MAGISTRACY DEPARTMENT

2025 ANNUAL REPORT

Justice Without Delay

Presented by:

The Magistracy of the Virgin Islands

Reporting Period:

January - December 2025

Court Manager:

Ms. Annette Williams-Sylvester, LLB (Hons)

March 2026

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COURT MANAGER'S MESSAGE

A Message of Progress, Purpose and Continued Transformation

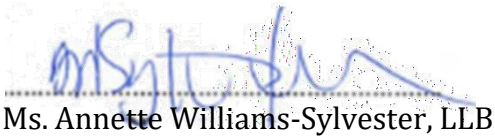
The 2025 reporting period marked a significant milestone for the Magistracy of the Virgin Islands. As we continued to align with the Eastern Caribbean Supreme Court, our focus has remained firmly on strengthening our institution and ensuring its resilience for the community we serve. This transformation goes beyond updating a local court structure; it reflected our commitment to building a modern judicial system that met international standards while remaining grounded in our territorial identity.

At the core of this progress is our team. Our 35 members of staff represents a dynamic and dedicated workforce, equipped with both the compassion and expertise required to serve the public effectively. Whether navigating the sensitivities of family law or managing the demands of a modern digital court, our team continued to bridge the gap between traditional service delivery and evolving capabilities. As our systems modernised, our commitment to the people of the Virgin Islands remained unwavering.

A key pillar of our advancement has been digital transformation. The implementation of the E-Litigation Portal has significantly enhanced how we delivered services. As Accounting Officer, I have prioritised the establishment of robust financial protocols to ensure that judicial revenue and child maintenance funds were managed with the highest levels of transparency and accountability. By integrating financial records with digital case management systems, we reduced the risk of manual error and improved our ability to respond efficiently to the needs of our clients. This digital progress represented not only innovation, but also a commitment to integrity and public trust.

The Magistracy continued to serve as the primary forum for community justice, and our achievements during this period reflected the strong collaboration between the judicial bench and administrative staff. As we move forward into 2026, our work plan will focus on key strategic priorities, including continuous staff training, improving court efficiency and case management, enhancing access to justice and customer service, strengthening revenue administration and compliance, ensuring good governance and statutory compliance, advancing digital justice and ICT resilience, and promoting accountability in reporting.

Together, we are building a court system that is responsive, transparent, and efficient, one that not only meets the needs of the Virgin Islands but also stands as a model of excellence within the Caribbean. We move forward with confidence, knowing that our foundation is strong and our direction is clear.



Ms. Annette Williams-Sylvester, LLB (Hons)
Court Manager

EXECUTIVE SUMMARY

The 2025 reporting period represented a pivotal phase of transition and strategic advancement for the Magistracy of the Virgin Islands. Anchored in our mandate of *"Justice without Delay,"* the Magistracy remained committed to delivering a judicial system that is fair, efficient, and accessible. Central to this mandate, is the fundamental principle that justice must not only be done, but must be seen to be done**.** Accordingly, our focus throughout the year has been on strengthening transparency, accountability, and public confidence in the administration of justice.

During 2025, the Magistracy successfully advanced its modernisation agenda, transitioning from manual processes to integrated digital systems. This shift, supported by enhanced physical security and operational reforms, has strengthened the efficiency, integrity, and visibility of judicial processes across the Territory. These improvements enabled more responsive service delivery while reinforcing trust in the Court as a cornerstone of community justice.

Key achievements during the reporting period included the generation of $1,019,428.62 in fines, fees, and forfeitures, reflecting strong financial oversight and accountability. Legislative reform also progressed significantly, with the Criminal Procedure Rules reaching the final vetting stage with the expectation of enactment in 2026. Digital transformation initiatives continued, including proposed amendments to facilitate service of summons via email, which are expected to reduce adjournments and improve case flow.

Operationally, the Magistracy strengthened case management through structured monitoring processes, supported by the successful implementation of the Judicial Enforcement Management System (JEMS). The deployment of Audio-Visual Link (AVL) technology in courtrooms improved efficiency and accessibility, with further expansion planned. Infrastructure stabilisation at key facilities also enhanced service delivery and reduced operational delays.

The Magistracy continued to uphold its social responsibility through the development of a Child Support Unit aligned with legislative and Treasury requirements, aimed at ensuring timely and transparent payments to clients. These efforts underscored the Court's commitment to fairness, accountability, and the protection of vulnerable persons.

Financially, the Magistracy collected total revenue of $2,132,467.67 during 2025, against an approved budget of $2,889,500.00. Total expenditure amounted to $2,433,641.18, resulting in a balance of $445,858.83. This performance reflected prudent financial management and adherence to sound governance principles.

Looking ahead to 2026 and beyond, the Magistracy will continue to prioritise efficiency, transparency, and service excellence. Strategic focus areas include reducing case backlogs, strengthening legislative and operational frameworks, expanding digital justice initiatives, and enhancing access to justice across the Territory. Long-term planning remains centred on the development of a new Hall of Justice (2025–2029), which will further modernise and centralise judicial operations.

The Magistracy remains resolute in its mission to deliver justice that is not only effective, but also visible, accountable, and trusted by the public it serves**.**


OUR CORE VALUES
SECURITY
We Believe That SECURITY Should be at the Forefront of all our Decision-Making.
RESPECT
We Believe in RESPECT That all Persons Coming Before the Court Should be Treated Fairly and Justly.
WORKING TOGETHER
We Believe That Each of us Forms Part of a Team and we Work Together Towards a Common Goal.
MAGISTRACY VALUES

PART I: INSTITUTIONAL OVERVIEW

ABOUT THE MAGISTRACY

The Magistracy of the Virgin Islands stands as a cornerstone of the Territory's legal system and judicial heritage. Since its establishment in 1891, the Court has evolved alongside the community it serves, guided by the foundational principles of the *Magistrate's Code of Procedure Act, Cap. 44* and its Amendments is committed to the fair, timely, and accessible administration of justice.

As a court of summary jurisdiction, the Magistracy plays a vital role in the justice system, presiding over a wide range of matters including criminal, civil, family, traffic, and child maintenance cases. It is the first point of contact for citizens seeking justice and therefore remains central to upholding the rule of law, protecting rights, and maintaining public confidence in the legal system.

A strategic pivot defined the 2025 work year. Faced with increasing caseloads and the constraints of a lean administrative structure, the Magistracy demonstrated resilience, adaptability, and innovation. Rather than merely managing these challenges, the Department embraced them as an opportunity to modernise operations, transitioning from manual, paper-based processes to a more efficient, digitally integrated judicial system.

This transformation reflects a broader commitment to strengthening institutional capacity, improving service delivery, and enhancing transparency. Through ongoing digitalisation, improved case management systems, and strengthened administrative processes, the Magistracy continues to position itself as a modern and responsive court that meets the evolving needs of the Territory.

In addition to its adjudicative function, the Magistracy also plays a key administrative role in supporting judicial officers, managing court records, facilitating access to justice across multiple locations, and ensuring the proper collection and accountability of court-related revenues. These responsibilities are carried out with a strong emphasis on integrity, professionalism, and public service.

This report provides a transparent account of the Magistracy's operational achievements, financial performance, and strategic direction. It reflects our continued commitment to delivering justice that is not only fair and efficient, but also visible and accountable to the public we serve. We invite you to review our progress as we continue to build a stronger, more accessible, and future-ready Magistracy for the Virgin Islands.

Constitutional Foundation and Governance Reform

1. Constitutional Foundation and Judicial Independence

The Magistracy stands as a fundamental pillar of the Virgin Islands' judicial system. In accordance with the *Virgin Islands Constitution Order, 2007***,** the Court operates with institutional independence from both the Executive and Legislative branches, ensuring the impartial administration of justice.

While the Governor retains constitutional responsibility for the overall administration of the courts and governance of the Territory, the Magistracy remains functionally aligned with the Eastern Caribbean Supreme Court (ECSC)**.** This alignment ensures that judicial standards, procedures, and practices are consistent with regional benchmarks and reflect best practices across the Eastern Caribbean.

This constitutional framework safeguards judicial independence while promoting accountability, transparency, and public confidence in the administration of justice.

2. Evolving Governance and Reform

In response to the findings and recommendations of the National Risk Assessment (NRA), the Territory is undergoing a period of strategic governance reform aimed at strengthening oversight, accountability, and institutional effectiveness within the justice system.

While the Governor currently retains oversight of the Magistracy, a key strategic objective is the progressive realignment of administrative responsibility. This includes:

- The proposed transition of administrative oversight to the Office of the Deputy Governor, in keeping with broader public service governance reforms; and
- The advancement of legislative measures to further align the Magistracy under the judicial authority of the Chief Justice of the Eastern Caribbean Supreme Court, thereby reinforcing judicial independence and regional integration.

These reforms are intended to enhance governance structures, clarify accountability, and ensure that the Magistracy operates within a modern, coherent, and transparent institutional framework.

Legislative and Operational Mandate

The Magistrate's Code of Procedure Act (Cap. 44) and its amendments as mentioned above primarily govern the operations and jurisdiction of the Magistrate's Court. This legislative framework defines the Court's authority, procedural rules, and operational scope.

Key institutional roles within this framework include:

> **Executive Oversight:** The Governor, supported by the Deputy Governor, is responsible for the appointment of Magistrates and the provision of high-level administrative oversight.

Judicial Leadership: The Senior Magistrate serves as the Judicial Head, ensuring the integrity, consistency, and independence of judicial decision-making and courtroom conduct.

Administrative Management: The Court Manager functions as the Administrative Head and Accounting Officer, responsible for operational management, resource allocation, and the financial stewardship of the Magistracy.

This structure ensures a clear separation between judicial and administrative functions, supporting both independence and accountability.

2025 STRATEGIC PRIORITIES

Objective 1: Court Efficiency & Case Management and Legislative Reform

- **Target:** Amendment of the Magistrate's Code of Procedure to facilitate the service of summons on a defendant in criminal matters via email communication.
- **Action:** This strategic is a work in progress. Our aim is to reduce the adjournment dates of hearing due to unserved summons by 40%.

Objective 2: Digital Transformation & AVL Technology

- **Target:** Strengthen and continue to improve the use our Audio-Visual Technology in two courtrooms.
- **Action:** AVL technology has improved the efficiency and timeliness of legal proceedings in early 2025. The next phase aims to expand AVL to full capacity in those courtrooms outlined above and the remaining courtroom at SAKAL will be expanded to accommodate remote access for witnesses and legal professionals. This is expected to be completed by Q2 of 2026.

Objective 3: Access to Justice and Customer Service

Target: Develop plan to facilitate Child Maintenance Unit Structures in accordance with the Child Maintenance & Access Act, 2017.

Action: This strategy is a work in progress. Treasury affirms that child support remains a priority. The aim is to operationalise the Child Maintenance Unit structure by 30 June 2026.

Objective 4: Court Efficiency & Case Management

Target: To improve case management by involving all stakeholders in tracking cases regularly from the date of first hearing to completion or disposition.

Action: This strategy is ongoing: By maintaining bi-weekly case progression meetings with criminal justice partners since 1 September 2024
Action: Continuous disposition rate by 65 % at the end of the Q4 2026.

Objective 5: People Development Organisational Capacity

Target: To ensure that the full staff complement is recruited across, civil, criminal, traffic and quasi court services to enable efficiency and effective service delivery

Action: Recruit the six (6) positions to support staff
Action: strengthening training programs to improve staff capability and performance.
Action: Reassign and optimize staffing based on caseload patterns
Action: Enhance retention strategies to ensure continuity and expertise.

Objective 6: Expand Multi-Channel Customer Support

Target: Provide multiple service channels such as face-to-face, phone, email, web chat and virtual meetings to meet customer needs.

Target: Ensure vulnerable and digital litigants in person can access support.

Action: Maintain physical service points in courts wherever feasible.

These strategic priorities collectively support the Magistracy's commitment to modernisation, operational efficiency, and enhanced public service. Through targeted reforms, digital innovation, and strengthened capacity, the Magistracy continues to advance a Justice system that is efficient, accessible, and visibly fair to all users**.**

PART II: ORGANIZATIONAL STRUCTURE

LEADERSHIP MODEL AND JURISDICTIONAL MANDATE

Jurisdictional Mandate

The Magistracy serves as the primary court of first instance within the Virgin Islands, exercising specialised jurisdiction across key areas of law to uphold community stability, enforce legal order, and ensure timely access to justice. As the entry point to the judicial system, the Court plays a critical role in the fair and efficient resolution of matters affecting individuals, families, and the wider community.

Core Jurisdictional Functions

The Magistracy's competencies extend across several critical areas, including:

- **Criminal Jurisdiction:** Adjudication of summary offences and the conduct of paper committal proceedings in indictable matters.
- **Civil Jurisdiction:** Determination of claims for the recovery of debts and damages up to the statutory limit of $10,000.
- **Traffic and Regulatory Matters:** Enforcement of road traffic laws and other regulatory offences to promote public safety and compliance.
- **Family and Social Justice:** Determination of child maintenance and other family-related matters, with a focus on safeguarding vulnerable persons.
- **Specialised Maritime Jurisdiction:** Limited authority in matters relating to salvage and wreck proceedings.
- **Committal Proceedings:** Assessment of whether sufficient evidence exists to establish a prima facie case in indictable matters for referral to the Supreme Court of the Virgin Islands.
- **Liquor Licence:** The Licensing Magistrate has jurisdiction to grant liquor licence.
- **Coroner Jurisdiction:** The Coroner oversees all sudden deaths that occurs in the Territory.
- **Property Tax:** Magistrates are mandated by law to ensure that property tax assessments are reviewed and updated annually.

Through these functions, the Magistracy ensured that justice was administered efficiently while maintaining the integrity and accessibility of the judicial process.

Leadership Model

The Magistracy operated under a dual leadership structure designed to ensure a clear separation between judicial independence and administrative accountability:

- **Judicial Leadership:** Her Honour, Senior Magistrate Tamia N. Richards, supported by a complement of four (4) full-time Magistrates and three (3) Additional Magistrates, leads the Court. This structure ensured the consistent and impartial adjudication of matters before the Court.
- **Administrative Leadership:** Mrs. Annette Williams-Sylvester, Court Manager, supported by Dr. Rosemary Callwood, Deputy Court Manager, Senior Court Administrator, Mrs. Annisha Jacobs-McLean and Ms. Joi Thomas leads operational management. This team is responsible for

overseeing court administration, resource management, and the effective delivery of services across all locations.

This governance framework promotes efficiency, accountability, and the effective coordination of judicial and administrative functions.

Organisational Structure and Human Capital

Strategic human resource planning remained a key priority for the Magistracy as it continued to respond to increasing caseloads, evolving legal complexities, and advancements in digital justice. The organisation actively worked to align its workforce capacity with its expanding mandate, ensuring that staff were equipped with the necessary skills and competencies to operate within a modernised court environment.

The Magistracy focused on optimising human resource allocation to bridge the gap between established mandates and existing staffing levels. This included strengthening workforce planning, enhancing training and development initiatives, and ensuring that the organisation remained agile, responsive, and capable of meeting current and future demands.

Staffing Overview

The Magistracy continued to maintain a structured and performance-oriented workforce to support its expanding operational and judicial responsibilities**.**

Category	Metric
Total Established Positions	35
Active Personnel	29
Current Vacancy Load	6
Occupancy Rate	**88.6%**

The current staffing levels reflected a strong operational base; however, targeted recruitment remained a priority to address existing vacancies and further strengthen service delivery capacity.

Demographic Composition

The Magistracy's workforce reflected a predominantly female composition, highlighting the significant contribution of women to the Department's operations:

- **Female:** 26 (74.3%)
- **Male:** 5 (14.29%)

This distribution underscored the importance of maintaining inclusive workforce strategies that support diversity, equity, and balanced representation across all levels of the organisation.

2025 Personnel Milestones – Year in Review

Staff movements during the 2025 reporting period demonstrated the Magistracy continued its commitment to internal advancement, strategic recruitment, and recognition of long-serving staff. These efforts are aligned with the Department's broader objective of building institutional capacity, enhancing staff retention, and ensuring that the workforce remained equipped to meet the evolving demands of a modern judicial environment.

Date	Name	Position
Appointments		
26th May, 2025	Joi-Ann Thomas	Administrative Officer
26th May, 2025	Tashima Hill	Court Clerk II
16th June, 2025	Leslie-Ann Faulkner	Additional Magistrate
2nd December, 2025	Breisley Rabsatt	Court Clerk II
Transfers		
1st December 2025	Renesha Stephen	Transferred from the Magistracy as Office Generalist to Executive to the Ministry of Finance.
Promotions		
1st July 2025	Kernisha Bryan	Promoted to Case Manager

*An updated Organisational Chart is appended in **Appendix 1** for reference.

