



European Network of Councils  
for the Judiciary (ENCJ)

Reseau européen des Conseils  
de la Justice (RECJ)

# Quality Framework for the Judiciary

*2022-2023*



Co-funded by the Justice Programme of the European Union

# Table of contents

- Introduction..... 3
- 1. The quality framework ..... 5
- 2. The why question – purpose and vision ..... 6
  - 2.1. Purpose ..... 6
  - 2.2. Vision ..... 6
- 3. The how question – strategy and activities ..... 7
- 4. The what question – achieving and measuring results..... 9
- 5. Learning and improving ..... 9
- 6. Follow-up to this report ..... 10
- Annex 1: Competences and activities ENCJ Members and Observers ..... 11

# Quality Framework for the Judiciary

## Introduction

The ENCJ has been working on developing indicators to measure the quality of the judiciary since 2015. The principles of, and the visions on, quality have been incorporated into the questionnaire on quality. These principles have been comprehensively set out in past reports.<sup>1</sup> Initially, a set of indicators was developed by the Quality of the Judiciary working group<sup>2</sup> and applied on a pilot basis in three judiciaries. The indicators were subsequently refined, and a revised questionnaire was circulated to all members of the ENCJ and its observers in late 2019.

The ENCJ also has a longstanding ambition to strengthen the role of the councils for the judiciary. For example, one of the goals in the ENCJ's 2018-2021 strategic plan was to initiate a dialogue with other state powers about the role of councils for the judiciary as guarantors of the independence of the judiciary. And, for instance, the ENCJ's 2017-2018 report *Public Confidence and the Image of Justice* made many practical suggestions on strengthening the councils' role in their relationship with the media.

In 2021-2022, several possible ways to advance the work on the subject of quality were presented. One of the suggestions was to focus on the roles of the councils for the judiciary in promoting the quality of justice. However, given the time and efforts already spent on reviewing and improving the questionnaire, the decision was made at that time to further focus on reviewing the questionnaire. The IA&Q project group recommended that in the year 2022/2023, the group should focus on identifying the roles and competences of the councils in guaranteeing and promoting the quality of justice.

In 2022-2023, the IA&Q project group started work on a quality framework for councils for the judiciary. The aim is to develop a universal framework that provides guidance to members and observers on being more involved in improving the quality of their judiciary. The project group met four times. A first meeting was held in Lisbon, a second in The Hague, a third in Dublin, and the most recent was online.

At the first meeting the IA&Q project group explored, through a discussion and with the help of CCJE Opinion No. 24<sup>3</sup> and ENCJ recommendations,<sup>4</sup> which factors and focal areas have the most significant impact on a council's ability to improve the quality of their judiciary. The project group identified three significant factors: mandate, funding and the 'eco-system' of the council. By mandate, the project group means the legal powers and the authority of the council, and the communication of the council. By 'eco-system' the project group means the organisation, composition, and the environment of the council. The focal areas that were identified by the project group are the ENCJ quality indicators<sup>5</sup> as well as authority of the judiciary, diversity, external influence and public trust in the judiciary.

At the second meeting the IA&Q project group mapped out what councils are currently undertaking to promote and ensure the quality of the judiciary, where they see opportunities to expand their influence, and what they wish for so as to be able to expand their influence on promoting and ensuring the quality

---

<sup>1</sup> ENCJ Report 2020, pp. 47-59.

<sup>2</sup> The Quality of the Judiciary working group is part of the ENCJ's Independence, Accountability and Quality of the Judiciary project group, also referred to as the IA&Q project group.

<sup>3</sup> Consultative Council of European Judges, Opinion No. 24 (2021), Evolution of the Councils for the Judiciary and their role in independent and impartial judicial systems.

<sup>4</sup> Such as the Budapest Resolution of 2008, the report of the Councils for the Judiciary 2010-2011 project group and the ENCJ Compendium on Councils for the Judiciary 2021.

