



BENCHMARKING THE FUTURE: COURTING EXCELLENCE

Strategic Plan for the Jamaican Judiciary
2019-2023



Judiciary

Undertaking

Sustainable

Transformation

In

Court

Excellence

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- The Hon. Mr. Justice David Fraser, Judge of the Court of Appeal (Ag)
- Her Hon. Ms. Sanchia Burrell, Senior Parish Court Judge (Ag)
- Her Hon. Ms. Carole Barnaby, Parish Court Judge
- Mr. Jeffrey Apperson, Vice President of National Centre for State Courts
- Mr. Shawn Grey, Director Performance Management and Evaluation, Cabinet Office
- Mrs. Tricia Cameron-Anglin, PEO, (CMS)
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- Dr. Denarto Dennis, Statistician and Data Capturing Specialist
- Mr Livingston Morrison, Franklin Covey, Jamaica
- Ms. Rochelle Dacres, Ministry of Finance and the Public Service

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Additionally, I wish to express my gratitude to the following persons for the specific contributions they made in completing the document.

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Their Honours Ms. Burrell and Ms. Barnaby who took great pride in ensuring that the document was accurate, that the targets set were in keeping with international standards and that the research was sound in its support of the goals identified;

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I am grateful to the members of the writing committee for their patience, feedback and cooperation in creating this landmark document. They accepted nothing less than excellence.

The Honourable Mr. Justice Bryan Sykes OJ, CD
Chief Justice of Jamaica



Supreme Court Public Building North

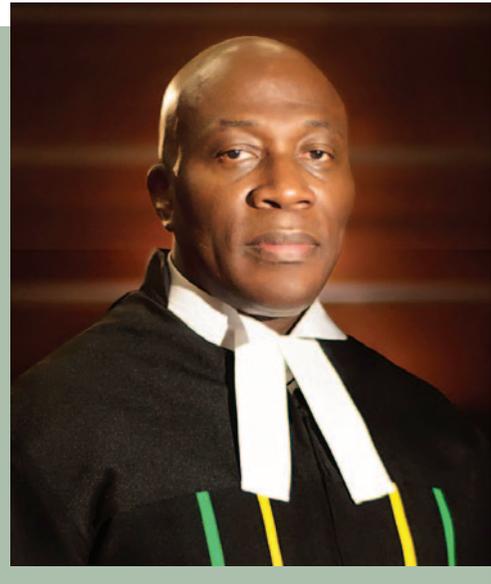
MESSAGE FROM THE CHIEF JUSTICE

This is an historic document. For the first time in our legal history, a strategic business plan for the Jamaican Judiciary has been developed and is being made available to the public. I say a hearty welcome to those who will comb through its pages.

It is my vision that the Jamaican Judiciary achieves court excellence in its quest to become the “Best in the Caribbean within three years, and one of the best globally, within six years” of the implementation of this Strategic Business Plan. This plan is a road map towards achieving this vision and borrows from the publication “International Framework for Court Excellence” which can be accessed and read at www.courtexcellence.com. Everyone is encouraged to read this document.

My vision for the Judiciary will build upon the legacies of my two immediate predecessors, the Honourable Mr. Justice Lensley Wolfe OJ, and the Honourable Mrs. Justice Zaila McCalla OJ, both of whom ushered in significant reforms during their tenure. Among other things, Chief Justice Wolfe laid the foundation for better outcomes in civil proceedings in the Supreme Court by introducing the Civil Procedure Rules and Chief Justice McCalla institutionalized judicial training. Chief Justice McCalla’s tenure culminated with the establishment of the Judicial Education Institute of Jamaica, the JEIJ. It will also build on the heritage of Judges at all levels of the courts in continuing to establish Jamaica’s Judiciary as one with a reputation for impartiality, independence and integrity. This reputation has been secured and needs to be protected. We have produced excellent judges and decisions of which we can be proud. While safeguarding these legacies, the time has now come to make efficiency and timeliness equally important and abiding qualities of our courts.

As part of the journey toward court excellence, it is my intention that our courts become members of the International Framework for Court Excellence in 2020. This organization is the only one of its kind globally, and is dedicated to identifying and



developing best practices for courts. Included in these best practices is peer review, whereby our courts would be subject to periodic review by other courts and supporting organisations, which are members of the International Framework. It is expected that these periodic reviews will result in further improvements in our justice system.

In addition to the responsibility for protecting the Jamaican Constitution and upholding the rule of law, the judiciary has a crucial role in the pursuit of sustainable development as reflected in the seventeen (17) Sustainable Development Goals identified by the United Nations. We are specifically engaged in relation to the goals of peace, justice and strong institutions. Within this context, it has become clear that there is urgent need for a modern, efficient court system underpinned by a dedicated, cohesive management system that will provide a high level of customer satisfaction.

The Jamaican Judiciary’s six-year journey to court excellence therefore begins in earnest in 2019. In 2018, we began laying the foundation; a process which continues into this year. There will be differences among courts and levels of courts, but it is expected that the overall trend will be in the direction of providing Jamaicans and all others within the jurisdiction of our courts, with a system that is fair, accessible, impartial, respectful and responsive.

“Benchmarking the Future; Courting Excellence” was conceived with the assistance of Judges, the Ministry of Justice, the Cabinet Office and Court Management Services. It provides clear guidance to the courts in our mission to realistically address the areas in our operations that require improvement. It is anticipated that the initiatives which are to be implemented over the life of this Strategic Plan will bring about an increase in public trust and confidence in the Judiciary and contribute to making Jamaica **“the place of choice to live, work, raise families and do business”**, and to this I add, to retire in peace and safety.

The Honourable Mr. Justice Bryan Sykes OJ, CD
Chief Justice of Jamaica

MESSAGE FROM THE PRESIDENT OF THE COURT OF APPEAL

It gives me great pleasure to contribute this message on behalf of the Court of Appeal. I can say with complete confidence that all members of the court subscribe enthusiastically to the vision of court excellence for Jamaica. We regard it as not only a value of intrinsic importance, but as a critical component of the rule of law, the cornerstone of our modern democratic system of governance. We therefore welcome and embrace the renewed commitment to the enhancement of the rule of law which this strategic plan for the Jamaican judiciary for the period 2019-2023 represents.



As we strive to improve our court processes for the ultimate benefit of all members of the public, citizen and stranger alike, who are obliged to come into contact with the justice system from time to time, no one can possibly gainsay the importance of the process of review, reflection and planning. In this regard, transparency plays a critical part in securing public understanding and support for new initiatives. Indeed, it is with this in mind that the Court of Appeal commenced publication of an Annual Review in 2015 and established a Court Users' Committee in 2017.

Benchmarking is also an important part of any planning process. In addition to assisting in the setting of goals and the identification of the steps by which we will seek to achieve them, it also promotes the equally important value of accountability. Put simply, it sets the standards which we represent to the public as being attainable and by which we agree to be judged.

The related handicaps of a lack of sufficient judicial personnel and inadequate resources which have beset the Court of Appeal for several decades is well known. It is also now generally known that both handicaps have to a significant extent been mitigated by the completion of a new court facility and the addition of three new Judges of Appeal to the court's complement since the beginning of 2019. The Judicial Service Commission has now approved the recruitment of three additional judges for the court with effect from January 2020. As of that date, therefore, the court should be up to its full statutory complement of 12 Judges of Appeal and a President.

