



# **Supreme Court of Canada**

**2011-12**

## **Report on Plans and Priorities**

**Approved**

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Minister of Justice and  
Attorney General of Canada



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## SECTION I: DEPARTMENTAL OVERVIEW

### A. Message from the Registrar

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I am pleased to present the 2011-2012 Report on Plans and Priorities for the Supreme Court of Canada.

The Supreme Court of Canada is Canada's final court of appeal. The independence of the Court, the quality of its work and the esteem in which it is held both in Canada and abroad contribute significantly as foundations for a secure, strong and democratic country founded on the Rule of Law.

The Office of the Registrar of the Supreme Court of Canada has a deep appreciation for the importance of the Court's role and focuses its efforts on a single strategic outcome, namely that 'the administration of Canada's final court of appeal is effective and independent'.

The core work of the Office continues to be the processing and management of cases brought to the Court. The decision-making environment continually evolves, thereby dictating new risks, challenges and opportunities.

The implementation of an electronic document and records management system is continuing, being a lengthy endeavor, with its related focus on adapting business processes to an electronic environment. In connection with that important work, we are pursuing our long term goal of improving electronic access to the Court's case files and information, both by the public and litigants.

In 2011-2012, we will also pursue our efforts to enhance the Court's overall security program to better meet the needs of the Court. As well, concrete steps will be taken to plan a major refurbishment project for the aging infrastructure of the Supreme Court of Canada building.

I wish to conclude by thanking the entire staff of the Court for their continuing hard work and enthusiasm in serving the Court and Canadians with professionalism and a dedicated sense of purpose.



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Roger Bilodeau, Q.C.

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Date

## B. Raison d'être

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Created by an Act of Parliament in 1875, the Supreme Court of Canada is Canada's final court of appeal. It serves Canadians by deciding legal issues of public importance, thereby contributing to the development of all branches of law applicable within Canada. The independence of the Court, the quality of its work and the esteem in which it is held both in Canada and abroad contribute significantly as foundations for a secure, strong and democratic country founded on the Rule of Law. In accordance with the *Supreme Court Act*, the Supreme Court of Canada consists of the Chief Justice and the eight puisne judges. The Supreme Court of Canada is an important national institution, positioned at the pinnacle of the judicial branch of government in Canada.

The Office of the Registrar of the Supreme Court of Canada provides all necessary services and support for the Court to process, hear and decide cases. It also serves as the interface between litigants and the Court. The focus of this report is on the priorities and activities of the Office of the Registrar of the Supreme Court of Canada.

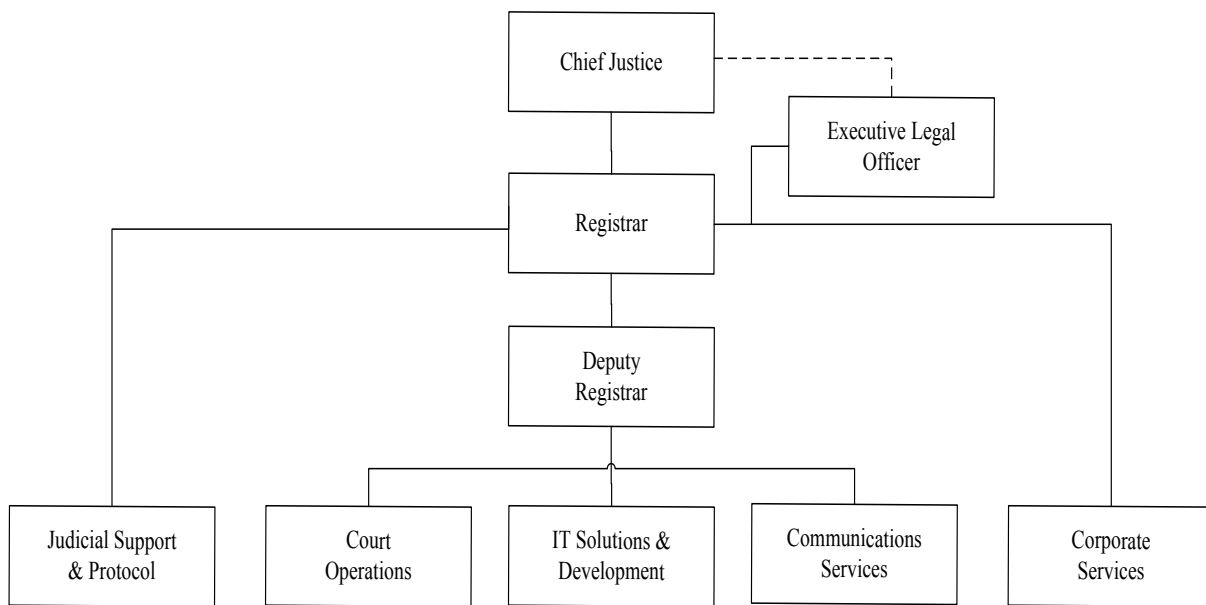
More detailed information on the Court's responsibilities, the hearing process and judgments is available on the Internet (<http://www.scc-csc.gc.ca/home-accueil/index-eng.asp>).

