

# **Enforcements of Judgments Office and Court of Judicature of Northern Ireland Taxing Office**

**BALANCED SCORECARD 2010 - 2011**

## QUADRANTS

<b>ACCESS TO JUSTICE</b>	
AJ1: To deliver efficient and effective Courts, Tribunals and Enforcement Services	
AJ2: To deliver affordable publicly funded legal services to those who cannot otherwise afford Access to Justice	
<b>CUSTOMERS AND SERVICES</b>	<b>FINANCE AND PROCESSES</b>
CS1: To deliver responsive quality services that meet the needs of our customers	FP1: To deliver a controlled financial and commercial environment achieving value for money
CS2: To contribute to public confidence in the administration of the justice system	FP2: To continuously improve our business processes
<b>ORGANISATION AND PEOPLE</b>	
OP1: To develop and lead our people to achieve our objectives	OP2: To maximise our organisation's capacity and capability

## ACCESS TO JUSTICE

OBJECTIVES	MEASURES	TARGET	ACTIVITIES	RESPONSIBILITY/RISK
<b>AJ1: TO DELIVER EFFICIENT AND EFFECTIVE COURTS, TRIBUNALS AND ENFORCEMENT SERVICES</b>	Improved Performance	Achievement of EJO Performance Targets	Processing of EJO business	ALL STAFF/SMT
		Monthly - by working day 5	Review and publish progress against office targets	SO GROUP
		Quarterly (June, Sept, Dec, Mar)	Publish progress against corporate targets and forward to Centre for reporting to Management Board	SMT
		Mar-11	Work with Security Branch to ensure that the interview rooms on the 6th and 7th Floor Bedford House are fit for purpose in terms of staff safety	AB
		Mar-11	Work with the Taxing Master/PLSD to establish the way forward for the VHCC team and determine the management structure of the Criminal Taxing Team	TL / AB
		Quarterly	Meet with the Master to discuss EJO and Taxing Office work/issues/legislation	AB / BMCN / MT / CC

## CUSTOMERS AND SERVICES

OBJECTIVE	MEASURES	TARGET	ACTIVITIES	RESPONSIBILITY/RISK
<b>CS1: TO DELIVER RESPONSIVE QUALITY SERVICES THAT MEET THE NEEDS OF OUR CUSTOMERS</b>	Customer Satisfaction	Mar-11	Continue to honour the EFQM principles and to manage the business on this basis	SMT
		Mar-11	To review all SLA's and make changes as agreed with SLA partners	SMT
		May-10	To update the EJO Business Continuity Plan and work with the Bedford House Business Continuity Team to produce a Bedford House Business Continuity Plan	AB
		Ongoing	To maintain the online Complaints Register as per guidance from Communications Branch	CLO GROUP/CS
		Monthly	Monitor Complaints and report Trends to SMT	CS/CLO GROUP
		Holding Letter within 5 days Response within 15 days	Respond to Complaints	CLO GROUP / SMT
		Jun-10	To develop and take forward a plan to meet solicitor/customer expectations	SMT
		Mar-11	To develop and implement a delay action plan relating to repossessions	SMT
		Apr-10	Issue the Customer Attitude Survey	MT/SC
		Oct-10	To have an action plan in place to take forward any actions arising from the Customer Attitude Survey	MT

		Jul-10	To conduct a disability awareness assessment and develop a disability action plan	AB/SC
		Monthly	Report progress on the Disability Action Plan to SMT	AB
<b>CS2: TO CONTRIBUTE TO PUBLIC CONFIDENCE IN THE ADMINISTRATION OF JUSTICE</b>	Increased Public Confidence	Mar-11	To complete all planned and ad-hoc business presentations and maintain our Outreach Register	CLO GROUP / SMT
		May-10	Confirm a schedule of EJO User Forum Meetings	TL/AB
		Monthly	Maintain a Risk Register based on balanced scorecard objectives and report to EJO SMT	CS
		Quarterly	Submit Risk Register and Risk Matrix to Divisional Risk Coordinator, escalating any risks as necessary	TL / SMT
		Oct-10	To conduct a review of the EJO Storage facilities and LRO responsibilities and implement any recommendations	PROJECT MANAGER
		Quarterly	Maintain and review the Information Asset Register and report to Security Branch	SMT
		Ongoing - Respond within the time limit set by the Assembly Team	To respond to Assembly Questions or Ministerial briefing requests as required.	SMT

