



JUDICIAL  
COLLEGE

## LEADERSHIP & MANAGEMENT DEVELOPMENT PROGRAMME

### PROSPECTUS

# JUDICIAL COLLEGE

# CONTENTS

Programme Contributors	2
Foreword	3
Introduction to the programme	4
Programme timetable	7
Module content	8
The Judicial Skills and Abilities Framework	12
Practical information	18

# PROGRAMME CONTRIBUTORS

## **Course Directors, Advisers and Tutors**

Dr. Kay Evans

Sir Ernest Ryder

Judge Brian Doyle, President of the Employment Tribunals (England and Wales)

Lord Justice Irwin

Michelle Austin

Judge Judith Rowe QC

Judge Stephen Wildblood QC

## **Judicial College Course Support**

Ann Prestidge

## **In collaboration with:**

### **Head of Judicial Office HR Leadership and Implementation**

Sam Sprague

# FOREWORD

Welcome to the cross-jurisdictional Leadership and Management Development (LMD) programme.

In June 2013 we decided to prioritise these areas:

*Understanding the organisation, communicating and working with others, people management, managing oneself as a leader*

We are using training successfully offered to Supreme Court, Family Division Liaison, Designated Family, Resident, and High Court Judges and to senior judges sitting in the Immigration and Asylum Tribunal. We have drawn on the expertise of trainers for the armed forces, the church and doctors.

We want to capitalise on shared experiences and expertise. You are essential to success, so please take what we can offer, and along the way tell us how we can amend or improve.

Anne Rafferty.

Chairman, Judicial College.

# INTRODUCTION TO THE PROGRAMME

## About the programme

The first Judicial College Leadership and Management Development (LMD) Programme was launched in March 2014. The programme is designed to develop the skills and attributes essential for a judicial office holder with leadership responsibilities and is based on the Judicial Skills and Abilities Framework (see page 12).

In a climate of constant change and reduced resources, the judiciary has to respond to legislative and process changes as well as political decision making in order to enhance its effectiveness. The programme will ensure that judicial leaders and managers have the necessary practical skills and knowledge to lead these changes. The programme will benefit individual judicial leaders and managers, which in turn will strengthen the leadership and management of the judiciary as a whole.

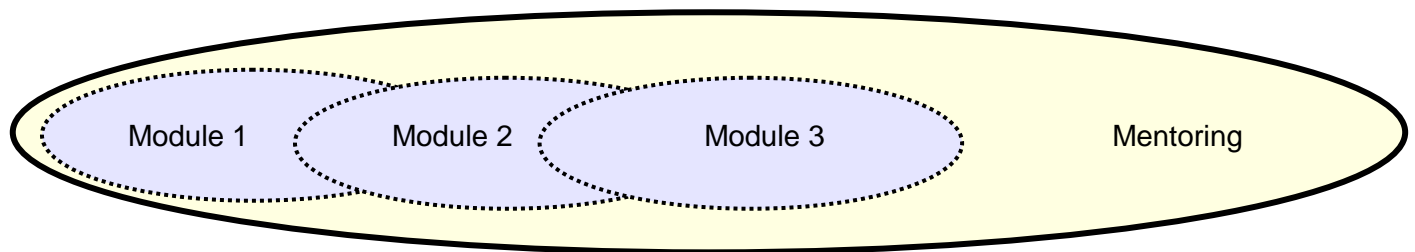
## Who is it for?

The programme is designed for judges with leadership and/or management responsibilities (LMJs) and its purpose is to develop your leadership and management skills and attributes. The programme is relevant to courts, tribunals and coroner leaders and managers at all levels of seniority.

## The structure of the Programme

The programme consists of three modules, the content of which was designed with the support and involvement of a cross-jurisdictional group of senior judicial leaders. Each module begins with a face-to-face workshop and is followed by a number of work based activities linked to your role of judicial leader and manager.

Some of the work-place activities will overlap with the following module's workshop, as illustrated below.