## C. Responsibilities

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The Supreme Court of Canada includes the Chief Justice and eight puisne judges, all of whom are appointed by the Governor in Council. The Supreme Court of Canada hears appeals from the decisions of the highest courts of final resort of the provinces and territories, as well as from the Federal Court of Appeal and the Court Martial Appeal Court of Canada. In addition, the Court provides advisory opinions on questions referred to it by the Governor in Council. The importance of the Court's decisions for Canadian society is well recognized. The Court assures uniformity, consistency and correctness in the articulation, development and interpretation of legal principles throughout the Canadian judicial system. Its jurisdiction is derived from the *Supreme Court Act* and other Acts of Parliament, such as the *Criminal Code*.

The Registrar, also a Governor in Council appointee, reports to the Chief Justice and heads the Office of the Registrar of the Supreme Court of Canada. The organization of the Office of the Registrar is depicted in the following diagram and further explained in the paragraphs that follow.



**Judicial Support and Protocol Branch:** The Judicial Support and Protocol Branch is responsible for the delivery of all judicial support services to the Chief Justice of Canada and the eight puisne judges of the Supreme Court of Canada, including protocol and judges’ dining room services, the development and delivery of integrated judicial support programs and services, judicial administration, as well as the judges’ law clerk program.

**Court Operations Sector:** Composed of the Law Branch, Reports Branch, Registry Branch and Library and Information Management Branch, this sector is responsible for the planning, direction and provision of legal advice and operational support to the Supreme Court judges respecting all aspects of the case management process from the initial filing to the final judgment on an appeal. This includes processing and recording proceedings, scheduling of cases, legal and jurilinguistic services, legal research and library services, legal editing services and publication of the Supreme Court Reports. Information management services, including case related and corporate records information, are also provided by the Sector.

**IT Solutions and Development Sector:** The IT Solutions and Development Sector is responsible for the development, delivery and management of enterprise-wide IT strategies, plans, policies, standards and procedures; the design, development and implementation of modern, innovative, integrated, leading-edge IT solutions; the stewardship of IT resources, including security, business resumption planning and emergency preparedness in a 24/7 environment; and business analysis, business transformation, project management, and business development through change management initiatives that leverage maximum benefits from IT modernization and generate efficiencies.

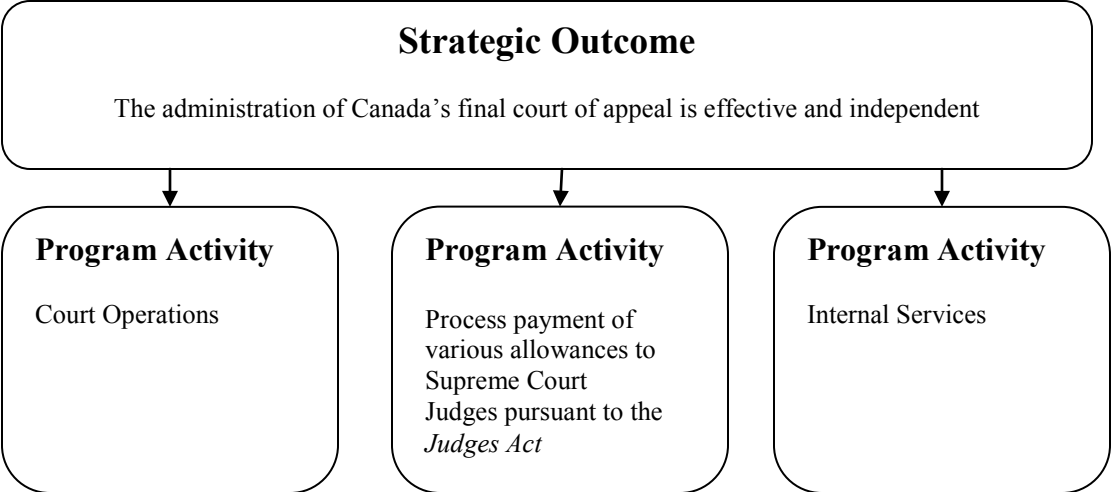
**Communications Services Branch:** The Communications Services Branch develops and implements communications strategies, plans and programs to increase public awareness and understanding of the Supreme Court of Canada, as well as to enhance internal communications within the Court.

**Corporate Services Sector:** The Corporate Services Sector is responsible for administrative support to the judges and staff including: strategic, business and resource planning; corporate reporting; management accountability; modern management methods and tools; integrated risk management; finance; procurement; accommodation; administration (telecommunications, mail and printing services); human resources; security; health and safety; emergency management and preparedness; and business continuity planning.