Training and Professional Development Strategy (2025)

The functions of the Magistracy are highly technical and required specialised competencies that extend beyond general administrative duties. Throughout 2025, the Department prioritised the transformation of the Court into a modern, digitally competent workforce capable of meeting the rigorous standards of the Eastern Caribbean Supreme Court (ECSC). This strategic focus has strengthened institutional capacity and positioned the Magistracy to operate effectively within an increasingly complex and technology-driven judicial environment.

2025 Training Achievements and Strategic Alignment

- **Digital Competency and Innovation:** By the final quarter of 2025, administrative staff achieved full operational proficiency in the E-Litigation Portal. This milestone represented a significant advancement in the Magistracy's digital transformation agenda and supported the transition toward a fully paperless court system in the not-too-distant future.
- **Specialised Court Procedures:** Staff received targeted training on the Magistrate's Code of Procedure, with emphasis on the technical requirements of summary and committal proceedings. This has enhanced the accuracy, consistency, and legal awareness underpinning administrative functions.

Institutional Collaborations

To support continuous professional development and maintain alignment with regional best practices, the Magistracy continued to engage with key institutional partners:

- **Judicial Education Institute (JEI):** Providing regional benchmarks and training to support judicial and administrative excellence.
- **Courts of St. Lucia (ECSC Headquarters):** Facilitating knowledge sharing on digital transformation and evolving court procedures.
- **VIPSLI and CARICAD:** Delivering leadership development programmes to strengthen management capacity and support succession planning within the administrative cadre.

Ongoing and Future Training Priorities (2025–2029)

The 2025 period marked the commencement of a multi-year training framework designed to enhance legal compliance, operational efficiency, and leadership capacity. Key focus areas include:

- **Financial Integrity and Compliance (NRA Standards):**
    - Anti-Money Laundering (AML), Financial Action Task Force (FATF) and Counter-Terrorist Financing (CTF)
    - Confiscation, forfeiture, and civil asset recovery
    - Jurisprudence relating to unexplained wealth orders
    - Proceeds of criminal conduct and financial investigations
- **Technical Court Operations:**
    - Advanced optimisation of the E-Litigation Portal in collaboration with ECSC stakeholders
    - Strengthening data integrity and reporting through the Judicial Enforcement Management System (JEMS)
    - Reinforcement of ethics, confidentiality, and courtroom protocols

- **Executive Leadership Development:**
  - Strategic management training in collaboration with VIPSLI
  - Conflict resolution and mediation training for court officers

Institutional Capacity and Workforce Planning

Given the specialised nature of the Magistracy's operations, workforce development remained closely aligned with training and capacity-building initiatives. The anticipated filling of six (6) vacancies in 2026 will prioritise candidates with strong aptitude in legal administration, digital systems, and compliance-related functions.

The ongoing training programme served as a critical risk mitigation tool, ensuring that staff are equipped with the knowledge and competencies required to uphold the integrity, efficiency, and accountability of the Virgin Islands' justice system.

***A full list of training programs is included in Appendix 2.**

STAFF ASSIGNED TO COMMITTEES AND BOARDS

Staff	Position	Committee
Tamia Richards	Senior Magistrate	Bench and Bar Committee
Christilyn Benjamin	Magistrate	Bench and Bar Committee
Annette Williams-Sylvester	Court Manager	Bench and Bar Subcommittee
Tamia Richards	Senior Magistrate	Inter-Governmental Committee
Annette Williams-Sylvester	Court Manager	Inter-Governmental Committee
Tamia Richards	Senior Magistrate	Criminal Justice Advisory Group
Annette Williams-Sylvester	Court Manager	Criminal Justice Advisory Group

PART III: LEGISLATIVE & REGULATORY FRAMEWORK

Primary Governing Legislation

A comprehensive legislative framework guided the jurisdiction and procedural operations of the Magistrate's Court. During the 2025 reporting period, emphasis was placed on integrating recent legislative amendments to ensure that the Court's processes and decisions remained aligned with up-to-date legal standards and regional best practices.

1. Core Procedural and Criminal Law

- ***Virgin Islands Constitution Order, 2007*** – Establishes the constitutional framework, including judicial independence and governance of the courts.
- ***Virgin Islands Magistrate's Code of Procedure (and Amendment) Act, 2013*** – Primary legislation governing the jurisdiction powers and procedures of the Magistrate's Court.
- ***Virgin Islands Criminal Code, 2013*** **-** Governs criminal proceedings and trial procedures.
- ***Virgin Islands Evidence Act, 2006*** **-** Sets out rules relating to admissibility and evaluation of evidence.
- ***Virgin Islands Audio Visual Link Act, 2020 (as Amended in 2021*****)** – Enables remote hearings and digital court proceedings.
- ***Virgin Islands Criminal Justice (Alternative Sentencing) Act, 2013*** – Promoting rehabilitative and non-custodial sentencing options.
- ***Virgin Islands Magistrate's Code of Procedure (Amendment) Act, 2023*** – Schedule of Fees in Criminal and Civil matters.

2. Financial and International Compliance (NRA Framework)

- **Virgin Islands Proceeds of Criminal Conduct Act, 2013** – Strengthens the legal framework for asset recovery, anti-money laundering measures, and the confiscation of proceeds derived from criminal activity.
- **Virgin Islands Drug Trafficking Offences (Amendment) Act, 2023** – Strengthening enforcement against organised and transnational crime.
- **Virgin Islands Criminal Justice (International Co-operation) Act, 2020** – Enabling international legal cooperation and mutual assistance.
- **Virgin Islands Computer Misuse and Cybercrime Act, 2014** – Addressing emerging digital and cyber-related offences.

3. Family, Youth, and Community Justice

- Child Maintenance, **and Access (Amendment) Act, 2017** – Safeguarding the welfare and financial support of children.
- **Virgin Islands Child Maintenance Enforcement Act, 2018** – Governs enforcement proceedings
- **Virgin Islands Children and Young Persons Act, 2005**
- **Youth Court Act and Order, 2005** – Providing specialised protections and procedures for minors.
- **Virgin Islands Coroners Act Cap 15** and **Liquor Licence Act, Cap 106** – Supporting key community regulatory and public interest functions.

Operational Policies and Administrative Governance

The Magistracy operates in accordance with established public sector governance frameworks to ensure accountability, transparency, and efficiency in all aspects of its operations.

- **Public Service Excellence:** Guided by the Public Service Management Code, 2023 and the Service Commission Regulations, 2014, ensuring a professional, disciplined, and ethical workforce.
- **Fiscal Accountability:** Adherence to the Public Finance Management Act, 2004 and Amendments, underpins the Magistracy's role as Accounting Officer, ensuring proper management of court revenues and trust funds.
- **Strategic Modernisation:** Implementation of Standard Operating Procedures (SOPs) to align court operations with the E-Litigation Portal and support the transition to a digitally integrated court system.
- **Human Resource Devolution:** Utilisation of the Appointment to Public Office (Devolution of Human Resource Functions) Regulations, 2008 to enhance efficiency in recruitment, performance management, and workforce planning.
- **Public Service Management Act, 2025 -**

Through this legislative and governance framework, the Magistracy continued to strengthen its institutional capacity, ensuring that justice was administered in a manner that is efficient, transparent, and visibly fair to all who come before the Court**.**

Strategic Goals & Achievement Status (2025 Review)

The table below presents a high-level performance dashboard of the Magistracy's strategic objectives, using status indicators for ease of reference.

Strategic Objective	Status & 2025 Outcomes
Court Infrastructure Stabilisation and Relocation	The transition from the John's Hole facility was successfully completed by the first quarter of 2024. By 2025, the Magistracy's operations were fully established at the Sakal Building for the conduct of Civil, Traffic, and Child Maintenance matters. In parallel, the Old CTL Building continues to be utilized for the hearing of all Criminal matters, ensuring the continuity and effective delivery of court services.
Legislative Reform of the Child Maintenance and Access Act.	In accordance with the 2019 recommendations, amendments to restructure filing fees for quasi-criminal matters have advanced to the final stages of the Cabinet approval process. The Magistracy has completed all preparatory arrangements and stands ready to implement the amendments immediately

Strategic Objective	Status & 2025 Outcomes
	upon enactment of the Act once funding becomes available.
Implementation of the Criminal Procedure Rules (CPR)	The finalised draft, incorporating key protocols for custody time limits and case-flow management, is awaiting passage by the House of Assembly, after which full institutional adoption will occur in the upcoming judicial cycle.
Modernisation of Fee Structures (Code of Procedure Act)	The amended fee structure, gazette in late 2023, was fully operationalized throughout 2025. This update has significantly contributed to the Court's enhanced revenue collection and administrative sustainability.
Judicial Digitisation & Security	In 2025, the Court achieved 100% digital integration for all new case filings via the E-Litigation Portal. Additionally, enhanced security protocols including high-definition surveillance and residential protection have been fully implemented.

Executive Insight

The Magistracy demonstrated strong performance across its strategic priorities, with the majority of initiatives either fully completed or in advanced stages of implementation. Legislative reforms currently before Cabinet and the House of Assembly represent the final steps toward full institutional modernisation. These achievements reinforced the Magistracy's commitment to delivering justice that is efficient, transparent, and visibly accountable to the public.

PART IV -JUDICIAL PERFORMANCE & STATISTICS

2025 Case Statistics: Filings and Disposals

I. Executive Overview

The Magistrate's Court, as a court of summary jurisdiction as mentioned earlier, is established and empowered under the *Magistrate's Code of Procedure Act (Cap. 44)* of the Laws of the Virgin Islands. The Court exercised a broad jurisdiction and provides judicial oversight in the following areas:

- Criminal and civil proceedings
- Matrimonial and family matters
- Traffic adjudication (pursuant to the Road Traffic Act, Cap. 218)
- Child maintenance and access (under the Child Maintenance and Access Act, 2017)
- Domestic violence and juvenile matters

This wide jurisdiction underscored the Magistracy's role as the primary point of entry into the justice system and its responsibility to ensure the fair, timely, and transparent resolution of matters.

II. Operational Performance and Innovation

During the 2025 reporting period, the Magistracy remained focused on optimising resources to effectively manage an increasing volume of case filings while improving disposal rates. The integration of the Judicial Enforcement Management System (JEMS**)** and the E-Litigation Portal (ELP) enabled enhanced tracking of both new filings and case disposals across all jurisdictions.

These systems have strengthened the Court's ability to monitor case flow, analyse trends, and assess disposal timelines. As a result, the Magistracy improved its capacity to manage caseloads more efficiently, reduce backlogs, and support data-driven decision-making in the administration of justice.

III. Case Statistics – 2025

The table below summarises the judicial activity for the 2025 reporting period. The "Total Cases Handled" (484) represented the combined volume of new filings and active matters carried out from previous periods.

2025 Case Load & Disposal Summary

Case Category	Total Filed	Total Disposed	% of Total Files	Clearance Rate
Criminal Cases	194	262	40%	135%

Case Category	Total Filed	Total Disposed	% of Total Files	Clearance Rate
Traffic Cases	107	98	22%	20%
Civil Cases	85	76	18%	89%
Child Maintenance	72	39	15%	54%
Juvenile Cases	26	17	5%	65%
TOTAL	**484**	**492**	**100%**	**59%**

Key Insights

- **Criminal Case Disposal – Backlog Reduction:**
  The clearance rate of 135% for criminal matters demonstrated that the Court effectively reduced backlog cases carried over from previous years. This represents a significant achievement for the 2025 reporting period and reflected strengthened case management and prioritisation.
- **Traffic Case Bottleneck:**
  Traffic cases filed (107 cases) and the lowest disposal rate (20%**),.**
  Strategic Response: Ongoing digital initiatives and proposed legislative reforms, including the use of electronic service of summons and improved scheduling mechanisms, were expected to enhance efficiency and expedite the resolution of these matters.
- **Child Maintenance and Juvenile Matters:**
  Disposal rates for **Child Maintenance** (54%) and **Juvenile Cases** (65%) reflect the complexity and sensitivity of these matters. These cases often required additional time for compliance monitoring, and social support interventions.
  Strategic Focus: Strengthening specialised services, including mediation and social support mechanisms, will be essential to improving outcomes in these areas.

IV. Judicial Outcomes – 2025

The table below outlines the outcomes of criminal matters adjudicated during the 2025 reporting period. These results reflect the Magistracy's commitment to due process, the rule of law, and the careful and balanced determination of summary offences.

Outcome Category	Criminal Matters
Convictions	183
Dismissals	132

Outcome Category	Criminal Matters
Acquittals	15
Seizures	10
Forfeitures	8
Total Outcomes	**348**

V. Operational Performance and Strategic Outlook

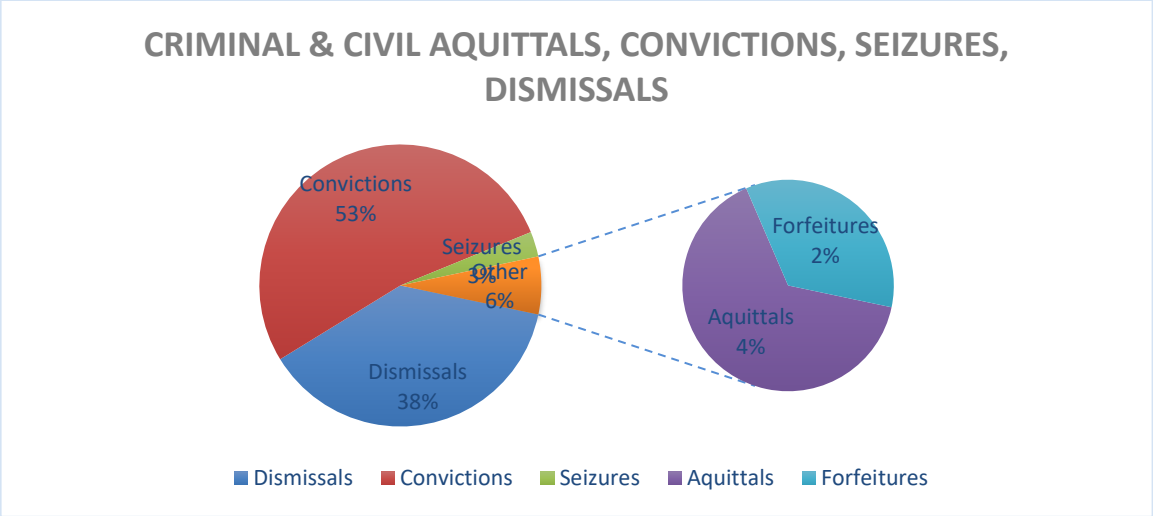
The 2025 operational analysis reflected a marked improvement in the efficiency of the Magistrate's Court in the adjudication and disposition of matters. The successful integration of digital case management tools, particularly the Judicial Enforcement Management System (JEMS) and the E-Litigation Portal (ELP)**,** significantly enhanced the Court's capacity for accurate case tracking, improved procedural timeliness, and data-driven performance evaluation.

These systems strengthened case flow management, enabled real-time monitoring of filings and disposals, and supported the identification of trends and operational pressures across all jurisdictions. As a result, the Magistracy was better positioned to respond proactively to increasing caseloads while maintaining high standards of service delivery.

As the Court transitions into the next judicial period, the Magistracy remained focused on advancing the following strategic priorities:

- **Systemic Backlog Reduction:**
  Sustained the progress achieved in resolving legacy matters through improved scheduling practices, active case monitoring, and targeted case management interventions.
- **Enhanced Disposal Performance:**
  Leveraged real-time data analytics to identify procedural bottlenecks, streamline workflows, and improve overall case disposition rates.
- **Institutional Innovation and Reform:**
  Strengthening courtroom efficiency through a dual approach of legislative reform and continued digital transformation, ensuring alignment with modern judicial standards and best practices.

The continued modernisation of court processes reflected the Magistracy's unwavering commitment to upholding the integrity of the judicial system and ensuring that justice was delivered in a manner that was timely, efficient, transparent, and visibly fair to all residents of the Virgin Islands**.**



Key Initiatives for 2025

The Magistracy remained committed to advancing modernisation and justice reform through the implementation of the following key initiatives:

- **Expansion of Digital Court Services:**
  Enhanced the use of virtual hearings and digital platforms to improve efficiency, accessibility, and timely access to justice.
- **Implementation of Restorative Justice Programmes:**
  Introduced rehabilitative and community-based approaches to justice, aimed at supporting offender reintegration while promoting victim participation and reconciliation.

