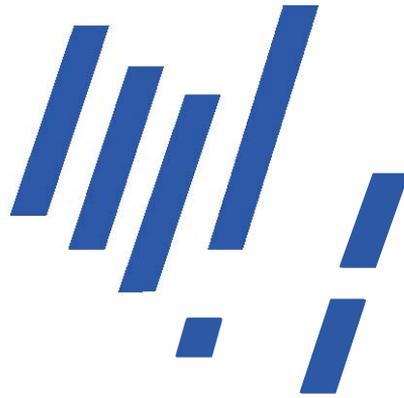


Annual Report 2017



The Australasian Institute of
Judicial Administration Incorporated

for the year ended 30 June 2017

PATRONS

The Hon Robert French AC

Chief Justice of Australia (until February 2017)

The Hon Susan Kiefel AC

Chief Justice of Australia (from February 2017)

The Rt Hon Dame Sian Elias GNZM

Chief Justice of New Zealand

COUNCIL

President

The Hon Justice Robert Mazza

Supreme Court of Western Australia

Deputy President/President Elect

The Hon Justice Bob Gotterson AO

Court of Appeal, Queensland

Deputy President

Mr Laurie Glanfield AM

New South Wales

Members

The Hon Justice Murray Aldridge

Family Court of Australia

Mr Iain Anderson

Attorney General's Department, ACT

Justice Jenny Blokland

Supreme Court of the Northern Territory

Hon Justice Malcolm Blue

Supreme Court of South Australia

Mr Michael Colbran QC

Barrister, Victoria

Ms Suzan Cox QC

Northern Territory Legal Aid Commission

Mr Carl Crafar

Ministry of Justice, New Zealand

Mr Grant Donaldson SC

Barrister, Western Australia

The Hon Justice Michael Elkaim

Supreme Court of the ACT

Mr Clive Elliott QC

Barrister, New Zealand

Professor Arie Freiberg AM

Monash University (until June 2017)

Professor Bryan Horrigan

Monash University (from June 2017)

His Honour Judge Peter Johnstone

Children's Court of New South Wales

The Hon Justice Susan Kenny

Federal Court of Australia

The Hon Justice Duncan Kerr *Chev LH*

Federal Court of Australia

Mr Adam Kimber SC

Director of Public Prosecutions, South Australia

Professor Kathy Mack

Flinders University, South Australia

Mr Greg Manning

Attorney-General's Department, Canberra

His Honour Judge Nicholas Manousaridis

Federal Circuit Court of Australia

Mr Dan O'Gorman SC

Barrister, Queensland

Deputy Chief Magistrate Jelena Popovic

Magistrates' Court, Victoria

The Hon Justice Steven Rares

Federal Court of Australia

The Hon Justice Richard Refshauge

Supreme Court of the Australian Capital Territory

Ms Jane Reynolds

Family Court of Australia and Federal Court of Australia

Mr Manuel (Mal) Varitimos CBE QC

Barrister, Queensland

The Hon Justice Julie Ward

Court of Appeal, New South Wales

The Hon Marilyn Warren AC

Chief Justice, Victoria

The Hon Justice Helen Winkelmann

Court of Appeal, New Zealand

Her Honour Judge Dina Yehia

District Court of New South Wales

Papua New Guinea Representative

The Hon Justice Sir Gibbs Salika KBE CSM OBE

Deputy Chief Justice, Papua New Guinea

SECRETARIAT

Executive Director

Professor Greg J Reinhardt

Administrative Secretary/Publications Officer (Part-time)

Ms Kathy Jarrett

Communications Officer (Part-time)

Ms Liz Porter

Executive Secretary (Part-time)

Ms Delwyn Gillan

ICCE Secretariat Officer (Part-time)

Ms Liz Richardson

Librarian (Part-time)

Ms Mary Young

Membership and Finance Officer (Part-time)

Ms Heather Sevald

Finance Officer (Part-time)

Ms Sue Angus

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PRESIDENT'S MESSAGE

The Hon Justice Robert Mazza

I am pleased to provide my second (and final) report as President of the AIJA.

