

COURT MANAGEMENT SERVICES ANNUAL REPORT 2011-2012



Court Management Services

Annual Report

2011-2012

INTRODUCTION

In 2010, the Government of Jamaica, through the Ministry of Justice (MOJ) and in collaboration with the Public Sector Modernization Division (PSMD), Cabinet Office, commenced the operationalization of an independent Court Services entity, referred to as the Court Management Services (CMS). The process began with the recruitment of a Principal Executive Officer.

The move to establish the CMS was a direct result of a recommendation of the Justice Sector review. It was recognized that the establishment of an independent Court Services Agency would further support the thrust to clearly separate the administrative functions of the Judicial and Executive arms of Government as stipulated by the Constitution of Jamaica.

The establishment of the Court Management Service (CMS) served to restructure the institutional framework through which administrative services are provided to the Courts and further strengthen Judicial independence. The CMS' establishment is expected to enable the Judiciary and the Courts to have greater input in budgetary decisions and execution of activities surrounding the operations of the Courts.

According to the policy direction provided from Cabinet Decision 31/08, the CMS is to operate independently of the Ministry of Justice and led by a Principal Executive Officer (PEO) who has accounting officer status, making him/her answerable to Parliament for the accounting functions of the organization. The PEO reports to the Chief Justice of Jamaica, who is the head of the Judiciary, and to Parliament in respect of accounting matters.

This new organization has responsibility for performing a range of Court-related administrative services, which were to be transferred from the Ministry of Justice. Specifically;

1. Finance and Accounts
2. Human Resource Management and Administration
3. Information Communication Technology Services
4. Customer/Client Services
5. Property Management and Maintenance
6. Internal Audit.

In November of 2010 the entity commenced its very early stages of operationalization and this activity was sustained in the 2011/2012 fiscal year. Some members of the senior executive team were recruited and several positions which perform Court-related functions were transferred and transitioned from the Ministry of Justice.

When operationalization commenced there was no evidence of CMS as an organization, the Budget of the Courts and CMS was managed by the Ministry of Justice, posts transferred from the MOJ were still operating as part of the MOJ, staff had not been oriented to the CMS as an organization and the entity did not have an office location.

Additionally, in operationalizing, the organization had begun serving the courts, however there were still several unresolved issues surrounding the establishment of the CMS. These included:

1. The absence of a legislative and governance framework to guide the functioning of the organization.
2. The absence of a thorough organizational structure which would provide adequate staffing for the entity to effectively fulfill its mandate.
3. The absence of a suitable permanent location being identified to house the staff of the organization.
4. The absence of a Government of Jamaica Budgetary funding being provided for the organization independent of that of the Ministry of Justice.

In addition to performing administrative services for the Courts, the Court Management Services sought to address these unresolved issues in the 2011/2012 fiscal year.

Performance Review

KEY AREAS TRANSFERRED OPERATIONALIZED

At the beginning of the 2011/2012 fiscal year, the Human Resource Management, Communications and Client Services, Finance for the Courts had been transitioned from the Ministry of Justice to the Court Management Services.

April 1 2011 saw the CMS beginning to manage its budget and the budget for all the Courts independent of the Ministry of Justice. With this function also came the Auditing function.

By July 2011 the Information Communication and Technology (ICT) function for the Courts, were transferred from the MOJ's MIS department and to CMS' own ICT division.

It became increasingly challenging to effectively serve the Courts without the Administration unit of the Human Resource Management and Administration division being operationalized. This unit performed the core functions of procuring resources for the Courts. While it remained as a shared-pool service with the MOJ, the limited staff available to serve the entire justice sector created a significant challenge for the CMS in fulfilling its mandate. In October of 2011, the CMS incrementally began to operationalize this area.

The Building Property Management Division was operationalized in February of this year. Maintenance and repairs of Court buildings are currently undertaken by the CMS. While the construction of new buildings remain with the MOJ.

MASSIVE REDUCTION IN BACKLOG OF JUROR PAYMENTS

During the 2011/2012 CMS undertook the task of reducing a massive backlog in Juror payments from as far back as 2005. **JMD \$14.5 million** in Juror claims submitted have been paid, currently, only **JMD \$1.4 million** of claims for that period remain outstanding. These claims remain outstanding, mainly due to the placement of inaccurate TRN on claim forms or failure to affix the TRN on the claim forms.

