



JUDICIAL STUDIES
BOARD

ANNUAL REPORT

2010–2011



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1: ABOUT THE JUDICIAL STUDIES BOARD

In its 2009–11 Strategy the JSB declared that its vision was: ‘to evolve into a form of judicial college which meets the highest standards in judicial learning and development.’ The main focus for the JSB during the period covered by this report has been to work with the tribunals judiciary to create a single training organisation, known as the Judicial College. In Chapter 2 of this report, the Chairman of the JSB, Lady Justice Hallett, describes the work that has been undertaken during the course of the year to ensure that new arrangements for the College were in place by 1 April 2011. In the meantime, this chapter of the report describes the structure of the JSB during its final year.

What does the JSB do?

The JSB’s purpose is to ensure that high-quality training is delivered to enable those who discharge judicial functions to carry out their duties effectively, in a way which preserves judicial independence and supports public confidence in the justice system.

The JSB is directly responsible for the development and delivery of training to judges in the Crown, county and higher courts. We also provide some training and advice and support to those providing training in the magistrates’ courts and to tribunals.

The JSB’s activities fall under three main headings:

- 1 Initial training for new judicial office-holders and those who take on new responsibilities.
- 2 Continuing professional education to strengthen and deepen the skills and knowledge of existing judicial office-holders.
- 3 Delivering change and modernisation by identifying training needs and developing and delivering training programmes to support major changes to legislation and to the administration of justice.

The JSB also participates in various domestic and overseas networks and responds to requests to provide assistance for programmes organised by European, Commonwealth and international judicial training institutions, as resources allow.

How is the JSB organised?

The JSB is an independent judicial body and part of the Judicial Office for England and Wales. It draws its funds, staff and much of its corporate support directly from the Ministry of Justice. During the year under report, Lady Justice Heather Hallett chaired the Board.

The Lord Chief Justice (LCJ) is responsible for the provision and sponsorship of judicial training, within the resources provided by the Lord Chancellor.

The Lord Chief Justice exercises his executive responsibilities for oversight of the JSB through the Judicial Executive Board – a permanent body with responsibility for the leadership, organisation and management of the judiciary of England and Wales – and it is as a member of that body that the Chairman of the JSB advises the LCJ on training issues, and raises particular issues for consideration, as appropriate.

The JSB governance is based on two bodies, an Executive Board and an Advisory Council.

The Executive Board

The Executive Board is the JSB's governing body, with responsibility for strategy, planning and delivery. The Chairman of the Executive Board also chairs the Advisory Council. The board's membership consists of the JSB's committee chairmen, its Directors of Training, the Director of Studies, the joint Executive Directors and two non-Executive Directors, appointed in July 2007, who provide an external perspective on the board's activities.

The key tasks of the Executive Board are to set the overall strategy for the JSB and annual Business Plan, and oversee the delivery within budget through the work of the individual committees, the Executive Directors and the Director of Studies.

As at 31 March 2011, the membership of the Executive Board was:

Lady Justice Hallett DBE	Chairman
Mr Justice Maddison	Director of Criminal Training
Mr Justice Bodey	Director of Family Training
Mrs Justice Davies DBE	Chairman, Equal Treatment Advisory Committee (ETAC)
Mrs Justice Thirlwall DBE	Chairman, Magisterial Committee
Mr Justice Langstaff	Chairman, Tribunals Committee
Mr Justice MacDuff	Director of Civil Training
Mr Justice Owen	Director of Senior Judiciary Training
Judge John Phillips CBE	Director of Studies
Keith Baldwin	Non-Executive Director
Judith Killick and Maggy Pigott	Joint Executive Directors

The Advisory Council

The Advisory Council's main role is to ensure that the work of the JSB is scrutinised and challenged.

Its members include sponsors and interested parties such as senior officials from the Ministry of Justice and the Tribunals Service Chief Executive, representatives of the judiciary, representatives of the legal professional bodies, and academic specialists who were selected through open competition.

At its meetings, it reviews and comments on the JSB's budget, performance and strategy and, by debating important points of principle, provides a sounding board to help the Executive Board develop proposals and policies. It met twice during the course of the period under report.

As at 31 March 2011, the membership of the Advisory Council was:

Lady Justice Hallett DBE	Chairman
Lord Justice Carnwath CVO	Senior President of Tribunals
Lord Justice Goldring	Senior Presiding Judge for England and Wales
Mr Justice Andrew Smith	Judges' Council
(vacant)	Council of HM Circuit Judges
District Judge Robert Jordan	Association of District Judges
Senior District Judge (MC) Riddle	Senior District Judge (Magistrates' Courts) and Chief Magistrate
John Calladine	The Law Society
Sir Suma Chakrabarti KCB	Permanent Secretary, Ministry of Justice (MoJ)
Sharon White	Director-General, Law, Rights and International, MoJ
Professor Fiona Cownie	Professor of Law
Dr Patrick Davies	Magistrates' Association
Carl Lygo	Principal, BBP Law School
Peter Handcock CBE	Chief Executive, HMCS

Kevin Sadler	Chief Executive, Tribunals Service
Anne Sharp	Chief Executive of the Judicial Offices for England and Wales
Rabinder Singh QC	General Council of the Bar
Richard Thomas CBE	President, Administrative Justice and Tribunals Council
Nick Watson	Justices' Clerks' Society

The Executive Board members are invited to attend meetings to assist the Advisory Council. The heads of the JSB's Judicial Training Division, Magistrates Training Division, Tribunals Training Division, Training Advice Division and Corporate Services also attend all meetings.

Work programme 2010–11

Judicial training needs are assessed, and courses and training materials are developed, by the main committees of the Judicial Studies Board. The main committees are responsible for oversight of training in particular jurisdictions, namely the Judicial Training, Senior Judiciary, Magisterial and Tribunals Committees. The Equal Treatment Advisory Committee (ETAC) has an advisory role on diversity and equal treatment issues that spans the work of the other committees.

For the year under report, the JSB was working to two documents. The first, the Strategy, covers the period 2007 to 2011 and lays out five strategic objectives for the board. These are reproduced and discussed further in Chapter 2. The second, the Business Plan, lays out the aims and work programme for the JSB, its committees and Secretariat for 2009–10. Both documents are approved by the Judicial Executive Board. Also available on the website is the text of the JSB's Annual Lecture 2011, given this year by the Master of the Rolls, Lord Neuberger.

Appointments

Appointments to the Judicial Studies Board are made by the Lord Chief Justice after consultation with the Lord Chancellor. The JSB itself is responsible for appointments to its committees, sub-committees and judicial training teams, and in making these appointments observes the principles of open competition contained in the Code of Conduct issued by the Commissioner for Public Appointments.

The JSB's governance principles

- 1 The JSB will have a clear statement of purpose and intended outcomes for its users, ensuring that they receive a high-quality service and that taxpayers receive value for money.
- 2 The JSB will clearly define the roles and responsibilities of its members to enable them to be clear about their responsibilities and to perform them effectively.
- 3 The JSB will promote and support judicial independence and operate in accordance with the seven principles established by the Committee on Standards in Public Life ('the Nolan Principles'), i.e. selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- 4 The JSB will take informed, transparent decisions, clearly define levels of delegation and manage risk.
- 5 The JSB will ensure that it has the skills, knowledge and experience to be effective.
- 6 The JSB will engage with those with an interest in its business and enable accountability to be demonstrated to the Lord Chief Justice and the Lord Chancellor.

2: CHAIRMAN'S MESSAGE



Lady Justice
Heather Hallett

Creation of the Judicial College

In its 2009–11 Strategy the JSB declared that its vision was: 'to evolve into a form of judicial college which meets the highest standards in judicial learning and development.' This coincided with the move towards a unified system of

judicial education for both courts and tribunals. In November 2009, the Lord Chief Justice and the Senior President of Tribunals agreed to establish the Unified Judicial Training Advisory Board (UJTAB) under the chairmanship of Lord Justice Sullivan. The UJTAB was asked to advise them on unified judicial training and in its July 2010 report it recommended the establishment of a joint Judicial Training College.

In his introduction to that Report, Lord Justice Sullivan observed:

'Two developments... had a significant impact on our deliberations. First, the announcement in March 2010 that her Majesty's Courts Service and the Tribunals Service were to be merged reinforced our view that unification of judicial training could, and indeed must, be made to work. Second, the increasing realisation that there will be significant reductions in government spending means that unification will have to be made to work in a manner that reduces, rather than increases public expenditure.'

Both of the developments to which Lord Justice Sullivan referred continue to reinforce the case for unified training provision today.

Thus, the main focus for the JSB during the period covered by this report has been to work with the Tribunals judiciary to create a single

training organisation, known as the Judicial College. In October 2010, the Judicial Executive Board approved a project board chaired by Mr Justice Hickinbottom and with membership representing both the JSB and tribunals training. The Project Board was charged with ensuring that the new arrangements for the College were in place by 1st April 2011. They were. I am very grateful to the members of UJTAB and the Project Board for their hard work and efficiency.

The Judicial College has a new, small, governing Board which I will chair. The Board reports through me to the Judicial Executive Board. The present membership of the Board includes representatives for the courts' judiciary, for the tribunals' judiciary, for magistrates and their legal advisers. It comprises:

- Mr Justice Owen
- Mrs Justice Thirlwall
- Judge Nicholas Warren
- Judge John Phillips CBE, Director of Studies for the Courts' Judiciary
- Professor Jeremy Cooper, Director of Studies for Tribunals
- Judith Killick, Executive Director of the Judicial College.

The groups and committees already in existence under the JSB and the tribunals training programme will continue until later in 2011 to enable the new Board to decide what governance arrangements will best suit the new organisation.

The College's initial focus will be on delivering existing training programmes for 2011–12 and then on developing plans and delivering judicial training thereafter.

Business as usual

Otherwise, during the course of the year, it has been business as usual for the Judicial Studies Board in the organisation and delivery of judicial training. The second prospectus for the courts judiciary was published in October 2010 covering the period from April 2011 to March 2012. All salaried judges and over one third of fee-paid judges were asked to book a seminar on line via the JSB training website.

The JSB's purpose, as contained in its Strategy for 2009–11 is 'to ensure that high-quality training is delivered to enable those who discharge judicial functions to carry out their duties effectively, in a way that preserves judicial independence and supports public confidence in the justice system'. The strategy was divided into five priorities. In its final year, the JSB continued to deliver those priorities, subject to the constraints of available resources, in the following ways:

Priority 1

To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.

The work of the Judicial Training Committee and its planning groups within the criminal, civil and family jurisdictions is described in detail in Chapters 4–7. The core training programme for the year included:

- Five courses in the civil jurisdiction, with a total of 1,119 delegates.
- Eight courses in the criminal jurisdiction, with a total of 1,146 delegates.
- Six courses in the family jurisdiction, with a total of 626 delegates.

Judicial training includes training for High Court and deputy High Court judges. Further details on training for the senior judiciary can be found in Chapter 8.

Priority 2

To ensure that the learning and development needs of magistrates' courts judiciary and legal advisers are central to our activities so that we are recognised by the judiciary, MoJ and HMCS as a high-quality provider of training, training materials and guidance that meet the needs of all those who exercise judicial functions in the magistrates' courts.

The work of the Magisterial Committee is described in detail in Chapter 9.

There were nine training courses directly delivered by the JSB during the period, with a total of 460 DJs (MC), DDJs (MC), legal advisers and magistrates attending.

Priority 3

To work with the Senior President and tribunals in developing and maintaining consistent standards of learning and development which meet the needs of all tribunal members in the exercise of their judicial functions.

The work of the Tribunals Committee is described in detail in Chapter 10.

There were eight training courses held during the period, with a total of 195 delegates.

Priority 4

To assist and support all judges and judicial office-holders to fulfil the obligations of the judicial oath, by being equipped to recognise the many ways in which social, cultural and other differences may have a bearing on the conduct of cases and the wider judicial role.

The work of the JSB's Equal Treatment Advisory Committee is described in detail in Chapter 11.

Priority 5

To enhance the capability of the JSB to deliver its national and international priorities.

The work of the International Group is described in detail in Chapter 12.

Conclusion

I should like to take this opportunity to thank those who have given so generously of their time and expertise to the work of the JSB during the past year. Special thanks must go to those course directors and tutor judges whose term of appointment ended this year.

As a consequence of the creation of the Judicial College, the role of the JSB's Advisory Council came to a natural end. Over the four years of its existence, the Council has provided the JSB with wise guidance and consistent support, and I would like to thank all those members who have helped us in this way.

Judicial education is now accepted as an integral part of the working life of all judicial office-holders and magistrates' courts legal advisers. It is crucial in ensuring high standards of professionalism among those who discharge judicial functions, support for the rule of law and public confidence. The work continues, and I am confident will be enhanced by the creation of the new Judicial College.

3: DIRECTOR OF STUDIES



Judge John Phillips CBE

End of the Judicial Studies Board and beginning of the Judicial College

On 31 March 2011 the JSB came to an end and the Judicial College came into being. The JSB was founded in 1979 on the recommendation of a working party chaired

by Lord Justice Bridge. Its name included the word 'Studies' rather than 'Training' since it was thought that judges might take exception to the idea that they needed the latter. Thirty one years later, in his Foreword to the JSB Prospectus for 2010 – 2011, the Lord Chief Justice referred to training as 'an integral part of the working life of a judge'. Things have come a long way.

