



Oversight Agreement 2017
between
the Courts Service
and
Department of Justice and Equality

Part 1 – Oversight Agreement

1. Introduction

The Code of Practice for the Governance of State Bodies 2016 which sets out the corporate governance arrangements to be adopted by State Bodies, provides for written oversight agreements to be put in place to support robust and effective governance. This Oversight Agreement is a written statement between the Department of Justice and Equality and the Courts Service in accordance with the requirements of the Code.

2. Legal Framework

The Courts Service is a State agency established in November 1999 pursuant to the provisions of the Court Service Act, 1998 (Act) to manage and administer the Courts. In accordance with the Act the Courts Service is a body corporate which is independent in the performance of its functions.

2.1 Functions

The statutory functions of the Courts Service as set out in the Section 5 of the Act are:

- To manage the Courts;
- To provide support services for the judges;
- To provide information on the Courts system to the public;
- To provide, manage and maintain Court buildings;
- To provide facilities for users of the Courts; and
- To perform such other functions as are conferred on it by any other enactment.

The powers of the Service in exercising its statutory functions are set out in section 6 of the Act.

2.2 Purpose and Responsibilities

The Courts Service is responsible for the management and administration of the Courts.

The Courts Service has a staff of 976 (FTE) at 1st January, 2017 and a network of 33 court offices outside Dublin and offices in Dublin (Four Courts, Criminal Courts of Justice, Dolphin House, Swords, Dun Laoghaire and Cloverhill). The Courts Service supports the Supreme Court, Court of Appeal and High, Circuit and District Courts and provides services to court users. The Courts Service also has 5 directorates based at its Headquarters in Dublin - 2 Operational Directorates - Superior Courts Operations, Circuit and District Court Operations and 3 Support Directorates - Resource Management, Infrastructure Services and Reform and Development.

2.2.1 Mission

The mission of the Courts Service is *to manage the courts, support the judiciary and provide a high quality and professional service to all users.*

The administration of justice is a matter for the judiciary who are supported in this function by the Courts Service. The judges are, under the Constitution, independent in the exercise of their judicial functions. The Courts Service Act precludes the Courts Service from interfering in any way with the conduct of the business of the courts required to be exercised by a judge or impugning the independence of a judge or quasi-judicial officer in the performance of his or her judicial/quasi-judicial functions.

2.2.2 Board

The Courts Service is governed by a Board consisting of a chairperson and 17 other members (see Appendix 1). The Courts Service Act provides that the chairperson of the Board will be the Chief Justice or a judge of the Supreme Court nominated by the Chief Justice as Chairperson, and that the Board membership will include judicial representatives from each court, a staff representative, a representative of the Minister for Justice and representatives from the legal professions, trade unions and business world.

The Board is collectively responsible for leading and directing the activities of the Courts Service in a framework of prudent and effective control as set out in the *Code of Practice for the Governance of State Bodies* (2016).

The functions of the Board are to consider and determine policy in relation to the Service and to oversee the implementation of that policy by the Chief Executive Officer. The Act also provides that the Board may establish committees of the Board to advise it in relation to the performance of its functions.

The Board in the performance of its functions must have regard to the resources of the Service to secure the most beneficial, effective and efficient use of these resources. The Board must also have regard to any policy or objective of the Government or a Minister of the Government insofar as it may affect or relate to the functions of the Service.

The Ethics and Standards in Public Office legislation does not apply to the Board of the Courts Service. The Board of the Courts Service is comprised of judicial and non-judicial members. Section 18(3) (b) (v) of the Ethics in Public Office Act, 1995, precludes the designation for the purposes of the Act of "the office of Judge of any Court". It is intended to apply the Ethics and Standards in Public Office legislation to non-judicial members of the Board of the Courts Service in the future, subject to the necessary amending legislation.

In accordance with best practice Board members are required to make annual declarations of interests and, prior to consideration of reports on procurement or relevant matters, all Board and Committee members are requested formally to declare if there is any conflict of interest and to absent themselves from consideration of the item if a conflict exists. The minutes of the meetings note any such abstentions.

