



STAKEHOLDER SATISFACTION



SURVEY RESULTS 2023

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Summary

Timing

The survey ran from 11/01/23 to 25/01/23.

Response Rate

Out of the 32 stakeholder organisations contacted, 24 completed the survey, a response rate of 75%. This was a 5% increase on the 2022 survey.

Overall Results

Stakeholders were asked to select weightings on questions based on the NIJAC Values from 'Very Satisfied' to 'Very Dissatisfied'. It should be noted that no respondents selected a weighting lower than 'Neither Satisfied or Dissatisfied' on any of the NIJAC Values questions.

Stakeholders were also asked to consider if NIJAC met two strategic outcomes based on a rating scale from 'Strongly Agree' to 'Strongly Disagree':

- 91.7% strongly agreed or agreed that NIJAC contributes to increasing public confidence in the judiciary through meritorious appointments.
- 95.8% strongly agreed or agreed that NIJAC is an open, transparent and well run organisation.

The Overall Satisfaction rate increased this year, by 6.2%, with 100% of respondents stating they were overall 'Very Satisfied' or 'Fairly Satisfied' with NIJAC.

Comparative Results

A number of questions were repeated from the 2021/2022 survey and so comparative charts and tables are provided in the results where applicable. These should be treated with care as the stakeholder list has changed from 2021 to 2023 with updates and additions.

About This Report

This is NIJAC's third Stakeholder Satisfaction Survey. The aim of this survey is to better understand how NIJAC as an organisation lives and delivers against its' core values:



- **Collaboration** | Work together and with others to be a high quality and effective organisation
- **Respect** | Treat others with the same dignity and courtesy as we expect to be treated
- **Integrity** | Honest, independent, fair and professional
- **Openness** | Transparent and responsive in all that we do
- **Innovation** | Forward thinking and embrace opportunities for positive change

Since this survey has been issued in 2021 and 2022 NIJAC decided to include the same questions to continue to provide comparative data. The aim was to maintain the overall satisfaction rate from 2022 which was 93.8%.

Additionally, as part of NIJAC's strategic objectives a number of outcomes have been set in relation to surveying applicants and key stakeholders on a number of areas. We included two statements to help contribute to the measurement of these strategic outcomes:

- NIJAC contributes to increasing public confidence in the judiciary through meritorious appointments
- NIJAC is an open, transparent and well-run organisation

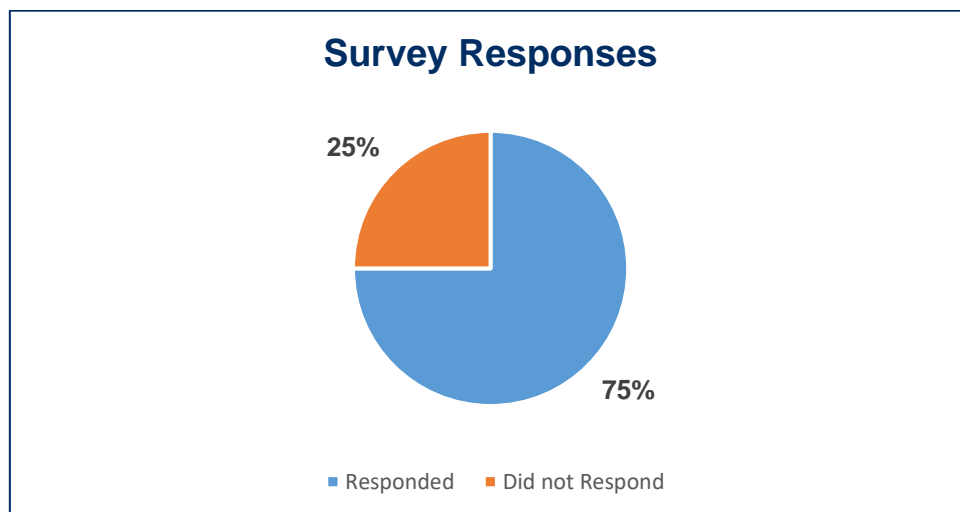
We identified 32 key stakeholder organisations/individuals to be invited to complete the survey. This list was curated based on those NIJAC meaningfully engaged with over the last year. These stakeholders are listed below:

Appeal Tribunals Bar Council of Northern Ireland Charity of the Year – NI Children’s Hospice Charity Tribunal Chief Executive Forum County Court Coroners Criminal Injuries Compensation and Appeals Panel Department for Communities Department for Economy Department of Justice Disability Action District Judge District Judge (Magistrates’ Courts) Executive Office Industrial Tribunals and Fair Employment Tribunal	Judicial Appointments Board Scotland Judicial Appointments Commission KPMG Law Society of Northern Ireland NI Audit Office NICTS – Head of Tribunals NICTS – Managements Services Branch NICTS – Lady Chief Justice’ Office NIPSA Northern Ireland Valuation Tribunal Queen’s University Review Tribunal Royal College of Psychiatrists Special Educational Needs and Disability Tribunal Supreme Court UK Victims’ Payments Board
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A formal invitation from NIJAC’s Chief Executive, Tonya McCormac, to take part in the survey was sent via email on the 11 January 2023. Three further reminders were issued during the two-week period the survey was open and it closed as planned on Wednesday 25 January 2023. One stakeholder asked for an extension and completed the survey a week later.

Response Rate

Of the 32 targeted stakeholders, 24 completed the online survey. This was a response rate of 75% - a 5% increase on last year’s survey.



General Results

Values

The summary table below illustrates the survey results and how each value included is assessed and weighted from 'Very Satisfied' to 'Very Dissatisfied'. It should be noted that no respondents selected a weighting lower than "Neither Satisfied or Dissatisfied".

Values	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Collaboration	91.7%	8.3%	0%	0%	0%
Innovation	54.2%	37.5%	8.3%	0%	0%
Integrity	91.7%	8.3%	0%	0%	0%
Openness (i)	83.3%	16.7%	0%	0%	0%
Openness (ii)	78.3%	17.4%	4.3%	0%	0%
Respect	91.7%	8.3%	0%	0%	0%
All Values	83.3%	16.7%	0%	0%	0%
Overall Satisfaction	83.3%	16.7%	0%	0%	0%

Strategic Outcomes

On the two strategic outcomes, respondents were asked to rate their agreement of the statements. It should be noted that of the 24 respondents who did rate these statements no respondents selected a weighting lower than "Neither Agree or Disagree".

Strategic Outcomes	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
NIJAC contributes to increasing public confidence in the judiciary through meritorious appointments	62.5%	29.2%	8.3%	0%	0%
Open, Transparent and Well Run	75%	20.8%	4.2%	0%	0%

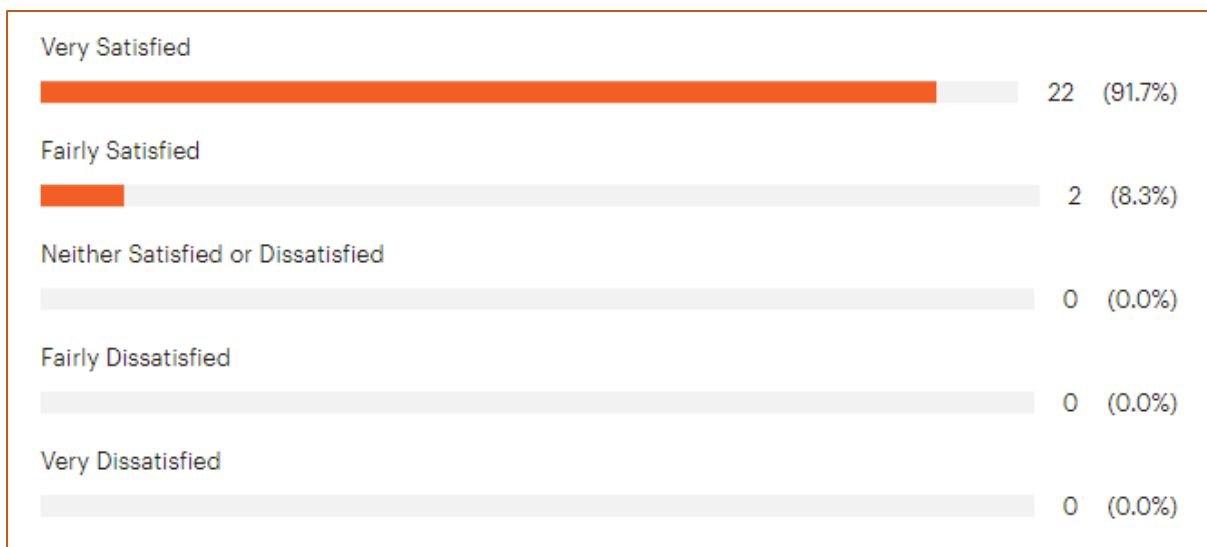
Survey Results – Values Based Questions



“Work together and with others to be a high quality and effective organisation”

COLLABORATION - How satisfied are you with NIJAC’s ability to work with you, your colleagues and provide high quality and effective service?

