

Courts Administration Service

2015–16

Report on Plans and Priorities

Honourable Peter MacKay, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

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Chief Administrator's Message

I am pleased to present the 2015–16 Report on Plans and Priorities of the Courts Administration Service (CAS).

At CAS, we strive to achieve our strategic outcome to ensure that Canadians have timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. Our efforts are driven by our commitment to delivering quality services to meet the needs of the Courts.

Although the complex environment in which CAS operates continuously poses new risks and challenges, we will work to the extent of our limited resources to strike an optimal balance among our priorities – strengthen the courts overall security, enhance our information technology infrastructure and courts and registry management systems and foster a work environment conducive to the engagement and wellness of our employees. These objectives will be properly aligned with the business direction and priorities of the Courts, and adjusted as required to address the emerging challenges in the operating environment.

With a full agenda ahead of us, I am proud of the collaborative efforts with the Chief Justices, the members of the courts, the CAS management and employees in developing the plans that will best utilize our resources and contribute to the advancements on our key priorities.

I invite you to read this report to learn more about CAS's plans and priorities for the fiscal year 2015–16.

Daniel Gosselin, FCPA, FCA
Chief Administrator



Section I: **Organizational Expenditure Overview**

Organizational Profile

Minister: Honourable Peter MacKay, P.C., Q.C., M.P.

Chief Administrator: Daniel Gosselin

Ministerial Portfolio: Minister of Justice and Attorney General of Canada

Enabling Instrument: [*Courts Administration Service Act*](#)¹

Year of Incorporation/Commencement: 2003

Organizational Context

Raison d'être

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act*. The role of CAS is to provide effective and efficient registry, judicial and corporate services to four superior courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Act enhances judicial independence by placing administrative services at arm's length from the Government of Canada and enhances accountability for the use of public money.

Responsibilities

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each court with quality and efficient administrative and registry services. Pursuant to section 2 of the Act, CAS is mandated to:

- facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

Judicial independence

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from, and independent of the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on facts and law. It has three components: security of tenure, financial security and administrative independence.

Strategic Outcome and Program Alignment Architecture

1 Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

1 1 Program: Judicial Services

1 2 Program: Registry Services

Internal Services

Organizational Priorities

<p>Security – Strengthen security for members of the courts, court users and employees.</p>	<p>Previously Committed to</p>	<p>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p>
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Why is this a priority?

- Effective security for the safe and secure operation of the courts is critical to the proper functioning of the Canadian justice system. CAS must ensure that members of the courts, court users and employees are provided with adequate security and an environment free from fear and intimidation.
- A comprehensive Threat and Risk Assessment (TRA) completed in 2013–14 established the security level required for the federal courts to operate in a safe and secure environment. CAS must continue to assess its security environment against those requirements.
- Emerging risks on the international scene and evolving court security requirements necessitate ongoing review to security measures, awareness and preparedness, as well as increased collaboration with the law enforcement community to advance organizational interests.

What are the plans for meeting this priority?

- Make advancements on CAS’s national security agenda by continuing to implement a comprehensive security program on behalf of the Courts. The program, which was revised in 2014–15, incorporates the results of the TRA and promotes a standardized, nationwide security approach to prevention, detection, response and recovery.
- Enhance security controls and response capability, harmonize security service delivery standards across Canada and introduce more effective and efficient security technologies to the extent permitted by available resources. CAS will also continue to make enhancements to the physical security of its facilities, screening equipment (closed-circuit television) and security officers programs.
- Maintain ongoing collaboration with the law enforcement community, portfolio partners, central agencies and other strategic partners to strengthen and integrate intelligence-led capacity and ensure that CAS responds effectively to emerging threats.
- Review the CAS emergency security plans to incorporate improvements for increased emergency readiness, based on lessons learnt from the recent security events on Parliament Hill and at the Provincial Court in Brampton.