2.2.3 The Chief Executive and Accounting Officer

The Chief Executive is appointed by the Board of the Courts Service and is responsible for the implementation of policies approved by the Board and management and control generally of the staff and business of the Service. The Chief Executive is responsible to the Board for the performance of his or her functions.

The Chief Executive is also the Accounting Officer for the Courts Service. As Accounting Officer the Chief Executive is responsible to the Oireachtas for the proper expenditure of monies provided by the Exchequer for the management and administration of the Courts Service. As Accounting Officer, the Chief Executive signs

the Annual Appropriation Account and a Statement of Internal Financial Controls providing assurance on the internal financial control environment operating within the Courts Service.

In accordance with the Act, the Chief Executive may be summoned before the Oireachtas to account for the general administration of the Service including the 3 year Strategic Plan. The Chief Executive cannot be requested to give account for any matter relating to the exercise by a judge of his or her judicial functions including a matter which is or has been or may at a future time be the subject of proceedings before a court.

2.4 The Courts Service and the Department of Justice and Equality

In the management and administration of the Courts, in accordance with the provisions of the Act

- The Board must have regard to any policy or objective of the Government or a Minister of the Government insofar as it may affect or relate to the functions of the Service;
- The Courts Service must furnish an annual report to the Minister on its activities;
- The Service must submit a draft strategic plan every three years for approval by the Minister;
- The Service must provide at the Minister's request any information on any matter concerning its policy and activities generally or any specific matter or account prepared by it;
- The Service must contain expenditure within the funding provided by Government; and
- The Service must appoint such numbers of staff as are approved by the Government.

The Department of Justice and Equality has responsibility for

- Securing the annual vote of funds from the Oireachtas for the Courts Service.
- The legislative function in relation to the courts and the Courts Service
- Liaising with and representing the interests of the Courts Service and the courts at Government level
- Appropriate oversight to discharge the Minister's accountability to the Dail.

In relation to funding for the Courts Service an agreed mechanism has been put in place whereby a meeting will be held between the Department, the Department of Public Expenditure and Reform and the Courts Service immediately following the submission of the Courts Service Estimates submission to the Department. Where necessary a meeting at ministerial level will be held with the Chief Justice and Chairperson of the Board before the end of July to discuss the funding requirements of the Courts Service.

3. Governance

The Courts Service has strong governance arrangements in place at organisational and Board level providing a framework of rules and practices to ensure accountability, fairness and transparency across organisational activities.

As a state agency, the Courts Service is subject to a range of statutory and corporate governance obligations including the *2016 Code of Practice for the Governance of State Bodies*.

In carrying out its functions, the Courts Service operates in accordance with Courts Service policies and wider government and Civil Service policies regulations across all areas including financial management, internal control, Human Resources, ICT, Capital building and Reporting. Compliance is monitored on an ongoing basis and both compliance and the policies in place are subject to Internal Audit review and review by the C&AG.

The Courts Service ensures that it complies with government regulations and best practice in relation to risk management, internal audit and the Public Spending Code.

3.1 Compliance with the Code of Practice for the Governance of State Bodies

The Code of Practice for the Governance of State Bodies 2016 applies to the Courts Service. The Code came into effect on 16th September, 2016 with the expectation that it will be implemented by end 2017.

The Courts Service is compliant with the main requirements of the Code as follows:

- **The legislative framework** for the Board and the Courts Service has been augmented by the Board Framework Document, Terms of Reference, Standing Orders and role profiles for the Chairperson, Chief Executive, Board member and secretary. These documents set out the functions, authorities and procedures of the Board and define the roles of the Board, the Chairperson and the Chief Executive.
- **A Code of Conduct** has been put in place for Board members.
- **A self -evaluation assessment** will be carried out annually in relation to Board and committees and arrangements will be made for an external evaluation at least every 3 years.
- **Disclosure of Interest** procedures are in place for Board members.
- **Committees of the Board** have been established with clear terms of reference, accountability and reporting arrangements to assist it in the performance of its functions which are reviewed annually.
- A robust **Risk Management** policy and framework is in operation in the Service in accordance with best practice and the requirements of the Code.
- **Effective systems of Internal control** in place in relation to the financial, operational and compliance environment and obligations.
- **Audit arrangements** in place include
 - an effective internal audit function which has an independent appraisal function charged with reviewing operations across all area
 - an Audit and Risk Committee which was established and operates in accordance with the provisions of the Code.
- **A Comprehensive Report** is submitted annually to the Minister on behalf of the Board in relation to the compliance with the Code and government policies and regulations
- **A Strategic Plan** is submitted to the Minister every 3 years
- **A Protected Disclosures Policy and procedures** are in place in accordance with the Protected Disclosures Act 2014.

