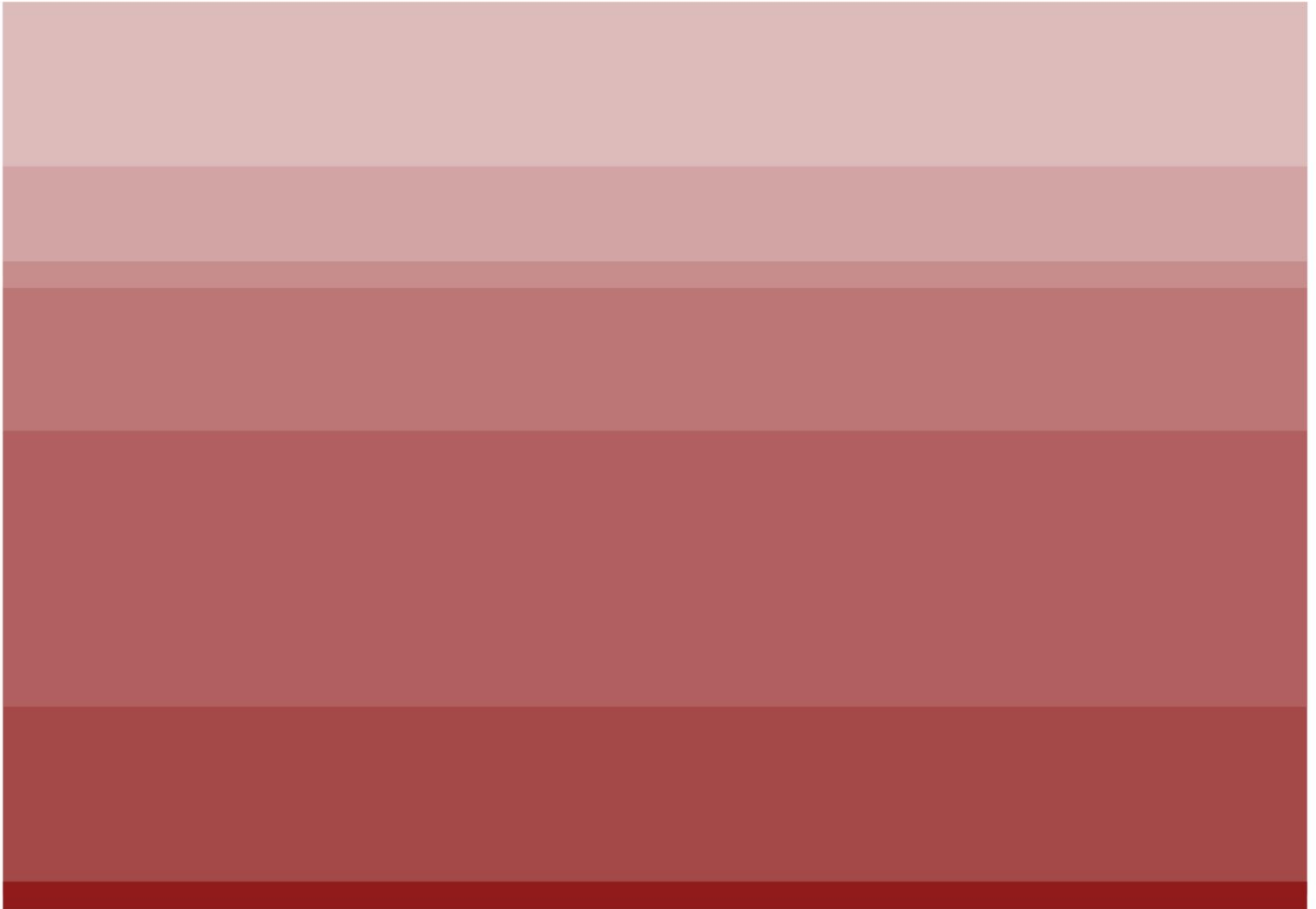




**Judicial  
College**

# **Judicial College Activities Report 2023–2024**



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# Foreword

## Chair of the Judicial College

This report sets out the Judicial College’s achievements during the 2023–2024 training year and its progress in delivering the objectives in its 2021–2025 strategy.

