



JUDICIARY OF  
ENGLAND AND WALES

# Judicial Wellbeing Survey 2021 – Report and Action Plan





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## Introduction

The welfare of all judicial office holders is vital to the delivery of justice in our courts and tribunals. The Health and Welfare Policy and welfare services have been developed over time to ensure that judicial office holders are supported in staying well and that, if they do succumb to illness, all steps are taken to support them to return to sitting.

In February 2021, the first Judicial Health and Wellbeing Strategy was launched, a four-year plan consisting of six core objectives; these are:

- promoting the judicial welfare offer;
- centralising welfare information and having a visible and clear route for access to services;
- raising awareness of the importance of mental wellbeing;
- building an inclusive culture across the judiciary;
- prevention: actions to support the judiciary to stay healthy and sitting;
- intervention: actions to support judicial office holders during periods of sickness absence.

To support the delivery of these objectives and gain a better understanding of the wellbeing requirements across the judiciary, a wellbeing survey, the first of its kind, was launched in May 2021. The purpose of the survey was to obtain views on the range and quality of the current welfare support, ways to improve promotion of the services, whether stress was having an impact on the judiciary and, if so, the causes. The survey also invited feedback on the impact of the Covid-19 pandemic, which wellbeing topics would be of most benefit to the judiciary and insights into the extent to which workplace culture supports inclusivity. The **executive summary** below is focused on key results and next steps. Information on the data for the survey questions can be found within the **main report**.

## Executive summary

This executive summary is focused on key information extracted from the **main report**. Information has been provided based on the responses from all judicial office holders as a collective (referred to as JOHs in the charts and tables).

### Completion rates

The survey was circulated to 21,713 judicial office holders in England and Wales. Of these, 13,177 were magistrates and 8,536 were salaried and fee paid judges and lay members/ non legal members<sup>1</sup> sitting in courts and tribunals. The response rate was lower than expected, 4,525 judicial office holders fully completed the survey which equates to 21% or approximately 1 in 5 judicial office holders. A response rate of 21% compares favourably with typical non-mandatory internal surveys within organisations. The table below captures a breakdown of the 4,525 survey respondents by their primary judicial role.

Primary judicial role	Number that completed the survey
High Court/Court of Appeal	76
Salaried Judges Courts	655
Salaried Judges Tribunals	290
Fee Paid Judges Courts	318
Fee Paid Judges Tribunals	396
Tribunal Lay Members	693
Magistrates	2,065
Other (JOHs who selected <i>Other</i> and did not fit within the above categories)	32

All judicial roles (except coroners) and all chambers and jurisdictions were represented by the survey group.

<sup>1</sup> For the purpose of this survey, lay member was a common term used to capture all those judicial office holders who were non legal professionals.

## General wellbeing

Judicial office holders were asked to comment on the extent to which they agreed or disagreed with a series of statements about engagement and general wellbeing.

- **I am interested in my work:** 74% of JOHs strongly agreed with this statement, 24% agreed.
- **My role/work gives me a personal sense of accomplishment:** 63% of JOHs strongly agreed with this statement and 33% agreed.
- **My colleagues can be relied upon to help when things get difficult:** 41% of JOHs strongly agreed with this statement, 44% agreed and 12% neither agreed nor disagreed.
- **Personal wellbeing; life satisfaction and things undertaken in life are worthwhile:** satisfaction with life had an agree or strongly agree response rate of 83% while 91% of JOHs reported that they agreed or strongly agreed that the things they did in life were worthwhile.

## Covid-19

This survey, the first of its kind, was launched in May 2021 and many of the questions asked judicial office holders to consider their responses within the parameters of the last 12 months. This would have included the height of the Covid-19 pandemic in 2020, when restrictive measures were put in place to limit the spread of the virus.

- **The impact of Covid-19 on the general wellbeing of JOHs:** 40% advised that the pandemic had had a moderate impact on their wellbeing with 18% reporting a significant impact, while 33% reported little impact and 6% reported no impact at all.

## Stress and resilience

- **Current stress levels:** 51% of JOHs reported that they had experienced occasional manageable periods of stress. 23% were currently moderately stressed, 13% significantly stressed and 2% extremely stressed, while 11% were not stressed at all.
- **Symptoms of stress in the last 12 months:** 33% of JOHs reported no symptoms of stress, 27% reported physical symptoms of stress, 45% reported mental symptoms of stress and 48% reported behavioural symptoms of stress. JOHs were able to select all types of stress symptoms that applied so percentages will not sum to 100%.
- **Primary causes of stress in the last 12 months:** Non work-related issues were reported by 41% of JOHs as a primary cause of stress, Covid-19 was reported by 34% of JOHs, judicial workload was reported by 24%, remote working was reported by 22% and screen time by 21%. JOHs were able to select up to three causes of stress therefore percentages will not sum to 100%.
- **Sickness absence and stress:** 94% of JOHs reported that they had not had any sickness absence due to stress, 4% said they had and 2% preferred not to say.
- **Current anxiety levels:** 24% of JOH were not anxious, 47% occasionally anxious, 19% moderately anxious, 8% significantly anxious and 2% extremely anxious. Significant levels of anxiety for all JOHs was five percentage points lower than significant levels of stress.

The question on the primary causes of stress over the last 12 months contained the option to select *Other* as a response and included use of a text box to detail the cause. *Other* was selected by 17% of the judicial office holders who responded to the survey. These responses will be considered in detail when reviewing current stress support options as outlined in the **wellbeing action plan for 2022**. Causes identified under *Other* included coping during the Covid-19 pandemic both personally and in the court/tribunal space, bereavement, isolation, and caring responsibilities (childcare and elder care). It was also evident from these responses that judicial office holders who are also medical professionals have found their NHS role, rather than their judicial role, particularly challenging and stressful.

## Use of the stress and resilience e-learning and welfare support

There is a range of support currently in place to support stress management and resilience within the judiciary, including online learning and face to face sessions developed by the Judicial College. Stress management and building personal resilience are regular features of core judicial courses. The Judicial Assistance Programme, delivered by an external supplier, provides confidential and impartial advice and support and remains an underused resource. Judicial office holders were asked if they had used any of the following support in the last 12 months: the Judicial Helpline, specialised counselling through the Judicial Assistance Provider, the *Managing Stress and Building Resilience* e-learning, *Mindful Judging* and guided meditation e-learning or LawCare. Judicial office holders were also asked if they had sought support via a conversation with a Welfare Judge or a Leadership Judge/ Bench Chair, or if they had sought external support.

- **Use of the judicial mental wellbeing and stress support in the last 12 months:** 88% of JOHs said that they had not used any of the support listed, 12% had used one or more forms of support and 0.4% preferred not to say.

The **wellbeing action plan for 2022** includes an action to promote these services. The reasons for not using the service are captured in full within the **main report** at *Fig 6*. The top two reasons are reported in the table below.

Reason for not using the service	JOHs that selected the reason as a percentage
JOHs did not need to access the support	69%
JOHs did not know about this support	23%

Those who had used the services were asked to rate them and, overall, the responses were positive. The top three forms of support that were used were:

- talking to a judicial leader
- managing stress and building resilience e-learning
- *Mindful Judging* and guided meditation, an online programme

All judicial office holders were asked what additional stress support they would like to see. The most popular option was more opportunities for discussion with colleagues, followed by more protected time and more information on judicial counselling support. This section of the survey also captured information on the bespoke *Professional Support Conversations* service for salaried judges working in Crime, Family and Immigration. The results can be found [here](#).

Options for better supporting judicial office holders experiencing stress have been captured within the **wellbeing action plan for 2022** alongside better promotion of the welfare services that support mental wellbeing and resilience.

## Inclusive culture

This section of the survey was in two parts. The first provided a general overview of the current culture. The second focused on personal experiences of bullying, harassment and discrimination (BHD) over the last 12 months.

## General culture

Judicial office holders were asked to confirm the extent to which they agreed or disagreed with a series of statements about the courts/tribunals in which they sat.

- **Colleagues are always courteous and polite:** 49% of JOHs strongly agreed with the statement and 43% agreed.
- **People within the court/tribunal work well together:** 41% of JOHs strongly agreed and 47% agreed with the statement. 9% neither agreed nor disagreed.
- **People within the court/tribunal support one another:** 36% of JOHs strongly agreed with the statement and 45% agreed while 15% neither agreed nor disagreed.
- **The working culture within my court/tribunal is inclusive:** 36% of JOHs strongly agreed with the statement, 42% agreed while 16% neither agreed nor disagreed.
- **Degree to which JOHs felt they were treated with respect by the people that they worked with:** 48% of JOHs strongly agreed with the statement, 42% agreed while 7% neither agreed nor disagreed.

The full set of results can be found within the main report at *Table 3*.

## Bullying, harassment and discrimination (BHD)

The BHD questions contained definitions to assist those completing the survey. Bullying focused on the type of behaviour while harassment and discrimination referred to the legal types of complaint. 90% of all judicial office holders said that they had not experienced bullying and/or harassment in the last 12 months, while 8% said they had and 2% preferred not to say<sup>2</sup>.

The predominant type of bullying behaviour, which was reported by 50% of the judicial office holders who had experienced harassment and bullying over the last 12 months, was overbearing leadership, undermining of work and consistent unproductive criticism. This was followed by misuse of position at 38% and ridiculing and demeaning language at 35%, while 27% reported that they had been excluded from conversations, meetings etc. Percentages will not sum to 100%, as judicial office holders were asked to select all options that applied when answering this question. 20% of the judicial office holders who stated that they had experienced bullying or harassment selected the *Other* option, and of these 7% reported that the bullying and harassment was not related to their judicial role.

Not all bullying behaviour constituted harassment. All judicial office holders who stated that they had experienced harassment or bullying in the last 12 months were asked to identify the type of harassment that they had experienced. This also included the option of selecting *I did not experience any form of harassment*. 28.5% of judicial office holders confirmed that they had not experienced harassment, while 18% selected the *prefer not to say* option. The most common types of harassment reported by the remainder of this group are captured below.

Type of harassment	JOHs as a percentage based on responses from the group who said they had experienced harassment <sup>3</sup>
Sex/Gender	18%
Race	16%
Disability	14%
Age	14%

2 Some context can be provided by comparing this data with the Judicial Office (JO) survey data (2020) for civil servants where 8% of JO staff reported experiences of harassment and bullying and 5% reported discrimination. **The Bar Council's report – Barristers' Working Lives, 2021** states that 30% of respondents reported personal experience of bullying, harassment and/or discrimination in the previous two years. Please note that as the parameters of this survey differ only broad comparisons can be made.

3 As judicial office holders were asked to select all options that applied percentages will not sum to 100%. Numbers have also been rounded. It is also possible that a single incident may be captured under more than one type of harassment.

Among those judicial office holders who selected the *Other* option, harassment because of social and professional background emerged as a theme (10% of responses).

Those judicial office holders who had experienced bullying and harassment identified, from a list of options, the causes of the harassment and bullying. Multiple responses could be selected for this question. In addition, 6% of judicial office holders stated that they had been bullied by a litigant and 5% by a member of the public.

<b>The role/function of the person responsible for the bullying and harassment</b>	<b>JOHs as a percentage based on responses from the group who said they had experienced bullying and/or harassment</b>
Leadership judge	28%
Magistrate	18%
Judicial Peer (same or similar judicial role)	18%
Other	14%

Of the 8% of judicial office holders who had experienced harassment and/or bullying over the last 12 months, 41% either formally or informally reported the matter, 54% did not report the matter and 5% preferred not to say.

The 54% of judicial office holders who did not report the matter were asked why they did not do so. The top three reasons for not reporting the matter are captured below. The common themes that emerged within the *Other* category responses were lack of confidence in the process and concerns about the repercussions of reporting incidents. These percentages were very low.<sup>4</sup>

<b>Reasons for not reporting bullying and harassment</b>	<b>JOHs as a percentage based on responses from the group who said they did not report reporting bullying and harassment</b>
Worried about repercussions	41%
The JOH managed the matter their own way	34%
Other	19%

<sup>4</sup> Estimates and percentages based on a larger number of respondents are generally more reliable and those based on a very small number of respondents should be treated with caution.

All judicial office holders were asked if they had experienced discrimination in the past 12 months. 93% reported that they had not, 5% said that they had and 2% preferred not to say. The top types of discrimination as reported by the 5% of judicial office holders who alleged that they had experienced discrimination are captured below.

Type of alleged discrimination	JOHs as a percentage based on responses from the group who said they had experienced discrimination
Gender/Sex	27%
Disability	27%
Ethnic Background	21%
Age	20%

All of the judicial office holders who completed the survey were presented with a series of statements about tackling bullying and harassment. They were asked to rate these according to the extent to which they agreed or disagreed with the statements.

91% said that they would challenge bullying and/or inappropriate behaviour if they saw it happening and 83%<sup>5</sup> said that they would feel comfortable speaking to a leadership judge/bench chair about any bullying or inappropriate behaviour they had witnessed. In contrast only 67%<sup>6</sup> of judicial office holders agreed or strongly agreed that their leadership/senior leadership judge would be open to receiving challenge about their own actions and behaviours while 24% neither agreed nor disagreed. 64% of judicial office holders believed that action would be taken to address any bullying or inappropriate behaviour while 27% neither agreed nor disagreed.

