

Operational Plan 2010–2012



DOMSTOLSVERKET
SVERIGES DOMSTOLAR



Cover picture: Operational strategy at Management Conference 2009. Photo: Carl Johan Erikson.

This page: Confidence study/fair treatment. Chief Judge Erik Lempert works actively with fair treatment issues in Uppsala District Court. Photo: Carl Johan Erikson.



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1 Statement by the Director-General

Ahead of the 2010-2012 planning period we have completely new and exciting conditions for the long-term strategic operations. Here at the Swedish National Courts Administration, we have, for example, established a Director General's office and recruited a Planning Director, measures which will affect both the overall strategy planning and the operational planning of the departments and units. Furthermore, the Prioritisation Board for IT resources has been replaced by a Planning Board, who will plan and prioritise not only for our IT development but for activities of the entire Swedish National Court Administration.

We also have a new Operational Strategy in the pipeline, which will provide guidance with our vision, objectives and strategies over the next ten years. At the time of writing we have started to compile all the viewpoints of the courts and Swedish National Court Administration for the strategy draft, which has been developed by a group consisting of heads of court and heads of the Swedish National Court Administration.

We have received several important and common policy documents, which will assist us with our overall planning. During the planning period we will, for example, witness a new media strategy and diversity policy. The Administration will also initiate and support the efforts of the courts with a treatment strategy and guidelines for the drafting of a judgment.

Strong support for the long-term planning now exists in the well established system of the Employer Issues Unit and employer groups. In addition, co-operation with other authorities is increasingly improving and extends to more areas, in the forecasting of influx of criminal cases for example and within what is known as the International Judicial Cooperation (RIF): an electronic information flow for criminal cases shall have been incorporated in the legal chain no later than 1 January 2012. We will work diligently to get this long-term project up and running.

Naturally, an important planning condition is that, in the next three years, we receive essential additional resources. We will receive 150 million as increased grant for 2010 and the government has issued notification of a grant increase of 100 million for 2011 and a further increase of 100 million for 2012. The question however is whether this will be sufficient for the entire period, if the influx of cases is in excess of the estimation it can of course give rise to new problems. An important factor is how long the recession will last, especially with regard to the number of civil cases and bankruptcy matters.

The generational change has been prevalent for many years, but will be even more evident during this planning period. Recruitment issues and competence provision issues will be of the utmost importance for us.

The individual setting of wages for judges will be assessed during the year and we have also started to consider the individual setting of wages for management of the courts. An important issue is how the individual setting of wages affects our ability to attract the best lawyers and management.

2010 will witness the start of a new project focusing on the recruitment of new permanent judges. We are also planning to implement a new operational support for different types of recruitment over the coming years. For example, there will be investments in training of court secretaries and reporting clerks, as well as continued development of the leadership and the employeeship in the Courts of Sweden. The Courts of Sweden Judicial Training Academy will give all permanent judges the possibility of continuous competence development and create improved conditions for specialisation. We must offer work places where you can develop and there is job satisfaction, otherwise we will find it difficult to recruit competent personnel.

We are preparing ourselves for long-term efforts to make it through the generational change and face the increased influx of cases in our courts. However, we have excellent conditions for succeeding, owing primarily to the large pool of competence in the Courts of Sweden.

Barbro Thorblad
Director-General



2 Operational objectives

2.1 Commission pursuant to mandate

The task of the Swedish National Courts Administration (SNCA) is to provide administrative support and service to the general courts, the general administrative courts, the rent and tenancy tribunals, the National Legal Aid Authority and the Legal Aid Board. With due regard for the independence of the courts as enshrined in the Constitution, the SNCA shall,

within its sphere of operations, provide administrative guidance and co-ordination in order to ensure that operations are in compliance with the law and are undertaken efficiently.

The SNCA is also responsible for the development of legal information and for performing the duties laid down in the Legal Information Ordinance (1999:175)

2.2 Operational objectives laid down by the Government in the Appropriation Directions for 2010

With respect for the respective roles of the courts, the SNCA and other relevant public authorities, the SNCA shall create conditions for the Courts of Sweden to achieve its operational targets by

- ensuring an appropriate allocation of resources,
- providing administrative support and service,
- acting as a driving and supporting force in developmental and quality- enhancement measures,
- striving to improve access and provide information about the work of the Courts of Sweden,

- working to promoting greater co-operation within the Courts of Sweden
- working to improve co-operation between the courts and other concerned authorities.

The Courts of Sweden shall work towards a strategic competence provision.

The Courts of Sweden shall have high security in general as well as for the staff.

The SNCA should take part in developing co-operation with other countries and also in peace-promoting operations, assuming that external funds are available. It may also take part in developing co-operation that is not classified as aid. The SNCA shall initiate and co-ordinate the international operations of the Courts of Sweden.

3 Internal supervision and control

In accordance with the Government Agencies Ordinance (2007:515), the management is responsible for ensuring that the operations are run efficiently and in accordance with current legislation, that the accounting is correct and reliable and that the authority exercises due care in the deployment of public funds. Management shall also ensure that the internal control and supervision works in a satisfactory manner.

The operation must be continuously planned, controlled and monitored in accordance with the stipulated rules for business purposes. Internal supervision and control should be included in all the processes and activities, which the authority undertakes to carry out operations. There should be a process as support to ensure that the requirements in accordance with the Government Agencies Ordinance are executed.

The management of the authority (Director-General) bears ultimate responsibility for the internal supervision and control of the authority. In accordance with the instructions to the courts, the head of the court is obliged to implement the internal control in the court/committee that rests with the SNCA. Ahead of 2010 the SNCA shall investigate if, and how, the work and execution of internal supervision and control need to be clarified in its Statute Book, DVFS.

The SNCA works systematically with risk assessments to identify circumstances that constitute a risk that the requirements applicable to these operations will not be met in accordance

with the Government Agencies Ordinance. In 2010 the courts will also participate in the risk analysis process, the execution of which is currently being investigated. An efficiently conducted essentiality and risk assessment can highlight threats that may exist due to controllable or non-controllable risks that may impact on the ability of the organisation to achieve its goals

In the annual report, the management of the authority is required to submit an assessment of the adequacy of the internal supervision and control. This requires that the internal supervision and control are systematically and regularly followed-up and assessed. In addition to these control activities, the SNCA has started with annual visits to the courts, these will continue in 2010. These visits are intended to function as a mutual quality enhancement measure, where the SNCA will disseminate positive examples and provide administrative assistance and support. This also gives the SNCA a solid foundation on which to improve guidance documents such as manuals and instructions.

Internal supervision and control is to a large extent a matter of responsibility. Even if it ultimately rests with the management, all employees are expected to take part in internal control by actively participating in operational planning.

4 Planning conditions

In 2009 work to devise an operational strategy for the SNCA took place. This work will continue during the year. The aim is to formulate a well-defined strategic direction for the work of the SNCA for the next ten years. Since the work of the SNCA shall contribute to the entire Courts of Sweden achieving their objectives, the strategy will contain the vision and goals for the entire Courts of Sweden.

Work on the strategy will take place in close co-operation with the courts. Suggestions for the vision and objectives, as well as strategies to attain the vision and objectives have been devised by a team consisting of heads of courts and heads of the SNCA. Continued discussions and establishing of the proposal have

commenced and will continue to take place during the year so that all employees of the Courts of Sweden have the opportunity to provide their viewpoints on the work. The intention is for the efforts of the operational strategy to be concluded during 2010 and thereafter the operational strategy should serve to govern the SNCA's operational planning and work for the next ten years. Thereafter, the purpose is that the strategy shall regularly be followed-up, developed and updated based on factors affecting the external environment such as amended legislation, cases and assignments in the appropriation directions, economic developments and development of society by and large.

4.1 Confidence

Several factors are of significant importance for the public's confidence in the courts. These include the accessibility of the courts, treatment of parties and witnesses, processing times, formulation of judgments and rulings. By and large all processes within the Courts of Sweden affect the confidence of the public to varying degrees.

To a great extent the public forms its image of the Courts of Sweden through the mass media.

Hence it is essential that the courts have knowledge and the conditions to actively make use of the mass media as a means of communicating with the public. A more active approach towards the mass media, both on a strategic and operational level leads to a more accurate perception of the operations of the Courts of Sweden and in the long-term increased confidence.