This year, the College ran more courses for more delegates than in any previous year. Overall, the College provided 1,300 training courses to 24,000 delegates, including inductions, continuation seminars, leadership courses and other specialist training.

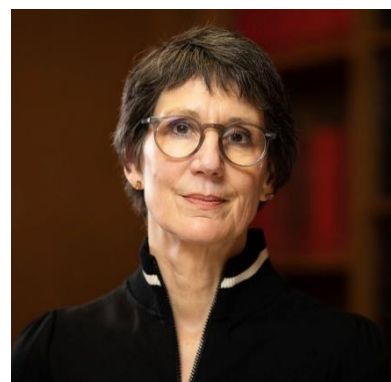
For the first time, these figures include induction and continuation training for lay magistrates and reflect the transition of responsibility for delivering magistrates’ training to the College during the course of the year. Next year’s figures will include the complete programme of magistrates’ training for the full year. The College has grown significantly to meet its increased responsibilities and I extend my thanks to all those in the College who have made this possible.

In addition to the central programme of induction, continuation and cross-jurisdictional training, this year the College also delivered an important programme of new training on inclusion for the courts and tribunals judiciary, focused on understanding, identifying and responding to exclusionary behaviour and promoting a positive, respectful and inclusive culture for all those who work in, and with, the judiciary. The training supports the ambition of the Judicial Diversity and Inclusion Strategy to support and build a more inclusive and respectful culture and working environment within the judiciary.

I am grateful to all those involved in planning, developing, administering and delivering training on behalf of the College, and all those who have attended and benefitted from our training, 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 24,000 judicial office holders in total, including around 14,600 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 2023–24 \(judiciary.uk\)](https://www.judiciary.uk/judicial-college-prospectus-2023-24).

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 (DoTs) 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 DoTs work collaboratively with the Executive Director, who leads the College's administrative, professional and technical staff teams. In 2023-2024, 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 response to the College's new responsibility to deliver magistrates' training, His Honour Judge Andrew Hatton was appointed with effect from 30 May 2023. His Honour Judge Jeremy Richards, Director of Training for Tribunals, and Employment Judge Phillip Rostant, Director of Training for Courts, concluded their appointments in the summer of 2024. We would like to take this opportunity to extend our thanks to Employment Judge Philip Rostant and His Honour Judge Jeremy Richards for their hard work and dedication over the past four years and their invaluable contribution to the College.

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. At the end of March 2024, its members were:

- Lady Justice Eleanor King (Chair of the Judicial College)
- Mrs Justice Cheema-Grubb (Chair of the International Training Committee)
- 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 Andrew Hatton (Director of Training for Courts, Crime and Magistrates and Joint Dean of Faculty)
- His Honour Judge Jeremy Richards (Director of Training for Courts, Civil, Family and Coroners and Joint Dean of Faculty)
- Employment Judge Philip Rostant (Director of Training for Tribunals and Joint Dean of Faculty)
- Amelia Wright (Executive Director of the Judicial College).

Employment Judge Mark Emerton (Tribunal Judge Member), Judge Melanie Plimmer (Chair of the Tribunals Training Committee), and Mr Justice Pushpinder Saini (Chair of Magistrates and Legal Adviser Training Committee) concluded their appointments during the 2023–2024 training year. We would like to express our gratitude to these members for their contribution to the College Board.

# 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 reflects the current size and diversity of the judiciary, both of which have increased in recent years. 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 97 induction events this year to a total of 2,645 judicial office holders. That included 57 courts inductions for 1,582 delegates (including nine induction events for 126 newly elected leadership magistrates and 23 induction events for 391 magistrates' legal advisers), 38 tribunals induction events for 1,064 delegates, and two coroners' induction events for 53 delegates. Responding to external changes, the College supported plans to increase capacity in the Upper Tribunal Immigration and Asylum Chamber (UTIAC) to respond to the Illegal Migration Act. This included inducting 149 First-tier Immigration and Asylum Chamber judges to sit in the Upper Tribunal to hear these cases. These figures do not include induction for brand new magistrates, as these are captured under objective 2.

## Continuation training events

The College delivered 315 continuation training events to 13,531 delegates. That included 100 courts events for 4,195 delegates, 200 tribunals events for 8,292 delegates and 15 coroners' events for 1,044 delegates. This included training existing Upper Tribunal judges on new immigration legislation. These figures do not include magistrates' continuation, as these are captured under objective 2.