As this is the first wellbeing survey, any impact that the Covid-19 pandemic may have had on BHD data will only be gauged when comparing responses from successive surveys.<sup>7</sup> Work has already begun to provide more support to judicial office holders who have experienced bullying and/or harassment, a review of existing judicial grievance procedures is taking place and 14 trained nominated judicial office holders were appointed in June 2021 to provide peer support for judicial office holders raising concerns. A separate Judicial Whistleblowing Policy was launched in June 2021 and the wellbeing survey data will inform plans to tackle instances of bullying and harassment across all areas of the judiciary.

5 The strongly agree and agree numbers in *Table 4* have been rounded but when summed the actual percentage is 83.4 %.

6 The strongly agree and agree numbers in *Table 4* have rounded but when summed the actual percentage is 66.6%

7 The pandemic resulted in temporary changes to the ways in which judicial office holders worked including a reduction in face to face interactions for periods of time.

## Disability

All judicial office holders who completed the survey were asked whether they had a disability or underlying medical condition. 76% said no, 22% said yes and 3%<sup>8</sup> preferred not to say. The 22% of judicial office holders who said that they had a disability or underlying health condition were asked whether they had used the disability support available to the judiciary and, of these, 81% had not used any of the disability support services, while 13% had made use of workplace adjustments. Of those judicial office holders with a disability or underlying medical condition that had not used the support, 66% said they did not require additional support. Not all people with an underlying health condition or a disability will require additional support. 24% said that they were not aware of the support and 10% did not know how to access the support. It should be noted that the workplace adjustment passport was launched during the period that the survey was circulated which is likely to account for the reported lack of awareness of this product. The **wellbeing action plan** contains an action to continue to build support for judicial office holders who have a disability.

## Promoting wellbeing

Questions were included in the survey to identify topics of interest to the judiciary and the best routes for sharing information with judicial office holders. One of the objectives within the Judicial Health and Wellbeing Strategy is to promote the judicial welfare offer.

The most popular routes for accessing the welfare services have been captured in the table below. All judicial office holders were asked to complete this section of the survey.

Route used to access the judicial welfare services	Percentage of JOHs that used that particular route
Other	35%
Checking the judicial intranet health and welfare pages	22%
A targeted e-mail on a specific service	17%
Intranet news item	16%
Weekly news bulletin	14%

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<sup>8</sup> The percentages have been rounded here so percentages may not sum to 100%.

Knowledge of how to access the judicial welfare services, where the judicial services are located and knowledge of how to access e-learning all produced results that were lower than expected. 40% of the judicial office holders who completed the survey did not know how to access the welfare services while 42% did not know where to find the welfare services on the intranet and 42% did not know how to access the wellbeing e-learning support tools.

The top three welfare topics that judicial office holders wanted to see more information on were stress and resilience, work/life balance and mental wellbeing.

### Next steps

This report captures information based on responses from all of the judicial office holders who completed the survey. The results have identified some distinct areas of focus over the course of the next 12 months. These are captured within the **wellbeing action plan** which has been approved by the Judicial Executive Board.

They are:

- supporting judicial office holders who experience stress;
- putting mechanisms in place to help manage anxiety;
- better support for judicial office holders with a disability;
- enabling judicial leaders to effectively discharge their pastoral responsibilities and provide welfare support;
- extending and improving HR welfare services;
- raising awareness of judicial welfare services;
- facilitating peer support.

### Methodology

This judicial wellbeing survey is the first of its kind to be sent to all judicial office holders.<sup>9</sup> It was approved by the Judicial Executive Board (JEB) in October 2020, with the stipulation that the circulation of the survey would take place in Spring 2021 with further surveys taking place on alternate years to the Judicial Attitude Survey (JAS). The questions were approved by the HR Committee and the wellbeing survey was launched on 17 May 2021 and closed on 10th June 2021. The survey questions were developed through research including reviewing other surveys such as the JAS, the Civil Service People Survey,<sup>10</sup> Chartered Institute of Personnel development (CIPD) and Simplyhealth wellbeing at work survey report<sup>11</sup> and the International Bar Association's (IBA) survey report on bullying and

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9 The survey was not circulated to coroners.

10 The Civil Service People Survey has been running since 2009.

11 Chartered Institute of Personnel development (CIPD) **Health and Wellbeing at Work Report 2020**.

sexual harassment in the legal profession<sup>12</sup>. LawCare also ran a survey but the results were not available at the time that the judicial wellbeing survey was launched<sup>13</sup>. In structuring the questions, assistance was sought from behavioural insight analysts in Her Majesty's Courts and Tribunals Service (HMCTS) to ensure that the questions were clear and that they did not contain any subjective bias.

The online survey was built on the Smart Survey platform and the data was prepared by a Judicial HR data analyst. Throughout the process internal experts and professionals across Judicial Office (JO), HMCTS and Ministry of Justice (MoJ) have been engaged to support the survey.

The aim was to encourage as many judicial office holders who fall within the responsibilities of the Lord Chief Justice (LCJ) and the Senior President of Tribunals (SPT) to share their views and experiences of wellbeing in the workplace. The survey was circulated to 21,713 judicial office holders in England and Wales. Of these 13,177 were magistrates and 8,536 were salaried and fee paid judges and lay members<sup>14</sup> sitting in courts and tribunals. The response rate was lower than expected; 4,525 judicial office holders fully completed the survey which equates to 21% or approximately 1 in 5 judicial office holders. The response rate among the 13,177 magistrates may have been low due less frequent sitting patterns; the e-mail inviting them to complete the survey and the intranet news items may not have been read during the period when the survey was open.

A response rate of 21%, compares favourably with typical non-mandatory internal surveys within organisations. However, as this is the first judicial wellbeing survey, we cannot rule out the possibility that some judicial office holders who may have influenced the survey results may not have been able to complete the survey, for example, those that were engaged with heavy workloads and those that may have absent due to illness including stress. A better understanding of issues relevant to the judicial context can be developed through the picture that builds over successive surveys, which should provide an increased varied profile of respondents.

There were 718 partially completed survey responses in addition to the 4,525 fully completed responses. For the purpose of this report, only fully completed responses have been considered, as counting partial responses may have resulted in duplication.

The survey was announced in an intranet news item by the Lord Chief Justice and Senior President of Tribunals on 13th May 2021, which was followed by an invitation e-mailed to all judicial office holders, who were in scope, containing the link to the survey. On the 2nd June a further intranet news item was circulated to encourage judicial office holders to complete the survey before the deadline. This second article contained a link to the survey. The intranet messages were also repeated in the weekly bulletin and reminder e-mails were sent.

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12 **IBA report** on bullying and sexual harassment in the workplace.

13 The full report can now be found at: **Life in the Law**

14 For the purpose of this survey lay members was a common term used to refer to all those judicial office holders who were professionals within their respective fields but were not appointed legal professionals i.e. a judge and were not magistrates.

The figures within this report have been rounded throughout so percentages may not sum to 100%, and 0% may not imply a count of 0. There are a couple of points within the **main report** where numbers have been so low that they have been redacted. These are identified within the relevant sections.

### Judicial roles

For the purpose of this survey, judicial roles were grouped as were jurisdictions/tribunals. An *Other* category was also provided. On reviewing the 95 judicial office holders who originally identified themselves as *Other*, 62 were found to fit within the main list provided in the survey. For the purposes of reporting, medical tribunal members that selected the *Other* category have been reclassified as tribunal lay members. In this context, lay member refers to a non legal professional and non legal specialist.

### Demographics

The full set of demographic data for the survey respondents is contained within **Annex A** of this report. Completing these questions was optional. 91% of judicial office holders who completed the survey did complete these questions. The questions contained a *prefer not say* option. The data has been summarised below.

#### Age

27% were aged between 60 and 64, 23% were aged between 65 and 70, 20% were aged between 55 and 59 and 12% were aged between 50 and 54.

#### Gender

53% were female and 46% were male. Non-binary and those that selected *Other* represented less than 1% of the judicial office holders.

#### Ethnicity

Most judicial office holders, 84% were White British (including: Welsh, Scottish and Northern Irish), while those who selected, White - any other White background, represented 5%. Asian or Asian British - Indian, represented 2%, White - Irish, represented 2% and Black or Black British - Caribbean, represented 1%<sup>15</sup>. Of the other ethnic groups each represented less than 1% of judicial office holders. 1.4% preferred not to say.

#### Disability

22% of judicial office holders confirmed that they had a disability or underlying medical condition.

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<sup>15</sup> These percentages have been rounded for this section of the report.

## **Caring responsibilities**

35% of judicial office holders confirmed that they had caring responsibilities.

## **Religious belief**

The most common religious belief was Christian at 56%, with 33% confirming that they had no religion or belief. 3% were Jewish, 1% were Muslim, 1% Hindu and 1% Sikh. 4% preferred not to say.

## **Sexuality**

Most judicial office holders, 90%, reported that they were heterosexual or straight while 4% were gay men, 1% were bisexual and 1% were gay women/lesbians. 3% preferred not to say.

## **Social background**

Social background (education) was also captured. 71% had mainly attended a UK state school and 18% had mainly attended a UK independent/fee paying school. 54% had attended University or a Polytechnic but neither parents had done so, and 29% had attended University or a Polytechnic as had one or both parents. 15% had not attended University or a Polytechnic.<sup>16</sup>

## **Internal experts and professionals that worked on the survey**

The survey, data and this report were produced through collaboration with judicial office holders and professionals working within MoJ and JO. Internal experts and professionals were invaluable to the development of this survey and the report as they had experience and knowledge of large scale surveys, understood how the tribunals and court systems function, understood the unique challenges faced by the judiciary during the Covid-19 pandemic and the working arrangements that were put in place in line with government guidelines at the time. They also had extensive knowledge of the existing welfare services available including internal data on use of those services. Survey questions were agreed and approved by the Judicial HR Committee.

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<sup>16</sup> There is not a requirement for magistrates to have studied at a University or a Polytechnic or to have any professional legal qualifications.

# Main report

## General wellbeing

The survey began with a series of statements about engagement and subjective wellbeing. The results are captured in *Table 1* below.

**Table 1: general wellbeing statements rated by JOHs.**

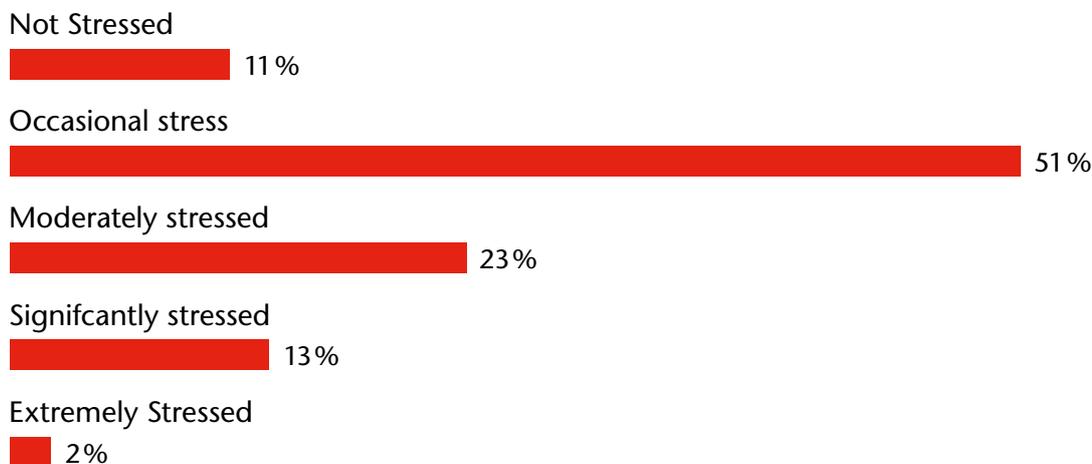
Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Number who did not respond <sup>17</sup>
I am interested in my work	74%	24%	1%	0.3%	0.2%	12
My role/work gives me a sense of personal accomplishment	61%	33%	4%	1%	0.4%	31
My colleagues can be relied upon when things get difficult	41%	44%	12%	3%	1%	29
I am satisfied with my life	38%	45%	10%	6%	1%	28
The things I do in life are worthwhile	44%	47%	7%	1%	0.3%	15

## Stress and resilience

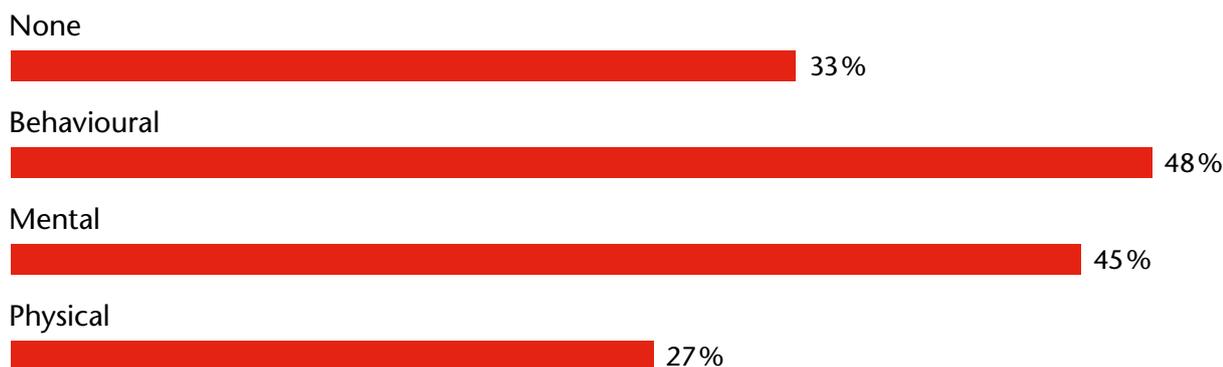
This section covers the responses to survey questions on current stress levels and whether judicial office holders experienced any symptoms of stress over the last 12 months and if so, what those causes of stress were. The survey also asked whether judicial office holders had taken any sickness absence as a result of stress.

