

JUSTICE SECTOR

PUBLIC SERVICE AGREEMENT 2010-2014

ACTION PLAN

The Courts Service

January 2012

| 1. Better Human Resource Management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc</i> | | | | |
|---|--|---|----------------------------|--|
| NO. | Terms of the Public Service Agreement 2010-2014 | Action | Timeframe | Benefits Arising 2010-2014 |
| 1 | P3 1.4, P4 1.9, P5 1.10/11, P27 4.4, P55 6.3.10 | Replacement of the current single jurisdictional provincial Circuit and District Court Office network with a unified multi-jurisdictional office in each county <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Redesign of work practices | February 2013 | <ol style="list-style-type: none"> 1. Rationalisation of management structure 2. Rationalisation of staff roles and responsibilities 3. Increased value for money 4. Maintenance and enhancement of service levels 5. Capacity to subsume additional workload 6. Consolidation of professional expertise |
| 15 | P3 1.4, P5 1.10, P12.6 | Maximise the use of the Service Officer Pool <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Redesign of work practices | March 2012 | Revised working arrangements to provide for greater flexibility in the deployment of Service Officers in Dublin will assist in reducing costs, including the cost of using external service providers. |
| 16 | P3 1.4, P5 1.10/11, P29 4.13, P30 4.15, P55 6.3.10 | General flexibility i.e. cross jurisdictional working - Reorganisation of service delivery <ul style="list-style-type: none"> • Organisational rationalising and restructuring • Redesign of work practices • Introductions of new technology • Centralisation of transactions | Within period of agreement | <p>Greater flexibility in the deployment of staff within and between all offices and jurisdictions and flexibility in the deployment of Court Registrars across all jurisdictions will</p> <ol style="list-style-type: none"> 1. improve customer service 2. increase efficiency |

| 2. Better Business Processes: <i>Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.</i> | | | | |
|---|--|--|----------------------------|---|
| NO. | Terms of the Public Service Agreement 2010-2014 | Action | Timeframe | Benefits Arising 2010-2014 |
| 7 | P3 1.4, P5 1.10, P29 4.3 | Logging/Recording of Information using Digital Audio Recording technology- Criminal Courts <ul style="list-style-type: none"> • Reorganisation of service delivery • Redesign of work practices • Introductions of new technology | End 2012 | <ol style="list-style-type: none"> 1. Reduction in Operating Costs 2. Enhanced Return on Investment 3. The full implementation of DAR in all courts is a requirement for the operation of the proposed Judicial Council |
| 8 | P3 1.4, P5 1.10, P29 4.3 | Optimisation of the use of Courtroom technology such as <ol style="list-style-type: none"> 1. videolink 2. video display 3. video conferencing 4. DAR 5. evidence presentation 6. evidence dissemination 7. the development and use of an electronic courtbook <ul style="list-style-type: none"> • Reorganisation of service delivery • Redesign of work practices • Introductions of new technology | Within period of Agreement | <ol style="list-style-type: none"> 1.Improved customer service and significant reduction in the cost [to the courts user] of litigation 2.Reduction in cost and risk exposure for Irish Prison Service 3.Savings for users including the IPS, businesses and litigants will be achieved through greater use of videoconferencing with the Prisons and with expert witnesses (e.g public service medical staff). 4.Flexibility in the use of this equipment will assist in more efficient operation of courts. 5.Creation of a single, searchable record relating to litigation (orders sought, orders made, witnesses sworn, adjournments etc) 6.Real time record to enable the retrieval of relevant data from the DAR system if required for e.g. Judicial Council, Data Protection Act compliance 7.Improved management information as to events / conduct of Court lists and trials (single record |

