



JUDICIAL OFFICE

Judicial College Strategy 2021-2025

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Foreword

Chair of the Judicial College

I am delighted to publish the Judicial College's Strategy for 2021-2025. Here we set out objectives for the future of judicial training and how we will achieve our ambitious vision for the next four years.

The College's agile response to the Covid-19 pandemic has dominated our work over the last 20 months, and my first 18 months as Chair. This period has also reinforced the value of dedicated time for training and sharing of knowledge and experience, as well as our ability to innovate. It is a testament to the judicial trainers, College staff and those who work with us that we have reintroduced a full programme so quickly, whilst also delivering important new training on Domestic Abuse. I am and remain grateful for their commitment.

This Strategy builds on this response and the excellent work undertaken before it, to bring more tribunal training into the College, expand cross-jurisdictional efforts and support Reform.

As we look to the future, we recognise that some of what we need in place to provide world-leading education will also look different.

The context in which the judiciary operates, as well as the judiciary itself, will see transformative change. Our training will need to not just match that change but be at the forefront. This is what will prepare the judiciary to continue to excel in their roles, support the delivery of justice and the creation of a diverse, inclusive and collaborative judicial environment. Our Strategy therefore reflects both wider judicial ambitions as well as societal and educational trends, to ensure that the College achieves its aims through high quality training to judicial office holders at all levels of their careers.

Rt Hon Lady Justice Eleanor King DBE



Introduction

Our judiciary is internationally renowned and judicial education plays a vital role in securing its status as a world leader. Judicial training works to uphold the Rule of Law and support the administration of justice, through a range of training for new and existing judges. It also makes an important contribution to enhancing public confidence in the justice system.

The Judicial College fulfils statutory judicial training responsibilities on behalf of the Lord Chief Justice, Senior President of Tribunals and Chief Coroner. In doing so, we deliver training for courts and tribunals judges, tribunal members, coroners and coroners' officers, magistrates and, where appropriate, magistrates' legal advisers (collectively referred to as judicial office holders). The College's overriding objective is to provide training, resources and publications of the highest standard, thereby strengthening the judiciary's capacity to discharge their functions effectively. This includes:

- providing induction training for those taking on a judicial role for the first time, as well as those taking on responsibilities in new areas of law (jurisdictions) or new roles;
- ongoing continuation training for existing members to keep them up to date on developments and specialist skills in their jurisdictions.

From time to time, and to support statutory training objectives, senior members of the judiciary will commit to prioritising training on important topics of significant public interest. The College responds by providing training on these vital areas. These include Serious Sexual Offences, Murder and Domestic Abuse. We also listen to recommendations made by external bodies.

The College provides training that:

- strengthens the capacity of those in judicial roles to discharge their functions effectively, including judgecraft skills, inclusive leadership and management;
- helps leadership judges to promote professional development and career progression;
- supports judges to thrive whatever their personal or professional background;
- contributes to the efficiency and effectiveness of the administration of justice, in line with the wider ambitions of the senior judiciary; and
- promotes and supports judges' ability to treat court and tribunal users, colleagues, and staff in an inclusive and fair manner.

The College is committed to developing and delivering the four main elements of judicial training:

- substantive law, evidence and procedure, and jurisdictional expertise delivered through induction into the judiciary, induction into new roles and continuation training which keeps judicial office holders up to date on developments in their jurisdiction;
- the acquisition and improvement of cross-jurisdictional judicial skills which support the wider development of the judiciary;
- a better understanding of the social context within which judging occurs, as well as encouraging inclusivity, engagement and respect across the judiciary as it changes; and
- learning that supports new ways of working and digital skills, preparing judicial office holders for new technology, innovation and changes in the way justice is administered.

Through its work, the College contributes to the implementation of other judicial strategies and priorities, whilst playing a fundamental role in supporting recovery in the justice system following the effects of the Covid-19 pandemic.

Recent Successes

Over the past three years, the College has been guided by the objectives and vision of the 2018-2020 Strategy. During that period the College achieved a number of important successes.

