

16 March 2026

CEPEJ-Pilot Courts(2026)E/OJ/1

**EUROPEAN COMMISSION FOR THE EFFICIENCY OF JUSTICE
(CEPEJ)**

CEPEJ NETWORK OF THE PILOT COURTS

DRAFT AGENDA

19th plenary meeting

Maastricht (the Netherlands)

31 March 2026, 9:00 am – 5:30 pm

Meeting with English - French interpretation



The aim of this meeting is three-fold:

- 1. inform pilot courts about the CEPEJ tools recently adopted**
- 2. gather feedback from pilot courts on the ongoing work of the CEPEJ**
- 3. exchange of experiences among pilot courts and collect good practices**

IMPORTANT INFORMATION

The meeting will be organised **around thematic workshops** throughout the day. The participants will meet in **the plenary session** at the beginning and the end of the meeting. They will be able to attend the workshops according to their interest in the different themes. The French/English simultaneous interpretation will be provided in the plenary sessions and the workshops held in the main meeting room *Statenzaal*. The discussion in the other workshops will be held in English in the room *Statenrestaurant*.

PROGRAMME

8:30 – 9:00	Registration of participants <i>Welcome coffee combined with a family photo</i>
9:00 – 9:30 Statenzaal	Plenary session I – Opening of the meeting <u>Moderator:</u> Muriel Décot, Executive Secretary of the CEPEJ ➤ Emile Roemer, King's Commissioner of the Province of Limburg ➤ Saskia Sicking, member of the board of the Dutch Council for the Judiciary ➤ Francesco Depasquale, President of the CEPEJ
9:30 – 11:00 Statenzaal	Workshops 1 and 2 in parallel WORKSHOP 1: Court process automation: What processes should be automated in courts? The courts are faced with numerous repetitive administrative tasks that are time-consuming. These range from verifying documents and sending notices to updating case statuses. Thanks to digital access to data, courts can optimise processes and manage resources more effectively through automation of some tasks, with or without Artificial Intelligence (AI). Recent examples include the automated erasure of criminal records and some steps related to the granting of nationality. Recognising the potential of automation to enhance service delivery for court users and to ease the workload of court staff, CEPEJ has begun developing guidelines to support member States in advancing the automation of appropriate administrative processes. <u>Moderators:</u> ➤ Jeannette Verspui, Head of the Strategy Department at the Council for the Judiciary, the Netherlands, and member of the Working group on cyberjustice and Artificial Intelligence of the CEPEJ

	➤ Jos Smits, IT-expert and the project manager of the AI programme, Dutch Council for the Judiciary, the Netherlands ➤ Daniel Schmidt, Secretary of the Working Group on Cyberjustice and Artificial Intelligence of the CEPEJ <u>Key points for discussion:</u> ➤ <i>What administrative processes consume the most time, and do you see potential for automating them?</i> ➤ <i>What are the processes you would redesign before considering automation?</i> ➤ <i>What processes have been automated in your courts, and what has been the experience so far?</i>
9:30 - 11:00 Statenrestaurant	WORKSHOP 2: Indicator on quality of justice: Which key aspects should be considered to assess the quality of justice from the perspective of practitioners? The CEPEJ has already developed two <i>efficiency</i> indicators to measure how judicial systems cope with the in-flow of cases (<i>Clearance Rate</i>) and the estimated time courts need to resolve pending cases (<i>Disposition Time</i>). In the same vein, the CEPEJ is examining the possibility of measuring the <i>quality</i> of justice delivered, and if so, what the relevant criteria would be. Therefore, the CEPEJ initiated reflection on the feasibility of developing indicators and/or indexes to measure the quality of justice. In this workshop, pilot courts are kindly asked to contribute to this reflection and invited to propose which factors could help assess the level of quality of justice delivered by courts. <u>Moderators:</u> ➤ Jasa Vrabec, Head of the Office for Court Management Development, Supreme Court, Slovenia, and President of the Working group on evaluation of judicial systems of the CEPEJ and Merethe Eckhardt, Director of Development, Court Administration, Denmark, and scientific expert to the Working group on quality of justice of the CEPEJ ➤ Lidija Naumovska, Statistics coordinator, CEPEJ, and Clémence Bouquemont, Secretary of the Working group on quality of justice of the CEPEJ <u>Key points for discussion:</u> ➤ <i>From the court's perspective, which factors most accurately reflect the quality of justice delivered (e.g. accessibility, procedural fairness, quality of reasoning and judgments, timeliness of justice)?</i> ➤ <i>How to measure these factors? What would be the main criteria/elements to be taken into account?</i> ➤ <i>Do you collect data on quality of justice? Do you have any indicators on the quality of justice in your country?</i>