| | | | | |
|-----------|---|--|--|---|
| | | | | accessible by managers in place of individual hand written registrars' notes in hard copy court books) |
| 9 | P3 1.4, P5 1.10, | The introduction of Interim Case Management System for Circuit criminal courts outside Dublin <ul style="list-style-type: none"> • Redesign of work practices • Introductions of new technology | End 2012 | The use of this system will simplify the IT systems used by staff and assist in the development of a combined office. It will lead to greater efficiency in Court operations. |
| 12 | P3 1.4, P5 1.10 | Reduction in external ICT Support <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Review of managed service arrangement with a view to reducing costs | End 2012 | Cost Avoidance: Courts Service ICT staff undertaking work previously undertaken by external suppliers will result in savings for the Courts Service. |
| 13 | P3 1.4 | The application of Business Process Improvement across the organisation <ul style="list-style-type: none"> • Redesign of work practices | 2014 Continuous and ongoing process | <ol style="list-style-type: none"> 1. Elimination of waste and duplication 2. Increased value for money 3. Standardisation of processes 4. Optimum benefit derived from restructuring and use of ICT 5. Enhanced and quantifiable performance indicators 6. Maintenance of current levels of service delivery |
| 18 | P5 1.10/11, P29 4.13, P30 4.15, P55 6.3.10 | Centralisation of Process which may include but is not limited to <ol style="list-style-type: none"> 1. Processing of Legal Aid Claims- 2. Probate Summary Judgements/Issue of Civil proceedings | Phased within period of Agreement and beyond | <ol style="list-style-type: none"> 1. Reduction in operating costs 2. Increased value for money 3. Maintenance and enhancement in current levels of service 4. Optimisation of ICT facilities |

| | | | | |
|-----------|-------------------|--|-----------------------------------|--|
| | | 3. Phone Calls to Court Offices 4. Summoning of Juries 5. Small Claims 6. Fines Notice and warrant issue 7. Sheriff's business <ul style="list-style-type: none"> • Reorganisation of service delivery • Centralisation of transactions | | 5. Capacity to subsume additional workload 6. Improved service to customers |
| 19 | P3 1.4, P4 1.9 | Electronic Transmission of Charge Sheets from An Garda Síochána to the Courts Service <ul style="list-style-type: none"> • Cross Justice Sector Efficiency | Early 2013 | Receipt of charge sheets electronically from the Gardaí will reduce data entry by Courts Service staff, reduce errors and improve communications with the Gardaí. |
| 20 | P3 1.4, P4 1.9 | Printing of summonses by outsourced contractor <ul style="list-style-type: none"> • Possible Cross Justice Sector Efficiency | 2013 depending on legislation | 1. Reduction in Operating Costs 2. Capacity to subsume additional work 3. Avoidance of necessary capital cost |
| 21 | P3 1.4, P4 1.9 | Extension of Video conferencing arrangements between Prison Service and Courts <ul style="list-style-type: none"> • Cross Justice Sector Efficiency | Phased within period of Agreement | 1. Reduced operating costs for Irish Prison Service 2. Improved return on investment in Courts Service ICT systems 3. Reduction in Security concerns at courthouses 4. Potential for reduced Legal Aid costs. 5. |

3. Delivering for the Citizen: *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity and so on*

| NO. | Terms of the Public Service Agreement 2010-2014 | Action | Timeframe | Benefits Arising 2010-2014 |
|-----|---|--|--|---|
| 2 | P3 1.4 P4 1.9 | Rationalise the number of stand alone District Court Offices <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring | Further office closures in 2012 Balance – phased thereafter | <ol style="list-style-type: none"> 1. Rationalisation of management structure 2. Rationalisation of staff roles and responsibilities 3. Increased value for money 4. Maintenance of current levels of service delivery 5. Consolidation of professional expertise |
| 3 | P3 1.4, P4 1.9, P5 1.10/11, P27 4.4, P55 6.3.10 | The creation of a single multi-jurisdictional Civil Office in Dublin to include the merger of the licensing function <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Redesign of work practices | 2014 | <ol style="list-style-type: none"> 1. Maintenance & enhancement of customer service (Centre of Excellence) 2. Rationalisation of management structures 3. Reduced operating costs 4. Improved Value for Money 5. Capacity to subsume additional workload 6. Consolidation of professional expertise |
| 4 | P3 1.4, P4 1.9, P5 1.10/11 P27 4.4, P55 6.3.10 | The creation of a single multi-jurisdictional Family Law office in Dublin <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Redesign of work practices | Within period of Agreement | <ol style="list-style-type: none"> 1. Maintenance & enhancement of customer service (Centre of Excellence) 2. Rationalisation of management structures 3. Reduced operating costs 4. Improved Value for Money 5. Capacity to subsume additional workload 6. Consolidation of professional expertise |

