



**Judicial
College**

Judicial College Activities Report

2024 to 2025





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Foreword

Chair of the Judicial College

I am pleased to introduce the Judicial College Activities Report for 2024 to 2025. It sets out the College's achievements and progress during the period in delivering the objectives in the final full training year under the College's 2021 to 2025 strategy.



In 2024 to 2025, the College ran more courses for more delegates than in any previous year. Overall, the College provided over 1,400 training courses to more than 25,000 judicial office holders. This included inductions, continuation seminars and other specialist training. These figures include training for all magistrates in England and Wales, for which the College has only had responsibility since April 2024.

A particular priority for me has been to raise awareness of our domestic abuse training, which has remained a core part of the training programme, both for judges and magistrates, and which reflects the particular skills and sensitivity required to deal fairly and appropriately with these cases in the criminal and family courts. Another personal priority for me was to see inclusion embedded in all training for the courts and tribunals judiciary, to help promote a positive, respectful and inclusive culture for all who work in, and with, the judiciary. A new senior judicial leadership training programme was piloted, aimed at supporting inclusive leadership, promoting judicial values and building a confident leadership culture. The College also developed resources in emerging technologies to support the judiciary in adapting to new ways of working.

I extend my thanks 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 programme, for whom the College exists.

Eleanor King

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

About the College

Role

The Judicial College (the College) fulfils statutory training responsibilities on behalf of the Lady Chief Justice, Senior President of Tribunals and Chief Coroner. In doing so, the College delivers training to courts judges, tribunal judges and members, coroners and coroner's officers, magistrates and magistrates' legal advisers.

The College follows the principle that judicial training should be designed by the judiciary, for the judiciary. Its vision is to be a world leader in judicial education, and its training aims to strengthen judicial capacity, capability, confidence and resilience, supporting the efficient and effective administration of justice. Through training, the College seeks to enable all judicial office holders to achieve their best, and to develop and progress.

For the period of this report, the College's activities were guided by its [strategy for 2021 to 2025](#). Further details of the training programme can be found in the [prospectus for 2024 to 2025](#).

Leadership and governance

The Chair of the College is Lady Justice Eleanor King, who is a member of the [Judicial Executive Board](#).

The Chair of the College leads the Judicial College Board, which sets the overall strategy for the organisation and oversees the delivery of training within allocated resources. Jurisdictional committees report into the Board, covering courts, tribunals, Wales and international training.

Judicial directors of training are seconded to the College to provide day-to-day judicial leadership of the training programme. They work alongside, and are supported by, the College's staff. During 2024 to 2025, two new directors were appointed, joining His Honour Judge Andrew Hatton as Director of Training for Courts (Crime and Magistrates):

- Employment Judge Rebecca Howard (Director of Training for Tribunals)
- Her Honour Judge Jane Probyn (Director of Training for Courts – Civil, Family, Court of Protection and Coroners).

In addition to the incoming directors of training, three new members were appointed to the Board in 2024 to 2025:

- Mrs Justice Jennifer Eady (Chair of the International Training Committee)
- Mr Justice Edwin Johnson (Chair of the Tribunals Training Committee)
- Mrs Justice Christina Lambert (Director of Magistrates' Training).

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

Jurisdictional training

Our core training offer begins with induction training for newly appointed judicial office holders and, thereafter, continuation training for existing judicial office holders to keep up to date with developments and changes to the law, society and judicial best practice. Judges sitting in specific areas of the law may further receive specialist training in that area.

Induction

The College delivered 596 induction training courses during the year to a total of 7,718 judicial office holders.

- **Courts:** 18 courses for 700 delegates.
 - 503 magistrate courses for 5,619 delegates were delivered regionally and in Wales.
 - Legal advisers: 17 courses for 548 delegates.
 - Leadership magistrates: 12 courses for 155 delegates.
- **Tribunals:** 45 courses for 672 delegates.
- **Coroners:** one course for 24 delegates.

Continuation

The College delivered 825 continuation training courses during the year to a total of 19,239 judicial office holders.

- **Courts:** 57 courses for 3,386 delegates.
 - 540 magistrate courses for 6,712 delegates were delivered regionally and in Wales.
 - Legal advisers: 12 courses for 188 delegates.
 - Leadership magistrates: 2 courses for 36 delegates.
- **Tribunals:** 199 courses for 7,845 delegates.
- **Coroners:** 15 courses for 1,072 delegates.

