

12 February 2014

BUCURESTI

President
 Bucharest Bar Association
 3-5 Dr. Raureanu St.
 Sector 5
 BUCHAREST 050047
 ROMANIA

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Dear President

ACCESS TO CIVIL JUSTICE: Efficiency, affordability and fairness 6 to 10 October 2014

We thought you might be interested to know about our one-week UK-based study programme "Access to Civil Justice: efficiency, affordability and fairness" which will run in London from 6 to 10 October 2014. We believe that this programme is the only one of its kind in the UK. The programme will explore practical strategies for improving the delivery of civil justice and access to the justice system. You will be able to examine how the key 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. It is designed mainly for lawyers, judges, legal administrators and representatives from non-government organisations and funding agencies with an interest in the judicial sector. During the week you will have an opportunity to:

- Debate with leading practitioners current topics related to improving the delivery of civil justice and access to the civil justice system and the role of alternative methods of dispute resolution such as mediation and ombudsman services
- Visit the most important institutions in this field, which are likely to include the Supreme Court, the Royal Courts of Justice, the Tribunals Service, a local Court, an Ombudsman office or mediation agency. These visits give participants an excellent chance to network with key UK contacts
- Share your experience with other participants, review your own challenges, and prepare an action plan to meet those challenges.

Feedback over the years has been very positive. Since 2000 94% of our participants felt that our programmes as a whole met their aims and objectives very well/well and 93% felt programmes were very valuable/valuable to them in their work.

Our leaflet gives you further details, including the tuition fee. We are pleased to offer a 10% discount on the tuition fee if we receive your payment no later than 30 days before the start of the programme. We offer a further 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. If you or any of your colleagues are interested in attending, please complete the enclosed application form and return this to us by post, fax or email. Alternatively, you can apply on-line via our website: www.public-admin.co.uk. Please get in touch with us as soon as possible so as to allow enough time to prepare travel plans, apply for visas where necessary etc. You might also be interested in some of our other study programmes so we are enclosing our schedule for 2014. If you would like to discuss anything in more detail, please contact us.

Yours sincerely

Claire Cameron

CLAIRE CAMERON
Managing Director
 Public Administration International

56 Russell Square London WC1B 4HP
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PROGRAMME DATES 2014	Duration	Start	End	Fees (exc. VAT)
MARCH				
Managing the performance of public sector organisations	1 week	10 Mar	14 Mar	£1,845
Internal audit and risk management Achieving organisational objectives	1 week	17 Mar	21 Mar	£1,930
Protecting society Challenges in delivering effective prison services	1 week	31 Mar	4 Apr	£1,995
APRIL				
Alternatives to custody Probation and community sentences	1 week	7 Apr	11 Apr	£1,975
Better regulation Economic regulation of utilities	1 week	28 Apr	2 May	£1,980
MAY				
Putting people first Component one: valuing citizens as customers	1 week	12 May	16 May	£1,965
Putting people first Component two: quality public services in a digital age	1 week	19 May	23 May	£1,940
JUNE				
Righting wrongs Ombudsmen, justice and public service	1 week	2 Jun	6 Jun	£1,900
Crisis communication in government	1 week	9 Jun	13 Jun	£1,815
Heritage, culture and tourism Policy and practice for maximising benefits	1 week	16 Jun	20 Jun	£1,915
Consultancy for the public sector A foundation in essential consultancy skills	1 week	23 Jun	27 Jun	£1,750
Film, governance and society Funding, classification and promotion	1 week	30 Jun	4 Jul	£1,870
SEPTEMBER				
Public-private partnerships Focus on roads and transport	1 week	1 Sep	5 Sep	£1,970
Managing elections Techniques and perspectives	1 week	8 Sep	12 Sep	£1,935
Pay and grading Strategies for change	2 weeks	15 Sep	26 Sep	£3,170
Pension schemes: planning for the future The UK experience	1 week	29 Sep	3 Oct	£1,885
OCTOBER				
Access to civil justice Efficiency, affordability and fairness	1 week	6 Oct	10 Oct	£1,945
Successful cities Promoting economic growth and sustainable development	1 week	13 Oct	17 Oct	£1,990
Changing the law Successful reform	1 week	20 Oct	24 Oct	£1,925
Government: image and communication	1 week	27 Oct	31 Oct	£1,920
NOVEMBER				
Doing business Promoting private sector development and economic growth	1 week	3 Nov	7 Nov	£1,950
Public service commissions Professionalism, performance – excellence	1 week	10 Nov	14 Nov	£1,985
Integrity in public life Core values, codes of conduct and conflicts of interest	1 week	17 Nov	21 Nov	£1,955
Transforming criminal justice From joined-up justice to multi-agency approaches	1 week	24 Nov	28 Nov	£1,960
Our programmes can also be run as tailor-made programmes and held in-country or in the UK to meet the specific needs of groups at all levels within your organisation. Please contact us (details overleaf) if you would like further information.				