The allocation of additional resources, both physical and human, naturally – and justifiably - brings with it heightened expectations. Understanding this very well, the members of the court are committed to demonstrating their response to these expectations in improved court output statistics, once the baseline used for this exercise is a true representation of the inventory of undisposed of cases. To this end, the Registrar of the court and the Court Statistician have worked assiduously to produce accurate numbers for use as we go forward.

But, in all of this, we cannot lose sight of the significant resource deficits which still remain at all levels of the justice system. Accountability is, after all, a two-way street. We therefore look forward to the continued commitment by the Executive to the provision of adequate resource support at all levels in order to ensure that the goals which the judiciary sets for itself for the next few years are attainable.

The Honourable Mr. C Dennis Morrison, CD, OJ
President of the Court of Appeal

Court of Appeal |



MESSAGE FROM CHIEF JUDGE OF THE PARISH COURTS

 On behalf of my fellow Judges of the Parish Court, I dare say that, perhaps now more than ever before, it is truly an exciting time to be a part of the Jamaican Judiciary and by extension the Jamaica Court System. This is so because as Judges of the Parish Court we have been directly mandated and empowered by our present Chief Justice, the Honourable Mr. Justice Bryan Sykes OJ, CD to be both witnesses to, and participants in a watershed moment for the Judiciary, as represented by the creation of this Strategic Plan.



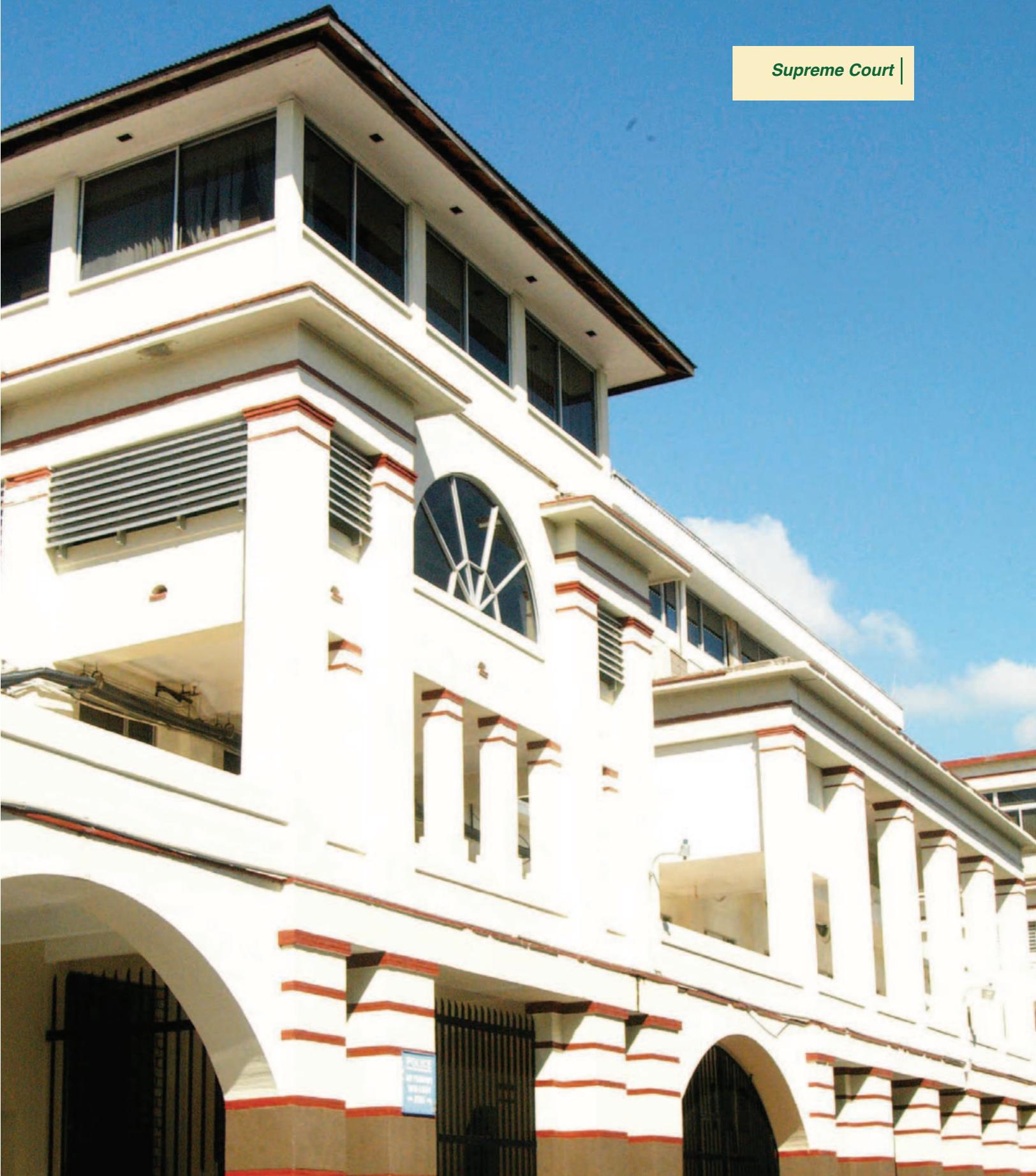
In this Plan, there is clear guidance which will assist us as we work together to ensure that within the next three to six years, a long hoped for and enduring vision, that the Jamaican Judiciary and Court system be among the best in the world, will become a reality.

For the Jamaican Judiciary, the journey towards achieving this vision is one of both legacy and continued growth, as we not only seek to continue and maintain the high standards of judicial excellence and integrity established by our predecessors, but also build upon them. These standards should serve as a source of national pride and confidence for both present and future generations of Jamaicans.

The aforementioned vision and watershed moment for the Jamaican Judiciary is personified in this Strategic Plan for the Jamaican Judiciary 2019–2023 which is very aptly entitled “**Benchmarking the Future: Courting Excellence**”. This document, apart from being historically significant, also serves to reaffirm the commitment of the Jamaican Judiciary at all levels to uphold and safeguard the rule of law, and fulfill its duties of judicial impartiality, fairness, integrity, independence, and accountability to all users of the Jamaican courts and justice system. As Parish Court Judges, we consider it both an honour and a privilege to be a part of this journey towards Court Excellence.

His Honour Mr. Chester Crooks
Chief Judge of the Parish Courts

Supreme Court |



MESSAGE FROM THE PRINCIPAL EXECUTIVE OFFICER

As a co-equal arm of Government, the Jamaican Judiciary has an integral role to play in achieving the developmental goals of Vision 2030, to which this management and planning tool is aligned.

As the administrative support arm of the Judiciary, it is the vision of the Court Management Services (CMS) to develop a reputation for accessibility, efficiency, timely delivery of court services and being an employer of choice for the finest legal talent, highly qualified executives and support staff. In these regards, over the next four years, special emphasis will be placed on strengthening the management capacity of the leadership of the CMS and the courts; training support staff; recruiting new staff to support new initiatives; and improving the level of service offered both to internal and external customers as we continue to work cooperatively with other partners and court users.



Special attention will be placed on improving the physical conditions of court buildings and upgrading the courts' technology infrastructure. Ultimately, these initiatives will allow for ease in accessing information, enhancing case flow management, scheduling of court dates and developing digital files and Court lists.

CMS recognizes that there are tremendous opportunities for improving the delivery of court services in Jamaica. This strategic business plan outlines the actions required to preserve the successes of the Judiciary and where appropriate, make changes aimed at bringing about improvements. On behalf of the staff of the CMS, we are committed to supporting the delivery of the vision embodied in this Plan.

