



# EFFICIENCY REVIEW KIT

## COURT CASEFLOW MANAGEMENT

Revised May 2021





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## Efficiency Review

### *Court caseflow management*

The purpose of this Efficiency Review is to provide a framework for partner courts to examine efficiency in the case resolution process and to strengthen procedural justice. This Review helps ensure court users are granted with rights to a just, timely and fair trial and that costs are minimized.

The aim of the *Efficiency Review* is to:

- ✓ Understand the current situation in your court and to provide a baseline from which improvements can be measured;
- ✓ Provide a self-assessment of the 7 Areas of Court Efficiency;
- ✓ Help identify and eliminate delay;
- ✓ Identify strengths and weaknesses for improvement; and
- ✓ Help continuously improve efficiency through the development of an *Improvement Plan*.

The review comprises the following stages:

1. A self-assessment around 7 Efficiency Areas;
2. Analysis of results;
3. Development of an Improvement Plan;
4. Implementation of the improvement plan; and
5. Continuous yearly review and improvement.

**The 7 Efficiency Areas Self-Assessment is effectively a health-check of caseflow and case management in your court.**

This framework is to be used in conjunction with the [PJSI Efficiency Toolkit](#) and [Additional Materials](#).

### 7 EFFICIENCY AREAS

1. Current situation
2. Leadership
3. Procedures
4. Judicial management
5. Caseload control
6. Delay management
7. Effective court personnel



## EFFICIENCY AREA 1: CURRENT SITUATION

**Name of Court:**

**Division/department if not entire court:**

**Date Conducted:**

**Team:**

**Team Leader:**

**Case types under review:**

**Number of Judges:**

*Comment:* \_\_\_\_\_

**Number of Court Personnel:**

*Comment:* \_\_\_\_\_

**Total Number of Active Pending Caseload:**

*Comment:* \_\_\_\_\_

### Current pending caseload data

**Period measured:**

**Number of Active Pending Caseload per case type:**

*Comment:* \_\_\_\_\_

### Disposed caseload data

Total number of cases disposed:

*Comment:* \_\_\_\_\_

**Number of cases disposed per case type:**

*Comment:* \_\_\_\_\_


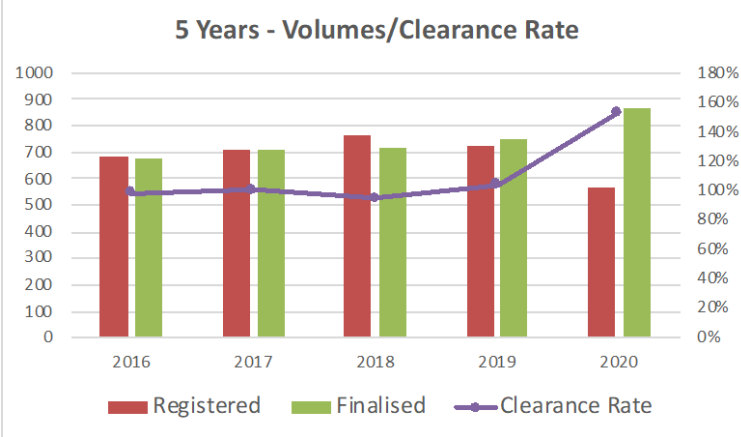

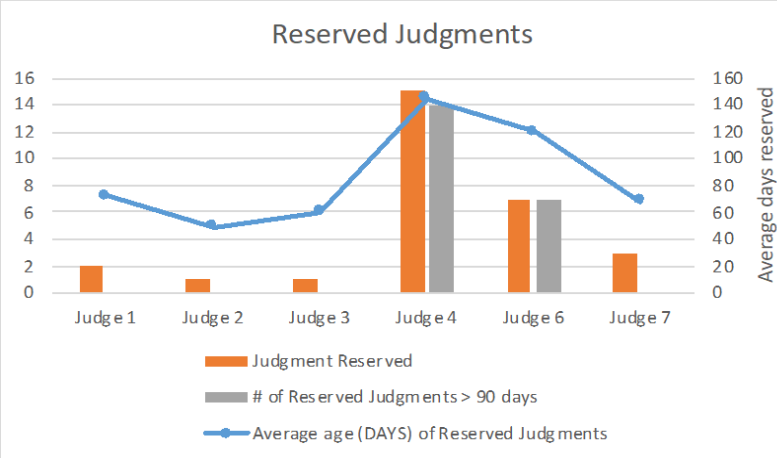
*Other Information:* \_\_\_\_\_

Now refer to the following *Top 8 Pacific Island Core Court Performance Indicators*, calculate and analysis them to complete your assessment of the current situation. It is helpful to present the results in a Report, such as the example presented later in this review.