- **Financial Reporting** is carried out in accordance with C&AG and government accounting procedures.
- **Procurement procedures and a Corporate Procurement Plan** are in place as required by the Code.

3.2 Implementation of the Code is on a **“Comply or Explain”** basis. The Code acknowledges that all aspects of the Code may not necessarily be appropriate to all organisations and in some circumstances the provisions of the Code may be more appropriately achieved by other governance measures. In such circumstances, if they arise, the Courts Service will reach agreement with the Department and report on and provide explanations in relation to any such derogations.

4. Commitments

The Courts Service will

- Continue to carry out its functions in accordance with the Courts Service Act, 1998 ;
- Report annually to the Minister on its activities as required under the Courts Service Act and in accordance with the provisions of the Code of Practice for the Governance of State bodies;
- Comply with the Code of Practice for the Governance of State Bodies as appropriate and, if necessary, reach agreement with the Minister in relation to any derogations;
- Provide a comprehensive report, as required under the Code, to the Minister, annually to provide assurance that the systems of internal control , risk management and other areas of compliance are operating effectively;
- Comply with the requirements of the Public Spending Code;
- Comply with Government regulations and procedures in relation to all aspects of Courts Service management including procurement, financial management, internal control, Human Resources, ICT procurement and development, Capital building and reporting;
- Submit a strategic plan every three years to the Minister for approval;
- Adopt an annual planning and budgeting cycle to facilitate implementation of the Strategic Plan;

- Provide at the Minister's request any information on any matter concerning its policy and activities generally or any specific matter or account prepared by it;
- Comply with the requirements of D/PER Circular25/2016 - Protocol for the Provision of Information to Members of the Oireachtas by State Bodies under the aegis of Government Departments/Offices in relation to
 - the provision of information within prescribed timeframes,
 - dedicated email address,
 - formal feedback process,
 - designation of the Head of the Office of the CEO as the senior official with responsibility for ensuring the timely provision of information, and
 - seeking where appropriate to publish the response to queries from members of the Oireachtas on the Courts Service website.

In accordance with the circular the Courts Service will report annually on compliance, as part of the Comprehensive Report to the Minister.

- Contain expenditure within the funding provided by Government
 - Appoint staff of the Courts Service in accordance with delegated sanction;
 - Prepare the Annual Appropriation Account and financial reporting in accordance with the C&AG Appropriation Accounts guidelines; and
 - Implement Courts Service policy and procedures in relation Protected Disclosures and publish an Annual Report on the matter.
5. Governance arrangements and compliance will be reviewed as part of the overall monitoring process of the Oversight Agreement.
 6. This Agreement will be amended to include derogations or agreed exemptions from the provisions of the Code of Practice for the Governance of State Bodies and the reasons for such derogations or exemptions.

Part II – Performance Delivery Agreement

1. Introduction

This Performance Delivery Agreement is an agreement between the Department of Justice and Equality and the Courts Service, documenting an agreed level of service and performance, designed to result in the improved effectiveness and efficiency of public services.

2. Objectives of the Agreement

The Agreement sets out

- Key inputs, outputs and expected outcomes of courts Service activities in 2017 on which performance will be measured;
- The expectations of the Department in relation to the Courts Service;
- The expectations of the Courts Service in relation to the Department of Justice and Equality

The Agreement will

- Support the Courts Service in fulfilling its remit under the Courts Service Act, 1998;
- Support the Courts Service in achieving its high level goals as set out in its Strategic Plan 2014 – 2017; and
- Support the achievement of the high level goals of the Department.

