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Independent Projects Trust

*Practical Guide  
Court and Case Flow Management*



for South African Lower Courts





**A Practical Guide for  
Court and Case Flow Management  
for South African Lower Courts**

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Justice College Pretoria

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## **COURT AND CASE FLOW MANAGEMENT**

is a simple phrase adopted to propagate a collection of principles and practices associated with constituting, supporting and managing both the criminal courts and those cases which flow through them.

These principles and practices belong to everyone associated with criminal courts and cases, but more so to the judges, magistrates, prosecutors and administrative practitioners involved at the heart of administering justice through the courts.

## **THIS GUIDE**

has been compiled by magistrates in consultation with the Department of Justice & Constitutional Development and the National Prosecuting Authority, as well as with representatives from all other institutions involved with the criminal courts

The guidelines seek to address issues pertinent to improving and maintaining the effective and efficient operation of criminal courts, in the Lower Court jurisdiction in South Africa, in the interests of the proper administration of justice.

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**JOE RAULINGA**  
**CHAIRPERSON**  
**LCM SUB-COMMITTEE ON CASE FLOW MANAGEMENT**

These Court and Case Flow Management Guidelines are meant to ensure uniformity in the implementation of delay reduction mechanisms and case management methods within the Criminal Justice System. The guidelines also establish a strong organisational foundation which is supported by all role - players aimed at the achievement of early disposition in the great majority of cases.

In line with the Constitution, which is the supreme law of the Republic, all role-players, through court and case flow management must endeavour to strengthen respect for human dignity, the achievement of equality and the advancement of human rights and freedoms. When a case flows steadily and smoothly from filing to termination and its life span is shortened, the community's trust and confidence in the criminal justice system will be maximised and bolstered. It is pleasing to indicate that we have all sworn ourselves to discipline and accountability.

A milestone achievement was made during the visits throughout the country by the Lower Court Management sub-committee on Case Flow Management, when role-players were encouraged to adopt a new mind-set and commit themselves "to do more with less". We must accept that we live in a country with a scarcity of resources and we should therefore learn to double what is available to carry out our mandate within the shortest given time.

As the agents of change, the courts are ready to take no chance in convincing all the court users about our intention to deliver a service of excellence. The partnership that has been built over time between the Lower Court Judiciary, the Court Services Branch of the Department of Justice and Constitutional Development and the Prosecuting Authority bears testimony to the concept of "Mutingati" (Working Together). From the time the concept manifested itself all three role-players put their shoulders-to-wheel in the fulfilment of their mandate and produced this magnificent document which outlines the guidelines on court and case-flow management.

As South Africans we have registered our country as one of the pioneers on delay reduction and case flow management within the Commonwealth of Nations and worldwide.

Now that this mission has been accomplished our focus should be on the elimination of external and self-generated causes. While it is not easy to control non-systematic delays, we are in position to tackle systematic delays. This can be achieved if there is professionalism in court and case- flow management.

On behalf of the Lower Court Judiciary, I wish to extend our heartfelt gratitude to all those who participated in the production of the guidelines, in particular IPT who with funds from the Alantic Philanthropies funded the publication of this document.

A handwritten signature in black ink, appearing to read 'T.J. Raulinga', with a long horizontal flourish extending to the right.

T.J. RAULINGA



**MEME SEJOSENGWE**  
**CHIEF DIRECTOR : COURT SERVICES**  
**DEPARTMENT OF JUSTICE & CONSTITUTIONAL DEVELOPMENT**

The core mandate of the branch - Court Services - is to provide effective and responsive management and administrative support for judicial decision-making processes within the court environment. The strong co-operative working relationship between the Judiciary and the Department of Justice and Constitutional Development (DOJCD) in their complementary roles is fundamental to the delivery of court services to the public.

The court system, especially the criminal justice system, is under tremendous pressure to show service delivery and the need for urgent and serious intervention in this regard cannot be over emphasized. The conceptualization of Case Flow Management has resulted in the development of these Guidelines, made possible through the joint efforts of Court Services, Lower Court Judiciary and the Prosecuting Authority. The exceptional leadership of the Chairperson of the Lower Court Judiciary sub-committee on Case Flow Management, Mr. T. J Raulinga, was eminent in the drafting process. A sincere word of thanks is extended to all the officials within the criminal justice value chain who participated in workshops that were held throughout the country, as part of the guidelines development process by the Lower Court Management Committee Team.