**D. Strategic Outcome and Program Activity Architecture (PAA)**

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These components are set out below as follows:

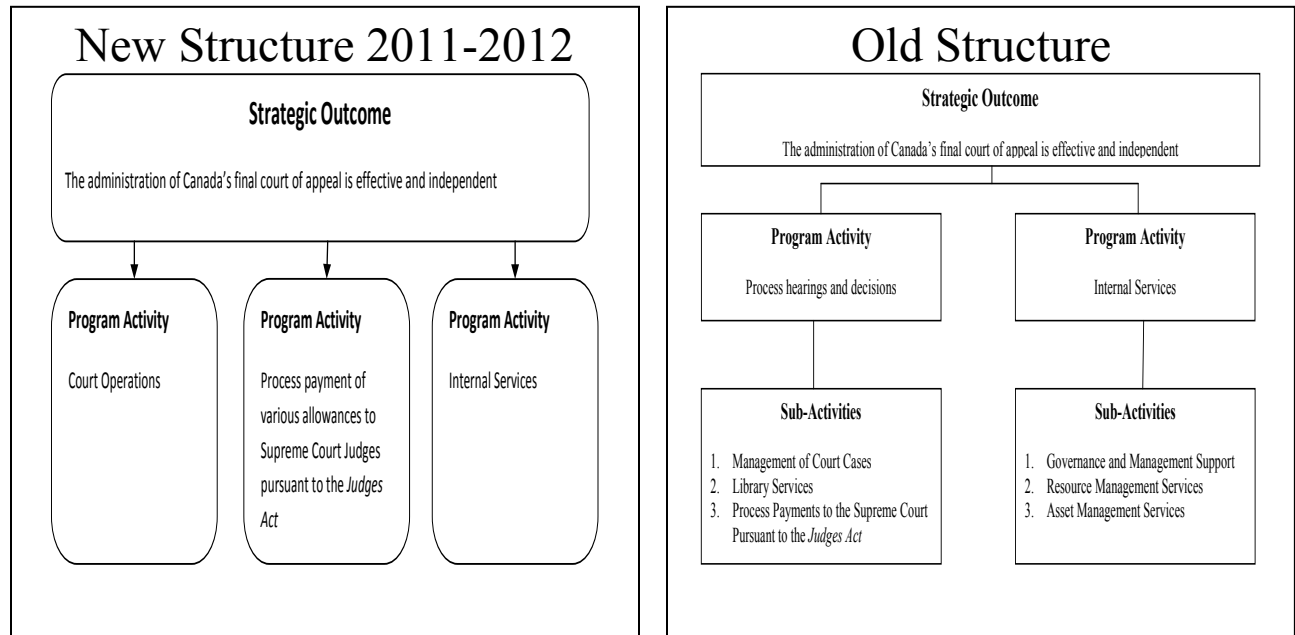




## Program Activity Architecture Crosswalk

The Office of the Registrar removed the former one-to-one relationship between the Strategic Outcome and the Program Activity with approval from the Treasury Board in the summer of 2010. The two former sub-activities described as *Management of Court Cases* and *Library Services* were merged under the single program activity titled “**Court Operations**”. This groups together the four core activities which enable the Court to process hearings and decisions: (i) Registry services, (ii) Law branch, (iii) Library and Information Management, and (iv) the publication of the Court’s case reports. The former sub-activity titled *Process Payments to the Supreme Court Pursuant to the Judges Act* has become a Program Activity and has been reworded as “**Process payment of various allowances to Supreme Court Judges pursuant to the Judges Act**”.

The diagram below compares the new Program Activity structure for 2011-2012 with the old structure:



## **E. Planning Summary**

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### **Financial Resources (\$ millions)**

The financial resources table below provides a summary of the total planned spending for the Office of the Registrar for the next three years.

<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
29.7	29.6	29.6

### **Human Resources (Full-time Equivalent – FTE)**

The human resources table below provides a summary of the total planned human resources for the Office of the Registrar for the next three years.

<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
215	215	215

<b>Strategic Outcome:</b> The administration of Canada’s final court of appeal is effective and independent	
<b>Performance Indicators</b>	<b>Targets</b>
Level of satisfaction among judges regarding quality of service Level of satisfaction among lawyers regarding quality of service	Target “satisfied” level Target “satisfied” level

Program Activity	Forecast Spending 2010–11	Planned Spending			Alignment to Government of Canada Outcomes
		2011–12	2012–13	2013–14	
Court Operations	17.5	14.3	14.3	14.3	Strong and independent democratic institutions
Process payment of various allowances to the Supreme Court Judges Pursuant to the <i>Judges Act</i>	5.5	5.6	5.5	5.5	Strong and independent democratic institutions
<b>Sub-total Planned Spending</b>		19.9	19.8	19.8	
Internal Services	8.5	9.8	9.8	9.8	N/A
<b>Total Planned Spending</b>		29.7	29.6	29.6	

## **F. Contribution of Priorities to Strategic Outcome**

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The focus of the Office of the Registrar will continue to be the processing of cases without delay while maintaining stakeholder satisfaction and high standards of service.

The Registrar's Five-Year Vision (2011-2016) is that Supreme Court judges and staff will be able to access and process all cases and case-related information electronically while the public and lawyers will be able to file all case-related documents electronically. It is important that the Office of the Registrar continues to be a leader in court administration and for it to maintain the current operations as it works toward that vision. This will require the best possible organizational structure, skilled staff and appropriate resources.