Now they are moving still further. In July 2010 the Unified Judicial Training Advisory Board reported to the Lord Chief Justice and Senior President of Tribunals. It recommended that there should be a single judicial training organisation in England and Wales for judges, legal advisers, magistrates and non-legal members of tribunals. A spur to this recommendation was the report of the Advisory Panel on Judicial Diversity chaired by Baroness Julia Neuberger. The Panel made clear that it viewed the evolution of the JSB into a Judicial College as one method of increasing judicial diversity. The Lord Chief Justice and Senior President accepted the recommendation and set up the Unified Judicial Training Project Board to implement it.

The Project Board has two objectives; first, to establish the unified training organisation and, second, to carry out an options appraisal for premises from which it may operate. The first objective has already been achieved since the Judicial College came into being on 1 April 2011. Under the guidance of a small

Board chaired by Lady Justice Hallett it is now formulating its strategy. To my mind the establishment of the College marks the single most important development in judicial education since the founding of the JSB.

The College needs a home. The options appraisal will include discussions not only with the Ministry of Justice but also with third party providers such as universities and commercial organisations. It is too early to say what realistic and affordable alternatives the appraisal will produce but it will be complete within a year. For the immediate future the College's main premises will be the former JSB offices in London.

Third JSB Prospectus for the courts' judiciary

The JSB now offers an annual Prospectus from which judges may select those seminars that best match their individual requirements. The first was published in 2009 and the second in 2010. The response to both has been magnificent and judges seem to have welcomed the opportunity to plan their own personal education programme. An important addition to the second Prospectus was a comprehensive training programme for High Court Judges in civil, criminal and family law.

The third Prospectus will be published in October 2011 and will include several new seminars. Reflecting the United Kingdom's obligations under the Stockholm Programme and the Resolution of the Council and Representatives of the Governments of the Member States on the training of judges in the European Union, it is also likely to include a training programme in EU law. The coming into force of the Lisbon Treaty has emphasised the need for this.

Like the first and second, the third Prospectus will also include a small number of non-residential seminars. Hitherto these have taken place in London but there is a danger of

overlooking the regions. Accordingly the non-residential seminars in the third Prospectus will be held in Leeds, Manchester and London.

Despite these advances the College still has to live with the realities of the recession. Under the Comprehensive Spending Review it must reduce its training budget by about 23% in the four financial years from 2010/11 to 2014/15, an average of 6% per year. This is a substantial reduction and cannot be achieved by trimming round the edges. For this reason most residential seminars in the third Prospectus will last for two days rather than three. Some reduction in content is inevitable but there are ways of compensating for that, for example by the electronic presentation of some materials.

International work

International work will be an important aspect of the College's strategy. It intends to offer an enhanced training programme for overseas judges, should they wish to take advantage of it. To this end the JSB (before it became the Judicial College) appointed a High Court Judge, Mrs Justice Dobbs, as Director of International Training and she now chairs a small group of judges with a particular interest in international work. The College will offer more places to overseas judges at its own seminars and will also deliver some training overseas, if requested to do so. The College has already received expressions of interest from several countries, particularly those in the Commonwealth.

European Judicial Training Network

The European Judicial Training Network was founded in 2000 by the judicial training institutions of the EU Member States in order to develop genuine co-operation between them. For three years from March 2011 England and Wales will be a member of its Steering Committee.

The major activity of the Network is the organisation of an annual exchange programme between judges in different Member States. This programme was launched at the initiative of

the European Parliament and is funded by the European Commission. Its main objective is to allow judges to become acquainted with judicial systems that are different from their own and thereby to promote the development of mutual trust and confidence between them. England and Wales participates in the exchange programme. Another activity of the Network is its catalogue programme, by which Member States open up certain of their training activities to judges from other Member States. England and Wales also participates in the catalogue programme.

United Kingdom and Republic of Ireland Judicial Studies Committee

The Council is a forum in which the judicial training institutions for England and Wales, Scotland, Northern Ireland and the Republic of Ireland meet and exchange information about a wide variety of matters of mutual interest. The Council meets twice a year and will meet next in Dublin in June 2011.

Thanks

I should like to say 'thank you' to three people. In July 2010 Lord Justice Maurice Kay was appointed Vice-President of the Court of Appeal (Civil Division) and so had to relinquish his position as Chairman of the Judicial Studies Board. I want to thank him for the sure-footed and friendly way in which he guided the JSB (and me) during his period as Chairman. I wish him well in his new role.

I must end with Judith Killick and Maggy Pigott. Having been joint executive directors of the JSB for five years both have now decided to retire. It is difficult to describe adequately the help, friendship and support they have given to me as Director of Studies. I should like to think of the Judicial College as a form of tribute to them, for they were instrumental in its foundation. I wish them well in their retirement.

4: JUDICIAL TRAINING COMMITTEE

Work of the committee

The work of the Judicial Training Committee is to plan and deliver programmes of induction and continuation training for the circuit and district bench and to set and maintain standards for training. The Committee also oversees a programme of continuing education for the High Court bench. The committee ensures consistency, shares experience and determines priorities across judicial training.

The JTC oversees training in the civil, family and criminal jurisdictions (the latter including district judges in the magistrates' courts). The Directors of Training oversee training for their respective jurisdictions through the jurisdictional planning groups. The work of the three planning groups is covered in the following three chapters.

Membership

The JTC is chaired by the Chairman of the JSB and, at 31 March 2011, its membership was:

Lady Justice Heather Hallett DBE (Chairman)
 Mr Justice David Bodey
 (Director of Family Training)
 Mrs Justice Nicola Davies DBE
 (Chair of ETAC)
 Mrs Justice Linda Dobbs DBE
 (Director of International Judicial Training)
 Judith Killick (Joint Executive Director JSB)
 Mr Justice Alistair MacDuff
 (Director of Civil Training)
 Mr Justice David Maddison
 (Director of Criminal Training)
 Mr Justice Robert Owen
 (Director of Senior Judiciary Training)
 Judge John Phillips CBE (Director of Studies)
 Mrs Justice Kate Thirlwall DBE
 (Chair of the Magisterial Committee)

The committee is supported by representatives from the Training Advice Division and the Judicial Training Division.

Appointments

Judicial appointments to the JTC are made with the consent of the Lord Chief Justice.

- Lady Justice Heather Hallett DBE succeeded Lord Justice Maurice Kay as Chairman on 1st July 2010 for a period of four years.
- Mrs Justice Dobbs DBE was appointed Director of International Judicial Training on 21st October 2010.
- Mrs Justice Thirlwall DBE was appointed in her capacity as the Chair of the Magisterial Committee on 3rd January 2011 for a period of four years.
- Mrs Justice Nicola Davies DBE was appointed in her capacity as the Chair of ETAC on 1st February 2011 for a period of four years.

Work programme 2010–11

Of the five priorities listed in the JSB Strategy for the 2007–11 period, the one most pertinent to the work of the Judicial Training Committee is the first: 'To ensure that the current and future learning and development needs of the Crown, County and Higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.'

The JSB has continued to implement the Judicial Training Strategy. A significant step in implementation was the delivery of the seminars published in the first Prospectus for the courts judiciary. The Prospectus contained continuing education seminars for the period from April 2010 to March 2011, mainly for the Circuit and District Benches, although some seminars were also suitable for some High Court Judges. All salaried judges and one third of fee-paid judges were asked to book a seminar of their choice either on line via the JSB training website, or by completing and posting the booking form at the back of the hard copy Prospectus.

The second Prospectus, covering continuing education seminars between April 2011 and March 2012, was published on 4th October 2010. It contained three more jurisdictional seminars than the previous year, permitting an additional 250 fee-paid judges to receive training in 2011–12

New additions to the 2011–12 Prospectus include:

- The civil law programme has been expanded to include a new High Court seminar with three new modules:
 - Appeals and civil restraint orders
 - Management of civil costs
 - Law of contract and tort; an update
- The criminal law programme includes a new Crown Court mixed seminar (with modules in European criminal law)
- Long and Complex Trials has become a seminar in its own right, rather than an optional module.
- The family law programme has expanded to include a new High Court seminar and a new Ancillary Relief and Family Money seminar
- The Craft of Judging seminar to be offered on three occasions instead of one

Approximately 2700 places were made available to book through the second prospectus. The majority of these places were for salaried and fee paid judges who were required to book a seminar. A small number of places were made available to judges whose attendance is optional, including High Court Judges for whom a wider range of seminars is available.

As at 31 March 2011, 2338 judges have booked places on courses in the prospectus. Once again this was an excellent response rate. The percentages of judges who had booked were:

High Court Judges (optional)	33%
Circuit judges	89 %
District judges	93 %
District judges (magistrates' courts)	90 %
Recorders	91 %
Deputy district judges	93 %
Deputy district judges (magistrates' courts)	100 %

Almost all judges have been able to book onto their first choice of seminar. The percentages of bookings for each type of seminar were:

Civil law seminars	(9 seminars)	31 %
Criminal law seminars	(12 seminars)	36 %
Family law seminars	(10 seminars)	20 %
Seminars for DJs(MC)	(4 seminars)	8 %
Craft of Judging	(3 seminars)	5 %

Three non-residential seminars, one from each jurisdiction, were run. The civil law seminar ran in June 2010, the family law seminar ran in January 2011 and the Crown Court seminar ran in February 2011. Whilst the evaluations show that the majority of judiciary prefer to attend a residential seminar, there remains a significant group for whom this option is important for a variety of diverse reasons – for example, those with caring responsibilities at home.

Cross jurisdictional training – “The Craft of Judging”

The aim of the seminar was to enable judges to improve their judicial skills by practising them and learning from judges who sit in other jurisdictions.

There were four modular parts to the seminar:
1) Assessing credibility, making a decision and giving an oral judgment 2) Judicial conduct and ethics 3) Dealing with unexpected and high conflict situations in court and 4) Effective case management and giving an oral ruling.

The four modules were designed to develop judicial skills in:

- Assessing the credibility of evidence and providing sound and well-structured reasons for decisions
- Listening and communicating effectively in court
- Dealing appropriately with ethical and other problems that confront judges inside and outside court
- Dealing with unexpected and high conflict situations in court
- Managing a case effectively and delivering a case management ruling that is well-reasoned and well-structured.
- Managing the treatment of court users from diverse backgrounds and with differing needs and abilities.

A session on managing judicial life was also presented by Professor Dame Hazel Genn DBE QC (Hon).

Evaluation

Delegates felt that the seminar had been useful for their role as a judge in improving their judicial skills and learning from judges who sit in other jurisdictions. The seminar received very favourable feedback in meeting the learning outcomes; the general quality of the seminar; the opportunity to practise; the facilitation of the group work and the way in which it was run and organised.

“The opportunity to see how other judges operate cross-jurisdictionally was a real benefit. This was the best course I have attended.”

The following table shows the number of participants for the “Craft of Judging” seminar and the analysis of responses to the course evaluation questionnaire.

Event	No. of Participants			Overall – how well did the course meet its aim and outcomes?			
	Salaried	Fee paid	Total	Fully	Substantially	In Part	Not at all
The Craft of Judging	36	0	36	37%	53%	9%	1%

District Judges with no sitting experience

Following the induction of nine District Judges with no experience of sitting as a Deputy in that jurisdiction for which a special programme was devised last year, the JSB was notified of one further appointment of a District Judge with no experience of sitting as a Deputy District Judge. Once selected for appointment the assignments from amongst the successful candidates arose on a piecemeal basis depending on the timing and need for the appointments to take effect. In order to avoid delays in the new judge’s ability to sit, and following the principle that no judge on first appointment should be allowed to sit until induction training has been completed, the JSB created a bespoke training programme comprising of a mix of prescribed reading, sitting in and one to one residential tutoring with the two DDJ Induction Course Directors.

Training advice

The Training Advice Division has responsibility for the evaluation of judicial courses; the team collates and analyses the information from the post-course evaluation form. A written report is then circulated to the relevant Director of Training, the Director of Studies and the Course Director. Including local training events, 109 course evaluations have been completed by the Training Advice team during this financial year.

Following the implementation of the JSB evaluation strategy in April 2010, a consistent approach to evaluation has been introduced for all judicial training and magistrate, legal adviser and tribunal training delivered by the JSB.

This has enabled the JSB to identify for each course whether the intended learning was delivered and whether that learning met the needs of the judges. Evaluation also identifies trends, highlighting what has worked well or less well and the lessons to be learned for future courses. Over time, this enables the JSB to identify and monitor the effectiveness of the judicial, legal adviser, magistrate and tribunal training delivered.

For this year, this information shows that overall the intended learning has been delivered and that generally the learning did meet the needs of the judicial office holders. Syndicate or group work has continued to be well received and provided the appropriate opportunity to practice, and receive feedback from colleagues. Where the results for a particular course varied from the average, this has been highlighted in the report to the Judicial Training Committee along with any recommendations for action by the Directors of Training.