<sup>17</sup> This column is the actual number of judicial office holders who did not select a response to that particular statement.

**Fig 1: current stress levels.**



**Fig 2: symptoms of stress over the last 12 months.**



*Fig 1* shows that 11% of all judicial office holders who completed the survey reported that they were not currently stressed, while 51% were occasionally stressed, 23% moderately stressed, 13% significantly stressed and 2% extremely stressed. There were 4,523 responses to this question.

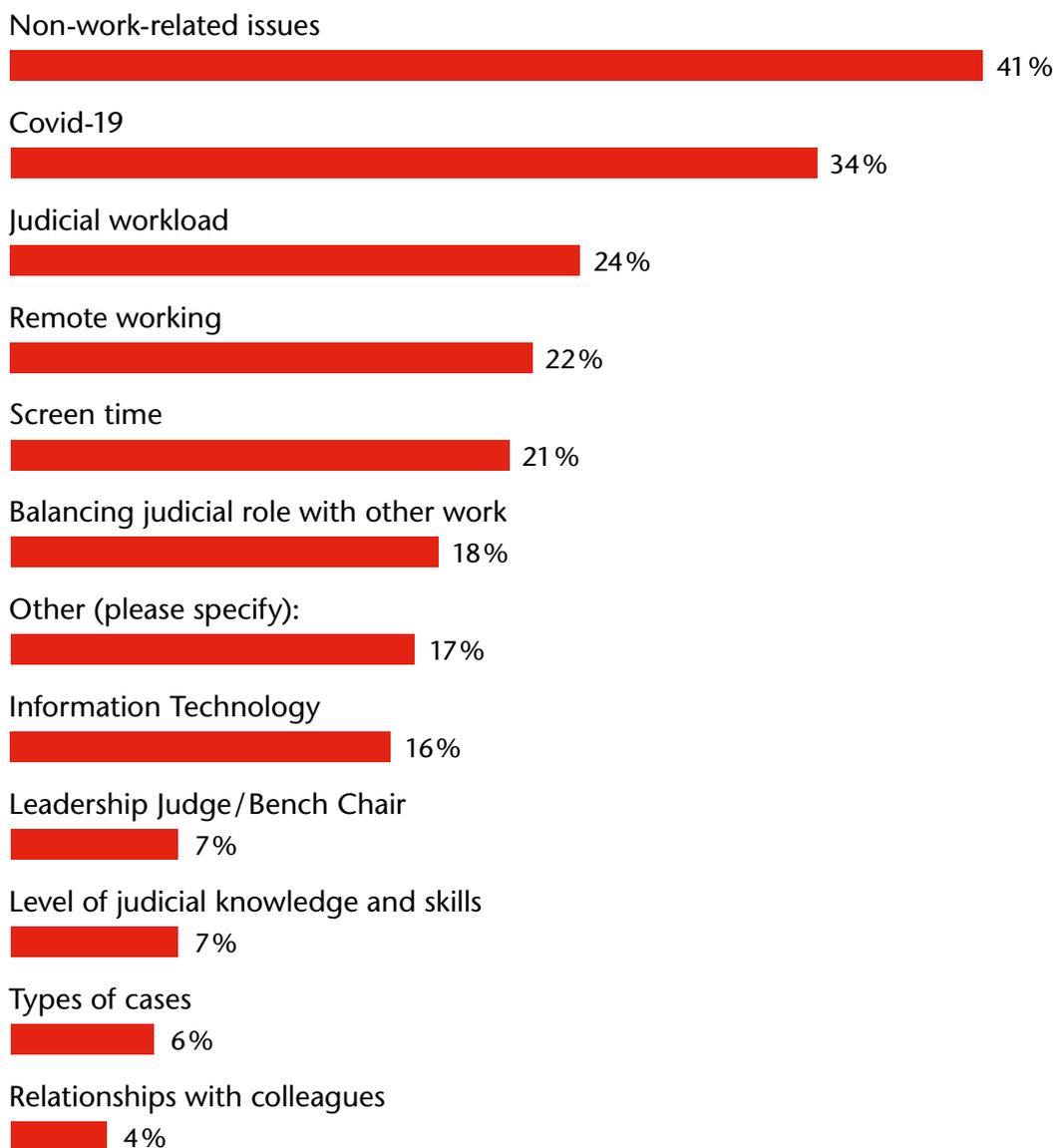
Judicial office holders were also asked if they had experienced any symptoms of stress over the last 12 months, *Fig 2*. They were asked to select any symptoms that applied, as they were able to select more than one option, percentages will not sum to 100%. The symptoms of stress were defined in the survey as follows:

Type of stress	Examples
None	No symptoms of stress experienced in the last 12 months.
Physical	Headaches, stomach upsets, muscle tension, chest pain, erratic heartbeat.
Mental	Lacking concentration, indecisive, feeling overwhelmed, forgetful, worrying.
Behavioural	Irritability, altered eating and sleeping habits, avoiding people, drinking or smoking more.

As recorded at *Fig 2*, 48% of judicial office holders who completed the survey said they experienced behavioural symptoms of stress, 45% mental symptoms and 27% physical symptoms while 33% reported that they had not experienced any symptoms of stress in the last 12 months.

The survey asked judicial holders who had experienced stress to identify what they perceived to be the main causes of stress over the last 12 months, *Fig 3*.

**Fig 3: main causes of stress over the last 12 months.**



In responding to this question judicial office holders could select up to three options therefore percentages will not sum to 100%. Non work-related issues were reported by 41% of judicial office holders as one of the main causes of stress over the last 12 months. This was followed by 34% of judicial office holders identifying Covid-19 as a cause, 24% judicial workload, 22% remote working and 21% screen time. Separately all judicial office holders rated the impact that Covid-19 may have had on their wellbeing. 4,522 respondents answered the question. 40% reported a moderate impact, 33% little impact, 18% significant impact, 6% no impact at all and 2% reported an extreme impact. All judicial office holders were asked whether they had taken any sickness absence as a result of stress in the last 12 months, *Fig 4*.

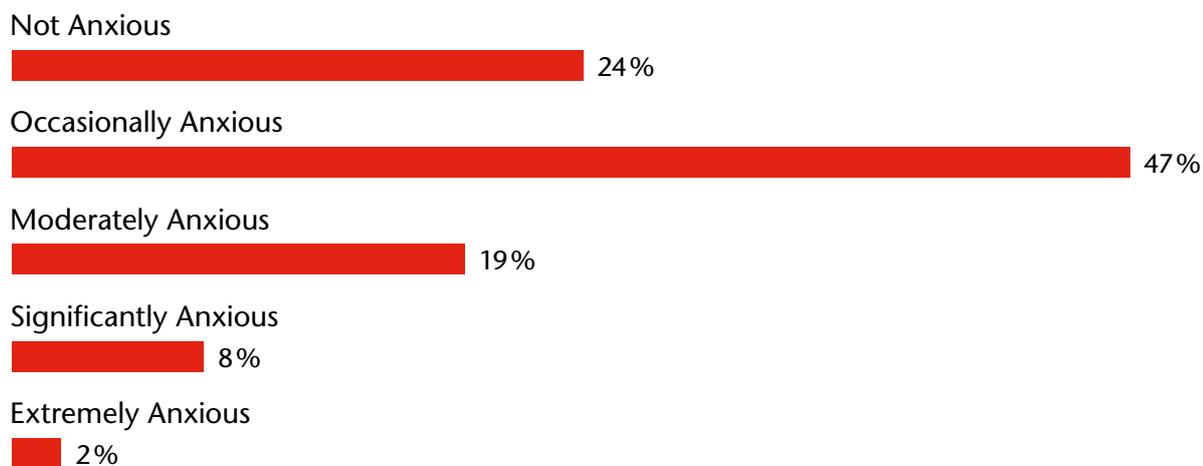
**Fig 4: whether JOHs have taken sickness absence over the last 12 months due to stress.**



When judicial office holders were asked about whether they had taken any sickness absence as a result of stress, 94% said that they had not, 4% said they had and 2% preferred not to say. Five judicial office holders who completed the survey did not respond to this question.

In addition to questions about stress, judicial office holders were asked to rate their current anxiety levels.

**Fig 5: how JOHs rated their current anxiety levels.**

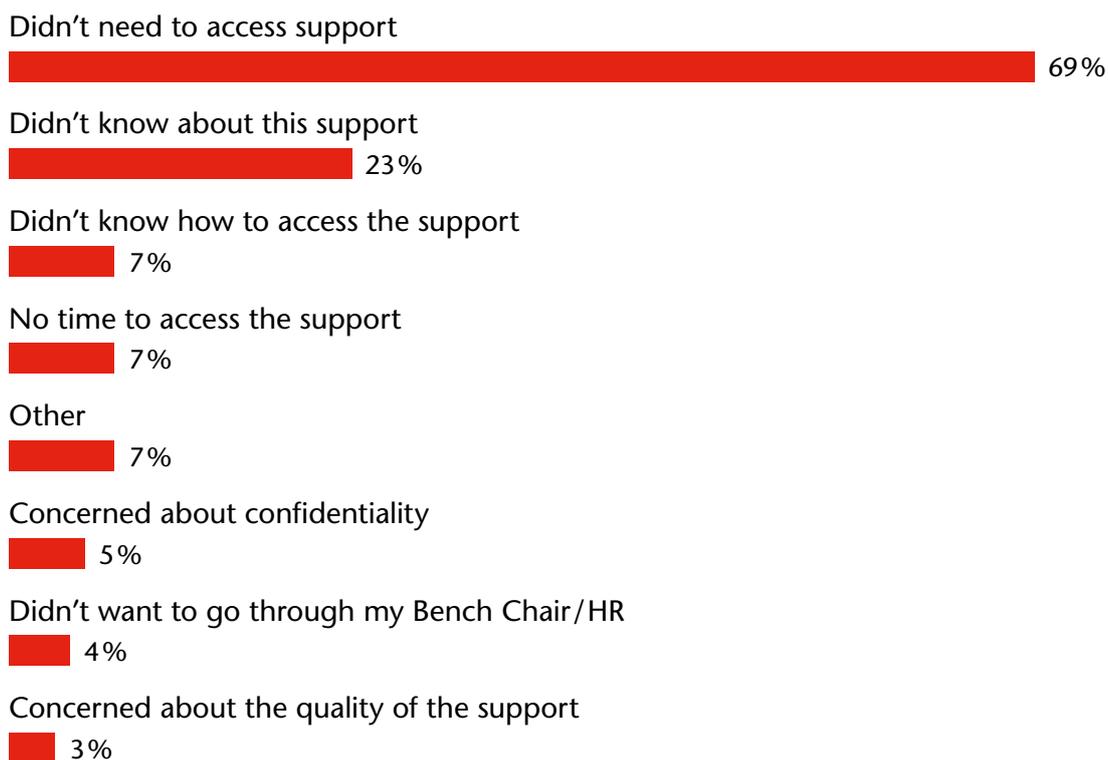


47% of judicial office holders stated that they experienced occasional manageable periods of anxiety, 24% were not anxious at all, 19% were moderately anxious, 8% reported that they were significantly anxious and 2% extremely anxious. Three judicial office holders chose not to respond to this question.

## Use of the stress and resilience e-learning and welfare support

Judicial office holders were asked to complete a series of questions to gauge awareness of and subsequent use of the judicial welfare and e-learning support available. The first of these questions asked whether judicial office holders had used any of the following support in the last 12 months: the Judicial Helpline, specialised counselling through the Judicial Assistance Provider, the *Managing Stress and Building Resilience* e-learning, *Mindful Judging* and guided meditation e-learning or LawCare. Judicial office holders were also asked if they had sought support via a conversation with a Welfare Judge or a Leadership Judge/Bench Chair, or if they had sought external support. 88% stated that they had not used any of the support listed, 12% had used one or more forms of support, 0.4% preferred not to say. The percentages do not sum to 100% due to rounding. The 88% that had not used the support were asked why they had not done so. The results are captured in *Fig 6*, below.

**Fig 6: reasons for not accessing stress support and welfare services.**



Of the 88% or 3,979 judicial office holders who did not use any of the stress support, 69% stated that they did not need to access the support while 23% did not know about the support, 7% did not know how to access the support, 7% did not have time to access the support and 5% were concerned about confidentiality. The question allowed judicial office holders to select multiple responses therefore percentages will not sum to 100%. The 12% or 527 judicial office holders who had used the stress and resilience support were asked to rate all of the support or services that they had used, *Table 2*.