Administrative support for training for a variety of tribunals was brought into the College's remit, including the Employment Tribunal (England and Wales), Employment Appeals, General Regulatory Chamber, War Pensions and Armed Forces Compensation, Asylum Support and Tax.

We inducted 2,160 new members of the judiciary between 2018 and 2020, a time which saw the highest number of appointments since the Judicial Appointments Commission was established. In that time, the College also delivered a total of 773 courses to approximately 26,000 delegates, which supported the wider judicial system in the effective and efficient administration of justice.

The College continued to build the Faculty (introduced as part of the 2015-2017 Strategy) to expand the range of cross-jurisdictional training programmes in the College curriculum. In September 2019, we launched the Faculty Induction Seminar, designed to complement inductions on specific areas of law and deliver important judgecraft training. All new judges without judicial experience now complete this course within their first 12 months of sitting. The College also designed and launched its Essential Leadership Programme for senior judges in a range of leadership roles, as well as introducing a training programme to support and embed judicial appraisals.

The College contributed to the digitisation of the justice system through the Reform Programme, ensuring training was offered before each major rollout, alongside a wider training programme to increase digital skills.

We published two major revisions of the Equal Treatment Bench Book in 2018 and 2021. The Equal Treatment Bench Book supports the understanding of the principles of fair treatment and equality in hearings and provides guidance on the social context of judging.

In 2020, we radically reviewed our training offer in response to Covid-19. From mid-March 2020, the Judicial College's training programme and approach required urgent revision to mitigate the impact of Covid-19. This saw a swift shift to a digital learning platform and a reprioritised programme to support recovery focused on induction, supporting digital ways of working and Reform, and training in preparation for the end of the transition period following the UK's departure from the European Union.

Some priorities from the 2018-2020 Strategy are ongoing, such as modernisation of the learning platform; our review of communications; and training for non-legal members.

Our Vision: 2021-2025

To be a world leader in judicial education, aiming to provide the highest quality training for judicial office holders and support the senior judiciary in preparing for the justice system of the future.

Context, Challenges and Opportunities

The vision for the future of the College is an ambitious one which builds on previous successes and drives forward our four-year strategic plan. In setting the direction of the Strategy, we have considered the context in which the College operates, and the challenges and opportunities that the College and the judiciary may face in the future. These include:

Covid-19 recovery – The College and wider judiciary responded to the effects of the Covid-19 pandemic through flexible and innovative ways of working to sustain the administration of justice. Through the hard work of judges, magistrates and all those involved in their work, the courts and tribunals continued to operate through the pandemic. Inevitably some backlogs arose or increased, which will require continued innovation to tackle.

Increased overall demand – The College provides training that meets the needs of a wide range of people in judicial roles across the courts and tribunals. This includes preparing training materials for magistrates, coroners, coroners' officers, and legal advisers. The Judicial College delivers training for approximately 21,400 judicial office holders (including around 12,650 magistrates), 700 coroner's officers and 880 legal advisers. During the period of this Strategy, we anticipate sustained high recruitment of judges, magistrates and legal advisers, and more deployment across different areas of law. The overall size of the judiciary will also increase. Over the same period, the judiciary will become more diverse in both their personal and professional backgrounds.

Magistrates training – Increases in the volume and diversity of magistrate recruitment will change training expectations and needs.

HM Courts and Tribunals Service (HMCTS) Reform – The Reform Programme is ongoing and will modernise the courts and tribunals through the introduction of new technologies, as well as improved processes and working practices to streamline the administration of justice. The senior judiciary is clear in its determination to modernise the courts and tribunals through the Reform Programme, and that the judiciary will continue to innovate and improve the way justice is administered beyond the end of that programme.

Economic context – The Rule of Law is an important part of what makes the UK a desirable investment destination and trading partner, and the legal sector is a significant contributor to the UK economy. Innovations in technology and the increasing use of smart contracts, blockchain, distributed ledger technology and cryptocurrency are changing how the law is approached and executed.

Societal and technological change – Society and the social context in which judging occurs is constantly evolving. There will be changes in the way justice is administered, with an increasing number of cases heard online. Societal change will also affect the types of cases judges see, with new forms of evidence and offending. There is also increased public interest in judicial training and growing expectations of transparency.