To support transparency and accountability, performance data relating to case receipts, disposals, and active caseloads were compiled from management information systems as at the end of the 2025 reporting period.

Criminal Jurisdiction

Overview

The 2025 reporting period reflected continued progress in strengthening criminal justice administration within the Territory. The sustained efforts of judicial officers and administrative staff have contributed significantly to improving efficiency, reducing delays, and maintaining the effective operation of the Magistrate's Court.

The work of the Court is broadly categorised into:

1. **Criminal Matters**
2. **Civil Matters**

Criminal proceedings are initiated by the Commissioner of Police, with representation from the Office of the Director of Public Prosecutions **(ODPP)**, through the filing of a Complaint (Without Oath).

The Magistrate's Court exercised jurisdiction over all summary offences and played a critical role in the preliminary determination of indictable matters. Where the Prosecution establishes a prima facie case, such matters were committed to the High Court for trial and final adjudication.

Case Disposition Rate

The Magistrate's Court continued to maintain a high level of efficiency in the resolution of criminal matters, with an estimated 90% of cases being disposed of within the Court's jurisdiction.

2025 Criminal Jurisdiction Performance

In 2025, the Magistrate's Court demonstrated resilience and operational effectiveness in managing a steady inflow of new criminal matters while actively addressing existing caseloads. Through strengthened case management practices, enhanced use of digital systems, and continued judicial oversight, the Court has made measurable progress in improving disposal rates and reducing backlog.

This performance reflected the Magistracy's ongoing commitment to delivering justice that is timely, efficient, and visibly fair, while upholding the rule of law within the Virgin Islands.

Comparative Statistical Overview

Metric	2024	2025	Variance
Total Criminal Cases Filed	193	194	+1 (<1%)
Total Criminal Cases Disposed	250	262	+12 (4.8%)

The Court recorded a 135% clearance rate for criminal matters in 2025, demonstrating that disposals exceeded new filings. This outcome signifies meaningful progress in addressing and reducing the existing backlog of criminal cases.

Strategic Mandate for 2026

The Magistracy remained committed to strengthening judicial efficiency through digital transformation, legislative reform, and enhanced case management practices. Building on the progress achieved in 2025, the Court will focus on the following strategic priorities in 2026:

- **Process Optimisation:**
  Enhancing legal workflows and administrative processes to reduce the average time from filing to final disposition, thereby improving case throughput and overall efficiency.
- **Criminal Procedure Rules:** To implement defined case and custody time limits and improve case flow management, thereby enhancing efficiency and reducing delays in the administration of criminal justice.
- **Digital Integration:**
  Expanding the use of digital platforms, including the Digital Sign-In System and the E-Litigation Portal, to improve transparency, accessibility, and the overall user experience for all court users.

The successful disposal of 262 criminal matters during the reporting period reflected the effectiveness of the judicial bench and the positive impact of strengthened case management systems.

Backlog Reduction Priority

Building on these achievements, the Magistracy will prioritise the resolution of outstanding criminal matters from 2018 to 2024, which have been identified as a critical focus area. Targeted interventions, including enhanced scheduling, active case monitoring, and judicial prioritisation, will be implemented with the aim of achieving a substantial reduction in these matters within the first two quarters of 2026**.**

Data Annexure and Visual Aids

The following figures provide a detailed and data-driven analysis of criminal jurisdiction performance:

- **Figure 1:** Total Criminal Filings (Annual Trend)
- **Figure 1a:** Inventory of Unresolved and Pending Matters
- **Figure 1b & 1c:** Year-on-Year Disposal Rate Comparison
- **Figure 1d & 1e:** Status Report – Outstanding Matters (2018–2024)
- **Figure 1f:** Judicial Outcomes – Acquittals, Convictions, Forfeitures, and Seizures

These results reflect the Magistracy's has continued commitment to improving operational efficiency, reducing backlog, and strengthening the administration of justice. Through targeted strategic interventions and data-driven performance management, the Court remained focused on delivering justice that was timely, transparent, and visibly fair to the public it serves**.**

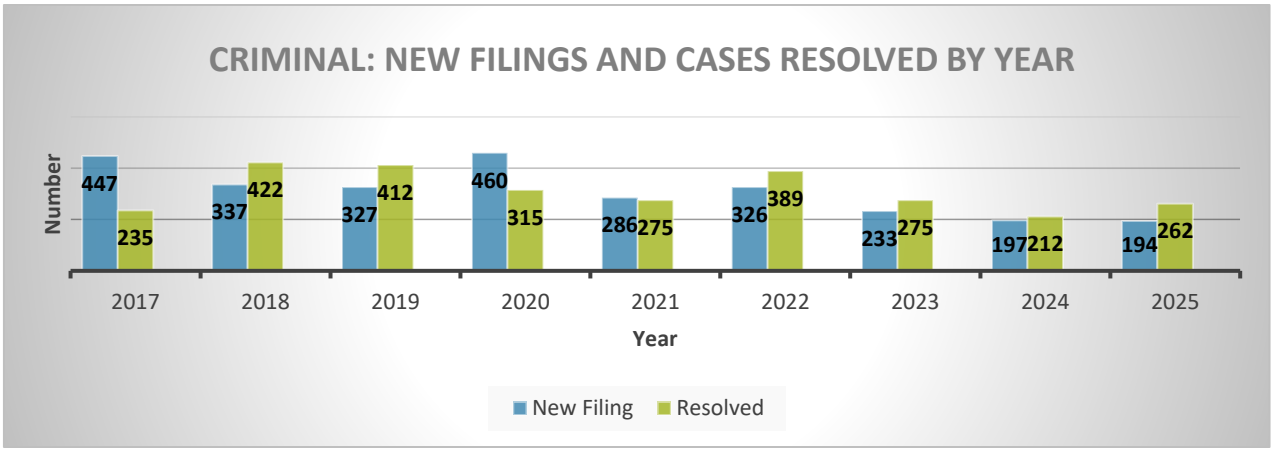


Figure 1: Statistics for Filing under the Criminal Jurisdiction by Year

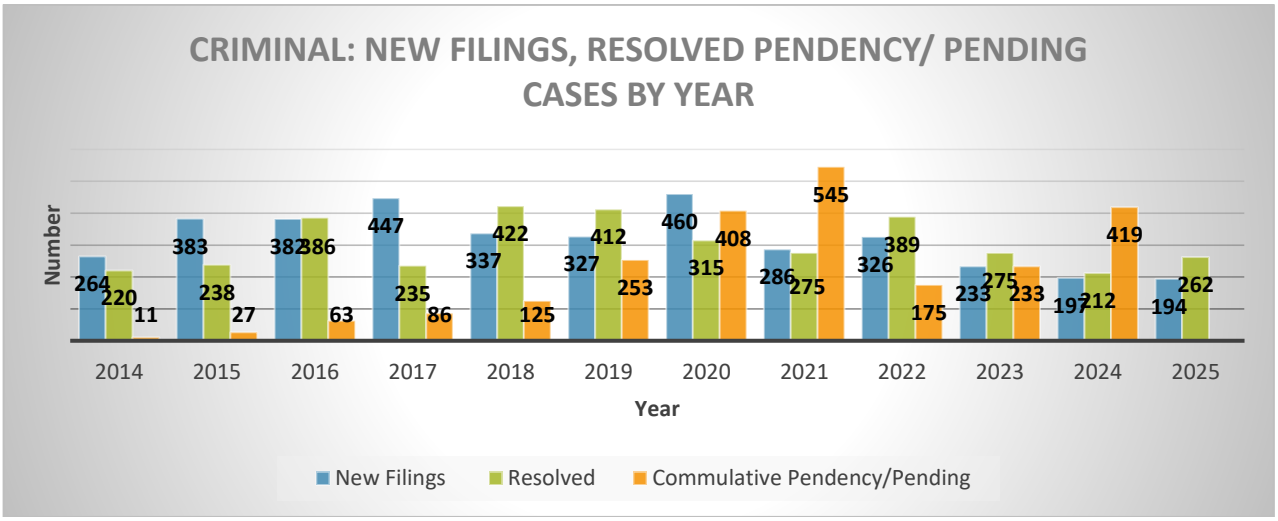


Figure 1a: Unresolved / Pending Cases by Year

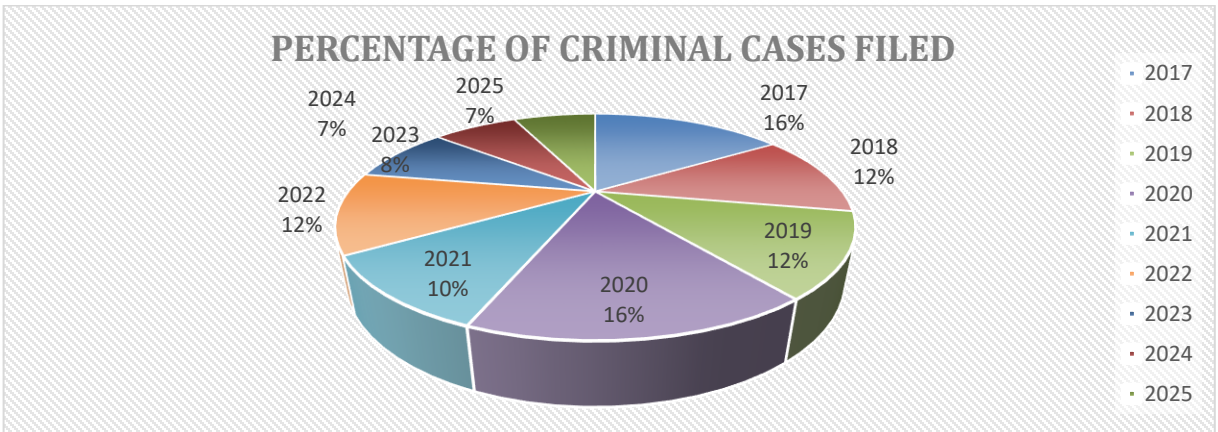


Figure 1b: Statistics by Percent for Criminal Cases Filed

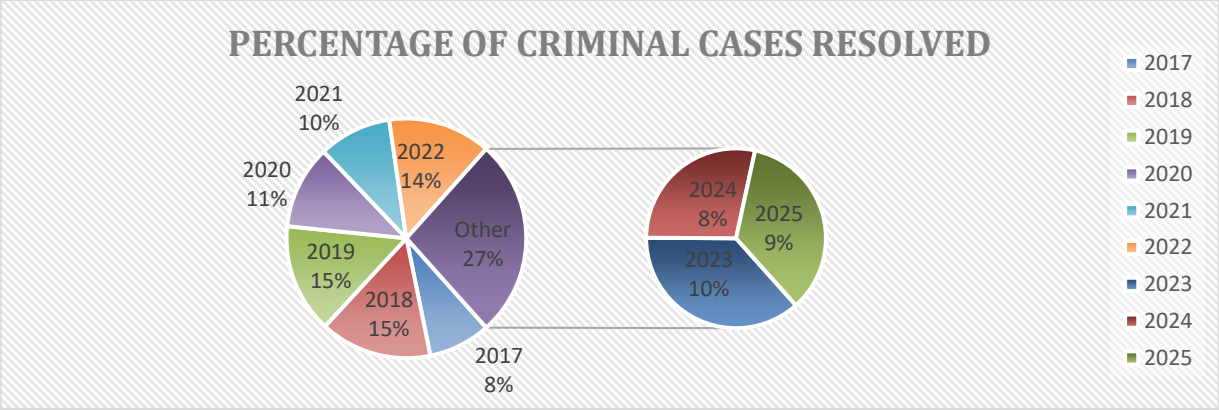


Figure 1c: Statistics by Percent for Criminal Cases Resolved

Summary of Case Status

The following table categorises all current outstanding matters based on their current procedural standing.

Category	***Number of Matters***
Pre-Trial & Preliminary	
First Appearance	*18*
Defendant to be Served	*16*
Plea	*26*
Paper Committals	*31*
Bail Applications	*5*
Trial Phase	
Trials (New/Ongoing)	*51*
Part-heard Trials	*34*
Newton Hearing	*1*
Submissions	*1*
Post-Trial & Sentencing	
Decision / Judgment Pending	*28*
Adjourned for Report (Pre-Sentence/Social)	*128*
Mitigation	*1*
Sentencing	*40*
Administrative / Stalled	
Bench Warrants	*9*

Category	***Number of Matters***
Awaiting High Court Outcome	*7*
Date to be Fixed (Sine Die)	*3*
Final Adjournment	*2*
Forfeiture Hearing	*0*
Total Outstanding Matters	***372***

A total of 372 Criminal matters outstanding to be heard: A break down is seen below:
Report & Plea- 8 matters adjourned for both report and plea
Sentencing & Report- 4 matters adjourned for both sentencing and report
Report and Paper Committal- 2 matter adjourned for both report and paper committal
Report and Trial- 3 matters adjourned for both report and trial
Report, Plea and Bail- 1 matter adjourned for report, plea and bai
Report, Mitigation and Sentence- 1 matter adjourned for report, mitigation and sentence
Sentence, Decision and Trial- 1 matter adjourned for sentence, decision and trial
Report, Plea and Bench Warrant- 1 matter adjourned for report, plea and bench warrant
Trial and Sentencing- 1 matter adjourned for both trial and sentencing
Defendant to be served, Report, Plea and Bail- 1 matter adjourned for defendants to be served, report, plea and bail
Report and Defendant to be served- 2 matters adjourned for both report and defendant to be served

Figure 1d: Statistics of Outstanding Criminal Matters for 2025

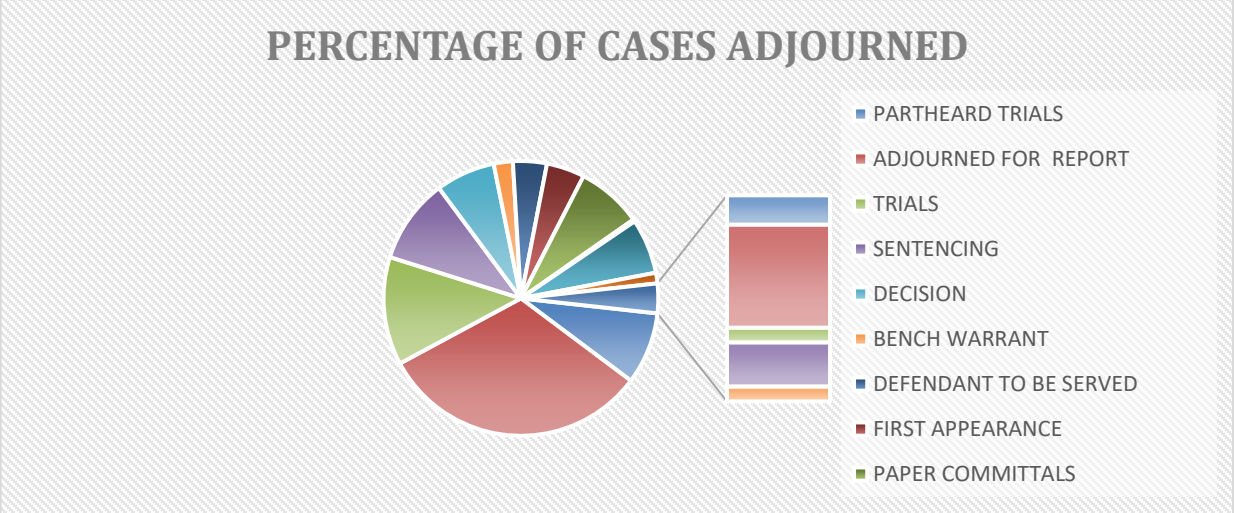


Figure 1e: Statistics by Percent for Outstanding Criminal Matters from 2018-2025

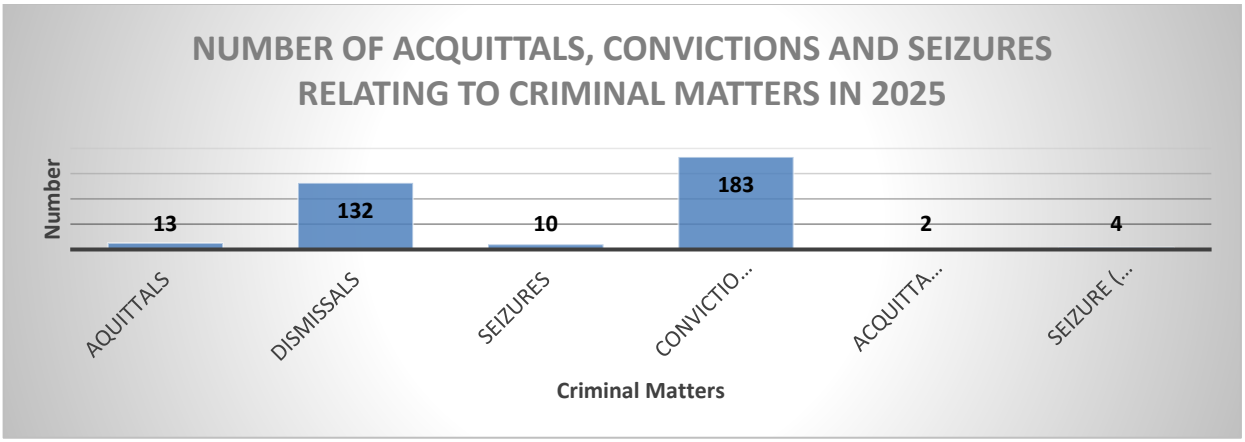


Figure 1f: Statistics for Acquittals, Convictions and Seizures

Juvenile (Youth) Court: Annual Overview and Legislative Framework

Legislative Authority and Judicial Structure

The *Criminal Justice (Alternative Sentencing) Act, 2005* provides the foundational framework for rehabilitative sentencing within the youth justice system. In particular, Part II of the Act, which establishes the Children and Young Persons Sentencing Order, mandates a shift toward alternative and restorative sentencing approaches for juvenile offenders.

