

Chapter 7

Planning for the Future

Court Services Division Five-Year Plan

CSD has developed a Five-Year Plan to improve the effectiveness, efficiency and accessibility of court services. The Plan establishes:

- Business Goals
- Service Standards
- Multi-Year Priorities
- Resource Needs
- Implementation Plans

The plan reflects the goals of front-line court managers and is a systematic approach to address identified areas for improvement with results-oriented strategies.

The Plan addresses human resources needs related to staff complements and staff training, and presents a basic facilities strategy for maintaining courthouses across the province. In addition, the Plan outlines CSD's specific technological commitments to support efficient case processing, to provide accurate management information and to contribute to the resolution of backlogs in criminal and child welfare proceedings.

The Planning Process

As a first step towards the development of the Plan, CSD convened a Strategic Planning Session for the Divisional Management Committee (DMC) in early January 2002. At this session, DMC explored two important preliminary issues: the role of efficiency and other values in determining court service standards and the relationship between CSD and other participants in the justice system.

The Strategic Planning Session was followed by a meeting of CSD managers, members of the judiciary and the bar and other experienced justice system participants, in May 2002. At this meeting, Divisional priorities and service standards were established and the key elements of the Five-Year Plan were developed.

Further consultation with the judiciary and CSD stakeholders was undertaken throughout 2002/03, and has resulted in the following edition of the Five-Year Plan. This Plan will be reviewed and amended annually, in consultation with the judiciary, the bar and other court users.



Photo: Lobby of the Court of Appeal for Ontario at Osgoode Hall, Toronto

Mission, Business Goals and Service Standards

Mission

A modern and professional court service that supports accessible, fair, timely and effective justice services

Business Goals

Timely and Efficient Case Processing

Accessible Services

Consistent High-Quality Services

Accountable and Effective Decision-Making

Efficient Resource Management

Service Standards

Court office resources and fully staffed, fully functional courtrooms are available as needed.

Courtroom technology supports efficient case processing.

Court transcripts are accurate and produced in a timely way.

Court filing and data entry is consistent, accurate and up-to-date at all court offices.

Efficient file and record management practices are in place at all court offices.

Electronic case tracking permits continuous monitoring of case volumes, case flow and dispositions.

Mediation services are available to promote early resolution of civil and domestic family cases.

Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs.

The Division works collaboratively with the judiciary, the bar and justice sector partners to eliminate case backlogs.

The Division participates in broader legislative and policy reviews aimed at improving the court process.

Barriers to services provided by the Court Services Division are identified and reduced or eliminated.

Information services are easily available to the public, and in particular to unrepresented litigants in family and Small Claims Court.

Technology enables improved access to court information, files and schedules.

Technology enables remote court appearances by parties and witnesses.

Electronic links between information systems support public safety goals.

Access to court documents, files and databases is governed by a legal and policy framework.

An effective communications strategy is in place to inform court users of changes in policies and practices.

A professional, trained court workforce provides consistent, accountable, knowledgeable, courteous services at court counters and offices, high quality courtroom and administrative support to the judiciary and effective enforcement services.

Client satisfaction with services is continuously monitored through public complaints protocols and client satisfaction surveys.

The Division meets all Quality Service Standards.

Local practices and programs, pilot programs, and test pilots are evaluated and assessed for province-wide application.

Municipal courts deliver *Provincial Offences Act* court services in accordance with Ministry standards, the Memorandum of Understanding and legal requirements.

Specialized services are provided where appropriate.

The Division has effective partnerships with the business community and other external agencies for the delivery of some services.

The Division participates in projects to provide justice services and expertise to the international community.

The Division's Five-Year Plan provides multi-year strategic direction on Divisional priorities.

An Operational Plan is published at the beginning of each fiscal year to assess upcoming challenges, risks, and the financial outlook, and to identify and track program commitments throughout the year.

Management information reports are available to the Division, MAG, the judiciary and others, to support ongoing program reviews and the analysis of case processing trends, resource allocation decisions and client satisfaction with services.

An Annual Report is published at the end of each fiscal year to report on case trends, Divisional achievements, and other developments affecting the courts.

All programs are evaluated on a four-year cycle.

Head Office and regional staff collaborate on the development and implementation of new programs and policies.

Collaborative working relationships exist with municipalities, the judiciary and the bar, Justice Sector partners, other ministries, agencies and other Ministry of the Attorney General divisions.