Devolved law – The Senedd in Wales continues to develop a body of law specific to Welsh devolved matters.

As a result of the Scotland Act 1998 and the Government of Wales Act 2006, the College does not provide training for the devolved tribunals but does continue to train the remaining reserved tribunals (the Scottish Employment Tribunals). There is a plan to devolve the vast majority of remaining tribunals. This may be implemented in the lifetime of the Strategy.

Our Objectives: 2021-2025

Judicial College training will continue to support not just education in the black letter law, but also the key concepts of judging. This includes skills such as communication, running court or tribunal proceedings, assessing the credibility and reliability of evidence, and other vital judgecraft skills. We will be flexible in how we do this, mindful of the immediate need to support recovery post-pandemic.

As the structure of the judiciary changes through increased recruitment and deployment across jurisdictions, our training programme and learning materials will respond to meet greater demand. We will equip judicial leaders to support the growing number of judicial office holders. We will assist the wider judiciary in fostering an inclusive and accessible working environment. We will support training that ensures everyone carrying out a judicial role has the skills and knowledge to achieve their highest potential.

We will support the ambition for innovative working across the judiciary and prepare ourselves, and the judiciary, for future changes in the way justice is administered and technology is utilised. We will lead by example, reflecting change and innovation in how learning is supported, and how judicial training is designed, delivered and evaluated.

The College will strive to be transparent and outward facing, building greater awareness and understanding of our work, and supporting public confidence in the judiciary. We will contribute to the judiciary's international objectives, peer collaboration and learning across jurisdictions. We will stay at the forefront of advances in education and educational tools.

To achieve the aims and vision outlined above, we will adopt the following objectives:

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

Objective 2: Meeting the future needs of the magistracy

Objective 3: Preparing for innovation and change

Objective 4: Effective leadership

Objective 5: Contributing to a transparent and outward facing judiciary

Objective 6: High quality support for modern training

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

The College's ongoing commitment is to support all judicial office holders in their learning and development throughout their career. In the immediate term, making sure our training contributes to justice system recovery from the pandemic and increased judicial capacity will be a top priority. We will support the wider judiciary, responding as it increases in number and in diversity. We expect to see sustained levels of high recruitment through to 2025. Those judges will come from a diverse range of professional backgrounds and there will be increased deployment of existing judges across different areas of law; therefore, we will make sure our induction training responds.

The combination of high recruitment and the anticipated increased mandatory retirement age means the overall size of the judiciary will grow – and so we will increase our overall training provision to support that. The Judicial College is committed to staying at the forefront of new developments in law and research, to make sure that the training we provide for judicial office holders is up to date and accurate. Our offer to all judicial office holders, including those in the High Court and Court of Appeal will be reviewed and refreshed in line with developments.

We will achieve this objective through the following actions:

We will deliver the training necessary to support the judiciary in wider justice system recovery.

In 2020/21, the College's training programme required urgent revision to digital learning. We prioritised the training programme to mitigate the impact of Covid-19 and to support recovery. This programme focused on induction, supporting digital ways of working, Reform and training in preparation for the end of the transition period following the UK's departure from the EU.

From April 2021, we returned to a full training programme which continues to support recovery, provides induction training to all new judicial appointees, and enables the judiciary to fulfil all continuation training requirements. Our priority is to deliver against a full training programme across the period of this strategy, whatever changes in public health guidance may bring, and to remain flexible to any changing or new needs that emerge.

From September 2021, we reintroduced face-to-face training as part of our training offer, in line with public health guidance, whilst making sure that if the situation changes, we can respond and continue to deliver training.

We will continue our return to a full training programme in support of recovery, providing induction training to all new judicial appointees and offering continuation training in line with requirements. Our priority is to deliver a full training programme across the period of this Strategy, whatever changes in public health guidance may bring, whilst remaining flexible to new or changing needs that may emerge.

We will support judicial office holders' wellbeing and resilience through the recovery period.

We will continue to develop wellbeing courses and materials, which include topics such as resilience, mindfulness and good mental health. We will promote them at judicial events and on the Judicial Intranet's wellbeing pages.

