

# INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE

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## Framework Users –

### Your feedback is requested

The Executive Committee is committed to ensuring the Framework and the associated tools, including the ICCE website, are as beneficial as possible for Consortium members and users. Consortium members or those who are interested in using the Framework can send any feedback they may have about the Framework and how we can improve the website by email to Liz Richardson at the ICCE Secretariat.

### Want to know more about the Framework?

Interested in holding an IFCE Regional Forum in your region? These workshops give an:

- explanation of the Framework;
- overview of the self-assessment questionnaire;
- overview of how to interpret and analyse the results of an assessment; and
- an explanation of how to develop an action plan for improvement.

Please contact the ICCE Secretariat for further information.

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## International Consortium for Court Excellence Newsletter Issue 10 – January 2018

### What is the Framework?

The International Framework for Court Excellence (IFCE) is a resource for assessing the performance of a court against seven detailed areas of excellence and provides guidance to courts intending to improve their performance. The IFCE was first developed in 2008 and a Second Edition was published in 2013 by the International Consortium for Court Excellence (ICCE), consisting of organisations from Europe, Asia, Australia, and the United States. The IFCE uses the term 'court' for all bodies that are part of a country's formal judicial system including courts and tribunals of general, limited or specialised jurisdiction, as well as secular or religious courts.

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# Report from outgoing ICCE Chairperson, Professor Greg Reinhardt

My three year term as Chairperson of the Executive Committee has come to a close and Mr Dan Hall of the National Center for State Courts will be the next ICCE Chairperson until January 2021. I will remain as the Secretary of the ICCE Secretariat on an ongoing basis, working with Dr Liz Richardson, IFCE Officer.

In the past three years, the Consortium has seen membership grow, alongside increasing interest in the use of the IFCE by courts and tribunals working towards court excellence. During my time as Chairperson it has been exciting to participate in several conferences where the IFCE has been showcased and discussed. First, in Singapore, in January 2016, at a conference hosted by the State Courts of Singapore and in the Hague in May 2016 at a conference organised by the European chapter of International Association for Court Administration (IACA). In March 2017 the Supreme Court of Victoria held the very successful Innovation and Excellence in Courts Conference in Melbourne and on 9-13 July 2017, the IFCE was again the focus of discussion by judges and court administrators at the Eighth IACA Conference 'Excellence on a Global Scale', held in Washington DC, USA, in conjunction with the National Association for Court Management at the Hyatt Regency Crystal City.

I attended the NACM-IACA conference and participated in a plenary session on 11 July with fellow ICCE Executive Committee member, Dan Hall, along with Violaine Autheman and Matthew Kleiman from the National Center for State Courts, and Dr Pim Albers from Albers International Consulting. The session was entitled the 'International Framework for Court Excellence and the High Performance Court Framework: Contrasts and Comparisons'. Papers from the session can be accessed [here](#).

A follow up session to the plenary, held later in the day on the 11 July, discussed in more detail implementation strategies, tools and results from court executives, practitioners, and researchers that have implemented the IFCE and the HPCF (which has been used in courts in the United States). Participants in that session included Kevin Bowling from the

Ottawa County Probate Court, Danielle Fox from the Montgomery County Circuit Court, Dan Hall, NCSC, Cristina Malai, Open Justice Project, and Jennifer Marie, State Courts of Singapore.

In January 2016, the Consortium saw the expansion of the Executive Committee to include two two-year term members from the Judiciary of the Republic of the Marshall Islands and the District Court of New Zealand and further expansion with the Dubai International Financial Centre Courts joining the Executive Committee in January 2017 as the third term year member.

The Judiciary of the Republic of the Marshall Islands, represented by Chief Justice Carl Ingram, and the District Court of New Zealand, represented by Chief Judge Jan-Marie Doogue, have accepted the invitation by the ICCE Executive Committee to serve another year as term members until January as per the ICCE Governance Policy. I would like to take this opportunity to thank National Executive Judge Colin Doherty for his hard work representing the District Court of New Zealand from January 2016-August 2017.

I sincerely thank the other members of the Executive Committee for their collegiality and professionalism in working with me as we grow the Consortium and the global drive towards court and tribunal excellence. I look forward to continuing to work with them and Dan Hall as he takes on the role of Chairperson.

