



COURTS SERVICE  
*An tSeirbhís Chúirteanna*

Sustaining the  
Momentum

**Strategic Plan**  
**2005 - 2008**

To manage the courts, support the judiciary and provide a high quality and professional service to all users of the courts

Strategic Plan  
2005 - 2008



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# Strategic Plan 2005 - 2008

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# Foreword by Chief Justice

## The Hon Mr. Justice John L Murray Chief Justice & Chairperson of the Board of the Courts Service



Since its establishment in November 1999, the Courts Service has established its status as an innovative and effective body managing the Courts system and developed a wide range of services in support of the administration of justice. This has been achieved in part by embracing and applying such concepts as strategic management and partnership.

Any review of the Annual Reports of the Service will demonstrate not only the enormous challenge which it undertook from the outset but in particular how much has been achieved in the six years of its existence.

The Service has provided an ever increasing number of services as well as upgrading existing services to all persons who have occasion to use the Courts. This has included the construction and improvement of court buildings, the development of management techniques adapted to the special challenges associated with the administration of justice, with its ever increasing workload, as well as the exploitation of information technology.

Continuous economic expansion and its affects on society generally have increased public expectations concerning the performance, both in quality and efficiency, of public service bodies.

An essential aid to meeting these challenges is strategic planning. This is a process which includes a reflection and assessment of current strategies along with objectives for the future. It is thus a process which is a dynamic for change and better management. This plan defines our major goals for the next three years. It charts the next steps in the evolution of the organisation and will provide a stable and cohesive environment in which to plan future projects.

The successes of the Courts Service in achieving its aims over the years has been due in no small part to all the groups with whom it comes in contact. This is particularly true of the Judiciary but also of the staff, the legal profession and other agencies involved with the Courts. The Board acknowledges the debt due to the Judiciary, all court users and staff for their positive cooperation and suggestions in the development and implementation of the programmes of the Service. We will continue to depend on them in the implementation of future strategies.

Also essential to the future success of its strategies, as it has been in the past, is the support given by the Government to the Courts Service. In particular the support of the Minister for Justice, Equality and Law Reform and the Minister for Finance as well as their Departments is readily acknowledged. In maintaining the pace of change over the years the Board has been mindful not to overlook the traditional values of public service which will remain as a reference point in its management strategies.

As Chairperson of the Board I am glad to have the opportunity to introduce this carefully constructed Strategic Plan. I am confident that it will ensure that the maintenance and improvement of services in support of the administration of justice will continue in pace with the demands of our changing and developing society.

**John L. Murray**  
Chief Justice of Ireland



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# The Board of the Courts Service



The Honourable Mr Justice John L. Murray Chief Justice and Chairperson of the Board



The Honourable Mr Justice Joseph Finnegan President of the High Court



The Hon. Mrs Justice Susan Denham, Judge of the Supreme Court. Elected by the ordinary judges of the Supreme Court



The Honourable Mr Justice John Quirke, Judge of the High Court, nominated by the Chief Justice



The Honourable Mr Justice Iarfhlaith O'Neill, Judge of the High Court. Elected by the ordinary judges of the High Court



The Hon. Mr Justice Matthew Deery President of the Circuit Court



His Honour Judge Patrick Moran Judge of the Circuit Court. Elected by the ordinary judges of the Circuit Court



Her Honour Judge Miriam Malone President of the District Court



Judge Flannan Brennan Judge of the District Court. Elected by the ordinary judges of the District Court



Mr P.J. Fitzpatrick Chief Executive Officer



Mr Hugh Mohan, Chairman of the Bar Council. Nominated by the Chairman of the Council of the bar of Ireland



Mr Owen Binchy, Solicitor. Nominated by the President of the Law Society of Ireland



Mr Kevin Fidgeon, Dublin Circuit Court Office. Elected by the staff of the Service



Mr James Martin, Assistant Secretary, Department of Justice Equality and Law Reform, an officer nominated by the Minister



Ms Olive Braiden. Nominated by the Minister to represent consumers of the services provided by the Courts



Ms Paula Carey. Nominated by the Irish Congress of Trade Unions



Mr Gerry McCaughey Chief Executive Century Homes. Nominated by the Minister for relevant knowledge and experience in commerce, finance or administration



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# Introduction by Chief Executive Officer

I am very pleased to introduce our third Three Year Strategic Plan which has been prepared following a very extensive consultation programme with Judges, staff, Court Users and the public. The six years since our establishment have been very busy. There has been much change and modernisation. The challenge for all of us is to create a culture where innovation and organisational learning become the norm. Judges, staff and Court Users have embraced all these changes enthusiastically and staff have successfully taken on new roles.



Our first strategic plan was focused on structures – our new organisation, central and regional management structures, information technology and building infrastructure. Our second plan was concentrated on customer service. Our objective in this strategic plan is to develop a service where procedures, practices and customer service meet citizens' needs. For this reason we carried out an extensive consultation programme involving Judges, staff, court users and members of the public.

We held consultation workshops with our staff which confirmed that there exists within the Organisation an abundance of talent, knowledge, experience and skills. We must continue to build on the intellectual capacity that exists within the Organisation. We have inherited many important values including integrity, impartiality and service to the public. Our objective is to preserve these values while at the same time encouraging creativity and innovation. We will continue to seek to achieve value for money in all our services.

This strategic plan sets out our vision and a broad statement of what we are seeking to achieve. We will align our annual business plans and our performance management systems to implement this new strategy.

Since our establishment we have sought to develop a consultative and participative culture through a high level of staff involvement. The staff survey that we commissioned in 2003 and the review that we carried out in 2004 of performance management and business planning suggested that significant progress has been achieved in creating this desired culture.

I would like to sincerely thank the Judges and staff who contributed to our consultation programme. I would also like to thank the many court users and the members of the public who took the time to write to us or to attend meetings and contribute to the development of this statement of strategy.

I am confident from my experience of the past six years that our staff will meet the challenging but attainable goals that are contained in this strategic plan.

**PJ Fitzpatrick**

Chief Executive Officer



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# Chapter I

## Introduction

This is our third strategic plan. It seeks to provide the direction that will guide us during the years 2005-2008. It reiterates our original vision to create a world class Courts Service. It incorporates the core values and purpose that have guided us since our establishment. We will retain our core values and core purpose while continuously adapting our strategies and practices in response to changes in our environment.

Our first plan focused on the structures: - the new organisation, information technology, building programme, information for the public and family law court services. Our second plan concentrated on improving customer service and improving and simplifying practices, procedures and processes.

This plan seeks to build on the achievements of our first two plans. It is focused on our core work. It has at its core the staff who deliver services to the public. Its emphasis is on supporting and assisting the judiciary and frontline staff. It will serve as a framework for action for the next three years. In preparing it we have taken account of our operating environment and the resources available to us. We have also had regard to:

1. The constitutional role, responsibilities and independence of the Judiciary.
2. The views and needs of court users.
3. The *Programme for Government*, Government policy and legislative changes relevant to the courts.
4. The Department of Justice, Equality and Law Reform's Statement of Strategy.
5. The constantly expanding and changing responsibilities of the courts arising from new legislation at national and European level.
6. Economic and demographic trends.

In line with the principles underlining the Strategic Management Initiative we have also taken account of:

- ◆ The contribution we can make to national economic and social development.
- ◆ The provision of high quality public services.
- ◆ The need to ensure the most beneficial, effective and efficient use of resources.

### Development of this Strategic Plan

This plan has been developed in accordance with the guidelines approved by the Government. Its key themes are modernisation, innovation and customer service. Annual business plans will be aligned to support the achievement of its goals and objectives.

We engaged in an extensive consultation programme with the Judiciary, staff, the legal profession, Government departments and offices, court user groups, other stakeholders and the public. Very large numbers of staff participated in workshops in Dublin and the Provinces. Our Partnership Committees contributed significantly to the development of the plan.

