

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

<b>Area 1: Court Leadership</b>		<b>Don't Know</b>	<b>None</b>	<b>Reactive</b>	<b>Defined</b>	<b>Integrated</b>	<b>Refined</b>	<b>Innovative</b>
		<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Court Leadership</b>								
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.							
<b>Court Culture</b>								
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.							
<b>Court Governance</b>								
1.9	Our court leaders have put in place a governance system that ensures accountability and transparency in court administration.							
<b>Effectiveness of Court Leadership, Culture, and Governance</b>		<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
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.							

<b>Area 2: Strategic Court Management</b>		<b>Don't Know</b>	<b>None</b>	<b>Reactive</b>	<b>Defined</b>	<b>Integrated</b>	<b>Refined</b>	<b>Innovative</b>
		<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Development and Implementation of Strategies and Policies</b>								
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.							
<b>Performance Setting and Measurement</b>								
2.8	We set timelines and service delivery standards for case management, which aim to meet and exceed court user expectations.							
2.9	We regularly measure our performance against these timelines and service delivery standards.							
2.10	We use performance measurement data to improve our procedures and processes.							
2.11	We publish our performance against timelines and service delivery standards, and other benchmarks.							
<b>Knowledge Management and Analysis</b>								
2.12	We collect, manage, and provide our 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 deliver better services.							

Effectiveness of Court Strategies		<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
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: Court Workforce		Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
<b>Workforce Management</b>								
3.1	We manage the workload of our judges and court staff so that cases are processed on time and to a high standard.							
3.2	We predict and manage our workforce requirements to meet anticipated workloads.							
<b>Workforce Training and Development</b>								
3.3	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.							
<b>Workforce Engagement and Well-being</b>								
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.							
<b>Workforce Performance and Recognition</b>								
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.							

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

Area 4: Court Infrastructure, Proceedings and Processes		Don't Know 0	None 0	Reactive 1	Defined 2	Integrated 3	Refined 4	Innovative 5
<b>Courtrooms</b>								
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.							
<b>Court Records</b>								
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.							
<b>Court Proceedings and Processes</b>								
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.							
<b>Innovation</b>								
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.							
Effectiveness of Court Infrastructure, Proceedings and Processes		<b>Don't Know</b> <b>0</b>	<b>None</b> <b>0</b>	<b>Limited</b> <b>2</b>	<b>Fair</b> <b>4</b>	<b>Good</b> <b>6</b>	<b>Very Good</b> <b>8</b>	<b>Excellent</b> <b>10</b>
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.							

<b>Area 5: Court User Engagement</b>		<b>Don't Know</b>	<b>None</b>	<b>Reactive</b>	<b>Defined</b>	<b>Integrated</b>	<b>Refined</b>	<b>Innovative</b>
		<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Court User Feedback</b>								
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.							
<b>Communication to Court Users</b>								
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.							
<b>Effectiveness of Court User Engagement</b>		<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
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 Services		Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
		0	0	1	2	3	4	5
Affordable Court 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.							
Accessibility								
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.							
Effective Provision of Affordable and Accessible Court Services		Don't Know	None	Limited	Fair	Good	Very Good	Excellent
		0	0	2	4	6	8	10
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.							

<b>Area 7: Public Trust and Confidence</b>		<b>Don't Know</b>	<b>None</b>	<b>Reactive</b>	<b>Defined</b>	<b>Integrated</b>	<b>Refined</b>	<b>Innovative</b>
		<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Accountability and Transparency</b>								
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.							
<b>Effective Public Trust and Confidence</b>		<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
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.							

**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 "0" 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 respondents.

Table A	
Use for answers to all statements <b>except</b> 1.10, 2.14, 2.13, 4.16, 5.10, 6.12, and 7.9	
Text Answer	Value
Don't Know	99
None	0
Reactive	1
Defined	2
Integrated	3
Refined	4
Innovative	5

Table B	
Use for answers to statements 1.10, 2.14, 2.13, 4.16, 5.10, 6.12, and 7.9	
Text Answer	Value
Don't Know	99
None	0
Limited	2
Fair	4
Good	6
Very Good	8
Excellent	10

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.

