

STRATEGY C1: TO DELIVER CLIENT FOCUSED AND QUALITY LEGAL SERVICES

Projects		KPIs			Outputs	Performance against KPIs	Variance in performance against target
		Measures	Targets				
			Quality	Quantity			
Proactive Supervision at courts	Court observations			CA Risk Profile H - bi-Monthly; M - monthly; L - quarterly;	Court observation model implemented	All JCs were required to conduct court observation reviews based on a model developed for practitioners. 94% of JCs that were audited upto Q4 were found to have implemented proper controls to manage the performance of practitioners at court.	Only 4 of the 64 JCs did not implement this programme fully. A lack of management oversight would be one reason why this programme was not fully implemented at these 4 JCs. Regional legal teams will ensure that JC legal managers are made aware of their requirements in monitoring practitioner performance at court.
				CA Risk Profile			
Consultation & preparation for cases				One day a week per practitioner reserved for consultation and preparation	Increased practitioner consultation & preparation time	RO legal audits confirmed that 98% of JCs set aside a day per week per practitioner for the purposes of consultation and preparation of their cases. However, low practitioner per court ratios have created challenges at a few JCs with regards the full implementation of this programme. A JC management survey conducted in Q2 confirmed the implementation of this requirement. A follow up survey done in Q4 confirmed that 95% of JCs plan a weekly consultation/preparation day.	A few JCs have reported that due to insufficient practitioner per court ratios, it was not possible to allow the one day per week consultation and preparation day. In these instances, it could have been extended to once every fortnight.
Preparation of cases for high courts and higher courts	Support programme in place for all HCU practitioners				HCU practitioners supported in all their matters	HCU managers supported HCU practitioners in the performance of their work. This included the review of all heads of arguments prior to filing them at court. The recent appointment of senior litigators increased support for practitioners in more complex matters.	