These guidelines are an outstanding example of a partnership approach to the implementation of a service delivery improvement initiative within the criminal justice environment. The Department has also developed a computer system - the e-Scheduler - to assist courts in their daily Case Flow Management operations and to ensure that a performance management culture is established and happens at a local level. The system has been implemented at 44 courts and once the system has stabilised it will be rolled out nationally, albeit incrementally.

Establishing Case Flow Management in the Lower Courts could be conceptualized as follows:



### Phase 1

To establish an environment within the court that is conducive to implement and operate Case Flow Management namely, an Integrated Case Flow Management Centre which ensures that Judicial Leadership is prominent by, inter alia: getting all role players within the criminal justice value chain on board; ensuring that governance structures continue to oversee the management of the concept and an Integrated Case Flow Management Centre is managed by a registrar under the Court Manager. The new dispensation will provide the lower courts with legally qualified registrars with case flow management responsibilities in support of the judiciary in ensuring effective processing of cases; the reception/channelization court concept is operational; the most appropriate procedures to operate the Case Flow Management Centre have collectively been developed by the users and stakeholders and a local case flow management plan is collectively developed and maintained.

### Phase 2

To enhance Case Flow Management at court level through the utilization of information technology - the implementation of the e-scheduler system as a tool to manage criminal cases.

### Phase 3

To enhance Case Flow Management at the court level through establishing Case Flow Performance Management.

### Phase 4

To enhance Case Flow Management at the court by linking any other initiatives relating to improving case flow to the Integrated Case Flow Management Centres for monitoring and management purposes such as video remands, etc.

I trust that these guidelines will assist all the role players in taking Case Flow Management forward and will be a living document which will be enhanced and updated from time to time cover other relevant aspects.



MEME SEJOSENGWE



**VUSI PIKOLI :**  
**NATIONAL DIRECTOR OF PUBLIC PROSECUTIONS**

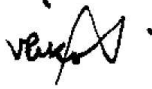
Since its inception, the National Prosecuting Authority has focused much of its attention on core functions associated with administration of the criminal courts. A separate business unit within the organisation - the National Prosecution Service - has been largely responsible for guiding prosecutors throughout South Africa in its attempts to improve the service of these courts through improved quality of prosecutions and better utilization of court time and processes.

We are indeed proud of the manner in which prosecutors have responded to this call over the past five years and have seen the results of this response in all areas of the administration of justice in the country. Many of our partners have also responded to this need and we recognize and commend them for their efforts.

In any business environment, there is always a need to examine the mechanics of operations - and the need is no less in the criminal court system in which we operate. In circumstances where the courts carry a very heavy workload, it remains essential to review matters constantly and to take any step forward to improve our service. I am most encouraged that members of the Judiciary, National Prosecution Service and Department of Justice and Constitutional Development have engaged each other in this context and have come up with this document which is a combined effort to improve and strengthen the work of our criminal courts.

The need for all stakeholders to work closely together cannot be emphasized more than it should be right now. The country's criminal courts are under overwhelming pressure to deliver. This cannot be achieved effectively without a response to the need for a completely satisfactory degree of co-operation amongst the role players. I see this document as an all important step in that direction - a guide to improve the focus of all towards more effective and efficient administration of justice through the courts, and a better understanding and appreciation of what is expected from each of the role players involved.

My congratulations go to the multi-sectoral team who initiated and completed this task. Clearly, the interests of proper and effective administration of justice were at the fore. It is therefore my sincere hope that all the role players involved in the courts - magistrates, prosecutors, clerks, police and others - fully support this initiative and work in unison towards achieving these goals.

A handwritten signature in black ink, appearing to read 'Vusi Pikoli', with a stylized flourish at the end.

VUSI PIKOLI

## INTRODUCTION

The need for better case flow management arises from the rapid pace at which the workload of criminal courts in South Africa has increased over the past few decades. So much so that it is common to refer to “case backlogs” in most courts and a management style has developed which is more adapted to dealing with adjournments than trials. In such circumstances one cannot expect the public to be satisfied that criminal courts meet their expectations or that the expectations set out in the Constitution are met.