## **The Workshops**

### **Module 1: Understanding your Organisation, Communicating and Working with other Organisations**

The workshop will provide opportunities for you to develop your ideas and skills in the following areas:

- The principles of leadership and management
- Your role as a judicial leader and manager
- Managing and leading change
- Developing the priorities and strategies for your areas of responsibility

### **Module 2: People Management**

The workshop will provide opportunities for you to develop your ideas and skills in the following areas:

- The management and leadership of people
- The people side of change
- Managing wellbeing and stress in others
- Effective one to one conversations

### **Module 3: Managing Yourself as Leader**

The workshop will provide opportunities for you to develop your ideas and skills in the following areas:

- Your approach to leadership and management
- Managing your time and delegating to others
- Developing your personal resilience

### **The Mentor scheme**

As part of the programme you will have the option to select a mentor from a group of trained leadership mentors nominated by Chamber or Pillar Presidents, Presiding Judges and the Chief Coroner. Your mentor will support you in your leadership and management role. This is a separate function from other mentoring programmes which may focus on your judicial role. The programme will take four months to complete; however the mentoring element will be available for up to 12 months.

# PROGRAMME TIMETABLE

The programme will run twice a year and all the face-to-face Workshops will be held in 102 Petty France, London. Each year there will be an opportunity for cohorts to meet up to review and extend their learning at the One Year On event, held at 102 Petty France. The dates for the forthcoming Workshops and the One Year On events are as follows:

## **Programme 7**

Workshop 1: 28<sup>th</sup> April 2017

Workshop 2: 19<sup>th</sup> May 2017

Workshop 3: 23<sup>rd</sup> June 2017

## **Programme 8**

Workshop 1: 13<sup>th</sup> October 2017

Workshop 2: 10<sup>th</sup> November 2017

Workshop 3: 15<sup>th</sup> December 2017

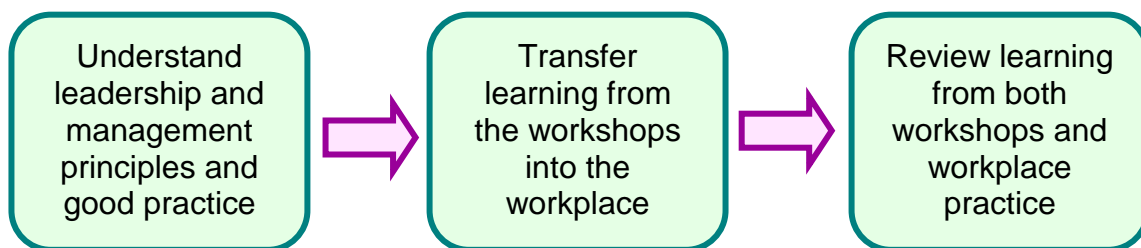
**One Year On Event: tbc**

# MODULE CONTENT

Each module will encourage you to consider a variety of approaches to leadership and management and to recognise the benefits of enhancing your leadership and management skills.

During the workshops you will hear presentations from leadership and management specialists and judges with significant leadership and management expertise. You will work in small groups to discuss relevant and real issues and to exchange experiences and share expertise. You will be expected to undertake activities back in your tribunals, courts and hearing centres which will support your learning. These are likely to be activities that you as a leadership and management judge would normally undertake as part of your role. There will also be elements of self reflection on your leadership development throughout the programme.

Each module has been designed to support the following learning process:



# Module 1

Understanding the Organisation, Communicating and Working with Others	
Workshop	Work based application
Introduction to the Leadership and Management Programme	Prepare a plan to continue your application of skills from the workshop
Your role as a leadership and management judge <ul style="list-style-type: none"> <li>○ Whom do you lead and whom do you influence?</li> <li>○ What does your role look like?</li> <li>○ Establishing and clarifying your environment</li> </ul>	Meet with your leadership and management mentor  Discuss your budget and management information systems with those who can support you
Leading and managing change <ul style="list-style-type: none"> <li>○ Understanding the process of change</li> </ul>	Hold meetings with relevant contacts across your environment.
Communication skills <ul style="list-style-type: none"> <li>○ The principles of influencing</li> <li>○ Control, Influence, Concerns</li> </ul>	Create your plan to deliver your priorities for your area of responsibility  Develop a communication plan to ensure that others understand your priorities.
Strategic planning <ul style="list-style-type: none"> <li>○ Creating your priorities to improve the service for colleagues and users</li> <li>○ Implementing your plans</li> </ul>	Continue to develop relationships with other leadership and management judges. Use this network to support your development.