The challenge will be to achieve that vision while responding to stakeholders' day-to-day expectations. That vision will also require changes to strengthen the Office's business processes and to make it more efficient. Change has its challenges, including securing appropriate resources to effect necessary changes. In the last few years, the Office of the Registrar has been able to work within its existing reference levels, but some sectors will see growing challenges in the quest to deliver current services while implementing change. As a result, internal reallocations may be required to allow necessary business changes, although potentially at the risk of other service aspects. An additional challenge is the fact that the Supreme Court of Canada building is aging, and plans are getting underway for a major rehabilitation project of the entire structure to be undertaken in the medium to long term. Until this is completed, there is a risk that critical building systems may fail, as well as a risk of some disruption to operations during the rehabilitation as a result of either a full or partial relocation.

### **Priorities:**

The Office of the Registrar has two operational priorities for the next 3 years (2011-2014): (i) Business Transformation and (ii) Providing effective e-access to information and services, as well as two management priorities: (i) Developing and implementing a sound information management program and (ii) Enhancing the security program, all to better meet the Court's needs as well as the requirements of the new Policy on Government Security.

Operational Priorities	Type	Links to Strategic Outcome	Description
Business Transformation	New	The administration of Canada's final court of appeal is effective and independent	<p><b>Why is this a priority?</b></p> <p>Business Transformation is necessary as a continuation of work begun in 2006 under the Court Modernization Project. A Business Transformation Plan will focus on how the Court can better use technology to better meet its client and business needs. The plan will express a clear vision and the sequence of activities to fulfill this vision.</p> <p><b>Plans for 2011-12</b></p> <ul style="list-style-type: none"> <li>• Business transformation strategy and a related charter will be developed, with process mapping and standardization of selected operational processes.</li> </ul>
Provide effective e-access to information and services	New	The administration of Canada's final court of appeal is effective and independent	<p><b>Why is this a priority?</b></p> <p>Effective electronic access to Court information and services is seen as an ultimate end-state modernization goal. It is based on the combined notions of access to justice, transparency, operational efficiencies and stakeholder satisfaction (both internal and external). This strategic priority is based on the principle that the Court will put in place a robust, up-to-date and sustainable set of systems that are designed and integrated to allow for the SCC to meet the following objectives:</p> <ul style="list-style-type: none"> <li>• Provide internal Supreme Court of Canada (SCC) users with easy and efficient access to accurate data and information in a seamless manner (both on site and remotely);</li> <li>• Provide external stakeholders with the SCC information and data they need while reducing the administrative burden on SCC staff for manipulating and packaging information;</li> <li>• Facilitate the E-filing process and enhance the benefits for litigants (real-time access to filed documents, notification, etc);</li> <li>• Realize overall administrative efficiencies by reducing the workload for SCC staff and by leveraging the investments made in existing technologies.</li> </ul> <p><b>Plans for 2011-12</b></p> <ul style="list-style-type: none"> <li>• Legacy systems (Case Management System (CMS)/SCC Case) overhaul (planning phase)</li> <li>• Planning an enterprise architecture (reflecting the E-Filing Portal)</li> <li>• SharePoint 2010 Migration Plan and SP 2007 Fit Gap Assessment</li> <li>• Electronic Records Management System (ERMS) proof of concept</li> <li>• Identify products suitable for communication via RSS feeds and external stakeholders for beta testing</li> </ul>

Management Priorities	Type	Links to Strategic Outcome	Description
Develop and implement a sound information management program	Previously committed to	The administration of Canada's final court of appeal is effective and independent	<p><b>Why is this a priority?</b></p> <p>Given the increasing complexity of cases before the Court, the numerous sources of available information, as well as increasing demands by the public and litigants to Court for case-related information, the Office of the Registrar needs a sound and effective information management program to better support all facets of the Court's business.</p> <p><b>Plans for 2011-12</b></p> <ul style="list-style-type: none"> <li>• Roll-out of a suite of policies</li> <li>• Undertake proof of concept of Electronic Records Management System</li> <li>• Electronic/shared drive clean-up</li> </ul>
Enhance the security program to better meet the needs of the Court as well as the requirements of the new Policy on Government Security	Previously committed to	The administration of Canada's final court of appeal is effective and independent	<p><b>Why is this a priority?</b></p> <p>Due to the sensitive nature of the Court's business and its high profile as the court of last resort in Canada's judicial branch of government, it is essential to enhance all components of the Court's security program, including IT security as well as emergency management and business continuity planning. In addition, the SCC serves Canadians by assuring the evolution of common law and civil law and therefore the activities and operational functions of the SCC are critical to Canadians. As such, the SCC is one of the key members of the Continuity of Constitutional Government (CCG).</p> <p><b>Plans for 2011-12</b></p> <ul style="list-style-type: none"> <li>• Finalize staffing of new and revised positions</li> <li>• Policy suite renewal</li> <li>• Implementation of level 2 of the business continuity plan and emergency management procedures</li> <li>• Continue work with Continuity of Constitutional Government (CCG) partners</li> <li>• Develop a new comprehensive Departmental Security Plan by June 2012</li> <li>• Monitor developments linked to Parliamentary Precinct initiatives such as Long Term Vision and Plan, Vehicle Screening Facility, East Tunnel Replacement Project for impacts on SCC and provide input/negotiate positions as necessary</li> <li>• Address gaps and vulnerabilities identified in physical security report and other threat and risk assessments</li> <li>• Review and strengthen capacity in regard to Emergency Preparedness</li> </ul>

