

**TRAINING
the
TRAINER
COURSE PROGRAMME**

11 October 2017

St Peter Port, Guernsey

UCL JUDICIAL INSTITUTE



UCL Judicial Institute

The UCL Judicial Institute is the first and only centre of excellence for research and teaching about the judiciary in the UK. The Institute's purpose is to provide evidence-based understanding and intellectual leadership about the judiciary as a critical social institution about the process of judicial decision-making. The Institute carries out cutting-edge research on the judiciary and provides outstanding educational opportunities for students, practitioners, judges and those performing quasi-judicial roles. The Judicial Institute is led by co-directors Professor Dame Hazel Genn and Professor Cheryl Thomas and guided by an Advisory Board of distinguished jurists and scholars from both the United Kingdom and abroad.



UCL Judicial Institute Advisory Board

Lord Dyson, *Master of the Rolls of England and Wales (retired)*

Lord Carnwath, *Justice of the United Kingdom Supreme Court*

Lady Hale, *Justice of the United Kingdom Supreme Court*

Lord Justice Jackson, *Court of Appeal*

Lord Justice MacFarlane, *Court of Appeal*

Sir John Goldring, *Court of Appeal (retired)*

Sir Stephen Sedley, *Court of Appeal (retired)*

Judge Antoine Garapon, *Secretary-General, Institut des Haute Etudes sur la Justice (France)*

Professor Judith Resnik, *Arthur Liman Professor of Law, Yale Law University*

Professor Richard Susskind, *President of the Society for Computers and Law*

Alexandra Marks, *Commissioner, Judicial Appointments Commission of England & Wales*

Further information on the Institute can be found at: www.ucl.ac.uk/laws/judicial-institute

UCL Judicial Institute's *Training the Trainer Course*

Course Prospectus

Course Aims

The main aim of the course is to equip tribunals judges, other decision makers, court and administrative officers with the knowledge and skills necessary to be able to develop, design, deliver and evaluate appropriate training for professional colleagues. The course is designed for those individuals who are responsible for the development and delivery of training. It is relevant for both experienced trainers and those who are new to, or relatively inexperienced in, the training role.

The underlying principle of this course is that judges, other decision makers and officials in any jurisdiction should be able to create, deliver and evaluate their own training curriculum. The UCL Judicial Institute believes that tribunal judges, other decision makers and officials in any country are best placed to understand the specific issues and challenges they face in their own jurisdiction. This course is intended to equip participants with some of the key skills and competences needed to develop and deliver effective training in their own jurisdiction.

Course Structure

The course reflects the training process from the initial identification of training needs, through the design and delivery of training, to the subsequent evaluation of a session or course. The course is highly participatory, with many opportunities for all participants to engage in discussions, small group exercises and role-play. Participants (working in groups) will be asked to prepare a short presentation and deliver this proposed training session.

Learning Outcomes

By the end of the course, participants will have:

- explored different approaches to adult learning and teaching
- recognised the significance of a training needs analysis and the notion of the training cycle
- gained an understanding of the need to integrate diversity and fair treatment issues into training sessions and identified ways to achieve this
- gained an understanding of the importance of setting clear aims and learning outcomes
- set aims and learning outcomes for a training session
- gained an understanding of the need to use different techniques for different types of subjects and training sessions
- identified a number of ways to deliver training that is focused, interactive, imaginative, engaging and effective
- gained an understanding of the importance of training evaluation

COURSE DIRECTORS

Professor Dame Hazel Genn is Professor of Socio-Legal Studies and Co-director of the UCL Judicial Institute. She is an expert on civil and administrative justice and has conducted numerous empirical studies of court and tribunal processes. She worked with the Judicial Studies Board (now the Judicial College) for 12 years, and is experienced in the design and delivery of training for the judiciary at all levels. She has undertaken a number of judicial training needs analyses in England and Scotland and was closely involved in developing the JSB's framework of judicial qualities and abilities. She served on the Judicial Appointments Commission from 2006 to 2012, was a member of the Advisory Panel on Judicial Diversity 2010-11 and the Committee on Standards in Public Life 2003-7. She chaired the Judicial Sub-Committee of the Senior Salaries Review Board from 2012-15.

