



Legal Aid
South Africa

Your voice. For justice.



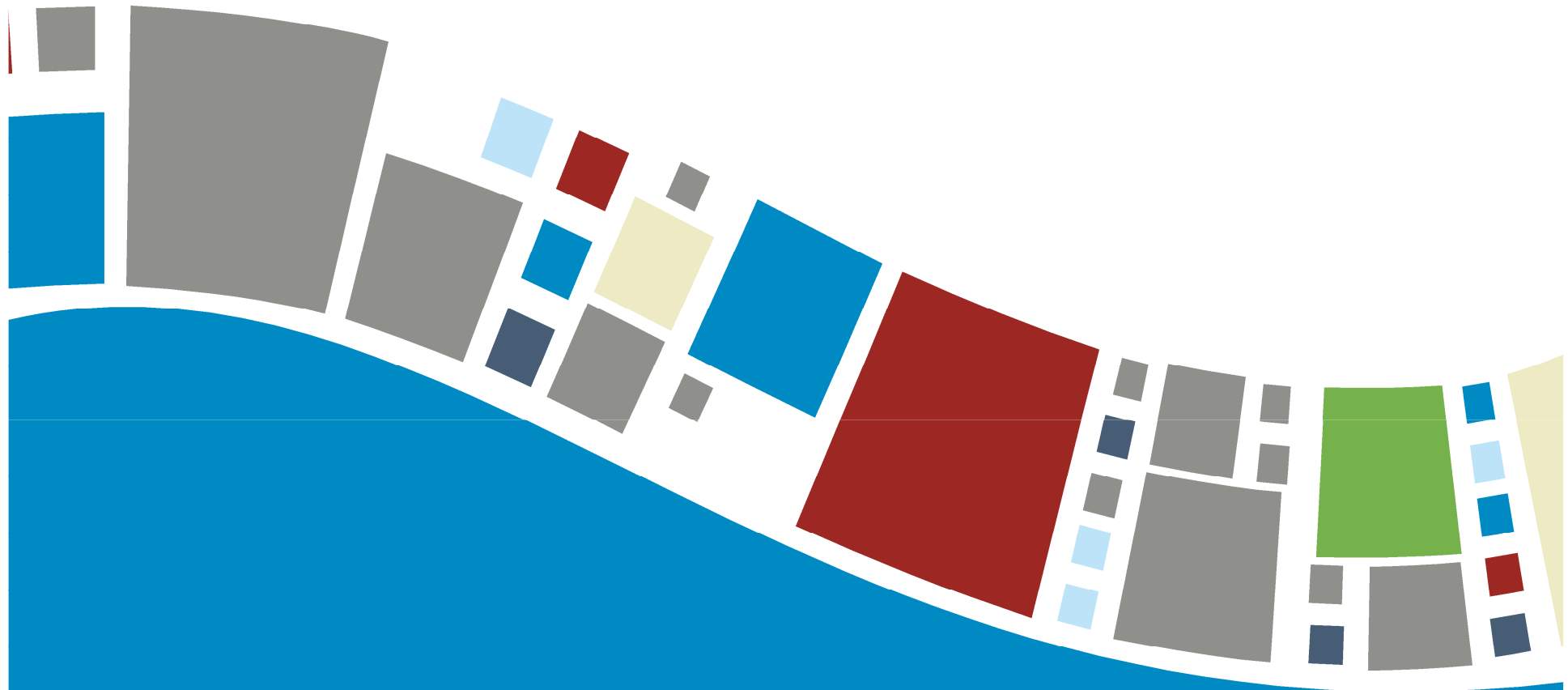
Report on Performance
Quarter 1 – April – June 2010
Briefing of Parliamentary Portfolio Committee on Justice

September 2010

Report on Performance – Quarter 1 2010/11

Reporting in terms of Balanced Scorecard Components in Business Plan

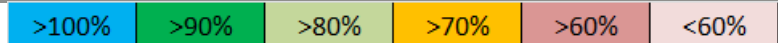
1. Overall Performance
2. Client & Community
3. Finance & Sustainability
4. Business Processes
5. Employee & Organisational Capacity
6. Summary of Performance for Quarter 1



