



# JUDICIARY OF JAMAICA



*“Benchmarking the Future: Consolidating Excellence”*

**STRATEGIC BUSINESS PLAN**  
**2024 - 2028**



**J**udiciary  
**U**ndertaking  
**S**ustainable  
**T**ransformation  
**I**n  
**C**ourt  
**E**xcellence

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**T**his strategic plan for the Jamaican Judiciary was supported and contributed to by the following persons, at the direction of and with the participation of The Honourable Mr. Justice Bryan Sykes OJ, CD, Chief Justice of Jamaica:

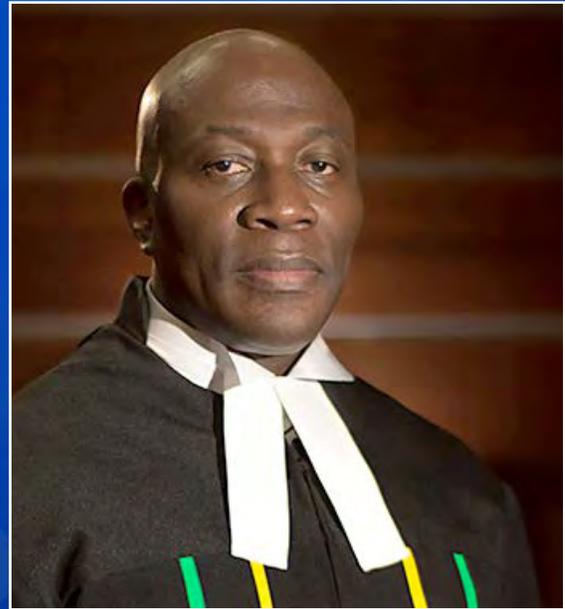
- **The Hon. Mr. Justice David Fraser, CD, Judge of Appeal**
- **The Hon. Ms. Justice Carole Barnaby, Puisne Judge**
- **His Hon. Mr. Chester Crooks, Chief Judge of the Parish Courts**
- **Her Hon. Ms. Sanchia Burrell, Senior Judge of the Parish Court**
- **Her Hon. Ms. Michelle Salmon, Senior Judge of the Parish Court**
- **Her Hon. Mrs. Mitsy Beaumont-Daley, Director, Court Administration Division (Ag)**
- **Mrs. Tricia Cameron-Anglin, Director, Court Administration Division**
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- **Mr. Karon Ashmead, Property Officer, (CAD)**
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All these persons gave generously of their time, intellect, and insights that led to the development of this, our second strategic plan. Some of the names would be familiar to those who read the first strategic plan. We had new persons with fresh ideas which contributed significantly to this important effort.

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

## MESSAGE FROM THE CHIEF JUSTICE

*“ At their core, our courts are service institutions making improvement in the timely delivery of legal and other services by courteous and efficient judges and staff... ”*



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

It is my pleasure to present the 2024-2028 Strategic Business Plan for the Jamaican Judiciary. It is informed by the desire and indeed entitlement of our valued stakeholders to effective, high performing courts and is reflective of the Judiciary's own commitment to excellence.

As we continue the pursuit of court excellence, like its predecessor, this plan is grounded on the values and principles of the International Framework for Court Excellence (IFCE), the global quality management system designed by the International Consortium of Court Excellence (ICCE) to assist courts in improving their performance. This focus is demonstrated in the pillars upon which the plan rests, as well as the revised Vision, Mission and Core Values of the Jamaican Judiciary developed in consultation with our internal and external stakeholders echoing our objective of being among the best and most efficient judiciaries in the world.

Continuous evaluation and improvement are critical to achieving that objective and it is to this end that admission to membership of the International Consortium for Court Excellence (ICCE) was considered as an imperative for the Jamaican Judiciary. The ICCE is a global network comprised of courts and other organizations with expertise in the areas of court and judicial administration and is dedicated to identifying and developing best practices for courts - including periodic peer reviews - all are aimed at ensuring the delivery of quality service. In our first installment of *“Benchmarking the Future”* which spanned the period 2019-2023, the intention to have our Judiciary become a member of the Consortium by 2020, was expressed. Although delayed, I can now proudly state that we have been admitted to membership as of December 11, 2023.

Quite apart from the evaluative structure embedded in the IFCE to which our membership in the ICCE

now makes us subject, the internal measurement, monitoring, and evaluation of our performance against planned targets is now central to our pursuit for court excellence and will be ably executed by an effective strategic planning and performance management unit.

At their core, our courts are service institutions making improvement in the timely delivery of legal and other services by courteous and efficient judges and staff, as well as increased appropriate engagement with our external stakeholders, a priority for the Judiciary for the strategic plan period. While success in these areas undoubtedly require our courts to have efficient processes and procedures, the simultaneous development and embedding of a high performing culture is also essential and requires us to engage our cadre of internal stakeholders seriously and intentionally. Focus will accordingly be placed on providing more effective administrative support for our courts to better enable them to discharge their constitutional mandate of upholding the rule of law.

Over the next five (5) years we will also be building on one of the most important targets of the first strategic plan; having backlog free courts. This has been achieved within the civil and criminal jurisdictions of the Parish Courts and the High Court Division of the Gun Court and the Revenue Court. The Court of Appeal, for the second consecutive year, is disposing of more appeals than are being filed thereby making significant strides in reducing and ultimately eliminating backlog in that court. Regrettably, many divisions of the Supreme Court, although showing signs of improvement, are some ways from accomplishing the feat. Completion of reviews of the systems and processes and the implementation of recommendations for reform are therefore crucial if all divisions of the Supreme Court are to achieve backlog free status.

The improved performance of our courts has been achieved through a largely manual case flow management system which has long seen its best days. Accordingly, to maintain and increase the gains made across all courts, it is necessary to invest in and implement an integrated electronic case management system, which is among the priority programmes of this new plan.

As before, realization of our strategic objectives for the current plan requires robust and effective governance and court leadership. The latter is the most critical driver of the systems and enablers (strategic court management, court workforce, court infrastructure, proceedings, and processes) which facilitate better court user engagement, affordable and accessible court services through the use of appropriate technology leads to improvements in public trust and confidence, hallmarks of efficient courts. Our focus on building capacity in these areas will therefore continue.

The Jamaican Judiciary has made remarkable strides in improving performance during the concluded plan, but court excellence is an ongoing pursuit which requires vigilance and deliberate effort. This Plan, underpinned by effective court leadership and management, greater staff and court user engagement, the introduction of appropriate technology, reflects an ambitious yet achievable programme for making even more significant strides on our continued journey towards court excellence and delivering on our Mission to ***“Provide sound, timely judgments and efficient court services in an environment where all stakeholders are valued”***.

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

## MESSAGE FROM **PRESIDENT OF THE COURT OF APPEAL**

*“It has been a pleasure to see those work relationships blossom and flourish, resulting in better workplace harmony.”*



**The Honourable Mr. Justice Patrick A. Brooks, OJ, CD**  
President of the Court of Appeal

As it was in 2019, when the first strategic plan for the Jamaican Judiciary was drafted, we again anticipate big strides in improving the efficiency and quality of the service offered by the justice system of Jamaica. Although the COVID-19 pandemic disrupted implementation of some aspects of the original plan, the upheaval created opportunities for advancement which were not initially envisaged. The Jamaican Judiciary used those opportunities to its benefit.

Out of the pandemic came a quantum leap forward in facilitating the legal profession and the public. Courts, including the Court of Appeal, conducted their hearings on an electronic platform ensuring the safety of court personnel as well as court users. This innovative response to the disruption of in-person Court of Appeal hearings, also brought about savings in time and costs to attorneys-at-law and their clients. Attorneys-at-law did not have to travel from their offices to attend

court. This was especially beneficial to those who are based in parishes outside of the Corporate Area. The support of the Court Administration Division (CAD) in increasing internet bandwidth to the Court of Appeal to facilitate those hearings was happily received and much appreciated.

In this post-pandemic period, the concept of a new strategic plan also brings opportunities – not to start from where we left off in 2020, at the beginning of the pandemic – but to build on the advances gained during that period. Judges and court staff, both professional and lay, have developed skills using the technology to communicate with members of the legal profession and other external stakeholders, and otherwise enhance their efficiency. Those skills should be honed for continued personal and professional advancement.

Some of the opportunities that have been presented involve the need to innovate in areas such as reduction

of the printing of documents and the collating and storing of e-mail and other electronic correspondence. Currently, the electronic correspondence generates additional printing as documents which would normally be printed by external stakeholders are now being printed by the court. It is hoped and expected that when the electronic filing system is standardised and made fully functional, the time and expense spent in printing those documents will be eliminated, and that correspondence and other documentation will be able to be appropriately stored and easily accessed, all electronically.

