

Annual Report 2019



The Australasian Institute of
Judicial Administration Incorporated

for the year ended 30 June 2019

PATRONS

The Hon Susan Kiefel AC
Chief Justice of Australia

The Rt Hon Dame Sian Elias GNZM
Chief Justice of New Zealand

COUNCIL

President

The Hon Justice Bob Gotterson AO
Court of Appeal, Queensland

President Elect

The Hon Justice Steven Rares
Federal Court of Australia

Deputy President

Mr Laurie Glanfield AM
New South Wales

MEMBERS

The Hon Justice Murray Aldridge
Family Court of Australia

Mr Iain Anderson
Commonwealth Attorney-General's Department

The Hon Justice Lea Armstrong
President, New South Wales Civil and Administrative Tribunal

The Hon Justice Jenny Blokland
Supreme Court of the Northern Territory

The Hon Justice Malcolm Blue
Supreme Court of South Australia

Ms Julie-Anne Burgess
Courts Administration Authority, South Australia

Mr Michael Colbran QC
Barrister, Victoria

Ms Suzan Cox OAM QC
Northern Territory Legal Aid Commission

Mr Carl Crafar
Ministry of Justice, New Zealand

Ms Kate Davenport QC
Barrister, Auckland, New Zealand

The Hon Justice Michael Elkaim
Supreme Court of the ACT

Professor Bryan Horrigan
Monash University

The Hon Justice Lindy Jenkins
Supreme Court of Western Australia

The Hon Justice Susan Kenny
Federal Court of Australia

The Hon Justice Duncan Kerr *Chev LH*
Federal Court of Australia

Mr Adam Kimber SC
Barrister, South Australia

Dr Brenda McGivern
University of Western Australia

Mr Dan O'Gorman SC
Barrister, Queensland

Deputy Chief Magistrate Jelena Popovic
Magistrates' Court, Victoria

Mr Manuel (Mal) Varitimos CBE QC
Barrister, Queensland

The Hon Justice Julie Ward
Chief Judge in Equity, New South Wales

The Hon Justice Josh Wilson
Family Court of Australia

The Hon Justice Helen Winkelmann
Court of Appeal, New Zealand

The Hon Justice Robertson Wright
NSW Civil and Administrative Tribunal

Her Honour Judge Dina Yehia
District Court of New South Wales

Papua New Guinea Representative
The Hon Justice Sir Gibbs Salika KBE CSM OBE
Chief Justice, Papua New Guinea

SECRETARIAT

Executive Director

Professor Greg J Reinhardt

Administrative Assistant (Casual)

Mr Zak Gaddie

Communications Officer (Part-time)

Ms Liz Porter

ICCE Secretariat Officer (Part-time)

Dr Liz Richardson

Librarian (Part-time)

Ms Mary Young

Secretariat Office

Ground Floor, 555 Lonsdale Street

Melbourne, Victoria, 3000

T: (61 3) 9600 1311

F: (61 3) 9606 0366

W: www.aija.org.au

E: aija@monash.edu

Public Officer

The Hon Richard Refshauge

23 Elliott Place

Campbell ACT 2612

Auditor

Mr Heinz Mai

255 Whitehorse Road

BALWYN VIC 3103



PRESIDENT'S MESSAGE

The Hon Justice Robert Gotterson AO

This is my second and final report as President of the AIJA. May I say most sincerely that I have much enjoyed my two years as President and my time on Council and as a Board Member of the AIJA.

AIJA COUNCIL

At the Annual General Meeting held in Melbourne on 13 October 2018 Justice Malcolm Blue and Justice Julie Ward, were re-elected in the Judicial Members' Category on Council, Mr Adam Kimber QC was re-elected in the Professional Members' Category, Mr Iain Anderson was re-elected in the Members in Government Service Category and Mr Carl Crafar was re-elected in the Court Administrators' Category. Judge Nicholas Manousaridis retired from the Judicial Members' Category and was replaced by Judge Joshua Wilson (subsequently Justice Joshua Wilson). Mr Dan O'Gorman SC retired as a member in the Professional Members' Category. I offer my thanks to Judge Manousaridis and Mr O'Gorman for their contribution to the work of the Council.