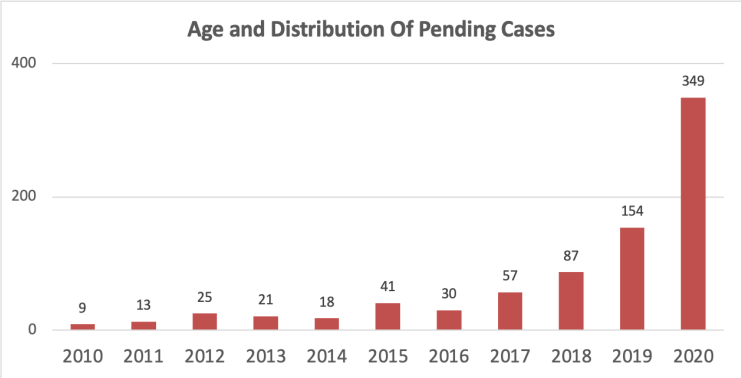

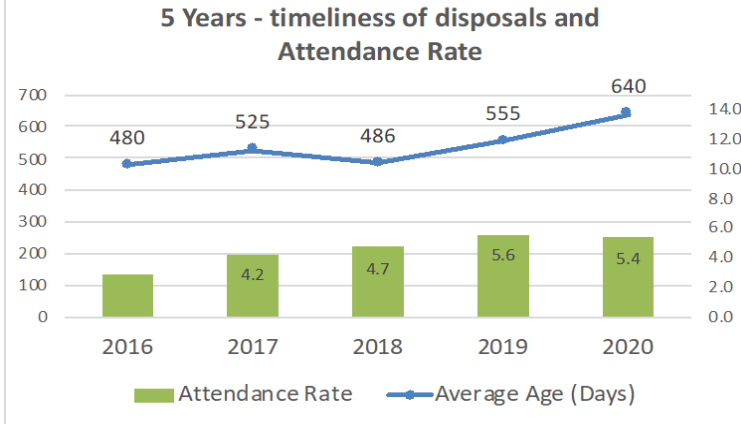
## TOP 8 PACIFIC ISLAND CORE COURT PERFORMANCE INDICATORS

1. Clearance Rate
2. Reserved Judgments
3. Age Distribution Pending
4. Average Age to Disposal
5. Pending Cases per Stage
6. Number of Cases Disposed per Judge
7. Pending (to) Disposal Ratio
8. Attendance Rate