Mrs. Tricia Cameron-Anglin
Principal Executive Officer

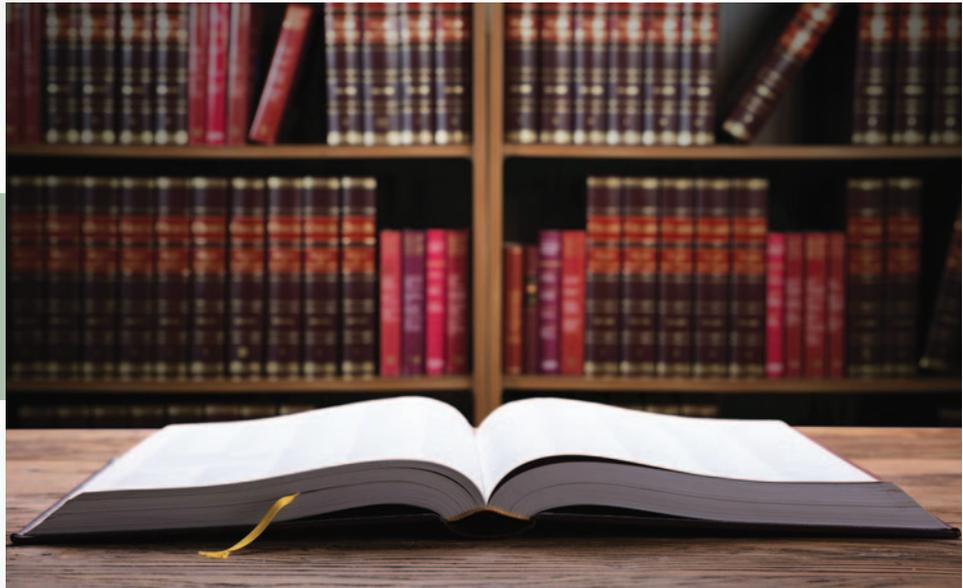
Accountability Statement

This Strategic Business Plan for the next four years, commencing April 1, 2019, was prepared with the authority delegated to me under **Section 16** of the **Financial Administration and Audit (FAA) Act** and in accordance with the policy directives outlined by the Government of Jamaica and the vision of the Chief Justice of Jamaica. Generally, it outlines the strategies to be implemented by courts island wide, which will contribute to the achievement of excellence in service of Jamaicans and all court users, and makes specific reference to the planned policies, programmes and projects for which appropriate management, monitoring and evaluation mechanisms are being deployed to ensure timely and cost-effective implementation.

The priorities outlined in this Strategic Business Plan for the Judiciary were identified within the context of the Government's medium-term priorities and fiscal targets and I am therefore, committed to supporting the objectives stated herein.

**Principal Executive Officer
Court Management Services**

INTRODUCTION



A strong Jamaica requires a robust and independent Judiciary. *“Benchmarking the Future: Courting Excellence”*, while providing a road map towards the vision of court excellence, is ultimately a step to securing this imperative. This document represents the first of its kind, and is a testament to the Jamaican Judiciary’s commitment to accountability, transparency and developing a culture of planning and systematic implementation of those plans.

Always cognizant of its responsibilities in upholding the rule of law, and with due regard to the evolving needs of our society, the Jamaican Judiciary has made significant strides in improving many aspects of its operations in recent years. It is recognized however, that if we are to achieve the vision of court excellence, much more is required. It is with a view to achieving this and in transitioning the Jamaican court system into one that is equipped to undertake the demands of a modern society that Judges, the Ministry of Justice and Court Management Services, with the technical assistance of the Cabinet Office, have worked together in developing this four-year Strategic Plan for the Jamaican Judiciary.

The inspiration for our blueprint is the International Framework for Court Excellence (IFCE), 2013. The IFCE focuses on seven areas, Court Leadership and Management; Planning and Policies; Court Resources; Proceedings and Processes; Client Needs and Satisfaction; Affordable and Accessible Court Services; and Public Trust and Confidence. These areas have informed the pillars for “Benchmarking the Future: Courting Excellence”, and the strategic objectives to be pursued by the Jamaican Judiciary.

Over the next four years, initiatives aimed at strengthening organizational capacity, improving financial stewardship, guaranteeing timely delivery of court services, reducing case backlog, setting a solid foundation for a continuous cycle of improvement and sustained efficiency, will be introduced. The success of these initiatives will enable us to meet all our strategic objectives and accomplish our Vision of being ***“The best in the Caribbean in three years and one of the best globally in six years”***.

“Benchmarking the Future: Courting Excellence” does not sanitize the challenges that confront the Judiciary, nor does it comment on the invaluable contribution of those who no longer serve and who continue to do so. It is an acknowledgment by the Jamaican Judiciary of the need to embrace positive change and become more publicly accountable. It is the start of our self-imposed imperative of achieving court excellence, and is the platform upon which we intend our performance to be assessed during and at the end of the four years of this Strategic Plan.

Lucea Court House |



METHODOLOGY



The Balanced Score Card (BSC), a strategy performance management tool, was utilized in creating “*Benchmarking the Future: Courting Excellence*”. Consequently, effect has been given to the four broad perspectives within the model, having due regard to the role and function of the Judiciary.

Seven Strategic Objectives are to be pursued over the Plan period and are contained in our Basic and Integrated Strategy Maps at Appendices 1 and 2. These strategic objectives: 1. Improve Public Trust and Confidence; 2. Satisfy Clients' Needs; 3. Ensure Affordability and Access to Court Services; 4. Optimize use of Financial and Material Resources; 5. Improve Work Processes; 6. Strengthen Court Leadership and Management; 7. Improve ICT infrastructure, take account of the stakeholder/customer, financial stewardship, internal business processes and organizational capacity perspectives of the BSC, and have been mapped to demonstrate the causal relationship between and among the objectives. In addition to mapping our strategy, the “Integrated Strategy Map” also sets out the **Strategic Initiatives** which are to be undertaken to achieve each strategic objective, the **Strategic Targets** required for meeting those objectives, and our Strategic Measures, the indicators of success.

In conjunction with the BSC, a SWOT analysis had been employed to provide information on and evaluate the environment within which our strategic objectives will be pursued. Throughout the strategic period, the information contained in our SWOT analysis will be used to guide our decision making and will enable us to capitalize on our strengths, mitigate the effects of our weaknesses, take advantage of available opportunities and minimize the effects of threats.

Swot Analysis

STRENGTHS

- High levels of public trust in Jamaica's Judicial System
- Accumulated statistical data to measure court performance
- Educational information on court procedures readily available to the public
- Laws in place to support judicial decision-making

WEAKNESSES

- Absence of an effective performance management system for Court staff
- Inadequate adherence to time and service standards for processes and procedures of the Courts
- High level of case backlog
- Poor customer service culture
- Inadequate record management practices
- Inadequate staff complement to carry out work efficiently
- Poor infrastructure
- Lack of proper security for staff, records and equipment

OPPORTUNITIES

- Increase International emphasis on Court Excellence - funding and learning may be available
- High Government interest in the delivery of justice
- International donor countries contribute to Court institutional strengthening
- Increase integrated use of technology in case management

THREATS

- Court fees are set by the Legislature - the courts have no control over the cost of services offered (set by legislation)
- Increase in the number of cases before the court due to increasing crime rate, may hinder backlog reduction and impede case clearance
- Insufficient budgetary support from Executive/Legislature
- Low public interest in jury duty participation

By using this approach we hope to attain, at the end of our strategic period, excellence in the seven areas of Court Excellence as articulated by the IFCE. The attainment of these objectives will ensure a cycle of continuous improvement and sustained efficiency which will become benchmarks of the Jamaican Justice system.

