



## Summary Executive

# Transforming the ecosystem Public Service of Justice.





# Executive Summary



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## Starting point

The Public Justice Service operates through the work of around 254,000 people - judges and magistrates, prosecutors, lawyers and lawyers from the Administration of Justice (LAJs), procedural managers and agents, assistance personnel, forensic, facultatives, technical specialists, laboratory assistants, judges and justices of the peace, civil servants of the General Administration of the State and of the Autonomous Communities, lawyers, procurators, social graduates, registrars, notaries.

In addition to the staff working to carry out the services of interpretation and translation, expertise, maintenance and cleaning of premises, archiving and depositing of assets, training, development and evolution of computer applications, equipment maintenance, among others.

The Administration of Justice has more than 700 judicial offices throughout the country. The combined budget of the Ministry of Justice and the Autonomous Communities that have assumed jurisdiction in the area of justice is approximately 4.2 billion euros per year.

Justice Works. However, the effort made by so many professionals and with so many resources is not having the result that the citizens demand. The surveys indicate that the means available to the justice system are insufficient and the first three shortfalls identified are: lack of judges, lack of computer resources and lack of auxiliary staff.

The data also show an organizational problem. In the last 20 years the number of judges in Spain has increased by almost 50%; Spain leads the ranking of the index of equipment in information technologies in the judicial system and in terms of the sufficiency of auxiliary personnel. The number of people working in the Administration of Justice who are not judges almost doubles the European average. According to the CEPEJ (European Commission for the Efficiency of Justice) report (2018) the expenditure on Justice in Spain was €79 per inhabitant, above the European average set at €64 per inhabitant. **It is not only a problem of sufficiency of resources, but also of organization and governance.**

The goal is to make resource allocation more efficient, to have a more flexible and innovative organisation, with up-to-date rules and procedures, and to agree and develop a co-governance model. Do so within the conceptual framework of the Sustainable Development Goals and Next Generation funds.

## What is “Justicia 2030”?

It is a **10-year joint work plan**, developed in co-governance, that promotes the rule of law and access to justice as levers of country transformation. It only affects those points that have the greatest impact on the system or that have become obsolete and are already barely operational. It is not a question of introducing changes in each of the components of the Public Service of Justice, but of generating transformations in points that have systemic effect in the Justice environment.

Justicia 2030 **is the concretion of the Recovery, Transformation and Resilience Plan for the Public Justice Service.** The debate on the causes of the problems of justice -resources, organization or governance- is resolved in the new framework. Resources are available to improve the organization, and the possibility of co-governance is opened up. It is possible to address all three causes simultaneously and in an interlocking manner. It is not a question of changing the model, but of improving the current one. Extend the impact and connect with society and other administrations.

### **The overall objective is to transform the Public Service of Justice**

to make it more accessible, efficient and  
to contribute to the common effort of  
cohesion and sustainability.

## How it is Structured?

The Plan aims to achieve three specific objectives, which in turn are set out in nine programmes:

### **OBJECTIVE I: Ensure access to the exercise of rights and freedoms.**

Aimed at improving citizens' access to the Public Justice Service. Exercising rights requires simple, clear, understandable and accessible procedures. To respond to the needs of all social groups and territories, with special care for the most vulnerable ones.



#### **Programme: ACCESSIBILITY OF JUSTICE**

The programme is designed to create structural conditions for access to the Public Justice Service that reach all citizens. This will be done by ensuring that no person is excluded for economic reasons, age or sex, and by bringing the Service closer socio-culturally through language and transversal training in the educational stages.



#### **Programme: LEGAL PROFESSIONALS**

The projects are aimed at improving training and providing certainty to legal operators in the process of transforming justice. Transformation is a change in professional performance. The redesign of the professional framework is necessary, not only because of the transition to digital tools, telework and telematic judgements, which require new skills, but also because of the new challenges that we are facing.



### Programme: NEW SOCIAL REALITIES

The core is to facilitate access to justice for the most vulnerable groups, and to ensure the continuous adaptation of the Public Justice Service to the social reality. Digitisation improves accessibility for the majority, but reduces accessibility for the most vulnerable minority and the “analogue” society, especially the elderly. It is necessary to strengthen the presence of these groups at the headquarters.

