

Chapter 7

Planning for the Future

Court Services Division Five-Year Plan

In 2002, CSD initiated a rolling five-year planning process for the Division to improve the effectiveness, efficiency and accessibility of court services. The resulting Five-Year Plan outlines the following business goals for the Division:

- Timely and Efficient Case Processing
- Accessible Services
- Consistent High-Quality Services
- Accountable and Effective Decision Making
- Efficient Resource Management

The Plan establishes 43 service standards, lists the initiatives that will be undertaken to meet those service standards and sets out time lines for delivery.

The Planning Process

CSD is part of a non-hierarchical network of independent but interdependent participants in the justice system. The process to develop and update the Five-Year Plan has therefore engaged representatives of the judiciary, our justice system partners and Division staff. This consultation with the judiciary and CSD stakeholders is a key strategy for meeting our business goals.

The advice that we received about this year's draft Plan has been very useful in helping us to set priorities. We have, for example, been urged to take steps to train and stabilize our workforce and to review standards for court interpreter services. The need for improved technology and to ensure adequate judicial and staff resources has been highlighted. We have been reminded of the importance of working closely with the judiciary and our partners, not only to identify necessary initiatives, but also in implementing them and, appropriately, of respecting the independence of the judiciary as we do so. This feedback is very important to us and will inform our work over the next year.

We look forward to continuing consultation as we review and update the Plan annually.

“As we begin 2004, the 214th year of our court, I think it is important to remind ourselves of the role courts play in the lives of the citizens of our province. As our society becomes more complex, our court system must continue to respond to the needs of the public by providing a justice system that is effective, accessible and affordable.”

Chief Justice Smith, Opening of Courts Speech, January 2004



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				
<p>Court office resources and fully staffed, fully functional courtrooms are available as needed.</p> <p>Courtroom technology supports efficient case processing.</p> <p>Court transcripts are accurate and produced in a timely way.</p> <p>Court filing and data entry are consistent, accurate and up-to-date at all court offices.</p> <p>Efficient file and record management practices are in place at all court offices.</p> <p>Electronic case tracking permits continuous monitoring of case volumes, case flow and dispositions.</p> <p>Mediation services are available to promote early resolution of civil and domestic family cases.</p> <p>Court rules and procedures promote timely resolution of cases and reduce unnecessary appearances and costs.</p> <p>The Division works collaboratively with the judiciary, the bar and justice sector partners to eliminate case backlogs.</p> <p>The Division participates in broader legislative and policy reviews aimed at improving the court process.</p>	<p>Barriers to services provided by the Court Services Division are identified and reduced or eliminated.</p> <p>Information services are easily available to the public, and in particular to unrepresented litigants in family and Small Claims Court.</p> <p>Technology enables improved access to court information, files and schedules.</p> <p>Technology enables remote court appearances by parties and witnesses.</p> <p>Electronic links between information systems support public safety goals.</p> <p>Access to court documents, files and databases is governed by a legal and policy framework.</p> <p>An effective communications strategy is in place to inform court users of changes in policies and practices.</p>	<p>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.</p> <p>Client satisfaction with services is continuously monitored through public complaints protocols and client satisfaction surveys.</p> <p>The Division meets all Quality Service Standards.</p> <p>The Division has Quality Assurance standards and practices in place.</p> <p>Local practices and programs, pilot programs, and test pilots are evaluated and assessed for province-wide application.</p> <p>Municipal courts deliver <i>Provincial Offences Act</i> court services in accordance with Ministry standards, the Memorandum of Understanding and legal requirements.</p> <p>Specialized services are provided where appropriate.</p> <p>The Division has effective partnerships with the business community and other external agencies for the delivery of some services.</p> <p>The Division participates in projects to provide justice services and expertise to the international community.</p>	<p>The Division's Five-Year Plan provides multi-year strategic direction on Divisional priorities.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>All programs are regularly evaluated.</p> <p>Head Office and regional staff collaborate on the development and implementation of new programs and policies.</p> <p>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.</p> <p>The Division has a Federal/Provincial/Territorial strategy to manage the impact of federal legislation and policies on Ontario's courts.</p> <p>The Division has links with external agencies to identify emerging issues and best practices and to improve the analysis of court data.</p>	<p>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.</p> <p>Divisional finances are managed according to Management Board standards and policies, and are tracked monthly to ensure the Division operates within its allocation.</p> <p>Operational and financial risks are identified early and are effectively managed.</p> <p>Strategies are in place to review fees on a regular basis, and to generate new fee revenue where appropriate.</p> <p>Asset management plans are in place for all resources (e.g. technology, facilities).</p> <p>Policies are in place to support effective collection of unpaid fines and estreated bail.</p> <p>Technology needs and resources are identified and effectively managed.</p> <p>The Division works with the Facilities Management Branch to effectively manage court facilities and to develop a multi-year infrastructure strategy plan for future courthouse projects.</p>