We will contribute to the aim of safely restoring court listing and timings for magistrates to pre-pandemic levels.

We will provide high quality case management training to help reduce backlogs and delays in the court process. We will continue to work with HMCTS to support the recovery of magistrate and legal adviser training to support them in discharging their functions effectively.

Each training year, our induction programme will meet the needs of the judicial recruitment programme so that new judicial office holders can start quickly with confidence in their knowledge and skills.

We anticipate that judicial recruitment levels will remain high – at around 1,200 each year – over the period of the Strategy. We also expect the number of magistrates to rise. We will ensure our programme of induction courses keeps pace with recruitment and supports the capability of newly inducted judicial office holders, or those that are new to role. We will deliver high quality inductions at the appropriate time, and subsequent judgecraft training.

We will continue to regularly review our continuation training programme to ensure it reflects current legislation, caselaw and research. This can lead to bespoke training projects.

The combination of high recruitment and anticipated changes to the mandatory retirement age means the overall size of the judiciary will grow. We will expand our continuation training programme to keep pace with this.

By the end of 2021 we will undertake an audit of all training to identify what is being delivered in the area of diversity and inclusion.

Phase one of this audit – a survey of all training delivered by the Judicial College - was undertaken in May 2021. A second phase will take place before the end of the year. This will inform our future approach. We will review the extent and impact of diversity and inclusion training regularly through our reporting and governance.

By 2022 there will be training and support for all judicial office holders to gain a deeper understanding of diversity and inclusion, to take an anti-discriminatory approach, and to promote positive behaviours and a culture of respect that is sensitive to different needs and intolerant of discrimination, bullying and harassment.

To build on the diversity and inclusion training that the College already offers, we will ensure that the topic of bias is included in all induction training and in continuation training as appropriate. This will support the development of a more inclusive and

respectful culture and working environment within the judiciary, and also support the judiciary in social context, values and ethics of judging.

Training will include best practice on engagement and effective communication with people from a variety of backgrounds, with different capacities, needs and expectations, as well as the recognition of the existence of implicit bias and how to employ mitigation strategies. The training will support judges in understanding the different influences at work on them and others when hearing and deciding cases and how best to reduce their influence on the conduct and outcome of proceedings.

By Spring 2022 we will make best use of external expertise to help identify and analyse the nature of the challenges to inclusion, including a deeper exploration of bullying, harassment and discrimination within the judiciary. This will contribute to building a better understanding of these issues, so that training can be designed and delivered from 2022/23 onwards to address underlying causes.

From 2022, we will introduce a new training offer on domestic abuse.

The College is leading work to update all family training in light of the Domestic Abuse Act, recent caselaw, contemporary reports and research into domestic abuse and coercive control. In October 2021, we issued updated digital training on domestic abuse to reflect the most recent caselaw. From 2022, we will launch a new programme of domestic abuse training.

By the end of 2024 we will undertake the next substantive review of the Equal Treatment Bench Book to provide those in judicial roles with up to date, practical guidance on making the court and tribunal experience accessible for all parties.

The Equal Treatment Bench Book is a key work of reference for judicial office holders. It is a source of guidance on the social context of judging and the wide range of practical matters that may arise in a judicial hearing. As a living document, it is regularly reviewed and amended to reflect changing circumstances and to incorporate the most up to date knowledge. Every three years a panel of judges carries out a substantive review to ensure practical guidance follows societal developments. The last major revision took place in February 2021. We will continue to update the Equal Treatment Bench Book where necessary and in line with the review timetable, to ensure its guidance is as up to date as possible. We will look for new ways to promote the Equal Treatment Bench Book and train judicial office holders on new content and latest considerations.

By 2025 we will crystallise our offer to High Court and Court of Appeal judges.

The College is committed to supporting judges throughout their careers, providing training which recognises their changing needs. We will make sure that we have the right training in place to support judges in the High Court and in the Court of Appeal.