The Division has a Federal/Provincial/Territorial strategy to manage the impact of federal legislation and policies on Ontario's courts.

The Division has links with external agencies to identify emerging issues and best practices and to improve the analysis of court data.

Resource models provide an objective basis for assessing courtroom and court office staffing needs, the judicial and justice of the peace complement for the Ontario Court of Justice, regional allocations and private/public costs of litigation.

Divisional finances are managed according to Management Board standards and policies, and are tracked monthly to ensure the Division operates within its allocation.

Operational and financial risks are identified early and are effectively managed.

Strategies are in place to review fees on a regular basis, and to generate new fee revenue where appropriate.

Asset management plans are in place for all resources (e.g. technology, facilities).

Policies are in place to support effective collection of unpaid fines and estreated bail.

Technology needs and resources are identified and effectively managed.

The Division works with the Facilities Branch to effectively manage court facilities and to develop a multi-year strategic facilities plan for future courthouse projects.

Initiatives

Business Goal #1: Timely and Efficient Case Processing							
Service Standard	Practice Area	Initiative	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Court office resources and fully-staffed, fully functional courtrooms are available as needed	All	Confirm courtroom staffing models in consultation with the judiciary	✓				
Courtroom technology supports efficient case processing	All	Establish model electronic courtroom at the 393 University Avenue Superior Court of Justice in Toronto to explore the use of in-court technology (<i>Completed</i>)	✓				
		Pilot model electronic courtroom					
		Evaluate model electronic courtroom					
Court transcripts are accurate and produced in a timely way	All	Review transcript production rules and practices (<i>Completed</i>)	✓				
		Establish time standards for transcript production and delivery					
Court filing and data entry is consistent, accurate and up-to-date at all court offices	All	Develop training programs for major data entry systems	✓				
		Continuous training provided					
		Complete new manuals for all systems	✓				
		Ongoing updates to manuals					
Efficient file and record management practices are in place at all court offices	All	Review file management practices and retention schedules for records and exhibits					
		Implement new file management practices and schedules and provide staff training					
		Ensure ongoing compliance with practices and schedules and update practices and schedules as required					
Electronic case tracking permits continuous monitoring of case volumes, case flow and dispositions	All	Develop and pilot new case tracking system for Superior Court of Justice cases and Ontario Court of Justice family cases	✓				
		Commence roll-out of new case tracking system					
		Develop central registry for estates proceedings (<i>Completed</i>)	✓				
		Roll out central registry					
		Develop options for an improved criminal case management system	✓				
		Implement improvements to the criminal case management system					
Mediation services are available to promote early resolution of civil and domestic family cases	Civil	40% full and partial settlement rate for cases that proceed to civil mediation	✓				
		Assess effectiveness of mandatory mediation program through surveys					
	Family	60% full and partial settlement rate for cases that proceed to family mediation; regularly monitor settlement rate	✓				
		Enter into new agreements with family mediation and information service providers (<i>Completed</i>)	✓				

COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #1: Timely and Efficient Case Processing (continued)						
Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006/2007
Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs	Civil	Compile baseline data				
		Consult with the judiciary and the bar on appropriate Court Services Division standards				
		Compile baseline data and establish time standards for default judgments issued by registrars				
		Regularly monitor time standards for default judgments issued by registrars				
		Compile baseline data and establish time standards for issuing estate certificates in non-contentious estate applications				
		Regularly monitor time standards for issuing certificates in non-contentious estate applications				
		Participate in Civil Rules Committee	✓			
		Expand case management and mandatory mediation to Essex County (<i>Completed</i>)	✓			
		Participate in Toronto Region's Case Management Implementation Review Committee	✓			
		Participate in Discovery Review	✓			
		Submit final report on Discovery Review; support implementation of recommendations				
		Review impact of the <i>Simplified Procedure Rules</i>				
	Small Claims	Compile baseline data				
		Consult with the judiciary and the bar on appropriate Court Services Division standards				
		Compile baseline data and establish time standards for default judgments issued by clerks				
		Regularly monitor time standards for default judgments issued by clerks				
		Participate in Small Claims Court Rules Subcommittee	✓			
		Participate in review of Small Claims Court Rules, including consideration of province-wide mandatory settlement conferences and automatic dismissal timelines	✓			
	Family	Compile baseline data				
		Consult with the judiciary and the bar on appropriate Court Services Division standards				
Participate in Family Rules Committee		✓				
Participate in review of Family Law Rules and Forms		✓				
Participate in the expansion of the Family Law Rules to the Superior Court of Justice						

