

People and Organisation Strategy

2025 to 2027



An tSeirbhís Chúirteanna
Courts Service



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Foreword

The Courts Service's Modernisation Programme aims to make access to justice easier, quicker and more cost effective. We will realise this ambition through our people by ensuring that our staff have the tools, skills, and capabilities to perform in a modernised courts system and that our leaders are agile and innovative in driving change.

This Strategy is the second of three People and Organisation Strategies aimed at delivering our Strategic Vision 2030 and spans calendar years 2025, 2026 and 2027. It reaffirms the commitment in our Strategic Plan 2024-2027 to continue to invest in our people, embrace digital solutions, and drive new ways of working across the organisation.

This Strategy addresses the Courts Service's commitment to "Better Ways of Working." We will do this by continuing our efforts to make jobs more meaningful and rewarding as we streamline and simplify processes and reduce our reliance on paper by providing digitally enabled operations. This transition to more digital processing supports our people to focus on value-add work.

Working collaboratively with our teams we will promote a culture and behaviours which support our vision in an evolving workplace. We want to be an organisation where everyone can thrive; be a place where people want to invest their careers to realise personal and organisation goals.

As with our first People and Organisation Strategy, actions to achieve our goals by 2027 are aligned under three themes:

1. **Workforce of the Future** - support our people to develop the skills needed to perform in a modernised Courts Service
2. **People** - be a place where people can thrive and reach their potential.
3. **Organisation** - create renewed sense of shared purpose and values, become a Healthy Place to Work, and enhance our culture to support

equality, diversity, and agile working as part of a modernised Courts System.

Themes	Focus Areas				
Workforce of the future 	 People and Team Development	 Career Development	 Executive and Leadership Development	 Manager and Employee Capability	 Competency Models
People 	 Workforce Planning	 Employee Engagement	 Performance Management	 Orientation and On-boarding	 Recruitment
Organisation 	 Purpose and Values	 Diversity Inclusion and Wellbeing	 Culture	 Organisational Structure	 Employee Experience

Our working environment is always changing. We will implement this Strategy while we maintain operations to support an expanding judiciary, meet the demands created by more legislative reform and respond to the evolving needs of our users.

Notwithstanding this challenging operating environment, our commitment to ensuring everyone has the skills and capabilities to perform at the high level required for the implementation of our Strategic Vision 2030 is steadfast. As an organisation, we will continue to enhance our capability to drive strategic change and continuously collaborate with our stakeholders.

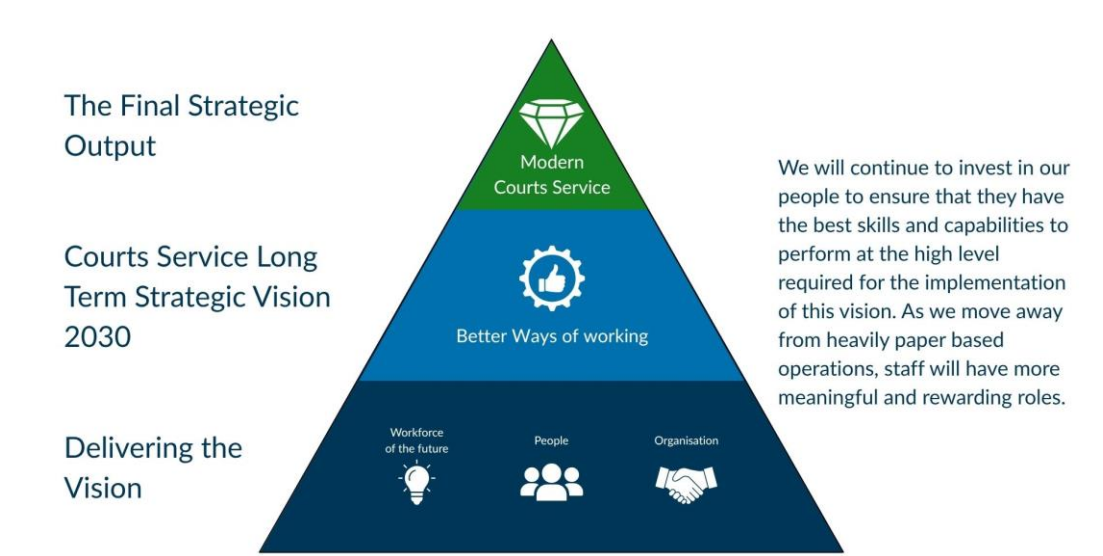
My commitment and that of the Senior Management Team is for everyone working in the Courts Service to have their say and be heard as we implement this second People and Organisation Strategy. This is a key part of improving our employee experience. The results for the Courts Service three Healthy Place to Work Staff Engagement Surveys confirm we are making progress in this regard. The high priority given to learning, development and technical skills training in this Strategy is a direct consequence of feedback from our staff through the surveys. I am grateful for the very high levels of staff engagement which has supported the creation of this Strategy.