MASSIVE REDUCTION IN BACKLOG ON MILEAGE PAYMENTS

At the March 2012, mileage payments for Court staff were generally current, all claims received were paid, an improvement over an approximate six month arrears at April 2011.

ENHANCING CLIENT SERVICES

Customer Service Training Manual and Charter

In collaboration with FJA/Canada a Customer Service Training Manual was developed and approved for rollout in the Courts. Customer Service Training will commence in the western region mid July 2012. Other steps for enhancing Client Services included the development of a Customer Service Charter. The Charter will be implemented in 2012/2013.

Chief Justice Annual Review

In December 2011, the CMS in collaboration with CUSO/VSO hosted the first Annual Chief Justice Review forum. The forum was an initiative that stemmed from the strategic priority of the Courts to Strengthen Public Trust and Confidence. The event focused on the issues of the treatment of Child Witnesses in Court and saw participation from members of the Judiciary, Magistracy, Bar Association, other stakeholder groups and lobby groups.

Protocol Services

Additionally protocol services were provided to the Judiciary for local and overseas high Court judges, resident magistrates and visiting delegations from United Kingdom and Canada for ten separate events as per request of the Honourable Chief Justice.

Public Education

In support of Public Education efforts, brochures were prepared to inform members of the public as to how to file claims in the Civil Court, serving as a juror, and how to file a divorce.

STRENGTHENED HUMAN RESOURCE SYSTEMS

Training Needs Assessment Conducted

An assessment of training needs for non-judicial staff in the Courts has been conducted and a document prepared. It is expected that this document will guide the design and implementation of training programmes to be delivered.

CMS Organizational Structure Review Conducted

The management team recognized very early that it would be difficult to effectively function with

the limited Human Resources which the organization had at its disposal following the separation from the MOJ. Attention was therefore given to conducting an extensive organizational structure review. This resulted in a proposal for a new structure being submitted to the Cabinet Office and The Ministry of Finance and the Public Service (MOFP). This process resulted in a new structure for the CMS being approved in December of 2011.

Increase in Number of Resident Magistrates

During 2011/2012 the CMS operationalized six (6) additional Resident Magistrates posts. This was done in an effort to provide the Resident Magistrates Courts with additional human resources to effectively manage case loads. There are now a total of 56 Resident Magistrates.

Training and Development for Judiciary, Magistracy and Court Staff

In 2011/2012, the CMS coordinated in collaboration with the Ministry of Justice Training Institute several workshops and training seminars for the Judiciary and the Magistracy. These events have been facilitated through partnerships with the British High Commission, CUSO/VSO, National Judicial Institute (NJI Canada) and The Office of Federal Judicial Affairs (FJA Canada).

The workshops and seminars focused on a wide range of areas including; 1. Criminal Case Management, 2. Judicial Writing and Ethics, 3. The Treatment of Child Witnesses in Court, 4. Use of Oral Judgments, 5. Improving practices and procedures for sentencing, 6. Capacity Building in Records Management, Leadership and Client Services for Court Administrators.

IMPROVING CASE FLOW MANAGEMENT

Case Management Implementation Plan

A Case Management Implementation Plan was prepared, reviewed by the Case Management Steering Committee and is being implemented. The Justice Undertaking for Social Transformation (JUST) Programme will be assisting with implementation of some components

Technological Upgrades to support Case Flow Management

Six (6) scanners were provided for the Registries at the Supreme Court to facilitate updating of information into JEMS towards improving case flow. Thirty-Three (33) Computers were purchased and installed in Resident Magistrates Courts, ten (10) Medium Printers purchased and installed in

RM Courts and nine (9) copiers were purchased and installed in Resident Magistrates Courts and the Hanover Family Court. Currently all of Courts have email accounts as wells as Global internet access is now available at all Resident Magistrate's main Courts.

NEW TELEPHONE SYSTEM FOR COURT OF APPEAL AND SUPREME COURT

The Court of Appeal and the Supreme Court finally benefitted from a new telephone system. The Voice Over Internet Protocol (**VOIP**) Telephony Solution was installed in the third quarter of 2011/2012. The main features of the *VOIP* solution includes;

- Calls from landlines to Digicel mobile phones which are in the 'Courts' Closed User Group", and vice versa are free of cost.
- Extension to extension dialing in place between the CMS, Supreme Court and the Court of Appeal
- Direct inward dialing and direct outward dialing. Persons calling externally can call directly to an extension and persons can call externally from their extension

The system was first installed in the Court of Appeal and Supreme Court, the CMS was later added to the system. It will later be extended to other Courts. When implemented across all Courts the *VOIP* solution should result in a significant reduction in telephone costs for the Courts.