There were 24 responses to this question:



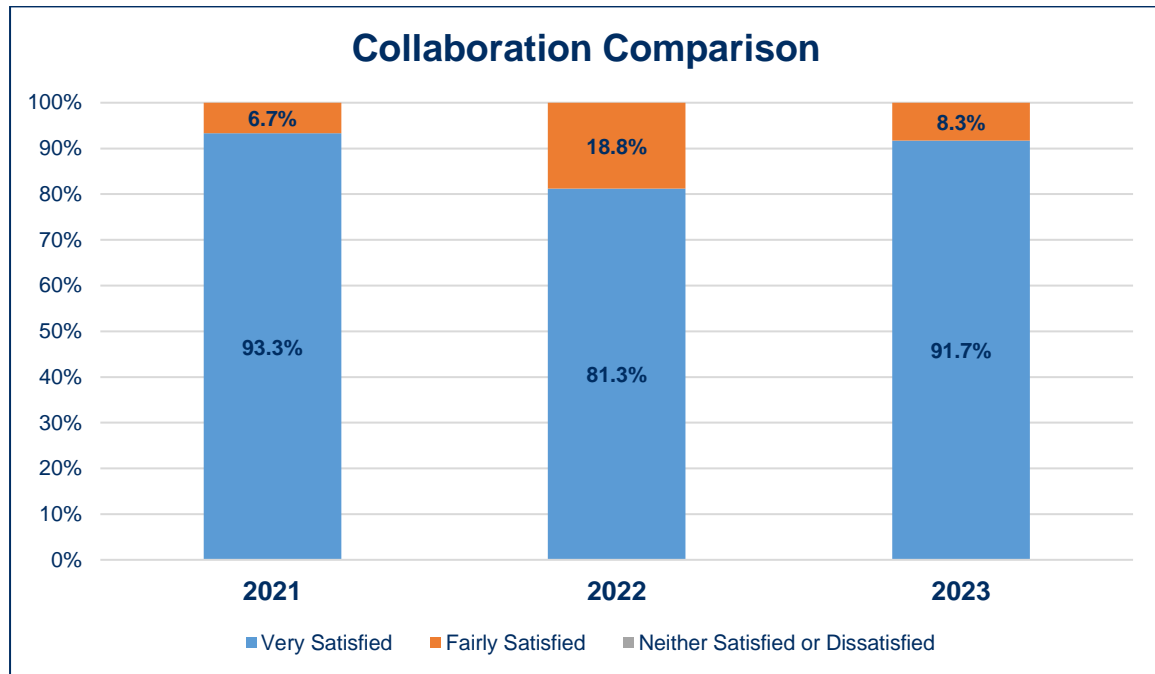
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	22	2	0	0	0
Percentage	91.7%	8.3%	0%	0%	0%

Additional Comments

- "NIJAC has always been very helpful at any time I've needed advice."
- "We have a good constructive working relationship with NIJAC. We are committed to working in partnership with NIJAC to ensure services are delivered in a manner which is consistent with public service values and have always found NIJAC a willing partner."
- "I answer this solely on the basis of being a Presider that has, from time to time, sat as an expert co-opted member in NIJAC competitions. "
- "NIJAC have at all times been very helpful and are always willing to provide advice and guidance."
- "NIJAC are always very willing to assist and provide advice and guidance"
- "NIJAC is very supportive of the QUB School of Law, and this year has facilitated a work placement of one of our students (lasting 100 hours)."
- "Both organisations have worked extremely well together on difficult recruitment issues."
- "I found April Matchett to be very accommodating and communication has been excellent."
- "I have found the service provided to be both professional and helpful both on the part of the administrative staff and the Commissioners. Once a scheme starts, they ensure you understand all the processes and make it clear they want the best outcome for you and your particular organisation. On one of the early occasions when I was co-opted in, very useful training was provided to ensure I understood the marking scheme. This was invaluable. This was also provided for any members I nominated."
- "Little direct interaction in recent times concerning direct recruitment to the Tribunal, but excellent service has been provided in the past and more recently some effective interactions regarding administrative matters and development of judicial appointment documentation."
- "Knowledgeable staff, easy to talk to, confident advice provided"
- "NIJAC led and organised a very successful Tripartite meeting of judicial appointments bodies in March 2021."
- "Overall, we enjoy a co-operative and supportive relationship. We have identified how improved exchange and analysis of data relating to applications for competitions made by the Bar may enable improved understanding and engagement with the barrister profession which in turn may see improved quality and quantity of applications. This has been agreed as a shared aim. We look forward to being able to do further joint work on this relatively urgently as it will deepen the satisfaction with the services NIJAC provide."
- "NIJAC are always very open and accessible."

2021 – 2023 Comparison

The same question was asked in the 2021 and 2022 Surveys. The chart below shows the comparison between the results over the past three years:



Across the three years 100% of stakeholders have been Very or Fairly Satisfied with NIJAC’s ability to work with them, their colleagues and provide high quality and effective service. There has been over a 10% increase in percentage of those who are ‘Very Satisfied’ compared to the 2022 results.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	14 responses / 93.3%	1 response / 6.7%	-
2022	13 responses / 81.3%	3 responses/ 18.8%	-
2023	22 responses / 91.7%	2 responses / 8.3%	-

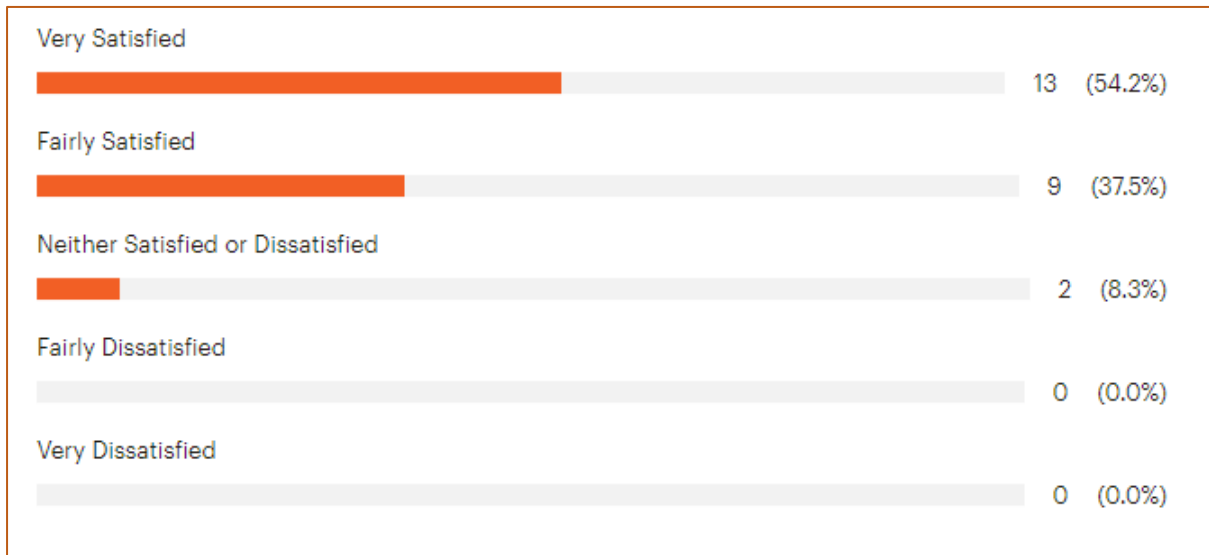
There was no weighting selected below ‘Very Satisfied’ or ‘Fairly Satisfied’ for this question in any of the three surveys.



“Forward thinking and embrace opportunities for positive change”

INNOVATION - How satisfied are you with NIJAC’s ability to be forward thinking and embrace opportunities for positive change?

