



JUDICIAL
COLLEGE

STRATEGY OF THE JUDICIAL COLLEGE 2015-2017

Introduction

1. The Lord Chief Justice has statutory responsibility for the training of the judiciary of England and Wales under the Constitutional Reform Act 2005. This includes magistrates and legal advisers.
2. The Senior President of Tribunals has statutory responsibility for the training of judges and other members of tribunals pursuant to the Tribunals, Courts and Enforcement Act 2007. He has a further statutory responsibility under section 2 of that Act to have regard to the need for members of tribunals to be experts in the subject-matter and law relevant to cases in which they decide matters and for tribunal proceedings to be handled quickly and efficiently. His duties in relation to judicial training also extend to judges and other members of tribunals in reserved tribunals across the UK.
3. Under the Coroners and Justice Act 2009 the Chief Coroner may, with the agreement of the Lord Chancellor, make regulations about the training of (a) senior coroners, area coroners and assistant coroners; (b) the Coroner for Treasure and Assistant Coroners for Treasure; (c) coroners' officers and other staff assisting persons within (a) or (b).
4. In the strategy those for whom the Lord Chief Justice, the Senior President of Tribunals and the Chief Coroner have training responsibilities are called 'judicial office holders'.¹
5. The College has implemented its strategy for 2011-2014. This document sets out the strategy of the College for 2015-2017 and has four sections:
 - (1) Vision;
 - (2) Overriding objective;
 - (3) Governing principles;
 - (4) Objectives for 2015-2017.

¹ Except for those listed in paragraph 3(c).

Vision

6. The vision of the College is to maintain its position as a recognised world leader in judicial education and training.

Overriding objective

7. The overriding objective of the College is to provide training of the highest professional standard for judicial office holders which:
 - (1) enhances public confidence in the justice system through its outstanding quality
 - (2) strengthens the capacity of judicial office holders to discharge their judicial functions effectively including, where appropriate, their leadership and management functions;
 - (3) promotes the professional development of judicial office holders;
 - (4) satisfies the business requirements of judicial leaders.

Governing principles

8. Judicial training has three elements:
 - (1) substantive law, evidence and procedure and, where appropriate, expertise in other subjects;
 - 2) the acquisition and improvement of judicial skills including, where appropriate, leadership and management skills;
 - (3) the social context within which judging occurs.
9. 'Social context' includes diversity and equality and these will be integral to the College's training programmes. For example, they must relate to people from a variety of backgrounds with different capacities, needs and expectations.
10. There are areas of knowledge and expertise common to all judicial office holders. Where appropriate the College will design and deliver training programmes in these common areas at both induction and continuation levels, which can be delivered across the jurisdictions.
11. All newly appointed and newly authorised judicial office holders will receive proportionate induction training.
12. All judicial office holders will undertake a programme of continuing education.
13. Judicial training will be designed and delivered by practising judicial office holders or by trainers with appropriate professional skills under judicial direction.
14. Judicial office holders who design and deliver judicial training will receive training and advice for that purpose.
15. Face to face training and e-learning are both core methods of judicial training.

16. The most effective face to face training is that which requires active participation by judicial office holders in a supportive environment and gives them the opportunity to practise and develop skills.
17. The most effective e-learning is that which requires judicial office holders to participate in interactive learning online.
18. Judicial training will be evaluated proportionately with a view to its continuous development and improvement and in order to ensure value for money.
19. The College will develop an academic programme to enhance its teaching programme and cover a range of issues relevant to the judicial role.
20. The College will participate in appropriate international judicial training projects which reinforce the judiciary's position as a key, independent institution of democratic governance.

Objectives for 2015-2017

21. The College plans to establish a Faculty whose main functions will be to:
 - (1) assist in designing and delivering training programmes that meet the standards set out in paragraph 7;
 - (2) design and deliver a broader range of cross-jurisdictional training programmes;
 - (3) produce further e-learning programmes so that they form a significant part of the College curriculum.
22. The College will establish the Faculty by redistributing (not increasing) the protected time currently available for the design and delivery of judicial training.
23. The College will continue to review its current arrangements for training accommodation. It will further investigate the acquisition or sharing of mock court or hearing rooms, equipped with state of the art audio-visual and IT facilities, for some of its training programmes.
24. The College will aim to ensure, so far as practicable, that its learning management system becomes the sole medium for the management and delivery of all judicial training except face to face training.
25. The College will review and amend its existing programme of induction training particularly upon:
 - (1) appointment from a fee-paid to a salaried position;
 - (2) the grant of a new authorisation.
26. The College will review its existing programme of continuing education for courts judges, taking into account the evaluation of:
 - (1) the whole programme of continuing education;
 - (2) the circuit pilot seminars.

27. The College will further develop and continue to deliver the Leadership and Management Development Programme introduced in 2014.
28. The College will continue to discharge the statutory training responsibilities of the Senior President of Tribunals and the Lord Chief Justice and Chief Coroner for judicial office holders in Scotland, Wales and Northern Ireland. In doing so, it will ensure effective cross-border cooperation in the provision of training to judicial office holders between geographical jurisdictions across the UK.
29. In devising its training programmes the College will reflect the increasing impact of legislation by the Welsh Assembly and Scottish Parliament on the training needs of judicial office holders in Wales and Scotland.
30. To reinforce the judiciary's position as a key, independent institution of democratic governance and to maintain the College's position as a world leader in judicial education the College will:
 - (1) further develop its international training activities;
 - (2) continue to take an active part in the European Judicial Training Network, the International Organisation for Judicial Training and the United Kingdom & Ireland Judicial Studies Council;
 - (3) design, market and deliver training programmes and materials specifically for international use, particularly in judicial conduct and ethics, judicial skills and training the trainers;
 - (4) introduce a charging scheme for the delivery of international training where appropriate;
 - (5) ensure in any event that it delivers all international training on a cost neutral basis.
31. The College will promote awareness of its work among judicial office holders and the wider community by devising and implementing a communications strategy that will further enhance public confidence in the justice system.

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