



de Rechtspraak



Strategic Multi-Annual Planning

for the Netherlands Judiciary

Preface

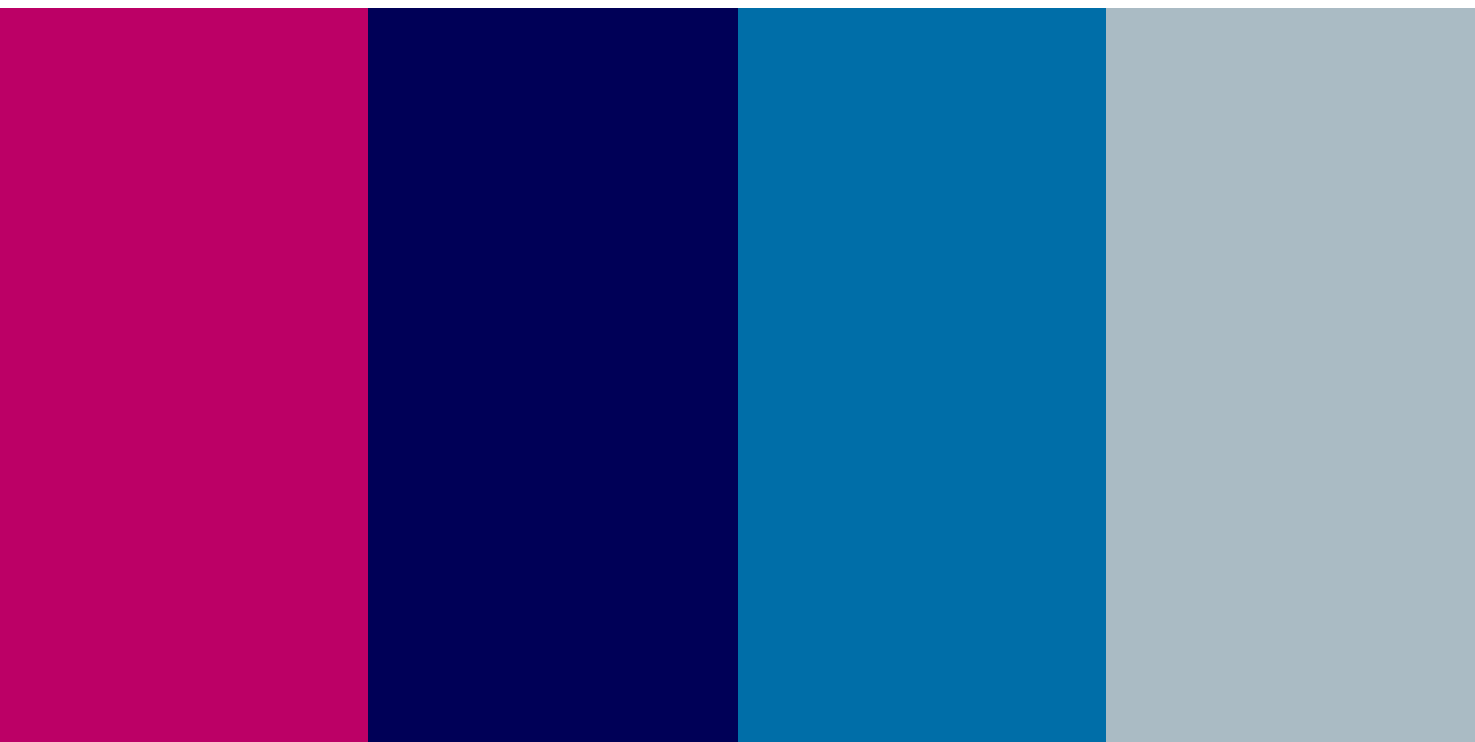
The Judiciary is the foundation of any free and fair society, and the decisions rendered by our courts protect our rights and help guide society forward. In addition, a country's Judiciary also contributes to peace, enterprise and, by extension, a high quality of life for its people. Since the Judiciary exists in and for a changing society, it is important that it responds to these changes in order to connect – and remain connected – to the public. It is therefore important to set long-term goals and determine our long-term activities. The goals provide answers to the following questions: what changes in society affect the Judiciary, how should the Judiciary and its organisation evolve in order to respond to these changes, what results will be accomplished, and by what means will they be achieved? Providing answers to these questions, setting strategic goals, determining our activities and monitoring their realisation is the core of the strategic planning process.

