## International Framework for Court Excellence (3rd Edition): Self-Assessment Checklist

Area	1: Court Leadership	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
Court	Leadership	0		1	2	3	4	5
1.1	Our court leaders have defined the vision, mission and core values of our							
1.1	courts.							
1.0	Our court leaders communicate the							
1.2	vision, mission and core values to all staff and stakeholders.							
1.3	Our court leaders communicate important information to our judges and court staff in a timely manner.							
1.4	Our court leaders demonstrate the							
	core values of the courts.  Our court leaders drive the court's							
1.5	performance and engage staff and key stakeholders in the process.							
	Our court leaders identify future court							
1.6	leaders and develop their leadership skills.							
Court	Culture							
1.7	We have developed a court culture							
	consistent with our court values. Our judges and court staff adhere to							
1.8	the applicable code of ethics and code							
	of conduct.							
Court	Governance							
	Our court leaders have put in place a							
1.9	governance system that ensures accountability and transparency in							
	court administration.							
	iveness of Court Leadership, Culture,	Don't Know	None	Limited	Fair	Good	Very Good	Excellent
and G	overnance	0	0	2	4	6	8	10
	Based on the measures that we have adopted:	U	U		7	U	0	10
	(a) Our court leaders are effective in							
	leading our courts;							
1.10	(b) Our court values and culture are well-integrated in our systems and							
	processes;							
	(c) We have a sound and transparent							
	governance system.							

Area :	2: Strategic Court Management	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
Devel	opment and Implementation of	<u>I</u>	<u> </u>	<u> </u>				ı
	gies and Policies							
	We develop and implement short-							
2.1	term and long-term strategies that							
2.1	align with our vision, mission and							
	core values.							
	We develop and implement judicial							
2.2	and court policies to support our							
	short-term and long-term strategies.							
	We involve our judges and court staff							
2.3	in developing and implementing the							
	court's strategies and policies.							
2.4	We communicate relevant policies and							
2.1	monitor compliance.							
2 -	We have a risk management plan							
2.5	which is communicated to relevant							
	stakeholders. We have a process for the regular							
2.6	review and monitoring of our							
2.0	strategies and policies.							
2.7	We allocate resources (manpower and financial) efficiently and effectively to							
2.7	implement our strategies and policies.							
D (								
Perio	mance Setting and Measurement We set timelines and service delivery	l	1	I	l			
	standards for case management,							
2.8	which aim to meet and exceed court							
	user expectations.							
2.9	We regularly measure our performance against these timelines							
2.9	and service delivery standards.							
	,							
2.10	We use performance measurement							
2.10	data to improve our procedures and							
	processes.							
	We publish our performance against							
2.11	timelines and service delivery							
	standards, and other benchmarks.							
Know	ledge Management and Analysis				T			
	We collect, manage, and provide our							
2.12	judges with information that is							
	necessary for fair decision making.							
2.13	We use data in our review of court processes and court user profile to							
2.13	deliver better services.							
	deliver better services.	]	<u> </u>	l				

Effect	iveness of Court Strategies	Don't Know	None	Limited	Fair	Good	Very Good	Excellent
		0	0	2	4	6	8	10
2.14	Based on measures that we have adopted: (a) Our court strategies and policies are well planned and developed; (b) Our court strategies and policies are well implemented; (c) Our performance measures favourably against targets; (d) Information pertaining to the court is well managed and analysed to drive improvement.							

Area 3	3: Court Workforce	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
Work	force Management							
	We manage the workload of our							
3.1	judges and court staff so that cases are							
3.1	processed on time and to a high							
	standard.							
	We predict and manage our workforce							
3.2	requirements to meet anticipated							
	workloads.							
Worki	force Training and Development							
	We identify the training needs of our							
3.3	judges and court staff, and put in							
3.3	place training programmes that meet							
	those needs.							
	We have a continuing professional							
3.4	development programme for our							
	judges and court staff.							
3.5	Our judges and court staff learn from							
	and communicate with each other.							
Work	force Engagement and Well-being							
	We develop a conducive work							
3.6	environment that enhances the health							
3.6	and well-being of judges and court							
	staff.							
3.7	We regularly obtain feedback from							
3.7	our judges and court staff.							
	Our courts encourage judges and							
3.8	court staff to contribute to the							
	community.							
Work	force Performance and Recognition							
	We have performance management							
3.9	system(s) to encourage judges and							
3.9	court staff to achieve high quality							
	work.							
	We adopt a transparent and merit-							
3.10	based system to recognise our judges							
	and court staff.							
	We adopt a transparent and merit-		-					
3.11	based system for the appointment and							
3.11	promotion of our judges and court							
	staff.							
	We adopt a fair process for the							
3.12								
	_ , ,							
3.12	We adopt a fair process for the dismissal and discipline of our judges and court staff.							