Facts collated over the recent past show that only 30% of court time is actually available for trial matters, whilst the balance is spent on adjournments and the like. Better utilisation of court time through proper court and case flow management should reverse this tendency.

As will be noted, the material in the guide is nothing new - it is in fact a compendium of existing requirements and procedures which are perhaps not effectively practiced on a uniform basis. The contents will thus serve as an easy reference to facilitate a universal case flow management practice in District and Regional Courts. It will also serve to emphasize the management of court sessions within the hands of judicial officers and clarify the role and involvement of all other participants in court and case flow processes.

Whilst police are responsible for the investigation of cases and the delivery of evidence, it is prosecutors who decide which cases to take to court and which jurisdictional forum to present them to. Once enrolled, the presiding magistrate assumes control of every aspect of the movement of the case through the court processes, in the interest of the proper administration of justice.

As the forum in which this takes place, the court itself is the domain of the presiding magistrate who is accountable and responsible for the control of all persons and proceedings therein, in accordance with prevailing rules and laws. It follows that magistrates should avail themselves of all factors necessary to ensure that courts are so managed. Apart from the actual proceedings, these factors extend to the adherence by all court officials to prescribed court times, the amount of time spent in court each day, the scheduling of court rolls and the progress and speedy finalisation of cases. An essential legal custom in this context is the requirement that presiding officers function impartially at all times.

This is the *judicial independence* which frames the integrity and responsibility of magistrates of the court.

Prosecutors on the other hand, have an independence of their own in deciding with equal integrity and responsibility to what extent to serve the community through the criminal courts. In this context they maintain a status of *dominus litis* in deciding what, and what not, to prosecute, and their litigation responsibilities in this regard. It is consequently also essential for prosecutors to be concerned with factors which impact on their functioning and productivity.

Legal representatives align their responsibilities with briefs to serve the interest of their client. Being officers of the court, they are equally subject to rules and laws associated with the functioning of courts and court process.

The administrative component of the Department of Justice and Constitutional Development also has an important role to play in

providing an extensive array of services which support all court operations. These services are now the priority of a separate branch of the DOJ&CD called Court Services.

Each role player in the court and case flow management system is subject to the legal norms relevant to her/his profession or function. Any non-compliance with the obligations emanating from the court and case flow management system must be addressed in terms of those legal norms.

Mutuality is a reciprocal relation between interdependent individuals. It is the foundation upon which the system is based and each role player must give due recognition to the legal and professional obligations of each of these individuals.

The performance and conduct of magistrates, prosecutors, legal representatives, police and administrative personnel is subject to a wide range of statutory and other provisions. In addition, there are institutions and management structures in place to control this. It is expected that these structures be utilised to manage the performance of each sector.

Consequently, it is expressly expected – in the interest of contributing to the proper administration of justice – that non-compliance and non-performance within these sectors be referred to appropriate management structures for speedy and effective attention. This should escalate to higher authority if need be.

## **OBJECTIVES**

The main objectives of Court and Case Flow Management include the following :

- To adopt measures aimed at ensuring that the judiciary maintains control of case flow and management of proceedings in court
- To secure the commitment from all role players in the application of an integrated case flow management system as a standard business practice
- To foster accountability by implementing mechanisms to ensure compliance with performance standards for all the role players
- To enhance efficiency by implementing processes aimed at ensuring the functioning of legal and administrative procedures in a timely fashion
- To encourage prosecution driven investigation by SAPS
- To ensure that legal aid is available before the first appearance of the accused
- To reduce the number of awaiting trial prisoners
- To regard every court appearance as an opportunity to finalize the matter, and to finalize matters within 6 months of enrolment in District or Regional courts
- To instill public confidence in the judicial system and to ensure that justice is equally and timeously available to all persons

## **OPERATIONAL MATTERS**

The following matters are considered essential for the efficient and effective running of courts and management of cases :