**Table 2: ratings given to the stress support and judicial welfare services by JOHs that used the services expressed as a percentage of JOHs.<sup>18</sup>**

Stress support/welfare Service	Excellent	Good	Moderate	Limited	Poor	Not applicable <sup>19</sup>
The Judicial Helpline	2%	4%	2%	3%	2%	87%
Counselling Services	6%	5%	3%	3%	-	81%
Managing Stress and Building Resilience	2%	7%	8%	7%	3%	73%
Mindful Judging	1%	7%	6%	5%	3%	78%
Welfare Judge	-	3%	-	-	-	93%
LawCare	1%	1%	0.2%	1%	0.5%	97%
Leadership Judge/Bench Chair	22%	25%	5%	10%	8%	29%

The top five forms of support that were used were:

- talking to a Leadership Judge/Bench Chair, rated by 345 respondents;
- managing stress and building resilience e-learning, rated by 121 respondents;
- *Mindful Judging* and guided meditation e-learning, rated by 96 respondents;
- specialised counselling provided by the judicial assistance provider, rated by 88 respondents;
- the Judicial Helpline rated by 60 respondents.

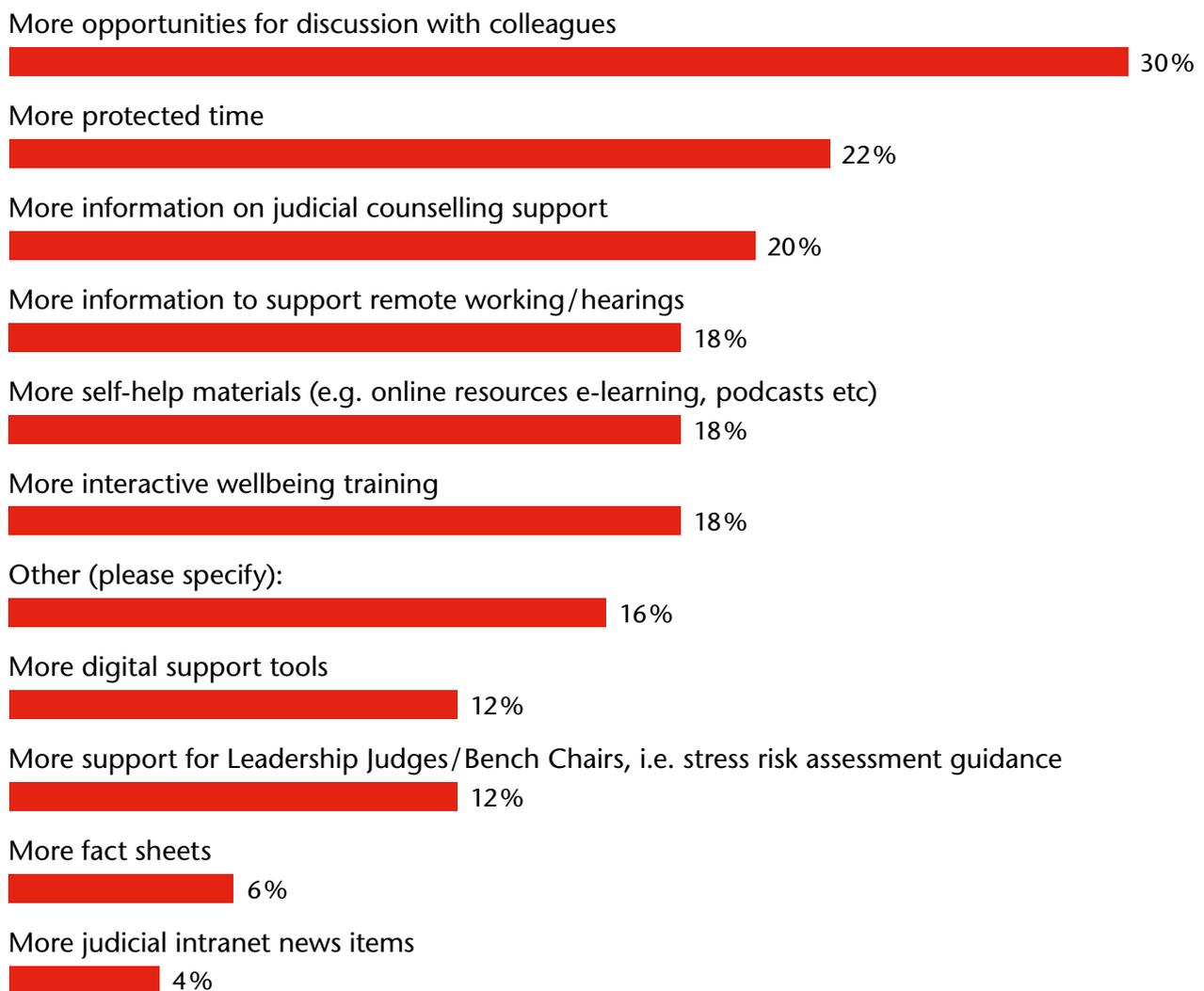
<sup>18</sup> Percentages have been redacted where they represent numbers of less than 10 and refer to personalised sessions/services

<sup>19</sup> As this set of questions were only completed by those Judicial office holders that had used at least one of the services, not applicable was used to indicate that that particular service had not been used.

Judicial office holders were asked about the extent to which they agreed or disagreed with the statement: *There is a good range of judicial stress management and welfare support available.* 2% of the judicial office holders who completed the survey strongly agreed, 16% agreed, 66% neither agreed nor disagreed, 10% disagreed and 5% strongly disagreed. Seven judicial office holders did not respond to the question.

All judicial office holders who completed the survey were asked what additional support they would like to see. The results are captured in *Fig 7*.

**Fig 7: additional support that JOHs said that they would like to see.**



The top six responses were:

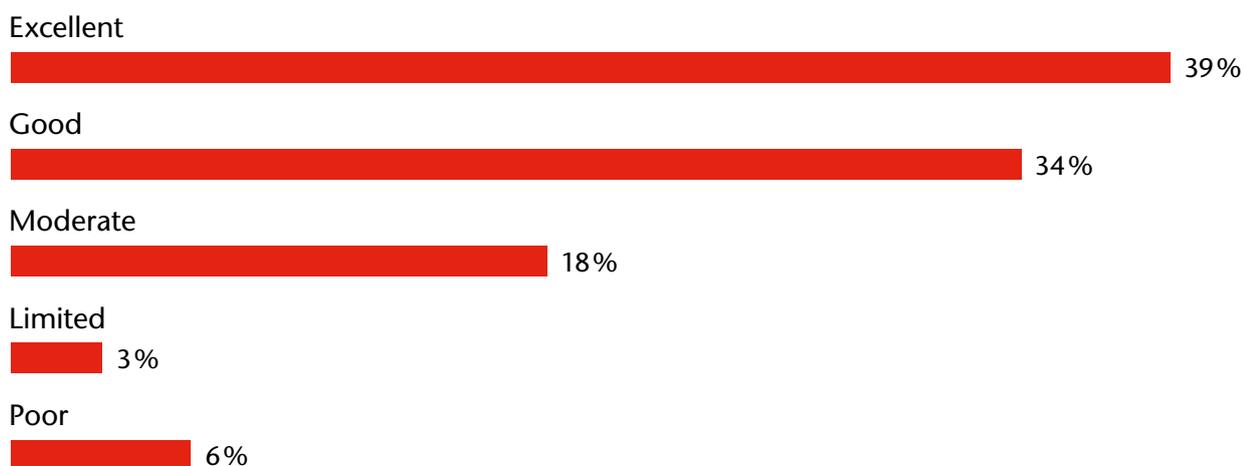
- more opportunities for discussion with colleagues – 30%
- more protected time – 22%
- more information on judicial counselling support – 20%
- more information to support remote working/hearings – 18%
- more self-help online resources – 18%
- more interactive wellbeing training – 18%

## Professional support conversations and trial support

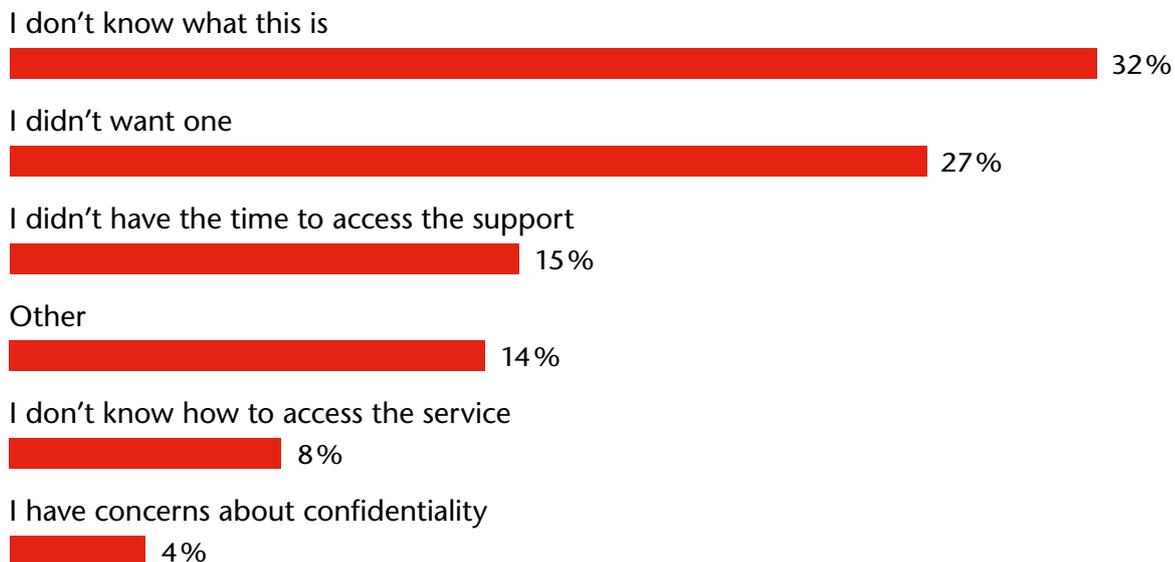
This is a bespoke support service available to salaried judges working in Crime, Family and Immigration in recognition of the cumulative effect that constant exposure to disturbing graphic material and evidence of traumatic events and horrific crimes can have on those that work in these jurisdictions. The service offers an annual confidential conversation with a qualified professional. During Covid-19 these took place over the telephone rather than face-to-face. Trial support is also available.

Of the 4,525 judicial office holders who completed the survey, 16% or 702 confirmed that they were a salaried judge working in crime, family and immigration. Of the 16% that were eligible for the support, only 9% or 62 judicial office holders confirmed that they had taken up the offer of a professional or trial support conversation in the last 12 months. The 9% who had used the service were asked to rate it while the 91% who were eligible but had not used the service were asked why they had not done so. The results are captured below:

**Fig 8: quality of the support.**



**Fig 9: reasons given for not using the support.**



Of the judges who had used the professional or trial support conversations, 39% rated the quality as excellent, 34% rated it as good, 18% rated it as moderate, 3% rated the quality as limited and 6% rated the quality as poor.

Of the 91% of eligible judges who did not use the service, 32% said it was because they did not know what it was, while 27% did not want to use it and 15% did not have time to access the support. 8% did not know how to access the support and 4% had concerns about confidentiality, while 14% selected the *Other* option.

## **Inclusive culture**

One of the six objectives within the Judicial Health and Wellbeing Strategy is building an inclusive culture across the judiciary with a focus on the wellbeing benefits of inclusivity and the creation of a happy, healthy working culture where everyone feels valued. This wellbeing objective correlates with the Judicial Diversity and Inclusion Strategy core objective; supporting and building a more inclusive and respectful culture and working environment within the judiciary.

Judicial office holders were presented with a series of statements about their working culture and were asked to confirm whether they disagreed or agreed with each statement. The results have been produced overleaf and are shown as a percentage of all judicial office holders who completed the survey. Percentages within this table have been rounded and percentages will not sum to 100%.

**Table 3: general questions about the working environment and workplace relationships.**

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Number who did not respond <sup>20</sup>
My colleagues are always courteous and polite	49%	43%	5%	3%	0.5%	6
People at my court/tribunal work well together	41%	47%	9%	3%	0.5%	12
People at my court/tribunal support one another	36%	45%	15%	4%	1%	27
The working culture at my court/tribunal is inclusive	36%	42%	16%	5%	1%	24
I am treated with respect by the people that I work with	48%	42%	7%	2%	1%	11

The majority of judicial office holders either agreed or strongly agreed with the statements. The percentage of judicial office holders who disagreed with the statements ranged from 5% to 2% while those who strongly disagreed ranged from 0.5% to 1%.

20 This column is the actual number of judicial office holders who did not select a response to that particular statement.

## **Bullying, harassment and discrimination (BHD)**

This section was focused on the personal experiences of all judicial office holders over the last 12 months. The questions covered instances of BHD and whether judicial office holders felt confident about reporting instances of BHD or challenging inappropriate behaviours. Judicial office holders were reminded that the survey was not a route for raising individual concerns, and that information on how to raise a concern about inappropriate behaviour could be found within the HR section of the judicial intranet within the grievance policies.