Effect	iveness of Court Workforce	Don't Know	None	Limited	Fair	Good	Very Good	Excellent
		0	0	2	4	6	8	10
3.13	Based on the measures that we have adopted:  (a) We manage workload effectively and are well prepared for anticipated workload;  (b) Our judges and court staff are satisfied with the training opportunities provided to them, and proactively learn from each other;  (c) Our judges and court staff are committed and derive job satisfaction;  (d) Our judges and court staff are satisfied with the performance management system in our court.							

Area 4	4: Court Infrastructure, Proceedings	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
and P	rocesses	0	0	1	2	3	4	5
Court	rooms		U	1		3	4	3
Court								
4.1	We have sufficient courtrooms to permit the timely processing of cases.							
	1 0							
4.0	Our courtrooms represent a trusted							
4.2	and protective environment for court proceedings to be held.							
Court	Records							
	Our court records and case files (both							
4.3	hard copy and electronic) are							
4.5	complete, accurate, and easily							
	retrievable.							
	We put in place security and data							
4.4	integrity measures to ensure court records and case files (both hard copy							
4.4	and electronic) are properly							
	safeguarded.							
4.5	Our reasons for decisions are clear.							
Court	Proceedings and Processes							
	We manage cases against benchmarks							
4.6	to ensure that cases are processed on							
	time and to a high standard.							
	We regularly review our processes							
4.7	and procedures (including the role of							
4.7	judges and court staff) to ensure that							
	they are efficient.							
	We provide alternative dispute							
4.8	resolution services to allow court users to resolve disputes amicably and							
	at affordable fees.							
	We explore the use of therapeutic or							
4.9	problem-solving approaches in							
	suitable cases.							
Innov		1			T			
110	Our court innovation process is							
4.10	aligned with our vision, mission and core values.							
	We have a policy and procedure in							
4.11	place to generate, gather and screen							
	innovative ideas.							
	We evaluate and improve the court							
4.12	innovation process on a regular basis.							
	The state of a regular basis.							

4.13	We engage, train and recognise our judges and court staff for their court innovation efforts.							
4.14	We monitor performance of other courts to identify improvements and initiatives which are suitable to our court.							
4.15	We exchange knowledge and best practices with other courts to promote learning and innovation.							
	iveness of Court Infrastructure, edings and Processes	Don't Know	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
4.16	Based on the measures that we have adopted: (a) Our court cases are disposed within a satisfactory timeframe; (b) There is a high level of trial dates certainty; (c) We actively implement innovative solutions that improve our court's infrastructure, proceedings and processes.							

Area !	5: Court User Engagement	Don't Know				Integrated		
Court	User Feedback	0	0	1	2	3	4	5
	We regularly obtain feedback to understand our court user demographic and their requirements.							
5.2	We regularly use feedback to measure satisfaction of all court users.							
5.3	We regularly use the feedback collected to identify areas of improvement, and improve our services to all court users.							
5.4	We obtain feedback on whether our court users understand the court programmes and services experienced.							
Comn	nunication to Court Users							
5.5	We report publicly on changes we implement in response to the results of surveys.							
5.6	We publish information on court procedures and fees, as well as the details of our services.							
5.7	We regularly engage court users and the public, and our judges and court staff are actively involved in the engagement process.							
5.8	We listen to court users and treat them with respect.							
5.9	We ensure that all court users are treated equally.							
Effect	iveness of Court User Engagement	Don't Know	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
5.10	Based on the measures that we have adopted: (a) There is a high level of court users' satisfaction with the court's administration of justice; (b) There is a high level of court users' satisfaction with the court's services.							

Area (	6: Affordable and Accessible Court	Don't Know			Defined 2	Integrated		
A ((	1.11. C	U	0	1		3	4	5
Afford	dable Court Services	l		T	l			
(1	We regularly review court policies on							
6.1	court fees to ensure that court services							
	are affordable.							
6.2	We work with stakeholders to provide							
	affordable court services.							
6.3	We streamline processes to minimise							
	costs to litigants.							
6.4	We have a clear policy on the							
	charging of fees.							
	sibility	ı			ı			
6.5	It is easy for court users to find and							
	access the relevant courtroom.							
	Our hours of operation make it easy							
6.6	for court users to carry out their							
	business.							
	We support court users with							
	disabilities and provide them with							
0.7	access to the court and court services.							
	Our website is easy to navigate,							
6.8	contains relevant information and is							
	useful to users.							
6.9	We provide information to assist							
0.9	litigants without representation.							
	Language interpretation services are							
6.10	available to court users who require it.							
	available to court users who require it.							
	We leverage technology to make court							
	processes more efficient and to make							
0.11	court services more accessible.							
	court services more accessible.							
Effort	ive Provision of Affordable and	Don't	None	Limited	Fair	Good	Very	Excellent
		Know	None	Limited	rair	Good	Good	Excellent
Acces	sible Court Services	0	0	2	4	6	8	10
	Based on the measures that we have							
	adopted:							
	(a) The cost to the litigants is							
6.12	affordable;							
	(b) There is a high level of access to							
	justice.							
	Jusuce.	<u> </u>			<u> </u>			

