

Judicial College Activities Report 2022-2023



Contents

| | |
|---|-----------|
| Foreword | 2 |
| Introduction | 3 |
| Objective 1: Playing our part in ensuring the judiciary has the right skills and knowledge | 5 |
| Objective 2: Meeting the future needs of the magistracy | 8 |
| Objective 3: Preparing for innovation and change | 10 |
| Objective 4: Effective leadership | 11 |
| Objective 5: Contributing to a transparent and outward-facing judiciary | 12 |
| Objective 6: High-quality support for modern training | 14 |
| Judicial College Resources | 17 |

Foreword

Chair of the Judicial College

This report sets out both the Judicial College's achievements during the 2022-2023 training year and its progress in delivering the objectives in our 2021-2025 Strategy.

The College has continued to support the increased greater capacity and diversity seen in the judiciary this year, to which end it has delivered 86 induction courses for 2,300 individuals who were new either to judicial office or in new roles. Overall, we have delivered 424 training courses for more than 17,000 delegates, including continuation seminars, leadership courses and other specialist training.



In addition this year, as part of compulsory continuation courses, the College provided important new training on the harms caused by domestic abuse for all judges in Civil and Family. We also delivered domestic abuse training to meet the needs of all family court magistrates and legal advisers.

We designed and delivered new inclusion and change leadership training for judicial leaders, and inclusion training for the senior judiciary. That training made a significant contribution to the aims of the Judicial Diversity and Inclusion Strategy, and will help support and embed the delivery of inclusion training to all courts and tribunals judiciary.

The College has for many years designed magistrates' training and delivered training for magistrates in leadership roles. This year we have completed the preparations necessary to enable the College to take on full responsibility for the delivery of all magistrates' training from 2023. Having all magistrates training within the Judicial College will strengthen the profile and raise the quality and consistency of training for the magistracy in the future.

I extend my thanks not only to all those involved in planning, developing, administering, and delivering this important work on behalf of the College, but also to all those judicial office holders who have attended and benefitted from our training, and for whom the College exists.

Eleanor King

The Right Honourable Lady Justice King DBE
Chair of the Judicial College

Introduction

Our role

The Judicial College (the College) fulfils statutory training responsibilities on behalf of the Lord or Lady Chief Justice, Senior President of Tribunals and Chief Coroner. The College delivers training to courts and tribunals judges, tribunal members, coroners and coroners' officers, magistrates and, where appropriate, to magistrates' legal advisers. We provide training to more than 21,500 judicial office holders in total, including around 13,000 magistrates.

The work of the College includes induction training for those who are new to judicial office, or those taking on a new role or additional responsibilities in a new area of law. We also deliver ongoing continuation training for existing judicial office holders to keep them up to date on developments and specialist skills in their jurisdictions. Further details of our continuation programme are published in our annual prospectus: [Judicial College Prospectus 2022-2023 \(judiciary.uk\)](https://www.judiciary.uk).

Our training aims to:

- strengthen the capacity of judicial office holders to discharge their functions effectively
- help leadership judges promote professional development and career progression
- support judges to thrive, whatever their personal or professional background
- contribute to the efficient and effective administration of justice
- promote and support judges' ability to treat court and tribunal users, colleagues and staff in a way that is inclusive and fair.

Vision and strategy

The vision of the College is to be a world leader in judicial education. Our [2021-2025 Strategy](#) sets six core 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.

Governance

The Chair of the College is Lady Justice (Eleanor) King. The Chair accounts to the Lord or Lady Chief Justice, Senior President of Tribunals, Chief Coroner, and to the senior judiciary through her membership of the Judicial Executive Board.

Judicial Directors of Training are seconded to the College almost full-time for a four-year term (three years, plus a one-year extension) to provide day-to-day judicial oversight of the training programmes and strategic direction. Together, they are joint Deans of the Faculty with oversight of cross-jurisdictional training and training provided in support of international judiciaries. The Directors of Training work collaboratively with the Executive Director, who leads the College's administrative, professional and technical staff teams. In 2022-2023, His Honour Judge Jeremy Richards continued as Director of Training for Courts, and Employment Judge Philip Rostant continued as Director of Training for Tribunals. In March 2023, applications were invited for a third Director of Training with responsibility for Crime and Magistrates, in recognition of the increased role for the College in respect of magistrates' training.