In conclusion, this Strategy renews our long-term commitment to our people. By completing this programme of work together we will achieve our collective potential and thereby improve access to justice in a modern, digital Ireland.

Angela Denning

Angela Denning, Chief Executive Officer

Figure 1: Strategy Overview



1. Introduction

Modernisation Programme and Better Ways of Working

Our Strategic Vision for 2030 sets out the aspiration of delivering excellent services to court users; working in partnership with the judiciary and others to enable a world class courts system. The Modernisation Programme seeks to realise these aspirations.

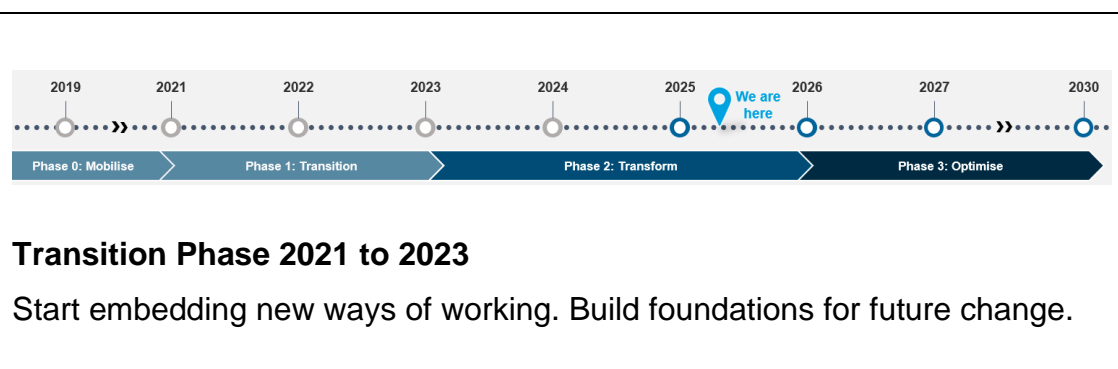
This ten-year programme puts the user experience at the heart of service design. This requires new ways of working for all of us in the Courts Service. We will do this by continuing the journey we started in the first People and Organisation Strategy, to develop a growth mindset and a human centred approach to leadership.

To achieve these ambitions, our second People and Organisation Strategy seeks to progress the following benefits for Courts Service staff and managers:

- Interesting roles with fewer mundane paper-based tasks;
- Increased focus on capability and skills development;
- Collaborative, challenging supportive environment;
- Accurate and timely management information; and
- Opportunities to use leading-edge tools and techniques.

Phases of the Modernisation Programme

The Modernisation Programme has three phases, with each phase guiding the focus for our People and Organisation Strategy:



Transform Phase 2023 to 2026

Use Digital solutions to change the way services are delivered and deliver priority reforms.

Optimise Phase 2026 to 2030

Drive sustainable monetary and nonmonetary benefits so we deliver our Vision.

As we reach the completion of the '**Transform**' phase at the end of this year (2025) and approach the '**Optimise**' phase in 2026, the focus of this People and Organisation Strategy must evolve to align with the strategic objective of delivering priority reforms and embedding change in the organisation.

In March 2023, the Senior Management Team committed to the ambition “for 70% of the organisation to believe the Courts Service responds well to change and has effective leadership” by the end of 2025. (Ref: Courts Service Modernisation Programme Transform Phase Benefits Realisation 2025). One of the means to measure this is our Healthy Place to Work Employee Engagement Survey conducted annually in November.

As we move to the “**Optimise**” phase, we need to retain our core values and adapt organisational behaviours to better support the sustainable delivery of our long-term vision. We will achieve this through improved ways of working and culture development.