The Senior Training Advisers have continued to work with Course Directors offering advice and support on the design and delivery of seminars. They have observed a number of courses and provided written feedback to Course Directors. A report was also prepared jointly with the Director of Studies to assist in the forthcoming

review of Civil Continuation Training. Work has also begun with IT and other training specialists within the JSB on the development of an e-learning strategy in relation to judicial training.

The Training Advice Division also provided training during the summer for tutor judges in facilitating learning in small groups.

Course Directors' conference

A Course Directors' conference took place in October attended by 24 course directors. The conference was in four parts, with a workshop devoted to each part:

- Incorporating e-learning into course design
- Incorporating fair treatment issues into course design
- Adequate preparation time for JSB seminars
- Issues arising from the establishment of a Judicial College

Evaluation

"I am grateful to have been invited to this conference prior to my formal appointment. It has given me a very useful insight to the workings and levels of involvement of Course Directors and the JSB, and the manner in which the task is approached."

5: DIRECTOR OF CRIMINAL TRAINING



Mr Justice Maddison

The Director of Criminal Training is responsible for providing, reviewing and developing high-quality programmes of induction, continuation and specialist training for judges exercising a Crown Court jurisdiction, ensuring that identified training and learning needs are met

in a timely and cost-effective way and that the principles of fair treatment and diversity are included.

The Director of Criminal Training is supported in the detailed planning and delivery of individual courses and training programmes by a planning group. The membership is the Director of Training, the Course Directors, the Director of Studies, an ETAC Adviser, the JSB Executive Director and a Senior Training Adviser.

Appointments

- Judges Sally Cahill QC and Jeffrey Pegden QC were appointed joint course directors for the Crown Court continuation seminars with effect from October 2010.
- Following his appointment to the Sentencing Council, and at the request of the Director of Training, Judge Alistair McCreath acted as the deputy course director for continuation training providing particular assistance with sentencing matters.
- Judge Paul Worsley QC was appointed course director for the Serious Crime seminar with effect from 1st March 2011. Mr Justice Holroyde agreed to provide the High Court oversight for these seminars.

Work programme 2010–11

Of the five priorities listed in the JSB Strategy for the 2007–11 period, the one most pertinent to the work of the Director of Criminal Training, along with the other Directors of Training, is the first: ‘To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.’

This year, the JSB continued to deliver training programmes for the judiciary in both induction and continuing education.

Crime e-Letter

Crime e-Letters were published monthly from April to July and October to March. Their purpose is to keep judges up to date with developments in the law that affect the work they do.

Coroners and Justice Act 2009

The Coroners and Justice Act 2009 introduced new partial defences to murder with respect to diminished responsibility and loss of control, (see sections 52, 54, 55 and 56), for offences committed on or after 4th October 2010. At the request of senior judiciary, the Director of Training arranged for two one-day seminars to run to consider these important new provisions. In particular judges considered what matters should be referred to when summing-up these defences to the jury, to identify the points of difference from the previous defences of diminished responsibility and provocation, and what matters should be taken in to consideration when sentencing.

All circuit judges with an authorisation to hear murder cases, all High Court judges from the Queens Bench Division who hear Crown Court trials, and all Appeal judges who sit in the Criminal Division were invited to attend one of the training days.

Sentencing Council

The Coroners and Justice Act 2009 also created the Sentencing Council for England and Wales with effect from 1st April 2010. This replaced the Sentencing Guidelines Council and now has a wider remit in having to consider the resource implications of sentencing. The Council's main aim is to promote a clear, fair and consistent approach to sentencing and the JSB seeks to support this, whilst maintaining judicial independence, through its national programme of Sentencing seminars and its support of circuit based training.

Criminal course programme

This year saw the delivery of the first series of seminars from the Prospectus. There was high demand to attend the Crown Court training seminars. Six different types of seminar were provided; 1) two Crown Court sentencing seminars 2) two Crown Court Trial seminars 3) one Crown Court combined seminar 4) one Crown Court combined seminar with a long and complex trials option 5) three Serious sexual offences seminars and 6) one Serious Crime seminar. One of the serious sexual offences seminars was provided on a non-residential basis.

In addition to the programme of Prospectus seminars, there were three newly appointed recorder criminal conferences and two training days on the new partial defences to murder clauses arising from the Coroners & Justice Act 2009. There were also nineteen circuit-based training days for which the JSB provided training materials.

Crown Court Sentencing seminar

The aim of the seminar was to help judges sitting in the Crown Court to identify the correct approach to sentencing; to explore the outcomes that correct approach suggests; and to deliver sound, understandable and technically correct sentences.

The Course Directors were Judge Alistair McCreath and, jointly, Judge Sally Cahill QC and Jeffrey Pegden QC.

Evaluation

The majority of the delegates stated that the seminar outcomes had been met in full or almost met in full. There were many positive comments about the new approach to training, and in particular the opportunity to pass sentence and receive feedback from other judges.

"All invaluable, testing and well-structured"

Speakers

Subject	Name
Drugs and informants	Dr David Thomas QC
Sentencing dangerous offenders	Dr David Thomas QC
Sentencing young offenders	Dr David Thomas QC
Confiscation	HHJ Michael Hopmeier
The judicial portal	Judge Alistair McCreath
The Sentencing Council	Dr David Thomas & Judge Alistair McCreath

Crown Court Trial seminar

The aim of the seminar was to help judges sitting in the Crown Court to increase and develop their knowledge and understanding of criminal law, evidence and procedure; and to improve and refine the manner in which they exercise control over proceedings, give rulings and deliver legal directions in summing up.

The Course Directors were Judge Alistair McCreath and, jointly, Judge Sally Cahill QC and Jeffrey Pegden QC.

Evaluation

The majority of the delegates stated that the seminar outcomes had been met in full or almost met in full. There were many positive comments and the opportunity to network and learn from other judges was particularly welcomed.

“The move towards greater group work and practice of judge-craft is fundamentally right and has magically improved the value of training.”

Evaluation

The majority of the delegates stated that the seminar outcomes had been met in full or almost met in full. There were many positive and constructive comments made in support of these seminars. Inevitably the dual purpose of the seminar meant that some felt the content was rushed and demanding.

“Consistently exceptionally good. Demanding but supportive. These courses get better and better.”

Speakers

Subject	Name
The CPR and case management	Judge Roderick Denyer QC
Bad Character	Professor John Spencer
Child and Vulnerable Witnesses	Judge Sally Cahill QC
The judicial portal	Judge Alistair McCreath
Hearsay Evidence	Professor David Ormerod

Crown Court Combined seminar

This seminar combines the elements of both the Crown Court sentencing and trial seminars. The aims were the same although each subject was covered in less detail. This seminar was aimed at those judiciary who sit in other jurisdictions other than the Crown Court and who were not able to be released to attend the two separate trial and sentencing seminars.

The Course Directors were Judge Alistair McCreath and, jointly, Judge Sally Cahill QC and Jeffrey Pegden QC.

Speakers

Subject	Name
Confiscation	Judge Michael Hopmeier
Drugs and Informants	Dr David Thomas QC
Dangerous Offenders and Offences of Violence	Dr David Thomas QC
The Sentencing Council	Dr David Thomas QC
The judicial portal	Judge Alistair McCreath
Hearsay Evidence	Professor David Ormerod
The CPR and case management	Judge Roderick Denyer QC
Professor John Spencer	Professor John Spencer

Crown Court Combined seminar with Long and Complex Trials option

The aim of this seminar was the same as for the Crown Court Combined. There was an option to choose between the trial elements of the seminar or to complete the long and complex trials module instead. This module was aimed at judges who try fraud or other complex cases that last a minimum of four to five weeks and involve complexities of law and fact. The aim of the option was to bring together judges who try very high cost cases to discuss, identify and suggest answers to commonly encountered problems in the handling and management of such trials.

The Course Director was Judge Alistair McCreath with Judge Jonathan Durham Hall QC for the long and complex module.

Evaluation (long and complex module)

The majority of the delegates stated that the seminar outcomes had been met in full or almost met in full. The opportunity to share ideas and experiences and to learn from others with more experience was particularly welcomed.

“Very effective and interesting.”

Evaluation

The vast majority felt the seminars were useful in preparing judges to hear cases involving serious sexual offences.

“This was undoubtedly the best and hardest course I have attended.”

The Course Director was Judge Nicholas Browne QC.

Speakers

Subject	Name
Issues arising from the Scenario	Professor David Ormerod
Hearsay Evidence	Professor David Ormerod

Serious Sexual Offences seminars

The seminars were directed at all circuit judges and recorders authorised to hear cases of rape and serious sexual offences including those involving children. Newly authorised judges must attend a seminar before exercising this specialist jurisdiction. Newly appointed High Court judges also attend these seminars, unless they have attended already in a previous judicial capacity.

The aim of this seminar was to provide those who try serious sexual offences with an opportunity to identify and address current legal, evidential, procedural, social and sentencing issues. It provides an update on current law and seeks to assist judges to develop their judicial skills in relation to the trial of serious sexual offences.

The seminar also sought to increase judicial awareness of the trauma suffered by those who are victims of such offences. In particular, it endeavoured to increase delegates' understanding of how such a trauma may affect a witness' evidence.

As well as the talks listed below, the seminars included discussion and group exercises and a morning pre-seminar session for the benefit of newly authorised judges and recorders.

Speakers

Subject	Name
An Overview. The Trial of Sexual Offences	Judge Nicholas Browne QC
Indecent photographs	Hugh Davies
Sentencing powers in relation to sexual offences and Dangerous Provisions	Judge Melbourne Inman QC
Conducting the Trial (Including the topic of disclosure)	Judge Peter Hughes QC
Hearsay/Bad Character	Professor David Ormerod
S.41	Professor David Ormerod
The psychological effects of serious sexual offences on victims	Dr Fiona Mason / Zoe Lodrick
Trial of Serious Sexual Offences: Elephant Traps and Topical Issues (including the trial of non-consensual cases)	Judge Peter Rook QC
The assessment and treatment of sex offenders in prison	Ruth Mann
Problems Encountered with the Evidence of Children and Vulnerable Witnesses (Including observations about Intermediaries)	Judge Susan Tapping
Sexual assault referral centres	Dr Cath White

Serious Crime seminar

This was a new seminar which was designed to assist High Court judges and those circuit judges authorised to hear very serious criminal cases. The aim of the seminar was to bring those

judges who try homicide and terrorism cases to provide: an update on relevant legislation and authorities; and a forum for the exchange of views and experiences in relation to effective case management and sentencing.

Evaluation

Almost all the respondents considered the seminar to be useful to their role in trying serious crime cases.

“Written materials were first class. Extremely well organised and effective seminar.”

The Course Directors were Mr Justice Maddison, Judge Paul Worsley QC and Judge Peter Thornton QC.

Speakers

Subject	Name
Case Management and Pre-Trial Hearing	Judge Henry Globe QC
Defence Witness Notices	Judge Peter Thornton QC
Getting It Right First Time – A View from the Court of Appeal (Criminal Division)	Lord Justice Hooper
Witness Anonymity, Causation and Joint Enterprise	Professor David Ormerod/ Lord Justice Toulson
Summing Up, Written Directions and Steps to Verdict	Lord Justice Pitchford
Sentencing Dangerous Offenders and Serious Young Offenders	David Thomas
Terrorism	Mr Justice Calvert-Smith
The Sentencing Council	Lord Justice Leveson
Bad Character	Professor John Spencer
Sentencing Schedules for Homicide Cases	Judge Henry Globe QC

Newly appointed Recorders criminal conference

The aim of the conference was to provide newly appointed Recorders with an update on significant changes in the criminal law affecting the Crown Court and an opportunity, with the benefit of sitting experience, to consolidate the learning from the Induction Course and to discuss some of the problems commonly encountered during the first year of sitting

The joint Course Directors were Judge Simon Tonking and Judge John Wait.

Evaluation

The overwhelming majority of respondents felt that the learning outcomes were achieved, and there were positive and constructive comments received.

“Yet again a great course. Very practical, very instructive.”

Speakers

Subject	Name
Sentencing Guidelines and The Young Offender in the Crown Court	Dr David Thomas QC
Recent Developments in Criminal Evidence and Procedure	Mr Justice Maddison

Seminar on loss of control and diminished responsibility

The aim of the seminar was to familiarise judges who try and/or hear appeals relating to murder cases with the partial defences of diminished responsibility and loss of control introduced by the Coroners & Justice Act 2009. The seminar was designed to assist judges to make rulings, direct the jury and pass sentence in a consistent way with the provisions. These were one-off seminars in response to a significant change in the legislation for murder cases but the subject matter will continue to be dealt with through future serious crime seminars.

The Course Directors were Mr Justice Maddison, Judge Paul Worsley QC and Judge Peter Thornton QC.

Evaluation

There was a general feeling that there had been insufficient time to cover all the topics which was a response that had been anticipated because of the uncertainty of the new legislation. Overall though, the seminars received positive and constructive comments.

“This was an extremely good course in a very uncertain area”

Speakers

Subject	Name
The new defence of loss of control	Professor David Ormerod
The new defence of diminished responsibility	Professor David Ormerod and Professor Nigel Eastman
Summing-up the defence of loss of control	Lord Justice Pitchford
Summing-up the defence of diminished responsibility	Lord Justice Pitchford

Course evaluations and statistics

The following table shows the number of participants for each type of training event and the analysis of responses to the course evaluation questionnaire. (Some participants did not complete the questionnaire.)