## Membership update

The ICCE now has 37 members of the Consortium. The latest courts to join are

- Palembang District Court, Indonesia
- Karanganyar District Court, Indonesia
- Central Jakarta District Court, Indonesia

Courts, tribunals and affiliated judicial institutions who have implemented the Framework and who wish to become members must complete the application form and provide supporting evidence of their implementation of the IFCE. The Executive Committee will consider each application based on the information provided. Full details about the membership policy and requirements for membership applications can be found on the Consortium [website](#) or contact the ICCE Secretariat for further information.

# International updates

## Indonesia

The ICCE Secretariat in Melbourne welcomed a visit from members of the Indonesia judiciary and justice officials on the 13 September 2017. There were twelve members of the delegation, including:

- Dr. Swantoro - Director General of General Court.
- Dr. Haswandi - Director of Technical of General Court.
- Mr Wahyudin - Director of Criminal Cases.
- Dr. Effendi - Chief Judge of Central Jakarta District Court (will be Appeal Court Judge at North Sumatera Appeal Court).
- H. Sumpeno - Chief Judge of West Jakarta District Court.
- Dr. Yanto - Chief Judge of Central Jakarta District Court.
- K. Tampubolon - Chief Judge of Makassar District Court - South Sulawesi.
- H.DWI Sugiarto - Chief Judge of Samarinda District Court - East Kalimantan.
- E. Simarmata - Vice Chief Judge of Palembang District Court - South Sumatera (former Chief Judge of Kepanjen District Court / member of ICCE, and Lubuk Pakam District Court)
- W. I. Santoso - Chief Judge of Karang Anyar District Court (former Chief Judge Batu Licin District Court / member of ICCE).
- S. Akbar - Head Of Court Services of General Court.
- P. J. Sastrawiria, Consul, Consulate General of the Republic of Indonesia, Melbourne.



Photo: Members of the Indonesian Judiciary and justice officials in Melbourne.

Representatives from the Indonesian courts reported that they had adopted the IFCE including the 7 areas of court excellence with some modifications and particular focus on certain areas of court operation:

- Area 1 – the Indonesian approach covers leadership but not management.
- Area 3 - Court Resources takes a particular focus on human resources.
- Area 4 - Proceedings and Processes – these have been documented into guidelines with a specific focus on customer service. Transparency of proceedings and processes is achieved by way of a court manual and information is provided about the court system on court websites. Every court has a front information desk that members of the public can go to for information.
- Area 5 - court user satisfaction surveys are standard practice.
- Area 6 and Area 7 – Affordable and Accessible Court Services and Public Trust and Confidence have been incorporated into measures of court performance.

The Indonesian representatives reported that court websites contain general and specific information about cases so that everyone can access certain information about cases. Further, the Supreme Court of Indonesia has established an accreditation system based on the IFCE which each Court must comply with. More than 180 courts are accredited.

The meeting discussed the membership application process for the ICCE and the benefits of membership such as becoming part of a global community of courts applying the IFCE. The benefits of applying the IFCE that were discussed included the improved capacity to communicate with government, improved public relationships, improved sense of wellbeing among judges through applying the IFCE, reporting on the IFCE in annual reports. The forthcoming conference in Dubai 2018 was mentioned as an opportunity for Indonesian courts to participate in discussions about the IFCE.

On 18 October 2017, the Director General of the General Judiciary, Dr Herry Swantoro, SH, MH, who was part of the visiting delegation to Melbourne, passed an official order making it an obligation of all Indonesian courts to apply the IFCE to improve court performance in Indonesia.

# Singapore

## The State Courts of Singapore

**Jennifer Marie, Deputy Presiding Judge, State Courts of Singapore**

The State Courts of Singapore hosted a delegation from the judiciary of Nigeria on 24th November 2017. The delegation was led by The Honourable Justice Zainab Bulkachuwa, and the programme was organised by the Negotiation and Conflict Management Group, a non-profit organisation.

The State Courts of Singapore presented an introduction to the International Framework for Court Excellence and its application in the State Courts, which led to the development of the IFCE State Courts of Singapore Model in 2017.