Managing the performance of public sector organisations

Designed mainly for central, state and local government audit officials and people working for agencies or departments responsible for performance management at an organisational level.

Internal audit and risk management

Achieving organisational objectives
Primarily for central, state and local government audit officials and people working for agencies or departments responsible for internal audit, risk management or corporate performance.

Protecting society

Challenges in delivering effective prison services
Aimed at policy makers, practitioners and senior decision-makers in the criminal justice sector, particularly those responsible for managing prison services. Also relevant for lawyers, administrators and people concerned with the rights and welfare of those charged with or convicted of criminal offences. This one-week programme will be immediately followed by an optional one-week programme on "Alternatives to custody: probation and community sentences".

Better regulation

Economic regulation of utilities
For policy advisers and senior decision-makers in governments changing the ways they regulate private or parastatal suppliers of utility and network services, especially those providing monopoly services. The programme will cover the theory and practice of regulation.

Putting people first

Component One: Valuing citizens as customers
Component Two: Quality public services in a digital age
Designed for senior managers responsible for delivering public services, in particular those with direct interface with the public. For people from central or local government, health, welfare, education, the administration of justice and other sectors. This programme has two components which can be attended as separate modules or together to gain a more comprehensive understanding of customer service and its potential for improving service delivery.

Righting wrongs

Ombudsmen, justice and public service
For ombudsmen and similar complaint-handling organisations and their senior staff. Also relevant for policy makers from countries which have an ombudsman system, which are in the process of setting one up or which are thinking of doing so.

Crisis communication in government

For senior policy officials, managers responsible for operational planning, and public service communications specialists who are responsible for government/public service communications at times of risk and crisis. It will help participants to develop effective communications strategies for when things go wrong as a consequence of natural disaster or terrorist or other threats.

Heritage, culture and tourism

Policy and practice for maximising benefits
Mainly for senior policy-makers and experts working in government ministries and agencies and in non-governmental organisations concerned with funding and promoting heritage conservation and culture. Also for people in the voluntary and private sector interested in the role of heritage and culture in economic development.

Consultancy for the public sector

A foundation in essential consultancy skills
Designed for people wishing to enter the consultancy profession both in the public sector and the private sector – as internal or external consultants. Also relevant to existing consultants who may want a refresher course, line managers and others who would like to know the basics of consultancy and change management programmes.

Film, governance and society

Funding, classification and promotion
Mainly for senior policy makers and executives working in government ministries and agencies, regulatory and funding bodies and in non-government organisations involved in funding, promoting, regulating or censorship of film industries.

Public-private partnerships

Focus on roads and transport
Explores experience with a wide range of public-private and public-public partnerships within the UK transport sector, particularly in relation to roads. For parliamentarians, senior staff from Ministries of Finance and Transport, senior road agency staff, bankers and financiers, organisations planning to bid for PFI/PPP contracts from government and consultants advising such organisations.

Managing elections

Techniques and perspectives
Offers election administrators and other election stakeholders the opportunity to meet with counterparts in the United Kingdom and Europe to learn about their practices and experiences. It will also provide hands-on, practical training to improve day-to-day management skills in election administration.

Pay and grading

Strategies for change
Aimed at policy-makers, human resource practitioners and senior decision-makers. The programme will explore policies being adopted to modernise the management of pay, grading and benefits. It will examine current trends and practical implementation of strategies in the public, private and not-for-profit sectors.

Pension schemes: planning for the future

The UK experience
Designed for politicians and senior public service managers responsible for public pension schemes, for administrators and managers of occupational and other non-government pension schemes and for people interested in social protection issues.

Access to civil justice

Efficiency, affordability and fairness
Mainly for lawyers, judges, legal administrators and representatives from NGOs and donor organisations with an interest in the justice sector. It will draw substantially upon recent and continuing developments in England and Wales and will also encourage the sharing of ideas and experiences among participants from other jurisdictions.

Successful cities

Promoting economic growth and sustainable development
Designed for senior leaders in ministries, agencies, local government and other public bodies working on economic growth and city development. Also relevant for people responsible for promoting better working across ministries.

Changing the law

Successful reform
For people working for law reform commissions, committees and institutes, law reformers working within governments and other major contributors such as parliamentarians, judges, academic lawyers, and representatives from NGOs. Participants would most likely be working at middle to senior levels, and be from countries where law reform is a major priority, or from those where resources for law reform are much smaller.