Investing in evolving security necessitates considerable funding which CAS must secure to make advancements on planned initiatives.

Priority	Type	Strategic Outcome
<i>IM/IT</i> – Provide a robust, reliable and secure IM/IT infrastructure and modernize judicial support systems.	Previously Committed to	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

Description

Why is this a priority?

- A stable IT environment is required to effectively and securely enable the operations of the courts and to support timely and economical access to justice. Although improvements have been made to CAS’s existing technological systems, the network infrastructure still requires enhancements and remedial work, while the legacy judicial support systems used for managing court operations have far exceeded their useful life span and are increasingly unstable and slow.
- CAS commissioned an IT Architecture and Computing Environment Assessment (ACE Assessment) to assess its network and infrastructure’s ability to meet current and future needs. Based on the assessment, a number of areas were identified that must be addressed in order to support current services and enable the move toward fully integrated electronic courts information management and services.
- The judicial support systems which include the Courts and Registry Management System, e-filing, e-scanning, digital audio recording and videoconferencing enable the conduct of court operations and the provision of judicial and registry services in a technological environment. These systems and services require a robust technological architecture in order to be fully integrated and efficient.
- Today, people routinely conduct business online and demand the same online services from the government as they receive from private sector organizations. Members of the courts and court users therefore expect to use modern electronic tools. This requires strategies to improve the technological systems and services that CAS provides and to apply innovative approaches, while minimizing new risks that are unique to the digital environment.
- CAS’s IT infrastructure and judicial support systems must be capable of protecting judicial information. Technological advancements necessitate changes in the way that information is managed and secured.

What are the plans for meeting this priority?

- A digital environment with the required technology necessitates significant investments. As such, the successful realization of the plans for information technology depends on securing funding.
- Continue to implement the IT roadmap (revised to include the ACE assessment results) with focus on stabilizing the network platform, upgrading IT infrastructure and supporting the electronic requirements of the courts.
- Maintain and update critical legacy systems to ensure ongoing operations and mitigate technological risks to the extent possible.
- Pilot e-court and e-filing tools for members of the courts and litigants.
- Continue to conduct needs assessments and work closely with members of the courts to identify alternate solutions and take appropriate measures to augment IT security, system efficiency and client services, and better serve the needs of the courts and litigants.

<p>Human Resources Management – Support the needs of employees.</p>	<p>Previously Committed to</p>	<p>The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p>
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Why is this a priority?

- The average age of CAS’s workforce is 44 – with 21% scheduled to retire in the next five years. CAS has identified the need to develop a pool of talent to staff areas and positions that are critical to the organization’s ongoing operations and long-term goals. Succession planning will help CAS employees acquire the skills and competencies required to compete for these positions when they become available and to make them more marketable.
- Learning and development initiatives and investments are essential to high-quality judicial, registry and internal services. Offering employees training will help develop the critical skills necessary to meet the evolving needs of the organization, including training to develop the technical and interactive abilities of employees and to meet the evolving service demands.
- Two-way communication is critical to an effective employer-employee relationship and helps improve both the employees’ workplace experience and organizational results.

What are the plans for meeting this priority?

- Develop and implement a succession plan for critical positions to address projected gaps in specific skills that may pose a threat to the current and future achievement of organizational business goals. The plan will include a combination of formal training, coaching and developmental assignments. Its objectives will be to recruit and retain talent in hard-to-find skills areas and help CAS employees acquire the skills and competencies required to compete for positions when they become available.
- Invest in employee training and development to foster a work environment that is conducive to high performance, to attract and retain top talent, and to drive priorities and strategic business objectives. In 2014–15, CAS released its new Learning and Development calendar that offers development opportunities designed to help meet employees' needs and help them develop skills that are required throughout the public service. CAS will also continue to support the federal government's Blueprint 2020 enterprise-wide commitment to learning through the Canada School of Public Service that provides additional learning opportunities to employees. Enhancing training will also address the concerns raised by employees in the Public Service Employee Survey 2011.
- Enhance the operational training currently in place to better meet the development needs of registry officers and judicial assistants. This would include updating the content of the training, restructuring the modules to allow for greater flexibility and timely delivery and integrating quality control throughout this process. Investments in our training will be vital and greatly influence the success of any enhancement to operational training.
- Continue to encourage meaningful dialogue between management and employees to ensure the ongoing generation of ideas, address issues raised and establish a culture of engagement. By facilitating the use of diverse channels of communication, and Blueprint 2020 initiatives, employees are more likely to seize opportunities to dialogue. In keeping with the CAS senior management employee engagement initiative launched last fiscal year, CAS will continue to seek input from employees to address issues raised during the consultation, keep the momentum on engagement strong and the stream of ideas from employees moving and implemented.

