



An tSeirbhís Chúirteanna  
Courts Service

## **STRATEGIC PLAN 2017-2020**

## **Strategic Plan 2017 - 2020**

## Strategic Plan 2017 - 2020

### CONTENTS

|   |    |
|---|----|
| Foreword by the Chairman.....                               | 4  |
| Introduction by the Chief Executive .....                   | 5  |
| Mission Vision and Values .....                             | 7  |
| Who We Are, What We Do..... in numbers .....                | 8  |
| Courts Service Governance Structures .....                  | 9  |
| Courts Service Management Structures.....                   | 10 |
| The Environment in Which We Operate .....                   | 11 |
| Courts Service Strengths, Opportunities and Challenges..... | 13 |
| Courts Service Strategy Map .....                           | 15 |
| Strategic Priorities .....                                  | 16 |
| Monitoring Implementation.....                              | 27 |

## **Strategic Plan 2017 - 2020**

## Strategic Plan 2017 - 2020

### FOREWORD BY THE CHAIRPERSON

The Courts Service was established in 1999 with the primary functions of managing the courts and supporting the judiciary. In this regard it plays a vital role in enabling access to justice and supporting the operation of an effective courts system, which is vital to society and the economy.

Over the period of the last strategic plan, there have been some notable achievements, including the establishment of the new Court of Appeal and the construction of seven new court houses using the public private partnership model. We have also seen a welcome increase in funding in recent years.

The rate of change continues to increase and the next three years will bring particular challenges with changes in legislation resulting in increased workloads and demands on the courts and our staff.

Investing in our staff is one of our strategic priorities over the next years. The need for this is accentuated by the age profile of our staff, with 35% aged 55 years or older. This will result in significant numbers of staff leaving the organisation in the next five years, with resultant loss of knowledge and experience.

The second area of both challenge and opportunity is the area of technology. Following several years of under-funding there has been a welcome increase in funding in recent years. The potential of technology to improve access to justice, enhance service delivery and improve efficiency is enormous. I also look forward to the introduction of legislation that will facilitate online filing of court documents.

This strategic plan is heavily focused on the delivery of improved services to citizens and court users, through optimising the use of technology and process reform.

We look forward to continuing collaboration with other justice sector agencies and stakeholders to bring about improvements in the operation of the justice system.

I would like to acknowledge the commitment and dedication of our staff who over the course of the austerity period ensured that no court sittings were cancelled. I would also like to thank the Minister for Justice and Equality and his officials for their support and look forward to continued collaboration between the Courts Service and the Department in the delivery of key services.

As I embark on my role as Chairman of the Courts Service Board, I am confident that this strategic plan will see us take another large step on our journey towards creating a world class organisation.

I look forward to working with the management and staff of the Courts Service and all our stakeholders in implementing this plan and thank all those who have contributed to its production.

Frank Clarke

Chief Justice and Chairperson of the Board of the Courts Service.

## Strategic Plan 2017 - 2020

### INTRODUCTION BY THE CHIEF EXECUTIVE

This Strategic Plan sets out the strategic priorities and objectives of the Courts Service over the next three years. It is designed to ensure that we can continue to deliver effectively on our key mandates of managing the courts and supporting the judiciary

The background to the preparation of this Strategic Plan has been a welcome increase in funding levels, following a number of years of recession, during which the dedication and commitment of staff ensured that the courts continued to be supported. The additional funding received in recent years has allowed us to appoint much needed additional staff and to begin to invest again in key development and support areas including Information Technology, Learning and Development, Business Support and Change Management. Significant progress has also been made in the provision of adequate court accommodation with the development of 7 new or refurbished courthouses in key strategic locations. We very much appreciate the support of the Department of Justice and Equality in providing the additional funding which made these developments possible and look forward to their continued support in the allocation of the funding necessary for the implementation of this Plan.

We now have a strong base from which to work and this Plan will act as our road map over the next three years. There will be challenges but there will also be opportunities and we will continue to work and collaborate with the Judiciary, the Department of Justice and Equality and all our stakeholders to bring about improvements in the operation of the justice system in the interests of court users and the tax payer.

The major challenge facing the Courts Service internally is the age profile of our staff, with almost 35% aged 55 years and over. While we have experienced a significant loss of knowledge and expertise over the past five years, the potential loss of significant business critical knowledge over the period of this Plan poses a serious risk. Succession planning and increased investment in learning and development over the course of this Plan will work to mitigate this risk.

Taking advantage of new technologies to support access to justice is also a key feature of the Plan with increased investment in technology to improve efficiency and service delivery. We will also continue to work on procedural and process reform to ensure that we can deal with the increasing demands on our resources.

Through this Plan, the Courts Service will continue its programme of modernisation and reform underpinned and supported by a comprehensive change programme with strong risk and performance management systems.