The Judicial College Board is the governing body of the College. It sets the overall strategy for the organisation and oversees the delivery of training within allocated resources. There were no changes to the make-up of the Board in 2022-2023. At the end of March 2023, its members were:

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

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

The College is committed to helping people from a wide range of backgrounds feel welcomed to judicial office, and to supporting all judicial office holders to learn and develop throughout their careers. Our training provision will increase to support greater judicial capacity as the overall size and diversity of the judiciary grows. We will stay at the forefront of new developments and research in law and practice to make sure the training we provide is up to date and accurate.

Induction training events

The College delivered 86 induction events this year to a total of 2,300 judicial office holders. That included 58 courts inductions for 1,524 delegates (including 14 induction events for 186 newly elected leadership magistrates and 15 induction events for 243 magistrates' legal advisers), 26 tribunals induction events for 727 delegates, and two coroners' induction events for 49 delegates.

The College began to take on responsibility for the organisation and delivery of all magistrates' courses from March 2023. Next year's annual report will include figures on training courses for magistrates in Wales and all regions in England.

Continuation training events

The College delivered 338 continuation training events to 14,805 delegates. That included 126 courts events for 4,404 delegates, 196 tribunals events for 9,291 delegates and 16 coroners events for 1,110 delegates. The College also published materials for continuation training, to be delivered by HMCTS, for magistrates and legal advisers.

Cross-jurisdictional training

The College delivered 10 faculty induction seminars to 398 delegates. The seminar is offered to all new judges to complete within their first 12 months of sitting, and covers common skills and knowledge to complement jurisdiction-specific inductions. The College delivered a further 43 other cross-jurisdictional training events to 631 delegates.

Domestic abuse training

The College delivered an intensive one-year programme of live training on the harms of domestic abuse. This was mandatory for all family judges, family magistrates and legal advisers, building on the digital domestic abuse training launched in 2021-2022. We also delivered this training to civil judges.

That work involved the inclusion of a module on domestic abuse in all continuation courses for judges in family and civil from April 2022. The training reflected the wide nature of domestic abuse and covered all forms of abuse, ranging from: physical abuse, including serious sexual and other assaults; emotional and psychological abuse; coercive and controlling behaviour, including financial coercion and control. The College provided more than 2,100 places on courses on this training across the training year.

This was followed by the launch of a new programme of domestic abuse training, building on the existing programme and aligned with the new judicial training, for family magistrates and legal advisers from September 2022. The Judicial College provided “train the trainer” training for just under 40 HMCTS trainers, ahead of the training being rolled out to magistrates and legal advisers. By the end of March 2023, places had been provided for around 3,000 magistrates and their legal advisers to attend this training.

Diversity and inclusion audit

The College is carrying out an audit of all training to identify what is being delivered in the area of diversity and inclusion. The first phase was a survey of training, which was completed in May 2021. In 2022-2023, we completed the second phase to establish a common set of principles for diverse, accessible and inclusive education. These principles are now reflected in guidance for judicial trainers and in training evaluation forms for delegates.

We paused the third and final phase of the audit to allow College resources to be focused on the design and delivery of important new inclusion training. We are considering how the audit might now be taken forward in a way that will add greatest value, based on the findings of phases one and two, and the progress of the inclusion training.

Inclusion training

In 2022, in collaboration with the Judicial Office, the College 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 complemented work that was already underway across the judiciary, under the direction of judicial leaders.

Following the results of this work, and based on its findings, the College developed two types of training, as a priority, to support the judiciary in promoting inclusive behaviours and in confidently addressing any exclusionary behaviours. Firstly, the College developed training for all leadership judges and rolled this out from Autumn 2022 ([see objective 4](#)). Secondly, the College developed training for all salaried and fee-paid judges, and tribunal members, to be rolled out from Spring 2023.

Publications

The College publishes a range of resources to support judicial learning and complement in-person training, including jurisdictional updates on procedure and case law. The following key publications were updated this year:

- In June 2022, the College updated the **Crown Court Compendium**. The Compendium provides guidance on directing the jury in Crown Court trials and when sentencing, and offers practical suggestions in other areas, such as jury management.
- In July 2022, the College published an interim update to the **Equal Treatment Bench Book**, which 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. Regular alerts were also issued to the judiciary on topics of interest and to notify them when changes were introduced. The Equal Treatment Bench Book is reviewed and updated by a judicial editorial panel, led by Employment Judge Tamara Lewis until October 2022, and then by District Judge Clare Hockney. In 2023, the College began its triennial review of the Equal Treatment Bench Book.
- In August 2022, the College published an interim update of the bench book **Youth Defendants in the Crown Court**. This publication is an essential judicial reference tool, bringing together information about young defendants for judges in the Crown Court.