Risk Analysis

For a number of years, CAS has consistently assessed and interpreted its risk assessment results, which has led to the development of an efficient Enterprise Risk Management (ERM) process. This stringent EMR process includes management participation at the highest levels of the organization. Applied consistently throughout CAS, it empowers management to better identify, evaluate, and exploit the right risks for business while maintaining appropriate controls to ensure effective and efficient operations.

To develop the Corporate Risk Profile (CRP) for 2015–16, consultations were conducted using a top-down approach: the Chief Justices Steering Committee, the Executive Committee, the Senior Management Committee and the Departmental Audit Committee.

The following table outlines the three risks identified in the CRP. The table also includes risk response strategies and linkages between each risk, the programs and CAS' strategic outcome.

Key Risks Analysis

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<p>Access to Justice – There is a risk that access to justice could be impacted by competing priorities within available resources.</p>	<ul style="list-style-type: none"> • Maintain application for program integrity funding. • Continue discussions with the central agencies to identify appropriate mechanism to fund non-discretionary expenditures. • Conduct frequent reviews of expenditures, commitments and staffing action to rapidly identify pressures and reallocate funding to ease the pressure on available resources. 	<p>Strategic Outcome – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p>Programs – Judicial Services and Registry Services</p>

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<p>Information Technology – There is a risk that the IT infrastructure and systems applications will be unable to meet the current and evolving operational requirements of the Courts and CAS.</p>	<ul style="list-style-type: none"> • Develop and implement an action plan to improve IT network performance, infrastructure and equipment. Elements of the plan will include: <ul style="list-style-type: none"> ○ Optimization of IT infrastructure to support electronic courts information management; ○ Enhancements of network performance and reliability; ○ Improvements to email access, mobile Internet and electronic access to documents; ○ Upgrades of IT equipment for end users; and ○ Upgrades to Windows and other critical software. • Identify and secure additional funding to fully finance its technological initiatives. 	<p>Strategic Outcome – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p>Programs – Judicial Services and Registry Services</p>

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<p>Security – There is a risk that the security of the members of the judiciary, clients, and CAS staff, facilities, information and IT could be seriously compromised.</p>	<ul style="list-style-type: none"> • Make advancements on the CAS national security agenda to enhance CAS’ security program incorporating findings of the TRA for the federal courts including: <ul style="list-style-type: none"> ○ Enhancements to security controls and response capabilities; ○ Harmonization of security delivery standards across Canada; ○ Improvements to screening, CCTV and security officer programs; ○ Enhancements to the physical security of CAS facilities used in support of the programs; ○ Maintenance of ongoing collaboration with the law enforcement community and portfolio partners to strengthen and integrate intelligence-led capacity; and ○ Finalization and implementation of the CAS revised emergency security plans. • Identify funding for security initiatives. 	<p>Strategic Outcome – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p>Programs – Judicial Services and Registry Services</p>

Access to Justice

This risk is driven by a number of factors including the scope and complexity of the federal courts system; the increasing workload of the federal courts; the growing demands on our resources; the requirement to support Canada's fiscal objectives; government-wide rules and legislative changes; amendments to the *Courts Rules*; technological advancements; public demands for online services; the non-discretionary work associated with the escalation in the number of multi-day hearings; and the yearly increases in the number of documents received by the Courts. To mitigate this risk, CAS conducts frequent reviews of expenditures, commitments and staffing action to rapidly identify pressures, reallocate funding to ease the pressure on available resources and realize efficiencies and continues to support its application for program integrity funding.