In this People and Organisation Strategy, this evolution, led by senior leaders, will be cascaded down through Principal Officers, Office Managers and Deputy Office Managers.

2. Our Organisation

The Courts Service was 25 years in existence in November 2024. We seek to recognise the knowledge and expertise gained over the last 25 years and use this to benefit our future.

At 31 December 2024 we employed 1,276 full time equivalents across 42 offices servicing 103 venues and nearly 200 judges. Below is a summary of our staff numbers by grade for the last three years.

	Dec-24	Dec-23	Dec-22
SMT	6.0	6.0	6.0
PO	37.4	35.8	33.9
AP	178.5	174.4	166.0
HEO	202.1	183.4	178.3
EO	332.3	302.5	284.2
CO	303.0	313.9	354.9
Interns	3.0	36.0	
Ct Mess	18.0	19.0	16.0
Subtotal	1,080.4	1,071.0	1,039.4
SVO	28.0	26.8	26.8
Cleaner	1.0	1.0	2.0
Subtotal	29.0	27.8	28.8
AO	2.0	2.0	1.8
ELO	4.0	7.0	6.0
JA	117.0	110.0	97.0
Tipstaff	26.0	33.0	33.0
Subtotal	149.0	152.0	137.8
Office Holders	18.0	18.0	18.0
Total	1,276.4	1,268.8	1,224.0

There has been a marked change in the working world since the end of the pandemic. This has created a more complex workplace and places increased management challenges. These are summarised below.

Labour Market Changes

The Irish labour market is performing strongly due to a buoyant economy and this combined with the Civil Service mobility scheme provides an easy means for staff to change job. This has created increased staff movement and has resulted in 53% of our staff with less than three years in grade. The means training is becoming ever more critical to service delivery.

There is increasing diversity in workforce. The Courts Service maintains its obligation to employ 7% of people who self-declare as disabled. However, we recognise we need to do more to provide favourable conditions of work for colleagues with disabilities and this an increasing focus for us in this Strategy.

Courts Service as a Workplace

Our Healthy Place to Work Survey indicates a variety of employee experiences across the country. As we transform to have consistent processes and ways of working, our people's adaption to change will differ from office to office. This adds complexity in managing transformation across the organisation as we move into the optimise phase and begin to embed digital services.

There are changed expectations in relation to the provision of blended working. The Courts Service continues to be challenged to retain a workforce required to work on site.

Artificial Intelligence (AI) will be an increasing presence over the three years of this strategy. We will have to consider the advantages and pitfalls of AI on our processes.

3. People and Organisation Strategy 2022 to 2024

3.1. Reflection

Our People and Organisation Strategy Phase 1, which spanned years 2022 to 2024, saw a number of initiatives implemented to support our commitment to **Better Ways of Working** across the organisation. During Phase 1 we fortunately experienced very strong involvement and powerful feedback by staff. This commitment to Phase 1 was a significant and contributing factor which enabled the progression of these initiatives.

The progress and achievements of each focus area within the three strategic themes of our strategy can be viewed in the *Section 3.2*. There are a number of notable highlights that have been observed over the past three years:

- The creation of our Leadership in Action development programme for the Senior Management Team (SMT) and Principal Officers (PO's) is a notable success of the first People and Organisation Strategy. This programme brings together the SMT and PO's six times per year with the objective of developing our leadership capability to deliver our Vision 2030.
- This programme is supported by the Inclusion Group, the Employee Experience Group and Staffing Executive Group. These groups develop and lead a range of initiatives such Celebration of Hope, Africa Day, PRIDE by the Inclusion Group; Employee Experience Conferences designed and facilitated by Employee Experience Group. The Staffing Executive considers all aspects of recruitment and selection activities.
- Ensuring a positive employee experience was a main focus to building better ways of working. The Strategy 2022 to 2024 saw the introduction of staff conferences for court going staff at Higher Executive Officer and Executive Officer grades to gather feedback and address issues impacting people in their daily work. The success of these conferences exceeded expectations and will be expanded to include Clerical Officers in operations.