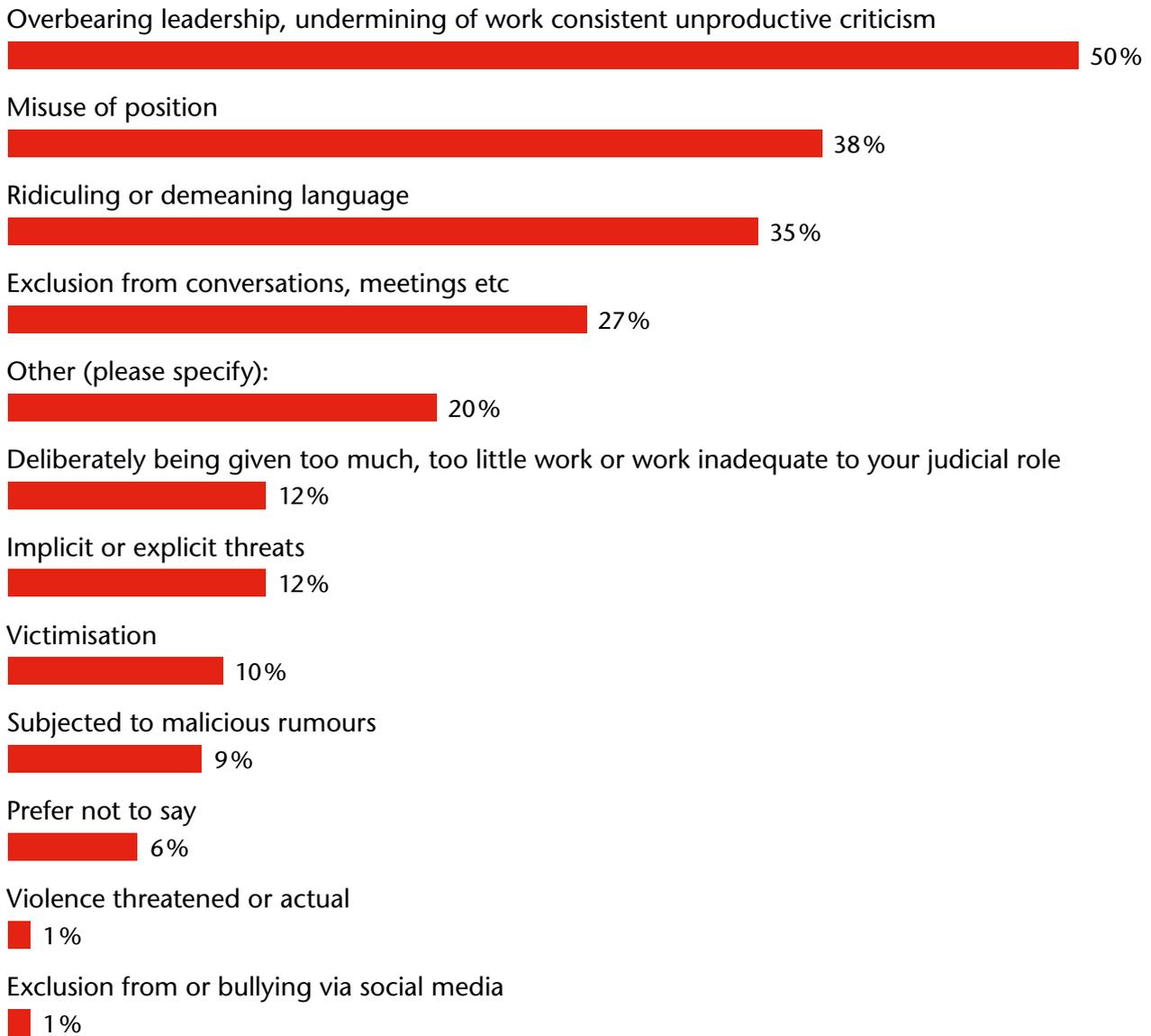
Bullying and harassment was defined within the survey as follows:

*Bullying is behaviour from a person or group that is unwanted and makes you feel uncomfortable, fearful, disrespected, ridiculed or upset. Harassment is bullying or unwanted behaviour, because of or about a protected characteristic, that violates dignity and/or creates an intimidating, hostile, degrading, humiliating or offensive environment - the full legal definition of harassment can be found within the EA2010.*

The bullying questions focused on the type of behaviour while the harassment questions looked at the grounds of harassment. The first of these series of questions asked judicial office holders whether they had personally experienced bullying and/or harassment in the last 12 months. 90% reported that they had not experienced any bullying and/or harassment while 8% reported that they had and 2% preferred not to say. All judicial office holders who completed the survey answered this question. The 8% who stated that they had experienced bullying and/or harassment were asked a subset of questions.

The type of bullying behaviour experienced by the 8% of judicial office holders who stated they had experienced bullying and/or harassment is captured overleaf. Percentages will not sum to 100% as judicial office holders were advised to select all applicable options.

**Fig 10: types of bullying behaviours.**



The top five responses were:

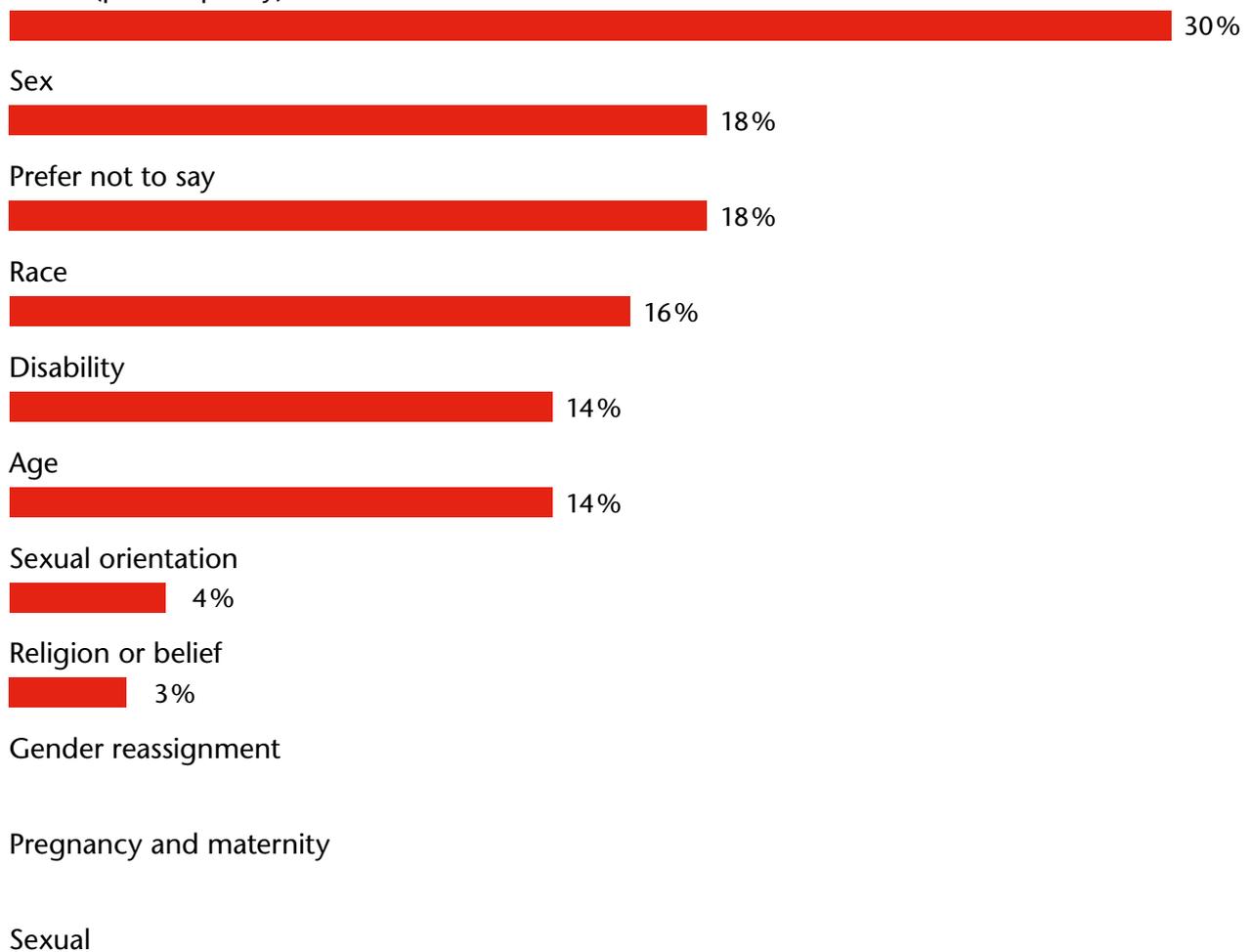
- overbearing leadership and undermining of work output or consistent unproductive criticism – 50%
- misuse of position – 38%
- ridiculing of demeaning language – 35%
- exclusion from conversations, meetings or discussions – 27%
- Other – 20%

Those who selected *Other* were given the option to add further information and where possible the responses were grouped by theme. The top responses for this group related to undermining or demeaning behaviour, while 7% of judicial office holders who selected the *Other* option reported that the bullying was not related to their judicial role.

The 8% of judicial office holders who stated that they had experienced harassment and/or bullying in the last 12 months were asked to identify the type of harassment, if any, that they had experienced. 28.5% confirmed that they had not experienced any harassment, and the responses for the remainder of this group are captured below in *Fig 11*. Respondents were asked to select all options that applied; therefore, percentages will not sum to 100%. Numbers have also been rounded.

**Fig 11: types of harassment.**

Other (please specify):



Data for three types of harassment, gender reassignment, pregnancy and maternity and sexual harassment have been redacted as numbers were extremely low. The top five types of harassment reported were:

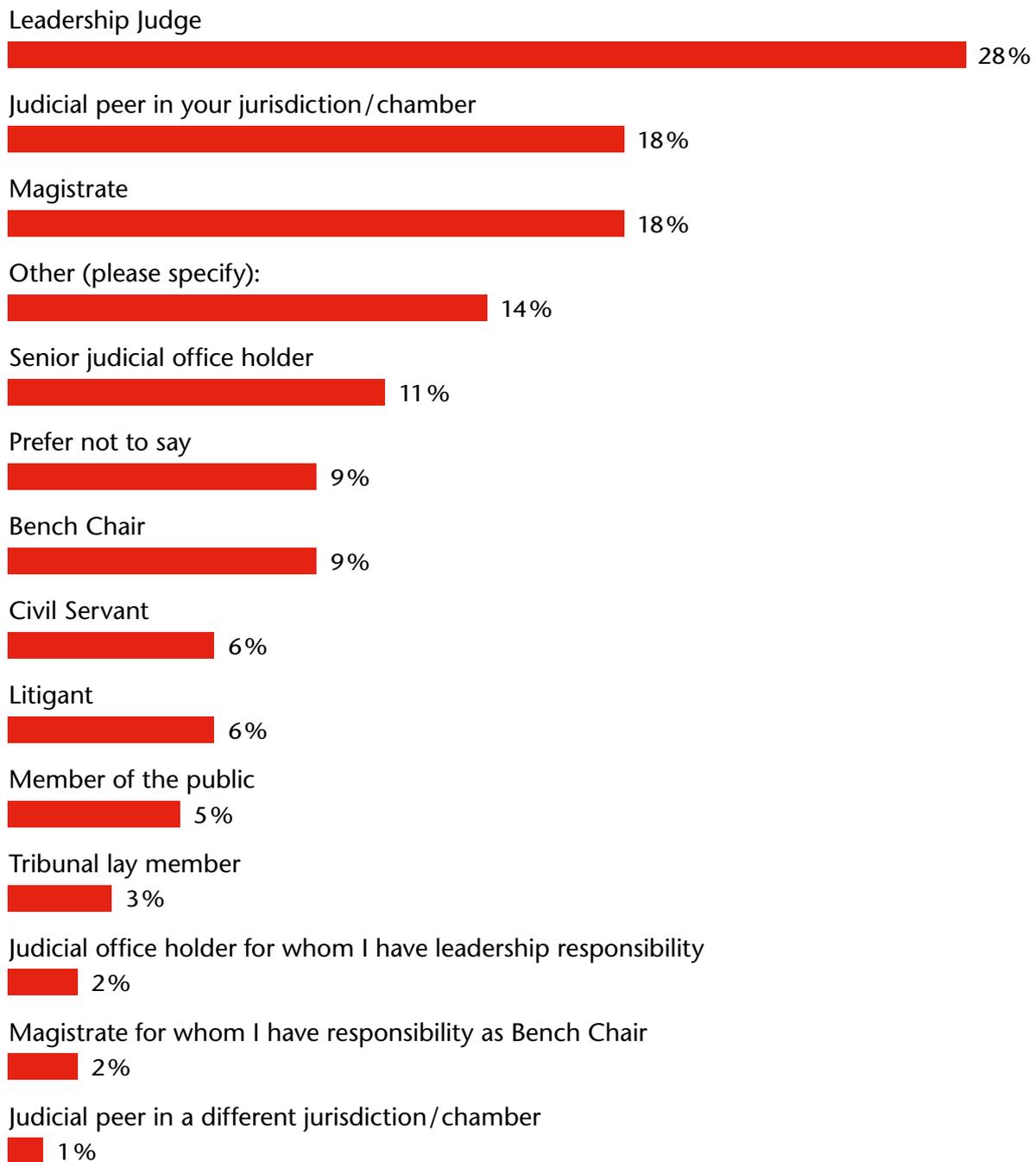
- Sex/gender – 18%
- Prefer not to say – 18%
- Race – 16%
- Disability – 14%
- Age – 14%

30% selected the *Other* category. Outside of the legal definition of harassment, comments on other types of harassment included judicial role, social background, professional background, and medical reason rather than disability. The *Other* responses also referred to causes and bullying, rather than types of harassment.

