

# **The IFCE State Courts of Singapore Model & Court Innovation through the Automated Collection System**

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Courts of first instance  
Criminal and civil cases  
90% caseload in Singapore



# Outline

1. Reflections on the State Courts' IFCE self-assessment experience
2. The Review Process
3. Current and Future Initiatives
4. Court Innovation through the Automated Collection System

# **1. Reflections on the State Courts' IFCE self-assessment experience**

- Two self-assessments conducted in 2012 and 2015
- Fared well on both occasions, with the overall score in Band 5

### Banding Table

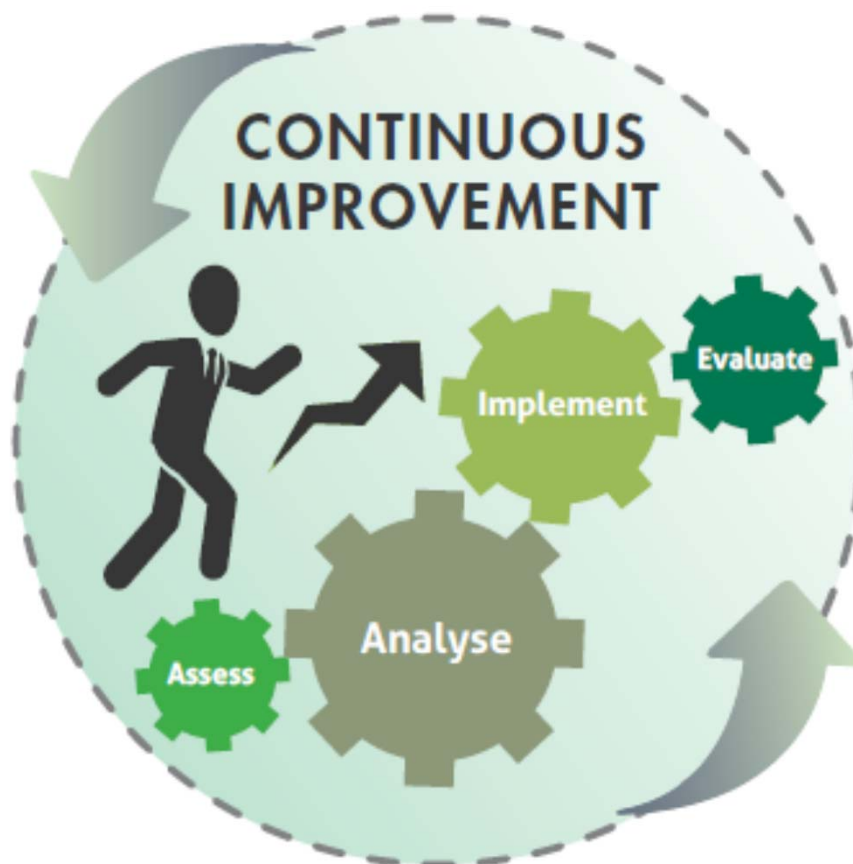
Band	Score	Assessment
<b>1</b>	<b>0-199</b>	Court has put in place approaches, but they are reactive, not systematic or implemented. The effectiveness of court performance is assessed to be poor; or there has been limited improvement trends reflected in a few indicators; or limited reporting of results for most key initiatives.
<b>2</b>	<b>200-399</b>	Court has set the direction for planned approaches. There is evidence of approaches being implemented in a few areas. Court performance is assessed to be nearing benchmarks in some indicators; there are some improvement trends; and results reported for some key initiatives.
<b>3</b>	<b>400-599</b>	Court has sound effective approaches in place with evidence of some innovation. Approaches are aligned with basic organisational needs and there is evidence of implementation in some key areas. The performance levels (average or better) against benchmarks in most key indicators is good. There are improvement trends observed in most key indicators; and results are also reported in most key areas.