## Module 2

People Management	
Workshop	Work based application
<p>Review of Module 1</p> <ul style="list-style-type: none"> <li>○ Reviewing your workplace activities.</li> <li>○ Identifying any further learning required to support the skills from module 1</li> </ul> <p>Building effective and collaborative groups of judges</p> <ul style="list-style-type: none"> <li>○ Getting the best from others</li> </ul> <p>Managing welfare issues and stress in others</p> <ul style="list-style-type: none"> <li>○ Recognising issues and responding appropriately</li> <li>○ Knowing where to find the resources to help you</li> </ul> <p>Holding one to one conversations</p> <ul style="list-style-type: none"> <li>○ Understanding the scope of your responsibility and sources of support</li> <li>○ Increasing your confidence and skills in having difficult conversations</li> </ul> <p>Developing others</p> <ul style="list-style-type: none"> <li>○ Motivating others</li> <li>○ Preparing others for future roles</li> </ul>	<p>Prepare a plan to continue your application of skills from the workshop</p> <p>Read the change management guidance</p> <p>Complete stress management self assessment</p> <p>Hold the difficult conversation that you have been putting off</p> <p>Conduct a development focused conversation with someone for whom you are responsible</p> <p>Hold a meeting with staff for whom you are responsible to discuss your expectations of each other</p> <p>Meet with other leadership and management judges to discuss issues in people management</p>

## Module 3

Managing Yourself as Leader	
Workshop	Work based application
<p>Review of Module 2</p> <ul style="list-style-type: none"> <li>○ Reviewing workplace activities</li> <li>○ Identifying further learning required to support the skills from module 2</li> </ul> <p>Time management and delegation</p> <ul style="list-style-type: none"> <li>○ Clarifying priorities and dealing with competing demands</li> <li>○ Managing seasonal activities</li> <li>○ Overcoming the challenges in delegating to others</li> </ul> <p>Understanding your personal effectiveness</p> <ul style="list-style-type: none"> <li>○ Enhancing your emotional intelligence</li> <li>○ Understanding your personal leadership style</li> <li>○ Appreciating your strengths and weaknesses as a leader</li> </ul> <p>Increasing your resilience</p> <ul style="list-style-type: none"> <li>○ Reviewing current resilience levels</li> <li>○ Planning to strengthen resilience levels</li> </ul>	<p>Prepare a plan to continue your application of skills from the workshop</p> <p>Delegate one piece of work (where appropriate) and review time priorities</p> <p>Ask others for feedback on your leadership style</p> <p>Complete emotional intelligence self assessment</p> <p>Meet with other leadership and management judges to discuss the challenges of being a leadership and management judge</p> <p>Undertake one activity to enhance your resilience</p>

# THE JUDICIAL SKILLS AND ABILITIES FRAMEWORK

## Background

As stated by the Senior Presiding Judge and the Senior President of Tribunals in 2014 the Judicial Skills and Abilities Framework brings together all the work undertaken in recent years to identify and describe the skills and abilities required by judicial office-holders (both judges and tribunal members) in courts and tribunals including those in leadership and management roles. By April 2015, this framework will replace existing competence frameworks for appraisal schemes and training purposes. Until then the Judicial Office will be working with the Judicial Appointments Commission to establish how best to incorporate the Framework into the selection processes.

Bringing together a single set of skills and abilities will provide a clear set of expectations common to all jurisdictions against which judicial office-holders will be selected, trained, encouraged and appraised. Such a single standard will be a great asset in taking forward the flexible deployment provisions of the Crime and Courts Ac. Individual judicial office-holders can also use the Framework to identify their strengths, assess their personal development needs and consider their career aspirations against the clear statements of expectations.