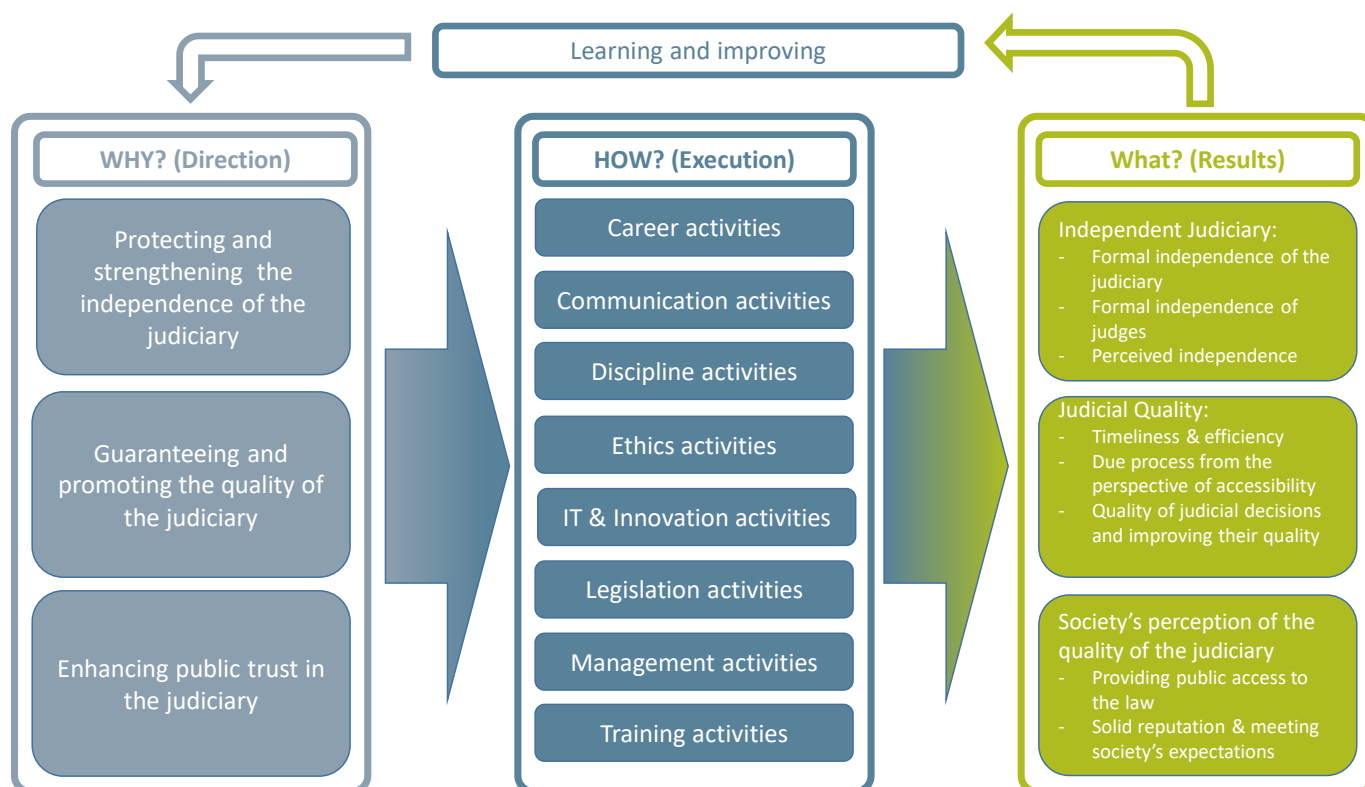
<sup>5</sup> Timeliness and efficiency of procedures, due process from the perspective of accessibility, quality of judicial decisions and its improvement and providing public access to the law to guide society.

of the judiciary. This session identified many possible activities that councils can undertake to promote and ensure the quality of justice.

At the third meeting, we mapped out which council is undertaking what activities to promote the quality of justice.