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. This includes changing the relationship between the Judicial College and HMCTS to bring magistrates' training closer to the College, improve consistency of the training provision and how it is delivered, improve management information, and strengthen assurance mechanisms and accountability.

Bringing magistrates' training closer to the College

In 2022-2023, we began to take on full responsibility from HMCTS for organising and delivering magistrates' training. This followed a review by the College in 2020, which recommended changes to better support the delivery of training to meet the future needs of the magistracy.

Building on options and design work completed in 2021-2022, this year the College established and began to implement a model to transition each area, including recruiting learning partners and training facilitators to lead and deliver training. A significant milestone was achieved in January 2023 with the beginning of transition for Wales, which was close to completion by the end of March 2023. As the "pathfinder" area, the transition in Wales has provided experience and learning that will be used to shape the approach to transition for the remaining regions in England.

The College built closer links with local magistrate Training, Approvals, Authorisations and Appraisals Committees (TAAACs), building an understanding of differences in approach to regional magistrates' training and how the College can work with the TAAACs to strength that relationship. The College has also been reviewing magistrates' training requirements, striving to find the right balance between sitting and training days within the programme.

The College created a third Director of Training role to oversee the criminal jurisdiction and the training of magistrates and legal advisers, in recognition of the increased role for the College in magistrates' training and the importance of the magistracy within the justice system. Applications were invited from March 2023.

The College engaged closely with the HMCTS teams throughout this training year. We are grateful for their continued support and look forward to ongoing collaboration.

Resources and training for magistrates and legal advisers

Alongside our work on the future delivery of magistrates' training, the College continued to deliver training and resources for magistrates in all regions (including Wales) this year, helping to build magistrates' capacity in support of justice system recovery.

Between May 2022 and March 2023, the government increased magistrates' sentencing powers from six to 12 months for a single triable either-way offence. The College responded by creating a bespoke eLearning package, producing material for interactive webinars, and embedding training for the new sentencing provisions in induction and continuation material. The College further updated these materials when the government updated the position in March 2023.

Apart from the domestic abuse training referred to above, the College published a number of new training packs and materials for magistrates and legal advisers, including:

- Materials to support magistrates (adult, youth and family court) returning to the bench under the mandatory retirement age increase
- Applying the Criminal Procedure Rules and Practice Directions eLearning and live training
- Becoming a Family Presiding Justice Workbook
- Mental Disability eLearning and face-to-face training.

The following materials were also revised and published:

- Adult Court Induction Programme and Presiding Justice Training for Magistrates.
- Adult and Youth Court Pronouncement Cards.

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 at modernising the justice system, reducing bureaucracy, and providing easier and more flexible digital access to justice.

During 2022-2023, the College provided training and resources across the programme, including new resources on:

- digital filing and case management
- new online processes for divorce
- online processes for listing hearings, managing cases and work allocation.

From Autumn 2022, the College revamped its approach to Reform training to further support the roll-out of new products to new jurisdictions, and to support increased awareness-raising of new products and the training materials available to support judicial office holders in navigating those products.

During 2022-2023, the College produced 26 new training materials and reviewed and updated its 146 pre-existing training materials. In collaboration with HMCTS, the College also delivered 55 webinars to 1,575 attendees.

By the end of 2022-2023, the College had 172 individual Reform training resources, which are now hosted within a specific “Reform Learning Library” on the Judicial College Learning platform. In total, these resources had been accessed 24,404 times since the start of the Reform project.

As many of the individual Reform products evolve into business as usual, the College seeks to thread the themes of modernisation and changing ways of working into the core curriculum and prospectus to embed them into daily practice. In 2022-2023, the College started work to convert the individual pieces of Reform learning into interactive eLearning modules that could be used in judicial induction and continuation training programmes.

In March 2023, HMCTS provided an update on the Reform Programme, priorities, and next steps, which the Judicial College will support in 2023-2024.

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 College continued to deliver leadership training for those new to leadership and for more experienced leadership and senior judges, including the Essential Leadership Programme (ELP), which is a mandatory three-day course for all judicial office holders newly appointed into a leadership position. The College delivered two ELP courses to a total of 48 judicial leaders in 2022-2023, and one senior induction for seven newly appointed senior leadership judges.