Objective 2: Meeting the future needs of the Magistracy

The magistracy, which is made up of volunteers, forms the largest part of the judiciary and is approximately 12,650 strong. Around 95% of criminal cases are completed in Magistrates' Courts. The context for the magistracy is changing; recruitment is increasing with a focus on greater diversity among professional and personal backgrounds, leading to changing expectations of training and learning support.

We will seize this opportunity to raise the profile of magistrates training, making sure that the volume, type and range of training supports the magistracy of the future. Following the anticipated increase in mandatory retirement age, we will develop training that meets the needs of re-appointed magistrates, to ensure they have the necessary training and skills for their return to the Bench.

We will achieve this objective through the following actions:

By the end of 2022, we will ensure that training provisions are in place to support increased recruitment of legal advisers and magistrates. This will include the introduction of Return to Bench training following the anticipated increase of the mandatory retirement age by April 2022.

Whilst training delivery models are explored, we will continue to provide high quality training for magistrates and legal advisers which responds to the greater diversity and changing expectations for training. The Government's Public Service Pensions and Judicial Offices Bill proposes to raise the mandatory retirement age from 70 to 75. If Parliament agrees this, we will ensure our training materials equip magistrates with the knowledge and skills required to return to the Bench.

Over the period of this Strategy, we will take forward a series of measures to make sure the magistracy is supported to deliver its important role within the future justice system.

This will include exploring and delivering against a range of measures to:

Raise the profile, awareness and importance of training for magistrates.

- Developing a stronger profile within the College and looking at potential external partnerships.
- Exploring the potential to increase incentives for magistrates and employers through an accreditation scheme.
- Examining the relationship between training and sitting hours in terms of value and importance.
- Raising the profile of the magistracy and its training offer amongst employers.
- Increasing the pool of trainers available to deliver training.

Developing a more impactful and diversified offering that is fully integrated into wider learning and development.

- Increasing the digital training and learning and development offer.
- Offering more networking and facilitated learning opportunities.
- Supporting digital literacy and access.
- Encouraging mentoring.
- Aligning appraisals to complement learning and development activity.

Increasing the minimum requirement of training for magistrates.

- Considering what is the best way to manage the training cycle, what the right minimum requirement should be for the future, and how best to support magistrates in meeting that requirement.

Using magistrates training to support integration into the wider judiciary.

- Collaborating with judges to create appropriate training resources.
- Exploring potential for non-legal training to be delivered to a mixed group of judicial office holders.
- Inviting judges to take part in training as speakers.

Introduce a new delivery model to bring magistrates training closer to the Judicial College.

- Changing the relationship between the Judicial College and HMCTS to bring magistrates training closer to the College, improve consistency of the training provision and how it is delivered, improve management information, and strengthen assurance mechanisms and accountability.

Objective 3: Preparing for innovation and change

The senior judiciary is clear in its determination to modernise the courts and tribunals through the Reform Programme, and to continue to innovate and improve the way justice is administered. We are seeing a shift in pace and emphasis, from design and engagement activity to implementation and rollout of Reform products and services.

Transformative change in the way justice is administered is already underway, with new ways of working, more cases started and/or completed online, and greater focus on alternative means of dispute resolution. At the end of this period, how a judge spends their time and what they will be doing will look different. Wider developments in technology and within society over the next four years will also have an impact on the content of cases; the evidence judges are required to consider and the types of cases they see.

The College will be at the forefront of providing training to support judges during these developments. We will also identify and address new training needs arising from legal, commercial and technological innovations and will ensure that training keeps pace with, and responds to, societal change.

We will achieve this objective through the following actions:

The Reform Programme is due to complete in March 2023. Over that period, the Judicial College will offer training on new Reform products before they are rolled out.

Our training will continue to support judicial ambitions to modernise the justice system and prepare judges for the increasing use of technology, digital systems and online case management. The Judicial College will support judges to start using new products during the initial rollout of the Reform Programme and to embed Reform products and ways of working within the future role of the judiciary.

From April 2023 at the latest, we will ensure that training on all Reform products is embedded in core induction and continuation training programmes, as well as skills-based programmes.

Induction, continuation and skills-based training will include both training on how core products support judgecraft, but also ensure that case studies included in training come from a range of scenarios (e.g. online dispute resolution, remote hearings and in person hearings) to simulate the modern world.