## Cross-jurisdictional training

The College delivered nine faculty induction seminars to 460 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 27 other cross-jurisdictional training events to 480 delegates.

## Domestic abuse training

Building on the intensive one-year programme of live training on the harms of domestic abuse, mandatory for all family judges, family magistrates and legal advisers, a small further provision

(120 places in total) was made in the first half of the 2023–2024 training year for those judges who had not been able to attend the training in the main roll-out. This training was also supplemented by an eLearning resource, which can be used more broadly as a refresher for existing judges, and a tool for new judges.

## Diversity and inclusion audit

Within the Judicial Diversity and Inclusion Strategy, we have committed to monitoring and reviewing the extent and impact of training in diversity and inclusion regularly through Judicial College governance. In the 2022–2023 report, it was noted that we had paused the third and final phase of the diversity and inclusion audit and we are yet to resume this work, due to our focus of College resources on the design and delivery of important new inclusion training. We are currently 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, the progress of the inclusion training, and as a key component of our broader review of the core curriculum. We will resume phase three in 2024–2025.

## Inclusion training

The aim of inclusion training is to support the judiciary in promoting inclusive behaviours and in confidently addressing any exclusionary behaviours. Training to salaried and fee-paid courts and tribunals judiciary and tribunal members was delivered from April 2023 to March 2024 as part of continuation training and faculty induction courses. In total, the inclusion session has been delivered at 163 Judicial College courses during the 2023–2024 training year.

This year, the College commissioned external subject matter experts to gain a better understanding of the culture, behaviour and inclusion within the magistracy, with a view to using the insights to identify actions and, as appropriate, inform future training.

## 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 April 2023, the College published an interim update to the **Equal Treatment Bench Book**, which is an important 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. In 2023, the College began its triennial major review of the Equal Treatment Bench Book, which is expected to be published in the summer of 2024.
- In May 2023, the College published an interim update to the **Adult Court Bench Book**. This publication provides guidance for magistrates who sit in the adult court dealing mainly with defendants aged 18 or over. It is used for reference at court and to support consistent training.
- In October 2023, the College updated the **Youth Defendants in the Crown Court Bench Book**. This publication is an essential judicial reference tool, bringing together information about young defendants for judges in the Crown Court.

- In June 2023, the College published an interim update to 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. Further to this, a major review of the Compendium is currently underway and is expected to be published in the summer of 2024.
- In January 2024, the College published an interim update to the **Youth Court Bench Book**. This publication provides guidance for magistrates who sit in the youth court dealing mainly with defendants under the age of 18. It is used for reference at court and to support consistent training.
- In March 2024, the College published the 17th edition of **The Guidelines for the Assessment of General Damages in Personal Injury Cases**. This is a biennial publication that distils the financial awards made for various types of injuries. The Guidelines provide a starting point for consistent assessment of personal injury damages through commentary on handed-down judgments.



## 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 the consistency of the training provision and how it is delivered, improve management information, and strengthen assurance mechanisms and accountability.**

### Introducing a new delivery model to bring magistrates' training closer to the Judicial College

Responsibility for the delivery of magistrates' training has now fully transitioned into the College. The purpose of the transition was to help strengthen the profile, quality and consistency of magistrates' training. The College began the process of transferring the delivery of magistrates' training from HMCTS to the College in January 2023. The first area to transition was Wales, and this completed in April 2023. Thereafter other regions transferred in sequence. The final region, London, completed transition in February 2024. The training year 2023–2024 was a transitional year for magistrates' training, with the College in most regions delivering part of the year's training. As of April 2024, the College has complete responsibility for the design, organisation and delivery of all magistrates' training.

In recognition of the increased role for the Judicial College in respect of magistrates' training, a new Director of Training (Courts) was created to oversee the criminal jurisdiction and the training of magistrates and HMCTS legal advisers. His Honour Judge Andrew Hatton was appointed on 24 April 2023.

In addition to this, the College has established a new function, comprised of senior trainers across England and Wales, to deliver the magistrates' training programme and support resource in general functions (planning and operations, performance and reporting, publications, digital learning, and evaluation) to embed magistrates' training delivery within the College.

