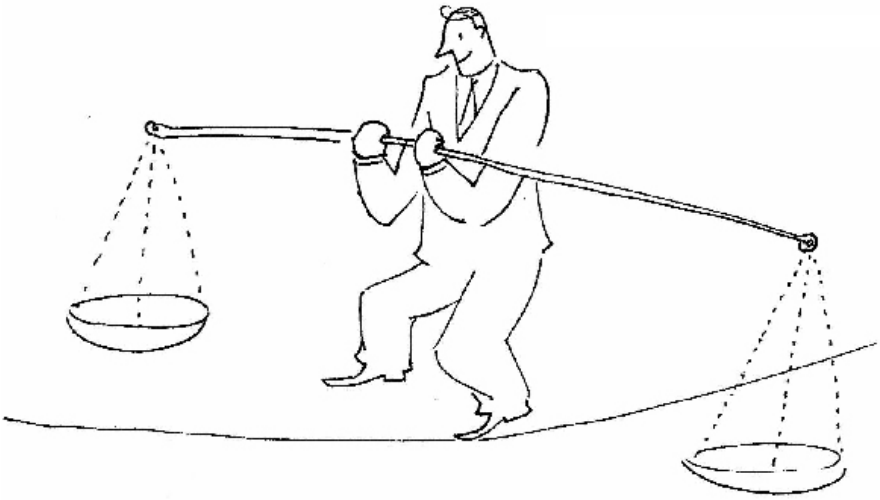


Judicial Administration



Two-week professional development workshop
30 June to 11 July 2025 in London

Week one: Improving people's experience of the
delivery of justice
Week two: Effective case management: Reducing
delays and clearing backlogs

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 workshops

Ongoing legal and judicial reforms aimed at transforming the performance of court and tribunal systems and enhancing court administration have been severely impacted in many jurisdictions in recent years. A new urgency is called for to reduce delays, clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes. All this needs to be achieved whilst safeguarding against the risks of corruption. What does all this mean for the experience of attending court for victims and witnesses—either in person or attending virtual hearings?

These workshops are designed to look in depth at the management of court and tribunal systems and the current challenges faced, enabling you to learn about the latest approaches to judicial administration. As well as those applied in England and Wales you will hear about initiatives 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 and rebuilding services 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. We 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 are the workshops for?

These workshops are 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 workshops you will improve your understanding of:

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 workshops will cover

The workshops will include briefing sessions, discussions, case studies, practical work and visits. They have been designed to be flexible so they 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	<p>Welcome and introductions:</p> <ul style="list-style-type: none"> • Overview of the workshop • Participants' expectations <p>The justice system in England and Wales:</p> <ul style="list-style-type: none"> • History and background • Development of justice in England and Wales • Court structure 	<p>Judicial administration:</p> <ul style="list-style-type: none"> • Administrative arrangements • Justice system departments and structures <p>The current judicial reform agenda</p> <p>Participants' informal presentations: key issues</p> <ul style="list-style-type: none"> • Information on your jurisdiction • Roles and responsibilities
Day 2	<p><i>Face-to-face or virtual visit: A Magistrates Court</i></p> <ul style="list-style-type: none"> • Inspection of administrative systems • Observation of court processes 	<p>The role of a Magistrate:</p> <ul style="list-style-type: none"> • How Magistrates work • Recruitment and selection • Training <p>Achieving consistency in sentencing:</p> <ul style="list-style-type: none"> • The use of guidelines • Benefits and challenges <p>A case study</p>
Day 3	<p><i>Face-to-face or virtual visit: A Crown Court:</i></p> <ul style="list-style-type: none"> • The work of the Crown Court • Judicial case management in action • Inspection of administrative systems <p>Observation of court processes</p>	<p>Performance measurement in courts:</p> <ul style="list-style-type: none"> • How performance can be measured <p>Possible conflicts between performance and the interests of justice</p>
Day 4	<p>Inspection in the justice system:</p> <ul style="list-style-type: none"> • The scope of inspection in the justice system • The purpose of inspection • A case study 	<p>Dealing with vulnerable witnesses and defendants:</p> <ul style="list-style-type: none"> • Principles • Eligibility • Child witnesses • Special measures
Day 5	<p>Building and maintaining an ethical judiciary:</p> <ul style="list-style-type: none"> • A process model to combat unethical behaviour • Leadership and management • Systems and people <p>Pro-active tactics</p>	<p>Managing change: case studies</p> <p>Review, feedback and scope for follow-up</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the programmes as necessary.

