



JUDICIAL  
COLLEGE

Activities Report

2020 - 2021

**JUDICIAL  
COLLEGE**

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Annex 1 tables provided separately

## **A. Judicial College**

The Judicial College (the College) undertakes the statutory judicial training responsibilities given by the Constitutional Reform Act 2005 to the Lord Chief Justice, by the Tribunals, Courts and Enforcement Act 2007 to the Senior President of Tribunals and by the Coroners and Justice Act 2009 to the Chief Coroner. The Chair of the College, The Rt. Honourable Lady Justice (Eleanor) King DBE, accounts to them and to the senior judiciary through her membership of the Judicial Executive Board.

The Judicial College Board is the governing body of the College. It sets the overall strategy for the College and oversees the delivery of training within budget. The members as at 31 March 2021 were:

- Lady Justice King (Chair)
- Mr Justice Jeremy Baker (Senior Liaison Judge for Judicial Diversity)
- Mrs Justice Cheema-Grubb (Co-Chair of the Judicial College's Courts Committee and Chair of International Training Committee from January 2021)
- Judge Mark Emerton (Tribunal Judge Member)
- Dominic Goble JP (Magistrate member)
- Upper Tribunal Judge Paula Gray (Chair of the Tribunals Committee)
- Mr Justice Martin Griffiths (Chair of the Judicial College's Wales Training Committee)
- Mrs Justice Maura McGowan (Senior Liaison Judge for Judicial Diversity)
- His Honour Judge Jeremy Richards (Director of Training for Courts)
- Judge Philip Rostant (Director of Training for Tribunals)
- Lord Justice Warby (Co-Chair of the Judicial College's Courts Committee)
- Amelia Wright (Executive Director of the Judicial College)

Mr Justice Robin Knowles served as Chair of the International Training Committee until December 2020 when his appointment came to an end.

Mr Justice Simon Picken served as Chair of the College Wales Training Committee until January 2021 when his appointment came to an end.

The College is responsible for induction and continuation training for approximately 21458<sup>1</sup> judicial office holders (including around 13,177 magistrates) and approximately 700 Coroners' Officers (not judicial office holders). Most are in England and Wales, but some are in reserved tribunals in Scotland and Northern Ireland. Training is provided nationally and regionally.

Two judges are seconded almost full time<sup>2</sup> for a four-year term as Director of Training for Courts and Tribunals respectively. They provide day-to-day judicial oversight of College programmes and strategic direction. HHJ Jeremy Richards QC and Employment Judge Philip Rostant were appointed in March 2020 to take on their roles, respectively, from 18 July and 1 September 2020. Amelia Wright assumed the role of Executive Director with effect from 14 April 2020. Both Directors of Training work collaboratively with the Executive Director, who leads the staff teams – administrative, professional and technical – that support the judiciary. The College staff are part of the Judicial Office officials who support the judiciary.

<sup>1</sup>Figure as at 1<sup>st</sup> April 2020 as published in the Judicial Diversity Statistics 2020, which can be accessed online at: [Diversity of the judiciary: 2020 statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/diversity-of-the-judiciary-2020-statistics)

<sup>2</sup> There is a small sitting requirement so that judicial skills are maintained, and the term of office may be extended by agreement.

From mid-March 2020 the College's training programme and approach required urgent revision to mitigate the impact of COVID-19. This required a swift shift to a digital learning platform and a reprioritised programme to support recovery, focused on induction, supporting digital ways of working and reform, and training in preparation for the end of the transition period following the UK's departure from the EU. The College redesigned all of its Train the Trainer courses to support judicial trainers to use digital technology to deliver judicial training. Bespoke support in the use of MS Teams for training purposes has been provided to hundreds of judicial office holders since March 2020. The training programme was delivered digitally for the whole of the training year and it was agreed that this would continue until at least June 2021, with the reintroduction of face-to-face training as a delivery method for some courses from September 2021.

During the period covered by the report, 321 courses<sup>2</sup> were delivered for judiciary in the courts and tribunals, attended by a total of 9262 participants.

This included ensuring that we fulfilled all induction requirements for newly appointed judicial office holders, as well as existing judicial office holders authorised in new jurisdictions, by the end of March 2021.