### ***What is the Judicial Skills and Abilities Framework?***

The framework describes the skills and abilities required by judicial office-holders and those in judicial leadership and management roles.

### ***Does the Judicial Skills and Abilities Framework apply to me?***

The Judicial Skills and Abilities Framework applies to all judicial office-holders (except magistrates) and those in judicial leadership and management roles. The framework may need to be amended or supplemented to meet specific requirements in some jurisdictions.

### ***How do I use the framework?***

The left hand column shows the statements that apply to all judicial office-holders. Next to this are the elements that define the statements. Each element does not need to be demonstrated for the overarching statement to be fulfilled.

The right hand column shows the extra statements which apply to those in judicial leadership and management roles. Next to this are the supporting elements that define the statements.

*Level 1* is designed to apply to senior leadership and management roles (e.g. Presiding Judges, Family Division Liaison Judges, Chancery Supervising Judges, Chamber Presidents and similar roles).

Level 2 is designed to apply to all other leadership and management roles (e.g. Resident Judges, Designated Family Judges, Designated Civil Judges, Presidents of the Regional Tribunal Judges and similar roles).

***However it is expected that the statement will be used flexibly, in recognition of the fluidity of judicial leadership and management roles.***

## **Using the statement**

This statement is intended to offer clarity to leadership and management roles and enable judges to identify their strengths and plan their development. The statement is also designed to bring greater transparency and consistency in future leadership and management selection processes.

# THE FRAMEWORK

Judicial Office-holder Skills & Abilities	Judicial Office-holder Elements	Leadership & Management Elements	Leadership & Management Skills
<b>Assimilating and Clarifying Information:</b> Quickly assimilates information to identify essential issues, develops a clear understanding and clarifies uncertainty through eliciting and exploring information.	<ul style="list-style-type: none"> <li>• Possesses the ability to quickly absorb, recall and analyse information, facts and legal argument.</li> <li>• Identifies and focuses on the real issues; is not lost in irrelevant detail.</li> <li>• Properly applies appropriate legal rules and principles to the relevant facts.</li> <li>• Is able to weigh evidence in order to decide the facts of a case.</li> </ul>	<p><b>Level 1</b> - Establishes, and communicates the evolving strategic direction in their jurisdiction, chamber or region.</p> <p><b>Level 2</b> - Communicates priorities and leads their court/tribunal through personal example.</p>	<b>Leading the way</b>
<b>Working with Others:</b> Conducts proceedings appropriately, values diversity and shows empathy and sensitivity in building relationships.	<ul style="list-style-type: none"> <li>• Manages hearings through fair and objective direction and intervention.</li> <li>• Has an awareness of the diversity of the communities which the courts and tribunals serve.</li> <li>• Works constructively with others to encourage co-operation and collaboration when needed.</li> <li>• Treats people with respect, sensitivity and in a fair manner without discrimination; ensuring the requirements of those with differing needs are properly met.</li> </ul>	<p><b>Level 1</b> - Acts as the judicial figurehead and builds effective relationships with the centre, agencies and key policy areas across their jurisdiction/chamber or region.</p> <p><b>Level 2</b> - Uses an inclusive approach to develop and maintain the reputation of the court/tribunal within the community.</p>	<b>Working with others</b>