1. Prescribed court hours are from 09:00 to 16:00, with relevant adjournments in between
2. As a standard practice, all the courts must begin at 09:00 - any deviation from this must be accounted for in open court
3. It is essential that the heads of the judicial, prosecuting and administrative components notify each other before 08:30 on each court day of any circumstance which may affect the normal operation of the courts
4. It is furthermore essential that contingency arrangements be made expeditiously by the responsible component in the event of the above, and be relayed to the other components without delay
5. Witnesses and accused persons should be subpoenaed or warned for court for 08h30
6. Consultations by and between litigants and with witnesses should not take place during court times, except with the leave of the court
7. A sufficient number of cases must be scheduled for each day to ensure optimal utilisation of prescribed court time
8. Court schedules should be planned to include a mixture of custodial and non-custodial cases to facilitate the management of daily court sessions



9. Prosecutors are encouraged to decide to withdraw cases as early as possible to avoid unnecessary adjournments and the waste of the court's time
10. At centres where there is more than one court, the drawing of cases between courts must be facilitated where possible to maximize the use of all court time
11. Attorneys should be permitted to schedule more than one case on the roll of a specific court for any one date, providing that they not be committed to appearances in any other court on the same date
12. Witnesses may not be excused from attendance at court except by leave of the court
13. Persons required to appear at court in any capacity may not arrange with the Prosecution Service to appear at their convenience
14. Cases involving witnesses and / or accused persons from out of town must be given priority
15. Cases involving juveniles should be given priority
16. It is essential for presiding officers to effect professional discipline in courts in respect of these and other matters set out in this guide, to give proper meaning to effective and efficient court and case flow management
17. It is furthermore essential for the effective application of court and case flow management, that regular meetings for this purpose be convened under the auspices of the judiciary

## CASE SCHEDULING

1. Scheduling of cases is a function inherent to the judicial responsibilities of presiding officers
2. On application by the parties before court, a presiding officer will exercise this responsibility in scheduling each case for forthcoming appearances in court and ensure that it is recorded in a court diary
3. Court diaries should contain at least the following information:
  - Case number
  - Date of first appearance
  - Indication whether in custody, on bail or on warning
  - Charge
  - Legal representation or not
  - Number of witnesses
  - Number of accused
  - Estimated duration
  - Reason for postponement
4. Diaries should be allocated by the administrative component to, and maintained in, specific courts - and it is the duty of the presiding officer in the court, on any given day, to ensure that the diary is maintained
5. If, for instance, courts are combined for any reason on a specific day, the presiding officer will need to ensure that the respective diaries for each court are properly maintained

6. Prosecutors need to maintain their own diaries and co-ordinate these with presiding officers
  
7. The court diaries and those kept by prosecutors must include appropriate references to part-heard cases, as well as periods when the magistrate or prosecutor normally assigned to that court will be unavailable

## **SUGGESTED INTERVENTIONS TO MINIMISE THE NUMBER OF AWAITING TRIAL PRISONERS**

1. Suspects should only be arrested if absolutely necessary and as far as possible where investigation is complete
2. Police officers should, wherever possible, consider their authority to release arrested persons on warning or on bail
3. Investigating officers need to provide appropriate assistance to prosecutors and to provide courts with adequate information to determine the necessity for an accused to be detained pending trial
4. Prosecutors should consider an increased use of summonses in terms of section 54 of the CPA to secure attendance at trials
5. The use of written notices to appear in court in terms of section 56 of the CPA should be encouraged wherever possible
6. Consideration should be given to the increased use of pre-trial diversions - not only for juveniles
7. An increased use by police, prosecutors and clerks of the court of the procedure for admission of guilt and payment of a fine without a court appearance should, where appropriate, be promoted
8. Plea bargaining is a useful tool to settle appropriate cases in a legitimate and acceptable manner and should be encouraged

and promoted, particularly where the administration of justice is expedited

9. Should it be necessary for an accused to be detained in custody, and where bail is granted - prosecutors, police officials and defence representatives should assist the court in determining an appropriate and affordable bail amount
10. Magistrates are encouraged to play an active role in initiating bail applications
11. Should an accused not be in a position to pay bail, and release on warning is inappropriate, consideration should always be given for the possible placement under supervision of a correctional official in terms of section 62(f) of the CPA
12. A weekly audit of prisoners who have not paid bail should be promoted to establish reasons therefore, with the view of assisting them to contact family or even a reduction in the amount of bail set
13. Special bail courts could assist to fast track bail applications
14. Consideration should be given, at each appearance of an accused on remand dates, to alternatives to continued imprisonment
15. As far possible, child offenders should be placed in the care of parents or guardians or held in places of safety and not kept in custody

