

Judicial College Strategy

2026 to 2030

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Foreword

I am pleased to introduce the Judicial College Strategy for 2026 to 2030. Here we set out our objectives for the next five years and the commitments we are making to achieve them.

The College works on behalf of the Lady Chief Justice, Senior President of Tribunals and Chief Coroner to train some 24,000 judicial office holders. Our objective is to deliver training that is world-leading, equipping the judiciary to carry out their roles effectively and with confidence, and to maintain high standards in decision-making.



Judicial education is critical to the integrity of the justice system. It benefits the judiciary and society as a whole, contributing to the effective and efficient administration of justice and to public confidence and trust. It also plays an important part in securing the judiciary's global reputation, promoting judicial values and the rule of law here and abroad. It helps ensure all those who come before the courts and tribunals – often at some of the most challenging moments of their lives – are treated fairly.

This strategy will shape the future of judicial training, building on the strong foundations we have in place. It retains a central focus on high-quality education in substantive law, structured decision-making and effective judgecraft. It identifies priority areas for ongoing training development, including on issues of domestic abuse, effective judicial leadership and support for inclusive practice. We place renewed emphasis on transparency to improve the public's understanding of the training judicial office holders receive.

The period of this strategy will see transformative change in the justice system and the nature and complexity of judicial work. The College will have an important role to deliver training that meets these changes in the criminal courts and in other jurisdictions. An important part of our role is to prepare and support judicial office holders to implement government reforms.

As my term as Chair of the Judicial College draws to a close and I prepare to hand over to my successor in July 2026, I do so with pride in all that the College has achieved already and confident that it will rise to the challenges ahead. I extend my sincere thanks to all who contribute their time and expertise to judicial education, and to those who engage with the training we provide and for whom the College exists.

Eleanor King

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

Executive summary

The Judicial College exists to deliver the statutory responsibilities for judicial training held by the Lady Chief Justice, Senior President of Tribunals and Chief Coroner. We deliver approximately 1,700 live training courses each year, along with a range of digital learning, self-directed resources and practical guidance.

The Judicial College Strategy 2026 to 2030 sets the direction, priorities and objectives for judicial training over the next five years. It will guide the College's focus and activities over this period in support of its vision to be a world leader in judicial education. The strategy supports and reinforces commitments in the [Judicial Diversity and Inclusion Strategy](#) and the objectives of the [Judicial Strategy for International Engagement](#).

There are three overarching strategic priorities underpinned by specific commitments:

Priority 1: High-quality education in the contemporary judicial role

Priority 2: Strong educational practice and support

Priority 3: External engagement and relationships

The coming years will see transformation in how the courts and tribunals operate and the types of cases, parties and evidence before them. In that context, this strategy will support the College to anticipate and respond to developments and meet evolving training needs in the most effective way.

Our purpose, leadership and structure

The Judicial College fulfils the statutory responsibilities held by the Lady Chief Justice, Senior President of Tribunals and Chief Coroner to maintain appropriate arrangements for the guidance and training of the judiciary. In doing so, the College trains approximately 24,000 judicial office holders: judges, tribunal members, coroners, coroner's officers, magistrates and legal advisers. We deliver a programme of approximately 1,700 live training courses each year, complemented by a wide range of supporting resources and guidance.

To safeguard judicial independence and in common with our international counterparts, the College follows the principle that training should be led by the judiciary, for the judiciary. A Court of Appeal judge is appointed to chair the College and to lead the College Board. Experienced judges are seconded as directors of training to provide day-to-day leadership of the training programme, overseeing teams of judicial course directors, training leads, tutors and facilitators.

Judges with training responsibilities are supported by specialist staff across the College's educational, operational and policy functions. The full cycle of training for magistrates and legal advisers is designed and delivered by the College's dedicated teams. The College's staff are part of the [Judicial Office](#), which is responsible for delivering high-quality services and advice to the judiciary and supporting the judiciary's leadership and governance.

Vision and values

The successful delivery of training is made possible by collaboration between judicial trainers and College staff. We work together towards our shared vision of being a world leader in judicial education, making effective use of resources to deliver high-quality training, guidance and support.

We are committed to playing our part in advancing the objectives of the Judicial Diversity and Inclusion Strategy and supporting all judicial office holders in their education, development and career progression – whatever their personal or professional background, characteristics, judicial role or jurisdiction. We aim to provide accessible and inclusive training that enables all judicial office holders to participate effectively and to achieve the learning outcomes and wider educational benefits.