At the Annual General Meeting, Judge Peter Johnstone retired as a member in the Judicial Members' category. Judge Johnstone has been replaced as a member in that category by Judge Dina Yehia of the District Court of New South Wales. Mr Greg Manning retired as a member in the Members in Government Service category and was replaced by Mr Iain Anderson who was nominated for election by the Attorney-General's Department to fill the casual vacancy created by the retirement of Mr Manning.

Since the Annual General Meeting, the Hon Marilyn Warren AC retired, consequent upon the announcement of her retirement as Chief Justice of Victoria, on 2 June 2017, the Hon Justice Richard Refshauge retired upon retaining the statutory age for retirement as a judge of the Australian Capital Territory on 17 June 2017 (and has been replaced by the Hon Justice Michael Elkaim), Professor Arie Freiberg AM retired as a member in the Academic Members' category on 17 June 2017 (and was replaced by Professor Bryan Horrigan, Dean, Faculty of Law, Monash University) and Mr Carl Crafar, Chief Operating Officer, National Office, Ministry of Justice, Wellington, New Zealand, was appointed on 15 October 2016 to replace Mr Robert Pigou who retired as a member in the Court Administrators' category in May 2016.

I extend my thanks and best wishes to all of those who retired at the Annual General Meeting and since that meeting. Members of Council make a valuable contribution to the work of the AIJA and this is in no small measure due to the fact that they bring a variety of views to the Council table from a diversity of backgrounds.

I would particularly like, however, to extend thanks to two members of Council who retire at the Annual General Meeting. First, I would like to mention the contribution of Jane Reynolds to the work of the AIJA both as a Council member and a member of the AIJA Board of Management. Jane has also been responsible as convenor for the work of the Education Committee. Jane has provided sterling service to the AIJA in all of these capacities and I thank her most sincerely for all of her efforts. Second, I extend my thanks to Professor Kathy Mack who has been an active member of the AIJA Council and member of the AIJA Research Committee. Kathy's contribution particularly to the work of the Research Committee as an academic has been invaluable and I would like to thank her most sincerely for all of that work. Both Jane and Kathy have been members of Council for many years.

LIFE MEMBERSHIP

As foreshadowed in the last President's message, life membership was conferred upon the Hon Robert French AC, former Chief Justice of Australia, after the Branson lecture at Flinders University in Adelaide on 14 October 2016.

AIJA EDUCATION PROGRAMMES

Several programmes were offered during the last year but I wish to draw particular attention to the Non-Adversarial Justice: Integrating Theory and Practice Conference which was held in Sydney from 6-8 April 2017. I would like to extend particular thanks to those involved in the organisation of the conference including Council and Board member, Ms Jane Reynolds and Dr Liz Richardson. Dr Richardson has a particular interest in the area of Non-Adversarial Justice having completed her doctoral thesis in the area of Mental Health Courts. A selected number of papers from the conference are to be published in a special issue of the *Journal of Judicial Administration*.

Details of other education programmes will be found elsewhere in this report.

In last year's report I referred to the significance that the success of educational programmes has to the work of the AIJA generally and to its research programme through the research levy which is contributed by such events.

GUIDE TO JUDICIAL CONDUCT (THIRD EDITION)

The AIJA has been involved in the preparation of a third edition of the highly successful *Guide to Judicial Conduct*. This has been commissioned by the Council of Chief Justices and is being overseen by the Hon John Doyle AC, former Chief Justice of South Australia and a Consultative Committee drawn from the AIJA constituency. It is expected that the new version of the third edition of the Guide, which will include a chapter on social media as it impacts upon the work of judicial officers, raised at the Social Media Symposium, will be available to be presented to the Council of Chief Justices at its meeting in October 2017 for consideration by the Chief Justices and comment by them with a view to publication.

INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE (IFCE)

The AIJA hosts the Secretariat for the IFCE. A report on the work carried out in relation to the IFCE during the year is to be found elsewhere in this report. I extend my thanks to Dr Liz Richardson for her work in relation to the Framework. I also wish to acknowledge the continuing work of Mr Laurie Glanfield with respect to the development and dissemination of the IFCE and its governance.