There were 24 responses to this question:



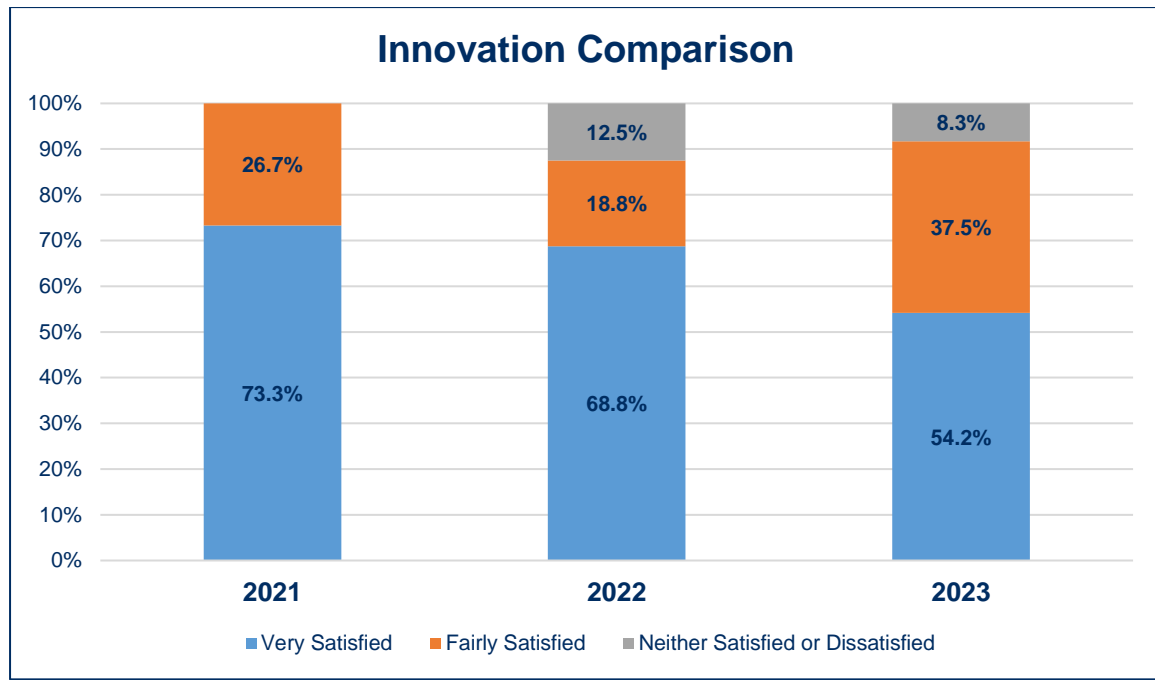
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	13	9	2	0	0
Percentage	54.2%	37.5%	8.3%	0%	0%

Additional Comments

- "We have noted NIJACs ability to embrace new technology etc and take advantage of the opportunities this can offer."
- "I have experienced some instances where processes in competitions fell short but, in general terms, I recognise that NIJAC do attempt to be forward-thinking."
- "NIJAC have always been proactive, engaging early and willing to discuss improved ways of working."
- "It was very encouraging to note the work conducted on the medical members review given the recruitment issues in this area."
- "We recently had a very good meeting with Andy on your plans for changes to job spec criteria to bring them more into line with current medical practice expectations."
- "NIJAC have been very responsive to ideas proposed and to embrace the Hospice in what we do for patients."
- "They are able to spot issues such as the difficulty in recruiting medical members and actively address this. It is also good that they are reviewing the application forms as there was a slight possibility that those already familiar with the format would have a bit of an advantage. I should add that is just a perception and may not be the case."
- "I do not have sufficient information to comment meaningfully."
- "Recent discussions regarding change have been interesting and will presumably be followed up and matters progressed."
- "Have not had any knowledge of this."
- "Some insightful and interesting discussions - particularly in the context of the JACs review of StatCon."
- "We welcome the recent consultation on the Personal Profile and see this as a helpful and necessary assessment of whether opportunities for change should be applied. We would highlight however that, as barristers are self employed, certain process changes that may work well within the context of an employed sector will not always be relevant or applicable to our sector and we would welcome that context always being reflected in any changes that NIJAC might consider."
- "NIJAC have a very strong appetite for positive change, however, it is also important to note that due to the diversity of the Board, that not all voices are as strong on change. However, the leadership team are embracing change and creating spaces to bring people along with them."

2021 – 2023 Comparison

The same question was asked in the 2021 and 2022 Surveys. The chart below shows the comparison between the results over the past three years:



Over the past three years there has been some change in satisfaction level on this value. In 2021 100% of respondents were either Very or Fairly Satisfied. In 2022 this decreased to 87.6%. This year the overall rate has increased to 91.7%. It is worth noting that no respondents indicated they were dissatisfied.

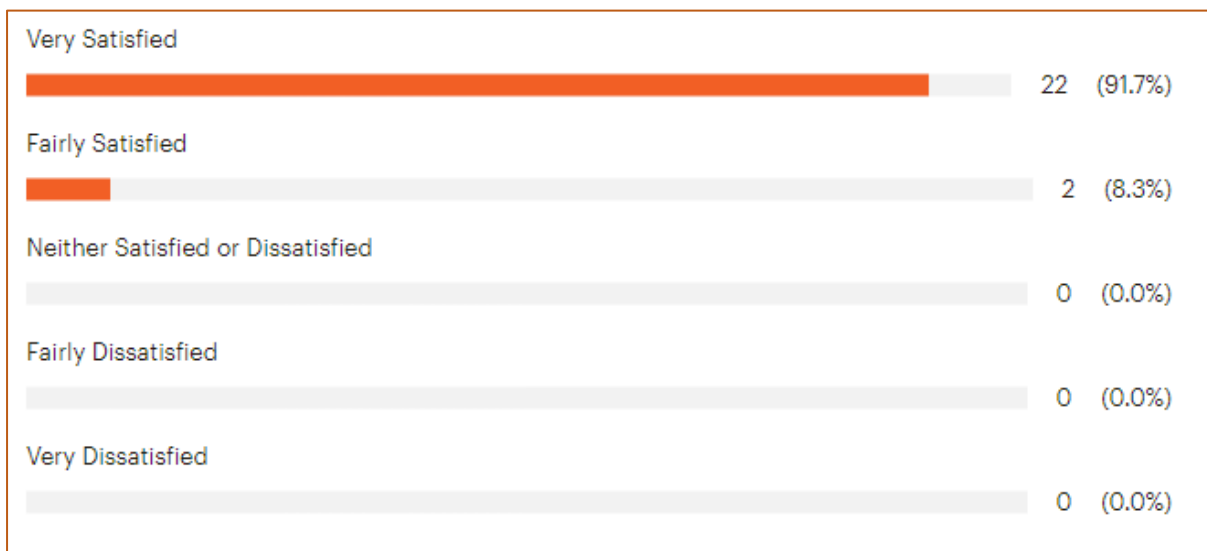
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	11 responses / 73.3 %	4 responses / 26.7 %	0 responses / 0 %
2022	11 responses / 68.8 %	3 responses / 18.8 %	2 responses / 12.5 %
2023	13 responses / 54.2%	9 responses / 37.5%	2 responses / 8.3%



“Honest, independent, fair and professional”

INTEGRITY - How satisfied are you that NIJAC acts honestly, independently, and is fair and professional?

There were 24 responses to this question:



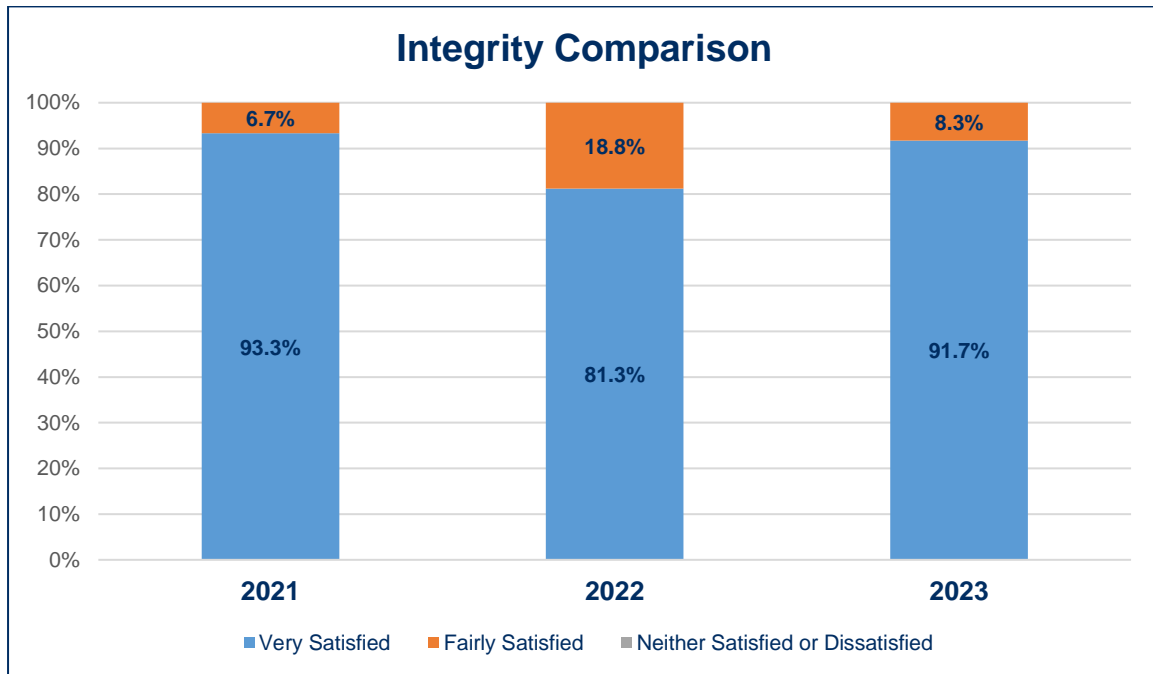
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	22	2	0	0	0
Percentage	91.7%	8.3%	0%	0%	0%