Cross-jurisdictional training

The College delivered six cross-jurisdictional induction training courses to 323 delegates. The training is offered to all new judges and coroners to complete within their first 12 months of sitting. It covers essential skills and knowledge, such as judgecraft, the social context of judging, inclusion and equal treatment. This is provided to ensure that all judges and coroners have a proper grounding in these topics when sitting in all cases.

The College delivered a further 23 other cross-jurisdictional training courses to 495 delegates, including skills training for judicial trainers and judicial leadership training.

Specialist training

Inclusion

The College supported the delivery of 30 inclusion sessions to courts and tribunals judiciary in continuation courses and cross-jurisdictional induction courses. This was part of a continuing programme of sessions, rolled out from April 2023 and delivered mainly in the 2023 to 2024 training year. The aim of the training was to support the judiciary in understanding, identifying and responding to exclusionary behaviours, and promoting a positive and respectful environment for all who work in, and with, the judiciary.

Domestic abuse

Domestic abuse remained a significant element of initial and ongoing training for judges, magistrates and legal advisers in the family and criminal jurisdictions. As part of this, the College delivered specialised one-day domestic abuse courses for all new magistrates, with compulsory pre-course eLearning. The training focused particularly on coercive control, structured decision-making and, for adult court magistrates, the offence of non-fatal strangulation. It aimed to support a deeper understanding of trauma-informed practice and its application to judicial decision-making. The College delivered 288 of these courses to just over 3,800 new magistrates in 2024 to 2025.

For judges, domestic abuse training is embedded across a range of induction and continuation programmes rather than delivered through a single, standalone course. In the family jurisdiction, this includes training on domestic abuse within private and public law induction and continuation programmes, covering issues such as Practice Direction 12J – Child Arrangements & Contact Orders, vulnerable parties and safeguards such as qualified legal representatives. In the criminal jurisdiction, domestic abuse is addressed through offence-specific and cross-cutting training, including serious sexual offences training and wider Crown Court education on procedural fairness, vulnerable witnesses, medical evidence and sentencing.

Flexible deployment

Flexible deployment of judges between, or within, courts and tribunals jurisdictions enables the judiciary to respond efficiently and effectively to shifting patterns of work. Over the course of the 2024 to 2025 training year, the College provided induction training for more than 280 judges to support flexible deployment to hear other areas of work. This included training for 90 judges in private and public family law, and for 19 judges in crime. The remaining provision was in tribunals.

Publications

The College publishes a range of resources to support judicial learning and complement in-person training.

Following a regular three-yearly review, the College published a new edition of the Equal Treatment Bench Book in July 2024. This is a key work of reference and a source of guidance on the wide range of practical matters that may arise in a hearing. The new edition aimed to be as concise as possible. Each chapter was updated, incorporating legislative and case law changes, and relevant new statistics from reliable sources.

Also in July 2024, the College published the ninth edition of the Crown Court Compendium, following a major review. The Compendium provides guidance on directing the jury in Crown Court trials and when sentencing. The new edition incorporated legal updates, new directions on the offence of causing or allowing the death or serious injury of a child or vulnerable adult, and updated guidance on the hierarchy of defences to murder.

The College published 29 jurisdictional eLetters about crime, family, civil, employment and Wales, to update judicial office holders on recent case law, legislation and procedural matters.

Objective 2: Meeting the future needs of the magistracy

A new delivery model

From April 2024, the College had full responsibility for the design, organisation and delivery of all magistrates' training. This represented approximately 1,300 additional courses to the College's annual programme for around 15,000 additional delegates. This change brought together training for all judicial office holders in a single home, strengthening consistency and quality assurance, and appropriately recognising magistrates' vital role within the wider judiciary.

The College introduced a new model to deliver these increased responsibilities. Learning partners agree an annual training plan for magistrates for Wales and each region in England, in partnership with local Training, Approvals, Authorisations and Appraisals Committees (TAAACs) and HM Courts and Tribunals Service (HMCTS). Learning partners are assisted by training facilitators and a pool of HMCTS legal advisers with court experience to deliver training effectively. There is a pathway for legal advisers to develop their skills to take on future training roles.