## Chapter 2

# Mission and Values

### Our mission is to manage the courts, support the Judiciary and provide a high quality and professional service to all users of the courts

Under the Courts Service Act 1998 our statutory mandates are

- ◆ To manage the courts
- ◆ To provide support services for the Judiciary
- ◆ To provide information on the courts system to the public
- ◆ To provide, manage and maintain court buildings
- ◆ To provide facilities for users of the courts

The Act also empowers us to make proposals to the Minister for Justice, Equality and Law Reform in relation to the distribution of jurisdiction and business among the courts and on matters of procedure.

### Guiding Principles and Values

Our purpose is to support the administration of justice by the Judiciary. This involves providing services in a courteous and timely fashion for those who use the courts or our offices. Our aim is to deliver the highest quality service to the Judiciary and to be proactive in responding to court users' needs.

We will continue to be guided by the fundamental principles set out in our first two plans.

- ◆ We will deliver a consistently high quality service to the Judiciary.
- ◆ We will provide prompt and high quality services to meet the needs of all court users and the public.
- ◆ We will continue to value our staff and the contribution they make and be an employer of choice.
- ◆ We will act with equality, fairness and integrity to enhance public trust and confidence in the courts system.
- ◆ We will maintain our approach of building effective relationships with the Judiciary and the professional and other bodies who interact with us.
- ◆ We will continue to foster and nurture our inherited values of integrity, impartiality and customer service while encouraging flexibility, innovation and creativity.
- ◆ During the lifetime of this plan we will focus particularly on developing the performance, commitment and sense of purpose of our staff, many of whom have joined us since we were established in November 1999.
- ◆ We will make the most efficient use of our resources and demonstrate value for money.

We will continue to motivate and develop our staff so that they in turn treat court users with professionalism, courtesy and respect. We will continue to use our Partnership structures and structured internal communication to foster a culture of staff participation and employee involvement. We recognise that our staff is essential to our success. Training for our staff will continue to be a priority. We will focus on improving the performance and productivity of staff at all levels. We will identify and disseminate best practice throughout the organisation.

We will regularly evaluate our own performance against our targets and take corrective action where necessary.

# Chapter 3

## Organisation and Structure

Details of the organisation and structure of the Courts and the Courts Service are set out in Appendices 1-3.

### The Judiciary

The role of administering justice is conferred on Judges appointed under the Constitution. In recent times the Judiciary has introduced and adopted continuous improvements and changes in practice and procedures, and in particular case management techniques, to meet increasing workloads and facilitate the more efficient hearing and disposal of cases. The Judiciary constitutes the judicial branch of government pursuant to the provisions of the Constitution. The primary role of the Service is to provide administrative support for the Judiciary in the exercise of its functions. Judges are independent in the exercise of their judicial functions. They have and continue to be central to the success of our modernisation programme. We recognise that the relationship between the Judiciary and the Service is a central component of our internal environment. The Service and the Judiciary engage with and support each other in the performance of our respective roles. We will continue to foster this relationship to meet the challenges emerging from the changing environment in which we operate.

### The Minister for Justice, Equality and Law Reform

Responsibility for the day-to-day management of the courts transferred under the Courts Service Act 1998 to the Courts Service. The Service must have regard to any policy or objective of the Government or a Minister that may affect or relate to the functions of the Service.

The Minister is responsible for legislation in relation to the administration of the courts. The Minister remains politically accountable to the Oireachtas for our overall performance.

We report to the Minister on our activities on a yearly basis. We provide the Minister and the Department of Justice, Equality and Law Reform with the necessary information to discharge their accountability in relation to our work.

## Chapter 4

# Environmental Analysis

In preparing this plan we have taken account of the Government's modernisation programme for the public service. This plan will serve as a framework for action and contains specific targets, performance indicators and outcomes.

### Programme for Government, other policy initiatives and legislation

The Government's priorities in its Programme for Government included reducing the cost of personal injury claims, reforming civil law procedures and completing work on the penalty points system. These priorities are reflected in this plan. The Government's programme for new legislation impacts directly on the workload and operation of the courts and court offices. Recent examples include eGovernment policy, the changed regime for personal injury litigation and the establishment of the Personal Injuries Assessment Board, immigration legislation, and changes to the *in camera* rule in family law cases. European Union directives and judgments of the European Court also impact on the courts.

In preparing this strategic plan we have had regard to:

- Government decisions on decentralisation,
- the Capital Investment Framework (including the use of Public Private Partnerships),
- the Management Information Framework,
- the recommendations in the Mullarkey Report on the Accountability of Secretaries General and Accounting Officers,
- the Civil Service Regulations (Amendment) Act 2005,
- the Official Languages Act 2003,
- the National Development Plan 2000 - 2006,
- the National Spatial Strategy,
- *New Connections* (the Government's strategy to realise the potential of the Information Society),
- new legislation on safety, health and welfare at work,
- the Disability Act 2005,
- Government policy in areas such as equality and diversity.

### The Department of Justice, Equality and Law Reform Strategic Plan

We have had regard to the Department of Justice, Equality and Law Reform's strategic plan. We have also taken account of the Department's strategy for the creation of an integrated youth justice system under the Children's Act 2001.

### *Sustaining Progress*, the Social Partnership Agreement 2003 – 2005

We will continue to implement action plans under *Sustaining Progress* and any successor to this agreement.

### eGovernment

We will continue to introduce a range of electronic services. Our approach includes delivering electronic services on a business to business and business to consumer level. The requirement for greater interagency communication and integration across the criminal justice system is addressed. The implementation of our criminal case management system nationwide leaves us strategically placed to contribute substantially to this.

Society is increasingly availing of the Internet as a communications medium for accessing public services. The Service, operating as it does at the centre of the Justice community of interest, appreciates its role in ensuring that all available access paths to justice are developed and made available to citizens and court users.

Internationally, court administrations are increasingly availing of new and evolving technologies as aids to presenting evidence within the courtroom. Technologies such as video conferencing, digital audio recording and electronic evidence presentation systems within the courtroom are developing rapidly across court jurisdictions worldwide. We are committed to developing and fostering their use within our courts. During the lifetime of this plan we will enhance our capability to deliver electronic services.

### Law Reform

The work of a number of bodies who make recommendations for legal reform impacts on our work. We will continue to work closely with the Law Reform Commission, the Committee on Court Practice and Procedure, the Company Law Review Group and such other groups as may be established.

### The Public Sector Programme for Decentralisation

We already have a devolved organisation. The Government’s decentralisation proposals will impact on our ability to retain staff in existing locations. The programme is likely to result in a greater turnover of staff. A key priority will be the development of training programmes to assist us to manage these changes.

### Recruitment

Latest economic figures indicate that the Irish economy is continuing its upward momentum. Low unemployment and increased job creation have led to a tightening of the labour market. We have to compete for talented and well educated staff. We are cognisant of this market and will position ourselves as an employer of choice.

### The Workplace of the Future

The National Centre for Partnership and Performance has identified the following factors as drivers of change in the Irish workplace

- ▶ The combined forces of competition and technology
- ▶ The transition to a knowledge society
- ▶ The changing needs of people
- ▶ The demand to improve the delivery of public services

These affect our operations. This plan seeks to take account of them. In particular there will be a renewed emphasis on innovation in the way we deliver our services.

### Demographic and social changes

The shift from net emigration to net immigration has seen our population increase to 4.1 million. It is likely to further increase significantly during the years ahead. The proportion of our population aged 65 and over is increasing rapidly. More than three quarters of future population growth could take place in the greater Dublin area. We will take account of these trends in planning our building programme, revising District Court areas, planning for the delivery of family and children’s courts and in planning for the future needs of specialised offices such as the Office of Wards of Court.



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During the lifetime of this plan we will implement our Official Languages Act Scheme. We will ensure that all court users can do their business in the language of their choice. The growing ethnic diversity of our society means that there are many people interacting with the court system for whom neither Irish nor English is their first language. We will continue to provide interpreters in court. We will also continue to publish information in Irish, English and a range of other languages both in leaflet form and on our website.

## European Convention on Human Rights

Prompt disposal of cases is required for compliance with the European Convention on Human Rights. We will take account of the Convention and the judgments of the European Court in planning services.