Overall Performance – Quarter 1 2010/11

Overall Performance

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD				
	No.	%	No.	%	No	%	Performance against Target		
Delivery of Business Plan			-		-				
Client Community			On track		On track				
Financial Sustainability			On track		On track				
Business Processes			On track		On track				
Employee & Organisational Capacity			On track		On track				
Quarterly/Annual Report/s	5		1		1				5
Parliamentary Briefings	n/a		1		1				1





Client & Community Performance Quarter 1 2010/11

Client Community – New & Finalised Matters

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%		No. / %	
New Legal Delivery Matters			109,792		109,792				415,511
Justice Centres	343,109		103,118		103,118	120%			387,376
Judicare	-		5,710		5,710	Within Budget			24,672
Co-operation Partners	-		964		964	on Track			3,463
Finalised Delivery Matters			92,991		92,991				
Justice Centres	343,109		86,976		86,976	101%			397,788
Judicare	-		5,172		5,172				22,011
Co-operation Partners	-		730		730				2,921

Client Community – Criminal & Civil



INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Criminal new matters	-		102,225		102,225				387,121
Civil new matters	-		8,204		8,204				29,028
Justice Centre									387,376
Criminal	308,798		96,106		96,106		124%		362,180
Civil	34,311		7,012		7,012		82%		25,196
Judicare									24,672
Criminal	-		5,710		5,710				362,180
Civil	-		268		268				25,196
Co-Operation Agreements	-		964		964				3,463
Criminal	-		116		116				1,157
Civil	-		848		848				25,196
General Advice	-		50,916		50,916				211,874



Client Community – Children’s Matters

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD				
	No.	%	No.	%	No	%	Performance against Target		
Children Awaiting Trial (> 1 month in custody)									
New	-		184		184				
Finalised	-		296		296				
Pending	-		161		161				
Children - Total matters	-		11,004		11,004				59,266
Children - new criminal matters	-		10,120		10,120				54,781
Children - new civil matters	-		884		884				4,485

Client Community – Pending & Backlog Matters

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD				
	No.	%	No.	%	No	%	Performance against Target		
Pending Matters									
Pending Matters - JC	-		181,078		181,078				164,169
Pending Backlog DC - Total (JC)	-		114,253		114,253				
DC Matters > 6month	-	20%	18,237	16%	18,237	16%	4% > target		13,292
Pending Backlog RC - Total (JC)	-		39,330		39,330				
RC Matters > 9 months	-	20%	9,990	25%	9,990	25%	5% < target		8,436
Pending Backlog HC (JC)	-		4,181		4,181				
HC Matters >12 months	-	25%	1,203	29%	1,203	29%	4% < target		1,044

Client Community – legal services delivery - Quality



INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Quality Monitoring									
CAs - JC File Audit Score	-	80%	-	87%	-	87%	7% > target		
CAs - JC Court Observation Score				n/a		n/a			
CAs - IA(LQAU) File Audit score				86%		86%			
CAs - IA(LQAU) Court Observation				85%		85%			
PAs - JC File Audit Score	-	85%	-	90%	-	90%	5% > target		
PAs - JC Court Observation Score				n/a		n/a			
PAs - IA(LQAU) File Audit score				90%		90%			
PAs - IA(LQAU) Court Observation				92%		92%			
HCU PAs - JC File Audit Score	-	90%	-	93%	-	93%	3% > target		
HCU PAs - JC Court Observation				n/a		n/a			
HCU PAs-IA(LQAU) File Audit				87%		87%			
HCU PAs- IA(LQAU) Court Observation				95%		95%			