This publication is designed to inform international associates of – as well as anyone interested in – the Netherlands Judiciary regarding the strategic multiannual planning process used in our organisation.

This publication addresses the following issues: the first – introductory – section focuses on the fundamentals of the Netherlands judicial system and, from Section 2 onwards, the organisation of the strategic planning cycle, the contents of the Agenda of the Judiciary, and a focus on strategic goals.

I trust that this publication will provide you with a greater understanding of the Netherlands Judiciary's multiannual planning processes, and hope it will inspire you in terms of practices and procedures in your own organisation.

F.C. Bakker
Chairman of the Netherlands Council for the Judiciary



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1 Strategic Multi-Annual Plan for the Judiciary

This publication details the strategic planning process, with issues addressed including the Agendas of the Judiciary, the Vision 2020: road map for the Netherlands Judiciary of the future (hereafter: the Vision 2020) and the related projection process; the interim evaluation and the Quality and Innovation programme.¹

Existing as it does in and for a constantly changing society, the Judiciary must respond to these changes in order to connect, and remain connected to, the public. This means it is essential to set long-term goals and determine its long-term activities. These goals provide answers to the following questions: what social changes affect the Judiciary; how should the Judiciary and its organisation evolve in order to adapt to these changes; what results will be accomplished; and by what means will they be achieved? The strategic planning process involves answering these questions, setting strategic goals, determining activities and monitoring their realisation.

Every four years, the Council for the Judiciary sets a number of policy priorities in the Agenda of the Judiciary together with the court boards. The Agenda sets out the Judiciary's strategic goals for the following four years. The specific activities undertaken by the Judiciary are based on this Agenda.

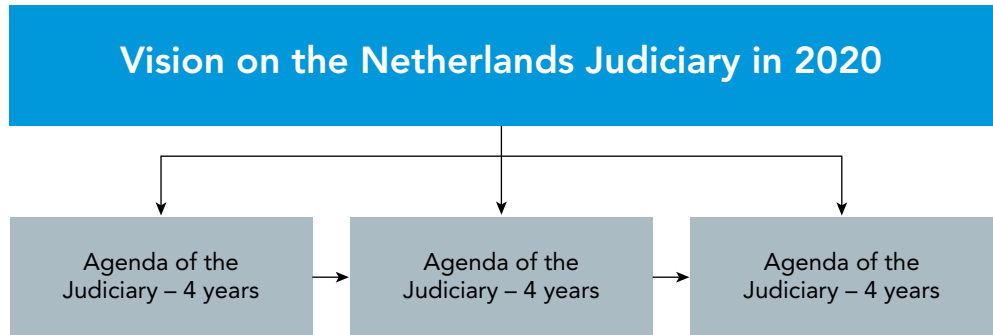
The Agendas are drafted in a relatively short amount of time (several months), with limited involvement on the part of court employees. The drafting of the Agendas focuses mainly on the court boards.

The Agenda of the Judiciary is set for a 4-year period. As the Agenda 2008-2011 was being drafted, some stakeholders expressed the wish to look beyond these four years; they advocated looking more closely at the various social issues affecting the Judiciary in the coming years and subsequently adapting the organisation as effectively as possible in response.

There was a need for a Vision on the organisation's future, based on the Judiciary's role in Dutch society. This would become the vision 2020. It was important that the entire organisation, including primary-process employees and external stakeholders, became involved in creating this vision report.

¹ For more information about the Netherlands Judiciary system, please refer to the publication *The Judiciary system in the Netherlands*, accessible through www.judiciary.nl (also available in English).

The projection resulted in the Vision 2020. The Agendas of the Judiciary to be developed in the future must be based on this vision, according to the following schedule:



1.1 Drafting of the Vision 2020: Projection

The Projection project was completed in 2008 and 2009. During this intense process, in which as many Judiciary employees as possible were involved, a number of stages were completed which involved various issues and developments.

A project team within the Council coordinated the Projection by working closely with a steering committee and external and internal focus groups. The employees of the courts themselves were responsible for actually implementing the Projection.

