Strategic orientation

2010-2020

Domstolsverket
Sveriges domstolar
Vision

The administration of justice by the Courts of Sweden is of a high standard, with hearings that are held promptly and with uniform application of the law. The general public has a high level of confidence in the work carried out by the Courts of Sweden.

Objectives

1. The judicial work of the Courts of Sweden is conducted professionally. Cases and matters are resolved quickly whilst still retaining a high standard and there are few cases pending.

2. Those persons who come into contact with the Courts of Sweden are dealt with professionally. There is a high, uniform level of service. Channels of communication are well developed and the information provided is easily accessible, relevant and understandable.

3. At the Courts of Sweden there is a high degree of security awareness. Premises are secure and are considered to be safe.

4. The Courts of Sweden find it easy to recruit and retain qualified personnel. The expertise of the personnel is developed continuously and good use is made of their knowledge.

5. The Courts of Sweden have effective operational support.

6. The external organisation of the Courts of Sweden forms the basis for effective operations.

7. The Courts of Sweden work continuously to develop the internal organisation. Administration is efficient, leadership is well developed, the staff are involved in the whole organisation and there is effective communication within the organisation.

8. The Courts of Sweden have sufficient financial resources and suitably adapted resource allocation, which gives all the authorities within the Courts of Sweden the correct prerequisites to pursue the tasks assigned to them.

9. The courts and the Swedish National Courts Administration co-operate effectively. The allocation of responsibility and work between the courts and the Swedish National Courts Administration is based on the independence of the courts and the remit of the Swedish National Courts Administration.
Introduction
The work of the courts1 is both costly and complex but is nevertheless one of the cornerstones of democracy in Sweden. The task of the Swedish National Courts Administration is to provide administrative support and service to the courts in order to create the prerequisites for work that is both legally secure and efficient. To achieve co-ordination and efficiency within its field of operations, the Swedish National Courts Administration is also permitted to issue administrative enforcement rules necessary for this purpose. The Swedish National Courts Administration must discharge its duties with respect for the independence of the courts as embodied in the constitution. An obvious starting point is that the Swedish National Courts Administration must never influence how a court adjudicates or in other respects applies legal rules in specific cases2.

A clear strategy
For the Swedish National Courts Administration to discharge its duties optimally, there is a need for clear strategies for the tasks it has been assigned and a long-term vision and objectives for the Courts of Sweden3. As the work of the Swedish National Courts Administration is designed to help the courts, the strategies must focus on the objectives the courts are required to achieve.

In spring 2009, the Swedish National Courts Administration set up a working group to commence the task of producing an operational strategy. The working group comprised Director-General Barbro Thorblad, Court of Appeal President Fredrik Wersäll, Chief Judges Mari Andersson and Stefan Strömberg and departmental heads Rita Aspegren, Ann Härelind and Jörgen Nilsson. The later meetings of the working group were also attended by Planning Director Christine Lager.

The working group produced a proposal for a vision, objectives and strategies which were later discussed with, in effect, all court presidents during the management days arranged by the Swedish National Courts Administration during autumn 2009. A reworked proposal was subsequently sent to all courts and departments within the Swedish National Courts Administration to provide all personnel with the opportunity to put forward their views on the strategy. The responses to the vision, objectives and strategies received from the courts were generally positive and a number of constructive views were put forward. Based on these views, the proposal underwent further reworking. A final proposal was then sent to all the courts and departments within the Swedish National Courts Administration, which only resulted in a small number of further comments and views. Following certain minor adjustments, this final document was finally adopted.

The document lays down the strategic orientation that will control the work of the Swedish National Courts Administration during the period 2010-2020.

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1 "The courts" refers to the general courts, administrative courts, rent and tenancy tribunals and the Legal Aid Authority.
2 Section 1, sub-section 9, and Section 11, sub-section 2 of the Instrument of Government.
Purpose

The main purpose of this strategic orientation is to create a clear, practical tool for the work of the Swedish National Courts Administration that has been agreed and accepted throughout the whole of the Courts of Sweden.

Future work

The objectives and strategies will control the annual operational planning of the Swedish National Courts Administration as the different departments at the Swedish National Courts Administration formulate specific activities under each objective and strategy. As far as possible, quantifiable factors should also be produced which indicate the degree to which the activities contribute to the fulfilment of the objectives.

Documents will be followed up on an ongoing basis and could be developed based on external factors, such as changes in legislation, amended objectives from the government to the Swedish National Courts Administration and trends in the economy and in society in general. Changes in the vision or objectives and material changes in the strategies must always be made following consensus between the Swedish National Courts Administration and the courts.
Vision, objectives and strategies

Vision
The administration of justice by the Courts of Sweden is of a high standard, with hearings that are held promptly and with uniform application of the law. The general public has a high level of confidence in the work carried out by the Courts of Sweden.

Objectives and strategies

Objective 1
The judicial work of the Courts of Sweden is conducted professionally. Cases and matters are resolved quickly whilst still retaining a high standard and there are few cases pending.