In addition to the electronic advances, the Court of Appeal also made numerous advances in its drive to fulfil the Jamaican Judiciary's vision and mission statements that were crafted in 2019. The court's team took on the required tasks with gusto. It formed committees and sub-committees; identified strategic objectives for the court; created a Tier 2 Balanced Score Card, Strategy Map and Integrated Strategy Map, and assigned owners for each objective on the map.

Among the achievements of the court's Tier 2 Plan Implementation Oversight Committee (T2PIOC) was the creation, with the full participation of the entire Court of Appeal team, of vision and mission statements, which we are pleased to see reflected in some way in the new vision and mission statements that are to be established for the Jamaican Judiciary in 2024. The Court of Appeal's **vision statement** is:

*"A world-class appellate court serving all stakeholders with excellence."*

While its **mission statement** is:

*"To serve all stakeholders with integrity and fairness, by delivering sound, timely judgments, and efficient accessible court services, in a healthy and fulfilling work environment."*

The Court of Appeal has worked steadily toward achieving these aims. That work has enhanced the

interpersonal bonds at the court. It has been a pleasure to see those work relationships blossom and flourish, resulting in better workplace harmony.

There is, however, a concern about continuity. As some of the original actors move on from the court to new pursuits, other members of the team need to take over the mantle of their predecessors. Fortunately, we at the Court of Appeal have the continued able leadership of The Honourable Mr Justice David Fraser, who chairs the court's T2PIOC, The Honourable Mrs Justice Nicole Foster-Pusey who, up to recently chaired the court's Social Affairs Committee, a vibrant committee that kept the court buzzing with activities, and Mrs Stacie-Anne Brown, Registrar, who chairs the ICT Improvement Committee that has overseen many of our technological improvements. These judges, the Registrar and many other members of the T2PIOC, encourage full participation from the Court of Appeal's team.

As the Jamaican Judiciary moves into 2024 and beyond with its new strategic plan, it should recognise the gains that it has made over the past five years, build on those gains, and celebrate the members of the team that keep it moving forward to achieve the core values of Fairness, Accountability, Independence, Integrity, Impartiality, Innovation, Respect (FAI<sup>4</sup>R) with Commitment, Communication, Courtesy, Accessibility, Responsiveness and Empathy (C<sup>3</sup>ARE).

It is my fervent hope that the various teams that comprise the Jamaican Judiciary will embrace the new vision and mission statements and make even more progress than they did despite the challenges of the pandemic. These teams have shown that they have the ability and the determination to do so, and these refreshed strategic objectives and goals will help to steer the Judiciary's efforts to significantly benefit both our external as well as our internal stakeholders.

**The Honourable Mr. Justice Patrick A. Brooks, OJ, CD**  
**President of the Court of Appeal**

## MESSAGE FROM CHIEF JUDGE OF THE PARISH COURTS

“...we recognize the significance of this Strategic Plan as a roadmap towards achieving our shared vision over the next five to ten years.”



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

On behalf of my fellow Judges of the Parish Courts, we are delighted to have been a part of the second iteration of our Strategic Plan, marking a pivotal moment in the evolution of the Jamaican Judiciary. Under the guidance of our esteemed Chief Justice, the Honourable Mr. Justice Bryan Sykes OJ, CD, this Plan sets forth a visionary outlook for our judicial system. Our updated vision now aspires to transform the Jamaican Judiciary into a world-class institution that leverages innovation and technology for efficient service delivery. Aligned with our Vision is our updated Mission, encapsulated in the following statement:

***“To provide sound timely judgments and efficient court services in an environment where all stakeholders are valued.”***

As judges of the Parish Courts, we recognize the significance of this Strategic Plan as a roadmap towards achieving our shared vision over the next five to ten years. Building upon the foundation of the

previous Strategic Plan, we are committed to not only maintaining but surpassing the high standards of judicial excellence and integrity.

This second strategic plan, titled ***Benchmarking the Future: Consolidating Excellence*** embodies the collective commitment of the Jamaican Judiciary to uphold and safeguard the rule of law. It reaffirms our dedication to judicial impartiality, fairness, integrity, independence, and accountability to all users of the Jamaican courts and justice system.

We consider it both an honour and a privilege to be active participants in this journey towards Court Excellence. Together, as we work towards these goals, we anticipate a future where the Jamaican Judiciary stands among the best in the world.

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



**The Management Team of the Court Administration Division.**

MESSAGE FROM  
**THE DIRECTOR  
 OF THE COURT  
 ADMINISTRATION  
 DIVISION**

“ To provide sound, timely judgments and efficient court services in an environment where all stakeholders are valued. ”



**Mrs. Tricia Cameron-Anglin**  
 Director of Court Administration Division

As we stand on the cusp of a new era in our judicial system, the time has come to chart the course for the Jamaican Judiciary for the next five years. It is with great responsibility and foresight that the Court Administration Division (CAD) initiates the strategic planning process for the Judiciary for the period 2024 to 2028, by **“Benchmarking the Future: Consolidating Excellence”**.

The past five years have been a testament of our collective determination to realize our vision and bring our strategic plan to life. The individual contributions, innovative ideas, and tireless efforts of our staff have been instrumental in achieving our milestones and propelling our organization toward greater heights of success. I take this opportunity to express my deepest gratitude to the members of the Judiciary and administrative support staff for their diligence and persistence in making the last Strategic Plan a success, inspite of the onset of the novel coronavirus 2019 (COVID-19).

The landscape of law and order is continuously influenced by social, economic, and technological changes, which necessitate a robust and adaptive strategic plan to guide us forward. **Benchmarking the Future: Consolidating Excellence** is not only a blueprint for our operational focus but also an embodiment of our commitment to upholding justice, maintaining the rule of law, and serving the public with integrity and efficiency. It is a reflection of our shared vision for the future – a future shaped by our relentless pursuit of innovation, unwavering commitment to sustainability and steadfast dedication to the Jamaican people and which supports the National and Sector priorities contained within the National Development Plan, Vision 2030. As such, the revised vision for the period 2024 - 2028 is aptly: **“A world-class Judiciary utilizing innovation and technology for efficient service delivery”**.

The CAD as the administrative arm of the Judiciary stands ready to ensure successful implementation

and sustainability of initiatives under the Plan. To this end, the CAD will be undertaking a number of assessments and engagement activities involving key stakeholders in an effort to continue the culture of service excellence in providing administrative support to the Judiciary. The insights, experiences, and expertise of all our stakeholders are invaluable to the creation of a Judiciary that is able *“To provide sound, timely judgments and efficient court services in an environment where all stakeholders are valued”* as espoused by our new Mission statement.

With this in mind, the Strategic Business Plan 2024 – 2028 is built on the following fundamental principles:

**Strategic Prioritization:** We have identified key strategic priorities that align with the Judiciary’s objectives and unique dynamics. These priorities will serve as the cornerstone of our initiatives, investments and actions in the coming years.

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**Innovation and Technology:** In an era defined by rapid technological advancements, the Judiciary is doubling down on our commitment to innovation. The Plan outlines targeted investments in development, and cutting-edge technologies to drive service excellence and high-quality leadership.

**Sustainability and Responsibility:** Recognizing the interconnectedness of our sector with the broader world, the Judiciary is embracing sustainability as a strategic imperative. Its initiatives will focus on environmental stewardship, social responsibility, and ethical governance, ensuring that there is a long-term value for Jamaica, while making a positive impact.

**People & Culture:** Our people are our greatest asset. The Judiciary is dedicated to fostering a culture of inclusivity, empowerment, and continuous learning. Through targeted initiatives, it is the aim to attract, develop, and retain top talent, thereby fueling the growth and innovation agenda.

As we celebrate this significant milestone, let us also take a moment to reflect on the journey that has brought us here. I invite you to take pride in our accomplishments and to share in the joy of our collective success.

**Mrs. Tricia Cameron-Anglin**

**Director of Court Administration Division**

# ACCOUNTABILITY STATEMENT

Our second Strategic Business Plan for the upcoming five years, commencing on April 1, 2024, was created under the authority granted under Section 16 of the Financial Administration and Audit (FAA) Act. This plan aligns with the policy directives established by the Government of Jamaica and reflects the vision articulated by the Chief Justice of Jamaica. Broadly, it outlines the strategies to be deployed across courts nationwide, aiming to enhance the quality of services provided to all court users. The document specifically addresses planned policies, programmes and projects, incorporating robust management, monitoring and evaluation mechanisms to ensure the delivery of efficient court services in an environment where all stakeholders are valued.