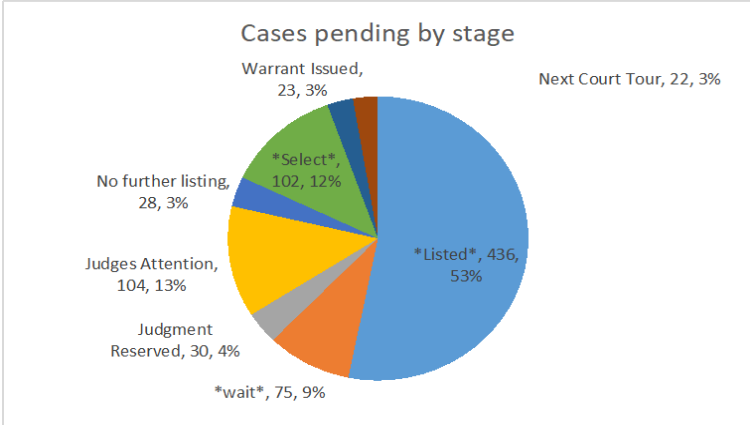

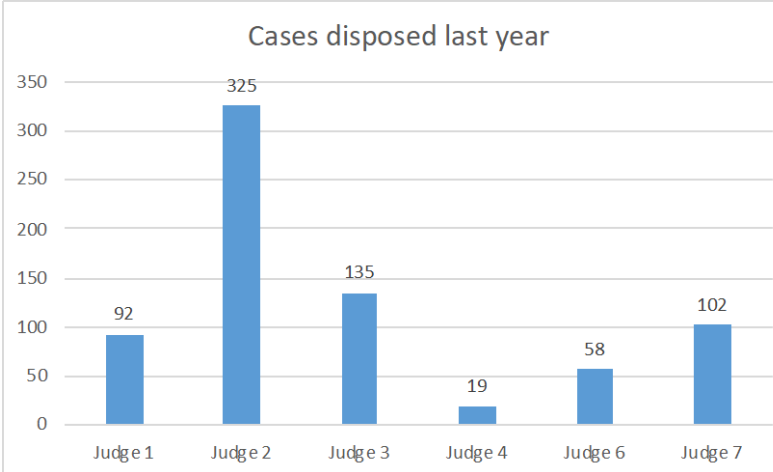


Performance Area Outcome	Indicators/Measures	Graphic																												
<p>Manageable overall caseload</p> 	<p><b>1. Clearance rate – the number of outgoing cases as a percentage of the number of incoming cases.</b></p> <ul style="list-style-type: none"> <li>Used to identify if the court is accumulating cases in excess of disposal levels</li> <li>Calculated: <math>\frac{\text{Cases Disposed}}{\text{Cases Filed}} \times 100 = \%</math></li> <li>Target - Greater than 100%</li> </ul>	<p><b>5 Years - Volumes/Clearance Rate</b></p>  <table border="1"> <caption>5 Years - Volumes/Clearance Rate Data</caption> <thead> <tr> <th>Year</th> <th>Registered</th> <th>Finalised</th> <th>Clearance Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>680</td> <td>680</td> <td>100%</td> </tr> <tr> <td>2017</td> <td>700</td> <td>700</td> <td>100%</td> </tr> <tr> <td>2018</td> <td>750</td> <td>700</td> <td>93%</td> </tr> <tr> <td>2019</td> <td>720</td> <td>750</td> <td>104%</td> </tr> <tr> <td>2020</td> <td>580</td> <td>850</td> <td>147%</td> </tr> </tbody> </table>	Year	Registered	Finalised	Clearance Rate (%)	2016	680	680	100%	2017	700	700	100%	2018	750	700	93%	2019	720	750	104%	2020	580	850	147%				
Year	Registered	Finalised	Clearance Rate (%)																											
2016	680	680	100%																											
2017	700	700	100%																											
2018	750	700	93%																											
2019	720	750	104%																											
2020	580	850	147%																											
<p>Minimal delay in final adjudication</p> 	<p><b>2. Reserve Judgments - Number, age and percentage of reserved judgments outstanding in relation to time goals</b></p> <ul style="list-style-type: none"> <li>Used to identify number and age of reserved judgments per judge and overall.</li> <li>Assists in planning targeted approach assist judge to reduce reserve judgments.</li> <li>Target - Low, and no delay</li> </ul>	<p><b>Reserved Judgments</b></p>  <table border="1"> <caption>Reserved Judgments Data</caption> <thead> <tr> <th>Judge</th> <th>Judgment Reserved</th> <th># of Reserved Judgments &gt; 90 days</th> <th>Average age (DAYS) of Reserved Judgments</th> </tr> </thead> <tbody> <tr> <td>Judge 1</td> <td>2</td> <td>0</td> <td>75</td> </tr> <tr> <td>Judge 2</td> <td>1</td> <td>0</td> <td>55</td> </tr> <tr> <td>Judge 3</td> <td>1</td> <td>0</td> <td>60</td> </tr> <tr> <td>Judge 4</td> <td>15</td> <td>14</td> <td>145</td> </tr> <tr> <td>Judge 6</td> <td>7</td> <td>7</td> <td>120</td> </tr> <tr> <td>Judge 7</td> <td>3</td> <td>0</td> <td>70</td> </tr> </tbody> </table>	Judge	Judgment Reserved	# of Reserved Judgments > 90 days	Average age (DAYS) of Reserved Judgments	Judge 1	2	0	75	Judge 2	1	0	55	Judge 3	1	0	60	Judge 4	15	14	145	Judge 6	7	7	120	Judge 7	3	0	70
Judge	Judgment Reserved	# of Reserved Judgments > 90 days	Average age (DAYS) of Reserved Judgments																											
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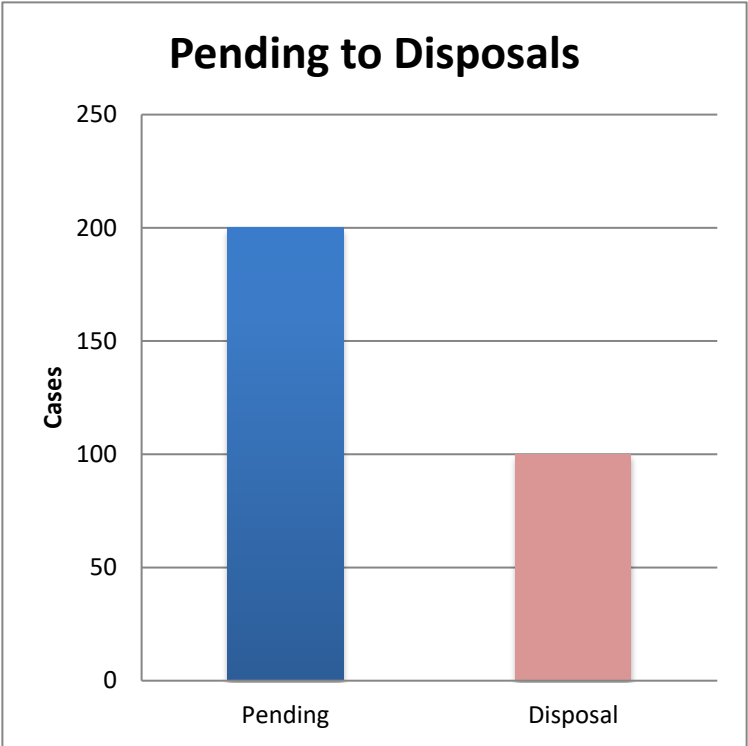


