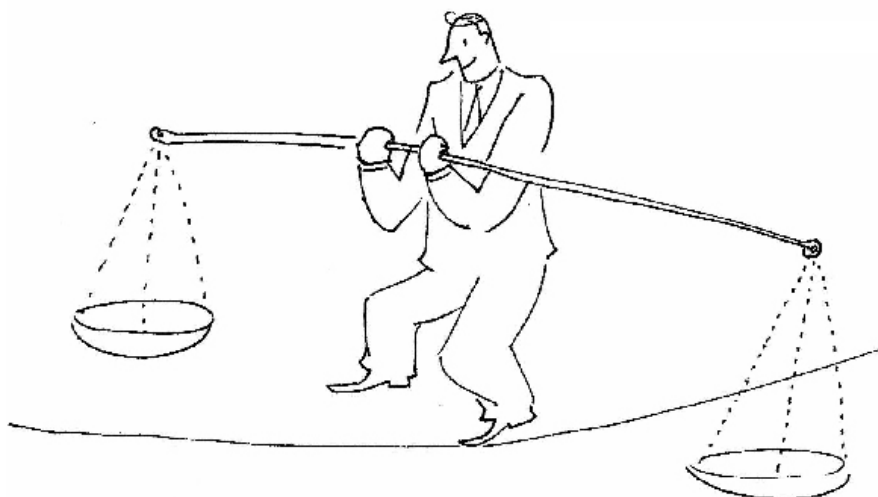


# Judicial Administration



Two-week professional development workshop  
23 April to 4 May 2018

Public Administration International  
*in association with*

**eunoia**

LISTENING - ENGAGING - TRANSFORMING



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

PAi is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### About the workshop

Ongoing legal and judicial reforms focus on transforming the performance of court systems, in particular by dramatically enhancing court administration. These measures aim to clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes. What is the right balance to be struck between speed and simplicity and the need to give full and due consideration to complex and serious matters? Between formality and accessibility? Changes to the organisational structure of the court system, improvements to the management of resources and to court proceedings are all central components of worldwide justice reform. But how should court administration be organised? How should the effectiveness of a court be assessed? Can it be measured? How can consistency in the approach to sentencing be achieved without reducing the freedom of judges to deliver justice based on the individual circumstances of each particular case?

This workshop is designed to answer these and many more questions. It will look in depth at the management and administration of court systems. Through a combination of presentations, counterpart meetings, workshops and court visits, you will learn about new strategies for judicial administration and ongoing service improvements. You will observe first-hand how these ideas have been put into practice in England and Wales. You will follow the process through from the first instance courts up to the Court of Appeal and ultimately to the Supreme Court to see how justice delivery and court service differs at each level. The emphasis throughout will be on pragmatic, applicable approaches for implementing change based on 'what works.' You will be introduced to the process of benchmarking, encouraging you to look critically at a range of methods and processes and to select those most suited for adapting to your own judicial system.

### Who is it for?

This two-week workshop is designed for policy makers, practitioners and senior decision-makers across the justice sector. These will include:

- Judges
- Registrars
- Court administrators
- Case managers
- Legal and judicial reform specialists
- Others concerned with making the justice sector work more effectively for the benefit of all citizens, to uphold the rule of law, encourage inward investment and advance speedy, fair and reliable justice.

### How participants will benefit

By the end of the workshop you will learn about:

- Benchmarking approaches and techniques
- Initiatives to achieve speedy justice
- Alternative dispute resolution techniques
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- The benefits of judicial case management
- Processes for measuring and inspecting court performance
- The role of e-systems in the justice system
- New approaches to dealing with those involved in court proceedings, especially vulnerable witnesses and defendants
- Ways of improving paper-based and electronic court information and records management
- The role of professional bodies in achieving and maintaining professional standards.

*"I have thoroughly enjoyed the workshop. The court visits have been most rewarding."*

Anare Tuilevuka  
High Court Judge  
Lautoka High Court, Republic of Fiji

*"Loved the programme, far exceeded expectations. Liked the location of the seminars. Lunch was always fantastic and on time. Neil was fantastic, very knowledgeable and personable. Looking forward to attending future programmes."*

Knijah Knowles  
Judicial Research Counsel  
Court of Appeal Bahamas

### What the workshop will cover

The workshop will include briefing sessions, discussions, case studies, practical work and visits. It has been designed to be flexible so that it can be adjusted wherever practicable to meet your specific requirements and those of your organisation.

You will be able to:

- Learn the latest changes to civil and criminal procedure from key figures involved in reform
- Develop a wide range of techniques for improving the administration of justice and the running of courts
- Use what you have learnt to analyse the effectiveness of your own courts system.

You will be invited to give an informal presentation on your own system and to talk about the particular challenges faced in handling court administration in your own country. Workshop notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and for future reference and follow up.