- There has been a shift in mindset across the organisation to embrace that “we need to do things differently” to provide a better service. We have also seen a growing acceptance that the world of work, and the context in which the Courts Service workforce operates, has changed.
- The launch of our Healthy Place to Work survey, as well as the introduction of staff conferences, have given voice to our employees. These have garnered increasing engagement, with an 80% response rate and a 2% score increase. The feedback received through these channels has informed the direction of the Strategy for 2025 to 2027.
- Consultations for the Strategy for 2025 to 2027 indicate a growing appetite for change and willingness from individuals to get involved with initiatives.
- There has been an observable increase in the positive awareness of the Courts Service does. This has improved the attraction power of the Courts Service brand, with applicant rates trending positively and our LinkedIn following growing to 21,000 which is a 50% increase over the course of the first strategy.
- Team Effectiveness Training - early indications suggest a link between increased Healthy Place to Work score (HPTW) score and those who have completed the training.
- Better ways of working are being operationalised through the implementation of a Unified Case Management System, the development of a portal for users and improved data quality.
- Ongoing improvements to our data dashboards and master statistics support evidence-based decision making.

- Our service design approach to reform means that we are collating a wide range of qualitative data about how our users experience our services and their feedback.





The overwhelming response from the staff who got involved in these initiatives and provided feedback helped drive the outcomes under the People and Organisation Strategy Phase 1. These outcomes are indicative of the momentum gained over the course of our People and Organisation strategy Phase 1. They will positively impact the programme moving forward, as we continue to engage with staff and leadership to realise the objectives set out for the 'Optimise' phase of our modernisation programme.




3.2. Strategy 2022 to 2024 Actions and Achievements

Our People and Organisation Strategy 2022 to 2024 set out 22 actions across the three strategic themes. Significant progress has been made in implementing these actions.

The status of the remaining actions from the People and Organisation Strategy 2022 to 2024 are detailed below for each strategic theme. The achievements should be understood in the context of significant budget constraints and operational challenges, and for this reason, certain actions are ongoing and will be carried over into the People and Organisation Strategy 2025 to 2027.

3.2.1 Workforce of the Future





Key:	 Complete	 In Progress (On Track)	 In Progress (Paused)	 Ceased
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Focus Area	Action	Status	Details
People & Team Development	1. Develop and roll out a 'high performing team' programme		<ul style="list-style-type: none"> Team effectiveness training procured and rolled out to 12 teams.
	2. Develop an accredited co-delivered programme which expands our technical skills programme starting with Court Registrar training		<ul style="list-style-type: none"> A two-year programme for new entrants was created and is now being delivered. A modular technical training programme for Crime was developed using blended learning.
	3. Expand our current programme through our learning pathways on the learning management system. Continue to offer financial support for development via the Refund of Fees scheme		<ul style="list-style-type: none"> Our Learning Management System was upgraded to support blended working and includes

			enhanced reporting.
Career Development	4. Expansion of Developing your career pathway programme to Executive Officers		<ul style="list-style-type: none"> This programme was extended to include Executive Officers.
	5. Take part in pilot Criminal Justice Sector, cross-sectoral job shadowing programme and pilot cross-sectoral secondment scheme		<ul style="list-style-type: none"> Criminal justice strategy Building Workforce Capability Workstream ceased operation.
Executive & Leadership Development	6. Roll out Leadership in Action programme to Principal Officers		<ul style="list-style-type: none"> Moved to Business as Usual.
Manager & Employee Capability	7. Develop an organisation training plan using data from organisation Capability Assessment and Performance Management Process		<ul style="list-style-type: none"> Assessment carried out for use in 2025 to 2027.
Competency Models	8. Explore the different competency models to identify a competency framework that will better reflect the competencies and capabilities needed for our organisation now and in the future		<ul style="list-style-type: none"> Learning and Development and Human Resources participated in the training for the new Civil Service Capability

			Framework with a view to rolling out in 2025 to 2027.
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3.2.2 People





Key:	 Complete	 In Progress (On Track)	 In Progress (Paused)	 Ceased
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Area	Action	Status	Details
Workforce Planning	9. Develop a work force plan using a standard framework to evaluate the performance and potential of staff at each grade		<ul style="list-style-type: none"> Payroll budget constraints have impacted progress.
	10. Support the Senior Management Team and managers to create and implement local, workforce plans and personalised career and development plans		<ul style="list-style-type: none"> Payroll budget constraints have impacted progress.
Employee Engagement	11. Bring in an annual employee engagement survey to inform what we need to do to improve staff engagement		<ul style="list-style-type: none"> Staff Engagement Survey called Healthy Place to Work was conducted in 2022, 2023 and 2024.