**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.

2.90	We regularly measure our performance against these timelines and service delivery standards.
2.10	We use performance measurement data to improve our procedures and processes.
2.11	We publish our performance against timelines and service delivery standards, and other benchmarks.
2.12	We collect, manage, and provide our 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 deliver better services.
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.
3.1	We manage the workload of our judges and court staff so that cases are processed on time and to a high standard.
3.2	We predict and manage our workforce requirements to meet anticipated workloads.
3.3	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	<p>Based on the measures that we have adopted:</p> <p>(a) We manage workload effectively and are well prepared for anticipated workload;</p> <p>(b) Our judges and court staff are satisfied with the training opportunities provided to them, and proactively learn from each other;</p> <p>(c) Our judges and court staff are committed and derive job satisfaction;</p> <p>(d) Our judges and court staff are satisfied with the performance management system in our court.</p>
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	<p>Our published annual report includes:</p> <ul style="list-style-type: none"> <li>a) Performance data;</li> <li>b) Details of our purpose, role and procedures;</li> <li>c) Information on recent court initiatives.</li> </ul>		
7.9	<p>Based on the measures that we have adopted:</p> <ul style="list-style-type: none"> <li>(a) We resolve complaints received in a manner that is timely and procedurally fair;</li> <li>(b) There is a high level of public trust and confidence in the fair administration of justice in our courts.</li> </ul>		

4

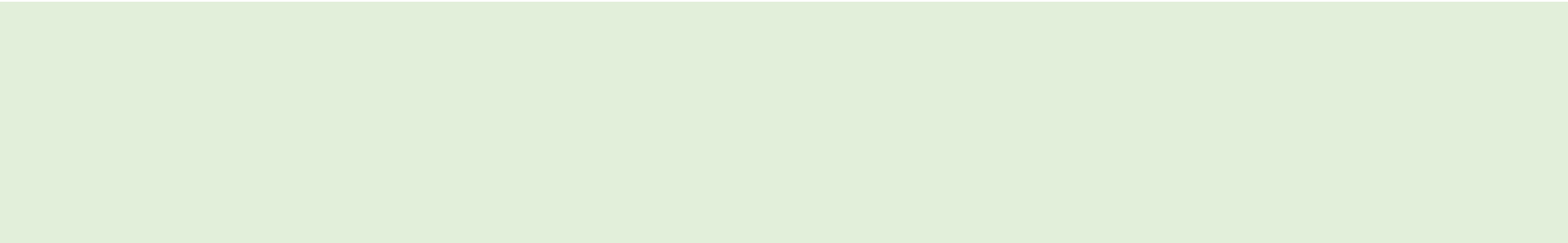
6

8

10

99

Respondent 10 Respondent 11 Respondent 12 Respondent 13 Respondent 14 Respondent 15 Respondent 16 Respondent 17 Respondent 18 Respondent 19 Respondent 20 Respondent 21 Respondent 22





















Respondent 23 Respondent 24 Respondent 25 Respondent 26 Respondent 27 Respondent 28 Respondent 29 Respondent 30 Respondent 31 Respondent 32 Respondent 33 Respondent 34 Respondent 35







