

# **Judicial College Activities Report 2021-2022**





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# Foreword

## Chair of the Judicial College

This Annual Activities Report sets out the Judicial College's achievements during the 2021-22 training year. As we emerge from the pandemic, training for judicial office holders continues to play a crucial part in the recovery of the justice system and contributes to enhancing public confidence in that system.

In 2021-22 we returned to a full and ambitious programme of training and reintroduced face-to-face seminars. As you will see from this report, we were successful in our aims.

We also continued to look to the future and to consider how we can play our part in supporting the judiciary's wider aims. The Judicial College published its Strategy for 2021-2025 which sought to be forward-looking and outward-facing, responsive to the wider justice system and the judiciary's needs within that. Diversity and inclusion is woven throughout the Strategy to support the judiciary's overarching approach.

I am proud of what we have already achieved towards delivery of our strategic objectives, in particular the development of new training on the harms caused by domestic abuse, our renewed focus on magistrates' training and our work in support of the judiciary's diversity and inclusion aims.

My thanks go out to all those involved in the creation, development, delivery and administration of this important work.

**The Rt. Hon Lady Justice (Eleanor) King DBE**



# Introduction

The Judicial College ('the College') fulfils statutory judicial training responsibilities on behalf of the Lord Chief Justice, Senior President of Tribunals and Chief Coroner. The Chair of the College, Lady Justice (Eleanor) King, accounts to them and to the senior judiciary through her membership of the Judicial Executive Board. The College delivers training for courts and tribunals judges, tribunal members, coroners and coroners' officers, magistrates and, where appropriate, magistrates' legal advisers; with the exception of coroner's officers, these roles are collectively referred to as judicial office holders.

The College's overriding objective is to provide training, resources and publications of the highest standard, thereby strengthening the judiciary's capacity to discharge their functions effectively.

In December 2021 the College published its Strategy for 2021-25. In setting out our aims the Strategy adopts the following objectives:

**Objective 1: Playing our part in ensuring the judiciary has the right skills and knowledge**

**Objective 2: Meeting the future needs of the magistracy**

**Objective 3: Preparing for innovation and change**

**Objective 4: Effective leadership**

**Objective 5: Contributing to a transparent and outward facing judiciary**

**Objective 6: High quality support for modern training**

This work of the College includes:

- providing induction training for those taking on a judicial role for the first time, as well as those taking on responsibilities in new areas of law (jurisdictions) or undertaking new roles; and
- ongoing continuation training for existing judicial office holders, to keep them up to date on developments and specialist skills in their jurisdictions.

The College provides training that:

- strengthens the capacity of those in judicial roles to discharge their functions effectively, including judgecraft skills, inclusive leadership and management;
- helps leadership judges to promote professional development and career progression;
- supports judges to thrive whatever their personal or professional background;
- contributes to the efficiency and effectiveness of the administration of justice, in line with the wider ambitions of the senior judiciary; and

- promotes and supports judges' ability to treat court and tribunal users, colleagues, and staff in an inclusive and fair manner.

The Judicial College Board is the governing body of the College and reports into the Judicial Executive Board. It sets the overall strategy for the College and oversees the delivery of training within allocated resources. The members as at 31 March 2022 were:

- Lady Justice Eleanor King (Chair of the Judicial College)
- Mrs Justice Cheema-Grubb (Chair of the College's International Training Committee)
- Employment Judge Mark Emerton (Tribunal Judge Member)
- Dominic Goble JP (Magistrate Member)
- Mr Justice Martin Griffiths (Chair of the College's Wales Training Committee)
- Mrs Justice Maura McGowan (Director of Training for Senior Judiciary and Chair of the College's Courts Committee)
- Upper Tribunal Judge Melanie Plimmer (Chair of the College's Tribunals Committee)
- His Honour Judge Jeremy Richards KC (Director of Training for Courts)
- Employment Judge Philip Rostant (Director of Training for Tribunals)
- Mr Justice Pushpinder Saini (Director of Training for Magistrates)
- Amelia Wright (Executive Director of the Judicial College)

Upper Tribunal Judge Melanie Plimmer was appointed as Chair of the Tribunals Committee in March 2022 succeeding Upper Tribunal Judge Paula Gray who, along with Mr Justice Jeremy Baker, were members of the Judicial College Board until February 2022.