At the Council Meeting which followed the Annual General Meeting, Justice Murray Aldridge and Deputy Chief Magistrate Jelena Popovic were re-appointed to Council in the Appointed Members' Category. Justice Sarah Derrington retired as a member in the Appointed Members' Category, and that position was filled as a casual vacancy by Justice Roberson Wright at the February meeting of Council. Also, at that meeting, Justice Lea Armstrong filled the casual vacancy in the Tribunal Members' Category created by Justice Robertson Wright's move to the Appointed Members' Category. Mr Clive Elliot QC retired from the Professional Members' Category at the February meeting and Ms Kate Davenport QC was elected to replace him. I wish to thank Justice Derrington and Mr Elliot for their work on the AIJA Council.

I extend congratulations to the Right Honourable Dame Helen Winkelmann, AIJA Board and Council member, on her appointment as Chief Justice of New Zealand, to the Honourable Sir Gibbs Salika, AIJA Council member, on his appointment as Chief Justice of Papua New Guinea, to Greg Reinhardt, AIJA Executive Director, on his appointment as a Member of the Order of Australia, to Ms Suzan Cox, AIJA Council Member, on her receipt of the Medal of the Order of Australia, and to former AIJA Council Member, Mr Andrew Phelan, on his appointment as a Member of the Order of Australia.

BOARD OF MANAGEMENT

At the Council meeting following the Annual General Meeting, it was resolved that the Board of Management be constituted as follows:

- Justice Robert Gotterson AO – President
- Justice Steven Rares – President-Elect
- Mr Laurie Glanfield AM – Deputy President
- Justice Jenny Blokland
- Justice Malcolm Blue – Treasurer
- Justice Julie Ward
- Justice Helen Winkelmann

LIFE MEMBERSHIP

During the year, Council resolved to confer life membership on The Right Honourable Dame Sian Elias GNZM QC, Former Chief Justice of New Zealand.

Dame Sian became Chief Justice of New Zealand in May 1999. She has provided almost 20 years of meritorious service in that role and has been recognized as a foremost jurist both in New Zealand and more widely.

Dame Sian has had a close relationship with the AIJA, as a member and as one who has encouraged others to be involved in the activities of the Institute. She has given unstintingly of her time for the Institute, including the 2000 Oration in Sydney on Constitutions and Courts and most recently as a speaker at the 2018 conference on Forces of Change in Brisbane. For many years she has been a Co-Patron of the AIJA.

Life membership was presented to Dame Sian at a dinner which preceded the June Meeting of Council in Brisbane. The AIJA was also pleased to host Dame Sian's husband, Mr Hugh Fletcher, at that dinner.

MEMBERSHIP

I extend a warm welcome to all new members of the AIJA. Consequent upon the introduction of new measures to encourage the timely renewal of membership, I am able to report that renewals of membership have proceeded at an encouraging rate. This has been assisted by comprehensive and timely reports on membership prepared by the Membership and Communications Committee for the Board.

AIJA PERSONNEL

Members will know from my recent correspondence that Professor Greg Reinhardt has notified the Board that he wishes to retire with effect from 31 March 2020. As I noted then, Greg has now served the AIJA with great energy, dedication and distinction for more than 23 years, a fact acknowledged in his recent appointment as a Life Member. Greg has been the veritable face of the AIJA to the courts, government, the practising profession and academia. It is largely through his efforts that the AIJA is held in such good standing in all of these spheres. The Board is addressing the considerable challenge of identifying a suitable successor to Greg.