SUPREME COURT WEBSITE UPGRADED

On June 1, 2011 the CMS and the MOJ collaborated to launch an upgraded and improved Supreme Court website. The purpose of the website is to provide information to the public and create an interface for Court users to access relevant information, such as Court lists and judgments. The website address is www.supremecourt.gov.jm.

ENHANCING MAINTENANCE OF COURT BUILDINGS

A temporary location for CMS

The issue of a location to permanently house the organization was an unresolved mandate for the management team, notably there was no space reserved in Justice square for the CMS. Following an extensive search in the downtown Kingston area and its surroundings yielded no results, and

the organization began to outgrow the office space shared with the MOJ. A temporary location was identified and steps taken to secure rental and prepare the space for relocation. A relocation plan for the CMS was successfully executed. Simultaneously a potential permanent location in Justice square has been identified but will require significant internal construction work. A proposal has been submitted to the Ministry of Justice for acquiring the building as a permanent location for the CMS within Justice Square, hopefully within the next two years.

A proposal for the relocation of the Traffic Court has been prepared and shared with the Ministry of Justice. A comprehensive preliminary Infrastructural Needs Assessment of the Courts has also been conducted.

MOU WITH FOOD FOR THE POOR

In March of 2012, A MOU was signed between the **CMS and Food for the Poor** (a non-profit NGO). Under the MOU, Food for the Poor will provide assistance in the form of food items, equipment and supplies for the Children who attend the Kingston and St. Andrew Family Court Attendance Centre.

OTHER COURT RELATED INITIATIVES

Several projects were facilitated at the Supreme Court and at the Manchester, St. Catherine, and Corporate Area Criminal RM Courts to improve record storage, and improve infrastructure. Additional imprests for Courts were established, to allow for more effective management at the local level e.g. Kingston Drug Court, increases to current imprests have been requested from the Ministry of Finance. Several Court staff have been sensitized in strategic planning, accounting procedures and customer service. An additional storage facility has been acquired for Courts in the Corporate area and the proposal for the establishment of the Judicial Education Institute under the purview of the Chief Justice has been prepared.

MAJOR PLANS FOR 2012/2013

1. Introduce initiatives to improve Records Management in the Supreme Court and some RM Courts to support improved case-flow management.
2. Commence full implementation of Judicial Enforcement Management System (JEMS) in the Supreme Court.
3. Expand the WAN for increased internet interconnectivity between Courts.
4. Implement leadership and Customer Service training and development for Court Staff.
5. Increase access to information with launch of CMS website and re-vamping of Court of Appeal Website.
6. Increased Public Education on Court processes and functions.
7. Commence review of the Courts Organizational Structure.
8. Further expansion of night courts.
9. Steps to be taken to develop legislation for the CMS, with some assistance from the JUST programme in this financial year.
10. Introduce a formal MOU with the MOJ to facilitate clarity of functions and roles between both entities especially with regards to functions shared by the Ministry of Justice and the CMS relative to the Courts.
11. Improving security to officers of the Courts in partnership with the Police.
12. Improved overall performance with increased staffing capacity in implementing the Strategic Plan.

STATUS REPORT
CMS/ COURTS OPERATIONAL PLAN 2011/12

Objective	Activities	Performance Indicator	Target	Status	Constraints
<p>Establish and operationalize a governance framework in alignment with the strategic direction of the entity.</p>	<p>Review the policy/legislative and regulatory framework to support CMS operationalization</p>	<p>review of policy and legislation conducted</p>	<p>completed by March 2012</p>	<p>Concept Paper prepared and submitted to the MOJ providing analysis on policy/legislative and regulatory framework.</p> <p>MOJ has requested that the CMS prepare the guide documents. CMS has since commenced literature review.</p> <p>Project Plan for the Court Management Services developed</p> <p>Steering Committee established to guide the effective establishment and operation of CMS.</p>	<p>Delays experienced on part of Ministry in getting this activity on the legislative Agenda</p>
		<p>legislative changes drafted for establishment of CMS</p>	<p>Draft prepared by January 2012</p>	<p>Comparative Analysis of international practices with respect to Court Administration has been prepared</p>	
	<p>Establish the strategic framework to guide CMS operations and functions</p>	<p>Strategic framework developed</p>	<p>developed by March 2012</p>	<p>Corporate plan developed with draft vision and mission and accompanying budget and submitted to the Minister of Finance. The draft vision and mission are to be finalized</p> <p>CMS/MOJ MOU developed and submitted to Ministry of Justice for signing in June 2011. Document addresses temporary operational</p>	<p>No strategic planning or corporate planning staff. Awaiting the approval of the structure to put the requisite staffing in place</p>