During the orientation stage, a number of exploratory studies were performed in order to gain an initial idea of relevant trends and developments affecting the Judiciary. These studies focused, among other things, on previously published projections of Dutch society, the volume of new cases and the number of staff involved, an analysis of relevant studies, and an international comparative analysis. Based on these analyses, the main social trends were outlined, based on which the key issues of the Projection were identified. These included:

- 1 Professionalism
 - a Expertise and specialisation
 - b Professional autonomy
 - c External focus of the Judiciary
- 2 Domain²
- 3 Organisation
- 4 Personnel
- 5 Management

The issues required closer analysis: what future prospects are relevant to this issue? How does the Judiciary respond to the social trends? These questions, the issues, and how the Judiciary chooses to address them were discussed by employees of all levels of the organisation. A special intranet page by the name of 'rechtspr@@k' was created for this purpose, where employees could share their views and opinions. Employees had the opportunity to leave comments on each separate issue, to which others could then respond. This sparked an (online) debate on the future of the Judiciary.

2 This issue is included in the Projection in response to concerns about reducing the role of judges – a narrowing of their scope – which is characterised by a number of factors, including the option of the Public Prosecutor to impose sanctions in certain cases and the growing number of regulatory agencies being granted authorisation to impose fines.

Based on the projections, the Council for the Judiciary, in conjunction with the court boards, formulated a new direction, after which the Vision 2020 was drafted. The report was tested both within and outside the organisation, which means that various internal boards and external experts provided their opinion on its contents. The Vision 2020 was ratified in 2010. The year 2020 is regarded as the 'point on the horizon' in the report; the Vision has become a product including the social trends explored, the central outlook, and the organisation's mission and vision statements. The report's plan of action begins in 2011; the implementation of this plan is provided for in the subsequent strategic Agendas and annual plans. The annual plans and Agendas therefore play a role in creating the Vision 2020.

The core of the Vision 2020 is based on two pillars:

- 1 Reinforcing the core values: independence, impartiality, integrity and professionalism.
- 2 Meeting the needs of society as much as possible and closely monitoring its problems.

The first pillar relates to the basic requirements for the Judiciary and, in that sense, is timeless. However, we are currently seeing a growing need to strengthen these requirements and safeguarding them in a more visible way. The second pillar involves increasing the social effectiveness of the Judiciary, i.e. actually resolving conflicts between litigants. While these two pillars reinforce each other, there is also a certain conflict of interest between the two: whereas the first pillar calls for impartiality and distance, the second requires involvement. The Judiciary aims to find a balance between these two pillars.

Mission statement

Based on the two pillars, the Judiciary's mission was reformulated:

The Judiciary ensures ethical, efficient and effective dispute settlement and adjudication of criminal offences by independent courts and judges.

The Judiciary helps maintain the rule of law and public trust in the law.

Vision 2020

The Vision 2020, which is based on the two pillars, consists of four sections. The first section addresses the position of the Judiciary as the third power of the State, and the responsibility this entails. The two subsequent sections explore how the Judiciary performs this role: reinforcing the key values and meeting the needs of society as much as possible. The final section focuses on the impact of these decisions on the organisation and how the Judiciary is managed.³

3 The key points of the vision report are included in Appendix 1.

1.2 Drafting of the Agenda of the Judiciary 2011-2014

The Vision 2020 forms the basis for the Agendas of the Judiciary. The Vision 2020 will be implemented in 2020 by realising the plans in the Agendas. The Agenda of the Judiciary 2011-2014, *Gericht op de samenleving* ('Focus on Society'), was adopted in 2010.

The Agenda of the Judiciary 2011-2014⁴ was created by

- assessing the results achieved during the period 2008-2011.
- including the results of the review of the courts and the Client Satisfaction Survey.

Assessment of results achieved during the period 2008-2011

Besides the Vision 2020, the Agenda is based on an assessment of the results achieved by the Judiciary in recent years. This assessment focused on the realisation of the objectives of the Agenda during the period 2008-2011. It revealed that successes were achieved in a variety of areas, including strengthening formal uniformity of law, the realisation of quality standards, and the process of developing reflection and assessing court decisions (see Appendix 2).

The points from the Agenda for 2008-2011 that will remain a focus in the future are reinforcing material uniformity of law and improving external communications.

