website. While most communications should be targeted at those who are eligible to apply, some thought should also be given to some general messages for those who will follow and, indeed, for members of the public. The importance which the group attaches to the benefits to be derived from a modern and professional approach to communications was strengthened by the positive experience of joint support and input from communications staff from the Supreme Court, Faculty and LSS in the lead up to survey launch and when the report was published.

Outreach

4.4 **Outreach activities** should be developed (again, over time but with a plan in place which can be updated each year). These should include 'obvious' targets – like the eligible pool itself (for example, information sessions or workshops attached to LSS or Faculty conferences or events). There should also be some effort to engage with future generations – pupils, careers advisers, students and early-years professionals. This may be of specific help in engaging with various minority groups. We know from the report, for example, that ethnic minority membership of the profession is growing but is still young; they should be encouraged to consider a judicial role as a positive possibility later in their careers.

Assessment of 'potential' and transferable skills

4.5 The **assessment of 'potential'** should be given specific attention in the Board's development of professional quality recruitment and selection procedures in order to ensure that **transferable skills** are properly evaluated. Transferable skills are widely

⁶ The JAC Diversity Forum exists 'For Key Interested Parties to make a concerted effort to improve diversity within the Judiciary and legal profession and to achieve this by co-ordinating activity and by identifying new opportunities for action.'

seen as deserving to be important but not seen as being taken into account currently as much as they might be. This is especially important at the early stages of a judicial career but prior judicial experience is not set as a formal requirement for any judicial role and all of them may attract what might be called 'direct-entry' candidates. Both this MVA report finding and the analysis of exercise data suggest that potential v. prior experience, and how these are handled, are areas which merit some further attention.

Qualitative research

4.6 The survey, independent report and all of the prior data research and analysis all focus on quantitative data. The independent report tells us more about what people think than why. No opportunity should be lost to find out more about what lies behind the data, especially since the survey itself has opened doors and awakened interest. We know that people know that we are interested and that they will try to help us if we ask. Some significant questions are already posed about gender. However, apart from gender and age, data about other areas of diversity produce small numbers and some of this information gap could be addressed by focus-groups or interventions in outreach activities etc. For this reason we recommend that initial priority be given to **qualitative research** in such areas. They are, perhaps, especially important as the impact on individuals within the smaller minority groups may be greater and the experience of others in interacting with them less frequent (precisely they are so small). We recommend, therefore, that the Board commissions small, focussed research projects on the experience of **ethnic minority groups and those with disabilities** and also on the perceived impact of **social class/networking**. So-called 'social' issues have emerged strongly as perceptions in the research into judicial appointments carried out in all three UK jurisdictions. There is some further analysis of the MVA data which would sharpen this question up⁷ but it may also be that some sort of sample interviews would shed further light on exactly why these views are held. Disability is a more complex issue. There was a minority of respondents which took a rather negative view of disability and, again, we need to understand more about this. It may be that some respondents did not fully understand, for example, what is meant by some of the categorisations of disability. In addition, the Working Group has had separate, constructive input from a disabled judge, which has supported our conclusion that more insight is needed here. So far as ethnic minority groups are concerned, the survey suggests that non-white ethnic minority numbers are beginning to grow and should form a more significant part of the 'pool' in the future. We need to increase understanding beyond what the limited quantitative data can provide, and that wish to understand also sends an important positive signal to future generations of lawyers (and judges).

Issues for others

4.7 There are a number of issues flagged up in the MVA report which deserve consultation with other interested professional groups in order to ensure that the impact on judicial recruitment is built into wider decisions. These include

⁷ There is another level of analysis possible by taking the answers to the 'social class/networking' questions and identifying more clearly who is most likely to hold the views; for example, and analysis of perception by parental origin.

specialisation, geographical issues, flexible working, part-time working, and training. These should be discussed with colleagues on the collaborative group recommended above.

5. Summary of recommendations

The recommendations summarised here are not in any order of priority but follow the sequence of the report and they are cross-referenced back to the relevant previous sections.