Professor Cheryl Thomas is Professor of Judicial Studies, Co-Director of the UCL Judicial Institute and Director of the UCL Jury Project. A specialist in judicial studies, she has conducted ground-breaking research on judges, juries, judicial decision-making, the role of diversity in the justice system, and the appointment and training of judges. Professor Thomas is a frequent contributor to Judicial College training courses for judges, including Serious Crime, Serious Sexual Offences, Trial and Case Management and Long and complex Trials, and conducts the UK Judicial Attitude Survey for the judiciaries of England & Wales, Scotland and Northern Ireland. She has served as a specialist consultant on judicial affairs to the Lord Chief Justice, Law Commission, Lord Chancellor, Her Majesty's Crown Prosecution Service Inspectorate, European Commission, Council of Europe and Judicial Education Institute of Trinidad and Tobago.

COURSE FACILITATORS

Stuart Vernon is a UCL Judicial Institute Training and Education Fellow. Stuart provided judicial skills training for the Judicial Studies Board (JSB, now the Judicial College of England and Wales) for many years, and he now designs and delivers bespoke training for a range of quasi-judicial decision makers. Most recently this has involved work with the Crofting Commission in Scotland, the Intellectual Property Office in Wales, Welsh local authorities responsible for adjudication under the Estate Agents Act, and decision making skills training for the States of Guernsey. Stuart was previously Chief Adjudicator at the Office of Fair Trading where he was responsible for decision making under the licensing provisions of the Consumer Credit Act and on the fitness of estate agents. Prior to this civil service appointment, Stuart taught in the Law School at the University of East London, publishing in the fields of social work law, youth justice and disability and the law.

Mary Kane is a UCL Judicial Institute Training and Education Fellow. Mary was a matrimonial solicitor in private practice for 21 years until 1995 and a magistrate for 18 years in the West London PSD. She held a judicial post as Regional Chair of the London South, South and South West Region of the Mental Health Review Tribunal from 1998 to 2004. She is a judge in the Health and Social Care chamber of the Tribunal Service, sitting in the Mental Health Tribunal (MHT). She is a legal chair for the GMC, an independent member of the Parole Board and was a Deputy Traffic Commissioner until April 2016. She is also a family mediator. She is an appraiser and mentor for the MHT and the Parole Board. She has worked as a trainer and facilitator for the Judicial College (formerly the Judicial Studies Board) in all areas of tribunal skills development, including diversity training and reason writing and was involved in the drafting and preparation of the JSB booklets, Tribunal Competences, Qualities and Abilities in Action, and Appraisal Standards and Appraisal Competences in Tribunals.

COURSE ADMINISTRATOR

Maria Diaz is the Manager of the UCL Judicial Institute. She is responsible for the overall running of the Judicial Institute including its courses and events working in close consultation with the JI Directors. Maria joined the UCL Judicial Institute in 2013 following a 10-year career in the UK civil service, working in the courts and judiciary. She joined the Lord Chancellor's Department in 2003 working at the office of the Judge Advocate General (JAG) as a pre-trial clerk. In 2006 she joined the Court Service in the Listings and Jury Bailiffs department at the Central Criminal Court (Old Bailey). In 2008 she became a Court Clerk and then the Jury Manager of the Old Bailey, also serving on the Jury Manager's Advisory Group (JMAG) for England and Wales.

GOVERNMENT BUSINESS, REVIEWS AND TRIBUNALS UNIT - SUPPORT TEAM

Elizabeth Dene	Senior Manager, Government Business, Reviews and Tribunals Unit
Lisette Ellis	Director of Government Business, Reviews and Tribunals Unit
Julie Evely	Government Business Officer, Strategy and Policy
Caitlin Fuller	Graduate Officer, Government Business, Reviews and Tribunals Unit
Dave Way	Government Business Officer, Strategy and Policy

LIST OF ATTENDEES

Emily Bambers	Guernsey Advocate, St James Chambers
Elizabeth Dene	Senior Manager, Government Business, Reviews and Tribunals Unit
Lisette Ellis	Director of Government Business, Reviews and Tribunals Unit
Julie Evely	Government Business Officer, Strategy and Policy
Caitlin Fuller	Graduate Officer, Government Business, Reviews and Tribunals Unit
Simon Hodgett	Guernsey Advocate, St James Chambers
Tim Langlois	HR Director, policy and resource Committee
Glen Symons	Employment and Advisory Lawyer, St James Chambers
Dave Way	Government Business Officer, Strategy and Policy

Wednesday 11 October 2017

PROGRAMME

- 09.00 - 09.30** Registration and coffee.
- 09.30 - 09.45** Introductions. Revisiting the learning cycle - we will use the stages of the learning cycle as a model for the day's work.
- 09.45 - 10.45** Defining aims, objectives and learning outcomes for the course. Starting with the idea that the course is to be delivered for "presenting officers" we will work to refine the learning outcomes identified by Liz.