Zak Gaddie, an Arts/Law student at Monash University, has been recruited on a casual basis to work within the AIJA Secretariat, particularly in relation to membership, but more generally in relation to the activities of the AIJA. Greg Reinhardt has reported to the Board that he is very pleased with the valuable contribution that has been made by Zak to work within the Secretariat in the short time that he has been with the AIJA.

I am saddened to report on the illness and death of long-term Administrative Assistant, Ms Kathy Jarrett. Kathy commenced her employment with the Institute in May 1988 as a general administrative assistant. In her more than 30 years of employment at the AIJA she had been responsible for a wide range of activities, including publications and membership.

Many of you who came in contact with Kathy will recall her cheerful approach to her work and her contact with a wide range of people. She was always respectful but with a good sense of humour. Many of you would have had direct contact with Kathy at AIJA events over the years.

I speak for myself, the Board and Council, as well, I am sure, for the members, in recognising Kathy's valuable service and extending sympathy to her daughter Bonnie, her mother and extended family.

A working group established by the AIJA Board of Management continues to conduct a structural review of the AIJA Secretariat with a sharpened focus in view of the retirement of Greg Reinhardt.

EDUCATION

Reference to the very successful Appellant Judges Conference held in Brisbane on 1 and 2 November 2018 and the Youth Justice Conference to be held in November 2019 will be found elsewhere in this Annual Report.

RESEARCH

Work has continued on an ongoing basis in relation to the National Domestic and Family Violence Bench Book. Funding has been obtained from all Australian governments in relation to the ongoing revision and update of that Bench Book for a period of three years.

The following reports were completed and published on the AIJA website:

- The Jury Project 10 Years On – Practices of Australian and New Zealand Judges, by Professor Jonathan Clough, Dr Ben Spivak, Professor James Ogloff, Dr Janet Ruffles, Professor Jane Goodman-Delahunty and Dr Warren Young.

- A History of Public Information Officers in Australian Courts: 25 Years of Assisting Public Perceptions and Understanding of the Administration of Justice by Associate Professor Jane Johnston.
- Obstacles to Parole and Community-Based Sentencing Alternatives for Aboriginal and Torres Strait Islanders by Dr Clarke Jones.
- The Impacts of Self-Represented Litigants on Civil and Administrative Justice: Environmental Scan of Research, Policy and Practice by Dr Liz Richardson, Associate Professor Genevieve Grant and Dr Janina Boughey.

AIJA AWARD FOR EXCELLENCE IN JUDICIAL ADMINISTRATION

The Institute has called for nominations for the AIJA Award for Excellence in Judicial Administration. Nominations will close at the end of September 2019.

INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE

The Institute continues to be actively involved and to host the Secretariat.

I extend my thanks to Dr Liz Richardson, ICCE Secretariat Officer, and Mr Laurie Glanfield AM, AIJA Deputy President, for their considerable work in relation to the Framework during the year. Thanks are also due to the National Center for State Courts for its ongoing financial support to the AIJA Secretariat in relation to the Framework.

FINANCE

The AIJA sustained a loss of \$68,021 during the year. This is a substantial improvement on the loss that was sustained in the year ended 30 June 2018. In part, this is due to a reduction in salaries and other employment costs. An application was made to Government for additional funding over and above the financial assistance given to the AIJA. Whilst the normal financial assistance has been guaranteed for the next three years, Government is not prepared to provide a cost-of-living based increase. However, all Governments are financially supporting the AIJA's work in relation to the National Domestic and Family Violence Bench Book. The Board is conscious of the need to ensure that costs are carefully monitored and this is a significant part of the work of the working group established to look at restructuring within the AIJA Secretariat.

The audited financial reports for the year ended 30 June 2019 will be presented to the Annual General Meeting on 12 October 2019. The indications are that there will be a loss, but a smaller loss than was incurred in the last financial year.

THANKS

I warmly thank the staff members of our Secretariat and Professor Greg Reinhardt for their enthusiasm and co-operation during a year of necessary financial restraint. I wish Greg a long and satisfying retirement.