Initiatives

Service Standard	Practice Area	Initiative	2003/2004	2004/2005	2005/2006	2006/2007
Court office resources and fully-staffed, fully functional courtrooms are available as needed	All	Develop a courtroom staffing model for the Ontario Court of Justice in consultation with the Office of the Chief Justice.				
Courtroom technology supports efficient case processing	All	Pilot model electronic courtroom at the 393 University Avenue Superior Court of Justice courthouse in Toronto to explore the use of in-court technology	✓			
		Evaluate model electronic courtroom				
Court transcripts are accurate and produced in a timely way	All	Establish time standards for transcript production and delivery; establish Tape Management Directive to ensure secure storage and retention of all original recordings of court proceedings across the province	✓			
		Provide transcript/reporting core competencies and training program	✓			
Court filing and data entry are 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 record management practices and schedules and provide staff training				
		Develop and pilot new case tracking system for Superior Court of Justice cases and Ontario Court of Justice family cases	✓			
		Implement new case tracking system for Superior Court of Justice cases and Ontario Court of Justice family cases (i.e. FRANK)	✓			
		Implement architectural and functional enhancements to FRANK				
		Implement central registry for estates proceedings	✓			
		Identify and implement further enhancements to estates central registry based on a continuous improvement, incremental approach				
		Work with the Chief Justices' Information Technology Committee to improve MAG's existing criminal case management system (i.e., ICON) including the scheduling function				
Develop options for an improved province-wide trust accounting system to replace existing local systems						

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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✓ = Checkmark indicates that the fiscal year commitment on the initiative has been met. In the case of a single-year initiative, the project has been completed. In the case of a multi-year initiative, the 2003/04 phase of the initiative has been completed.

COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Mediation services are available to promote early resolution of civil and domestic family cases	Civil Family	40% full and partial settlement rate for cases that proceed to civil mediation; regularly monitor settlement rate				
		60% full and partial settlement rate for cases that proceed to family mediation; regularly monitor settlement rate				
	Civil	Compile baseline data				
		Consult with the judiciary and the bar on appropriate Court Services Division standards				
		Compile baseline data and establish performance measures for default judgments issued by registrars (Established standard: 5 business days)	✓			
		Regularly monitor performance measures for default judgments issued by registrars				
		Compile baseline data and establish performance measures for issuing estate certificates in non-contentious estate applications (Established standard: 15 business days where no judicial direction required)	✓			
		Regularly monitor performance measures for issuing estate certificates in non-contentious estate applications				
		Participate in Civil Rules Committee	✓			
		Participate in Toronto Region's Case Management Implementation Review Committee; support implementation of recommendations	✓			
		Participate in Discovery Review	✓			
		Submit final report on Discovery Review; support implementation of recommendations	✓			
		Participate in review of the 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 performance measures for default judgments issued by clerks (Established standard: 5 business days)	✓			
		Regularly monitor performance measures 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	✓			
		Participate in implementation of amended Small Claims Court Rules				
		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	✓			