## Family Law

Applications to our family law courts continue to increase in number and complexity as our society and family configurations change. The number of self-represented litigants continues to increase. The changes in the *in camera* rule will facilitate reporting family cases, broaden awareness of the jurisprudence in family law and allow parties be accompanied in court. We will continue to improve facilities for users of our family law courts. We will review our procedures to expedite completion of cases and reduce the cost to litigants.

## Our staff

It is our staff who will implement this plan. We will continue to build their competencies, capability and flexibility. We will do this by creating a culture of continuous learning. We will continue to train our staff and support self-development, peer coaching and mentoring. We will continue to implement family-friendly work practices.

The strength of our staffing structure lies in its unified nature. All appointments are made on the basis of competency based interviews. We will develop a new Human Resource Strategy to ensure that our Human Resource practices support the achievement of the goals and objectives in this Plan.

## Capital Investment Framework

The Government has approved the use of Public Private Partnerships for a number of our capital building projects. During the lifetime of this plan we will use this mechanism to complete a number of building projects including the construction of a dedicated Criminal Court Complex in Dublin.

## Information and Communications Technology

Information and Communications Technology is transforming our courts and court offices. We use technology both in our every day work and as a key enabler of process change. We recognise its importance for the future delivery of our services. We have established a dedicated Directorate for Information and Communications technology.

Our operational environment is changing rapidly. New and emerging technologies are being developed. There is a greater emphasis on the use of technology within the courtroom. The review of our existing five year information and communications technology strategy will be completed by the end of 2005. The outcome of this review will guide our technology development programme during the next five years. It will also be aligned with and support the achievement of the objectives of this plan.

## Managing our Resources

Reliable, accurate and timely information is essential for the management of our services. We will build on the significant progress already made in implementing modern information technology systems. We will develop more efficient methods of collecting the data required to provide the Board, its committees and management with the information to support improved decision making.

## Governance

Sound governance and accountability are essential for the maintenance of public trust and confidence. We will continue to develop structures and systems to identify and manage risks and ensure accountability in all our areas of activity. We will continue to develop frameworks and practices that support good governance and risk management. We will build on the work already underway in establishing a risk management framework. We will place particular emphasis, during the period covered by this plan, on implementing the recommendations of the Mullarkey Report. Our Internal Audit function will be further strengthened and there will be a continuing focus on our management structures to ensure that they fully support the effective and efficient operation of the courts system.

## Chapter 5

# Our Stakeholders

We have sought to take account of our stakeholders' requirements in preparing this plan. Our stakeholders are all those citizens and Organisations who use our courts and court offices.

### Litigants and Complainants

Parties to all court cases, whether or not they are represented, are our primary stakeholders. This includes the public, private and public sector Organisations, An Garda Síochána, and others involved in litigation or other court related work.

### The Legal Profession

The legal profession is a key stakeholder. Solicitors and barristers are the most frequent users of our services. The Law Society and Bar Council are represented on our Board and its committees.

### Jurors

We recognise that citizens serving on juries make an essential contribution to the functioning of the criminal justice system. We will ensure that all new buildings and refurbishments continue to provide suitable facilities for jurors. We will also continue to develop and publish information to assist jurors.

### Witnesses

Oral testimony is an integral part of most trials. Our investment in court room technology will ensure that videoconferencing is available for witnesses where appropriate.

### Children

We recognise that many children and young people are involved in civil, criminal and family law cases in a variety of roles. Facilities for the taking of evidence over a live television link, where permitted by law, are in place in a number of courts. During the lifetime of this plan we will equip additional courts with this technology to meet the needs of young witnesses.

### People with Disability

People with disability have particular needs. Since our establishment we have sought to facilitate court users and staff who have a disability. We will continue to do so by providing universal access to buildings, offices and information. We will implement the provisions of the Disability Act 2005.

### The Public

We will continue to expand the information we provide for the public on the courts system. We will publish it on our website and in leaflets. We welcome comments and feedback. We will continue to develop and implement our programmes for tours of the Four Courts and other courthouses for schools and other groups.

## The Media

Under the Constitution justice must be administered in public. The media performs vital public service in reporting court proceedings. Its members have assisted us in communicating our modernisation programme to the public and court users. We have established a dedicated Media Relations Service. We have and will continue to provide dedicated media facilities in all our new and refurbished courthouses.

## Department of Justice Equality and Law Reform

The Minister for Justice Equality and Law Reform is politically accountable to the Oireachtas for our work. The Minister has a formal role in certain areas including the procurement of financial and staff resources. We will continue to work closely with the Department of Justice, Equality and Law Reform.

## Department of Finance

The Department of Finance has a crucial role in decisions about the resources available to us and the manner in which we use them.

## The Wider Justice Sector

We are more effective when we work closely with other agencies in the justice sector. Recognising this interdependence we have developed structural working arrangements with An Garda Síochána, the Director of Public Prosecutions, the Chief State Solicitor, the Land Registry / Registry of Deeds, the Prison Service, the Probation and Welfare Service and the Legal Aid Board. This has enabled us to improve procedures and processes in the management of our criminal courts.

## The Rules Committees

The Rules Committees of the Superior, Circuit and District Courts play a key role in the modernisation and reform of the litigation process and court procedures generally. Through our representation on these committees, we will continue to contribute to initiatives to streamline and simplify court procedures, and minimise costs. When the legislative arrangements, currently planned, are in place, we will assume formal responsibility for the provision of integrated support for the Rules Committees.

## Other State Authorities

The Director of Corporate Enforcement, the Revenue Commissioners, local authorities, the Competition Authority, the National Roads Authority, the Health Service Executive and many other public bodies are regular users of the Courts.

## Support Groups

A number of groups provide support for citizens who interact with the courts. Many of these rely on the information we produce to inform their proposals for changes in the law and in court procedures. Our courthouse designs and refurbishment plans provide for designated waiting rooms and facilities for victims of crime. We will continue to engage proactively with all support groups so that we can improve and develop the services and facilities we provide.

## Chapter 6

# Supporting the Judiciary

Supporting the Judiciary is one of our key statutory mandates. We are concerned with the management and administration of the Courts and have no function in relation to the administration of justice itself. The role of administering justice is conferred on Judges, appointed under the Constitution. Under the Constitution Judges are independent in the exercise of their judicial functions. Judges act in an administrative capacity in carrying out their functions as members of our Board and its Committees. Judges are central to our work and we work very closely with them on a daily basis.

The availability of a sufficient number of Judges is critical to providing speedy accessible services. A significant number of additional Judges have been appointed during the past six years. We will continue to support the Chief Justice and the Presidents in seeking to ensure that sufficient resources and support staff are in place to maximise the benefits of any additional appointments which may be required by the increase in workload of the courts.

The goals set out in chapter seven of this plan include many initiatives to further support the Judiciary and enhance day to day working arrangements between the Judiciary and staff. The goals also contain many initiatives to assist the Judiciary manage increasing workloads.

At present the Courts Service functions include the provision of financial and administrative support for the Judicial Studies Institute and the Judicial Appointments Advisory Board, both of which are independent of the Courts Service. In addition to the initiatives and strategies set out in chapter seven we will continue to provide support for both these bodies. New considerations may arise in the context of the enactment of a proposed Judicial Council.

We will also continue to ensure that a well stocked and well staffed library with access to a full range of on-line legal databases and research facilities are available to Judges in all courts. Desktop and/or laptop computers will continue to be made available to all Judges including access to online research databases.

We will assist Judges in seeking senior and experienced research resources including Court Counsellors. We will pilot in consultation with the President and Judges of the High Court, a model to provide an integrated support team for a list or lists. The Judiciary has introduced and adopted in recent times continuous improvements and changes in practice and procedures including judicial case management. These innovations have been achieved in tandem and cooperation with the Service. This plan is designed to continue to support these improvements, changes in practices, procedures and judicial case management.

