



JUDICIAL
COLLEGE

Strategy of the Judicial College 2011 – 2014

Introduction

1. The Lord Chief Justice has statutory responsibility for the training of the judiciary of England and Wales under the Constitutional Reform Act 2005. This includes magistrates and their legal advisers.
2. The Senior President of Tribunals has statutory responsibility for the training of judges and other members of tribunals pursuant to the Tribunals, Courts and Enforcement Act 2007. He has a further statutory responsibility under section 2 of that Act to have regard to the need for members of tribunals to be experts in the subject-matter and law relevant to cases in which they decide matters and for tribunal proceedings to be handled quickly and efficiently. His duties in relation to judicial training also extend to judges and other members of tribunals in reserved tribunals across the UK.
3. In the strategy those for whom the Lord Chief Justice and Senior President of Tribunals have training responsibilities are called ‘judicial office holders’.
4. Section 47 of the Tribunals, Courts and Enforcement Act 2007 specifies the mutual responsibilities of the Lord Chief Justice and Senior President of Tribunals (among others) to cooperate in relation to judicial training.
5. Having regard to those responsibilities and having examined the case for a unified training organisation, the Lord Chief Justice and Senior President of Tribunals concluded that it would be beneficial for all judicial office holders to be trained by the same organisation and for this reason they established the Judicial College on 1 April 2011.
6. The Lord Chief Justice and Senior President of Tribunals have oversight of the College through the Judicial Executive Board. The Judicial Executive Board is chaired by the Lord Chief Justice and advises him in his leadership, organisation and management roles. Both the Senior President of Tribunals and the Chairman of the College Board are members of the Judicial Executive Board.
7. The Board of the Judicial College is the governing body of the College. It sets the overall strategy for the College, agrees business plans and oversees the delivery of training within the budget allocated to the College.

8. The staff of the College is part of the Judicial Office, which provides support to judicial office holders in their leadership and management responsibilities under the Constitutional Reform Act 2005 and the Tribunals, Courts and Enforcement Act 2007.
9. The College is a new organisation and one of its first tasks is to formulate its strategy. This document sets out the strategy of the College for the period from April 2011 to April 2014. It has five sections:
 - (1) Vision;
 - (2) Overriding objective;
 - (3) Governing principles;
 - (4) Plan of work;
 - (5) Timeframe for initial work.
10. The strategy is evolutionary rather than radical, building on the strengths of the existing training systems in courts and tribunals, but ensuring at the same time that the College will deliver value for money during a financial period when its resources will decrease.

Vision

11. The vision of the College is to become and be recognised as a world leader in judicial education.

Overriding objective

12. The overriding objective of the College is to provide training of the highest professional standard for judicial office holders which:
 - (1) satisfies the business requirements of judicial leaders¹
 - (2) promotes so far as practicable the professional development of judicial office holders²
 - (3) strengthens the capacity of judicial office holders to discharge their judicial functions effectively;
 - (4) enhances public confidence in the justice system.

¹ For tribunals, whilst the Senior President has the formal responsibility for training, it is the Chamber and Pillar Presidents who have in effect subsumed this responsibility as part of their personal stewardship of the quality of justice delivered within their respective jurisdictions. The College intends to work closely with all Presidents in a collaborative and mutually beneficial way.

² The College recognises, however, that different judicial office holders require a variety of learning and development methods to meet their professional learning needs. There are, for example, particular features of tribunals – in particular the preponderance of fee paid members, the range of specialist niche training requirements, and the large number of tribunals’ judicial office holders who are not legally trained – that may require a training approach different from that appropriate for salaried courts’ judges. This need for a distinctive approach will also apply to the training of magistrates for similar reasons.

13. The College will achieve the overriding objective by working in partnership with judicial leaders and building on the strengths of the existing training systems in courts and tribunals. All those who design and deliver training to judicial office holders are doing so on behalf of the College. The College is there to lead, support and enhance the quality of current training programmes as they develop over time.

Governing principles

14. Judicial training has three elements:
 - (1) substantive law, evidence and procedure and, where appropriate, “subject expertise”;³
 - (2) the acquisition and improvement of judicial skills including, where appropriate, leadership and management skills;
 - (3) the social context within which judging occurs.
15. ‘Social context’ includes diversity and equality. These will be integral to the College’s training programmes.
16. There are areas of knowledge and expertise common to all judicial office holders. Where appropriate the College should design and deliver training programmes in these common areas at both induction and continuation levels, which can be delivered across the jurisdictions.
17. All newly appointed and newly authorised judicial office holders must receive proportionate induction training.
18. All judicial office holders must undertake a programme of continuing training. This is subject to the overall direction of the Lord Chief Justice and Senior President of Tribunals.
19. Judicial training should be designed and delivered by practising judicial office holders or by trainers with appropriate professional skills under judicial direction.
20. Judicial office holders who design and deliver judicial training should receive training and advice for that purpose
21. The most effective judicial training is that which requires active participation by judicial office holders in a supportive environment and gives them the opportunity to practise and develop skills.
22. Judicial training will be reviewed and evaluated with a view to its continuous development and improvement and in order to ensure value for money.
23. The College will also offer an academic programme to complement its core training programme and cover a range of issues relevant to the judicial role.

³ In accordance with section 2(3) of the Tribunals, Courts and Enforcement Act 2007.

24. The College should participate in appropriate international judicial training projects which strengthen judicial independence and reinforce the judiciary as a key institution of democratic governance.

Plan of work

25. The College will pilot various approaches to common training for all judicial office holders in the skills and social context of judging.
26. It will further develop the online booking system and online prospectus of available courses.
27. It will devise and deliver the broader academic programme referred to in paragraph 23.
28. It will devise and implement a strategy for e-learning. Although e-learning will complement rather than replace face to face training, it will play an increasing role in the College's activities.
29. Following consultation with judicial leaders it will recommend minimum training requirements for all judicial office holders to the Lord Chief Justice and Senior President of Tribunals.
30. It will maintain a training unit which will include experts in professional education and training. Its main functions will be to:
- (1) advise and assist judicial trainers in the design and delivery of training programmes, with particular reference to the social context of judging;
 - (2) support the monitoring and evaluation of judicial training with a view to its continuous development and improvement and in order to ensure value for money;
 - (3) develop a standard evaluation approach for use throughout the College.
31. It will publish a set of common training standards for all judicial training and develop training programmes that accord with them.
32. It will develop and maintain a learning management system which will be easily accessible and simple to use. The system's main functions will be to:
- (1) house the online prospectus and booking system;
 - (2) house training materials for forthcoming training programmes;
 - (3) house the College's evaluation system;
 - (4) house the College e-library;
 - (5) enable the development and delivery of online learning programmes in accordance with the e-learning strategy.
33. It will continue to discharge the training responsibilities of the Senior President of Tribunals and (where relevant) the Lord Chief Justice for judicial office holders in

Scotland, Wales and Northern Ireland. By this process it will ensure effective cross-border cooperation in the provision of training to judicial office holders between geographical jurisdictions across the UK.

34. It will consult about and where appropriate develop a training policy for supporting tribunals outside HMCTS across the UK. It will also consider a policy in relation to other external requests for training that might provide an income.
35. It will promote awareness of the College's work among judicial office holders and in the wider community.
36. It will devise an international strategy and implement it through the International Committee.
37. It will create a governance structure that supports the implementation of the plan of work.