4.2 Financial factors

The government has approved increased grants for the Courts of Sweden for 2009-2012. For 2009 a one off increase of grants has occurred, amounting to SEK 100 M. As of 2010 the grant will be extended to SEK 150 M. The government has issued notification of an increase in grants for 2011 by SEK 100 M and an additional SEK 100 M for 2012.

The additional resources are essential for the courts being equipped to deal with the increasingly growing number of cases, primarily criminal and civil cases. The finances of the

Courts of Sweden are balanced and the prospects of meeting the operational needs with the financial resources are promising. Owing to the notification from the government to increase grants, a strong foundation to fulfil the planning conditions of the business exists.

Whether the increased grants from the government will be sufficient for the latter part of the period depends on the rate at which the cases continue to rise. Other factors which can possibly affect the finances are for example reforms in the areas such as security.

4.3 Competence provision

Competence provision is an important issue for the Courts of Sweden and will assume greater prominence in the immediate future. The courts will continue to have an urgent need to recruit qualified staff. The generational change taking place at present is a contributory factor in this.

The competition for qualified lawyers is deemed to remain intense, mainly due to the extensive recruitment drive of the Swedish Prosecution Authority, the consequences of which are evident in the continued shortage of qualified

applicants for the role of judges outside metropolitan areas.

Rising crime and the increasing complexity of criminal and civil cases as well as cases in the administrative courts will place a greater burden

on the judicial process. In order to address these problems, greater specialisation within a number of areas will probably occur.

4.4 IT and technology development

The development of IT and technology in society in general, and within the Courts of Sweden in particular is evolving rapidly. New forms of IT and technology support make it possible to apply new working methods and achieve greater operational efficiency. The introduction of new technology support and IT solutions is governed by needs and demand. Not only is the product range changing at an increasing rate, stakeholders are intensifying their demands. This trend is having an impact on the Courts of Sweden and greater efforts will be devoted to IT and technology solutions in order to satisfy external expectations.

The use of technical aids is expanding in scope and form. In this respect priority must be given to the judicial chain and rules need to be drawn up to govern how and to what extent the courts are to be provided with such technical aids. In view of the quantity of information in the systems currently being used by the courts, it is essential to maintain a high level of security in new technical solutions in order to safeguard information against harm and illicit use.

4.5 Security Considerations

Threats directed at individuals, information and property are growing in complexity and may cause considerable damage and injury should they be put into effect. This requires carefully assessed security levels and enhanced security awareness.

The courts are faced with greater expectations in terms of access, service and transparency. The information requested must be provided using modern technology and working methods. The internet has had a major impact on education, access, dissemination of information and working methods. With the Government's e-administration plan it should be made as simple as possible for the highest possible number of people to exercise their rights and discharge their obligations, and to access the services provided by public authorities. The SNCA will continue in its endeavour to provide support and tools to allow the courts to satisfy both internal and external information requirements.

The trend towards more widespread electronic data interchange between public authorities and the general public (e-administration) requires detailed legal analysis and in several instances constitutional amendments. Within the Courts of Sweden, co-ordination of the flow of information in the International Judicial Cooperation (RIF) is the foremost example of e-administration.

Security efforts involve a constant process of co-operation between the SNCA, the courts and other public authorities within the judicial system. When court buildings are rebuilt or new buildings erected, security issues will be given a high priority.

5 Operations within the SNCA

Operations within the SNCA are multi-faceted and consist of continuous, current activities, such as support and service for the courts, as well as development efforts aimed at promoting change. In addition to the current operations six priority development areas have been identified. The efforts of the SNCA's operational strategy will continue simultaneously in 2010 (see section 4, planning conditions) and when the work has been completed it will shape the priorities of the SNCA.

Section 5.1 Current operations presents those efforts that are constantly being made and which

are instrumental in the success of all other operations. Section 5.2 shows the six prioritised development areas.

There are set specific strategic targets for all ongoing operations and prioritised development areas. The method by which these targets are to be achieved is described by the established strategies for respective objectives. The activities described below are designed to contribute to achieving these set targets. These efforts will be reviewed during the year based on the work of the SNCA's operational strategy.

5.1 Current operations

Strategic objective

The SNCA shall create better conditions for the courts by providing support and service.

Strategy

The SNCA shall

- achieve a clear delineation between its own role and that of the courts concerning administrative matters
- fully acquaint itself with the conditions in which the courts operate
- engage in an ongoing dialogue with representatives of the courts
- initiate and promote the development of operations in close co-operation with the courts
- provide, develop and manage administrative systems that have a high degree of accessibility
- co-ordinate measures to satisfy the mutual needs of the Courts of Sweden
- collaborate with other authorities, primarily those within the judicial system
- provide highly professional service and support, and ensure a professional manner is adopted in dealings with other parties

5.1.1 Legal operations

The SNCA is assigned by the Government to conduct various legal enquiries. The assignment, which is provided both in the annual Appropriation Directions and separately, can, inter alia, be intended to evaluate measures such as proposed legislative amendments, different

reforms and drawing up new proposals for legislation. Referrals are responded to on an ongoing basis.

The SNCA represents the Government in certain claims for damages and in cases where one of the parties is a public authority within the Courts of Sweden. The Administration decides on appeals in accordance with the Ordinance concerning Charges in General Courts, and also decides on rulings made by courts in administrative matters.

The SNCA is responsible for its Statute Book (DVFS) and for publishing reports of court cases. The SNCA represents the Courts of Sweden in many co-operation and reference groups, both nationally and internationally. The national groups usually consist of representatives from the other public authorities within the judicial system as well as different voluntary associations and special interest groups. In that sense the SNCA acts as an intermediary between these bodies and the courts and also to ensure that information is disseminated correctly and efficiently among those involved.

The SNCA publishes a number of manuals dealing with various aspects of the administration and enforcement of justice, the primary purpose of which is to provide information and function as training material. The most recently published manual addresses issues which cover an international dimension.

The SNCA also publishes two different newsletters dealing with European law. The first mainly contains judgments from the European Court of Human Rights. The second

newsletter is devoted mainly to judgments by the European Court of Justice.

The SNCA further provides internal legal advice in issues which concern the courts administrative operations, including labour legislation and processing of personal data.

5.1.2 Information

The SNCA bears overall responsibility for the strategy, structure and content of internal and external information, and also offers practical and strategic support to the authorities within its sphere with regard to information and communication issues within the business operations.

The SNCA operates a common intranet for the Courts of Sweden, which consists of information and functions that facilitate the daily work of the courts. Its management involves overall responsibility for structure and content as well as cohesion and development of editorial organisation of the Courts of Sweden.

The SNCA manages the common website; www.domstol.se and provides tools, support and training for the courts' own websites. The website contains information and functions to provide answers to frequently asked questions from parties, media and the public and assists them with their contact and visits to the courts.

The SNCA produces a periodical (Domkretsen) that is published four times a year. The target group is staff in the court system and other persons who are interested in matters relating to the courts. There is also a newsletter (Chefsnytt) that is distributed to the head of every court in Sweden and which contains current information from the SNCA.

The SNCA is responsible for the courts' graphic platform. The primary purpose of the uniform appearance is to clarify the role of the courts for the general public. The graphic profile consists of guidelines for how published and electronic information should appear as well as several tools and profile products. Together they support and assist the court in its efforts to be clear and accessible in its external communication.

The media's contact with the Courts of Sweden is facilitated by the press telephone line which the SNCA manages and by the media group which has accepted the task of being available for contact with the media. The SNCA

regularly arranges meetings and training for the media group.

Each year the SNCA designs, prints and distributes a number of graphical products, such as an address list, the annual report, a legal aid brochure, fee tables and electronic media presentations of the courts.

On a daily basis, the SNCA provides the public and other interested parties with verbal and written information about the SNCA.

5.1.3 Provision of premises

The task of the SNCA when it comes to provision of premises is to support the courts with technical knowledge and experience of project implementation when the need for new premises arises. The Administration is also responsible for sharing knowledge of floor planning issues between the courts as well as monitoring that the safety of the courts' premises, working environment and efficiency are ensured and developed over time.

Efforts to make the premises of the courts accessible for disabled persons are continuing as per the established plan of action.

The individual, most extensive task during the planning period is to obtain new premises for the administrative courts which are to be founded on 15 February 2010. The main focus of this work will be during 2010, but will not be completed until the end of 2011.