PUBLICATIONS

Work has been completed on the research carried out by Dr Nicky McWilliam, Dr Alexandra Grey and others on Court Referred Alternative Dispute: Resolution: Perceptions of Members of the Judiciary. This will be distributed to members during the latter part of 2017. Court referred alternative dispute resolution has been widely accepted as a means of resolving disputes and it is important that research has been done in respect of the views of the judiciary in relation to court referred alternative dispute resolution.

Details of other research will be found elsewhere in the Annual Report.

FINANCE

In recent years, the Institute has made a small profit or loss.

The audited end of year financial statements for the financial year ended 30 June 2016, showed that the Institute has made a loss of approximately \$198,000. The Board sought from its accountants an explanation for the loss. An explanation has been received from the accountants. As the notes to the accounts showed, the transition from a cash to an accruals basis of accounting and reporting from a management viewpoint, have meant that the internal management reports and budgets were not updated. Consequently, the Institute's true financial position on an accruals basis was not provided.

In relation to the loss itself, some \$110,000 of this was made up of abnormal items, that is, one-off items that are not expected to recur.

The expenditures of the Institute are fairly constant and predictable. However, over time, revenues have reduced. Conference revenue is falling because fewer people attend conferences. Government grants are not being maintained in real terms and there has been a decrease in membership. These matters have been addressed in the current strategic plan.

The AIJA accounts are now prepared on an accrual basis both for external reporting and for internal use. The Board has engaged the AIJA's accountants, Agostinelli Perlen, to devise a management pack in relation to the production of accounts on a regular basis.

I am pleased to report that the position at the end of June 2017 is much improved and we have made a small profit.

Tax deductibility of donations to the AIJA Research Fund has been confirmed and members have been advised accordingly. It is hoped that this will generate additional funding for the AIJA's research activities.

AIJA TREASURER

At a Special General Meeting held in October 2016 to coincide with the Annual General Meeting, a new position of AIJA Treasurer was created. Justice Malcolm Blue, a Board and Council member, was appointed Treasurer.

AIJA WEBSITE

The AIJA website has been revamped and feedback in relation to the presentation of the website and navigation of it has been positive.

I extend my thanks particularly to the staff in the Secretariat and to Professor Greg Reinhardt for the considerable work during the year. This year is Greg's 20th year of service to the AIJA. I am pleased that he has agreed to continue in his role as Executive Director.

Finally, I wish to thank Council and Board members for their service to the AIJA during my Presidency. I have great confidence in the AIJA's future.

*The Hon Justice Robert Mazza
President, AIJA*



REPORT FROM THE EXECUTIVE DIRECTOR

Professor Greg Reinhardt

I thought that in this report, having regard to the fact that there is sufficient reference to a number of AIJA activities otherwise in the Annual Report, that I would simply deal with two matters, namely the Appellate Judges' Conference in October 2016 and AIJA involvement in the National Domestic and Family Violence Bench Book which went online during the year and was formally launched in Brisbane on 7 June 2017.

Appellate Judges' Conference

The first of these took place late in 2001 and has taken place every two years since.

The conference provides an excellent vehicle for appellate judges to discuss matters of particular interest to them. This is of special significance in a Federation with 10 Appellate Courts at an intermediate level (leaving to one side the High Court of Australia) and to which must be added New Zealand. Inevitably there will be differences of practice amongst the Appellate Courts and differences in their approach to matters of substantive law. An example of a session which might address some of this was one offered at the 2014 conference entitled "The Approach of Intermediate Appellate Courts to Decisions of Other Intermediate Courts. In what circumstances should such decisions be followed or not followed?" At the 2016 conference there was a session on "Working in an intermediate court of appeal: comparing experiences".

There can be no doubt that, along with all other courts, the workload of Appellate Courts increases significantly each year. There is a need to address the concerns of appellate judges in the context of judicial administration generally.