Inspection

The quality of the Judiciary⁵ is a key concern, and a national policy is being developed to improve this quality. For example, there are quality standards with which courts of law must comply; these standards are designed to increase the Judiciary's expertise and efficiency, resulting in quality improvement. There are also standards in place related to permanent education, the percentage of cases involving a minimum of three judges, and lead times. In 2010, the organisation conducted a survey of the courts, as part of which a review committee, which included a number of external members, conducted an investigation into the status and quality of the Judiciary.

The main question was to what extent the courts implement improvements in an active and structured way, and, in so doing, use the 'Plan, Do, Check, Act' cycle of improvement. The inspection also focused on the question to what extent quality policies have been developed, to what extent these policies have translated into action, to what extent they contribute to improvement, and to what extent the effectiveness of the activities is assessed. During this process, the review committee focused on the following issues:

- 1 Substantive quality and expertise, subdivided into:
 - a Expertise and quality;
 - b Monitoring substantive quality;
 - c Lead times and timeliness;
- 2 Feedback culture⁶
- 3 Changes in the quality system

4 The contents of the Agenda of the Judiciary 2011-2014 are included in Appendix 2.

5 For more information about the Quality system, please refer to the publication Quality of the Judiciary system in the Netherlands, accessible through www.judiciary.nl (also available in English).

6 This is defined as development of the learning capacity of the courts, based on the following sources: information gathered from performance reviews or exit interviews; feedback gathered from focus groups; employee satisfaction surveys and client satisfaction surveys; and complaints and/or information from non-litigants (i.e. public forum, reader jury).

Key findings of the review committee include:

- Quality assurance (and the development of this quality assurance) is positive;
- There is a highly sophisticated sense of quality awareness, with quality being regularly and systematically investigated, and efforts being made to create a structured quality policy;
- This quality awareness exists up to the operational level and is increasingly perceived as a shared performance;
- The focus on quality and quality culture has changed from an individual to a joint effort;
- The implementation of quality standards has improved employees' expertise and the substantive quality of the primary process;
- An area that might be improved is the system of learning from judgments in appeals and further appeals;
- Finally, the quality standards must be integrated more effectively into the day-to-day operating processes.

Client Satisfaction Survey

In the Netherlands there is a history of ten years of court user satisfaction surveys. In 2001 the courts started to conduct these surveys and in 2011 almost all courts executed this at least two times. In 2009 the assembly of court presidents chose one national survey for all the district courts and the courts of appeal, held simultaneously, under the condition that it would entail a minimal work load for the courts.

The reports show high satisfaction with the functioning of the judges, but improvement is deemed necessary in the management of timeframes.

The survey is part of a quality system: RechtspraakQ (a combination of Judiciary and quality). This system was developed in 2002 to counterbalance the output related financial system. A system in which courts receive financial recourses based on the number of cases they adjudicate in a year. Although this model is transparent, it should not result in disqualifying the different aspects of quality. RechtspraakQ helps to counterbalance this system.

The system consists of a number of measurement instruments: court user satisfaction survey, employee satisfaction survey and the general review. The surveys are conducted every three years and the review every four years.

1.3 Interim evaluation of the Agenda and the strategic focus 2013 and beyond

The Agenda covers a period of four years. It is advisable to conduct an interim evaluation during this period: which objectives have been achieved to date, and which aspects require more effort? By developing a strategic focus for the coming years, the organisation can remain on the right track.

In 2012, when the Agenda of the Judiciary 2011-2014 was at the half-way point, an assessment was made to see to what extent the results defined in this document had been achieved. This resulted in the following conclusions for each objective:

Objective 1 The Judiciary contributes to strengthening the rule of law: a number of communications were released regarding the significance of an independent and impartial Judiciary.

Objective 2 The Judiciary reinforces the core values: a large number of these objectives were achieved. In recent years, the organisation has invested considerable effort in evaluating and improving quality standards, the ethics policy, increasing knowledge of empirical sciences, testing court decisions, and improving external communications.

Objective 3 The Judiciary meets the needs of society: the results of this comprehensive objective are being achieved, with great progress having been made. The implementation of the new way of processing cases under administrative law is of particular importance. It has since become clear that a substantial Quality and Innovation programme is required to ensure that other parts of the objective – reducing lead times and increasing efficiency – are achieved as well.