The priorities outlined in this Strategic Business Plan have been identified in consonance with the Government's medium-term priorities and fiscal targets. Consequently, I am fully committed to supporting the objectives delineated in this plan.

**Director**  
**Court Administration Division**



**His Hon. Mr. Chester Crooks - Chief Judge of the Parish Courts, Mrs. Tricia Cameron-Anglin - Director of the Court Administration Division and The Hon. Mr. Justice Bryan Sykes, OJ, CD - Chief Justice of Jamaica at the Court Administration Division FY 2023/2024 Management Retreat.**

# INTRODUCTION

The five years of *“Benchmarking the Future: Courting Excellence”* delivered significant victories and critical lessons for the Jamaican Judiciary, all of which serve as the springboard for this next phase of the transformation of our courts into institutions characterized by service efficiency and excellence.

Steered by the IFCE and learning from the preceding plan, the Judiciary commits to this improved cohesive five-year strategy which is centered on these fifteen (15) carefully curated strategic objectives:

- Improve Stakeholder Satisfaction
- Increase Trust in the Judiciary
- Reduce Operational Costs
- Improve Fiscal Responsibility
- Improve Budget Utilization
- Improve Resource Management
- Improve Judicial Accountability
- Improve External Communication
- Improve Data Management
- Improve Internal Processes
- Improve Human Capabilities
- Improve Culture
- Improve Occupational Safety and Health
- Improve Court Infrastructure
- Increase Technological Resources and Infrastructure

Cumulatively, these objectives will guide the formulation of performance indicators, targets, plans, programmes, projects and change management strategies for enhanced operational efficiencies, and the creation of a culture of high performance as we earnestly and cohesively pursue our revised Vision to become *“a world-class Judiciary utilizing innovation and technology for efficient service delivery”*.

As the Jamaican Judiciary looks to the future, it maintains a posture of gratitude in recognition of the fact that the successes achieved thus far are the result of the efforts of an innovative and dedicated workforce in concert with our external stakeholders. Through their participation in the process of transforming our courts into institutions of excellence, the Judiciary has objectively improved in the delivery of court services and is inspired to expand upon that legacy of proven performance.





**Staff of the Manchester Family Court**



**St. Thomas Parish Court Sports Day Awards**



**St. James Parish Court Celebrates Customer Service Week**



**Retirement Award Presentation at the St. Thomas Parish Court**



**Technology in use at the Manchester Family Court**

# METHODOLOGY

The Balanced Score Card (BSC), a strategy performance management tool, is once again being utilized in creating this second iteration of the strategic plan for the period 2024-2028. While the strategic objectives to be pursued are informed by the principles and best practices embodied in the IFCE, corresponding performance indicators, targets, initiatives and projects for the Judiciary are spread across the customer, financial, internal processes and learning and growth perspectives of the scorecard.

The essence of the strategy is illustrated through the integrated strategy map whereby strategies are converted into actionable steps with corresponding measures, targets, and initiatives. The corporate strategy will be disbursed and aligned throughout all courts and divisions of the Judiciary to enable every part of and person in the enterprise to be included and contribute to the success of core strategic objectives in this plan cycle.

In a significant and welcomed improvement from the previous strategic plan, an Enterprise Risk Register for the Judiciary of Jamaica has also been developed and operates together with an enterprise review for the operational period 2019-2023. These instruments contain a critical review of our operational landscape and enable us, for the first time, to track and communicate our risks and take appropriate action to minimize or eliminate the risks that have been identified. They are in aid of a robust enterprise risk management programme that seeks to coordinate activities to mitigate internal, strategic and external risks. This is an integral part of management and decision-making which is being integrated into the structure, operations, and processes of the organization.



The Judiciary of Jamaica is keen on maintaining an integrated approach to strategic planning in order to strengthen this aspect of its operations. In this regard, a standing Strategic Planning Committee under the direction of the Honourable Chief Justice of Jamaica, Mr. Bryan Sykes, OJ, CD has been established. The work of this committee will not be limited to the publication of this strategic plan, but will be convened with regularity to evaluate and guide the Judiciary's progress towards achieving the goals and targets therein.

The Judiciary is an independent co-equal arm of Government and remains cognizant of the overall strategic direction that has been mapped for Jamaica, to which it invariably contributes. Accordingly, the methodology employed also takes into account the national development strategy.

# ENVIRONMENTAL SCAN

## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



### STRENGTHS

- Highly motivated, dedicated and skilled Judges and staff
- High Court Performance
- Concrete Strategic Direction
- Integrated data driven monitoring framework for the Judiciary
- Laws in place to support independent judicial decision-making
- Information on court procedures readily available to the public



### WEAKNESSES

- Paper-based records management
- Human Resources Recruitment and Management
- Bureaucratic Practices
- Fragmented Management
- Delayed Diffusion of Digitalization
- Poor coordination of Training and Development
- Poor Infrastructure
- Inadequate staff complement to efficiently discharge functions



### OPPORTUNITIES

- Collaboration with key stakeholders
- Public support to restore high levels of confidence and trust
- Technological advancements in case management



### THREATS

- External control of Organizational Structure Review
- Lack of administrative and financial Independence
- Increased demand on justice services
- Increase in the number and complexity of cases before the courts
- Legislative reforms which may negative impact case clearance and backlog reduction
- Absence of overall Justice Sector strategy

# ENTERPRISE RISK MANAGEMENT

## Building Resilience in the Judiciary

In today's dynamic and interconnected world, organizations face an ever-evolving landscape of risks that can significantly impact their operations, productivity, and reputation. The Judiciary is not immune to these risks, and it is therefore imperative that we are properly placed to proactively navigate the challenges they present. Consequently, the Judiciary has introduced an Enterprise Risk Management (ERM) Programme with the objective of fostering resilience, sustainability, and effective forward planning. The programme is not merely a response to external pressures but represents a progressive, strategic, and systematic approach to identifying, assessing, and mitigating risks across the Sector to ensure that assets are safeguarded, sustainable growth is achieved and there is enduring value creation for our stakeholders. Below are the five key phases of the programme.

### 1. Enterprise Risk Assessment

The first phase of the ERM Programme is aimed at identifying and categorizing potential risks that could impact the Judiciary. It engages the rigorous process assessing operational, reputational, regulatory, and strategic risks to arrive at a comprehensive understanding of the challenges which are likely to be encountered.

### 2. Discrete Risk Assessment

The second phase of the programme is focused on subjecting each of the identified enterprise risks to a thorough assessment, considering their likelihood and potential impact. Through advanced analytics and expert analysis, the Judiciary will gauge the magnitude of each risk, enabling prioritization and allocation of resources effectively.

### 3. Mitigation Strategy Development

Armed with a clear understanding of the enterprise risks, mitigation strategies are then developed at the third stage of the programme. These strategies will go beyond risk avoidance to encompass proactive measures ranging from enhancement of operational controls to the development of contingency plans, all of which will be geared towards fortifying our organization against a broad spectrum of risks and minimizing the negative impact of disruptive events.

### 4. Diffusion

A successful ERM programme is not confined to a set of policies and procedures; it permeates and is embedded in the culture of the organization. Through training, awareness campaigns, and leadership advocacy, the Judiciary will foster a risk-aware culture where every team member actively contributes to the resilience of the organization.

### 5. Monitoring and Reporting

Ongoing commitment to vigilance and transparency are critical components of the ERM Programme and will be achieved through the engagement of regular monitoring and reporting mechanisms which are being established to track the effectiveness of mitigation strategies and to promptly respond to emerging risks.

The ERM Programme is a strategic investment in the future of the Sector. The initiative underscores a commitment to responsible and sustainable organizational development practices, ensuring long-term high quality service delivery. By embracing uncertainty and proactively managing risks, the Jamaican Judiciary is positioned to thrive and capitalize upon opportunities presented even in the most adverse conditions.



**The Hon. Mr. Justice Bryan Sykes, Chief Justice of Jamaica in dialogue with Mrs. Dionne Jackson-Miller of TVJ on the discussion programme *All Angles*.**



**The Hon. Mr. Justice Bryan Sykes in a "One on One" discussion on Judicial Accountability with Mrs. Emily Shields on TVJ.**

# RISK ANALYSIS

The Risk matrix below identifies the top risks facing the Judiciary of Jamaica in the attainment of the major strategic outcomes and objectives. The Heat Map correlates with the table containing the list of top risks which follow immediately below and demonstrates the ranking of each risk.