## **G. Risk Analysis**

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The Office of the Registrar is committed to the implementation of Integrated Risk Management to align with the Treasury Board Secretariat (TBS) Framework, but also as a key component to the efficient and effective delivery of its strategic objectives. Accordingly, the Office of the Registrar has put in place a Policy on Integrated Risk Management, to provide further guidance to managers on the development and implementation of effective risk management practices within their respective sectors.

The objectives of the policy are to:

- Outline the Office of the Registrar's approach to risk management;
- Improve decision-making, accountability and outcomes through the effective use of risk management; and
- Integrate risk management into daily operations of the Office of the Registrar.

The key messages in the policy are as follows:

- The Executive Committee defines the corporate context, criteria and practices for managing key risks.
- Managers at all levels are accountable and responsible for the management of risk within their area of control.
- Risk management strategies are integrated with annual and long term business planning.
- A Corporate Risk Profile is developed / updated on an annual basis to support the development of strategies for managing operational and reputational risks.
- All employees manage risk to take advantage of appropriate opportunities and to minimize threats.
- The interest and perception of the public and other stakeholders are fundamental considerations in risk management.
- The risk management process is documented and fully integrated with strategic and operational processes.
- Risk recording and reporting is incorporated into existing performance monitoring and reporting systems to ensure key risk information is available.

### **Key Risks**

The Office of the Registrar is faced with both operational and reputational risks. Operational risks are risks associated with operational and organizational capabilities to deal with change affecting administrative processes, people management, financial and information processing, technology, security and business continuity. Reputational risks are associated with risks that affect the court's reputation and public confidence in its ability to fulfill its mandate. The most significant risks and key mitigation strategies are included in the table below.