OUR VISION, MISSION AND CORE VALUES



Vision

To be the best in the Caribbean in three years and one of the best globally in six years.

Mission

To provide sound, timely judgments and efficient court services.



Core Values

Fairness, Accountability
Independence, Integrity,
Impartiality, Respect,
Commitment, Courtesy,
Accessibility, Responsiveness
& Empathy

OUR STRATEGY



The core values of the Jamaican Judiciary are the foundation upon which this strategic plan is rooted, and the individuals who serve within it are the key to realizing the Judiciary's Vision ***“To be the best in the Caribbean in three years and one of the best globally in six years”***, which stands at the apex of the plan. The strategy for the Judiciary therefore begins with improvements in organizational capacity, through the strengthening of court leadership and management and investment in technology, which will create the environment for performance excellence and innovation. It is the expectation that the initiatives geared towards building organizational capacity will be the catalyst for improvements in work processes within the Courts and other units within the Judiciary and in turn, positively impact the Judiciary's financial stewardship.

The business of the Judiciary is service, the delivery of which is dependent on the external provision and allocation of financial and material resources. In these circumstances, financial stewardship is aimed at using all financial and material resources effectively.

Our Customers/Stakeholders are at the heart of our business and all the initiatives which will be undertaken during the strategic period are aimed at delivering on our Mission ***“To provide sound, timely judgments and efficient court services.”***

Consequently, ensuring Affordability and Access to Court Services is one of the strategic objectives to be pursued by the Judiciary. While we are cognizant of our reality — that the determination of court costs and infrastructural development are the responsibility of other arms of Government, and outside the remit of the Judiciary — we also recognize that the costs associated with access to court services is adversely affected by inefficiencies.

The pace at which cases progress through the court system from entry to final disposition has been an enduring challenge for the Judiciary and has caused a significant backlog of cases. Many of the strategic initiatives and targets we have set for ourselves relative to Customers/Stakeholders, are being undertaken with a view to significantly reducing the backlog in our courts, in order to eliminate it within six years of the implementation of this Plan.

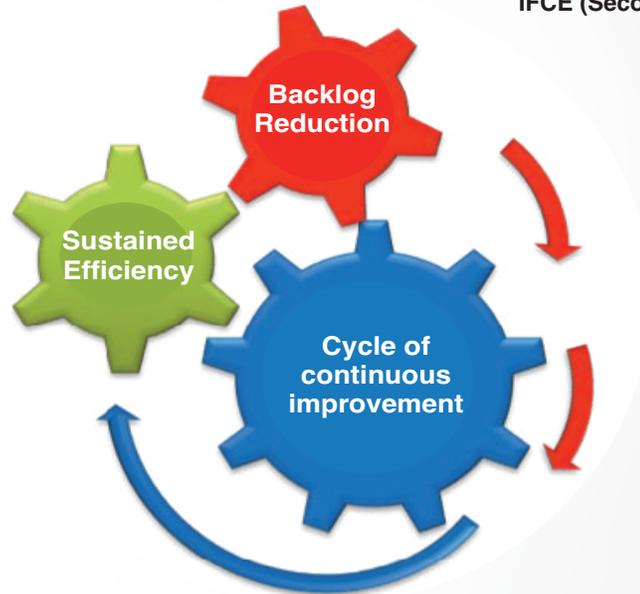
In addition to reducing case backlog, our Customers/Stakeholders are also deserving of having cases resolved in a timely manner. Accurate recording, timeous retrieval and delivery of complete records are therefore matters to which a number of strategic initiatives and targets are directed.

While the Jamaican Judiciary currently enjoys a high level of public trust and confidence, this is undermined when there is failure to meet the important needs of our Customers/Stakeholders. These needs include the reduction of costs through court access, the timely delivery of all court services, and the reduction and ultimate elimination of case backlog. High levels of public trust and confidence is a hallmark of efficient courts and is a strategic objective of the Jamaican Judiciary. The attainment of this objective is dependent on the success of all other strategic objectives being pursued in this Plan.

Continuous Improvement and Sustained Efficiency

“The best results in any organization are achieved when everyone is focused on the same goal”

IFCE (Second Edition) (March 2013)



The portfolios of crime and civil litigation have grown at a significant rate within courts across the island. Despite our efforts over the years to do the very best with the available resources, a gross backlog of cases has sadly become a feature of our justice system. The practice of producing monthly, quarterly and annual statistics, has enabled us to assess the true state of affairs within the system with greater accuracy. This invaluable tool has illuminated the stark systemic inefficiencies associated with case disposition and has set us on a path towards improvement.

Through the collation of these statistics, the study of other judicial systems and the adoption of ideas of execution, a compendium of strategies which can effectively reduce and eventually eliminate case backlog have been identified. Consequent on the identification of these strategies, some of which we intend to implement during the strategic period, we are positioned to undertake the seemingly daunting task of achieving the ambitious benchmark of a 130% case clearance rate across all courts. It is our intention to continue to respond to statistical truths and execute strategic programmes in response to them, so that case backlog will become a chapter in our history within the next six years.

While the reduction in case backlog will be an indicator of success, it can only be achieved and maintained within an environment where continuous improvement is encouraged and sustained efficiency is engrained. The strategic objectives and initiatives in this strategic plan are therefore ultimately directed towards achieving these goals.

STRATEGIC DRIVER



The vehicle through which the strategic plan will be communicated and executed is the bifocal concept of court leadership and management. Under the guidance of inspiring, proactive and professional leadership, all strategic initiatives will be implemented within the strategic period. Leaders will ensure that tiers two and three plans are developed for specific courts and operational units, and individuals respectively. Leadership will ensure that all plans are: consistent with this tier one plan; aligned with existing resources; and possess the agility to deliver on all the overall objectives.

STRATEGIC PILLARS AND OUTCOMES

There are three strategic Pillars which support and propel the Vision of becoming the best Judiciary in the Caribbean within three years and one of the best globally in six years. Each Pillar is linked to a strategic result which is an indicator of our progress in achieving our Vision.

Strategic Pillar #1 - Court Planning and Policies

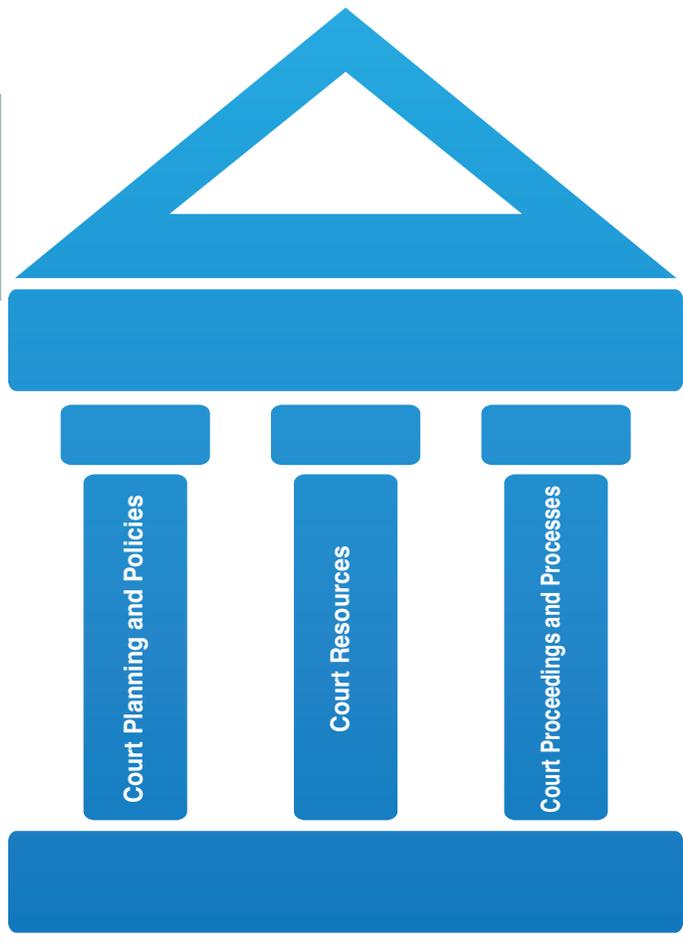
Successful planning and execution of policies must be driven by current, reliable data that measure a range of factors. The establishment of the statistical unit in 2016 has had a remarkable impact in this regard. Data is now available and it is expected that they will inform court planning and the implementation of court policies.