Performance Area Outcome	Indicators/Measures	Graphic																								
<p>Delay prevention in delivery of timely justice</p> 	<p><b>4. Age distribution of the pending caseload - the age of active cases that are pending before the court measured as the number of days/months/years from filing until the time.</b></p> <ul style="list-style-type: none"> <li>Identifies the age of active pending cases in relation to their filing dates, to highlight areas of congestion and scale of delay</li> <li>Target - No LONG tail, meeting of time goals</li> </ul>	 <table border="1"> <caption>Age and Distribution Of Pending Cases</caption> <thead> <tr> <th>Year</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr><td>2010</td><td>9</td></tr> <tr><td>2011</td><td>13</td></tr> <tr><td>2012</td><td>25</td></tr> <tr><td>2013</td><td>21</td></tr> <tr><td>2014</td><td>18</td></tr> <tr><td>2015</td><td>41</td></tr> <tr><td>2016</td><td>30</td></tr> <tr><td>2017</td><td>57</td></tr> <tr><td>2018</td><td>87</td></tr> <tr><td>2019</td><td>154</td></tr> <tr><td>2020</td><td>349</td></tr> </tbody> </table>	Year	Number of Cases	2010	9	2011	13	2012	25	2013	21	2014	18	2015	41	2016	30	2017	57	2018	87	2019	154	2020	349
Year	Number of Cases																									
2010	9																									
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2017	57																									
2018	87																									
2019	154																									
2020	349																									
<p>Productivity, efficiency &amp; delay management</p> 	<p><b>3. Average age to disposal - the average time it takes to dispose of a case in days</b></p> <ul style="list-style-type: none"> <li>Target - within time goals or within expectations</li> </ul>	 <table border="1"> <caption>5 Years - timeliness of disposals and Attendance Rate</caption> <thead> <tr> <th>Year</th> <th>Average Age (Days)</th> <th>Attendance Rate</th> </tr> </thead> <tbody> <tr><td>2016</td><td>480</td><td>4.2</td></tr> <tr><td>2017</td><td>525</td><td>4.7</td></tr> <tr><td>2018</td><td>486</td><td>5.6</td></tr> <tr><td>2019</td><td>555</td><td>5.4</td></tr> <tr><td>2020</td><td>640</td><td></td></tr> </tbody> </table>	Year	Average Age (Days)	Attendance Rate	2016	480	4.2	2017	525	4.7	2018	486	5.6	2019	555	5.4	2020	640							
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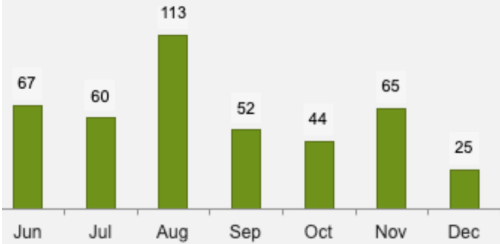
Performance Area Outcome	Indicators/Measures	Graphic																											
<p>Continuous case progression in delivery of timely justice</p> 	<p><b>5. Number and percentage per cases stage</b></p> <ul style="list-style-type: none"> <li>Used to identify what stage the cases have progressed to, to highlight where delay might be</li> <li>Target - Significant % with Future Listing, few cases not moving toward disposition.</li> </ul>	<p>Cases pending by stage</p>  <table border="1"> <caption>Cases pending by stage</caption> <thead> <tr> <th>Stage</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>*Listed*</td> <td>436</td> <td>53%</td> </tr> <tr> <td>*wait*</td> <td>75</td> <td>9%</td> </tr> <tr> <td>*Select*</td> <td>102</td> <td>12%</td> </tr> <tr> <td>Judges Attention</td> <td>104</td> <td>13%</td> </tr> <tr> <td>Judgment Reserved</td> <td>30</td> <td>4%</td> </tr> <tr> <td>No further listing</td> <td>28</td> <td>3%</td> </tr> <tr> <td>Warrant Issued</td> <td>23</td> <td>3%</td> </tr> <tr> <td>Next Court Tour</td> <td>22</td> <td>3%</td> </tr> </tbody> </table>	Stage	Count	Percentage	*Listed*	436	53%	*wait*	75	9%	*Select*	102	12%	Judges Attention	104	13%	Judgment Reserved	30	4%	No further listing	28	3%	Warrant Issued	23	3%	Next Court Tour	22	3%
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<p>Efficient use of resources to maintain consistent levels of judicial services</p> 	<p><b>6. Number of cases disposed per judge</b></p> <p>The number and percentage of disposed cases per Judicial Officer in a year</p> <ul style="list-style-type: none"> <li>Target – Consistency/Within expectations</li> </ul>	<p>Cases disposed last year</p>  <table border="1"> <caption>Cases disposed last year</caption> <thead> <tr> <th>Judge</th> <th>Cases Disposed</th> </tr> </thead> <tbody> <tr> <td>Judge 1</td> <td>92</td> </tr> <tr> <td>Judge 2</td> <td>325</td> </tr> <tr> <td>Judge 3</td> <td>135</td> </tr> <tr> <td>Judge 4</td> <td>19</td> </tr> <tr> <td>Judge 6</td> <td>58</td> </tr> <tr> <td>Judge 7</td> <td>102</td> </tr> </tbody> </table>	Judge	Cases Disposed	Judge 1	92	Judge 2	325	Judge 3	135	Judge 4	19	Judge 6	58	Judge 7	102													
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Performance Area Outcome	Indicators/Measures	Graphic						
<p>Effective forecasting to ensure timely delivery of justice</p> 	<p><b>7. Pending to Disposal Ratio - The number of cases pending (demand) in relation to the number of cases disposed, usually over a year (current productivity capacity).</b></p> <ul style="list-style-type: none"><li>• The Pending to Disposal (PDR) ratio tells us approximately how long it will take us to deal with the current pending caseload based on recent performance</li><li>• Target<ul style="list-style-type: none"><li>○ Aim for our PDR to be as low as possible<ul style="list-style-type: none"><li>▪ 1 or below for a higher court</li><li>▪ 0.5 or below for a lower court</li></ul></li></ul></li><li>• In this case the<ul style="list-style-type: none"><li>○ Pending to disposal ratio is: <math>200/100 = 2</math></li><li>○ This equates to approx. 2 years worth of work.</li></ul></li></ul>	 <p><b>Pending to Disposals</b></p> <table border="1"><thead><tr><th>Category</th><th>Cases</th></tr></thead><tbody><tr><td>Pending</td><td>200</td></tr><tr><td>Disposal</td><td>100</td></tr></tbody></table>	Category	Cases	Pending	200	Disposal	100
Category	Cases							
Pending	200							
Disposal	100							