Objective 4 The Judiciary implements the judicial map: the revision has been implemented, ensuring that the reorganisation was completed in early 2013.

Objective 5 The Judiciary professionalises organisation and management: all areas of the Judiciary's organisation and management are being professionalised. The centralisation of parts of the management into a shared service centre is has been achieved. The issues of strategic personnel planning and sustainability have not been addressed to a sufficient degree to date.

The Strategic Multiannual Plan is designed as such that Agendas are replaced one year before the end of the term. However, the Agenda of the Judiciary 2011-2014 does not yet contain enough intended results that the Judiciary aims to achieve in the coming years. Consequently, the next Agenda will only commence in 2015.

Quality and Innovation Programme (Kel)

A key part of the strategic focus for 2013 and beyond, the Quality and Innovation (Kwaliteit en Innovatie) programme is designed to modernise the Judiciary through innovation. As part of these efforts, the Judiciary aims to standardise and simplify civil and administrative proceedings, thereby contributing to an accessible and efficient legal system. The objective is to establish a more standardised litigation process, which may cause the difference between the summons and petition procedures to be eliminated. Members of the public and other parties involved in legal proceedings must be given the opportunity to submit documents electronically and monitor the progress of cases online. The programme will mainly implement parts of objectives 3 and 5 of the Agenda of the Judiciary.

2 Focus on strategic objectives

While drafting a Vision including specific goals and results to achieve them is one thing, actually taking the required action calls for a sense of focus. A management system is in place to ensure that the objectives set out in the Agenda of the Judiciary are actually achieved. The Council for the Judiciary monitors the progress of the implementation of the Agenda of the Judiciary. In order to facilitate this, the results set out in the Agenda were linked to the parts of the organisation responsible for achieving these objectives.

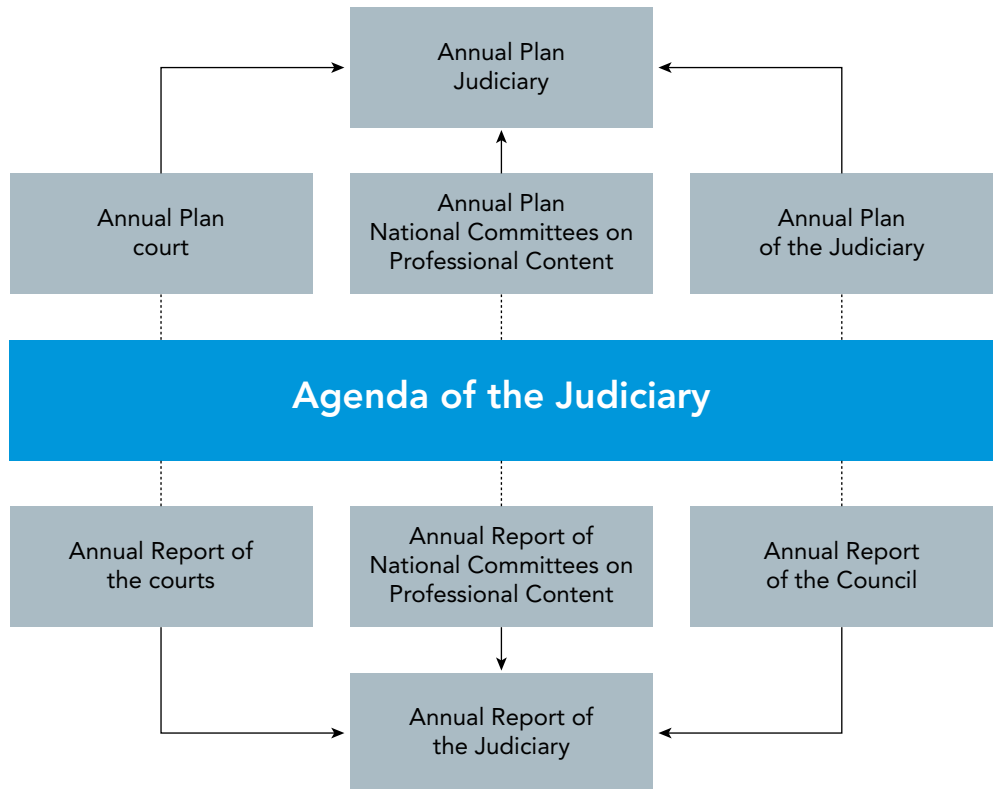
These include:

- the Council for the Judiciary
- the courts
- the Presidents' assembly
- The National Committees on Professional Content⁷
- IT services
- SSR Training Institute (Stichting Studiecentrum Rechtspleging)⁸

7 Until 2013, the national committees consisted of the sector chairmen, while there was also a national committee for each sector. Since the reform of the judicial map, there are no longer any sector chairmen, and the committees have changed into professional committees for Civil and Sub-district Courts, Administrative Law, Penal Law, Tax Law and Family and Juvenile Law.

8 www.ssr.nl

These organisational units help achieve the results and objectives set out in the Agenda of the Judiciary, and this is disclosed in their annual plan and annual report. Together, these plans and reports make up the Annual Plan of the Judiciary and the Annual Report of the Judiciary. The focus on strategic objectives includes the following:



In the annual reports, the organisational units detail how they contribute to the drafting of the Agenda, as well as explaining the nature of their activities in this process. The Council for the Judiciary is responsible for integrating and analysing these plans, as well as for assessing the annual reports of the organisational units detailing the results. An interim assessment is made: how is the implementation of the Agenda progressing? Are the intended results being achieved? Monitoring this closely ensures that objectives can be achieved during the term of the Agenda.

The accountability of the courts to the Council for the Judiciary in relation to their contribution to the objectives set out in the Agenda is discussed in the meetings of the court boards. This consultation is held between the Council and the court boards; together, they agree on terms for the results to be achieved and those achieved in the past. This contribution is then discussed based on the courts' annual plan and annual report.

The strategic planning process is an ongoing process focusing on making plans, setting goals and engaging in various activities. Over the next several years, the focus will be on achieving the objectives of the Agenda of the Judiciary 2011-2014. A new Agenda will be drafted for the subsequent period in the course of 2014.

Appendices

1 Key points of the Vision 2020

The key points set out in the four sections of the Vision 2020 include:

Section 1 Position in the body politic

- The Judiciary has its own role in the polity, where ensuring an independent and impartial Judiciary is a key focus. It fulfils this role while taking into account trends in society.
- The Judiciary has a special responsibility to protect the rule of law and the rights of the people, as set out in international treaties and the European rule of law, currently under development.
- The Council will appeal to the other branches of government if the functioning of the Judiciary is compromised. The legislative branch must provide the courts with sufficient freedom to effectively fulfil their role of supervising the executive branch, particularly if basic human rights could potentially be violated. The executive branch, for its part, will need to ensure that court decisions are implemented.
- The Judiciary maintains a high degree of transparency, both where it concerns court decisions in individual cases and with regard to the functioning of the organisation as a whole. Judicial decisions are explained clearly, consistently and comprehensibly and, if necessary, they are clarified in view of accountability to the various parties involved and to society. The Judiciary annually accounts for the work it has performed and funds it has spent.

Section 2 Core values independence, impartiality, integrity and professionalism

Independence, impartiality and integrity

- In performing their duties, judges are guided by the requirements of fair trial and due process, as provided under national and international law, notably Article 6 of the European Convention on Human Rights and fundamental freedoms.
- Independence, impartiality, integrity and professionalism are the basic conditions for fair and professional dispute settlement and the prosecution of offences. The appearance that these conditions are not being satisfied is to be avoided as well.
- Judges protect their independent position, impartiality and integrity and defend any violations of this position and impartiality by any party, irrespective of its nature.

Professionalism

- The majority of judges of the first instance are broadly trained generalists whose skills make them employable in a variety of legal areas and who can become specialised during their careers.
- Judges and legal advisors also possess knowledge of methods related to the empirical sciences, are decisive, have strong communication skills and are aware of the social impact of the cases they handle.
- The specific knowledge required will be provided by legal specialisations based on specific themes, with 'themes' being defined as issues that merit special attention on account of the public interest. While these issues sometimes remain limited to a single legal area, they often also apply across a variety of areas (see Section 3 for more information).
- Judges are supported by legal staff trained in a large number of areas, and, in the future, will also be supported by employees possessing specialised legal expertise and employees possessing specialised non-legal expertise. Like judges, these professionals are aware of the social context of the legal process; they can efficiently make information available and share and maintain knowledge.
- They share this knowledge by means of expertise centres, knowledge networks and knowledge systems. Life-long learning applies to judges and lawyers, as well as to other Judiciary employees. The exchange with universities and universities of applied sciences will increase significantly in the future.