From April 2023, looking beyond Reform, the College will develop training which supports the senior judiciary in its determination to innovate and improve the way justice is administered.

The College will continue to develop new learning and training products to support advances in technology and systems as they arise.

We will design and deliver training that supports judges in continuing to develop their digital skills.

Alongside training the judiciary on specific new systems, the College wants to support the judiciary to increase its digital skills as technology advances. We will ensure that judges are given ongoing learning support in working with new forms of digital case disposal (such as the increasing use of online platforms and digital case management) and remote hearings. We will include digital case studies as an integral part of our programme.

In early 2020, the College ran a series of essential digital skills seminars for the judiciary covering working safely and securely online, using the relevant IT infrastructure, the use of multiple screens and sourcing guidance and support. Between 2022 and 2023, the College will run a series of training and awareness seminars to provide supplementary training on using multiple tools to support case outcomes, and to reinforce training on core Reform products.

In 2020/21, and in response to the Covid-19 pandemic, the College ran a series of training seminars on video hearing technology, including its functions and the behaviours and skills (or judgecraft) which support successful video hearings. From 2022, judgecraft training to support remote hearings and other online dispute resolution will be built into cross-jurisdictional induction courses, and other skills-based courses, alongside and on a par with training on more traditional hearing room settings.

By Autumn 2023 we will develop training that supports those in judicial roles to dispose of cases using alternative methods that seek to avoid, as well as deal with, disputes.

Our training will increase knowledge of and prepare judicial office holders for the use of all types of alternative dispute resolution, including formal negotiation, mediation, conciliation, early neutral evaluation and arbitration, as well as online dispute resolution and online courts.

We will work with the Business and Property Courts to support judges as they keep pace with developments in technology and how business and law is done.

Our legal system is renowned for being a jurisdiction of choice for international business due to its stability, security and reliability; the College plays an important role in that. With innovation in law, technology and commerce, the College will support judicial office holders in their understanding of digital transactions, contracts and assets, to ensure that they feel confident in resolving financial disputes and that the jurisdiction remains highly attractive to international markets and digital trade.

We will continue to support those in judicial roles to be ready for changes in the types of cases they hear.

Over the period of the Strategy, there will be differences in the content of cases, types of offending, and dispute settlement. Communication methods have increased, especially with the use of social media and with that, the records of our interactions are greater and more detailed. There will also be changes to the evidence judicial office holders are required to consider, due to the increasing use of technology, social media and online offending. Our training will prepare judicial office holders for these changes in judging, utilising external input where appropriate.

Objective 4: Effective leadership

The role of leadership judges has developed and grown in recent years and continues to change. The pandemic posed a unique set of challenges, as does recovery. The College's role and ambition is to support those in leadership positions to develop a more self-confident and self-reliant leadership culture. Leading through recovery from the pandemic and record levels of recruitment, whilst implementing the Reform agenda, is paramount. The judiciary is committed to creating an inclusive environment to support this change, welcoming new judges from a wide range of backgrounds and the diversity that brings. The College will deliver high quality leadership training that develops the capability and adaptability of judicial office holders in leadership positions to drive innovation and change, be supportive and supported – enhancing resilience and wellbeing, and to be inclusive leaders.

We will achieve this objective through the following actions:

From 2021, the Essential Leadership Programme will be mandatory for judges in leadership roles.

To make sure leadership judges are properly supported, leadership training has been made mandatory for all judges where leadership is reflected in the seniority and remuneration for their post. The Judicial College will ensure leadership judges in role or new to role are offered Essential Leadership Skills training.

We will provide leadership training for magistrates in a leadership position.

Fair treatment and the judicial oath are embedded in existing core training for magistrates. We will deliver essential training for magistrates in a leadership position, and where appropriate their deputies, to include: their role as a leader, dealing with issues fairly, diversity and inclusion, and ensuring that all processes for which they have a remit are transparent and fair.

By 2022, mandatory leadership training will include how leadership judges can support the career aspirations of their judges in a fair, objective and inclusive way.