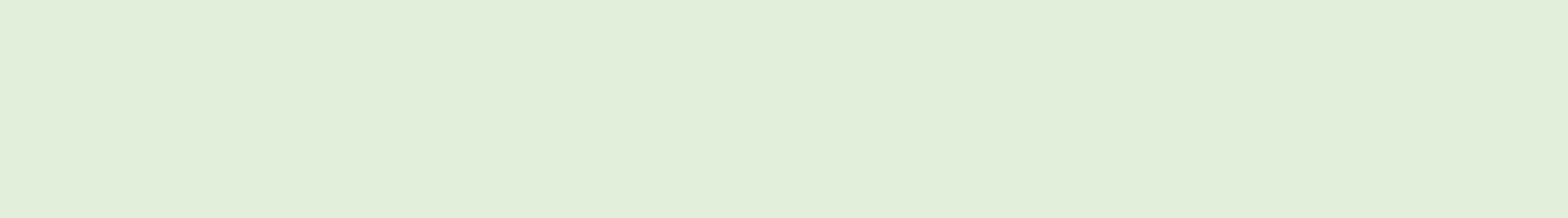














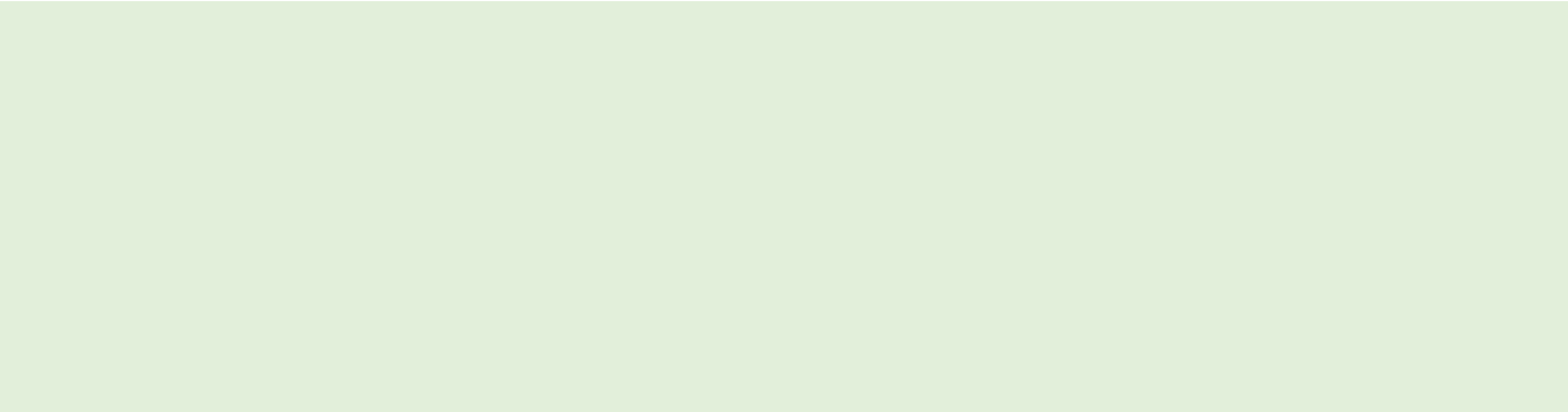


Respondent 36 Respondent 37 Respondent 38 Respondent 39 Respondent 40 Respondent 41 Respondent 42 Respondent 43 Respondent 44 Respondent 45 Respondent 46 Respondent 47 Respondent 48





















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





















Respondent 62 Respondent 63 Respondent 64 Respondent 65 Respondent 66 Respondent 67 Respondent 68 Respondent 69 Respondent 70 Respondent 71 Respondent 72 Respondent 73 Respondent 74





















Respondent 75 Respondent 76 Respondent 77 Respondent 78 Respondent 79 Respondent 80 Respondent 81 Respondent 82 Respondent 83 Respondent 84 Respondent 85 Respondent 86 Respondent 87























Respondent 88 Respondent 89 Respondent 90 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						
		Don't Know 0	None 0	Reactive 1	Defined 2	Integrated 3	Refined 4	Innovative 5
<b>Area 1: Court Leadership</b>								
<b>Court Leadership</b>								
1.1	Our court leaders have defined the vision, mission and core values of our courts.	Frequency	0	0	0	0	0	0
		Percent						
1.2	Our court leaders communicate the vision, mission and core values to all staff and stakeholders.	Frequency	0	0	0	0	0	0
		Percent						
1.3	Our court leaders communicate important information to our judges and court staff in a timely manner.	Frequency	0	0	0	0	0	0
		Percent						
1.4	Our court leaders demonstrate the core values of the courts.	Frequency	0	0	0	0	0	0
		Percent						
1.5	Our court leaders drive the court's performance and engage staff and key stakeholders in the process.	Frequency	0	0	0	0	0	0
		Percent						
1.6	Our court leaders identify future court leaders and develop their leadership skills.	Frequency	0	0	0	0	0	0
		Percent						
<b>Court Culture</b>								
1.7	We have developed a court culture consistent with our court values.	Frequency	0	0	0	0	0	0
		Percent						

1.8	Our judges and court staff adhere to the applicable code of ethics and code of conduct.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Court Governance</b>									
1.9	Our court leaders have put in place a governance system that ensures accountability and transparency in court administration.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Effectiveness of Court Leadership, Court Culture, and Court Governance</b>			<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
			0	0	2	4	6	8	10
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.	Frequency	0	0	0	0	0	0	0
		Percent							

<b>Area 1 Points and Percentag</b>
<b>Points (55 maximum)</b>
<b>Percentage of Maximum Points</b>

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

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

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

Knowledge Management and Analysis									
2.12	We collect, manage, and provide our judges with information that is necessary for fair decision making.	Frequency	0	0	0	0	0	0	0
		Percent							
2.13	We use data in our review of court processes and court user profile to deliver better services.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Effectiveness of Court Strategies</b>			<b>Don't Know</b> 0	<b>None</b> 0	<b>Limited</b> 2	<b>Fair</b> 4	<b>Good</b> 6	<b>Very Good</b> 8	<b>Excellent</b> 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.	Frequency	0	0	0	0	0	0	0
		Percent							

<b>Area 2 Points and Percentag</b>
<b>Points (75 maximum)</b>
<b>Percentage of Maximum Points</b>



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

<b>Workforce Performance and Recognition</b>									
3.9	We have performance management system(s) to encourage judges and court staff to achieve high quality work.	Frequency	0	0	0	0	0	0	0
		Percent							
3.10	We adopt a transparent and merit-based system to recognise our judges and court staff.	Frequency	0	0	0	0	0	0	0
		Percent							
3.11	We adopt a transparent and merit-based system for the appointment and promotion of our judges and court staff.	Frequency	0	0	0	0	0	0	0
		Percent							
3.12	We adopt a fair process for the dismissal and discipline of our judges and court staff.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Effectiveness of Court Workforce</b>			<b>Don't Know</b> 0	<b>None</b> 0	<b>Limited</b> 2	<b>Fair</b> 4	<b>Good</b> 6	<b>Very Good</b> 8	<b>Excellent</b> 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.	Frequency	0	0	0	0	0	0	0
		Percent							

