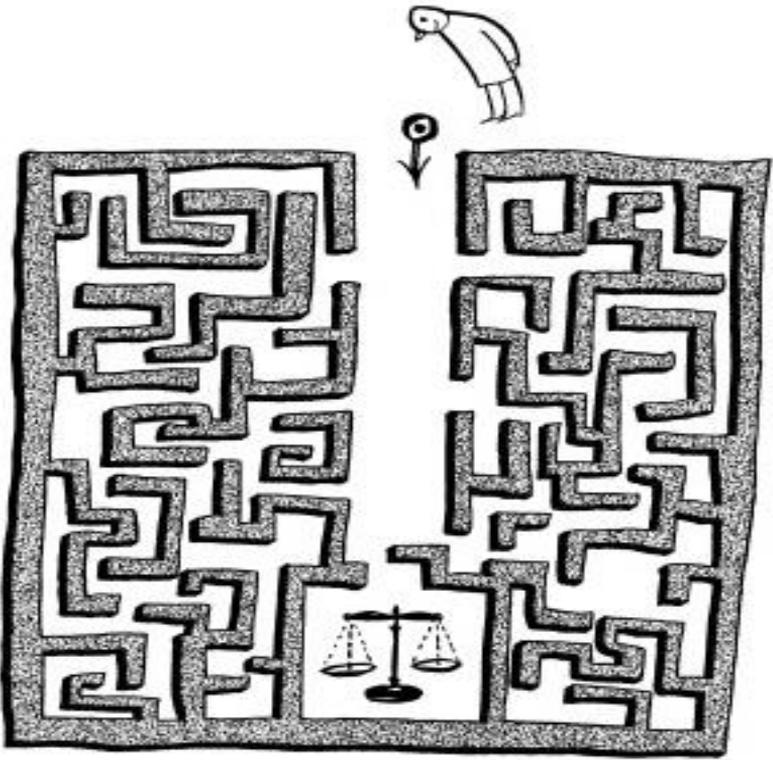


# Transforming Criminal Justice

Partnership working and multi-  
agency approaches



Two-week professional development workshop  
12 to 23 September 2022 in London

**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

The UK Government's Transforming Justice agenda builds on a huge amount of work aimed at achieving better collaborative arrangements between the various agencies in the justice sector. Police, prosecutors, courts, probation and prison services in the UK now work together in ways unimaginable in the past. How has better coordination been achieved without undermining each organisation's specific mission? Have these gains been maintained during the COVID-19 pandemic? How can judicial independence and the protection of citizens' rights be preserved alongside closer collaboration between these different justice sector institutions? What will be the impact of new ways of working, such as virtual and remote hearings? Are partnership arrangements the key to meeting today's challenges and securing success in the future?

Despite changes of government, the aims of criminal justice reform in England and Wales remain the same:

- To enhance the delivery of justice
- To tackle persistent and serious offending
- To reduce reoffending
- To address youth crime
- To improve public confidence in the criminal justice system.

Much has been achieved in recent years. However, these successes now have to be sustained and built upon within ever more restricted budgets, which demands even more effective collaboration, and in the aftermath of the pandemic.

The main aims of the workshop are:

- To review progress to date in making the criminal justice sector work together more effectively
- To explore how progress can be maintained and future priorities achieved at reduced cost and in more challenging circumstances
- To assist you in developing and introducing practical strategies for economic and sustainable criminal justice co-operation in your country.

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
- Lawyers
- Court administrators
- Police and prison managers
- Prosecutors
- Legal and judicial reform specialists
- Others concerned with making the criminal justice sector work more effectively for the benefit of all citizens, to uphold the rule of law and advance speedy, fair and reliable justice.

### 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
- Set their work in context of the prevailing strategy for reform and the impact of COVID-19
- Describe emerging trends and examine the current challenges and priorities these raise
- 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 relevant and sustainable change to enhance multi-agency working in the criminal justice sector on return to your own country.

### What the workshop will cover

The workshop will explore practical strategies for improving collaborative working in the criminal justice system and the difficulties faced, overcome and still remaining. It will include seminar 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 invited to give an informal presentation on your own system and to talk about a particular area of criminal justice from your own country.

**Programme outline: Preventing, investigating and prosecuting crime**

Week 1	AM	PM
Day 1	Welcome and introductions The UK criminal justice system Trends in crime	Societal challenges and political priorities The impact of the pandemic Participants' informal presentations: key issues for the week
Day 2	Police and police accountability: <ul style="list-style-type: none"> <li>• Issues and challenges</li> <li>• Learning the lessons: creating a modern police service</li> </ul>	<i>Visit: Youth justice in action</i>
Day 3	The UK criminal justice reform strategy and action plan Barriers to partnership working: findings from criminal justice joint inspections	Dealing with the most vulnerable in society <ul style="list-style-type: none"> <li>• As victims of crime</li> <li>• As witnesses</li> <li>• As accused persons</li> </ul>
Day 4	The role of the prosecution service: <ul style="list-style-type: none"> <li>• Codes of practice and quality standards</li> <li>• Victim and witness charters</li> </ul>	<i>Visit: Prosecutors in action</i>
Day 5	<i>Visit to the UK Parliament</i> Criminal justice and collaborative working: the future	Review, feedback and scope for follow-up Presentation of certificates of attendance