The College delivers training for around 21,500 judicial office holders (including around 12,500 magistrates) and almost 450 coroners' officers (not judicial office holders).<sup>1</sup> 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 for a four-year term as Director of Training for Courts and Tribunals respectively. They provide day-to-day judicial oversight of College programmes of training and strategic direction. His Honour Judge Jeremy Richards KC, Director of Training for Courts, is responsible for Courts, Magistrates and Coroner training.

Employment Judge Philip Rostant is responsible for Tribunals training. Together they are joint Deans of the Faculty with oversight of cross-jurisdictional training and training provided in support of foreign judiciaries. Both Directors of Training work collaboratively with the Executive Director who leads the staff teams – administrative, professional and technical – that support judicial office holder training. The College staff are part of the Judicial Office officials who support the judiciary.

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<sup>1</sup> As of 1 April 2022. Data available at [Diversity of the judiciary: 2022 statistics](https://www.gov.uk/government/statistics/diversity-of-the-judiciary-2022-statistics) - GOV.UK ([www.gov.uk](https://www.gov.uk))

From mid-March 2020 the College's training programme and approach underwent 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 returned to a full training programme from April 2021 with the reintroduction of continuation training for all judicial office holders. Training was delivered digitally up to September 2021, with the exception of one face-to-face pilot in July. The pilot was part of the preparations and planning for the reintroduction of in-person events, with induction training prioritised for face-to-face training. From September 2021 the College delivered 63% of its training face to face.

During the period covered by this report (April 2021 to March 2022) 414 courses were delivered attended by a total of 17,822 participants.



## **Objective 1: Playing our part in ensuring the judiciary has the right skills and knowledge**

**The College will support all judicial office holders in their learning and development, responding as it increases in number and diversity and will contribute to justice system recovery from the pandemic.**

The College's training supports post-pandemic recovery of the justice system, building judicial capability by providing induction training and offering continuation training in line with requirements.

### **Induction Training Events**

Delivering induction training is a priority for the College. This is training for newly appointed judicial office holders, judicial office holders newly-authorised in new jurisdictions and judicial office holders in new roles of responsibility. Between April 2021 and March 2022 108 induction courses were delivered to a total of 3,217 participants. 56 of these induction events were in courts jurisdictions for 1,529 delegates. 51 of these induction events were in tribunals for 1,663 delegates and one induction event was delivered for 25 coroners. 1,858 participants attended induction training face-to-face and 1,359 digitally.

As part of courts inductions, two face-to-face induction seminars were delivered to 30 newly appointed magistrates. Legal advisers provide magistrates with legal advice in court. 17 induction seminars were attended by 288 legal advisers. Six of these seminars were delivered digitally to 88 legal advisers and 11 training events were face-to-face, attended by 200 legal advisers.

### **Continuation Training Events**

The College also provides ongoing training to existing judicial office holders. This is known as continuation training. 306 continuation training events were provided to 14,605 participants. 104 courts training events were delivered to 4,297 delegates, 59 of which were face-to-face events. 191 tribunals training events were delivered to 9,853 delegates, 83 of which were face-to-face events. 11 coroners training events were delivered to 455 coroners, all of which were face-to-face events.

As part of courts continuation training, the College delivered 15 continuation training events for magistrates. 11 were digital events to 204 delegates and four were face-to-face events to 60 delegates. For Legal advisers, ten continuation training events were delivered to 140 delegates; six were digital events and four were face-to-face.

### **Cross Jurisdictional training**

Cross-jurisdictional training is training that is not specific to any particular jurisdiction and is therefore relevant to all judicial office holders. The Faculty Induction Seminar is offered to all new judges to complete within their first 12 months of sitting. The course provides newly appointed judicial office holders with common skills and knowledge at the start of their judicial career to complement their jurisdiction specific induction. The College delivered 17 Faculty Induction Seminars to 478 delegates. In addition, 30 other cross-jurisdictional training events were delivered to 479 delegates. 28 events were delivered digitally, and 19 events were delivered face-to-face.

### Publications

The College has published a number of resources during the course of the 2021-22 training year, including:

**Crown Court Compendium** – In August 2021 and again in December 2021 the College published updates to the Crown Court Compendium. The main aim of the Compendium is to provide guidance on directing the jury in Crown Court trials and when sentencing. It also contains some practical suggestions in other areas, for example on jury management.