Performance Management	12. Begin to formalise the process by which strategic, operational, and annual corporate goals are systematically cascaded from the Senior Management Team to Heads of Offices, local managers and onwards to all staff		<ul style="list-style-type: none"> Operational and staffing data is now combined in the data dashboards.
Orientation & Onboarding	13. Improve our onboarding and orientation programmes to be as effective as possible in facilitating new joiners to successfully pass probation, feel they belong and know the career opportunities available to them		<ul style="list-style-type: none"> New entrants' programme developed and is being delivered.
Recruitment	14. Develop new & innovative ways to attract new people to reduce delays in hiring and to select the most suitable people for our roles		<ul style="list-style-type: none"> Our brand awareness building and direct recruitment has led to more effective hiring with increased Linked In followership by 50% to 21,000 followers.
	15. Continue to work with the Communications and Media Unit to develop our employer brand particularly amongst local schools, colleges and universities and optimise social media for recruiting		
	16. Develop an internal job rotation scheme to facilitate staff moves and career opportunities		<ul style="list-style-type: none"> Paused due to need to stabilise workforce.

	and look at cross justice job rotations possibilities	
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3.2.3 Organisation

Key:	 Complete	 In Progress (On Track)	 In Progress (Paused)	 Ceased
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Area	Action	Status	Details
Purpose & Values	17. Principal Officers, through the leadership in action programme, will lead a review with our staff of our purpose and values and ways to embed them into how we behave and do our work		<ul style="list-style-type: none"> Purpose and values determined.
Diversity, Inclusion & Wellbeing	18. Continue progress made to date by the Human Rights and Equality group and look at ways to create an inclusive culture		<ul style="list-style-type: none"> Inclusion Group now includes responsibility for our Public Sector Duty as well as interventions to enhance a culture of inclusion.
	19. Develop a Well-being plan to support the development of a healthy workplace		<ul style="list-style-type: none"> Procured Spectrum Life App as a wellbeing resource for staff. Offices

			were supported to remove old files off site and carry out deep cleans. This resulted in several offices creating staff rooms where none existed before.
Culture	20. Principal Officers will lead a review of our culture to ensure it supports transformation and becoming a healthy and positive place to work		<ul style="list-style-type: none"> HPTW results have been used to understand our and inform the behaviours required to become a healthy place to work.
Organisational Structure	21. The Senior Management Team in conjunction with Principal Officers will develop principles for how our organisation is structured and aligned to support the modernisation programme		<ul style="list-style-type: none"> It was deemed too premature determine our future structure before the implementation of digital operations.
Employee Experience	22. Principal Officers will lead with our staff an exploration of the elements of a positive employee experience so we can embed these elements into our practices		<ul style="list-style-type: none"> Employee Experience Advisory group established. Court going employee experience

			initiatives (e.g. Staff conferences) initiated.
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4. Developing the People and Organisation Strategy 2025 to 2027

To develop an informed and feasible programme of work for the next three years, 2025 to 2027, the following approach was undertaken:

4.1. Court Service Strategies

To ensure our People and Organisation Strategy 2025 to 2027 aligns with the Courts Service strategic goals and commitments, the following have been considered:

- Civil Service Renewal 2030
- Courts Service Long Term Strategic Vision 2030
- Courts Service Corporate Strategic Plan (2024-2027)
- Courts Service Communications and Stakeholder Engagement Strategy (2021 – 2025)
- Courts Service ICT Digital and Data Strategy (2024-2027)
- Courts Service Benefits Realisation 2025
- Department of Justice Strategy (2024 – 2026)
- Judicial Planning Working Group Report (2023)
- Irish Courts Strategic Plan (2024 – 2027)

4.2. Healthy Place to Work Results

To better understand the employee experience, the results and feedback from our three Healthy Place to Work Surveys were reviewed. Key themes and areas for reform were then identified to inform this programme of work.

4.3. Consultations

Consultations were held with a range of stakeholders and employee groups to validate and further expand on the feedback gathered from the Healthy Place to Work surveys, as well as to prioritise focus areas for the People and

Organisation Strategy Phase 2. The feedback from these sessions was consolidated and used to inform the development of initiatives for the coming years.

4.4. Senior Management Team (SMT) Input

Key themes were shared with the SMT, and their input has been incorporated into the programme of activity.