### Banding Table

Band	Score	Assessment
4	600-799	Court has proven well-defined approaches with evidence of refinement through learning, innovation and improvement which are well-integrated with organisational needs. There is tangible evidence of implementation in all key areas. The performance levels against benchmarks in most key indicators is very good. Improvement trends are sustained in most areas; and results are reported for all areas.
5	800-1000	Court has exceptionally well-defined innovative approaches with continuous refinement, which is fully integrated with organisational needs. There is tangible evidence of both implementation and consistent practice at all levels and across all areas. The performance levels exist against benchmarks in all key indicators is excellent; there are exceptional improvement trends in most areas and results are reported for all areas.

# 1. Reflections on the State Courts' IFCE self-assessment experience



## **1. Reflections on the State Courts' IFCE self-assessment experience**

- Reflecting on the experiences of other Courts and Tribunals
- Strengthening our approach towards future self-assessments
  - Making the IFCE tool work better for the State Courts
  - Being resilient and responsive; Embracing new ideas and change



## 2. The Review Process

### IFCE Methodology

- Self-assessment and continuous improvement is widely-used methodology
- Two methods:
  - Questionnaire; or
  - Checklist
- Considered features of the Questionnaire that could make the Checklist more robust

## 2. The Review Process

### IFCE Methodology

- Introduce evaluation of Court “Effectiveness” under each Area of Court Excellence
- Scoring system modified accordingly:

SCORE						
Criteria Statements	0	1	2	3	4	5
Effectiveness	0	2	4	6	8	10

## **2. The Review Process**

**Enhancing the criteria statements in three ways:**

- i. Incorporate developing concepts that have gained traction
- ii. Changes to the operating environment of Courts
- iii. Reflecting the State Courts' experiences

## **(i) Developing Concepts**

### Example 1: Alternative Dispute Resolution (ADR)

- Growing interest in ADR
- State Courts Centre for Dispute Resolution consolidates ADR services; provides an integrated and holistic approach to resolving disputes

Our Court provides alternative dispute resolution services to allow court users to resolve disputes amicably and at low costs.

## **(ii) Changes to Courts' Operating Environment**

Example: Risk Management and Emergency Preparedness

- Evaluate, manage and mitigate risks
- Prepare and put in place plans in the event of an emergency  
Eg. Security threats, natural disasters, major IT disruptions

Our Court has put in place measures to manage changes and risks effectively and keep us agile

Our Court has a business continuity plan in place to prepare for emergency situations.



## Hacker who called himself 'The Messiah' jailed 4 years and 8 months

The Straits Times | 30 January 2015

**“... *He used software to scan various government servers***, including those of the Prime Minister's Office and the Elections Department. He also hacked a Straits Times blog, and illegally accessed a server that contained bank statements of Standard Chartered Bank clients.

Affected organisations spent about ***\$1.36 million*** assessing, repairing and restoring the relevant computer systems. To investigate the cyber attacks, the police alone expended more than 2,465 man-hours... **”**

### **(iii) Reflecting the State Courts' Experience**

- “Court Workforce” as a stand-alone area
- Places greater emphasis on people development, in line with long-term strategy
- Leadership Team pays close attention to this area; Seek ways to improve

### **(iii) Reflecting the State Courts' Experience**

- “Court Workforce”

- Our Court develops a conducive work environment that enhances employee health and well-being.
- Our court has a system to regularly obtain feedback from our judges and court staff.
- Our Court has put in place an employee performance management and appraisal system to encourage staff to achieve high performance.
- Our Court has a transparent system to recognise and reward our judges and court staff.