The Youth Court exercises jurisdiction over all matters involving individuals under the age of 18 who are exposed to the criminal justice system. Proceedings presided over by a Magistrate and supported by a specialised Assessor, ensuring that decisions are informed by both legal principles and the social and developmental needs of the child.

This collaborative structure promotes outcomes that balance accountability with rehabilitation, in keeping with the principles of restorative justice and the best interests of the child.

2025 Statistical Performance

The 2025 reporting period reflected a moderate increase in both caseload and case resolution within the Youth Court. This trend indicated a growing demand for youth justice services, alongside continued efforts by the Court to improve case management and timely disposition.

The table below provides a comparative analysis of court activity between 2024 and 2025:

Metric	2024	2025	Net Change
New Juvenile Complaints	20	26	+6

Metric	2024	2025	Net Change
Disposed Cases	14	17	+3

Strategic Commitment

The Youth Court remained firmly committed to its core mandate of rehabilitation and restorative justice. By aligning judicial decision-making with evidence-based sentencing practices, the Court continued to promote the successful reintegration of young offenders into society while upholding the rule of law and safeguarding the best interests of the child.

Figure 2: contains a table below showing the statistics for filings in juvenile matters by the number of cases.

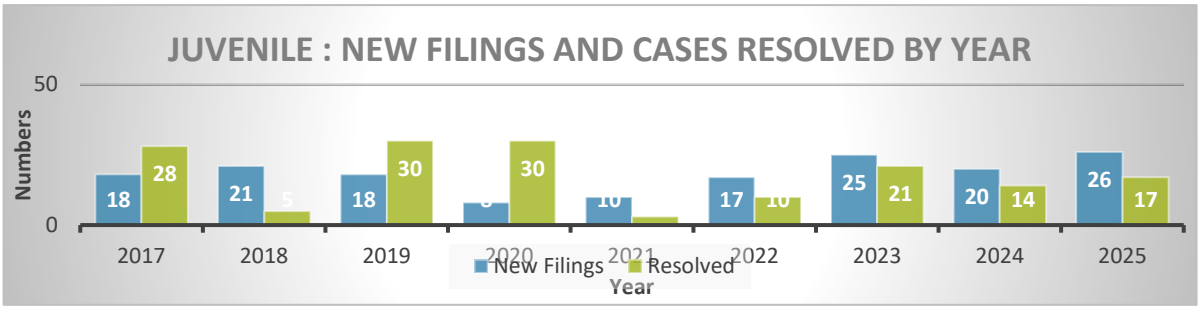


Figure 2: *Statistics for New Filing/ Resolved Cases under Juvenile Cases by Year*

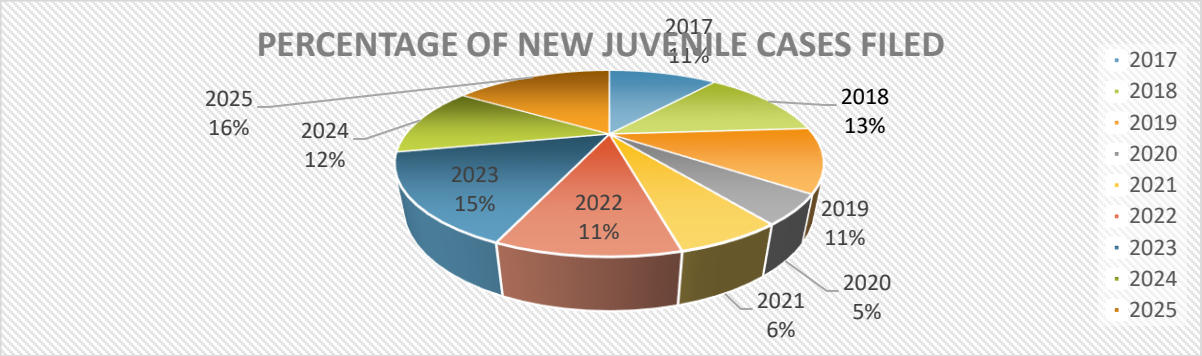


Figure 2a: *Statistics by Percent for New Filings for Juvenile Cases by Year*

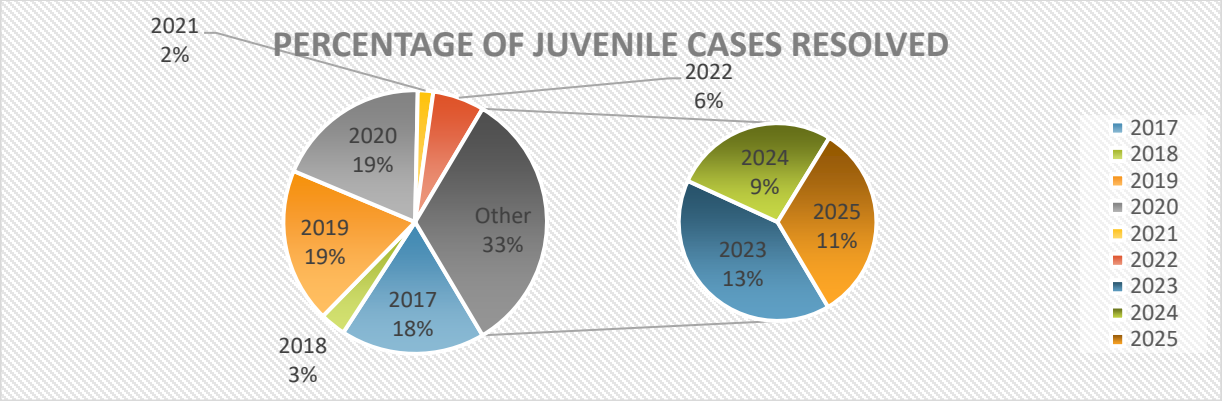


***Figure 2b**: Statistics by Percent for Juvenile Cases Filed by Year*

Civil Jurisdiction: Procedural Overview and 2025 Performance

Jurisdictional Scope and Procedure

The Civil Jurisdiction of the Magistrate's Court is responsible for adjudicating disputes between individuals and legal entities. In such matters, the party initiating proceedings is designated as the Plaintiff**,** while the responding party is the Defendant.

The Court operates within clearly defined procedural parameters, including:

- **Claim Limitation:**
  The Court has jurisdiction over civil matters where the total value of the claim does not exceed $10,000**.**
- **Evidentiary Standards:**
  Both parties are afforded the opportunity to present evidence and provide testimony under oath, ensuring that all matters are determined in a fair, transparent, and impartial manner.

2025 Civil Litigation Performance

The 2025 reporting period recorded a notable increase in civil litigation activity. The Court experienced an upward trend in both the filing of new claims and the disposal of pending matters, reflecting increased demand for civil justice services alongside improved case management practices.

This performance demonstrated that the Magistracy continued its ability to manage caseload growth while maintaining efficiency in the resolution of civil disputes.

Metric	2024	2025	Year-over-Year Change
New Civil Claims Filed	75	85	+13.3% (+10)
Civil Matters Resolved	73	77	+5.5% (+4)

Comparative Data Analysis

The following figures provide a detailed breakdown of civil jurisdiction performance and support further analysis of case trends and efficiency:

- **Figure 3:** Tabulated summary of annual civil filings and disposal rates
- **Figures 3a & 3b:** Percentage distribution of new filings and resolved matters, categorised by the duration (in years) that cases remained active within the system

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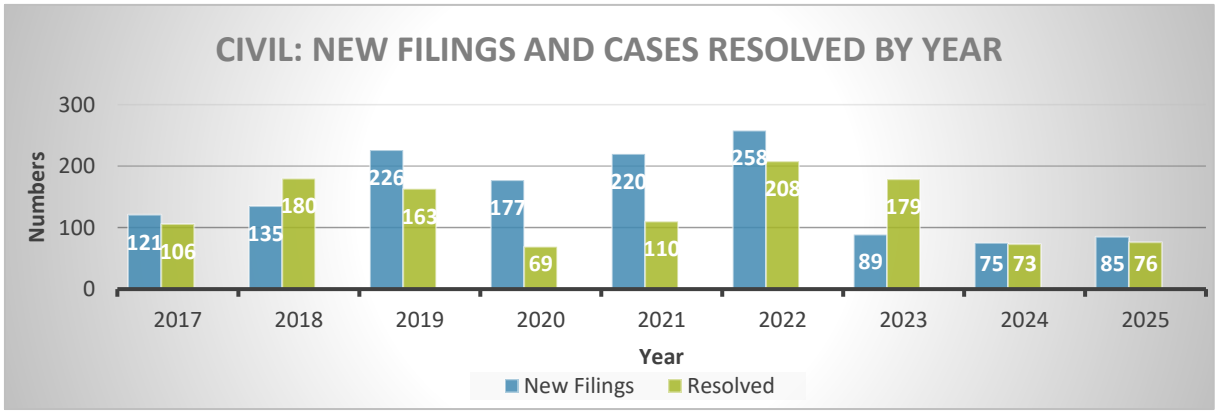


***Figure 3**: Statistics for New Filings/Resolved Cases for Civil Jurisdiction by Year*

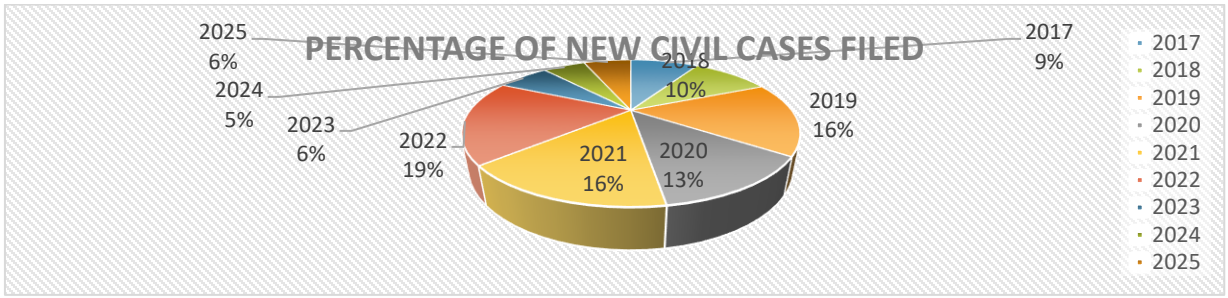


***Figure 3a**: Statistics by Percent for New Filings for Civil Cases by Year*

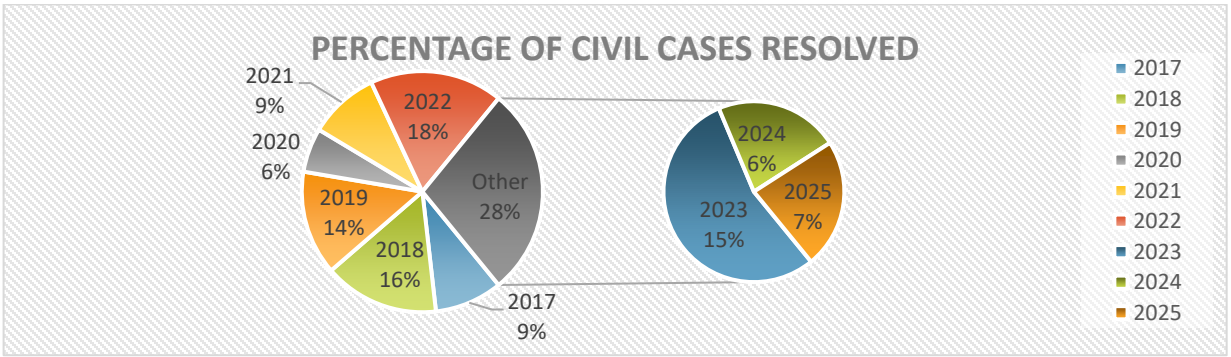


***Figure 3b**: Statistics by Percent for Civil Cases Filed by Year*

Child Maintenance and Family Law

Jurisdiction and Scope

The Family Court exercised jurisdiction over a wide range of matters critical to domestic stability and the welfare of children. In addition to primary custody and maintenance, the Court's responsibilities include:

- Applications for child access and financial support
- Petitions for judicial and legal separation
- Applications for the variation of existing court orders
- Enforcement proceedings and the recovery of arrears for delinquent maintenance payments

Through these functions, the Court plays a vital role in safeguarding the rights and well-being of children while ensuring fairness and accountability between parties.

Legislative Provisions for Extended Maintenance

Pursuant to Section 12(2) of the *Child Maintenance and Access Act, 2017*, maintenance orders generally remained in effect until the child reaches the age of majority. However, the Act provides for the continuation of maintenance under specific circumstances, including:

- **Disability:**
  Where a child has a physical or mental disability, maintenance may continue until the age of 23 to support education, or indefinitely where the child is unable to achieve self-sufficiency.
- **Medical Necessity:**
  Where a child is unable to maintain themselves due to chronic illness or the need for specialised care beyond the age of 18.
- **Education:**
  Where the child remains enrolled in and is actively pursuing secondary education.

These provisions ensure that support is extended where necessary to protect vulnerable children and promote their long-term development.

2025 Statistical Performance

The 2025 reporting period recorded an increase in the demand for child maintenance orders, reflecting growing reliance on the Court to address family-related financial obligations. At the same time, there was a decline in the disposal rate of these matters, indicating increased complexity and potential delays in case resolution.

Metric	2024	2025	Net Change
Maintenance Cases Filed	67	72	+5

Metric	2024	2025	Net Change
Maintenance Cases Resolved	60	39	-21

Data Reference

Figure 4: Detailed statistical table of filings and resolutions for the 2025 reporting period.

Tables 4a & 4b: Percentage distributions of filings and resolutions, categorized by the duration of the matter within the judicial system.