The Magistrate, District Judge (Magistrates' Courts) and Legal Adviser Training Group is well established in the College governance structure. The group reports to the Courts Training Committee and is responsible for identifying and designing solutions to meet training needs in the criminal (adult and youth), family and civil jurisdictions, including for magistrates in leadership positions.

Further work to embed and continuously improve the new delivery model over the period of this report focused on strengthening oversight of performance, enhancing evaluation processes, developing supporting strategic publications and offering a range of media for learning. Evaluation feedback was regularly reviewed, including with TAAACs, to ensure training quality was high.

Core training programmes

The College completed substantial work on the magistrate and legal adviser core training programmes for the adult, family and youth courts. This included rolling out the Adult Court Learner Pathway, which provides a structured approach to training and development during magistrates' initial 18 months on the bench. The pathway consists of face-to-face training, court observations, eLearning modules, visits and online learning resources. This blended approach offers flexibility, enabling magistrates to access online content at their own pace.

The College also rolled out youth court continuation training and adult court domestic abuse training nationally. The youth court training aimed to equip magistrates with the skills, knowledge and competence required when engaging with children and dealing with youth remand provisions, allocation and sentencing – including developing insights into the impact of trauma and identifying actions and behaviours that create a safe courtroom environment for children. The adult court domestic abuse training aimed to equip magistrates with the skills to identify when a criminal case has elements of domestic abuse and to deal with the case in a way that affords protection to the survivor and other family members, and to ensure all parties receive a fair hearing.

Refreshed eLearning was made available to support the reinstatement of increased sentencing powers from November 2024, allowing for custodial sentences of up to 12 months. The training aimed to support magistrates and legal advisers to be able to apply fair, proportionate and consistent approaches when deciding on sentences.

Leadership magistrates' training

The College delivered a programme of 14 training courses for 191 magistrates taking on new leadership roles as TAAAC chairs, bench chairs and deputies, and family panel chairs and deputies. The training was revised to reflect the changing judicial landscape and had inclusion and diversity as a key and constant theme throughout.

Objective 3: Preparing for innovation and change

HMCTS Reform programme

The HMCTS Reform programme ran from 2016 to March 2024 and set out to modernise the justice system. Throughout this period, the College provided judicial training resources on every digital system or application that had a direct impact on how judicial office holders worked. By the end of March 2025, the College held 237 individual training resources on Judicial College Learning (JCL) that were accessed over 35,000 times in total.

The College continued to host and maintain existing judicial training resources following the conclusion of the programme, and to support implementation of the final elements of the Family and Civil Reform projects where training was already in place. Existing resources were transformed into complete online learning packages that are used in judicial induction and continuation training programmes.

Digital skills

Developing digital confidence and competence

The College worked with several jurisdictions to design and deliver bespoke IT skills training. This included training on working with digital bundles, OneDrive for document management and working with PDFs and Word documents. The College also refreshed and expanded its online resources, updated its IT induction content and introduced new guidance on accessibility tools.

The College continued to deliver and expand its weekly programme of live, bite-size digital upskilling webinars, adding topics in response to feedback from judicial office holders about their learning needs. Around 300 judicial office holders attended 35 such webinars throughout the year. These covered topics including Microsoft OneNote, Word, Outlook, PDF-XChange, Excel and Dictate. Four of these webinars were specifically for leadership judges on the subject of data analysis and management.

Supporting changing ways of working

The College provided training to support judicial office holders to adapt to developments in digital working. This included training and guidance on a new digital case-management system for the residential property division of the First-tier Tribunal Property Chamber.

Changing use of technology in business and society

The College created a new online library to host speeches and resources relating to emerging technology in the legal sector for judicial office holders to access when required. The College also created resources, such as AI awareness sessions for use in judicial continuation training, to support appropriate and responsible use of AI tools, and awareness of how parties who appear in courts and tribunals might make use of AI in preparing their cases.

Objective 4: Effective leadership

Leadership training

In 2024 to 2025, the College delivered two Essential Leadership Programmes to a total of 36 judicial leaders. This mandatory three-day programme for new leadership judges on appointment introduced the fundamentals of effective leadership in the judiciary, encompassing three one-day modules delivered over three months with pre- and post-course activities and peer learning groups. It covered understanding the leadership role and environment, personal leadership and resilience, and leading others, including pastoral responsibilities, inclusion and leading through change.