**Equal Treatment Bench Book** – The Equal Treatment Bench Book (ETBB) is a key work of reference for judicial office holders and a source of guidance on the wide range of practical matters that may arise in a hearing and on the social context of judging. The ETBB is reviewed and updated by a judicial editorial panel, led by Employment Judge Tamara Lewis and under the supervision of the Directors of Training, on behalf of the Judicial College Board. In December 2021, the College published an update to the ETBB. Regular e-alerts were sent to the judiciary on topics of particular interest and/or when changes were introduced.

**Tribunals Journal** – This publication is a collection of articles, updates and information of interest to tribunals judges. It was published in October 2021, June 2021 and March 2022.

**Youth Defendants in the Crown Court** – This publication is an essential judicial reference tool that brings together the information relating to young defendants that a Crown Court judge needs to know. An updated edition was published in March 2022.

### Domestic Abuse Training

In April 2021, the College on behalf of the Lord Chief Justice and in consultation with the President of the Family Division, commenced work to update all family training in light of four recent Court of Appeal judgments, the 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 2021. Refreshed and updated specialist digital training on domestic abuse was launched in October 2021 for all family judges, including Recorders and Deputy District Judges. New digital essential domestic abuse training to meet the needs of magistrates and legal advisers was launched in November 2021.

New training that addresses attitudinal and behavioural issues found in domestic abuse cases was designed and prepared ready for roll out from April 2022. It will form a substantial part of compulsory family and civil continuation training seminars for the 2022/23 training year.

### Diversity and Inclusion Audit

The Lord Chief Justice published a Judicial Diversity and Inclusion Strategy in 2020. The College is committed to contributing to its delivery and therefore diversity and inclusion is woven throughout College's Strategy. In line with our strategic commitments, a survey of all training delivered by the Judicial College was undertaken from May 2021, to identify the current levels of understanding and provision in relation to matters of diversity and inclusion and identify potential areas for change and improvement. The survey was phase one of the College's training audit. Phase two of the audit involved work to ensure that the topic of bias is included in all induction training and in continuation training as appropriate and to ensure that all induction training delivered from April 2022 promotes the themes of diversity, inclusion and accessibility. Phase 3 begins in the 2022/23 training year and includes support and advice to judicial trainers on the diversity, inclusion and accessibility of their induction and continuation training.

## **Wellbeing and resilience**

The College continued to develop wellbeing courses and materials. As part of the Challenge of Change series of webinars (see Objective 4: Effective Leadership), delivered in support of the HMCTS Reform Programme, webinars were open to all judicial office holders which covered the importance of wellbeing through periods of change.

## Objective 2: Meeting the future needs of the Magistracy

**The College will raise the profile of magistrates training, making sure that the volume, type and range of training supports the magistracy of the future.**

### Review of Magistrates Training

In 2020, the College undertook a review of magistrates training which led to the development of recommendations for the future of magistrates training. The review acknowledged the great efforts of all involved in magistrates training and the exceptional achievements with limited resources. It also recommended that change was needed to better support delivery against magistracy training requirements to meet the future needs of the magistracy. During this reporting period work began on bringing magistrates training closer to the College. The College mobilised a team to consider the quality of magistrates training, as well as its delivery, impact and governance.

### Resources and Training for Magistrates

As well as looking to the future of magistrates training, the College continued to deliver training and resources for magistrates, in support of building magistrates' capacity in support of justice system recovery.

In 2021 the College, in collaboration with the Sentencing Council, launched a jointly developed pronouncement-card builder. The builder supports magistrates in giving accurate and full pronouncements in court by allowing them to select relevant pronouncement card(s) by dragging them into a chosen order to create and view a single page of text which can be read out.

The College and the Magistrates Association undertook work to merge the 'Getting More out of Mentoring' pocketbook and the 'Mentoring Companion' workbook into one document. This new resource will be useful for those who are new to mentoring or thinking of taking up a mentor role. The workbook was published in January 2022.

Also, in January 2022 the Magistrates Association and the College jointly published resources to provide magistrates with detailed information about activities (such as appraisal) that occur outside of court to support the magistracy, as well as support the development of skills necessary to carry out those roles.

In March 2022 the Judicial College published Modern Slavery eLearning for magistrates comprising two modules, as well as a legal adviser training pack.

The Public Service Pensions and Judicial Offices Act 2022 allows retired magistrates aged between 70 and 75 (on 10 March 2022, the date the Act received Royal Assent) to apply to be reinstated to the magistracy where there is a business need. The College worked with HMCTS to develop the training provision for returning magistrates.