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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 Appeals	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	✓				
		Criminal/ POA	Compile baseline data				
			Consult with the judiciary and the bar on appropriate Court Services Division standards				
		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	✓				
		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 including supporting implementation of bail and remand best practices	✓				
		In collaboration with partner Divisions and judiciary, implement Justice Delay Reduction Initiative (JDRI) in ten targeted sites Toronto (3), Brampton, Orangeville, Kitchener, Ottawa, Oshawa, Cornwall, Newmarket	✓				
		As part of Justice Delay Reduction Initiative develop, implement and evaluate Best Practices for court and administrative staff in ten targeted court locations	✓				
		Support establishment of Brampton, North York and Scarborough backlog reduction courts, and further courts to be determined	✓				
		Participate in Justice Summit					
		Participate in 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	✓				
	All	Review and implement legislative, policy and program changes at provincial and federal levels	✓				
	Family	Develop plan to evaluate the Family Court in consultation with the judiciary					
		Participate in Family Court Steering Committee	✓				
		Meet Attorney General's obligation to 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
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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 and consider need for fee waivers	✓				
		Compile baseline data regarding counter wait times (including Court of Appeal)	✓				
		Establish standard counter wait times (including Court of Appeal) (Established Standard: 20 minutes for single filings)	✓				
		Monitor percentage of clients with single family, civil and Small Claims filings who are served within 20 minutes					
		Survey client satisfaction with family, civil and Small Claims counter services annually, on a rotational basis (survey developed)					
Information services are easily available to the public, and in particular to unrepresented litigants in family and Small Claims Court	All	Contribute to public education through local Ontario Justice Education Network committees.	✓				
		Reassess in-person litigant needs, including at the Court of Appeal	✓				
		Advertise availability of public education materials at courthouses, on the Ministry's web site and in locations such as Government Information Centres and libraries	✓				
		Develop and design a new Courts Web Site, in collaboration with the offices of the Chief Justices, to provide access to court decisions, court forms etc. to external stakeholders as appropriate	✓				
	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					
		Develop options for providing standard information to family litigants across the province					
			Post current court services information on the Ministry Internet site (e.g. information on estate matters, the jury selection process, court locations, guides and booklets and the legal appointment process)	✓			
			Work 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	✓			
			Develop and implement linkages to operational systems for the posting of scheduling information on display boards				
			Post scheduling information on Courts Web Site				

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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	✓			

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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	Support court staff through consistently updated electronic manuals, electronic forms, intranet, etc.	✓			
		Regularly review and update Division policies and practices including emergency and business continuity plans	✓			
		Implement network bandwidth upgrades to an established minimum standard at courthouse sites across the Province to provide reliable, consistent and timely staff access to electronic information				
		Provide training sessions where necessary to respond to changes in practices, rules,	✓			
		Ensure that regional capacity is in place to deliver ongoing program-related training	✓			
		Provide enhanced training on financial management to financial officers and managers to enhance controls over expenditures in accordance with the report of the Ontario	✓			
		Provide staff development programs, including community college and other academic	✓			
		Review courtroom and court office staffing needs and find solutions to high staff	✓			
		Develop performance plans for all staff that incorporate the standards and initiatives	✓			
		Conduct annual performance reviews for all staff				
		Criminal	Assess training needs of criminal front-line staff.			
	Civil	Assess training needs of civil enforcement officers				
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	✓			
		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 (standard counter wait time is 20 minutes for single filings)	✓			

Legend

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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	2003/2004	2004/2005	2005/2006	2006/2007
The Division has Quality Assurance standards and practices in place.	All	Automate extraction of family, civil, Small Claims and Superior Court of Justice criminal data from FRANK and updating of regular standard statistical reports				
		Consult on and document guidelines for effective use of operational systems for staff and managers				
		Review quality assurance standards for court interpreter services				
		Implement standard account financial reporting in place for all Regions and head office				
		Executive Table Chairs and Co-Chairs lead and assist colleagues in the development of quality assurance measures and implementation plans for all practice areas				
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)	✓			
		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				
		Monitor compliance with standards and requirements through regular court activity and financial reports and annual on-site audits				
Specialized services are provided where appropriate	Family	Participate in implementation of the Northern Issues Working Group Report	✓			
	Criminal/POA	Assess the effectiveness of the criminal courts that offer specialized services at some locations, including the Aboriginal Court, Drug Treatment Court and Mental Health Courts in consultation with the judiciary.	✓			
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	✓			

