



PACIFIC JUDICIAL STRENGTHENING INITIATIVE

PROJECT COMPLETION REPORT

JUDICIAL LEADERSHIP

2016-2021

Report by

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**FEDERAL COURT
OF AUSTRALIA**



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1. Introduction

As outlined in PJSI's Activity Design Document, the objective of this project was to support the region's judicial leaders to reach their full leadership and change management potential. Its purpose was to strengthen strategic regional capacity and tools enabling competent oversight of local judicial development.

2. Activities/Inputs & Outputs

The inputs and outputs are documented in the attached activity schedule and relevant activity completion reports previously submitted. In particular, these inputs and outputs relate to the Chief Justices Leadership Fora (CJLF) and the Initiative Executive Committee (IEC) meetings conducted between 2016-2021.

3. Results

Building on that documentation, this report will focus in particular on the results, outcomes and impact of this project.

Over the course of this 5-year phase (2016-2021), and building on earlier related work supported by PJDP (2011-2015), PJSI has contributed to a number of results, outcomes and/or impacts, many of which are confirmed in other reports, as detailed below: -

- a. Pacific CJs and other court leaders (registrars, et al) have become more proactive and responsive to planning and managing change
- b. Pacific CJs and other court leaders (registrars, et al) have become more outward-looking towards the communities they serve in terms of engagement, service-delivery and accountability/reporting
- c. Pacific CJs and other court leaders (registrars, et al) have progressively adopted and adapted ICT for purposes of managing court performance data and delivering court services most notably/recently during the covid-pandemic
- d. Taken together, these outcomes are visibly contributing to improved public confidence and satisfaction in the performance of the courts which positively impact the wellbeing of citizens needing access to justice on a day-to-day basis across the region.

4. Lessons, recommendations, conclusions

Judicial leadership is structurally a domestic-framed notion. Given the experience we have now accumulated, further thought could be given to designing leadership incentives for CJs, whose performance is circumscribed by each domestic constitution, to engage more regional-level performance. The best example during this phase has been the annual reporting project where the incentive transpired to be the wish to avoid lagging judicial peers in neighbouring jurisdictions.