Event	No. of Participants			Overall – how well did the course meet its aim and outcomes?			
	Salaried	Fee paid	Total	Fully	Substantially	In Part	Not at all
Crown Court Sentencing	86	78	164	37%	55%	7%	0%
Crown Court Trial	92	94	186	47%	46%	5%	2%
Crown Court Combined	36	54	90	38%	49%	12%	1%
Crown Court Combined with long & complex	45	41	86	43%	47%	5%	5%
Serious Sexual Offences Seminars	141	66	207	67%	30%	3%	0%
Serious Crime Seminar	86	0	86	57%	35%	8%	1%
Seminar on loss of control and diminished responsibility	172	9	181	44%	47%	8%	0%
Newly Appointed Recorders Criminal Conference	11	135	146	72%	24%	4%	0%

6: DIRECTOR OF CIVIL TRAINING



Mr Justice MacDuff

The Director of Civil Training is responsible for providing, reviewing and developing high-quality programmes of induction, continuation and specialist training for judges exercising a civil jurisdiction, ensuring that identified training and learning needs are met

in a timely and cost-effective way and that all training includes appropriate reference to the principles of fair treatment and diversity.

The Director of Civil Training is supported in the detailed planning and delivery of individual seminars and training programmes by a planning group. The membership is the Director of Training, the Course Directors, the Director of Studies, an ETAC Adviser, the JSB Executive Director, a Senior Training Adviser and the writers of the Civil e-Letter.

Appointments

The process of appointments is managed to ensure fair and open competition and that the Judicial Studies Board's diversity policy and appointments protocol are followed. Competitions are co-ordinated and planned in accordance with the appointments advertising programme.

- District Judge Lethem was re-appointed for a further 2 years, until February 2013, as the District Judge part of the joint Course Directors for Civil Continuation.
- Judge Allan Gore QC was appointed for a four year period from December 2010 as the Circuit Judge part of the joint Course Directors for Civil Continuation. Judge Gore QC replaced Judge David Mitchell who resigned as course director following a promotion to Designated Civil Judge.

Work programme 2010–11

Of the five priorities listed in the JSB Strategy for the 2007–11 period, the one most pertinent to the work of the Director of Civil Training is the first: 'To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.'

The Director of Civil Training oversaw the continued delivery of both induction and continuing education programmes for those judiciary who hear civil cases in the County and specialist courts.

e-Letters

The Civil e-Letter was published in May, July, November 2010 and February 2011. Their purpose is to keep judges up to date with the key developments in law and procedure that affect the civil jurisdiction.

Civil course programme

There were two civil induction courses, five Deputy District Judge induction courses, one District Judge induction course, seven civil continuation seminars and one specialist jurisdiction seminar. Materials were provided and delivered for 17 Circuit based Deputy District Judge training days.

The District Judges Annual Seminar was held in March 2011. This seminar was open to all District Judges and covered both civil and family jurisdictional matters.

Civil law induction course

Before being authorised to sit in a county court, recorders are required to attend a residential induction course and to undertake a period of sitting-in at the county court with a circuit judge and a day sitting in with a district judge in order to observe the exercise of case management skills.

The aim of the four day course was to equip those about to sit in the County court as Recorders with an understanding of the most important areas of substantive law and procedure and how to preside over Court hearings and to prepare and deliver rulings and judgments.

Evaluation

The vast majority of respondents felt that the course had been useful to them for their role as recorder in the County Court. In general the course received very favourable feedback in meeting the learning outcomes; the general quality of the course; the opportunity to practise; the syndicate work and the way in which the course had been structured.

“This is a well put together and run course”

The Course Director was Judge Stephen Stewart QC.

Speakers

Subject	Name
Case management	District Judge Julie Exton District Judge Robert Hill
eLis and the Judicial Portal	Judge Stephen Oliver-Jones QC
Judgecraft	Judge Michael Roach
Mental Capacity Act 2005	District Judge Stephen Rogers
Costs	District Judge Robert Hill
Litigants in Person/ Rights of Audience	Judge Stephen Oliver-Jones QC
Tips & Traps in the County Court	Judge Margaret De Haas QC
Damages in personal injury cases	Judge Allan Gore QC
Alternative Dispute Resolution	District Judge Margaret Langley
Possession claims	Judge Nic Madge
Committals	Judge Julian Lambert
Diversity awareness in Judgecraft	Grahame Aldous QC

Civil law seminar

The seminar used a modular approach to provide judges with an opportunity to choose those modules that best met their needs.

Judges were asked to select four modules that best matched their needs to form their own individually tailored seminar.

The aim of this seminar was to provide judges who sit in the civil jurisdiction with an opportunity to develop their knowledge and skills in those areas of law, procedure and social context which they consider most important for their personal development. There were twelve modules provided through the Prospectus:

- Contract and consumer
- Costs for the county court judge
- Damages
- Disability
- Discrimination
- Effective case management
- Effective trial management
- Enforcement of judgments
- Evidence in the civil court
- Insolvency
- Personal judicial skills
- The trial of housing cases

Evaluation

All the modules received generally favourable feedback, in particular the Damages Module. Most people supported the modular approach but with some reservations.

“The module course is the best way of learning.”

“The modules were helpful but I would prefer a broader ‘church’ to update and broaden my experience.”

The Course Directors were Judge David Mitchell, District Judge Chris Lethem and Judge Allan Gore QC.

Civil law seminar for specialist jurisdictions

This seminar is designed for those registrars, masters, district judges, circuit judges, recorders and deputy and High Court judges who hear cases relating to mercantile and chancery

law, and those sitting in the technology and construction court. Its aim was: ‘to provide judges with the opportunity to review and develop their knowledge and practical skills in managing cases and making rulings when sitting in the specialist jurisdictions’.

As well as enabling those new to these jurisdictions to handle this work with confidence, the course encouraged those familiar with these specialist fields to exchange information and experience with others. There was particular emphasis on good case management and an opportunity for discussion between those who manage cases at an early stage and those who conduct the final hearings.

A significant part of the training took place in small groups using fictional case studies.

Evaluation

The vast majority of respondents felt that the seminar had been useful for their role as a judge in managing and trying cases when sitting in the specialist jurisdictions.

“This was an excellent course, well organised and well worthwhile. I find the views of other judges on this course on problems immensely valuable.”

The Course Director was Judge Patrick McCahill QC.

Speakers

Subject	Name
Costs orders you should never make	District Judge Chris Lethem
Summary Assessment of Costs: The Golden Rules	District Judge Chris Lethem
Insolvency and the matrimonial home, and other current topics	Stephen Davies QC
An introduction to insolvency	Chief Bankruptcy Registrar Baister
Procedure: a judge’s toolkit	Judge Patrick Cahill QC
Electronic disclosure	Judge Simon Grenfell
A view from the Court of Appeal	Lord Justice Mummery
Contractual damages for the specialist jurisdictions	Professor John Cartwright
TCC: A review of the last 18 months	Mr Justice Ramsey
The Chancery Jurisdiction of Masters and District Judges	District Judge Godwin District Judge Giles
Case Management for the Specialist District Judge	District Judge Godwin District Judge Giles
An Introduction to Intellectual Property Law (excluding Patents)	Mr Justice Arnold
Administrative Law	Mr Justice Beatson
TOLATA Applications before District Judges and FDR Points that should always be raised	District Judge Atherton District Judge Giles District Judge Goodwin
Appeals: CPR Part 52 Including permission to appeal	Mr Justice MacDuff
Consumer credit law	Richard Mawrey QC
Contested probate and enforcement of charging orders	Chief Master Winegarten
Recent developments in land law	Stuart Bridge

Deputy District Judge induction seminars

All newly appointed Deputy District Judges are required to attend the JSB induction course as part of their terms and conditions of appointment. Appointees were required to complete some pre-course reading which helped them to understand the breadth of their jurisdiction, to start to acquire the knowledge which underpins their new role, and to recognise the professional and ethical standards required of them.

The induction course provides the opportunity to practice the judicial skills and apply the knowledge needed for their new role. In particular;

- Effective case management pursuant to the Civil Procedure Rules and Family Procedure Rules.
- Conducting a trial on the small claims or fast track fairly and properly
- Giving clear reasoned rulings and judgments both orally and in writing
- Correctly, efficiently and effectively identifying and dealing with issues arising from box work
- Managing the treatment of all court users fairly and equally irrespective of cultural, ethnic or social background, and taking due note of the differing needs and abilities of court users
- Relating effectively to the needs of the administration at Court

Evaluation

The vast majority of respondents found all three aspects to be useful to them in their role as Deputy District Judges, and said that the learning outcomes were achieved. This indicates that the programme met their needs and that the intended learning was delivered. In addition, respondents felt that they had the right amount of opportunities to practise and that the facilitation was effective.

“The course is excellent. It is hard work and a little daunting (given most delegates are dealing with many areas of law and practice they have not encountered with at all or for many years). The tutors are enthusiastic, knowledgeable and incredibly helpful in the approach. It felt like a ‘team effort’.”

The Course Directors were District Judge Sue Spencer and District Judge Grenville Perry.

District Judges’ Annual seminar

This is a one day seminar for all District Judges. The day contains elements of both training and business issues pertinent to the district bench. There are two aims for the day:

- To enable District Judges to review and to develop a greater understanding of certain aspects of their civil and family jurisdictions
- To acquaint the District Bench of developments in the law relating to their civil and family jurisdiction

Speakers

Subject	Name
2011 – The Reality	Lord Justice Goldring, Senior Presiding Judge for England & Wales
The Equality Act 2010 – Part 1 – the legislative framework	Dr Simon Auerbach
The Equality Act 2010 – Part 2 – practical implications for the district bench	District Judge Michael Anson
The role of the psychologist in the Family Court	Jacqueline Siner
The Family Proceedings Rules 2010	Senior District Judge Philip Waller (PRFD)

The Course Directors were District Judges Stephen Arnold (family law) and Chris Lethem (civil law).

Course evaluations and statistics

The following table shows the number of participants for each type of training event and the analysis of responses to the course evaluation questionnaire. (Some participants did not complete a questionnaire.)

Event	No. of participants			Overall - how well did the course meet its aim and outcomes?			
	Salaried	Fee paid	Total	Fully	Substantially	In Part	Not at all
Civil Law Induction courses	4	47	51	62%	33%	5%	0%
Civil Law Seminars	266	225	491	45%	44%	9%	1%
Specialist Jurisdiction Continuation Seminar	25	18	43	36%	46%	14%	4%
DDJ Induction Course	0	192	192	37%	55%	8%	0%
District Judges Annual Seminar	342	0	342	49%	39%	9%	2%

7: DIRECTOR OF FAMILY TRAINING

The Director of Family Training is responsible for providing, reviewing and developing high-quality programmes of induction, continuation and specialist training for judges exercising a family jurisdiction, ensuring that identified training and learning needs are met in a timely and cost-effective way and that all training includes appropriate reference to the principles of fair treatment and diversity.

The Director of Family Training is supported in the detailed planning and delivery of individual courses and training programmes by a planning group. The membership is the Director of Training, the Course Directors, the Director of Studies, an ETAC Adviser, the JSB Executive Director and Senior Training Adviser. There is also a link with the Magisterial Family sub-committee that oversees the training policy for the magistrates' Family Proceedings Courts.

Appointments

The process of appointments is managed to ensure fair and open competition and that the Judicial Studies Board's diversity policy and appointments protocol are followed. Competitions are co-ordinated and planned in accordance with the appointments advertising programme.

- Judge Lesley Newton was appointed Course Director designate for Family Training and commenced a handover period at the beginning of 2011. Her term of appointment will formally commence in June 2011 for a four year term when she will succeed Judge Peter Jones.
- Nine new Circuit Judge tutor team members were appointed in 2010–11 for a four year term and six were reappointed for a year until April 2012.

Work programme 2010–11

Of the five priorities listed in the JSB Strategy for the 2007–11 period, the one most pertinent to the work of the Director of Family Training is the first: 'To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.'

This year, the Director of Family Training oversaw the delivery of induction and continuing education programmes for the judiciary in both Private and Public Family Law.

e-Letters

Family e-Letters were published monthly from April to June and September to March. Their purpose is to keep judges up to date with the key developments in the law and procedure, case law and Court of Appeal cases within the Family jurisdiction.

Family course programme

The JSB held three Private Family Law induction courses, two Public Family Law induction courses, two Public Family Law continuation seminars and five Private Family Law Children continuation seminars – two with a Public Law option and three with Family Money option (one of which was a non-residential course). The Director of Family Training also acts as the conference director for the President's Conference, which is chaired by the President of the Family Division.

The District Judges Annual Seminar was held in March 2011. This seminar is open to all District Judges to attend and covers both civil and family jurisdictional matters. A report on this seminar can be found within the section for the Director of Civil Training.

Private Family Law induction course

These courses are run for circuit judges, recorders, and district judges (magistrates' court) newly authorised to hear Private Family Law cases and for district judges with enhanced powers under section 8 of the Children Act 1989.