# 1. The quality framework

None of the councils for the judiciary are alike, but there is one thing they all share: they see possibilities to increase the influence they have in promoting and ensuring the quality of their judiciary. To provide councils with practical tools to assess and, where necessary, increase the influence they have in promoting and ensuring the quality of their judiciary, a quality framework has been developed by the IA&Q project group.



The quality framework has four main components:<sup>6</sup>

1. Why?
  - Why does the council<sup>7</sup> exist? What is its purpose?
2. How?
  - How can a council achieve the desired results? What activities can a council undertake?
3. What?
  - What results does the council want to achieve?
4. Learning & Improving
  - Looking at the results, what can a council learn from those results and how can the lessons learned be put into practice to achieve even better results?

These components are further detailed below.

<sup>6</sup> In developing the quality framework, the IA&Q project group drew inspiration from the [EFQM](#) model (European Foundation for Quality Management).

<sup>7</sup> Where 'council' appears, it can also read as national court administration.

## 2. The why question – purpose and vision

The why is about making a positioning statement. Such statement ideally includes the following two components:

1. A description of the purpose of the council that explains why its work is important and provides a framework in which it takes responsibility for its contribution to, and impact on, the judiciary.
2. A description of the vision of the council that describes what the council is attempting to achieve in the long term.

Together the mission statement (purpose) and vision set the direction for a council, which helps to pave the way for the council's future.

### 2.1. Purpose

In general, based on the ENCJ member factsheets, the main purpose of any council for the judiciary is one or more of the following:

- protecting and strengthening the independence of the judiciary
- guaranteeing and promoting the quality of the judiciary
- enhancing public trust in the judiciary.

All the councils contribute to one or more of these three purposes. But how they contribute to these purposes depends strongly on the statutory mandate they have. Some councils are solely responsible for the appointment of magistrates, and they contribute to the cause by trying to appoint the best magistrates available. Other councils can choose from a broader repertoire of competences.

*Suggestion for each council:*

- *Make a description of the purpose of the council and make this 'mission statement' public.*

### 2.2. Vision

A vision describes what a council is attempting to achieve in the long term and can be conservative or progressive. A conservative vision leans towards maintaining the quality of the judiciary and keeping the reputation of the council as it is. A more progressive vision leans towards expanding the influence the council has on the quality of the judiciary and other purposes.

A vision embodies not only the long-term goals a council has, but it should also live up to expectations of groups or organisations that have a direct or indirect interest in the performance of the council, because they can either affect the council or they can be affected by the council. These groups or organisations can be referred to as stakeholders.

In general, based on the ENCJ members factsheets and the discussions in the IA&Q project group, the main ingredients of the vision of any council for the judiciary are one or more of the following:

- independence of the judiciary
- judicial quality
- society's perception of the quality of the judiciary.

Keeping the vision simple is key. Yet, a vision needs to be realistic and keeping it simple makes it more likely that a council will meet its goals and turn the vision into a reality. Also, a simple vision is easier to keep on course.

*Suggestions for each council:*

- *Identify the internal and external stakeholders of the council and their expectations.*
- *Make a simple description of the vision that meets the internal and external expectations of stakeholders and make this vision public along with the mission statement.*

### 3. The how question – strategy and activities

The how question is about activities a council undertakes to achieve its goals. These are activities that a council undertakes not only now to achieve its desired goals, but also activities aimed at being successful in the future.

Every council has a different mandate and therefore a different set of competences which it can carry out. The IA&Q project group also drew up a list of other activities a council can carry out to enhance the influence it has on the quality of the judiciary.

The project group listed activities already carried out by the councils, as well as possible future activities of the councils. These activities include:.