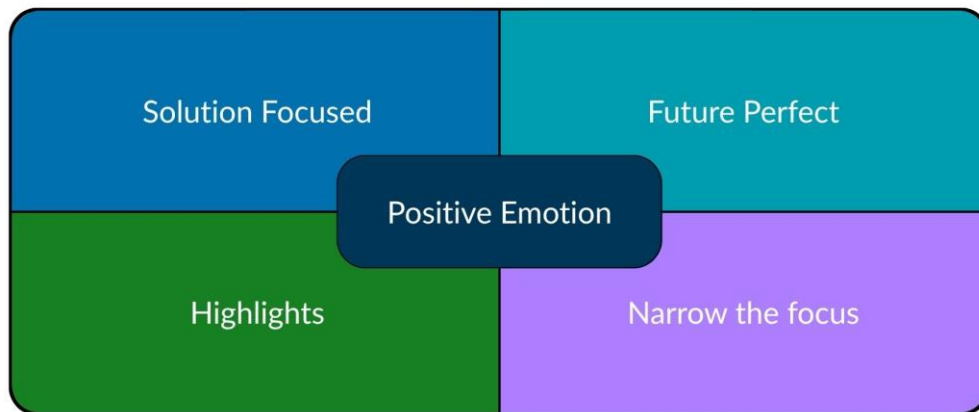
This cumulative approach to developing our People and Organisation Strategy Phase Two has allowed for a comprehensive range of input from our people and ensures alignment with the objectives of the Courts Service strategic vision for the future.

5. 2025 to 2027 Programmes

The programme of work for the three strategic themes of our People and Organisation Strategy Phase 2 has been developed using the methodology as indicated below. This methodology, grounded in positive psychology and Growth Mindset, is the basis of our Leadership in Action programme.

The Courts Service seeks to place itself in the top right quadrant of the below diagram, to create a 'Future Perfect' state of team performance. We must become solution focused and narrow the focus to move towards this.

Dimensions of team performance



Creating our '**Future Perfect,**' requires **Clarity and Focus.** The insights gained from the activities of Section 6 bring clarity to the problems we need to solve. To create a targeted and effective programme of work for the next 3 years, we have focused on emerging themes and areas that have potential for the greatest impact to our people and organisation.

Future Perfect

Clarity of Purpose	<ul style="list-style-type: none"> • Team members possess a shared clarity of purpose. • I possess clarity around the team purpose.
Involvement	<ul style="list-style-type: none"> • Team members feel meaningfully involved in the team purpose. • I feel meaningfully involved in the team purpose.
Strategy	<ul style="list-style-type: none"> • The team has a shared clear strategy that guides its actions. • I am guided in my actions by the team's clear strategy.
Vision	<ul style="list-style-type: none"> • The team communicates its vision in a motivating way to stakeholders. • I communicate the team's vision in a motivating way to stakeholders.
Change	<ul style="list-style-type: none"> • All the team's change and innovation initiatives are focused on achieving our strategic goals. • All my change and innovation are focused on achieving the team's strategic goals.

The proposed programmes of work under each People and Organisation Strategy strategic theme are outlined in Section 6.

5.1. Key focus areas for Phase 2 are highlighted below:

5.1.1. Training and Development Programme

Developing and training our people to do their job and realise their career ambitions must become a core competency of the Courts Service. This core competency is critical to optimising and embedding new ways of working and is also key to the quality of our employee and customer experience.

The development of our people and teams was ranked highest by consultation participants in terms of both importance and urgency. The overwhelming response to HPTW and consultations was the need for “**training to do my job.**”

The Training and Development programme for the next Phase has been developed with the knowledge that people development will be a critical enabler for change and the successful realisation of the Courts Service strategic vision. Significant progress has been made to date in designing initiatives to equip staff with the necessary capabilities to evolve with our changing organisation, and implementation of these initiatives will continue into Phase 2.

5.1.2. Employee Experience Conferences

Our commitment to achieving a Healthy Place to Work score of 70% by the end of 2027 remains. One activity started in the last strategy by the Employee Experience Advisory Group was to host Employee Experience conferences. Creating these opportunities to engage with, and gather feedback from, our people has proven extremely beneficial for proactively identifying and addressing issues within our organisation. This will continue to be key to our efforts to improve the employee experience. Programmes of work were developed by a representative group of court registrars formed from these conferences and actions will be coordinated and implemented by the Employee Experience Advisory Group.