				framework, until CMS is fully operationalized.	
Assess and develop a plan for adequate, effective and responsive security services for members of the Judiciary and the Courts.	Develop a security strategy for the Judiciary and the Courts.	Plan developed	Developed by March 2012	Action Plan developed out of Security Audit recommendations for implementation. This forms a foundation for a more comprehensive security strategy. Specialist Assistance is required. However, no funding is available to support this activity. Activity to be budget for upcoming financial year	Inadequate budgetary support for activity and staffing challenges.
		Security strategy implemented	Implementation initiated in three Courts by September 2013	Meeting held with the ISCF and the JCF towards the development and implementation of a holistic strategic. Follow-up meeting to take place in April 2012	
Developing and implementing a structure which will provide for the Judiciary, continuous, necessary and relevant training	Review recommendations and proposal for establishment Judicial Education Institute.	Comments on recommendations submitted Cabinet Submission prepared and submitted	Completed by April 2011	Proposal for the establishment of a Judicial Education Institute submitted to the Ministry of Justice Technical advice provided to the Ministry of Justice Policy Meeting on the judicial Education Institute. Proposal for the separation of the Judicial Education prepared and submitted to Minister of Justice via the Chief Justice	Direction for the Judicial Education Institute to be decided at the Decision making especially within the context of the review of the Justice Training Institute that is being undertaken

Objective	Activities	Performance Indicator	Target	Status	Input Requirements
<p>Increasing the availability and access to appropriately trained Judicial support staff.</p>	<p>Enhancing the skills and competence of the existing Judicial support workforce</p>	<p>Training needs assessment conducted</p>	<p>TNA conducted and report prepared by March 2012</p>	<p>Training needs assessment for CMS and Courts prepared</p> <p>Partnership with Federal Judicial Affairs, Canada established to build capacity in Court administration. Core Group established and Training Programme commenced.</p> <p>Ten administrative staff including staff of the CMS and Courts attended a Study Tour in Canada.</p> <p>Three working groups have been formed to focus on the Records Management, General Management and Client Services. The groups continued to focus on the preparation of manuals.</p> <p>A Client Services Manual has been prepared for roll-out in the Courts. A proposal for a Colour-Coded Records Management Project has been approved for implementation in a pilot</p>	<p>Staffing limitations to roll-out this plan.</p> <p>Inadequate budget support</p>
		<p>% increase in performance among Judicial support staff</p>	<p>10% or a letter grade</p>	<p>Awaiting organizational review of Courts to be undertaken in FY 2012/13</p>	

		Number of Judicial support Staff trained	15% of complement	Awaiting organizational review of Courts to be undertaken in FY 2012/13	
	Creating a pool of Judicial Clerks and Proof readers	Posts established	Representation made to CMD by 2012	Contract for Organizational specialist to review structure of Courts is being prepared, awaiting finalization of Phase 2 of CMS Structure which focuses on the interlinkages with the Registry and the organizational review of the Courts.	.
		Staff recruited and trained	75% Recruitment and 50 % Trained by January 2013	Recruitment commenced on structure approved in December 2011.	Awaiting approval on staffing structure
	Conduct Job analysis and evaluation for CMS and Court staff.	Job functions and profiles reviewed	60% of categories completed by March 2012	Phase 1 CMS Organizational Structure has been approved. This represents approximately 90 per cent of the entity's staffing. Request made to Cabinet Office for Urgent staffing needs of the courts. Additional Resident Magistrates posts established and activated.	
		Organisational Chart updated	Chart updated by March 2012	Organizational chart has been updated.	