## **Strategic Plan 2017 - 2020**

In developing the Plan we took full account of the Programme for Government which, together with policy and legislative changes will impact on our development over the next three years. Key initiatives in this regard include victims of crime legislation, establishment of the Legal Costs Adjudicator's Office and the implementation of the Assisted Decision Making Act 2015. The Plan takes account of and is fully aligned with the wider public service reform initiative and in developing the Plan we have had regard to the Statement of Strategy of the Department of Justice and Equality. We have also consulted widely both internally and externally and taken on board the views expressed.

The Courts occupy a pivotal place at the heart of the justice system and through this Plan the Courts Service will continue to play its role in supporting the administration of justice. With our strong track record, over many years, of delivering excellent service, improved efficiency and value for money, I am confident that we will be successful in achieving the goals set out in this plan.

Brendan Ryan  
Chief Executive Officer

## Strategic Plan 2017 - 2020

### Mission Vision and Values



#### OUR VISION

To develop a world class organisation that has as its primary objective meeting the needs of all court users



#### OUR MISSION

To support the Judiciary and provide excellent services to all court users, thereby facilitating access to justice.



#### OUR VALUES



##### SERVICE:

customer focussed, timely, professional, collaborative, delivered to a high standard.



##### INTEGRITY:

honest, objective, fair, impartial, ethical, accountable



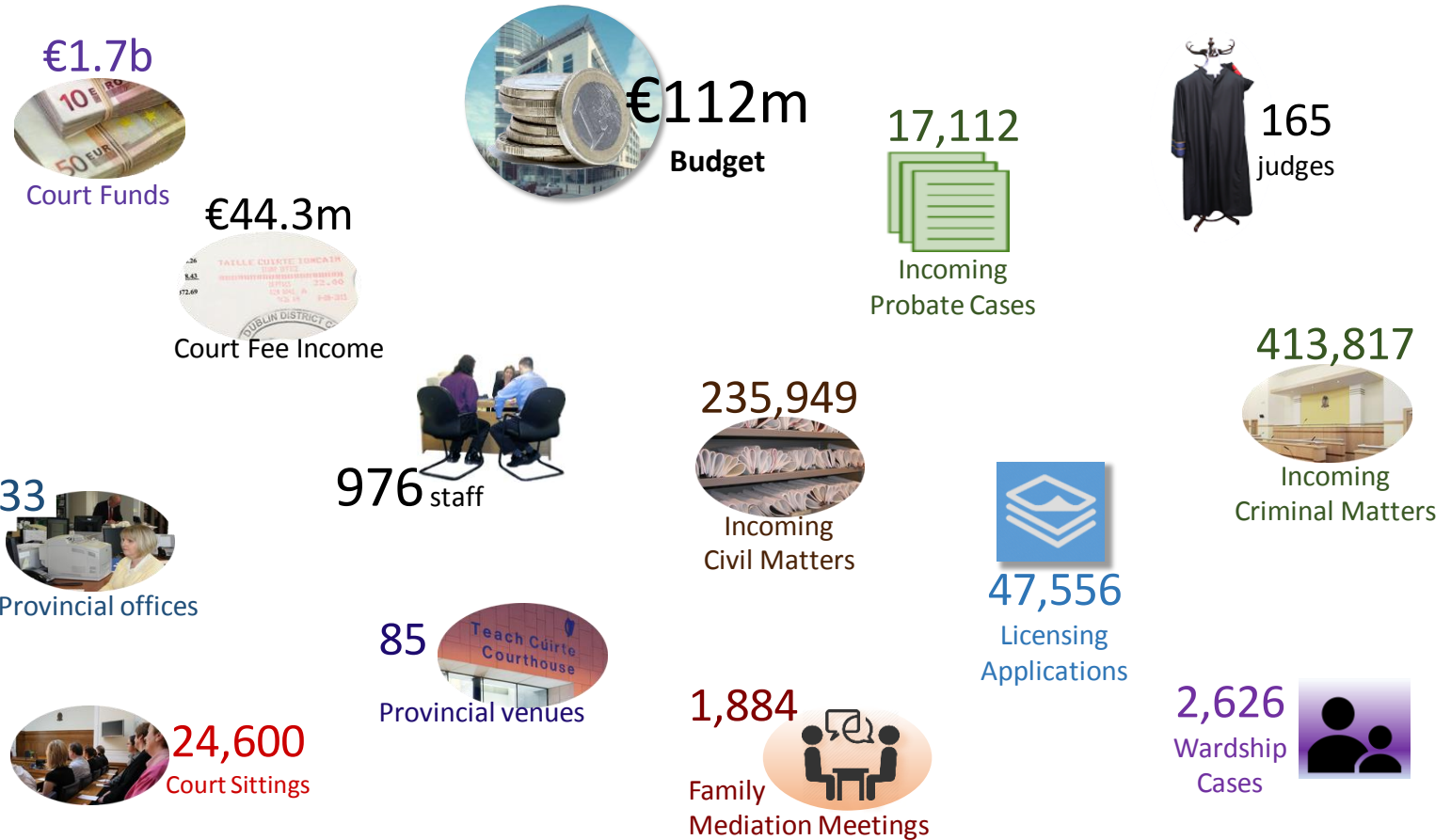
##### RESPECT:

courteous, considered



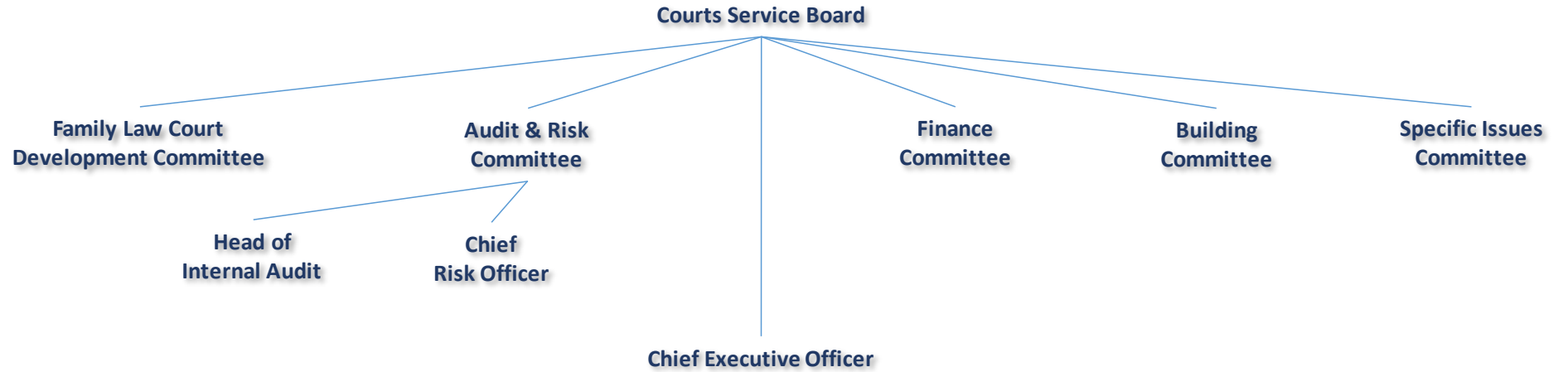
# Strategic Plan 2017 - 2020

## Who We Are, What We Do..... in numbers



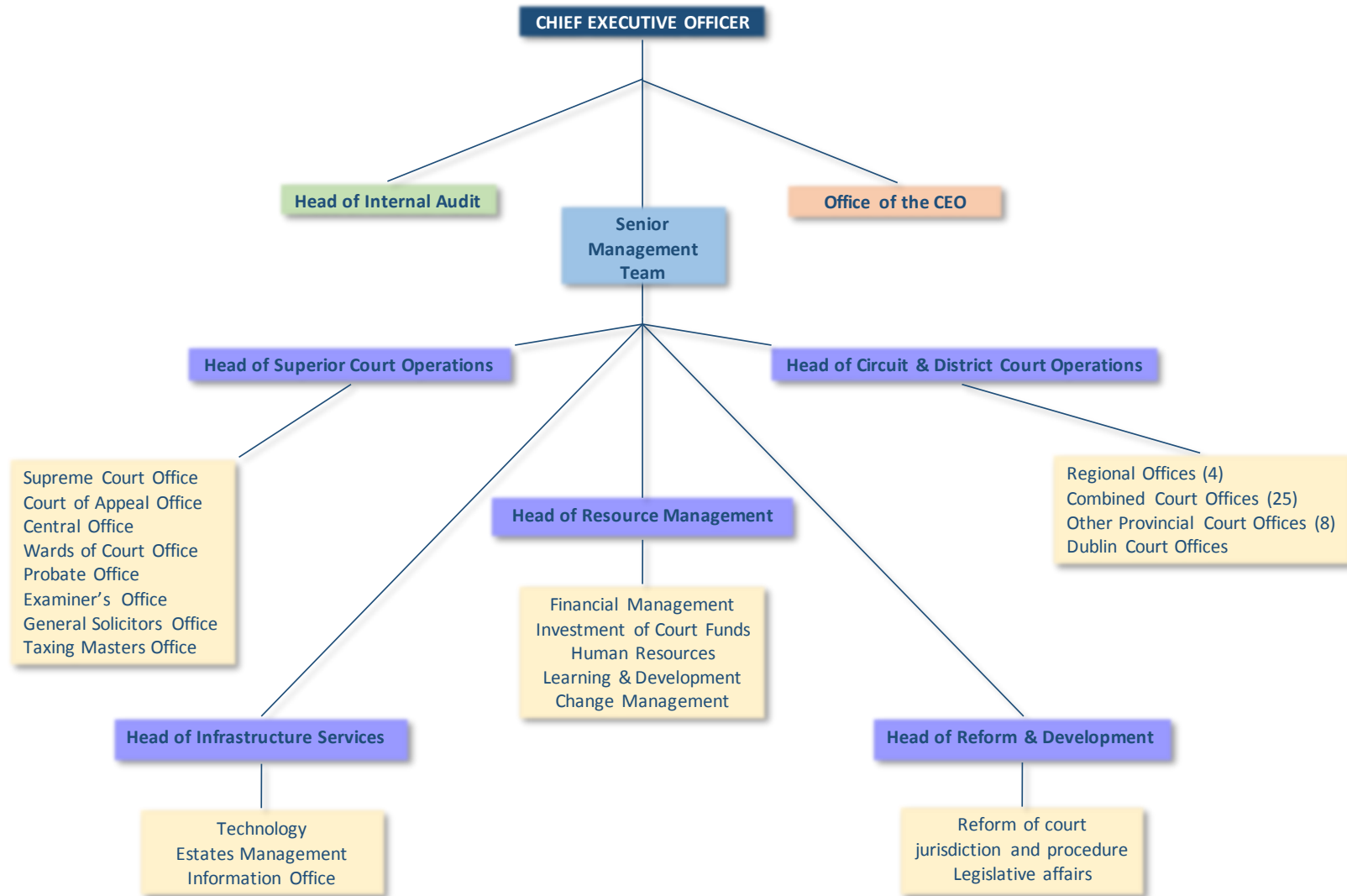
# Strategic Plan 2017 - 2020

## Courts Service Governance Structures



# Strategic Plan 2017 - 2020

## Courts Service Management Structures



### THE ENVIRONMENT IN WHICH WE OPERATE

#### Internal Environment

For this strategy statement, the Courts Service has a well-developed base on which to engage in longer term strategic planning, with work already completed on a Change Programme, a Learning and Development Strategy and a Workforce Plan (2017 -2019). These policy documents are a platform on which we can plan our future priorities and direction.

The Courts Service Change Programme (2016-2019) focuses on service users, efficiency, openness, transparency and accountability as well as leadership, capability and delivery. It sets out an ambitious change programme that seeks to:

- Better understand customer needs.
- Deliver more productive and efficient services.
- Improve access to information and enhance our accountability framework.
- Develop a skilled and engaged workforce and to support leadership development and succession planning.

This is closely linked to the Courts Service Learning and Development Strategy which has adopted a focussed approach to learning and development including leadership and management capability and technical training. The Strategy provides for training to be delivered using formal and informal methodologies including the development of e-learning modules.

The importance of investment in the learning and development of all staff at all stages of their career is further underlined by key challenges facing the Courts Service as outlined in our Workforce Plan 2017 - 2019 with:

- Just under 35% of staff over 55 years of age.
- Wide geographical spread of staff with increased mobility.
- Increased court sittings and workloads.

## Strategic Plan 2017 - 2020

- • Increased staff turnover and ongoing recruitment.

The potential loss of significant business critical knowledge over the period of this Plan means we must ensure that any such loss does not adversely affect our ability to deliver services.

Our ICT strategy runs until 2018 and will be updated to reflect the strategic priorities in this Plan.