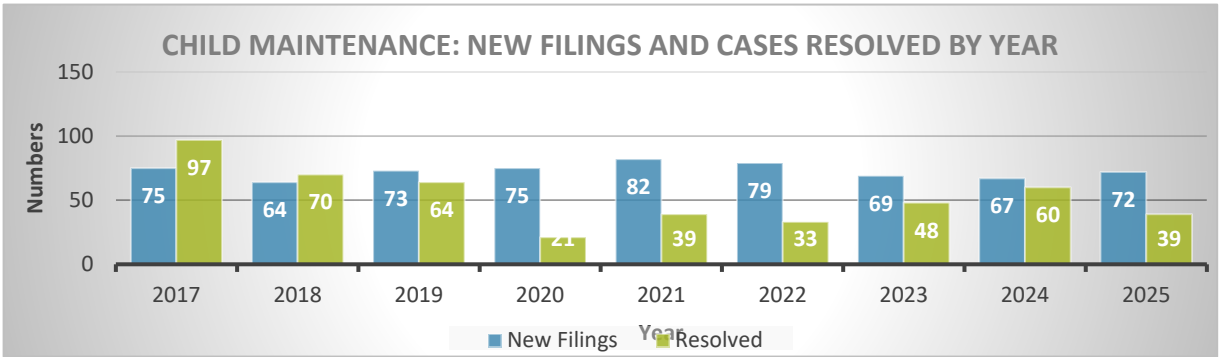


Figure 4: *Statistics for New Filings/ Resolved Child Maintenance Matters by Year*

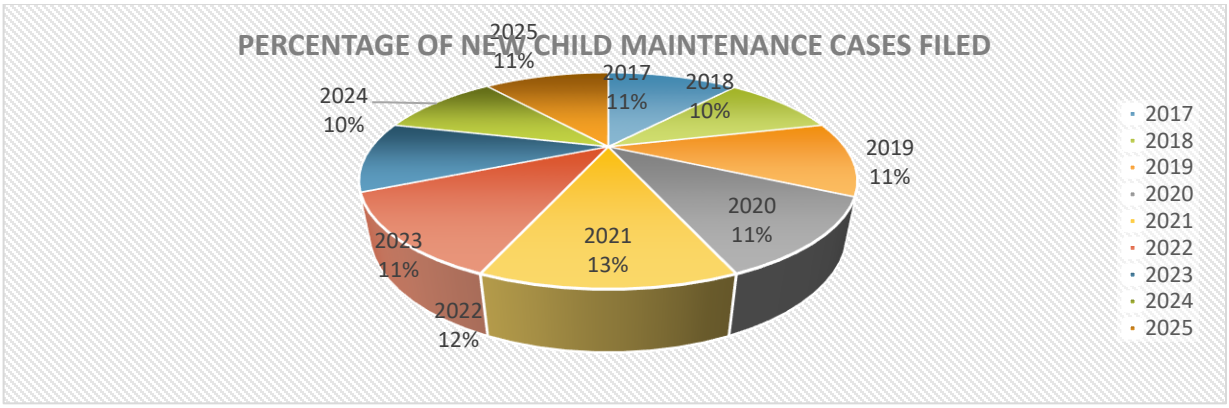


Figure 4a: *Statistics by Percent for New Filings for Child Maintenance Cases by Year*

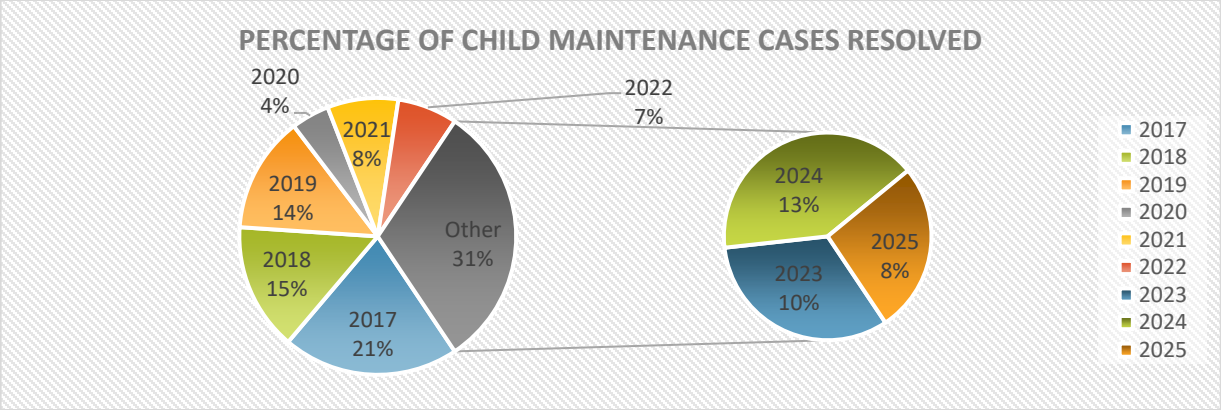


***Figure 4b**: Statistics by Percent for Resolved Child Maintenance Cases by Year*

Traffic Jurisdiction: Legislative Mandate and 2025 Performance

Legislative Mandate

The *Road Traffic Act (2013 Revised Edition)*, as amended by the *Road Traffic (Amendment) Act, 2025*, which was passed and assented to on 2nd October 2025, introduced key reforms aimed at strengthening road safety, modernising enforcement, and promoting responsible motoring within the Virgin Islands.

The Magistrate's Court is vested with jurisdiction to adjudicate a wide range of traffic-related offences. This included summary infractions, such as minor traffic violations, as well as more serious offences, including reckless driving and indictable matters such as causing death by dangerous driving.

Importantly, the amendments introduce a significant increase in traffic fines, which is expected to enhance compliance while also contributing positively to the Magistracy's revenue collection framework. These measures align enforcement with modern standards and support broader fiscal and regulatory objectives.

2025 Traffic Litigation Trends

The 2025 reporting period was characterised by a steady volume of new filings alongside a notable decline in the rate of case disposals. While the number of traffic matters filed increased, the reduction in disposals indicated emerging pressures in case flow management within this jurisdiction.

Metric	2024	2025	Year-over-Year Change
Traffic Matters Filed	98	107	+7

Metric	2024	2025	Year-over-Year Change
Traffic Matters Resolved	178	100	-78

Performance Analysis

Traffic matters increased from 98 filings in 2024 to 107 in 2025, reflecting continued enforcement activity and demand within this jurisdiction. However, the number of matters resolved declined significantly, from 178 in 2024 to 100 in 2025**,** indicating a reduction in disposal capacity.

This trend highlights a growing backlog risk within traffic matters and underscores the need for targeted interventions, including improved scheduling, digital service of summons, and procedural reforms.

At the same time, the revised fine structure under the 2025 amendments was expected to strengthen deterrence, improve compliance, and significantly enhance revenue generation for the Magistracy. As enforcement and adjudication processes are further streamlined, the combined impact of legislative reform and operational improvements is anticipated to yield stronger performance outcomes.

Statistical Exhibits

For a detailed comparative analysis, refer to the following exhibits:

- **Figure 5:** Tabulated annual statistics for traffic filings and disposals
- **Figures 5a & 5b:** Percentage distribution of case filings and resolutions, segmented by the duration of proceedings

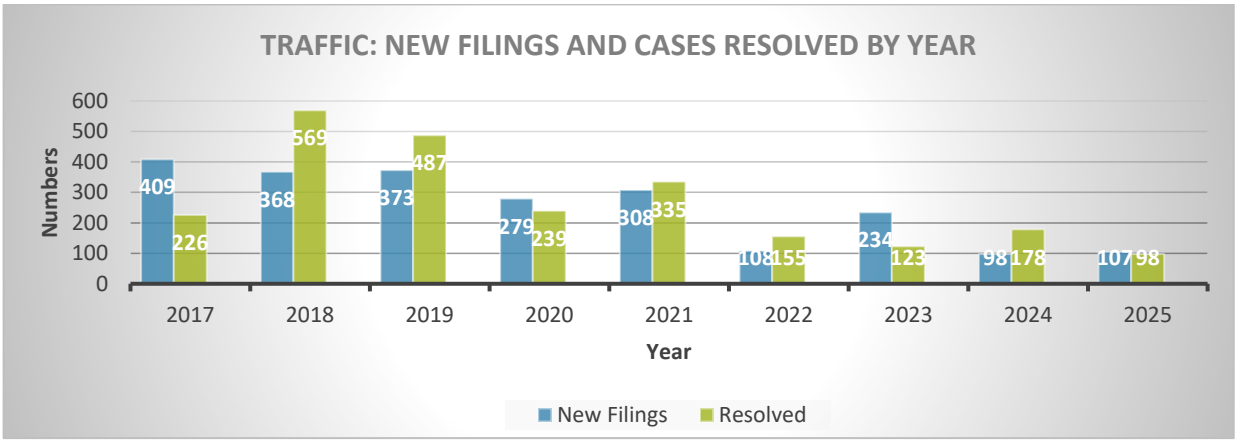


Figure 5*: Statistics for New Filings/ Resolved Traffic Cases by Year*

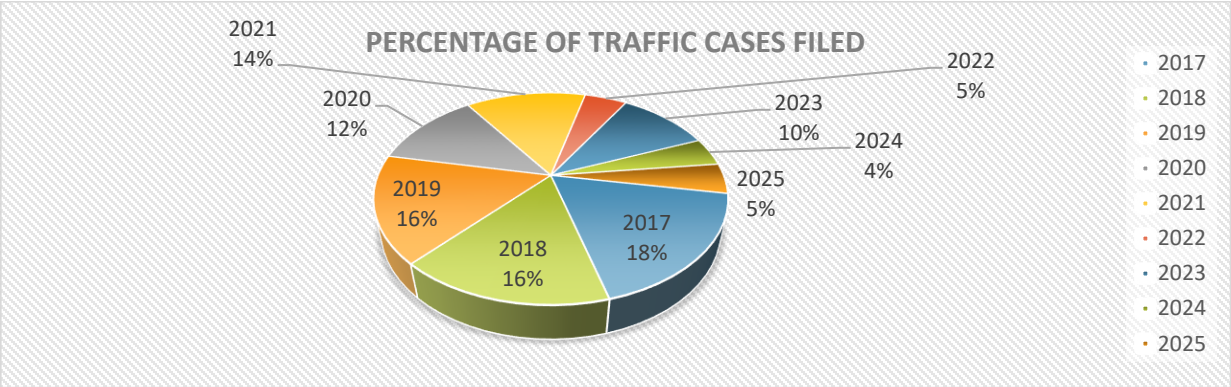


***Figure 5a**: Statistics by Percent for New Filings for Traffic Cases by Year*

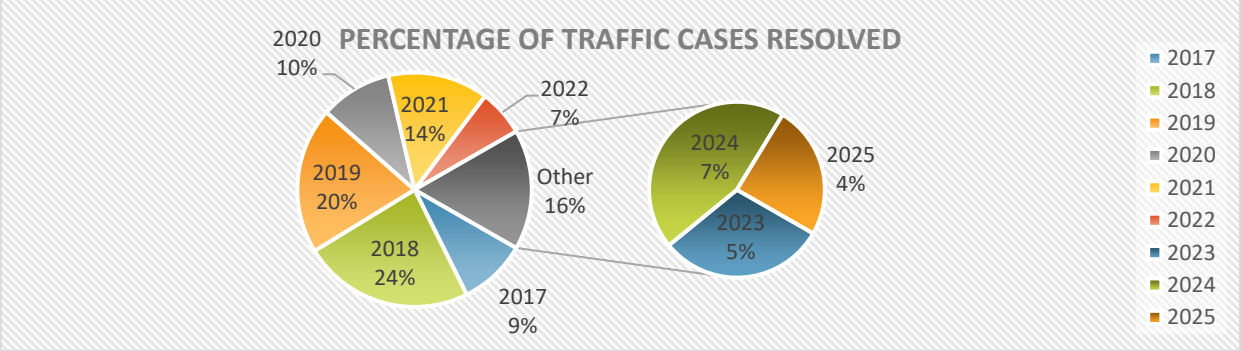
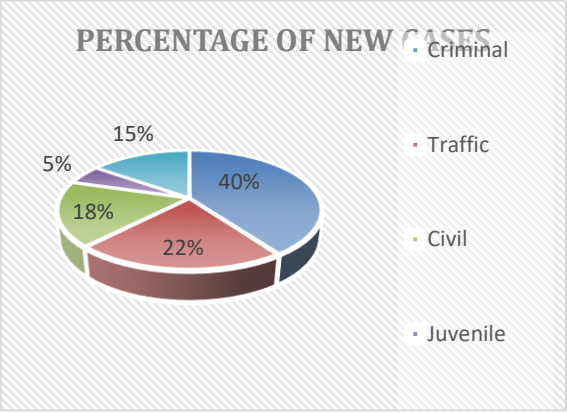
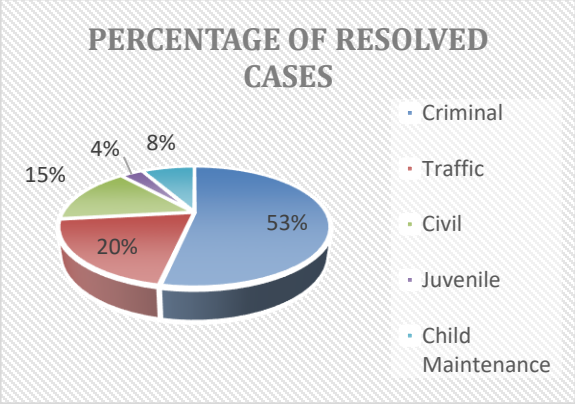


***Figure 5b**: Statistics by Percent for Resolved Traffic Cases by Year*





The 2025 data reflected both increased enforcement activity and operational challenges within the traffic jurisdiction. While disposal rates declined, the introduction of strengthened legislative

measures, including increased fines, provided a strong foundation for improved compliance, enhanced revenue collection, and more effective case management in 2026.

The Magistracy remained committed to addressing these challenges and ensuring that traffic matters are managed in a manner that is efficient, consistent, and visibly fair to the public.

CLEARANCE RATE FOR ALL CASES

The clearance rate serves as a key performance indicator of judicial efficiency, highlighting the Court's ability to manage incoming caseloads while addressing existing matters. Sustained improvement in clearance rates reflects effective case management, enhanced operational processes, and the impact of ongoing reforms.

Figure 6 below is the overall clearance rate (of all resolved cases by type / of all filed case by type *100).

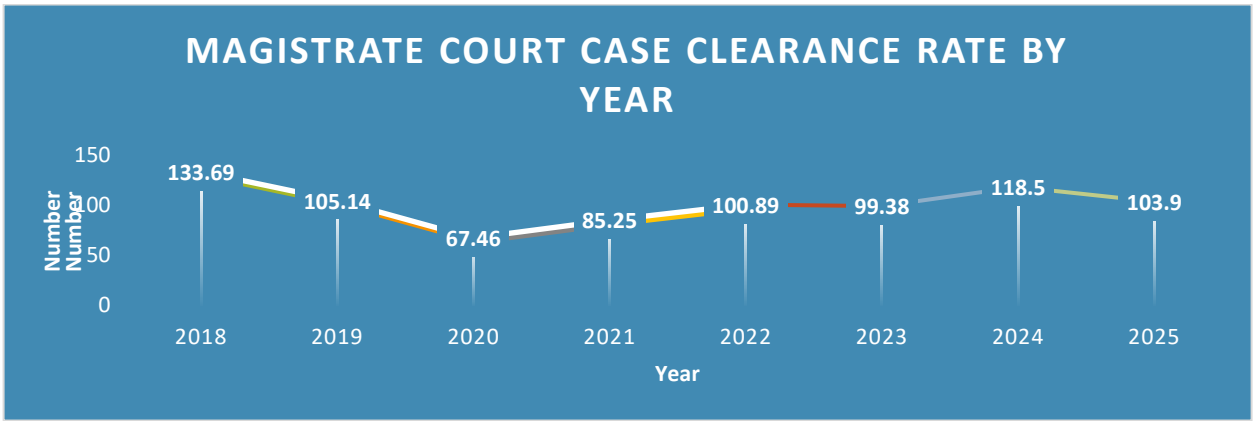


***Figure 6**: Statistics of Case Clearance Rate by Year*

NOMINAL ROLL OF PRISONERSAS OF 8 DECEMBER 2025

STATUS	MALE	FEMALE	TOTAL
Convicted/Sentenced	23	2	**25**
Awaiting Sentencing	12	0	**12**
Detainees	2	0	**2**
No of persons convicted and has pending matters (Trial)	10	0	**10**
Awaiting Trial	38	0	**38**
Persons convicted	2	0	**2**
Total Inmates on remand at HMP	66	0	**66**

Summary Analysis – Nominal Roll of Prisoners (8 December 2025)

Overall Population on remanded prisoner by the Magistrate's Court

- The total inmate population stood at **66 persons**, all of whom were **male.**

Custodial Status Breakdown

- **Awaiting Trial:** 38 inmates (**57.6%**)
  - This representd the **largest category**, indicating that more than half of the prison population has not yet been tried.
- **Convicted/Sentenced:** 25 inmates (**37.9%**)
  - A significant portion of the population is serving sentences.
- **Awaiting Sentencing:** 12 inmates (**18.2%**)
  - These individuals have been convicted but are pending sentencing, contributing to delays within the judicial process.
- **Persons Convicted with Pending Matters (Trial):** 10 inmates (**15.2%**)
  - These individuals were already convicted but still have additional matters before the court.
- **Detainees:** 2 inmates (**3.0%**)
  - A very small proportion of the population.
- **Persons Convicted (additional category):** 2 inmates (**3.0%**)
  - This may overlap with other convicted categories and may require clarification for accurate classification.