Performance Area Outcome	Indicators/Measures	Graphic																
<p>Efficiency and delay prevention</p> 	<ul style="list-style-type: none"><li>8. <b>Attendance rate - How many times parties attend a court proceeding, on average, prior to disposal. (Sometimes called continuance rate or adjournment rate.)</b></li><li>• Target - Lower is better BUT sometimes greater is good.</li></ul>	<h3>Closed Cases</h3> <p>Refreshed 14/09/2020</p> <p>Select Location: All   Select Judicial Officer: All</p> <p>Select Jurisdiction: Magistrates Court   View Outcomes   View Detail</p> <p>Reset</p> <p>Average Case Duration: <b>175 days</b></p> <p>Average Attendance Rate: <b>3.0</b></p> <p>Number of Closed Cases: <b>646</b></p> <p>Number of Criminal Cases Per Year</p>  <table border="1"><caption>Number of Closed Cases Per Month</caption><thead><tr><th>Month</th><th>Number of Closed Cases</th></tr></thead><tbody><tr><td>Jun</td><td>67</td></tr><tr><td>Jul</td><td>60</td></tr><tr><td>Aug</td><td>113</td></tr><tr><td>Sep</td><td>52</td></tr><tr><td>Oct</td><td>44</td></tr><tr><td>Nov</td><td>65</td></tr><tr><td>Dec</td><td>25</td></tr></tbody></table>	Month	Number of Closed Cases	Jun	67	Jul	60	Aug	113	Sep	52	Oct	44	Nov	65	Dec	25
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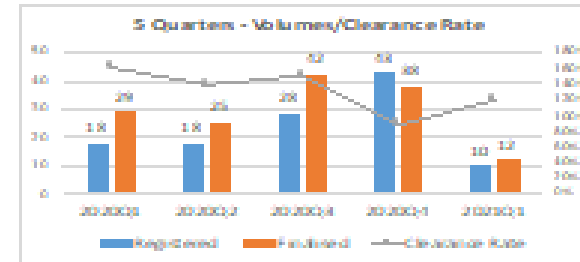


## SAMPLE COURT PERFORMANCE REPORT

### ALL SUPREME COURT QUARTERLY PERFORMANCE REPORT

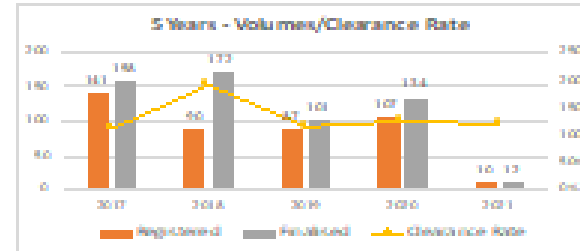
#### Case Volumes and Clearance Rate

Previous 5 Quarters	Registered	Finalized	Clearance Rate
2020Q1	18	29	161%
2020Q2	18	25	139%
2020Q3	38	42	150%
2020Q4	43	38	88%
<b>2021Q1</b>	10	12	120%
<b>Total/clearance rate</b>	<b>117</b>	<b>146</b>	<b>125%</b>



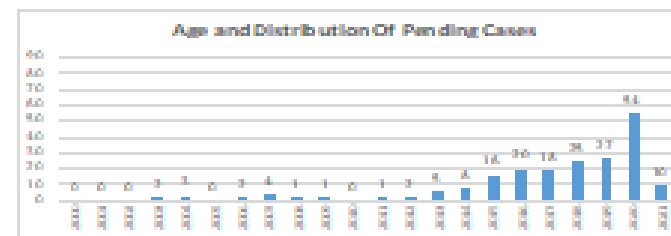
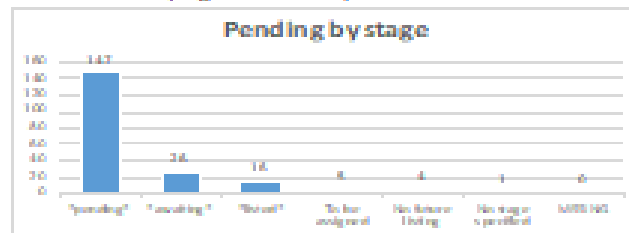
#### Calendar

Previous 5 Calendar Years	Registered	Finalized	Clearance Rate
2017	141	158	112%
2018	90	172	191%
2019	87	101	116%
2020	107	134	125%
<b>2021</b>	10	12	120%
<b>Total/clearance rate</b>	<b>435</b>	<b>577</b>	<b>133%</b>



#### Pending Workload

Current Pending	199	cross
Average Age of Pending	1276	down
Pending to Disposal Ratio (PDR)	1.7	
(target - less than 1)		





## SAMPLE COURT PERFORMANCE REPORT cont'd

### Timeliness of Disposals

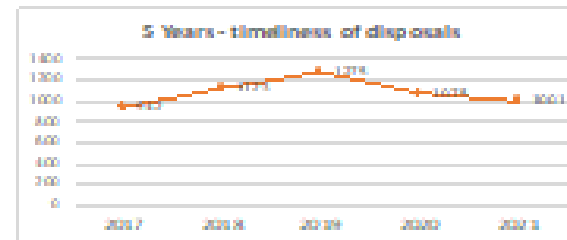
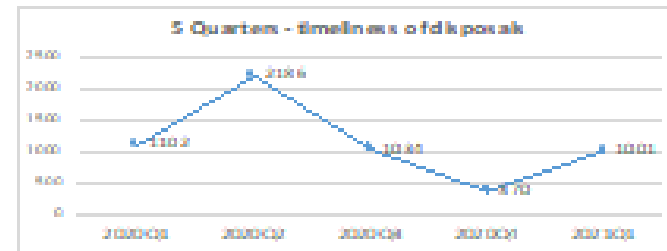
Average Age to dispose cases (days)

#### Previous 5 Quarters

2020Q1	1302
2020Q2	2386
2020Q3	1004
2020Q4	370
<b>2021Q1</b>	<b>1001</b>
Average of the 5 periods	1059