Information Technology

There are a number of drivers linked with this risk: the lack of sufficient resources to implement important IT projects to support the transition to electronic courts; the unstable network infrastructure; the incompatibility of existing legacy court case management systems with evolving technology; the growing public demand for access to new technology in conducting business with the courts; and the results of the CAS ACE Assessment. These drivers pose limitations on CAS in trying to meet the evolving program needs with the use of its existing legacy systems. As such, the increased requirements for systems integration remain a challenge.

Given the resource constraints, CAS will strive to balance the maintenance of existing legacy systems with investments in new systems – the emphasis will be on extending network performance, improving IT infrastructure stability, and the overall systems reliability and security. Risk mitigation strategies have been formulated in the IT Strategy and IT Roadmap, which lays out plans and projects for a sustainable long-term IT solution. Investments are required to manage the inherent and residual risks.

Security

The results of a comprehensive TRA, evolving security needs, emerging threats on the international scene, and increasing demands on limited resources contribute to this risk. In response, CAS will seek to make advancements on its national security agenda to implement a comprehensive security program on behalf of the Courts, harmonize security service delivery standards across Canada and enhanced security controls and response capabilities.

In 2015–16, CAS will continue to take measures within its control to mitigate those risks. However, the extent of the progress will depend on CAS's ability to secure funding for a number of planned initiatives.

Planned Expenditures

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
63,952,587	63,952,587	64,036,587	64,587,483

Note:

The planned spending column reflects the amounts expected to be allocated to CAS in the Main Estimates for each fiscal year. The financial resources for the implementation of Bill C-11, *an Act to amend the Immigration and Refugee Protection Act (Balanced Refugee Reform Act) and the Federal Courts Act* are included in the table above.

With the coming into force of Bill C-43 *Economic Action Plan 2014 Act, No. 2*, the jurisdiction for payment of prothonotaries' salaries, pensions, benefits and other administrative arrangements has been transferred to the Office for the Commissioner of Federal Judicial Affairs (FJA). Amounts are still showing in CAS figures pending the transfer of associated funding to FJA.

Human Resources (Full-Time Equivalents [FTEs])

2015–16	2016–17	2017–18
604	604	604

Note:

The human resources for the implementation of Bill C-11, *an Act to amend the Immigration and Refugee Protection Act (Balanced Refugee Reform Act) and the Federal Courts Act* are included in the tables above. Also, 2014–15 represented the final year of funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act (IRPA)* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture.

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2012–13 Expenditures	2013–14 Expenditures	2014–15 Forecast Spending	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada							
Judicial Services	21,125,246	21,333,113	24,428,925	23,176,362	23,176,362	23,176,670	23,346,181
Registry Services	25,400,192	25,014,862	24,827,838	23,937,466	23,937,466	23,961,915	24,161,124
Subtotal	46,525,438	46,347,975	49,256,763	47,113,828	47,113,828	47,138,585	47,507,305
Internal Services Subtotal	19,058,769	20,994,584	21,708,859	16,838,759	16,838,759	16,898,002	17,080,178
Total	65,584,207	67,342,559	70,965,622	63,952,587	63,952,587	64,036,587	64,587,483

Note:

The increase in forecasted spending in 2014–15 is mainly due to the transition payments for implementing salary payment in arrears by the Government of Canada. Fiscal years 2012–13 through 2014–15 also include other salary related payments for existing employee benefits such as severance and maternity pay, the option offered to employees to convert severance pay entitlements into cash, and lump sum funding for collective agreements which fluctuate year to year and are not included in planned spending figures for 2015–16 to 2017–18.