There was an engaging discussion with the Judges on various initiatives that the Courts of the two respective countries have introduced, in the areas of court processes, engaging court users, and achieving the desirable court outcomes of affordability, accessibility and public trust and confidence. The initiatives were in line with the theme of the training programme on improving access to justice and judicial innovation.

One observation was that Courts need to review their services and process to meet the changing needs of society. For example, countries may experience

changes in demographics, such as the ageing population that Singapore is facing. At the same time, citizens are becoming more technologically-savvy and there continues to be a growing demand for e-services.

In July 2017, the State Courts launched the Community Justice and Tribunals System, which is an online filing and case management system that, inter alia, allows parties to e-negotiate a settlement without attending court.

In addition, public engagement, such as information talks, is important in ensuring that there are channels of communication. Periodic surveys of court users, stakeholders and the general public perception provide the Courts with a source of feedback in addition to quantitative court performance measures.

Through the dialogue with the Judges, we note the continued interest and utility of the IFCE and it continues to resonate with Judges and Court Administrators as a conceptual framework against which court administration can be viewed in a holistic manner. Whilst there are aspects of the IFCE that the State Courts have adapted to suit our organisational context, such as in placing more emphasis on people development and well-being, the fundamental concepts in the IFCE and the court values such as fairness, accessibility, integrity and responsiveness, remain relevant to Courts.



**Photo to left: The Honourable Justice Zainab Bulkachuwa, President of the Court of Appeal, Nigeria, and delegation, with Deputy Presiding Judge and Registrar, Ms Jennifer Marie, and District Judge Victor Yeo, Principal Director, Strategic Planning and Technology Division**

# Dubai International Financial Centre Courts

## A New Case Management System: Flexible, Extensible, and Scalable

**Reem Al Shihhe, Chief Operating Officer and Head of Business Excellence, DIFC Courts**

In an era of significant disruption, companies are investing massively in emerging technologies to stay ahead of the curve. Instant access to information has perhaps had the biggest influence on the way businesses run their operations, particularly within the legal sector where hordes of data need to be easily available.

Since inception in 2008, the DIFC Courts has been no stranger to adopting the latest innovations to develop new best practice to drive court excellence. This year, we have gone one step further and developed a cutting-edge Case Management System (CMS) in-house, providing users with a faster and superior way to find case information.

In line with UAE Vision 2021 and the Dubai Smart Government initiative to develop a knowledge-based economy, the DIFC Courts' new CMS utilises the latest technology to connect various departments and functions within our organisation, and allows the public to access even more information as soon as it becomes available.

But aside from strengthening the accessibility of case documents, the upgraded software provides a unified platform for court user registration, case filing, payment processing, managing case events and reporting. It has been carefully developed based on industry best practices for courts and arbitration centres, and designed specifically for the DIFC Courts — it is extensible to all claim types including Small Claims Tribunal, Court of First Instance, Court of Appeal, Arbitration and Enforcement cases.

Nevertheless, being user friendly is more than simply offering a streamlined process with more doors to new data. It also means providing additional convenience and accessibility. Building on existing e-registry capabilities, the new CMS is now compatible with mobile phones, tablets and other electronic devices in real time, anywhere in the world. Furthermore, it is fully integrated with the UAE's

Emirates Identity Authority, helping us verify the identification of court users through their Emirates ID.

In addition, there is an exclusive portal designed specifically for judges and legal representatives so they can access relevant information about any ongoing cases they are handling. This makes work faster, simpler and more efficient, ultimately increasing productivity. Similarly, the speed in which parties can search for data has improved, as documents can now be easily filtered with a search function by using keywords, just like a Word document.

But with new innovations, there are of course, concerns. The rate of cybercrime appears to be consistent with the growth of technology, as hackers become more skilled at finding holes and cracks in security systems to gain access to protected files. In the legal sector, we understand this better than anyone, so when it comes to confidential information, safety and privacy can never be compromised. To guard data, the DIFC Courts' CMS includes user authentication, firewalls, public access and system monitoring to defend against malicious attacks and other risks that hackers pose.

But overall, how does this system compare to those already in the market? Unlike the other big scale justice products such as Thomson Reuters C track or Microsoft Digital Justice, our CMS has been developed specifically in accordance to the 21st century commercial court operation requirements. It can be used by both internal and external parties to manage the life-cycle of cases more effectively.