To ensure a continuous pool of skilled and knowledgeable trainers with live in-court experience, the College and HMCTS have established a flexible cohort of HMCTS legal advisers to provide a sufficient and sustainable number of professional trainers to meet the annual training plan requirements.

Having this dedicated pool of permanent and flexible trainers provides the College with an opportunity to invest in their professional development, along with the professional development of other College educational professionals. Our first step has been to introduce a development scheme for HMCTS legal advisers interested in becoming a trainer for the first time. Further investment in professionalism will be a priority in 2024–2025 to support our objective to improve the quality and consistency of magistrates' training.

## **Using magistrates’ training to support integration into the wider judiciary**

The Magistrate, District Judge (MC) and Legal Adviser Training Group is an established entity within the College structure – reporting to the Courts Committee – and responsible for identifying the training needs of magistrates, district judges (MC), deputy district judges (MC), and legal advisers working in the Criminal, Adult and Youth, and Civil jurisdictions of the magistrates’ court, and of magistrates and legal advisers in the Family Court. The group plans the delivery of training solutions to meet the needs of the individuals specified above through: ensuring judicial office holders have the right skills and knowledge; advising on how to meet the future training needs of the magistracy; and overseeing the provision of leadership training for magistrates in a leadership position.

The Wales Training Committee advises on the judicial training required to support judges in satisfying the requirement under the Welsh Language Act 1993 that, in the administration of justice in Wales, the English and Welsh languages should be treated on a basis of equality. It also considers the training implications of law specific to Wales, for example passed under devolved powers by the Welsh Senedd or by statutory instruments of Welsh Ministers, and it devises and delivers courses and course materials to deliver that training. It considers what contributions judicial training can make to assist the commitment of HMCTS in Wales to be a bilingual service at all points of delivery. In addition to its work for judges, it supervises and advises upon magistrate and legal adviser training in Wales, in the Welsh language and in Welsh-specific law.

## **Developing a more impactful and diversified offering that is fully integrated into wider learning and development**

To promote national consistency, best practice and clarity regarding the relationship between the College and the local magistrates Training, Approvals, Authorisations and Appraisals Committees (TAAACs), new editions of the Family TAAAC Good Practice Guide (GPG) and Justices’ TAAAC GPG were published in February 2024. Furthermore, a number of strategic training documents were published in Spring 2024, including the Magistrates’ National Core Training Provision Agreement 2024–2025, the Framework of Standards for Legal Adviser and Magistrate Training and Development, and the National Training Programme for Magistrates. These documents will serve to ensure the delivery of a consistent training offer.

We have rolled out the use of Judicial College Learning (JCL) to the magistracy so that there is a single system for booking courses and accessing online resources. We have developed a “learning pathway” for magistrates, and professionalised training materials as set out in the next section.

## **Volume and quality of magistrates’ training delivered by the College**

In this first, transitional year, the College has delivered 997 magistrates’ training events to a total of 8,468 magistrates. This included 330 induction events to a total of 2,908 magistrates, and 667 continuation events to 5,560 magistrates.

Alongside this, the College continues to employ innovative training methods, including the development of a “learning pathway” supported by digital tools that is being piloted in Wales and will offer further structure to College learning. This will support magistrates to manage their learning and development and to engage with resources at the point of need. We will evaluate work undertaken in the criminal jurisdiction, alongside findings from the inclusion work, to inform future approaches in this and other jurisdictions. This structured approach builds on the programmatic approach to legal adviser training, supporting the full learner journey rather than one-off training events. Significant work has also been undertaken to professionalise and redesign training, for both magistrates and legal advisers, resulting in new suites of films and eLearning material to support refreshed programmes, based on user needs and feedback.

## **Leadership training for magistrates**

Training for new leadership magistrates (bench chairs, family panel chairs, deputy bench chairs and deputy family panel chairs) was updated, changing some sections and reinvigorating certain material. Seminars were delivered from January 2024 with inclusion and diversity as key and constant themes throughout this core leadership training. In 2023–2024, the College delivered 10 cross-jurisdictional leadership training courses to 138 magistrate leaders.