Objective	Activities	Performance Indicator	Target	Status	Constraints
Develop and implement an appropriate organizational structure and staffing profile for CMS and the Courts.	Develop an appropriate functional and organizational structure for CMS and the Courts.	Organisational structure developed	Structure for CMS developed by July 2011	The Organizational Structure has been approved by the Cabinet Office.	
		Job Descriptions developed	JDs for CMS developed by July 2011	All job descriptions prepared and approved by the Cabinet Office.	Delay in obtaining confirmation from the MOJ on the transfer of Phase 2 staff. Ministry has since indicated that they will not be transferring the majority of posts
	Develop and implement a strategy for recruiting and retaining sufficient and competent staff for supporting the CMS and the Courts.	Recruitment Plan developed and implemented.	Plan developed by Jan 2013.	On Track.	
	Implement a Performance Management System for CMS and the Courts that include a strategy for staff incentive and motivation.	Plan for the roll-out of PMAS for the Courts and CMS developed. Develop incentive plan to support PMAS.	Implementation of PMAS in CMS by March 2012.	Officer to lead the implementation of PMAS is to be recruited.	

Objective	Activities	Performance Indicator	Target	Status	Constraints
Manage the finance and accounting activity for CMS and the Courts independently of the MOJ as of FY 2011/12.	Establish CMS's own financial, profile independent of the MOJ	2011-12 and subsequent budgets prepared under a single 'Head of Estimate'	Preparation of budget prepared by March, 2011	Budget approved by Parliament as separate heads due to concerns about the absence of legislation.	Approved budget allocation is not being appropriately funded
		New bank accounts established	Establishment of new bank account by March, 2011	Bank accounts for Courts and CMS managed independently by the CMS. MOF did not approve opening new accounts.	
		Implementation of FinMan system	FinMan system implemented by March, 2011	Action completed.	
	Re-develop the existing financial profile of the Courts; so that existing accounts and the way funds are budgeted and accounted for are more in keeping with current MOF and accounting standards	75% of Account Staff trained	Training for 75% of Accounting staff By March 2012	Accounts Staff trained in Microsoft Excel.	
		Take custody of all the bank accounts for various Courts	Bank Accounts for courts will be taken into custody by March, 2011	Accounts for Courts have been assumed.	
		Detailed records of all fund in the Courts' custody maintained using appropriate technology	Completed by June, 2011	Financial procedures established and implemented to: (a) improve compliance to FAA Act; and (b) improve compliance to Government procurement procedures.	

	Transition the payroll function for the CMS and the Courts from the MOJ Accounts Division to the CMS Accounts Division.	New 'company' established	Establishment of new company by March, 2011	Payroll Accounts being managed separately but staff shared with the MOJ.	
		Staff Recruited	Recruitment of staff by May 1, 2011	Staff transitioned from MOJ. Additional recruitment in train.	Structure awaiting finalization by the MOF
		New payroll bank account established	Establishment of new payroll bank account by March, 2011	Completed as per directives from the MOFP.	

Objective	Activities	Performance Indicator	Target	Status	Constraints
Manage the finance and accounting activity for CMS and the Courts independently of the MOJ as of FY 2011/12.	Develop and implement appropriate strategies for the elimination of audit queries	100% Reduction in External accounting Audit Queries	Zero external audit queries in three years	Audit Plan for Courts developed and submitted to the Ministry of Finance. Operational Audit conducted for the Supreme Court for printing and photocopy services. Report has been submitted to the Honourable Chief Justice and Chief Court Administrator for the recommendations to be implemented.	Appropriately trained staff and Budgetary Allocation/Cooperation of all stakeholders
Review and recommend an efficient system for information, communication and technology across all Courts to improve overall efficiency.	Develop an overall plan for using technology to improve processes used in the administration and management of Courts across Jamaica and to support the functions performed by the Judiciary and the Magistracy.	Strategic ICT Plan developed	Completed by June 2011	Draft Strategic Information Technology Plan for Court Management Services and Courts developed	
		Court recording and transcription system plan developed	Plan developed June 2011	Deferred to FY2012/13	
		For The Record Pilot implemented for Corporate Area Criminal Court	Implemented by October 2011	Deferred to FY2012/13	
		Court recording and transcription system installed for Supreme Court and Portland RM	System installed by March 2011	Deferred to FY2012/13 Plans to proceed for the Supreme Court. Work to commence in the Supreme Court during March 2012	Inadequate budget support