Additional Comments

- "In our dealings with NIJAC we have always noted that NIJAC operates in accordance with public sector values."
- "As previous answers."
- "Honesty, independence, integrity and professionalism is clearly evident from our dealings and interaction with all NIJAC colleagues."
- "Any money raised by NIJAC for NI Hospice has been very transparent and accounted for."
- "When co-opted in for any competition, I have been able to see how fair and honest the process is. All attempts are made, as much as they can, to ensure an applicant's privacy. I know, from personal experience, how important this is to an applicant. Additionally, throughout the various stages, again the process is visibly independent and honest."
- "This matter does not require any further comment."
- "Confidential service provided at all times."

2021- 2023 Comparison

The same question was asked in the 2021 and 2022 Surveys. The chart below shows the comparison between the results over the past three years:



Across the three years 100% of stakeholders have been Very or Fairly Satisfied with NIJAC's integrity. There has been an increase in percentage of those who are 'Very Satisfied' compared to the 2022 results.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	14 responses / 93.3 %	1 responses / 6.7%	-
2022	13 responses / 81.3 %	3 responses / 18.8 %	-
2023	22 responses / 91.7%	2 responses / 8.3%	-

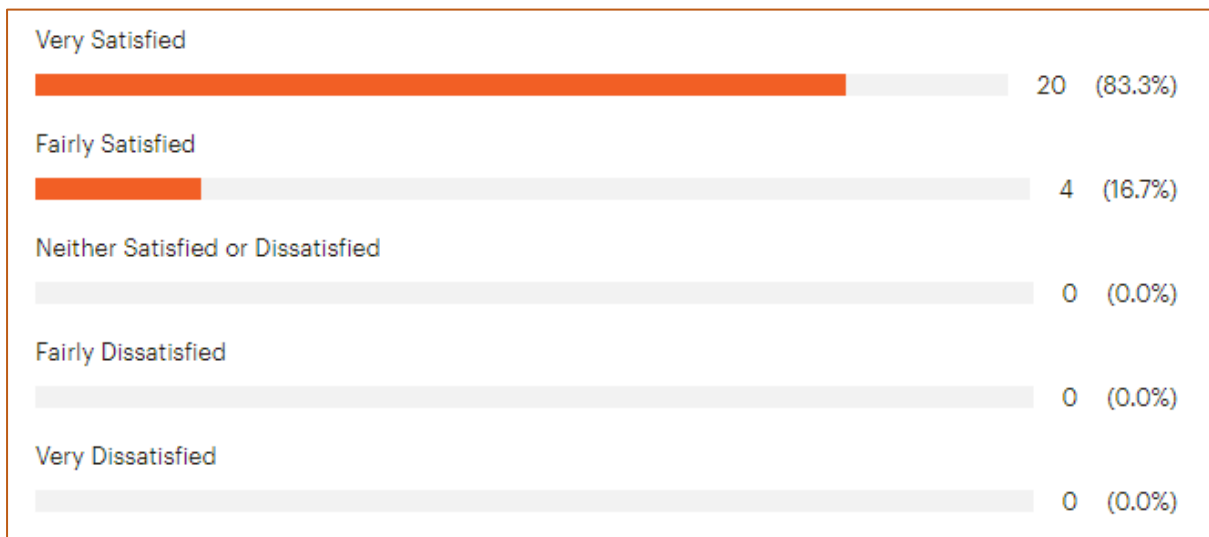
There was no weighting selected below 'Very Satisfied' or 'Fairly Satisfied' in any of the three surveys.



“Transparent and responsive in all that we do”

OPENNESS - (i) How satisfied are you that NIJAC is transparent and responsive in all that we do?

There were 24 responses to this question:



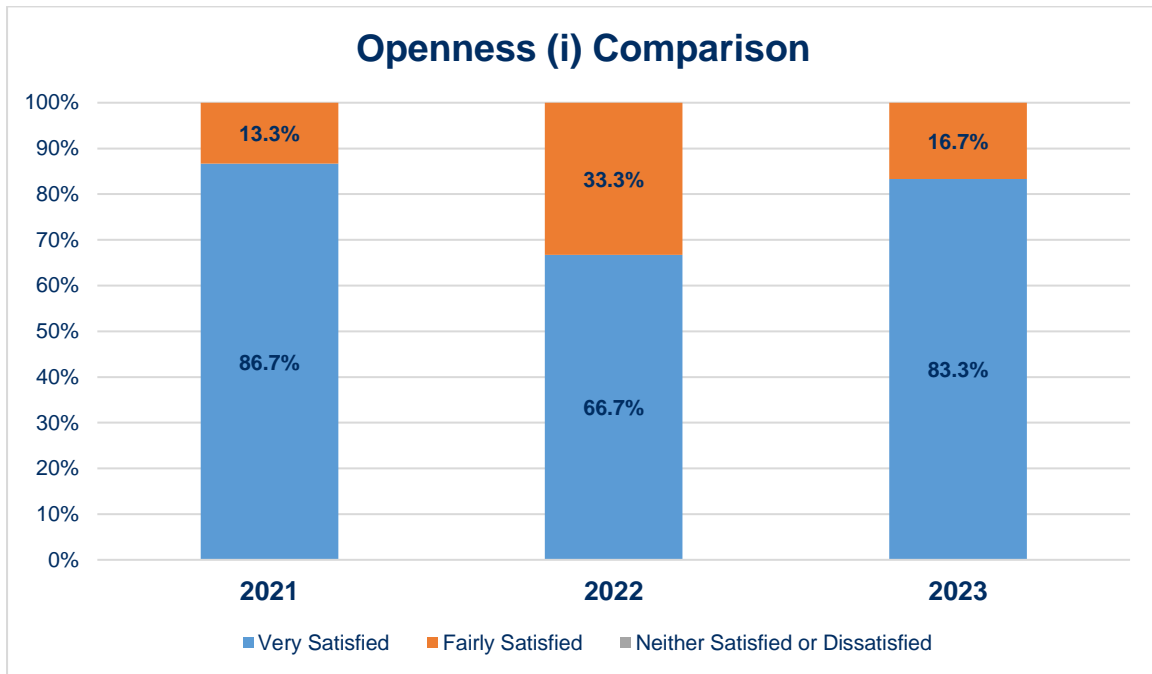
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	20	4	0	0	0
Percentage	83.3%	16.7%	0%	0%	0%

Additional Comments

- "For our perspective as Sponsor Department we have always found NIJAC to be open, transparent and responsive in dealings with us."
- "At all times NIJAC has been completely transparent and very quick to respond to our needs and requirements."
- "I consider all the processes are very open to scrutiny and available on the website and documents provided."
- "Ditto. Excellent communication responsiveness."
- "I have no reason to say otherwise."
- "See answer above regarding opportunity for even further data sharing and analysis."