Moreover it should be noted that with Attunda District Court relocating to new premises in April 2010, all the issues relating to premises which were a result of reorganisation of the District Court in Stockholm have been resolved.

In February Göteborg District Court is relocating to new premises in the area of Ullevi. Thus for the first time in modern history all the District Courts of metropolitan areas will operate from integrated premises.

5.1.4 Technology

The scope and demand for technical aid and systems have increased. The implementation of the "More modern court proceedings" reform has meant changes in the demands for operational security and accessibility. The transformed working practices impose new demands on technology and design of court premises and related premises. Video recordings and presentations of recorded

interrogations necessitate a review and adjustment of acoustics, lighting and daylight as well as changes to create conditions for a suitable working environment in court rooms and related premises.

The objective to enhance the efficiency of technical support by the centralisation and implementation of standardised equipment and systems is ongoing in those areas where it is financially beneficial, effective and where it creates added value for courts and their operations. This central system applies primarily to technology in court rooms, telephony and video conferencing but also to technical security systems and systems of flexible working hours.

Older technical systems in courts are being revoked, changed and replaced with new technology in connection with organisational changes, relocation of premises, as well as the construction and renovation of the court premises.

Support, service and management of both new and older technology are catered for by the Support organisation and takes place in collaboration with agreed suppliers. Training in the technical support systems and operative systems is a part of the precautions which are ongoing. The work involves the development of manuals, devising training and the creating of control and assistance systems.

5.1.5 Staff administration

The SNCA is responsible for staffing and salary policies, negotiation issues, competence development and overall staff administration.

The SNCA is also in charge of the central wages and salaries administration, accounting, payment of taxes and other social charges, as well as pension contributions for all employees and lay judges within the Courts of Sweden.

The work of the SNCA also encompasses responsibility for personnel statistics and the SNCA provides statistics from Palasso, the personnel administrative IT support system.

In accordance with the Appropriation Directions, the SNCA will act to ensure an adequate, long-term supply of staff with competence appropriate to its operations, as well as a good working environment. A systematic approach is therefore essential when drawing up guidelines, general models and tools that can be used by the courts in their staffing operations. The SNCA will adopt a consultative approach. A key

task is to employ various measures to enhance the role of the employer and to ensure the employer's policy is understood by the workforce at all levels in the Courts of Sweden.

The SNCA supplies guidance and support material for personnel administration via Doris and also provides continuous support via the support systems Palasso and PA-support.

Within the scope of the current central RALS agreement there is an opportunity for revision on 1 January 2010, after which the agreement runs out on 30 September 2010. The agreement on individual setting of wages for permanent judges will be evaluated when the third and last opportunity for revision has been completed.

When the new central agreements have been devised, the SNCA will in turn formulate agreements tailored towards businesses. These agreements will be delegated to local parties as far as is possible. A key issue during the planning period is a continued development of the system of individual setting of wages for permanent judges and the rent tribunal.

The matter of individual setting of wages of heads of courts will be investigated during the planning period.

The courts request for the advertising of the posts of the judges will be examined by the SNCA. The ongoing generational change entails a continued high recruitment need in the near future. The SNCA is recruiting and engaging law clerks as per the request of the courts. During 2010 400 law clerks will be employed.

5.1.6 Financial administration

The SNCA is responsible for the budget of the courts. One vital aspect of this task is to ensure that the costs can be financed and reported adequately, both in the short term and the long term.

An annual report is produced every year, and an interim report every six months, highlighting the economic situation. The annual report also analyses the results achieved by the courts and the tribunals and to what extent they have reached their stipulated objectives. These analyses of the influx of cases and the meeting of objectives provide an important basis for both financial forecasts and the allocation of resources among the courts. In February each year, a budget is submitted to the Government that contains forecasts, analyses and a request for appropriations the Courts of Sweden will require

during the next three years. In 2010 there are plans to introduce systematic support for the work done by the courts in preparing budgets and forecasts. The SNCA follows-up, analyses and forecasts the financial situation of the Courts of Sweden continuously in order to provide a stable basis on which to assess the economic situation.

The SNCA is responsible for ensuring that current and monthly accounting within the Courts of Sweden is functioning efficiently. This involves, among other things, recording incoming and outgoing payments, managing fixed assets and loans, invoicing demands for payment, monitoring outstanding claims and collecting fees payable in the event of bankruptcy.

One of the most central tasks of financial administration is the allocation of resources to the courts, and the mutual purposes. A dialogue about the budget and the operations takes place annually between the respective court and committee. The budget is allocated among the courts largely according to the average number of cases filed during the last two years. A new resource allocation model that takes other workload indicators into account is being gradually introduced and is described in the section on Management and Control.

One key task is to provide details of financial and accounting issues, and up-to-date, relevant information should always be available from the Doris intranet.

The SNCA produces regular follow-ups of trends related to its objectives and the results in comparison to the operational objectives.

The SNCA also collaborates with other authorities to produce forecasts of the influx of cases and court matters. One such forecast was handled by the Swedish Migration Board and was undertaken together with other authorities that are involved in the asylum process. An exchange of information between the authorities may result, among other things, in forecasts of the future case flow to the migration courts. Another area of collaboration involves the authorities in the judicial chain and aims to permit evaluations and forecasts to be made of the workload throughout the entire judicial chain.

A reference group including representatives from various court categories has been created in order to develop the work of following up on

operations. The purpose of the reference group is to give the courts a coordinated opportunity to influence the development and direction of the analysis and follow-up of the operations of the Courts of Sweden.

5.1.7 IT operations

The courts use IT to support and develop their operations and raise the level of operational efficiency. The Courts of Sweden, other authorities in the judicial system and, ultimately, the general public, all depend on the processing of information in the courts' joint IT systems.

An IT strategy has been drawn up for 2008 to 2011 and outlines operational goals, which include a continued focus on access, security and flexibility and retaining centralised operation of joint IT systems and services. It must also be ensured that the IT solutions under development meets the information security standards laid down by the SNCA, and observing environmental considerations by complying with environmental policy and objectives.

The SNCA is responsible for operating, maintaining and upgrading joint court systems that it has either purchased or developed in house. This obligation can only be met by ensuring uniformity in terms of hardware, networks, IT security solutions, software purchases and systems developed in house that form part of the joint court environment and which are linked to the communication network (Domnät). Further responsibilities include procurement, purchases and installation of all the elements that form part of the joint environment.

The communication networks are a vital component in the joint environment and both local (LAN) and wide area (WAN) networks must be of a high standard. There will also be an increasing need for the Courts of Sweden to communicate with other public authorities, the parties in a case, the general public and companies, and as a result there is a growing need for operational security and capacity.

5.1.8 Security

Security issues dealt with by the SNCA involve the protection of individuals, property and information. Supporting the courts in their internal security work through training, information and consultation, helps to ensure

safe, secure courts with a well-balanced level of security. Here, the SNCA co-operates with other authorities in the judicial system. The collaboration particularly takes place with the security group of the Courts of Sweden consisting of eight court representatives. The group is a link between the SNCA and the Courts of Sweden and its purpose is to ensure that the SNCA deals with security issues of particular importance to the courts.

There is also focus on training within security areas and approximately 35 training instances are carried out annually, and these focus on different security aspects.

Another crucial topic is undue influence, which refers to attempts to influence officials through methods involving harassment, threats, violence or corruption. The SNCA collaborates with the Swedish National Council for Crime Prevention and the Swedish Security Service on this issue and will continue its efforts to highlight and discuss these matters in the courts.

Incident reporting takes place via an online form and provides the SNCA with a broad, overall picture of the security problems facing the courts and allows measures to match the underlying needs.

In order to improve the preparedness in the event of an IT and technical support disruption a revised continuity plan has been implemented in the judicial operations. Particular focus has been given to the reserve routines in conjunction with the “More modern court proceedings” reform. The SNCA adheres to the ongoing efforts of the “More modern court proceedings” and continuously revises the continuity plan.

In order to ensure that the Courts of Sweden have the correct level of security for IT systems and their stored information an information categorising model will be devised. The model will also clarify the management of information in terms of set information categories.

The SNCA will also continue to strive for a high IT and information level of security within the Courts of Sweden, by among other things installing different types of security products and informative and training efforts.