It is also integrated with other systems we have in the Dispute Resolution Authority such as our financial system and Wills and Probate software, allowing us to produce invoices automatically and send probate cases to the courts with a click of a button. By automating these processes, we are able to significantly cut costs and speed up judicial procedures.

The DIFC Courts, like an increasing number of our peers around the world, understand that fast, efficient and professional service can make a real difference to outcomes and achieving court excellence. While this new CMS is a comprehensive, flexible, extensible, and scalable piece of software, it is just one of the tools we have introduced to support the cost-effective,

efficient and final resolution of commercial disputes. By allowing the public to interact with the courts and instantly obtain information using real-time data and analytics, our ultimate aim is to become more business friendly to remain a leader in court administration.

But as exciting as the many new technologies at our disposal may be, it is important to remember that they are just vehicles to help us on our journey. We must not forget that judicial excellence and serving the court user is the ultimate destination, whether it's through innovation or face-to-face engagement.

## Dubai Courts

### New initiatives: "At Your Service" and customer communication platforms

#### "At Your Service"

In April of 2016, the Dubai Courts launched the "At Your Service" initiative, an on-demand mobile service to meet the legal needs of the elderly and people with special needs. The service provides a complete portfolio of mobile services that ensure a unique experience that meets the expectations of these groups of clients. Court officials are dispatched to client locations to provide the desired services. The move is part of the courts' strategic objective to enhance the quality and efficiency of services provided to clients, as well as alleviating the suffering of the elderly and people with special needs by devising effective solutions to facilitate legal services.



The initiative includes mobile Notary Public services, petition applications, case registration and Personal Status authentication services. The "At Your Service" initiative is also part of Dubai Courts efforts to enhance court user confidence in the justice system. Elderly and people with special needs are an important segment of society and an integral part of the UAE community.

"At Your Service" aims to bring about positive change within the local community in line with the commitment of the courts to provide the best ways to enable integration of all community members. Comprehensive development led by the United Arab Emirates, in line with the vision of the leadership, has paid particular attention to ensuring a decent life for this segment of society.

**"At Your Service"** initiative is a (dispatch) service, in which Dubai Courts dispatch officers to the clients' residences inside Dubai Emirate, in order to facilitate procedures and offer them special services.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>Enhancing the community's confidence in the Judiciary</li> <li>Highlighting the courts role in the provision of community services</li> <li>Making the clients delighted by facilitating the services offered to them</li> </ul>
<b>Targeted Clients</b>	<ul style="list-style-type: none"> <li>Senior citizens holding "Shakhi" and "Sanaad" Cards, issued by the Community Development Authority</li> <li>People with disabilities holding "Disabled" Card, issued by the Ministry of Social Affairs</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>Dispatch of a Notary Public</li> <li>Case Registration</li> <li>Law suits Related Requests</li> <li>Dispatch of a Personal Status Documents Attestation Officer</li> </ul>

**How to apply**

- I. Dispatch of a Notary Public**  
Submit a dispatch request in person to At-Towar branch or Al-Barsha branch  
Electronically via e-mail:  
At-Towar branch / Towar.mobnot@dc.gov.ae – Al-Barsha branch/ Barshamobnot@dc.gov.ae
- II. Case Registration**  
Submit a dispatch request by sending e-mail to the following address:  
CentralServicesH@dc.gov.ae
- III. Law suits Related Requests**  
Submit a dispatch request by sending e-mail to the following address:  
Smartexeunit@dc.gov.ae
- IV. Dispatch of a Personal Status Documents Attestation Officer**  
Submit a dispatch request via e-mail to the following address:  
pa@dc.gov.ae

For communication and information, you may call: 04 3347777

More information about the "At Your Service" is available in Arabic at:

[https://www.youtube.com/watch?v=fQ8NNZW5\\_og](https://www.youtube.com/watch?v=fQ8NNZW5_og)

