

Justice, Law and Public Service

Continuing your professional development

'The law embodies the story of a nation's development through many centuries'

(US Justice Oliver Wendell Holmes, *The Common Law*, 1881)



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Does law really matter?

The answer is, emphatically, YES! Law is the foundation stone of the modern state. Citizens' lives – their safety and security and their well-being – are defined by legal rules and principles. And everyone, yes everyone, working the public sector is regularly and necessarily involved, in one way or another, with legal issues.

Justice is not just for lawyers

Of course, the relevance of law is particularly obvious for those employed in and around the legal system itself – e.g. as judges, court administrators, police and prison officers – and with those professionally engaged in law-related tasks in ministries and public bodies, such as legal advisory work, government litigation or legal drafting.

But law is by no means the exclusive domain of professional lawyers and police officers: non-lawyer administrators and managers, too, must continuously engage with legal issues, and be acutely aware of the legal implications of everything they do.

The rule of law

It is a core element of the rule of law that decisions made by public office-holders – from Presidents down to junior clerks – are potentially subject to appeal or judicial review. Many national constitutions make provision for this and many legal systems feature powerful constitutional and administrative courts and, often, well developed ombudsman systems. Non-lawyers who are not fully aware of the legal and constitutional implications of their decisions may find themselves seriously embarrassed if those decisions end up by being successfully challenged in court or damagingly criticised by the ombudsman! Anticipating the possibility of such challenges is a key skill.

Law – the bedrock of public service

It is no exaggeration to suggest that law is and always has been the bedrock of public service. Lawyers are the ultimate custodians of legal rules. But a good understanding of relevant legal issues is a crucial part of the skill-set of all public administrators, policy-makers and managers. Many legal services, including courts and tribunals, are supported by non-lawyer administrators who need a sound working knowledge of legal principles and procedures. In all court systems, ministries and public authorities lawyers and non-lawyers need to work closely together and communicate effectively with one another.

Sharing experiences with other systems

Everyone employed in the public services, professional lawyers included, needs to work hard to keep up to date with fast changing legal developments. Much can be learned about such developments, and about the continuous quest for the improvement of administrative practice, from looking at administrative and legal systems in countries and jurisdictions other than one's own. Which is where PAI comes in....

Our legal workshops

With all these considerations in mind, we have developed an integrated package of professional development workshops, designed both for lawyers and non-lawyers, which offer fresh and illuminating insights into different aspects of law and the administration of justice.

Our workshops include expert contributions from hands-on practitioners in the field and site visits to relevant bodies – such as courts, prisons and government agencies.

You can find short biographies of our team of distinguished and experienced Workshop Directors below.

Workshop Directors

Professor Gavin Drewry – The Judge over Your Shoulder and Justice, Fairness and the Rule of Law

Gavin Drewry is Emeritus Professor of Public Administration in the University of London and Honorary Professor in the Faculty of Laws at University College London. He is a specialist in public administration and public law and has published widely in the field. He is also an experienced tutor and presenter.

Neil McCallum – Judicial Administration and Transforming Criminal Justice

Neil McCallum has worked with police services, judiciaries, prosecutors and prison authorities around the world on various aspects of criminal justice reform. A Law graduate, Neil has led a number of international development projects, working on a range of good governance issues.

Sir Tony Redmond – When Citizens Complain

Sir Tony Redmond has had a long and successful career in the public service. He was Local Government Ombudsman in England for nine years and also served as Chair of the Ombudsman Association for two years. He is currently a Local Government Boundary Commissioner, Treasurer of UNICEF UK and Chair of the Consumer Council for Water for London and the South East.

Roger Rose – From Policy to Legislation and Legal Drafting

Roger Rose was formerly First Parliamentary Counsel in Kenya and for many years has designed and undertaken various types of legislative drafting courses in London and in various Commonwealth and other countries, including Brunei, Ethiopia, Ghana, Gibraltar, Kenya, Liberia, Malaysia, the Maldives, Nigeria, Pakistan and South Africa. He has also undertaken drafting assignments for individual Commonwealth countries and for the Commonwealth Secretariat.