National Domestic and Family Violence Bench Book

The AIJA is pleased (and I personally am delighted) to have been involved with Professor Heather Douglas of the T.C.Beirne School of Law, the University of Queensland, and her team of researchers in relation to the development of the online bench book on family violence. The bench book involved a great deal of work on the part of a number of people, apart from Professor Douglas and her team. I invite those reading this report to look at the online bench book at: <https://aija.org.au/publications/national-domestic-and-family-violence-bench-book/>. Thanks are due particularly to the Advisory Committee which consisted of representatives of all jurisdictions in Australia and Judge Eugene Hyman, retired, formerly a judge at the Superior Court of California, for his considerable input. The feedback in relation to the bench book has been quite positive. The AIJA is grateful to the Commonwealth Attorney-General and his Department for funding the project. Significantly, the agreement reached with the Commonwealth Attorney-General's Department provides funding for updating the bench book for a number of years.

I would draw attention to the conference entitled *Forces of Change – Defining Future Justice* which is to take place on 24-26 May 2018. A website has been established and details about the conference can be found at: <http://www.futurejustice2018.com/>

I would like to thank members of the AIJA Council and, more generally, all members of the AIJA for their ongoing support in relation to the work of the Institute.

I extend my thanks to Ms Delwyn Gillan, Ms Kathy Jarrett, Ms Liz Porter, Ms Heather Sevald, Ms Mary Young and Dr Liz Richardson for their work throughout the year.

*Professor Greg Reinhardt
Executive Director, AIJA*

THE INTERNATIONAL CONSORTIUM FOR COURT EXCELLENCE (ICCE)

The AIJA hosts the Secretariat for the IFCE. Much has been achieved during the year. I would like to thank Ms Liz Richardson for her work in relation to the Framework. Funding has been received over the last two years from the National Center for State Courts in the United States to assist in relation to the Secretariat. Future funding is under discussion with the National Center for State Courts.

I would invite you to look at the AIJA website in relation to the IFCE and, particularly, to read the newsletters produced in relation to the Framework.

COUNCIL

The AIJA is governed by its Council, which has 29 elected and appointed members. They are drawn from a broad spectrum across the field of judicial administration, including representatives of the judiciary (including the magistracy), tribunals, court administrators, the legal profession, academia and government service. In addition to attending three regular Council meetings each year, all Council members are expected to serve on at least one Committee. A list of Council members from 1 July 2016 to 30 June 2017 appears at the front of this report.

OVERSEAS REPRESENTATION ON COUNCIL

As a reflection of the close ties between the Australian and New Zealand judiciaries, there is a permanent position on the AIJA Council set aside for a judicial representative from New Zealand, nominated by the Chief Justice of that country. That position was currently held by Mr Robert Pigou.

Under a special provision in the AIJA Rules, Council has also granted observer status on Council to the Papua New Guinea judiciary, another country with which the Institute has close ties. The current PNG representative is Justice Gibbs Salika KBE CSM OBE, Deputy Chief Justice of the Supreme Court of Papua New Guinea.

BOARD OF MANAGEMENT

Supervision of the day-to-day management of the Institute is the responsibility of the AIJA Board of Management. The Board consists of the President and two Deputy Presidents, or the President Elect and Deputy President, together with the convenors of the AIJA's three Standing Committees – the Education Committee, the Research Committee and the Membership and Communications Committee. The Board can also co-opt other members of Council to serve on the Board.

As at 30 June 2017, the members of the Board of Management were the Hon Justice Robert Mazza, President, Deputy Presidents Mr Laurie Glanfield AM and the Hon Justice Bob Gotterson AO, the Hon Justice Jenny Blokland, the Hon Justice Steven Rares and Ms Jane Reynolds.

CONFERENCE AND SEMINAR PROGRAMMES

The AIJA's education programme includes conferences, workshops, lectures and seminars designed for judges, magistrates, tribunal members, court administrators, lawyers and others with an interest in judicial administration. It includes regularly scheduled events and additional seminars and conferences on particular topics. The programme is overseen by Ms Jane Reynolds, Acting Principal Child Dispute Services, Regional Registry Manager, Victoria Tasmania, Family Court of Australia & Federal Court of Australia who is the current convenor.

All AIJA education programmes are conducted on a fee-paying basis, which requires registration fees to be set at a level that covers costs. The Institute also attempts to achieve a 20% profit on each education activity which is channelled to its Research Fund used to fund research into judicial administration.