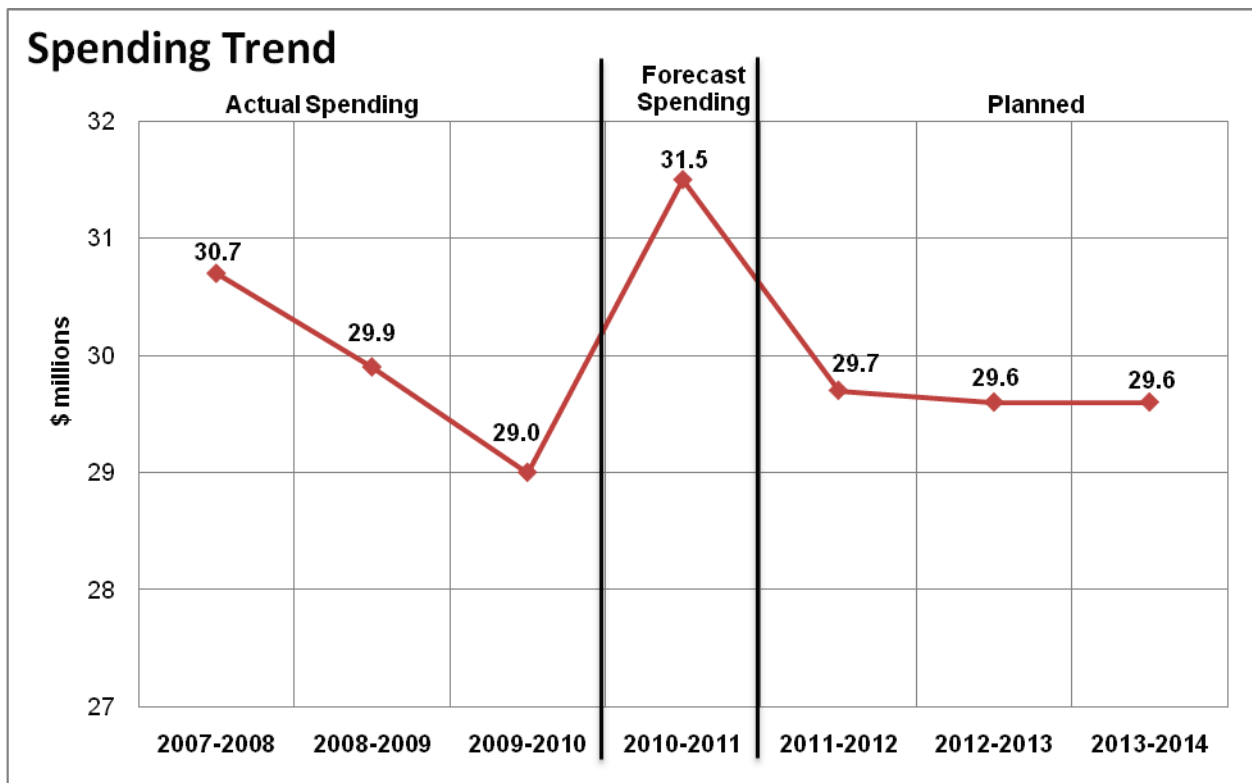
Description of Risk	Key Mitigation Strategies
<p>Change management and business transformation: While the focus of the last four years has been on modernization of the Courtroom and enhancing electronic access to the public and litigants, paper-based processes continue to be required, leading to potentially high employee expectations and low morale affecting productivity.</p>	<ul style="list-style-type: none"> <li>• Renewed governance – Executive Committee, Extended Management Committee and change Advisory Board</li> <li>• Grouping of four core branches into the Court Operations Sector (Registry, Law, Reports and Library and Information Management)</li> <li>• Creation of IT Solutions and Development Sector</li> </ul>
<p>Information Management: The increasingly complex cases before the Court plus the numerous sources of available information and increasing demands for access to information means that the Office of the Registrar must provide an improved information management program.</p>	<ul style="list-style-type: none"> <li>• Annual business and strategic planning processes</li> <li>• Clarifications of accountabilities with the realignment of the Information Management program in November 2009</li> <li>• Identification of Information Management as a management priority in December 2009</li> </ul>
<p>Aging IT Systems: There is a need to ensure that older, mission critical systems (such as the CMS and SCC Case) are ported to a more up-to-date platform to ensure their sustainability, increase manageability and optimize interoperability with newer systems.</p>	<ul style="list-style-type: none"> <li>• IT Strategic Plan and related investment plan puts a clear focus on a renewal strategy</li> </ul>
<p>People Management: Planned and unplanned departures of staff in key positions is expected to continue and this is made more serious by difficulties in recruiting and retaining skilled staff, particularly in shortage areas such as jurilinguists, financial officers and human resources specialists.</p>	<ul style="list-style-type: none"> <li>• Human resources planning by sectors</li> <li>• Training policy and planning</li> <li>• Reliance on external sources as required</li> <li>• Development and implementation of knowledge transfer strategies</li> </ul>
<p>Delivery of Security Services: The security profile of the SCC is continuously elevated due to the Central role it plays in the Canadian Constitution. As part of the Judicial Precinct and due to its close proximity to the Parliamentary Precinct, the SCC could be considered a ‘symbolic target’. It is also difficult to balance the desire for an “open Court”, and the fact that the building is a popular tourist destination, on one hand, with the requirement to provide suitable security for judges, staff and visitors, on the other.</p>	<ul style="list-style-type: none"> <li>• Having in place an adequate emergency organizational structure</li> <li>• Performing threat and risk assessments</li> <li>• Working to establish better collaboration and communication between RCMP and the Security Branch of the Office of the Registrar</li> <li>• Identifying enhancement of the security program as a management priority in December 2009</li> </ul>
<p>Property Deterioration: The Supreme Court of Canada building is aging, and consequently there is a growing risk of infrastructure and building systems failure as a result of continuing property deterioration.</p>	<ul style="list-style-type: none"> <li>• Working with Public Works and Government Services Canada to plan and execute a major building rehabilitation project</li> </ul>



## H. Expenditure Profile

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For 2011-12 fiscal year, the Office of the Registrar plans to spend \$29.7 million to meet the expected results of its program activities and to contribute to its strategic outcome. As illustrated in the diagram that follows, funding levels decreased following the completion of the courtroom modernization project in 2008-2009. Forecast spending for 2010-11 shows an increase due to the settlement of various collective agreements and higher amounts for severance pay than in previous years.



## **I. Estimates by Vote**

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For information on the office of the Registrar's vote and/or statutory expenditures, please see the 2011–12 Main Estimates publication. An electronic version of the Main Estimates is available at <http://www.tbs-sct.gc.ca/est-pre/20112012/P2-eng.asp>.

## SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

### A. Strategic Outcome

The Office of the Registrar of the Supreme Court of Canada achieves its strategic outcome and results for Canadians through its main program activity – (i) Court Operations, together with its program activities in regard to (ii) Process payment of various allowances to Supreme Court Judges Pursuant to the *Judges Act* and (iii) Internal Services. The performance indicators for the strategic outcome relate mainly to the quality and timeliness of the service provided.