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

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Business Goal #1: Timely and Efficient Case Processing (continued)							
Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs (continued)	Court of Appeal - Civil/Family	Compile baseline data and establish time to hearing targets, at the direction of the Court of Appeal and in consultation with users					
		Regularly monitor time to hearing rate					
	Court of Appeal - Criminal Appeals	75% of criminal appeals heard within one year of commencement of appeal					
		Compile baseline data					
		Consult with the judiciary and the bar on appropriate Court Services Division standards					
	Criminal/POA	Participate in <i>Provincial Offences Act</i> Rules Committee	✓				
The Division works collaboratively with the judiciary, the bar and justice sector partners to eliminate case backlogs	Family	Participate in Justice Summit	✓				
		Participate in Child Protection Backlog Committee and Working Groups	✓				
		Identify and recommend best practices for child protection cases (<i>Completed</i>)	✓				
		Participate in implementation of best practices for child protection cases					
	Criminal	Work with judiciary and Crowns on strategies to identify, prevent and reduce criminal backlogs	✓				
		Support establishment of Brampton, North York and Scarborough backlog reduction courts, and further courts to be determined	✓				
		Participate in Justice Summit Criminal Working Groups	✓				
		Prepare report and recommendations to address the increasing number of appearances in criminal matters					
		Establish standard data definitions for criminal case data collection					
The Division participates in broader legislative and policy reviews aimed at improving the court process	All	Review and implement legislative, policy and program changes at provincial and federal levels	✓				
	Family	Prepare for implementation of the <i>Domestic Violence Protection Act</i>	✓				
		Prepare for implementation of the <i>Interjurisdictional Support Orders Act (Completed)</i>	✓				
		Implement <i>Divorce Act</i> amendments (once passed)					
	Criminal/POA	Engage in <i>Provincial Offences Act</i> streamlining exercise with municipalities					
		Participate in Federal/Provincial/Territorial review of criminal trial court structure	✓				

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

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Business Goal #2: Accessible Services							
Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Barriers to services provided by the Court Services Division are identified and reduced or eliminated	All	Ensure court facilities have appropriate signage and are secure, safe, and physically accessible (e.g. by disabled persons, by general public)	✓				
		Ensure compliance with <i>Ontario Human Rights Code</i>	✓				
		Ensure access to French language services and interpreter services	✓				
		Assess impact of current fee schedule and any proposed fee increases on public access	✓				
		Review court forms/public materials/services/Internet and bring into compliance with the <i>Ontarians with Disabilities Act (Completed)</i>	✓				
		Compile baseline data regarding counter wait times (including Court of Appeal)					
		Establish standard counter wait times (including Court of Appeal)					
		Monitor standards and best practices for counter wait times (including Court of Appeal)					
Criminal	Negotiate agreement with federal government on provision of French language services in <i>Contraventions Act</i> matters (<i>Completed</i>)	✓					
Information services are easily available to the public, and in particular to unrepresented litigants in family and Small Claims Court	All	Participate in the Ontario Justice Education Network	✓				
		Review the quality and availability of Ontario Justice Education Network videos, guides, booklets, etc. for unrepresented parties	✓				
		Establish Ontario Justice Education Network Web site	✓				
		Reassess in-person litigant needs, including the Court of Appeal					
		Make public education materials available in more locations (e.g. Government Information Centres, libraries, agencies)	✓				
	Small Claims	Consider the need for Small Claims Courts public information sessions/centres and the development of Small Claims Court Internet materials	✓				
	Family	Consider expansion of Family Law Information Centres	✓				
Family Law Information services available in all court sites (83)							
Technology enables improved access to court information, files and schedules	All	Post court services information on the Ministry Internet site (e.g. information on publication bans, the jury selection process, court locations, guides and booklets and the legal appointment process)	✓				
		Work with Shared Services Bureau on "Life Events" bundles for the Internet (e.g. "bundled" information for spouses going through divorce)	✓				
		Post electronic court forms on the Ministry Internet site	✓				
		Install electronic display boards in busy courthouses to display court schedules and other information					
		Review options for electronic filing of court documents, payment of fines and fees and access to court files and schedules	✓				