The increase shown in internal services in 2013–14 is due in part to the conversion of severance pay entitlements into cash by employee groups in the internal services category. It should also be noted that in 2013–14 and 2014–15, CAS's IT and security spending which support the organization's core programs have been charged to internal services. However, some of this spending will be reallocated to judicial and registry services based on the new Guide on Internal Services Expenditures, resulting in a decrease in internal services for 2015–16.

Planned spending decreases beginning 2015–16 are due to the expiration of funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* (IRPA) aimed at addressing challenges in the management of security inadmissibility cases, protection of classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Furthermore, funding for support of additional judicial appointments for refugee reform under Bill C-11 is included in the planned spending levels but is not available to CAS until these appointments are made. There have been two judicial appointments to date. The increase in planned spending in 2017–18 is due to the completion of a five-year budget adjustment to fund investments in information technology made in 2011–12 and 2012–13 to address rust-out issues, including the construction of a new data centre.

Alignment of Spending With the Whole-of-Government Framework

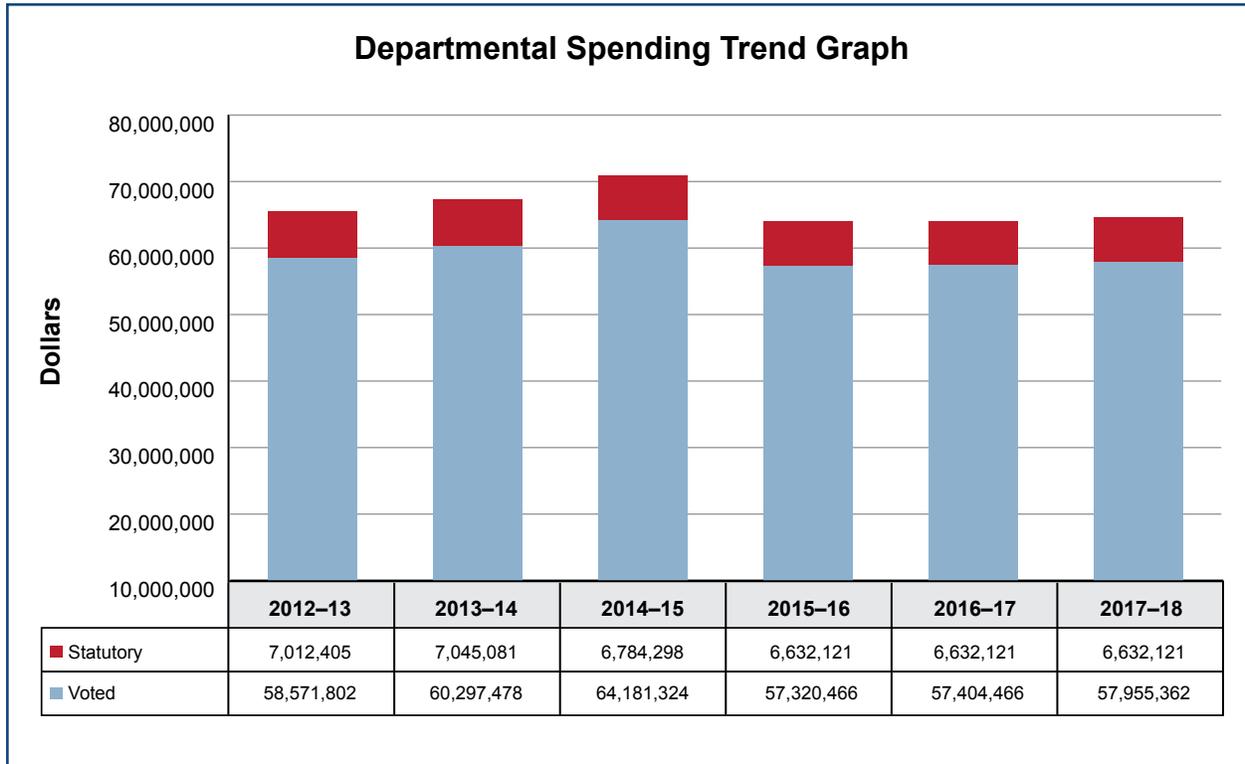
Alignment of 2015–16 Planned Spending With the [Whole-of-Government Framework](#)ⁱⁱ (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
The public has timely and fair access to the litigation process of the Federal Court of Appeal, Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.	Judicial Services	Government Affairs	Strong and independent democratic institutions	23,176,362
	Registry Services	Government Affairs	Strong and independent democratic institutions	23,937,466