Area '	7: Public Trust and Confidence	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
Accou	ıntability and Transparency							
7.1	Our judgments are available to the public.							
7.2	We permit media access to and reporting of court proceedings.							
7.3	We respond to requests for information from court users in a timely manner.							
7.4	We have a policy that outlines the process for making and dealing with complaints.							
7.5	We report on complaints received and their resolution.							
7.6	We properly account for the fees and fines collected.							
7.7	Our accounts/expenditures are independently audited annually.							
7.8	Our published annual report includes: a) Performance data; b) Details of our purpose, role and procedures; c) Information on recent court initiatives.							
Effect	ive Public Trust and Confidence	Don't Know	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
7.9	Based on the measures that we have adopted: (a) We resolve complaints received in a manner that is timely and procedurally fair; (b) There is a high level of public trust and confidence in the fair administration of justice in our courts.		J	-	•	,	J	20

## Instructions

Enter the value of each respondent's answers to the self-assessment checklist into one column of this spread sheet beginning with column D. For most statements, you should use the values in Table A (white). For the seven effectiveness statements, you should use the values in Table B (green), which are double those in Table A. Note that, you should enter "99" for "don't know" and blank responses; however, the Excel sheet will automatically assign "don't know" and blank responses a value of "O" in calculating the court's score.

For the first respondent, enter the value of the answer to Statement 1.1. in Cell D4. If the first respondent marked "Defined" for question 1.1, for example, you would enter "2" in Cell D4. Enter the value of the answer to statement 1.2 in Cell D5 and so forth. Enter the responses of the second respondent into Column E. The spreadsheet permits entry of reponses for up

to	100	respond	lents.	
				1

o 100 respondents.	
	Statements
1.1	Our court leaders have defined the vision, mission and core values of our courts.
1.2	Our court leaders communicate the vision, mission and core values to all staff and stakeholders.
1.3	Our court leaders communicate important information to our judges and court staff in a timely manner.
1.4	Our court leaders demonstrate the core values of the courts.
1.5	Our court leaders drive the court's performance and engage staff and key stakeholders in the process.
1.6	Our court leaders identify future court leaders and develop their leadership skills
1.7	We have developed a court culture consistent with our court values.
1.8	Our judges and court staff adhere to the applicable code of ethics and code of conduct.

Table A			Table B			
Use for answers to all			Use for answers to			
statements exc	ept		statements 1.10, 2.14,			
1.10, 2.14, 2.13,	, 4.16,		2.13, 4.16, 5.10, 6.12,			
5.10, 6.12, and 7.9			and 7.9			
Text Answer	Value		Text Answer	Value		
Don't Know 99			Don't Know	99		
None 0			None	0		
Reactive 1			Limited	2		
Defined 2			Fair	4		
Integrated 3			Good	6		
Refined 4			Very Good	8		
Innovative 5			Excellent	10		

## Responses

Respondent 1 Respondent 2 Respondent 3 Respondent 4 Respondent 5 Respondent 6 Respondent 7 Respondent 8 Respondent 9

1.9	Our court leaders have put in place a governance system that ensures accountability and transparency in court administration.
1.10	Based on the measures that we have adopted: (a) Our court leaders are effective in leading our courts; (b) Our court values and culture are well-integrated in our systems and processes; (c) We have a sound and transparent governance system.
2.1	We develop and implement short- term and long-term strategies that align with our vision, mission and core values.
2.2	We develop and implement judicial and court policies to support our short-term and long-term strategies.
2.3	We involve our judges and court staff in developing and implementing the court's strategies and policies.
2.4	We communicate relevant policies and monitor compliance.
2.5	We have a risk management plan which is communicated to relevant stakeholders.
2.6	We have a process for the regular review and monitoring of our strategies and policies.
2.7	We allocate resources (manpower and financial) efficiently and effectively to implement our strategies and policies.
2.8	We set timelines and service delivery standards for case management, which aim to meet and exceed court user expectations.

We regularly measure our performance against these timelines and service delivery standards.
We use performance measurement data to improve our procedures and processes.
We publish our performance against timelines and service delivery standards, and other benchmarks.
We collect, manage, and provide our judges with information that is necessary for fair decision making.
We use data in our review of court processes and court user profile to deliver better services.
Based on measures that we have adopted: (a) Our court strategies and policies are well planned and developed; (b) Our court strategies and policies are well implemented; (c) Our performance measures favourably against targets; (d) Information pertaining to the court is well managed and analysed to drive improvement.
We manage the workload of our judges and court staff so that cases are processed on time and to a high standard.
We predict and manage our workforce requirements to meet anticipated workloads.
We identify the training needs of our judges and court staff, and put in place training programmes that meet those needs.