2.1 High Level Goals

The Courts Service is responsible for the management and administration of the Courts and its functions are set out in section 5 of the Courts Service Act, 1998 (*see para.2.1, Part 1*). In developing the objectives of this Agreement, particular regard was had to the Courts Service's organisational and strategic objectives and the Integrated Reform Delivery Plan that is a sector wide programme aligned with the Public Service Reform Plan.

The High Level Goals of the Courts Service are to *Manage the Courts; Support the Judiciary and Provide Services to the Public.*

The key reform priorities for the justice sector in the short to medium term are

1. Tackling Crime
2. Integrated Justice System
3. Fairness and Equality
4. Immigration
5. Legislative Programme.

The contributions by the Courts Service to the high level Departmental goals are included in the Justice Sectoral Plan and involve a number of specific service delivery initiatives designed to promote access to and support for the courts. The Courts Service works closely and collaborates with the Department and other bodies both within and external to the Justice sector to promote and support the effective administration of justice. The Courts Service also continues to review its operation and streamline processes to maximise resources, ensure value for money and enhance operational efficiency and effectiveness.

3. Commitments

3.1 Mutual commitments

Both parties will

- Commit to proactive and timely communications, cooperation and information sharing on service delivery;
- Support the effective achievement of agreed targets as well as the promotion of partnership, responsiveness and mutual cooperation in their ongoing interactions;
- Keep each other fully apprised of and updated on all key issues; and
- Support prompt and timely responses to correspondence, information requests and related matters.

3.3 Courts Service Support to the Department of Justice

The Courts Service will

- Work with the Department and other justice agencies, to provide an integrated justice system that provides efficient and effective services to the public;
- Participate in cross sector initiatives involving or impacting on the provision of court services and the administration of justice;
- Provide input and commentary on policy and legislative proposals where relevant; and
- Provide sufficient information to allow the Minister discharge appropriate accountability to the Oireachtas.

3.2 Department of Justice Support to the Courts Service

The Department of Justice and Equality will provide the following supports to enable the Courts Service to fulfil its mandate and play its role in the provision of an integrated justice system:

- Support the provision of the necessary funding and resources to the Courts Service to enable it to fulfil its remit in the management and administration of the courts and deliver on its commitments as set out in this agreement;
- Provide clear and timely information regarding budget estimates and annual allocations;
- Provide and support effective communication between the Courts Service, the Department and the Department of Public Expenditure and Reform in relation to expenditure, staffing and related matters;
- Inform the Service of any policy or objective of the Government which relates to the functions of the Service in a timely manner;
- Apprise and liaise with the Courts Service at the earliest possible opportunity concerning any intended legislation impacting on court jurisdiction, procedure or operations to enable the potential impacts of proposed legislation on the Courts and the Courts Service and their ability to fulfil their role, to be identified, assessed and considered prior to any enactment;
- Facilitate incorporation in legislation, where required, of Courts Service proposals for reform of court jurisdiction, procedure or operations, agreed with the Department;

- Support and sanction, subject to available funding, expenditure in the delivery of the Courts Service capital programme and PPP projects;
- Support communication and co-operation between Justice Sector agencies in ICT development ;
- Lead, co-ordinate and support the development of change initiatives and cross justice sector efficiency measures arising from significant changes in legislation impacting a number of justice agencies;
- Liaise with the Courts Service in relation to Public Service Reform initiatives
- Provide guidance on Civil Service HR policy, Public Expenditure, remuneration, industrial relations, procurement and contracts as appropriate; and
- Provide guidance on Government Accounting and Governance.

4. Inputs

4.1 Financial Inputs_(Vote 20)

The following table summarises budget allocations and outcomes for 2014 – 2016, together with expected outcomes for 2017.