## OBJECTIVE 2: Improve the efficiency of the Public Justice Service.

Aimed at ensuring that digital transformation takes the form of organizational and process improvement. The resulting efficiency must be measured in terms of reducing time and of citizen satisfaction, but also in an efficient allocation of invested resources, environmental impact and data management capacity.



### Programme: ORGANISATIONAL EFFICIENCY

The core of the programme is an organizational transformation through the Courts of Instance and the Judicial Office that supports them. Spain has 3,627 courts, each with a judge or magistrate, a lawyer for the Administration of Justice and a variable number of personnel, about eight individuals for the Administration of Justice. The aim of the organizational transformation is to have 431 courts of instance -one per judicial party- in which judges, Administration of Justice Lawyers and auxiliary staff are grouped, so that a permanent assignment takes place.

The transformation allows to expand the Judicial Office with a new terminal, the Office of Justice in the municipalities. New public service entry points for access to justice in rural areas.



### Programme: PROCEDURAL EFFICIENCY

The programme is aimed at procedural streamlining, the regulation and further implementation of the Adequate Means of Dispute Resolution (MASC) in the Administration of Justice, and the improvement of the enforcement system. It will also address the adaptation of procedural rules that have become legally obsolete and misaligned from the European framework.



### Programme: DIGITAL EFFICIENCY

The core of the programme is the generation of a new normative framework for digitalisation that establishes the legal bases for the digital transformation of the Administration of Justice, replacing the current regulations, in force since 2011, to provide it with a new data-based information architecture, which also guarantees digital legal certainty in the processing of procedures. The aim is to promote the rule of law in the new digital environment.

## OBJECTIVE 3: Contribute to sustainability, cohesion and co-governance

The Public Justice Service must contribute to the construction of Europe, to the country project, to economic recovery, to environmental justice, to the ecological transition and to the deepening of the rule of law. The programs connect justice with the transformation of the country.



### Programme: CITIZENSHIP SERVICES

The projects that form it connect individual access to the Public Justice Service with that of other administrations and ensure the quality of the service. Digitalisation facilitates the generation of an administrative ecosystem of municipal, autonomous and state data. The goal is to make it interoperable -that records can be retrieved smoothly- and efficient. It is not intended to develop new systems, but to use those that already work by adapting them.



### Programme: SUSTAINABLE SOCIETIES

The overall contribution of the Public Justice Service to the deepening of the rule of law in the EU, to the country project and to environmental justice will be ensured. At the international level, it is necessary to connect it with the construction of Europe in a way that can have positive effects in other European countries.




Connecting the public policies of Justice with the ecological transition -legislation, institutions and headquarters- and providing guidance to the Public Service of Justice and its assets for the transformation and economic recovery that is one of the main urgencies of our society.









### Programme: COORDINATION AND INSTITUTIONAL COHESION

The core of the programme is the progressive development, among the institutions involved, of a co-governance architecture that makes the Administration of Justice a public service of quality and more efficient.

The programmes are made operational through **projects** (27) and these in turn are divided into **sub-projects** whose number varies according to needs and “which start” at 47.

	PROGRAMS	PROJECTS	SUB-PROJECTS
<b>OBJECTIVE 1: ACCESS TO RIGHTS AND</b>	 <b>ACCESSIBILITY TO JUSTICE</b>	<b>1. Universal access</b>	1.1 Efficient system of Free Legal Aid and Public Defender's Office 1.2 Law on the right to counsel
		<b>2. Accessible language</b>	2.1 Clarity of legal language 2.2 Linguistic standardization in the Administration of Justice
		<b>3. Basic legal education</b>	3.1 Dispute Resolution Education
	 <b>LEGAL PROFESSIONALS</b>	<b>4. Access and professional development</b>	4.1 Redesign of the professional framework
		<b>5. Training</b>	5.1 University education 5.2 Continuous training
		<b>6. Equality and Reconciliation</b>	6.1 Equality and reconciliation plan
	 <b>NEW SOCIAL REALITIES</b>	<b>7. Accessibility for vulnerable groups</b>	7.1 Accessibility and aging 7.2 Accessibility and disability
		<b>8. Protection of victims and whistleblowers</b>	8.1 Victim protection 8.2 Whistleblower protection
		<b>9. Proactive socio-legal studies</b>	9.1 Proactive socio-legal studies