**Strategic Outcome:** The administration of Canada’s final court of appeal is effective and independent.

Performance Indicators	Targets
Level of satisfaction among judges regarding quality of service Level of satisfaction among lawyers regarding quality of service	Target “satisfied” level Target “satisfied” level

### B. Program Activity by Strategic Outcome

Program Activity : Court Operations					
Human Resources (FTEs) and Planned Spending (\$ millions)					
2011–12		2012–13		2013–14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
143	14.3	143	14.3	143	14.3

Program Activity Expected Results	Performance Indicators	Targets
Cases processed without delay	<ul style="list-style-type: none"> <li>• Number of weeks between filing of application for leave and decision on application for leave</li> <li>• Number of months between hearing and judgment</li> </ul>	<ul style="list-style-type: none"> <li>• 14 weeks</li> <li>• 6 months</li> </ul>
Access to Court services and information	<ul style="list-style-type: none"> <li>• % of lawyers and unrepresented litigants that were “satisfied” or “very satisfied” with Registry Services</li> </ul>	<ul style="list-style-type: none"> <li>• 95%</li> </ul>
Courtroom systems reliability	<ul style="list-style-type: none"> <li>• Number of hearing disruptions for technical reasons per year</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> </ul>
Access to reference information	<ul style="list-style-type: none"> <li>• % of factual/bibliographic requests for reference assistance responded to within service standard of 1 working day</li> <li>• % of complex/substantive requests for reference assistance responded to by date required by client</li> <li>• % of users that were “satisfied” or “very satisfied” with library services</li> <li>• % of citations in judgments that are in the collection</li> </ul>	<ul style="list-style-type: none"> <li>• 95%</li> <li>• 95%</li> <li>• 95%</li> <li>• 85%</li> </ul>

### Program Activity Summary

In order to render decisions, the Court requires the support of the Office of the Registrar in the management of cases from the receipt of an application for leave to appeal up to and including the release of a judgment on appeal. This support includes providing services to the litigants; reviewing applications for leave to appeal and preparing advice as to whether leave to appeal should be granted; preparing summaries of the leave applications; providing procedural advice; reviewing and summarizing factums where leave to appeal is granted; receiving, controlling and preserving all incoming case documentation; tracking various time periods to ensure compliance by the parties with the Rules of the Supreme Court of Canada; recording proceedings on appeals; answering queries with regard to cases; editing and summarizing decisions of the Court; publishing decisions in the Supreme Court Reports, in accordance with the *Supreme Court Act*; and providing law library services with an extensive collection in both print and electronic formats to support legal research undertaken by users within the Court and members of the legal community.

## Planning Highlights

The Supreme Court has consistently met its performance targets in the areas of processing of cases without delay, providing effective access to Court services and programs, including reference information, and providing reliable courtroom services. At the same time, the Office of the Registrar has maintained stakeholder satisfaction and high standards of service quality. During the 2010-11 fiscal year, the Office of the Registrar has concentrated on improving the management and delivery of judicial support services and strengthening the information management program. As the Court Modernization Program enters its final stages, the Office of the Registrar has started to take full advantage of the considerable investments it has made in new technologies. In particular, the Court's electronic document management system and word processing programs were upgraded and enhanced. During the coming year, further implementation of the Court's information management program, movement towards greater electronic access, and improvements in the effectiveness and efficiency of work processes will all continue, moving the Court towards its long term vision.

Workload projections for 2011	
Category	Projected workload
Leave applications filed	530
Leave applications submitted to the Court	530
Appeals as of right filed	15
Appeals heard	70
Judgments	74
Publication of Supreme Court Reports	9

<b>Program Activity : Process payment of various allowances to Supreme Court Judges Pursuant to the Judges Act</b>					
<b>Human Resources (FTEs) and Planned Spending (\$ millions)</b>					
<b>2011-12</b>		<b>2012-13</b>		<b>2013-14</b>	
<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>
0	5.6	0	5.5	0	5.5

Note: No FTEs are assigned to this program activity because it relates to Judges who are not considered in the Supreme Court FTEs total.

<b>Program Activity Expected Results</b>	<b>Performance Indicators</b>	<b>Targets</b>
Timely and accurate processing of payments	<ul style="list-style-type: none"> <li>• % of payments processed within service standards</li> <li>• % of errors on payments</li> </ul>	<ul style="list-style-type: none"> <li>• 95%</li> <li>• 2%</li> </ul>

### **Program Activity Summary**

The *Judges Act* is an Act respecting all federally appointed judges, and it thereby applies to the judges of the Supreme Court of Canada. With respect to the Office of the Registrar of the Supreme Court of Canada, the *Judges Act* sets out the salaries of the Supreme Court judges, as well as prescribing other payments to judges, namely various allowances and annuities. The Office of the Registrar processes these payments as required in the *Judges Act*.

### **Planning Highlights**

The timeliness of payments is assessed internally through maintenance of receipt and processing dates for individual claims. To assess accuracy, an independent organization was engaged to conduct a files review in 2010-11. While the review concluded that the error rate on a dollar value basis was within target, it also identified some opportunities to change processes to further improve results.

<b>Program Activity: Internal Services</b>					
<b>Human Resources (FTEs) and Planned Spending (\$ millions)</b>					
<b>2011–12</b>		<b>2012–13</b>		<b>2013–14</b>	
<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>
72	9.8	72	9.8	72	9.8

### **Program Activity Summary**

Internal Services are groups of related activities and resources that are administered to support the needs of Court-wide programs and corporate obligations of an organization such as the Court. These activity groups are: Governance and Management Support, Resource Management Services as well as Asset Management Services. Internal Services include only those activities and resources that apply to the entire Court and not to those provided to a specific program.