During this period the College also placed significant focus on the development of online training resources to support judicial office holders to develop their own digital skills and confidence. The College designed and delivered webinars on the use of digital technology including document editing software, the use of video conferencing technology and other software packages provided to judicial office holders. A new IT induction training resource was created for new and existing judicial office holders informing them of the digital tools, training and support that were available to them as part of their role. Specific training for judicial office holders on the use of video technology in remote hearings was also created in collaboration with judges and with HMCTS and offered to all jurisdictions. In addition to digital training, the College actively worked with the Judicial Office and HMCTS to collate information and guidance on remote hearings and provide judicial office holders with an online one-stop-shop for Covid-19 and remote hearing resources. The College also continued to provide recommendations, support and resources for judicial training in support of the Reform programme, which seeks to modernise the administration of justice.

The UK left the EU on 31 January 2020. To support delivery of justice in the new relationship, three bespoke seminars were delivered within the tribunal jurisdictions.

The College has a Learning Management System (LMS), a digital platform which enables judges to book courses as well as work through a range of online materials and e-learning modules. Working closely with the judiciary, during 2020-21 the College continued to make enhancements to the design and functionality of the LMS and seek feedback to understand how it can better meet future needs. The LMS is accessible to judicial office holders at all times.

## ***B. Induction training for Courts and Tribunals***

The top priority for the College during this period was to deliver induction training to newly-appointed judicial office holders, judicial office holders newly-authorised in new jurisdictions,

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<sup>2</sup> This figure includes continuation and induction training courses delivered by the College for courts (including magistrates, legal advisers and coroners), tribunals and cross-jurisdiction.

and – in the last quarter of the year – inductions of judicial office holders into new roles of responsibility. In 2020-21, 50 courses were delivered for a total of 1327 participants; 23 of these events were for courts judiciary, 26 for tribunals judicial office holders and one for coroners.

### ***C. Tribunals***

The Tribunals Committee provides judicial oversight for tribunals training and, where appropriate, takes account of the interests of devolved tribunals. The College supports delivery of judicial training for the following tribunals:

- Adjudicator to the Land Registry
- Administrative Appeals Chamber
- Asylum Support
- Care Standards
- Criminal Injuries Compensation
- Employment (England and Wales)
- Employment (Scotland)
- Employment Appeal Tribunal
- General Regulatory Chamber
- Immigration and Asylum First Tier and Upper Tribunal
- Mental Health
- Primary Health Lists
- Property Chamber
- Social Security and Child Support
- Special Educational Needs and Disability
- Tax First Tier and Upper Tribunal, Lands Chamber
- War Pensions and Armed Forces Compensation

Administrative and secretariat support for tribunals training is provided by Judicial College staff in Loughborough and smaller teams based in Glasgow and London.

Initial planning takes place within jurisdictional training groups which agree a programme of training with the Tribunal or Chamber President. Most Training Leads tasked with delivery of training have direct access to the Tribunals Committee, but for some smaller jurisdictions, representatives on the Committee liaise on their behalf.

The Tribunals Committee met in July 2020 and November 2020.

### **Courses**

During 2020-21, 203 courses were delivered across all tribunals (including continuation and induction training) and a total of 6082 participants attended. A significant proportion of these courses focused on supporting the introduction of remote hearings, looking at technical ability, behavioural and communication skills and local practicalities.

Within the prioritised programme agreed for the 2020-21 training year, training requirements were agreed with the Chamber Presidents and most training provided was tailored to the specific requirements of tribunal judges and specialist, medical and lay members for their individual jurisdictions. Training for judicial office holders in tribunals is arranged through invitation to attend courses and participants book their places on the College's digital LMS.

With the introduction of the single prospectus for both Courts and Tribunals training in February 2021, all tribunals judicial office holders were able to book their training via the online prospectus within the LMS for the first time.

The College also produced two editions of the Tribunals Journal during this reporting period in August 2020 and March 2021, which provided articles to help those who sit in tribunals maintain high standards of adjudication while remaining sensitive to the needs of those appearing before them. Edition 1 of 2021 was a 'special edition' which focussed on the response of the Tribunals to the pandemic on the one-year anniversary of the first Covid lockdown.

#### ***D. Courts***

The Courts Committee provides governance for training the courts judiciary of England and Wales (including magistrates – see below). Planning and delivery are undertaken by Jurisdictional Planning Groups (Magistrates, Criminal, Civil and Family) which consist of a Director of Training (High Court Judge) and judicial course directors from the Circuit and District Benches.

The Courts Committee met in June 2020 and November 2020.