The colours in the heat map that follow represent the significance (likelihood of occurrence and impact) of the potential risks. The risk profile matrix that follows should be read and interpreted in the following manner:

**GREEN (Low Risk):** These risks are regarded as low, are generally considered acceptable and they may not require immediate or extensive attention. These risks will be monitored for changes, however, resources will be allocated to higher-priority/impact areas.

**YELLOW (Medium Risks):** These risks need closer attention than the green category risks and relevant contingency plans formulated in case actions are required to address the possible impact.

**ORANGE (High Risk):** These risks are monitored closely, with the implementation of corrective actions which include resource allocation to manage the potential impact on productivity and decreasing any negative impact, or taking full advantage of all possible opportunities/benefits.

**RED (Very High Risk):** This risk area requires immediate action to decrease any negative impact or take full advantage of all opportunities. In this instance, the Judiciary must implement proactive strategies, ensuring sufficient resource allocation and management commitment.

Risks located in the top-right quadrant of the matrix (high likelihood, high impact) are typically the most critical and urgent. These risks demand immediate attention and comprehensive risk management strategies. Risks in the bottom-left quadrant (low likelihood, low impact) are generally of lower concern. These may be monitored but may not require significant resources.

The risk profile aids in prioritizing actions and resource allocation. High-priority risks will be addressed first, and resources directed towards mitigating or managing risks that pose the greatest threat or opportunity for achieving objectives.

## Risk Profile

RISK CATEGORY/RATING (WITH RISK SCORE)	LOW RISK	MEDIUM RISK	HIGH	HIGH RISK
	0 - 4	5 - 8	9-15	≥16

LIKELIHHOD

5 VERY HIGH				10 11 12
4 HIGH [POSSIBLE]			3 17	4 5
3 MEDIUM [LIKELY]			2	4
2 LOW		6	1	1 Share
1 VERY LOW			8 9	
	1 INSIGNIFICANT/ VERY LOW	2 LOW	3 MEDIUM	≥4 HIGH - VERY HIGH

IMPACT

## Top Risks facing the Judiciary of Jamaica

<b>Risk Description – Threat Risks</b>	
<b>1</b>	Plant expansion has not kept pace with Judiciary requirements
<b>2</b>	Existing Judiciary infrastructure not maintained at a service standard that facilitates service excellence
<b>3</b>	Anachronistic legislation slows judicial administration
<b>4</b>	Delayed administration of justice due to amended legislation
<b>5</b>	Ineffective records management
<b>6</b>	Technological innovations not utilized by stakeholders to drive judicial administration
<b>7</b>	Infrastructure and staff harmed because of security breaches
<b>8</b>	Misalignment between the strategic direction of the Judiciary and Government
<b>9</b>	Communication disconnect between the Judiciary and stakeholders
<b>Risk Description – Opportunity Risks</b>	
<b>10</b>	Public Sector Transformation Programme – improvement in internal processes and operations.
<b>11</b>	Full financial autonomy – facilitation of full judicial independence
<b>12</b>	Technological Innovation - implementation of advanced automation

# AWARDS & RECOGNITION BANQUET



# COURT HOUSES IN JAMAICA



**Court of Appeal**



**Westmoreland Parish Court**



**Portland Parish Court**



**Manchester Parish Court**



**St. Ann Parish Court**

# STRATEGIC DIRECTION



## Vision

A world-class Judiciary utilizing innovation and technology for efficient service delivery.



## Mission

To provide sound, timely judgments and efficient court services in an environment where all stakeholders are valued.



## Core Values

### F.A.I<sup>4</sup>.R

#### Fairness

Consistent unbiased application of policies, legal principles, processes, and procedures.

#### Accountability

We are responsible for our actions in the discharge of our functions.

#### Impartiality

Dispensation of justice and delivery of court services free from improper influence and bias.

#### Integrity

We discharge our functions honestly.

#### Independence

Decisions are made based on a thorough understanding of applicable law without improper influence.

#### Innovation

The proactive and continuous pursuit of process improvements to enhance the effectiveness and efficiency of the Judiciary.

#### Respect

We recognize and value the inherent dignity and rights of all stakeholders.

### C<sup>3</sup>.A.R.E

#### Commitment

There is unwavering dedication in upholding the rule of law, maintaining the highest ethical standards, and ensuring the efficient administration of justice.

#### Communication

The transparent, clear, and timely sharing of information among internal and external stakeholders.

#### Courtesy

We consistently display politeness in our interactions with internal and external stakeholders.

#### Accessibility

Court facilities, processes and services are conveniently located and easily accessed.

#### Responsiveness

We appropriately address the needs of court users in a timely manner.

#### Empathy

While discharging our functions we consider and seek to understand different perspectives in meeting the needs of our stakeholders.

# STRATEGIC PILLARS AND RESULTS

## Strategic Pillars

There are three Strategic Pillars which underpin and propel our Vision to become a world class judiciary utilizing innovation and technology for efficient service delivery. Each Pillar is linked to strategic outcomes that are indicative of progress made in achieving the Vision.



### Strategic Pillar #1 - Court Proceedings, Processes, and Infrastructure

#### Strategic Outcomes:

1. Regularly reviewed court processes and procedures to ensure their efficiency.
2. Established policies and procedures for the generation, implementation and recognition of innovation.
3. Cases are managed against our established benchmarks to ensure timely and sound disposition.
4. Sufficient and customer-focused court infrastructure which facilitates the timeous scheduling of all cases.

### Strategic Pillar #2 - Strategic Leadership and Governance

#### Strategic Outcomes:

1. Court leaders consistently communicate the Vision, Mission, and core values of the Jamaican Judiciary to all staff and stakeholders and demonstrate the core values.
2. Court leaders plan and lead the effort for the efficient utilization of all court resources to enable the successful execution of our strategy.
3. Operational structures and policies are developed by court leaders to support present and future performance.
4. A high performing Jamaican Judiciary which meets its strategic objectives while also contributing significantly to national objectives.

### Strategic Pillar #3 – Stakeholder Engagement

#### Strategic Outcome:

Court users, the public, judges and court staff are regularly and deliberately engaged in carefully curated activities which are aimed at improving access to court services, increasing public trust and confidence in the Judiciary, and improving our organizational culture and capacity.

# THE STRATEGY

Under Jamaica's constitutional arrangements, the Judiciary performs a pivotal role in our democratic society - upholding the rule of law. In discharge of this noble responsibility, trust, and confidence in the judiciary - which are enabled by the efficient delivery of quality service - is paramount. In consequence, although the Jamaican Judiciary generally enjoys the trust and confidence of its stakeholders, the nucleus and apex of this strategic cycle is the consistent and efficient delivery of core court and related services. While existing systems and processes have served us well, leadership in these areas requires us to harness the myriad opportunities presented by innovation in technology and process efficiency.