We will, in consultation with the Chief Justice and Judges of the Supreme Court, prepare a technology strategy for the Supreme Court. This will include a secure virtual private network and such other benefits as are identified for inclusion in the strategy. This will be prepared before the end of 2005. The Judges' intranet will be reviewed and further developed. Technologies including video conferencing, digital audio recording and electronic presentation systems will be extended. We will make available to all Judges the recently piloted digital dictation system. All new and refurbished buildings will include improved facilities for Judges. Dedicated facilities will be provided in the new Criminal Court Complex. The redevelopment of the Four Courts, as a Civil Court Complex, will also include dedicated facilities for Judges.

We will continue to support the work of the Court Rules Making Committees, the Committee on Court Practice and Procedure and other Committees established from time to time.

# Chapter 7

## Goals

### Goal 1 - Be an innovative Organisation providing a high quality service to all court users

Strategies	Outputs	Performance Indicators	Outcomes
<p><b>1</b> Re-engineer the delivery of services in each of the business units moving to the new Criminal Court Complex with a view to creating the model for a single business unit.</p>	<ul style="list-style-type: none"> <li>◆ Creation of a single business unit which will process all criminal cases coming before the courts in Dublin.</li> <li>◆ Model applicable to the civil and family law areas when dedicated civil and family law facilities become available.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Model for criminal courts business unit in Dublin by the end of 2006 and pilot project in place by the end of 2008.</li> <li>◆ Model adapted for use in civil and family law offices from early 2008.</li> </ul>	<p>Ease of access to services for court users.</p>
<p><b>2</b> Continue to implement our Customer Service Action Plan and strengthen liaison and feedback with court users.</p>	<ul style="list-style-type: none"> <li>◆ Continued development and expansion of the central forum, user groups and liaison with court users.</li> <li>◆ Review completed by the Partnership Customer Service Action Plan Committee of all user group arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Implementation of the Customer Service Action Plan.</li> <li>◆ Completed by the end of 2007.</li> <li>◆ Review to be completed by end of 2006.</li> </ul>	<p>A Courts Service which seeks out and uses feedback from its customers.</p>
<p><b>3</b> Identify and promote measures to reform court procedures.</p>	<ul style="list-style-type: none"> <li>◆ Proposals for amendments to Court Rules and office practices will, where appropriate, promote the timely disposal of cases.</li> <li>◆ Court Rules and office practices support timely disposal of cases</li> <li>◆ Court Rules and office practices reviewed and modernised.</li> <li>◆ System in place for staff to submit proposals for reform. Suggestions for reform prepared for consideration by the Court Rules committees where Rule changes are considered to be required.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Annual Office business plans will provide for systematic review of rules and procedures from 2006.</li> <li>◆ From 2006 each Directorate will monitor progress quarterly.</li> <li>◆ Proposals submitted to Court Rules Committee.</li> </ul>	<p>Procedures and business practices which facilitate the timely and effective processing of cases.</p>
<p><b>4</b> Support and reward innovations by staff.</p>	<ul style="list-style-type: none"> <li>◆ Selection criteria for promotion will reflect the need for an innovative approach.</li> <li>◆ Development of an innovation reward system as part of the overall merit pay scheme.</li> <li>◆ Reflection of the importance of innovation in our training programmes.</li> </ul>	<ul style="list-style-type: none"> <li>◆ New Criteria In place with effect from January 2007.</li> <li>◆ Reviewed scheme in place by the end of 2006.</li> <li>◆ To be reflected in all training programmes from March 2006.</li> </ul>	<p>A culture of innovation by staff.</p>

## Goal 1 - Be an innovative Organisation providing a high quality service to all court users

Strategies	Outputs	Performance Indicators	Outcomes
5 Review our Information and Communications Technology Strategy.	<ul style="list-style-type: none"> <li>◆ An updated strategy closely aligned to our business requirements with a prioritised set of projects for development.</li> </ul>	<ul style="list-style-type: none"> <li>◆ New Strategy completed by the end of 2005.</li> </ul>	IT facilities that support the delivery of our services including filing of documents and e-payments.
6 Maximise the potential for the use of technology in the delivery of services.	<ul style="list-style-type: none"> <li>◆ Pilot system for electronic display of evidence within the Supreme Court</li> <li>◆ Modern communications infrastructure in place</li> <li>◆ Video conferencing in place between Courts and Prisons.</li> <li>◆ Phase 1 of Civil Case Management System in place.</li> <li>◆ Extension of the Criminal Case Management System to the Circuit Criminal Courts.</li> <li>◆ Technology and video courtrooms in place in the new Criminal Court Complex.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completed by December 2006</li> <li>◆ Completed by the end of 2006.</li> <li>◆ Completed by June 2007.</li> <li>◆ Completed by the end of 2007.</li> <li>◆ Completed by April 2008.</li> <li>◆ Completed by the end of 2008.</li> </ul>	Effective use of our new and existing technology.
7 Continue and expedite our programme for the electronic delivery of our services.	<ul style="list-style-type: none"> <li>◆ Online Small Claims system in place nationwide.</li> <li>◆ Online access available to Court Registers.</li> <li>◆ System in place for the electronic transfer of summons applications from An Garda Siochana to the Courts Service</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completed by end 2007.</li> <li>◆ Two on-line registers in place by June 2007 and four on-line registers in place by the end of 2008.</li> <li>◆ Completed by December 2006</li> </ul>	Ease of access to services for court users.
8 Improve our telephone service to the public	<ul style="list-style-type: none"> <li>◆ Review and modernisation of the telephone system</li> <li>◆ Processes for dealing with telephone calls in all offices reengineered.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review of telephone systems to be complete by mid 2006 and implementation of all recommendations by the end of 2007.</li> <li>◆ Each office to determine response times and business processes in keeping with the Courts Service customer service charter.</li> </ul>	Timely response to all telephone calls.

## Goal 2 - Our systems will facilitate and support the timely and efficient processing of all court cases and court business

Strategies	Outputs	Performance Indicators	Outcomes
<p>1 Identify case backlogs and work with the Judiciary to devise plans to reduce them.</p>	<ul style="list-style-type: none"> <li>◆ Backlogs within our remit identified and eliminated by all offices.</li> <li>◆ Timely management and statistical information on court activity/volumes and waiting times provided for the Chief Justice, the Presidents and managers on a monthly basis.</li> </ul>	<ul style="list-style-type: none"> <li>◆ From 2006 all business plans will develop appropriate performance indicators to provide for reduction / elimination and prevention of case backlogs.</li> <li>◆ Timely management information available from January 2006.</li> </ul>	Streamlined case processing in all courts and court offices.
<p>2 Develop and promote case management systems for appropriate categories of litigation.</p>	<ul style="list-style-type: none"> <li>◆ Functions of County and other court registrars reviewed in consultation with the Judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review to be completed by mid 2006 and recommendations to be implemented by the end of 2007.</li> </ul>	Judges have more time to deal with their core work.
<p>3 In conjunction with the Judiciary review existing and establish new specialised Courts and lists as appropriate.</p>	<ul style="list-style-type: none"> <li>◆ Pilot Drugs Court reviewed.</li> <li>◆ Community based reparations schemes as in Nenagh Co. Tipperary reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Pilot Drugs Court reviewed by the end of 2005.</li> <li>◆ Community based reparations schemes reviewed by mid 2006.</li> </ul>	Improved quality of life for drugs offenders and other offenders and reduction in harm for victims.
<p>4 Ensure that our staff are well trained and technically qualified at all times.</p>	<ul style="list-style-type: none"> <li>◆ Provision of technical training for staff in supreme, High, Circuit and District Court Offices.</li> <li>◆ Provision of coaching, mentoring and training skills for managers.</li> <li>◆ A culture of self- development and continuous learning.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ongoing.</li> <li>◆ Included in training and development strategy from March 2006.</li> <li>◆ Included in training and development strategy from March 2006.</li> </ul>	A well-trained and technically qualified staff to provide the service that Judges and court users require.
<p>5 We will maintain consistent, accurate and up-to-date filing and data entry in all court offices.</p>	<ul style="list-style-type: none"> <li>◆ Filing and data entry practices reviewed by all offices to ensure internal consistency.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review of practices completed by mid 2006 and recommendations implemented by the end of 2007.</li> <li>◆ Monthly statistical reports on case loads and disposals provided to the Judiciary and Management from 2006.</li> </ul>	Efficient up to date file and record management practices in place. Increased accuracy and timeliness in statistical reporting.