11:00 – 11:30	End of the first workshop session <i>Coffee break</i>
11:30 – 13:00 Statenzaal	Workshops 3 and 4 in parallel WORKSHOP 3: Court management: What are key aspects of modern court management? The CEPEJ has initiated work to develop a Checklist for efficient, effective, and modern administrative and judicial court management. As court performance is increasingly subject to evaluation, effective court management contributes to enhancing the overall functioning and quality of justice. A clear division of responsibilities and effective interaction among the different actors involved—court presidents, judges, court managers, and administrative staff—are important elements of this process and will be a key focus of the discussion. Pilot courts are invited to share their experiences, ideas, and good practices on the essential components of effective and modern court management. <u>Moderators:</u> ➤ Sabine Matejka, President, District Court of Florisdorf/Vienna, Austria, and member of the Working group on effectiveness of judicial proceedings of the CEPEJ ➤ Eva Konecna, Secretary of the Working group on effectiveness of judicial proceedings of the CEPEJ <u>Key points for discussion:</u> ➤ <i>What are the different management duties and responsibilities in your courts and how they are distributed between different actors involved, such as court presidents, court managers or judges?</i> ➤ <i>What are the main challenges related to court management in your court or in your judicial system? Can you share the most useful measures implemented in your court that have facilitated its management? Do you see any potential for further improvement?</i> ➤ <i>Are court presidents and managers well prepared for their management duties? Do they receive any training in court management in your country?</i>
11:30 – 13:00 Statenrestaurant	WORKSHOP 4: Environmental sustainability: What are the practices to mitigate the impact of court functioning on environment? The judicial systems are not immune to the negative impact of human activities, such as production of waste, energy consumption and carbon emissions produce by the court activities. There is an increasing need to incorporate sustainability practices in the court management to minimise its environmental impact and promote long-term economic, social and environmental sustainability. The CEPEJ started a reflection on a possible tool - a Checklist or a Charter on sustainability - that can inspire the States to work with sustainability and thereby ensure that courts not only deliver justice but also do it in a sustainable way with consideration for minimising the court's impact on our climate. Pilot courts are

	invited to share their experiences, information on existing policies, strategies, or plans and good practices to minimise their environmental impact. <u>Moderators:</u> ➤ Merethe Eckhardt, Director of Development, Court Administration, Denmark, and scientific expert to the Working group on quality of justice of the CEPEJ ➤ Pawel Wrzaszcz, member of the Working group on effectiveness of judicial proceedings of the CEPEJ ➤ Clémence Bouquemont, Secretary of the Working group on quality of justice of the CEPEJ <u>Key points for discussion:</u> ➤ <i>What measures or good practices, specifically tailored to the judiciary, are in place in your country to promote environmental protection within courts?</i> ➤ <i>Are there any green or environmental sustainability policies in your judicial system?</i> ➤ <i>How can CEPEJ support the implementation of environmentally friendly measures in courts at the national level? What tools would be most useful for your courts?</i>
13:00 – 14:00	End of the second workshop session <i>Lunch break</i>
14:00 – 16:00 Statenzaal	Workshops 5 and 6 WORKSHOP 5: Training curriculum on court management: What are the skills and competences for efficient court management? Training modalities, methods, and institutions vary considerably across Europe. The CEPEJ is currently developing a training curriculum on efficient court management, intended to support member States in shaping their legal education and training policies. The objective is to promote modern court management in order to optimize the functioning and performance of courts. There is also an increasing need to employ modern and interactive training methods for court presidents, judges, and court managers. Pilot courts are therefore invited to express their specific needs and to share existing measures and practices. <u>Moderators:</u> ➤ Ombeline Mahuzier, President, Court of First Instance of Colmar, France, and member of the Working group on effectiveness of judicial proceedings of the CEPEJ ➤ Eva Konecna, Secretary of the Working group on effectiveness of judicial proceedings of the CEPEJ