2021- 2023 Comparison

The same question was asked in the 2021 and 2022 Surveys. The chart below shows the comparison between the results over the past three years:



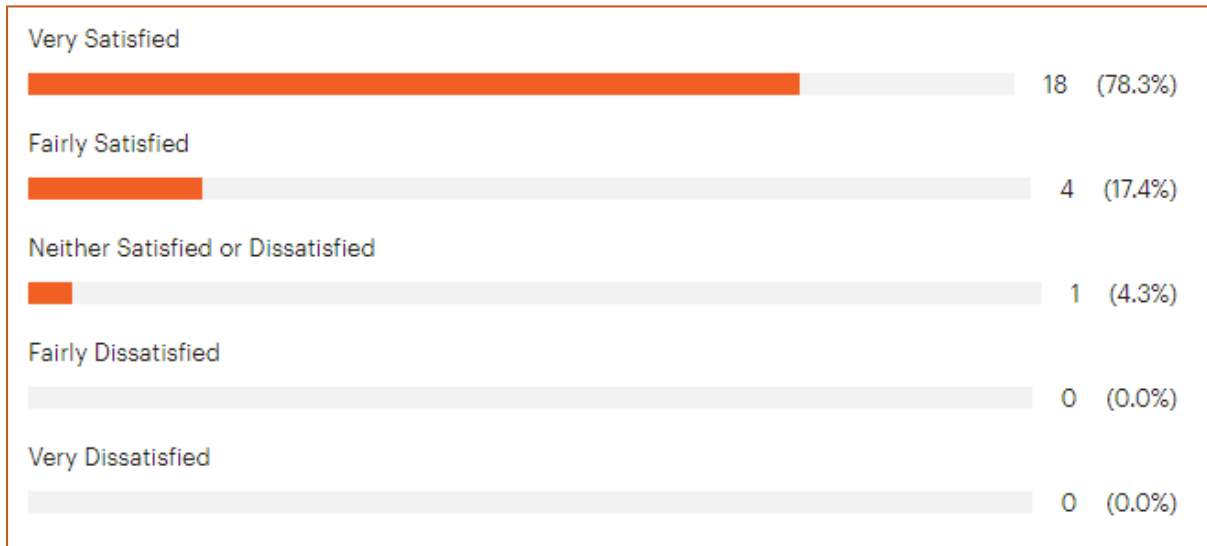
Over the past three years 100% of stakeholders have been Very or Fairly Satisfied with NIJAC’s transparency and responsiveness. There has been an increase of over 15% of those who are ‘Very Satisfied’ compared to the 2022 results.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	13 responses / 86.7 %	2 responses / 13.3 %	-
2022	10 responses / 66.7 %	5 responses / 33.3 %	-
2023	20 responses / 83.3%	4 responses / 16.7%	-

There was no weighting selected below ‘Very Satisfied’ or ‘Fairly Satisfied’ in either survey.

OPENNESS - (ii) How satisfied are you with NIJAC’s external communications (information that is shared through the website, eNews and social media)?

There were 23 responses to this question:



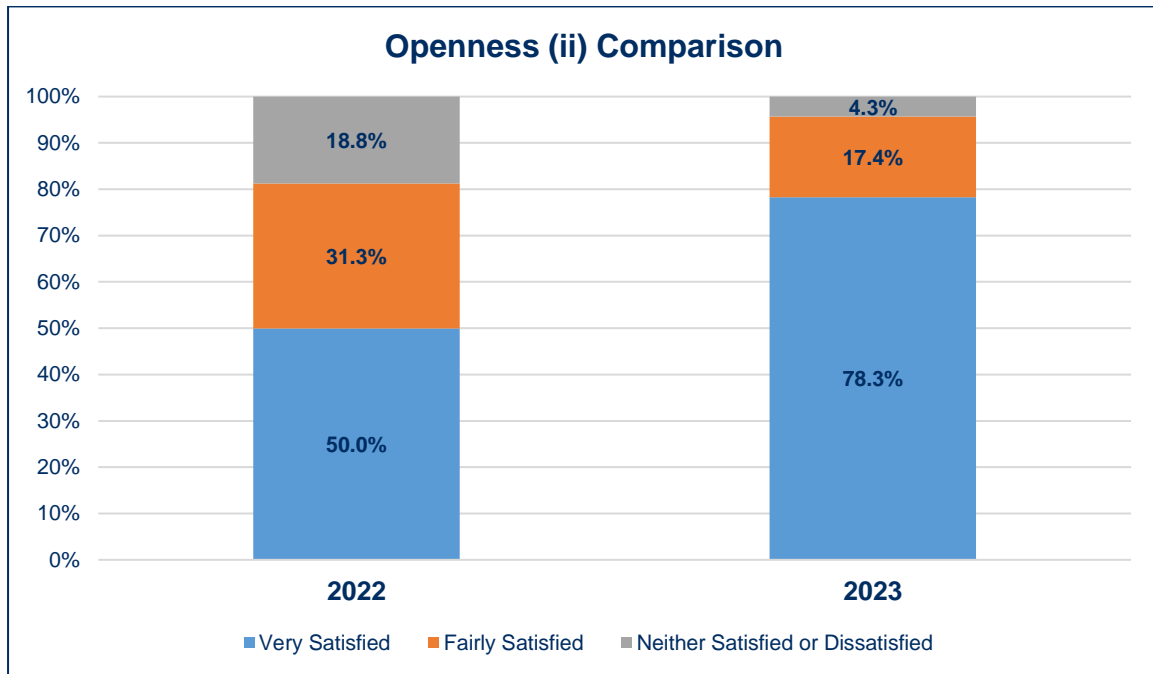
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	18	4	1	0	0
Percentage	78.3%	17.4%	4.3%	0%	0%

Additional Comments

- "NIJACs communications are good, however there is perhaps more to be done in ‘celebrating achievements’ and raising profile. I'll speak to Tonya further on this as we may be able to assist."
- "All communications in relation to the VPB have been excellent."
- "I tend to look at the website and find it provides sufficient information. It has helpful links for prospective applicants, to assist them if they want to shadow etc. I don't engage with social media so cannot comment on it. Unfortunately, that means I don't know how much the general public would know about NIJAC."
- "No recent recruitment to the Tribunal but all seems very well conducted. Cannot comment on "social media" matters."
- "Up to the date information which is easily accessible."
- "Colleagues here find the website useful and informative."

2022 Comparison

The same question was asked in the 2022 survey. The chart below shows the comparison between the results over the two years:



This was a new question in the 2022 survey where 81.3% of respondents were either very or fairly satisfied with NIJAC’s external communications. This has increased to 95.7% in 2023.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2022	8 responses / 50%	5 responses / 31.3%	3 responses / 18.8%
2023	18 responses / 78.3%	4 responses / 17.4%	1 response / 4.3%

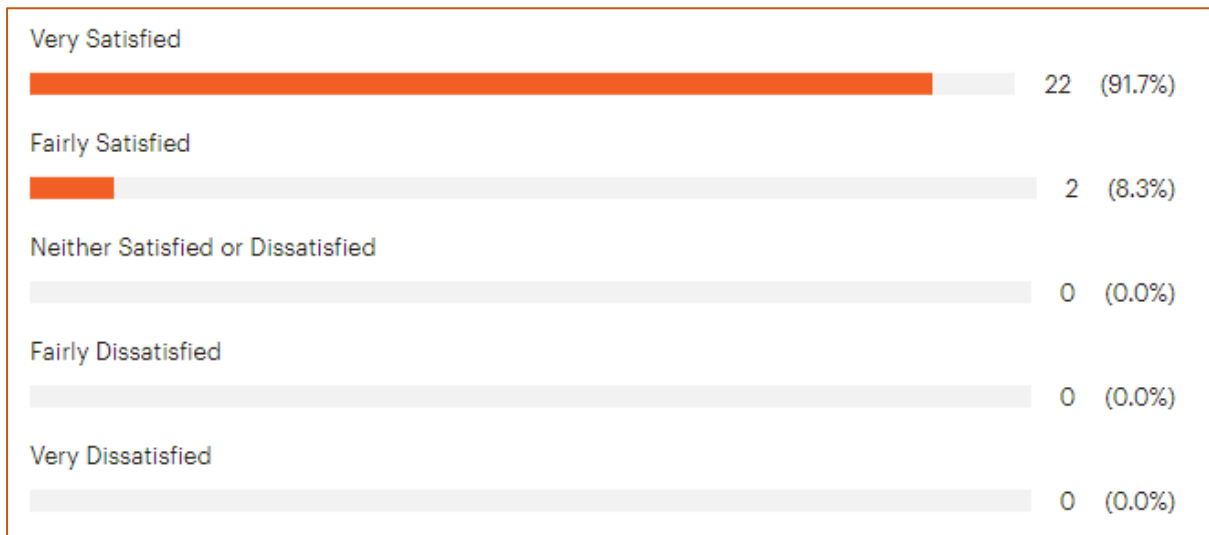
It is worth noting that along with the ‘Neither Satisfied or Dissatisfied’ rating some respondents stated they did not engage with the external communications and could not comment.