Michael Sayers – Successful Law Reform

Michael Sayers was for ten years the Chief Executive of the Law Commission, the official law reform body for England and Wales. He previously worked on reforming the law in a variety of governmental posts. He co-founded the Commonwealth Association of Law Reform Agencies (www.calras.org), of which he is the first General Secretary. He has acted as a consultant in law reform for the World Bank, the British Council, the Commonwealth Secretariat, the European Development Fund and the Canadian International Development Agency. He has written a number of published articles on law reform.

Justice, Fairness and the Rule of Law: Improving legal systems and better governance

Fees	Dates	Location
£2,180	20 to 24 April	London

About the workshop

The rule of law is internationally recognised as a prerequisite of good governance. It embodies respect for the principle of equal access to justice for all citizens, rich and poor, and it renders the legality of public actions by all public servants – including those of top officials and politicians – liable to scrutiny and review by independent courts. These principles are embedded in the Charter of the United Nations and in the Universal Declaration of Human Rights and are recognised in the constitutions of nation states around the world.

Observance of the rule of law has major economic implications: confidence in the fairness and the accessibility of a country's legal system and in the independence of its judiciary affects the willingness of other countries to do business with that country.

This workshop will explore practical strategies for reinforcing respect for the rule of law, with particular reference to the delivery of justice and access to the justice system.

What the workshop will cover

During the workshop you will be able to examine how the key UK mechanisms and agencies, such as courts and tribunals, the Ministry of Justice and its executive agencies, the legal aid system and the legal professions relate to one another and deliver their services so that you can consider, in the light of shared experience, options for reform in your own country, action plans and strategies for change.

How participants will benefit

The workshop will:

- Examine the meaning and significance of the rule of law
- Familiarise you with recent and current initiatives to modernise the management and delivery of justice
- Enable you to understand the financial and other obstacles to access to the justice system
- Identify aspects of UK experience and the experience of other participants which can be applied in your own country
- Help you to identify practical ways of initiating relevant and sustainable change to enhance respect for the rule of law and access to justice on return to your own country.

Judicial Administration

Fees	Dates	Location
£3,950	11 to 22 May	London

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 reduce delays, clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes. They also aim to improve the experience of attending court for victims and witnesses and safeguard against the risks of corruption.

It is designed to look in depth at the management of court systems, enabling you to learn about new strategies for judicial administration. As well as those applied in England and Wales you will hear about approaches in other jurisdictions. You will have the opportunity to look at courts at various levels from First Instance Magistrates Courts to the Supreme Court, emphasising pragmatic, applicable approaches for implementing change, based on 'what works'.

You will be introduced to a range of methods and processes and to select those most suited for adapting to your own judicial system.

What the workshop will cover

During the workshop you will be able to:

- Learn about 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.

How participants will benefit

By the end of the workshop you will learn about:

- The current judicial reform agenda in England and Wales
- Initiatives to achieve speedy justice
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- Measuring and inspecting court performance
- New approaches to dealing with those involved in court proceedings, especially the young and the vulnerable
- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The role of e-systems in the justice sector
- Methods of ensuring consistent judicial information resources
- Information management-based approaches to enabling extempore appeal judgements
- Approaches to managing court information projects effectively.

When Citizens Complain: For Ombudsman, Commissioners and complaint handling organisations

Fees	Dates	Location
£2,220	22 to 26 June	London

About the workshop

“When Citizens Complain” is a high-level workshop for ombudsmen and commissioners and their senior staff which aims to:

- Improve public services and promote good governance
- Raise awareness of the importance of the ombudsman, human rights and complaints commissioners in dealing with corruption and human rights violations
- Explore a variety of systems and approaches to complaint handling and dispute resolution.

What the workshop will cover

The workshop will cover issues of principle and practice relating to the role of ombudsman and complaint handling organisations and will provide a balance between tutorial sessions, discussions and visits. A key element for sharing experience and best practice will be sessions during which you will be invited to give an informal presentation on your own office and complaints system. You will also be asked to describe your approach to handling a range of cases and will be involved in problem-solving exercises and discussion groups.