- Other criteria statements on financial resources and material resources remain relevant
- Streamline / integrate into other Areas of Court Excellence

Financial resources → Court Strategies

Material resources → Court Infrastructure and Processes

## **Summary of common features :**

- Retains Court Values which remain relevant and sound
- Retains self-assessment and a continuous improvement methodology
- Emphasizes multi-faceted nature of court excellence



## Summary of Areas of Court Excellence

IFCE
1. Court Leadership and Management
2. Court Planning and Policies
3. Court Resources (Human, Material and Financial)
4. Court Proceedings and Processes
5. Client Needs and Satisfaction
6. Affordable and Accessible Court Services
7. Public Trust and Confidence

IFCE State Courts of Singapore Model
1. Court Leadership
2. Court Strategies
3. Court Workforce
4. Court Infrastructure and Processes
5. Engaging Court Users
6. Desirable Court Outcomes

# Current and Future Initiatives

- Strengthening Internal Engagement
  - Work with Division Planning Units to review 2016/2017 survey results, and assess areas for improvement
  - Refresh knowledge of current officers

## Current and Future Initiatives

- Continuing International Collaboration
  - Ongoing collaboration with other Courts/Tribunals
  - Introducing a phased approach for Courts/Tribunals embarking on a court excellence journey
    - Facilitates prioritisation of resources
    - Work towards complete full self-assessment
  - Potential for voluntary, non-mandatory peer assessments for interested Courts/Tribunals



*(top left) EXCO Members of the International Consortium for Court Excellence, 27 Jan 2016, Singapore*

*(top right) The Honourable Chief Justice Marilyn Warren, Keynote Speaker at the International Conference for Court Excellence, 28 Jan 2016, Singapore*

*(bottom left) Judge President Petrus Damaseb and senior leadership of the High Court of Namibia and the Office of the Judiciary, Aug 2016, Windhoek, Namibia*

## Current and Future Initiatives

- Constant need to navigate for the future
- Planning with a longer-term view in mind, to be sustainable for the Courts