As judicial office holders were able to select all options that applied it is possible that a single incident may be captured under more than one type of harassment.

The 8% of judicial office holders who stated that they had experienced harassment and bullying in the last 12 months were also asked to identify the role of the person(s) who they were bullied and/or harassed by. The results are captured overleaf.

**Fig 12: role/function of person responsible for the alleged bullying and harassment.**



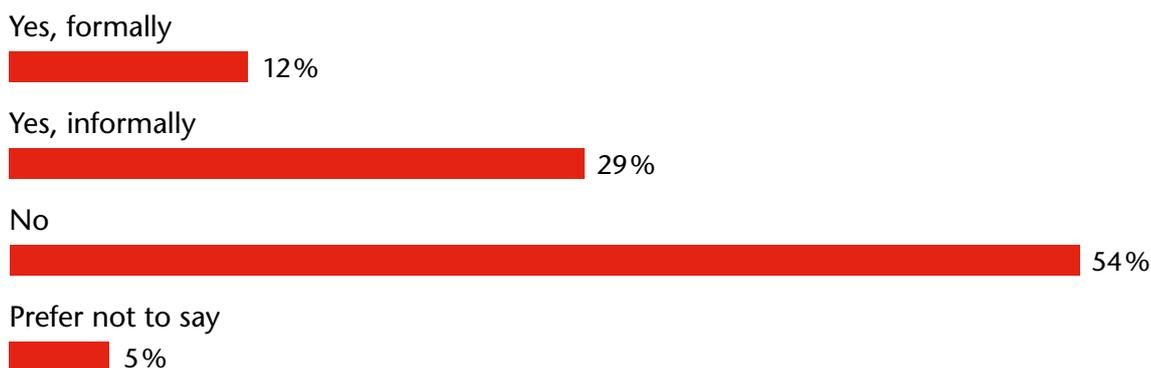
The top five responses were:

- Leadership judge – 28%
- Magistrate – 18%
- Judicial peer in the same jurisdiction/chamber – 18%
- Other –14%
- Senior judicial office holder – 11%

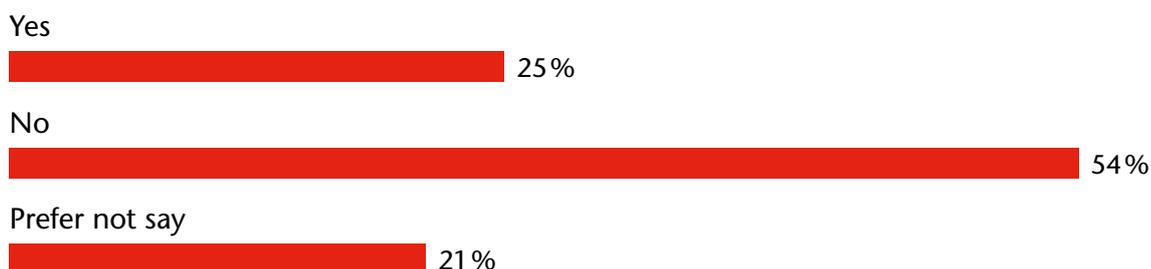
6% of judicial office holders stated that they had been bullied by a litigant and 5% by a member of the public. It is important to note that actual numbers in these groups were low<sup>21</sup>.

The 8% of judicial office holders who stated that they had experienced harassment and bullying in the last 12 months were asked whether they reported the matter. The results are captured below.

**Fig 13: whether the matter was reported.**



**Fig 14: whether the matter was resolved.**

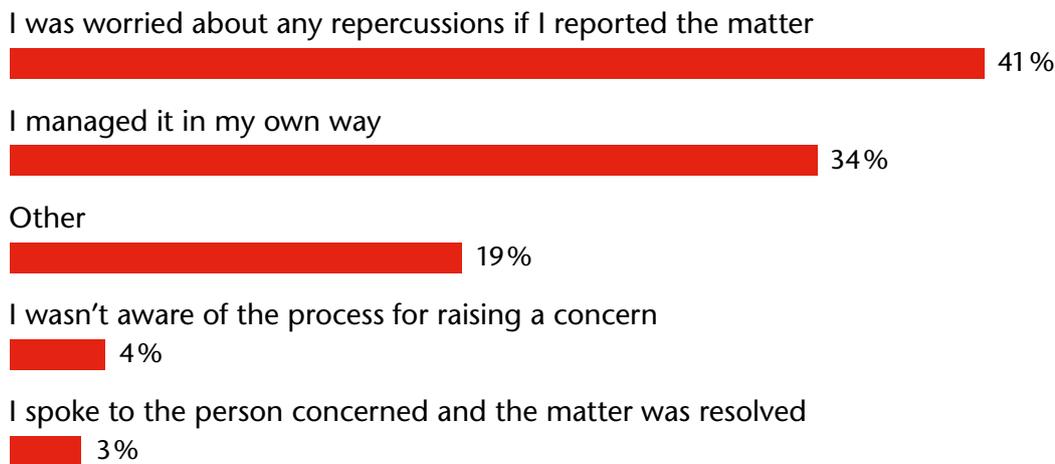


<sup>21</sup> Estimates and percentages based on a larger number of respondents are generally more reliable and those based on a very small number of respondents should be treated with caution.

12% of judicial office holders reported the matter formally, 29% informally, 54% did not report the matter and 5% preferred not to say. Of those judicial office holders who did report the matter either formally or informally, 25% said the matter was resolved, 54% said the matter was not resolved and 21% preferred not to say.

The 54% of judicial office holders who did not report a bullying or harassment incident were asked why they did not do so. The results are captured in the chart below. Judicial office holders could only select one response to this question.

**Fig 15: reasons for not reporting harassment and bullying.**



41% of the judicial office holders who completed this question stated that they did not report the matter because they were worried about repercussions. 34% managed the matter in their own way and 19% selected the *Other* response. The main *Other* responses included a lack of confidence in the process and concerns about repercussions. The percentages were very low for these responses.<sup>22</sup>

All of the judicial office holders who completed the survey were asked whether they had personally experienced discrimination in the last 12 months. The responses are captured below in *Fig 16*.

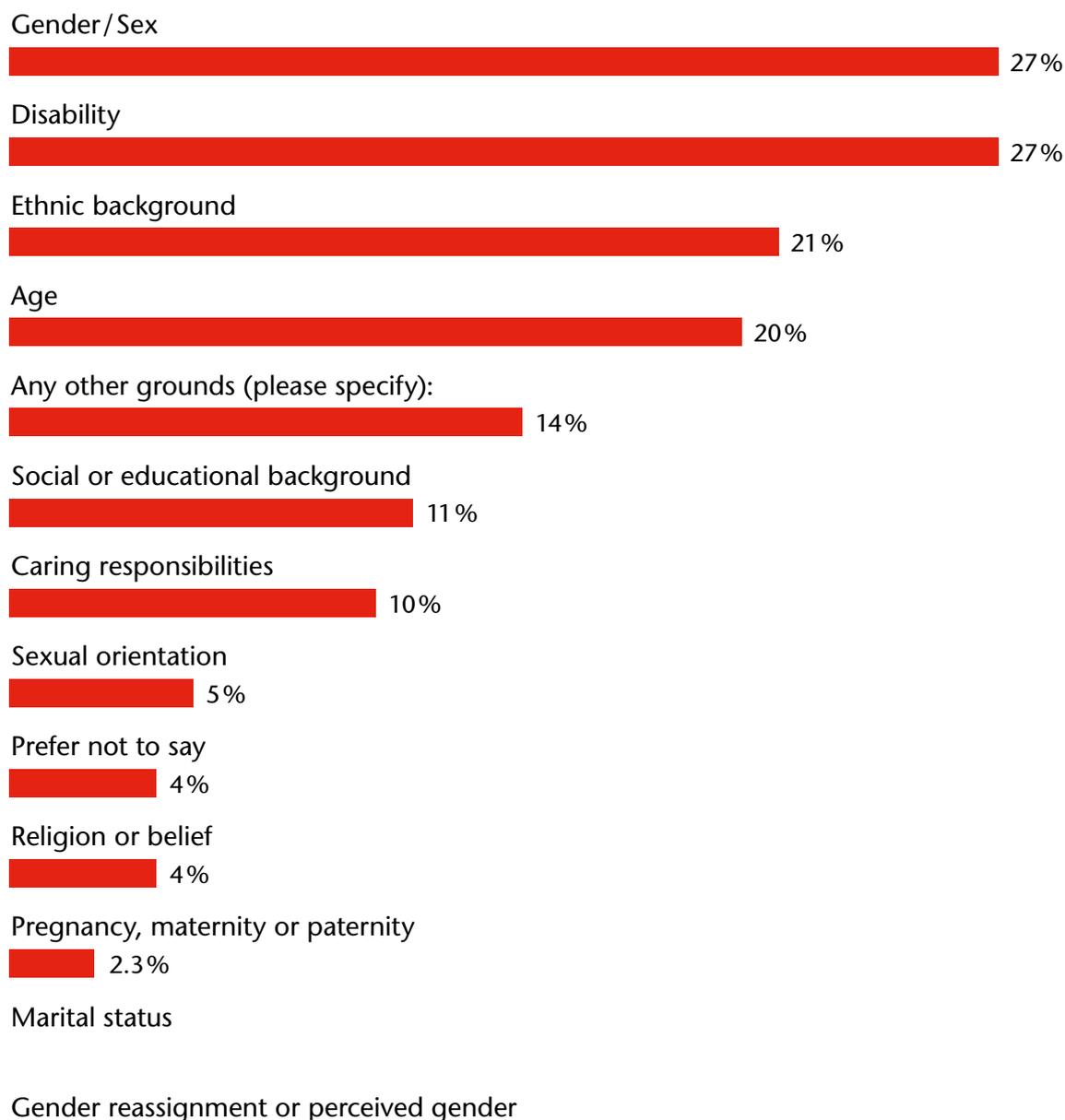
**Fig 16: percentage of judicial office holders who experienced discrimination in the last 12 months.**



<sup>22</sup> Estimates and percentages based on a larger number of respondents are generally more reliable and those based on a very small number of respondents should be treated with caution.

All of the judicial office holders who completed the survey answered this question. 93% confirmed that they had not personally experienced discrimination in the last 12 months, 5% said they had and 2% preferred not to say. The 5% who had alleged that they had experienced discrimination were asked to define the grounds of the discrimination. The results are captured below in *Fig 17*.

**Fig 17: grounds for discrimination.**



Responses to marital status and gender reassignment have been redacted because numbers are low. The numbers in this chart have been rounded and judicial office holders were asked to select all responses that applied therefore percentages will not sum to 100%. The top five responses were:

- Gender/sex – 27%
- Disability – 27%
- Ethnic background – 21%
- Age – 20%
- Any other grounds – 14%

The responses from the 14% of judicial office holders who selected *Any other grounds*, made reference to judicial role, and some responses actually related to categories within the main list. Circumstances rather than the grounds of discrimination were also mentioned, such as pay and working hours. Covid-19 also featured among the *Any other grounds* responses.

All judicial office holders who completed the survey were asked a series of questions about tackling bullying and harassment. The responses are captured in the table overleaf, *Table 4*.