How participants will benefit

The workshop will:

- Broaden your knowledge of the concept and institution of the ombudsman and variations of the ombudsman model
- Learn from the experience and expertise of UK ombudsman offices, parliamentarians, lawyers, civil servants and leading scholars and practitioners
- Improve your capacity to manage investigations, produce effective reports, communicate with the public and other key stakeholders and deal with the media
- Make international comparisons and identify areas for developing and improving your own ombudsman and complaint handling system
- Develop practical skills in managing the business of your office
- Familiarise you with how ombudsman and complaint-handling organisations deal with complaints and redress grievances.

The Judge Over Your Shoulder: Understanding legal issues in decision making

Fees	Dates	Location
£2,290	26 June to 3 July	London

About the workshop

The drafting of legislation is one of the most important functions in a modern state. It is crucial that the law is as fair, accessible, workable and cost-effective as possible.

This workshop aims to familiarise you with the necessary principles in a hands-on way by undergoing a concentrated series of classroom drafting workshop sessions that approach the subject in a new and entirely practical way which will enable you to practise drafting legislation in a supervised environment and set you on the right road.

What the workshop will cover

This workshop will examine the impact of law and judicial decisions upon policy making and public administration and will explore ways in which the understanding and handling of legal issues in public bodies might be improved. During the workshop you will be able to explore current and continuing developments in administrative and constitutional law in the UK and in your own jurisdictions; the working relationships between lawyers and non-lawyers in public bodies; and the respective roles of adjudicative bodies such as administrative courts, tribunals and ombudsmen.

How participants will benefit

The workshop will give you the opportunity to:

- Examine the ways in which law has an impact upon decision making
- Highlight the importance of the rule of law as the basis for the legal accountability of public office holders
- Explore the respective roles of lawyers and non-lawyers in public administration
- Familiarise you with recent and continuing developments in administrative and constitutional law in the UK which have relevance to your own jurisdiction
- Consider the respective roles of administrative courts and other adjudicative bodies and the relationships between them
- Visit practitioners in key organisations such as the Supreme Court, the Administrative Court, the Treasury Solicitor’s Department and a specialised tribunal
- Help you to identify practical ways in which the identification and handling of legal issues in your own organisation might be improved.

From Policy to Legislation

Fees	Dates	Location
£2,330	7 to 11 September	London

About the workshop

The drafting of legislation is one of the most important functions in a modern state. It is crucial that the law is as fair, accessible, workable and cost-effective as possible.

This workshop aims to familiarise you with the necessary principles in a hands-on way by undergoing a concentrated series of classroom drafting workshop sessions that approach the subject in a new and entirely practical way which will enable you to practise drafting legislation in a supervised environment and set you on the right road.

What the workshop will cover

The workshop will explore practical ways in which to undertake and improve the drafting of legislation. You will have the opportunity both to improve pre-drafted texts to make them more readily comprehensible and to create new legislation from instructions given. The workshop will mainly involve classroom sessions in which you will undertake both individual and group work, and there will also be opportunities for discussion, evaluation, self-criticism and redrafting.

How participants will benefit

The workshop will:

- Introduce you to the essential characteristics of good legislative drafting
- Familiarise you with the way drafters need to use language to maintain consistency
- Explain the importance of using plain everyday language in drafting so far as is possible
- Enable you to understand some of the potential difficulties relating to the use of common words
- Help you to identify areas of drafting in your own jurisdiction which can be improved upon
- Make you more likely to be able to assist meaningfully in the process of amending and updating statute law that in modern times is vital to any jurisdiction.

**Combine this and our From Policy to Legislation workshop to get a fuller understanding of the policy/ legislative process.*

Legislative Drafting: A workshop on the essentials

Fees	Dates	Location
£3,985	14 to 25 September	London

About the workshop

The drafting of legislation is one of the most important functions in a modern state. It is crucial that the law is as fair, accessible, workable and cost-effective as possible.

This workshop aims to familiarise you with the necessary principles in a hands-on way by undergoing a concentrated series of classroom drafting workshop sessions that approach the subject in a new and entirely practical way which will enable you to practise drafting legislation in a supervised environment and set you on the right road.