Key Observations

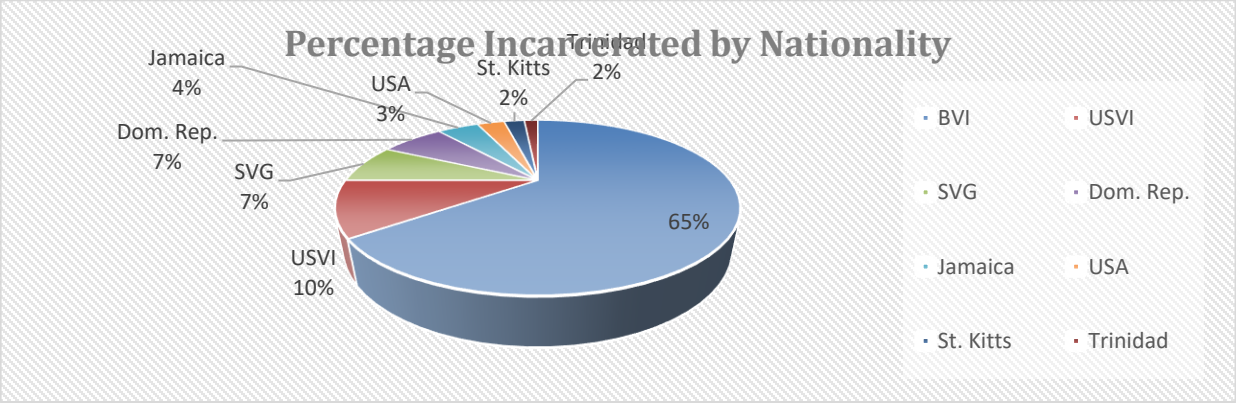
1. **High Pre-Trial Population**
   - With **57.6% of inmates awaiting trial**, there is a clear indication of **case backlog or delays in the judicial process**.
2. **Overlap in Categories**
   - The presence of categories such as *"Convicted/Sentenced," "Persons Convicted,"* and *"Convicted with Pending Matters"* suggests possible **duplication or classification inconsistencies**, which may affect data clarity.
3. **Pipeline Pressure on Courts**
   - The combined number of inmates **awaiting trial and sentencing (50 inmates)** highlights significant pressure on the court system to process cases efficiently.
4. **Gender Distribution**
   - The absence of female inmates indicates either **no female incarceration during this period** or that female detainees are housed elsewhere.

The data reflects a system under strain, particularly at the pre-trial and post-conviction stages prior to sentencing. Addressing case delays, improving case management efficiency, and clarifying data categorisation will be critical to reducing the prison population and improving overall judicial outcomes.

RANKING OF PRISONERS BY NATIONALITY (PLACE OF BIRTH)

Rank	Nationality / Place of Birth	Count	Percentage
1	British Virgin Islands (BVI)	88	64.7%
2	US Virgin Islands (USVI/STT/St. Croix)	14	10.3%
3	St. Vincent & The Grenadines	10	7.3%
4	Dominican Republic	9	6.6%
5	Jamaica	6	4.4%
6	United States (USA/NY/NJ/Texas)	4	2.9%
7	St. Kitts & Nevis	3	2.2%
8	Trinidad & Tobago	2	1.5%
-	Other (Dominica, St. Lucia, Guyana, etc.)	0	<1% each
TOTAL		136	100%

- Nominal Role of Prisoner Statistics is appended in **Appendix 3** for reference.



Coroner's Jurisdiction

Legislative Framework

The Coroner's Court remained the only jury-based jurisdiction within the Magistracy. Although the *Coroners Act, 2017* (assented to on 9 June 2017) provides a modernised legislative framework for death investigations, it has not yet been formally brought into force. Accordingly, the *Coroners Act (Cap. 15, Revised Edition 1991)* continued to govern all inquests and related inquiries within the Territory.

2025 Operational Summary

Consistent with established practice, the Coroner's Court convened on a case-by-case basis. During the 2025 reporting period, the majority of sudden death investigations were resolved through medical certification and preliminary inquiries; with determinations made by the Coroner that formal inquests were not required under the existing legislative framework.

Notwithstanding this, the administrative coordination and case management of coroner's matters continued to represent a resource-intensive function, requiring careful oversight and logistical support.

Forensic Pathology and Operational Challenges

The Territory continued to manage the complexities associated with sudden and violent deaths in the absence of a resident Forensic Pathologist**.** To address this gap, the Magistracy has maintained a strategic partnership with Dr. Jacqueline Pender, whose expertise and accessibility have ensured that forensic examinations are conducted with the required level of professionalism, accuracy, and timeliness.

Caseload Trends

The 2025 calendar year recorded a decline in sudden death reports, with 82 cases processed, compared to 103 cases in 2024, representing a 20.4% decrease. This reduction reflected a downward trend in reported cases; however, each matter continued to require significant investigative and administrative input.

Fiscal Impact

Each forensic examination involved substantial costs, including professional fees, specialised transportation, accommodations and logistical arrangements for visiting forensic personnel. These expenditures placed a notable demand on the Magistracy's operational budget and underscored the need for continued resource planning and efficiency measures.

Service Standards

Despite these operational and financial pressures, the Magistracy/Coroner Office remained committed to the timely and efficient processing of coroner matters, ensuring that investigations were conducted with due diligence and that the remains of deceased persons are released to families without unnecessary delay.

Inter-Agency Collaboration and Acknowledgements

The Magistracy extended its sincere appreciation to the British Virgin Islands Health Services Authority (BVIHSA**)** for its continued collaboration and support in the management of coroner matters.

Special recognition is extended to:

- The Chief of Medical Staff;
- Dr. Nicholas Redhead, Resident Pathologist, for his technical expertise and support; and
- Mrs. Adeline Vanterpool, Medical Records (BVIHSA), for her administrative diligence.

The Magistracy also expresses its profound gratitude to Dr. Jacqueline Pender for her unwavering commitment and professional contribution. Her expertise was instrumental in providing the forensic clarity necessary to support investigations, uphold the interests of justice, and bring closure to affected families.

The Coroner's Court continued to play a vital role in the administration of justice, balancing investigative rigor with compassion and efficiency. Ongoing collaboration, resource optimisation, and future legislative activation will be key to strengthening this jurisdiction and ensuring that it meets modern standards of forensic and judicial practice.

Figure 7: Contains a table showing the statistics for sudden death records by year.

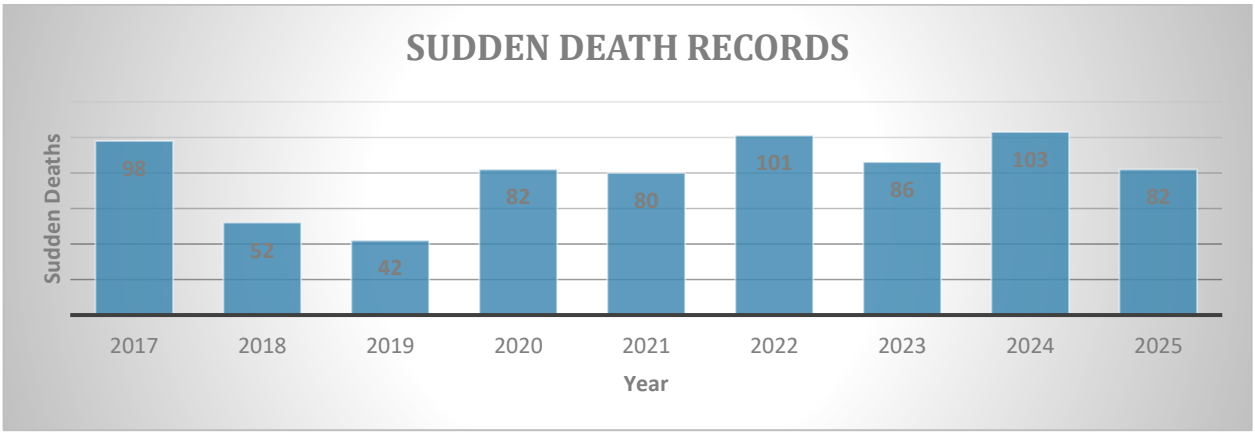


Figure 7*: Statistics for Sudden Deaths by Year*

Statutory Licensing & Miscellaneous Services

Liquor Licence Adjudication

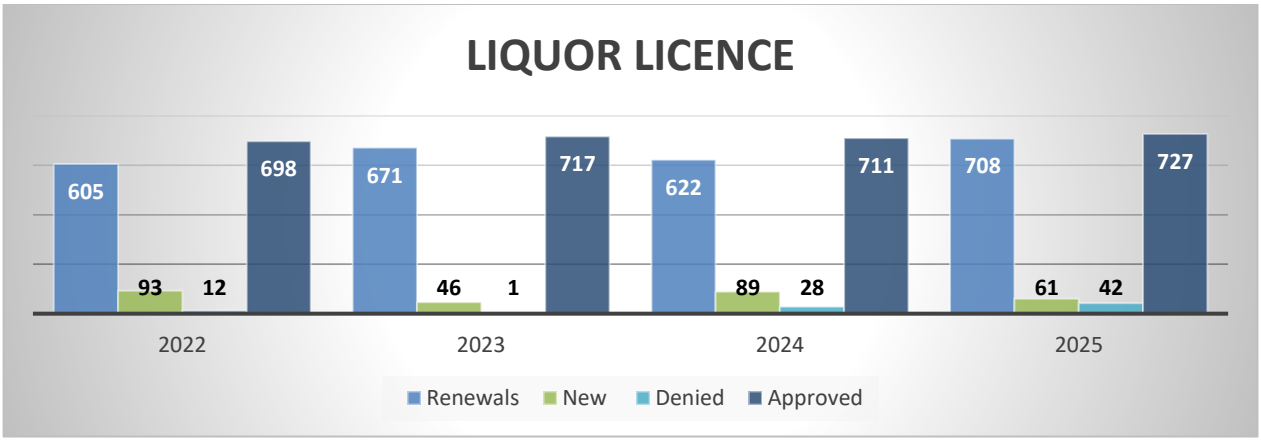
The Magistracy served as the primary authority for the adjudication of liquor licence applications, ensuring that the sale and distribution of alcohol within the Territory complied with established legal, public safety, and regulatory standards.

In accordance with the *Liquor Licence Act, Cap 106* formal sittings are convened bi-annually on 1st June and 1st December**.** These sittings facilitated the review of new applications, the processing of renewals, and the determination of contested matters.

Reporting Period	Renewal Applications	New Applications	Denied Applications	Approve
June 2025 Session	353	32	24	361
December 2025 Session	355	29	18	366
TOTALS	**708**	**61**	**42**	**727**

Operational Highlights and Observations

- **Regulatory Compliance:**
  Applications denied during 2025 were primarily due to non-compliance with statutory requirements, including health and safety standards and clearance requirements from the Royal Virgin Islands Police Force (RVIPF), the Environmental Health Department and the Fire Department.
- **Administrative Efficiency:**
  To improve processing efficiency, the Magistracy encouraged applicants to utilise electronic communication via the MagistratesCourtJH@gov.vg portal. This facilitated early verification of documentation and reduced delays during formal sittings.
- **Tourism and Economic Activity:**
  The increase in new applications during the December session reflects heightened commercial activity associated with the Territory's peak tourism season. This seasonal trend requires enhanced administrative capacity and responsiveness during the fourth quarter.



The high approval rate of **89.6%** reflected strong compliance among applicants, while the volume of applications underscored the Magistracy's important role in supporting economic activity. Continued improvements in digital engagement and administrative processes will further enhance efficiency, regulatory compliance, and service delivery.

Specialised Proceedings and Inter-Agency Matters

Property Tax Adjudication

The Magistrate's Court maintained a dedicated schedule for the adjudication of property tax disputes**,** ensuring that valuation appeals and tax-related matters were resolved in a timely and structured manner.

In accordance with the *Registered Land Act (Cap. 229)* of the Laws of the Virgin Islands, Property Tax Hearings were convened annually in September. These sittings provided a formal mechanism for taxpayers to challenge assessments and for disputes to be determined in accordance with statutory requirements.

This process supported the integrity and efficiency of the Territory's revenue collection system, ensuring fairness, transparency, and accountability in property tax administration.

Inter-Departmental Complaints and Regulatory Enforcement

The Magistracy served as the principal judicial authority for the enforcement of statutory compliance and the adjudication of complaints brought by government departments and regulatory agencies.

This specialised docket included matters initiated by:

- **Town and Country Planning Department:**
  Enforcement of land use regulations, planning permissions, and building code compliance.
- **Ministry of Health and Social Development:**
  Proceedings relating to public health requirements, environmental standards, and social welfare obligations.

- **Inland Revenue Department:**
  Enforcement actions concerning tax recovery, outstanding liabilities, and compliance with statutory financial obligations.

Through these specialised proceedings, the Magistracy played a critical role in supporting regulatory enforcement, safeguarding public interests, and ensuring compliance with statutory obligations. These functions contributed to the orderly administration of governance and reinforce public confidence in the legal and regulatory framework of the Virgin Islands.

PART V: LEGISLATIVE & REGULATORY FRAMEWORK

Strategic Road Map: 2025–2029

A. Alignment with the National Sustainable Development Plan (NSDP)

The Magistracy remained firmly aligned with the objectives of the National Sustainable Development Plan **(NSDP)**, particularly in advancing good governance, high-quality service delivery, and the effective administration of justice**.** In support of national security priorities, the Court continued to prioritise the timely adjudication of serious offences, including drug trafficking, firearm-related offences, and violent crime, thereby contributing to the overall stability and safety of the Territory.

B. Short-Term Operational Goals (2025–2026)

Judicial Reform and Case Management

- **Procedural Finalisation:**
  Finalised and implemented the Criminal Procedure Rules to standardise and streamline case management processes.
- **Backlog Reduction:**
  Implemented targeted interventions to reduce the criminal case backlog and improve judicial throughput.
- **Inter-Agency Collaboration:**
  Conducted regular coordination sessions with the Office of the Director of Public Prosecutions (ODPP) to assess trial readiness and prioritise high-impact cases.
- **Restorative Justice:**
  Developed and implemented a Restorative Justice Framework to support rehabilitation and victim-offender reconciliation.

Compliance and International Standards

- **MER Implementation:**
  Adopted recommendations from the Mutual Evaluation Report (MER), including specialised training in anti-money laundering (AML), terrorist financing (TF), and FATF standards.
- **Fiscal Enforcement:**
  Strengthened enforcement of court orders relating to fines, seizures, and forfeitures to enhance compliance and revenue collection.

Human Capital and Security

- **Performance Management:**
  Established formal staff appraisal systems and performance standards to promote accountability.
- **Professional Development:**
  Introduced mentorship programmes to support career progression and succession planning.
- **Security Enhancement:**
  Strengthened physical and operational security measures to safeguard judicial officers, staff, and the public.

C. Long-Term and Capital Objectives (2025–2029)

A key strategic objective under the NSDP is the development of a modern Hall of Justice, envisioned as a centralised judicial complex. This project, projected for completion within the next 4–5 years, will provide a purpose-built environment to enhance the administration of justice and improve public access to court services.

D. Anticipated Internal Transitions (1–3 Year Outlook)

To meet increasing operational demands, the Magistracy anticipated the following organisational developments:

- **Strategic Recruitment:**
  Filling critical vacancies, including key administrative and financial roles, to strengthen institutional capacity.
- **Workforce Expansion:**
  Recruiting additional staff to support digital transformation and increased caseloads.
- **Protective Services:**
  Formalising the assignment of dedicated security personnel to Magistrates to enhance judicial safety.

2025 Work Plan: Performance Review and Strategic Priorities

External Environment Analysis

The operating environment remains stable, with continued focus on securing adequate funding to support long-term capital projects and ongoing judicial reforms. This stability provides a strong foundation for the continued advancement of the Magistracy's strategic objectives.

Strategic Priority 1: Digital Transformation and Judicial Technology

Objective:
To fully integrate the **E-Litigation Portal (ELP)** and transition to a digitised, paperless court environment.

2025 Progress:

- Full digitisation achieved for Civil and Child Maintenance matters
- Integration extended across Criminal, Traffic, and Juvenile jurisdictions
- Staff trained in advanced digital workflows

Status: *Sustained Progress*

Strategic Priority 2: Institutional Security and Judicial Safety

Objective:
To provide a secure and protected environment for all court users.

2025 Progress:

- Continued partnership with professional security services
- Installation of upgraded CCTV and access control systems
- Strengthened coordination with law enforcement agencies

Status: *Operational*

Strategic Priority 3: Legislative Reform and Procedural Standardisation

Objective:
To finalise and implement the Criminal Procedure Rules.