#### Promising current activities to expand influence on promoting and ensuring the quality of justice.

- Career activities:
  - o retired judges may (occasionally) work as a judge
  - o make it attractive for senior judges to work in a region that needs more quality
- Communication activities:
  - o an active network of media judges
  - o communication to the public / Inform the public about the council / the Judiciary
  - o high standards in communication. See for instance the ENCJ's 2017-2018 report *Public Confidence and the Image of Justice*
  - o inform the parliament about the work of the council
  - o livestreaming of hearings with great social importance
  - o monitor the reputation of the judiciary
  - o permanent training programme in schools on the work of the judiciary
  - o publish all or most judgments
  - o pushing transparency - publication of data.
- IT & Innovation activities:
  - o high standards in digitalisation
  - o court-based dispute resolution processes
  - o simplify court documents.
- Judicial activities:
  - o introduction of delegation (research assistants).
- Learning activities:
  - o an active best practice team
  - o an expert committee on how to strengthen the council
  - o improve training facilities for judges
  - o mentor system (peer coaching)
  - o offer guidelines
  - o offer inspiration to the courts
  - o provide (mental) health care for judges
  - o provide compilations of case law

- provide facilities to learn from abroad
- provide learning facilities for court presidents
- provide training to judges on how to deal with stress
- represent courts in projects (national / international).
- Legislation activities:
  - an active role in legislative processes concerning the judiciary.
- Management activities:
  - an active quality management system. See for instance the EFQM model
  - inspection / supervision
  - optimise the workload of the courts
  - perform audits
  - power to conduct special inquiries
  - work on strategy planning (formulate a mission, vision, and strategy).

Promising possible future activities to expand influence on promoting and ensuring the quality of justice.

- Career activities:
  - make the profession more attractive
  - professionalise recruitment
  - structural dialogue between the three state powers.
- IT & Innovation activities:
  - publication of case law.
- Judicial activities:
  - provide models / templates for judgments.
- Learning activities:
  - mandatory training for judges
  - create a quality framework for the courts
  - encourage collaboration between courts and presidents of courts
  - regular appraisal of judges
  - training on specialisation
  - long-term budgets (instead of one-year budgets)
  - well-maintained court buildings.

The IA&Q project group has provided a schematic overview showing which activities the councils and administrations that are a member of the project group are carrying out or developing. This overview is for internal use by the ENCJ members and observers only and therefore not part of this report and not on the part of the ENCJ website available to the general public. The intention is to keep this overview up to date and to be used by councils and administrations to gather targeted information on other members' and observers' experiences with these activities.

To increase the influence in promoting and ensuring the quality of their judiciary, each council should carry out their formal competences in the best way they can, but also may try, following their vision, to expand the number of activities they carry out.

Especially when new activities are approaching or potentially exceeding the limits of the mandate, it is important to present ideas on new activities to stakeholders in a timely manner. Communication with stakeholders is an important key to implementing new activities successfully.

*Suggestions for each council:*

- *Make a list of possible future activities to enhance the influence on the quality of the judiciary.*
- *Contact councils already undertaking these activities to learn how best to implement the activities.*
- *Discuss possible expansion of activities with internal and external stakeholders.*
- *Make a long-term plan for implementation of new activities.*



## 4. The what question – achieving and measuring results

The what question is about what a council has achieved in relation to what has been described in the mission and vision and how the various activities have been contributing to this achievement.

In general, based on the ENCJ member factsheets and discussions in the IA&Q project group, the main results of any council for the judiciary are one or more of the following:

- independence of the judiciary
- quality of the judiciary
- public trust in the judiciary.

For councils primarily engaged in a limited number of activities, e.g. appointments and legislative advice, the quality of the judiciary may be a goal they want to achieve indirectly. The direct goal then is to appoint high-quality judges and contribute to the quality of the judiciary through legislative advice. Councils that also have management tasks, such as developing IT systems for the judiciary, and decide for themselves what they invest their budgets in, can more directly influence the quality of the judiciary.

The ENCJ provides measurements on determining independence and quality by distributing questionnaires on these matters to members and observers of the ENCJ, by analysing the results, and by reporting the results to its members, observers and the general public. Several other surveys by other organisations are also available and can be used to determine the state of independence and quality of justice. Also, if carried out, court user surveys can provide detailed information about the quality of the judiciary.