16. Each request for a further postponement of a case, whether by the prosecutor or the defence, should be seriously considered with the focus on preventing unnecessary delays and further incarceration of awaiting trial persons
17. Cases involving an accused in custody for longer than six months should, as a rule, be prioritised for finalisation
18. Magistrates and prosecutors are encouraged to visit prisons in their areas to stay abreast of conditions
19. The use of regular Integrated Justice Forum meetings is encouraged to highlight problems with excessive prison populations and to continuously seek ways to reduce numbers
20. J50 warrants of arrest should only be authorised in matters where it is clear that the attendance of the accused at court cannot be secured by any other means

## **MONITORING PROCESS**

Monitoring involves magistrates, prosecutors and administrative personnel examining and discussing any factors affecting court functioning and productivity on a regular basis. This process obviously starts at office level where opportunities are provided to solve issues locally and as quickly as possible. Serious matters which cannot be resolved in this manner need to be escalated thereafter to regional, provincial and then national level without delay.

It is essential that there be a good degree of uniformity and consistency in these practices. This will not happen unless court and case flow management is continuously monitored and driven from the top down, i.e. by management and supervisory personnel.

There is thus a need for formal regular meetings between representatives of at least the three main role players at court level - magistrates, prosecutors and court support services. This should be established as a permanent business practice with a set reporting format. Representatives from other stake holders should be invited to attended meetings whenever relevant.

Depending on the size of offices involved, the nature and extent of problematic issues, etc., it is suggested that such meetings could be held weekly, fortnightly or monthly, as well as on an ad hoc basis. In this way, problems will be identified sooner rather than later, and opportunities will be continuously created to solve these matters by the parties themselves, at court / office level. If not, matters obviously escalate to a higher level of authority for direction.

It is essential that all such meetings be constituted through judicial

heads of offices and / or regional presidents and be attended at all times by senior management / supervisory personnel and be minuted by court support services.

Some specimen forms included in this guide have been provided as examples of daily, weekly or monthly monitoring processes already utilised in various offices around South Africa.



## **ADDITIONAL CONSIDERATIONS TO ENHANCE THE EFFECTIVENESS OF COURT AND CASE FLOW MANAGEMENT**

The implementation of the following recommendations will enhance the overall effectiveness of Court and Case Flow Management and should result in marked improvements in the operating efficiency of criminal courts in South Africa.

1. The speedy dissemination of the case flow document to each and every individual involved in the administration of justice through the criminal courts
2. Co-ordinated, ongoing training to be provided to magistrates, prosecutors, defence, public defenders and support services personnel to secure consistent and uniform interpretation and implementation of the case flow management document
3. It is necessary to extend the dissemination of information on case flow management and training to other key role players like SAPS and DCS
4. It is necessary to engage the Bar and Side Bar at national level in case flow management to secure co-operation and commitment from them in the ongoing application of the process
5. The provision of sufficient logistical and personnel resources to ensure sustained Court and Case Flow Management
6. The establishment of a panel of officially accredited, ad hoc interpreters qualified in the various foreign languages spoken by significant numbers of people living in South Africa

7. The entrenchment of regular case flow management meetings in management practices at local court establishment level to maintain the impetus of case flow management doctrines
8. The urgent production of a single diary format, specially for use in criminal courts throughout the country, to enhance case scheduling and the allocation of court time
9. Recognition of the value of Integrated Justice System Centres operating at some court establishments and to urgently expand the implementation of this system at all courts
10. Expedite the legislation and infrastructure necessary to implement video linkage with prisons and courts country wide
11. The implementation of a standing national co-ordinating committee led by the judiciary to monitor the progress of case flow management implementation and to deal speedily with future amendments to the case flow management document
12. That the necessary measures be adopted in order to legally enable compliance with the case flow management document
13. The abolition of minimum sentence legislation in order to reduce backlogs and overcrowding of prisons

## **PRESIDING OFFICERS**

Presiding officers are solely and directly in control of, and accountable for, the conduct of court proceedings. There can be no abdication of control of the court or shared responsibility regarding accountability for the conduct of court proceedings.