# **Court Innovation: The Automated Collection System (ACS)**

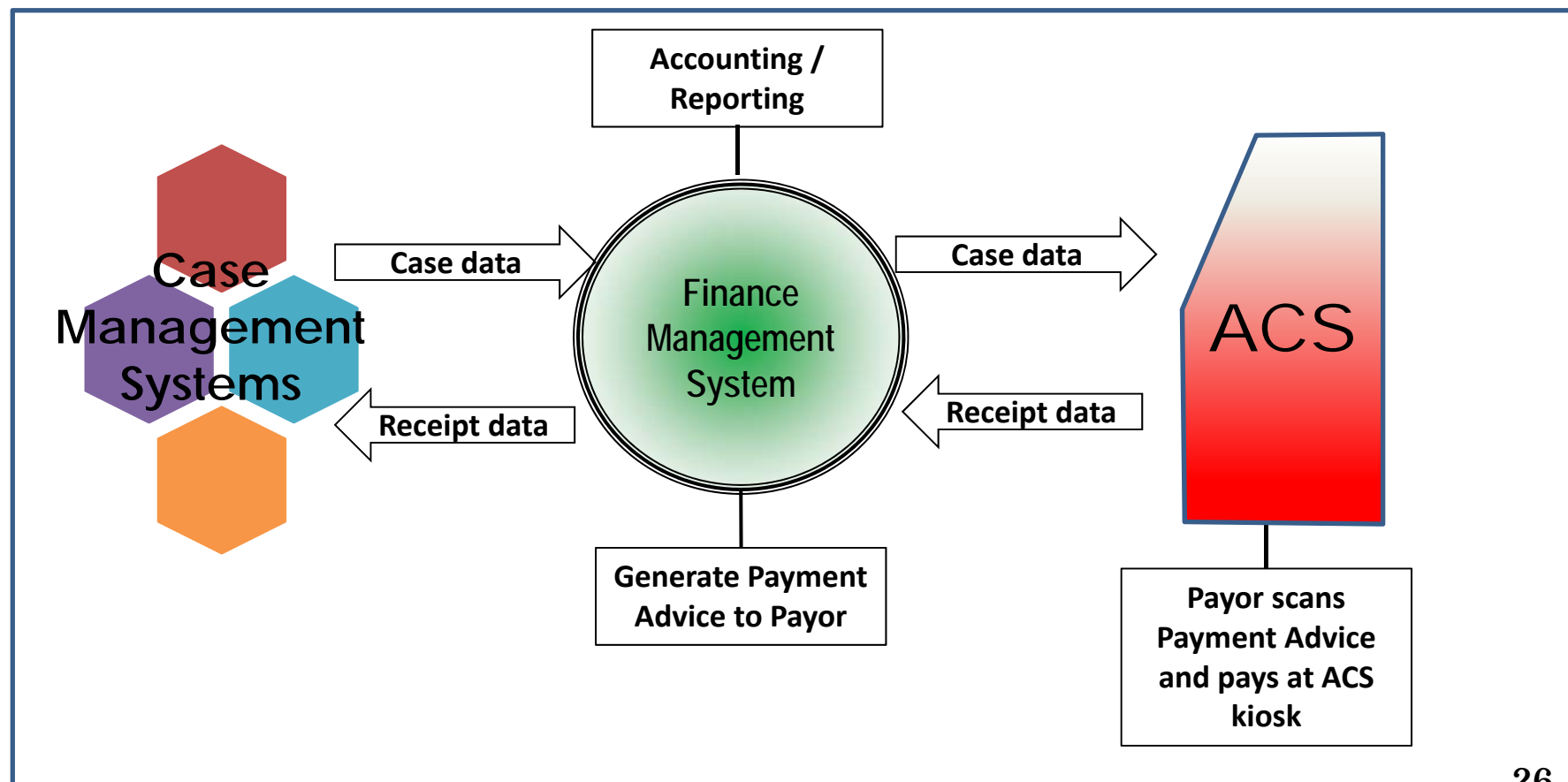
# ***Reform Service Delivery***

*Harnessing Technology to Automate Cashier Function*



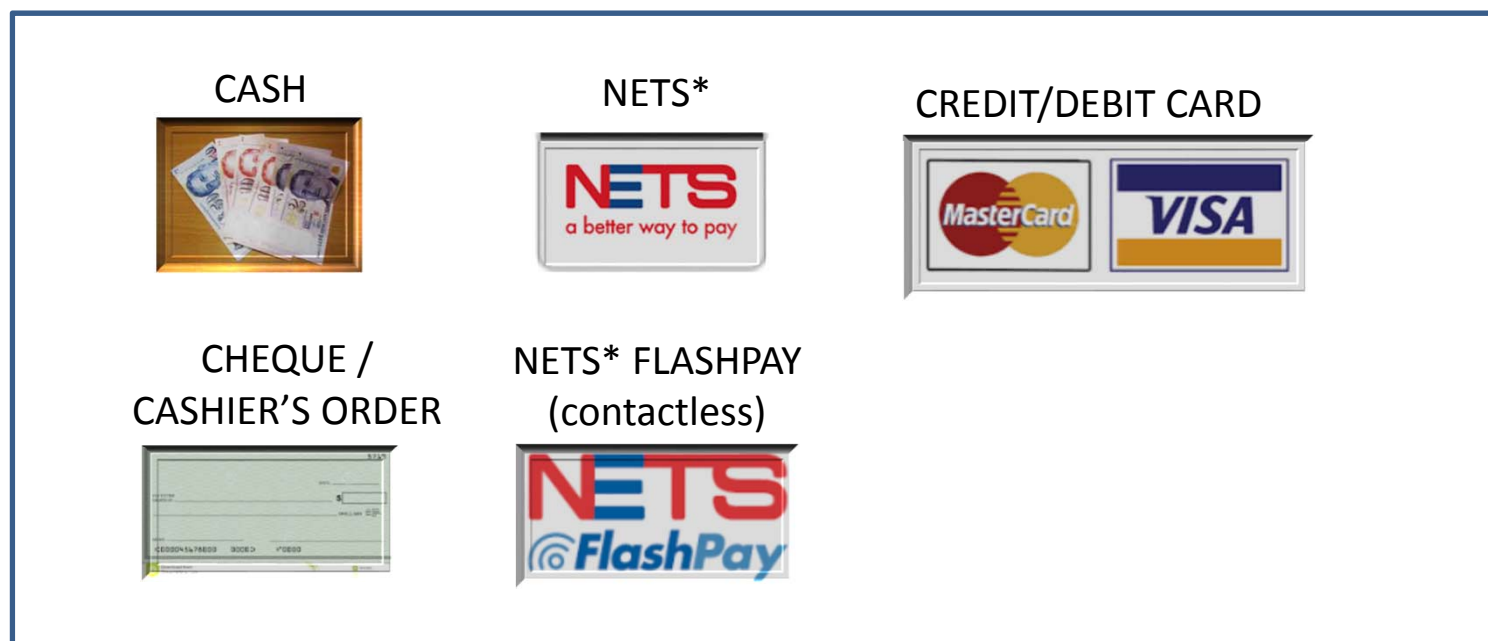
## *Unique ACS Features*

- **Fully integrated** with Case Management Systems (CMSs) via central Finance Management System (FMS)



## *Unique ACS Features*

- **Multiple Payment Modes** for single payment transaction



\* Electronic funds transfer using ATM card

## *Why ACS?*

- **Optimise** manpower resource allocation
- **Empower** and encourage court users to use self-help services – part of innovative environment in State Courts
- **Enhance** customer service and scalability of services
- **Plan** for the future - high-rise new State Courts Complex and expanded functions of State Courts
- **Enrich** and re-design job for staff's career development