Finally, I thank Council and Board members for their service to the AIJA not only during the past year but also during the many years of my association with the AIJA.

*The Hon Justice Robert Gotterson AO
President, AIJA*



REPORT FROM THE EXECUTIVE DIRECTOR

Professor Greg Reinhardt

As members of the AIJA will know, I have decided to retire as Executive Director, with effect from 1 April 2020. That has not been an easy decision, but it has been prompted by the fact that, by that stage, I will have completed 23 years in the role of Executive Direction, and it is time to pass the baton to someone else who can no doubt provide new insights into judicial administration and the future of the AIJA.

I have enjoyed my time with the Institute immensely. Sadly, my final year has been shadowed by the death of a long-standing employee, Ms Kathy Jarrett, who will hold the record as the longest-serving employee of the Institute. Kathy became ill in June 2018, and whilst she was able to return for a brief time in November and December, her illness took her away from the Institute until she died on 1 July 2019. Kathy's contribution to the Institute in a number of roles was greatly valued, and she will be a sad loss. Condolences have been extended to Kathy's daughter, Bonnie, and her wider family.

I would also like to acknowledge the retirement of Ms Delwyn Gillan, my Executive Assistant, who provided considerable assistance to me over many years. Delwyn is enjoying retirement.

It is easy to be nostalgic about the people that I have met and the work that has been undertaken whilst I have been Executive Director. I shall mention only a couple of things. The Institute's commissioning of a report by Mr Chris Roper AM led to the establishment of the National Judicial College. The activities of that College, particularly the ongoing development of the National Judicial Orientation Program (NJOP), are to be commended. The AIJA was involved with that Program before the establishment of the College. The work of the AIJA in relation to tribunals led to the establishment of the Council of Australasian Tribunals (COAT) and the COAT Bench Book. For many years, the AIJA conducted the Annual Tribunals Conference although that has now been taken over by the COAT Executive. I should also mention the development of the International Framework for Court Excellence (IFCE) under the direction of long-time Council member and Deputy President Mr Laurie Glanfield AM.

I extend my thanks to the many Presidents with whom I have worked during my time as Executive Director. They have provided valuable support to me during my time, and each has contributed in their own way to my professional development. I should also add my thanks to all members of Council over the years, and to the many AIJA members who have provided assistance and guidance. I will watch the development of the Institute with great interest.

Finally, and by way of explanation, I mentioned in the last Executive Director's Report that a Youth Justice Conference would take place in Melbourne in May 2019. That conference has been rescheduled to November 2019 due to an unforeseen clash with another youth justice conference. The conference is to take place on 8 and 9 November 2019, and I commend it to you.

I extend my thanks to Ms Liz Porter, Dr Liz Richardson, Ms Mary Young and Mr Zak Gaddie for their work throughout the year.

Professor Greg Reinhardt

Executive Director, AIJA

THE INTERNATIONAL CONSORTIUM FOR COURT EXCELLENCE (ICCE)

The International Consortium for Court Excellence (ICCE) established a Secretariat at the offices of the AIJA in Melbourne in July 2014. The AIJA is a founding member of the ICCE, along with the National Center for State Courts (NCSC) (US), the Federal Judicial Center (US) and the State Courts of Singapore. The Secretariat is jointly funded by the AIJA and the NCSC. The role of the Secretariat is to support the Executive Committee that governs the ICCE and to support courts that are implementing or thinking of implementing the International Framework for Court Excellence (IFCE). The IFCE is a court quality management system designed to assist courts wishing to improve their performance and develop innovative ways to improve areas of their operation.

The Secretariat employs a part-time ICCE Officer, Dr Liz Richardson, who supports Professor Greg Reinhardt in his role as Secretary of the ICCE. The Secretariat, as part of its work, publishes regular ICCE newsletters, maintains IFCE related documents and policies, undertakes research for the ICCE Executive Committee, and, with the assistance of the NCSC, keeps the ICCE website up-to-date.