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	N/A
Social affairs	N/A
International affairs	N/A
Government affairs	63,952,587

Departmental Spending Trend



Note:

The increase in forecasted spending in 2014-15 is mainly due to the transition payments for implementing salary payment in arrears by the Government of Canada. Fiscal years 2012-13 through 2014-15 also include other salary related payments for existing employee benefits such as severance and maternity pay, the option offered to employees to convert severance pay entitlements into cash, and lump sum funding for collective agreements which fluctuate year to year and are not included in planned spending figures for 2015-16 to 2017-18.

Planned spending decreases beginning 2015-16 are due to the expiration of funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* (IRPA) aimed at addressing challenges in the management of security inadmissibility cases, protection of classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Furthermore, funding for support of additional judicial appointments for refugee reform under Bill C-11 is included in the planned spending levels but is not available to CAS until these appointments are made. There have been two judicial appointments to date. The increase in planned spending in 2017-18 is due to the completion of a five year budget adjustment to fund investments in information technology made in 2011-12 and 2012-13 to address rust-out issues, including the construction of a new data centre.

Estimates by Vote

For information on Courts Administration Service's organizational appropriations, consult the [2015-16 Main Estimates on the Treasury Board of Canada Secretariat website](#).ⁱⁱⁱ



Section II:
**Analysis of Program
by Strategic Outcome**

Strategic Outcome: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*

Program 1.1: Judicial Services

Description

The Judicial Services program provides legal services and judicial administrative support to assist members of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada in the discharge of their judicial functions. These services are provided by legal counsel, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
23,176,362	23,176,362	23,176,670	23,346,181

Human Resources (FTEs)

2015–16	2016–17	2017–18
186	186	186

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Members of the courts have the legal services and administrative support they require to discharge their judicial functions.	% of final court decisions posted on the courts' websites within established timeframes.	95%	March 31, 2016

Planning Highlights

The Judicial Services program plays a vital role in support of the organization's mandate by offering key services to members of the courts. The program enables them to hear and dispose of cases efficiently, which is essential to the proper functioning of the judicial system. The Deputy Chief Administrator of Judicial and Registry Services, along with the Executive Directors and General Counsel, and Senior Legal Advisors will continue to provide key strategic management and legal advice to the four Chief Justices and other members of the Courts. This includes support on various aspects of the courts operations, provision of legal advice and participation on and assistance to various court committees.

Judicial Services will continue to develop plans to improve access to justice including making resources available to self-represented litigants to assist them in settling disputes in a timely and cost-effective manner by improving access to the courts practice directions and providing easy to follow steps for filing proceedings and navigating them through the hearing stage process.

There continues to be a growing public demand for access to new technology in conducting business with the Courts. However, the unstable network infrastructure and incompatibility of existing legacy systems with evolving technology pose limitations on CAS's ability to meet the increasing demands. During the period covered by this report, Judicial Services will continue to take steps to remove the obstacles to e-services – including the review of the *Courts Rules* - in order to pave the way for future possibilities for increased use of technology to better support court requirements. Nevertheless, considerable investments in the CAS IT infrastructure will be required to render it capable of supporting electronic document management and the provision of integrated e-services.