Strategic Outcome: Constantly use accurate and reliable data to engage judges, staff and court users in developing initiatives for improved court performance.

Strategic Pillar #2 - Court Resources

All resources are inextricably linked to each other and the success of this strategic plan. While deficiency negatively impacts the work product, it is imperative that during the strategic period we become more efficient within our resource limitations.

Strategic Outcome: Utilize all available resources (human, material and financial) effectively and proactively to enable optimal performance of all courts.



Strategic Pillar # 3 - Court Proceedings and Processes

Readily accessible and easily understood information on court processes and procedures are important to the efficient operation of our courts. During the strategic period, deficits must be identified, and efforts made to address them in an effective way.

Strategic Outcome: Frequently review court proceedings and processes to identify areas for improvement and implement change.

Balaclava Court House



STRATEGIC PERSPECTIVES/BALANCED SCORE CARD

The tables which follow set out the strategic objectives to be pursued by the Judiciary; descriptions which indicate what is contemplated by these objectives; the strategic initiatives which will be undertaken to achieve them; the targets which we have set for ourselves; and the measures/results which are expected consequent on the execution of our strategic initiatives. Together, they represent the “Benchmarks” of the Jamaican Judiciary and are the standards which we have set for ourselves, and against which our performance will be measured at the end of the strategic period.

PERSPECTIVE: ORGANIZATIONAL CAPACITY		STRATEGIC OBJECTIVES: <ul style="list-style-type: none"> ■ STRENGTHEN COURT LEADERSHIP AND MANAGEMENT ■ INCREASE ICT INFRASTRUCTURE
WHAT IS INVOLVED: <ul style="list-style-type: none"> • Identifying leaders within the organization • Developing leadership and management capabilities • Targeted/function specific training for Judges and Staff • Attracting and retaining skilled staff • Review of organizational structure to better meet organizational requirements • Expansion of ICT infrastructure 		
STRATEGIC INITIATIVES	STRATEGIC TARGETS	STRATEGIC MEASURES
Training for Judges and Staff	25% annually	25% annually
Structural Review of Courts	100% by December 2020	100% by December 2020
Develop and Implement Policies: <ul style="list-style-type: none"> • Health • Security • Anti-Sexual Harassment 	Reduction in health and security complaints	Reduction in health and security complaints
Develop and Implement Programmes for: <ul style="list-style-type: none"> • Evaluation • Rewards and Recognition 	Increase of 100% in on time evaluations	Increase of 100% in on time evaluations
Develop and Install ICT solutions implement	Increase annually	Increase annually

PERSPECTIVE:		STRATEGIC OBJECTIVES:
INTERNAL PROCESSES		<ul style="list-style-type: none"> IMPROVE WORK PROCESSES
WHAT IS INVOLVED: <ul style="list-style-type: none"> Identifying and mapping effective work processes Standardization of work process Efficient use of technology Effective internal communication 		
STRATEGIC INITIATIVES	STRATEGIC TARGETS	STRATEGIC MEASURES
Map efficient work flow processes	100% of courts by 2021	Efficient work processes
Implement formal case flow management	100% of courts by June 2020	Case Flow Management
Automate payment and collections system	100% of courts by 2022	Timely, safe and efficient monetary transactions
Develop and Implement Communication Protocol	Complete and Implement Protocol by June 2020	Effective Internal Communication

PERSPECTIVE:		STRATEGIC OBJECTIVES:
FINANCIAL STEWARDSHIP		<ul style="list-style-type: none"> OPTIMIZE USE OF FINANCIAL AND MATERIAL RESOURCES
WHAT IS INVOLVED: <ul style="list-style-type: none"> Compliance with Laws, Policies and Procedures of the Government of Jamaica (GOJ) relative to financial and material resource management Accountability for spend of public funds Maintenance of plant and assets 		
STRATEGIC INITIATIVES	STRATEGIC TARGETS	STRATEGIC MEASURES
Activate Court Maintenance Plan	Increase to 100%	Repaired and maintained plant and ICT
Training in GOJ Laws, Policies and Procedures	Increase compliance with GOJ Laws, Policies and Procedure to 100%	Financial accountability
Implement Asset Management System	100% compliance with GOJ policy	Effective management of assets
Training on the Budget and Payment Cycles, Budget Preparation	<ul style="list-style-type: none"> Increase to 100% the number of Courts and CMS operating within budget 100% on time budget requests 	<ul style="list-style-type: none"> Operating within budget Timely budget requests

PERSPECTIVE: CUSTOMER/STAKEHOLDER	STRATEGIC OBJECTIVES: <ul style="list-style-type: none"> ■ IMPROVE PUBLIC TRUST AND CONFIDENCE ■ SATISFY CLIENTS' NEEDS ■ ENSURE AFFORDABILITY AND ACCESS TO COURT SERVICES
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WHAT IS INVOLVED: <ul style="list-style-type: none"> • Timely delivery of all services • Increasing awareness of court services and processes • Increasing awareness of alternative dispute mechanisms • Customer satisfaction

STRATEGIC INITIATIVES	STRATEGIC TARGETS	STRATEGIC MEASURES
Implement Case Scheduling	<ul style="list-style-type: none"> • Increase case clearance to 130% • Increase Trial/Hearing/Event Certainty to 95% • Increase to 95% the number of cases disposed within 24 months of entry in a particular court 	<ul style="list-style-type: none"> • Increased Case Clearance • Reduced case backlog • Trial/Hearing/Event date Certainty
Implement Differentiated Case Management (DCM) Programme		
Implement updated record keeping and retrieval system	Production of records within 21 days of request	Reduced wait time for records
Internal and Public Education on Court Services and Processes	Increase to 80%	Increased public awareness of court services and processes

■ GLOSSARY OF TERMS

Case in Backlog: A case which remains unresolved for more than two years after its first entry into a court which has the jurisdiction to dispose of it.

Clearance rate: The ratio of incoming to outgoing cases or of new cases filed to cases disposed, regardless of when the disposed cases originated. For example, in a given Term 100 new cases were filed and 110 were disposed (including cases originating before that Term) the clearance rate is $110/100$ or 110%.