"Treat others with the same dignity and courtesy as we expect to be treated"

RESPECT - How satisfied are you that NIJAC treats people with respect and courtesy?

There were 24 responses to this question:



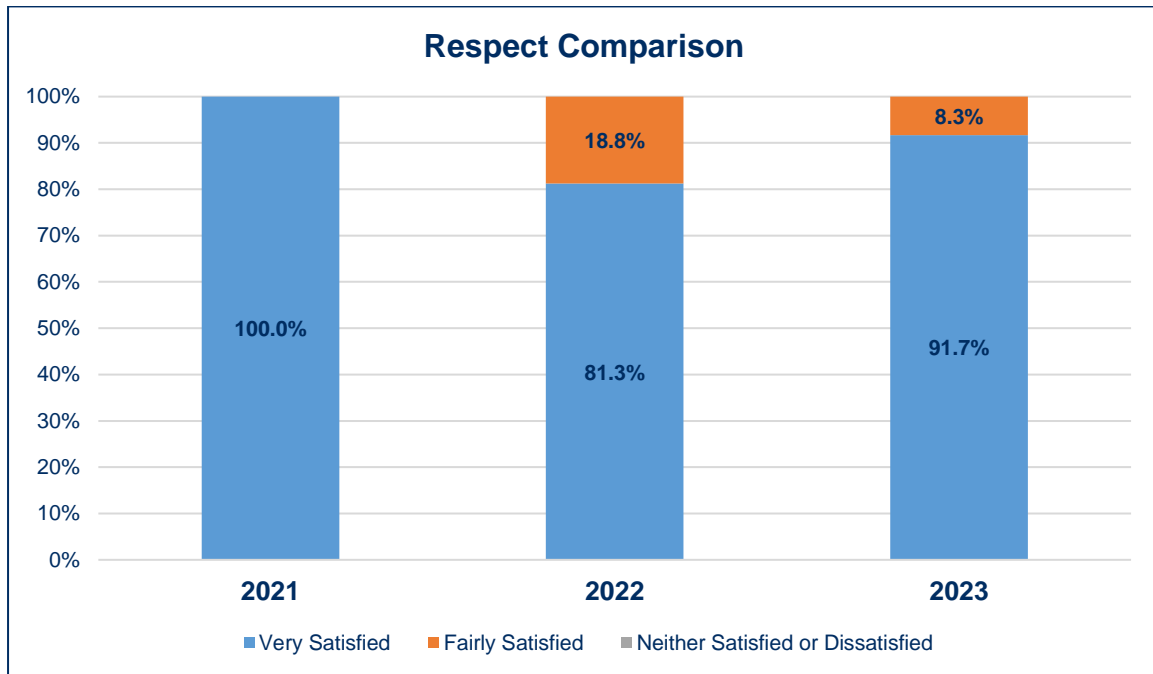
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	22	2	0	0	0
Percentage	91.7%	8.3%	0%	0%	0%

Additional Comments

- "Any dealings that we have had with NIJAC have been respectful and courteous."
- "This is clearly evident in all our engagement and interactions with NIJAC."
- "I was made to feel very welcome at NIJAC offices when attending meetings and on Teams calls."
- "This has been my experience and I haven't received any feedback to the contrary."
- "Again, no adverse comment and all seems very properly conducted."
- "See above. The staff I have been in contact with are polite, courteous, knowledgeable and always willing to assist."
- "The event in Belfast was exemplary."
- "Respect and dignity are a core values of NIJAC that we are aware of."

2021 – 2023 Comparison

The same question was asked in the 2021 and 2022 surveys. The chart below shows the comparison between the results over the past three years:



Across the three years 100% of stakeholders have been Very or Fairly Satisfied with NIJAC’s treatment of people with respect and courtesy. There has been an increase of over 10% of those who are ‘Very Satisfied’ compared to the 2022 results.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	15 responses / 100%	0 responses / 0%	-
2022	13 responses / 81.3%	3 responses / 18.8%	-
2023	22 responses / 91.7%	2 responses / 8.3%	-

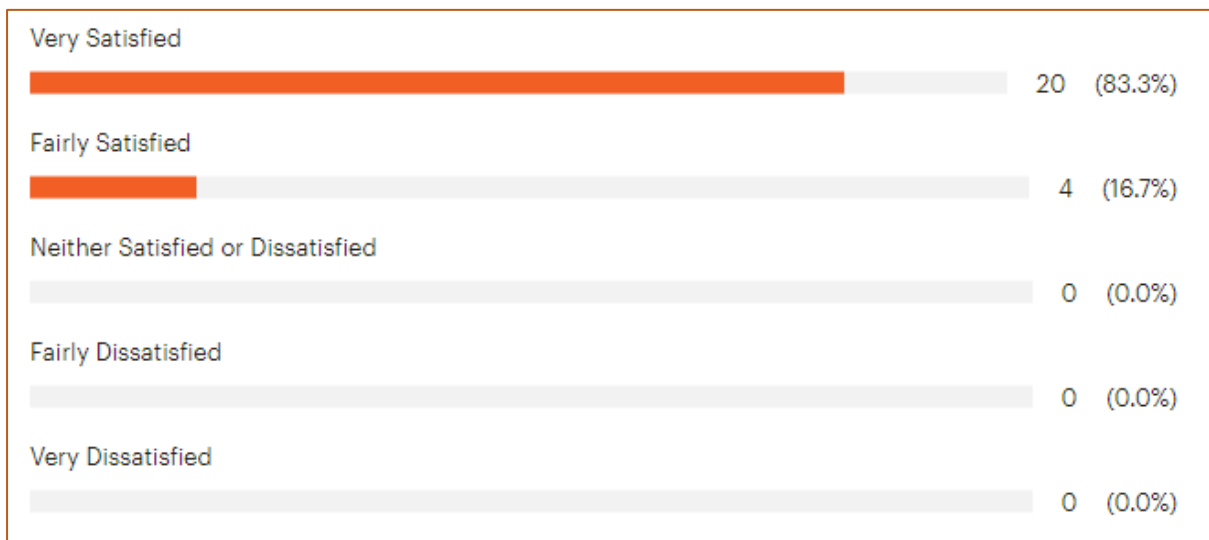
There was no weighting selected below ‘Very Satisfied’ or ‘Fairly Satisfied’ in any of the three surveys.

NIJAC VALUES



Overall, how satisfied are you with NIJAC’s ability in living these values of Collaboration, Innovation, Integrity, Openness and Respect?

There were 24 responses to this question:



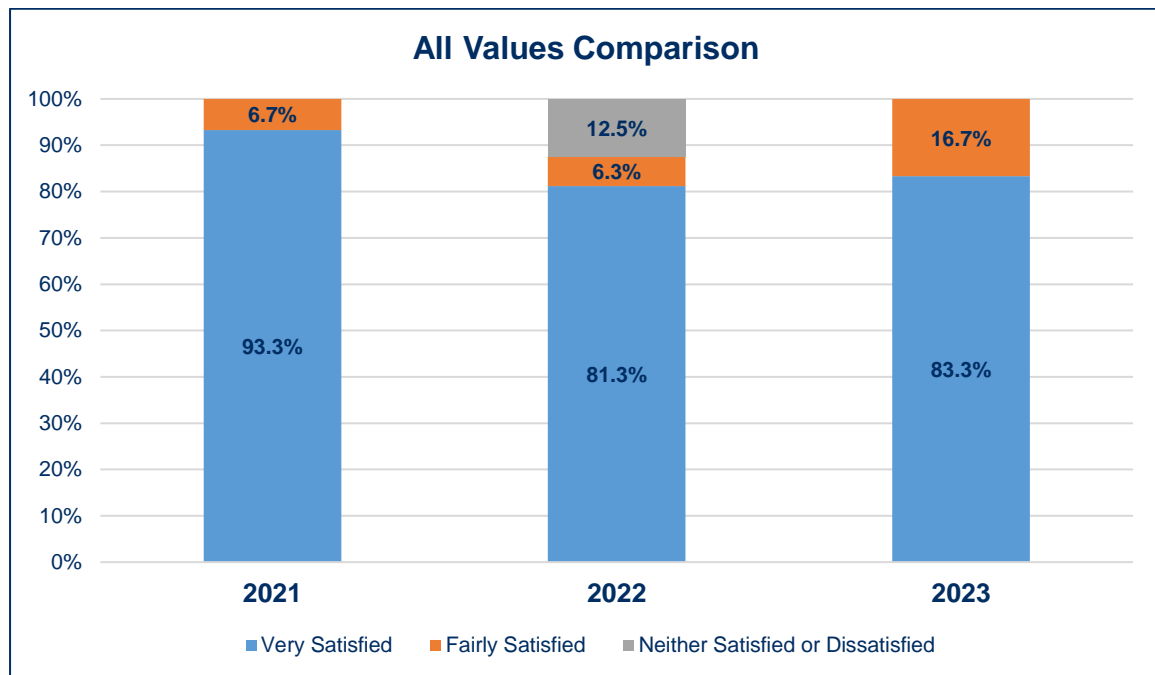
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	20	4	0	0	0
Percentage	83.3%	16.7%	0%	0%	0%

Additional Comments

- "Our experience of NIJAC has been that it is an organisation that places importance on these values and 'lives' them."
- "Again these values have been displayed at all times during our interactions and engagement."
- "NI Hospice is the first charity NIJAC has been involved with on a charity of the year basis. It has been a pleasure working with the team and in particular April Matchett."
- "Overall, I consider NIJAC do their best to provide an efficient service for stakeholders."
- "Ditto."
- "See above."
- "See above."