	<ul style="list-style-type: none"> <li>• Maintains effective relationships, demonstrating the appropriate balance between formality and informality in hearings and with all contacts.</li> <li>• Is able to recognise and deal appropriately with actual or potential conflicts of interest.</li> </ul>		
<b>Exercising Judgement:</b> Demonstrates integrity and applies independence of mind to make incisive, fair and legally sound decisions.	<ul style="list-style-type: none"> <li>• Makes timely and appropriate decisions.</li> <li>• Exercises sound judgement and common sense.</li> <li>• Reaches clear, reasoned decisions objectively, based on relevant law and findings of fact.</li> <li>• Demonstrates integrity and independence of mind.</li> <li>• Does not exercise bias or prejudice.</li> </ul>	<b>Level 1</b> - Works to improve judicial performance across the wider justice system and within the region to ensure it can meet existing and future needs.  <b>Level 2</b> - Provides support to maintain and improve the performance of the judiciary and the court/tribunal to meet existing and future needs.	<b>Supporting and encouraging performance</b>
<b>Possessing and Building Knowledge:</b> Possesses a detailed knowledge of a relevant jurisdiction, law and practice and demonstrates an ability and willingness to learn and develop professionally	<ul style="list-style-type: none"> <li>• Possesses a high level of expertise in chosen area or profession.</li> <li>• Possesses an appropriate and up to date knowledge of the relevant law and its underlying principles and procedure.</li> <li>• Shows an ability and willingness to learn and develop.</li> </ul>	<b>Level 1</b> - Keeps approaches and knowledge up to date to meet evolving requirements within the jurisdiction, chamber or region.  <b>Level 2</b> - Encourages learning, keeps knowledge up to date and communicates developments within the court/tribunal.	<b>Building knowledge and learning</b>
<b>Managing Work Efficiently:</b>	<ul style="list-style-type: none"> <li>• Runs trials/hearings effectively to facilitate a fair</li> </ul>	<b>Level 1</b> - Maintains and improves efficiency within	<b>Delivering an efficient</b>

Works effectively and plans to make the best use of resources available.	<p>and efficient conclusion.</p> <ul style="list-style-type: none"> <li>• Prioritises effectively and minimises delays and irrelevancies.</li> <li>• Shows ability to work at speed and under pressure.</li> <li>• Deals effectively with case management.</li> <li>• Undertakes necessary preparatory work.</li> </ul>	<p>the jurisdiction/chamber or region.</p> <p><b>Level 2</b> - Takes personal accountability for the efficient and effective use of judicial and court/tribunal time and resources.</p>	<b>judicial system</b>
<p><b>Communicating Effectively:</b> Demonstrates good oral and written communication skills and authority</p>	<ul style="list-style-type: none"> <li>• Establishes authority and inspires respect and confidence.</li> <li>• Remains calm and authoritative even when challenged.</li> <li>• Explains relevant legal or procedural information in language that is succinct, clear and readily understood by all.</li> <li>• Asks clear, concise, relevant and understandable questions.</li> <li>• Willing to listen with patience and courtesy</li> </ul>	<p><b>Level 1</b> - Drives change across their Jurisdiction, chamber or region.</p> <p><b>Level 2</b> - Supports and delivers change within the court/tribunal centre.</p>	<b>Facilitating change</b>

# PRACTICAL INFORMATION

## Venue

The seminar will take place in the Justice Academy of the MoJ headquarters. The address is 102 Petty France, London, SW1H 9AJ.

St James' Park is the nearest underground station and Victoria is the nearest mainline station.

## WiFi

The code to access WiFi is: !02\_SeC\_WsW

## Arrival and departure

To gain access, please report to security at any time after 8:30 to be issued with a security pass.

## Dress

Please dress casually throughout.

## Name badges

Please collect your name badge on arrival down stairs on the lower ground floor outside the conference suite.

## Security

During your stay please ensure that no personal items are left unattended.

## Lectures

Lectures will take place in the Justice Academy. You will be advised of your group's location at the beginning of the seminar.

## Mobile telephones

Mobile telephones must be switched off or remain on silent mode during lectures.

## Smoking

Smoking is not permitted in any part of the building. Designated smoking areas are available outside the building.

## Meals

Lunch will be available as will morning coffee as scheduled in the programme.