# 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

The HMCTS Reform Programme was launched in 2018 and set out to deliver an ambitious portfolio of reforms aimed at modernising the justice system, reducing bureaucracy and providing easier and more flexible digital access to justice.

In 2023, the Reform Programme was extended to March 2024, and the College has continued to provide judicial training and resources across the programme, including new resources on:

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

As some individual Reform projects began to transition into day-to-day operations, the College developed jurisdiction specific eLearning packages to support the training of new judicial office holders on these digital systems. These training resources are now used in judicial induction and continuation programmes.

Building on feedback received from judicial office holders and from HMCTS in 2022, the College worked with the Lead Judge for Reform and with Judicial Office colleagues to enhance and improve judicial awareness, readiness and engagement with Reform. Representatives from the College supported the Lead Judge for Reform on a series of Reform Roadshows and took the offer of in-person digital training and support to over 1,000 judicial office holders across England and Wales. Further work was undertaken in the form of the “Reform re-set”, to provide judicial office holders with clarity on how, where and when Reform Programme training and support could be accessed.

During 2023–2024, the College produced 41 new training materials and reviewed and updated its 182 pre-existing training materials. By the end of 2023–2024, the College had 223 individual Reform training resources on its learning platform, which had been accessed 29,803 times since the start of the Reform project.

## Continued development of digital skills

In addition to the creation of judicial training for the HMCTS Reform Programme, the College undertook work to raise the digital knowledge and confidence of the judiciary on a much wider scale. Three core aims were agreed by the College in July 2023, which are as follows:

- **Developing digital confidence and competence:** The College conducted an IT training-needs analysis of the judiciary, and used this information to create a new suite of online learning that includes: a full IT induction for new judicial office holders, digital essentials resources, focusing on the Microsoft 365 software used by the judiciary, and specialist IT training resources around stand-alone software such as PDF editing tools used with electronic case bundles. The College also worked with judicial course directors and training leads to develop an offer of bespoke IT training for delivery in face-to-face training events. This provides the judicial office holders with the opportunity to learn how to use digital tools in a safe and supported learning environment. The College also designed its first series of weekly IT skills webinars. This was a six-month programme of bite-size webinars that were made available to all judicial office holders.
- **Supporting changing ways of working:** The College has supported several jurisdictions as they move onto more digitised and IT-based ways of working. Support has been offered in the form of online training and guidance, as well as face-to-face delivery. The College has worked closely with HMCTS colleagues, Chamber Presidents, and senior judiciary to ensure that any training offered is aligned to new processes and provides delegates with the knowledge and skills they need to continue to work effectively with modern technology.
- **Changing use of technology in business and society, what that means for the types of cases judges will see and preparing them for this:** The College created an online library holding information and guidance on areas of technological innovation such as cryptocurrencies, social media as evidence and the use of 3D printers, so that judicial office holders could access them as and when required. The College also worked with the Judicial Institute for Scotland and academics to design and deliver a joint webinar on artificial intelligence (AI) and its implications for the legal sector. This work has continued with the College meeting with the AI Judicial Working Group to discuss further training opportunities for the judiciary on the topic of AI and how it could impact future case types and evidence.

# 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 through 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 five ELP courses to a total of 76 judicial leaders in 2023–2024.

## Inclusion training

The College completed the roll-out of change leadership and inclusion training for leadership judges and inclusion training for the senior judiciary in June 2023.

## The future of leadership training

Judicial leadership roles across all jurisdictions have developed and grown in recent years. As they continue to change, it is crucial that training keeps pace with all the challenges facing the judiciary. In line with objective 4 of the College Strategy commitment “to develop a more self-confident and self-reliant leadership culture”, in March 2024 the College appointed leadership experts to conduct a training-needs analysis, evaluate the impact of current leadership training, and make evidence-based recommendations for future judicial leadership training programmes. With the support of the College, a wide range of leadership judges were invited to participate to ensure a representative sample across different levels, functions and regions. To gain a good understanding of what future leadership training should look like, a range of methods for gathering data, information and insight were utilised.

# 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 understanding needs, design and delivery of judicial training, including on inclusion and leadership. We also worked with other educational institutions and providers of legal training to improve our understanding of new and emerging training theories, methodologies and technologies, and how and when these can be used in a modern training delivery toolkit for the judiciary.