2021 - 2023 Comparison

The same question was asked in the 2021 and 2022 Surveys. The chart below shows the comparison between the results over the past three years:



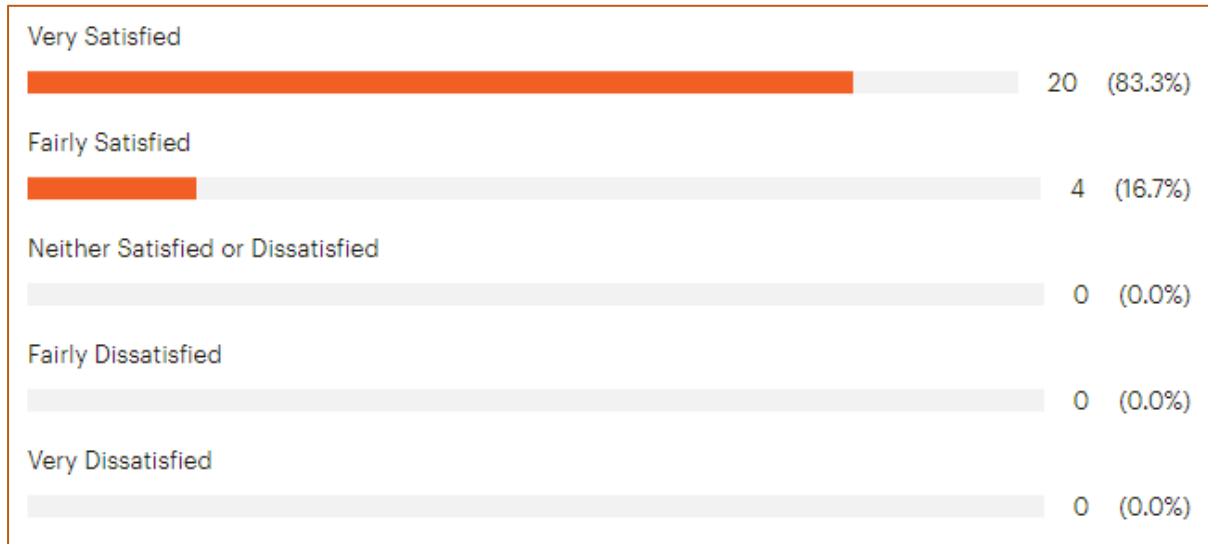
Over the three years there has been some fluctuation. In 2021 100% of stakeholders were Very or Fairly Satisfied with NIJAC's ability in living these values of Collaboration, Innovation, Integrity, Openness and Respect. This decreased to 87.6% in 2022. This year the figure has increased, back to 100%.

	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2021	14 responses / 93.3 %	1 response / 6.7 %	0 responses / 0%
2022	13 responses / 81.3 %	1 response / 6.3 %	2 responses / 12.5%
2023	20 responses / 83.3%	4 responses / 16.7%	0 responses / 0%

Survey Results – Overall Satisfaction

Generally, how satisfied are you, as a key stakeholder, with NIJAC?

There were 24 responses to this question:



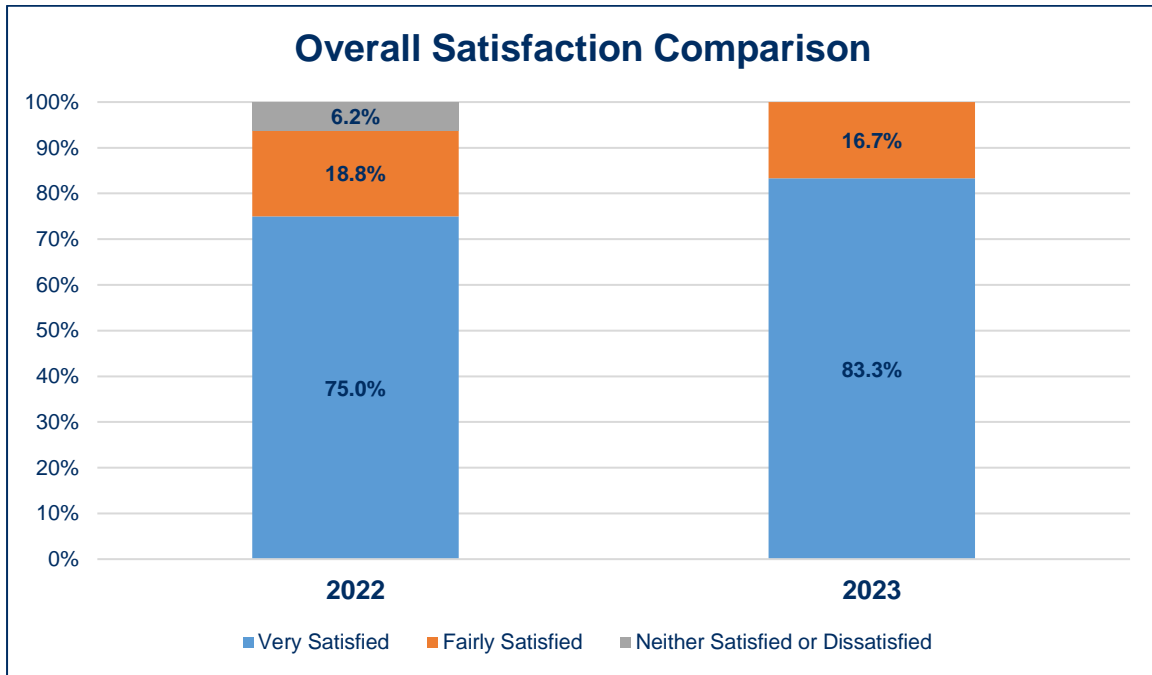
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	20	4	0	0	0
Percentage	83.3%	16.7%	0%	0%	0%

Additional Comments

- "I believe we have a good working relationship with NIJAC based on mutual respect. We have always found NIJAC to be a willing partner and an organisation in whom we can have confidence in."
- "NIJAC have been very helpful to the VPB, providing advice and direction and are always willing to discuss our requirements and work towards meeting them fully."
- "Not only do we work well with NIJAC staff, we really enjoy our work with them also. This is because there is always a really good collaborative atmosphere and energy in all our meetings."
- "See comments above. Nothing further to add."
- "As above."
- "See earlier comments for work that has been jointly identified and that could yield further improvements."

2022 Comparison

The same question was asked in the 2022 survey. The chart below shows the comparison between the results over the two years:



The Overall Satisfaction rate increased this year by 6.2% with 100% of respondents stating they were overall 'Very Satisfied' or 'Fairly Satisfied' with NIJAC. This is encouraging news as our aim for the survey had been to maintain the rating from 2022 which was 93.8%.