The aim of this course was to prepare salaried and fee-paid judges, to hear Private Family Law cases obtain a practical understanding of the relevant law, practice and procedure and of the judicial skilling which they required to discharge this jurisdiction.

Evaluation

The vast majority of respondents felt that the courses had been useful in preparing them as judges to hear Private Family Law cases.

"A very good course which was progressive and I did feel far more confident at the end than when I arrived."

The Course Directors were Judge Sally Williams, Judge Peter Jones and District Judge Stephen Arnold.

Speakers

Subject	Name
Basic Children Act 1989 Issues	Judge Stephen Wildblood QC Judge Sally Williams District Judge Martin Dancey
Case Management	Judge Angela Finnerty Judge Glenn Brasse
A Practitioner's Approach to Problems Arising from Emergency Applications	Dr Steve Connor, National Centre for Domestic Violence
Litigants in Person and McKenzie Friends	Judge Maureen Roddy Judge Helen Black
Without Notice Orders and Interim Orders	Judge Sally Williams
The Role of the Child Psychologist in Private Family Law Cases	Jacqueline Siner, Child Psychologist Jill Grant, Child Psychologist
The Role of CAFCASS	Helen Hughes, CAFCASS Officer

Subject	Name
Problematic Contact Cases	District Judge Liz Manuel Judge Diana Eaglestone Judge Maureen Roddy
Other Section 8 Matters	Judge Stuart Farquhar
Domestic Abuse Family Law Act 1996 – Enforcement and Committal	Judge James Heyworth
Pro-Contact: The Greater Manchester Children's Supervised Contact and Assessment Centre	Salli Ward, Manager
Final Hearings and Judgment in Private Law Cases	Judge Sally Williams Judge Peter Jones
Without notice orders and interim orders	District Judge Sue Spencer Judge Janet Waddicor

Public Family Law induction course

The aim of this course was to prepare salaried and fee-paid judges to hear Public Family Law cases by obtaining a practical understanding of the relevant law, practice and procedure and the judicial skills which are required to discharge this jurisdiction.

Evaluation

Overall respondents felt that the courses had been useful for their role as a judge in hearing Public Family Law cases.

"The whole four day period was hard work and very rewarding in getting this newcomer into a different mind-set."

The Course Directors were Judge Sally Williams and Judge Peter Jones.

Speakers

Subject	Name
Public Law Cases in the Family Proceedings Court	DJ(MC) David Kitson
The Adoption and Children Act 2002	Mr Justice McFarlane
Care Proceedings	Judge Lesley Newton Judge Carol Atkinson
Case management	Judge John Appleby
Section 34 Children Act 1989	Judge Peter Jones
Common paediatric problems in the Courtroom	Dr. Jane Watkeys, Consultant Paediatrician
People with Learning Disabilities	Dr Nicholas Land, Medical Director and Consultant Psychiatrist
The assessment of attachments	Lyn Clark, Chartered Psychologist
The Judge and the Care Plan	Judge Sally Williams
Judgments in Public Law Cases	Judge Charles Bloom QC
The role of the paediatric radiologist	Stephen Chapman, Consultant Paediatric Radiologist

Private Family Law Children seminar (with Family Money option)

This was a new seminar. The aim was to provide an opportunity to judges who hear Private Family Law Children cases to identify and address current issues, update themselves on current law, practice and procedure, and to advance their judicial skills in this jurisdiction. The seminar also provided an opportunity to complete modules dealing with Ancillary Relief and applications under the Trusts of Land and Appointment of Trustees Act 1996 and Schedule 1 of the Children Act 1989.

Evaluation

Overall respondents felt that the seminars had been useful for their role as a judge dealing with Private Law Children cases. A key theme that emerged related to the amount and clarity of the pre-reading/preparatory work for the seminars.

“These courses, the syndicates and material have improved hugely in recent years.”

The Course Directors were Judge Sally Williams and District Judge Stephen Arnold.

Speakers

Subject	Name
Current Issues in Private Family Law	Alison Russell QC
Case Management and the FHDRA	Judge Martin Dancey
MARAC: How it works and how it can help	Diana Barran, MARAC
The New Family Procedure Rules	Senior District Judge Waller
Domestic Abuse: Recent Developments/ Pitfalls	Judge James Heyworth
<i>Children option:</i>	
High Conflict Contact Cases	Dr Kirk Weir, Consultant Psychiatrist
Risk Assessment and Expert Evidence	Dr Kirk Weir, Consultant Psychiatrist
Problematic Contact	Judge Bernard Wallwork Judge Miranda Robertshaw
Shared Residence	Professor Liz Trinder, University of Exeter Lenna Coker-Thompson, Independent Social Worker and Local Authority Children's Services Manager
Cultural issues affecting Private Law Children Act 1989 cases	Khatun Sapnara, Family Law Barrister and Recorder Ravi Thiara, Centre for the Study of Safety and Well-being, University of Warwick

Money option:

Subject	Name
The Treatment of Business and Companies	Judge Stuart Farquhar
Pensions	Judge Edward Hess

Public Family Law Seminar

The aim of this seminar was to provide salaried and fee-paid judges who are authorised to hear Public Law cases, with an opportunity to review and develop their knowledge and skill in managing and making decisions in Public Law cases.

Evaluation

The vast majority of respondents felt that the seminars had been useful for their role as a judge in Public Family Law proceedings.

“This course has been well constructed and is a great improvement on what went before.”

Private Family Law seminar (with Public Law option)

The aim of the seminar was to provide judges who hear Private Family Law children cases with an opportunity to identify and address current issues, update themselves on current law, practice and procedure, and advance their judicial skills in this jurisdiction. The seminar also provided an option to complete public law modules for those who were authorised to hear public law cases.

Evaluation

Overall respondents felt that the seminars had been useful for their role as a judge dealing with private (and as appropriate) public law cases.

“The JSB continues to maintain the highest standard of excellence and to provide the judiciary with the tools to assist judges in carrying out their judicial duties.”

The Course Directors were Judge Sally Williams and Judge Peter Jones.

Speakers

Subject	Name
Current Issues in Public Family Law	Lucy Theis QC Alison Russell QC
Case Management: A view from the Bench	Judge Lesley Newton
The Role and Choice of the Expert Witness	Dr Steve Chapman, Consultant Paediatric Radiologist
Sexual Abuse in Public Law Cases: A view from the Bench	Judge John Mitchell
A Framework for Evaluating whether a Child has been Sexually Abused: What children can tell us about their experiences of abuse	Professor Michael Lamb, Professor of Psychology and Head of the Department of Social and Developmental Psychology University of Cambridge
Adoption, Placement and Special Guardianship	Judge Margaret De Haas QC
Post Adoption Contact and Contact Planning in Adoption	Dr Beth Neil, University of East Anglia
Toxic Parenting: Emotional Abuse and Neglect (“EAN”)	Guy Mitchell, Independent Social Worker
EAN: Parents and parenting, development and interventions	Dr David Howe, Professor Emeritus of Social Work, University of East Anglia

The Course Directors were Judge Sally Williams, Judge Peter Jones and District Judge Stephen Arnold.

Speakers

Subject	Name
Current Issues in Private Family Law	Lucy Theis QC Alison Russell QC
Case Management and the FHDRA	District Judge Martin Dancey
MARAC: How it works and how it can help	Diana Barran, MARAC
Domestic Abuse: Recent Developments/ Pitfalls	Judge John Platt
<i>Private Law option:</i>	
High Conflict Contact Cases	Dr Kirk Weir, Consultant Child, Adolescent and Family Psychiatrist
Problematic Contact	Judge Miranda Robertshaw
Shared Residence	Professor Liz Trinder, University of Exeter

Subject	Name
	Lenna Coker-Thompson, Independent Social Worker and Local Authority Children's Services Manager
Cultural issues affecting Private Law Children Act 1989 cases	Ravi Thiara, Centre for the Study of Safety and Well-being, University of Warwick
	Khatun Sapnara, Family Law Barrister and Recorder
	Dr Roger Ballard, Social Anthropologist
<i>Public Law option:</i>	
The Role and Choice of the Expert Witness	Dr Steve Chapman, Consultant Paediatric Radiologist
Case Management: A view from the Bench	Judge Lesley Newton
Toxic Parenting: Emotional Abuse and Neglect ("EAN")	Guy Mitchell, Independent Social Worker
EAN: Parents and parenting, development and interventions	Dr David Howe, Professor Emeritus of Social Work, University of East Anglia

Speakers

Subject	Name
Opening address	Sir Nicholas Wall
Family Justice Review	Mr Justice McFarlane David Norgrove, Chair of the Family Justice Review
How are the children and how do we know?	Dr Maggie Atkinson, The Children's Commissioner for England
Transparency and the Family Court Information Pilots	Sir Nicholas Wall
Cafcass	Sir Nicholas Wall Anthony Douglas, Chief Executive for Cafcass Natasha Watson, Managing Principal Lawyer, Brighton and Hove City Council Carl Campbell, Practice Manager, Brighton & Hove City Council
Delivering children's services post Laming – a local authority perspective	Dr Kirk Weir, Consultant Child, Adolescent & Family Psychiatrist
Intractable Contact	

President's Conference

This Conference was for Family Division Liaison Judges, Designated Family Judges and the Senior District Judge of the Family Division.

The aim of the Conference was to provide judicial leaders in the family court with a forum to discuss matters of significance in family law and to promulgate best practice and procedure and the opportunity to contribute to discussions with the President of the Family Division on the development of a new Framework for a Family Court.

The Conference was chaired by the President of the Family Division, The Rt Hon Sir Nicholas Wall. The Conference Director was Mr Justice Bodey.

Course evaluations and statistics

The following table shows the number of participants for each type of training event and the analysis of responses to the course evaluation questionnaire. (Some participants did not complete the questionnaire.)

Event	No. of participants			Overall - how well did the course meet its aim and outcomes?			
	Salaried	Fee paid	Total	Fully	Substantially	In part	Not at all
President's Conference	73	0	73	47%	37%	14%	2%
Public Family Law Induction	32	18	50	58%	40%	2%	0
Private Family Law Induction	18	94	112	59%	37%	4%	0
Private Family Law Children seminar (with Family Money option)	137	21	158	46%	44%	9%	1%
Private Law Children Seminar with Public Law Option	85	31	116	44%	41%	13%	2%
Public Family Law seminar	100	17	117	50%	45%	5%	0

8: DIRECTOR OF TRAINING FOR THE SENIOR JUDICIARY



Mr Justice Owen

The Director of Training for the Senior Judiciary is responsible for providing, reviewing and developing high-quality programmes of continuing education and specialist training for High Court Judges and those who sit as High Court Judges, ensuring that education and learning

needs are met in a timely and cost-effective way with regard to the principles of fair treatment and diversity.

The Director of Senior Judiciary Training is supported by a team of nominated High Court Judges – one for each Division of the High Court, including the Administrative Court – responsible to him for identifying the training needs in each Division and for the development and delivery of training.

The group membership is as follows:

Mr Justice Peter Jackson (Family Division)
 Mr Justice Peter Roth (Chancery Division)
 Mr Justice Stephen Silber
 (Administrative Court)
 Mrs Justice Caroline Swift
 (Queen's Bench Division)

Cessation of the Senior Judiciary Committee

In the summer of 2010, the Senior Judiciary Committee, chaired by Lord Justice Sedley, was disbanded, with the approval of that Committee, the JSB's Executive Board and the Judicial Executive Board. Its dissolution and the formation of a new planning group of nominated High Court Judges, as described above, followed a review of the education and training arrangements for the senior judiciary by Mr Justice Owen.

Work programme 2010–11

Of the five priorities listed in the JSB Strategy for the 2007–11 period, the one most pertinent to the work of the Director of Training for the Senior Judiciary is the first: 'To ensure that the current and future learning and development needs of the Crown, county and higher courts judiciary (including their needs in relation to their leadership responsibilities) are at the core of our training programmes.'

Training for High Court Judges

Traditionally High Court Judges are welcome to attend any of the seminars in the Prospectus provided that their attendance accords with the Protocol governing their training. In the Prospectus for 2011–12, launched in October 2010, this choice has been expanded to include new seminars in civil and family law aimed specifically at the High Court Judges in those jurisdictions. The Serious Crime Seminar is to be repeated in 2011–12 for the High Court Judges in the criminal jurisdiction.

Training for Administrative Court Judges

An induction seminar for newly authorised Deputy Administrative Court judges took place in London on 7 June 2010, under the direction of Mr Justice Silber. The seminar was designed to be an introduction to the work of the Administrative Court and the morning session included an address from the President of the Queen's Bench Division, Sir Anthony May. The afternoon sessions were devoted to small group work and the discussion of practical problems. The seminar received positive feedback from those in attendance, all of whom thought that the training they had received was useful to their new role in the Administrative Court.

A further induction seminar, with the same format, took place in Sheffield on 3 March 2011 for nine circuit judges and two High

Court Judges newly authorised to sit in the Administrative Court outside London. The seminar was delivered under the direction of Mr Justice Beatson and Mr Justice Langstaff.