What the workshop will cover

The workshop will explore practical ways in which to undertake and improve the drafting of legislation. You will have the opportunity both to improve pre-drafted texts to make them more readily comprehensible and to create new legislation from instructions given. The workshop will mainly involve classroom sessions in which you will undertake both individual and group work, and there will also be opportunities for discussion, evaluation, self-criticism and redrafting.

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Transforming Criminal Justice: Partnership working and multi-agency approaches

Fees	Dates	Location
£3,980	14 to 25 September	London

About the workshop

The UK's Transforming our Justice System agenda aims to create a just, proportionate and accessible system which delivers swift and certain justice. It builds on a huge amount of earlier work aimed at achieving better collaborative arrangements between the various agencies in the justice sector.

Police, prosecutors, courts, prison and probation services now work together in ways unimaginable in the past in their ongoing efforts to reduce reoffending rates, use digital systems and improve public confidence in the criminal justice system at a time of dramatic change.

What the workshop will cover

The workshop will look at the role of the courts, prisons and probation services. It will explore practical strategies for improving collaborative working in the criminal justice system and the difficulties faced, overcome and still remaining.

The workshop will:

- Examine how change occurs in the criminal justice sector and how citizens and politicians react to these changes
- Review progress to date in making the criminal justice sector work together more effectively
- Explore lessons from situations where barriers to effective partnership working have been overcome
- Analyse how the police do their job and ways in which society holds them accountable
- Discuss the challenges of juvenile crime and making arrangements to ensure justice for the most vulnerable in society
- Examine performance in courts can be enhanced and delays reduced
- Look at approaches to handling offenders in custody and in society
- Assist you in developing and introducing practical strategies for economic and sustainable criminal justice transformation in your own country.

How participants will benefit

The workshop will:

- Familiarise you with the responsibilities of the various agencies in the criminal justice system of England and Wales and how these are held accountable for their work
- Consider special arrangements made for the most vulnerable and the most dangerous in society
- Discuss the arrangements made to handle appeals and resolve potential miscarriages of justice
- Enable you to understand the possible barriers to information sharing and joint decision making and examine the strategies for overcoming such barriers
- Provide you with an opportunity to compare experiences
- of reforming criminal justice in various countries
- Help you to identify practical ways of initiating sustainable change to enhance multi-agency working in the criminal justice sector on return to your own country.

Successful Law Reform: Practical issues today

Fees	Dates	Location
£2,335	5 to 9 October	London

About the workshop

It is crucial that the law is as fair, modern, simple and cost-effective as possible. Reform of the law is vital across the world and is becoming ever more important. Law reform typically aims to improve protection for the vulnerable, sustain the rule of law and increase human rights. It has to be respected, reliable, rigorous and responsive. Law reform agencies have to capture the attention of governments. Law reformers can be catalysts of change, responsive both to the public they serve and to the latest issues and challenges in the world.

This workshop is designed for:

- Those working for law reform commissions, committees and institutes
- Law reformers working within governments
- Other major contributors such as academic lawyers, parliamentarians and judges.

What the workshop will cover

The workshop will demonstrate the hallmarks of successful law reform for contemporary needs. It is very practical, covering the whole reform process, from the selection of projects to the implementation of recommendations. Topics range from using modern methods and international cooperation, project planning, research, the advantages of different law reform structures and establishing new law reform institutions, law reform with limited resources to the Sustainable Development Goals. Outside speakers will include other law reformers from the Law Commission for England and Wales and from the UK Government's Ministry of Justice.

How participants will benefit

It will help you to:

- Explore different organisational structures for law reform, and how to establish them
- Increase understanding of a variety of methods of achieving successful law reform
- Discover the full value of wide consultation and outside expertise
- Consider legislative and other methods of reforming the law
- Enable you to share experiences with others from different legal and political systems
- Contribute to your professional development.

Public Administration International

56 Russell Square London WC1B 4HP UK
T: + 44 (0) 20 7580 3590 F: + 44 (0) 20 7580 4746 E: pai@public-admin.co.uk