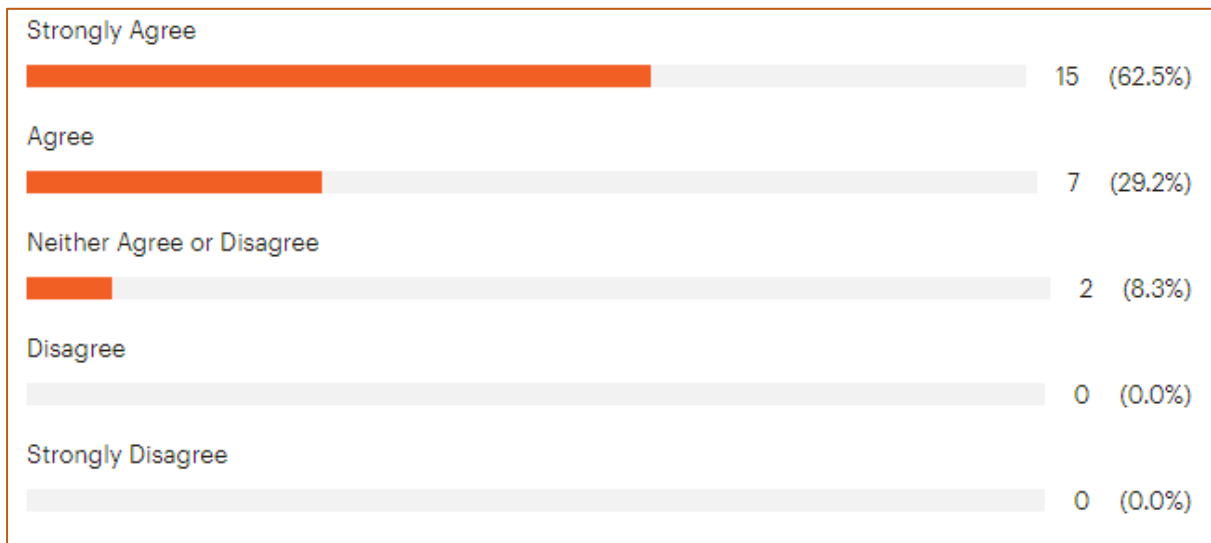
	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied
2022	12 responses / 75%	3 responses / 18.8%	1 response / 6.2%
2023	20 responses / 83.3%	4 responses / 16.7%	0 responses / 0%

Survey Results – Strategic Outcomes

Finally, please rate the following statements:

- **NIJAC contributes to increasing public confidence in the judiciary through meritorious appointments.**

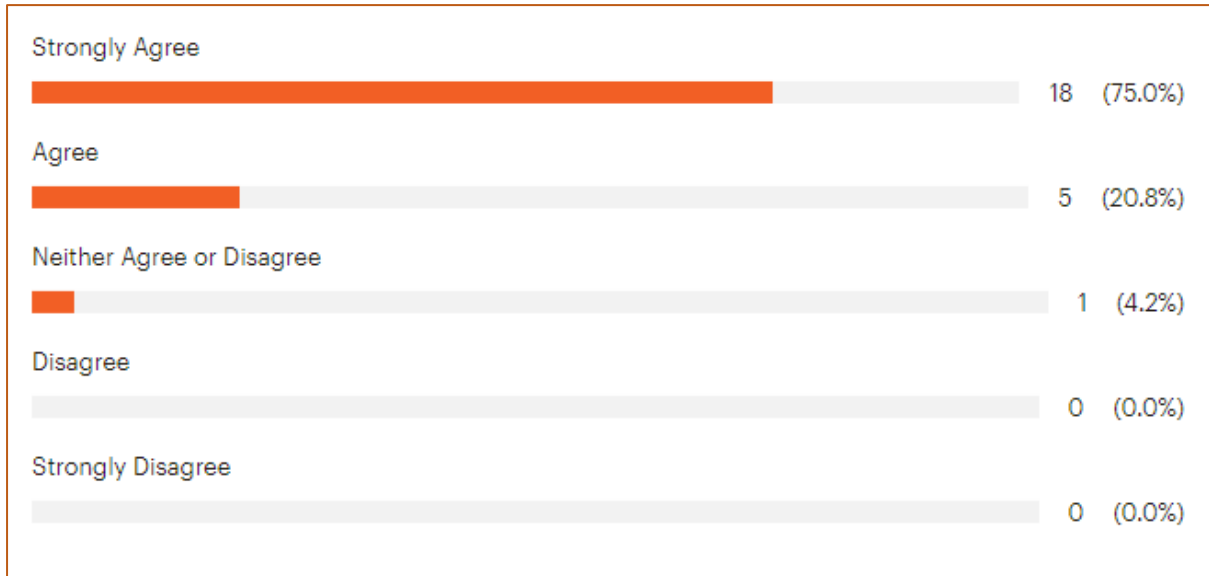
There were 24 responses to this question:



	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	15	7	2	0	0
Percentage	62.5%	29.2%	8.3%	0%	0%

NIJAC is an open, transparent and well run organisation

There were 24 responses to this question:



	Very Satisfied	Fairly Satisfied	Neither Satisfied / Dissatisfied	Fairly Dissatisfied	Very Dissatisfied
Total of Respondents	18	5	1	0	0
Percentage	75%	20.8%	4.2%	0%	0%

Additional Comments

- "In relation to confidence in the judiciary - an independent judiciary is critical and the work of NIJAC to ensure merit-based appointments is critical for public confidence.
Good governance is important and NIJAC takes this seriously. When issues arise we have found NIJAC open and transparent in their dealings with us and respond to matters in a proportionate way."
- "We have run a number of competitions through NIJAC - all of which have been managed professionally, with excellent communication throughout."
- "Just not sure that the public are all that aware of the NIJAC role or organisation? This would also be necessary to increase public confidence. Apart from the public, does the legal profession have confidence in NIJAC? What is the feedback from them at this stage?"
- "In relation to public confidence, I am afraid I just do not know, as I do not know the extent of the social media and other exposure or if the general public would know or look into the workings of NIJAC."
- "Limited knowledge."
- "See comments above. Nothing further to add."

2022 Comparison

There is no direct comparison although similar questions were posed in the 2022 survey based on NIJAC's high level outcomes. These questions had a Yes/No answer option. There was a 100% 'Yes' rating for both questions.

Survey Results – Further Information

If you have any further suggestions how NIJAC can improve its service and or engagement with you and your organisation please let us know below

Additional Comments

- "I wonder sometimes whether there is sufficient consistency in processing applications in individual competitions in comparison to others."
- "We could maybe do some additional work together on exploring the selling of the Tribunal as part of the Patient journey and hence integral to care of Patients. Is there anything available on this from your equivalent organisations in other countries?"
- "None at the moment. After recent engagement, I am aware that NIJAC is currently working on revisions to recruitment for judicial appointment processes and documentation, with stakeholder input."
- "We are very keen to work more closely with NIJAC on how to address variable or even at times waning numbers of Bar applicants for judicial competitions. We would appreciate ongoing engagement with NIJAC in support of that aim and would welcome even further consultation on criteria and further access to data and analysis form various competitions to help us to do so."

If you would like a fuller discussion on any aspects of this questionnaire, please provide contact details and a NIJAC representative will contact you.

There were no requests for a fuller discussion on the survey.

Conclusion

The NIJAC Stakeholder Satisfaction Survey 2023 delivered a 5% increase on response rate with 75% of stakeholders contacted responding.

Stakeholders were asked to select weightings on questions based on the NIJAC Values from 'Very Satisfied' to 'Very Dissatisfied'. It should be noted that no respondents selected a weighting lower than 'Neither Satisfied or Dissatisfied' on any of the NIJAC Values questions.

The Overall Satisfaction rate increased this year by 6.2% with **100% of respondents stating they were overall 'Very Satisfied' or 'Fairly Satisfied' with NIJAC**. This exceeded the aim set by NIJAC which was to maintain the overall satisfaction rate from 2022 which was 93.8%.

Stakeholders were also asked to consider if NIJAC met two strategic outcomes based on a rating scale from 'Strongly Agree' to 'Strongly Disagree':

- **91.7% strongly agreed or agreed that NIJAC contributes to increasing public confidence in the judiciary through meritorious appointments.**
- **95.8% strongly agreed or agreed that NIJAC is an open, transparent and well run organisation.**

The results demonstrate stakeholder perception of how we live and work as an organisation against our core values, allowing us to measure how others see us.

They also build upon the past two years giving us stronger comparative data. Some headline figures should be treated with care due to the increased response rate giving fluctuations in the percentage rating that could be misleading without context.

This survey is designed to be flexible in that NIJAC can change or add additional questions. Each time this survey is issued it will be important for us to review what we ask and add other questions or edit existing ones based on business need and what is happening in the world around us. For example, in 2022 we included questions to gather data on unexplored areas such as NIJAC's response to the Covid-19 pandemic and external communications.

This collected data will provide NIJAC with insight and help us continually improve what we do, how we work with others and how we deliver our outcomes as an organisation. The data is both quantitative and qualitative which will help inform the Annual Business plan. The feedback will assist NIJAC to ensure a strong values-based culture is at the heart of what we do and help us continue to meet our high-level outcomes. Based on this feedback we have received from all three of the 2021 - 2023 surveys we will issue this survey every two years going forward with the next one planned for 2025.