We will review the training and support offered to leadership judges and magistrates regularly. By 2022, the Essential Leadership Programme will include training in how to provide appropriate and focussed support for the career aspirations of judges and magistrates and to do so in a fair, objective and inclusive way.

By Summer 2022, we will have training in place to support leadership judges in creating an inclusive culture and tackling bullying and harassment.

As the shape of the judiciary changes, we will equip judicial office holders in leadership roles to build a respectful culture and working environment and have impactful conversations which provide focussed support in an objective, inclusive and cohesive way. We will bring in research and training development capacity to help us develop our understanding of the potential for change, combine this with learning from other organisations, and develop training as part of existing or new programmes. We will consider the potential to rollout training to support an inclusive and cohesive culture to wider groups of the judiciary and staff.

We will provide training that further builds skills in managing and leading through change.

We will provide training in our leadership masterclasses that increases the confidence of senior judiciary and leadership judges. This will be aimed at how judges best support their colleagues before and during change. It will include skills training on communication, understanding, planning and implementation of change. In the immediate term this will support the rollout of Reform products across the justice system and in the longer term, preparing for innovation in how justice is administered more widely.

We will continue to evaluate the impact of leadership training and learn from data and experiences to improve future training.

We want to continuously improve training for judicial office holders, and the feedback from those in leadership roles is an important source of information for developing training. We will continue to evaluate how our leadership training supports judicial office holders and improves individual capability. We will learn from this data to ensure that we are providing the highest quality training.

Objective 5: Contributing to a transparent and outward facing judiciary

The justice system places significant value on being – and being recognised to be - collaborative, transparent and in touch with wider society. Preserving the independence of the judiciary is paramount. It is also imperative that, where we can and it is appropriate to, the Judicial College remains open to external expertise and contributions. We will use this expertise to advance our understanding of and keep pace with educational, academic, societal, technological, and cultural advances.

The College has a vital role in assisting the judiciary in developing its relationships and collaborative efforts with judiciaries across the Commonwealth and beyond. We will ensure that the Judicial College plays a valuable role in support of the judiciary's international objectives. This will include sharing training expertise and cooperation with foreign jurisdictions.

We will build awareness and understanding of our work, processes and governance, improving our communications to help maintain public confidence.

We will achieve this objective through the following actions:

We will continue to be a College that is open and outward facing. We will make best use of external expertise and contributors to stay in touch with the outside world.

Much of the College's black letter law training is delivered by judges for judges; this will not change. But, where appropriate, we will make best use of external expertise to design and deliver training. This will ensure that judicial office holders receive the highest quality training in specialist areas, and that we keep pace with innovation and changes in judgecraft.

We will develop and strengthen training partnerships with jurisdictions around the world. We will share expertise and promote the excellence of the Judicial College. We will do this in support of the judiciary's strategic objectives.

Supporting and collaborating with judiciaries globally will promote and strengthen the Rule of Law. We will facilitate international engagement opportunities for judges to share knowledge and best practice with jurisdictions around the world, to learn from their experiences, and to support international judiciaries in bolstering their training offer, court and tribunal capacity and capability. We will continue to work with multi-national judicial training networks such as the International Organisation for Judicial Training and the European Judicial Training Network, to establish and develop strong partnerships with other jurisdictions.

We will continue to welcome requests for tribunal judge training in devolved matters.

The College recognises the value of its expertise in providing training of consistent quality, enriched by shared experience and, where possible, delivering economies of scale. This is subject to appropriate funding contributions.

We will promote the Judicial College and its training tools globally.

We will ensure that training delivered to judicial colleagues the world over aligns with judicial priorities for international engagement. We will encourage the use of Judicial College training tools and support requests for training to ensure they deliver mutual benefits.

We are committed to helping the public understand the role the Judicial College plays in the justice system, helping to foster continued public confidence in the judiciary.

By 2023, we will review and update our external web content and publications, to be as transparent as possible.