2016-2017 PROGRAMMES

AIJA Court Media Officers' Conference, 4-5 August 2016, Brisbane

The conference was attended by 38 delegates. Topics discussed were:

- Managing the reporting of a hugely complex case in a court with no media officer to help
- At War with the Media
- On media attacks on the Fitzgerald Royal Commission and on the County Court
- Family Court under attack
- Media Update: The New, The Good, The Bad and The Ugly: 2016's challenges include more televising of court, and dealing with feral social media and anonymous bloggers who cyber stalk and harass your judge/magistrate. How do you find them? Should this be part of the court media team's job
- Feeding The Chooks/Feeding The Machine/ Courts Reporting Themselves: Wide distribution of a story versus giving it to one reporter as an exclusive. How do you fill a weekly radio spot every week? Is there any way of predicting when publicity will be a bad idea? How do you keep track of what's being published. And what do you do when all the reporters have taken redundancy?
- Debate: Opening up the Children's Court and the Family Court to the media – for and against

AIJA Indigenous Justice Conference, 25-26 Aug 2016, Alice Springs

The conference was attended by 86 delegates. Topics discussed were:

- Aboriginal Peoples and the Criminal Justice System
- Specialist Courts for Sentencing Aboriginal Offenders
- Programmes for those in Incarceration/Parole
- The Role of Restorative Justice and Justice Reinvestment
- Maori Justice in New Zealand
- Aboriginal Pre-Sentencing Reports
- Youth Justice, "Trauma informed practices: a promising approach to reducing Aboriginal and Torres Strait Islander over representation in the justice system"
- Alcohol Regulation and Crime, Family Violence
- Perspectives from Aboriginal Persons in Alice Springs
- Sentencing Aboriginal Offenders

8th AIJA Appellate Judges' Conference, 20-21 Oct 2016, Melbourne

The conference was attended by 44 delegates. Topics discussed were:

- From intermediate to ultimate court of appeal
- Working in an intermediate court of appeal: comparing experiences
- The constraints of precedence
- Judging judicial well-being: perspectives from the Judicial Conference of Australia
- Recent developments in contract law: the assessment of damages
- Shakespeare's legacy and the importance of good writing

The Second International Conference on Non-Adversarial Justice, 6-8 April 2017, Sydney

The conference was attended by 173 delegates. Topics discussed were:

- Appropriate dispute resolution
- Community justice
- Lawyers and non-adversarial justice
- Mediation
- Challenges in applying non-adversarial and therapeutic justice in court systems – The Israeli example
- Comparing Mental Health Courts and involuntary Civil Commitment Courts

- Drug courts
- Family violence
- Implications of non-adversarial justice
- Judging and the therapeutic application of the law
- Lawyers and non-adversarial justice
- Mental health courts
- Non-adversarial criminal justice in Australia: Surviving, reviving and thriving
- Non-adversarial justice
- Non-adversarial justice – Indigenous justice
- Panel sessions: Therapeutic jurisprudence, Procedural justice, Concepts of non-adversarial justice
- Procedural justice
- Promoting More Therapeutic Forms of Alternative Dispute Resolution (ADR)
- Reflecting on the practice of non-adversarial justice
- Restorative justice in family violence cases – where is New Zealand at? - Jon Everest, E.I Ltd – Growing out of Conflicts, Restorative justice/community justice
- Solution-focused/problem-orientated courts
- Therapeutic jurisprudence
- Victims and non-adversarial justice
- Workshop: Solution-focused/problem-orientated courts
- Workshop: Therapeutic jurisprudence

STRATEGIC PLAN AND PROJECT THEMES

The AIJA Strategic Plan provides for the AIJA Council to set the themes that will direct the Institute's work. Council has approved a strategic plan for 2016-2021 which identifies several themes to guide the AIJA's activities:

- ❖ Cost of litigation
- ❖ Innovating for the future, including simplification and harmonisation of civil, criminal and appellate procedure and case-flow management
- ❖ Court performance and accountability
- ❖ Disadvantaged & self-represented litigants
- ❖ Appropriate approaches to justice, including alternative dispute resolution and problem-solving justice
- ❖ Technology and the justice system

Council reviews these themes on a regular basis to ensure that new or emerging issues are quickly accommodated.