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

Week 2	AM	PM
Day 1	<p>Welcome and introductions:</p> <ul style="list-style-type: none"> • Overview and participants' expectations <p>The transforming justice agenda:</p> <ul style="list-style-type: none"> • Modernisation • Use of digital systems 	<p><i>Face-to-face or virtual visit: The Ministry of Justice:</i></p> <ul style="list-style-type: none"> • The role of library services • Supporting judges <p>Ensuring consistent information resources</p>
Day 2	<p><i>Face-to-face or virtual visit: The Rolls Building</i></p> <ul style="list-style-type: none"> • Digitising civil justice • Inspection of administrative systems • Observation of court processes 	<p>Judicial case management:</p> <ul style="list-style-type: none"> • Fundamental principles • Implementation challenges • Links to records and file management
Day 3	<p><i>Face-to-face or virtual visit: The Court of Appeal, The Royal Courts of Justice</i></p> <ul style="list-style-type: none"> • Appeal routes in England and Wales • Preparing appeals for hearing • Observation in court 	<p>Judicial records management:</p> <ul style="list-style-type: none"> • Key principles • Challenges and issues • Ways of improving systems
Day 4	<p>Improving court information systems:</p> <ul style="list-style-type: none"> • Control systems • Indexing and retrieval mechanisms 	<p>Improving court information systems (continued):</p> <ul style="list-style-type: none"> • Benchmarking court records systems • Case studies
Day 5	<p><i>Face-to-face or virtual visit: The Supreme Court</i></p> <ul style="list-style-type: none"> • Case and records management • Tour of the court 	<p>Review, feedback and scope for follow-up</p> <p>Presentation of certificates of attendance</p>

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Workshop Director

The Workshop Director will be Neil McCallum.

Neil is a founding partner of Eunoia and has more than thirty years' experience of public sector performance and review work. He currently manages a portfolio of international projects, working with a range of public sector institutions, international donors, other consultancy firms, academic institutions and non-government organisations on issues of accountability, transparency and good governance. He has worked on these issues in Botswana, Ethiopia, The Gambia, Ghana, Kazakhstan, Kuwait, Lebanon, Montserrat, Nigeria, Sierra Leone, Tanzania, Turks and Caicos Islands and the UK.

How to apply

Please complete the PAI application form online via our website: 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 to obtain a copy. Once completed, please 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 fee.

Fees

The fee to attend the two-week workshop will be £4,520 and the fee to attend just one week will be £2,550. Fees are payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme¹, 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 provide 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 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. 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.

Cancellations

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 or fewer 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.

¹Travel 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. These workshops are part of our range of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

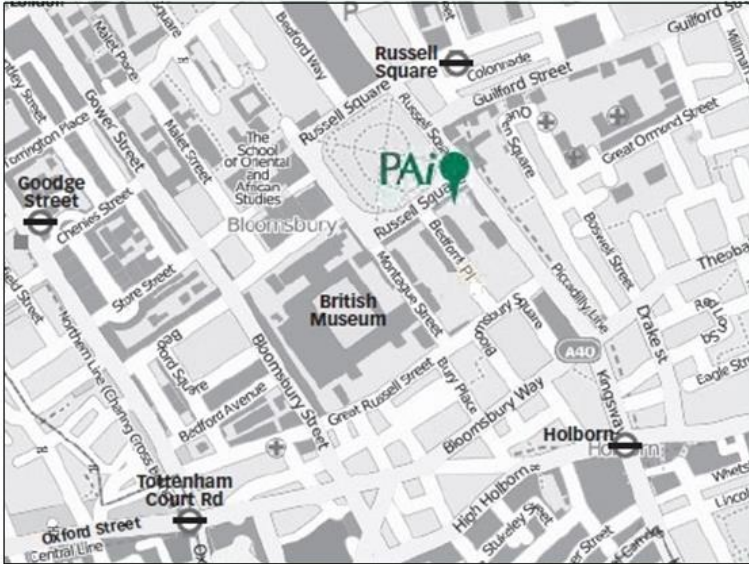
We pride ourselves on our:

- 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

Eunoia is a partnership of practitioners with a wide range of experience in ethics and professional standards, governance and public sector change. Eunoia's partners have delivered highly successful organisational development projects across Africa, Asia, the Caribbean and in the UK. They are involved in current and recent anti-corruption and governance initiatives in Bangladesh, Bosnia-Herzegovina, Ghana, Kazakhstan, Uganda and the UK.

Where we are



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