Subhead (Current) (Gross)	Vote 20	2014 REV €'000	2015 REV €'000	2016 REV €'000	2017
A	Manage the Courts and Support the Judiciary - Pay	47,679	50,019	50,226	€51,814
A.1	Non- Pay	26,023	26,083	26,583	€27,583
A.3	Capital	9,700	9,700	10,700	€38,520
A.4	PPP Costs	21,163	22,163	22,163	€22,163
	Total Gross	104,565	107,965	109,672	€140,080
B	Appropriations- in-Aid	46,535	47,815	46,003	€47,828
	Total Net Funding	58,030	60,150	63,669	€92,252

4.2 Human Resource Inputs

Breakdown of staff numbers at 1st January, 2015 - 2017

GRADE	2015 Head Count	2015 FTE	2016 Head Count	2016 FTE	2017 Head Count	2017 FTE
Chief Executive	1	1.0	1	1	1	1.0
Asst. Secretary (Head of Directorate)	5	5.0	5	5	4	4.0
Assistant Secretary County Registrar	19	19.0	19	19	19	19.0
Principal Officer	29	29.0	32	31.5317	31	31.0
Assistant Principal Officer	98	94.3317	110	106.7	110	107.8
Higher Executive Officer	137	129.4688	144	137.6	143	136.2317
Executive Officer	214	204.0317	231	221.0317	234	225.0317
Staff Officer	15	13.2317	12	10.7	10	8.5
Clerical Officer	279	246.6018	261	231.4387	289	260.8387
Tipstaff	67	67.0	62	62	58	58.0
Judicial Assistant	57	57.0	57	57	55	55.0
Court Messengers	20	19.5317	17	16.8	20	20.0
Services Officers	31	29.9	31	29.9	28	27.3
Cleaners	4	4	4	4	4	4.0
TCO	8	8	9	9	18	18.0
Total	984	927.0974	995	942.7021	1024	975.7021

5. Outputs /Targets

The Courts Service have identified six key strategic objectives in its Strategic Plan which are the focus of its current work programme;

1. High Quality Service Delivery;
2. Supporting the Judiciary;
3. Skilled and Engaged Staff;
4. Utilise Modern Technology;

5. Support Case Management, Collaboration and Reform; and
6. Provide Suitable Court Accommodation.

High Quality Service Delivery and Supporting the Judiciary are the two key overarching strategic priorities for the Courts Service and are achieved and supported by the strategic objectives in relation to the development of Courts Service staff, technology, court accommodation and facilities and reform. In estimating the cost of the delivery of the strategic objectives therefore, there has to be some duplication of costs across the various strategies where they overlap.

The following Key Performance Indicators have been developed:

Strategic Objective 1 - High Quality Service Delivery;

Estimated Cost of Delivery - €45m.

Goals	Actions	KPIs	Target
Maintain Court Services	<ul style="list-style-type: none"> • Provide the necessary supports to the courts and court offices to facilitate the effective disposal of litigious and non-litigious court business and provision of services. 	Level of supports in place adequate to support the effective disposal of business	Courts and court offices resourced appropriately
Maintain Expenditure within budget and work to meet income targets	<ul style="list-style-type: none"> • Prudent and proactive financial management through devolved budget process. Provide appropriate administrative resources 	Balanced Budget at year end and income targets met.	Expenditure in line with Budget - €140,080 Income Received - €47,828
Review processes to ensure ongoing efficient and effective service delivery	<ul style="list-style-type: none"> • Comprehensive review of provision of Probate services in Dublin and nationwide 	Review Completed	Q4 2017

	<ul style="list-style-type: none"> Review structure and operation of the combined court offices and make recommendations 	Review Completed	Q4 2017
In house provision of minimal DAR logging	<ul style="list-style-type: none"> Expand provision of minimal DAR logging by Court Registrars 	Minimal DAR logging provided by all offices supporting the Circuit Criminal Courts	Q4 2017

Strategic Objective 2 - Supporting the Judiciary.

Estimated Cost of Delivery - €58m.

Goals	Actions	KPIs	Target
Ensure all scheduled court sittings are supported	<ul style="list-style-type: none"> Resources are prioritised to ensure that all court sittings are supported. 	All courts sit as scheduled	4,700 sittings supported annually
Support the judiciary, the Committee for the Judicial Studies, the Judicial Appointments Advisory Board and the Interim Judicial Council	<ul style="list-style-type: none"> Provide appropriate administrative resources 	All meetings and conferences supported as required Liaison with Department on Drafting of Judicial Council Bill	Support provided for all meetings and conferences scheduled by the Judicial Appointments Advisory Board, the Committee for Judicial Studies Final drafting of Judicial Council Bill facilitated by Q3 2017
Provide appropriate judicial assistance and research support	<ul style="list-style-type: none"> Review Judicial Assistant system 	Review completed	Q2 2017
ICT Support for the Judiciary	<ul style="list-style-type: none"> Induction training provided to all new judges and ongoing ICT training provided as required 	All newly appointed judges received ICT Training.	100% of all new judges trained. Requests for additional training met.