A capability review of the Courts Service, currently being carried out on behalf of the Civil Service Management Board, is due to be completed in the coming months. In so far as any recommendations arising are not addressed in this strategy, we will incorporate agreed actions in our annual business planning process.

### External environment

The public sector reform agenda is focussed on collaboration and cross agency planning, using digitalised online interfaces, to deliver on change agendas with the objective of improving access to services by the public. As the Courts Service delivers a frontline public service, with high volume transactions, this reform agenda offers us opportunities to improve services to the public over the period of this plan.

Proposed legislation in a number of areas including domestic violence, victims of crime and criminal legal aid, will influence Courts Service priority actions over the coming years. The recently published Judicial Council Bill is intended to be enacted over the period of this Plan. There are also initiatives and proposals in relation to mediation as an alternative to court proceedings, the establishment of a revised Family Law system, a National Strategy on Domestic Violence and a planned review of civil law, all of which will impact on the work of the Courts Service. Work has also already commenced to implement recently enacted legislation - Legal Services Regulation Act 2015, Children and Family Relationship Act 2015, Assisted Decision Making (Capacity) Act 2015 - and this will continue over the coming years.

### COURTS SERVICE STRENGTHS, OPPORTUNITIES AND CHALLENGES

#### Strengths & Opportunities

Over recent years, we have supported increased demand for high level business critical services (e.g. court sittings) while introducing significant change, such as the combined court office project and the establishment of the Court of Appeal in 2014. We also progressed the development of seven new court buildings. This was at a time of constrained resources during the economic downturn. Such achievements highlight our key strengths - our professionalism, commitment to public service, independence and continuity of service delivery. Investment in capital projects over recent years also means that we now have an improving stock of modern, purpose built and future proofed accommodation with better facilities for all court users. Our ongoing engagement with educational institutions and the wider community, explaining and providing information on the operation of the court system, also continues to improve society's understanding and knowledge of how the justice system operates.