Administrative and secretariat support for courts' training (including magistrates training) is provided mainly by College staff in London, with support from Loughborough (for Coroners and Coroner's Officers' training) and Glasgow.

#### **Courses**

During 2020-21, 77 courses were delivered across Courts judicial office holders (including induction training and continuation training focused on murder and serious sexual offences) and a total of 2362 participants attended.

The College also produced a range of supplementary training materials for the courts judiciary, including jurisdictional e-letters which provide updates on law, procedure, appeal cases and any directives from senior judiciary. There were ten criminal e-letters, four civil e-letters, six family e-letters and two Wales e-letters produced during the year.

In July 2020 further supplementary training on domestic abuse was introduced for family judges. On behalf of the Lord Chief Justice Lord Burnett and in consultation with the President of the Family Division Sir Andrew McFarlane, the College is currently leading work to update all family training in light of the four April 2021 Court of Appeal judgments in domestic abuse cases, the recent report of the Ministry of Justice panel (which assessed the risk of harm to children and parents in private law family cases), and the new Domestic Abuse Act. This includes a review of the July 2020 domestic abuse training.

#### ***E. Magistrates***

Training for magistrates and the training for legal advisers who support magistrates in court is delivered in partnership with HMCTS through a network of trainers, including legal

advisers, justices' clerks and magistrates. There are two training planning Magisterial Sub-Committees, one for criminal and one for family law.

Meetings of the Magisterial Criminal and Family Sub-Committees took place in May 2020, September 2020 and January 2021.

### **Courses**

During 2020-21, 11 courses were delivered directly by the College for magistrates and 29 for legal advisers; a total of 549 participants attended.

The College prepared a range of distance learning/training packs, for local delivery by magistrates and accredited legal advisers and for self-learning. It also published bench book updates for approximately 14,350 magistrates and 1,000 legal advisers.

In accordance with statutory responsibilities, the following reports were prepared for the Lord Chief Justice:

- National Summary of JTAAAC (Justices' Training, Approvals, Authorisations and Appraisals Committee) Annual Reports of Magistrate Training 2019-2020
- National Summary of FTAAAC (Family Training, Approvals, Authorisations and Appraisals Committee) Annual Reports of Magistrate Training 2019-2020
- National Summary of Annual Reports of Legal Adviser Training 2019-2020

### ***F. Coroners***

In April 2013, following the appointment of the Chief Coroner in 2012, responsibility for coroner training came under the auspices of the Judicial College. The Chief Coroner's Training Committee met in May 2020.

### **Courses**

One induction course was delivered in 2020-21 and a total of 33 participants attended.

### ***G. Faculty (cross-jurisdictional activity)***

The College Faculty was established during 2016 to develop and promote best practice for work themes that are relevant to all judicial office holders. These themes refer to activities, skills and knowledge that are applicable and common to all judicial office holders, and which would fall within all jurisdictional sitting boundaries. The Faculty helps to deliver the principles of the Judicial College Strategy in relation to diversity and inclusion, leadership and management skills and the social context within which judging occurs. The Directors of Training for Courts and Tribunals are joint Deans of the College Faculty.

The Faculty Training Group considers the development and evaluation of training materials usable by all judicial office holders. This Group is the main governance body for Faculty activity across the College. A principal focus of the Faculty Training Group is to plan and devise the content and material for the Faculty Induction Seminars, targeted to all newly appointed judicial office holders. The Faculty Training Group met in June 2020, September 2020, January 2021 and March 2021.

## **Courses**

During 2020-21, 41 cross-jurisdictional courses were delivered (including induction training – and training to support digital ways of working and reform) and a total of 818 participants attended.

The Faculty Induction Seminar was designed to complement jurisdictional induction and focuses on judgecraft. It is for all newly appointed judicial office holders within their first 12 months of appointment. During 2020-21 three Faculty Induction Seminars were delivered to 115 participants.