Government: image and communication

Designed for government press officers, political and general editors from national newspapers, broadcasting organisations and news agencies as well as spokesmen/women from political parties and NGOs. Will also benefit others responsible for disseminating information to the public.

Doing business

Promoting private sector development and economic growth
Aimed at senior policy makers and managers in trade, industry and business ministries and agencies responsible for stimulating business development, as well as staff from donor agencies looking to encourage private sector development.

Public service commissions

Professionalism, performance – excellence
Designed to meet the needs of Public Service Commissioners and their senior staff, parliamentarians and others involved in preparing and implementing a Civil Service Law, and senior policy-makers and managers concerned with improving the effectiveness of public officials.

Integrity in public life

Core values, codes of conduct and conflicts of interest
For parliamentarians, senior policy makers and managers in the public sector, presidential or special advisers, local government officials, representatives from civil society organisations and people with a special interest in ethics, anti-corruption and good governance.

Transforming justice

From joined-up justice to multi-agency approaches
Designed for policy makers, practitioners and senior decision-makers across the justice sector including judges, lawyers, court administrators, police and prison managers, prosecutors, legal and judicial reform specialists. Also for 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.

In addition to our annual international programmes, we also have sound experience of running study programmes and workshops on request. We can arrange tailor-made programmes either in-country or in the UK to meet the specific needs of groups at all levels within your organisation. Below are some examples of tailor-made programmes that we can arrange. Please contact us if you would like further information or if there are other topics that you would like to discuss.

- Good governance
- Public administration reform
- Policy and strategy
- Strategic planning, organisation development and change management
- Human resource management policy and practice
- Capacity development and training
- Public finance and economic development
- Legal and judicial reform
- Information and communications
- Culture, heritage and tourism

APPLICATION FORM

Public Administration International

Clare Walters
Programme Manager
56 Russell Square
United Kingdom
London WC1B 4HP

PAi

Public Administration
International

Tel: +44 (0)20 7580 3590
Fax: + 44 (0)20 7580 4746
Email: pai@public-admin.co.uk
Website: www.public-admin.co.uk

Please complete this application form and post, fax or email. Applications can also be completed online.

Please print clearly in black ink and in capital letters

Name of study programme:

Date of study programme:

First Name:

Family Name:

Title (Prof. Dr. Mr. Mrs. Ms. etc.)

Nationality:

Dietary requirements:

Disabilities:

Have you participated in a PAI study programme before?

Yes

☐

No

☐

If yes, which programme?

Which year?

Current job title:

Employer:

Address:

Telephone:

Fax:

Email:

Brief description of your main role and responsibilities:

Please provide brief details of your educational and professional qualifications and training:

Continued overleaf....

School/college/university:

Relevant professional qualifications or membership of professional bodies:

Please indicate which aspects of the study programme are of most interest to you:

Who will pay your fees?

--

Who will pay your other costs?
(such as travel and living costs)

--

How would you rate your English language capability?
(Please tick box)

	Spoken	Written
Fluent		
Good working knowledge		
Fair		
Basic		

Do you need a visa to enter the UK?

Yes: ☐

No: ☐

Not sure if I need one: ☐

If you are unsure whether you need a visa please check the UK Border Agency website: www.ukvisas.gov.uk

How did you find out about the programme?

Brochure (by mail): ☐ Brochure (by email): ☐ PAI website: ☐ From colleague/friend: ☐

Other:

Value Added Tax (VAT)

I certify that I am employed by the Government of...

in furtherance of its sovereign activities (please refer to note on VAT under "Fees and other costs")

Signature.....

Date: / /20

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

Access to civil justice

Efficiency, affordability and fairness



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

PAI is accredited by the
British Accreditation Council
for Independent Further and Higher Education

One-week study programme
6 to 10 October 2014

Who we are

Public Administration International (PAI) specialises in management consultancy 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. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

How to apply

Please complete the Public Administration International application form and post, fax or email it to:

Clare Walters
Programme Manager
Public Administration International
56 Russell Square
London WC1B 4HP
UK
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F + 44 (0)20 7580 4746
pai@public-admin.co.uk

You can also apply online. Please see our website for details:
www.public-admin.co.uk

If you would like to discuss this programme, any of our other international study programmes or our consultancy services, please contact:

Claire Cameron
Managing Director
Public Administration International
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We also have extensive experience of designing tailor-made programmes (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.

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About the programme

Civil justice is increasingly recognised as a major public service – as important in its own way as other services like health and education, and requiring a very large investment of public money. Yet the administration of justice is distinctive, not least because of the sensitivities surrounding judicial independence.