We work to embed the judicial [Statement of Expected Behaviour](#) and to help foster a positive working environment in the judiciary, where diversity is recognised and valued and everyone is treated with dignity and respect.

Priority 1: High-quality education in the contemporary judicial role

The College seeks to provide the judiciary with the knowledge, skills, abilities and contextual awareness they need to be effective in their role and to excel at every career stage.

We will:

- deliver induction training for newly appointed judicial office holders, and those authorised in new jurisdictions, that enables them to take on their roles competently and confidently, equipped with the relevant specialist knowledge and skills – including substantive law, judgecraft, effective decision-making, the social context of judging and expected behaviours
- provide regular continuation training to support judicial office holders to keep up to date with developments in law, practice, procedure and society, hone their judicial skills and maintain their wellbeing, resilience and safety
- produce a range of digital resources and publications to provide timely, practical guidance on the conduct of hearings, case management, practice, points of law and other topics – including eLearning, eLetters, webinars and bench books
- take a strategic approach to anticipating, assessing, planning for and meeting emerging training requirements in response to judicial priorities, to support efficient and effective working practices and to enable reforms to the justice system, taking into account the educational need and impact on resources
- deliver training to enable flexible deployment between jurisdictions to support capacity-building and resilience where there are priority business needs

To enhance capability on specific themes **we will:**

- deliver training for new and existing judicial leaders on effective, inclusive leadership and change management, and deliver training in mentoring and appraisal skills to equip those in leadership roles to develop others
- develop cross-jurisdictional resources to support effective and consistent teaching on priority subjects, including domestic abuse and trauma-informed practice

- continue to develop educational resources on fostering inclusion for all those who work in and with the judiciary, and to thread inclusion appropriately through the curriculum – including embedding the judicial Statement of Expected Behaviour and the principles of the Equal Treatment Bench Book
- provide training and resources to support appropriate use of technology including responsible use of artificial intelligence, considering both the impact of technology on the judicial role and opportunities to support efficient working practices
- deliver Welsh language training to support the right to speak Welsh and equal status of the Welsh language in the justice system

Priority 2: Strong educational practice and support

The College aims to adopt best practice in educational approaches and vocational training to ensure its seminars and resources are engaging, inclusive and impactful. We aim to provide the right supporting infrastructure to enable effective training design and delivery.

We will:

- take steps to ensure our training is designed and delivered to be accessible and inclusive to meet the needs of judicial office holders from a diverse range of personal and professional backgrounds, and to monitor delegates' experience of training through evaluation feedback
- continue to embed training for magistrates fully in our programme and ways of working, and take steps to ensure all training is delivered in a way that reflects and furthers the aims of One Judiciary
- maintain and invest in a cohort of skilled judicial and staff trainers and provide training and resources on effective, inclusive and accessible training design and delivery
- use the resources made available to equip judicial and staff trainers with the latest training tools and technology to meet learning needs effectively, innovatively and sustainably
- ensure training is appropriately consistent between jurisdictions and facilitate identification, sharing and dissemination of good teaching practice
- continuously improve Judicial College Learning (our online learning management platform) to ensure judicial office holders can easily access and manage their training
- provide and continue to develop a system of evaluation to assess the quality and impact of training in the immediate and longer term, enabling regular review, renewal and strengthening of the programme
- take steps to ensure training venues are fit for purpose and support effective and inclusive training delivery while achieving best value for money
- ensure there are proportionate governance arrangements in place to support oversight of the College's strategic direction and delivery of its objectives

Priority 3: External engagement and relationships

The College aims to be open and outward-facing, promoting its role and strengths, drawing on external input that benefits its teaching and approaches, and leading international training outreach to support judicial dialogue and capacity-building.

We will:

- publish an annual prospectus of the training available in each jurisdiction
- report regularly on the College's activities to support public understanding of our role and work
- share appropriate information about the content and development of training in response to stakeholder enquiries to promote transparency and confidence
- continue to make key reference works publicly available, including the Equal Treatment Bench Book, Crown Court Compendium and magistrates' bench books
- facilitate appropriate input to College courses from external subject-matter experts to complement substantive law and skills training
- deliver training to the judiciary in priority countries to promote the international rule of law and support judicial capacity-building and capability, within available resources and in line with the Judicial Strategy for International Engagement
- actively participate in multinational judicial training networks and partnerships to promote dialogue and sharing of best practice on curriculum development, training design and teaching methodology



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