2025 Progress:

- Draft vetted and approved by the Rules Committee
- Awaiting formal assent for implementation
- Internal readiness workshops completed

Status: *Awaiting Implementation*

Strategic Priority 4: Human Capital Development

Objective:
To strengthen staff competencies through training and professional development.

2025 Progress:

- Staff progression in academic and professional qualifications
- Completion of specialised financial and systems training
- Delivery of customer service and conflict resolution workshops

Status: *Active*

Institutional Strengthening and Resource Development

Digitisation of Legal Resources

The Magistracy continued to enhance access to modern legal research tools and resources:

- **LexisNexis Integration:**
  Fully institutionalised digital legal research platform accessible to all judicial officers and staff.
- **Library Enhancement:**
  Acquisition of updated legal texts, including Archbold and Blackstone's Criminal Practice (2026 Editions)**,** as well as specialised materials on asset recovery, financial crimes, and coronial investigations

These investments ensure that judicial officers are equipped with the necessary resources to support high-quality, informed decision-making**.**

The Magistracy's strategic alignment with national priorities combined with ongoing reforms in digital transformation, legislative development, and human capital investment, positions the institution for continued progress. These initiatives reinforced the Court's commitment to delivering justice that is efficient, transparent, and aligned with both national and international standards**.**

CHALLENGES AND MITIGATION STRATEGIES

While the Magistracy achieved significant milestones in 2025, several systemic challenges persist. The table below outlines these key constraints alongside the strategic measures being implemented to strengthen institutional resilience and operational effectiveness.

Identified Challenge	Strategic Mitigation Strategy
Human Capital Limitations	Implement comprehensive professional development programmes and cross-training initiatives to optimise existing staff capacity and expertise.
Criminal Case Backlog	Formalise the Criminal Procedure Rules and conduct high-frequency case reviews with the ODPP to accelerate adjudication timelines.
Fiscal Constraints	Pursue evidence-based budget advocacy with the Ministry of Finance to secure sustainable funding for core judicial operations and modernization projects.
Infrastructural Deficits	Optimize courtroom utilization through a high-efficiency scheduling matrix as an interim measure pending the development of the Hall of Justice.
Inter-Agency Dependencies	Formalize communication protocols with Legal Aid, the ODPP, and Law Enforcement to synchronize workflows and reduce procedural delays.
Security Vulnerabilities	Coordinate with the Royal Virgin Islands Police Force (RVIPF) to strengthen protective services for judicial officers and the public within court precincts.

Ongoing Challenges and Strategic Response

Despite the progress made, the Magistracy continued to address several ongoing operational pressures:

- **Space Constraints:**
  The current multi-site operational model, while functional, remained an interim arrangement. The Magistracy continued to collaborate with the relevant Ministry to optimise the use of existing facilities while advancing plans for the development of the Hall of Justice.
- **Budgetary Stewardship:**
  In the context of fiscal limitations, the Magistracy adopted a priority-based expenditure approach, ensuring that essential judicial functions, security enhancements, and critical services remained adequately funded.

Notwithstanding the logistical and operational challenges experienced in 2025, the Magistracy demonstrated strong resilience and adaptability. By bridging the gap between legacy systems and digital innovation, the Court enhanced case management processes, strengthened security measures, and invested in the continuous professional development of its staff.

The Magistracy remained focused on the finalisation of key legislative reforms, the continued reduction of case backlog, and the long-term objective of centralising operations within a modern Hall of Justice. These efforts ensured that the institution continued to deliver justice in a manner that was efficient, transparent, and responsive to the needs of the Territory.

PART VI – FINANCIAL OVERVIEW

Revenue and expenditure for the year ended 31st December 2025

The 2025 financial year was marked by a commitment to the Public Finance Management Act and a rigorous enhancement of internal controls. As the Accounting Officer, the Court Manager prioritized the accuracy of revenue collection and the efficiency of trust fund disbursements.

1. Revenue Collection Summary

The following table reflects the total revenue generated through the various judicial streams of the Magistracy.

Revenue Category	2024 Actuals (USD)	2025 Actuals (USD)	% Variance
Judiciary Fines	$131,382.41.00	$ 259,350.00	97.4%
Traffic Fines	$68,250.00	$ 221,502.83	224.5%
Miscellaneous	$14,525.25	$21,985.79	51.3%
Forfeitures	$0	$ 445,720.00	0%
TOTAL REVENUE	$214,157.66	**$1,019,428.62**	376.1%

While Forfeitures were zero in 2024. These are now significant contributors, with Forfeitures alone accounting for 43.72% of the total 2025 revenue.

Total funds managed by the Magistracy reached **$**2,136,347.67 in 2025. This figure reflected the department's broad mandate, which encompassed not only judicial revenue but also the administration of Civil Suits, Child Maintenance, Warrants, and Police Conveyance fees.

2. Financial Compliance & Audit Statement

Throughout 2025, the Magistracy adhered to the following financial governance standards:

Internal Audits: Conducted one internal reviews of the registry ledgers to ensure zero discrepancies in cash handling.

NRA Alignment: Successfully met 100% of the National Risk Assessment recommendations regarding financial transparency in judicial collections.

Accounting Officer's Summary

The 2025 financial cycle reflected a department that became leaner and more digitally integrated. By focusing on the recovery of maintenance arrears and the modernization of fee collection, the Magistracy has ensured that it remained a self-sustaining and transparent arm of the Virgin Islands Government.

Please note that a copy of the 2024 Financial Data Analysis is appended below as (***Appendix 3***)

PART VII – ALIGNMENT WITH GOVERNMENT'S OVERALL OBJECTIVE

In alignment with the Governor's Group Strategic Plan, the Magistracy of the Virgin Islands has transitioned from foundational planning to active implementation. The department remained committed to delivering an efficient, fair, and accessible system of justice that supported the Government's broader strategic objectives.

Through its ongoing reforms and initiatives, the Magistracy continued to strengthen the justice system by improving access to justice, streamlining processes, enhancing institutional resilience, and upholding the principles of transparency and open justice for all**.**

Key Strategic Priorities (2025)

The Magistracy remained focused on advancing the following priority areas during the 2025 reporting period:

- **Service Excellence and Digitisation:**
  Continued enhancement of customer service and operational efficiency through the digitisation of physical records and the modernisation of registry systems. This transition supports faster case processing and improved accessibility for both legal practitioners and the public.
- **Policy Reform and Best Practices:**
  Ongoing review and refinement of judicial policies to ensure alignment with international standards, best practices, and the recommendations of the **National Risk Assessment (NRA)**.
- **Evidence-Based Decision-Making:**
  Strengthening data collection and analytics to support informed decision-making, effective resource allocation, and improved judicial performance monitoring.
- **Organisational Resilience:**
  Continuous evaluation and strengthening of internal structures to ensure the Magistracy is equipped to meet long-term objectives, including the transition toward enhanced judicial independence.
- **Capacity Building and Human Resources:**
  Investment in the professional development of staff to enhance core competencies and support the transition to a modern, digitally enabled judicial environment.
- **Good Governance and National Security:**
  Reinforcing internal systems and processes to ensure the timely disposition of cases, thereby promoting law and order and maintaining the integrity of the Virgin Islands' judicial framework.

These strategic priorities reflected the Magistracy's ongoing commitment to modernisation, institutional strengthening, and the delivery of justice that is efficient, transparent, and responsive to the needs of the Territory**.**

PART VIII – STRATEGIC ALIGNMENT: REGIONAL AND INTERNATIONAL INTEGRATION

Regional and International Alignment of the Magistracy (2026)

In 2026, the Magistracy of the Virgin Islands will continue to strengthen its position as a modern, transparent, and internationally aligned judicial institution. Through adherence to regional frameworks and established common law principles, the Magistracy ensures that justice within the Territory is both locally accessible and globally respected.

I. Regional Integration: The Eastern Caribbean Supreme Court Framework

The Magistracy operates within the institutional framework of the Eastern Caribbean Supreme Court (ECSC), ensuring that the administration of justice at the summary level is consistent with regional jurisprudence and best practices.

- **Appellate Structure:**
  Decisions of the Magistrate's Court are subject to appeal before the ECSC Court of Appeal, providing litigants with access to a regional appellate bench and promoting consistency in legal interpretation across the Eastern Caribbean.
- **Procedural Harmonisation:**
  Following the 2026 enactment to the Criminal Procedure Rules, the Magistracy will further aligned its procedures with similarities of the ECSC Civil Procedure Rules (CPR). This alignment will enhance procedural consistency, reduces duplication, and facilitates the efficient progression of matters within the jurisdictions.

II. International Alignment and Global Cooperation

As a leading international financial Centre, the Virgin Islands maintains a Magistracy that operates in accordance with recognised global legal standards and supports cross-border judicial cooperation.

- **Final Appellate Authority:**
  The judicial hierarchy culminated in the Judicial Committee of the Privy Council (JCPC) in London, ensuring that the Territory's legal system remained anchored in a well-established and internationally respected common law tradition.
- **Cross-Border Legal Cooperation:**
  The Magistracy continued to play a critical role in facilitating Mutual Legal Assistance (MLAT) and international cooperation in criminal matters, including:
  - **Extradition proceedings**, in compliance with international treaty obligations;
  - **Financial crime enforcement**, including the issuance of warrants and orders supporting anti-money laundering (AML) and counter-terrorism financing (CTF) frameworks and,
  - **Treaty compliance**, including alignment with international conventions such as the United Nations Convention against Illicit Traffic in Narcotic Drugs (1988)

These functions reinforced the Territory's commitment to international legal cooperation and financial integrity.

III. Governance, Judicial Independence, and Human Rights

The legitimacy and integrity of the Magistracy are grounded in its adherence to recognised standards of judicial independence and human rights protection.

- **Judicial Independence:**

  The appointment, discipline, and oversight of judicial officers are managed by the Judicial and Legal Services Commission (JLSC)**.** This independent framework aligned with Principles, to develop and promote the separation of powers, good governance, the rule of law to ensure that the judiciary operates free from political influence.

- **Human Rights Framework:**

  The Magistracy remained committed to upholding the provisions of the European Convention on Human Rights (ECHR), as extended to the Virgin Islands by the United Kingdom. This guaranteed fundamental rights, including the right to a fair trial and the protection of personal liberty, in accordance with internationally recognised standards.

Through strong regional integration, active participation in international legal frameworks, and adherence to principles of judicial independence and human rights, the Magistracy will continue to operate as a modern and credible institution. These foundations, will ensure that justice in the Virgin Islands is administered in a manner that is fair, consistent, transparent, and aligned with both regional and global standards**.**

CONCLUSION

CONCLUSION AND 2026 OUTLOOK: TOWARD A MODERNISED JUDICIARY

Conclusion and Strategic Outlook (2025–2026)

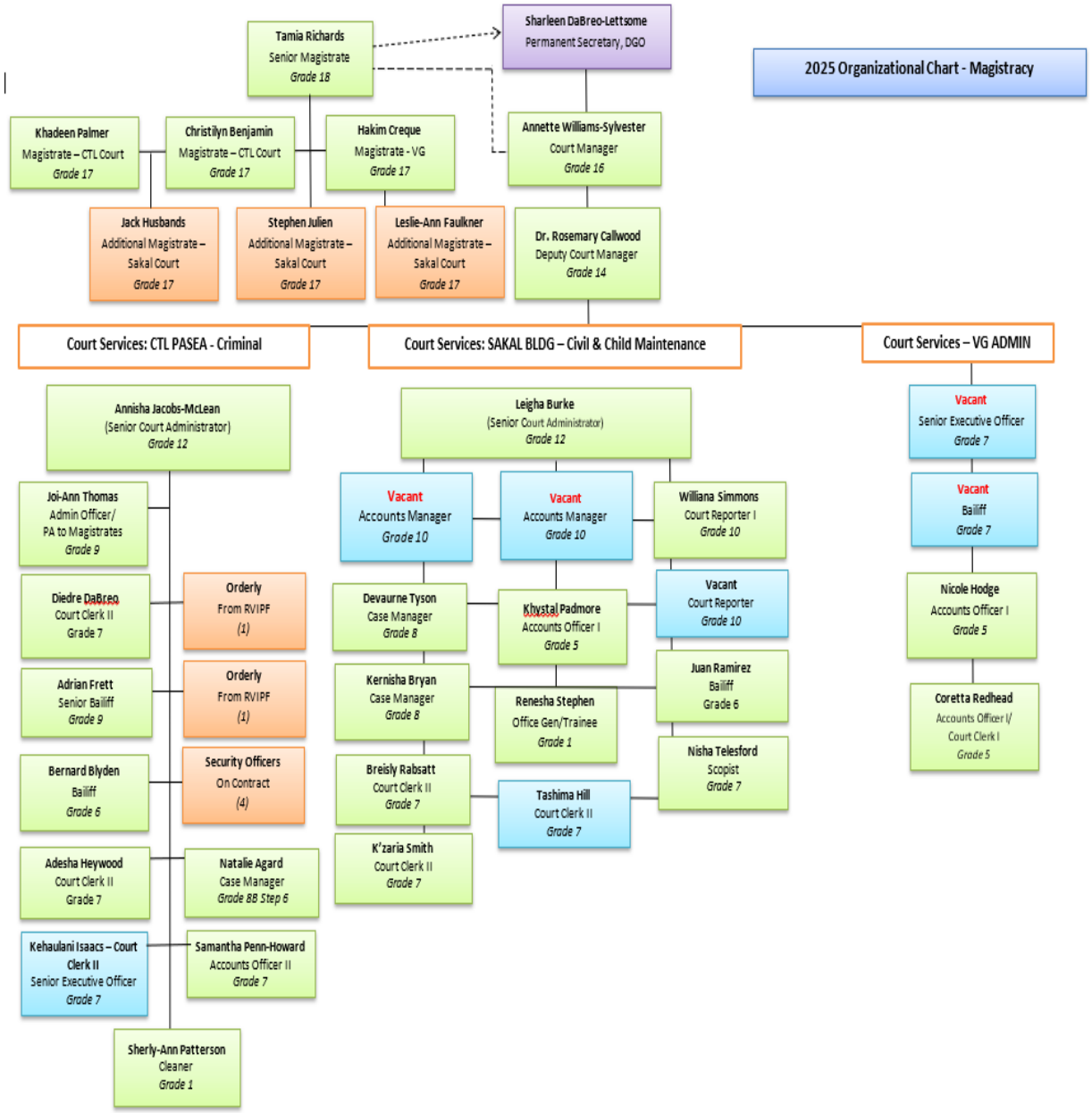
The 2025 reporting period reflected a year of resilience, reform, and measurable progress for the Magistracy of the Virgin Islands. While continuing to fulfil its mandate as a court of summary jurisdiction, the Magistracy advanced key initiatives to strengthen governance, enhance operational efficiency, and improve transparency. Notably, progress in digital transformation and alignment with National Risk Assessment priorities positioned the Court to better manage increasing caseloads and evolving judicial demands.

As the Magistracy transitions into 2026, it is well positioned to deliver a modern, efficient, and responsive justice system. Strategic priorities include the realignment of the Court under the judicial authority of the Eastern Caribbean Supreme Court (ECSC)**,** further reinforcing judicial independence and regional alignment.

This will be supported by the expansion of a fully integrated digital environment, enhanced case management systems, and the implementation of electronic payment platforms to improve service delivery and financial accountability. In parallel, targeted recruitment will strengthen institutional capacity and support ongoing backlog reduction efforts.

Overall, the Magistracy remained committed to advancing legislative reform, strengthening institutional frameworks, and delivering justice that is efficient, transparent, accessible, and visibly fair to all.