Developing future provision

The College worked with leadership experts to conduct a training needs analysis and evaluate the impact of current leadership training, as part of the commitment to support evolving judicial leadership demands. The findings and recommendations were used to develop a new pilot programme for the senior judiciary to enhance the training offer. The pilot began in March 2025 for a cohort of 18 senior judges and consisted of a mixture of in-person and online training. It focused on leadership behaviours critical to the effective functioning and wellbeing of the judiciary, including handling challenging conversations, leading change, influencing without formal authority and maintaining resilience under pressure. The College also developed an initial plan for evaluation of the immediate and longer-term impact of the course, for delivery in 2025 to 2026.

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

International engagement

The College continued its international training outreach to help foster judicial collaboration, support capacity-building and promote the rule of law globally. Key activity over the period included the following engagements:

- Representatives from the College delivered sessions on judicial training principles, collaboration, AI, and diversity and inclusion at the 11th conference of the International Organisation of Judicial Training.
- The College welcomed a delegation from the Supreme Court of Korea as part of a continued mutual agreement to advance judicial education opportunities.
- The Director of International Training visited the Judicial Education Institute of Jamaica to assist with their work to develop a core curriculum and prospectus.
- The College invited a delegation of Albanian judges to attend its seminars and travelled to Albania to deliver training focused on capacity-building and support to strengthen the rule of law.
- Engagement continued with the Nigerian National Judicial Institute through training for trainers and training for magistrates on areas such as judicial ethics and core judgecraft.
- A training programme was delivered for judges in Tonga, including the treatment of vulnerable witnesses, approaches to case management and judicial independence.
- Training was delivered to judges of the Malaysian Sessions and High Courts, focused on criminal cases, vulnerable witnesses and judicial wellbeing.
- In partnership with the Commonwealth Magistrates' and Judges' Association, training was delivered to Gambian judges on criminal law, case management and sentencing.
- Training was delivered to judges in Sierra Leone on best practice for sentencing.
- The College participated in the annual conference of the UK and Ireland Judicial Studies Council, hosted by the Judicial Institute for Scotland.

External expertise

The College draws on appropriate input from external subject-matter experts to support the analysis of training needs, and the design and delivery of training. This can include clinicians, academics or experts on inclusion, trauma-informed practice and leadership. One example in this reporting period was engagement with the College of Policing to secure practical subject-matter expertise and insight to support the development of eLearning resources on security, for launch in the 2025 to 2026 training year.

The College also worked with other educational institutions to improve understanding of new and emerging training theories, methodologies and technologies, and how and when these can be used as part of a high-quality delivery toolkit for the contemporary judiciary.

Objective 6: High-quality support for modern training

Judicial College Learning

JCL is a digital learning management platform for judicial office holders to book courses and access eLearning and other educational resources.

The full programme for magistrates was hosted on JCL for the 2024 to 2025 training year, providing a single platform for all judicial office holders to manage their learning. In addition to using JCL to book live training and access resources, 12,488 magistrates accessed eLearning and recorded just over 43,200 eLearning completions overall.

Efforts to continuously improve JCL over the period focused on strengthening the capture, reporting and analysis of management information, to inform annual operational and financial planning, and personalising training information. The College also continued to regularly review the layout, content and functionality of JCL to meet web content accessibility guidelines.

Evaluation

Central to the College's work is the systematic capture and analysis of quantitative and qualitative feedback to understand whether training is effective and efficient, and to inform its future development. During 2024 to 2025, the College strengthened its approach to evaluation by:

- enhancing the use and presentation of available datasets, resulting in clearer and more insightful evaluation reports to support planning and quality assurance
- reviewing quantitative feedback processes, to ensure robust analysis and to improve the accuracy, reliability and integrity of the data underpinning evaluation
- exploring future reporting needs, including investigating appropriate and secure uses of AI – while maintaining anonymity – to increase efficiency in analysing qualitative feedback
- introducing a follow-on evaluation pilot for induction and other stand-alone events, to deepen understanding of learning transfer and longer-term impact
- improving existing data collection mechanisms, to enhance user experience, increase engagement and better assess how learning influences judicial practice

- identifying opportunities to enhance how evaluation findings are shared across the College, supporting a consistent and evidence-based approach to training development
- continuing to strengthen a “whole College” approach to evaluation, by aligning processes and reporting practices across programmes.