## **Cross-jurisdictional training**

A wide variety of cross-jurisdictional training was undertaken throughout the year, including:

- a pilot of 'Leadership Conversations' in March 2021; these facilitated half-day workshops were for leadership judges to meet and discuss their challenges with other leaders from across the judiciary, thinking through solutions together in small groups.
- Training for trainers comprising of three seminars - course design, facilitation skills and digital tools for trainers. There was a specific focus on supporting trainers to design and deliver courses in a digital format.
- Training to support jurisdictional mentor and appraisal schemes, which included three one-day Appraisal Seminars and two Mentor Skills seminars, delivered in May and June 2020.
- In May 2020, Programme 4 of the three-day Essential Leadership Programme was converted into a series of modules comprising mini self-managed syndicate groups and larger online sessions, alongside self-managed study sessions.
- A suite of Masterclasses was launched in 2021 for new and experienced judicial leaders: 'Leading through uncertainty' and 'Inclusive leadership', each to run twice, with external speakers and senior judicial hosts.
- Bespoke modules on judicial wellbeing whilst working during Covid-19 were delivered.
- Training was delivered to judicial facilitators to support the Pre-Appointment Judicial Education programme.
- A library of online resources has been added to support leadership judges, including learning modules, external video links and helpful documents. These materials include podcasts and short guides by other leadership judges, based on their experiences.
- Modules on cognitive bias and resilience were delivered as part of jurisdictional training programmes.

## **Equal Treatment Bench Book**

A revised version of the Equal Treatment Bench Book (ETBB) was published on 24 February. The ETBB is a key work of reference for the whole judiciary and a source of guidance on the wide range of practical matters that may arise in a judicial hearing. The ETBB Editorial Team (led by Employment Judge Tamara Lewis and under the supervision of the Directors of Training, on behalf of the College Board) conducted a systematic review of the entire book providing additional guidance on a wide variety of topics, with content updated throughout. The ETBB takes a practical approach, providing tips on how to make the court experience



more accessible for parties and witnesses, with sections which relate specifically to the pandemic, and a comprehensive review of best practice for digital hearings.

## **Reform**

In 2016, HMCTS launched an ambitious portfolio of reforms that aimed to modernise the justice system, reduce complexity and provide new ways for people to engage. During 2020-21, the Judicial College provided recommendations, support and resources for judicial training for the following projects:

- Civil – Online Civil Money Claims
- Crime – Common Platform
- RCJ and QB District Registries - CE-File
- Family Public Law - judicial case management system
- Social Security and Childcare Support - judicial case management system
- First-Tier Immigration and Asylum Chamber – judicial case management system
- Video Hearings
- Financial Remedy – Divorce
- Divorce
- Scheduling and Listing
- Common Components

Support was also given to reform projects in the delivery of live webinars to engage and inform judicial office holders about new digital systems that are created by the reform project. The College was also involved in the Judicial Rapid Response working group that created guidance and training to support judicial office holders with the use of Cloud Video Platform (CVP) and remote hearings.

During the reporting period, ten seminars relating to digital ways of working and reform were delivered to 101 delegates.

## **Evaluation and training advice**

A summary of post-course evaluation information is available at Annex 1. The LMS has been enhanced to enable more automated processing of statistical feedback following training events.

The College's Education and Development Advisers (EDAs) and legal advisers continued to offer advice and support on the design and delivery of Judicial College courses and e-learning across all jurisdictions, provided verbal and written feedback to course directors, TAAACs and trainers, and designed materials to support improvement of the delivery and design of training courses. The EDAs also contributed to wider activity reported under section **I** (International), below.

## **Academic Lectures**

The Judicial College is fortunate to have connections with The Nuffield Trust, which has an excellent academic and research reputation. During 2020-21 judicial office holders benefited from continuation training provided by The Nuffield Trust, in conjunction with the College. The courses were delivered online and attracted audiences of hundreds of judicial office holders.

## **H. Wales**

The Wales Training Committee (WTC) considers how the diverging training needs for Courts, Magistrates and Tribunals who sit in Wales might be met by the College. It does that by monitoring all the legislative changes passed by the Welsh Assembly Government and considering what, if any, training responses might be required. Given that joint training still takes place with their England counterparts for both induction and continuation training, the Committee also makes recommendations to the jurisdictional planning groups on how any diverging Welsh law might be best accommodated. Where it is considered necessary, the Committee develops and provides distinct training for the judiciary of Wales, in addition to existing jurisdictional programmes provided by the College.

The WTC, (which is chaired by Mr Justice Griffiths since February 2021 and by Mr Justice Picken previously), assists the Lord Chief Justice to engage with the Welsh Assembly Government on matters of policy and legislation affecting the judiciary by providing the technical expertise of the judiciary to advise on consultations. It liaises and works with the Judges' Council Committee on Wales which is chaired by the Lord Chief Justice. The WTC also liaises with the Association of Judges in Wales and the Wales Strategy Group. The WTC considers what training would support judges in their confidence to conduct proceedings in Welsh to increase the pool of judges with improved Welsh language skills.