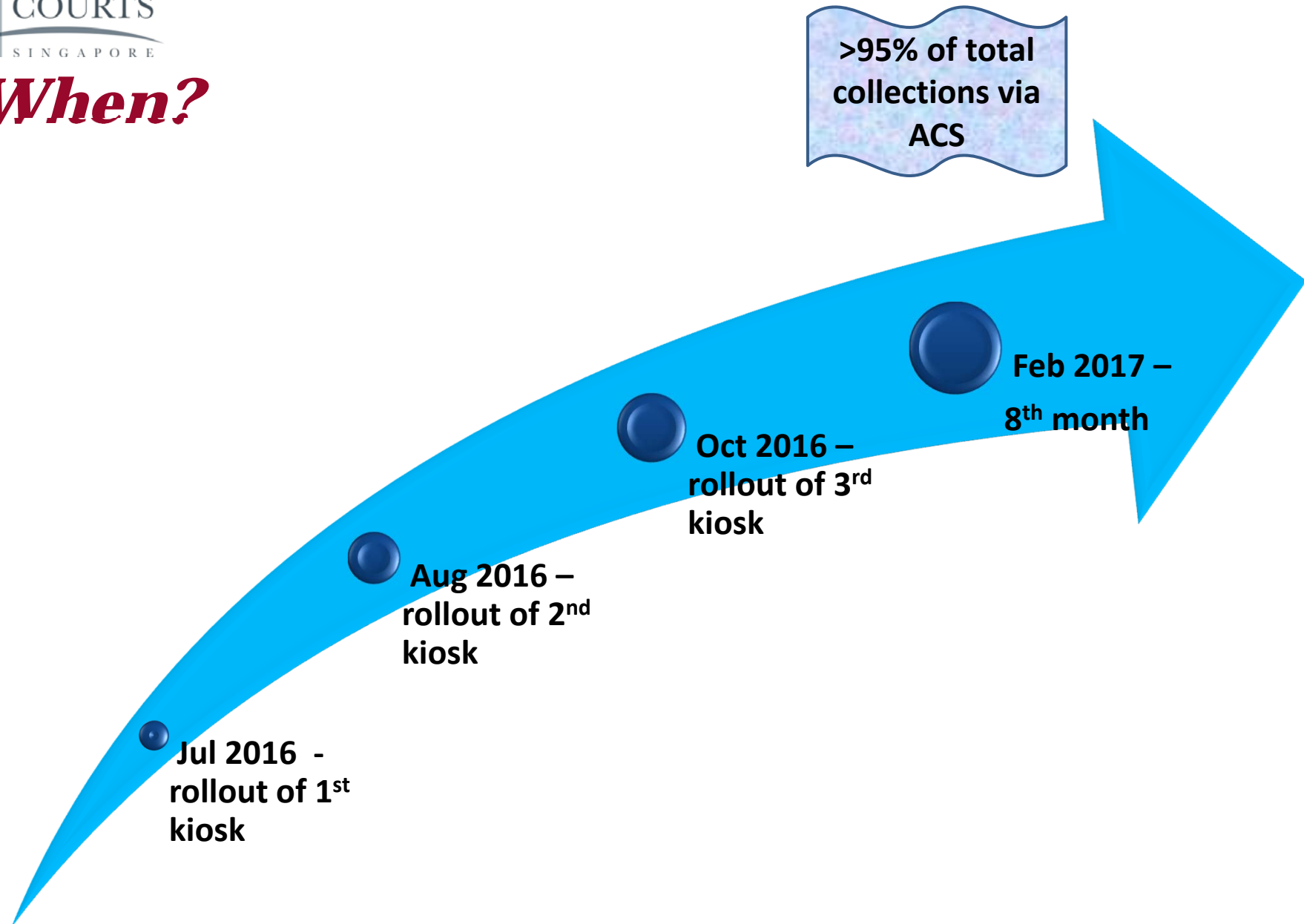
## ***How?***

- Use of self-help payment kiosks
- Enable real time systems interface for case and financial data transfer to ensure seamless processing and updating



- Enable real-time back-end system monitoring

## ***When?***



# ***Challenges, and overcoming them***

## **Limited Resources**

- High competition for funding and headcount for project implementation

## **Secure Resources**

- **Value proposition**— secured funding from Ministry of Finance's Transformation Fund with innovation and potential benefits for whole of government as the main selling points

# *Challenges, and overcoming them*

## **No ready market solutions**

- Existing service providers cater for limited payment modes
- Does not allow for multiple payment modes for a single transaction
- Non fully integrated system (standalone devices)



## **Build customised system**

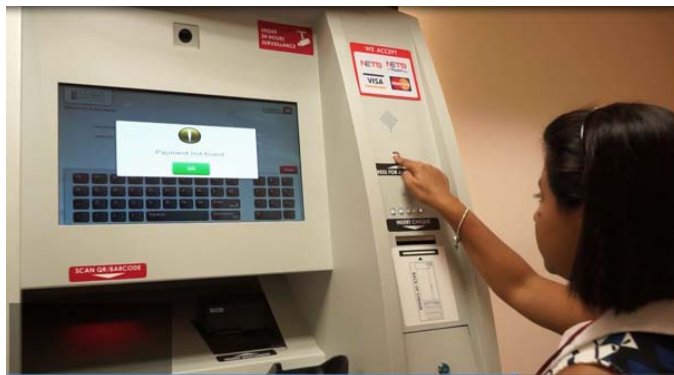
- **Consult** - gather advice from Government's IT agency, agencies with similar experience and banks etc.
- **Design** – come up with requirements and business rules, participate in kiosk design to house multiple (>10) devices
- **Build** – work closely with vendors, suppliers, banks to track manufacturing, installation status
- **Test** – perform rigorous tests before implementation



# *Challenges, and overcoming them*

## **“Buy-in” by users**

- Court users are typically one-time customer hence may not familiar with the system
- Non-tech savvy or elderly users could have difficulty using the payment kiosk



## **Customer care and education**

- **Guide** – step-by-step text and video instructions on screen, in four official languages
- **Educate** – station ambassadors at kiosks at initial rollout to assist and educate users
- **Listen** – gather user’s feedback for enhancement opportunities
- **Help** – users can use intercom for assistance by service officers.