Objective	Activities	Performance Indicator	Target	Status	Constraints
Review and recommend an efficient system for information, communication and technology across all Courts to improve overall efficiency.	Implement an appropriate technological solution to facilitate the integration of the Courts and CMS for efficient communication.	VOIP Plan developed for Supreme Court and CMS	Plan developed by October 2011	VOIP System implemented in the Supreme Court and the Court of Appeal	
		Consultancy/staff in place	Staff in place by September 2011	Staff in place as per existing structure. Additional staffing to be recruited once the revised structure is approved	
		Computer inventory management database system Implemented	Implemented by November 2011	Computer inventory is 85 per completed. Printing Needs Assessment is being undertaken of the Supreme Court.	
		Computer software subscriptions and license maintained		All subscriptions are up to date	
		Data and network security policy developed for Courts	March 2012	Hardware and Software Policy has been approved and circulated to all Courts	
		Computing equipment procured	Procured by March 2012	Critical equipment needed for operation of the Courts and the CMS setup is being procured	Inadequate budget support
		Managed networks installed for 15 RM Courts	Installed by February 2012	A Needs Assessment (printing, photocopying, telephones and computing) for 11 Courts have been completed.	

		VOIP system installed for CMS	System installed by December 2011	Contract has been signed. Implementation to commence	
		local area network for CMS implemented	Installed by December 2011	Server acquired,	Inadequate budget support

Objective	Activities	Performance Indicator	Target	Status	Constraints
Review and recommend an efficient system for information, communication and technology across all Courts to improve overall efficiency.	Implement an appropriate technological solution to facilitate the integration of the Courts and CMS for efficient communication.	Website for Court of Appeal and Supreme Courts and CMS implemented	Implemented by March 2012	Supreme Court website upgraded. Site currently displays more detailed information on Jamaica's Court system and over 98 Judgments are available for viewing by the public. Services being engaged for CMS website.	
		Email accounts established for Court users island-wide		Email accounts for CMS, Supreme Court and Court of Appeal have been established. The RMCs email accounts have been transitioned from MOJ to CMS platform.	
		Interconnectivity established across all Courts	Established by March 2012	Preparatory work being undertaken to enable interconnectivity.	

Objective	Activities	Performance Indicator	Target	Status	Constraints
Improving services standards provided to Court users.	Develop and implement Customer Service policy framework for Courts.	Customer Service Charter developed and implemented	Developed and implementation initiated by October 2011	Draft Customer Service Charter in place . Training manual on customer service prepared and tested. Implementation to commence in the new financial year. Draft Customer Service Delivery Framework has been prepared.	Inadequate staffing Inadequate budget support
		number of Staff oriented	75% of CMS staff oriented by March 2012	Orientation ongoing	
		Customer service survey conducted	Survey conducted July 2011	No action taken	Inadequate staffing
		Chief Justice Annual Review held	Session held October 2011	Session held in October 2011	Delayed to funding constraints

<p>Improve availability and access to information on the Court and its processes.</p>	<p>Develop and implement strategies for Public Education on Court procedures, roles of Judges and protocols for the Judiciary.</p>	<p>Brand and promotional plan developed and implemented</p>	<p>Developed and implementation initiated by August 2011</p>	<p>Brand Proposal for Courts developed and submitted to the Chief Justice for approval. Implementation to commence as soon as approval is obtained. Branding for CMS including letter head, logo have been received from Graphic artist and reviewed internally.</p> <p>Two features on CMS Implementation published n Newspaper. Vacancy notices for judges and other Court notices published as per request.</p>	
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Objective	Activities	Performance Indicator	Target	Status	Constraints
<p>Develop and implement strategies and procedures to support the reduction of the backlog of civil and criminal cases in the Supreme Court and Resident Magistrate Courts.</p>	<p>Develop a comprehensive plan for the implementations of case backlog reduction</p>	<p>plan developed</p>	<p>July 2011</p>	<p>Case Management Implementation Plan has been prepared, reviewed by the Case Management Steering Committee and submitted to the MOJ.</p>	
	<p>Island-wide implementation of criminal case management</p>	<p>100% of Resident Magistrates trained</p>	<p>Training conducted by April 2011</p>	<p>Training for Clerk of Courts coordinated and delivered in March 2012</p> <p>Criminal Case Management training for some fifty (50) Resident Magistrates planned and delivered.</p> <p>Human resources provided to support pilot project in Supreme Court</p> <p>HWT RMC Court has been identified for the implementation of the For-the-Record pilot that is to improve efficiency in the preparation of case files. Preparatory work being undertaken to commence pilot.</p>	