Strategies
The Swedish National Courts Administration shall
• support a structured quality programme using justified operational demands made by parties, counsel and the general public as a starting point
• create conditions for the development and use of specialist knowledge and skills
• work to bring about a concentration of certain types of cases as necessary for reasons of quality and efficiency
• support the work of the courts by developing the writing of judgments with the aim of ensuring well-formulated rulings
• work to ensure that the needs of the courts regarding changes in the law are brought to the notice of the legislators
• work to promote co-operation with academia
• support the work of the courts to ensure uniform application of the law
• work to ensure that judges receive advanced training in negotiation techniques
• develop ways of rapidly satisfying the need for reinforcement
• develop tools to produce result statistics and tools for ongoing follow-up of results
• work to ensure that the courts make clear and reasonable undertakings regarding processing times

1 For a definition of the Courts of Sweden, see note 3, page 3.
2 For a definition of 'the courts', see note 1, page 3.
Objective 2

Those persons who come into contact with the Courts of Sweden are dealt with professionally. There is a high, uniform level of service. Channels of communication are well developed and the information provided is easily accessible, relevant and understandable.

Strategies

The Swedish National Courts Administration shall
- support the courts in dealing with people and demonstrating professional courtesy
- work to ensure a common level of service and availability
- work to ensure that the Swedish National Courts Administration websites are well-developed with regard to external communication
- work to ensure that the Swedish National Courts Administration has a clear, open approach to the media
- using the E-delegation's¹ work and external requirements in general develop electronic services that satisfy the needs of parties, counsel and the general public

Objective 3

At the Courts of Sweden there is a high degree of security awareness. Premises are secure and are considered to be safe.

Strategies

The Swedish National Courts Administration shall
- work to bring about greater security awareness within the Courts of Sweden
- carry out security-enhancing measures
- work to ensure greater security for visitors
- clarify for the general public that the Courts of Sweden are mindful of safety and security

¹ On March 26, 2009, the Government decided to establish a delegation for e-administration, termed the E-Delegation. See government Committee Directive (Dir. 2009:19). See also www.edelegationen.se
Objective 4
The Courts of Sweden find it easy to recruit and retain qualified personnel. The expertise of the personnel is developed continuously and good use is made of their knowledge.

Strategies
The Swedish National Courts Administration shall
• work to ensure that all authorities within the Courts of Sweden are modern and attractive workplaces
• work to promote diversity, equal treatment for all and equality
• develop the recruitment process and market the Courts of Sweden with a specific focus on locations where the recruitment base is limited
• develop an active, carefully considered remuneration policy that is based on individual remuneration levels
• continue to define further the roles of the courts and the judges
• work to ensure that the number of law clerks and assistant judges and places for external drafting of personnel correspond to future recruitment requirements at the courts
• work to bring about greater potential for external drafting of personnel
• work to promote competence development that satisfies operating needs and to ensure attractive career paths within the Courts of Sweden for all personnel
• work to ensure that the court presidents and other persons in senior positions work actively to ensure that all co-workers continually undergo training to raise the level of competence and that the results are then utilised on the operational level
• work to ensure that knowledge about the basic principles of the rule of law is intensified
• work to bring about greater international co-operation aimed at an exchange of experience and knowledge between countries regarding different legal systems

Objective 5
The Courts of Sweden have effective operational support.

Strategies
The Swedish National Courts Administration shall
• evaluate, adapt and develop operational support on a continuous basis and in such a way that it corresponds to the needs of the Courts of Sweden and other stakeholders
• work to ensure that the needs of the Courts of Sweden are taken into account in the provision of information regarding the legal system and other development work relevant to the exchange of information with other authorities
• expand and develop modern technology with particular account taken of the needs of the parties in a case
• work to bring about effective, uniform use of operational support at all courts
• ensure a high degree of accessibility on a continuous basis to IT systems and security for the information handled in these systems
Objective 6
The external organisation\(^1\) of the Courts of Sweden forms the basis for effective operations.

Strategies
The Swedish National Courts Administration shall
• continuously evaluate the external organisation
• produce proposals for how the external organisation should develop and work to implement proposals

Objective 7
The Courts of Sweden work continuously to develop the internal organisation\(^2\). Administration is efficient, leadership is well developed, the staff are involved in the whole organisation and there is effective communication within the organisation.

Strategies
The Swedish National Courts Administration shall
• continuously develop the Courts of Sweden administration based on operating requirements and external demands for change
• support the development of an internal organisation
• support the task of developing leadership and empowerment at the Courts of Sweden
• support the development of communication channels within operations
• provide a forum for a dialogue on the development of administrative support
• perform administrative tasks for the courts when this promotes efficiency and quality
• work to ensure that the courts co-operate on the regional and local level
• support the courts in other administrative respects through specialist know-how

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\(^1\) The term ‘external organisation’ refers to the number of courts, their locations and their catchment areas

\(^2\) The term ‘internal organisation’ refers to the way in which a court is organised e.g. with a management group, departments and units.
Objective 8
The Courts of Sweden have sufficient financial resources and suitably adapted resource allocation, which gives all authorities within the Courts of Sweden the correct prerequisites to pursue the tasks assigned to them.

Strategies
The Swedish National Courts Administration shall
• work to ensure that the Courts of Sweden receive sufficient resources to carry out the tasks assigned to them
• work to ensure that the methods used for resource allocation are suitable for the purpose, correspond to the needs of different operating areas and have been discussed with and accepted by the courts
• work to ensure more flexible rules to facilitate the movement of personnel and cases between the courts
• work to promote environmental improvement measures within the Courts of Sweden

Objective 9
The courts and the Swedish National Courts Administration co-operate effectively. The allocation of responsibility and work between the courts and the Swedish National Courts Administration is based on the independence of the courts and the remit of the Swedish National Courts Administration.

Strategies
The Swedish National Courts Administration shall
• work to assure an ongoing dialogue between the courts and the Swedish National Courts Administration
• ensure that strategies and measures have been discussed with and accepted by the courts concerned