

Institute of Judicial Studies

STRATEGIC PLAN

1 JULY 2010 – 30 JUNE 2015

Foreword

The Institute of Judicial Studies was established in 1998. It is administered in partnership with the Ministry of Justice.

The relationship between the Ministry of Justice and the judiciary is set out in a Memorandum of Understanding. This affirms judicial independence as the guiding principle for managing the Institute and developing education programmes and resources.

This Strategic Plan provides an overall framework for the activities of the Institute's committees and secretariat for the period 1 July 2011 to 30 June 2015.

Justice Susan Glazebrook
Governing Board Chair
January 2011

Statement of purpose

The Institute of Judicial Studies is the education arm of the New Zealand judiciary. The Institute:

- supports the professional development of judges throughout their careers
- fosters an awareness of developments in the law and judicial administration
- prepares judges to operate in New Zealand now and in the future
- assists judges to promote the rule of law and further the interests of justice.

The Institute's Governing Board will develop a long-term scheme of education and services to give effect to these purposes.

Key issues

Judicial independence: Institutional arrangements

Judicial independence is a cornerstone of the constitution and the justice system. The operation of the Institute brings together the Ministry of Justice and the judiciary in a partnership which ensures that both the Ministry and the judiciary can act independently to fulfil their constitutional duties.

Judicial independence: Education arrangements

The judiciary recognises that it is both independent from and responsible to the society in which it operates. The initiative of the judiciary to provide education through the Institute of Judicial Studies recognises that education fosters responsibility without compromising independence.

Changing environment

Increasing globalisation and the New Zealand Government's legislative goals for the justice system will have an impact on priorities for the Institute, requiring timely responses to change. Response to change includes an understanding amongst the judiciary of other disciplines outside a legal framework that are relevant to the courts.

Diversity

The Institute recognises the role of the Treaty of Waitangi in shaping New Zealand's constitutional framework and the importance of responding to the needs of Māori. In addition the justice system must adapt to the increasing diversity of New Zealand communities. Judicial education is a way to facilitate appropriate responses to these diverse needs.

Resource constraints

The Institute of Judicial Studies is a small organisation that operates with limited resources in an increasingly resource-constrained environment. The Institute will continue to work efficiently in this environment, making the best use of available resources to implement strategies.

Success factors

It is critical to the success of the Institute that it provides education, training and information that enables judges to achieve the following goals.

- 1 To fulfil the constitutional role of the judiciary and uphold the rule of law.
- 2 To advance and enhance the personal and professional skills required to perform their roles effectively.
- 3 In the case of newly-appointed judges, to perform their duties with confidence and create a platform for their judicial career.
- 4 To gain the skills and knowledge they require to operate effectively in their generalist and specialist jurisdictions.
- 5 Where appropriate, to gain the skills and knowledge required to work effectively in solution-focused courts and to translate the solution-focused approach into the mainstream courts.
- 6 To operate within the principles of the Treaty of Waitangi with an understanding of New Zealand conditions, history and traditions.
- 7 To orient to the current and changing diversity of New Zealand communities.
- 8 To operate effectively in an increasingly complex international legal environment.

The following factors are critical to the success of the Institute.

- 9 To develop as an organisation, delivering effective and responsive judicial education.
- 10 To be a leader in the field of judicial education, contributing to international best practice.

Strategies

Success factors	Strategies
<p>1 Enable judges to fulfil the constitutional role of the judiciary and uphold the rule of law.</p>	<p>1.1 Develop the curriculum and programmes to enhance understanding of the constitutional role of the judiciary.</p> <p>1.2 Provide programmes that enhance understanding of ethical obligations and responsibilities of judges and of the nature of the judicial role.</p>
<p>2 Enable judges to advance and enhance the personal and professional skills required to perform their roles effectively.</p>	<p>2.1 Monitor judicial work to identify education needs that arise for judges at different stages of their careers.</p> <p>2.2 Continue to develop the curriculum and programmes to meet changing needs and circumstances.</p> <p>2.3 Work with bench education committees to develop and deliver programmes based on up-to-date adult educational theory and practice.</p>
<p>3 Enable newly-appointed judges to perform their duties with confidence and create a platform for their judicial career.</p>	<p>3.1 Monitor judicial work to identify education needs of new judges.</p> <p>3.2 Continue to develop orientation programmes that meet identified needs.</p> <p>3.3 Provide systems of support, including mentoring, to enable judges to identify and satisfy their individual needs.</p>
<p>4 Enable judges to gain the skills and knowledge they require to operate effectively in generalist and specialist jurisdictions.</p>	<p>4.1 Resource bench education committees to identify education needs of judges in generalist and specialist jurisdictions, and deliver programmes that meet those needs.</p> <p>4.2 Facilitate the preparation and maintenance of bench books.</p> <p>4.3 Facilitate ongoing dialogue between bench education committees to identify topics where there are shared needs.</p>

<p>5 Where appropriate, enable judges to gain the skills and knowledge required to work effectively in solution-focused courts (such as drug courts) and to translate the solution-focused approach into the mainstream courts.</p>	<p>5.1 Monitor the work of solution-focused courts to identify education and training needs.</p> <p>5.2 Identify solution-focused approaches that can be used in mainstream courts and assist judges to acquire the skills to use them.</p> <p>5.3 Continue to develop programmes that meet identified needs.</p>
<p>6 Enable judges to operate within the principles of the Treaty of Waitangi with an understanding of New Zealand conditions, history and traditions.</p>	<p>6.1 Identify opportunities in programmes to reflect New Zealand society and the principles of partnership under the Treaty of Waitangi.</p> <p>6.2 Continue to develop programmes that increase the knowledge of te reo and tikanga Māori.</p> <p>6.3 Facilitate ongoing dialogue between bench education committees, the Māori Land Court and the Waitangi Tribunal to assist with programme development.</p>
<p>7 Enable judges to orient to the current and changing diversity of New Zealand communities.</p>	<p>7.1 Provide programmes that enable judges to operate effectively in New Zealand's diverse communities.</p> <p>7.2 Identify opportunities in programmes to consider the impact of the law and courts on New Zealand's diverse communities.</p> <p>7.3 Assist judges to communicate the role and work of their court to a wider audience and particularly the community in which they operate.</p>
<p>8 Enable judges to operate effectively in an increasingly complex international legal environment.</p>	<p>8.1 Identify education needs of judges arising from cross-border issues and international commitments (for example, human rights, international commerce).</p> <p>8.2 Identify opportunities in programmes to integrate cross-border legal perspectives, including education on how cooperation between courts in different jurisdictions might be achieved.</p>

<p>9 The Institute develops as an organisation, delivering effective and responsive judicial education.</p>	<p>9.1 Maintain national and international relationships to optimise synergies in the development and delivery of programmes.</p> <p>9.2 Participate in the project to harmonise New Zealand and Australian judicial education institutes.</p> <p>9.3 Monitor developments in training technologies to provide the most effective and efficient means of delivering training.</p> <p>9.4 Monitor and evaluate the performance of the Institute (in particular its programmes) to ensure an excellent level of service is maintained.</p> <p>9.5 Engage with organisations conducting research relevant to programmes conducted by the Institute.</p>
<p>10 The Institute is a leader in the field of judicial education, contributing to international best practice.</p>	<p>10.1 Maintain relationships to share and encourage best practice with international judicial training institutions.</p> <p>10.2 Contribute to judicial education in developing jurisdictions.</p> <p>10.3 Contribute to an online repository of education programmes for Australian and New Zealand judicial educators.</p>