#### Customer communication platforms

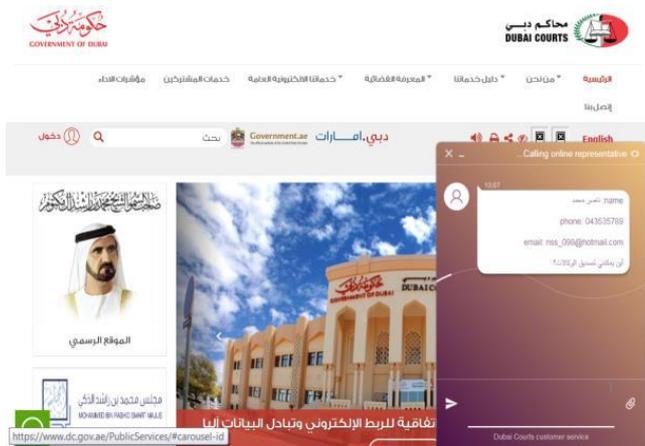
Dubai Courts seeks to use different channels of direct communication with its clients to receive their feedback and inquiries. These efforts are aimed at providing unique services to meet customer needs, government aspirations and government directives. The Court places a high degree of importance on easing the customers' journey. In the past few years Dubai Courts used a combination of initiatives to achieve this goal.

These include:

**1. Shoor: The Pro Bono Legal Consultation Program**, is a joint program designed by Dubai Courts and Dubai Law Firms. It aims to enhance the community's confidence in the judicial system by offering free legal consultation on various types of cases and suits, with the participation of specialized lawyers who volunteer for this service. 77 law firms are actively involved with the program.



**2. Dubai Court's Live Chat:** The "Live Chat" service enables clients to communicate with a customer service employee at Dubai Courts to ask questions about the electronic and smart procedures and services and how to access and benefit from them.



**3. My Destination: Fastest Service Completion Route** – The "Wejhati: My Destination" service involves designated employees directing litigants clients to services and procedures around the court's premises.



## Feature Article: District Court of New Zealand: Refining the Assessment

By Judges Philip Cooper and Barney Thomas, District Court of New Zealand

The District Court of New Zealand will hold its next IFCE assessment in 2019. To best prepare, we are currently exploring ways of refining the assessment. Here we discuss generally the possible changes we might implement, the background to and rationale for them, and the factors that might affect whether or not we implement them.

### Previous assessments in NZ

We conducted our first assessment in 2012. The format was largely drawn from the IFCE questionnaire, although we included an extra component particular to judges. This section did not count towards overall score, but was useful in obtaining feedback on judge-only issues.

Our next assessment was in 2015. This time we had adapted the questionnaire to a digital platform and respondents were able to complete it online. We simplified the language, and adjusted the questions to reflect the NZ landscape a little more. The scoring and weighting remained largely unchanged. In both 2012 and 2015, the surveys were followed by moderation sessions. These involved meetings around the country with respondents. The sessions were limited to moderating those responses that did not present a clear overall response.

### Recognizing constitutional effects

A key reason for the changes that we made to the questionnaire in 2015 was the need to accommodate the constitutional separation of powers. Resourcing for the District Court is provided by our Ministry of Justice. The judiciary as a separate branch of government has no control over the ministry's operations. The ministry has its own management structure and budget to operate the courts. The judiciary is limited to allocating judicial resource, a power conferred on the Chief District Court Judge.

Therefore two separate chains of management operate alongside each other, with differing objectives and lines of accountability. Judges and ministry managers are broadly aware of each other's operations and objectives, but not intimately so.

That poses some challenges in creating a single assessment that both ministry and judicial respondents can usefully complete. Although questions can be defined individually as applying to ministry or judicial activity, often respondents cannot usefully answer a question that relates solely or materially to the activities of the other branch. While the standard IFCE questionnaire statements are relatively clear, in our particular context some become ambiguous.

One of the recommendations informed by the 2015 assessment was for a more collaborative operational approach between the Ministry of Justice and the Judiciary, while recognizing the separate constitutional roles of each. This is reflected in the composition of the Committee which drives the IFCE work in the District Court, and a greater emphasis on a more structured consultation and joint problem solving approach at a local court level. A common questionnaire naturally lends itself to these ideals.

### **Recognizing a preference for simplicity**

The need to allow for these two separate chains has meant that we need to simplify the questionnaire statements. We first undertook that task in 2015. It was immediately positive. Overall respondents found the questionnaire more relevant and easier to complete. We could more easily analyse the data and identify areas for improvement.