In the President's report there is reference to the strategic planning exercise commenced in February 2016 which will result in a new strategic plan to be considered by Council at its meeting in October.

RESEARCH

The AIJA Project and Research Committee (now Research Committee) considers proposals for funding research projects from the AIJA Research Fund and makes recommendations to Council for approval of new projects. The Committee, convened by Justice Malcolm Blue of the Supreme Court of South Australia, has met regularly throughout the year. The Research Fund consists of profit earned on AIJA conferences and seminars.

Current research projects on hand or concluded during the year include:

- **Harmonisation of Court Rules**

The Sub-committee of the Council of Chief Justices has proceeded with work in relation to the harmonisation of rules in relation to service out of Australia and commercial arbitration. The Sub Committee is now chaired by Justice Nye Perram of the Federal Court of Australia. It continues to monitor the harmonised rules adopted throughout Australia as the result of its work and to undertake new projects for harmonisation. It reports to the Council of Chief Justices.

The establishment of the Sub-committee was the result of the initial work undertaken by the Institute almost 20 years ago and it is represented on this Sub-committee by the Executive Director, Greg Reinhardt.

- **Case Management and proportionality**

This project, undertaken by the Australian Centre for Justice Innovation (ACJI) was published as an article in the *Journal of Judicial Administration* in June 2016 as “Why do some civil cases end up in a full hearing? Formulating litigation and process referral indicia through text analysis”: see (2016) 25 *Journal of Judicial Administration* 257.

- **Public Perceptions of Sentencing**

The AIJA has approved financial assistance, through an Australian Research Council grant for Professor Kate Warner’s research on “Gauging informed public opinion on sentencing sex offenders: a national study”. The project will look at:

- Do informed members of the public think sentencing is too lenient for sex offences (for all sex offences, for specific types of sex offences and for sexual offences compared with non-sexual violent offences)?
- Are informed members of the public more likely to believe sentencing for sex offences is too lenient when responding to abstract questions about sentencing compared with real cases (i.e. is there a perception gap, that is a difference between abstract views of sentencing severity and the severity of the actual sentence in their case)? If so, what factors may explain this?
- Are there jurisdictional differences in perceptions of leniency in sentencing for sex offences?
- What are the perceived wrongs of sexual offences and what factors affect offence seriousness from the perspective of informed members of the public? Do their views differ from the views of judges?
- How does the jury method compare with a vignette methodology in terms of measuring informed public opinion?

This project, which is being conducted by Professor Kate Warner of the University of Tasmania and a team of researchers, is proceeding. Many juror interviews have been conducted in Victoria, Tasmania and New South Wales and they continue. It is due to be completed by December 2017.

- **Online National Family Violence Bench Book**

Work has commenced on the National Family Violence Bench Book. The final Bench Book was launched in Brisbane in June 2017 and can be viewed at: <http://dfvbenchbook.aija.org.au/>
This project has been funded by the Commonwealth Attorney-General’s Department.

- **Court Referred ADR**

This research, being conducted by Dr Nicky McWilliam, involves interviews with judges in relation to court referred ADR. The research is now well advanced and a monograph will be published in November 2017.

- **Seed Funding for Family Report Writing**

This research has been undertaken by Associate Professor Rachael Field, Queensland University of Technology, Ms Zoe Rathus AM and Dr Samantha Jeffries, Griffith University and Expert consultant Dr Cate Banks. An article based upon the research was published as “Family reports and family violence

in Australian family law proceedings: What do we know?" (2016) 25 *Journal of Judicial Administration* 212-236

- **Seed Funding for a pilot project on Improving Sentencing Processes through the provision of Aboriginal Pre-Sentencing Reports**

This research is being undertaken by Dr Thalia Anthony of the University of Technology, Sydney. She spoke on her research at the Indigenous Justice Conference in Alice Springs (see above) and see Thalia Anthony, Elena Marchetti, Larissa Behrendt and Craig Longman, "Individualised Justice through Indigenous Community Reports in Sentencing" (2017) 26 *Journal of Judicial Administration* 121-140