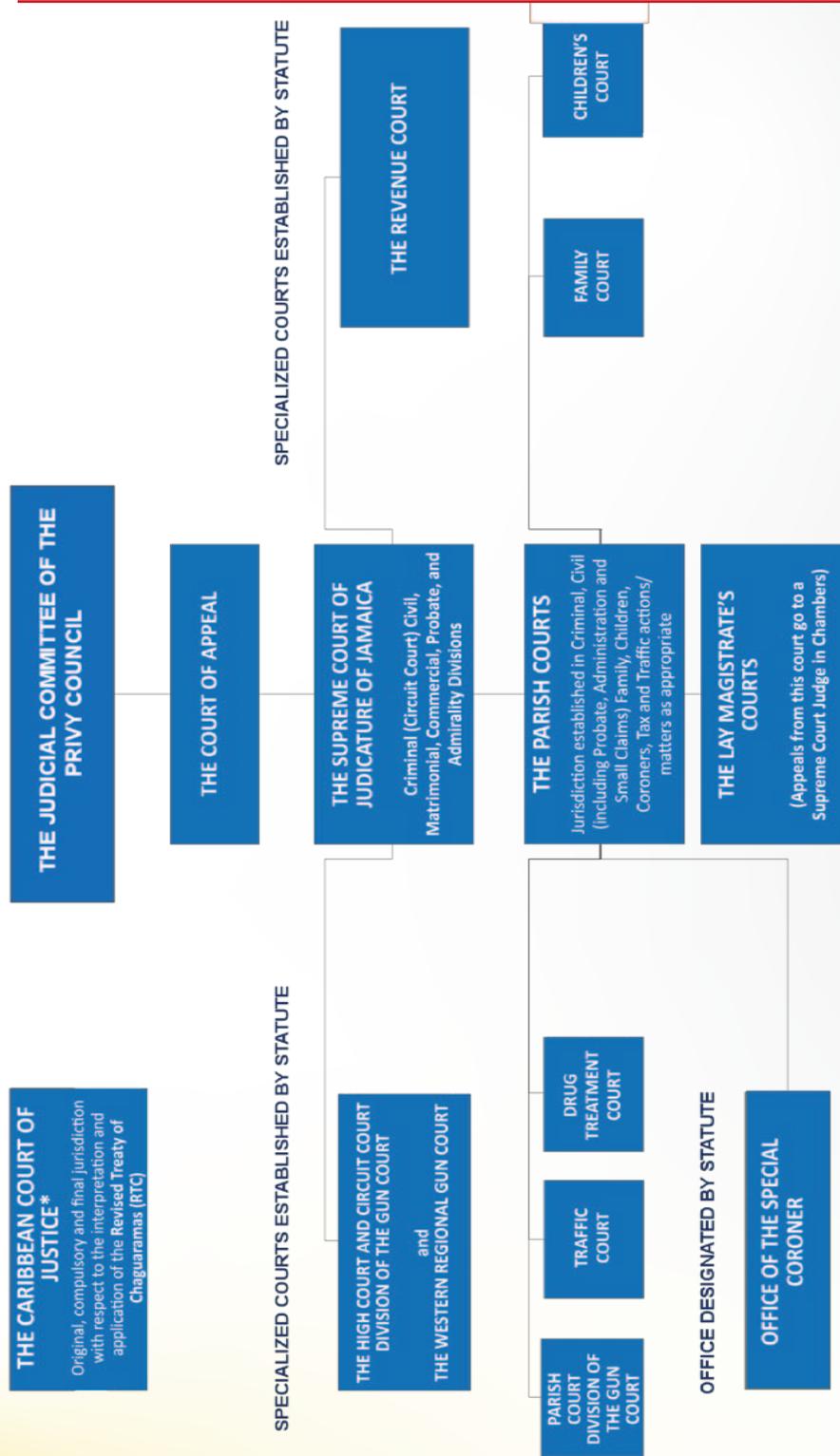
Disposal rate: The proportion of new cases filed which have been disposed in a particular period. For example, if 100 new cases are filed in a particular Term and 80 of those cases were disposed in said Term, then the disposal rate is 80%.

Differentiated Case Management (DCM): Methodology where cases are categorized as simple, standard and complex, which categorization determines the allocation of time and other resources for adjudication.

Trial/Hearing/Event date certainty: The proportion of dates set for trial or hearing which proceed without adjournment. For example, if 100 trial dates are set in a particular Term and 40 are adjourned, then the trial certainty rate would be 60%.

APPENDIX

Jamaican Court Network and Hierarchy



*Section 6 of the Caribbean Community Act: Any Court or Tribunal may refer any question relating to the interpretation or application of the RTC to the CCI that is necessary to deliver judgement.

Jamaican Judiciary Strategy Map 2019-2023

VISION: To be the best in the Caribbean in three years and one of the best globally in six years.
MISSION: To provide sound, timely judgments and efficient court services.

• CONTINUOUS IMPROVEMENT • SUSTAINED EFFICIENCY

Customer/Stakeholder

Improve Public Trust and Confidence

Satisfy Clients' Needs

Ensure Affordability and Access to Court Services

Financial Stewardship

Optimize use of Financial and Material Resources

Internal Processes

Improve Work Processes

Organizational Capacity

Strengthen Court Leadership and Management

Improve ICT Infrastructure

CORE VALUES: • Fairness • Accountability • Independence, Integrity, Impartiality • Respect
• Commitment, Courtesy • Accessibility • Responsiveness • Empathy

Jamaican Judiciary Integrated Strategy Map 2019-2023

VISION	To be the best in the Caribbean in three years and one of the best globally in six years.		
MISSION	To provide sound, timely judgments and efficient court services.		
STRATEGIC DRIVER	Court Leadership and Management		
STRATEGIC PILLARS	Court Planning and Policies	Court Resources	Court Proceedings and Processes
STRATEGIC RESULTS	Constantly use accurate and reliable data to engage judges, staff and court users in developing initiatives for improved court performance.	Utilize all available resources (human, material and financial) effectively and proactively to enable optimal performance of all courts	Frequently review court proceedings and processes to identify areas for improvement and implement change.
STRATEGIC OBJECTIVES AND STRATEGY MAP	STRATEGIC MEASURES	STRATEGIC TARGETS	STRATEGIC INITIATIVES
	<ol style="list-style-type: none"> Increased Case Clearance Trial/Hearing/Event date certainty Reduced case backlog Reduced wait time for records Increased public awareness of court services and processes 	<ol style="list-style-type: none"> ↑ to 130% ↑ to 95% ↑ to 95% number of cases disposed within 24 months of entry in particular court ↓ delays to 21 days ↑ 80% 	<ol style="list-style-type: none"> Implement: <ul style="list-style-type: none"> Scheduling Differentiated Case Management Programme Updated Record Keeping and Retrieval System Internal and public education on court services and processes
Customer/Stakeholder	<ol style="list-style-type: none"> 4(a) Repaired and maintained Plant and ICT infrastructure 4(b) Financial accountability 4(c) Effective management of Assets 4(d) Timely budget requests 4(e) Operating within budget 	<ol style="list-style-type: none"> 4(a) ↑ to 100% 4(b) ↑ to 100% compliance with Laws/GOJ Policies and Guidelines 4(c) ↑ to 100% compliance with GOJ Policies 4(d) 100% on time requests 4(e) ↑ to 100% of courts and CMS operating within budget 	<ol style="list-style-type: none"> 4(a) Active Court Maintenance Plan 4(b) Training in Laws, GOJ Policies and Guidelines 4(c) Implement Asset Management System 4(d) Internal training on Budget and Payment Cycles 4(e) Internal training on Budget Preparation
Financial Stewardship	<ol style="list-style-type: none"> 5(e) Efficient Work processes 5(b) Case flow management 5(c) Timely, safe and efficient monetary transactions 5(d) Effective Internal Communication 	<ol style="list-style-type: none"> 5(a) 100% of courts by 2021 5(b) 100% of courts by June 2020 5(c) 100% of courts by 2022 5(d) Complete and implement Communication Protocol by June 2020 	<ol style="list-style-type: none"> 5(a) Map efficient work flow processes 5(b) Implement formal Case flow Management 5(c) Automate payment and collection systems 5(d) Develop and Implement Communication Protocol
Internal Processes	<ol style="list-style-type: none"> 6(e) Improved Knowledge, Skills and Abilities determined 6(b) Efficient Organizational Structure 6(c) Improved Welfare 6(d) Effective Talent Management 	<ol style="list-style-type: none"> 6(a) 25% annually 6(b) 100% by December 2020 6(c) ↓ in health and security complaints 6(d) ↑ 100% in one time evaluations 	<ol style="list-style-type: none"> 6(a) Training for judges and Staff 6(b) Structure Review of Courts 6(c) Develop and Implement Health, Security and Anti-Sexual Harassment Policies 6(d) Develop and Implement Evaluation, and Rewards and Recognition Programmes
Organisational Capacity	<ol style="list-style-type: none"> 7. Infrastructure expansion 	<ol style="list-style-type: none"> 7. ↑ Annually 	<ol style="list-style-type: none"> 7. Implement ICT Solutions
CORE VALUES: • Fairness • Accountability • Independence, Integrity, Impartiality • Respect • Commitment, Courtesy • Accessibility • Responsiveness • Empathy			