**Goal 2 - Our systems will facilitate and support the timely and efficient processing of all court cases and court business**

Strategies	Outputs	Performance Indicators	Outcomes
<p><b>6</b> We will work with the Department of Justice, Equality and Law Reform in implementing the review of Youth Justice Services.</p>	<ul style="list-style-type: none"> <li>◆ Recommendations of the review of youth justice that relate to the Courts Service implemented.</li> </ul>	<ul style="list-style-type: none"> <li>◆ From 2006 business plans will contain commitments for implementing the recommendations of the review of Youth Justice.</li> </ul>	<p>A system that takes account of the needs of children coming before the courts.</p>
<p><b>7</b> In consultation with the President and Judges of the District Court review the operation of the Children’s Court.</p>	<ul style="list-style-type: none"> <li>◆ Criminal cases under the Children Act will be dealt with in the child’s local area.</li> </ul>	<ul style="list-style-type: none"> <li>◆ The Children’s Court in Dublin will be organised to sit in the local areas by the end of 2006, Other recommendations of the review implemented by the end 2006.</li> </ul>	<p>Improved court access for children and parents in more accessible and family convenient locations.</p>

**Goal 3 - We will work with the Judiciary to ensure that all matters coming before the courts are dealt with efficiently.**

Strategies	Outputs	Performance Indicators	Outcomes
1 Continue to develop liaison arrangements with the Judiciary in each court jurisdiction and in each local area.	<ul style="list-style-type: none"> <li>◆ Regular structured meetings between Judges and Courts Service staff.</li> </ul>	<ul style="list-style-type: none"> <li>◆ By the end of 2006 all staff in court offices will have met the appropriate Judge or Judges.</li> </ul>	Appreciation of mutual concerns.
2 In consultation with the Judiciary we will review arrangements for listing cases.	<ul style="list-style-type: none"> <li>◆ Listing arrangements that facilitate the speedy disposal of cases and reduce as far as possible waiting times and inconvenience for court users.</li> <li>◆ Systems in place to enable Judges and staff successfully plan court lists and achieve efficient case management.</li> <li>◆ Standardised court sitting times.</li> </ul>	<ul style="list-style-type: none"> <li>◆ All reviews completed by end of 2006.</li> <li>◆ Recommendations contained in the review implemented by the end of 2007.</li> </ul>	Cases are dealt with on their assigned date.
3 We will work with and support the Judiciary to reduce adjournments and trial waiting times where delays exist.	<ul style="list-style-type: none"> <li>◆ Analysis of existing waiting times for litigants and identification of target waiting times having regard to the needs of stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Complete analysis of waiting times by the end of 2006 and identify target waiting times by the end of 2007.</li> </ul>	Cases are dealt with on their assigned date.
4 Continue to develop arrangements for separate family law lists for all District Court Districts.	<ul style="list-style-type: none"> <li>◆ Each District to have dedicated family law sitting days.</li> </ul>	<ul style="list-style-type: none"> <li>◆ To be completed by the end of 2006.</li> </ul>	Privacy and dignity for family law litigants.
5 We will standardise and simplify court orders and forms.	<ul style="list-style-type: none"> <li>◆ Orders and forms standardised in each jurisdiction.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Standardisation to be completed by the end of 2006.</li> </ul>	Consistency in orders and forms leading to efficient service for court users.
6 Complete the reorganisation of the District Court Districts and areas.	<ul style="list-style-type: none"> <li>◆ Revised Districts to reflect changes in case loads and population shifts.</li> </ul>	<ul style="list-style-type: none"> <li>◆ To be completed by the end of 2006.</li> </ul>	Equitable distribution of work.
7 In consultation with the President and Judges of the Circuit Court we will review the Circuit Court Circuits and the distribution of business.	<ul style="list-style-type: none"> <li>◆ Court Circuits and distribution of case-load reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review completed by the end of 2006.</li> </ul>	Equitable distribution of work.

## Goal 4 - We will foster public understanding of the Court system

Strategies	Outputs	Performance Indicators	Outcomes
<p><b>1</b> We will continue to provide information to court users and the public in Irish, English and a range of other languages through our website and our publications.</p>	<ul style="list-style-type: none"> <li>◆ Website continuously revised and updated to support Courts Service business objectives.</li> <li>◆ Information concerning Court sittings available at all Court venues.</li> <li>◆ Annual review by each Court Office of information on its procedures and services in leaflets and on the website.</li> <li>◆ Information about the work of court offices available in Irish, English and other languages and in a range of formats including audio and digital.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Court lists posted to website daily during sittings and all frequently used forms in downloadable format from mid 2006.</li> <li>◆ Notice Boards in place at all court venues by the end of 2007.</li> <li>◆ Information on each office and its procedures up-dated and expanded each year.</li> <li>◆ Range of leaflets reflects all the services the Courts Service provides.</li> </ul>	<p>Members of the public whatever their language requirements will have access to information on the range of services provided by the Courts Service.</p>
<p><b>2</b> We will continue to develop our outreach programme for schools, community and other appropriate groups.</p>	<ul style="list-style-type: none"> <li>◆ Court Tour Programme improved and enhanced</li> <li>◆ Outreach to schools and community groups expanded.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Courthouse tours available in all regions from early 2006.</li> </ul>	<p>Public appreciation of the way courts work.</p>
<p><b>3</b> We will continue to provide information for jurors and seek feedback on their needs.</p>	<ul style="list-style-type: none"> <li>◆ Enhanced information available to all potential jurors.</li> </ul>	<ul style="list-style-type: none"> <li>◆ All persons summoned for jury service provided with new information pack from mid 2006.</li> <li>◆ All Circuit Court Offices will seek and where appropriate implement feedback from jurors from mid 2006.</li> </ul>	<p>Jurors' requirements concerning jury duty are met.</p>

## Goal 5 - We will provide modern buildings and appropriate facilities

Strategies	Outputs	Performance Indicators	Outcomes
<p>1 Using the Public Private Partnership approach we will construct a new state of the art Criminal Court Complex in Dublin.</p>	<ul style="list-style-type: none"> <li>◆ State of the art world class court building for all Criminal Courts in Dublin City.</li> </ul>	<ul style="list-style-type: none"> <li>◆ To be completed by the end of 2008.</li> </ul>	<p>Modern facility for all Dublin City Criminal Courts.</p>
<p>2 We will review the existing seven year Building Programme.</p>	<ul style="list-style-type: none"> <li>◆ A Plan for the redevelopment of the Four Courts as a Civil Courts Complex.</li> <li>◆ Preparation of a Standard Courthouse Brief for all new and refurbished buildings.</li> <li>◆ Amalgamation of venues in areas where work loads and population changes warrant.</li> <li>◆ Provision of improved facilities for victims of crime.</li> <li>◆ Continued provision of modern facilities in all County Towns.</li> <li>◆ Continued provision of modern facilities in smaller venues with particular emphasis on the population growth in the Greater Dublin Area.</li> <li>◆ Improvement of facilities in all courts for jurors and other court users.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Revised Building Programme to be completed by the end of 2006.</li> <li>◆ Brief to be completed by the end of 2005.</li> <li>◆ Nenagh courthouse to be completed in 2005.</li> <li>◆ Longford courthouse to be completed in 2006.</li> <li>◆ Tullamore courthouse to be completed in 2006.</li> <li>◆ Kilkenny courthouse completed 2008.</li> <li>◆ Wexford courthouse to be completed in 2007.</li> <li>◆ Wicklow and Roscommon completed or substantially completed by the end of 2008.</li> <li>◆ Ballyshannon courthouse completed in 2005.</li> <li>◆ Lismore courthouse completed in 2005.</li> <li>◆ Bray courthouse completed in 2006.</li> <li>◆ Belmullet courthouse completed in 2006.</li> <li>◆ Fermoy courthouse completed in 2007.</li> <li>◆ Improved facilities in Monaghan, Tralee and Mullingar completed or substantially completed by the end of 2008.</li> <li>◆ New facilities in Drogheda, Limerick, Cork District Court, Waterford, North Kildare (Maynooth, Celbridge, Leixlip) Swords, Tallaght and Letterkenny to be completed or substantially completed by Public Private Partnership by end 2008.</li> </ul>	<p>Building Programme that reflects population trends and the National Spatial Strategy.</p> <p>Buildings and facilities that met the needs of the Judiciary, the staff, court users and the general public.</p>