**St. Elizabeth Parish Court**

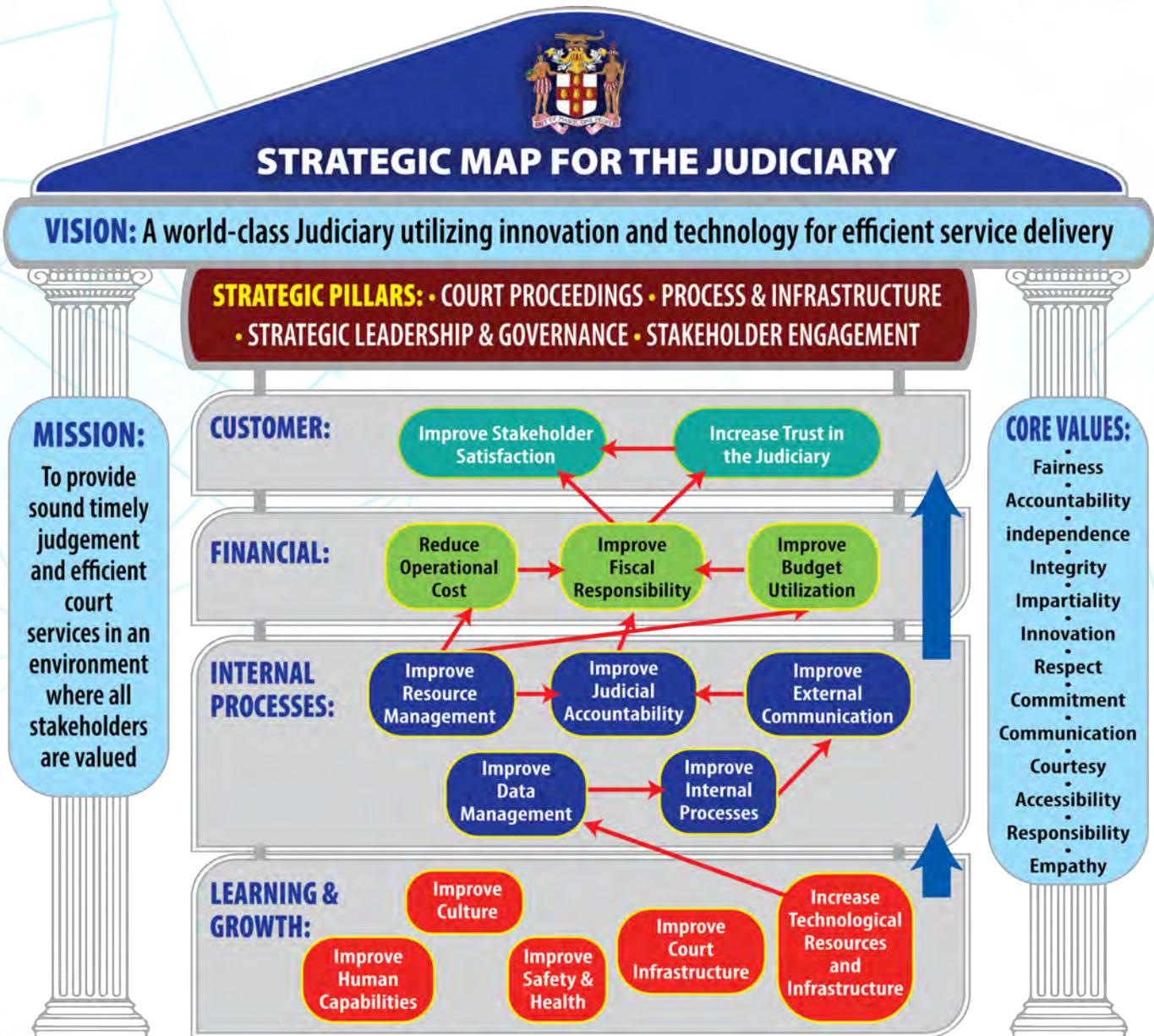
Empowerment of the workforce is critical to achieving our objectives, and for that reason improvements in their well-being and capabilities remain a top priority for the Judiciary. To this end, a number of programmes and initiatives which are geared towards the hiring, retention, and development of best talent in an environment which is physically safe, sufficiently resourced (including with appropriate technology) and characterized by inclusivity and excellence will be pursued. A sufficiently empowered and energized workforce will drive the many systems and processes which comprise the Judiciary machinery for more efficient service delivery.

With the increased volume and complexity of the cases which come before our courts, together with the demand for other court services, an evolution of the pace with which we deliver our services to customers without sacrificing quality is essential for the realization of our articulated Vision and Mission. Although many of our existing internal systems and processes have and continue to serve us well, the utility of many of them has declined rendering them unsuitable for the needs of a modern efficient judiciary. As a result, there will be a particular focus during the period on completing reviews of sector systems and processes; implementing recommendations for improvements in the areas of records and data management, internal and external communication; and developing standard operating procedures to ensure consistency in performance and service delivery where appropriate.

While we do not operate for profit, as recipients of public resources, the Judiciary is required to exercise responsible stewardship of budgetary and other resource allocations made to it. This is effectively achieved by complying with the Government of Jamaica financial reporting requirements, improving upon the utilization of budgetary allocations, and reducing our operational costs - all of which will be pursued during the life of this plan.

As important as they are, the empowerment of the workforce, improved system and process efficiencies, and responsible stewardship of resources are not ends in themselves but are the means through which we consistently meet the needs of our stakeholders for the delivery of sound, timely decisions and therefore access to efficient court services. In meeting these needs we meet our ultimate strategic objectives of increased trust in the Judiciary and improved stakeholder satisfaction in fulfilment of our mission in pursuit of our vision to become *“A world-class Judiciary utilizing innovation and technology for efficient service delivery.”*

## Strategy Map



# BALANCED SCORE CARD FOR THE JAMAICAN JUDICIARY 2024-2028

**Vision:** A world-class Judiciary Utilizing Innovation and Technology for Efficient Service Delivery

**Mission:** To provide sound timely judgments and efficient court services in an environment where all stakeholders are valued

**Core Values:** • Fairness • Accountability • Independence, Integrity, Impartiality, Innovation • Respect • Commitment, Communication, Courtesy  
• Accessibility • Responsiveness • Empathy

PERSPECTIVE	OBJECTIVES	MEASURES	DRAFT TARGETS	INITIATIVES
CUSTOMER PERSPECTIVE	<b>Improve Stakeholder Satisfaction</b> ■ We are meeting the needs of our stakeholders through the provision of efficient services.	Customer Satisfaction Scores	>80% Annually	■ Annual survey
		Hearing date certainty rate	≥95%	■ Implement Differentiated Case Management
		Case Clearance Rate	≥130%	
		% Cases disposed in 2 years from entry	≥95%	
		% implementation of docket system for the Supreme Court (HCV and Commercial)	100 % by 2028	■ Divisional/ Organizational Structure Review ■ Review and map key processes ■ Technological review and update (random stratified assignment of cases)
	# of jury welfare proposals tabled	1 by June 2024	■ Develop and deliver Jury Welfare Proposal	
	<b>Increase trust in the Judiciary</b> ■ Reasons for decisions are delivered within established time standards and are readily accessible	% Judgments delivered on time	≥70% judgments delivered on time from date of reservation:  Simple/Standard Cases - within 3 months  Complex Cases - within 6 months	■ Increase oral judgments ■ Develop policy for Chambers Day assignments ■ Training on Judgment preparation and delivery
			% Development of time standards for the corporate activities of the judiciary	100 % by June 2025

PERSPECTIVE	OBJECTIVES	MEASURES	DRAFT TARGETS	INITIATIVES
FINANCIAL PERSPECTIVE	<b>Reduce Operational Cost</b> ■ Increase the Courts' and CAD's delivery of quality services at least cost	% reduction in energy consumption	>10% per month effective 2026	■ Procure and install cost saving infrastructure ■ Develop and implement internal energy saving policy ■ Electronic Communication Drive
		# of courts with data consumption logs (electricity)	58 by September 2024	■ Contract company to do data consumption logs
		# of courts audited for detailed energy consumption	58 by September 2025	■ Contract company to do detailed energy audit
		% of courts with solar systems in place	70% by March 2028	■ Complete pilot project for Supreme Court and Court of Appeal ■ Install solar systems according to plan
	<b>Improve Fiscal Responsibility</b> ■ There is accountability in the management of financial resources	% Compliance with the GOJ Financial reporting requirements	100% on time submission of Financial Statements	■ Establish team to prepare financial statements ■ Review of the Finance and Accounts (F&A) organizational structure ■ Maintain ≥ 98% staff complement in F&A
		% of payments made within the established time standards	100 %	■ Develop and implement time standards ■ Maintain ≥ 98% staff complement in F&A
	<b>Improve Budget Utilization</b> ■ Efficient utilization of budget allocations	% actual budget utilized	≥ 95%	■ Review Procurement Division Organizational Structure ■ Maintain ≥ 98% staff complement in Procurement Division

PERSPECTIVE	OBJECTIVES	MEASURES	DRAFT TARGETS	INITIATIVES
INTERNAL PROCESSES	Improve Resource Management ■ Efficient Courtroom Utilization	% courtroom utilization	≥ 80 %	■ Develop and implement case management & scheduling system for all courts
		# of adjournments per case	≤ 3	■ Develop and implement case management & scheduling system for all courts
	Improve Judicial Accountability ■ All Judicial officers are aware of and adhere to ethical and service standards	% of judicial officers trained	100 % annually	■ Develop Judicial ethics module in the JEJ curriculum
		Improve External Communication ■ There is increased engagement and communication with external stakeholders	Stakeholder Communication Satisfaction Score	>70%
	Improve Data Management ■ Increased and improved data collection, storage and retrieval.		# of courts with ECMS	58
		% development of the IECMS	100 % by 2026	■ Develop Integrated Electronic Case Management System
		No. of Courts with IECMS	58 by 2028	■ Implement Integrated Electronic Case Management System
		% file integrity	100 %	■ Develop comprehensive RIM policy ■ Case file audit for all courts
	Improve Internal Processes ■ Standardization of Procedures and Processes for uniformity in performance ■ Strengthened internal communication	% Performance audit score	≥ 80%	■ Develop SOPs for Courts and CAD ■ Conduct bi-annual audits
		% internal communication satisfaction score	>90%	■ Develop and administer annual survey ■ Codify internal communication strategy ■ Develop and implement corrective action based upon survey results ■ Digitalization project – court processes
		% of processes automated and digitized	50 % of processes by 2028	■ Implement MyHR+ ■ Develop digitization plan
		% sector review	100 % by March 2025	■ Execute sector organizational review
		# of court operational reviews (for all level of courts)	38 triennially	■ Internal process flow review and capacity alignment triennially
		# of sites ISO 9000:2015 certified	8 sites by December 2026 8 additional sites by December 2028	■ Contract consultant to guide the application process ■ Apply for certification