## International work

The judiciary of England and Wales have participated in over 100 outgoing and incoming visits over the course of the last year. Training has remained a key feature of our international engagements, and we have endeavoured to develop and strengthen our international training partnerships.

The College continues to regularly engage with bodies like the European Network of Councils for the Judiciary, the European Judicial Training Network and the International Organisation of Judicial Training, as well as frequent interaction with members of the commonwealth. Such opportunities allow the College to learn from other jurisdictions, and to share expertise and experience on subjects such as good judgment writing. The College is an “observer” of the European Judicial Training Network, wherein the DoTs and the Education and Development Advisers (EDAs) have continued to attend and deliver several international training events on a variety of topics, including “train the trainer” sessions that aim to give trainers the skills they need to provide high quality education. The College has also continued its long-standing engagement with the Judicial Studies Committees of the United Kingdom and Ireland (UKIJSC).

The College also regularly engages with individual jurisdictions to share knowledge and strengthen partnerships. These engagements over the past year have included:

- Meeting with the Chief Justice of Malaysia in November 2023, where we shared insights into how the College operates and the delivery of judgecraft training. Since the visit, engagement with the Malaysian delegation has continued as part of our commitment to sharing best practice.

- Providing training to Ukrainian judges in Poland in relation to war crimes. This specifically covered training on secondary trauma, judicial wellbeing in a time of war, and how to facilitate judicial training.
- Attending an Indo-British Supreme Court roundtable chaired by the Chief Justice of India in Delhi, to exchange ideas on judicial training, judicial diversity, and the use of technology. Further engagement with India included discussions with the gathered Chief Justices of the Indian states at the National Judicial Academy in Bhopal, focused particularly on reform/digitalisation and structuring an efficient legal system.
- The International Judicial Unique Mentoring Programme (I-JUMP) was successfully piloted and is being followed by a roll out of a peer-to-peer judicial mentoring programme this year with a structured series of engagements between England and Wales court and tribunal judges and judges from other jurisdictions, involving a total of 128 judges.



# 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 (JCL) platform was launched in September 2022, following extensive planning and design work. JCL is the system by which judges book onto courses and manage their learning. It holds the full prospectus for the current training year.

During 2023–2024, in response to the transition of responsibility for the delivery of magistrates' training from HMCTS to the College, JCL has been significantly adapted to allow magistrates to similarly book onto training courses and manage their learning, and holds related training materials. As part of transitioning magistrates to JCL, the College ran several webinars on how to navigate and use JCL, and this received high attendance rates and good feedback. There have been approximately 11,000 attended magistrate seminars booked via JCL, with a further 3,000 bookings for future attendance, which is based upon the courses that have been released thus far.

## Evaluation

Central to the College is the systematic capture of available quantitative and qualitative feedback data, enabling analysis of whether the College's training is effective and efficient, as well as informing the future development of training.

In 2023–2024, the College started to review its approach to the full cycle of course evaluation, to inform continuing development and improvement. The review has resulted in:

- Course directors and training leads reviewing the aims and objectives of their courses to ensure that they accurately reflect the content. This was in response to a pattern in the evaluation reports of percentage satisfaction being lower on questions related to the aims and objectives compared to the overall satisfaction rating. It was clear that this review resulted in significant positive increases in evaluation scores for aims and outcomes being met, and course directors and training leads are continuing to support targeted efforts to use evaluation to strengthen College courses.
- The development of an improved evaluation form. Changes were made to improve feedback data collection and form completion rates by providing clarity on, and easing, the process for completing and submitting the form.
- The review of, and efficiency improvements for, feedback data collection and collation processes to support reporting. This is especially important given the increased demands resulting from the on-boarding of magistrates' training to the College.

- The improved presentation of reports aimed at increasing engagement with seminar feedback by course directors and training leads.
- The standardisation of evaluation processes across the College and all its training courses, to support the responsibility for magistrates' training delivery moving to the College.
- A pilot to assess what delegates do differently as a result of attending training.

The Evaluation Team will continue to work towards increasing engagement with evaluation throughout 2024–2025, especially with respect to: the improvement of reporting procedures; investigation of increased use of appropriate technology to assist evaluation processes; and the formalisation of the evaluation of College online training.