**Table 4: witnessing and tackling bullying and inappropriate behaviour.**

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Number who did not respond <sup>23</sup>
I would challenge any bullying or inappropriate behaviour if I saw it happening	45%	46%	7%	2%	0.2%	19
If I saw any bullying/ inappropriate behaviour I would feel comfortable raising this with my Leadership Judge/Bench Chair/Senior JOH	46%	38%	9%	6%	2%	28
I believe that my Leadership Judge/Bench Chair/Senior JOH would be open to receiving challenge about their actions/ behaviours	30%	36%	24%	6%	3%	25
I believe that action would be taken by Senior JOHs to address any bullying or inappropriate behaviour	26%	38%	27%	7%	3%	15

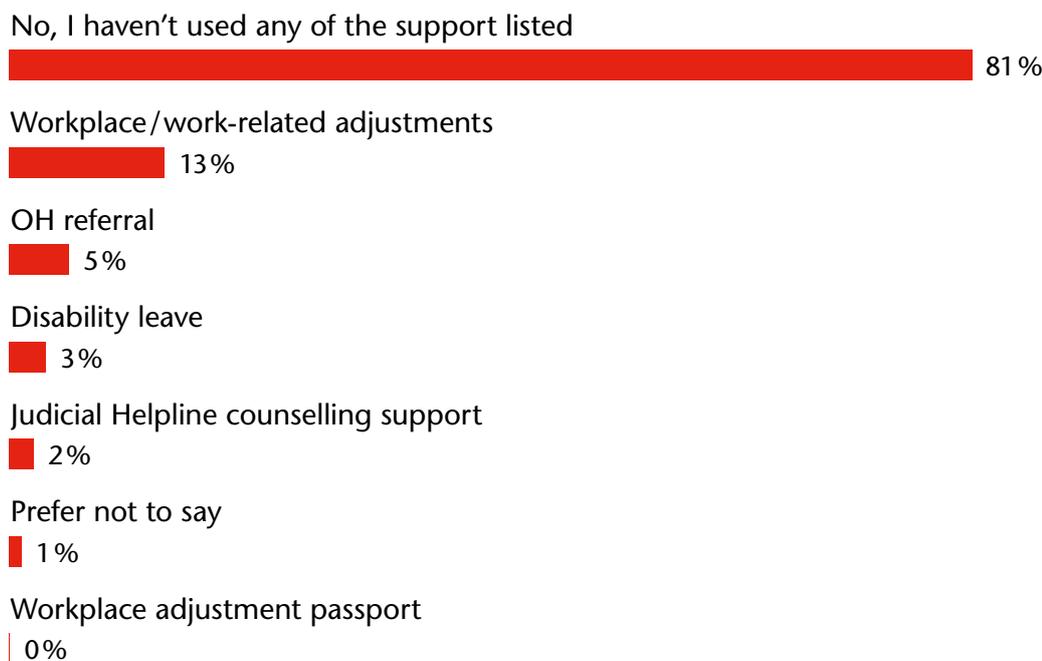
23 This column is the actual number of judicial office holders who did not select a response to that particular statement.

The majority of judicial office holders either agreed or strongly agreed with the statements. The percentage of judicial office holders who disagreed with the statements ranged from 7% to 2% while those who strongly disagreed ranged from 0.2% to 3%.

## Disability Support

All judicial office holders who completed the survey were asked whether they had a disability or underlying medical condition. 76% said no, 22% said yes and 2% preferred not to say. The 22% of judicial office holders who said that they had a disability or underlying health condition were asked whether they had used the disability support available to the judiciary. The results are captured below in *Fig 18*.

**Fig 18: whether JOHs with a disability or underlying health condition used the judicial disability support services in the last 12 months and if so, which support they used.**

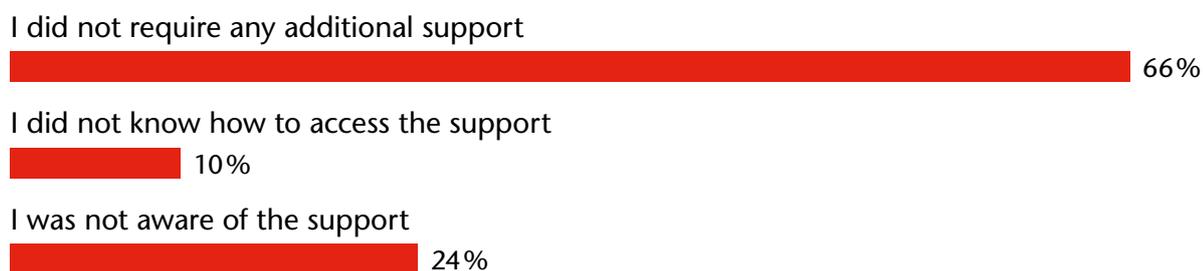


The most commonly used support was:

- Workplace/work related adjustments – 13%
- Occupational Health (OH) referral – 5%
- Disability leave – 3%
- Judicial Helpline counselling support – 2%

The workplace adjustment passport is a single document that records workplace adjustments. This can be shared with HMCTS staff who can then ensure that all physical reasonable adjustments are in place in a court or tribunal, ready for the judicial office holder when they are due to sit. It should be noted that this initiative was launched during the period that the survey was open. The 81% of judicial office holders who had not used the support services were asked why this was the case. They were asked to select from three options. The data is provided below in *Fig 19*.

**Fig 19: reasons why JOHs with a disability or underlying medical condition did not use any of the support services.**



The most common reason for not using the support services was that additional support was not required (66%). Not all people with an underlying condition or disability will require additional support. 24% were not aware that the support was available and 10% said that they did not know how to access the services.

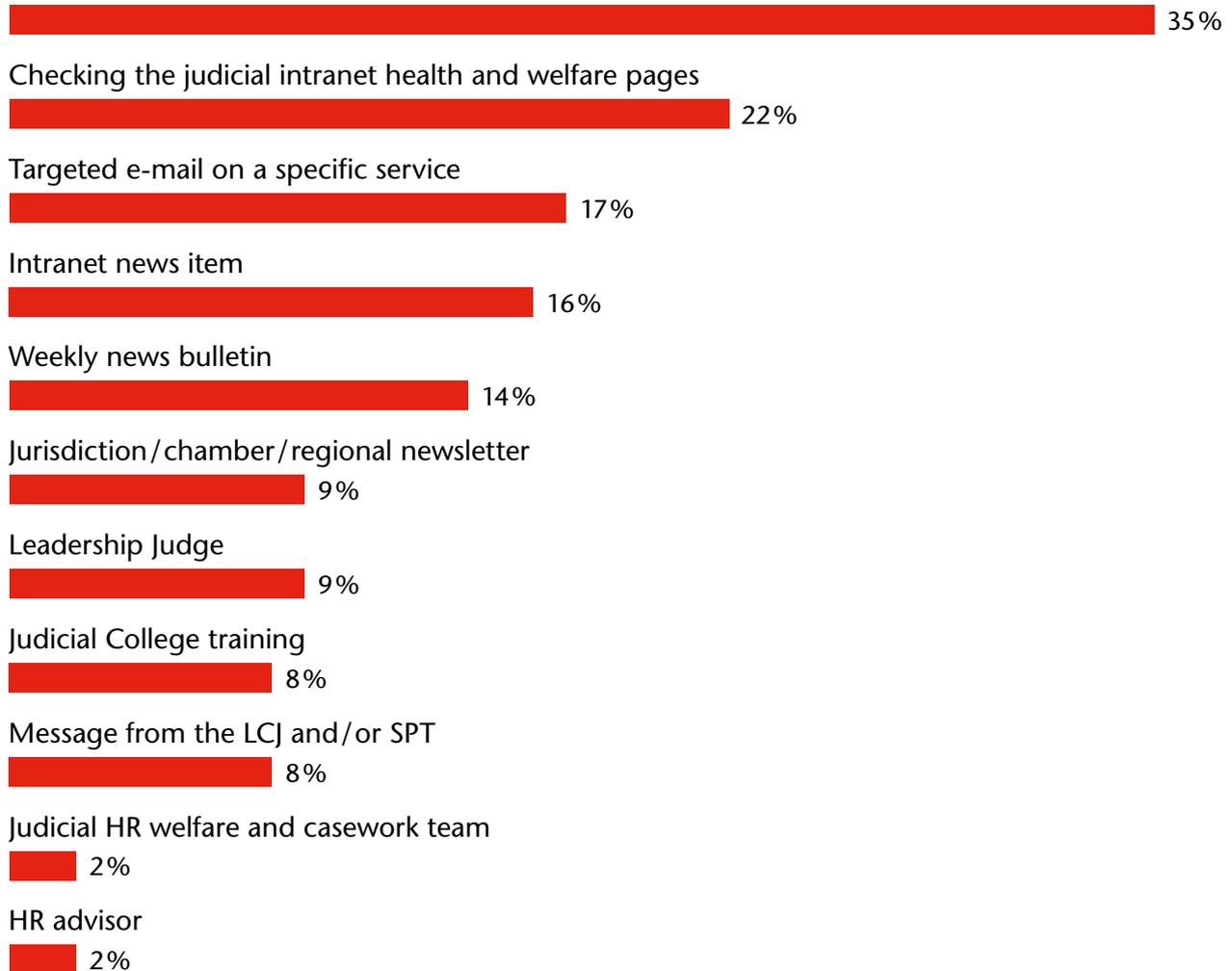
## Promoting wellbeing

Questions were included in the survey to assist Judicial HR to identify which wellbeing topics would be of most interest to the judiciary and the best routes for disseminating wellbeing information to judicial office holders. One of the objectives within the Judicial Health and Wellbeing Strategy is to promote the judicial welfare offer.

All judicial office holders were asked to select from a list the routes which they usually used to access health and wellbeing information. As respondents were able to select more than one option the percentages will not sum to 100%.

**Fig 20: routes usually used by JOHs to access the welfare services.**

Other (please specify):



35% of judicial office holders selected the *Other* option, and as this equates to over 1,593 comments, these responses will be considered when looking at actions to better promote welfare services and wellbeing support. The top four most popular routes were:

- Checking health and welfare pages on the judicial intranet – 22%
- Targeted e-mails – 17%
- Intranet news items – 16%
- Weekly news bulletins – 14%

All judicial office holders who completed the survey were asked whether they would be more likely to try a new health, wellbeing or welfare service if it had been endorsed by a colleague. 46% said yes, 9% said no and 45% said that their decision would be based on whether they were interested in the wellbeing topic.

All judicial office holders were then asked to respond to a series of statements about their awareness of how to access services, including e-learning. The results are captured in the table below, *Table 5*. Numbers have been rounded so may not sum to 100%.

**Table 5: knowledge of how to access services.**

Statement	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Number who did not respond <sup>24</sup>
I know how to access the judicial welfare services when I need to	5%	28%	27%	30%	10%	10
I know where the judicial welfare services can be found on the judicial intranet	5%	29%	23%	32%	10%	28
I know how to access the wellbeing e-learning: Managing Stress and Building Resilience and Mindful Judging on LMS	5%	28%	25%	32%	10%	29

24 This column is the actual number of judicial office holders who did not select a response to that particular statement.

Finally, judicial office holders were asked to select which wellbeing topics they would like to see more information on. They were asked to select all wellbeing topics that were of interest to them. The top five results are captured in the table below in *Table 6*.

**Table 6: top five wellbeing topics judicial office holders would like more information on.**

The top five wellbeing topics that JOHs would like to see more information on:	JOHs as a percentage
Stress/resilience	40%
Work/life balance	30%
Mental wellbeing	29%
Mindfulness	21%
Information on health checks	18%

## Annex A – The demographic of the survey group

This section of the survey was voluntary, and a *prefer not to say* option was included. Of all the judicial office holders who completed the survey, 9% decided not to complete the diversity questions, providing a response rate of 91%.

In some instances, JOHs may have bypassed a question that they did not want to answer rather than select the *prefer not to say* option. Due to some rounding, percentages may not sum to 100%. Low percentages representing less than ten judicial office holders have been redacted as annotated.

Results have not been captured for those who selected the option not to complete the diversity questions, but nevertheless used the back button within the survey to complete some of the diversity questions anyway.

### Age

Under 40	3%
40-44	5%
45-49	7%
50-54	12%
55-59	20%
60-64	27%
65 -70	23%
Over 70	3%

### Gender<sup>25</sup>

Female	53%
Male	46%
Non-binary	-
Other	-
Prefer not to say	1%

<sup>25</sup> The percentage has been redacted where a low percentage represents less than ten judicial office holders.

## Ethnicity<sup>26</sup>

Arab	-
Asian or Asian British - Bangladeshi	-
Asian or Asian British - Chinese	-
Asian or Asian British - Indian	2.2%
Asian or Asian British - Pakistani	0.6%
Any other Asian background	0.3%
Black or Black British - African	0.7%
Black or Black British - Caribbean	1.2%
Any other Black/African/Caribbean background	-
Mixed -White and Asian	0.8%
Mixed - White and Black African	-
Mixed - White and Black Caribbean	-
Any other Mixed/Multiple ethnic background	0.6%
White - English, Welsh, Scottish, N Irish, British	84.1%
White - Gypsy or Irish Traveller	-
White - Irish	2.1%
White - Any other White background	4.7%
Any other ethnic group	0.5%
Prefer not to say	1.4%

26 The percentage has been redacted where a low percentage represents less than ten judicial office holders.

### Disability<sup>27</sup>

Yes	21.8%
No	75.6%
Prefer not to say	2.6%

### Caring responsibilities

Yes	35%
No	63%
Prefer not to say	1%

### Religion or belief

Buddhist	0.4%
Christian (any denomination)	56%
Hindu	1%
Jewish	3%
Muslim	1%
Sikh	1%
Any other religion or belief	2%
No religion or belief	33%
Prefer not to say	4%

### Sexuality

Bisexual	1%
Gay man	4%
Gay woman/lesbian	1%
Heterosexual or Straight	90%
Other	0.3%
Prefer not to say	3%

<sup>27</sup> The information in this table captures all judicial office holders that answered yes to the question: *Do you have a disability or underlying medical condition?*

**Type of school attended between the ages of 11 -18<sup>28</sup>**

I don't know	-
Bursary/assisted place at Independent/Fee paying school	5%
Mainly attended a UK independent/Fee paying school	18%
Mainly attended a UK State School	71%
Mainly attended a school outside the UK	4%
Prefer not to say	2%

**Higher education<sup>29</sup>**

I did not attend University or a Polytechnic	15%
I and one/both parents attended University or a Polytechnic	29%
I attended but neither parents attended University or a Polytechnic	54%
I prefer not to say	2%

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28 The percentage has been redacted where a low percentage represents less than ten judicial office holders.