By the end of the course those presenting cases to Guernsey Tribunals will be able to:

- defend the decisions on appeal
- answer questions from the Tribunal
- answer questions from the appellant
- respond to points made by the appellant

We will need to define broad aims and objectives, and learning outcomes that satisfy the SMART test and that straddle the course and individual sessions. Refresher materials will be provided.

- 10.45 - 11.15** Course design. We start by identifying the overall design of the course to be delivered: length, structure, sessions and timetable.
- 11.15 - 11.30** *Coffee/tea*
- 11.30 - 12.00** Continuing with course design; decisions on venue, organisation, numbers, audience and trainers.
- 12.00 - 13.00** Evaluation Delivering the course - decisions to be made on methods and materials. These will be dictated by the learning outcomes for each session and an overall need for variety and a need to accommodate different learning styles. Presentation skills.
- 13.00 - 13.45** *Lunch*
- 13.45 - 14.15** Evaluation - how will the course be evaluated - short and long term ? What is to be evaluated and how will this be done ?
- 14.15 - 16.00** Testing the ideas ! Trialling two sessions to see how they work and whether they are appropriate to achieve learning outcomes. Suggest a) skills and values for presenting officers, and b) answering questions from the tribunal. The PAT case study can be used for a short role play on b) above. Both a) and b) will provide valuable training materials for use on the course. In particular a) will help decisions on whether role play is appropriate and the challenges of using it as a training method; and b) should provide a blueprint of good practice. (Tea and coffee to be taken during this session.)

16.00 - 16.30 By the end of the day the group will have:

- i) defined their aims, objectives and learning outcomes;
- ii) designed a course to deliver these;
- iii) done substantial work on materials and learning methods;
- iv) chosen methods of evaluation.

We will end the day by drawing up an action plan for further work to be done and an appropriate allocation of tasks.

Refresher materials will be supplied. The course will use facilitated small group work.

About the UCL Judicial Institute

The UCL Judicial Institute (JI) is the UK's first and only centre of excellence devoted to research, teaching and policy engagement on the judiciary.

The judiciary is effectively the third branch of government. Today, a wide range of judicial and quasi-judicial bodies have adjudicatory powers affecting the lives of citizens as well as the commercial sector.

As the only centre for Judicial Studies in the UK, the UCL Judicial Institute is devoted to:

- cutting-edge research on the judiciary that has a high policy impact
- high-level policy work on courts and the judiciary in both the UK and Europe
- teaching that brings students in direct contact with judges and policy-makers
- expert seminars addressing key issues facing judges and courts worldwide
- professional development courses to increase understanding of the judiciary
- publications and scholarship on the judiciary from home and abroad
- public events and expert commentary in the media on judicial issues.

Research

The UCL Judicial Institute research programme is designed to provide robust empirical evidence about the judicial process. Major current research projects include the: UK Supreme Court and Judicial Committee of the Privy Council Project, Tribunal Decision-Making Project, UCL Jury Project and Civil Justice Reform Project.

Teaching

The JI is pioneering educational programmes at all levels to increase understanding of the judiciary. This includes innovative LLM teaching on the judiciary, Europe's first Executive Masters in Judicial Studies, Professional Development Courses educating legal practitioners in the UK about life as a judge and judicial education and training programmes for judiciaries in other jurisdictions.

Policy input and public debate

The UCL JI is committed to assisting the development of judicial policies through empirical research and by providing a high-level forum for policy discussions between judges, academics and policy-makers. This includes UCL JI public seminars and the UCL JI special policy briefings under the Chatham House Rule.

Professional development

The Judicial Institute offers professional development courses for practicing lawyers in the UK and for judiciaries abroad. Some of these courses are designed to fulfil the recommendations of the Neuberger Panel on educating practitioners about the judiciary prior to applying for judicial posts, while others provide practitioners and judges with new skills and understanding of judicial functions.

International

The UCL JI provides Fellowships to leading international experts on the judiciary and sabbaticals for judges from around the world. The Directors serve as UK representative on leading European and international projects on the judiciary, and the Institute conducts innovative comparative research on key issues involving judges and courts.

For further information on the Institute please go to: www.ucl.ac.uk/laws/judicial-institute

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