3.4	We have a continuing professional development programme for our judges and court staff.
3.5	Our judges and court staff learn from and communicate with each other.
3.6	We develop a conducive work environment that enhances the health and well-being of judges and court staff.
3.7	We regularly obtain feedback from our judges and court staff.
3.8	Our courts encourage judges and court staff to contribute to the community
3.9	We have performance management system(s) to encourage judges and court staff to achieve high quality work.
3.10	We adopt a transparent and merit- based system to recognise our judges and court staff.
3.11	We adopt a transparent and merit- based system for the appointment and promotion of our judges and court staff.
3.12	We adopt a fair process for the dismissal and discipline of our judges and court staff.

3.13	Based on the measures that we have adopted:  (a) We manage workload effectively and are well prepared for anticipated workload;  (b) Our judges and court staff are satisfied with the training opportunities provided to them, and proactively learn from each other;  (c) Our judges and court staff are committed and derive job satisfaction;  (d) Our judges and court staff are satisfied with the performance management system in our court.
4.1	We have sufficient courtrooms to permit the timely processing of cases.
4.2	Our courtrooms represent a trusted and protective environment for court proceedings to be held.
4.3	Our court records and case files (both hard copy and electronic) are complete, accurate, and easily retrievable.
4.4	We put in place security and data integrity measures to ensure court records and case files (both hard copy and electronic) are properly safeguarded.
4.5	Our reasons for decisions are clear.
4.6	We manage cases against benchmarks to ensure that cases are processed on time and to a high standard.
4.7	We regularly review our processes and procedures (including the role of judges and court staff) to ensure that they are efficient.

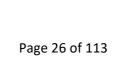
4.8	We provide alternative dispute resolution services to allow court users to resolve disputes amicably and at affordable fees.
4.9	We explore the use of therapeutic or problem-solving approaches in suitable cases.
4.10	Our court innovation process is aligned with our vision, mission and core values.
4.11	We have a policy and procedure in place to generate, gather and screen innovative ideas.
4.12	We evaluate and improve the court innovation process on a regular basis.
4.13	We engage, train and recognise our judges and court staff for their court innovation efforts.
4.14	We monitor performance of other courts to identify improvements and initiatives which are suitable to our court
4.15	We exchange knowledge and best practices with other courts to promote learning and innovation
4.16	Based on the measures that we have adopted: (a) Our court cases are disposed within a satisfactory timeframe; (b) There is a high level of trial dates certainty; (c) We actively implement innovative solutions that improve our court's infrastructure, proceedings and processes.
5.1	We regularly obtain feedback to understand our court user demographic and their requirements.
5.2	We regularly use feedback to measure satisfaction of all court users.

5.3	We regularly use the feedback collected to identify areas of improvement, and improve our services to all court users.
5.4	We obtain feedback on whether our court users understand the court programmes and services experienced.
5.5	We report publicly on changes we implement in response to the results of surveys.
5.6	We publish information on court procedures and fees, as well as the details of our services.
5.7	We regularly engage court users and the public, and our judges and court staff are actively involved in the engagement process.
5.8	We listen to court users and treat them with respect.
5.9	We ensure that all court users are treated equally.
5.10	Based on the measures that we have adopted:  (a) There is a high level of court users' satisfaction with the court's administration of justice;  (b) There is a high level of court users' satisfaction with the court's services.
6.1	We regularly review court policies on court fees to ensure that court services are affordable.
6.2	We work with stakeholders to provide affordable court services.
6.3	We streamline processes to minimise costs to litigants.
6.4	We have a clear policy on the charging of fees.
6.5	It is easy for court users to find and access the relevant courtroom.

6.6	Our hours of operation make it easy for court users to carry out their business.
6.7	We support court users with disabilities and provide them with access to the court and court services.
6.8	Our website is easy to navigate, contains relevant information and is useful to users.
6.9	We provide information to assist litigants without representation.
6.10	Language interpretation services are available to court users who require it.
6.11	We leverage technology to make court processes more efficient and to make court services more accessible.
6.12	Based on the measures that we have adopted: (a) The cost to the litigants is affordable; (b) There is a high level of access to justice.
7.1	Our judgments are available to the public.
7.2	We permit media access to and reporting of court proceedings.
7.3	We respond to requests for information from court users in a timely manner.
7.4	We have a policy that outlines the process for making and dealing with complaints.
7.5	We report on complaints received and their resolution.
7.6	We properly account for the fees and fines collected.
7.7	Our accounts/expenditures are independently audited annually.

7.8	Our published annual report includes:  a) Performance data; b) Details of our purpose, role and procedures; c) Information on recent court initiatives.
7.9	Based on the measures that we have adopted: (a) We resolve complaints received in a manner that is timely and procedurally fair; (b) There is a high level of public trust and confidence in the fair administration of justice in our courts.

