



Judicial Skills and Abilities Framework

2025

Contents

Foreword	2
Judicial Skills and Abilities	3
Leadership skills	4

Foreword

We are pleased to introduce the latest iteration of the Judicial Skills and Abilities Framework, which was first launched in 2014 and applies to both the Courts and Tribunals judiciary.

This revised Framework has been developed by a steering group led by Lady Justice Falk, with representation from across the Courts and Tribunals, as well as from the Judicial Appointments Commission and the Judicial College. Its aim is to clearly reflect the expectations for judicial office holders in a concise and accessible document. The updates include refining the categories into more intuitive groupings of the various skills and abilities.

This Framework should both assist aspiring and current judicial office holders in understanding the skills and abilities required of them, while also facilitating the continued improvement of recruitment and appraisal processes.

The Rt Hon. the Baroness Carr of Walton-on-the-Hill
Lady Chief Justice of England and Wales

Sir Keith Lindblom
Senior President of Tribunals

Judicial Skills and Abilities

Legal and judicial skills

- Possesses intellectual ability and analytical skills to the standard required for the role.
- Demonstrates legal skills and knowledge to the standard required for the role.
- Is able and willing to invest time in developing and maintaining skills and knowledge as appropriate for the role.
- Shows flexibility of approach: can apply skills and knowledge in unfamiliar or developing areas, as appropriate for the role.
- Clearly understands what is required for a fair hearing.
- Assimilates and organises pertinent information quickly.
- Identifies with clarity relevant issues of fact and law for decision.
- Reaches clearly reasoned, logical and concise decisions that weigh up relevant considerations.
- Demonstrates sound judgement and an appropriate level of decisiveness.

Communication skills and personal qualities

- Shows effective active listening skills, seeking to understand a party's case without prejudgement and with courtesy, sensitivity and appropriate patience.
- Demonstrates clear oral and written communication skills, in language appropriate for the forum and the particular circumstances.
- Adopts an appropriately authoritative approach that:
 - inspires respect and confidence;
 - ensures both fairness, allowing proper participation by the parties, and an appropriate and efficient use of judicial resources.
- Adheres to the Bangalore Principles of independence, impartiality, integrity, propriety and equality of treatment, appreciating the importance of high standards of conduct and of maintaining public trust in the judiciary.
- Possesses sufficient resilience for the role and an ability to remain calm in challenging situations.
- Has a practical, common sense approach to problem-solving.
- Shows open-mindedness and self-awareness.

Effective working

- Is diligent and efficient, prioritising tasks appropriately and reaching timely decisions.
- Team work: has a collegiate approach; builds effective working relationships with colleagues taking full account of the Statement of Expected Behaviour.
- Takes an inclusive approach to those with differences from themselves.
- Is able and willing to challenge inappropriate behaviour by others.
- Uses or can develop digital skills to the requisite standard.

For formal leadership roles only

Leadership skills

Is able and prepared to do the following effectively:

- Build and maintain an effective and efficient judicial team.
- Lead by example, motivating others to perform at their best.
- Ensure an inclusive culture for all, irrespective of background.
- Encourage and support the professional development of team members.
- Have proper regard to the wellbeing of others.
- Where appropriate, identify and shape strategic objectives and standards.
- Implement, and where appropriate instigate, changes to improve efficiency and performance.
- Work collaboratively with others, including staff.

The skills and abilities set out in the Framework under the headings “Communication skills and personal qualities” and “Effective working”, adapted to the leadership context, will also be of particular importance. These include communication skills (active listening, clear communication and authoritative approach), personal qualities (resilience, problem-solving and self-awareness) and effective working (time management, team work and inclusivity).



© Crown copyright 2025

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.