5.1.9 Procurement

Public procurement is an area undergoing rapid change. On 1 January 2008, a new Public Procurement Act (LOU) came into force. During 2010, the procedural aspects of the

regulations will be reformed by incorporating the EU Remedies Directive into Swedish legislation. As a result of the Remedies Directive, sanctions may be applied against those authorities which in their procurement obstruct the Public Procurement Act. This makes it even more important to ensure a high level of quality in the use of procurement and sub-ordering.

There has been an increasing emphasis on environmental and social issues in procurement and the SNCA intends to raise awareness of such issues within the Courts of Sweden and will seek to make full use of the opportunities offered by the Public Procurement Act in this respect.

The SNCA provides skills, support and service in procurement with regard to the procurement area. The aim is to utilise the public funds which finance public procurement in the most efficient manner by making use of the current competition on the market. The target group consists of buyers at the courts and executive officers at the SNCA. Procurement that impacts on overall operations is planned and undertaken by the SNCA in collaboration with the end-users and other stakeholders.

The SNCA plans and implements various forms of ongoing information and training measures in procurement. Information about procurement and sub-orders is updated continuously on the external website, the Doris intranet and in the accounting manual.

5.1.10 Archiving

The SNCA is responsible for general archiving issues for the Courts of Sweden and monitors relevant legislation which presents archiving issues. In order to facilitate the work in the courts, the SNCA offers information, advice and training and provides common archiving templates etc. The archive strategy of the Courts of Sweden stipulates the existence of modern, rational archive management that supports operations and protects the public right to information and accessibility in accordance with current legislation.

Co-ordination between the different courts and between individual courts is essential. This may, for example, involve the co-ordination or management of the special archiving instructions adopted by the National Archives of Sweden. Other co-ordination issues may relate to transporting archives to an archive authority. It is practical for the SNCA and the archive

authorities that decisions have been taken regarding applicable procedures in issues relating to the transfer of archives from a court to an archive authority etc. Accordingly, the SNCA and the National Archives of Sweden have signed general agreements on behalf of the courts that regulate principles and financial compensation to the archive authority.

During the period 2010 - 2012, it is anticipated that issues relating to storage and discarding of information in operational support papers and printed documents will be addressed. Existing disposal instructions need to be updated and reviewed. There is also a need to co-ordinate regulations governing paper documents and digital registers.

The Courts of Sweden increasingly receive and create documents via the system. This means that the documents will be stored digitally. In order to facilitate this, administrative and technical solutions will need to be investigated and implemented.

For several years the SNCA has gradually drafted new archiving documents for the different courts based on the operational processes. Templates and instructions have been prepared, after which the archive staff received training. These efforts will continue with the courts, committees and authorities which have not vested in the process focused archiving model. The objective is that it should be implemented for everyone by the end of 2011. It is likely that during the period both archiving authorities and users will demand technical support in order to present the archiving effectively.

Many projects carried out by the different units at the SNCA include archive issues and the Legal Department contributes with its expertise. Such archive issues will be particularly extensive in the event of court mergers and other organisational changes.

5.1.11 International operations

Peace building measures will dominate international operations. However, development collaboration will be the focus of operations even in the future.

The objective for 2010 is that a permanent judge and two legal officers will serve in the EU Rule of Law Mission in Kosovo. It cannot be ruled out that staff from the Courts of Sweden will be nominated for other peace-supporting

measures. In the coming years the development collaboration will most likely cover other countries including Kosovo, Serbia and/or Ukraine. During the period the SNCA will work towards giving prominence to the international operations in the Courts of Sweden.

During 2010 a key aspiration will be to create synergy effects between peace promoting efforts and development cooperation. Another goal will be to carry out joint pilot studies with other Swedish law enforcement authorities.

Even during this period the ongoing co-operation with Turkey will be the most extensive operation. Focus will be on increasing confidence in the courts, support with both the reforms of the administrative court systems and introduction of the Court of Appeals. The collaboration with Bosnia and Herzegovina, which necessitates external financing, is expected to continue over the next two years. The collaboration areas are primarily the development of the positions of heads of courts and court administrators as well as the delegation from judges and other personnel.

The extensive development co-operation with the Russian judiciary, which during 2009 took the form of neighbourhood co-operation will continue.

As far as is possible, personnel for specific international commissions will be recruited from the expert base for international operations from the Courts of Sweden. Procedures to prepare such personnel for upcoming commissions, providing support during the ongoing commission, making use of their experiences and providing assistance during the return are aspects which will be addressed and implemented during the period.

Another essential task is to evaluate how the courts which provide personnel for longer assignments should receive replacement staff.

Inquiries about study visits will probably continue to rise. Guidelines on how to manage this increase will be formulated.

5.1.12 Environment

The template for environmental policy and the guidelines for work involving environmental issues within the Courts of Sweden which the SNCA has devised during the planning period are being implemented. The guidelines contain proposals and procedures to measure and follow-up on the fulfilment of objectives.

The new travel bureau contract which will apply for the coming three years is designed to support and facilitate travel which has a low impact on the climate. During the planning period the SNCA will also devise a joint travel policy for the Courts of Sweden which will incorporate a low impact on the environment in terms of travelling.

The company cars which belong to the Courts of Sweden meet the requirements of a low impact on the environment.

5.1.13 Accessibility

Efforts are continuing based on the action plan which has been prepared for accessibility issues within the Courts of Sweden. The action plan will cover premises, communications and information, as well as operations and staffing issues. The goal is that neither visitors nor staff

should be denied access on account of functional disability.

The Courts of Sweden will relieve the shortages in the premises which the previous inventory identified. The majority of it is presumed to be completed by the end of 2010.

Efforts for easy accessibility in the areas of information and communication on the website are continuing. Adhering to the accessibility standards when the website is being developed and training web editors include measures to enhance accessibility.

When it comes to operations and staffing issues the SNCA centrally offers skill development tools for professional treatment. Individual courts which register their needs for training courses on a regional level are given consultative and financial support for the implementation of their training requirements.

5.2 Priority development areas

5.2.1 Organisation and working procedures

Strategic goals

The organisation shall be viable in the long term and have efficient working procedures in place that promote the rule of law, quality and a positive working environment.

Strategy

The SNCA shall

- contribute to the courts being of such a size that they provide the pre-conditions for an efficient organisation
- contribute towards geographical co-ordination of the authorities within the judicial system
- promote more efficient drafting, delegation and specialisation
- take the initiative in developing working procedures at the courts
- provide methods and competence for development operations
- ensure a broad exchange of information between the courts

Activities

An extensive reform of the Courts of Sweden has been under way for several years. Changes in the external organisation of the courts are aimed primarily at their geographical location as well as collaboration among the courts and between the

courts and other authorities. The overall goal of these organisational changes is that these new courts will be set up with the potential to become modern, attractive and efficient courts and workplaces.

The Government has decided on further changes in the organisation of the courts, and work involving the merger of courts will be implemented during the planning period.

During 2009 the government ruled that the 23 county administrative courts shall be converted into twelve administrative courts. The administrative courts will be in the following locations: Falun, Göteborg, Härnösand, Jönköping, Linköping, Luleå, Malmö, Stockholm, Umeå, Uppsala, Växjö and Karlstad. All the organisational changes will take place on 15 February 2010. However the timing of when the administrative courts will be established in the new office locations in practice will vary.

The Environmental Procedure Inquiry has investigated and proposed organisational and constitutional amendments that are needed for a different court hierarchy for certain cases and court matters that come under the Planning and Building Act and the Environmental Code. The Inquiry has also proposed that such changes be made with regard to a merger of the environmental court and the property courts and has submitted proposals on the number of environmental courts and their possible

locations. These proposals are currently being studied by the Government Offices.

Today, the courts have considerable discretion to decide on their internal organisation and working procedures, by for instance the concept of divisions being abolished and that the preparatory commissions can be delegated to a preparatory organisation. These changes have played a noticeable role in improving the ability of many courts to achieve their operational goals. Other courts are also experiencing operational developments. It is important that this work continues.

Responsibility for development efforts aimed at the internal working procedures and organisation of the courts rests with the head of each individual court. The SNCA plays a supportive role in this work. It provides the courts with methods and competence for developing their organisation and working procedures and also plays a part in ensuring that know-how, experience and ideas are shared between the courts. Examples of this are surveying court operations, managing projects at the court, organising seminars as a means of exchanging experience among the courts and evaluating the changes that have been implemented there. The SNCA also supports the quality enhancement operations that have been initiated within the court system.