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

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Business Goal #2: Accessible Services (continued)							
Service Standard	Practice Area	Initiative	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Technology enables remote appearances by parties and witnesses	All	Consider increased use of technology to permit more remote appearances, particularly in northern locations	✓				
		Develop options for remote access to interpreter services by northern courts	✓				
		Consider options for conducting solicitor/client assessments by video conference	✓				
		Test the use of remote appearances in the model electronic courtroom					
		Evaluate the use of remote appearances in the model electronic courtroom, including the impact on courtroom procedures					
	Criminal/ POA	Review the impact of video conferencing (including video remands) on criminal backlogs and time to disposition, in order to determine future direction	✓				
		Expand availability of telewarrants to <i>Provincial Offences Act</i> matters	✓				
Electronic links between information systems support public safety goals	Family	Consider the viability of establishing information exchanges with Children's Aid Societies, subject to confidentiality requirements					
	Criminal/ POA	Establish criminal justice information links with Crowns, Police, Corrections					
		Develop improved <i>Provincial Offences Act</i> information exchanges between municipalities and the Ministry of Transportation					
Access to court documents, files and databases is governed by a legal and policy framework	All	Put into place a policy and legal framework to balance the public right of access to court information and services vs. the right to confidentiality and privacy. This policy must be consistent with legislated rules (e.g. <i>Freedom of Information and Protection of Privacy Act, Courts of Justice Act, Youth Criminal Justice Act, Child and Family Services Act</i>), rules of court and Ministry and Ontario Public Service policies					
An effective communications strategy is in place to inform court users of changes in policies and practices	All	Assess potential for electronic channels of communication and more effective use of local bench and bar committees, rules committees, Law Society Channels, etc.	✓				

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Business Goal #3: Consistent, High-Quality Services

Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
A professional, trained court workforce provides consistent, accountable, knowledgeable, courteous services at court counters and in court offices, high quality courtroom and administrative support to the judiciary and effective enforcement services.	All	Launch Divisional intranet and new electronic procedural manuals to promote consistent practices across the province (<i>Completed</i>)	✓				
		Support court staff through consistently updated electronic manuals, electronic forms, intranet, etc.					
		Provide training in response to changes in practices, rules, procedures, legislation and technology					
		Ensure that regional capacity is in place to deliver ongoing program-related training					
		Provide training on file management					
		Provide staff training and development programs, including community college and other academic certification programs, mentorship programs and practicum opportunities					
		Deliver training programs on the <i>Youth Criminal Justice Act</i> , the <i>Interjurisdictional Support Order Act</i> and enforcement services (<i>Completed</i>)	✓				
		Review courtroom and court office staffing needs and find solutions to high staff turnover rate					
		Develop performance plans for all staff					
Client satisfaction with services is continuously monitored through public complaints protocols and client satisfaction surveys	All	Design complaints protocol and ensure timely resolution of public complaints					
		Regularly monitor all court services and programs through client satisfaction surveys					
	Family	Achieve 80% satisfaction rate for users of Family Law Information Centres, Family Mediation Services and Parent Information Sessions, where available; regularly monitor satisfaction rate	✓				
The Division meets all Quality Service Standards	All	Comply 100% with telephone standards (staff answer telephone calls by 3rd ring, forward phones to voicemail when not available, return all calls within one business day and do not redirect calls more than once)	✓				
		Comply 100% with correspondence standards (staff reply to all correspondence within 15 business days)	✓				
		Comply 100% with counter service standards	✓				
		Comply 100% with complaint resolution standards (staff respond to customer complaints and feedback within two business days)	✓				