Goal 5 - We will provide modern buildings and appropriate facilities

Strategies	Outputs	Performance Indicators	Outcomes
<p><b>3</b> We will review the new security arrangements in the Four Courts and we will review security arrangements in other court venues in conjunction with An Garda Síochána.</p>	<ul style="list-style-type: none"> <li>◆ A review of the security of the Four Courts and other venues.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Four Courts security review to be completed March 2006 and recommendations to be implemented by the end of 2006.</li> <li>◆ Commence review of security in other venues during 2006.</li> </ul>	<p>Secure environment provided for all Judges staff court users and the public.</p>

## Goal 6 - We will make the most efficient use of our resources

Strategies	Outputs	Performance Indicators	Outcomes
<p>1 Ensure our resources are deployed to optimal benefit.</p>	<ul style="list-style-type: none"> <li>Timely and meaningful financial information to the Board and all levels of management.</li> <li>Reviews of significant areas of expenditure.</li> <li>Central courts accounting office established with new options for payment of fines including e-payment.</li> <li>Court fees reviewed on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced reports in place by mid 2006.</li> <li>One major expenditure review completed each year.</li> <li>Pilot central courts accounting office established by June 2006 and fully implemented by the end of 2007.</li> <li>New Fees Orders produced at regular intervals.</li> </ul>	<p>Achievement of value for money and informed decision making.</p> <p>Resources freed up to concentrate on front line activities and improved customer service.</p> <p>Simplified fee structures that reflect services provided.</p>
<p>2 Continue to implement and review fund management strategy.</p>	<ul style="list-style-type: none"> <li>Compliance with investment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>All appropriate court funds invested in the new investment strategies by December 2006.</li> <li>Regular review of investment strategies.</li> </ul>	<p>Effective management of court funds in accordance with investment strategy.</p>
<p>3 Identify and manage operational and financial risks.</p>	<ul style="list-style-type: none"> <li>Risk management programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Risk management database established by mid 2006.</li> </ul>	<p>Action taken to manage identified risks.</p>
<p>4 We will develop a Human Resources Strategy to support implementation of this strategic plan.</p>	<ul style="list-style-type: none"> <li>Re-launch of performance management and development system.</li> <li>Development of a new training and development program to support the goals in this strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing performance management and development system completed by March 2006.</li> <li>New training strategy developed by March 2006.</li> </ul>	<p>Human Resources policies, practices and procedures aligned with and support the strategic plan.</p>
<p>5 Increase our use of the Partnership process in the implementation of this strategy.</p>	<ul style="list-style-type: none"> <li>More staff involved in the Partnership process.</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing Partnership structures completed by mid-2006 and recommendations implemented by early 2007.</li> </ul>	<p>Increased staff ownership of the strategic plan.</p>

## Chapter 8

# Implementation

This plan has been developed with the focus on implementation. The achievements of the past six years and the willingness of Judges, staff and practitioners to embrace change provides a solid foundation for the next three years. We have sought to build on the areas of responsibility that we already do well and to further develop those areas which have the capacity to contribute further to our effectiveness. We have deliberately put the emphasis on implementation. We have set challenging but achievable targets. We will review our own performance against those targets on an annual basis. We will report on the implementation of the targets in our Annual Reports.

### Structures

Since our establishment we have sought to ensure that our structures are flexible and reconfigurable. We will continue to adapt our structures to meet new and emerging needs or changed conditions.

#### Annual Business Plans

Annual business plans will translate the strategies into detailed unit work programmes. Each directorate will develop business plans using a partnership and team approach, allowing staff the opportunity to have a meaningful input into and ownership of the plan.

### Performance Management

A further link in the process lies in the effective implementation of the performance management and development system. This allows for individual staff contribution to the achievement of the strategies set out in this plan.

### Other Key Strategies

We will prepare and publish a new Human Resource Strategy, a new Information Technology Strategy and a new Building Programme during the next twelve months. These will be aligned with and designed to support the achievement of the objectives contained in this plan.

### Monitoring Review and Reporting

Monitoring progress will be a key task for the Senior Management Team. Progress will be formally reviewed quarterly. The reviews by senior management will monitor progress on achieving the objectives. They will also consider barriers to further progress and adjust plans to meet new demands or emerging issues and monitor the redeployment of resources and reordering of priorities. The Chief Executive Officer will provide quarterly progress reports to the Board. Formal progress reports will be submitted on an annual basis to the Minister for Justice, Equality and Law Reform.

### Key Challenges

There are a number of challenges in successfully implementing the targets set out in the Plan. These include;

#### ► Resources

The nature of much of the work of the Service is labour intensive. One of the main challenges we face over the next three years is our capacity to attract and retain staff to maintain and improve existing services and respond to the changing environment and demands placed on the courts. We will also need to motivate and offer effective training

and development to all staff. Legal/technical skills training will be a priority. Resources are also a critical element in improving the courts infrastructure, particularly buildings and information technology.

#### ▸ **Partnership and Ownership**

We recognise that if real progress is to be made there needs to be a shift from the traditional hierarchical approach to one in which there is participation, partnership and common ownership of problems and solutions. We are committed to further developing this approach at an organisational and unit level. We have found over the past six years that there is an abundance of intellectual capacity and talent at every level within the Organisation. There is also a great willingness to contribute. We will ensure that the intellectual capacity that exists within the Organisation is utilised.