During 2009, a project has been undertaken to survey and analyse the development that has taken place at the district courts in recent years. This experience will be documented and utilised in the future development work. Similar measures are planned for the new administrative courts.

The SNCA will continue its effort to support development of the courts. While the external organisational changes are being implemented, efforts will also be focused on supporting the courts in finding ways in which internal operations can be conducted in order to meet the high expectations of the general public with regard to accessibility, rule of law, quality and efficiency, at the same time as the court is regarded by all its staff to be an attractive workplace. During the period the SNCA will endeavour to promote more exchange of experiences and collaboration in issues concerning the courts internal organisation and work processes.

5.2.2 Management and control

Strategic goals

The courts should be managed and controlled through participation, clarity and a systematic approach.

Strategy

The SNCA shall

- support the heads of the courts in their effort to develop leadership structures, the role of employer and leadership
- develop methods for following-up and analysing operational results
- clearly define the roles of the SNCA and the courts regarding administrative issues
- continue the development of employer co-operation within the Courts of Sweden
- develop and introduce administrative tools and methods and ensure their use

Activities

Management and control at all authorities within the Courts of Sweden should reflect participation, clarity and a systematic approach. An important prerequisite for management and control to operate efficiently is that every authority shall have a well-defined leadership structure and an awareness of the role of employer at all management levels. A high level of administrative competence is also needed. The participation of employees is vital and crucial for operations. The implementation of performance reviews as well as wage setting/salary reviews shall be integrated in the operational planning process and there should be a well-defined link between the objectives of the organisation and the individual. The SNCA will design templates and process templates to support the operational planning process.

The measures aimed at strengthening the employer role as an aspect of leadership will continue. During 2008, a new managerial training course was initiated for all staff in senior management positions within the Courts of Sweden. This course will in the future be offered to all new senior management staff. The primary objective is to provide them with a common platform that conveys the central features of employer policy.

The SNCA will continue to support various measures aimed at developing senior management. Others measures to support

managers include coaching and the use of mentors.

Over the next few years, the SNCA will continue to work towards greater collaboration and a high level of co-operation within the Courts of Sweden, other state employers and other sectors. During this period development of the co-operation with the trade unions will also continue.

The structure with employer councils and employer groups is now firmly established and will continue to be the most important forum for implementing employer policy within the Courts of Sweden. It is here that agreements, policies and guidelines, as well as other central employer issues, are discussed and communicated. The groups are also an important forum for exchanging experience and working towards uniform application and handling of agreements, laws and policies. As a result of the reforms of the county administrative court, the number of employer groups and division of the courts in groups will change in 2010.

High-quality time reporting is an important tool for the courts' internal operations and follow-up since it provides information on the use of human resources. It is intended that the system will be implemented in all the district courts, administrative courts and rent tribunals by the end of 2010. The superior courts who also wish to connect to the system may do so. Data from the new time reporting system will also be utilised in the new resource allocation model for district courts and administrative courts.

Efforts to introduce the new resource allocation system at the courts will continue during the planning period. Parts of the model have been used in the allocation of resources for the 2010 fiscal year. The basis of each court budget is calculated according to the average number of cases filed over the previous two years.

5.2.3 Operational support

Strategic goals

The courts shall have efficient operational support that ensures effective working procedures and contributes to a high level of quality.

Strategy

The SNCA shall

- provide user-friendly systems and technical support for the adjudication and administration processes
- ensure that operative support is used in a manner that ensures optimal operational benefit
- ensure more widespread electronic data interchange

Activities

It is of major importance in the development and enhanced efficiency of the Courts of Sweden that the courts have access to efficient technical and IT support that is adaptable to changes both within and outside the Courts of Sweden. The SNCA undertakes continuous development in order to provide the courts with modern operational support in adjudication and administration. On the basis of available resources, the Planning Board determines strategies for the future development of IT support and prioritises different IT products based on available resources.

Within the framework for collaboration with other authorities in the judicial chain, which is led by the board for International Judicial Cooperation (RIF), extensive development work is underway. The emphasis is on increasing the electronic information flow among the authorities. The overall goal is that no later than January 1, 2012 there will be an electronic flow of information through the judicial chain. The SNCA plays an active part in this operation together with other authorities in the judicial chain. These efforts will affect the formulation of judgments in criminal cases at both the district courts and the courts of appeal and entail far-reaching constitutional changes.

The SNCA is working continuously to administer and enhance existing operational support and achieve adequate and reliable accessibility. The basis for change lies in actual requests from the courts, and external factors such new or amended legislation, requirements and requests from the judicial chain or other authorities, as well as technological shifts.

During the current period the following can be mentioned as planned measures:

- The joint court intranet Doris will be further developed to satisfy the needs of the courts even better. During the period, a review of its

structure will be undertaken. A similar review will be carried out for domstol.se.

- Two measures to improve and simplify access to statistics are being planned. The first of these measures is a data storage system which will be designed and introduced during the period. This system will collate information from different computer systems. The second measure involves the incorporation of a new reporting and analysis tool in the statistical system SIV. SIV shall be used to produce reports for each court which clearly illustrate the budget and basis for objectives in the new resource allocation model.
- The current version of the *Tur och Retur* travel management system will be replaced. The SNCA has also procured a new agreement for travel bureau services for the coming years which makes it possible to develop the usage of a support system for booking travel via a portal which is connected to the replacement system of *Tur och Retur*.
- Operational support for the recruitment process will be underway in 2010. The operational support will assist the individual courts and the recruitment processes which the SNCA is responsible for; law clerk recruitment and recruitment of judges.
- The case costs system (KIM), which handles payments in the adjudication process, offers a number of development areas. It is evident from a government commission which was presented in June 2009 that it is desirable to improve KIM so that detailed information can be registered about payments to parties who receive compensation from 1:12 Legal Assistance. Furthermore it should be possible for parties in the court to present electronic applications for reimbursement of expenses. Possible integration with the VERA system will also be examined.

In its work on the various operational support systems, the SNCA will arrange training, network and information meetings to the extent required to support the courts in their use of those forms of support provided by the SNCA. Requests for changes and additions from the courts will be handled through reference groups as well as other established routines.

5.2.4 Competence provision

Strategic goals

The courts shall have the competence required to operate in a legally secure, efficient and evolving manner.

Strategy

The SNCA shall

- support the courts in their handling of strategic staff issues
- work towards ensuring first-rate staff provision for the courts by supporting them in recruitment and re-adjustment processes
- support the courts in the implementation of the competence strategy by offering training which is adjusted to meet the needs of the operations
- promote adequate staff mobility, a more equal gender balance and greater diversity

Activities

Court staff must possess the competence required to guarantee that operations are characterised by the rule of law, quality and efficiency. Efforts to address matters relating to strategic competence provision are crucial to the ability of the Courts of Sweden to meet the standards set for operations.

The SNCA will continue its efforts to implement “Strategies for competence development in the Courts of Sweden” throughout the entire organisation. Competence requirements are changing in line with changes in SNCA operations and the requirements that it must meet. This requires more of management when it comes to identifying development needs and acquiring a good knowledge of existing competence. It is therefore vital that the courts undertake competence analyses to identify long-term competence requirements at organisational, group and individual level. The SNCA continues to provide consultative support for the courts in this process as well as analyse the courts communication needs and determine which competency development inputs will be necessary for the coming three years. The SNCA continues to refine competence analysis, performance reviews, wage setting and salary reviews. Another aspect of this strategic operation is to safeguard knowledge transfer as the Courts of Sweden is facing a major generational shift. One of the measures is the commitment during this period to

the training of all newly appointed permanent judges. The SNCA will continue to enhance its focus on supporting the courts by working methodically to transfer knowledge in conjunction with retirements and new recruits.

During the period the SNCA will endeavour in various ways to ensure that the Courts of Sweden are an appealing work place which can attract new employees and retain and develop the skills of staff which already serve the organisation. Particular attention will be given to recruitment of permanent judges and during 2010 a specific project will be initiated in this area.

The SNCA will continue to assist the courts in recruiting key staff members by providing support and advice during the recruitment process. During 2010 the SNCA will devise a guide for recruitment.

