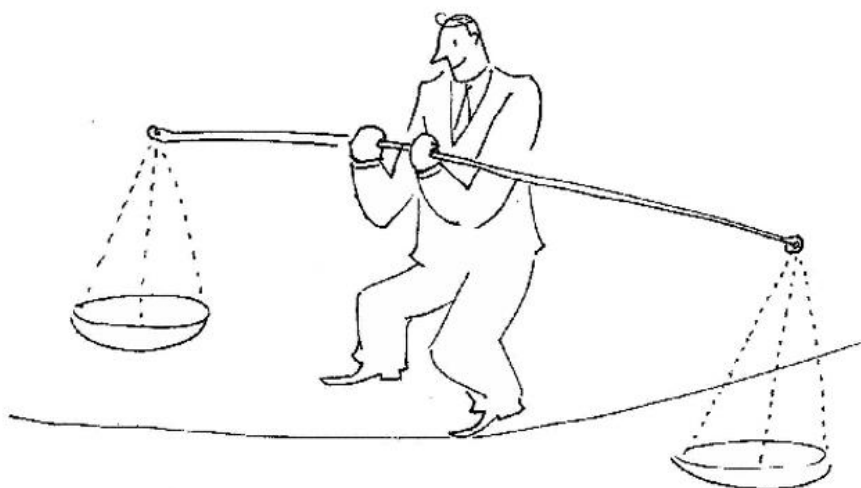


# Judicial Administration



Two-week professional development workshop  
10 to 21 May 2021, in London

Public Administration International  
*in association with*

**eunoia**

LISTENING · ENGAGING · TRANSFORMING



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PAI is accredited by the  
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## 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.

This workshop 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 to enable you to select those most suited for adapting to your own judicial system.

The first week of the workshop will review how much has been done over the past 30 years to enhance access to justice in England and Wales. Improved witness and victim services, efforts to ensure consistency in sentencing approaches and rigorous service delivery performance measures have all been introduced, whilst the key principles of judgement by peers and an uncorrupted judiciary have been maintained. It will consider how this has been achieved and how well it has been maintained in a period of dramatic cuts to budgets, staff and resources.

The second week will focus more on the engine rooms of the judicial system: court registries. Judges rely on accurate and complete case files, held securely and available to them in a timely manner. Yet all too often, these same registries are poorly equipped, inadequately staffed and subject to losses through inefficiency or even corrupt acts. These weaknesses lead directly to lengthy delays and the build-up of serious backlogs. Attempts to introduce judicial case management are frustrated and the quality of justice suffers. This second part of the workshop will explore the approaches that have proved successful in a number of countries to build and maintain strong court case management systems.

The workshop will run for two weeks but you are welcome to attend just week one or just week two.

## Who is the workshop for?

This 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:

### Week one

- The way the justice sector is organised and managed in England and Wales
- The current judicial reform agenda
- 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 young people and vulnerable people.

### Week two

- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The key principles of judicial records 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
- Ways of improving paper-based and electronic court information and records management
- Approaches to managing court information projects.

## 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 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.

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.

**Programme outline: Improving people’s experience of the delivery of justice**

Week 1	AM	PM
Day 1	Welcome and introductions <ul style="list-style-type: none"><li>• Overview of the workshop</li><li>• Participants’ expectations</li></ul> The justice system in England and Wales <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>	Judicial administration <ul style="list-style-type: none"><li>• Administrative arrangements</li><li>• Justice system departments and structures</li></ul> The current judicial reform agenda <ul style="list-style-type: none"><li>• Participants’ informal presentations: key issues</li><li>• Information on your jurisdiction</li><li>• Roles and responsibilities</li></ul>
Day 2	<i>Visit to a Magistrates Court</i> <ul style="list-style-type: none"><li>• The work of the Magistrates Court</li><li>• Inspection of administrative systems</li><li>• Observations of court processes</li></ul>	The role of a Magistrate <ul style="list-style-type: none"><li>• How Magistrates work</li><li>• Recruitment and selection</li><li>• Training</li></ul> Achieving consistency in sentencing <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	<i>Visit to a Crown Court</i> <ul style="list-style-type: none"><li>• The work of the Crown Court</li><li>• Judicial case management in action</li><li>• Inspection of administrative systems</li><li>• Observations of court processes</li></ul>	Performance measurement in courts <ul style="list-style-type: none"><li>• How performance can be measured</li><li>• Possible conflicts between performance and the interests of justice</li></ul>
Day 4	Inspection in the justice system <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>	Dealing with vulnerable witnesses and defendants <ul style="list-style-type: none"><li>• Principles</li><li>• Eligibility</li><li>• Child witnesses</li><li>• Special measures</li></ul>
Day 5	Building and maintaining an ethical judiciary <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>	Managing change: case studies <ul style="list-style-type: none"><li>• Review, feedback and scope for follow-up</li><li>• Presentation of certificates of attendance</li></ul>