Inclusion training

The College developed new inclusion training based on findings and insights gained from external research into challenges to inclusion within the judiciary. The training focuses on promoting a positive and respectful working environment for all who work in and with the judiciary and, as part of that, understanding, identifying, and responding to exclusionary behaviours.

The roll-out began with change leadership and inclusion training for leadership judges, followed by inclusion training for the senior judiciary, to support them in their responsibility for fostering an inclusive working environment in which judicial office holders from all backgrounds can thrive.

The College provided just over 350 places on change leadership and inclusion training for the leadership judiciary between November 2022 and May 2023, and over 200 places on inclusion training for the senior judiciary between January and June 2023.

Training to the wider salaried and fee-paid courts and tribunals judiciary and tribunal members was developed for roll-out from April 2023 as part of continuation training and faculty induction courses.

Leadership training for magistrates

Training for new leadership magistrates (bench chairs, family panel chairs, deputy bench chairs and deputy family panel chairs) was revitalised and delivered from January 2023, including contextual themes of inclusion and diversity as a key component of their core leadership training.

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

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

External expertise

The College continued to draw in external providers to contribute to judicial training, including in the delivery of training on domestic abuse, and in developing and delivering the training response to analysis of the nature of any challenges to inclusion, including a deeper exploration of bullying, harassment and discrimination within the judiciary. We also worked with other educational institutions and providers of legal training to improve our understanding of new and emerging technologies, and how and when these can be used in a modern training delivery toolkit.

International work

The College made significant progress in developing and strengthening international training partnerships, including through hosting the UK and Ireland Judicial Studies Council, and attending the International Organisation of Judicial Training's annual conference, both in Autumn 2022. These opportunities allowed the College to learn from other jurisdictions, and to share expertise and experience on subjects such as designing judicial training on domestic abuse, using technology for effective judicial training, and promoting inclusive behaviours.

The College continued its long-term programme of supporting Nigeria with magistrates' training across all 36 states. In partnership with the National Judicial Institute, Rule of Law Expertise UK (ROLE UK) and Africa House London, three UK judges delivered training to 100 members of the judiciary in ethics and conduct, case management, sentencing, judgment writing and this was followed by a course in training for trainers. The College continues to facilitate training for 10 states in advanced sentencing. This work helps to increase the confidence of magistrates and ensure they are better equipped with skills to handle cases effectively and efficiently, reducing backlogs, complaints and appeals, and increasing confidence in local justice and the rule of law. The training will also encourage more consistent sentencing, develop a greater understanding of how to deal with vulnerable witnesses and methods for how to manage the courtroom.

In March 2023, the College signed a Letter of Cooperation with the Judicial Research and Training Institute of the Supreme Court of the Republic of Korea. This paves the way for strengthening and developing relationships between the jurisdictions, with the goal of advancing judicial education opportunities.

The College has “observer” status at the European Judicial Training Network, where the Directors of Training and the Education and Development Advisers attended and delivered a number of seminars, and also convened the judgecraft project team. Judicial College representatives also participated throughout the year in various multi-national judicial training networks, including the International Organisation of Judicial Training (IOJT) and the Commonwealth Magistrates’ and Judges’ Association (CMJA).

The College also collaborated with the Academy of European Law throughout the training year, attending events and delivering training.

Objective 6: High-quality support for modern training

The College has an overarching vision to be a world-class leader in judicial education and will continue to evolve and reaffirm its exemplary position.

Judicial College Learning

The Judicial College Learning platform (JCL) was launched in September 2022, following extensive planning and design work. The JCL replaced the previous Learning Management System and has been designed to improve user functionality, compliance mechanisms and reporting features. The platform was further developed and improved throughout the year in response to user feedback. Work also began to explore how the JCL could be expanded to provide a mechanism for booking magistrates' courses and holding related training materials, to support the increasing role of the College in delivering magistrates' training.

Evaluation

In 2022-2023, the College maintained a strong focus on evaluation to ensure the training programme achieves its objectives, and that opportunities to strengthen training and resources and consolidate good practice are identified and acted upon.