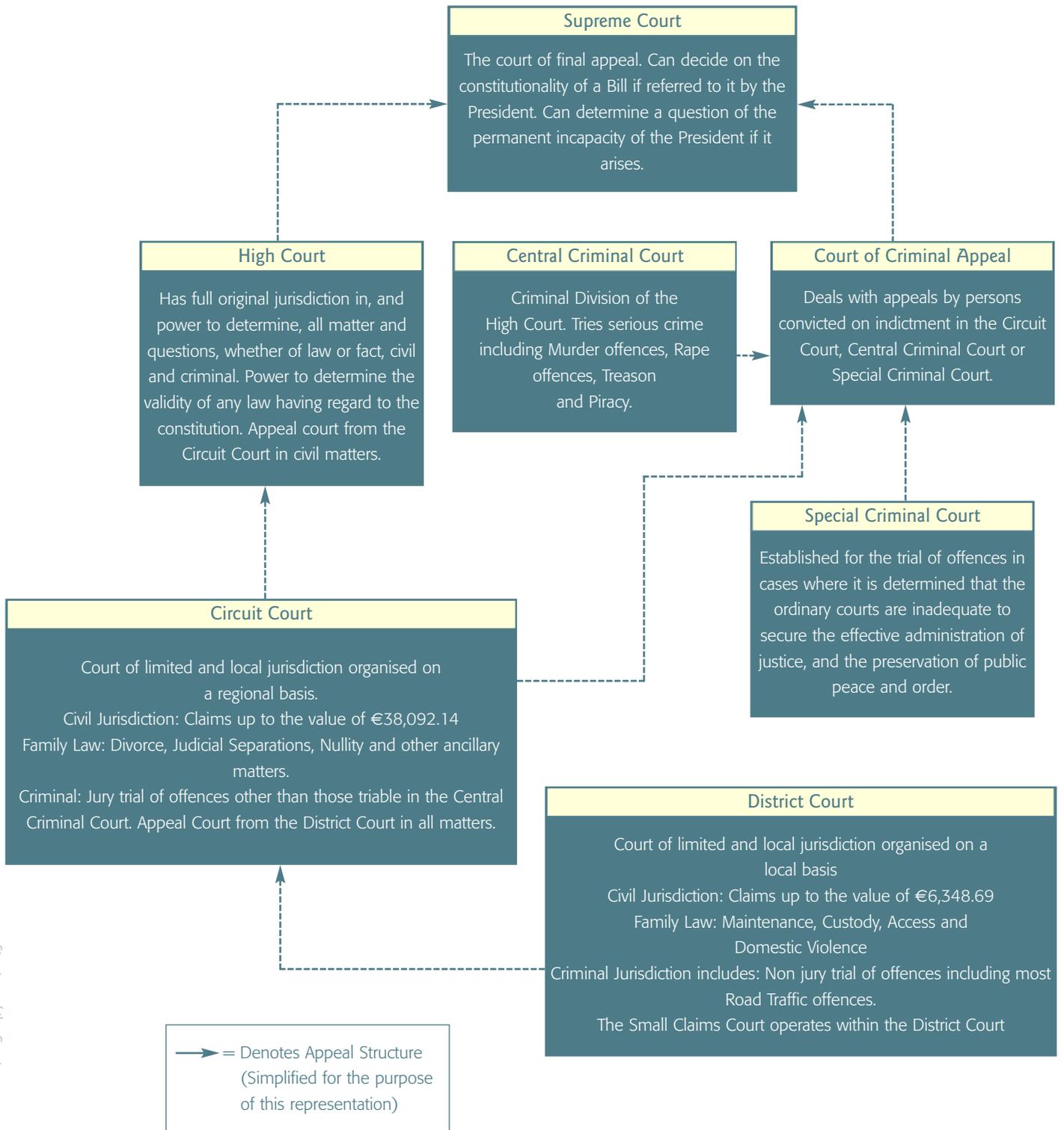
#### ▸ **Communication**

Since our establishment we have sought to improve internal and external communication. This is important for the Service which is undergoing a major change/modernisation programme. We will continue to develop our internal and external communication strategies. The establishment of User forums and the expansion of our partnership arrangements has improved communications. We fully appreciate that good communication is something organisations must work at on an ongoing basis.

#### ▸ **Review and Renewal**

We will constantly review our effectiveness and contribution. We will on a regular basis revisit our mandates, the reasons for our establishment and what we have contributed.

# Appendix I Structure of the Courts



### The Service

The Service is a body corporate and, pursuant to Section 4 of the Courts Service Act, 1998, is independent in the performance of its functions.

### The Board

The Board of the Service consists of 17 people and is chaired by the Chief Justice or another judge of the Supreme Court nominated by him/her. Section 11 of the 1998 Act specifies the composition of the Board to be:

- ▶ the Chief Justice or a Supreme Court judge nominated by him/her
- ▶ the President of the High Court or a judge of that court nominated by him/her
- ▶ a judge of the Supreme Court elected by the ordinary Judiciary of that court
- ▶ a judge of the High Court elected by the ordinary Judiciary of that court
- ▶ the President of the Circuit Court or a judge of that court nominated by him/her
- ▶ a judge of the Circuit Court elected by the ordinary Judiciary of that court
- ▶ the President of the District Court or a judge of that court nominated by him/her
- ▶ a judge of the District Court elected by the ordinary Judiciary of that court
- ▶ a judge nominated by the Chief Justice in respect of expertise in a specific area of court business
- ▶ the Chief Executive
- ▶ a practising barrister nominated by the Chairman of the Council of the Bar of Ireland,
- ▶ a practising solicitor nominated by the President of the Law Society of Ireland,
- ▶ an elected staff member,
- ▶ an officer of the Minister for Justice, Equality and Law Reform,
- ▶ a nominee of the Minister representing consumers of the services provided by the courts,
- ▶ a nominee of the Irish Congress of Trade Unions and
- ▶ A nominee of the Minister, following consultation, of a person with knowledge and experience in commerce, finance or administration.

### Functions of the Board

The functions of the Board under the legislation are to determine policy in relation to the Service and to oversee the implementation of policy by the Chief Executive. In carrying out its functions the Board shall have regard to:

- ▲ the resources of the Service for the purposes of such performance and the need to secure the most beneficial, effective and efficient use of such resources, and
- ▲ Any policy or objective of the Government or a Minister of the Government insofar as it may affect or relate to a function of the Service.

### The Chief Executive

The Chief Executive is the accounting officer and has responsibility for the management and control of the staff as well as the administration and business of the Service and reports to the Board in relation to the performance of these functions.

# Appendix 3 Organisational Chart



**P.J. Fitzpatrick**  
Chief Executive  
Officer



**Nuala McLoughlin**  
Chief Registrar,  
Director of  
Operations,  
Supreme & High  
Courts



**Diarmaid  
MacDiarmada**  
Director of  
Operations, Circuit  
& District Court



**Sean Quigley**  
Director of  
Finance



**Brendan Ryan**  
Director of  
Corporate Services



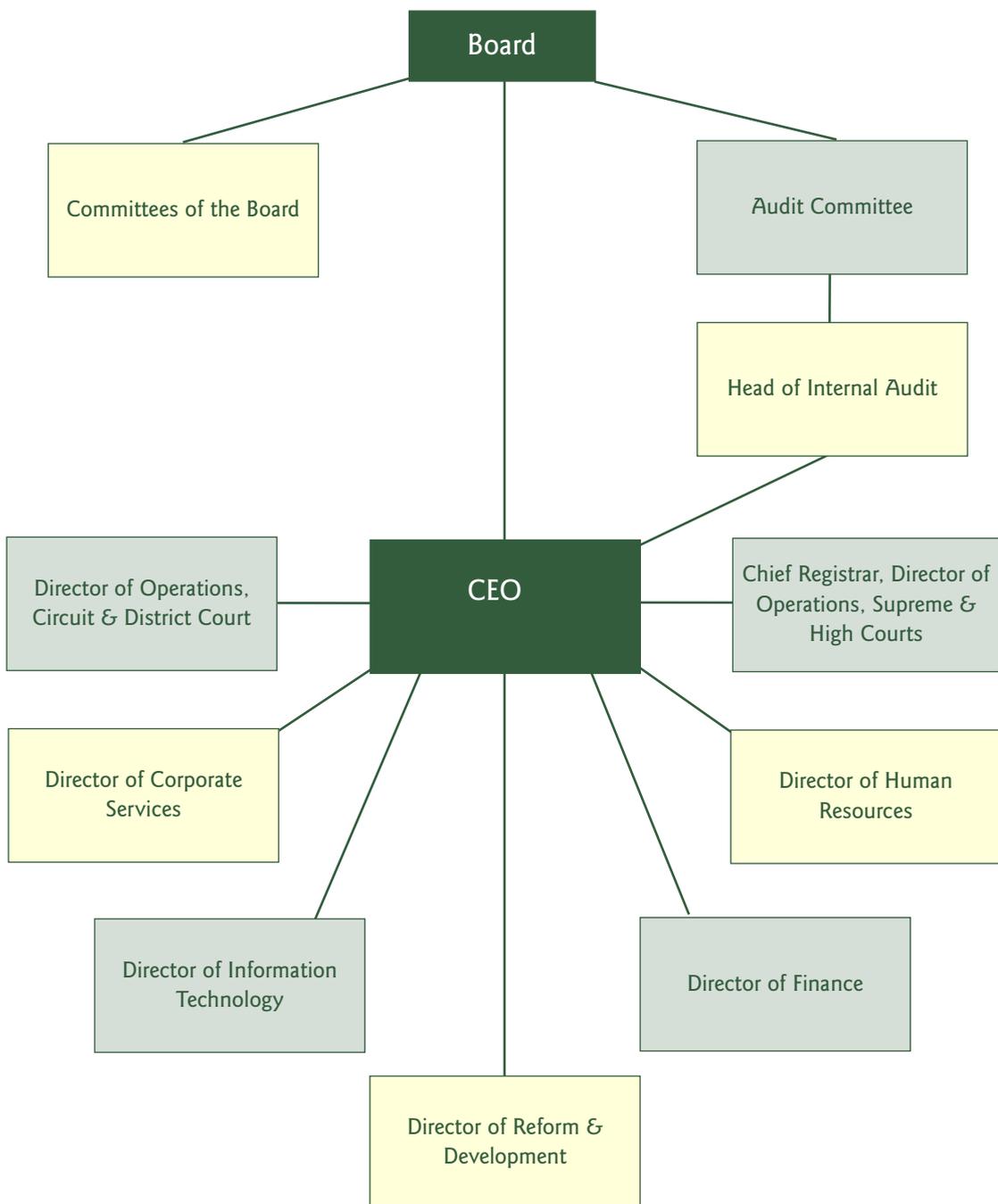
**Noel Rubotham**  
Director of Reform  
and Development