Legend

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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	2003/2004	2004/2005	2005/2006	2006/2007
The Division's Five Year Plan provides multi-year strategic direction on Divisional priorities	All	The Plan incorporates all the recommendations of the Ontario Provincial Auditor's Report (2003)	✓			
		Five-Year Plan is updated annually, in consultation with representatives of the judiciary, the bar and other court users	✓			
		Performance measures for all key service standards and commitments are developed in consultation with the judiciary and incorporated in the Plan				
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	✓			
		Complete development of regional operational plans in 2004/2005 and update plans annually	✓			
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	✓			
		Publish new standard statistical reports for criminal practice area and develop new standard reports for family, civil, Small Claims Court and <i>Provincial Offences Act</i> matters; update reports regularly	✓			
		Revise reports annually in response to program requirements and feedback	✓			
		Enhance criminal data collection, reporting and analysis to support identification and resolution of the causes of criminal case backlogs and to respond to the report of the Ontario Provincial Auditor	✓			
		Link court activity statistical data with financial, human resources and other data to support financial tracking and workload and resource forecasting in each practice area	✓			
		Train staff in the collection of data and the use of business intelligence tools	✓			
		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 representatives of 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	Publish first Annual Report	✓			
		Ongoing commitment				
		Prepare evaluation of judicial support services and enforcement services	✓			

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007
Head Office and regional staff collaborate on the development and implementation of new	All	Ongoing commitment to Operational Policy Tables	✓			
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	Explore options for court administration that would support a more efficient and accessible court system, provide the judiciary with greater control over the administration of the courts, in keeping with their role as a constitutionally independent arm of government, and respond to the recommendation of the Provincial Auditor that administration of the courts be clarified	✓			
		Establish and maintain 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 (Ministries of Community Safety and Correctional Services, Transportation, Community and Social Services, Children and Youth Services and Management Board Secretariat,) – External agencies (Police, Children’s Aid Societies, Legal Aid Ontario) – Other Ministry of the Attorney General divisions (Criminal Law, Family Justice Services, Policy, Justice Technology Services Divisions, Victim Services Secretariat, Office of the Children’s Lawyer, Facilities Management Services, Fiscal Planning and Human Resources Branches) – OPSEU, AMAPCEO, MERC, AMERC and ALOC 	✓			
		Meet with Court Service Standards Advisory Panels on an annual basis regarding standards and best practices	✓			
		Work with municipalities to improve provincial oversight of the provision of <i>Provincial Offences Act</i> justice services	✓			
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 contribution funding for provincial programs	✓			
	Criminal	Finalize <i>Contraventions Act</i> negotiations with federal government	✓			
		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>	✓			
		Build on relationship with the Association of Canadian Court Administrators, the Canadian Centre for Justice Statistics 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					

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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	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	✓			
		Establish and implement standard monthly reporting tools				
		Develop model to assess private/public costs of litigation				
		Review resource needs during annual planning process and identify savings, offsets for new initiatives and resource needs as appropriate	✓			
		Enhance capacity for results-based planning	✓			
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 Corporate Planning Table)	✓			
		All spending occurs within Ministry expense limits	✓			
Operational and financial risks are identified early and are effectively managed	All	Ongoing commitment (tracked through Corporate 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	✓			

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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✓ = Checkmark indicates that the fiscal year commitment on the initiative has been met. In the case of a single-year initiative, the project has been completed. In the case of a multi-year initiative, the 2003/04 phase of the initiative has been completed.

COURT SERVICES DIVISION FIVE-YEAR PLAN

Service Standard	Practice Area	Initiative	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	✓			
		Consider options to achieve full enforcement of fines	✓			
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	✓			
		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 and implement a consistent project management methodology for Courts technology				
		Develop policies and standards for the distribution of technology resources, including memoranda of understanding with all three courts	✓			
		Develop multi-year infrastructure strategy for major capital and asset management	✓			
		Ongoing tracking and strategic planning				
		Work with Facilities Management Branch to develop annual Infrastructure Plans and the MAG asset management plan and to contribute to the justice sector capital review				

Legend

All Practice Areas	Civil Practice Area	Small Claims Court Practice Area	Family Practice Area	Criminal/POA Practice Area
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