- **The Jury Project: A survey of Australian and New Zealand Judges** – Professor Jonathan Clough and Professor James Ogloff

The AIJA has agreed to assist Professor Clough and Professor Ogloff in a further survey of Australian and New Zealand judges which aims to increase understanding of how judges communicate with juries. This project was begun in 2004 with a large – scale survey of over 185 judges from both Australian and New Zealand. The aim of the current survey is to provide an updated picture of judicial practice in communication with juries and to see what, if anything, has changed since 2004. A survey was conducted throughout the year and the results are due in the early part of 2018

- **Guide to Judicial Conduct (third edition)**

The Council of Chief Justices of Australia and New Zealand at its meeting held in October 2016 resolved to ask the AIJA to revise the Second Edition of the Guide. The Hon John Doyle AC, former Chief Justice of South Australia, has agreed to oversee the changes to the Guide with a view to the production of a third edition.

MEMBERSHIP AND COMMUNICATIONS

The AIJA Membership and Communications Committee were formed as a result of the strategic planning process in 2005.

The Committee's terms of reference are to:

- Enhance the AIJA's profile in the Asia/Pacific region;
- Develop an international focus through liaison with international bodies sharing common objectives;
- Develop a closer working relationship with court administrators to encourage greater exchange of information and ideas;
- Develop a communications strategy for members and non-members to deliver information about the AIJA, its services and projects;
- Develop strategies to target member groups such as magistrates, court administrators, tribunal members and the legal profession;
- Develop a services strategy that makes effective use of technology and encourages non-members to join the AIJA; and
- Involve members in AIJA activities by:
 - seeking ideas for, or opinions about, AIJA projects;
 - forming interest groups; and
 - holding specific conferences and workshops.

The Committee is convened by AIJA Board and Council member Justice Robert Gotterson AO of the Court of Appeal, Queensland.

This Committee has been very active during its existence, developing a position statement on the AIJA's role, the revision of the AIJA's media protocol, the formulation of policy in relation to corporate membership, the upgrading of the AIJA website and the formulation of the AIJA Strategic Plan for 2016-2021. These documents are available on the AIJA website.

JOURNAL OF JUDICIAL ADMINISTRATION

Published by Thomson Reuters, the *Journal of Judicial Administration* (JJA) acts as a focus for the description, discussion and analysis of developments in the field of judicial administration. As editor of the journal, the Executive Director endeavours to include material which focuses on current issues in relation to the role and operation of the judicial system and related institutions. The JJA is now a refereed journal.

Information about recent articles, is available on its website at:

<http://www.aija.org.au/JJA/JJA%20Abstracts.pdf>

AIJA INFORMATION COLLECTION

The AIJA library contains a collection of materials relating to judicial administration from Australian sources, but supplemented by other jurisdictions: mainly the United States, the United Kingdom, New Zealand and Canada. The AIJA Librarian, Mary Young, is happy to take reference inquiries from members and researchers.

AIJA FUNDING AND ACCOUNTS

The AIJA receives the major part of its funding from contributions by all Australian Governments through the Law, Crime and Community Safety Council (LCCSC) (*formerly Standing Council on Law and Justice (SCLJ)*). This is supplemented significantly by the Institute's income from membership fees. The AIJA Research Fund is constituted in part by a contribution levied on its education programmes and by donations which attract tax deductibility.

The Institute's accounts are now annually audited by Mr Heinz Mai. Copies of the Annual Financial Statements are available on request.

MEMBERSHIP

The Institute's membership as at 30 June 2017 was 662. Membership was made up as follows:

MEMBERSHIP	By State/ Territory	MEMBERSHIP	By Category
New South Wales	145	Judges	301
Victoria	155	Magistrates	41
Queensland	122	Tribunal Members	39
South Australia	49	Court Administrators	21
Western Australia	58	Practitioners	83
Tasmania	23	Academics	30
Northern Territory	11	Librarians	17
Australian Capital Territory	29	Corporate/Sponsor	49
Overseas	70	Others	19
		Retired Judicial Officers	45
		Government Officers	18
		Student	2
TOTAL	662	TOTAL	662