Accessibility

The College provided ongoing guidance and support to judicial training teams to design and produce accessible training materials as standard, including accessible templates, and worked with suppliers and venues to ensure training environments were accessible. This was part of an overall commitment to providing inclusive training for all.

Training for judicial trainers

The College provides courses designed to support judicial office holders responsible for training course design, content and delivery. In 2024 to 2025, the College delivered:

- two Course Design seminars to 31 delegates, to support judicial office holders involved in training to design, deliver and develop focused and effective learning programmes
- two Facilitation Skills seminars to 56 delegates, focused on developing and consolidating effective skills in both online and face-to-face learning environments
- two combined Course Design and Facilitation Skills seminars to 22 delegates
- three Digital Tools for Trainers seminars to 48 delegates, to support new trainers and increase existing judicial trainers’ levels of confidence in using digital tools for training delivery.

These courses are captured in the other cross-jurisdictional training figures provided under [Objective 1](#) on page 8 of this report.

Expenditure

Summary of expenditure 2024 to 2025	Total £000
Judicial fees	9,690
Venue costs	4,924
Consultancy costs	0
Course costs	446
Other costs	514
Total	15,574

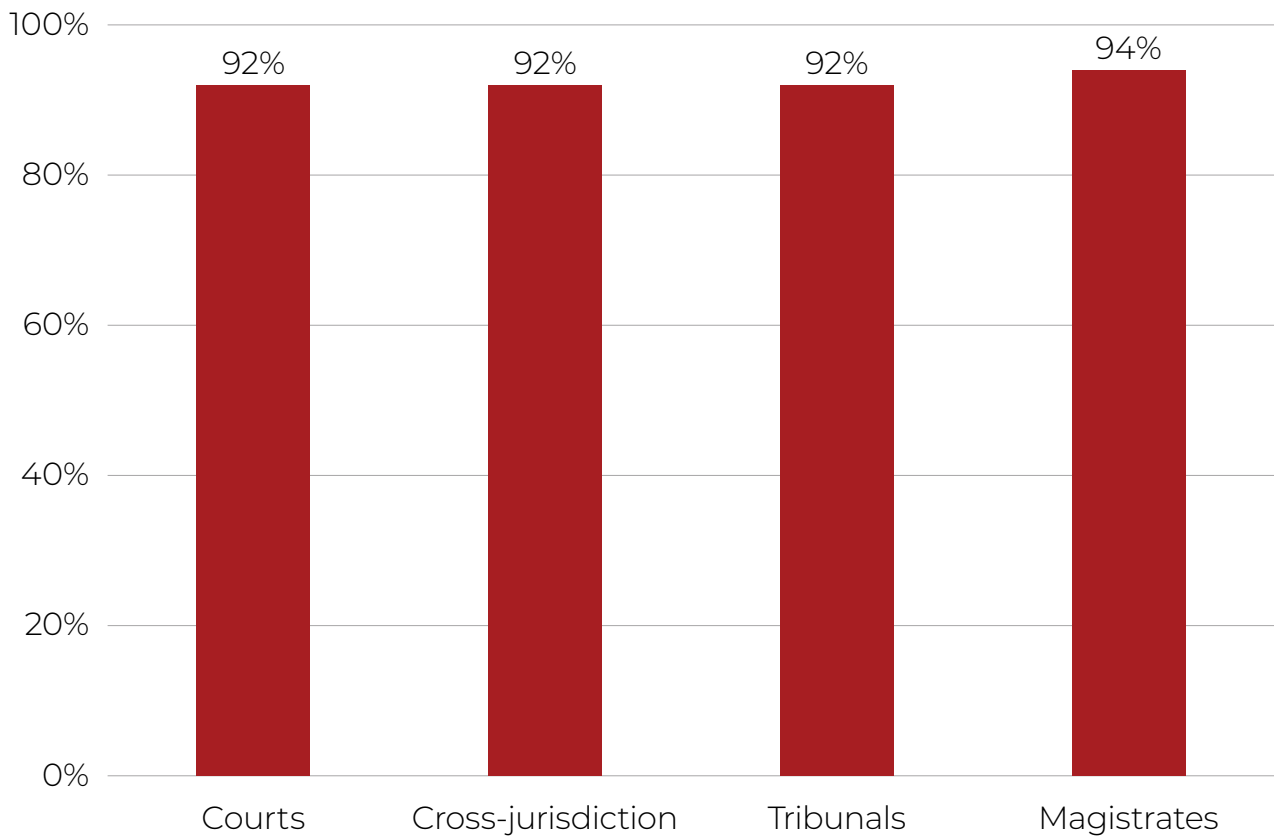
Notes

1. Course costs include the creation of training materials by external suppliers and backfill to local authorities for coroners attending training.
2. Other costs include staff travel and subsistence, external speakers' fees, digital learning equipment, catering and estate costs.

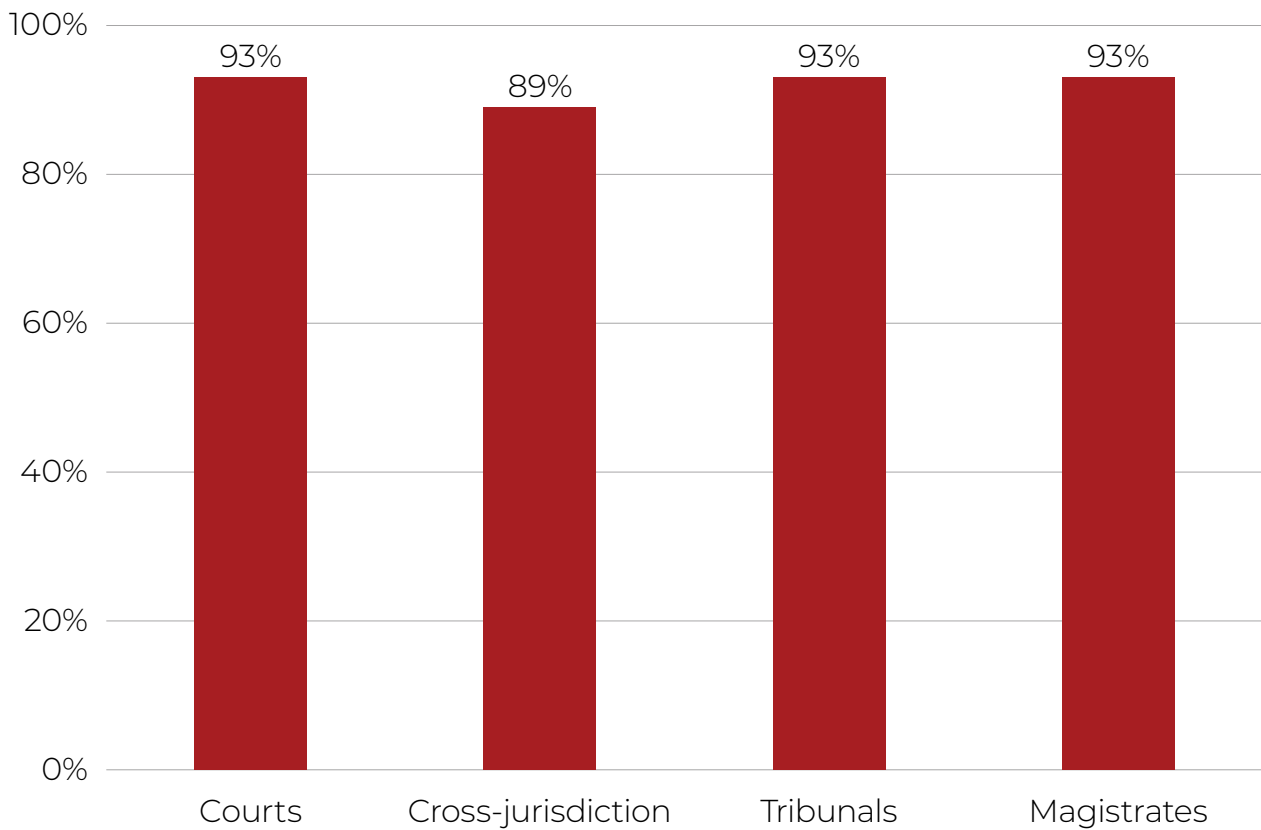
Evaluation

The following charts summarise performance against key evaluation measures.