It is important to look not only at factual results, but also at how the results are perceived by internal and external stakeholders. This is important because a council with a good reputation can have a greater impact on the quality of the judiciary. These perceptions can be obtained from several sources, including occasional informal talks with stakeholders, surveys, external or international comparisons, focus groups, ratings, press or social media, structured review meetings and compliments and complaints. Chapter 1 of the ENCJ's *Public Confidence and the Image of Justice* describes how public trust can be analysed and measured. The examples given here can serve as inspiration for councils wishing to get started on measuring and analysing public trust. Also, the EU Justice Scoreboard carried out by the European Commission provides information about the level of trust in the justice system of several member states.

*Suggestions for each council:*

- *Identify through fact-finding the extent to which the objectives mentioned in the council's vision have been achieved.*
- *Find out how the results of the council were perceived by internal and external stakeholders.*
- *Describe the findings on the results and make them public.*

## 5. Learning and improving

Learning and improving focuses on outcomes related to a council's performance in terms of its ability to fulfil its purpose and vision and its fitness for the future. Results are used to monitor, understand, and improve the council's overall performance and to predict how this performance will affect both stakeholders' perceptions as well as a council's future ambitions. Communicating results is key to influencing how a council's results are perceived by stakeholders.

Improving is not just checking if you are doing things right, but also whether you are doing the right things. Learning and improving also means thinking about what else a council can do to realise its vision. And especially if the results are good and the council has built a solid reputation among stakeholders, there are opportunities to expand its budget or mandate and thus its activities.

*Suggestions for each council:*

- *Explore whether the measured and experienced results give cause to improve the quality of the council's current activities.*
- *Explore whether measured results and experience of results justify discussing expansion or modification of the council's activities with the organisations providing the council with a mandate and budget.*
- *Explore whether measured results and experience of results justify adaptation of the council's mission statement and vision.*

## 6. Follow-up to this report

As stated earlier in this report, the quality framework has been developed to provide councils with practical tools to assess and, where necessary, increase the influence they have in promoting and ensuring the quality of their judiciary.

The quality framework starts by each council formulating a mission and a vision. Within the IA&Q project group there are some councils which have not yet taken this first step and there are councils which already are experienced in strategy planning. The IA & Q project group proposes to focus the coming year of the Independence, Accountability and Quality project on the implementation of the quality framework. This can be done by sharing best practices as well as by having councils that are starting to work with the framework share what they are up against with the group and have the project group respond accordingly. In that way the implementation of the framework becomes a process of learning by doing.

Another suggestion is to keep the schematic overview up to date, that is showing which councils and administrations are carrying out or developing certain activities. Also, members and observers that are not part of the IA&Q project group should be given the opportunity to supplement and update the schematic overview for their jurisdiction.

## Annex 1: Competences and activities ENCJ Members and Observers

*Please note that this Annex is attached to the Quality framework for your convenience only.*

*The information provided in the Annex is meant for the internal use of ENCJ Members and Observers, therefore the following information will not be made available to the general public, but will be published in the Members' area of the ENCJ website.*

Version 19 May 2023		Countries <sup>1</sup> that are participating in the ENCJ project Independence, Accountability and Quality 2022-2023																					
<p>This overview is for internal use by the ENCJ members and observers only.</p> <p>The intention is to keep this overview up to date and to be used by councils and administrations to gather targeted information on other members' and observers' experiences with these activities.</p>		Belgium (High Council of Justice)	Bulgaria (Supreme Judicial Council)	Denmark (Danish Court Administration)	Finland (National Courts Administration)	France (High Council for the Judiciary)	Greece (Supreme Judicial Council of civil and criminal justice)	Greece (Supreme Judicial Council of the Administrative Justice)	Hungary (National Judicial Council)	Ireland (The Judicial Council)	Italy (Superior Council of the Magistracy)	Italy (Council of the president of administrative justice)	Latvia (The Judicial Council)	Lithuania (The Judicial Council)	Netherlands (Council for the Judiciary)	Norway (Norwegian Courts Administration)	Portugal (High Council for (the) Judiciary)	Romania (Superior Council of Magistracy)	Spain (General Council for the Judiciary)	Sweden (National Courts Administration)	UK: England & Wales (Judges Council)	UK: Northern Ireland (Judges Council for Northern Ireland)	UK: Scotland (Judicial Council for Scotland)
Member (M) or observer (O) of the ENCJ		M	M	M	M	M	M	M	M	M	M	M	M	M	M	O	M	M	M	O	O	O	O
Total number of members of the Council		44	25	11	8	22	15	15	15	165	27	15	15	17	5	9	17	19	21	-	29	11	15
Indication of the total number of personnel employed by / working for the Council - Ultimo or average 2022		47	172	205	60	21	6	13	1	3	259	-	8	83	152	150	?	219	438	350	6	1	8