#### Previous 5 Calendar Years

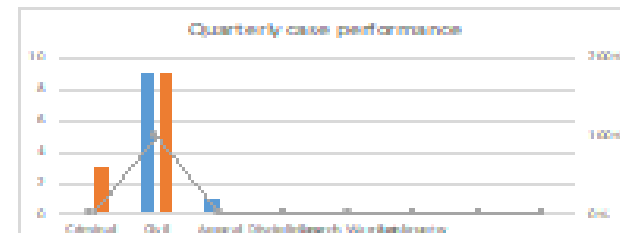
2017	942
2018	1123
2019	1275
2020	1075
<b>2021</b>	<b>1001</b>
Average of the 5 years	1085



### Commentary

### Quarterly Volumes

	Q1 2021		Clearance Rate
	Registered	Finalized	
Criminal	0	3	100%
Civil	9	9	
Appeal	1	0	
Disciplinary	0	0	
Search Warrant	0	0	
Bankruptcy	0	0	





Comments and observations about the current situation. You may refer to the above indicators, user survey results, reports, feedback and other sources.

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**EFFICIENCY AREA 1: CURRENT SITUATION SELF RATING RESULT**

Based on the information and indicators in Area 1, how would you rate the overall efficiency of your court on a scale of 1 – 100 where 100 is the best?

Answer      %



## EFFICIENCY AREA 2: LEADERSHIP

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes, we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Leadership Actions		Rating	Comment	In Plan?
1	There is a team comprising of actors <i>across the sector</i> , including lawyers, who are responsible for improving justice services			
2	The court takes a leadership role across the sector to improve efficiency in caseflow			
3	Judges and court leaders work together to ensure cases are not delayed			
4	Presiding judges and court personnel in leadership positions are skilled in leadership and management			
5	Leaders are held accountable for their performance			
6	Leading judges and court staff court performance reports to monitor timeliness and productivity			
7	Leaders use time goals and other targets to measure delay and create a commitment to timeliness			
8	Judges and court personnel understand their role in the caseflow process and this role is written into position descriptions or policy			
9	Judges hold judge meetings regularly and discuss caseflow, delay and progress in preparing reserve judgments			
10	The court controls the pace of litigation, not the parties			
11	Judges are provided and use personalized reports each month about active cases in their dockets that includes case progress against time goals and the number and age of reserve judgments			
12	The court is continually seeking to improve its case management systems whether manual or computerized.			
	Total			
	Maximum score	60		
	Divide total score by maximum score x 100 to find your % result			



### EFFICIENCY AREA 3: PROCEDURES

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes, we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Procedural Actions		Rating	Comment	In Plan?
1	The court has a framework of case management powers in statutes with rules, procedures and practice directions which are regularly reviewed			
2	Judges and court staff are knowledgeable about the case management framework and comply with them in their daily work			
3	Every case is screened early by a judge (no more than 48 hours from filing) for its compliance with filing requirements and to determine case characteristics for case differentiation			
4	The court has a policy regarding differential case management			
5	Cases involving children as defendants or victims are automatically differentiated and prioritised			
6	Family violence matters are prioritised			
7	Cases where the defendant is remanded in custody are differentiated and prioritised			
8	The court uses colour coding on files and documents for differentiated cases			
9	The court has alternative dispute resolution options such as mediation, judicial settlement conferencing and uses them			
10	The court recognises that most disputes do not end in a trial and therefore, stimulates the parties toward alternative dispute resolution options and settlement			
	Total			
	Maximum score	50		
	Divide total score by maximum score x 100 to find your % result			



### EFFICIENCY AREA 4: JUDICIAL MANAGEMENT

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes, we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Judicial Management Actions		Rating	Comment	In Plan?
1	Court users understand that the court controls the pace of litigation			
2	Judges supervise cases continually and there are few cases without a future listing date			
3	The court has published guidelines regarding recusal and conflicts of interest			
4	Judges hold case management conferences and set timetables to assure the thorough and timely preparation of cases			
5	Trials are prepared in detail and in advance considering the structure, length and presentation of testimony i.e.: affidavit evidence, oral evidence, special needs of witnesses and victims			
6	The court has an agreed and published adjournment (continuance) policy that is complied with			
8	It is very unlikely that trials will be adjourned on the day of trial commencement			
9	Trials are never adjourned because the court is not ready or doesn't have resources			
10	The court monitors trial date and important event vacation rates			
7	The court has a reliable capacity to take remote testimony using video technologies			
11	Judges know how to deal with poor performance by lawyers			
	Total			
	Maximum score	55		
	Divide total score by maximum score x 100 to find your % result			



### EFFICIENCY AREA 5: CASELOAD CONTROL

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes, we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Caseload Control Actions		Rating	Comment	In Plan?
1	The court divides the current caseload into an “active pending list”, “inactive pending list” and separates out enforcement and bench warrant cases from these lists			
2	Every case in the “active pending list” has a date diarised for a future court, administrative event or other action			
3	Cases are assigned to judges using a random allocation system			
4	Judges with a recognized specialised expertise in an area of law are generally allocated those cases			
5	Cases are distributed evenly amongst judge dockets			
6	Judges are satisfied with their (centralized or individual) docket system			
7	The number of cases in individual judge is fair and equalized from time to time			
8	The court has a manual of instructions for caseload management, and all staff and judges have access to it and are knowledgeable of its contents and put it into practice			
9	There is continual oversight of enforcement proceedings			
10	The court completes a thorough Caseload Audit annually			
	Total			
	Maximum score	50		
	Divide total score by maximum score x 100 to find your % result			