### Programme outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <ul style="list-style-type: none"> <li>• Overview of the workshop</li> <li>• Participants' expectations</li> </ul> <p>The justice system in England and Wales</p> <ul style="list-style-type: none"> <li>• History and background</li> <li>• Development of justice in England and Wales</li> <li>• Court structure</li> </ul>	<p>Participants' informal presentations: key issues</p> <ul style="list-style-type: none"> <li>• Information on your jurisdiction</li> <li>• Roles and responsibilities</li> </ul>
Day 2	<p>Judicial administration</p> <ul style="list-style-type: none"> <li>• Administrative arrangements</li> <li>• Justice system departments and structures</li> <li>• The current Judicial Reform Agenda</li> </ul>	<p>The role of a Magistrate</p> <ul style="list-style-type: none"> <li>• How Magistrates work</li> <li>• Recruitment and selection</li> <li>• Training</li> </ul> <p>Achieving consistency in sentencing</p> <ul style="list-style-type: none"> <li>• The use of guidelines</li> <li>• Benefits and challenges</li> <li>• A case study</li> </ul>
Day 3	<p><i>Visit - A Magistrates Court</i></p> <ul style="list-style-type: none"> <li>• The work of the Magistrates Court</li> <li>• Inspection of administrative systems</li> <li>• Observation of court processes</li> </ul>	<p>Alternatives to custody</p> <ul style="list-style-type: none"> <li>• Community sentences</li> <li>• Pathways to reducing reoffending</li> </ul>
Day 4	<p><i>Visit - A Civil Court</i></p> <ul style="list-style-type: none"> <li>• Delivering cost effective civil justice</li> <li>• Fast tracking and case management in civil justice</li> <li>• Use of IT in court</li> <li>• Discussion with court staff</li> </ul>	<p>Building and maintaining an ethical judiciary</p> <ul style="list-style-type: none"> <li>• A process model to combat unethical behaviour</li> <li>• Leadership and management</li> <li>• Systems and people</li> <li>• Pro-active tactics</li> </ul>
Day 5	<p><i>Visit - Ministry of Justice</i></p> <ul style="list-style-type: none"> <li>• The role of library services</li> <li>• Supporting judges</li> <li>• Ensuring consistent information resources</li> </ul>	<p>Dealing with vulnerable witnesses and defendants</p> <ul style="list-style-type: none"> <li>• Principles</li> <li>• Eligibility</li> <li>• Child witnesses</li> <li>• Special measures</li> </ul>
	AM	PM
Day 6	<p>Inspection in the justice system</p> <ul style="list-style-type: none"> <li>• The scope of inspection in the justice system</li> <li>• The purpose of inspection</li> <li>• A case study</li> </ul>	<p><i>Visit - The Inns of Court</i></p> <ul style="list-style-type: none"> <li>• The history of the Inns of Court</li> <li>• Work of the Inn today</li> <li>• Tour</li> </ul>
Day 7	<p><i>Visit - A Crown Court</i></p> <ul style="list-style-type: none"> <li>• The work of the Crown Court</li> <li>• Inspection of administrative systems</li> <li>• Observation of court processes</li> </ul>	<p>Performance measurement in courts</p> <ul style="list-style-type: none"> <li>• What can we measure?</li> <li>• How performance can be measured</li> <li>• Why measure it?</li> <li>• Possible conflicts between performance and the interests of justice</li> </ul>

<b>Day 8</b>	<i>Visit – The Court of Appeal, The Royal Courts of Justice</i> <ul style="list-style-type: none"> <li>• Appeal routes in England and Wales</li> <li>• Preparing appeals for hearing</li> <li>• Observation in court</li> </ul>	Court records management <ul style="list-style-type: none"> <li>• Key principles</li> <li>• Challenges and issues</li> <li>• Ways of improving systems</li> </ul>
<b>Day 9</b>	Improving court information systems <ul style="list-style-type: none"> <li>• Control systems</li> <li>• Indexing and retrieval mechanisms</li> <li>• Benchmarking court records systems</li> </ul>	<i>Visit – The Supreme Court</i> <ul style="list-style-type: none"> <li>• How the Court is administered</li> <li>• Comparisons with other Supreme Courts</li> <li>• Observation in Court</li> </ul>
<b>Day 10</b>	Participants' action plans	Review, feedback and scope for follow-up Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

### Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

### Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the workshop fee.

### Fees

The fee for the workshop will be £3,940. It includes tuition, travel to and from the airport in central London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you. We also provide a light lunch and refreshments during each working day as part of the fee.

### Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

### Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are “employed by the government in furtherance of its sovereign activities”. In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

### Ways to pay

You, or your government agency, can pay by bank to bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit and debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

### Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 21 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Additional discounts may be available. Please contact us if you would like to discuss options.

### Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation.

### Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty, but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop, but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

*Please see our website for our full terms and conditions. If you prefer a hard copy of our full terms and conditions, please let us know.*

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

### Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

## Workshop Director

The Workshop Director will be Neil McCallum. Neil has more than thirty years' experience of public sector performance and review work. A law graduate, he has led a number of international development projects across the justice sector, working with prosecutors, police officers, court managers and the judiciary, prisons officials and NGOs on accountability, transparency, good governance and human rights issues. Recent assignments include working with The Attorney General's Department in Ghana on the challenges of implementing Right to Information legislation; the Administration of Justice of Botswana on assessing their electronic case management system, developing standardised practices for information management and establishing a new information management unit in the courts and prisons in Ethiopia. Neil is a civilian member of the UK Government's Stabilisation Unit, created to support fragile states and countries emerging from conflict.

## Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a range of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

## We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

## Eunoia

Eunoia is a partnership of practitioners with a wide range of experience in public sector change. Eunoia's partners have delivered highly successful organisational development projects across Africa, Asia, the Caribbean and in the UK. They are currently working on a range of reform initiatives in Bangladesh, Ethiopia and the UK.

## How to apply

Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager at the address on the bottom of the page.

You can also apply online via our website: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

## Where we are



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