Huge potential exists for ICT to deliver more digital on-line services with more streamlined processes, thereby improving access to justice. This is very much in line with the Public Sector ICT and eGovernment policies. We can also build on opportunities arising from a changing and more diverse society and an increased appetite to engage with public services online via digital media. There is also potential for greater efficiencies from courtroom technology and in developing digital courts.

Following a number of years of significant reductions in resources and staffing, when we had to ensure that all court sitting were supported, sometimes to the detriment of more strategic objectives, there is now some flexibility with increased resourcing, particularly for staffing and technology. This increased capacity is providing more opportunities for staff learning and development together with much needed investment in technology, albeit from a low base. We are already beginning to see benefits from the better resourced Learning and Development Unit with more technical and management training taking place. It is anticipated that the recently established Change Management Office will lead to a more structured approach to the development and implementation of change projects and to better outcomes over the coming years.

Given the pivotal position of the Courts Service in the justice system, we can, through constructive collaboration with all stakeholders in the justice sector, generate improvements in service delivery and contribute constructively to the cross justice reform agenda.

### Challenges

Delivery of the Courts Service mandates and its reform agenda is dependent on the provision of necessary funding and resourcing from central Government and on the policy and economic context in which we operate. In this regard, we are competing with demands from all public sector organisations for funding and resources, as part of the Government budgetary process.

Some Courts Service key reforms are also dependant on the enactment of legislative reforms. Conversely, changing external demands and priorities can, at times, take precedence over the implementation of Courts Service priorities leading to an unanticipated diversion of resources. It is therefore important that we are in a position to liaise directly with the Department of Justice and Equality and other central Government Departments to identify in advance policy and legislative, including EU legislative, proposals that could, once enacted, impact on the volume and nature of work being dealt with in the Courts and court offices. In the context of our statutory role, having an open constructive engagement with the Department of Justice and Equality and, where appropriate, other Government Departments and the Houses of the Oireachtas is central to this approach.

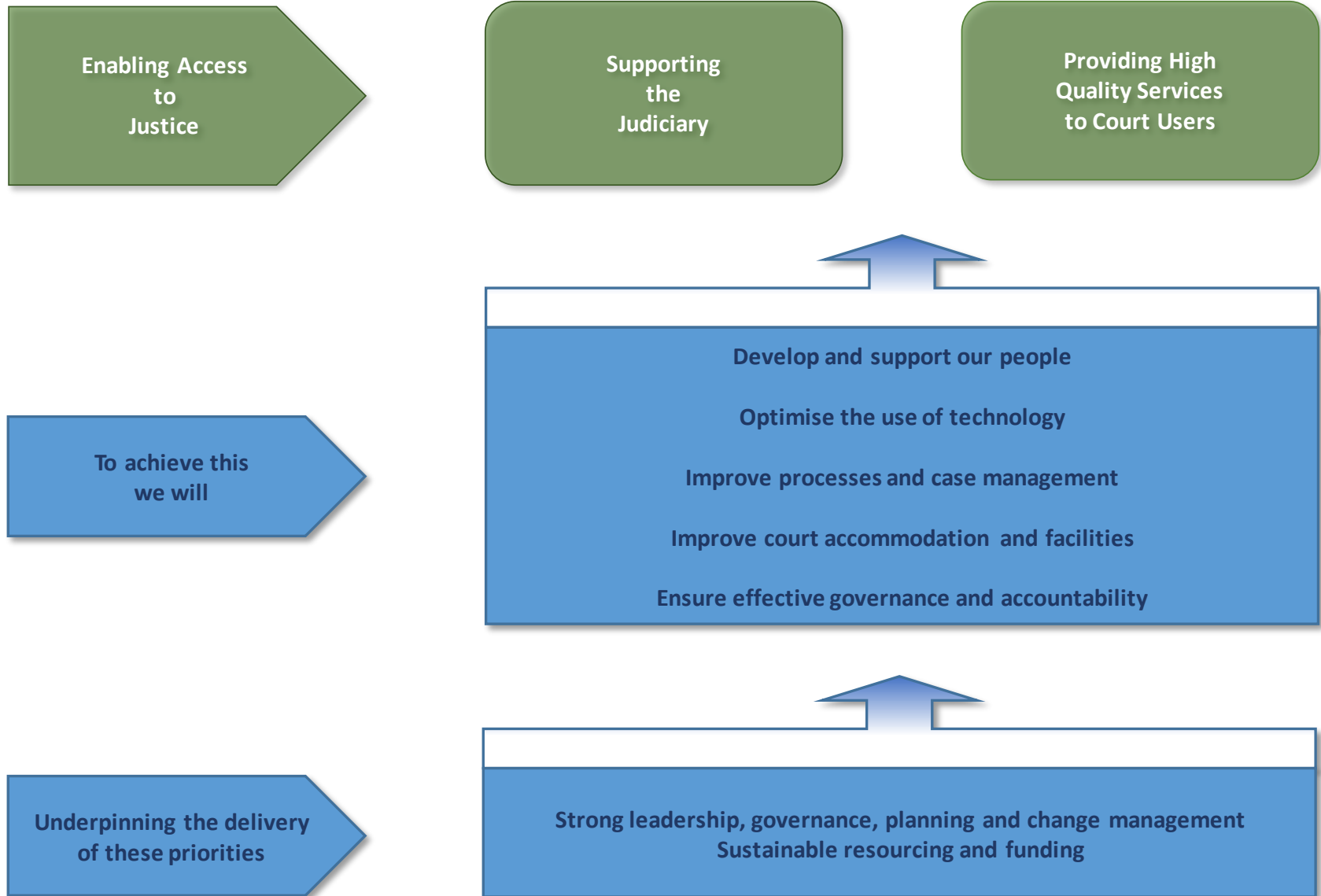
With changing demands and an ageing workforce which has the potential for significant knowledge drain over the next five years, we need to ensure there is ongoing availability of professional and technical including legal expertise in both operational and support areas.