In 2018-2019, the Secretariat:

- Welcomed 5 new members to the Consortium who have implemented the IFCE:
 - Kudus District Court, Indonesia
 - Klaten District Court, Indonesia
 - Tegal District Court, Indonesia
 - Purwokerto District Court, Indonesia
 - Kediri District Court, Indonesia

At the end of the 2018/2019 year, the Consortium had 51 members.

- Published ICCE newsletters in July 2018 and February 2019. The July 2018 newsletter contained international updates from Colombia, the State Courts of Singapore and Sri Lanka, as well as feature articles from Klaten District Court, Indonesia and the District Court of New Zealand. The February 2019 newsletter contained international updates from Thailand and Malaysia, a report on the *Court Excellence and Innovation Today and Tomorrow* conference held in Dubai on the 7-8 November 2018 and a feature article by Chief Judge Jan Marie Doogue from the District Court of New Zealand.

Key activities of the ICCE Executive Committee in 2018-2019 included:

- Commencing work to develop a 3rd Edition of the IFCE. This work-in-progress is being led by the State Courts of Singapore and is due to be completed at the end of 2019.
- Working with the United Nations Development Programme (UNDP) Judicial Integrity Champions Network in APEC to develop a Judicial Integrity tool that can be used alongside the IFCE to assess judicial integrity. The tool, created by Executive Committee member, and AIJA Deputy President, Laurie Glanfield with the UNDP, has been piloted with the Thai and Malaysian Judiciaries. This tool is generating significant interest in the APEC region.

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 2018 to 30 June 2019 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. That position is currently held by the Right Hon Dame Helen Winkelmann GNZM.

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 the Hon Chief 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 2019, the members of the Board of Management were the Hon Justice Bob Gotterson AO, President, the Hon Justice Steven Rares, President Elect, Mr Laurie Glanfield AM, Deputy President, the Hon Justice Jenny Blokland, the Hon Justice Malcolm Blue, Treasurer, the Hon Justice Julie Ward, and the Right Hon Dame Helen Winkelmann GNZM.

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 Convenor of the Education Committee is the Hon Justice Julie Ward.

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.

2018-2019 PROGRAMMES

• AIJA Court Media Officers' Conference, 4-5 October 2018, Melbourne

The conference was attended by 36 delegates. Topics discussed were:

- Lies, Lawyers and Juries: the story behind Damien Carrick from the Law Report's four-part series on juries
- State of secrecy: what Victoria has to learn from other States about open justice
- Managing the mutual distrust and the two entirely opposing agendas: press vs judiciary
- Artificial Intelligence
- Crisis management
- History of court media officers
- Managing the media for the Lindt Café siege inquest

• 9th AIJA Appellate Judges' Conference, 2 November 2018, Brisbane

The conference was attended by 32 delegates. Topics discussed were:

- The changing nature of the workload of Appellate Courts and how the rate of change in that regard is likely to accelerate
- Statutory Interpretation
- Results of Judicial Wellbeing Survey
- Messages in English aren't always English messages
- Rehearing in Intermediate Courts of Appeal
- Appellate Judgement Writing

• National Probate Workshop, 19 February 2019, Adelaide

The workshop was attended by 20 delegates. Topics discussed were:

- CourtSA Online Probate System
- Preparing for the move to Digital Grants
- ACT Registrar's Project on Scanned Copies of a Will

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.

RESEARCH

The AIJA 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 areas including the Corporations Rules, Subpoena Rules and the International Civil Law Act. The Sub-committee is chaired by Justice Jayne Jagot 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.

- **Online National Family Violence Bench Book**

Work has been completed on the National Family Violence Bench Book and can be viewed at: <http://dfvbenchbook.aija.org.au/>. This project has been funded by the Commonwealth Attorney-General's Department.

As will be noted from the President's Report, additional funding has been provided by all Australian governments for the ongoing update and revision of the Bench Book for a period of three years.