29 There is not a requirement for magistrates to have studied at a University or a Polytechnic or to have any professional legal qualifications.

## Judicial Wellbeing Action Plan – 2022

The Judicial Wellbeing Action Plan for 2022 has been created to reflect the key outcomes from the judicial wellbeing survey. Action in relation to the questions on bullying, harassment and discrimination is being taken forward separately as a priority under the Diversity and Inclusion Strategy. Further research and analysis is underway to help understand better the broader factors that give rise to incidences, and to explore effective ways of preventing, reporting and resolving issues.

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
Supporting judicial office holders who experience stress	To provide the relevant stress support tools to judicial leaders with a view to assisting them to better support the judicial office holders for whom they have pastoral responsibility.	To develop a judicial stress assessment tool and to provide supporting guidance for leadership judges.	Early intervention to provide appropriate stress support with regular reviews. Early referrals to the judicial, occupational health provider so that actions are in place to support the judiciary before they become unwell.	Increase in the number of early occupational health referrals. Reduction in sickness absence due to stress.	Quarter 2

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
Supporting judicial office holders who experience stress	To provide greater support to judges with portfolio responsibility for welfare (welfare judges).	The introduction of an HR single point of contact (SPOC) to provide welfare judges with quick, direct access to a Senior HR Casework Manager (SCM). This role was introduced in January 2022. An induction pack for welfare judges new to the role was created and circulated in December 2021. An information session for welfare judges on current welfare support is scheduled for quarter one. HR SPOC to set up regular review meetings with the welfare judges.	Judges with portfolio responsibility for welfare are fully aware of developments to the judicial wellbeing offer and are able to provide quick, effective peer support.	Feedback from the welfare judges. Early interventions including access to welfare services and an increase in the number of referrals to general and specialist welfare support.	Quarter 1
Supporting judicial office holders who experience stress	To support the resilience of judicial leaders and to provide an opportunity for judicial leaders to discuss common concerns with their peers.	Explore options for a reflective practice coaching (pilot) for judicial leaders.	Creation of a pilot scheme that offers a non-judgemental space where judicial leaders can support one another by discussing common concerns and solutions.	The pilot will include a review with participating judicial office holders to identify the key wellbeing benefits.	Scoping work to begin in quarter 1. Ongoing throughout quarter 2 and 3.

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<p><b>Dealing with anxiety</b></p>	<p>To ensure that the right support is in place to enable judicial office holders to seek prompt intervention and support when needed, and to support leadership judges in discharging their pastoral responsibilities.</p>	<p>To consider the options for building capability and awareness among judicial leaders so that they can offer early support and advise on access to professional welfare support. HR to do more to promote professional welfare support services and to regularly review uptake of those support services.</p>	<p>Increased awareness among the judiciary of the welfare support available. Increased take up of counselling services and specific types of professional support such as Cognitive Behavioural Therapy (CBT).</p>	<p>Monthly management information on use of counselling and specialist services such as CBT. Increase in the number of early occupational health referrals.</p>	<p>Scoping work to begin in quarter 2. Ongoing throughout the year.</p>

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<p><b>Better support for judicial office holders that have a disability</b></p>	<p>To work with HM Courts and Tribunals Service (HMCTS) to promote and improve the efficiency of the provision of workplace adjustments and display screen equipment (DSE) workstation support for all judicial office holders.</p>	<p>Action to be led by the Workplace Adjustments Working Group (WAWG)<sup>30</sup> with support from Judicial HR, who will continue to work with HMCTS to promote awareness of disability support to the judiciary including the process for implementing workplace adjustments, use of the Workplace Adjustment Passport and awareness of supporting guidance. Work will include options for making the workplace adjustment process more timebound and will build on the effective route for escalating concerns through the WAWG, which was introduced in May 2021.</p>	<p>Greater awareness among judicial office holders, including judicial leaders, of the disability support and guidance and workplace adjustments which provide support to judicial office holders with a disability in accordance with the Equality Act 2010.</p>	<p>Improved, shorter timeframes for implementing reasonable adjustments. Tracking systems and updates to keep judicial office holders informed of progress. Increased awareness and use of the Workplace Adjustment Passport.</p>	<p>Work has taken place throughout 2021 and is due to be completed in quarter 2.</p>

<sup>30</sup> The Workplace Adjustment Working Group is led by a judicial office holder and supported by representatives of Judicial HR, HMCTS, Governance and Assurance and HMCTS Senior Management (Operational).

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<p><b>Better support for judicial office holders that have a disability</b></p>	<p>To increase awareness and confidence among judicial leaders to ensure the best support is in place for judicial office holders with physical and/or mental disabilities.</p>	<p>To scope options to deliver workshops for judicial leaders so that they can better support judicial office holders to access the full range of disability support available, including welfare support and to have a clear understanding of the range of both physical workplace adjustments and adjustments to judicial duties which can support disabled judicial office holders to effectively carry out their judicial roles.</p>	<p>All judicial leaders will have an increased awareness of how best to support disabled judicial office holders including an increased awareness of when to draw on HR and/or HMCTS assistance.</p>	<p>Data to assess an increase in awareness and confidence among judicial leaders in supporting judicial office holders with disabilities.</p>	<p>Scoping to begin in quarter 2 and then ongoing throughout 2022.</p>

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<p><b>Enabling judicial leaders to provide welfare support</b></p>	<p>To offer support and guidance to judicial leaders so that they can effectively support the wellbeing of those they lead and manage their own wellbeing.</p>	<p>To publish additional bitesize resources on the Leadership Hub to help judicial leaders to support the wellbeing of those they lead, and to support the wellbeing of judicial leaders themselves.</p>	<p>To ensure that judicial leaders have sufficient and relevant information to enable them to discharge this responsibility.</p>	<p>A quarterly analysis of traffic on the leadership hub.</p>	<p>The Leadership Hub was launched in October 2021 with a range of different materials. This action will be ongoing throughout the year.</p>
	<p>To provide short awareness workshops/sessions to judicial leaders on good HR and wellbeing practice including sessions on HR processes relating to the management of sickness absence.</p>	<p>Judicial leaders have greater familiarity with and increased awareness of HR processes and how these align with their pastoral responsibilities.</p>	<p>Regular review meetings with judicial leaders and HR professionals.</p>	<p>Scoping work to begin in quarter 1 action ongoing throughout the year.</p>	
	<p>To explore options for designing and delivering an annual leadership development programme with a specific focus on leading change (the HMCTS Reform programme). This will include reference to various wellbeing models, tools and resources.</p>	<p>To ensure that judicial leaders feel confident and able to provide the necessary support and leadership to judicial office holders during periods of change and uncertainty.</p>	<p>Increased levels of confidence among judicial leaders in leading change and supporting others through change.</p>	<p>Scoping work and delivery of the Challenge of Change webinars to be delivered in quarter 1.</p>	

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
Extending and improving HR welfare services	To provide a mediation service that can be accessed by all judicial office holders.	To expand the mediation offer for judicial office holders by providing a cost-effective service to enable all judicial office holders to access mediation as a means of resolving informal disputes.	All judicial office holders are aware of mediation as an option. Mediation is more widely used as route to resolve disputes at an early stage.	Data on use of the mediation service and feedback from the judiciary on the quality of the service.	End of quarter 1 for the launch of the service. Evaluation will be ongoing throughout the year.
	Ensuring that judicial office holders and judicial leaders are aware of the complaints procedures and the support that is available.	To determine effective modes of communication including; electronic, oral and written (e.g. posters) to raise awareness.	All judicial office holders are aware of the complaints procedures (this could result in a rise in cases). Data will capture the use of the different routes/ support used.	Management information (MI) on the volumes of complaints.	Quarter 2.
	To obtain management information on the types of complaints raised identifying any trends with a view to better supporting an inclusive culture.	To capture and evaluate data on complaints including diversity data.	Provide intelligence on trends which can inform policy development and support tailored initiatives.	An effective evaluation system.	Work began in 2021 and further data capture work will commence in quarter 1.

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<p><b>Extending and improving HR welfare services</b></p>	<p>To support judicial office holders experiencing menopause to access the support that they need and to ensure that judicial leaders have the knowledge to participate in meaningful and supportive conversations.</p>	<p>To produce guidance on menopause which will include information on; early support, workplace adjustments and advice on where to obtain additional expert support. The guidance will be promoted through news articles written by judicial office holders.</p>	<p>Judicial office holders going through menopause are fully supported and the subject is openly discussed.</p>	<p>MI on the number of visitors to the judicial intranet page on menopause. An increase in occupational health referrals to support workplace adjustments.</p>	<p>End of quarter 1 with a review at the end of quarter 2.</p>
	<p>To introduce mechanisms for judicial office holders to provide feedback on welfare services with a view to reviewing the quality of the services and seeking permission to use feedback to market services across the judiciary.</p>	<p>To produce user friendly online feedback forms for judicial office holders that use the welfare services and to collate MI.</p>	<p>Better management information that captures quality and allows for more timely feedback where improvements are required. More evidence of services being endorsed by the judiciary.</p>	<p>An effective evaluation system. Regular meeting with external providers to share high level feedback.</p>	<p>Work to begin in quarter 1 and ongoing throughout the year.</p>

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
<b>Extending and improving HR welfare services</b>	To identify opportunities to extend the welfare services for judicial office holders and to identify opportunities to trial new cost-effective services.	To increase direct access to the Judicial Assistance Provider. To review elements of the current provision and consider where services may be extended or modified and new services piloted.	The welfare offer remains relevant as demonstrated by use and new welfare services are fully evaluated to determine effectiveness before being rolled out across the judiciary.	Measures to be identified on a project by project basis.	Increased direct access to the Judicial Assistance Provider in place by the end of quarter 1, the remainder ongoing throughout the year.
<b>Raising awareness of the judicial welfare services</b>	Promote and encourage greater use and take up of the judicial welfare provision.	Production of an annual wellbeing calendar containing wellbeing topics based on national wellbeing days. The calendar for 2022 drew on data identifying the most popular items in 2021 and the wellbeing survey responses. Judicial welfare posters to be designed and displayed in judicial rest rooms.	All judicial office holders are aware of the welfare support available. Data to show an increase in uptake of services wellbeing news items have a high number of views.	Article publication dates and data on the number of views/hits for these articles.	Wellbeing calendar in place in quarter 1. Posters in place during quarter 2.

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
Raising awareness of the judicial welfare services	Increase awareness and use of the <i>Professional Support Conversation</i> <sup>31</sup> for salaried judges working in Crime, Family and Immigration.	Promoting the service including personalised e-mails to be sent annually to all eligible judicial office holders.	An increase in the use of the professional support conversations and meaningful data on the quality of the service.	Monthly data on use of the service and feedback questionnaires on the on quality of the service.	Quarter 1
	25% of all wellbeing news items to be written by a judicial office holder with a view to supporting an ongoing conversation about mental wellbeing and to use personal recommendations to publicise welfare services.	To encourage judicial office holders to write wellbeing articles/stories that are likely to resonate with colleagues and to provoke interest in the welfare services.	Wellbeing articles written by judicial office holders to become a regular feature. Increased readership of articles (views/hits) and increased take up of welfare services. Work continues to naturalise the conversation about mental wellbeing.	Number of articles produced by judicial office holders. Article publication dates and data on the number of views/hits for these articles.	Ongoing throughout 2022.

31 A bespoke service that is offered in recognition of the cumulative effect that constant exposure to disturbing graphic material and evidence of traumatic events and horrific crimes can have on those that work in these jurisdictions.

Key activity	Aim	Task	Expected outcome	Measures	Quarter in which task will be completed (calendar year)
Facilitating peer support	<p>Judicial HR to continue to support the nominated judicial office holders (NJOH) to enable them to effectively discharge their responsibilities in accordance with the whistleblowing and grievance policies.</p> <p>To establish a network of judicial volunteers - wellbeing leaders supported by judicial HR to embed judicial wellbeing within all courts and tribunals.</p>	<p>Initial actions were completed in 2021. Remaining actions include: Judicial HR to deliver an awareness session for NJOHs and welfare judges covering the revised Judicial Grievance Policy.</p> <p>To work with the judiciary to establish a network of judicial wellbeing leaders for each jurisdiction or chamber that can inform colleagues, share wellbeing information promote the welfare services and contribute to writing welfare articles.</p>	<p>NJOHs and welfare judges have a full understanding of their responsibilities in relation to both the whistleblowing and grievance policies.</p> <p>The concept of judicial wellbeing is fully embedded and is naturally considered as part of the day to day working of courts and tribunals.</p> <p>Demonstrates the importance of judicial wellbeing and provides another route for judicial office holders to obtain information.</p>	<p>HR and the lead judge to hold meetings with NJOHs which will take place each term.</p> <p>Increase in the number of wellbeing leaders across jurisdictions and tribunals.</p>	<p>Quarter 1</p> <p>Quarter 3 and ongoing.</p>