Empowerment will receive greater prominence and the SNCA will support the courts in a consultative manner in operations concerning its own empowerment. In this respect employeeship and its link to expectations of responsibility and participation require clarification. The internal strengths of the organisation are reflected in its ability to face the demands and expectations of the external environment. Clear links concerning issues of personal treatment can be made. The SNCA will also prioritise local efforts and even centrally devise competence development efforts within the areas of employeeship and personal treatment.

Diversity is an important condition for creating an attractive and modern work place which is capable of attracting competent employees of diverse backgrounds. In order to facilitate the courts with this key issue of diversity the SNCA has devised a diversity policy. This policy will be decided during 2010 and will be implemented in the year along with other support material and tools for diversity operations.

The SNCA will continue to provide training to heads who have clearly delegated personnel responsibility within government employer policies, competency development, performance and wage reviews, recruitment, diversity and work environment work, as well as operational planning and the budget in order to provide the knowledge and tools which facilitate the work of heads. The SNCA will also continue to offer leadership training for personnel development, consultative support and tailor-made leadership development efforts.

Courts of Sweden Judicial Training Academy for training (Domstolsakademin) has been set up to further strengthen the conditions for ensuring secured quality and efficiency in the works of the courts. During 2009 operations have focused on newly-appointed judges, but as of 2010 will cover all permanent judges and where applicable other court lawyers with equivalent competency needs.

During 2010 investment will be made in training for court secretaries in order to upgrade and complement training with areas which cover modern work reforms and utilising Vera.

Law clerks are a large group among court employees and service as a law clerk is a requirement for applying for certain posts. It is also an important stage in the career of young law graduates. Consequently, it is essential that service as a law clerk includes the anticipated tasks and that it in other respects is also considered to promote their individual development. This is essential for young people to have a positive perception of the Courts of Sweden as a workplace to which they would wish to return in the future in a different position. A review of the content of law clerk and fiscal service will commence during 2009 and will be completed during the first part of 2010 and the findings of the overview will be used to provide information on whether there are areas which need to be amended and developed in different ways. The work of possible changes or development of the law clerk and fiscal service will commence after that.

5.2.5 Information

Strategic goals

The role of the courts in society should be well known and there should be a high level of public confidence.

Strategy

The SNCA shall

- support the Courts of Sweden in dealing with information issues at a strategic level
- promote the active use of the media by the courts as a communication channel
- ensure that the courts' stakeholders have access to the information they require
- ensure that the courts are perceived as attractive workplaces

Activities

That the general public is treated well when they contact the Courts of Sweden and also receive the information they require is important in terms of both the rule of law and for efficiency within the courts. The key to public confidence in the Courts of Sweden is useful information to the users, the public and media. Coordination and joint strategies for an effective internal communication and uniform external communication are prerequisites to attain this goal. It is primarily the courts which have contact with the courts, media and the general public. The commission of the SNCA in the long-term is to ensure sound conditions for the courts' communication and support the courts in their daily communication work.

The SNCA is planning the following activities within the field of information for the coming period:

The common graphic profile of the Courts of Sweden provides websites, Office templates and other joint products a uniform appearance and thereby a clear message. There are continuing efforts to give the documents from the case management system Vera an appearance which is in line with the common graphic profile.

The common website (domstol.se) will contain more interactive services in order to fulfil the needs of the public for services and information. This includes the broadcasting of a court film which can be viewed directly on the website, explanatory films about the district courts and administrative courts as well as a legal dictionary.

By devising strategies and guidelines for the internal communication the importance of efficient internal communication shall be highlighted and the courts shall receive increased support in their communication work. The SNCA will further invest in increasing awareness of the effects of sound communication by increased support for and training for web editors.

Media coverage of the work of the courts is continuing at the same time as the public's image of the Courts of Sweden is shaped primarily from the media. The SNCA is operating the process of drawing up a common media policy and media strategy for the Courts of Sweden. These shall provide the fundamental values for the courts' approach towards the media and provide support and guidance for how the courts can cooperate with the media in practice.

In order to provide increased support to the courts in their external communication the SNCA operates a process of developing and agreeing on common guidelines for how accessible the courts shall be for the public and users in terms of opening hours and how rulings are delivered. In addition printed information for the various court laws will be provided. The aim is to facilitate the communication of the courts with parties, the public and students.

In order to ensure an adequate competence provision of its operations the SNCA runs operations to communicate the perception of SNCA as an attractive workplace. This includes participation and communication at careers fairs at universities.

5.2.6 Security

Strategic goals

Operations at the courts must be protected by a well-balanced level of security and high security awareness.

Strategy

The SNCA shall

- ensure that all employees and court visitors are safe and feel secure
- ensure that there is adequate security to protect information and property
- strive for a common view of security issues between the courts and between the courts and other parties
- work towards a high level of preparedness at the courts in the event of incidents and disruption

Activities

A safe and secure court is founded on a high level of security awareness. This is achieved through training and information for all the staff as well as preventive and systematic working environment measures. The SNCA continuously trains court personnel on security issues and informs heads of courts of ongoing security work. The SNCA also co-operates with a security group appointed by the Courts of Sweden, who serve as a link between the SNCA and all the courts in the country. The SNCA is also a part of several networks on a central level, including a security group in which the judicial authorities collaborate.

Supervision of public areas should be generally improved and CCTV cameras should be provided where necessary in order to enhance security and make court visitors feel safe and secure. As far as possible, rooms should be offered to parties in a case and witnesses who do not want to be confronted by other parties before or during a recess.

When court premises are rebuilt or new constructions are made, the SNCA and the local court work together with representatives from the police, the Public Prosecution Authority and the Swedish Prison and Probation Service. Particular attention should be paid to the ability to adapt security measures to possible threats in the future.

With slight modifications, the court buildings that are built today should be able to meet future security requirements.

The continuous security measures also protect the information stored in the IT systems and secure their operation. In addition to the rules on information security for joint IT systems drawn up by the SNCA, there is also a policy containing general objectives and the orientation of its information security initiatives. The SNCA and the courts work jointly on continuity planning for judicial operations in order to limit the consequences of disruptions in IT support and/or technology support.

6 Organisation of the SNCA

6.1 Operations

6.1.1 The SNCA as a work place

Employees are the most valuable resource for the SNCA to attain its objectives. An attractive work place increases the chances of the SNCA to provide the correct service to the courts.

Strategic goals

The SNCA shall be an attractive work place.

Strategy

The SNCA shall

- ensure that the working environment is not characterised by discrimination or harassment but promotes well-being and efficiency
- provide employees with the opportunity to develop and take responsibility
- ensure that the personnel and wage policy are known and accepted by the employees
- work towards ensuring that employees take responsibility and participate in the development of the operations
- work towards ensuring that employees have a high level of competency and provide professional treatment
- work towards ensuring that heads inspire and motivate their employees and create confidence and stimulate commitment and creativity

Activities

The SNCA is extremely reliant on competent employees and therefore an operation has begun which shall promote competence provision systematically and strategically. This encompasses the departments continuously devising competence provision plans which describe which competencies are lacking and thereby preventing the fulfilment of objectives, and how the competencies shall be obtained. This can involve recruitment, competence development or consultancy cooperation.

The work which has started on leadership development in the SNCA will continue during 2010 with investment in Development Group and Leader (UGL) and Developing Leadership (UL), individual investment in every leader and joint investment in all leaders within the SNCA.

An investigation into the working environment will be conducted and will cover the physical,

psychological and social work environment. The results of the survey will form the basis of producing the working environment plan. Both training operations and all other processes on first aid will be updated.

The SNCA will step up its efforts in the areas of health and medical care in order to maintain low sickness absence rates.

During the planning period the determining of wages will be derived from an equality perspective and will be implemented as a part of the objectives of the equality and equal treatment plans of the SNCA.

6.1.2 General organisation of the operations

An annual operation plan is devised based on the government's objectives for the SNCA. The internal resources of the SNCA are determined based on the operational planning. The fulfilment of objectives is continuously followed-up in the management tool Stratsys where the overall objectives are broken down and monitored monthly. In 2010 the operational strategy of the SNCA will be determined (see section 4, Planning conditions) and will affect the operational planning.

Another important part of the supervision takes place by making use of plans of action, policies, guidelines etc. The administrative department is responsible for these guidance documents, which have specifically been designed for the SNCA and are kept up-to-date and known by the organisation.