After a period of under-investment in technology during the economic downturn, there has been a welcome increase in investment in more recent years. While we have made progress in standardising processes and upgrading ICT systems, much remains to be done in this area. Prioritising and progressing ICT projects while maintaining existing systems and operations remains an ongoing challenge.

State investment in recent years has resulted in an improvement in the courthouse facilities available to court users. However further investment is required to improve and replace courthouse infrastructure in a number of areas including accommodation and facilities for Family Law, Children's Court and the Supreme Court in Dublin, as well as in courthouses in a number of county towns outside of Dublin. We are prioritising investing in upgrading facilities in these specific areas, however until this has been achieved we will have to continue to provide services from existing, inadequate, facilities.

**Strategic Plan 2017 - 2020**

**Courts Service Strategy Map**





### STRATEGIC PRIORITIES

#### Strategic Priority 1: Supporting the Judiciary

Supporting the Judiciary is a statutory obligation of the Courts Service and is central to our mission. As well as being a key strategic priority in its own right, it also key to the achievement of all our strategic priorities. We support the Judiciary by ensuring that all court sittings are supported and the necessary resources and assistance are in place for the Judiciary to administer justice.

#### Objectives and Actions:

- 1 Support the judiciary and the administration of justice by:
  - Having resources in place to support court sittings.
  - Continuing to assist Judges in list management and case progression as appropriate.
  - Working with the Judiciary and the Department of Justice and Equality in progressing the establishment of the Judicial Council.
  - Supporting the Rules Committee with a view to reforming, standardising and simplifying court rules and procedures.
  - Contributing to the forthcoming Civil Justice Review chaired by the President of the High Court.
2. Implement recommendations of Report of the Review Group on Judicial Assistants (June 2017) to ensure judicial assistants are providing improved research and other supports to Judiciary by:
  - Arranging more targeted recruitment campaigns focussed on the requirements of the Judiciary for judicial assistance and research across jurisdictions.
  - Having appropriate supervisory arrangements in place for judicial assistants with clear lines of communication.

### Strategic Priority 2: Providing High Quality Service to Court Users

A core part of our mission is the provision of excellent services to court users. All Courts Service offices are involved either directly or indirectly in providing services to a wide range of court users, including the legal profession, other public bodies, non-governmental agencies as well as directly to members of the public. Court users attend courts and court offices for a wide variety of reasons in at times stressful, adversarial circumstances. We strive to provide a consistent, impartial, high level of customer service appropriate to the circumstances, in improved court accommodation and facilities.

#### Objectives and Actions:

1. Develop clear definitions of customer service standards to support excellent and consistent customer service levels across the organisation by:
  - Continuing to engage with our stakeholders through regular user group meetings in Dublin and countrywide.
  - Actively seeking and evaluating the views of those who use our services through quality surveys and feedback with a view to improving the quality and consistency of services based on this feedback.
  - Expanding the range of services available on our website so that more people can engage with the Courts Service online.
2. Ensure our obligations under the EU Victims' Directive, Criminal Justice Victims of Crime Bill (2017) and Domestic Violence Bill (2017) are met, in particular by:
  - Having dedicated facilities available for victims of crime in new court buildings.
  - Providing training for staff who may come into contact with victims during the course of their work, including underage victims who may give evidence by video link or using special measures.

### Strategic Priority 3: Develop and Support our People

Our primary objective is to have skilled, engaged and enabled staff.

#### Objectives and Actions:

1. Be a place where people are proud to work and be an employer of choice by:
  - Developing and implementing a revised and extended organisation wide approach to integrating new staff joining the organisation including an extended induction programme, more structured on the job training and support for managers in managing the probationary process.
  - Developing peer networks, communities of practice, and other structures to optimise the sharing of knowledge e.g. Principal Officer network.
  - Promoting equality, dignity and wellbeing for staff by developing and implementing a wellbeing policy and policies on equality, diversity and dignity at work.
  - Continuing to improve communication and engagement across the organisation, by developing, identifying, showcasing and mainstreaming good communication practices.
  