Protocol for the training of High Court Judges

In July 2010, the Judicial Executive Board decided that the review of the Protocol governing the attendance of High Court Judges at training should be deferred until the summer of 2012. This decision was made to enable the review to take into account the new programme of training for High Court Judges in the 2011–12 Prospectus, including evaluation and feedback.

Training for the Court of Appeal

In July 2010, Lord Justice Tomlinson was nominated by the Master of the Rolls to take the lead responsibility for identifying the training and support needs of the judges sitting in the Court of Appeal.

After-court seminars

The programme of after court seminars in the Royal Courts of Justice has continued. Mrs Justice Swift succeeded Mr Justice Tugendhat as the Training Director for the After Court seminars at the end of 2010.

Four seminars have been held in the Royal Courts of Justice. Mr Justice Beatson has also organised several after court events outside London, including two seminars on Immigration Law in the autumn of 2010.

Seminars for senior judiciary 2010–11

Date	Subject	Chair & Speakers
12 May 2010	The Reforms Proposed Following the Review of Civil Litigation Costs	Lord Neuberger Lord Justice Jackson
19 May 2010	Relevance of International Law to Domestic Courts	Lord Justice Laws Sir Christopher Greenwood
23 February 2011	Civil Costs	Lord Justice Jackson Senior Costs Judge Hurst Master O'Hare
23 March 2011	Civil Costs	Lord Justice Jackson Senior Costs Judge Hurst Master O'Hare

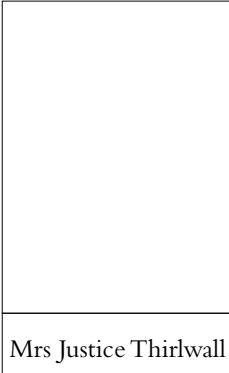
Judicial leadership

During the second half of this year, detailed research was undertaken with the senior judges in the courts and tribunals to inform the development of a Statement of Key Judicial Leadership Skills. The purpose of this work was to set out the key skills and behaviours required for effective judicial leadership in the criminal and tribunal jurisdictions and it is due to be published in the spring of 2011.

Coaching

The coaching programme for the senior judiciary remains the subject of periodical review and is made available to judges in the courts who have taken over roles with significant leadership and management responsibilities.

9: MAGISTERIAL COMMITTEE



Work of the Committee

The task of the Magisterial Committee is to ensure that: a) magistrates and district judges (magistrates' courts) are adequately trained to fulfil their judicial roles and functions; b) justices' clerks and legal advisers receive appropriate judicial training; and c)

there is consistency in the training magistrates receive at local area, regional level and nationally.

The committee supports magistrate training through the provision of guidance and training materials for local delivery, develops and implements monitoring and evaluation processes to support and improve the local delivery of magistrate and legal adviser training, supports the judicial role of justices' clerks and legal advisers by the delivery of induction training and by the provision of other material for continuing training and delivers direct training to bench chairmen, training and development committee (TDC) chairmen, family panel (FPC) chairmen, district judges of the magistrates' courts and their deputies (DJs(MC) and DDJs(MC)).

The Magisterial Committee has four sub-committees which each meet three times a year.

1. Magisterial Family Sub-Committee

The magisterial family sub-committee covers the development of training policy and resources for magistrates on family matters.

2. Legal Adviser Sub-Committee

This sub-committee oversees the work on justices' clerk and legal adviser training. The chairman of the Magisterial Committee chairs this sub-committee, and membership includes a justices' clerk and a legal adviser appointed by open competition.

3. Adult and Youth Sub-Committee

This sub-committee identifies the training needs of magistrates that sit in the adult criminal and youth courts and oversees the planning and delivery of training solutions to meet those needs.

4. District Judge (Magistrates' Courts) Sub-Committee

The magistrates unit administers training courses for both DJ(MC) and DDJ(MC) and this sub-committee ensures their training needs are met.

Membership

The Magisterial Committee is chaired by a High Court judge and consists of four magistrates, a justices' clerk, three district judges (magistrates' courts), and representatives from the Magistrates' Association, the Justices' Clerks' Society. Representatives from across the Ministry of Justice, HM Courts Service (HMCS) and the Home Office attend the meetings in an advisory capacity.

As at 31 March 2011, the membership of the Committee was:

Mrs Justice Kate Thirlwall (Chairman)
 Judge John Philips (Director of Studies)
 Judge John Appleby (Chair of the Magisterial Family Sub-Committee)
 Maggy Pigott (Joint Executive Director)
 Terry Hunter (Head of Magistrates' Courts Division)
 Elizabeth Harrison (magistrate member)
 Diana Wolfin (magistrate member)
 Martyn Cook (magistrate member)
 Jane Moffat (magistrate member)
 John Thornhill (Chair of the Magistrates' Association)
 Mike Walker (Chair of the National Bench Chairman's Forum)
 Loraine Morgan (DJ(MC) induction course director)
 Kevin Gray (DJ(MC) course director)

Suzanne Gadd (Justices' Clerk Society member)

David Richmond (Justices' Clerk member)

The Head of Magistrates' Training Division attends all committee meetings.

Appointments

The process of appointments is managed to ensure fair and open competition and that the Judicial Studies Board's diversity policy and appointments protocol are followed. Competitions are co-ordinated and planned in accordance with the appointments advertising programme.

- Mrs Justice Thirlwall was appointed Chair of the Magisterial Committee for four years commencing from 3rd January 2011. She replaced Mrs Justice Dobbs.
- Pamela Ullstein was appointed as Family Panel Chairmanship Course Director (JP) for three years.
- A justices' clerk, a family legal team manager and two legal advisers were appointed to the Family Panel Chairmanship Course tutor team.
- Jilly Collins was appointed as Bench Chairman Course Director (JP) for four years.
- David Richmond was appointed as Justices' Clerk appointment to the Committee for four years.

Work programme 2010-11

Of the five strategic priorities listed in the JSB's strategy for 2007–11, the Magisterial Committee's priority is: 'To ensure that the learning and development needs of magistrates' courts judiciary and legal advisers are central to our activities so that we are recognised by the judiciary, MoJ and HMCS as a high-quality provider of training, training materials and guidance which meet the needs of all those who exercise judicial functions in the magistrates' courts.'

Key tasks this year included:

New Bench Books and Reference Cards for all Adult and Youth Court magistrates were delivered throughout HMCS in spring 2010 – 104,000 copies in total.

The main addition to this year's work was the Senior Presiding Judge's initiative on case management. Underpinning the SPJ's earlier publication of a two-page 'aide-memoire' on the Criminal Procedure Rules/case management for the judiciary and parties, the Committee turned its attention to formal training. The Committee held two stakeholder events setting out the main issues and asking what they might like to see included.

Working with magistrates and their legal advisers the Committee approved ten flexible modules which could be used in tandem or independently, depending upon local need. The pack was delivered in the autumn and made available on the Tutor website.

In association with the Magistrates' Association, the Committee also produced a workbook on Active Case Management for all Bench Chairmen, linked to the Adult Court Competence Framework, thus feeding into the magistrates' appraisal scheme. This workbook was also endorsed by the Justices' Clerks Society.

Very good evaluation feedback has been received on all events but the Committee continues to examine and improve the ratio between 'Fully met' and 'Substantially met', working with Training Advice Division.

The vast majority of participants at the pilot Family Panel Chairmanship course felt that that all of the learning outcomes and objectives were fully or substantially met e.g. 82% found the course to be very useful to them in their role as a newly appointed family panel chairman.

The Committee also ran a pilot on case management for the family proceedings courts (FPCs). Family business has continued to grow, compared to other jurisdictions which showed a slight dip in volume of cases, thus it was timely that the Committee dealt with case management specific to FPCs.

The DJ(MC) and DDJ(MC) courses in June also went well. The new DVDs, which featured staff and judiciary to keep costs down, were very well received.

From this year the Monitoring and Evaluation (M&E) team's critical review of Magistrates' Area Training Committees' (MATC) self-assessment of the training they provide for magistrates changed from an annual review to a three yearly cycle. This change followed representations from, and consultation with HMCS and the Justices' Clerks' Society (JCS). Areas continued to provide the M&E team with an annual self-assessment update of their progress against the framework of standards as part of the annual reporting process. These changes simplify the cycle and the reporting obligation. The revised cycle has been agreed by the Magisterial Committee and welcomed by HMCS.

MATC and Area annual reports for magistrate and legal adviser training in 2009–10. National summaries for both magistrate and legal adviser training were presented to the Magisterial Committee and copies provided to the Lord Chief Justice.

Training Advice Division has continued to offer support and guidance to MATC and HMCS training colleagues to ensure the quality and effectiveness of Magistrate and Legal adviser training across England and Wales and how to continue to improve the training delivered. Feedback from MATCs continued to indicate that this advice and support has been valued and has led to real improvement in the effectiveness of magistrate training across England and Wales. The demand for this support has continued to increase over this year.

Magistrates

Training and Development Committee Chairmen (TDC)

Six courses for Training and Development Committee Chairmen were held this year with the aim: 'to provide TDC chairmen with the opportunity to identify and develop their role and responsibilities'. The course includes the identification of the responsibilities of the TDC chairman, managing the approved list of court chairmen and appraisal and mentoring schemes, understanding the wider context in which the TDC operates and developing a personal action plan and communication skills.

Evaluation

Almost all respondents felt that the seminar had been useful for their role as a TDC chair and that the learning outcomes were achieved.

"The course enabled me to assess my knowledge of what being the chair of the TDC's role is. I will go away and read up on what I feel are my needs in respect of filling the gaps in my knowledge. It was a useful course and I am pleased that I was able to participate in it."

Bench Chairmen

Five Bench Chairman courses took place this year. The aim of the course was: 'to enable bench chairmen to fulfil their role confidently and effectively'.

Through this course, participants would be able to describe: the Bench Chairman's role and responsibilities; the role and responsibilities of the Justices' Clerk, DJ(MC), Liaison Judge, Court Manager, HMCS and MoJ within the magistrates' courts; and the bench chairman's role on the Bench Management Committee or Bench Executive Committee, Judicial/Leadership Management Group, Court User Group, AJE, JIG and National Bench Chairman's Forum.

Bench Chairmen also had the opportunity to identify and practice skills to communicate effectively with individuals, groups and committees and with the bench as a whole and to represent the views of the bench and the interests of justice.

Evaluation

All respondents felt that the workshop had been useful for their role as a bench chair and that the learning outcomes were achieved.

“Could not have done without it, I am having to draw on the information almost straight away”

Family Panel Chairmanship

Four Family Panel Chairmanship courses took place this year. The aim of this course was to equip newly appointed family panel chairmen with the skills and knowledge required to:

- fulfil their role effectively and confidently, for example, on the Local Family Justice Council, as a member of, or in partnership with, the Training and Development Committee, in panel and user group meetings;
- ensure that all panel practices and procedures are conducted in a fair and transparent manner.

Evaluation

Almost all respondents felt that the seminar had been useful for their role as a Family Panel Chairman.

“A very good course. I have a clear idea of what I need to do now and am much more confident about being chairman.”

Event	Overall – how well did the course meet its aim and outcomes?				
	No. of participants	Fully	Substantially	In part	Not at all
Bench chairmanship course	99	47%	50%	3%	
Training Development Committee Chair courses	84	51%	48%	1%	0
Family Panel chairmanship course	40	65%	33%	2%	

Legal advisers' training programme

This year, the following legal adviser courses took place: one adult consolidation, four youth induction, four youth consolidation, four mentor courses, six family induction, eight family consolidation and one special family refresher induction for legal advisers moving to the family proceedings courts.

Legal adviser adult consolidation course

This was a one-day course aimed at preparing newly-appointed legal advisers for successful completion of the Adult Legal Adviser Induction Programme, qualifying them to undertake the whole range of cases in adult courts without supervision.

Youth legal adviser induction course

The aim of this one-day course was to prepare legal advisers for supervised sittings in the youth court so that participants are able to understand their role and function in the youth court.

Youth legal adviser consolidation course

The aim of these courses was to enable legal advisers to advise magistrates in the youth court without supervision. Participants were expected to give correct and appropriate advice using a number of youth court scenarios.

Family legal adviser induction course

This was a one-day course aimed at ensuring that legal advisers who are following the family induction programme are able to prepare for a successful final sign off meeting with their mentor.

Family legal adviser consolidation course

This was a one-day course aimed at ensuring that newly-appointed legal advisers are prepared for their appraisal in the family proceedings court.

Legal adviser mentor training

The agreement between HMCS and the JSB is that all legal advisers who are pursuing any of the induction training programmes would have a mentor, and all mentors should attend this one day JSB course. The aim was to equipping mentors with the skills and knowledge required to advise, assist, guide and support a trainee legal adviser successfully through the relevant induction programme.

Evaluation

“Trainer was very good as usual and helped me to regain some confidence in a successful career within HMCS as a Legal Adviser. Good advice given on how to tackle reluctant mentors and line managers.”
Legal Adviser Adult Consolidation

“Good skills and hot tips shared – very useful again.”