During 2010 the SNCA will replace the current time reporting system with Agresso Tid and at the same time a review will be conducted of how and for what we use the time.. The purpose is to provide a better tool which can make the management and supervision of the operations more effective.

In addition to providing daily service to the employees and functions for the SNCA the commission of the internal service function is to create and sustain a well-functioning physical work environment. This includes local issues, furnishing, equipment, reception and the registry office.

The present diary management system will be replaced by a new one in 2010.

6.2 Organisation

Management

The Director-General controls, leads and organises the SNCA in order to fulfil the operational goals specified by the Government. Operations shall be conducted in an efficient, focused manner.

Supervisory Council

The remit of the Supervisory Council is to review operations and advise the Director-General. It consists of eight members, of whom two are heads of court. The Council is chaired by the Director-General and the Chief Legal Officer of the SNCA acts as secretary.

Controller

As instructed by the Director-General, the Controller has the overall responsibility for strategic planning of the operations of the SNCA. The controller also co-ordinates internal supervision and control, alignment of contacts of the government office and authority heads.

Staff Disciplinary Board

The Board examines matters relating to termination of employment by reason of personal circumstances, disciplinary liability, notices of prosecution and suspension. The Board is chaired by the Director-General and the other members are appointed by the SNCA.

Law Clerks and Judges Proposals Boards

These are independent bodies on whose behalf the SNCA performs administrative duties.

Courts of Sweden Judicial Training Academy (Domstolsakademin)

The Academy is responsible for competence development of newly appointed permanent judges when it comes to training which is related to adjudication. The Training Programme covers both key judicial subjects such as preparatory science, medicine and other non-legal judicial topics. The Academy also provides support and advice for the drafting of individual development plans for the judges.

Internal Audit Office

The Office serves as an independent evaluation function for the Courts of Sweden and operates in accordance with the audit charter approved by the management of the authority. It examines

and evaluates the internal control system of the organisation and comments on its adequacy and effectiveness.

Legal Department

This department is responsible for internal consultation as well as investigations and referrals. It also represents the state in certain matters involving damages and legal aid. Further responsibilities include the Statute Book of the SNCA, archive issues, publication of court cases and manuals. There is also a function that provides know-how, support and service in procurement.

Information Department

This department has overall responsibility for strategy, structure and the content of internal and external information as well as providing support and advice related to information issues. It is also responsible for the common information channels for the Courts of Sweden as well as the graphic profile. The commission of the department also involves development of media on a strategic level as well as providing operational support to the courts in issues related to the media. Developing new methods for disseminating information is also part of its duties.

Administrative Department

This department is responsible for internal financial and staff issues at the SNCA, the internal service functions.

Development Department

This department works on the development and introduction of operational support applications. It also manages and participates in projects designed to develop the exchange of information within the judicial system. Its responsibilities also include monitoring the constitutional amendments required to enable the courts to also play a part in overall information process within the judicial system. Proposals regarding constitutional amendments are prepared together with the Legal Department. The department also deals with changes in work processes.

Human Resources Department

The Human Resources Department is responsible for staff planning and staff

organisational and competence development within the Courts of Sweden. It is also responsible for international development co-operation and international collaboration in court-related training. The department is responsible for administering the payroll and other remunerations. Other central duties include matters relating to staff and salary policies, working environment, staff social activities, statistics on personnel, pension, insurance and relocation matters. The department performs administrative duties for the Law Clerks and Judges Proposals Board on behalf of the Courts of Sweden. The department is further responsible for devising systems support within the field of personnel administration.

Finance Department

The Finance Department is responsible for operationally related financing, budget preparation and accounting. It is also responsible for follow-up, analyses and forecasts of the finances and operations of the Courts of Sweden, as well as the preparation of the annual budget and an annual report for the Government. The Department is responsible for developing and maintaining financial and statistical systems as well as developing tools for the courts to support the planning and follow-up

of their operations and finances. Another key area is the provision of information and training in financial and accounting matters. The department is also charged with the task of acquiring premises and fitting out and equipping new or considerably altered premises. A further duty is the introduction and development of technical support for the courts, which includes project planning and procurement of technology as well as its introduction and administration.

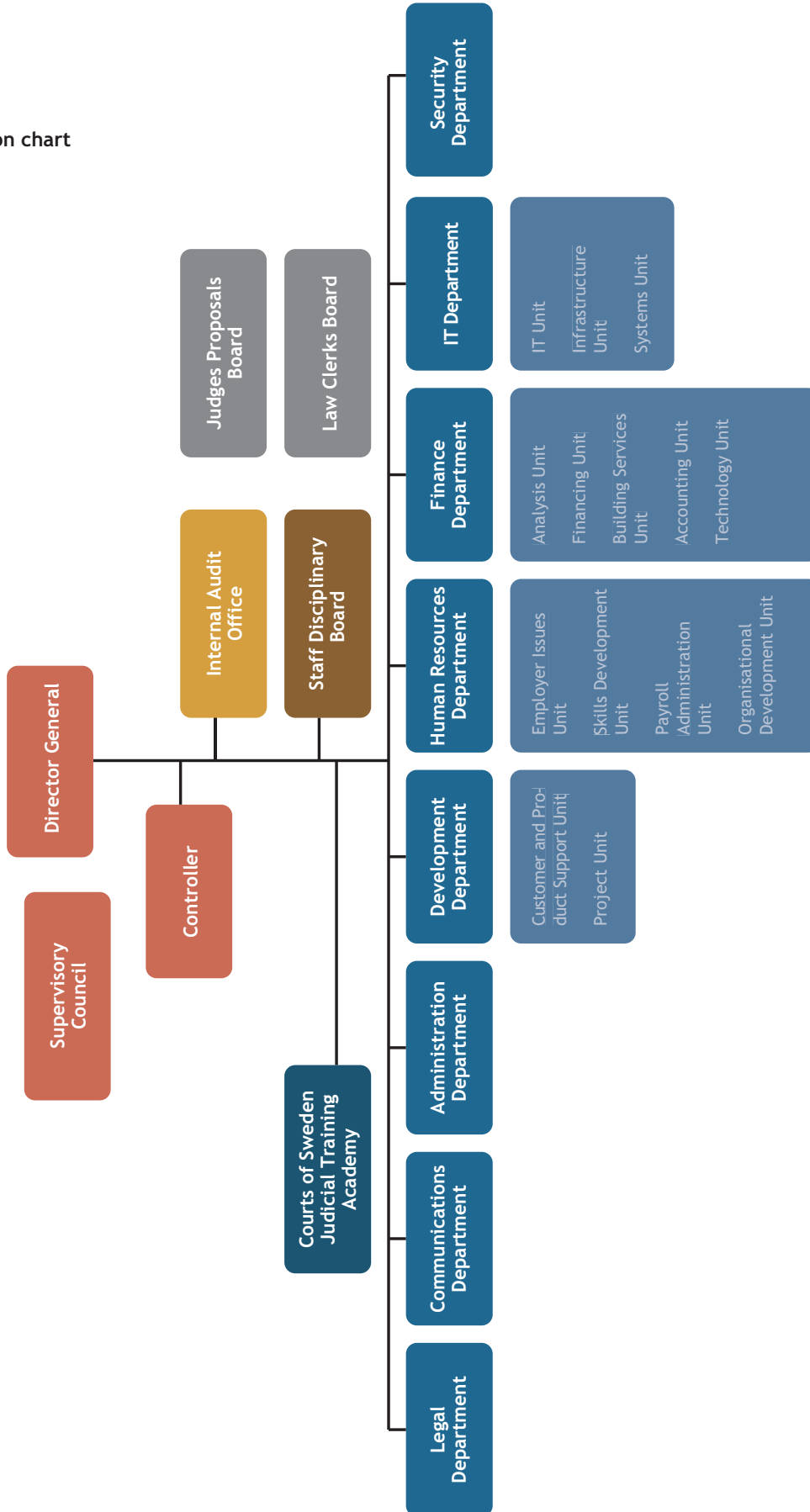
IT Department

The Department's task is to ensure that the Courts of Sweden have functioning IT support for judicial and administrative operations. This includes running, administrating and developing both common systems and infrastructure. The Department is responsible for procurement, contracts and purchases of IT products and services. Development of working methods and routines within IT is another task.