2. Develop and enable our workforce to achieve their career goals and the goals of the Courts Service in delivering an excellent service to the Judiciary and to the public by:
  - Developing and implementing a workforce planning approach to the filling of future vacancies with succession planning and the identification of skills needs, including technical and specialist skills.
  - Creating a clear framework for knowledge transfer to ensure continuity of service across all offices when staff move due to promotion, mobility, resignation or retirement.

## Strategic Plan 2017 - 2020

- Revitalising performance management by focussing on and encouraging regular and effective conversations between managers and staff.
  - Implementing recommendations from the Combined Office Report.
3. Continued implementation of the Learning and Development Strategy to ensure staff have the management, technical and legal skills and knowledge to discharge their roles in an effective and professional manner by:
- Ensuring resources are available to the Learning and Development Unit so that they can deliver the training and other supports needed.
  - Supporting our managers as people developers and leaders through developing a modular approach to management and leadership development including coaching, mentoring and structured programmes.
  - Identifying organisational barriers to learning and development and finding innovative solutions that will enable staff to access training when and where they need it.
  - Developing more structured approaches to on the job training and follow up with staff that have recently joined offices.
  - Building on recent progress in developing and delivering in house technical training by extending this approach to other priority areas as identified by staff such as District Court criminal training and courtroom technology training, and by aligning systems training with business training.
  - Continuing to embed a coaching culture by ensuring that coaching skills are recognised and integrated into all human resources systems and functions. This will include effective management of performance, goal setting, giving feedback, managing underperformance and probation.

## Strategic Priority 4: Improve Processes and Case Management

Working with the Judiciary and other stakeholders, we will continue to support improved access to justice through case management, collaboration and reform.

### Objectives and Actions:

1. We will continue to assist and progress improved case management and waiting times in areas currently the subject of reform and review by:
  - Designing and putting in place a Legal Costs Adjudicator regime, as provided for in the Legal Services Regulation Act, 2015, that is accessible, online and efficient.
  - Reforming the manner in which Probate Services are delivered, through implementation of agreed recommendations arising from ongoing review.
  - Extending the eLicensing system nationwide.
  - Developing and implementing an online system for applying for leave to appeal to the Supreme Court.
2. Working with the Department of Justice and Equality, practitioners and other stakeholders in contributing to criminal, family law and civil law reform by:
  - Collaborating with cross justice sector strategic and efficiency working groups in the criminal and civil justice areas such as the Criminal Justice Strategic Committee and the Civil Agencies network.
  - Contributing to the development of primary legislation as required.
  - Contributing to the implementation of the Assisted Decision Making Capacity Act 2015 and to the smooth transition of cases from the current Wards of Court regime.

## Strategic Plan 2017 - 2020

3. Ensuring staff across the organisation have central supports available to them to assist with ongoing work and when delivering change by:
  - Ensuring the Business Support Unit has the resources to assess, co-ordinate and advise on the impact of new and existing legislation thereby ensuring standardisation of practice and procedure across offices with similar responsibilities.
  - Ensuring the Change Management Office has the resources to support the effective implementation change projects thereby contributing to successful project delivery, and benefits realisation.
  - Re-launch the LEAN programme across all offices, including when implementing new legislation and rules and in reviewing existing practice and procedure.

### Strategic Priority 5: Improve Court Accommodation and Facilities

We will develop and maintain our built estate so as to provide quality buildings with appropriate facilities for all court users which facilitate access to justice and supports the administration of justice.

#### Objectives and Actions:

1. We will continue our programme of providing modern and accessible courthouse accommodation at all county town venues to meet current and future demands including demands occasioned by the proposed establishment of the new family law court structure by:
  - Completing the current courthouse building programme, delivered via PPP, at the following locations: Drogheda, Letterkenny, Wexford, Waterford, Mullingar, Cork and Limerick.
  - Acquiring sites at remaining county town venues.
  - Commencing planning for remaining venues as either using traditional or PPP funding models at the following locations: Portlaoise, Galway, Tralee, Wicklow and Roscommon.
2. Subject to appropriate funding allocation, we intend to progress the Hammond Lane project to provide a modern, purpose built children and family law court complex incorporating new Supreme Court facilities in central Dublin by:
  - Ongoing engagement with Department of Justice and Equality and Department of Public Expenditure and Reform seeking sanction to proceed.
  - Working with the Office of Public Works, progress Part IX Planning application.
  - Commencing procurement with the National Development Funds Agency.
  - Meeting a target of contracts agreed by 2019.

## Strategic Plan 2017 - 2020

3. We will plan for future court accommodation requirements following the completion of the county town venues by:
  - Identifying priority locations for investment taking account of demographics, survey results, business requirements and possible partnership arrangements.
  - Taking account of legislative and policy developments that may impact on service delivery models, including provision of more services centrally and online.
  - Improving management data on courtroom usage.
  