In 2022-2023, the College started to review its approach to the full cycle of course evaluation to inform continuing development and improvement, namely:

- The questions and qualitative/quantitative data gathered via a standardised evaluation form and process across all College courses.
- The ways in which such data is gathered and methods to (where applicable) improve return rates.
- The nature and format of evaluation data gathered and reported to jurisdictions, boards, committees and other relevant stakeholders.
- Capturing definitive actions in the light of consequential review of feedback (recognising good and best practice to be consolidated upon, and constructive ways to improve and refine wider training).
- Exploring the ways in which the impact of training can be evaluated and factored into ongoing enhancement work.

This work will continue into the 2023-2024 training year, where practical steps will be undertaken to put the above into effect.

Accessibility

During 2022-2023, work was undertaken to ensure that training materials, produced and published by the College, meet government standards on accessibility. A priority focus was the JCL, both as a system and in terms of the material it holds. We designed and launched a new platform in line with accessibility standards, made further improvements to functionality to simplify user experience, and updated the JCL accessibility statement. Ahead of transferring over to the JCL, we reviewed the material to be transferred to ensure that it was up to date and relevant to the curriculum and, where it had been produced by the College, met accessibility standards. A digital accessibility audit of the JCL was commissioned to take place before the end of the next training year – end March 2024.

The College has also produced, with the support of experts, a new set of templates to be used for College materials and publications, to support judicial trainers and editors in meeting accessibility standards. Work is ongoing to implement this approach consistently across the College.

Alongside this work, and in partnership with the Sentencing Council, magistrates' pronouncement cards have been updated from static PDFs to a new interactive website.

Supporting judicial trainers

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

In 2022-2023, the College delivered:

- one course design continuation seminar to eight delegates. This course enables course directors, training leads and other judicial office holders involved in creative training to design, deliver and develop focused and effective judicial learning programmes.
- four facilitation skills continuation seminars to 99 delegates. This seminar develops and consolidates effective facilitation skills in both online and face-to-face learning environments.
- two digital design tools seminars to 12 delegates, respectively. This seminar aims to increase existing judicial trainers' levels of confidence in using digital tools at training events, as well as supporting new trainers.

The content of the above courses was reviewed regularly in the light of delegate feedback and facilitator experience.

Up-to-date educational practices, tools and technology

In 2022, the College researched the use of hybrid training (where some delegates attend in person and others remotely) as a delivery tool, including learning from the experiences of other educational institutions and legal training providers, and began a series of pilots to test different hybrid training models in different environments.

Governance

The Judicial College Board 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. The following groups report to the College Board:

- Tribunals Committee (supported by planning committees)
- Courts Committee (supported by planning committees)
- Wales Training Committee
- International Training Committee
- Faculty Training Group.

In 2022-2023, work was undertaken to implement the recommendations agreed by the College Board in March 2022 as part of a review of Judicial College Governance to ensure it continued to align with, and drive forward, strategic delivery. This included reviewing our approach for engagement with external speakers, developing our approach to publications' governance, and improving reporting on performance and evaluation to governance committees.

Following its introduction as a standing item in 2021-2022, diversity and inclusion has continued to be reported on and discussed at the Judicial College Board. As committed to in the Judicial Diversity and Inclusion Strategy, the extent and impact of diversity and inclusion training continued to be reviewed regularly through our reporting and governance structures.

Administrative capacity

To facilitate the transfer of magistrates' training delivery, the College increased administrative capacity across the organisation to bolster capability in publications, digital learning, evaluation, and analysis, and planning and operational support. In 2022-2023, the College began recruitment into priority posts. The College is committed to ensuring that magistrates feel supported throughout their training experience and will review arrangements in line with proposed increases to magistrate recruitment.

Judicial College resources

The College's team of administrative staff is led by the Executive Director, Amelia Wright. This year saw the beginnings of an increase in the College's overall headcount in order to support the transition of magistrates' training from HMCTS.

The table below summarises College expenditure for the 2022-2023 training year.

| Summary of expenditure 2022-2023 | Total (£'000) |
|---|----------------------|
| Judicial fees | 10,251 |
| Venue costs ¹ | 5,475 |
| IT and digital | 1,246 |
| Consultancy costs | 867 |
| Judiciary training | 697 |
| Training and development | 165 |
| Travel, subsistence and other | 122 |
| Judicial costs other | 70 |
| Judicial courses | 25 |
| Total² | 18,917 |

¹ This amount reflects VAT that should not have been applied and will be credited to the College in 2023-2024.

² Due to rounding, the total may appear different to the sum of the values.



© Crown copyright 2023

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.