In May 2022 magistrates sentencing powers were extended from six to twelve months for a single triable either way offence through existing provisions in Criminal Justice Act 2003 (now contained in the Sentencing Act 2020). The College developed an eLearning package for magistrates and legal advisers on increased sentencing powers which was launched in March to allow time for it to be completed prior to the new provisions coming into force and was supplemented by HMCTS led webinars.

## Objective 3: Preparing for innovation and change

**The College will be at the forefront of providing training to support judges with developments in the way justice is administered, including through the Reform Programme.**

### **HMCTS Reform Programme**

In 2016, HMCTS launched an ambitious portfolio of reforms aimed modernising the justice system, reduce bureaucracy and provide easier, and more flexible digital access to justice. During 2021-22, the College provided training and resources for all of the modernisation projects including on:

- digital access to papers for judges and magistrate;
- digital filing system, digital case management system;
- online hearings providing more flexibility for those who may not be able to attend in person;
- new online processes for divorce; and
- online processes for listing hearings, managing cases and allocating work.

The College produced 72 new training materials with 182 pre-existing training materials reviewed and updated. These materials have been accessed by 19,656 learners throughout the year. The College, in collaboration with HMCTS delivered 51 webinars to 1,349 attendees. These webinars have also been accessed 387 times via the recordings.

## **Objective 4: Effective leadership**

**The College will deliver high quality leadership training that develops the capability and adaptability of judicial office holders in leadership positions.**

### **Leadership Training**

The Essential Leadership Programme is a three-day foundation training course for new leadership judges. In 2021-22 the College delivered three Essential Leadership Programmes. The College also undertook work to refresh the content of the Essential Leadership Programme, ready for the 2022-23 training year. It includes guidance on the role of leadership judges in achieving the aims of the Diversity and Inclusion Strategy, covering implicit bias for leaders, emotional intelligence, wellbeing and stress management and activities on career aspirations and progression. One Senior Induction Course was delivered for six delegates.

The College delivered four leadership master classes on two topics – ‘Inclusive Leadership’ and ‘Leading through uncertainty’ which were delivered in partnership with experts in organisational psychology and focussed on practical steps that leadership judges can take to support judicial office holders. The College also ran four Leadership Conversation sessions, which is a half day of group coaching.

This year the College, in collaboration with the Judicial Office, commissioned external expertise to help identify and analyse the nature of any challenges to inclusion, including a deeper exploration of bullying, harassment and discrimination within the judiciary. This complements work that is already underway across the judiciary, under the direction of judicial leaders, and aims to build a better understanding of these issues, so that training and other initiatives delivered in 2022 and beyond can address any underlying causes.

### **Leadership training for magistrates**

In 2021-22, the College provided training for new magistrates in leadership roles. The College delivered two Bench Chair continuation courses for 30 delegates, which were conducted face to face. A Deputy Bench Chair continuation course was delivered digitally to 84 delegates across five events. Two Deputy Bench Chair induction courses were delivered face to face to 30 delegates. The training now includes support on meeting their diversity responsibilities including on how to encourage an inclusive and respectful culture and working environment.

### **Challenge of Change**

In January 2022 the College launched the Challenge of Change leadership training, in support of the Reform programme. This series of webinars contributed to the aims of the Judicial Diversity and Inclusion Strategy by enabling leadership judges to lead other judicial office holders through change and make sure everybody feels included in, and supported through, change. 769 judicial office holders registered to attend one of eight Challenge of Change sessions. Among these, 86 leadership judges attended “Challenge of Leading Change”, a webinar designed for leadership judges supporting judicial office holders through Reform.

## **Objective 5: Contributing to a transparent and outward facing judiciary**

**The College will collaborate, assist and develop relationships with foreign judiciaries and where appropriate the College will draw in external expertise to advance our understanding of, and keep pace with, educational, academic, societal, technological, and cultural advances.**

### **External Expertise**

The Judicial College continued to draw in external providers to contribute to judicial training, including in the development of training on domestic abuse and work commissioned to help identify and analyse the nature of any challenges to inclusion, including a deeper exploration of bullying, harassment and discrimination within the judiciary.

### **International Work**

In May 2021 Mrs Justice Cheema-Grubb was appointed as the Chair of the International Training Committee. Director of International Training HHJ Rachel Karp was succeeded by HHJ Martin Picton in November 2021. The College has been an observer of the European Judicial Training Network since the UK left the EU but continues to participate at an equal level in its work. The College was represented at its conference in Greece in March 2022.