It is therefore necessary for Presiding Officers to take control of their courts ensuring discipline, respect and optimal utilisation of court time.

Court and case management of enrolled cases is inherently a judicial function.

During proceedings officers of the court are subject to the judicial authority of the court and are accountable to it in terms of law.

It is consequently essential for Presiding Officers to:

1. Adhere to court hours as prescribed by Law
2. Manage court hours and hold all role players accountable, in open court, for any deviations
3. Ensure that, as a general rule, no cases are postponed unless a proper charge sheet has been completed and that all envisaged charges are included before the matter is set down for trial
4. Record reasons for each postponement in full
5. Hold prosecutors and SAPS accountable for the conduct of the

investigative process and to initiate delay management in accordance with section 342A CPA where applicable. Similarly, all role players must be held accountable for unreasonable delays during the conduct of court proceedings

6. Schedule trials in collaboration with the relevant role players, taking into account the various factors influencing the duration thereof
7. Maintain court diaries to ensure maximum utilisation of court hours
8. Identify and intervene in all cases on the roll for over 90 days
9. Monitor progress of the case at every stage of proceedings
10. Manage the court and the court roll
11. Encourage the use of pre-trial conferencing
12. Uphold the decorum of the court

## **PROSECUTORS**

The Prosecution Service plays a pivotal role in the effective and efficient functioning of courts and consequently prosecutors should :

1. Be well prepared to present cases to court and to employ Section 150 of the CPA at the outset of trials
2. Provide clear and comprehensive directives to SAPS investigating officers – in line with prosecution driven investigations
3. Identify and intervene in all cases over 90 days
4. Return dockets for further investigation to the investigating officer within 3 days
5. Retain trial ready dockets
6. Ensure plea at earliest opportunity
7. Implement plea-bargaining in appropriate cases
8. Adhere to prescribed court times
9. Determine the trial forum of cases at the earliest opportunity
10. Facilitate the drawing of cases between courts in appropriate circumstances

11. Communicate issues relating to both poor quality dockets and / or investigation to branch commanders
12. Maintain separate court diaries to facilitate proper case scheduling and maximum utilisation of court hours
13. Engage in pre-trial conferencing with the defence
14. Utilise Section 57A of the CPA in appropriate cases
15. Maintain the dignity and decorum of the court

## **LEGAL REPRESENTATIVES**

Attorneys and advocates (including appointments by the Legal Aid Board) are equally accountable to the court in respect of their legal representation of enrolled cases and will facilitate court and case flow management by :

1. Adhering to prescribed court times
2. Engaging in plea bargaining where appropriate
3. Engaging in pre-trial conferences where appropriate
4. Publicising the availability of Legal Aid services at each police station and prison
5. Obtaining full and proper instructions prior to hearings
6. Maintaining the dignity and decorum of the court

## **SOUTH AFRICAN POLICE SERVICES**

Members of the SAPS are responsible for the compilation of dockets and investigations in this regard, and are thus a major contributor to effective court and case flow management.

Police officials are required to :

1. Lodge all new dockets at court timeously and in respect of postponed cases, with prosecutors at least 3 days before the next court date
2. Ensure that, in the case of juvenile accused, guardians are present before court and that detention reports are included in dockets in relevant cases
3. Attend bail hearings
4. Comply with prosecution directives concerning investigation
5. Comply with SAPS Standing Order 324 in respect of quality assurance of the investigation
6. Expedite the availability of ballistic, forensic and other reports
7. Attend court when required as a police witness
8. Attend to issues relating to poor quality dockets and / or investigation communicated to branch commanders by the Prosecuting Authority
9. Deliver awaiting trial prisoners to court on time



10. Inform detainees of the availability of Legal Aid services as standard procedure

11. Maintain the dignity and decorum of the court

## **COURT ORDERLIES**

Court Orderlies are officers of the Court, responsible for the maintenance of order and the safe handling of prisoners during court sessions. They are required to :