Respondent 10 Respondent 11	1 Respondent 12 Respor	ndent 13 Respondent 14	Respondent 15 Resp	oondent 16 Respondent 17	Respondent 18 Re	espondent 19 Respondent 20	Respondent 21 Respondent 22



Rospondont 2	3 Rospondont 24	1 Rospondont 25	Respondent 26	Rospondont 27	Respondent 28	Rospondont 20	Rospondont 30	Respondent 31	Respondent 32 Res	enondont 33 R	Posnandant 34	Rospondont 35
Respondent 2.	5 Respondent 24	respondent 23	Respondent 20	Respondent 27	Respondent 20	Respondent 29	Respondent 50	Respondent 31	Respondent 32 Res	spondent 33° is	espondent 54	Respondent 33

Poston dont 2	C Pospondont 25	7 Respondent 38	Pospondont 20	Pagnandant 10	Pagnandant 41	Posnondont 12	Pagnandant 12	Pagnandant 11	Dospondent 15 D	aanan dant 16	Dognandont 47	Dognandant 18
respondent 30	о кезропаені э <i>л</i>	r Kespondent 30	respondent 39	Respondent 40	Respondent 41	nespondent 42	Respondent 43	Respondent 44	Respondent 40° R	espondent 40	respondent 4/	кезропиен 40

Respondent 49 Respondent 50 Respondent 51	Respondent 52 Respondent 53	Respondent 54	Respondent 55 Respondent 56	6 Respondent 57	Respondent 58 Respondent 59	Respondent 60 Respondent 61

Respondent 62 Respondent 63 Respondent 64	Rospondant 65 Rospondant 66	Rospondont 67 Rospondont 6	s Rospondont 60 Rospondont 70	Rospondant 71 Rospondant '	72 Rospondont 73 Rospondont 74
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Respondent 75 Respondent 76 Respondent 77	Respondent 78 Respondent 79	Respondent 80 Respondent 8	1 Respondent 82 Respondent	83 Respondent 84 Respondent 85	Respondent 86 Respondent 87

Respondent 88	Respondent	89 Respondent 90	0 Respondent 91	Respondent 92	Respondent 93	Respondent 94	Respondent 95	Respondent 96	Respondent 97	Respondent 98	Respondent 99	Respondent 100

## International Framework for Court Excellence (3rd Edition): Self-Assessment Rep

	Statements						Scoring	5	
Area	1: Court Leadership		Don't Know	None 0	Reactive 1	Defined 2	Integrated 3	Refined	Innovative 5
Court	Leadership		U						3
		Frequency	0	0	0	0	0	0	0
1.1	Our court leaders have defined the vision, mission and core values of our courts.	Percent							
	Our court leaders communicate the vision,	Frequency	0	0	0	0	0	0	0
1.2	mission and core values to all staff and stakeholders.	Percent							
	Our court leaders communicate important	Frequency	0	0	0	0	0	0	0
1.3	information to our judges and court staff in a timely manner.	Percent							
1.4	Our court leaders demonstrate the core	Frequency	0	0	0	0	0	0	0
1.4	values of the courts.	Percent							
	Our court leaders drive the court's	Frequency	0	0	0	0	0	0	0
1.5	performance and engage staff and key stakeholders in the process.	Percent							
		Frequency	0	0	0	0	0	0	0
1.6	Our court leaders identify future court leaders and develop their leadership skills.	Percent							
Court	Culture								
1.7	We have developed a court culture	Frequency	0	0	0	0	0	0	0
1./	consistent with our court values.	Percent							

	Our judges and court staff adhere to the	Frequency	0	0	0	0	0	0	0
1.8	applicable code of ethics and code of conduct.	Percent							
Court	Governance								
	Our court leaders have put in place a	Frequency	0	0	0	0	0	0	0
1.9	governance system that ensures accountability and transparency in court administration.	Percent							
Effect Gover	iveness of Court Leadership, Court Culture,	and Court	Don't Know		Limited	Fair	Good	Very Good	Excellent
			0	0	2	4	6	8	10
	Based on the measures that we have adopted:  (a) Our court leaders are effective in leading our courts;	Frequency	-	0	0	0	0	0	0

**Area 1 Points and Percentag** 

Points (55 maximum)

Area 2: Strategic Court Management	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
	0	0	1	2	3	4	5
Development and Implementation of Strategies and Policies							