Statistics

The ensuing tables provide an outline of the estimates of clearance and trial date certainty rates which are required over the next six years, commencing January 01, 2019 to eliminate the criminal and civil case backlog in respective the Parish courts and the Divisions of the Supreme Court, the Gun Court, the Revenue Court and the Court of Appeal. If the targeted rates after six years can be achieved, the relevant courts would have not only cleared the pre-existing criminal case backlog but also be placed in a position to largely prevent new cases from falling into backlog. In effect, the civil and criminal case backlog rates will fall below 5% across the relevant courts if the stated six year targeted rate can be attained. The tables provide a year-by-year breakdown of the clearance rates and trial date certainty rates, which are necessary to attain the six-year targets. Annual variances will be computed for each court and business line to provide the necessary guidance for the leadership of the courts.

Table 1.0: Parish Courts – Criminal case clearance rate projections

Parish Court	*Baseline clearance rate (%)	Required case clearance rate after six years (%)	Variance between baseline and required clearance rate (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required rate at end of year 6 (%)
Manchester	62.99	129.17	66.18	80.25	90.15	95.24	105.58	115.25	129.17
Clarendon	37.73	132.63	94.9	78.06	85.95	92.13	102.10	117.89	132.63
St. Catherine	81.23	134.06	52.83	96.78	104.63	115.13	119.45	123.16	132.06
St. Thomas	75.5	132.50	57	83.15	93.81	100.10	116.78	123.45	145.50
Portland	68.02	114.03	46.01	81.12	90.31	98.75	105.14	108.17	114.03
St. Mary	71.47	129.51	58.04	80.15	90.54	103.24	119.54	115.32	129.51
St. James	78.75	122.50	43.75	80.13	90.17	105.08	112.97	113.11	122.50
Corporate Area Court-Criminal Division	76.25	124.11	47.86	84.56	92.21	100.68	109.21	117.42	124.11
Westmoreland	85.36	123.08	37.72	100.54	109.21	115.35	119.87	121.54	123.08
Hanover	75.98	127.70	51.72	83.24	91.54	112.31	121.56	123.31	127.70
St. Elizabeth	65.1	121.35	56.25	83.41	92.23	108.12	111.31	117.34	121.35
St. Ann (including Brown's Town)	68.33	121.96	53.63	78.16	87.56	95.23	105.68	116.17	121.96
Trelawny	58.53	125.64	67.11	76.34	89.67	104.23	112.34	118.91	125.64
Weighted averages	71.15	128.13	56.98	84.89	94.56	104.68	114.41	128.13	128.13

NB: Baseline is based on data over the period 2016-2018. The required clearance rates are the calculated rates, which are necessary to incrementally eliminate the backlog stock in each court.

It is seen in the above table that the current variance between the baseline and overall required clearance rate across the criminal divisions of the parish court is 56.98 percentage points. The overall baseline figure is 71.15% which suggests that for every 100 new cases filed, roughly 71 cases are disposed. The overall desired rate of 128.12% is the minimum anchor that has been established to eliminate criminal case backlog over the coming six years. It means disposing 128 cases for every 100 new ones filed.

Table 2.0: Parish Courts – Trial date certainty rate projections for criminal matters

Parish Court	**Baseline trial certainty rate (%)	Required trial certainty rate (%)	Variance between the baseline and required trial certainty rates (%)	Required rate at the end of year 1 (%)	Required rate at the end of year 2 (%)	Required rate at the end of year 3 (%)	Required rate at the end of year 4 (%)	Required rate at the end of year 5 (%)	Required rate at the end of year 6 (%)
Manchester	74	94	20	77	81	85	87	92	94
Clarendon	72	95	23	75	82	84	88	91	95
St. Catherine	78	92	14	81	85	87	89	91	92
St. Thomas	68	96	28	72	79	85	87	90	96
Portland	77	93	16	80	84	86	88	91	93
St. Mary	67	96	29	73	82	87	91	92	96
St. James	80	91	11	82	84	87	88	90	91
Corporate Area Court-Criminal Division	65	95	30	68	73	79	81	88	95
Westmoreland	85	90	5	87	87	88	89	89	90
Hanover	66	95	29	73	74	78	85	90	95
St. Elizabeth	71	93	22	74	76	81	86	91	93
St. Ann (including Brown's Town)	74	94	19	77	80	82	86	91	94
Trelawny	72	93	21	76	79	81	87	90	93
Overall Weighted averages	73.02	93.51	20.54	77.21	81.13	84.21	87.92	91.43	93.51

NB: The baseline index is based on data over the period 2016-2018. The required trial date certainty rates are the calculated rates, which are necessary to incrementally eliminate the backlog stock in each court.

It is seen in the above table that the overall average variance between the baseline trial date certainty rate and the overall required rates is 20.54 percentage points. The baseline rate of 73.02% suggests that for every 100 trial dates set, 73 proceeded on schedule without being adjourned. The overall required rate of 93.51 suggests that for every 100 trial dates set, 94 should proceed without adjournment.

Table 3.0: Parish Courts – Civil case clearance rate projections

Parish Court	*Baseline clearance rate (%)	Required case clearance rate after six years (%)	Variance between baseline and required clearance rate (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required rate after year 6 (%)
Manchester	60.15	127.23	71.08	72.45	76.14	84.76	98.54	115.54	127.23
Clarendon	46.15	132.41	86.26	60.16	75.76	88.15	95.67	113.23	132.41
St. Catherine	78.54	123.21	44.67	85.16	97.18	101.23	111.43	117.21	123.45
St. Thomas	71.50	125.12	53.62	76.58	80.17	93.56	104.56	112.34	125.12
Portland	69	126.12	57.12	73.45	78.98	87.16	94.32	108.94	126.12
St. Mary	68.12	125.32	57.2	72.13	81.15	90.56	98.76	114.63	125.32
St. James	74.34	123.50	49.16	76.31	83.45	87.16	97.67	112.67	123.50
Corporate Area Court-Civil Division	70.15	122.47	52.32	76.15	84.23	90.15	97.21	113.78	122.47
Westmoreland	76.15	119.58	43.43	80.78	89.23	95.12	104.21	113.13	119.58
Hanover	71.21	123.45	52.24	75.23	84.32	91.23	103.67	116.17	123.45
St. Elizabeth	64.32	124.35	60.03	70.16	78.19	88.45	93.12	110.34	124.35
St. Ann (including Brown's Town)	67.25	123.96	56.71	74.13	85.61	89.16	90.15	112.34	123.96
Trelawny	60.50	127.81	67.31	65.17	78.46	86.15	93.45	113.98	127.81
Weighted Means	69.98	124.54	54.56	75.98	84.76	91.13	97.99	112.96	124.54

**The baseline index is based on data over the period 2016-2018. The required clearance rates are the calculated rates, which are necessary to incrementally eliminate the backlog stock in each court.*

It is seen in the above table that the current variance between the baseline and overall required clearance rate across the civil divisions of the parish court is 54.56 percentage points. The overall baseline figure is 69.98%, which suggests that for every 100 new cases filed, roughly 70 cases are being disposed. The overall desired rate of 124.54% is the minimum anchor that has been established to eliminate the civil case backlog over the coming six years. It means disposing 125 cases for every 100 new ones filed.