Finally, CAS will develop a strategy to implement reasonable and transparent measures to better manage complex clients or vexatious litigants and provide access to justice for the public, while maintaining a safe and secure environment.

Program 1.2: Registry Services

Description

Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
23,937,466	23,937,466	23,961,915	24,161,124

Human Resources FTEs

2015–16	2016–17	2017–18
282	282	282

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Public has access to information regarding Courts' processes across Canada.	% of reviewed court documents that are processed accurately	95%	March 31, 2016

Planning Highlights

Registry Services provide all operational and registry functions necessary for the smooth and efficient operations of the four federal courts including the maintenance of court files and provision of information and services to the public. However, the registries are being pushed to operate beyond capacity and their workload continues to increase.

A number of factors explain this increase in workload, for example, the rise in the number of self-represented litigant (who typically require substantially more assistance than litigants represented by lawyers), legislative amendments, the length of trials or multi-day trials and the increased complexity and nature of trials. Moreover, the demands associated with technological advancements such as Digital Audio Recording System (DARS) and e-filing, as well as changes to the *Courts Rules* and procedures, have resulted in a significant need for additional resources and operational training. Consequently, CAS will strive within the limits of its resources to address the impact of the increasing workload and deliver essential training to ensure that employees have the up-to-date knowledge of the rules and processes required to enhance service delivery levels.

The legal professions and litigants expect the federal courts to function in an electronic environment. However, considering the limitations of CAS's IT network, the courts and registry management systems and the lack of funding to address fundamental needs, the registries must continue to find creative solutions to meet the demands associated with the use of technology. In addition, they must continue to support business development and integration while sustaining core business activities in an environment of resource constraints and competing priorities.

CAS will take concrete measures to ensure that registry employees of the Courts are trained in procedures and practices to provide quality assurance of work. Solutions will be identified to address the increasing volume of non-discretionary work associated with the escalation in the number of multi-day hearings and increases in the number of documents received and requiring processing by registry employees. CAS will also continue to take measures to address these challenges and ensure that it can provide the required level of service to the public. Finally, CAS will continue to effectively monitor processes to enhance the quality and the consistency of the services being delivered across Canada.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending
16,838,759	16,838,759	16,898,002	17,080,178

Human Resources (FTEs)

2015–16	2016–17	2017–18
136	136	136

Planning Highlights

CAS will continue to strengthen its security capacity and ensure that the security measures in place meet the appropriate standards of protection. This includes enhancements to building access control: the physical security of buildings and courtrooms, the screening equipment and the mitigation of risks to members of the courts, court users and employees. Focus will be placed on updating the CAS emergency plans and ensuring the appropriate level of security readiness and continuous reassessment. The CAS security services will also conduct meaningful consultations and outreach activities with stakeholders to advance its security agenda through partnerships with the law enforcement community and other strategic partnerships.

During the period covered by this report, CAS will develop and initiate the implementation of a long-term plan to remedy the network and infrastructure problems identified by the ACE Assessment. In particular, attention will be given to addressing network performance issues, improving the efficiency and ensuring the continuity of critical legacy systems, while addressing existing technical knowledge gaps to more effectively manage the IT environment. This will be performed while ensuring that the plan is aligned with the business direction and priorities of the Courts and CAS, and adjusted as required to address emerging challenges in the operating environment.

The financial resources required for CAS to deliver on its mandate and to provide non-discretionary services to the four federal courts continues to exceed the organizational annual Reference Level. The anticipated pressures resulting from this lack of funding are severe and may impact CAS's ability to fund critical initiatives. Consequently, CAS will continue to set priorities subject to available funds, manage and monitor closely its significant financial risks, and maintain its application for program integrity funding, to address the lack of resources to support planned IT and security initiatives.

Efforts will also be applied to advancing the Montreal office relocation project initiated in collaboration with Public Works and Government Services Canada. The lease for the current facilities will expire in 2019. To that end, CAS will work to secure funding to cover the cost for the judicial and special purpose fit-up and furniture required for this project.