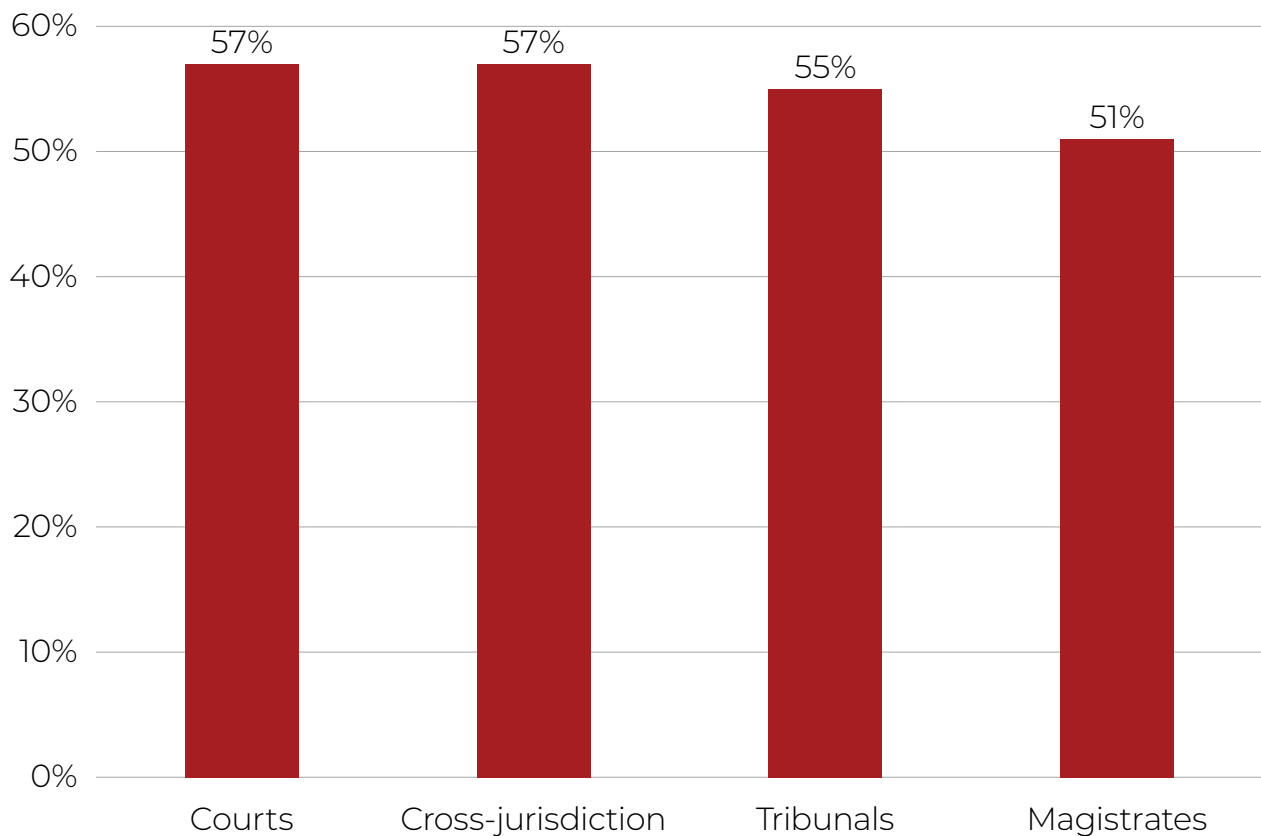
Aims fully or substantially met, by jurisdiction



Courses very or substantially useful, by jurisdiction



Feedback return rates, by jurisdiction



Notes

1. Online feedback forms are circulated for each course. Completion is strongly encouraged but not mandatory.
2. “Courses very or substantially useful” measures the proportion of delegates who gave feedback and agreed, or strongly agreed, the course would be useful to them in their judicial role.
3. Each course has stated learning aims. “Aims fully or substantially met” measures the proportion of delegates who gave feedback and agreed, or strongly agreed, the stated learning aims were met.



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