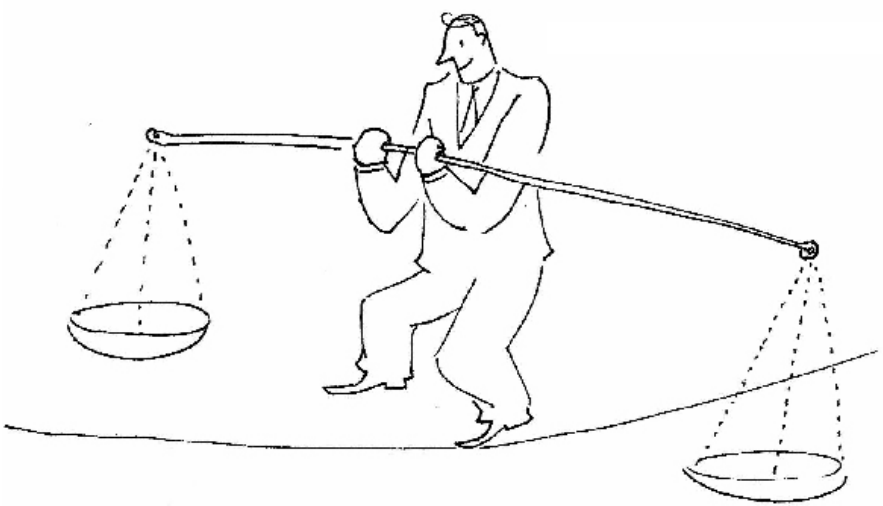


# The Judge Over Your Shoulder

Understanding legal issues in decision making



One-week professional development workshop  
29 June to 3 July 2020



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

Law lies at the heart of public administration and policy making. Public services and administrative procedures are founded on legal rules and most policy decisions take effect through legislation. The principle that public decision-makers and office holders at even the most senior levels can be held to account in the courts for illegal, unjust or unconstitutional behaviour is the essence of the rule of law. Yet non-lawyer officials tend sometimes to treat legal issues as a nuisance that gets in the way of their work or to regard such issues as the exclusive province of their legally qualified colleagues. Neglecting or failing to understand the legal implications of decisions can have serious consequences when a ministry or a local authority ends up by losing a high-profile case in the courts.

These issues have been recognised and are addressed in an official document published and regularly updated by the UK Cabinet Office, called *The Judge over Your Shoulder*, discussion of which will feature strongly in the workshop programme.

### Who is it for?

The workshop is designed primarily, but by no means exclusively, for senior non-legally qualified policy makers and leaders in the public sector, who would benefit from an enhanced understanding of the many legal issues that are relevant to their work. It will also be of benefit to judges and legally qualified officials who are interested in recent and continuing developments in public law and would welcome an opportunity to engage in constructive professional dialogue with their non-lawyer colleagues.

### 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 the public service
- 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 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.

### 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.

	AM	PM
Day 1	Welcome and introductions The importance of law in public administration: overview and round-table discussion Introduction to action planning	An overview of the UK legal system Participants' informal presentations: key issues and problems
Day 2	The UK Government Legal Service: the role of the Treasury Solicitor's Office	Practical exercise using <i>The Judge over your Shoulder</i> What the publication says and how relevant it is to your experience
Day 3	Working with law and lawyers: the experience of a senior non-lawyer in UK Government	The language of law: how can legal language be simplified without risk of distortion? Drafting legislation and legal documents
Day 4	<i>Visit to a first-instance court or tribunal: the challenges facing non-lawyers and unrepresented litigants</i>	<i>Visit to the UK Supreme Court: encouraging public understanding of and access to the decisions of the highest court in the UK</i>
Day 5	Law and public administration in a digital age Round table discussion: challenges and prospects for the future	Action planning: participants' reports Review and evaluation of the workshop Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

### Workshop Director

The Workshop Director is Professor Gavin Drewry. Gavin Drewry is Emeritus Professor of Public Administration at the University of London and Honorary Professor in the Faculty of Laws at UCL (University College London). He is a specialist in public administration and public law, has published widely in the field and is an experienced tutor and presenter. Our other contributors include a range of government lawyers and other practitioners involved in policy making and delivering public services.

### How to apply

Please complete the PAI application form online via our website: [www.public-admin.co.uk/booking-form/](http://www.public-admin.co.uk/booking-form/)

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

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.

### 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 this one-week workshop is £2,290 and includes tuition, travel to and from the airport in 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 for future reference and follow up. 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 transfer or by cheque, made payable to Public Administration International. We accept payment by credit or 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 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

### Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/ Embassy confirming refusal of a visa and providing you have not entered the UK.

### 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 would 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.

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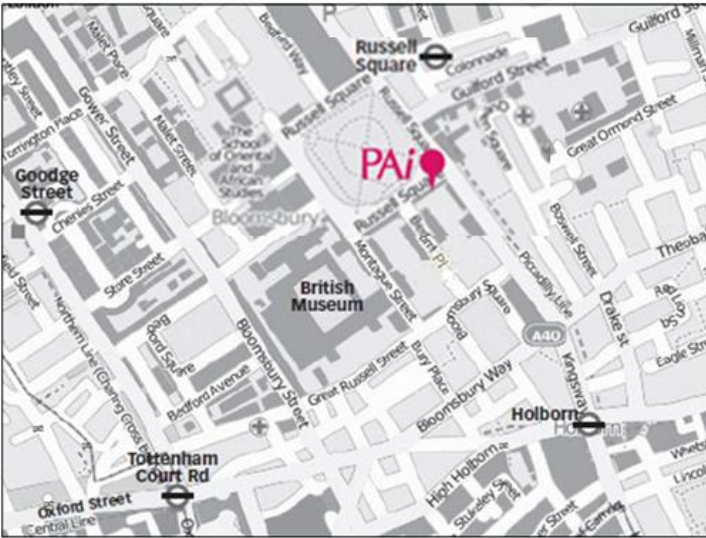
<sup>1</sup>Travel to and from the airport in London are provided at cost.

### Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. 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 number 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.



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