4. We will maintain our estate by:
  - Managing our property portfolio effectively and target investment at areas where it is needed most.
  - Effectively managing public private partnership contracts so as to achieve value for the ongoing state investment in these contracts.
  - Implementing an effective proactive courthouse maintenance programme.
  - Undertaking comprehensive survey of our building estate.
  - Increasing our energy efficiency in line with our 2020 targets.
  - Ensuring all health and safety obligations are met and all new court buildings building are accessible to all court users.



### Strategic Priority 6: Optimise Use of Technology

We will optimise the potential of technology to improve the service delivery for all stakeholders, by expanding the range of services provided on-line, through digital means, and expanding the use of courtroom technology.

#### Objectives and Actions:

1. Maintain and continuously improve existing ICT infrastructure and develop our ICT capability to ensure our systems are reliable and fit for purpose by:
  - Working with service providers in continuing to simplify, upgrade and replace legacy ICT systems and infrastructure.
  - Continuing to improve cyber security and disaster recovery, so as to ensure that our systems can withstand potential security breaches.
  - Expanding and developing our website ([www.courts.ie](http://www.courts.ie)) to provide improved and user friendly access to information and on online services for court users in accordance with content best practice principles.
2. Generate efficiencies from increased use of online service delivery using the Courts Service On-Line (CSOL) platform and the development of agile ICT systems, with ICT and business units working in collaboration by:
  - Progressing the online digital model for filing court documents (eFiling) in areas such as eLicensing, the new legal cost adjudicator regime and when implementing recommendations arising from policy reviews such as the probate services review.
  - Developing accessible systems that exploit the potential of centralisation, standardisation and online tracking in areas such as debt claims on line, legal aid and jury summons.
  - Commencing work on developing integrated ICT case management systems across all court jurisdictions for similar case types e.g. in the family and civil law area.

## Strategic Plan 2017 - 2020

3. Work with the Judiciary and all stakeholders to develop a common understanding and exploit the potential of court room technology to deliver efficiencies by:
  - Promoting increased use of electronic display of evidence in civil and criminal cases and exploring innovative evidence display methods.
  - Facilitating increased use of video conferencing for court appearances by witnesses including expert witnesses, underage witnesses, victims of crime and domestic violence as well as persons in custody thereby reducing the need for persons to attend court and streamlining the court process.
  - Maximising the potential of Digital Audio Recording (DAR).
  
4. Expand our capacity to integrate internal ICT systems and exchange data with other agencies and improve availability of performance and management statistics by:
  - Improving integration between Courts Service ICT case management systems and other systems.
  - Improving the generation and data collection capability within ICT systems, to provide information required at national and international level in respect of case type, case management, timelines and disposal rates.
  - Working with other stakeholders in the justice sector to support improved electronic data sharing and interoperability across agencies to deliver operational efficiencies in areas such as legal aid and electronic receipt of charge sheets from An Garda Síochána.

### Strategic Priority 7: Ensure Effective Governance and Accountability

Effective corporate governance continues to be a priority. The new Code of Practice for the Governance of State Bodies has a number of new requirements that are being addressed by the Courts Service. Securing the funding necessary for the effective operation of the courts and transparency and accountability in the use of those funds is also a prerequisite for having a well-managed, well governed organisation that supports the judiciary and enables access to justice.

#### Objectives and Actions:

1. Ensure compliance with the Code of Practice for the Governance of State Bodies 2016 and other regulatory frameworks by:
  - Agreeing appropriate oversight arrangements with the Department of Justice and Equality.
  - Continuing to develop effective operation of risk management at all levels.
  - Ensuring the Courts Service is compliant with the General Data Protection Regulation (GDPR), which comes into effect in May 2018.
  
2. Demonstrate transparency and accountability in the utilisation of public funds by:
  - Supporting the work of the Courts Service Board and its Committees.
  - Progressing the development of improved financial reporting and key performance indicators.
  - Continuing to ensure that administrative arrangements for the management and investment of court funds are effective.
  - Reviewing the level of fees charged for certain services and making recommendations where necessary.
  - Engaging effectively with the Department of Justice and Equality and the Department of Public Expenditure to secure the necessary funding for the Courts Service.

## Strategic Plan 2017 - 2020

### MONITORING IMPLEMENTATION

Key to successful implementation of this strategy will be:

- Annual Corporate Business Plans setting key priorities, ownership, targets and outcomes.
- Annual Directorate Business Plans translating high level strategic objectives into key deliverables at all levels of the organisation.

Reporting on implementation with the achievement of key milestones will be by way of:

- Quarterly Reports to the Senior Management Team on the implementation of Corporate and Directorate Business Plans.
- Twice yearly reports to the Board on progress in implementing the Corporate Business Plan.
- Ongoing monitoring of delivery by senior management throughout the organisation.