**Programme outline: Effective case management: Reducing delays and clearing backlogs**

Week 2	AM	PM
Day 1	Welcome and introductions to week two <ul style="list-style-type: none"><li>• Overview and participant’s expectations</li></ul> The transforming Justice Agenda <ul style="list-style-type: none"><li>• Modernisation</li><li>• Use of digital systems</li></ul>	<i>Visit to the Ministry of Justice</i> <ul style="list-style-type: none"><li>• The role of library services</li><li>• Supporting judges</li></ul> Ensuring consistent information resources
Day 2	<i>Visit to the Rolls Building</i> <ul style="list-style-type: none"><li>• Digitising civil justice</li><li>• Inspection of administrative systems</li><li>• Observations of court processes</li></ul>	Judicial case management <ul style="list-style-type: none"><li>• Fundamental principles</li><li>• Implementation challenges</li><li>• Links to records and file management</li></ul>
Day 3	<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>	Judicial records management <ul style="list-style-type: none"><li>• Key principles</li><li>• Challenges and issues</li><li>• Ways of improving systems</li></ul>
Day 4	Improving court information systems <ul style="list-style-type: none"><li>• Control systems</li><li>• Indexing and retrieval mechanisms</li></ul>	Improving court information systems (continued) <ul style="list-style-type: none"><li>• Benchmarking court records systems</li><li>• Case studies</li></ul>
Day 5	<i>Visit to the Supreme Court</i> <ul style="list-style-type: none"><li>• Case and records management</li><li>• Tour of the Court</li></ul>	Review, feedback and scope for follow-up <ul style="list-style-type: none"><li>• Presentation of certificates of attendance</li></ul>

At the time of preparing this brochure, we are planning to include site visits in the programme as indicated above. However, if Government guidelines relating to the coronavirus pandemic advise visit hosts against accepting visiting groups we will arrange to connect with them virtually.

We reserve the right to change the programme as necessary.

**Workshop Director**

The Workshop Director will be Neil McCallum.

A Law graduate, Neil has led a number of international development projects, working on a range of good governance issues. Recent assignments include reviewing plans for a new Anti-Corruption Court in Sierra Leone, promoting integrity in Montserrat, chairing a Fellowship programme for UK Foreign and Commonwealth funded delegates from Bosnia-Herzegovina to study the UK system and working with the Ministry of Interior and Federal Affairs in Somalia on a functional review and staff audit.

Neil is a member of the Royal African Society and the Royal Commonwealth Society and partner in Eunoia. In September 2017, he was elected a Fellow of the Institute of Information Management of Africa in recognition of his contribution to improvements in public sector information handling in Africa.

### How to apply

Please complete the PAI application form online via our website:

<https://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 the two-week workshop will be £3,950. The fee for attending just one week is £2,305. These fees include tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, 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 also 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.*

**[\(http://www.public-admin.co.uk/terms-and-conditions-for-booking/\)](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 and on scheduled visits in the programme 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. 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 our 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

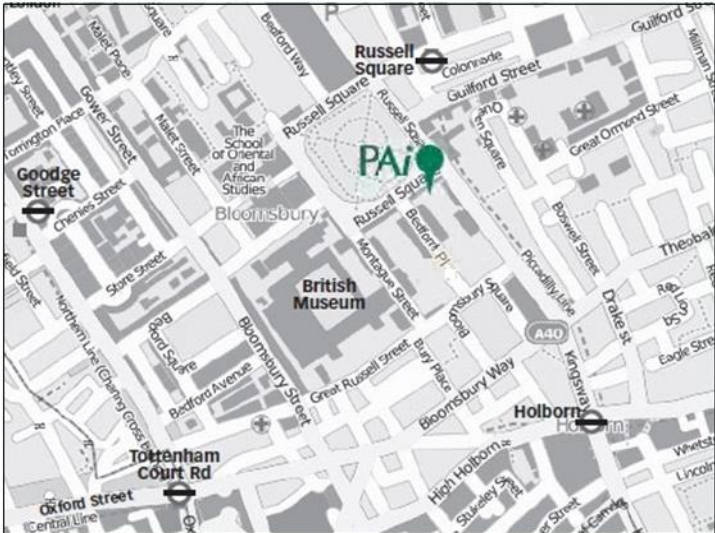
**Eunoia**

In addition to designing and leading a number of capacity building programmes in areas such as Justice Sector Administration and Reform, Combatting Corruption and Accountability and Transparency, Eunoia undertakes consultancy and advisory work around the world. Recent assignments have included:

- Advising on the appropriate procedures, mode of operation, location, management and staffing of a proposed Anti-Corruption Court
- Supporting a Revenue Authority to carry out a knowledge audit, identify requirements, develop and implement of a KM system to support its activities
- Evaluating information management and operational procedures and supporting law enforcement and detection agencies across a jurisdiction to improve their efficiency and effectiveness
- Working with a multi-disciplinary team to co-ordinate institutions with a remit for corruption, including providing political economy assessments and donor co-ordination

Eunoia has worked with a number of donors over the years including the FCO, the Somalia Stabilisation Fund, DFID, GIZ, the EU, The World Bank, and UNDP in numerous countries including Botswana, Barbados, Bangladesh, Cayman Islands, Eritrea, Ethiopia, Georgia, Ghana, Guyana, Kazakhstan, Kosovo, Kuwait, Liberia, Mexico, Monserrat, Nigeria, Sierra Leone, Somalia, Somaliland, Tanzania, The Gambia, Uganda, Zambia and Zimbabwe.

**Where we are**



**Public Administration International**

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