PERSPECTIVE	OBJECTIVES	MEASURES	DRAFT TARGETS	INITIATIVES
LEARNING & GROWTH	<b>Improve Human Capabilities</b> ■ Hire, retain and develop best talent	% development of training curricula	100 % by 2028	■ Develop training curricula for all occupational groups
		% development of the Judicial Training Commission	100 % March 2025	■ Establish a discreet entity to coordinate continued professional development of judges and staff ■ Develop policy and framework to govern training for the Judiciary
		% recruitment against present post structure	≥98%	■ Develop and implement recruitment and HRM Plan ■ Targeted recruitment drive
		% Performance Evaluation completed annually	100 %	■ Recruit PMAS Officer ■ Complete PMAS Training ■ Monitor and conduct Performance Appraisals
		# Training sessions per employee per annum	≤ 2 per employee	■ Develop and implement training plan
	<b>Improve Culture</b> ■ Inclusive, High-Performance Culture in which Judges and staff are aligned to the Judiciary's vision, mission and core values; and where excellence is recognised and rewarded	% Staff satisfaction score	≥75%	■ Rewards and recognition programme ■ Biannual staff satisfaction survey
		% of documented Corporate Policies	100 % by December 2028	■ Document corporate policies including for Communications, Recruitment, Training, HRM, Employee Engagement and Disaster Risk Management Plan
		% execution of Employee Engagement Activities	100 %	■ Finalize Employee Engagement Plan by March 2024 ■ Execute employee engagement activities
	<b>Improve Occupational Safety and Health</b> ■ Physically comfortable, safe and functional workenvironment	% Repair requests resolved within 72 hours	>80%	■ Needs Assessment ■ Finalize building maintenance and repair plan ■ Implement building maintenance and repair plan
		% implementation of security improvement plan	≥ 50 %	■ Execute the recommendations of security improvement plan
		% OSHA policy developed	100 % by 2025	■ Develop sector OSHA policy
		% implementation of Occupational Safety and Health Programme	100 % by 2028	■ Execute OSHP activities
		% annual operational uptime of each court facility	90%	■ Develop enterprise Business Continuity Plan ■ Implement and monitor business continuity plans
		% execution of preventative maintenance activities	≥ 20%	■ Develop schedule for preventative maintenance activities ■ Execute schedule for preventative maintenance ■ Training on the appropriate use of building fixtures ■ Review Building Property Management (BPM) Division's Organizational Structure ■ Maintain ≥ 98% staff complement in BPM Division

PERSPECTIVE	OBJECTIVES	MEASURES	DRAFT TARGETS	INITIATIVES
LEARNING & GROWTH	<b>Improve Court Infrastructure</b> <ul style="list-style-type: none"> <li>Court facilities are constructed and retrofitted to improve access and efficient service delivery</li> </ul>	# of court design guides developed  % of completed infrastructure needs assessments	≥ 1 annually  100% courts annually	<ul style="list-style-type: none"> <li>Develop court design guides</li> <li>Develop a policy for Needs Assessment by December 2024</li> <li>Develop infrastructure needs assessment checklist by December 2024</li> <li>Diffuse infrastructure needs assessment policy and checklist by January 2025</li> <li>Conduct infrastructure needs assessments</li> </ul>
	<b>Increase Technological Resources and Infrastructure</b> <ul style="list-style-type: none"> <li>Technology leveraged to improve efficiency and drive internal processes and customer satisfaction</li> </ul>	% of courts and departments preliminarily assessed	100 % by September 2024	<ul style="list-style-type: none"> <li>Conduct technology needs assessment and deliver report</li> <li>Procure and install recommended ICT infrastructure</li> </ul>
		% of courts and departments inventory verified	100% by September 2024	<ul style="list-style-type: none"> <li>Conduct inventory audit</li> <li>Develop ICT Infrastructure Plan</li> </ul>
		% of court rooms retrofitted for virtual hearings	25 % by 2028	<ul style="list-style-type: none"> <li>Establish requirement standards for virtual courts</li> <li>Identify locations suitable for virtual court room implementation</li> <li>Establish virtual court rooms</li> </ul>
		% compliance with Data Protection and Cyber Security Acts	100 % by 2028	<ul style="list-style-type: none"> <li>Establish committee to determine actionable steps toward compliance by September 2024</li> <li>Prepare implementation report by December 2024</li> </ul>

# APPENDIX I

## Court Performance Data Projections

The forecasts below were derived using the time series method of forecasting. The estimated forecasting error for each year over the series is plus or minus 2.5%.

**Table 1.0: Time Series Forecast of Case Clearance Rates 2023/24 – 2032/33 (%)**

Court	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Court of Appeal	82.67	86.21	88.95	91.35	93.45	95.34	98.12	101	103.25	105.50
Supreme Court – Civil Division	78.22	80.55	84.58	86.60	90.15	90.90	93.56	95.19	98.01	108.35
Supreme Court – Criminal	80.31	85.45	90.54	95.56	98.35	101.35	102.45	103	104.50	105.55
Rural Circuit Courts	76.25	80.12	85.78	87.24	89.28	90.25	92.29	94.45	95.50	96.75
High Court Division of the Gun Court	81.23	82.25	87.25	88.55	90.00	91.25	92.55	96.56	97.55	100.28
Western Regional Gun Court	77.26	80.45	85.12	87.90	89.09	90.56	93.01	95.56	96.78	98.05
Supreme Court – Family Division	80.25	90.15	92.35	101.69	103.45	103.56	105.45	105.95	106.35	110.38
Supreme Court – Estate Division	83.35	86.75	91.45	103.56	104.01	104.15	105.56	105.01	107.35	111.67
Supreme Court – Commercial Division	55.0	57.25	60.85	70.85	75.21	77.25	80.95	87.20	90.46	92.45
Revenue Court	75	80.25	85.25	93.15	97.28	101.55	103.35	106.76	107.25	108.45
Corporate Area Court – Criminal Division	100.05	101.25	102.35	104.45	105.45	110.65	105.45	103.21	102.43	102
Corporate Area Court – Civil Division	105.50	105.61	106.25	107.45	110.45	104.12	103.01	102.35	102.01	101.10
Corporate Area Court – Traffic Division	20.21	23.45	23.56	30.25	32.58	40.45	47.02	55.50	60.01	65.55
Coroner's Court	101.35	102.05	103.45	103.01	102.25	101.32	102.15	101	103.15	102
Special Coroner's Court	104.92	105.05	107.32	106.21	103.01	102.45	103.56	102.35	101.02	105.21
St. Catherine Parish Court	103.10	103.75	102.45	101.46	101.65	102.35	101.56	102.56	103.45	102.56
Clarendon Parish Court	99.50	100.05	105.56	105.78	106.67	107.75	107.04	110.45	106.75	105.45
Manchester Parish Court	103.35	104.32	101.01	100	103.21	101.45	103.34	104.76	105.01	101.02
St. Mary Parish Court	100.90	101.23	102.35	104.08	103.25	102.48	101.98	104.23	102.01	101.95
Portland Parish Court	98.25	101.45	102.32	105.56	107.89	103.23	101.25	102.35	102.76	102.05
St. Thomas Parish Court	101.24	102.56	103.45	103.95	104.45	107.98	108.20	102.35	103.25	102.23
St. Ann Parish Court	100.45	101.25	105.54	109.08	105.24	105.01	107.35	104.23	103.06	103.25
Trelawny Parish Court	101.24	105.45	106.45	107.24	103.56	104.45	105.50	103.25	102.50	102.67
St. James Parish Court	103.45	102.65	102.35	103.56	103.03	103.58	104.56	106.60	102.45	100.98
Hanover Parish Court	102.06	104.45	103.60	100.01	102.35	103.01	100.98	101.05	101.98	102.56
Westmoreland Parish Court	103.01	100.98	102.43	107.45	102.56	102.89	101.25	104.35	106.56	102.46
St. Elizabeth Parish Court	110.45	109.98	107.78	109.45	105.56	106.23	107.75	104.32	103.01	103.56