### Formal competences of the Councils

	Theme	Competence	Councils																				
			Belgium	Bulgaria	Denmark	Finland	France	Greece (Civil)	Greece (Admin)	Hungary	Ireland	Italy (Mag)	Italy (Pres)	Latvia	Lithuania	Netherlands	Norway	Portugal	Romania	Spain	Sweden	UK: Eng & Wales	UK: Northern Ireland
1	Career activities	Admission to the profession / Recruitment (advise)	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
2	Career activities	Appointment / promotion / transfers / secondments (advise)	●	●	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
3	Career activities	Appointment / promotion / transfers / secondments (decide)	○	●	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
4	Career activities	Employment of deputy judges	○	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
5	Career activities	Employment of support staff in the courts	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
6	Communication activities	Communication (advise & support)	●	●	●	●	○	○	●	●	●	○	○	●	●	●	●	●	●	●	●	○	●
7	Discipline activities	Discipline (advise)	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
8	Discipline activities	Discipline (decide)	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
9	Ethics activities	Ethics (advise)	●	●	○	○	●	○	●	●	●	○	○	●	●	○	○	○	○	○	○	○	○

<sup>1</sup> Since the concept of this fact sheet does not apply to countries which are represented by a ministry, those are not included in the tables.

Version 19 May 2023			Countries <sup>1</sup> that are participating in the ENCJ project Independence, Accountability and Quality 2022-2023																					
<p>This overview is for internal use by the ENCJ members and observers only.</p> <p>The intention is to keep this overview up to date and to be used by councils and administrations to gather targeted information on other members' and observers' experiences with these activities.</p>																								
			Belgium (High Council of Justice)	Bulgaria (Supreme Judicial Council)	Denmark (Danish Court Administration)	Finland (National Courts Administration)	France (High Council for the Judiciary)	Greece (Supreme Judicial Council of civil and criminal justice)	Greece (Supreme Judicial Council of the Administrative Justice)	Hungary (National Judicial Council)	Ireland (The Judicial Council)	Italy (Superior Council of the Magistracy)	Italy (Council of the president of administrative justice)	Latvia (The Judicial Council)	Lithuania (The Judicial Council)	Netherlands (Council for the Judiciary)	Norway (Norwegian Courts Administration)	Portugal (High Council for (the) Judiciary)	Romania (Superior Council of Magistracy)	Spain (General Council for the Judiciary)	Sweden (National Courts Administration)	UK: England & Wales (Judges Council)	UK: Northern Ireland (Judges Council for Northern Ireland)	UK: Scotland (Judicial Council for Scotland)
10	IT & Innovation activities	Information systems (advise)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	10
11	IT & Innovation activities	Information systems (decide)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	11
12	Learning activities	Training (advise & promote)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	12
13	Learning activities	Training (decide & provide)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	13
14	Legislation activities	Legislation regarding judiciary (advise)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	14
15	Management activities	Budget allocation to the courts (decide)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	15
16	Management activities	Budget proposal to parliament / ministry (advise)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	16
17	Management activities	Court administration (advise)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	17
18	Management activities	Court administration (decide)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	18
19	Management activities	Court buildings (decide)	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	19
20	Management activities	Court performance (supervise)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	20