Client Community – Community Outreach

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD				
	No.	%	No.	%	No	%	Performance against Target		
Community Outreach Programmes									
Prison Cells Branding	256		33	13	33	13	52%		61%
Police Cells Branding	256		35	13.6	35	13.6	55%		61%
Court Branding	256		36	14	36	14	56%		36%
Fair Play	256		64	25	64	25	100%		106%
Public Lectures	64		22	34	22	34	138%		167%





Finance & Sustainability Performance Quarter 1 2010/11

Increasing Access to Justice – Finance & Sustainability

LEGAL AID SOUTH AFRICA - GOVERNMENT GRANT ALLOCATIONS

Year	New Funding	Case Backlog	Total Government Grant
2008/09	R 55,000,000	R 24,600,000	R 869,551,083
2009/10	R 60,000,000	R 20,000,000	R 918,243,959
2010/11	R 40,000,000	R 25,000,000	R 1,069,981,429
New Funding and Case Backlog funding are included in the government grant			

Increasing Access to Justice – Finance & Sustainability

Budget 2010-11

Description	Budget 2009/10	Budget 2010/11	%
Salaries and related costs	R 620,455,398	R 740,571,462	19
Case backlog	R 20,000,000	R 25,000,000	25
Direct expenditure	R 102,415,823	R 174,154,793	70
Operating expenditure	R 191,084,291	R 207,075,982	8
Capital expenditure	R 27,057,813	R 20,210,919	(25)
Total Budget	R 961,013,325	R1,167,013,156	21

Increasing Access to Justice – Finance & Sustainability

EXPLANATIONS FOR VARIANCES

- Salaries and related costs increased by 19% due to:
 - Cost of living increase (COLI) 6%
 - Performance progression increase (PPI) average 3%
 - Legal Aid Advice Line 1%
 - OSD phase 2 funding 5%
- Direct expenditure increased by 70% due to:
 - 2010 FIFA world cup funding (once-off received from DoJ)
 - Funding for new legislation i.e Child Justice Act and Child Act
 - Judicare contingent liability funds

Increasing Access to Justice – Finance & Sustainability

Budget to expenditure as at 30 June 2010

	BUDGET	EXPENDITURE	VARIANCE	% available
Operating Expenditure	R'000	R'000	R'000	
Compensation of employees	759,893	169,326	590,567	78
Goods and services	357,703	95,530	262,173	73
Office rental	29,206	9,212	19,994	68
Total Operating	1,146,802	274,068	872,734	76
Capital expenditure	20,211	12,686	7,525	37
TOTAL	1,167,013	286,754	880,259	75

- Office rental is payable in advance, therefore includes 4 months expenditure
- Capital expenditure includes orders for capital expenditure placed in 2009/10 financial year but delivered in 2010/11 financial year. Awaiting response on application for rollover

Finance & Sustainability – Budget & Payments

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Budget	-		1,167,013,156		1,167,013,156				961,013,325
MTEF Allocation	-		1,045,781,429		1,045,781,429				918,243,959
Expenditure (% of budget)	-	98%	286,754,000	25%	286,754,000	25%	On target		99.40%
Payments (%) within 30 days									
Judicare	-	100%		99.6%		99.6%			97%
Creditors	-	100%		99.9%		99.9%			99%
Salaries	-	100%		100%		100%			100%
AFS reporting issues									
Fraud reported	-								

Finance & Sustainability – SCM & Board

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Supply Chain Management									
BAC Meetings	12		4		4		On Track	28	
SCM Compliance Deviations	-	100%	-	100%	-	100%	On target	-	
Business Continuity/ Crisis contingency plan in place	-		on track		on track			-	
Board									
Meetings	4		1		1		On target	4	
Training	2		-		-			3	
"Succession planning (new, renewal)"			-		-				