Legal Adviser Family Induction

“Excellent course, both induction and follow up sessions. Well delivered, just the right amount of information and topics. The course provided me with an excellent grasp of family law/courts and the confidence to look forward to taking them.” Legal Adviser Family Consolidation

“Good interaction between trainers and delegates, trainers put delegates at ease. I felt comfortable contributing. Relaxed rather than stressful environment.”

Legal Adviser Youth Induction

“The trainers were very professional, personable, approachable, and knowledgeable, answering all my questions. Interesting “drawing” exercise in remands - novel and effective. Good practical tips from trainers’ experience.”

Legal Adviser Youth Consolidation

“Very good course and tutor. I feel armed to approach my new role as a mentor!”

Legal Adviser Mentor training

Event	No. of participants	Overall – how well did the course meet its aim and outcomes?			
		Fully	Substantially	In part	Not at all
Legal adviser youth induction training	23	67%	29%	4%	
Legal adviser youth consolidation	45	65%	34%	1%	
Legal adviser adult consolidation training	6	72%	27%	1%	
Legal adviser family induction training	41	62%	36%	2%	1%
Legal adviser family refresher induction training	27	54%	39%	7%	0%
Legal adviser family consolidation training	13	62%	33%	5%	0%
Legal adviser mentor training	23	67%	29%	4%	

Evaluation

The feedback was very positive with all participants reporting that they were either fully/partially satisfied and that all learning outcomes were fully or substantially met.

“I liked the interactive nature of the course. It was based much more on practical issues.”

“Once again a fantastic array of material, knowledge, training and feedback. First class organisation, presentation and facilitation.”

Event	No. of participants	Overall – how well did the course meet its aim and outcomes?			
		Fully	Substantially	In part	Not at all
Continuation seminars for DJ(MC) & DDJ(MC)	202	55%	40%	5%	0
Adult Court seminars	80	50%	45%	5%	0

Note: Where totals do not equal 100% this is because figures are rounded.

DJs(MC)

This year four District Judge (Magistrates’ Courts) (DJ(MC)) and Deputy District Judge (Magistrates’ Courts) (DDJ(MC)) residential Continuation courses took place. Two one day Adult Court Seminars for DDJs(MC) also took place. The Course Director was District Judge (MC) Kevin Gray.

10: TRIBUNALS COMMITTEE



Mr Justice Langstaff

Work of the committee

The role of the Tribunals Committee is to work with the Senior President and tribunals outside the Tribunals Service in developing and maintaining consistent standards of learning and development which meet the needs of all tribunal members in the

exercise of their judicial functions. It does this by:

- setting the training standards frameworks and competences on which training is based
- developing and delivering training programmes for tribunal judges and non-legal members in the competences required for the judicial role
- providing support and guidance to tribunals in the delivery of training within their own jurisdictions
- evaluating the quality of training, appraisal and mentoring provision in tribunals.

Membership

The committee is chaired by a High Court Judge – Sir Brian Langstaff – and includes Tribunal Presidents, judicial training heads and academic trainers from a wide range of tribunal jurisdictions. Officials from the Tribunals Service, and a representative from the Administrative Justice and Tribunals Council (AJTC) also attend.

As at 31 March 2011, the membership of the Committee was:

Mr Justice Langstaff (Chairman)
 Penny Letts OBE
 Paul Stockton
 Siobhan McGrath
 Stuart Vernon
 Judge Nick Wikeley
 Judge David Pearl
 Judge Mark Hinchliffe
 Maggy Pigott, (Joint Executive Director)
 Professor Jeremy Cooper
 Susan Hewett
 Sir Goolam Meeran
 Dr Kenny Mullan
 Judge John Phillips CBE (Director of Studies)

The Committee is supported by the members of the Tribunals Training team and the Training Advice Division.

Work programme 2010-11 Appraisal skills programme

A pilot Advanced Appraisal Follow-up Multi-jurisdiction seminars took place in May 2010. The seminar, based around the new Appraisal Standards and Appraiser Competences, were attended by a range of experienced appraisers from jurisdictions in the First-tier Tribunal (Mental Health, Criminal Injuries Compensation, Immigration and Asylum and Charity). The training took the form of an intense one-day seminar, providing the opportunity to compare experiences and further develop the crucial people skills involved in a successful appraisal scheme.

Overall the feedback was good, 100% of participants reporting that the seminar had either fully or substantially met its aim.

A second pilot of the Advanced Appraisal seminar was run in December following a thorough review of the first pilot in May. Key issues identified in the Evaluation feedback were resolved, including revising the sessions on report writing and giving feedback. A programme of four Advanced Appraisal seminars for the TS Mental Health jurisdiction (and others) was delivered between January and March 2011. Overall, 53 Mental Health appraisers have been trained since the first pilot in May 2010.

Following the publication of the Appraisal Standards and Appraiser Competences in Tribunals Framework last year, an A5 booklet containing just the Appraiser Competences in Tribunals was subsequently produced, which would act as a useful ‘aide memoire’ for appraisers, and a checklist to be used in preparing to conduct an appraisal.

Evaluations

“A good variety of methods. Watching each other was very useful to learn some new approaches.”

“I found the course extremely helpful & enjoyable, meeting colleagues & working through issues. The two trainers were excellent & allowed much relevant discussion & exchange of views, & were very helpful & skilled in bringing out everyone’s positive skills”.

Leadership and Management skills

A tailored Leadership and Management training seminar for 14 senior (regional) judicial managers in the Residential Property Tribunal Service (RPTS) took place in May 2010. The seminar included sessions on Why Teams Go Wrong, Leadership and Influencing and Leadership Style. The Evaluation Questionnaire feedback was good, particularly on the group facilitation; 100% of attendees reporting that this was either ‘very effective’ or ‘substantially effective’.

Evaluations

“A very helpful seminar, tailor made with professional and very effective speakers who used a variety of methods of presentation to good effect.”

Facilitating Small Groups

Eight judges from the Employment Tribunals for England and Wales attended a Facilitating Small Groups seminar in June 2010, following a request for assistance in increasing its pool of trained facilitators. Other jurisdictions represented at the training were the Coroners, Traffic Penalty Tribunal, and First-tier Tribunal (Mental Health). 100% of participants reported in the EQ feedback that the seminar had either fully or substantially met its aim.

Evaluations

“An excellent course; very well facilitated and taught. Very helpful for our jurisdiction. Well done.”

Course team review of programme

During the summer, members of the Tribunals Facilitation Team held a review of recent courses and seminars, and looked at future course development. The review included contributions from Professor Cheryl Thomas and Professor Dame Hazel Genn DBE who discussed their plans for pre-appointment training. Several revisions to the Essential Judicial Skills and Competences (EJSC) course, Advanced Judicial Skills course and Appraisal Follow-up seminar were agreed in order to refine and develop the training.

These changes were implemented for the courses held in the autumn.

The Advanced Skills course in November 2010 was a particular success, following a revision of the course programme and materials and the introduction of actors from the Geese Theatre for a role-play exercise. 100% of participants said that the course had either fully or substantially met its aim.

Evaluations

“This course is very good. The Tribunals Service would be well advised to use JSB – the lecturers’ material and facilitators are of a high standard. The mix of jurisdiction present enhances judge craft.”

Bespoke judgecraft training developments

A tailored EJSC course was delivered to members of the Civil Aviation Authority's (CAA) panels in July 2010. The CAA is the UK's independent specialist aviation regulator and its activities include economic regulation, airspace policy, safety regulation and consumer protection. The training took place at the CAA offices in London and the standard EJSC programme and materials were tailored to suit the specific needs of the CAA audience.

Following the CAA course, the Tribunals Committee agreed the new 'compact' two-day format might prove more attractive to customer tribunals in the current climate. Planning is underway with a view to piloting a new, shorter Programme, incorporating E-learning modules, in October 2011.

The Infrastructure Planning Commission (IPC) approached the JSB about the possibility of a tailored EJSC course for their members. A significant number of IPC members were accommodated on the regular multi-jurisdiction courses in October 2010 and March 2011, and a bespoke EJSC course is planned to be held for them in Bristol in May 2011.

The Office of the Health Professions Adjudicator (OHPA) (a new body which will be taking over the GMC's role in assessing doctor's fitness to practice amongst its disciplinary panel functions) has been in discussion with the JSB about training for their chairs/panellists. In the first instance the OHPA sent representatives on the EJSC course in October 2010 with a view to discussing a wider judgecraft skills programme when the OHPA starts work. The IMC (Irish Medical Council), the GMC's equivalent in Ireland has also been interested in engaging JSB expertise to assist in training for their chairs and members.

The Special Educational Needs and Disability (SEND) jurisdiction (Now part of the HESC Chamber) requested training in Working Effectively on a Panel at two seminars in November 2010 and February 2011, each with

an attendance of 30–40 people (judges and specialist members). The programme content was tailored to meet the needs of the SEND membership. Members of the facilitation team also contributed to training for panel members in the Crofters Commission in 2010.

Working with TS tribunals

During the summer of 2010, the Tribunals Committee and ETAC worked with the Immigration and Asylum jurisdiction and 'Stonewall' to develop a training module to enable Immigration Judges (IJ) to understand better the difficulties LGBT people from abroad might encounter in a hearing. All IJs participated in the sessions as part of the Tribunal's annual continuation training programme consisting of 11 seminars during December and January 2011.

The Employment Tribunals have been developing a series of short e-learning packages which Employment Judges will be encouraged to access via the JSB Training website.

Working with other Tribunals

The Committee continues to develop its contacts with bodies outside the Tribunals Service.

The Committee has been working with Valuation Tribunals in England and Wales to develop their appraiser skills and review their appraisal scheme.

The Committee contributed to the Agricultural Land Tribunal (ALT) Conference in October 2010 in Crewe, following a request for assistance from the JSB from the ALT Training Chairman. The JSB facilitated sessions on Questioning and Listening skills, Evidence and Teamworking.

The Adjudication Panels for Wales asked the JSB to contribute to their Annual training programme. The JSB attended their training conference in December 2010 and delivered a session for new members on Chairing a Tribunal Hearing, using the EJSC materials and DVD.

Course evaluations and statistics

The following table shows the number of participants for each type of training event and the analysis of responses to the course evaluation questionnaire. (Some participants did not complete the questionnaire.)

Event	No. of Participants	Overall - how well did the course meet its aim and outcomes?			
		Fully	Substantially	In Part	Not at all
Appraisal Skills: Induction Seminar	37	51%	43%	3%	
Appraisal Skills: Follow-Up Multi-Jurisdiction Seminar	76	46%	36%		
Mentoring Skills: Induction Seminar	11	91%	9%		
Judicial Leadership -Residential Property Services	11	91%	9%	18%	
Facilitating Small Groups	11	36%	36%		
Essential Judicial Skills - CAA	11	73%	27%		
Essential Judicial Skills	14	40%	60%	8%	
Advanced Judicial Skills	24	71%	21%		

11: EQUAL TREATMENT ADVISORY COMMITTEE



Mrs Justice Nicola Davies

Work of the committee

The function of the Equal Treatment Advisory Committee (ETAC) is to assist and support all judges and judicial office-holders to fulfil the obligations of the judicial oath by being equipped to recognise the many ways in which social, cultural

and other differences may have a bearing on the conduct of cases and the wider judicial role. The committee does this by:

- ensuring the integration of fair treatment and diversity issues into relevant aspects of JSB training.
- providing and contributing to training and materials, including the *Equal Treatment Bench Book*, to support all judges and judicial office-holders in ensuring fair treatment and increasing their knowledge and understanding of their local communities.
- acting as a referral point for judicial inquiries or concerns, within its terms of reference.
- advising the JSB's Director's of Training and its committees on all issues within its terms of reference.

Membership

Membership of the Committee consisted of a High Court judge, one senior circuit judge, one circuit judges, two district judges, one district judge (magistrates' court), one employment judge, a magistrate, the JSB's Director of Studies and the JSB's Executive Director.

As at the 31 March 2011, the Committee's membership was:

Mrs Justice Nicola Davies (Chairman)
 District Judge Mathu Asokan
 Judge Marc Dight
 District Judge (MC) Angus Hamilton
 Susan Hewett OBE
 Judith Killick (Joint Executive Director)
 Judge John Phillips CBE (Director of Studies)
 District Judge Ian Sanderson
 Employment Judge Mary Stacey
 Judge Sybil Thomas

Membership also includes other JSB officials who attend all meetings of the Committee.

Mrs Justice Cox DBE came to the end of her term as Chairman of ETAC in January 2011 and was succeeded by Mrs Justice Nicola Davies DBE, who was appointed for four years commencing from February 2011. The Committee under the new chairman met for the first time in March 2011.

The operation of the committee

ETAC meets in plenary session four times a year in order to measure its progress in completing the objectives and activities set out in its action plan and to formulate future programmes of work. Individual members act as 'consultants' to the JSB's cadre of Course Directors, providing advice on the development of training programmes to ensure that they incorporate principles of fair treatment and diversity, as well as providing or commissioning training interventions or materials on particular topics. The Committee also operates through working groups which are responsible for ensuring that the key milestones in its action plan are reached.