5.1.3. Development of Role of the Office Manager

Through the consultation process, it was identified that Office managers recognise the need for their development as leaders of change. This programme of work will include initiatives to clarify the role of office managers as enablers of the modernisation programme.

This role has evolved from the traditional operational manager to one which must adapt to the changing world of work by embedding new ways of working within teams and leading change. This role must also align to the new Civil Service capabilities.

5.1.4. Leadership Effectiveness

It is essential leaders are equipped to respond to a changing business environment, adapt to a more modern digital Courts Service, address risks and issues as they arise, support modernisation activities, and embrace new opportunities, especially in an organisation where demand for services outstrips resources.

A key priority for our People and Organisation Strategy Phase 2 will be working towards the SMT team achieving a 70% leadership effectiveness score, as detailed in Section 1.

5.1.5. Culture Development

As we move away from legacy ways of working and into a new reality of digitalisation, the behaviours and mindset of our workforce will need to evolve to adapt to changing work environments.

The process of building these behaviours and skills has begun. In this strategy, we will focus on developing a programme of work to embed the Courts Service purpose and values developed as part of the last People and Organisation Strategy.

This is key to attracting and retaining the best staff and enhancing workforce resilience over the coming years.

When we implement new systems, we will work with the users of those new systems to understand the day-to-day impact on jobs and service delivery. These insights will inform how our culture needs to develop to embed and optimise these new ways of working.

5.1.6. Data & Workforce Planning

Technology will be a key lever for change in Phase 2, and the availability of high quality and accurate people data will enable tracking of performance and outcomes.

For this reason, a Data Group will be established comprising of representatives from ICT, Human Resources, Finance, Learning & Development, Healthy Place to Work and operations to create insights and inform workforce planning and organisation performance.

6. Programme of Work

6.1. Workforce of the Future

Strategic Objective	Support our people to develop the skills needed to perform in a modernised Courts Service
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6.1.1 Training and Development Programme

Programme	Priority Actions	Implementation Timeline
New Entrants Programme	<ul style="list-style-type: none"> Progress delivery of the programme to all new staff and educate managers on it. 	2025
Crime Training	<ul style="list-style-type: none"> Build and deliver an accredited technical skills training programme for Court Registrars 	2025
Family Training	<ul style="list-style-type: none"> Build and deliver an accredited technical skills training programme for Court Registrars 	2025, 2026
Civil Training	<ul style="list-style-type: none"> Build and deliver an accredited technical skills training programme for Court Registrars 	2026, 2027

6.1.2 People and Team Development

Programme	Priority Actions	Implementation Timeline
Development Pathways	<ul style="list-style-type: none"> Develop development pathways for staff by grade and ensure they support capability framework 	2025, 2026
Team Effectiveness Training	<ul style="list-style-type: none"> Continue roll out of training to remaining teams across the organisation 	2025, 2026, 2027

6.2. People

Strategic Objective	Be a place where people can thrive and reach their potential.
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6.2.1 Executive and Leadership Development

Programme	Priority Actions	Implementation Timeline
Leadership in Action (SMT)	<ul style="list-style-type: none"> Realise ambition, as set out in benefits framework, to achieve 70% effective leadership 	2025, 2026, 2027
Leadership in Action (Principal Officer)	<ul style="list-style-type: none"> Enable POs to lead modernisation and achieve a HPTW score of 70% 	2025, 2026, 2027
Office Manager Development	<ul style="list-style-type: none"> Enable office managers to lead modernisation and achieve a HPTW score of 70% 	2025, 2026, 2027

Deputy Office Manager Development	<ul style="list-style-type: none"> Enable deputy office managers to lead modernisation and achieve a HPTW score of 70% 	2026, 2027
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6.2.2 Workforce Planning

Programme	Priority Actions	Implementation Timeline
People Data	<ul style="list-style-type: none"> Define workforce model for the Courts Service in terms of numbers and skills Work with Data and Reporting unit to establish Data Group and agree programme of work 	2025, 2026, 2027
HR Data	<ul style="list-style-type: none"> Review data available in recruitment system, time and attendance system, HR database and payroll HR to integrate systems and processes including HR database, pay and time and attendance and make more use of PowerBI 	2025, 2026, 2027
Succession Planning	<ul style="list-style-type: none"> Consider how courts service will develop pipeline of people into the future 	2026, 2027
Irish Language	<ul style="list-style-type: none"> Determine how best the Courts Service can deliver the Civil Service commitment to have 20% of its workforce by 2030 capable of conducting its business in Irish 	2025 to 2027