### **Recognising ease of data analysis**

Nevertheless, some feedback and results from the 2015 assessment still demonstrated that some statements were too wide or vague. Often a wide variation in responses was due to differing interpretations of the statement. The lack of a “don’t know” or “unable to answer” option further skewed results, with respondents sometimes making educated guesses at responses to questions more directly relevant to the other branch. This compromised the usefulness of some of our data.

With both ministry and judicial branches involved in the 2015 assessment, data had to be extracted, organized and presented in more forms than previously. That in itself consumed significant resources. While the data the assessment provides is valuable, we recognized that further simplifying it would increase its ease of handling. That in turn may provide quicker and more flexible options for its presentation and action.

### **Possible changes**

Some of the changes to the questionnaire we are considering include:

- Further simplifying the statements
- Making them questions rather than statements
- Better grouping of questions into bundles relevant to the same branch
- Reducing to a single response per question, rather than having separate approach and result responses
- Including a “don’t know” or “unable to answer” response, and considering whether such responses are ignored for scoring purposes

We are also considering changes to the moderation process. We still intend to hold group face-to-face meetings with all respondents. However, although the moderation process served us well in agreeing overall positions on questions with a wide spread of responses, it did not include discussion on the key issues facing the court when responses relevant to those did not require moderation. We may still need to include establishing overall responses to questions where these are unclear. However, we consider that using these sessions to have meaningful discussions about core issues and improvements may be just as valuable. Rostering and geographic limitations mean that we cannot hold two different sessions.

Informing judges of just how the IFCE is benefiting them and the community we serve is an important element of the process. Judges recognise improvements are being made in various areas; for example, data accuracy; rostering and scheduling of work; timeliness of decision making; judicial welfare; judicial education; etc. What is not always appreciated is that these improvements are delivered by the IFCE process. We are therefore also exploring better ways of delivering that message.

### **Recognising the importance of comparability**

We are reluctant to depart significantly from our previous questionnaire, or from the standard IFCE assessment. While some changes are necessary to make the assessment more relevant to our context, we must be able to usefully compare with other assessments. Some of the changes to the questionnaire we are considering have been informed by the latest iteration of the State Courts of Singapore questionnaire. We will be monitoring the reaction to that and Singapore’s sense of its usefulness.

## Regional forums

### Judges and court officials from 45 jurisdictions introduced to IFCE in 2017

Contributed by District Judge Tan Boon Heng  
outgoing Executive Director, Singapore Judicial  
College and State Courts of Singapore

Hundreds of judges and court officials from 45 jurisdictions were introduced to the International Framework for Court Excellence (IFCE) in 2017. These countries were as follows:

- |                  |                     |
|------------------|---------------------|
| 1. Afghanistan   | 24. Maldives        |
| 2. Azerbaijan    | 25. Mauritius       |
| 3. Bangladesh    | 26. Mexico          |
| 4. Belize        | 27. Myanmar         |
| 5. Bhutan        | 28. Nepal           |
| 6. Botswana      | 29. Nigeria         |
| 7. Brunei        | 30. Oman            |
| 8. Bulgaria      | 31. Pakistan        |
| 9. Cambodia      | 32. Palau           |
| 10. China        | 33. Palestine       |
| 11. Colombia     | 34. Philippines     |
| 12. Cook Islands | 35. Solomon Islands |
| 13. Egypt        | 36. Serbia          |
| 14. Ethiopia     | 37. Sri Lanka       |
| 15. Fiji         | 38. Sudan           |
| 16. Ghana        | 39. Tanzania        |
| 17. Grenada      | 40. Thailand        |
| 18. India        | 41. Timor-Leste     |
| 19. Indonesia    | 42. Ukraine         |
| 20. Kazakhstan   | 43. UAE (Dubai)     |
| 21. Latvia       | 44. UK              |
| 22. Lesotho      | 45. Vietnam         |
| 23. Lao PDR      |                     |

This came about as the International Wing of the Singapore Judicial College (SJC) organised several topical workshops for international participants in 2017. They include: (i) "Ease of Doing Business: Dispute Resolution Mechanisms"; (ii) e-Filing; (iii) Strategies of Case Management; (iv) End-To-End Court Technology; and (v) Leadership in Court Governance, just to name a few.