**Programme outline: Resolving cases, redressing miscarriages of justice and reducing reoffending**

Week 2	AM	PM
Day 1	Welcome and introductions The current reform agenda in context	Local justice in action: <ul style="list-style-type: none"> <li>• The work of magistrates</li> </ul> Transforming summary justice Sentencing guidelines Participants' informal presentations: key issues for the week
Day 2	Making criminal justice "faster and right first time": <ul style="list-style-type: none"> <li>• <i>Visit: to a Crown Court</i></li> <li>• Tackling waste and delay in the trial process</li> </ul>	Performance measurement in courts <ul style="list-style-type: none"> <li>• What can we measure?</li> <li>• How can performance be measured</li> <li>• Why measure it?</li> <li>• Possible conflicts between performance management and the interests of justice</li> </ul>
Day 3	Prisons <ul style="list-style-type: none"> <li>• Aims and objectives of imprisonment: measuring success</li> <li>• Challenges</li> <li>• The role of HM Inspectorate of Prisons</li> <li>• Children in custody</li> </ul>	The Probation Service: alternatives to custody <ul style="list-style-type: none"> <li>• Community sentences</li> <li>• Pathways to reducing reoffending</li> <li>• Returning offenders to the community</li> <li>• Managing offenders in the community</li> <li>• Special arrangements for persistent and serious offenders</li> </ul>
Day 4	<i>Visit to the Court of Appeal</i> <ul style="list-style-type: none"> <li>• How appeals are resolved</li> </ul>	The work of the Criminal Cases Review Commission
Day 5	<i>Visit to the UK Supreme Court</i>	Managing change: case studies Review, feedback and scope for follow-up Presentation of certificates of attendance

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 CVOID-19 advise visit hosts against accepting visiting groups we will arrange to connect with them virtually. We reserve the right to change the programmes as necessary.

**Workshop Director**

The Workshop Director will be Neil McCallum. Neil has worked with police services, judiciaries, prosecutors and prison authorities around the world on various aspects of criminal justice reform. Recent assignments include the design and delivery of a series of capacity building workshops in Nigeria attended by over 300 Justices of the Court of Appeal and Chairs of Election Petition Tribunals, advising on the creation of a new Anti-Corruption Court in Sierra Leone, and UK based workshops for prosecutors from Qatar and judges from Sri Lanka. Neil directs annual professional development workshops with PAI on various justice sector and anti-corruption issues.

Neil is a member of the Royal African Society and the Royal Commonwealth Society. In 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. Visits to people who have direct experience of managing in the UK criminal justice system will be included. 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 fee.

### Fees

The tuition fee for the full two weeks will be £3,980. The fee for attending just one week is £2,250. These fees include 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 follow up. We 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 a 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 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 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.

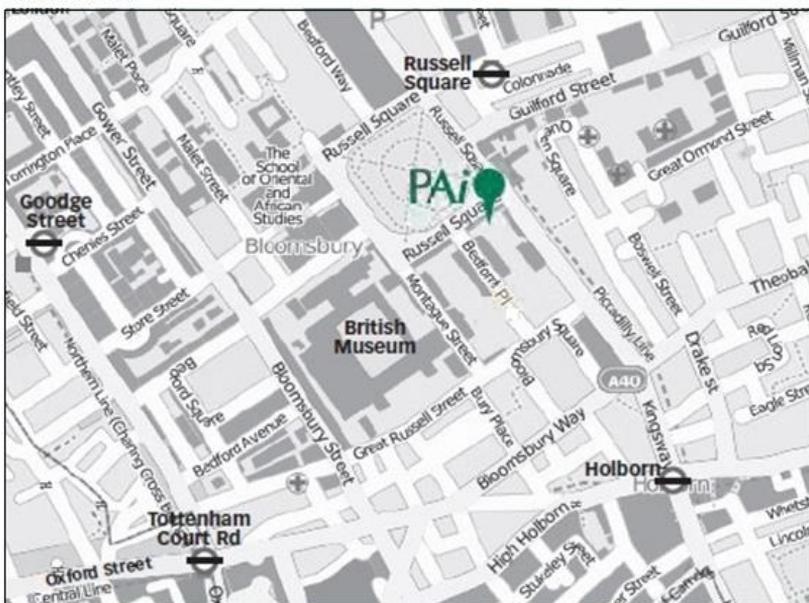
We pride ourselves on our:

- 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.

## Eunoia

Eunoia is a partnership of practitioners with a wide range of experience in justice sector capacity building and performance improvement with particular emphasis on information management and anti-corruption strategies. Eunoia's partners have recently been working in Ghana, Liberia, Nigeria, Uganda, Monserrat, Sierra Leone, Kazakhstan, Bangladesh, Somalia and Kuwait in addition to delivering numerous study programmes and providing consultancy services in the UK.

## Where we are



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