6.2.3 Performance Management

Programme	Priority Actions	Implementation Timeline
Performance Management	<ul style="list-style-type: none"> Develop a work force plan using a standard framework to cascade performance targets 	2026, 2027

6.2.4 Talent Acquisition

Programme	Priority Actions	Implementation Timeline
Capability Framework	<ul style="list-style-type: none"> Operationalise the Civil Service capability framework that reflects the competencies needed for our organisation now and in the future 	2025 to 2026
Decision Making	<ul style="list-style-type: none"> Review and analyse selection decisions made during recruitment and promotion processes to assess effectiveness of outcomes 	2025
Competition Scheduling	<ul style="list-style-type: none"> Review timing of competitions, using data, to streamline processes and optimise outcomes 	2025

6.2.5 Civil Dublin, Criminal Courts of Justice

Programme	Priority Actions	Implementation Timeline
Career Development	<ul style="list-style-type: none"> Determine the best model to enhance structured development pathways in Civil in 	2025 to 2026

	Dublin across all jurisdictions and similarly for Crime	
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6.3. Organisation

Strategic Objective	Create renewed sense of shared purpose and values, become a Healthy Place to Work, and enhance our culture to support equality, diversity, and agile working as part of a modernised Courts Service.
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6.3.1 Purpose and Values

Programme	Priority Actions	Implementation Timeline
Embed Purpose & Values	<ul style="list-style-type: none"> Embed our purpose and values into how we behave and do our work 	2025 to 2027

6.3.2 Inclusion

Programme	Priority Actions	Implementation Timeline
Inclusion	<ul style="list-style-type: none"> Progress work already commenced by Inclusion group and look at more programmes to create an inclusive culture 	2025, 2026, 2027
Disability	<ul style="list-style-type: none"> Expand participation in Oireachtas Work Learning (OWL) programme across the organisation 	2025, 2026, 2027

Neurodiversity	<ul style="list-style-type: none"> Roll out Neurodiversity training across the organization and work with As I Am to create a neurodiverse workplace. 	2025, 2026, 2027
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6.3.3 Culture Development

Programme	Priority Actions	Implementation Timeline
Culture Development	<ul style="list-style-type: none"> Set principles for our culture to support Vision 2030, through research into the cultural impact of change and the implementation of new systems on roles and responsibilities. 	2026 to 2027

6.3.4 Employee Experience

Programme	Priority Actions	Implementation Timeline
Employee Experience	<ul style="list-style-type: none"> Court going staff scored the lowest on our Healthy Place to Work survey hence employee experience will focus on this group through holding annual conferences and co designing targeted interventions to improve their employee experience. 	2025, 2026, 2027
Healthy Place to Work	<ul style="list-style-type: none"> Establish a 'Be Healthy' Group to action employee health insights from our Healthy Place to Work survey. This group together with the Social Club will develop programmes to support health and well being 	2025, 2026, 2027

6.4. Key Measures of Success

The People and Organisation Strategy 2022 to 2024 set out the three indicators to measure the progress of delivery. They are:

- Significant staff involvement in the design and delivery of interventions
- Evidence based decision making
- Regular internal updates using a variety of communication channels.

Our progress is measured by our annual employee engagement survey called Healthy Place to Work. We aspire to achieve a score of 70% by 2027.

7. Implementation Assumptions

The programme will be implemented through mobilising our staff as has been the case for the People and Organisation Strategy 2022 to 2024. It also assumes the funding provided for the Training and Development Programme will continue.

An action plan will be developed over the course of the second quarter of 2025 and implementation will be governed by the Courts Service Modernisation Programme governance policy.

We will share this strategy and programme of activity with all staff and provide opportunities for staff to get involved in its implementation.

7.1. Impact of the appointment of additional judges

At the time of writing, it is anticipated twenty additional judges will be appointed in 2025. The appointment of additional judges does not in itself impact the intended programmes of activity; however, it may affect the timeliness of implementation.