**Area 3 Points and Percentag  
Points (70 maximum)**

<b>Percentage of Maximum Points</b>
-------------------------------------

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

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

4.16	(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.	Percent							
------	--	---------	--	--	--	--	--	--	--

<b>Area 4 Points and Percentage</b>
<b>Points (85 maximum)</b>
<b>Percentage of Maximum Points</b>

<b>Area 5: Court User Engagement</b>			<b>Don't Know</b>	<b>None</b>	<b>Reactive</b>	<b>Defined</b>	<b>Integrated</b>	<b>Refined</b>	<b>Innovative</b>
			<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Court User Feedback</b>									
5.1	We regularly obtain feedback to understand our court user demographic and their requirements.	Frequency	0	0	0	0	0	0	0
		Percent							
5.2	We regularly use feedback to measure satisfaction of all court users.	Frequency	0	0	0	0	0	0	0
		Percent							
5.3	We regularly use the feedback collected to identify areas of improvement, and improve our services to all court users.	Frequency	0	0	0	0	0	0	0
		Percent							
5.4	We obtain feedback on whether our court users understand the court programmes and services experienced.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Communication to Court Users</b>									
5.5	We report publicly on changes we implement in response to the results of	Frequency	0	0	0	0	0	0	0

5.5	Implement in response to the results of surveys.	Percent							
5.6	We publish information on court procedures and fees, as well as the details of our services.	Frequency	0	0	0	0	0	0	0
		Percent							
5.7	We regularly engage court users and the public, and our judges and court staff are actively involved in the engagement process.	Frequency	0	0	0	0	0	0	0
		Percent							
5.8	We listen to court users and treat them with respect.	Frequency	0	0	0	0	0	0	0
		Percent							
5.9	We ensure that all court users are treated equally.	Frequency	0	0	0	0	0	0	0
		Percent							
<b>Effectiveness of Court User Engagement</b>			<b>Don't Know</b> 0	<b>None</b> 0	<b>Limited</b> 2	<b>Fair</b> 4	<b>Good</b> 6	<b>Very Good</b> 8	<b>Excellent</b> 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.	Frequency	0	0	0	0	0	0	0
		Percent							

**Area 5 Points and Percentage**  
**Points (55 maximum)**  
**Percentage of Maximum Points**

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

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

Court Services			0	0	2	4	6	8	10
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.	Frequency	0	0	0	0	0	0	0
		Percent							

<b>Area 6 Points and Percentag</b>
<b>Points (65 possible)</b>
<b>Percentage of Maximum Points</b>

Area 7: Public Trust and Confidence			Don't Know	None	Reactive	Defined	Integrated	Refined	Innovative
			0	0	1	2	3	4	5
<b>Accountability and Transparency</b>									
7.1	Our judgments are available to the public.	Frequency	0	0	0	0	0	0	0
		Percent							
7.2	We permit media access to and reporting of court proceedings.	Frequency	0	0	0	0	0	0	0
		Percent							
7.3	We respond to requests for information from court users in a timely manner.	Frequency	0	0	0	0	0	0	0
		Percent							
7.4	We have a policy that outlines the process for making and dealing with complaints.	Frequency	0	0	0	0	0	0	0
		Percent							
7.5	We report on complaints received and their resolution.	Frequency	0	0	0	0	0	0	0
		Percent							
7.6	We properly account for the fees and fines collected.	Frequency	0	0	0	0	0	0	0
		Percent							
7.7	Our accounts/expenditures are	Frequency	0	0	0	0	0	0	0



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

<b>Public Trust and Confidence</b>										
<b>Effective Public Trust and Confidence</b>		<b>Don't Know</b>	<b>None</b>	<b>Limited</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>		
		<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>		
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.	Frequency	0	0	0	0	0	0	0	0
		Percent								

<b>Area 7 Points and Percentag</b>
<b>Points (50 maximum)</b>
<b>Percentage of Maximum Points</b>

port

Average Score

Average Score
Average Score
0.00
0.00%
Average Score





<b>Average Score</b>
<b>ge Score</b>
<b>0.00</b>
<b>0.00%</b>







0.00%

Average Score



<b>Average Score</b>
<b>0.00</b>
<b>0.00%</b>

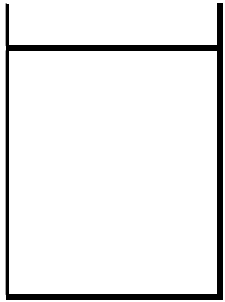
<b>Average Score</b>

Average Score
ge Score
0.00
0.00%
Average Score



Average Score
0.00
0.00%

Average Score





<b>Average Score</b>
<b>ge Score</b>
<b>0.00</b>
<b>0.00%</b>