Section 3 Effectiveness of the legal system

- By 2020, a system will be available to submit documents electronically and follow cases online, and all court decisions will be electronically available without affecting the oral arguments of the case during a hearing. If the parties so wish, the hearing can also take place electronically.
- Court decisions must be worded clearly, consistently and comprehensibly and, if necessary, in plain language in view of accountability to the parties to the proceedings and to society.
- Courts must ensure, with the parameters established by the legislative branch, that disputes are settled in a manner that contributes as much as possible to resolving the underlying problems of the parties and of society. In this process, judges must find the solution that is the fairest and most effective for the parties and for society. This means that, in specific cases, they must not remain limited to the legal aspects, but should also focus on the effectiveness of intervention by the court for the parties and on the potential impact this has on society as a whole.
- If there are multiple factors to be considered in relation to a particular person or problem, the court, irrespective of the legal area involved, will integrate these as much as possible in order to prevent contradictory statements regarding a person/problem and to resolve the conflict or complex of conflicts quickly and effectively. This calls for a theme-based approach to rendering court decisions, one that takes the conflict between the parties, rather than the legal area, as a point of departure.

Section 4 Organisation and management

Organisation

- The Judiciary is a professional organisation of committed employees (consisting of judges and legal advisors) who are expected to meet very high standards. Employees are aware of their responsibility for the quality of the Judiciary and their own role in ensuring this quality. The Judiciary's culture is one where providing feedback and sharing knowledge is a given. The organisation invests, in the long term and on behalf all employees, in knowledge, skills, attitude and the acquisition of experience. The Judiciary is a learning organisation that interacts with its social environment and
- aims to provide a high level of service, taking into account the specific nature of the case law and the reasonable expectations of litigants and professional partners.
- In order to ensure the highest possible service levels,⁹ work closely together within the court system, and use any external feedback to maximum advantage. This external feedback on services must be communicated to all parties involved and must be disseminated to, and discussed with, all stakeholders.
- The Judiciary is working on improving services and the legal process and, for an external perspective, uses projections and research as a guideline. The objectives set out in the Agenda of the Judiciary play a guiding role in this process. A continuous focus on the innovation of (primary and secondary) processes and facilitation of these processes using technology is essential.
- The diversity of society is embodied by the staff composition of the courts.

Management

- The courts and the Council constitute a single entity, with its own position for the courts and for individual judges. The Council and courts are jointly responsible for the quality of the Judiciary. The strength and effectiveness of this organisation is determined to a large extent by strong administrators and other managers; effective communication between administrators and employees; cooperation between the various officials of a court, between courts, and between the courts and the Council. Boards are made up mainly of judges (managing professionals). Effective leadership of the Council and court boards is characterised by aspects such as an external focus, courage, and a focus on innovation.
- The Council for the Judiciary contributes to a strong Judiciary and helps maintain faith in the law. The Council promotes unity and cohesion within the Judiciary.
- The Council represents the Judiciary both within and outside the organisation. The Council has a strong external focus. The Council shares knowledge and engages in debate with the other branches of government, the media, and society as a whole. The Council is responsible for developing strategies and policies for the Judiciary and assumes a normative, supervisory and regulatory role in its dealings with the court boards.

⁹ the professionals at various levels (i.e. administrators, judges, and administrative support of the Judiciary)

2 Contents of the Agenda of the Judiciary 2011-2014

In line with the four sections of the Vision 2020, the Agenda includes the following five objectives:

- 1 The Judiciary contributes to reinforcing the rule of law.
- 2 The Judiciary reinforces the core values.
- 3 The Judiciary meets the needs of society.
- 4 The Judiciary implements the judicial map.
- 5 The Judiciary professionalises its organisation and management.

These objectives are subdivided into results that play a guiding role in the activities to be undertaken in the coming years. These results are:

Objective 1 The Judiciary contributes to reinforcing the rule of law
Legal basis of the Council for the Judiciary in the law/ Constitution.
Communicating the significance of the Judiciary under democratic rule of law.