	Recommendation	<u>Section/Page</u>
5.1	There should be deeper consideration of the MVA report (and its associated material) to explore possible explanation for the downward trend in applications from women	<i>Evidence in relation to diversity in the profession, section 2,(2.1) page 7</i>
5.2	The Board's processes should be equality checked in the light of the findings about application rate and progression.	<i>Evidence in relation to diversity in the profession, section 2, (2.2) page 8</i>
5.3	Exercise data should be routinely reviewed for each exercise <u>and</u> against a historical, on-going picture in order to provide routine reports from which it should be relatively easy to spot trends and to set results in their proper context.	<i>Gaps in the evidence and how to fill them, section 3, (3.1), page 11</i>
5.4	Additional data should be added to the data store and included in reports, including professional group and prior judicial experience to spot any trends or tendencies and also to compare it with perceptions as reported in the survey.	<i>Gaps in the evidence and how to fill them, section 3, (3.2), page 11</i>
5.5	Particular attention should be paid to the age distribution of any factor being reviewed in order to establish whether any variation can – or cannot – be explained in terms of age, and also whether any changes can be forecast for the future.	<i>Gaps in the evidence and how to fill them, section 3, (3.3), page 11</i>
5.6	Analysis should also include a comparison against, not just the eligible population, but a realistic model sample which has been adjusted to reflect the make-up of that part of the eligible population which is most likely to consider applying.	<i>Gaps in the evidence and how to fill them, section 3, (3.4) page 12</i>
5.7	Data should be collected and updated annually from the Faculty of Advocates, the Law Society of Scotland and others on diversity figures for relevant populations to ensure that the Board is continually aware of the size and shape of the applicant 'pool' and changes in this.	<i>Gaps in the evidence and how to fill them, section 3,(3.4), page 12</i>

Recommendation	<u>Section/Page</u>
5.8 The independent survey should be repeated in five years time (2014) in order to (a) establish any change since 2009 and (b) to ensure that the data about perceptions which is used for comparison purposes is refreshed.	<i>Gaps in the evidence and how to fill them, section 3,(3.5), page 12</i>
5.9 A limited number of priorities for action should be identified, with some signposting of longer term priorities for revisiting later, drawing on the more specific recommendations in 5.11 to 5.15 below.	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.1), page13</i>
5.10 A collaborative group should be formed to share thinking with other bodies which have influence on judicial careers should be set up.	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.2), pages 13-14</i>
5.11 There should be a systematic review and overhaul of the Board's communications to ensure that positive and accurate messages are conveyed about judicial office itself, the criteria for appointment and how the appointment process operates..	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.3), page 14</i>
5.12 Outreach activities should be developed (again, over time but with a plan in place which can be updated each year). These should include 'obvious' targets – like the eligible pool itself - but there should also be some effort to engage with future generations – pupils, careers advisers, students and early-years professionals – with some special consideration of minority groups.	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.4), page 14</i>
5.13 The assessment of 'potential' should be given specific attention in the Board's development of professional quality recruitment and selection procedures in order to ensure transferable skills properly evaluated.	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.5), page 14</i>
5.14 Proposals for qualitative research should be developed and implemented to address some of the questions posed by the data generally but initial priority should be given to: the perceived impact of social class/networking etc, and experience of ethnic minority groups and those with disabilities .	<i>Suggestions for increasing diversity in applications for judicial office, section 4, (4.6), page 15</i>
5.15 There are a number of issues flagged up in the MVA report which deserve consultation with other	<i>Suggestions for increasing diversity in</i>

stakeholder groups in order to ensure that the impact on judicial recruitment is built into wider decisions. These include **specialisation, geographical issues, flexible working, part-time working, and training**. These should be discussed with colleagues on the collaborative group recommended in recommendation 5.10 above. *applications for judicial office, section 4,(4.7), page 15*

There is one further, final recommendation, not covered elsewhere in this report:-

- 5.16 In order to ensure that progress can be maintained, it is important that **capacity** continues to be developed to deliver on these recommendations. We recognise that resource reality and it is reflected in the suggested phased approach to priorities. Without that capacity, however, (especially in relation to data analysis and to modern recruitment practice, including equal and diversity) - the Board will be hampered in meeting its statutory responsibilities.

Judicial Appointments Board for Scotland: Membership of the Board's Diversity Working Group, 2007 to Present

Membership overlapped during the life-time of the Working Group. The following records the membership at the outset and at the end, with dates of involvement recorded.

Original Working Group (2007)

Members:

Professor Alan Paterson, Chair	Board Member, JABS	[2007-2008]
Valerie Stacey, QC	Faculty of Advocates	[2007]
Neil Stevenson	Law Society of Scotland	[2007-2009]

Support Team:

Christine Dora	Policy Director, JABS	[2007- 2008]
Chris Orman, Secretary	Secretary to the Board, JABS	[2008-2009]

Final Stages Working Group

Members:

Elsbeth MacArthur, Chair	Interim Board Member, JABS	[2008-present]
Maria Maguire, QC	Faculty of Advocates	[2007-present]
Neil Stevenson	Law Society of Scotland	[2007-present]

Support Team:

Chris Orman, Secretary	Secretary to the Board, JABS	[2008-present]
Trevor Lodge	Chief Executive, JABS	[2009-present]