**Table 2.0: Mean Case Clearance Rate required to maintain a net backlog rate of under 5%  
2023/24 – 2032/33**

Court	Required Average Rate (2023/24 – 2032/33)	Expected Average Rate (2023/24 – 2032/33)	Variance
Court of Appeal	110.25	94.584	15.666
Supreme Court – Civil Division	135.50	90.611	44.889
Supreme Court – Criminal	122.21	96.706	25.504
Rural Circuit Courts	127.85	88.79	39.06
High Court Division of the Gun Court	102.05	90.75	11.30
Western Regional Gun Court	120.56	89.38	31.18
Supreme Court – Family Division	117.54	99.958	17.582
Supreme Court – Estate Division	110.55	100.286	10.264
Supreme Court – Commercial Division	113.30	74.747	38.553
Revenue Court	102.05	95.829	6.221
Corporate Area Court – Criminal Division	108.35	103.729	4.621
Corporate Area Court – Civil Division	110.05	104.785	5.265
Corporate Area Court – Traffic Division	195.10	39.858	155.242
Coroner's Court	102.15	102.173	-0.023
Special Coroner's Court	107.25	104.11	3.14
St. Catherine Parish Court	101.50	102.489	-0.989
Clarendon Parish Court	106.40	105.5	0.9
Manchester Parish Court	105.50	102.747	2.753
St. Mary Parish Court	101.28	102.446	-1.166
Portland Parish Court	102.35	102.711	-0.361
St. Thomas Parish Court	104.10	103.966	0.134
St. Ann Parish Court	107.60	104.446	3.154
Trelawny Parish Court	104.50	104.231	0.269
St. James Parish Court	102.15	103.321	-1.171
Hanover Parish Court	100.50	102.205	-1.705
Westmoreland Parish Court	100.90	103.394	-2.494
St. Elizabeth Parish Court	106.45	106.809	-0.359

**Note:** A positive variance implies that the required average case clearance rate exceeds the expected case clearance rate over the next ten fiscal years. On the contrary, a negative variance implies that the expected average case clearance rate exceeds the required average case clearance rate.

## Narrative on Tables 1.0 and 2.0 combined:

The data above provides an indication of the case clearance rate that each of the listed courts are expected to achieve over the course of the next ten financial years (including the current one). The forecasts are based on each court's performance trend over a span of prior years.

Starting with at a predicted outcome of 82.67% in the 2023/24 fiscal year, the Court of Appeal is expected average an annual case clearance rate of 94.58% over the ten-year period of ending 2032/33. This figure is, however, 15.67 percentage points below the average that is necessary to sustain an average a net case backlog rate of less than 5% over the period.

**The Supreme Court – Civil Division** starts the time series forecasts with a figure of 78.22% for the current fiscal year and is expected to record an overall average case clearance rate of approximately 90.61% for the ten-year period ending 2032/33. This is 44.89 percentage points below the 135.50% required to sustain a net case backlog rate of less than 5% over the period.

**For the Criminal Division** of the Supreme Court, a case clearance rate of 80.31% is forecasted for the 2023/24 fiscal year while an average annual case clearance rate of approximately 96.71% is expected over the ten-year period ending 2032/33. This is expected to result in a shortfall of 25.50 percentage points in the case clearance rate that is required to achieve and sustain a case backlog rate of less than 5% over the period.

**The Rural Circuit Courts** are forecasted to achieve a case clearance rate of 76.25% in the current 2023/24 fiscal year and to achieve an overall average case clearance rate of 88.79% over the ten fiscal years ending 2032/33. This is expected to be 39.06 percentage points short of what is required to attain and sustain a net case backlog rate of less than 5% over the period.

**The High Court Division of the Gun Court** was forecasted to achieve a case clearance rate of 81.23% in the 2023/24 fiscal year. Over the course of the ten-year period ending 2022/23, the High Court Division of the Gun Court is expected to attain an average case clearance rate of 90.75%, which is 11.30 percentage points less than the required rate of 102.05% to attain a net case backlog rate of less than 5%.

**The Western Regional Gun Court** is forecasted to attain a case clearance rate of 77.26% in the 2023/24 fiscal year. Over the ten-year period ending 2032/33, the Western Regional Gun Court is expected to attain an average case clearance rate of 89.38%, which is 31.18 percentage points less than the required rate of 120.56% to achieve and sustain a net case backlog rate of less than 5%.

**The Family Division of the Supreme Court** is forecasted to attain a case clearance rate of 80.25% in the current fiscal year of 2023/24. Over the ten-year period ending 2032/33, the average case clearance rate that the Family Division of the Supreme Court is expected to attain an average case clearance rate of 99.96% which is 17.58 percentage points below the rate of 117.54% that is required to attain and sustain a net case backlog rate of less than 5%.

In the current 2023/24 fiscal year, the **Estate Division** is forecasted to achieve a case clearance rate of 83.35%, while the overall average case clearance rate that the division is expected to achieve over the ten-year period ending 2023/24 is approximately 100.29%, which is 10.26 percentage points below the 110.55% which is predicted for the required over the period to attain and sustain a net case backlog rate of under 5%.

**The Commercial Division of the Supreme Court** is forecasted to achieve a case clearance rate of 55.0% in the current 2023/24 fiscal year and is expected to

attain an average case clearance rate of 74.75% over the ten-year period ending 2032/33, which is 38.55 percentage points below the rate of 113.30 percentage points which is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Revenue Court** is forecasted to achieve a case clearance rate of 75.0% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 95.83% over the ten-year period ending 2032/33, which is approximately 6.22 percentage points below the rate of 102.05% which is required to sustain a net case backlog rate of less than 5% over the period.

**The Corporate Area Court – Criminal Division** is forecasted to achieve a case clearance rate of 100.05% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 103.73% over the ten-year period ending 2032/33, which is 4.62 percentage points below the rate of 108.35% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Corporate Area Court – Civil Division** is forecasted to achieve a case clearance rate of 105.50% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 104.79% over the ten-year period ending 2032/33, which is 5.23 percentage points below the rate of 110.05% that is required to sustain a net case backlog rate of under 5% over the period.

**The Corporate Area Court – Traffic Division** is forecasted to achieve a case clearance rate of 20.21% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 39.88% over the ten-year period ending 2032/33, which is 155.24 percentage points below the rate of 195.10% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Coroner's Court** is forecasted to achieve a case clearance rate of 101.35% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 102.173% over the ten-year period ending 2032/33, which is 0.023 percentage points above the rate of 102.15% that is required to sustain a net case backlog rate of under 5% over the period.

**The Special Corporate Area Court** is forecasted to achieve a case clearance rate of 104.92% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 104.11% over the ten-year period ending 2032/33, which is 3.14 percentage points below the rate of 107.25% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The St. Catherine Parish Court** is forecasted to achieve a case clearance rate of 103.10% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 102.49% over the ten-year period ending 2032/33, which is 0.989 percentage points above the rate of 101.50% that is required to sustain a net case backlog rate of under 5% over the period.

**The Clarendon Parish Court** is forecasted to achieve a case clearance rate of 99.50% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 105.50% over the ten-year period ending 2032/33, which is 0.90 percentage points below the rate of 106.40% that is required to sustain a net case backlog rate of under 5% over the period.

**The Manchester Parish Court** is forecasted to achieve a case clearance rate of 103.35% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 102.75% over the ten-year period ending 2032/33, which is 2.753 percentage points below the rate of 105.50% that is required to sustain a net case backlog rate of under 5% over the period.

**The St. Mary Parish Court** is forecasted to achieve a case clearance rate of 100.90% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of 102.45% over the ten-year period ending 2032/33, which is approximately 1.166 percentage points above the rate of 101.28% that is required to sustain a net case backlog rate of under 5% over the period.

**The Portland Parish Court** is forecasted to achieve a case clearance rate of 98.25% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 102.71% over the ten-year period ending 2032/33, which is 0.361 percentage points above the rate of 102.35% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The St. Thomas Parish Court** is forecasted to achieve a case clearance rate of 101.24% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 103.97% over the ten-year period ending 2032/33, which is 0.134 percentage points below the rate of 104.10% that is required to sustain a net case backlog rate of under 5% over the period.