				<p>Technical advice and administrative support provided to existing Case Management Steering Committee and National Parish Board Committee</p> <p>Request for the establishment of additional RM posts in the establishment Order submitted to the Post Operation Committee in September 2011 for approval.</p>	
		Criminal Case Management Procedures and Rules approved and circulated	circulated to relevant parties by June 2011	A RM Rules Committee has been established and the TOR for a the engagement of a consultant is being prepared.	
		Case management rolled out in 5 RM Courts	Implemented by May 2011		
		% reduction in backlog of criminal cases	n/a		
	Increase number of night Court sessions	number of night court sessions held	n/a		
		number of cases completed using night court sessions	n/a		

Objective	Activities	Performance Indicator	Target	Status	Constraints
<p>Establish adequate Judicial cadre.</p>	<p>Improve capacity for more effective Judgment writing</p>	<p>70% of Judges in the Supreme and Court of Appeal trained in effective judgement writing.</p>	<p>Training delivered by January 2012</p>	<p>Training on judgment writing and judicial ethics coordinated in collaboration with CUSO-VSO. Some 18 judges and over 30 RMs were trained.</p> <p>Training planned and co coordinated for some forty-eight Resident Magistrates on improving practices and procedures used for sentencing</p> <p>Partnership established with CUSO-VSO for capacity Building in the areas of Judicial Education and Children in Court. Two volunteers provided to work the identified areas.</p> <p>Approval obtained from the Cabinet Office for the establishment of additional posts of Resident Magistrates as per Gazette.</p>	

Objective	Activities	Performance Indicator	Target	Status	Constraints
<p>Develop and implement a strategy for improving the physical infrastructure, aesthetics and profile of the Courts that reflect the needs of court users, independence, importance and dignity of the judicial system.</p>	<p>Develop a comprehensive plan for the development, relocation, rehabilitation and maintenance of all Court infrastructures.</p>	<p>master plan developed</p>	<p>Plan developed by March 2012</p>	<p>Head for Property Management Division recruited. Needs Assessment on Courts Infrastructure needs undertaken in consultation with Courts</p>	
	<p>Identify a long-term location for the CMS and commence implementation of a relocation plan.</p>	<p>relocation plan developed</p>	<p>Plan developed by March 2012</p>	<p>Proposal submitted to the Hon. Minister for acquiring a permanent location. Request subsequently submitted to Attorney General Chambers for advice on forced acquisition. Advice received from AGC and submitted to Minister.</p> <p>Response obtained from the owners in March 2012 that a notice to quit is to be served</p> <p>Relocation Plan has been developed and implementation commenced for an interim location. Letter of Agreement has been signed by the Land Agency. Internal works at the location are 90 per cent completed and relocation efforts have commenced.</p>	

Objective	Activities	Performance Indicator	Target	Status	Constraints
Review and reengineer business processes of court-related functions, systems, processes identified in CMS and the Courts	Examine existing processes and provisions for Jurors, recommend and implement new processes for the improvement of treatment of Jurors.	new processes recommended and provisions implemented	Administration process review conducted by October, 2011	Preliminary Assessment undertaken to review payment trends. Further analysis is needed. Request submitted to Post Operation Committee for the administrative staff for the preparation of juror summons for the Supreme Court	
	Review three key administrative processes in RM and Supreme Court to improve efficiency and implement recommendations accordingly.	review of administrative processes conducted	Administration process review conducted by October, 2011	Review of Records Management procedures commenced. TOR for technical assistance being prepared.	
	Review and make recommendations for improving the fee structure and accompanying collection processes in relevant RM and Supreme Court	Fee structure reviewed	Review of fee structure by August, 2011	To be addressed as part of the revision to the RM Rules. TOR drafted. Technical assistance to be engaged	

Extra-Operational Plan Activities

In addition to the responsibilities transitioned from the MOJ, the CMS has been providing protocol services to the Judiciary. Such services have been provided for local and overseas high Court judges, resident magistrates and visiting delegations from United Kingdom and Canada for ten separate events as per request of the Honourable Chief Justice. These included three visits by National Judicial Institute of Canada, two visits by the Office of the Federal Judicial Affairs of Canada, visiting Ghanaian Judge, visiting Judge through partnership with CMS/CUSO-VSO.

Major Initiatives Planned for 2012/2013

- Pilot of Audio-to-Text Recording System for Resident Magistrates Court.
- Records Management Project to include colour coding of files for Supreme and Resident Magistrates Court.
- Re-vamp of Court of Appeal website.
- Implementation of VOIP in other Resident Magistrates Courts and CMS.
- Review Organizational Structure for Courts.