Objective 6: High quality support for modern training

The Judicial College is a world-class leader in judicial education, and we will continue to evolve and reaffirm our exemplary position. We will source and provide a new judicial training platform which meets users' changing needs and assists in the delivery of high-quality training. We will ensure that our trainers are supported and have the full range of tools available to create and deliver high quality materials and training, reflecting advancing best practice. We will respond to the changing needs of the judiciary; training will be accessible, more flexible and delivered in a way which encourages those from different backgrounds to feel included and supported within the judiciary. We will upskill our trainers to meet changing needs for training and plan for sufficient trainer capacity, in light of increased demand. We will measure success, evaluate the impact of training and continually review our approach, to ensure that judicial office holders are receiving the highest quality experience.

We will achieve this objective through the following actions:

By Spring 2022, we will source and develop a modern, user-intuitive and accessible digital training platform. This will strengthen the planning, access and delivery of high-quality judicial training.

We will develop our online learning platform in line with delegate and trainer needs to be as effective and user intuitive as possible and provide the highest quality educational experience. Ongoing improvement and development will take place to ensure the new system remains up to date and meets future requirements. This will include, for example, improved management information and reporting capability, flow of data between applications, administration and delivery of courses, such as personalised course booking information and digital classrooms.

By Spring 2022, all training offered will support the increasing diversity of the judiciary, so everyone is - and feels - included.

We will take all reasonable steps to ensure our publications and training are delivered in a way which is accessible to all, in line with our statutory obligations. We will act in a way which encourages those from different backgrounds to feel included and supported within the judiciary. All new materials are being developed in line with accessibility standards. By the end of 2021, all existing materials will be updated where necessary.

We will continue to identify and meet training needs in Welsh law as they arise and in the most effective way possible. We will continue to support Welsh language training for judicial office holders.

By Summer 2022, we will have in place robust systems, processes and standards for evaluating training. We will use that data to inform continued development of existing courses, as well as new products.

We will enhance the current evaluation process to assess not only immediate feedback, but to follow up on how judicial office holders have been able to apply learning outcomes in their work. Using this data, we will develop our courses and review online materials to ensure that we are delivering the highest quality training that is effective and applicable.

By the end of 2022, we will adapt Judicial College governance arrangements, and supporting ways of working. We want our structure to be adaptable and forward thinking.

We will review and amend our governance structure. We will continue to ensure the College is organised and prepared to support a full and ambitious training programme.

We will continue to upskill our judicial trainers, in line with changing demands for training. We will equip judicial training with course development and facilitation skills to provide training that is inclusive and accessible to all.

We will ensure that trainers are able to use varied, accessible training tools and formats which best meet learning objectives. We will help judicial trainers respond to the changing expectations of training. We will consider the varying accessibility requirements of judicial office holders through the entire design and delivery process. Our training methods will reflect the best educational practices and will allow and promote wellbeing, flexibility and work-life balance.

Our judicial trainers will be trained in the best educational practices and how to utilise the full range of up to date tools to best deliver learning objectives.

We will continuously update our 'train the trainer' courses in line with the latest developments in adult education. We will equip our trainers to provide the highest quality training. To support this, we will ensure that trainers have access to the most current professional tools to help meet learning objectives.

We will use up to date technology in the delivery of judicial training.

We will continuously conduct research into the use of the latest technology and best practice on digital tools for training. We will seek to understand how tools such as virtual reality could provide new opportunities for realistic scenario and situational interventions to support the development of judicial behavioural judgecraft and problem-solving skills.

We will continue to plan for medium and long-term future training needs, assuring ourselves that judicial trainer capacity and administrative capacity can meet requirements.

As judicial recruitment increases, we will ensure that the College is prepared and resourced to support the increased volume of induction and continuation training that will be required. We will work with the Judicial Appointments Commission and HMCTS to understand recruitment ambitions so that we can accurately plan in advance of changes.

Next Steps

This Strategy sets out our ambitions for the next four years and the College's contribution to the judiciary's wider aims and objectives. Our overarching aim is to be a world leader in judicial education and provide the highest quality training for judicial office holders.

We will review and evaluate these activities and monitor our delivery against the objectives. We will also review our governance, systems, communications and reporting to support strategic delivery.

We will continue to report on the College's activity on an annual basis to provide transparency on progress achieved and on judicial training more generally.