The College has also hosted a visit from the Kenyan judiciary, provided support to Nigeria's judicial training project and supported Zambia in its work to establish its own Judicial College.



## **Objective 6: High quality support for modern training**

**The College is a world-class leader in judicial education and will continue to evolve and reaffirm its exemplary position.**

### **New Learning Platform**

The Judicial College's Learning Management System is a digital platform which enables judicial office holders to book on to courses, as well as undertake a range of online learning resources, materials and e-learning modules. During the 2021-22 training year extensive work was undertaken to procure and develop a new learning platform that will meet the future needs of the College and the expectations of modern users. It will provide a more intuitive and accessible learning experience to enhance the planning, access and delivery of high-quality judicial training. The new digital learning platform will be launched in summer of 2022.

### **Welsh Language**

The College continued to support Welsh language training for judicial office holders. The Welsh Language Act 1993 provides that in any legal proceedings in Wales, the Welsh language may be spoken by any party, witness, or other person who desires to use it. Section 5 of the Act refers to a principle that in the conduct of the administration of justice in Wales the English and Welsh languages should be treated on a basis of equality. In March 2022, the College delivered a Welsh Language Seminar for judicial office holders, also extending the invitation to members of the devolved tribunals judiciary. The aim of the seminar was to support judicial office holders to develop their confidence and proficiency in the use of the Welsh language when interacting with court users and to share experiences and best practice on conducting trials and hearings in Welsh.

### **Evaluation**

In 2021, new questions were added to College course evaluation and feedback forms to improve the information collected about how diversity and inclusion is threaded through its training activities.

### **Accessibility**

During 2021-22 work was undertaken to ensure that all training materials produced by the College and all other documents submitted or published meet government standards on accessibility. As part of the development of the new Judicial Learning Platform, College teams have worked to provide assurance that the materials hosted on the new platform meet government standards. These resources take the form of various media including videos, text documents, podcasts and documents supporting face-to-face delivery.

### **Supporting Judicial Trainers**

The College provides courses designed to support judicial office holders responsible for training course design, content and delivery.

The Course Design Seminar provides training on the design and delivery of seminars. In the 2021-22 training year, one Course Design Continuation Seminar was delivered to 10 delegates and one course design induction seminar was delivered to three delegates.

The Digital Design Tools Seminar aims to increase judicial trainers' levels of confidence in using digital tools in training events. The College delivered four Digital Design Tools seminars to 13 delegates.



The Facilitation Skills Seminar develops and consolidates effective facilitation skills in both online and face-to-face learning environments. The College delivered two Facilitation Skills Induction Seminars to 55 delegates new to judicial training. In addition, two continuation seminars were run for 44 delegates who were existing judicial trainers. One Facilitation Skills for Coroners course was also delivered to five delegates.

### **Governance**

The Board of the Judicial College is the governing body of the College, tasked with setting the overall strategy and overseeing the delivery of training through the work of the College's committees, the Executive Director and the Directors of Training. Reporting to the College Board are the:

- Tribunals Committee (supported by Planning Committees);
- Courts Committee (supported by Planning Committees and Sub-Committees for Magistrates training);
- Wales Training Committee;
- International Training Committee; and
- Faculty Training Group.

In 2021-22 the College undertook a review of its governance structure to ensure it continued to align with, and drive forward, strategic delivery. The Judicial College Board considered recommendations in March and we are currently implementing changes.

Diversity and Inclusion has been introduced as a standing item in reporting to, and for discussion at, the Judicial College Board. The extent and impact of diversity and inclusion training will be reviewed regularly through our reporting and governance.

# Judicial College Resources

The College's administrative staff are led by Amelia Wright, Executive Director. During this reporting period the College reorganised its structure to support future delivery. The Executive Director also oversees the Digital Services Team which focuses on development and ongoing improvements to digital products and services for the Judicial Office as a whole (including the Judicial College).

This table shows the summary of College expenditure for the 2021-22 training year.

Summary of Expenditure 2021-22	Total £'000
Judicial Fees	9,871
Venue Costs	3,929
IT and Digital	658
Consultancy Costs	428
Judiciary Training	147
Travel, Subsistence and Other	38
Legal Fees	20
Magistrates Association Training Grant	10
Printing, Postage, Telecoms and Office Expenditure	1
<b>Total</b>	<b>15,234</b>



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