1. Wait for the Presiding Officer at the door of the court
2. Call the court to order before the Presiding Officer enters and when the court adjourns
3. Call the Presiding Officer to court subsequent to any adjournment
4. Comply with appropriate instructions given by the Presiding Officer
5. Ensure the safety of the court room and environment, including the Presiding Officer, other officers of the court and the public
6. Keep all people in court under observation to ensure silence and orderly conduct during hearings
7. Call the names of accused and witnesses as and when they are required
8. Hand charge sheets, documentation and exhibits to persons when required during court proceedings
9. Provide the appropriate documentation in respect of prisoners to Presiding Officers timeously for signature
10. Maintain the dignity and decorum of the court

## **COURT SERVICES**

The administrative component of the Department of Justice and Constitutional Development carries the responsibility of providing all support services to the courts and court personnel. As with other role players, they are an integral element of effective and efficient court and case flow management, The component is required to :

1. Provide all administrative services related to the functioning of the courts, and in particular those which may emanate from this document, in order to facilitate case flow management
2. Ensure the availability of all logistical requirements
3. Collate and compile court statistics and data
4. Facilitate liaison with SAPS, Correctional Services, Public Works, Social Welfare, etc on court related issues
5. Communicate information in respect of courts to members of public and other interested role players
6. Conduct physical case audits when required
7. Facilitate the identification of cases for special attention and / or prioritisation, for example, with the use of markings such as blue, yellow and red alert stickers
8. Take full and proper responsibility for all court records - including cassettes recordings

9. Facilitate the matching of court records to dockets in respect of cases on the daily court rolls
10. Arrange for assessors, lay assessors and the submission of pre-sentencing reports
11. Issue all processes in consequence of judicial orders emanating from matters before the court
12. Organise Case Flow Management meetings convened by the judiciary
13. Provide secretarial services at Case Flow Management meetings
14. Maintain the dignity and decorum of the court

## **LANGUAGE SERVICES**

The interpretation of languages in South African courts is essential and the efficient role of court officers of the Language Services component is vital for the effective administration of justice. It is their responsibility to :

1. Render services as prescribed from time to time
2. Adhere to prescribed court hours
3. Maintain the dignity and decorum of the court

## **COURT RECORDING MACHINE OPERATORS**

Many criminal courts have the capacity to capture hearings on cassette recorders and recording machine operators have the role of ensuring that these functions meet standards required for proper transcriptions to be made. These officials are required to :

1. Perform all functions necessary to control the recording apparatus and produce recordings of the hearings
2. Ensure the safe keeping of court records in their possession
3. Adhere to prescribed court hours
4. Maintain the dignity and decorum of the court

## **DEPARTMENT OF CORRECTIONAL SERVICES**

Many of the accused persons appearing before the courts daily are prisoners in the custody of Correctional Services and the courts rely on them to :

1. Ensure that prisoners are available and delivered to court on time
2. Maintain effective prison registers, with particular reference to the correct identification of prisoners required for courts
3. Ensure that correctional supervision reports are compiled and submitted timeously
4. Provide monthly statistics of awaiting trial prisoners to the Judiciary, Prosecution Services and SAPS
5. Apply to court for the release of awaiting trial prisoners in appropriate cases
6. Observe and maintain the dignity and decorum of the court

## **DEPARTMENT OF SOCIAL DEVELOPMENT**

The expertise of specially trained officers of this Department is essential for the proper administration of justice. In many cases, courts must rely on these officers to :

1. Ensure that probation officers' reports are compiled and submitted timeously
2. Screen or assess juvenile offenders prior to first appearance in court
3. Facilitate determining the age of juvenile offenders by the District Surgeon
4. Observe and maintain the dignity and decorum of the court



## **DEPARTMENT OF HEALTH**

The involvement of officials of the Department of Health is often required in criminal cases, and to ensure effective case flow management they are required to :

1. Provide age assessments of juvenile offenders
2. Provide mental observation services and reports timeously
3. Take responsibility for reports required in respect of sexual offenders
4. Observe and maintain the dignity and decorum of the court

# Specimen Forms