## FINANCE AND PROCESSES

OBJECTIVE	MEASURES	TARGET	ACTIVITIES	RESPONSIBILITY/RISK
<b>FP1: TO DELIVER A CONTROLLED FINANCIAL AND COMMERCIAL ENVIRONMENT ACHIEVING VALUE FOR MONEY</b>	Effective Financial Management	Monthly	To report to EJO SMT on: - budgeted fee Income versus fee actual income - budgeted cost versus spend to date - cost recovery position to date - amount of debt recovered	BMCN
		Quarterly	To complete a budget monitoring return and discuss with SMT before submission to Finance Branch	BMcN / AB
		Oct-10	To tender for and award a contract to put in place a service for obtaining credit reports on judgment debtors	AB / BMCN
	Effective Governance	Dec-10	To complete actions outlined in the Accounts Audit Action Plan	BMCN / JMCM / AB
		Dec-10	To complete all Fujitsu Service Meetings as per meeting schedule	BMCN
	Effective Estate Management	Mar-11	To have completed 4 Health & Safety Inspections and report to the EJO SMT	CH
<b>FP2: TO CONTINUOUSLY IMPROVE OUR BUSINESS PROCESSES</b>	Business Modernisation	Mar-11 (TBC)	To review and publish recommendations into all aspects of the work and role of Enforcement Officers	AB
		Dec-10	To obtain ISO 9000-2008 Accreditation in December 2010	AB / ISO STEERING GROUP

		Dec-10	Implement the observations from the 2009 ISO Audit	AB/ISO STEERING GROUP
		Mar-11	To conduct ISO audits in line with the 09/10 Audit Plan and implement any accepted process changes.	AB/ISO STEERING GROUP
		May-10 and Dec-10	Complete 2 ISO Management Review Meetings	SMT
		Quarterly	To hold ISO Steering Group Meetings	AB/ISO STEERING GROUP
		Oct-10	Develop a Protocol for the management of contentious evictions	SO GROUP
		Nov-10	Review staff access levels to obtain credit reports and notify staff of the way forward regarding contracted services	SO GROUP
		Monthly	To continue with Improvement groups including AO/EO, AO/Enf Officer, CLO, L&D Team and provide reports to the monthly SMT Meetings	SO GROUP
		Oct-10	Work with BDG to develop the specifications for the Change Requests in relation to EJO Business Modernisation	TL/AB/BMCN
		Monthly	Monitor/Update progress on the EJO Project Action Plan and report progress to EJO SMT	MT & SO GROUP
		Mar-11	Develop an action plan for the review of the 'One Process' structure	SMT

## ORGANISATION AND PEOPLE

OBJECTIVES	MEASURES	TARGET	ACTIVITIES	RESPONSIBILITY/RISK
<b>OP1: TO DEVELOP AND LEAD OUR PEOPLE TO ACHIEVE OUR OBJECTIVES</b>	Staff Satisfaction	Jul-10	Develop a standard 'Team Brief' format	SMT
		Jul-10	Develop a working plan for all Improvement Groups (EO Focus group, AO Focus Group, CLO Group, Enf Officer/Admin Group and L&D Team) with progress reported on a monthly basis to EJO SMT	SO GROUP
		Oct-10	Review and update our Volunteering Strategy.	VOLUNTEERING GROUP
	Maintain IIP Accreditation	Mar-11	To ensure that the office meets all people policies to maintain IIP accreditation	ALL MANAGERS
<b>OP2: TO MAXIMISE OUR ORGANISATIONS CAPACITY AND CAPABILITY</b>	Training Needs Met	Quarterly	To monitor and review PDP's ensuring that staff are nominated for courses as necessary	ALL MANAGERS
	Effective Workforce Management	May-10	To have year end 09/10 reports and PDP for 10/11 completed and submitted to HR.	ALL MANAGERS
		May-10	To have 10/11 FJP and PDP's in place	ALL MANAGERS
		By 10th Working Day of each Month	To produce a business update highlight report to Deputy Chief Enforcement Officer	BMcN / CS / MT / CT

## EJO Performance Targets

### **Corporate Targets**

- ▶ Issue 95% of Notices of Intention within 3 days
- ▶ Accept 90% of enforcement applications within 8 days
- ▶ Complete 90% of repossessions within 26 weeks of acceptance
- ▶ Accept 90% of taxation applications within 22 days
- ▶ Issue 95% of taxation assessments within 13 days
- ▶
- ▶ To issue 90% of taxation certificates within 10 days of payment of fees and when all outstanding vouching has been received

### **Office Targets**

- ▶ Issue 95% of Notices of Intention within 3 days
- ▶ Accept 90% of enforcement applications within 8 days
- ▶ Complete 90% of repossessions within 26 weeks of acceptance
- ▶ Complete 90% of enforcement reports within 39 days of allocation to an enforcement officer
- ▶ To respond to 100% of urgent correspondence within 5 days of receipt
- ▶ To process 95% of Executive Officer Case Work within 20 Days
- ▶ To process 95% of Administrative Officer Case Work within 15 Days
- ▶ To issue 95% of listing orders within 30 working days
- ▶ To issue 95% of Notices of Possession within 15 days of acceptance
- ▶ To complete 100% of judgments searches within 2 days of receipt
- ▶
- ▶ To allocate 95% of debtor payments within 2 working days - upon receipt of all information that can make an allocation possible.
- ▶ Accept 90% of taxation applications within 22 days
- ▶ Issue 95% of taxation assessments within 13 days
- ▶
- ▶ To issue 90% of taxation certificates within 10 days of payment of fees and when all outstanding vouching has been received