## Expenses

Attendance at a non-residential judicial training course constitutes official duty and the rates of travel and subsistence will be paid in accordance with the following rules:

## Travelling

*By rail:* The Lord Chief Justice issued the following message and guidance to

all judicial office-holders on 10 November 2010

*"The current financial crisis has led each member of the Judicial Executive Board to apply the following self denying ordinance.*

*When we travel by train we shall normally claim the refunding of our expenses on the basis of the cheapest available standard fare. I hope you will do likewise.*

## Guidance

*There will be limited occasions when it will be appropriate to claim the first class fare, for example,*

- Where it is necessary to work on judicial matters during the journey, and the work can only be undertaken within the greater space or with the privacy necessary to ensure confidentiality which is more readily available in a first class compartment*
- Where there are no standard class facilities to accommodate those with disabilities or other special needs*

*-Where there are security concerns*

### **Some practical considerations**

*-Open 'anytime' tickets are the most expensive to purchase. The further ahead 'advance' tickets are purchased, the cheaper they will be.*

*-Please use a railcard if you have one (MoJ is able to pay for railcards, although this will be taxed as a benefit).*

*-Mix and match ticket types. If you are certain of your departure time on an outward journey, you can buy a timed ticket. The timing of return journeys can be less certain. Where it is possible that you would return earlier, you should generally still obtain a timed ticket – it can be exchanged at the station for a small (reimbursable) fee. Where it is possible that you will be returning later, an 'anytime' ticket for the return journey will be appropriate.*

*-Is the travel necessary? Would video or telephone conferencing be an appropriate solution? “*

*By car:* The rates specified in the Finance Act 2001 which took effect from April 2002 include one unified category of authorised

allowance for all cars, irrespective of engine size, which is in line with the Inland Revenue's Fixed Profit Car Scheme (FPCS):  
**First 10,000 miles, 45p**  
**Over 10,000 miles, 25p**  
You are asked to use public transport where practical since this usually represents better value for money.

### **Subsistence**

During the time you are away, you can claim an allowance for Personal Incidental Expenditure of £5 for each 24 hour period (the period is calculated as starting when you set out from your home). On the final day, you will also be entitled to subsistence if your additional time away from home (calculated from the time at which the final 24 hour period expires to the time you arrive back) exceeds ten hours, in which case you are entitled to claim a further sum of £4.25 or alternatively the actual cost of a meal purchased on a train (a receipt must be provided in this case).

### **Making a claim**

**Salaried judges:** Expenses claims must be submitted via the Phoenix iExpenses system. *When making your*

*claim please change your default Business Entity Code to **MF221 (Judicial Office)** and use the sub account code **XXX** when making any claim related to this seminar.*

For more information regarding the changes to the expenses system, please see the judicial Intranet.  
<https://intranet.judiciary.gov.uk/practical-matters/finance/changes-to-the-way-expense-claims-are-processed-and-paid/>

There is e-learning on the use of the Phoenix iExpenses system on the College's LMS.

**Fee paid judges:** Forms will be available to collect on the day. Please submit claims enclosing tickets and vouchers in support of your claim but do not staple to the form. Claims must be submitted within one month of the conclusion of the course.

### **Fees**

Attendance on the seminar may be counted against your sitting days for the year. Fees are payable to fee paid judges at FULL RATE of the current daily sitting rate per day of the seminar. Payment will be made automatically by the Judicial College.

## Judicial College Rules of Confidentiality

except where rule 4 applies.

1. These rules apply to any training event conducted by or on behalf of the Judicial College.
2. In these rules 'participant' means anyone participating in a training event except a presenter. 'Presenter' means anyone who makes an oral or written presentation at the event.
3. Anything said by a participant or presenter may not be disclosed outside the training event
4. This rule applies to anything said by a participant or presenter which:
  - (i) is a statement of fact;
  - (ii) is disclosed with the express consent of the participant or presenter; or
  - (iii) any participant or presenter is under a professional duty to disclose.
5. The identity or affiliation of a participant may not be disclosed outside the training event but that of a presenter may be disclosed.

### Feedback Forms

An email will be sent by the College asking to complete a feedback form within 14 days of the seminar finishing.

If you would like to fill in the form as you go through the seminar, please bring a laptop with you for this purpose.

Judicial College

Ann Prestidge 020 3334 2967  
ann.prestidge@judiciary.gsi.gov.uk

[www.judiciary.gov.uk](http://www.judiciary.gov.uk)