## Accessibility

During 2023–2024, the College continued to regularly review the layout, content and functionality of its online learning platform to meet web content accessibility guidelines. The College has designed a standardised set of templates for use with College-owned training materials, to aid with the creation of accessible content. We are in the process of rolling out deployment of the templates throughout the training materials.

## Supporting judicial trainers

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

In 2023–2024, the College delivered:

- One Course Design Continuation seminar to seven 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 for Trainers seminars to 48 delegates. This seminar aims to increase existing judicial trainers' levels of confidence in using digital tools at training events, as well as supporting new trainers.

## 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
- Joint Courts and Tribunals Committee
- Faculty Training Group.

In the governance review that was conducted in 2022, it was agreed that the courts and tribunals committees should meet jointly once each year. Subsequently, they met jointly for the first time on 8 November 2023, as part of the newly established “Joint Courts and Tribunals Committee”. The objective of the joint committee meeting is to strengthen collaboration in support of the delivery of the College’s strategy and the senior judiciary’s priorities, through sharing ideas, successes, best educational practices and lessons learned.

# Judicial College resources

The College’s team of administrative staff is led by the Executive Director, Amelia Wright. This year saw a 10% increase in staff, owing to the consolidation of magistrates’ training into the College, as well as projects that included the College’s response to the Illegal Migration Act. Details of staffing levels are set out annually in the Judicial Office business plan.

The table below summarises College expenditure for the 2023–2024 training year:

<b>Summary of expenditure 2023-24<sup>1</sup></b>	<b>Total £’000</b>
Judicial fees	10,168
Venue costs	5,045
Consultancy costs	233
Judiciary training, including training and development and judicial courses	1,141
Judicial costs other, including travel and subsistence	517
<b>Total<sup>2</sup></b>	<b>17,104</b>

<sup>1</sup> IT and digital no longer falls within the remit of the College.

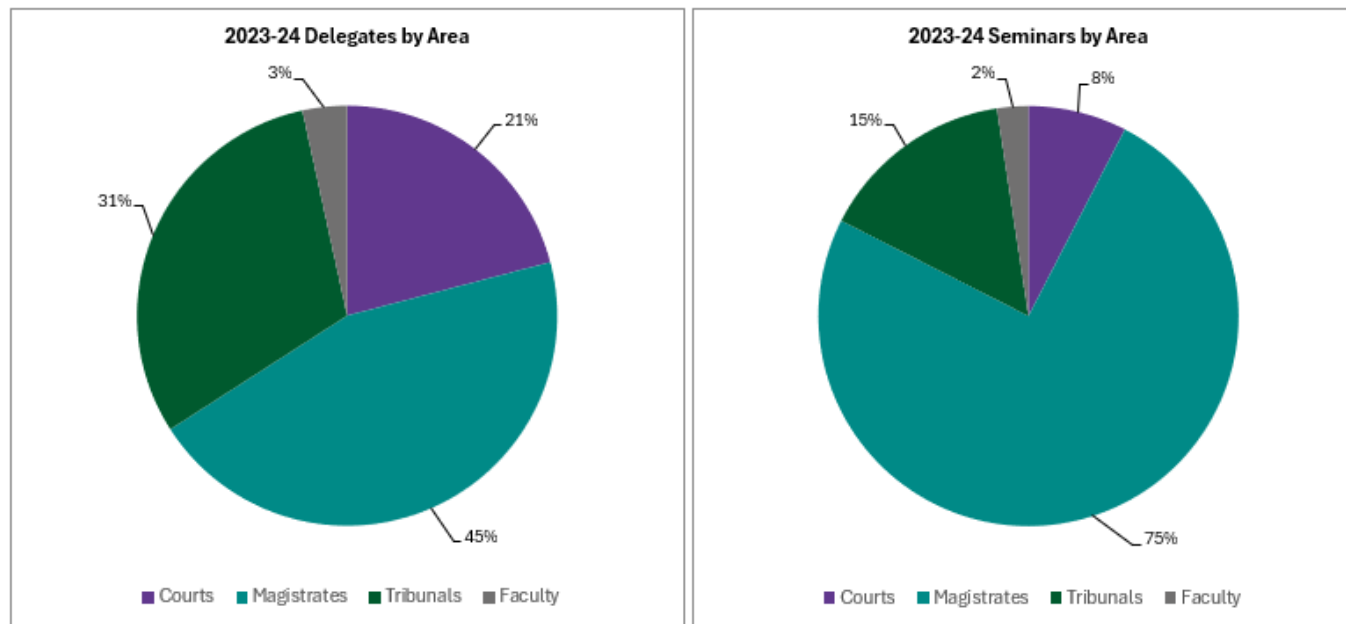
<sup>2</sup> Due to rounding, the total may appear different to the sum of the values.