Strategic Objective 3 - Skilled and Engaged Staff.

Estimated Cost of Delivery - €1.2m.

Goals	Actions	KPIs	Target
Provide staff with a comprehensive training to equip them to support the courts and achieve objectives of Courts Service	<ul style="list-style-type: none"> Invest in training for staff at all levels 	No. of training days provided	1500 Training days provided 1.5 Training days per employee
Develop management capability of staff	<ul style="list-style-type: none"> Continue implementation of Coaching Programme for Managers 	Management Participation Level	No. Attendees coaching 2017; 80 Attendees coaching refresher 2017 ; 40
Develop strategic HR function	<ul style="list-style-type: none"> Implement a succession and workforce planning approach to allocation of resources Recruitment of professional Head of HR with appropriate qualifications, skills and experience 	Workforce Plan developed Head of HR appointed	Workforce Plan in place Q3 2017 Q2 2017
Support staff engagement and effective performance	<ul style="list-style-type: none"> Conduct Staff Engagement Survey and identify issues arising 	Survey carried out	Q2 2017

Strategic Objective 4 - Utilise Modern Technology

Estimated Cost of Delivery - €7.3m.

Goals	Actions	KPIs	Target
Optimise the use of courtroom technology	<ul style="list-style-type: none"> Develop videoconferencing facilities. 	Number of facilities with videoconferencing capability.	Videoconferencing facilities/video evidence display facilities installed in completed PPP courthouses and Clonmel, Naas and Portlaoise courthouses.

Develop and progress implementation of an eLicensing System to provide for the management and administration of all licensing applications to the Circuit and District Courts .	<ul style="list-style-type: none"> Implement pilot process at selected court office sites. 	Pilot process implemented at 9 office sites.	Q4 2017
Re-designed Courts Service Website	<ul style="list-style-type: none"> Review the website and identify search and design issues through engagement with users and prepare design specification 	Design Specification Prepared for tender purposes	Q4 2017

Strategic Objective 5 - Support Case Management, Collaboration and Reform

Estimated Cost of Delivery - €1.8m.

Goals	Actions	KPIs	Target
Improve reporting capacity on case flow and disposal	<ul style="list-style-type: none"> Review template for provision of statistics Develop improved quality information to meet CEPEJ requirements, annual report and management needs 	Enhanced data in relation to <ul style="list-style-type: none"> Non-litigious business Court of Appeal and Supreme Court 	Q4 2017
Enhanced Change Management	<ul style="list-style-type: none"> Establish Change Governance Procedures 	Programme management and governance structures in place.	Q3 2017

Strategic Objective 6 - Provide Suitable Court Accommodation

Estimated Cost of Delivery - €29.5m.

Goals	Actions	KPIs	Target
Progress the delivery of refurbished courthouses under the Government's infrastructure stimulus package	Complete construction of courthouses at Letterkenny, Waterford, Mullingar, Cork, Drogheda, Wexford, Limerick	Construction completed.	Q4 2017
Acquisition of sites for future county town courthouse development	<ul style="list-style-type: none">Acquire sites at Roscommon, Portlaoise, Tralee and Galway	Sites Acquired	One site acquired by end 2017

6. Potential Risk Factors

The Courts Service operates a formal Risk Management policy and maintains a Risk Register and, in accordance with the Department of Finance Guidelines, this is updated on an ongoing basis. The maintenance of the Register ensures that risks are identified and assessed and necessary mitigating actions are, where resources allow, put in place.