## Planning Highlights

The objective of the Office of the Registrar's internal services is to support the Court's core program activity by providing timely and responsive services that are effective and efficient as per the established service standards. Some key initiatives are:

- To implement quarterly financial reporting.
- To establish an internal control framework in anticipation of the April 2011 implementation of the Treasury Board Policy on Internal Control. Additional work will focus on documentation of key processes and assessment of internal controls over financial reporting. Preliminary work started in 2009-10 and it is expected that significant effort will be required to further prepare for the implementation of this policy and ongoing compliance requirements.
- To assess the delivery of security services, including a review of the governance model, policies, procedures and practices, training and awareness program as well as finalizing the BCP.
- The Office of the Registrar will focus efforts in Human Resources (HR) planning, monitoring and leadership development. The following are key activities planned for 2011-12:
  - Redoubling efforts to simplify HR planning and ensure a relevant and useful outcome. Efforts so far have led to better staffing strategies and the Office of the Registrar will continue to make improvement, with a new outlook on roles and responsibilities in the planning process.
  - Continuing to monitor compliance with legislation and policy from Central Agencies as well as efforts on HR strategies and decisions.
  - Offering a number of generic learning events such as basic labour relations training for managers, followed by specific learning events as pinpointed by monitoring activities.
- The IT Sector is an integral part of the Court's business as a partner and enabler, supporting a single business line. The following are key planned activities for 2011-12:
  - Extensive planning to prepare for the upgrade and realignment of key legacy applications (CMS/SCC Case) to mitigate risks to SCC operations.

- Aiming for greater interoperability between new and older systems, and focus on getting the most out of the investments made in technologies over the last few years.
- Assisting Court Operations in its business transformation objectives.
- Responding and adapting to an increased demand for IT support, especially in the Judges Chambers.

### **C. Benefits for Canadians**

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The Supreme Court of Canada is Canada's highest court of law and the final general court of appeal for all litigants, whether they are individuals, corporations or governmental bodies. The Supreme Court of Canada stands at the apex of the Canadian judicial system and as such is a fundamental component of the Canadian government and its institutions.



## SECTION III: SUPPLEMENTARY INFORMATION

### A. Financial Highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of the Office of the Registrar's operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability as well as to improve transparency and financial management. The future-oriented statement of operation and applicable notes can be found on the Supreme Court of Canada's website at: (<http://www.scc-csc.gc.ca/fin/fut-pros/2011-12-eng.asp>).

#### Future-oriented Condensed Statement of Operations

For the Year (Ended March 31)

(\$ millions)

	% change	Future-oriented 2011–12	Future-oriented 2010–11
Expenses	3%	42.9	41.6
Total Expenses			
Revenues	0%	(0.2)	(0.2)
Total Revenues			
<b>Net Cost of Operations</b>	3%	42.7	41.4

### B. Supplementary Information Tables

All electronic supplementary information tables found in the 2011–12 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat's web site at: <http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp>.

- Summary of Capital Spending by Program Activity
- Source of Respendable and Non-Respendable Revenue



## SECTION IV: OTHER ITEMS OF INTEREST

Supreme Court of Canada Building 301 Wellington Street Ottawa, Ontario K1A 0J1 <a href="http://www.scc-csc.gc.ca/home-accueil/index-eng.asp">http://www.scc-csc.gc.ca/home-accueil/index-eng.asp</a>	General Enquiries Telephone: (613) 995-4330 Fax: (613) 996-3063  E-mail: <a href="mailto:reception@scc-csc.gc.ca">reception@scc-csc.gc.ca</a>
<b>Roger Bilodeau, Q.C., Registrar</b> Telephone: (613) 996-9277	E-mail: <a href="mailto:reception@scc-csc.gc.ca">reception@scc-csc.gc.ca</a>
<b>Deputy Registrar – Vacant</b> (selection process underway) Telephone: (613) 996-7521	E-mail: <a href="mailto:registry-greffe@scc-csc.gc.ca">registry-greffe@scc-csc.gc.ca</a>
<b>Barbara Kincaid, General Counsel</b> Telephone: (613) 996-7721	E-mail: <a href="mailto:Barbara.Kincaid@scc-csc.gc.ca">Barbara.Kincaid@scc-csc.gc.ca</a>
<b>Lynn Potter, Director General, Corporate Services</b> Telephone: (613) 996-0429	E-mail: <a href="mailto:corporateservices.servicesintegres@scc-csc.gc.ca">corporateservices.servicesintegres@scc-csc.gc.ca</a>

### Listing of Statutory and Departmental Reports

#### ***Supreme Court Reports***

Pursuant to section 17 of the *Supreme Court Act*, the Registrar or the Deputy Registrar, as the Chief Justice directs, is responsible for the publication of the judgments of the Court in the *Supreme Court Reports*, which include all the reasons for judgment rendered by the Court in a given calendar year.

### Legislation Administered

<i>Supreme Court Act</i>	R.S.C. 1985, C.S-26 as amended
<i>Judges Act</i>	R.S.C. 1985, C.J-1 as amended