## *Challenges, and overcoming them*

### **Teething or user issues**

- Teething problems may affect court and revenue collection operations
- System errors or device issues

### **Phased deployment**

- **Deploy and monitor** – close watch of transactions via front line ambassadors and back-end real time monitoring
- **Fix & re-calibrate**—fix issues and recalibrate for subsequent kiosk



## *Challenges, multi-faceted*



## ***ACS made possible only by CLOSE COLLABORATION***





## ***Learning Points***

- With careful planning, users can be influenced to adapt to new technology
  - One of our regular elderly users (law firm clerk) is 76-year-“young”.
  - Our main service officer is 63-year- “young” .
- Help must be at hand for users requiring assistance e.g. elderly – via intercom / service officers
- Phased deployment – to address teething issues, user feedback in subsequent kiosks rollout

## ***Outcome***

- Increase in service point and extended service hours
- Full-times cashiers -> standby service officers / standby cashier
- Productivity gains
- Job redesigned – transactional -> analysis / management
- Re-deployment and portfolio enhancement for officers

## ***What some users say...***

I no longer have to worry about the cashier being away from the counter.

**-Mr Wan, 55,  
Hawker**

It is fast and simple to use and works just like a bank's cash deposit machine.

**-Ms Gayatri, 31,  
Assistant Accounts  
Manager**

*I am delighted with the ACS Kiosk. It is very easy to use and convenient.*

**Mr Sum Peng  
Kong, 76, law  
clerk**

## *Accolades & Learning Visits*



Certificate of Merit (PS21  
ExCEL Awards 2016)



GovInsider Award 2016



Learning visit by stakeholders (AGD)



Learning visit by FLP (Finance Leadership  
Programme) participants to State Courts

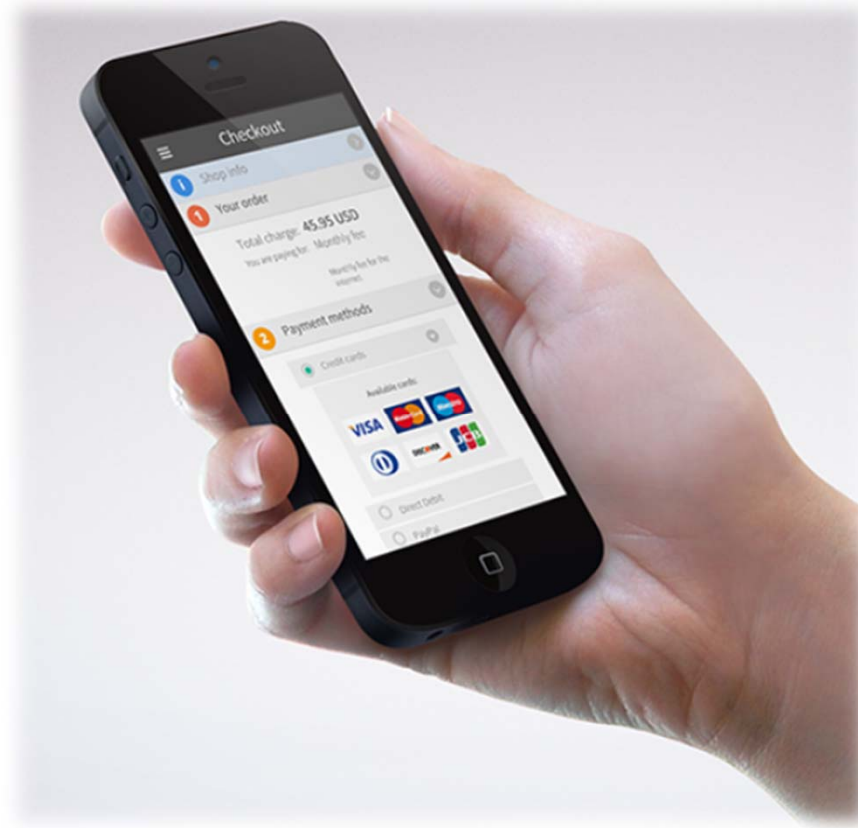


ACS Team

## ***What's next?***



*Or this*



# Thank You