## Annex A – summary of training event feedback

### Summary of statistical feedback for Judicial College seminars for which evaluation data is available between 1 April and 31 March 2024

#### 1. Judicial College seminars

The following charts summarise the data processed by the Evaluation Team for Judicial College training seminars during the period 1 April 2023 to 31 March 2024 by area:

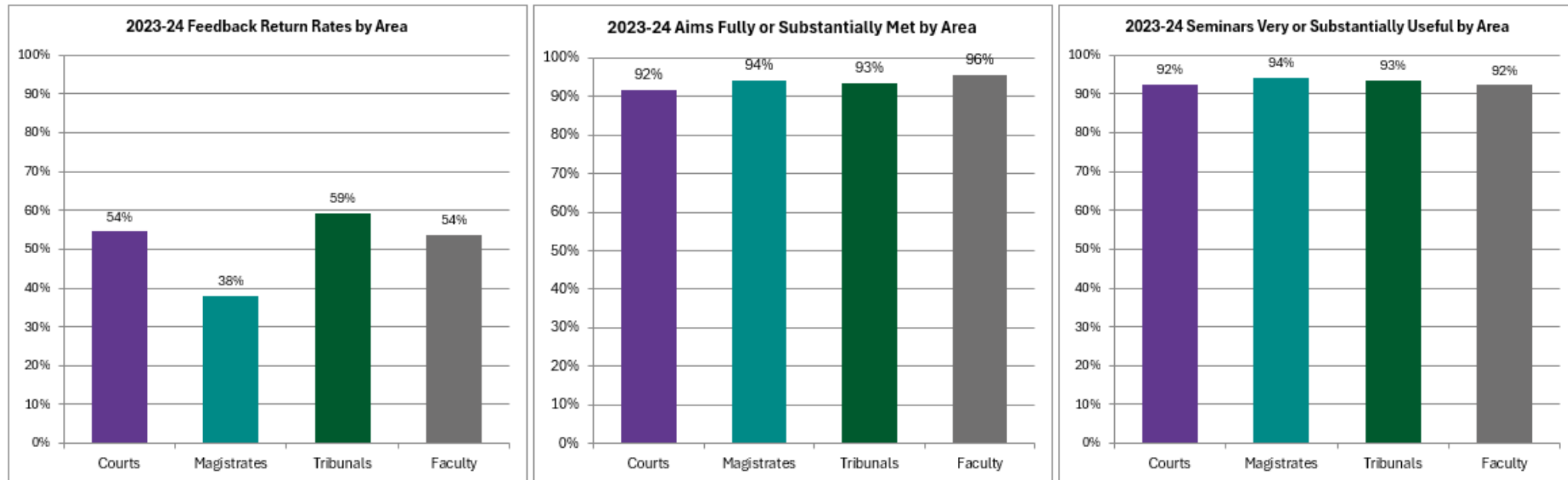


Notes:

1. Courts seminars include coroners' and coroner's officers' training seminars.

## 2. Feedback return rates and other performance indicators for Judicial College seminars

The following charts summarise (1) feedback return rates; (2) seminar aims met; and (3) seminar usefulness for Judicial College training seminars during the period 1 April 2023 to 31 March 2024 by area:



- Average feedback return rate for all areas of the College was 51.3%.
- Average rating for aims for all areas of the College was 93.8%.
- Average rating for usefulness for all areas of the College was 92.8%.

### Notes:

1. The target for aims met and usefulness is 90%, and we are currently above that for all jurisdictions (on average).
2. Although delegates are strongly encouraged to provide feedback for training seminars, completion of feedback is not mandatory within the College. Therefore, there is no set target for College feedback return rates.



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