**The St. Ann Parish Court** is forecasted to achieve a case clearance rate of 100.45% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 104.45% over the ten-year period ending 2032/33, which is roughly 3.15 percentage points below the rate of 107.60% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Trelawny Parish Court** is forecasted to achieve a case clearance rate of 101.24% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 104.23% over the ten-year period ending 2032/33, which is 0.269 percentage

points below the rate of 104.50% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The St. James Parish Court** is forecasted to achieve a case clearance rate of 103.45% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 103.32% over the ten-year period ending 2032/33, which is roughly 1.17 percentage points above the rate of 102.15% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Hanover Parish Court** is forecasted to achieve a case clearance rate of 102.06% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 102.21% over the ten-year period ending 2032/33, which is roughly 1.71 percentage points above the rate of 100.50% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The Westmoreland Parish Court** is forecasted to achieve a case clearance rate of 103.01% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 103.39% over the ten-year period ending 2032/33, which is roughly 2.49 percentage points above the rate of 100.90% that is required to attain and sustain a net case backlog rate of under 5% over the period.

**The St. Elizabeth Parish Court** is forecasted to achieve a case clearance rate of 110.45% in the current 2023/24 fiscal year and is expected to attain an average case clearance rate of approximately 106.81% over the ten-year period ending 2032/33, which is roughly 0.36 percentage points above the rate of 106.45% that is required to attain and sustain a net case backlog rate of under 5% over the period.

Below is a further breakdown of the criminal and civil forecasts for case clearance rate for the civil and criminal business lines in the non-specialized Parish Courts. The case clearance rates outlined in each fiscal year in each table represent the rates which are required to sustain an annual net case backlog rate of less than 5%.

**Table 1.0: Forecast of Case Clearance Rates 2023/24 – 2032/33 – Parish Court Criminal Business Line (Non-Specialized Courts)**

Court	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
St. Catherine Parish Court	101.28	104.21	104.25	104.76	105.76	103.38	103.94	104.54	103.56	103.61
Clarendon Parish Court	100.25	101.2	105.98	106.01	106.67	106.56	107.21	108.52	106.88	106.03
Manchester Parish Court	102.55	103.25	101.97	102.05	103.25	103.45	104.05	105.23	105.56	102.06
St. Mary Parish Court	103.16	103.98	102.76	105.05	105.78	104.99	105.23	105.66	102.57	102.87
Portland Parish Court	99.55	102.35	103.01	105.99	106.54	107.01	107.22	107.58	102.98	103.01
St. Thomas Parish Court	102.11	103.05	103.54	103.78	104.02	105.67	106.55	106.84	107.45	103.11
St. Ann Parish Court	101.25	102.78	105.99	106.23	106.78	106.21	107.88	108.02	105.43	104.01
Trelawny Parish Court	102.08	106.07	107.01	107.56	107.75	108.01	106.77	107.74	104.42	103.56
St. James Parish Court	104.09	104.56	102.96	103.45	104.03	104.34	105.66	106.65	103.56	101.34
Hanover Parish Court	103.01	104.98	103.76	103.24	103.66	104.21	104.34	104.35	105.54	103.15
Westmoreland Parish Court	101.02	101.78	102.12	106.34	106.69	103.24	103.62	103.71	104.43	103.89
St. Elizabeth Parish Court	112.52	112.9	106.96	108.01	108.84	108.92	109.01	109.04	105.91	104.99

**Table 2.0: Forecast of Case Clearance Rates 2023/24 – 2032/33 – Parish Court Civil Business Line (Non-Specialized Courts)**

Court	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
St. Catherine Parish Court	104.92	103.29	100.65	98.16	97.54	101.32	99.18	100.58	103.34	101.51
Clarendon Parish Court	98.75	98.9	105.14	105.55	106.67	108.94	106.87	112.38	106.62	104.87
Manchester Parish Court	104.15	105.39	100.05	97.95	103.17	99.45	102.63	104.29	104.46	99.98
St. Mary Parish Court	98.64	98.48	101.94	103.11	100.72	99.97	98.73	102.8	101.45	101.03
Portland Parish Court	96.95	100.55	101.63	105.13	109.24	99.45	95.28	97.12	102.54	101.09
St. Thomas Parish Court	100.37	102.07	103.36	104.12	104.88	110.29	109.85	97.86	99.05	101.35
St. Ann Parish Court	99.65	99.72	105.09	111.93	103.7	103.81	106.82	100.44	100.69	102.49
Trelawny Parish Court	100.4	104.83	105.89	106.92	99.37	100.89	104.23	98.76	100.58	101.78
St. James Parish Court	102.81	100.74	101.74	103.67	102.03	102.82	103.46	106.55	101.34	100.62
Hanover Parish Court	101.11	103.92	103.44	96.78	101.04	101.81	97.62	97.75	98.42	101.97
Westmoreland Parish Court	105	100.18	102.74	108.56	98.43	102.54	98.88	104.99	108.69	101.03
St. Elizabeth Parish Court	108.38	107.06	108.6	110.89	102.28	103.54	106.49	99.6	100.11	102.13

**Table 3.0: Forecast of Case Clearance Rates 2023/24 – 2032/33 – Specialized Family Courts**

Family Court	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Westmoreland	107.82	105.45	106.01	104.67	105.34	103.71	104.04	105.05	103.04	103.76
Hanover	103.40	103.56	103.98	104.01	102.89	103.89	105.91	103.71	103.51	101.01
St. James	108.09	107.81	106.67	105.67	106.78	107.56	106.76	106.78	105.88	104.67
Trelawny	104.56	104.48	105.59	104.67	105.67	106.67	107.71	105.71	105.87	105.98
Manchester	101.01	102.03	103.54	102.81	101.67	103.91	103.56	102.54	102.34	101.56
Chapelton	102.34	102.56	104.45	105.56	105.67	105.67	104.78	103.31	104.56	100.99
Corporate Area	110.91	109.90	109.98	107.71	107.89	106.61	106.78	105.51	105.67	106.03

# GLOSSARY OF TERMS

## COURT 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%.

**Differentiated Case Management (DCM):** Methodology where cases are categorized as simple, standard, complex, highly complex, transit and committal proceedings. 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%.

**Positive Variance:** Implies that the required average case clearance rate exceeds the expected case clearance rate over the next 10 fiscal years.

**Negative Variance:** Implies that the expected average case clearance rate exceeds the required average case clearance rate.

**Mean case clearance rate required to maintain a net case backlog rate of under 5%** - This is the average yearly case clearance rate over the 10-year period of forecasting which is necessary to ensure that less than 5% of active cases are in a state of backlog.

**Time series forecast case clearance rate** - This is the expected yearly case clearance rate which is predicted over the 10 years using the previous years' performance trends.

## RISK TERMS

**Risk analysis:** This is the process of identifying, assessing, and prioritizing potential uncertainties that may affect the achievement of objectives set by an organization. The primary goal of risk analysis is to understand the potential impact of these risks and to develop strategies for management or mitigation.

Risk analysis is widely used in various industries and sectors such as project management, finance, healthcare, and information technology, among others. It helps organizations make informed decisions, allocate resources effectively, and enhance their ability to achieve objectives in the face of uncertainty.

**Risk Matrix:** A risk matrix is a visual representation of the relationship between the likelihood of an event or risk occurrence and the severity of its potential impact. The matrix typically consists of a grid with two axes: one representing the likelihood of the risk occurring, and the other representing the impact or consequence of the risk.

**Heat Map:** A risk analysis heat map is a graphical representation of risks using colours to indicate their level of severity or priority. It is often based on a risk matrix, with the X and Y axes representing the likelihood and impact of risks, respectively. The cells in the matrix are filled with colors to represent the level of risk associated with each combination of likelihood and impact.

**Opportunity Risks:** These risks are circumstances that, if they occur, could have a favourable impact on the Judiciary. Unlike traditional risks, which are typically associated with negative outcomes, opportunity risks represent the potential for positive developments that can lead to benefits.

In the context of the Risk Matrix the Opportunity Risks have been ranked very high (in the red boxes) because, if they occur, they could have the potential to significantly improve productivity, service delivery and the stakeholder engagement of the Judiciary.

**Threat Risks:** These risks are events or circumstances that, if they occur, could have adverse effects on the Judiciary. These risks represent potential obstacles or challenges that may hinder the achievement of objectives, lead to decreased access to justice, reputational damage or disruption in operations or other negative consequences.



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