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

The AIJA has agreed to provide financial and in-kind assistance to Dr Thalia Anthony of the University of Technology, Sydney, in relation to an ARC application which has been successfully made regarding Indigenous Justice Reports and Sentencing.

- **The Jury Project: A survey of Australian and New Zealand Judges**

The AIJA has assisted 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 Australia 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. The report was published on the AIJA website in April 2019.

- **The Impacts of Self-represented Litigants on Civil and Administrative Justice: Environmental Scan of Research, Policy and Procedure**

This report was funded by the AIJA and written by Dr Liz Richardson, Dr Genevieve Grant and Dr Janina Boughey of the Australian Centre for Justice Innovation.

In civil and administrative justice policy and practice, there is increasing interest in the impacts and experiences of self-represented litigants (SRLs). At the same time, the justice sector recognises the need for evidence based programs and interventions to improve access to justice and system performance. These developments make this an opportune time to review recent evidence of the impact of SRLs on the civil and administrative justice systems and the suite of policy responses.

The report was made available online in November 2018.

- **A History of Public Information Officers in Australian Courts: 25 Years assisting Public Perceptions and understanding of the Administration of Justice**

This report by Associate Professor Jane Johnston of the University of Queensland, funded by the AIJA, was published online in April 2019.

- **Obstacles to Parole and Community Corrections Orders for Aboriginal and Torres Strait Islander Prisoners**

This report by Dr Clarke Jones of the Australian National University was published on the AIJA website in June 2019.

- **National Indigenous Justice Bench Book**

The Research Committee and the Indigenous Justice Committee have identified the development of a National Indigenous Justice Bench Book as priority work for the AIJA. An approach has been made to Government for funding for this project.

- **Induction and Mentoring Programs for Newly-Appointed Judicial Officers**

This project is designed to finalise standards for mentoring of newly-appointed judicial officers, which can be presented to and hopefully adopted by the Council of Chief Justices. Draft standards have been prepared and there is consultation in relation to them.

- **Judicial Education in Australia – A Study of Common Practices**

The AIJA has agreed to provide funding for work being undertaken by Professor Gabrielle Appleby and Professor Andrew Lynch of the University of New South Wales and Professor Brian Opeskin of the University of Technology, Sydney. The aims of the project include:

- To chronicle and analyse the diverse arrangements of ongoing judicial education in Australia, by reference to the regulatory (including self-regulation) regime pertaining to judicial education and the availability and nature (that is, the topics included in the curriculum) of the judicial education courses in each Australian jurisdiction.
- To review the level of support (including time and other resourcing) available to judicial officers to undertake judicial education in each Australian jurisdiction.

- **Unrepresented Accused in the Victorian Magistrates' Court**

The AIJA has agreed to provide funding for work being undertaken by Dr Natalia Antolak-Saper, Professor Bronwyn Naylor and Professor Jonathan Clough of Monash University. The aims of this project include:

- to ascertain the characteristics and number of adult criminal cases that move through the Magistrates' Court without legal representation; and
- to identify key issues about the impact of the lack of representation both on accused persons and the justice system more generally, drawing on the expertise of key stakeholders.

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 Council member Justice Steven Rares.

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.

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 Council of Attorneys-General (CAG) and the Justice Department of New Zealand. 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 2019 was 540. Membership was made up as follows:

MEMBERSHIP	By State/ Territory	MEMBERSHIP	By Category
New South Wales	120	Judges	275
Victoria	113	Magistrates	41
Queensland	107	Tribunal Members	26
South Australia	38	Court Administrators	15
Western Australia	56	Practitioners	47
Tasmania	16	Academics	26
Northern Territory	12	Librarians	15
Australian Capital Territory	28	Corporate/Sponsor Organisation	42
New Zealand	30	Others	13
Other Overseas	20	Retired Judicial Officers	39
		Government Officers	9
TOTAL	540	TOTAL	540