**Ease of Doing Business in Maldives: Dispute Resolution Mechanisms (13 – 16 Feb 2017)**



**eFiling Workshop for Fiji Judiciary (20 – 22 Feb 2017)**



**Strategies of Case Management  
(3 – 7 Apr 2017)**

Whenever the SJC conducted workshops for its international counterparts, we would take the opportunity to include a briefing on the IFCE to create awareness and generate interest among these large groups of international judges on the utility of the IFCE. In addition, when the courses include a Learning Journey at the State Courts of Singapore, the participants would get hear about the State Courts' Model of the IFCE.



SCPTA/SIDSTEC: End-to-End Court Technology  
10 to 14 July 2017

SGP SINGAPORE  
COURT OF APPEAL  
PROCURADURE

**End-To-End Court Technology  
(10 – 14 Jul 2017)**



**Leadership in Court Governance**  
(14 – 18 Aug 2017)



**Judiciary-Wide Induction Programme with Judges from Myanmar, Thailand, Dubai and Singapore**  
(30 Oct – 3 Nov 2017)

Over and above these workshops, the SJC also conducted 4-day IFCE Workshops (in collaboration with the State Courts of Singapore) for the judges and court officials in Cambodia, Lao PDR, Myanmar and Vietnam between Apr to Jun 2017. Please refer to the article in ICCE Newsletter Issue 9 – July 2017.

Cumulatively, from 2015 – 2017, close to 1,000 judges and officials from 70 jurisdictions have been introduced to the IFCE whenever they attend judicial training programmes organised by the SJC. The SJC is privileged to play its part in promoting the benefits of implementing the IFCE to judiciaries worldwide.

## Other news

### Conferences

#### 24-26 May 2018 - Forces of Change – Defining Future Justice Conference

The AIJA will be holding its major annual conference on 24-26 May 2018 entitled 'Forces of Change – Defining Future Justice' at the Stamford Plaza Hotel in Brisbane, Australia. The conference website is <http://www.futurejustice2018.com/>. The conference will discuss the following drivers for change:

- Macro demographic, sociological, economic and political influences – these include for example: the aging population; globalisation (and the increase in cross border disputation); economic pressure particularly upon the younger generation; diversification in our community; the changing shape of work and employment.
- Emerging technologies including: online service delivery and transaction; artificial intelligence (which is predicted to inform dispute resolution processes); and the potential for virtual registries and distributed court rooms.
- Consumerism and increasing demand and expectation for timeliness, certainty, lower cost, and, greater convenience. This includes the proportion of people who either have to (or do elect) to represent themselves for all or part of their dispute.
- Changes in legal practice and the legal sector: – market has reduced tolerance for exorbitant charges; upcoming young lawyers who may insist on different practice and approaches; the changing shape of law firms; the emergence of “bundling” of services; and incorporation of new technologies to achieve efficiencies in for example discovery and legal research..
- Big data and government’s goals for greater transparency, exchange of and access to critical personal information (see for example Cth mygov).

Courts and tribunals need to be ready to shape policy and future justice, identifying those bed rock principles which must be preserved and translated into this new environment.

## Save the Date – DIFC Courts and ICCE conference 7-8 November 2018

The DIFC Courts are planning a major conference on 7-8 November 2018 with the theme of 'Customer Centricity in Court Practices: How to Make Best Use of Technology and Governance to Achieve Business Excellence in Courts' Service Delivery', which will incorporate sessions on the ICCE. The event will look closely into:

- Who the Courts are servicing and how we can define customers and their changing needs,
- How new technology, IT developments and even artificial intelligence (AI) can be used as enablers and facilitators for a flexible modern-day court to deliver its mandate in a cost-efficient, speedy and fair manner, and
- How to use the resources at hand, to create both relevant short term and long term strategies for the courts, allowing for a change from within.

A conference website will be established by the DIFC Courts early in 2018. Further details to follow on the ICCE website [www.courtexcellence.com/news](http://www.courtexcellence.com/news)

### Next newsletter

The next ICCE newsletter will be published in July 2018. Those members wishing to submit articles on their experiences implementing the Framework for consideration by the Secretariat are invited to contact Liz Richardson.

## Want to know more?

For enquiries about the Framework please contact Dr Liz Richardson at the ICCE Secretariat:

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