	PROGRAMS	PROJECTS	SUB-PROJECTS
<b>OBJECTIVE 2: EFFICIENCY OF THE PUBLIC JUSTICE SERVICE</b>	 <b>ORGANIZATIONAL EFFICIENCY</b>	<b>10. Law on Organizational Efficiency of the Public Justice Service</b>	10.1 Law on Organizational Efficiency of the Public Justice Service
		<b>11. Trial courts and judicial office</b>	11.1 Trial Courts 11.2 Judicial Office
		<b>12. Justice offices in the municipalities</b>	12.1 Justice offices in the municipalities
	 <b>PROCEDURAL EFFICIENCY</b>	<b>13. Law on Procedural Efficiency of the Public Justice Service</b>	13.1 Law on Procedural Efficiency of the Public Justice Service 13.2 Implementation of Means of Appropriate Dispute Resolution (ADR) 13.3 Online Dispute Resolution (ODR)
		<b>14. Implementation systems</b>	14.1 Implementation model 14.2 Asset Recovery and Management Office (ARMO)
		<b>15. Criminal Procedure Act</b>	15.1 Code of Criminal Procedures (LECrIm)
	 <b>DIGITAL EFFICIENCY</b>	<b>16. Law on Digital Efficiency of the Public Justice Service</b>	16.1 Law on Digital Efficiency of the Public Justice Service
		<b>17. Legislative and judicial analysis</b>	17.1 Artificial Intelligence for the efficiency of Justice 17.2 Promotion of the Codification Commission
		<b>18. Digital legal security</b>	18.1 Digital immediacy and non-face-to-face services 18.2 Digital public faith 18.3 Relocated work place and teleworking

	PROGRAMS	PROJECTS	SUB-PROJECTS
<b>OBJECTIVE 3: CONTRIBUTE TO SUSTAINABILITY AND COHESION</b>	 <b>CITIZEN SERVICES</b>	<b>19. New Civil Registry model</b>	19.1 Implementation of the new Civil Registry Mode
		<b>20. Citizen services</b>	20.1 Prior appointment 20.2 Citizen's file 20.2 Electronic notification
		<b>21. Quality system</b>	21.1 Quality seal
	 <b>SUSTAINABLE SOCIETIES</b>	<b>22. Defence of the rule of law</b>	22.1 Follow-up on human rights opinions 22.2 Promotion of the Rule of Law in the EU 22.3 Fight against corruption
		<b>23. Environmental Justice and Sustainable Headquarters</b>	23.1 Sustainable judicial headquarters 23.2 Sustainable administrative headquarters
		<b>24. Justice for economic transformation</b>	24.1 Judicial efficiency for entrepreneurial activities 24.2 Insolvency law for second chances 24.3 Efficient deposit and consignment management
	 <b>INSTITUTIONAL COORDINATION AND COHESION</b>	<b>25. Co-governance in Justice</b>	25.1 Co-governance architecture
		<b>26. Data-driven justice</b>	26.1 Data-driven Justice Platform
		<b>27. Interoperable digital ecosystem</b>	27.1 Procedural Management System 27.2 Applications to support judicial activity

# Implementation, Governance and Accountability

Justicia 2030 is being progressively implemented. The first projects are being developed since the beginning of the pandemic, and this progressivity will continue throughout its duration.

Co-governance is a central element in the improvement of the Public Justice Service and also in the internal governance of the Plan. With the Autonomous Communities it is necessary to expand spaces for dialogue and information. Justicia 2030 will be exposed and agreed on a permanent basis in the Sectoral Conference with the Autonomous Communities. In addition, the management of the digital ecosystem and the process management system will require a more robust co-governance architecture.

Accountability will be done through:

- **Website** ([www.justicia2030.es](http://www.justicia2030.es)) which is constantly being updated. It will provide access to the technical documents of each project and its results. The strategy is built on a process of interaction that improves it. Each year the document will be updated, but the previous ones will be published in order to be aware of its evolution.
- **Six-monthly appearance in the Courts** to account for the evolution.
- **Annual report** summarizing the status of the Plan, the most significant progress and investments made.