	<u>Key points for discussion:</u> ➤ <i>In your opinion, what are key elements of good training on court management? What should an ideal curriculum include? What judges, court presidents and court managers need to know, what are the essential competences and skills needed for ensuring efficient court management?</i> ➤ <i>Which training programme have you found to be the most valuable in your career, and why? How can the knowledge be best transferred, and skills and competences developed?</i> ➤ <i>Have you attended any training sessions that featured innovative teaching methods? If so, which methods were used, and what made them innovative?</i>
14:00 – 16:00 Statenrestaurant	WORKSHOP 6: Digitalisation and Artificial Intelligence in the Judiciary – Challenge or Opportunity? The rapid digitalisation of judicial systems and the integration of artificial intelligence (AI) tools are reshaping the administration of justice across Europe. Are these technological advances a source of challenges, or do they present new opportunities for enhanced fairness, efficiency, and accessibility in the judiciary? In 2024, the CEPEJ adopted a major reform transitioning to an annual evaluation cycle. The redesigned evaluation process, featuring a streamlined questionnaire and new indicators, will feed into the next CEPEJ Evaluation Report on European judicial systems, to be adopted in December 2026. Notably, the updated questionnaire now includes an expanded module on ICT, with particular emphasis on the use and impact of Artificial Intelligence. This workshop invites pilot courts to share their real-world experiences, best practices, and challenges concerning digitalisation and AI tools. Insights collected will inform the potential selection of this topic for the 2027 thematic report. Participants are encouraged to discuss both the promising aspects and the practical difficulties of AI in the judiciary, helping to shape the future direction of European judicial evaluation. <u>Moderators:</u> ➤ Jasa Vrabec, Head of the Office for Court Management Development, Supreme Court, Slovenia, and President of the Working group on evaluation of judicial systems of the CEPEJ ➤ Lidija Naumovska, Statistics coordinator, CEPEJ, and Daniel Schmidt, Secretary of the Working Group on Cyberjustice and Artificial Intelligence of the CEPEJ <u>Key points for discussion:</u> ➤ <i>What are the most significant benefits and risks your court encounters with the implementation of digital tools or AI solutions in judicial processes?</i> ➤ <i>How does the use of AI and digital technologies impact fairness, transparency, and access to justice in your experience?</i> ➤ <i>How does the use of AI and digital technologies impact attractiveness of judicial professions?</i> ➤ <i>How can courts share best practices or collaborate to be on top of the technology and not subordinate to it?</i>

16:00 – 16:30	End of the third workshop session <i>Coffee break</i>
16:30 – 17:30 Statenzaal	Plenary session II¹ <u>Moderator:</u> Francesco Depasquale, President of the CEPEJ ➤ Presentation of the Crystal Scales of Justice Prize by Muriel Décot, Executive Secretary of the CEPEJ, and Jan van Breda and Veronique van Poll, Council for the Judiciary, Netherlands ➤ CEPEJ achievements in 2025 and priorities for 2026 by Muriel Décot, Executive Secretary of the CEPEJ ➤ Interactive feedback session Concluding remarks by Martina Bijker-Veen, President of the Court of Limburg
17:30	End of the meeting²

¹ Please bring your mobile phones so that you can participate in the interactive feedback sessions.

² Dinner offered by the host at 18:00.