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Business Goal #3: Consistent, High-Quality Services (continued)							
Service Standard	Practice Area	Initiative	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Localized practices and programs, pilot projects and test pilots are evaluated and assessed for province-wide application	Civil	Review Toronto, and monitor Windsor and Ottawa, case management and mandatory mediation	✓				
	Small Claims	Review Small Claims Court Rules to assess the need for greater consistency in pre-trial procedures across the province	✓				
	Family	Review Family Law Rules to examine the need for greater consistency in family court procedures and practices	✓				
		Consider extending application of Family Law Rules to Superior Court of Justice (non-Family Court Branch) (<i>Complete</i>)	✓				
		Extend application of Family Law Rules to Superior Court of Justice (non-Family Court Branch)					
	Criminal	Assess feasibility, impact and effectiveness of local projects and best practices for province-wide application	✓				
Municipal courts deliver <i>Provincial Offences Act</i> court services in accordance with Ministry standards, the Memorandum of Understanding and legal requirements	Criminal/ POA	Establish table to address operational policy issues, the need for more effective communication of Ministry policies, financial oversight and technology requirements					
		Ongoing commitment					
Specialized services are provided where appropriate	Family	Report on the need for specialized services in the North through the Working Group of the Child Protection Backlog Committee (<i>Completed</i>)	✓				
		Participate in implementation of the Northern Issues Working Group Report					
	Criminal/ POA	Together with the judiciary, assess the effectiveness of the criminal courts that offer specialized services at some locations, including the Aboriginal Court, Drug and Mental Health Courts, Domestic Violence Courts, Native Justice of the Peace Program					
The Division has effective partnerships with the business community and other external parties for the delivery of some services	All	Consider opportunities for additional partnerships on an ongoing basis	✓				
The Division participates in projects to provide justice services and expertise to the international community	All	Participation is ongoing	✓				

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

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Business Goal #4: Effective and Accountable Decision-Making							
Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
The Division's Five-Year Plan provides multi-year strategic direction on Divisional priorities	All	Finalize Five-Year Plan (<i>Completed</i>)	✓				
		Update the Five-Year Plan annually, in consultation with the judiciary, the bar and other court users					
An Operational Plan is published at the beginning of each fiscal year to assess upcoming challenges, risks and the financial outlook and to identify and track program commitments throughout the year	All	Ongoing commitment					
		Develop Regional Operational Plans as needed					
Management information reports are available to the Division, MAG, the judiciary and others to support ongoing program reviews and the analysis of case processing trends, resource allocation decisions and client satisfaction with services	All	Reach provincial agreement on data definitions needed to establish baseline data					
		Establish provincial database and produce regular statistical reports					
		Finalize the format for new reports for all practice areas by June 2003 and update reports regularly					
		Revise reports on an ongoing basis in response to program requirements and feedback					
		Train staff in the collection of data and the use of business intelligence tools to produce customized reports					
		Develop client satisfaction surveys and revise the surveys on an ongoing basis in response to program requirements and feedback					
		Develop a non-statistical research database for research on social, economic, demographic and justice trends, including Canadian and international justice issues and best practices					
		Work with the judiciary and Court Services Division stakeholders, and develop research partnerships, to enhance data analysis capacity					
		Continue to respond to ad hoc requests for data					
An Annual Report is published at the end of the fiscal year to report on case trends, Divisional achievements, and other developments affecting the courts	All	Finalize format for report (<i>Completed</i>)	✓				
		Publish first Annual Report in July 2003					
		Ongoing commitment					
All programs are evaluated on a four-year cycle	All	Prepare evaluation of judicial support services and enforcement services					
		Prepare evaluation of criminal operations and head office					
		Prepare evaluations of civil and family operations					
Head Office and regional staff collaborate on the development and implementation of new programs and policies	All	Establish Operational Tables as forum for discussion (<i>Completed</i>)	✓				
		Ongoing commitment					