Version 19 May 2023	<b>Countries<sup>1</sup> that are participating in the ENCJ project Independence, Accountability and Quality 2022-2023</b>																					
<p>This overview is for internal use by the ENCJ members and observers only.</p> <p>The intention is to keep this overview up to date and to be used by councils and administrations to gather targeted information on other members' and observers' experiences with these activities.</p>	Belgium (High Council of Justice)	Bulgaria (Supreme Judicial Council)	Denmark (Danish Court Administration)	Finland (National Courts Administration)	France (High Council for the Judiciary)	Greece (Supreme Judicial Council of civil and criminal justice)	Greece (Supreme Judicial Council of the Administrative Justice)	Hungary (National Judicial Council)	Ireland (The Judicial Council)	Italy (Superior Council of the Magistracy)	Italy (Council of the president of administrative justice)	Latvia (The Judicial Council)	Lithuania (The Judicial Council)	Netherlands (Council for the Judiciary)	Norway (Norwegian Courts Administration)	Portugal (High Council for (the) Judiciary)	Romania (Superior Council of Magistracy)	Spain (General Council for the Judiciary)	Sweden (National Courts Administration)	UK: England & Wales (Judges Council)	UK: Northern Ireland (Judges Council for Northern Ireland)	UK: Scotland (Judicial Council for Scotland)

## Possibilities to influence Promoting & Ensuring Quality of Justice

Promising current activities undertaken by a Council to expand its influence on promoting and ensuring quality of justice																												
	Theme	Activity	Councils																									
21	Career activities	For retired judges it is possible to (occasionally) work as a judge	○	○	●	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	21
22	Career activities	Make it attractive for senior judges to work in a region that needs more quality	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	22
23	Communication activities	An active network of media judges	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	23
24	Communication activities	Communication to the public / Inform the public about the council / the Judiciary	●	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	24
25	Communication activities	High standards in communication	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	25
26	Communication activities	Inform the parliament about the work of the council	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	26
27	Communication activities	Live streaming of hearings with great social importance	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	27
28	Communication activities	Monitor reputation of the judiciary	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	28
29	Communication activities	Permanent training programme in schools on the work of the judiciary	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	29
30	Communication activities	Provide 'Summercourt' for talented law-students – a one-week intensive programme	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	30
31	Communication activities	Publish all or most judgements	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	31



Version 19 May 2023			Countries <sup>1</sup> that are participating in the ENCJ project Independence, Accountability and Quality 2022-2023																					
<p>This overview is for internal use by the ENCJ members and observers only.</p> <p>The intention is to keep this overview up to date and to be used by councils and administrations to gather targeted information on other members' and observers' experiences with these activities.</p>																								
			Belgium (High Council of Justice)	Bulgaria (Supreme Judicial Council)	Denmark (Danish Court Administration)	Finland (National Courts Administration)	France (High Council for the Judiciary)	Greece (Supreme Judicial Council of civil and criminal justice)	Greece (Supreme Judicial Council of the Administrative Justice)	Hungary (National Judicial Council)	Ireland (The Judicial Council)	Italy (Superior Council of the Magistracy)	Italy (Council of the president of administrative justice)	Latvia (The Judicial Council)	Lithuania (The Judicial Council)	Netherlands (Council for the Judiciary)	Norway (Norwegian Courts Administration)	Portugal (High Council for (the) Judiciary)	Romania (Superior Council of Magistracy)	Spain (General Council for the Judiciary)	Sweden (National Courts Administration)	UK: England & Wales (Judges Council)	UK: Northern Ireland (Judges Council for Northern Ireland)	UK: Scotland (Judicial Council for Scotland)
48	Learning activities	Represent courts in projects (national / international)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	48
49	Legislation activities	An active role in legislative processes concerning the judiciary	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	49
50	Management activities	An active quality management system	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	50
51	Management activities	Inspection / supervision	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	51
52	Management activities	Optimize the workload of the courts	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	52
53	Management activities	Perform audits	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	53
54	Management activities	Power to conduct special inquiries	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	54
55	Management activities	Work on strategy planning (formulate a mission, vision, and strategy)	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	55