2.1	We develop and implement short-term and long-term strategies that align with our	Frequency	0	0	0	0	0	0	0
2.2	vision, mission and core values.  We develop and implement judicial and court policies to support our short-term and	Percent Frequency	0	0	0	0	0	0	0
2.2	long-term strategies.	Percent							
2.3	We involve our judges and court staff in developing and implementing the court's	Frequency	0	0	0	0	0	0	0
	strategies and policies.	Percent							
2.4	We communicate relevant policies and	Frequency	0	0	0	0	0	0	0
	monitor compliance.	Percent							
2.5	We have a risk management plan which is	Frequency	0	0	0	0	0	0	0
2.5	communicated to relevant stakeholders.	Percent							
2.6	We have a process for the regular review and monitoring of our strategies and	Frequency	0	0	0	0	0	0	0
	policies.	Percent							
2.7	We allocate resources (manpower and financial) efficiently and effectively to	Frequency	0	0	0	0	0	0	0
	implement our strategies and policies.	Percent							
Perfor	mance Setting and Measurement								
2.8	We set timelines and service delivery standards for case management, which aim	Frequency	0	0	0	0	0	0	0
2.0	to meet and exceed court user expectations.	Percent							
2.9	We regularly measure our performance against these timelines and service delivery	Frequency	0	0	0	0	0	0	0
,	standards.	Percent							
	We use performance measurement data to	Frequency	0	0	0	0	0	0	0
2.10	improve our procedures and processes.	Percent							

	vve publish our performance against	Frequency	0	0	0	0	0	0	0
2.11	timelines and service delivery standards, and other benchmarks.	Percent							

Know	edge Management and Analysis								
2.12	We collect, manage, and provide our judges with information that is necessary for fair	Frequency	0	0	0	0	0	0	0
2.12	decision making.	Percent							
2.13	We use data in our review of court	Frequency	0	0	0	0	0	0	0
2.13	processes and court user profile to deliver better services.	Percent							
Effecti	veness of Court Strategies		Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
	Based on measures that we have adopted: (a) Our court strategies and policies are well planned and developed; (b) Our court strategies and policies are well implemented;	Frequency	0	0	0	0	0	0	0
2.14	(c) Our performance measures favourably against targets; (d) Information pertaining to the court is well managed and analysed to drive improvement.	Percent							

**Area 2 Points and Percentag** 

Points (75 maximum)

Area	3: Court Workforce		Don't Know	None 0	Reactive 1	Defined 2	Integrated	Refined	Innovative 5
Work	force Management		U	0	1		3	4	3
	We manage the workload of our judges and	Frequency	0	0	0	0	0	0	0
3.1	court staff so that cases are processed on time and to a high standard.	Percent							
	We predict and manage our workforce	Frequency	0	0	0	0	0	0	0
3.2	requirements to meet anticipated workloads.	Percent							
Work	force Training and Development		•	•	•				
3.3	We identify the training needs of our judges and court staff, and put in place	Frequency	0	0	0	0	0	0	0
<b>3.</b> 3	training programmes that meet those needs.	Percent							
	We have a continuing professional	Frequency	0	0	0	0	0	0	0
3.4	development programme for our judges and court staff.	Percent							
3.5	Our judges and court staff learn from and	Frequency	0	0	0	0	0	0	0
	communicate with each other.	Percent							
Work	force Engagement and Well-being			•					
3.6	We develop a conducive work environment that enhances the health and well-being of	Frequency	0	0	0	0	0	0	0
3.0	judges and court staff.	Percent							
3.7	We regularly obtain feedback from our	Frequency	0	0	0	0	0	0	0
0.7	judges and court staff.	Percent							
3.8	Our courts encourage judges and court staff	Frequency	0	0	0	0	0	0	0
3.0	to contribute to the community.	Percent							

Workf	orce Performance and Recognition								
2.0	We have performance management	Frequency	0	0	0	0	0	0	0
3.9	system(s) to encourage judges and court staff to achieve high quality work.	Percent							
3.10	We adopt a transparent and merit-based system to recognise our judges and court	Frequency	0	0	0	0	0	0	0
0.10	staff.	Percent							
3.11	We adopt a transparent and merit-based system for the appointment and promotion	Frequency	0	0	0	0	0	0	0
	of our judges and court staff.	Percent							
3.12	We adopt a fair process for the dismissal	Frequency	0	0	0	0	0	0	0
3.12	and discipline of our judges and court staff.	Percent							
Effect	iveness of Court Workforce		Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
	Based on the measures that we have								
	adopted:  (a) We manage workload effectively and are well prepared for anticipated workload;  (b) Our judges and court staff are satisfied with the training opportunities provided to them, and proactively learn from each other;	Frequency	0	0	0	0	0	0	0

Area 3 Points and Percentag Points (70 maximum)