In April 2010, ETAC revised the required skills and competences for new judicial members of the Committee and agreed its framework

and standards for fair treatment and diversity training. The Committee designed a workshop, run in October 2010, aimed at giving ETAC Consultants an opportunity to practice using the new framework and standards in preparation for discussions with Course Directors at seminar planning and design meetings. At the Course Directors Annual Conference in October 2010, ETAC gave a presentation followed by a workshop, addressing the incorporation of fair treatment issues into course design.

Work programme 2010-11

In May 2010, ETAC ran a workshop at the Annual Conference for Diversity Community Relations Judges (DCRJJs) aimed at forging closer links between them and the Committee. This work has been taken forward in conjunction with the Judicial Office.

During the year ETAC published revisions to a number of sections of the *Equal Treatment Bench Book* and a substantial revision of the summary booklet *Fairness in Courts and Tribunals* to coincide with the implementation of the Equality Act 2010. The Committee has also continued to update the ETAC section of the JSB's training website.

Craft of judging seminar

Following some comparatively modest changes to the successful run of a pilot of the Cross Jurisdictional Judicial Skills Seminar 'The Craft of Judging' in February 2010 (in which ETAC played a significant role in the design and delivery), the improved seminar was delivered in July 2010 as part of the JSB's new Prospectus. Mrs Justice Cox chaired both events.

Evaluation

The vast majority of respondents felt that the seminar had been useful for their role as a judge.

"This was the best JSB course I have been on – it should be required for all judges. This is the first course I have enjoyed from start to finish".

The Course Director was Judge John Phillips (Director of Studies).

Speakers

Subject	Name
Case Management in a Criminal Case	Judge Alistair McCreath
Case Management in a Civil Case	District Judge Gordon Ashton
Managing Judicial Life	Professor Dame Hazel Genn DBE QC

Equality Act 2010 Seminars

In only a few months, ETAC successfully developed a one-day seminar for Circuit Judges sitting in the County Courts and for District Judges, to address the implications of the Equality Act 2010, which commenced in stages in October 2010. Mrs Justice Cox chaired the four one-day seminars in January and February 2011. The Government Equalities Office contributed £127k towards the cost of the training. The Equality Act 2010 was also a topic for the after court seminars at the Royal Courts of Justice. Two more one-day seminars will be run in September 2011, the costs of which will be met within the Judicial College's budget allocations.

The aim of the seminar is to prepare delegates to hear all stages of equality law cases from first hearing through to the final hearing. Following this seminar, delegates would effectively be able to:

- Understand the relevant legal principles of the Equality Act 2010 and in particular the difference between the different prohibited grounds for discrimination;
- Case manage an equality law case from first hearing to final hearing in accordance with the provisions of the Equality Act 2010, relevant Rules and case law;
- Manage the hearing of an equality law case that involves an assessor;
- Deliver a reasoned decision in an equality law case that complies with relevant legislation and case law.

Evaluation

The vast majority of respondents felt that the seminar had been useful for their role as a judge. Overwhelmingly, however, the all the feedback emphasised the following points:

- The need to increase the amount of time allowed for the content of this seminar, to enable proper analysis and understanding of complex concepts too difficult to master in one day.
- The need for all judges to receive this training, given its importance and the wide-ranging effects of the legislation

“Altogether the day exceeded expectations – informative and enjoyable. All judges should be provided with this training.”

The Course Director was Judge Stephen Stewart QC.

Speakers

Subject	Name
Overview of the Equality Act 2010 and Case Management Presentation	Employment Judge Simon Auerbach District Judge Michael Anson Karon Monaghan QC
Decision Making and the Equality Act 2010 Presentation	Employment Judge Mary Stacey

12: DIRECTOR OF INTERNATIONAL TRAINING



Mrs Justice Linda
Dobbs

International work of the JSB

The Director of International Training, supported by a small working group, leads and directs the JSB's engagement in European and International judicial training matters, in particular by:

- Determining the JSB's priorities in UK, European and international collaboration.
- Acting as the first point of contact on developments in European law and alerting those responsible for jurisdictional training.
- Advising the JSB on its role in relation to its membership of the EJTN and UKRIJSC.
- Liaising with those members of the senior judiciary and the Judicial Office who have responsibility for European and international matters.
- Overseeing a programme of assistance to Commonwealth judges.
- Generally advising on requests for training from overseas jurisdictions.

The JSB has always been highly regarded among many overseas jurisdictions, but it has been argued that it needed to do more internationally, both to play its part in Europe and to assist judges further afield where there is need.

Lord Justice Thomas has expressed the view that the issue of judicial training in Europe would assume greater importance in the near future and has emphasised the importance of the JSB's jurisdictional training encompassing developments in relevant European law. The small budget for international work, which includes the annual contribution to EJTN, has meant that there is an even greater need

to assess the priority of competing demands and proposals. In doing so, the JSB has needed to take account of the JEB's priorities for international work and ensure it works in support of them.

To provide a more structured approach to international work, the JEB approved the appointment of Mrs Justice Dobbs as Director of International Judicial Training in October 2010. The Director has set up a small working group to support her in this new role.

Membership

The International Group members consist of a High Court Judge, three circuit judges, two district judges, a Tribunal Judge, the JSB's Director of Studies and the JSB's Executive Director.

As at 31st March 2011, the group membership was:

Mrs Justice Linda Dobbs DBE (Director)
Judge Godfrey Cole CBE
Judge Peter Jones
Judith Killick (Joint Executive Director)
District Judge Gordon Lingard
Judge Nic Madge
District Judge Debora O'Regan
Judge John Phillips CBE (Director of Studies)
Judge Stephen Stewart QC

Membership also includes other JSB officials who attend all meetings of the group.

Operation of the group

The Director decides upon the frequency and timing of meetings in order to minimise the impact on judicial time. The group had its first meeting in February 2011.

Work programme 2010-11

As in previous years, the JSB has been involved in international work throughout the year in a number of different ways:

- Ongoing membership of the European Judicial Training Network (EJTN), convenor of its 'Technologies' Working Group, and from March 2011, membership of its Steering Committee.
- Entering partnership agreements with other member states pursuant to the EU Civil and Criminal Justice Programmes.
- Training judges in England and Wales in European law, taking account of the effect of the Lisbon Treaty, the Stockholm Programme and the EC Resolution on Judicial Training.
- Membership of the UKRIJSC, an informal liaison group of the JSB and its sister bodies in the UK and the Republic of Ireland. The group discusses collaboration on training within the UK and the Republic of Ireland and in its role internationally.
- Responding to requests to provide training for overseas judges, both in E&W and in their own countries.
- Hosting visits and responding to requests for assistance from overseas jurisdictions.
- Attending international training conferences.

European training

The JSB continues to be a part of the UK membership of the EJTN. At its General Assembly in Madrid in May 2010 the UK was elected as a member of the Steering Committee for a period of three years from March 2011. An official from the JSB was re-elected as convenor of the Working Group 'Technologies'.

As part of an EJTN's Criminal Justice programme, the JSB has committed to sending six judges to seminars as observers and has offered two places at each of six JSB seminars for 2011-12 as part of the EJTN catalogue programme. Also, as part of the EJTN's exchange programme for trainers, the JSB has offered to participate in the short-term exchanges by sending two judicial trainers to other member states, and by hosting two judicial trainers from other member states.

The JSB hosted meetings of the EJTN's Working Groups 'Exchange Programme' and 'Technologies' in September 2010, and has offered to host meetings of the Steering Committee and Working Group 'Programmes' in 2011.

Throughout the year, a number of judges from England and Wales have attended a variety of seminars and forums around Europe including Barcelona, Cracow, Paris, Rome, and Trier. One judge attended a forum in Manila as part of the European Philippines Justice Support Programme, aimed at addressing the problem of extra-legal killings and enforced disappearances in the Philippines.

The JSB has agreed to send participants to a 'Seminar of Comparative Study of European legal systems through Legal Language (Civil Matters)' and a seminar about 'Developing the Legal Framework on the Fight Against Crime in Europe after the Stockholm Programme' as part of the EU Civil and Criminal Justice programmes 2010. The JSB also nominated the President of the General Regulatory Chamber to attend a Plenary Assembly 'Support for Cooperation with National Judges in the Field of Environmental Law' in February 2011, organised by the European Institute of Public Administration and the European Commission in Luxembourg.

In December 2010, the JSB submitted a combined response from the UK (in consultation with its sister bodies in Scotland and Northern Ireland) to an EU consultation on the future of European judicial training, which was approved by the Lord Chief Justice.

The Executive Director and two officials from the JSB attended the EJTN's European Judicial Training Conference in Budapest in March 2011. The aim of the conference was 'To develop comprehensive national and European institutional strategies whereby the objectives relating to judicial training in European Law expressed in the Stockholm Programme might be achieved'.

Training for overseas jurisdictions

The JSB has continued to respond to requests for assistance received from overseas jurisdictions e.g. Banjul in The Gambia, Bhutan, Maldives, Mauritius and Singapore.

Mrs Justice Dobbs, the Commonwealth Secretariat and the International team in the Judicial Office, have considered ways in which members of the judiciary (including those who have recently retired) can assist in the design and delivery of judicial training in Commonwealth and former Commonwealth nations. As a result, Mrs Justice Dobbs wrote to Chief Justices in the Commonwealth in December 2010, inviting them to nominate one judge each (ideally a member of the respective judicial training body) to attend one of the JSB's seminars in 2011–12. A number of positive responses have been received. Those attending will not be charged for the training but will have to meet their own travel and accommodation costs.

Attendance at JSB seminars by overseas judges

Judges from Australia, Israel, Japan, Singapore and UAE, Dubai attended a variety of JSB seminars throughout the year, either as participants or observers. Judges from Austria, Estonia and the Netherlands participated in JSB seminars as part of the EJTN Catalogue programme.

International visitors

During the year, the JSB has hosted delegations from Albania, Australia, Ghana, Iran, Nigeria, Romania, Russia, Slovakia and Uganda. The Director of Studies also met with a representative from the Commonwealth Secretariat with a view to improving judicial training relations with developing international jurisdictions.

13: EXECUTIVE DIRECTORS' REPORT



Judith Killick

The JSB is supported by 47 full-time equivalent civil servants who make up four business areas:

- Judicial Training Division,
- Magistrates' Courts Training Division,
- Training Advice Division, and
- Tribunals, ETAC and International Division.



Maggy Pigott

They are answerable, through the Joint Executive Directors, to the Executive Board.

The role of the Executive Directors during the year under report was to support the Executive

Board in the delivery of its Business Plan for 2010–11. Their core responsibilities include supplying planning, policy and strategic advice – as well as administrative support – to the board and its committees. They are also responsible for managing the JSB's financial and other resources and maintaining effective links between the board and its stakeholders.

Business Plan

The staff of the JSB supported the board in the successful delivery of the Business Plan for 2010–11, which is described in the rest of this report. The Plan incorporated five strategic priorities on which the JSB's strategy for 2007–11 aims to deliver. Other activities during the year included the implementation of the judicial training strategy for courts judges and working with the Senior President and the Tribunals Service on the unification of training for judges in courts and tribunals.

In its 2009–11 Strategy the JSB declared that its vision was: 'to evolve into a form of judicial college which meets the highest standards in judicial learning and development.' The main focus for the JSB during the period covered by this report has been to work with the tribunals judiciary to create a single training organisation, known as the Judicial College. In Chapter 2 of this report, the Chairman of the JSB, Lady Justice Hallett, describes the work that has been undertaken during the course of the year to ensure that new arrangements for the College were in place by 1 April 2011.

Governance structures

The staff of the JSB continued to work within the governance structure developed during the last financial year and described in Chapter 1 of this report.

Resources

The JSB's total expenditure was £6.76 million.

The JSB operates a system of risk management under which quarterly reviews are conducted of financial and other risks that could adversely affect our ability to deliver our business objectives. This approach enables any emerging surplus to be identified at an early stage and either redeployed to other priority activities or surrendered as appropriate. The staff of the JSB keep their financial planning processes under regular review, so the JSB can make best use of the resources available.

Staffing

As well as the four business areas listed above, Corporate Services provides support across the Judicial Office, particularly in the areas of HR, finance and IT where efforts have been focused on the optimal use of available resources.

The staff of the JSB form part of the wider Judicial Office, whose goal is to provide the Lord Chief Justice and the senior judiciary with the support they need to fulfil these responsibilities.

The Chairman of the JSB is also a full member of the Judicial Executive Board, a continuing indication of the close working relationship between the JSB and the Judicial Office. Another has been our membership, as the JSB's Executive Directors, of the Management Board for that organisation, and the production of a joint Business Plan for both bodies for the period under report.

14: SUMMARY OF EXPENDITURE

The JSB is not required to produce its own audited accounts. However, the JSB's expenditure is an integral part of the Ministry of Justice's resource account, which is subject to audit. The summary below reflects expenses directly incurred by the JSB and is shown on an accrual basis.

	2010-11 (£'000s)
Staff costs	2,120
Judicial fees	1,890
Venue costs	1,472
Judicial travel & subsistence	463
Other travel & subsistence	90
Publications	209
Speakers	231
IT services	126
Magistrates Association training grant	37
Office supplies, catering & accommodation related costs	28
Miscellaneous	93
Total expenditure	6,759

NOTE: Those costs attributable to Corporate Services, which in 2009-10 were included, have been removed.