Reflecting the key priorities of the organisation, the main potential risks to the achievement of targets set out in this Agreement at the time of writing are:

- **People** – to support the courts and provide services to the public, the Courts Service must have adequate staff with appropriate levels of expertise and knowledge in Dublin and around the country. The additional funding provided in recent years has enabled the Courts Service to appoint much needed additional staff. However key risks remain in relation to the age profile of staff with 34.5% of staff over the age of 55 which has the potential for significant knowledge drain over the next 5 years. The slow rate of filling vacancies, due to demand across the public service generally is also a key risk for the organisation.
- **ICT** – A period of under investment in ICT during the economic crisis seriously impacted on the Courts Service ICT infrastructure and development. This is now being addressed but significant risks remain in this area in relation to outdated ICT infrastructure, systems and cyber security. Other risks relate to capacity to

complete development of courts systems such as Courts Service On Line (CSOL) which is a civil case management system providing a platform across jurisdictions.

- **Finance** – the provision of adequate funding to enable the Courts Service support the courts and the judiciary and implement the key strategic and business objectives is an ongoing risk for the organisation.

7. Flexibility and Amendment of Targets

Where amendments become necessary, both parties will engage to agree on amended targets.

8. Monitoring Arrangements

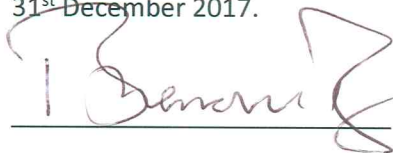
The Courts Service and the Department will meet twice yearly or more frequently if required to provide an update on developments and achievement of targets as set out in this Agreement. The Courts Service will provide a report in advance of the meeting. Targets will be reviewed and amended as necessary.

The Courts service will provide

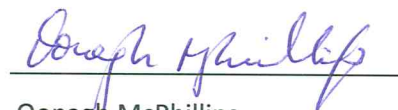
- (a) relevant and appropriately detailed performance information to allow for monitoring of this Agreement and
- (b) relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume.

9. Duration and Signatories of the Agreement

Brendan Ryan, Chief Executive, of the Courts Service and Noel Waters, Secretary General for the Department of Justice and Equality agree that the arrangements as set out in this Agreement will apply with effect from the date signed hereunder until 31st December 2017.



Brendan Ryan
Chief Executive
Courts Service



Oonagh McPhillips
Secretary General (Acting)
Department of Justice and Equality

Date: 30/11/2017

Date: 22/12/2017

Appendix 1

Courts Service Board Membership - January 2017*

Name	Appointed	Position Type	Basis of Appointment
The Hon. Mrs. Justice Susan Denham*	25.07.2011	Chairperson	Ex-officio
The Hon. Mr. Justice Liam McKechnie	09.11.2014	Member	Elected by judiciary
The Hon. Mr. Justice Sean Ryan	09.11.2014	Member	Ex-officio
The Hon. Mr. Justice Michael Peart	09.11.2014	Member	Elected by judiciary
The Hon. Mr. Justice Peter Kelly	21.12.2015	Member	Ex-officio
The Hon Mr. Justice Patrick McCarthy	09.11.2014	Member	Elected by judiciary
The Hon. Mr. Justice Raymond Groarke	13.07.2012	Member	Ex-officio
Her Honour Judge Doirbhile Flanagan	09.11.2014	Member	Elected by judiciary
Her Honour Judge Rosemary Horgan	13.07.2012	Member	Ex-officio
Judge Gerard Haughton	09.11.2014	Member	Elected by judiciary
Mr. Brendan Ryan, Chief Executive Officer	18.01.2009	Member	Ex-officio
Mr. Paul McGarry	01.10.2016	Member	Nominee of the Bar Council of Ireland
Mr. James McCourt	09.11.2014	Member	Nominee of the Law Society of Ireland
Mr. Stephen Bracken	07.11.2016	Member	Elected by the staff of the Courts Service
Mr. Conan McKenna	09.12.2014	Member	Nominee of the Minister
Mr. Pat Doyle	09.11.2014	Member	Nominee of the Minister
Mr. Liam Berney	09.11.2014	Member	Nominee of the Irish Congress of Trade Unions
Mr. Shane Browne	09.11.2014	Member	Nominee of the Minister

*Replaced by the Hon. Mr. Justice Frank Clarke on his appointment as Chief Justice on 28.07.17

*Term of Office of Board ends 09.11.2017