APPENDIX 1


2025 Organizational Chart - Magistracy
Tamia Richards
Senior Magistrate
Grade 18
Sharleen DaBreo-Lettsome
Permanent Secretary, DGO
Khadeen Palmer
Magistrate – CTL Court
Grade 17
Christilyn Benjamin
Magistrate – CTL Court
Grade 17
Hakim Creque
Magistrate - VG
Grade 17
Annette Williams-Sylvester
Court Manager
Grade 16
Jack Husbands
Additional Magistrate – Sakal Court
Grade 17
Stephen Julien
Additional Magistrate – Sakal Court
Grade 17
Leslie-Ann Faulkner
Additional Magistrate – Sakal Court
Grade 17
Dr. Rosemary Callwood
Deputy Court Manager
Grade 14
Court Services: CTL PASEA - Criminal
Court Services: SAKAL BLDG – Civil & Child Maintenance
Court Services – VG ADMIN
Annisha Jacobs-McLean
(Senior Court Administrator)
Grade 12
Leigha Burke
(Senior Court Administrator)
Grade 12
Vacant
Senior Executive Officer
Grade 7
Joi-Ann Thomas
Admin Officer/ PA to Magistrates
Grade 9
Vacant
Accounts Manager
Grade 10
Vacant
Accounts Manager
Grade 10
Williana Simmons
Court Reporter I
Grade 10
Vacant
Bailiff
Grade 7
Diedre DaBreo
Court Clerk II
Grade 7
Orderly
From RVIPF
(1)
Devaurne Tyson
Case Manager
Grade 8
Khystal Padmore
Accounts Officer I
Grade 5
Vacant
Court Reporter
Grade 10
Nicole Hodge
Accounts Officer I
Grade 5
Adrian Frett
Senior Bailiff
Grade 9
Orderly
From RVIPF
(1)
Kernisha Bryan
Case Manager
Grade 8
Renesha Stephen
Office Gen/Trainee
Grade 1
Juan Ramirez
Bailiff
Grade 6
Coretta Redhead
Accounts Officer I/ Court Clerk I
Grade 5
Bernard Blyden
Bailiff
Grade 6
Security Officers
On Contract
(4)
Breisly Rabsatt
Court Clerk II
Grade 7
Tashima Hill
Court Clerk II
Grade 7
Nisha Telesford
Scopist
Grade 7
Adesha Heywood
Court Clerk II
Grade 7
Natalie Agard
Case Manager
Grade 8B Step 6
K'zaria Smith
Court Clerk II
Grade 7
Kehaulani Isaacs – Court Clerk II
Senior Executive Officer
Grade 7
Samantha Penn-Howard
Accounts Officer II
Grade 7
Sherly-Ann Patterson
Cleaner
Grade 1

APPENDIX 2

2025 TRAINING OPPORTUNITIES

Month	Training Title	Mode	Facilitator	Hours	Staff Count
JAN	Illicit Maritime Trafficking in Narcotic Drugs	Virtual	IMPACS	2.0	7
JAN	Mental Health Awareness Webinar	Virtual	VIPSLI	2.0	7
JAN	Creating & Mastering Work Plans	In-Person	VIPSLI	8.0	1
JAN	A Learning Session with VIPSLI	Virtual	VIPSLI	1.5	15
JAN	Claritas TF & LPLA Risk Assessment	In-Person	Financial Services	2.5	6
JAN	Thrive in 2025: Strategies for Success	Virtual	CARICAD	1.0	6
JAN	E-Litigation Filing Processes	In-Person	(Internal/ECSC)	16.0	1
JAN	Challenge of Behavioural Change Series	In-Person	VIPSLI	4.0	4
JAN	Challenge of Behavioral Change (Follow-up)	In-Person	VIPSLI	4.0	2
JAN	Training Development & Scholarship Opportunity-2025	Virtual	VIPSLI	2.0	1
JAN	Effective Business Writing	In-Person	VIPSLI	12.0	5
JAN	Setting the Stage for Success: Goal Setting	Virtual	VIPSLI	1.5	12
FEB	JAWS Leadership Training	In-Person	VIPSLI	22.0	2
FEB	Retreat for Ministers and Senior Managers and HOD's	In-Person		7	1
FEB	The Darkside of Gold: Illicit Flows	Virtual	CARICOM	2.0	2
FEB	Apogee HR Training	In-Person	DOIT	2.0	4
FEB	Stress Less, Thrive More	Virtual	VIPSLI	1.5	12
FEB	Prioritise to Thrive	Virtual	VIPSLI	1.15	2
FEB	Toastmasters Basecamp	Virtual	Toastmasters	1.0	1
FEB	Artificial Intelligence: Tools at Work (Pt 1)	Virtual	VIPSLI	3.0	12
FEB	Artificial Intelligence: Tools at Work (Pt 2)	Virtual	VIPSLI	3.0	10
FEB	How to Achieve Leadership Status	Virtual	VIPSLI	2.0	12
FEB	CARICAD E-Cabinet: Digital Transformation	Virtual	VIPSLI/CARICAD	1.5	7
FEB	Performance Management Training	Virtual	VIPSLI	3.0	4
FEB	Personal Financial Strategy Workshop	Virtual	VIPSLI	4.0	1
FEB	Commercial Awareness: ESG Commitment	Virtual	Univ. of Law	1.5	1
FEB	Health & Safety: Ergonomics Training	Virtual	VIPSLI	1.5	8
FEB	ESG: What is it & Why it Matters	Virtual	Univ. of Law	2.0	1
FEB	Human Rights Commission Bill Meeting	Virtual	VIPSLI	2.0	6

Month	Training Title	Mode	Facilitator	Hours	Staff Count
FEB	ESG: Inside Guide to Legal Industry	Virtual	Univ. of Law	2.0	1
MAR	Cybersecurity Awareness: Passwords	Virtual	VIPSLI	1.5	4
MAR	ESG Legal Tech, AI & Beyond	Virtual	Univ. of Law	1.5	2
MAR	Vouching POs & Vote book	In-Person	Department	16.0	1
MAR	IMPACS: Women on the Frontlines	Virtual	IMPACS	2.0	2
MAR	The Power of Resilience	Virtual	VIPSLI	1.5	13
MAR	Virgin Islands Case for Reparation	Virtual	VIPSLI	2.0	12
MAR	Human Connection in a Digital World	Virtual	CARICAD	1.15	1
MAR	Customer Service Training	In-Person	VIPSLI	6.0	3
MAR	Personal Financial Strategy Workshop	In-Person	VIPSLI	4.0	1
MAR	Discretionary Powers Awareness	Virtual	VIPSLI	2.0	6
MAR	Airside Safety Training	In-Person	(Airport Auth.)	2.5	1
MAR	Eyes on the Water: Maritime Awareness	Virtual	IMPACS	2.0	7
MAR	Breaking the Stigma: Mental Health	Virtual	(Self/Internal)	2.0	1
MAR	General Safety Awareness	Virtual	(Internal)	2.5	1
MAR	Evolution of Efficiency	Virtual	(Self/Internal)	5.0	1
MAR	The Courts, ADR and You!	Mixed	ECSC	2.5	6
APR	Phlebotomy Program	In-Person	HLSCC	27.0	1
APR	Critical Criminology & State	Virtual	Liverpool JMU	48.0	1
APR	Cybersecurity Awareness	Virtual	DOIT	1.5	1
APR	Basic Computer Course	In-Person	VIPSLI	6.0	1
APR	Records Disaster Planning	Virtual	VIPSLI	1.5	6
APR	Effective Business Writing (Sessions 1 & 2)	Conference	VIPSLI	12.0	2
APR	Responsible Leadership (CARICAD)	Virtual	CARICAD	1.15	4
APR	Mental Health 101	Virtual	VIPSLI	2.0	6
APR	Evolution of Records Management	Virtual	VIPSLI	1.0	7
APR	Emotional Intelligence	Virtual	VIPSLI	2.0	10
APR	Equality, Diversity & Inclusion	Virtual	VIPSLI	10.0	1
APR	Read the Room	In-Person	VIPSLI	7.0	7
APR	Maritime Pollution	Virtual	IMPACS	1.5	7
APR	Caribbean Ransomware Trends	Virtual	IMPACS	1.5	7
APR	Apogee Training	Virtual	DOIT	1.0	1
APR	Child Support / Traffic Tickets Rollout	Virtual	DOIT	1.5	6
MAY	Retirement Ready	In-Person	VIPSLI	16.5	1
MAY	CMI: Using Data & Information	In-Person	HLSCC	6.0	1
MAY	Discretionary Powers Follow-up	Virtual	VIPSLI	1.5	13

Month	Training Title	Mode	Facilitator	Hours	Staff Count
MAY	Countering Trafficking in Persons	Virtual	IMPACS	2.0	8
MAY	Respecting Authority and the Law	In Person	Magistracy	4	2
MAY	Courtroom 101 / JEMS / E-Portal Training	In-House	(Internal)	72.0	2
JUNE	Criminology & Social Policy	Virtual	Liverpool JMU	58.0	1
JUNE	AI & PowerPoint Design Series	Virtual	Training Mag	4.0	2
JUNE	Phlebotomy Technician (June sessions)	College	HLSCC	6.0	1
JUNE	The Perfect Interview	In-Person	VIPSLI	6.0	3
JUNE	Liquor License Hearing Training	In Person	In-House	6.0	1
JUNE	Neuroscience of Authentic Presentations	Virtual	Training Magazine	1.0	1
JUNE	What Do You Mean You're Not a PPT Designer?	Virtual	Training Magazine	1.0	1
JUNE	Phlebotomy Technician Program	College Class	HLSCC	3.0	1
JUNE	Admin: Adjourned Court Hearing / Filing	In Person	In-House	9.0	2
JUNE	AI's Evolving Role in Leadership Development	Virtual	Training Magazine	1.0	1
JUNE	Human at the Helm: Leading in the Age of AI	Virtual	Training Magazine	1.0	1
JUNE	Virtual Trainers' Favorite Things	Virtual	Training Magazine	1.0	4
JUNE	From AI to Interactivity: What's Next in Canva	Virtual	Training Magazine	1.0	3
JUNE	The Perfect Interview	In Person	VIPSLI	6.0	3
JUNE	AI 101: Interactive Journey	Virtual	Training Magazine	1.0	2
JUNE	National Tourism Policy	Virtual	VIPSLI	2.0	9
JUNE	Monitoring and Evaluation Training	Virtual	VIPSLI	2.0	5
JUNE	Red Cross First Aid (Adult & Pediatric)	In Person	VIPSLI	6.0	4
JUNE	Performance Rating & Evidence Training	Virtual	VIPSLI	2.5	4
JULY	Phlebotomy Technician Program	In Person	HLSCC	3.0	5
JULY	AI Branching Scenarios / Emerging Tech	Webinar	Training Magazine	1.0	4
JULY	Let's Be Real: Self-Care and Expectations	Webinar	VIPSLI	1.5	9
JULY	Criminology & Social Policy (Monthly Block)	Coursework	Liverpool John Moores	36.0	1
JULY	HR Management for Non-HR Professionals	In Person	VIPSLI	1.0	1
JULY	Budget Training	In Person	BVI Government	3.5	3
JULY	Basic Accounting Training	In Person	VIPSLI	6.0	1
JULY	Self-Awareness & Emotional Intelligence	In Person	ECSC	6.0	21
JULY	Case Flow Management	In Person	ECSC	6.0	21
JULY	Accident & Incident Reporting	Webinar	VIPSLI	1.5	8

Month	Training Title	Mode	Facilitator	Hours	Staff Count
AUG	Criminology & Social Policy	Coursework	Liverpool John Moores	60.0	1
AUG	Team Building Master Class	Webinar	VIPSLI	2.0	14
AUG	Intro to Microsoft Excel	In Person	VIPSLI	6.0	1
AUG	Resume Writing	In Person	VIPSLI	8.0	1
AUG	VI Climate Change Policy	Webinar	VIPSLI	2.0	8
AUG	Supervisory Skills for Emerging Leaders	In Person	VIPSLI	4.0	2
SEPT	Criminology & Social Policy	Coursework	Liverpool John Moores	56.0	1
SEPT	Creating & Mastering Work Plans	In Person	VIPSLI	8.0	1
SEPT	Effective Business Writing	In Person	VIPSLI	6.0	1
SEPT	Orientation-Training Youth Assessors	In Person	MHSD/Magistracy	6.0	3
SEPT	Performance Rating	Virtual	VIPSLI	2.0	12
SEPT	VIPSLI LMS Preview Session	Virtual	VIPSLI	1.5	9
OCT	Financial / Management Accounting	In Person	HLSCC	10.0	2
OCT	Improving Customer Service	Virtual	CXC PLI	7.5	2
OCT	Contract Law	Course	Univ. of Salford	20.0	1
OCT	Fire Safety	Virtual	VIPSLI	1.5	5
OCT	Financial / Management Accounting	In Person	HLSCC	10.0	2
OCT	Improving Customer Service	Virtual	CXC PLI	7.5	2
OCT	Contract Law	Course	Univ. of Salford	20.0	1
OCT	Fire Safety	Virtual	VIPSLI	1.5	5
NOV	Contract Law	Coursework	University of Salford	150	1
NOV	Globalization & Competitive Social Policy	Coursework	Liverpool John Moore Univ.	54	1
NOV	Financial Accounting (MA1)	In-Person	HLSCC	7.5	1
NOV	Improving Customer Service	In-Person	CXC (PLI)	12	2
NOV	Financial Accounting (FA1)	In-Person	HLSCC	10	1
NOV	Additional Class (FA1 & MA1)	In-Person	HLSCC	10	1
NOV	Enhancing Workplace Communication	Virtual	VIPSLI	1.5	6
NOV	Email Use, Security & Phishing (Meta)	Virtual	VIPSLI	1.5	1
NOV	Email Use, Security & Phishing (Meta)	Virtual	VIPSLI	2	2
NOV	Pathways to Progress: Education	Virtual	VIPSLI	1.5	4
NOV	Leveling Up: Joy in the Workplace	Virtual	VIPSLI	1.5	4
NOV	Redesigned Online Platform (VI Laws)	Virtual	VIPSLI	2	4
NOV	Strategic Personal Assistant	Virtual	VIPSLI	1.5	3
NOV	Election (Amendment) Bill 2025	Virtual	VIPSLI	1	1
NOV	Man in Leadership	Virtual	VIPSLI	1	1

Month	Training Title	Mode	Facilitator	Hours	Staff Count
NOV	Redesigned Online Platform (VI Laws)	Virtual	VIPSLI	1	2
NOV	Role of PS in Modern Government	Virtual	VIPSLI	2	2
NOV	Mandatory In-House Staff Training	In-Person	CTL Courtroom	6	9
NOV	VI History: The Problem with Freedom	Virtual	VIPSLI	2	1
DEC	Advanced Contract Law & Negotiations	Online	University of Salford	60	1
DEC	Globalization & Comparative Social Policy	Online	Liverpool John Moore Univ.	28	1
DEC	Management Accounting	In-Person	HLSCC	7.5	1
DEC	Financial Accounting	In-Person	HLSCC	7.5	1
DEC	Additional MA1 & FA1	In-Person	HLSCC	7.5	1
DEC	MA1 EXAM	In-Person	HLSCC	2	1

APPENDIX 3

ANNUAL JUDICIARY FINANCIAL SUMMARY

Month	Judiciary Fines	Traffic Fines	Quasi (M'nt)	Litter	Civil Suits	C/Mnt	Police Con. Fee	Bail	Bail Forfeiture	Forfeiture	Warrants	Misc.	Total
Jan	5,213	9,300.00	89,470.00	0	14,576.00	0	0	0	0	132,4450	0	3,010.52	**251,004,52**
Feb	5,873	17,475.00	98,107.00	0	19,705.00	0	90.00	20,000	0	0	30.	2,290.00	**163,570.00**
Mar	5,310	18,800.00	73,307.00	0	13,099.00	0	190.00	0	0	0	3	1,634.00	**112,343.00**
Apr	86,670	12,875.00	98,118.00	0	8,423.00	0	0	0	0	0	0	2,382.50	**208,468.50**
May	70,764	14,025.00	83,699.00	0	5,903.00	0	0	0	0	225,285	0	1,314.00	**400,990.00**
June	3,485	18,750.00	74,138.00	0	5,672.00	0	90	50,000	0	1850.000	30	1,412.81	**155,307.81**
July	36,624	21,925.00	84,481.00	0	17,578.00	0	90	0	0	0	30	1,578.00	**162,306.00**
Aug	11,090	53,897.83	53,897.83	0	15,795.00	0	0	0	0	0	0	796.00	**135,476.66**
Sept	3,500	9,435.00	81,207.00	0	16,382.00	0	180	0	0	870	60	2,360.00	**114,494.00**
Oct	17,565	16,900.00	78,308.00	0	17,995.77	0	0	0	0	85,540	213	2,599.00	**219,120.77**
Nov	5,591	16,700.00	78,261.95	0	8,224.00	0	90.00	0	0	0	92	1,077.46	**110,036.41**
Dec	7,665	10,925.00	71,593.00	0	8,625.00	0	0	0	0	0	30	1,532.00	**100,370.00**
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TOTAL	**259,350**	**221,507.83**	**964,587.78**	**0**	**151,978.77**	**0**	**730.00**	**70,000**	**0**	**445,720**	**488**	**21,986.59**	**2,132,497.67**