How can judicial independence be reconciled with the need for public accountability and for the monitoring of efficiency? Should litigants be treated – as they are, increasingly, in the UK – as ‘customers’, whose needs and expectations should be given priority over the convenience of courts and lawyers? British judges have, in recent years, been given more responsibility for case-management; has this proved to be a positive development? Should litigants have unlimited rights of appeal? How can efficiency be enhanced by the effective use of information technology? How can access to justice be improved, particularly for people of limited financial means when only limited public funding is available – particularly at a time when public expenditure is being severely cut back?

Although the emphasis will be on civil justice, the programme will also consider relevant aspects of criminal justice, such as the funding of criminal legal aid and the relationships between civil and criminal courts.

Who is it for?

This one-week programme is designed mainly for lawyers, judges, legal administrators and representatives from non-government organisations and funding agencies with an interest in the judicial sector. It will draw substantially upon recent and continuing developments in England and Wales and will also encourage you to share ideas and experiences with participants from other jurisdictions.

How participants will benefit

The study programme will:

- Introduce you to the justice system of England and Wales
- Familiarise you with recent and current initiatives to modernise the management and delivery of civil justice – such as the reports by Lord Woolf in the 1990s, the Constitutional Reform Act 2005 and the Legal Aid, Sentencing and Punishment of Offenders Act 2012
- Enable you to understand the financial and other obstacles to access to the justice system
- Identify aspects of UK experience which can be applied in other countries and aspects of overseas experience from which the UK system might benefit
- Help you to identify practical ways of initiating relevant and sustainable change to enhance access to justice on return to your own country.

What the programme will cover

The programme will explore practical strategies for improving the delivery of civil justice and access to the justice system. You will be able to examine how the key 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. The programme 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 requirements and those of your organisation.

The programme has two main components

- You will be briefed about the UK Government's justice policies; the measures being adopted to modernise the justice system in England and Wales; how successful these measures have been and how they fit into wider strategies for the delivery of accessible justice

- You will consider, in the light of shared experience, options for reform in your own country, action plans and strategies for change.

You will be invited to give an informal presentation on your own system and to identify any particularly pressing problems relating to the management and delivery of justice in your home country.

"I really enjoyed going to the county court and having a personal meeting with the judges."

Monica Vergara
Magistrate of 19th Civil Tribunal
the Administrative Corporation of the Judicial Power, Chile

Programme outline

	AM	PM
Day 1	Welcome and introductions Modernising government and the administration of justice	Introduction to action planning Participants' informal presentations: key issues and problems
Day 2	Overview of the English and Welsh civil justice system: including tribunals, appeals and judicial review	The role of the Ministry of Justice and the Legal Services Commission: – Access to justice – Litigants as "customers" – The cost of litigation – Legal aid
Day 3	<i>Visit to a county court (out of London)</i> The role of county courts in civil litigation Adjudication small claims	<i>Visit to a lawyer's firm (out of London)</i> The practical realities of legal aid and access to justice
Day 4	<i>Visits to the Citizens' Advice Bureau and to the Civil Appeals Office at the Royal Courts of Justice</i> – Facilitating access to justice: helping litigants in person – Managing the work of the Court of Appeal <i>Drop-in visit to High Court and Court of Appeal sittings</i>	<i>Visit to the Supreme Court</i> – The structure and role of the UK Supreme Court – Issues of change management and public access Attend an appeal hearing
Day 5	Courts and judges in a changing world: the role of the Judicial Office Round table discussions: challenges and prospects for the future	Action planning: participants' reports Evaluation of the programme Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Language

The programme will be conducted in English. You will need to have a good working knowledge of the language.

Location and arrival arrangements

The study programme will be based mainly in central London. It will include presentations from and visits to people and organisations with direct experience of managing the civil justice system, including the court service and non-government organisations. We can arrange travel to and from one of the London airports if you let us have your flight arrival details in good time. The cost of airport transfers is included in the programme fee.

Fees and other costs

The fee for the study programme will be £1,945. 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 a light lunch and refreshments during each working day.

Airfares and daily travel to and from the study programme venue are not included. Our programmes 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 £140 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.

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. We must receive payment in full no later than 6 October 2014. You or your government agency can pay by bank transfer or by cheque, made payable to Public Administration International.

Discounts and cancellation charges

We offer a 10% reduction on the full tuition fee if we receive payment no later than thirty days before the first day of the programme. If we receive payment after that, we will charge the full tuition fee.

We also offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth and any subsequent participant (in any one calendar year) you let us know so that we can apply the discount.

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. We make a cancellation charge of £100 to cover our administration costs. Alternatively, we can hold your fee as a credit towards the cost of future PAI study programmes.

Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

Programme Director

The Programme Director will be Professor Gavin Drewry. Gavin Drewry is Emeritus Professor of Public Administration in the University of London and Honorary Professor in Law 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. Our other contributors include a range of practitioners involved in the civil justice sector.

¹Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

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