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

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Business Goal #4: Effective and Accountable Decision-Making (continued)							
Service Standard	Practice Area	Initiative	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Collaborative working relationships exist with municipalities, the judiciary and the bar, Justice Sector partners, other ministries, agencies, and other Ministry of the Attorney General Divisions	All	Establish working relationships through Justice Summit, Backlog Committees, Local Bench and Bar Committees and Operational Policy Tables with: <ul style="list-style-type: none"> – The judiciary and the bar – Justice Sector partners and other ministries (Ministry of Public Safety and Security, Ministry of Transportation, Management Board Secretariat, Ministry of Community, Family and Children's Services) – External agencies (Police, Children's Aid Societies, Legal Aid Ontario) – Other Ministry of the Attorney General divisions (Criminal Law Division, Office of the Children's Lawyer, Facilities Management Services, Fiscal Planning, Human Resources and Policy Branches, Justice Technology Services, Victims Services) – OPSEU, AMAPCEO 	✓				
		Meet with Court Service Standards Advisory Panels on an annual basis regarding standards and best practices	✓				
		Transfer <i>Provincial Offences Act</i> to municipalities and establish ongoing support role (<i>Completed</i>)	✓				
The Division has a Federal/Provincial/Territorial strategy in place	All	Develop a Divisional Federal/Provincial/Territorial strategy to manage the impact of federal legislation and policies on Ontario's courts					
		Consider the feasibility of a Canadian equivalent to the American "National Center for State Courts"					
	Family	Develop a strategy to respond to federal proposals relating to contribution funding and Unified Family Court expansion					
		Participate in the Federal/Provincial/Territorial Family Justice Coordinating Committee of Senior Officials	✓				
		Obtain and report back on federal contributions to funding for provincial programs	✓				
	Criminal	Finalize <i>Contraventions Act</i> negotiations with federal government (<i>Complete</i>)	✓				
		Monitor impact of federal criminal amendments on court workload and procedures					
		Participate in a study of trial court structure	✓				
Implement Bill C15A (<i>Criminal Code</i> amendments) and the <i>Youth Criminal Justice Act</i>		✓					
The Division has links with external agencies to identify emerging issues and best practices and to improve the analysis of court data	All	Build on relationship with the Association of Canadian Court Administrators and the National Center for State Courts					
		Develop a plan to establish partnerships with universities, law schools and other research agencies					
		Consider providing court data for research purposes					
		Consider advertising the Division's research interests					
		Consider making Divisional data and research reports available for a fee					

Legend All Practice Areas Civil Practice Area Small Claims Court Practice Area Family Practice Area Criminal/POA Practice Area ✓ = Fiscal year commitment met

COURT SERVICES DIVISION FIVE-YEAR PLAN

Business Goal #5: Efficient Resource Management							
Service Standard	Practice Area	Initiative	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007
Resource models provide an objective basis for assessing courtroom and court office staffing needs, the judicial and justice of the peace complement for the Ontario Court of Justice, regional allocations and private/public costs of litigation	All	Establish support standards with Superior Court (Completed)	✓				
		Complete operational review of Regional Head Offices	✓				
		Establish support standards with Ontario Court					
		Review staffing needs in court offices/courtrooms					
		Develop workload indicators					
		With Ontario Court of Justice, develop Ontario Court of Justice complement model					
		Review regional allocations					
		Develop model to assess private/public costs of litigation					
		Incorporate new resource needs into annual Business Planning process and identify savings, offsets for new initiatives and resource needs as appropriate					
		Develop new trust accounting system					
Divisional finances are managed according to Management Board standards and policies, and are tracked monthly to ensure the Division operates within its allocation	All	Ongoing commitment (tracked through Business Planning Table)	✓				
Operational and financial risks are identified early and are effectively managed	All	Ongoing commitment (tracked through Business Planning Table)	✓				
Strategies are in place to review fees on a regular basis, and to generate new fee revenue where appropriate	All	Develop fee strategy					
Asset management plans are in place for all resources (e.g. technology, facilities)	All	Ongoing commitment (tracked through Facilities and Systems Tables)	✓				

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Business Goal #5: Efficient Resource Management (continued)							
Service Standard	Practice Area	Initiative	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Policies are in place to support effective collection of unpaid fines and estreated bail	All	Electronically transmit defaulted fine information to Collections Management Unit on a regular basis	✓				
		Regularly monitor Management Board of Cabinet collection procedures and track the amount of defaulted fines and estreated bail collected	✓				
Technology needs and resources are identified and effectively managed	All	Develop a multi-year strategic technology plan to define and set timelines and resource requirements for technology initiatives	✓				
		Implement information technology asset tracking system	✓				
		Develop a plan for ongoing support of existing case tracking and case management systems, including the Court of Appeal's Court Office System	✓				
		Work with the Justice Technology Services Division and the Office of the Corporate Chief Information Officer to ensure that technology provided to the judiciary and to staff is modern, efficient, secure, private and managed in a responsive and confidential way					
		Develop policies and standards for the distribution of technology resources, including memoranda of understanding with all three courts					
The Division works with the Facilities Branch to effectively manage court facilities and to develop a multi-year strategic facilities plan for future courthouse projects	All	Establish Facilities Planning Unit to work with Facilities Branch on management of major capital (<i>Completed</i>)	✓				
		Develop multi-year strategic plan for major capital and asset management	✓				
		Ongoing tracking and strategic planning					
		Put in place a new capital plan for the 04/05 Business Planning Cycle					