Area	4: Court Infrastructure, Proceedings and l	Processes	Don't Know	None 0	Reactive 1	Defined 2	Integrated 3	Refined	Innovative 5
Court	rooms								
4.1	We have sufficient courtrooms to permit the timely processing of cases.	Frequency Percent	0	0	0	0	0	0	0
4.2	Our courtrooms represent a trusted and protective environment for court proceedings to be held.	Frequency Percent	0	0	0	0	0	0	0
Court	Records		•	•					
4.3	Our court records and case files (both hard copy and electronic) are complete, accurate,	Frequency	0	0	0	0	0	0	0
	and easily retrievable.	Percent							
	We put in place security and data integrity measures to ensure court records and case	Frequency	0	0	0	0	0	0	0
4.4	files (both hard copy and electronic) are properly safeguarded.	Percent							
4.5	Our reasons for decisions are clear.	Frequency	0	0	0	0	0	0	0
4.5	Our reasons for decisions are clear.	Percent							
Court	Proceedings and Processes								
4.6	We manage cases against benchmarks to ensure that cases are processed on time and	Frequency	0	0	0	0	0	0	0
_,,	to a high standard.	Percent							
4.7	We regularly review our processes and procedures (including the role of judges	Frequency	0	0	0	0	0	0	0
4.7	and court staff) to ensure that they are efficient.	Percent							

	We provide alternative dispute resolution	Frequency	0	0	0	0	0	0	0
4.8	services to allow court users to resolve disputes amicably and at affordable fees.	Percent							
4.0	We explore the use of therapeutic or	Frequency	0	0	0	0	0	0	0
4.9	problem-solving approaches in suitable cases.	Percent							
Innov	ation			•					
	Our court innovation process is aligned	Frequency	0	0	0	0	0	0	0
4.10	with our vision, mission and core values.	Percent							
4.4.4	We have a policy and procedure in place to	Frequency	0	0	0	0	0	0	0
4.11	generate, gather and screen innovative ideas.	Percent							
4.12	We evaluate and improve the court	Frequency	0	0	0	0	0	0	0
	innovation process on a regular basis.	Percent							
4.13	We engage, train and recognise our judges and court staff for their court innovation	Frequency	0	0	0	0	0	0	0
1.13	efforts.	Percent							
4.14	We monitor performance of other courts to identify improvements and initiatives	Frequency	0	0	0	0	0	0	0
4.14	which are suitable to our court.	Percent							
	We exchange knowledge and best practices	Frequency	0	0	0	0	0	0	0
4.15	with other courts to promote learning and innovation.	Percent							
Effect Proces	iveness of Court Infrastructure, Proceedings	and	Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
	Based on the measures that we have adopted:  (a) Our court cases are disposed within a	Frequency	0	0	0	0	0	0	0

satisfactory timeframe;  4.16 (b) There is a high level of trial dates certainty; (c) We actively implement innovative solutions that improve our court's infrastructure, proceedings and processes.	Percent							
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**Area 4 Points and Percentag** 

Points (85 maximum)

Area	5: Court User Engagement		Don't Know 0	None 0	Reactive 1	Defined 2	Integrated 3	Refined	Innovative 5
Court	User Feedback								
5.1	We regularly obtain feedback to understand our court user demographic	Frequency	0	0	0	0	0	0	0
5.1	and their requirements.	Percent							
5.2	We regularly use feedback to measure	Frequency	0	0	0	0	0	0	0
5.2	satisfaction of all court users.	Percent							
5.3	We regularly use the feedback collected to identify areas of improvement, and	Frequency	0	0	0	0	0	0	0
5.5	improve our services to all court users.	Percent							
5.4	We obtain feedback on whether our court users understand the court programmes	Frequency	0	0	0	0	0	0	0
5.1	and services experienced.	Percent							
Comn	nunication to Court Users								
55	We report publicly on changes we implement in response to the results of	Frequency	0	0	0	0	0	0	0

٥.٥	пприетиети питевроиве то тие тевшив от surveys.	Percent							
5.6	We publish information on court procedures and fees, as well as the details	Frequency	0	0	0	0	0	0	0
5.0	of our services.	Percent							
5.7	We regularly engage court users and the public, and our judges and court staff are	Frequency	0	0	0	0	0	0	0
5.7	actively involved in the engagement process.	Percent							
5.8	We listen to court users and treat them with	Frequency	0	0	0	0	0	0	0
5.6	respect.	Percent							
5.9	We ensure that all court users are treated	Frequency	0	0	0	0	0	0	0
5.7	equally.	Percent							
Effecti	veness of Court User Engagement		Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
	Based on the measures that we have adopted:  (a) There is a high level of court users'	Frequency	0	0	0	0	0	0	0
5.10	satisfaction with the court's administration of justice; (b) There is a high level of court users' satisfaction with the court's services.	Percent							

**Area 5 Points and Percentag** 

Points (55 maximum)

Area 6: Affordable and Accessible Court Services	Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
	0	0	1	2	3	4	5