Finance & Sustainability – Audit Reports



INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Auditor-General Report									
AG Overall Report (2009/10)	Unqualified	N/A	N/A	N/A	N/A	N/A		unqualified	
AG Matters of Emphasis/mention (2009/10)	0	N/A	N/A	N/A	N/A	N/A		-	
AG Management Letter- findings (2009/10)		N/A	N/A	N/A	N/A	N/A			
Recommendations Implemented (2009/10)		100%	N/A	N/A	N/A	N/A			
Internal Audit Reports									
IA Coverage - completed reports	94		22	23%	22	23%		98	
IA Report - total findings			34		34			299	
IA Recommendations Implemented 2009/10		100%	22	71%	22	71%		268	
IA Recommendations Outstanding 2009/10			9	29%	9	29%		31	





Business Processes Performance Quarter 1 2010/11

Business Processes – IT Platform

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD				
	No.	%	No.	%	No	%	Performance against Target		
System Availability (%)	-	95%	-	99.89%	-	99.89%	4.89% > target		1
User support (% calls within agreed time)	-	95%	-	92.67%	-	92.67%	3% < target		9,579
IT Security - viruses blocked at firewall	-	99%	-	100%	-	100%	1% > target		2,051
IT Security - virus contamination detected on desktops	-	99%	-	98%	-	98%	1% < target		13,372
"Employees: malicious, fraud and theft, system bugs, systems sabotage"	-	0%	-	0%	-	0%	On target		
"System enhancements (no. completed)"	No Target		-	14	-	14			
Business Intelligence - available	-	95%	-	98%	-	98%	3% > target		1
Disaster Recovery - tested successfully	-	100%	Done once a year in Q4		Done once a year in Q4				Successful



Employee & Organisational Capacity Performance – Quarter 1 2010/11

Employee & Organisational Capacity – Infrastructure & Staffing

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			No. / %
Infrastructure									
Justice Centres (JC)	64		64		64		On track	64	
Satellite Offices (SO)	64		64		64		On track	63	
Legal Staffing									
PAs	854	96%	798		798		93%	781	
CAs	650	96%	618		618		95%	569	
Legal Supervisory Staff/Managers	286	96%	263		263		92%	252	
Staffing									
Establishment (budgeted posts)			2,595		2,595			2,513	
Number of staff (recruited)		96%	2,434	94%	2,434	94%		2,352	
Number of Lawyers			1,855	76%	1,855	76%		1,619	

Employee & Organisational Capacity – Staff Training

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Legal Development (training hours)									
- legal staff (10 hours/legal staff)	19,080		4,336	23%	4,336	23%	On target		24,976
- JCEs (16 hours per JCE)	1,024		432	42%	432	42%	On target		1,352
National Operations (training hours)									
- CA (36 hours per CA)	20,236						On target		32,189
- PA (24 hours per PA)	18,612						On target		38,527
non-legal training									
- Non-legal staff (32 hrs per staff)	13,792		840	6%	840	6%	below target		12,999
- Managers (16 hrs /manager)	2,000		1,768	88%	1,768	88%	On target		4,659



Employee & Organisational Capacity – Employee Relations

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Employee Relations									
Grievances	49	2% of total staff	7		7			36	
Disciplinary hearings	61	2.5% of total staff	4		4				
Disciplinary Matters	61	2.5% of total staff	36		36			195	
New Labour disputes	24	1% of total staff	4		4			27	
Health & Safety									
Injury on Duty	24	1% of total staff	3	0.12	3	0.12	exceeding targets	15	
Performance Management									
Performance contracts in place	-	100%	-	100	-	100	On track	100%	
Performance reviews finalised									
-mid-year (2010/11)		100%							
-end-year (2009/10)		100%	-	100	-	100	On track		