Finally, CAS will develop and implement its succession plan to help employees acquire the skills and competencies required in the upcoming years. Through its Human Resources Division, it will make advancements on the implementation of the CAS Learning and Development calendar.



**Section III:
Supplementary
Information**

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Courts Administrative Service's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the Courts Administrative Service's [website](#).^{iv}

Future-Oriented Condensed Statement of Operations

For the Year Ended March 31, 2015 (dollars)

Financial Information	2014–15 Estimated Results	2015–16 Planned Results	Difference
Total expenses	99,513,605	96,294,348	(3,219,257)
Total revenues	0	4,919	4,919
Net cost of operations	99,513,605	96,289,429	(3,224,176)

Note:

Estimated and planned results were determined based on an analysis of actual expenditures, results of internal forecasting exercises and prior year trends, and the use of professional judgment. With all assumptions, there is a measure of uncertainty surrounding them. This uncertainty increases as the forecast horizon extends.

The Courts Administration Service's total expenses are estimated to decrease from \$99,513,605 in 2014–15 to \$96,294,348 in 2015–16, a variance of \$3,219,257 (-3.2%). The two major categories of expenses are salary and employee benefit expenses and operating expenses.

- *Salary and employee benefit expenses:* Salary and employee benefit expenses are estimated to decrease from \$53,629,825 in 2014–15 to \$52,310,689 in 2015–16, a variance of \$1,319,136 (-2.5%). Over half of the Courts Administration Service's total expenses consist of salaries and employee benefits (54% of total expenses in 2014–15 and in 2015–16).
- *Operating expenses:* Operating expenses are estimated to decrease from \$45,883,780 in 2014–15 to \$43,983,659 in 2015–16, a variance of \$1,900,121 (-4.1%). This variance is largely attributable to the expiration of funding related to Division 9 proceedings of the Immigration and Refugee Protection Act (IRPA) aimed at addressing challenges in the management of security inadmissibility cases, protection of classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture.

The Courts Administration Service's total revenues are estimated to be nil in 2014–15 and \$4,919 in 2015–16. The majority of the Courts Administration Service's revenues are earned on behalf of Government (i.e., non-respendable revenues). The total revenues figure presented in the above table is net of these non-respendable revenues. Further details on the Courts Administration Service's non-respendable revenues can be found in the detailed future-oriented statement of operations and associated notes.

Supplementary Information Tables

The [supplementary information tables](#)^v listed in the 2015–16 Report on Plans and Priorities can be found on the Courts Administration's website.

- [Greening Operations](#); and
- [Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years](#).



Section IV: **Organizational Contact Information**

Additional Information

Further information on the strategic planning portion of this document can be obtained by contacting:

Director, Corporate Secretariat
Courts Administration Service
Ottawa, Ontario
K1A 0H9
Info@cas-satj.gc.ca

Further information on the financial portion of this document can be obtained by contacting:

Director General
Courts Administration Service
Finance and Contracting Services
Ottawa, Ontario
Info@cas-satj.gc.ca

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

- i. Courts Administration Service Act, <http://laws.justice.gc.ca/eng/acts/C-45.5/page-1.html>
- ii. Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- iii. 2015–16 Main Estimates, <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp>
- iv. Courts Administration Service Future-Oriented Statement of Operations and associated notes, [@j KQ , , Èæ È ætÈ &ÈæD } D ~ à|Èæq } • D \] ÈÈFÍ ÈÈFÍ D à ÈÈFÍ ÈÈ ÈUÙU´ ^È à~](#)
- v. Courts Administration Service, Supplementary Information Tables, [@j KQ , , Èæ È ætÈ &ÈæD } D ~ à|Èæq } • D \] ÈÈFÍ ÈÈFÍ D ÈÈFÍ ÈÈ È @ |](#)