Objective 2 The Judiciary reinforces the core values
Increasing the Judiciary's independence, impartiality and integrity by:

- Elaborating the core values into standards of conduct.
- Where necessary, the more liberal options available for disciplinary measures will be used.

Increasing the professionalism/expertise of the Judiciary by:

- Raising quality standards.
- Setting realistic training and educational requirements.
- Reducing the vulnerability of work processes to error/occasional error
- Closer consultation between courts of first instance and courts of appeal
- A possible extension of the methods used for testing court decisions¹⁰
- Promoting cooperation across legal areas/sectors
- Increasing knowledge of empirical sciences
- Using specialised, non-legal staff
- Improving access to, and sharing, knowledge and information
- Promoting the international focus of judges and the courts

Enhancing communication and disclosure by:

- Increasing transparency and improving communication
- Full television broadcasting of a number of major court cases

¹⁰ A pilot project was introduced to examine how the 'real quality' of the judiciary, i.e. the quality of court decisions, can be assessed. The purpose of the pilot project is to make quality part of the operational processes, create a reliable measuring tool and develop workable procedures. The project also explores what the results of this type of test might indicate about the quality of court decisions in general terms. If the results of the pilot project provide a reason to do so, this process of testing court decisions will be expanded.

Objective 3 The Judiciary meets the needs of society

Improving the timeliness of the Judiciary by:

- Updating and reducing the lead times the Judiciary sets for itself
- Complying with lead-time standards

Focusing on differentiation,¹¹ and custom solutions provided by means of:

Civil-law sector:

- Maintaining the lead times of the civil and sub-district courts after raising the competitive limit (see Section 1)
- Developing a fast, simple standard procedure in the civil-law sector

Administrative sector:

- National implementation of successful pilot projects relating to case management
- Exploring opportunities for accelerated proceedings on the merits

Improving the effectiveness of the law by:

- promoting a theme-based review of cases. Where possible, it will be ensured that information regarding proceedings involving the same person or problem is known by the judge ruling in the case.
- If possible, disputes are ultimately resolved by the administrative law sector
- Providing access to information on the impact of disciplinary measures and treatment methods

The Judiciary also meets the needs of society by:

- Improving electronic access
- Improving comprehensibility and proper substantiation of court decisions. The use of plain, comprehensible language in court rulings is encouraged
- Increasing the material uniformity of law through consultation between the courts of first and second instance
- Improving basic services, including services provided by telephone, correspondence, extended opening hours, and requesting external feedback from stakeholders

Objective 4 The Judiciary implements the judicial map.

The first two years of the Agenda of the Judiciary 2011-2014 focused on reorganising the judicial map, which involved a change of the geographic and administrative borders of the court districts and jurisdictions. Based on the person seeking legal services and on the primary process of the Judiciary, it is then considered where judicial services can and must be provided. The first priority is the person requiring these services. In sum, the three main reasons for the change are:

- 1 Speed: In an accelerated society, the Judiciary will organise its business in such a way that it can keep up with this pace.
- 2 Specialisation: Since society is becoming increasingly complex and litigants are becoming more specialised, the requirements imposed on the Judiciary continue to increase accordingly. Economies of scale facilitate the process of sharing knowledge and experience.
- 3 Management: requirements for management will also continue to increase in the future, for example in relation to security and IT. Management duties must be integrated in order to be able to meet these requirements.

11 i.e. managing cases/case management.

The reorganisation of the judicial map involves the following steps:

- Preparing the rearrangement of the judicial map through a national programme initiated by the Council for the Judiciary.
- Designing the Management Development policy
- Introducing specialisations (both nationally and within the court districts)
- Implementing the new judicial map once the law becomes effective

Objective 5 The Judiciary will make the organisation and management more professional

- Implementing a simpler, more flexible cost system
- Using strategic, long-term-focused staff planning and recruitment processes
- Developing a position on 'the wireless office' (i.e. working anytime, anywhere)
- Exploring opportunities for the sustainable organisation of the Judiciary
- Adapting the organisation to digitisation
- Investigating, deciding on and implementing the centralisation of management duties
- Providing a quality system in the day-to-day work of Judiciary employees