### EFFICIENCY AREA 6: DELAY MANAGEMENT

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes, we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Delay Management Actions		Rating	Comment	In Plan?
1	Registry services are efficient and timely and there are benchmarks times for service			
2	Judicial and administrative leaders are constantly aware of the size and nature of the pending caseload and in particular, the nature and levels of delay			
3	Leaders know if and at which stage, cases are delayed, and the number of cases delayed			
4	Leaders take active backlog reduction action as soon as a backlog is detected			
5	There is no delay in the writing and delivery of reserve judgments			
6	There is no delay in the disposition of cases			
	Total			
	Maximum score	30		
	Divide total score by maximum score x 100 to find your % result			



### EFFICIENCY AREA 7: COURT PERSONNEL PARTICIPATION

Consider each statement and provide a response using the following rating scale: 1 | We don't do that yet. 2 | Needs a lot of improvement. 3 | Needs some improvement. 4 | We need a little improvement. 5 | Yes we do that really well 😊 NB: if you don't need to do the action either replace it with another action relevant to you or, give yourself a 5 to neutralise the scorecard mark.

Court Personnel Participation Actions		Rating	Comment	In Plan
1	Court personnel are confident in their roles and believe they provide excellent service (internally and externally)			
2	Court personnel produce accurate performance reports for court leaders each quarter			
3	Registry personnel screen filings to ensure they are compliant and complete			
4	Court personnel are competent and maintain accurate, tidy and up-to-date records including the Case Tracking System			
5	All files and documents are found without delay in the place they should be			
6	Court personnel are effective at dealing with and resolving complaints			
7	Court personnel are involved in innovation and improvement plans and processes			
8	There is a protocol on how to make courts more accessible for people living with a disability			
9	Court personnel have training and education opportunities to help them build their knowledge and improve			
10	Court personnel are complimented and rewarded for efficient performance			
	Total			
	Maximum score	50		
	Divide total score by maximum score x 100 to find your % result			



Place each Efficiency Area score from the above 7 Areas into the table below. Now you can see at a glance the overall view of the performance of your court in each Area. You can use Excel to create a simple graphic result. This is useful for reporting purposes. Seeing your strengths and weaknesses can then help you determine which area the court needs to focus on to improve efficiency.

### Calculating your Efficiency Rating

– insert your results here

Efficiency Area	Efficiency Self - Assessment Results %
1. Current Situation	
2. Leadership	
3. Procedures	
4. Judicial Management	
5. Caseload Control	
6 Delay Management	
7 Court Personnel Participation	
OVERALL AVERAGE %	



Diagram 1 Example Efficiency Result



1ST INSTANCE COURT IMPROVEMENT PLAN	
AIM	•To conduct a fair trial efficiently within a reasonable time
OBJECTIVE	•To remove unacceptable delay in services and increase the predictability of time to disposition using time goals.
CURRENT SITUATION	• Little delay is reported, however there is a desire for improvements in JIS data collection and reporting to increase efficiency.

Strategy	Action	Location	Timing	Responsible	Indicator
1. Enhance & use internal performance reports	1.1 Develop and use report for the Court and Individual Judge Dockets including the tracking of time goals and priority cases eg: FPA and matters involving children. 1.2 Administrative Director to review with COC and MIS and Chief Justice to review/ approve 1.3 Training and Introduction 1.4 Monthly Use at Justice Meetings	Remote	30-Jul-17  30-Jul-17 28-Aug-17 Ongoing	PJSI  AD & COC AD & MIS SJ & AD	Report used on a monthly basis
2. Improve information capture on files	2.1 Use Colour Coding to distinguish case types 2.2 File Covers to contain vital information - at a glance 2.3 Number documents 2.4 Colour code for urgent/sensitive matters 2.5 Notate when & who updates JIS	Central	End 2017	COC & CC   COC & CC	Reduction in time taken to find files and information
3. Improve Reliability Information & Data Reliability	3.1 Conduct an inventory and ensure JIS is completely up-to-date & accurate.	Central	16-Oct-17	SJ & COC & CC	Low incidence of errors and
4. Enhance MIS	4.1 Capture information for annual report incl. gender & age disaggregation for petitioners, victims, offenders and include automatic calculation of ages 4.2 Give permissions to Judge and Chamber Clerk to pull up reports 4.3 Include a an "Inactive List" and drop downs for "off island" and "bench warrant" 4.4 Drop down for minors as victims 4.5 Explore linkages to Probation Office for core dates and tasks and reminders 4.6 Update & upgrade report for Next Scheduled Event 4.7 Enhancement required to link fines paid to files - generation of electronic report & noting of payments.	Central	end 2017	AD & MIS	Increased usage, reliability & reporting using JIS.
5. Reduce waiting times for juveniles issued with a citation	5.1 Provide another return date on Fridays for Citations.	Central	5-Jul-17	SJ & CCI	Two return dates per week for juvenile citations

Outcome	Systemed monitoring, identification and removal of delay. Time Goals are monitored and met. Improved systems & processes & caseload management Juveniles justice services are improved
Output	More cases disposed of within time goals Performance reports which are used by leaders to manage the case progress and monitor delay Improved JIS system Reduced waiting time for juvenile citation cases

Legend:	SJ Senior Judge
	AD Administrative Director
	COC Clerk of the Court
	CC Chamber Clerk
	MIS Manager Information
Systems	PJSI Efficiency Adviser

Inventory Checklist	
a	JIS Check List for accuracy and completion
b	Parties are correct
c	Lot number is entered and correct in land matters
d	Name of land is correct
e	Worksheet number is correct
f	Status is entered
g	Next scheduled event is entered (EVERY CASE IS TO HAVE A NEXT SCHEDULED EVENT)
h	File location - for file logistic tracking - this must be filled out each time the file is moved to another person/location.
i	Check scanning is completed

## EFFICIENCY IMPROVEMENT PLAN

Your last step in completing the Efficiency Review is to create an Improvement Plan. In the review process you have already identified the items to be included in your plan. Based on those items and the views of the team you can determine the strategies and actions needed to realise improvements and allocate responsibilities for completion.