| | | | | |
|----|---|--|---|--|
| 5 | P5 1.10, P27 4.4, P55 6.3.10 | <p>Expand the adjudicative role of County Registrars by extending the areas in which County Registrars may exercise adjudicative functions and other functions</p> <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring • Redesign of work practices | End 2012 – depending on legislation. | <ol style="list-style-type: none"> 1. Freeing of judges for trial work 2. Reduction of trial lengths 3. Reduction of litigation costs 4. Expedited caseload disposal 5. Access to justice 6. Promote early settlement of claims 7. Maximise use of expertise and skills of county registrars |
| 6 | P3 1.4, P4 1.9 | <p>Rationalisation of Court Venues</p> <ul style="list-style-type: none"> • Reorganisation of service delivery • Organisational rationalising and restructuring | Implement findings of review during 2012 and beyond | <ol style="list-style-type: none"> 1. A reduced number of venues will result in savings in operational costs (maintenance, utilities, travel and subsistence, etc.) associated with their operation. 2. There will be efficiency savings with cases being dealt with in larger venues. The costs of potential refurbishments will be avoided. 3. Better utilisation of judicial and staff resources |
| 10 | P3 1.4, P5 1.10, P29 4.3 | <p>The introduction of e-filing</p> <ul style="list-style-type: none"> • Reorganisation of service delivery • Redesign of work practices • Introductions of new technology | Within period of agreement | <p>The introduction of e-filing will allow practitioners to apply to one service point and input data directly to Courts IT systems leading to:</p> <ol style="list-style-type: none"> 1. Improved customer service: 2. Savings in staff required to provide the service. |
| 11 | P5 1.10/11, P29 4.13, P30 4.15, P55 6.3.10 | <p>Introduction of 1st Phase of CCMS-Judgements online</p> <ul style="list-style-type: none"> • Reorganisation of service delivery • Redesign of work practices | Pilot by mid 2012 | <p>The introduction of this system will allow practitioners to input data directly to Courts IT systems leading to:</p> <ol style="list-style-type: none"> 1. Improved customer service: 2. Savings in staff required to provide the |

| | | | | |
|-----------|--------------------|--|----------|--|
| | | <ul style="list-style-type: none"> • Introductions of new technology | | service. |
| 17 | P3 1.4, P5 1.10 | Standardised Office Opening Hours <ul style="list-style-type: none"> • Reorganisation of service delivery • Redesign of work practices | In 2012 | Customer service will be improved by increased access to court offices. |
| 22 | | Implementation of the provisions of the Fines Act, 2010 <ol style="list-style-type: none"> 1. Payment of fines by instalments 2. Statutory Receiver | End 2012 | <ol style="list-style-type: none"> 1. Improvement in Customer Service 2. Reduced level of committals to prison |
| 23 | P3 1.4 P5 1.10 | Merger of Accountants Office and Courts Accounts Office <ul style="list-style-type: none"> • Merge into one office in a single location, two separate offices in different locations • Implement new office structure • Streamline processes | End 2012 | This will further improve efficiency and free up resources. <ol style="list-style-type: none"> 1. Better utilisation of resources 2. Release resources to front-line operations 3. Improved value for money 4. Increase efficiency |