**John Glennon**  
Director of Human  
Resources



**John Coyle**  
Acting Director of  
Information  
Technology



# Appendix 4

## Profile of the Courts Service

### Profile of the Courts Service

Annual Budget €106m

Number of judicial positions 131

Caseload 770,000

Total funds managed as trustee €900m

Fines collected and transferred in 2004 €15.3m

Court Fees collected and transferred in 2004 €21.8m

Value of family law transactions processed in District Court Offices €22m

**Number of staff employed as at December 2005: 1003**

### Number of Offices

Supreme Court 1

Court of Criminal Appeal 1

High Court 11

Special Criminal Court 1

Circuit Court 26

District Court 42

### Number of locations where sittings take place

Supreme Court 1

High Court 28

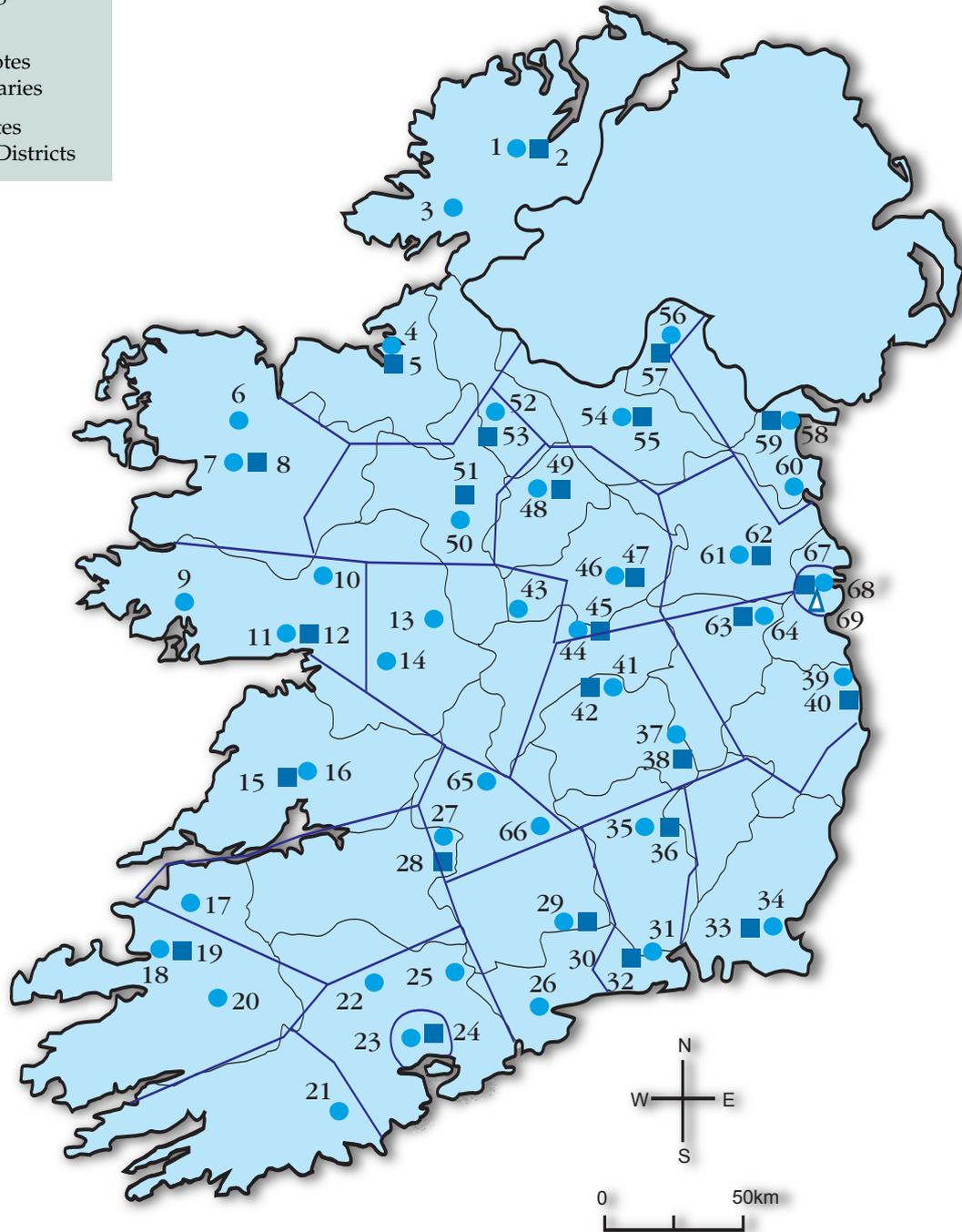
Special Criminal Court 1

Circuit Court 56

District Court 180



- District Court Offices
- Circuit Court Offices
- △ Supreme & High Court Offices
- Black line denotes County boundaries
- Blue line denotes District Court Districts



1	Letterkenny District Court Office	35	Kilkenny District Court Office
2	Donegal Circuit Court Office	36	Kilkenny Circuit Court Office
3	Donegal District Court Office	37	Carlow District Court Office
4	Sligo District Court Office	38	Carlow Circuit Court Office
5	Sligo Circuit Court Office	39	Bray District Court Office
6	Ballina District Court Office	40	Wicklow Circuit Court Office
7	Castlebar District Court Office	41	Portlaoise District Court Office
8	Mayo Circuit Court Office	42	Laois Circuit Court Office
9	Doire an Fheich District Court Office	43	Athlone District Court Office
10	Tuam District Court Office	44	Tullamore District Court Office
11	Galway District Court Office	45	Offaly Circuit Court Office
12	Galway Circuit Court Office	46	Mullingar District Court Office
13	Ballinasloe District Court Office	47	Westmeath Circuit Court Office
14	Loughrea District Court Office	48	Longford District Court Office
15	Clare Circuit Court Office	49	Longford Circuit Court Office
16	Ennis District Court Office	50	Roscommon District Court Office
17	Listowel District Court Office	51	Roscommon Circuit Court Office
18	Tralee District Court Office	52	Carrick on Shannon District Court Office
19	Kerry Circuit Court Office	53	Leitrim Circuit Court Office
20	Killarney District Court Office	54	Cavan District Court Office
21	Clonakilty District Court Office	55	Cavan Circuit Court Office
22	Mallow District Court Office	56	Monaghan District Court Office
23	Cork District Court Office	57	Monaghan Circuit Court Office
24	Cork Circuit Court Office	58	Dundalk District Court Office
25	Fermoy District Court Office	59	Louth Circuit Court Office
26	Youghal District Court Office	60	Drogheda District Court Office
27	Limerick District Court Office	61	Trim District Court Office
28	Limerick Circuit Court Office	62	Meath Circuit Court Office
29	Clonmel District Court Office	63	Kildare Circuit Court Office
30	Tipperary Circuit Court Office	64	Naas District Court Office
31	Waterford District Court Office	65	Nenagh District Court Offices
32	Waterford Circuit Court Office	66	Thurles District Court Offices
33	Wexford Circuit Court Office	67	Dublin Circuit Court Office
34	Wexford District Court Office	68	Dublin District Court Office
		69	Supreme and High Court Offices



COURTS SERVICE  
*An tSeirbhís Chúirteanna*