As a guide, here is a sample plan used in a PIC. The plan is easily created in Excel or in MS Word using a table.

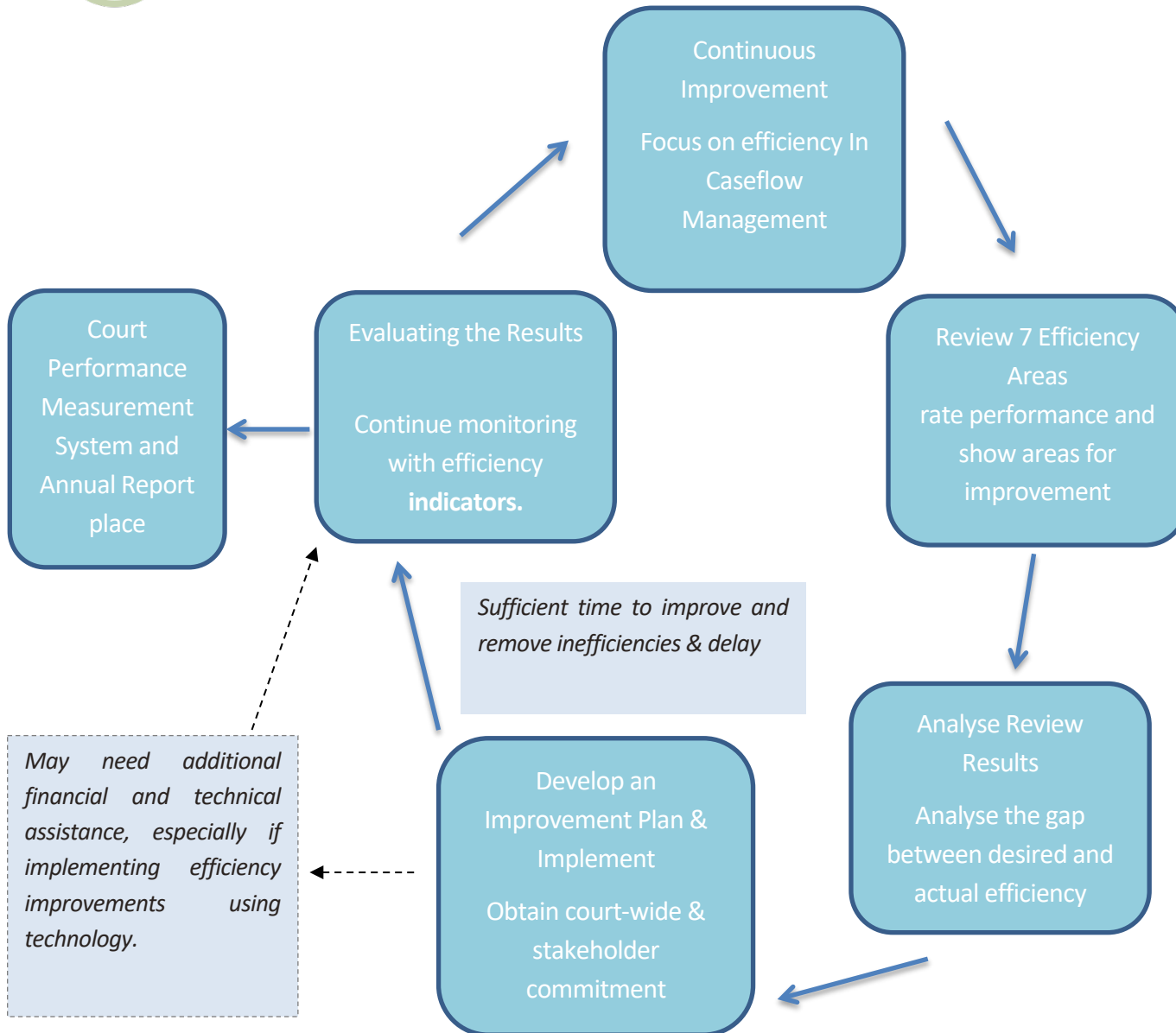
To ensure success your Chief Justice/presiding judge who will review it and consider questions of resources must approve the plan.

This Review and planning process is not a one-off event. It is a part of a continuous cycle of improvement, as represented on the following page.




## IMPROVING EFFICIENCY IS A CONTINUOUS CYCLE

Achieving sustainable improvement requires a sustained effort. By conducting this review annually, you can measure your progress and can see and be proud of your achievements.



## CONGRATULATIONS ON COMPLETING YOUR EFFICIENCY REVIEW



The information in this publication may be reproduced with suitable acknowledgement.

This Efficiency Review is to be used in conjunction with the Efficiency Toolkit – Court caseflow management and Additional Materials.

Toolkits are evolving and changes may be made in future versions. For the latest version of the Toolkits refer to the website -

<http://www.fedcourt.gov.au/pjsi/resources/toolkits>

Note: While every effort has been made to produce informative and educative tools, the applicability of these may vary depending on country and regional circumstances.

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