A main focus for the WTC in this year has been the continuing development of training material – including podcasts and filmed pieces for the LMS - for judges who will be dealing with the Renting Homes (Wales) Act 2016, which is expected to be implemented in 2022. The WTC also had dialogue with the editorial review panel on how to increase the profile of Welsh matters in the new iteration of the Equal Treatment Bench Book (published in February 2021) as well as continuing the routine work done on the quarterly Wales e-letter and planning for ways to heighten awareness amongst the judiciary of the diverging law in Wales.

The Wales Training Committee met in July 2020, December 2020 and February 2021.

### ***I. International (including meeting visiting delegations)***

The College participates in appropriate judicial training projects, in line with the Judicial International Strategy, which strengthen judicial independence and reinforce the judiciary as a key institution of democratic governance within the UK, across Europe and internationally. The International Training Committee provides the governance for this activity and reports to the Judicial College Board.

#### **European Judicial Training Network (EJTN)**

The College has been an observer of the EJTN since the UK left the EU but continues to participate at an equal level in the work of the EJTN. A range of activity is supported, including the EJTN Lunch-Hour Webinars, where no formal application is required. Two seminars were delivered in partnership by the EJTN and the National Judicial College of the United States in April and June which addressed the management of courts during a pandemic.

For the first quarter of 2021 webinar topics included: management of epidemiological emergencies; Passengers Rights on flights; Balancing the rights of the defendant and the victim; European Gender Equality Law; and COVID-19 pandemic and its effects on refugees and asylums seekers.

In February, the College publicised the annual EJTN Exchange Programme competition for 2021. This programme offers specialised 5-day exchanges in Europe. Subjects include, organised crime; mediation; family law; juvenile Law; environmental law, Judicial Training and a general programme from 5-10 days. In addition, a President Exchange for 3-5 days is also offered. Applicants were selected by the Directors of Training for Courts and Tribunals. Places for 7 applicants from E&W Judiciary have been confirmed by EJTN. Whilst the Judicial College funds the E&W Judiciary for outward exchange programmes, the European Commission no longer funds EU Member Countries to travel to the UK for their exchanges.

### **Judicial College International Training Committee**

The International Training Committee, chaired by Mr Justice Robin Knowles, met online three times: in May, September, November. The committee discussed ongoing training projects, along with plans to work digitally and advised on progress in training overseas. The Committee met again in May 2021 with the newly appointed Chair, Mrs Justice Cheema-Grubb.

### **Other Activity**

Judicial office holders and staff from the College and Judicial Office participated in the following international training activities during the reporting period:

- **April and May:**
  - Law in a Digital Age, a webinar organised by The Bar Council of Punjab and Haryana, India.
  - A series of two, Family Law webinars, on the topic of Access to Family Justice Internationally during a Pandemic.
- **June:**
  - Webinar entitled Digital Relations During a pandemic.
- **September:**
  - Director of Training for Tribunals Judge Rostant joined other members of the International Organisation of Judicial Training (IOJT) to deliver a webinar entitled Challenges of Judicial Education during a pandemic and beyond.

Other work undertaken by judges engaged in international training included training and online webinars for magistrates in Nigeria, support for plans for a Judicial College in Zambia, sentencing guidelines for the Gambia, and conversations with Ghana on best practice for virtual hearings.

### **J. Summary of expenditure**

The College is a constituent part of the Judicial Office, an Office of the Ministry of Justice, and is not required to produce its own audited accounts. However, the College's expenditure is an integral part of the Ministry of Justice's resource account, which is subject to audit.

The summary below reflects expenses directly incurred by the College and is shown on an accrual basis.

<b>Summary of Expenditure 2020-21</b>	<b>Total</b>
	<b>£'000</b>
<b>Staff Costs</b>	5,966
<b>Consultancy Costs</b>	96
<b>Judicial Costs</b>	15
<b>Travel, Subsistence and Other</b>	83
<b>Printing, Postage &amp; Office Expenditure</b>	1
<b>IT Services</b>	628
<b>Income</b>	(10)
<b>Magistrates Association Training Grant</b>	10
<b>Total</b>	<b>6,789</b>