Afford	lable Court Services								
	We regularly review court policies on court	Frequency	0	0	0	0	0	0	0
6.1	fees to ensure that court services are affordable.	Percent							
6.2	We work with stakeholders to provide	Frequency	0	0	0	0	0	0	0
0.2	affordable court services.	Percent							
6.3	We streamline processes to minimize costs	Frequency	0	0	0	0	0	0	0
0.5	to litigants.	Percent							
6.4	We have a clear policy on the charging of	Frequency	0	0	0	0	0	0	0
0.1	fees.	Percent							
Access	sibility								
6.5	It is easy for court users to find and access	Frequency	0	0	0	0	0	0	0
0.5	the relevant courtroom.	Percent							
6.6	Our hours of operation make it easy for	Frequency	0	0	0	0	0	0	0
0.0	court users to carry out their business.	Percent							
	We support court users with disabilities	Frequency	0	0	0	0	0	0	0
6.7	and provide them with access to the court and court services.	Percent							
	Our website is easy to navigate, contains	Frequency	0	0	0	0	0	0	0
6.8	relevant information and is useful to users.	Percent							
6.9	We provide information to assist litigants	Frequency	0	0	0	0	0	0	0
0.9	without representation.	Percent							
6.10	Language interpretation services are	Frequency	0	0	0	0	0	0	0
0.10	available to court users who require it.	Percent							
6.11	We leverage technology to make court processes more efficient and to make court	Frequency	0	0	0	0	0	0	0
	services more accessible.	Percent							
Effecti	ve Provision of Affordable and Accessible		Don't Know	None	Limited	Fair	Good	Very Good	Excellent

I	Court	Services		0	0	2	4	6	8	10
		based off the friedsares that we have	Frequency	0	0	0	0	0	0	0
	6.12	adopted: (a) The cost to the litigants is affordable; (b) There is a high level of access to justice.	Percent							

Area 6 Points and Percentag
Points (65 possible)
Percentage of Maximum Points

Area	7: Public Trust and Confidence		Don't Know		Reactive		Integrated	_	
Accon	intability and Transparency		0	0	1	2	3	4	5
		Frequency	0	0	0	0	0	0	0
7.1	Our judgments are available to the public.	Percent							
7.2	We permit media access to and reporting of	Frequency	0	0	0	0	0	0	0
7.2	court proceedings.	Percent							
7.3	We respond to requests for information	Frequency	0	0	0	0	0	0	0
7.5	from court users in a timely manner.	Percent							
7.4	We have a policy that outlines the process	Frequency	0	0	0	0	0	0	0
7.4	for making and dealing with complaints.	Percent							
7.5	We report on complaints received and their	Frequency	0	0	0	0	0	0	0
7.5	resolution.	Percent							
7.6	We properly account for the fees and fines	Frequency	0	0	0	0	0	0	0
7.0	collected.	Percent							
77	Our accounts/expenditures are	Frequency	0	0	0	0	0	0	0

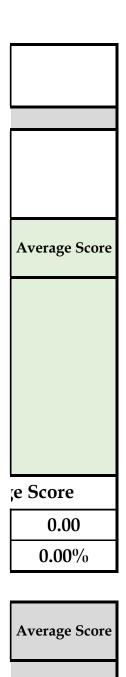
Ĺ	.,	independently audited annually.	Percent							
		Our published annual report includes: a) Performance data;	Frequency	0	0	0	0	0	0	0
7	7.8	<ul><li>b) Details of our purpose, role and procedures;</li><li>c) Information on recent court initiatives.</li></ul>	Percent							

Publi	c Trust and Confidence								
Effect	tive Public Trust and Confidence		Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
	Based on the measures that we have adopted:  (a) We resolve complaints received in a manner that is timely and procedurally fair;	Frequency	0	0	0	0	0	0	0
7.9	(b) There is a high level of public trust and confidence in the fair administration of justice in our courts.	Percent							

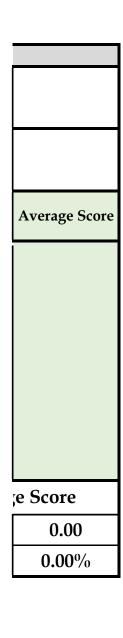
**Area 7 Points and Percentag** 

Points (50 maximum)

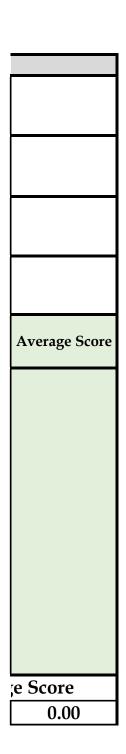
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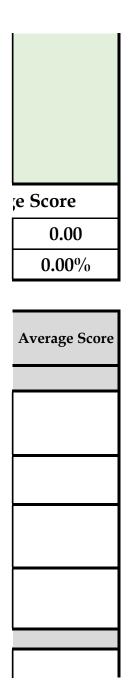


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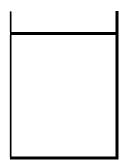


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