Employee & Organisational Capacity – Employment Equity

INDICATOR	PERFORMANCE - 2010/11							Heat map	2009/10 No. / %
	Annual Target		Q1		YTD		Performance against Target		
	No.	%	No.	%	No	%			
Senior Management									
Africans	-	68.7%	48	48.5%	48	48.5%	20.2% < target	64.4%	
Blacks	-	91.2%	70	70.7%	70	70.7%	20.5% < target	92.5%	
Women	-	44.1%	36	36.4%	36	36.4%	7.7 % < target	48.6%	
Middle Management									
Africans	-	68.7%	663	58.4%	663	58.4%	10.3% < target	64.4%	
Blacks	-	91.2%	897	79.0%	897	79.0%	12.2% < target	92.5%	
Women	-	44.1%	440	38.8%	440	38.8%	5.3% < target	48.6%	
Skilled & qualified workers (level 5-9)									
Africans	-	68.5%	161	83.0%	161	83.0%	14.5% > target	64.4%	
Blacks	-	91.2%	188	96.9%	188	96.9%	5.7% > target	92.5%	
Women	-	44.1%	100	51.6%	100	51.6%	7.5% > target	48.6%	

Employee & Organisational Capacity

- ❑ The main training and development programmes in Q1 were corporate related training e.g. Computer literacy
- ❑ Legal Aid SA has a leadership development program formed in partnership with WITS Business School as from 2009/10 FY. In this calendar year about 30 managers have been placed on this program. attended their 1st session in Q1.
- ❑ All managers have been introduced to our Value-Based Leadership program which is intended to transform our management practices, maintaining our performance while increasing focus on people issues within the workplace.
- ❑ We have completed an Organisational Climate survey to inform managers on the perceptions and views of employees on prevailing management practices. Following this survey -
 - ❑ All managers have undergone value orientation assessment , a self-awareness report on ones' value system and how they can align it to organisational values and norms.
 - ❑ Other interventions will continue in the next quarter



Summary of Performance Quarter 1 2010/11

Challenges of Quarter 1 2010/11

Client & Community & Stakeholder & Shareholder Strategies

- Increased Judicare costs for high court matters.
- Limited capacity for civil legal aid.
- Matters exceeding target turnaround times for RC and HC matters still at high levels.

Finance & Sustainability Strategies

- Budgetary constraints remain a challenge
- OSD funding shortfall not yet resolved

Business Processes (Internal) Strategies

- The critical areas remaining are in the lack of capacity and capability of the current IT infrastructure to support:
 - Training by use of e-learning initiatives;
 - HR administration which requires online HR updates such as staff leave applications;
 - Decision Making processes in having a full roll out of our Business Intelligence (BI) Systems.

Employee & Organisational Capacity Strategies

- Legal Practitioner / court ratio still below target
- High numbers of staff disciplinary matters
- Employment Equity targets for Black persons at senior management not achieved
- IT infrastructure platform inadequate

Summary of Performance Quarter 1 2010/11

Client & Community & Stakeholder & Shareholder Strategies

- 109,792 new matters taken on in Q1.
- 50,916 clients assisted with general advice matters.
- 11,004 children assisted.
- 181,078 matters pending at end of Q1.
- Rebranding roll-out programme on course, covering all SABC radio stations, and targeted static and mobile bill boards

Finance & Sustainability Strategies

- Legal Aid SA as a business operating well without crisis management
- 100% Compliance on procurement
- Board successfully managing governance
- Succession planning of Board members on track

Business Processes (Internal) Strategies

- Annual Financial Statements for 2009/2010 submitted and approved by Board in May 2010 and submitted to National Treasury and Auditor General timeously.

Employee & Organisational Capacity Strategies

- A leadership programme implemented and was the programme was extended to include all supervisors and managers.
- legal and non-legal training targets being achieved

Highlights of Quarter 1 2010/11

Client & Community & Stakeholder & Shareholder Strategies

- Reduction in the numbers of children awaiting trial for greater than 1 month in custody.
- All categories of practitioners achieved their quality scores
- An increased number of public lectures at local communities

Finance & Sustainability Strategies

- Unqualified Audit report for the 9th years in succession with 5 years without matters of emphasis for FY 2009/10

Business Processes (Internal) Strategies

Employee & Organisational Capacity Strategies

- 30 managers placed on a leadership development program
- Completion of an organisational climate survey to assess employee perceptions and thus put actions to improve work environment