Table 4.0: Clearance rate projections for the Divisions of the Supreme Court, the Gun Court and the Revenue Court

Division	*Baseline clearance rate (%)	Required case clearance rate (%)	Variance between the baseline and required clearance rates (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required rate after year 6 (%)
High Court Civil Division	24.18	145.49	121.31	55.50	76.41	82.13	98.91	121.34	145.49
Home Circuit Court	33.49	139.90	106.41	50.14	68.75	75.25	95.12	116.23	139.90
Matrimonial Division	74.06	115.56	41.50	80.14	85.14	90.12	100.50	111.56	115.56
Probate Division	83.83	109.70	25.87	90.12	92.13	93.15	96.13	102.34	109.70
Gun Court	97.49	105.28	7.79	100.50	102.34	103.02	103.12	104.61	105.28
Revenue Court	73	97.50	24.50	78.10	82.56	83.12	90.18	92.15	97.50
Commercial Division	60.00	114.00	54	70.21	74.31	85.16	90.20	103.13	114.00
Weighted Averages	62.23	118.50	55.47	74.35	82.95	86.78	96	107	118.50

NB: The baseline index is based on data over the period 2016-2018. This measure takes into account the relative caseload of the different Divisions of the Supreme Court.

It is seen in the above table that the current variance between the baseline and overall required clearance rate for the Divisions of the Supreme Court, the Revenue Court and the Gun Court is 55.47 percentage points. The overall baseline figure is 62.23%, which suggests that for every 100 new cases filed, roughly 62 cases were disposed. The overall desired rate of 118.50% is the minimum anchor that has been established to eliminate the case backlog in Supreme Court over the coming six years. It means disposing 118 cases for every 100 new ones filed.

Table 5.0: Trial date certainty rate projections for the Supreme Court, the Gun Court and the Revenue Court

Division	**Baseline trial certainty rate (%)	Required trial certainty rate (%)	Variance between the baseline and require trial certainty rates (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required rate at end of year 6 (%)
High Court Civil Division	63.91	98		70.12	75.12	80.13	84.12	90.11	98
Home Circuit Court	67.26	95	34.09	73.12	75.16	82.15	89.56	91.14	95
Matrimonial Division	78.07	92	27.74	84.17	86.15	88.12	90.16	91	92
Probate Division	75.53	90	13.93	80.11	84.42	87.12	88.14	89	90
Gun Court	55.93	95	14.47	65.17	77.12	81.15	85	88.90	95
Commercial Division	91.73	95	39.07	92.12	93	93.11	94	94.51	95
Revenue Court	72.19	94	3.27	80.05	82.13	85.61	87	90.12	94
Weighted Averages	69.41	95.10	21.81	81.87	85.34	88.28	90.43	93.97	95.10

NB: The baseline index is based on data over the period 2016-2018. This measure takes into account the relative caseload of the different Divisions of the Supreme Court.

It is seen in the above table that the overall average variance between the baseline trial date certainty rate and the overall required rates is 25.69 percentage points. The baseline rate of 69.41% suggests that for every 100 trial dates set, 69 proceeded on schedule without being adjourned. The overall required rate of 95.10 suggests that for every 100 trial dates set, 95 should proceed without adjournment.

Table 6.0: Clearance rate projections for the Specialized Parish Courts

Specialized Parish Courts	*Baseline clearance rate (%)	Required case clearance rate (%)	Variance Between The Baseline And Required clearance rates (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required Rate After year 6 (%)
Corporate Area Tax Court	72.15	117.23	45.08	79.06	90.02	96.34	105.22	113.23	117.23
Drug Court – Corporate Area	75.12	120.03	44.91	84.05	93.04	97.87	106.11	116.01	120.03
Corporate Area Family Court	72.01	119.14	47.13	82.18	92.25	97.11	104.87	115.01	119.14
Western Regional Family Courts	74.17	117	43	81.15	90	95	105	113	117
Coroners Court	79	106	27	82	89	91	95	98	106
Special Coroners Court	71.12	111.24	37.24	80.05	82.17	90.12	97	103	111.24
Weighted Averages	74.12	114.34	40.01	80.91	80.94	88.13	93.24	102.43	114.34

NB: The baseline index is based on data over the period 2016-2018. This measure takes into account the relative caseload of the different Divisions of the Supreme Court.

It is seen in the above table that the current variance between the baseline and overall required clearance rate for the above named specialized Parish Courts is 40.01 percentage points. The overall baseline figure is 74.12%, which suggests that for every 100 new cases filed, roughly 74 cases were disposed. The overall desired rate of 114.34% is the minimum anchor that has been established to eliminate the case backlog in the named specialized Parish Courts over the coming six years. It means disposing 114 cases for every 100 new ones filed.

**Table 7.0: Clearance rate projections for the Court of Appeal
(including matters with outstanding transcripts)**

Court	*Baseline clearance rate (%)	Required case clearance rate (%)	Variance Between The Baseline And Required clearance rates (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required Rate After year 6 (%)
Court of Appeal	67	132.15	65.15	84.25	94.78	104.53	113.21	122.05	132.15

The above table outlines the baseline and required clearance rates for the Court of Appeal over the next six years, including matters with outstanding transcripts. It is seen that the overall average variance between the baseline and required clearance rate is 65.15 percentage points. The baseline rate of 67% suggests that for every 100 new Appeals filed, 67 were on average disposed over the past four years. The overall required rate of 132.15 suggests that for every 100 new Appeals filed, 132 should on average be disposed.

**Table 7.0: Clearance rate projections for the Court of Appeal
(excluding matters with outstanding transcripts)**

Court	*Baseline clearance rate (%)	Required case clearance rate (%)	Variance Between The Baseline And Required clearance rates (%)	Required rate at end of year 1 (%)	Required rate at end of Year 2 (%)	Required rate at end of year 3 (%)	Required rate at end of year 4 (%)	Required rate at end of year 5 (%)	Required Rate After year 6 (%)
Court of Appeal	67	111.48	44.48	79.78	84.23	93.15	98.12	105.26	111.48

**Baseline is based on data over the period 2015-2018*

The above table outlines the baseline and required clearance rates for the Court of Appeal over the next six years, excluding matters with outstanding transcripts. It is seen that the overall average variance between the baseline and required clearance rate is 44.48 percentage points. The baseline rate of 67% suggests that for every 100 new Appeals filed, 67 were on average disposed over the past four years. The overall required rate of 111.48 suggests that for every 100 new Appeals filed, 111 should on average be disposed.

1 in 3...

*To be the best
Judiciary
in the Caribbean
in three years
and one of the best
globally in
six years.*

...1 in 6



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