Security Department

This department has a consultative and co-ordinating role in security measures at the Courts of Sweden, including IT security, overall training, information and consulting. Security issues are divided into separate areas for staff, information and property protection.

Organisation chart



7 Reporting requirements and assignments in accordance with the Appropriation Directions for 2010

7.1 Feedback

7.1.1 Objective - Judicial operations

The SNCA should particularly report:

- The total number of cases filed, determined and pending.
- The total proportion of cases pending that are older than six months and twelve months for each court category.
- The number of removal cases (of unaccompanied children) where the processing time exceeded two months in the migration courts and in the Migration Court of Appeal.
- The average processing time for removal cases in the migration courts and in the Migration Court of Appeal, as well as the proportion of removal cases determined within four months.
- The frequency of appeals and, with regard to the courts of appeal and the administrative courts of appeal, the frequency of amendment.
- The average cost of a case per court category.
- Unit costs for civil cases (excluding joint petitions for divorce) and criminal cases in district courts, civil and criminal cases in the courts of appeal as well as tax cases, social security cases and other cases in the county administrative courts and the administrative courts of appeal respectively (for migration cases divided into removal cases, enforcement cases and other cases in the migration courts and the Migration Court of Appeal).
- The number of cases determined per employee-year for removal cases, enforcement cases and other cases in the migration courts and the Migration Court of Appeal.
- Measures taken or planned to reduce long processing times and the backlog of cases pending as well as comments on measures taken and their effects.
- Measures taken to ensure the sustained high quality in adjudication.

The report should include a cohesive description and analysis of how judicial operations have developed and their results. The analysis should include an evaluation of the Courts of Sweden in their entirety and of each court category individually. This analysis should also take note of changes in the organisation and regulations

outside the Courts of Sweden that may have affected the results. Changes in relation to the previous year should be noted. If the results reveal major differences between different courts in the same category, a special note of these differences should be made.

7.1.2 Objectives - Reporting the decision-making process and administration of justice

The SNCA should particularly report:

- The total number of matters filed, determined and pending in the courts, rent and tenancy tribunals, the National Legal Aid Authority and the Legal Aid Board.
- In the case of the National Legal Aid Authority the repayment claim matters (numbers and amounts) processed during the budget year as well as the number of such matters where an appeal was lodged with the Legal Aid Board.
- In the case of the Legal Aid Board, the proportion of matters amended by the Board.

The report should include a cohesive description and analysis of how the work has developed and the results, together with a note of changes in relation to the previous year.

7.1.3 Line of business General administration, resource allocation and quality enhancement initiatives

The SNCA should report:

- How the implementation of a new resource allocation model has been undertaken, together with an evaluation of the consequences of the transition to a new model.
- The development of efforts to provide administrative support and service.
- Initiatives and measures taken to achieve a higher level of quality and to develop the work of the courts as well as the measures to make this work more efficient.
- Measures taken to achieve greater operating efficiency at the SNCA.
- Measures taken to increase public confidence in the courts in addition to the measures taken in the initiative concerning strategies for the Courts of Sweden in certain confidence matters. (dnr Ju2008/10177/DOM).

- Measures taken to increase collaboration within the Courts of Sweden.
- Measures taken to increase collaboration between the courts and other relevant authorities.

7.1.4 General objectives and feedback requirements

Staff provision

The SNCA shall report on the strategic considerations that have been made and the measures that have been implemented to safeguard both short-term and long-term staff requirements with regard to factors such as age structure, retirement and the general recruitment situation.

Competence development

The SNCA shall report on the measures taken to ensure appropriate staff competence. This report shall in particular clarify how the competence strategy of the SNCA has been applied and developed.

The SNCA shall report which measures have been taken to develop training for judges in EU law and about the European Convention on Human Rights, particularly considering the importance which has been attached to EU legal competence in the framework for European co-operation. This account must show in particular the measures that have been taken in general to promote the operations of the courts regarding international judicial co-operation.

The SNCA shall report on the measures that have been taken to achieve greater specialisation at the Courts of Sweden.

Security

The SNCA shall report on the measures that have been taken to improve the protection and

security of the staff, the parties in a case, other persons who take part in a hearing and visitors to the courts. This account must show in particular the measures that are intended to ensure that victims of crime and witnesses are not confronted with the defendant on court premises while awaiting the hearing or during the hearing.

The SNCA shall report on the extent to which the courts during the year opted for security checks and the costs incurred for such measures.

International operations

The SNCA shall report on the extent of the international operations of the Courts of Sweden and the experience gained from them. This report must show the number of employee-years that have been devoted to international co-operation and peace-supporting measures. The report must also show how the SNCA has paved the way for participation in international peace-supporting measures by Courts of Sweden staff.

Forecasts

The SNCA shall report on expenditure forecasts for the budget period 2010-2014 (18 Jan, 25 Feb, 6 May, 29 July, 28 Oct). These forecasts must be commented on both in relation to the previous forecasting point and the Government budget. These forecasts are kept in the Hermes information system in accordance with instructions from the Swedish National Financial Management Authority.

In conjunction with the forecasts in February and July the SNCA shall report to the courts on the staffing situation and the recruitment needs.

The SNCA shall present relevant information to the Swedish Migration Board in conjunction with both forecasts and operational follow-up.

7.2 Assignment

In the government bill Recruitment of Judge (government bill 2007/08:113 page 19) the government has made the assessment that the possibilities to complete a part of the law clerk education at state administrations should be extended. The government instructs the SNCA to investigate how development of the particular combined roles can be drawn up appropriately. The assignment should include which other authorities can take part in the training, a close evaluation of what the content of the training should be, what duration of employment should apply in the case of another authority, and in what way the training can be organised. Furthermore, the SNCA, in accordance with what the government stated in the same matter shall investigate if there is a need and conditions to a certain degree release the fiscal's training sets in the lower court from the permanent staffing with the purpose of making it possible for several courts to periodically be able to arrange fiscal places. The assignment should be reported no later than 30 September 2010.

The government commissions the SNCA to gather information regarding to what extent qualified interpreters and legal interpreters are used during interpreting at courts and to what extent the interpreters, which are used are experienced as being qualified for the assignment. The report should take the form of a survey. The assignment should also include, if necessary, suggestions of measures which can improve the quality of interpreting in the courts. The assignment should be reported no later than 30 September 2010.

The government commissions the SNCA to gather information from the courts about their processing procedures concerning detention orders which are filed at such a time that the detention hearing takes place during the weekend, particularly emergency detention. The assignment should also include identifying measures which, within the scope of the legislation, can reduce the need to hold detention hearings during the weekend. During implementation of the assignment the SNCA shall collaborate with the Swedish Prosecution Authority. The assignment shall be reported no later than 15 May 2010.

As a part of their work with the Swedish National Police Board, the Swedish Prosecution

Authority and the Swedish Prison and Probation Service the SNCA shall have incorporated a structured electronic information flow in the legal chain no later than 31 December 2011. The collaboration shall occur with The Swedish National Council for Crime Prevention. To ensure that the authorities RIF work is co-ordinated the Swedish Courts shall adjust their planning and prioritisation of IT based operational development to RIF's common stand point.

Ongoing assignments

In collaboration with the Swedish National Police Board, the Swedish Prosecution Authority and the Swedish Prison and Probation Service, the SNCA shall continue to develop forecasting and analysing measures to assess the capacity requirements of the judicial system. The authorities should submit a shared annual report in connection with the budget documents. The Swedish National Council for Crime Prevention shall support the efforts of these authorities.

The government commissions the SNCA to implement training measures to further strengthen the competence of judges and other court employees in matters relating to violence by men against women, including honour-related violence and oppression, as well as violence in same-sex relationships. These measures should result in more considerate treatment of the victims of crime and thus contribute to raising the level of public confidence in the courts. This assignment will be put into effect between January 1, 2008 and December 31, 2009, and a report must be submitted no later than January 31, 2010.

The Swedish National Police Board, the Swedish Prosecution Authority and the SNCA have been assigned to collectively take measures in order to increase efficiency and improve collaboration during the processing of group violence (doc Ju2009/3950Å). The assignment shall be presented collectively to the government (the Ministry of Justice) no later than 28 May 2010.





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DOMSTOLSVERKET

SVERIGES DOMSTOLAR