

RESEARCH AND STATISTICS



Researching trends



Compiling statistics



Analysing results

The Research and Statistics Unit (“RSU”) enables the Subordinate Courts to analyse trends in cases filed, track timelines, and measure the effectiveness of various court services and case management exercises.

CASELOAD PROFILE	2000	2001^P
Criminal Justice Division		
Criminal Mentions		
– Criminal ⁽¹⁾	60,374	59,290
– Departmental/Statutory Board	149,885	132,800
– Traffic	28,953	29,530
Special Courts		
– Coroner	3,479	3,450
– Juvenile	2,189	2,030
Others		
– Magistrate’s Complaints	6,032	5,110
– Police Summons	3,077	2,720
	253,989	234,930
Civil Justice Division		
Originating Processes		
– Writs of Summons (DC and MC)	39,800	42,480
– Originating Summons	1,176	1,240
– Probate	2,778	2,580
Interlocutory Applications		
– Summons-in-Chambers ⁽²⁾	21,663	20,730
– Summons for Directions (O.25/37)	4,397	4,690
– Summary Judgment (O.14)	1,813	1,740
Others		
– Taxation	1,989	1,280
– Assessment of Damages	481	640
	74,097	75,380

CASELOAD PROFILE (continued)	2000	2001^P
e@dr Centre		
No. of Cases Settled	7,273	5,690
Small Claims Tribunals		
No. of Claims Filed	40,454	37,510
Family Justice Division		
Maintenance and Family Violence	10,034	10,570
Divorce Petitions Filed	4,144	4,580
Originating Summons	203	230
Adoption	623	670
	15,004	16,050
Enforcement Proceedings		
Writs Filed with Bailiff's Section		
– Writs of Seizure and Sale	10,329	10,080
– Writs of Possession	232	250
– Writs of Distress	561	580
– Warrant to Levy (Fine)	11	70
– Warrant of Attachment against Surety	114	200
– Warrant of Levy (CPF)	188	600
– Others	9	10
	11,444	11,790
Lodged with Warrant Section		
– Warrant of Arrest (Issued)	62,802	54,770
– Notice of Surety	1,636	1,570
– Warrant of Attachment	442	100
– Warrant of Levy	757	820
– Search Warrant	379	250
	66,016	57,510

p = Preliminary: Figures are estimated, based on Jan-Jun/Jul 2001.

Notes:

(1) Includes DAC, MAC, DI, OR/OA, MOM, MPA, NPB and NS cases.

(2) Excludes O.25/37

CASES DEALT WITH	2000	2001^P
Criminal Justice Division		
Criminal Mentions		
– Criminal ⁽¹⁾	54,295	60,160
– Departmental/Statutory Board	141,357	119,830
– Traffic	33,403	31,800
Special Courts		
– Coroner	3,025	3,130
– Juvenile	2,060	1,640
Others		
– Magistrate's Complaints	2,863	2,560
– Police Summons	3,705	2,360
	240,708	221,480
Civil Justice Division		
Originating Processes		
– Writs of Summons (DC and MC) ⁽²⁾	36,331	41,030
– Probate	2,549	2,510
Interlocutory Applications		
– Summons-in-Chambers (includes O.24/37 and O.14) ⁽³⁾	27,359	27,280
Others		
– Taxation	1,964	1,390
– Assessment of Damages	323	380
	68,526	72,590

CASES DEALT WITH (continued)	2000	2001^P
e@dr Centre		
No. of Cases Mediated	5,651	4,850
Small Claims Tribunals		
No. of Claims Disposed of	45,364	41,220
Family Justice Division		
Maintenance and Family Violence	9,090	8,880
Divorce Petitions Filed	3,857	4,050
Originating Summons	167	220
Adoption	635	700
	13,749	13,850
Enforcement Proceedings		
Writs Filed with Bailiff's Section		
– Writs of Seizure and Sale	1,960	2,470
– Writs of Possession	90	120
– Writs of Distress	237	180
– Others	21	10
Lodged with Warrant Section		
– Warrant of Arrest (Processed)	88,259	85,520
	90,567	88,300

p = Preliminary: Figures are estimated, based on Jan-Sep 2001.

Notes:

- (1) Includes DAC, MAC, DI, OR/OA, MOM, MPA, NPB and NS cases.
- (2) Includes cases where no action was taken by the plaintiffs for 6 months and hence lapsed.
- (3) Separate figures for Summons-in-Chambers, Summons for Directions, and Summary Judgment disposed of are not available.



Ms Chan Wai Yin, Director, Research and Statistics Unit



Subordinate Courts Research Bulletins

Justice Scorecard System

The Justice Scorecard system was implemented in September 2000 across all Divisions in the Subordinate Courts. This is a tool devised to translate the Subordinate Courts' vision, mission and strategies into simple operational goals and to measure our achievement of these goals, using a balanced set of perspectives. The system therefore tracks the performance of the Courts in key areas. There are three main perspectives to the scorecards for each division (i.e. the criminal, civil, family and juvenile justice divisions): community, organisational, and employee. For the community perspective, we measure areas such as accessibility to and convenience to the user of the justice system, quality and integrity of justice meted out, and fairness and timelines in the disposal of cases. For the organisational perspective, we measure the efficiency of internal work processes, the use of technology to improve the justice system, and innovation (i.e. staff suggestions and Work Improvement Team Suggestions (WITS) to improve the justice system). For the employee perspective, we measure job satisfaction and the commitment, training and development of staff.

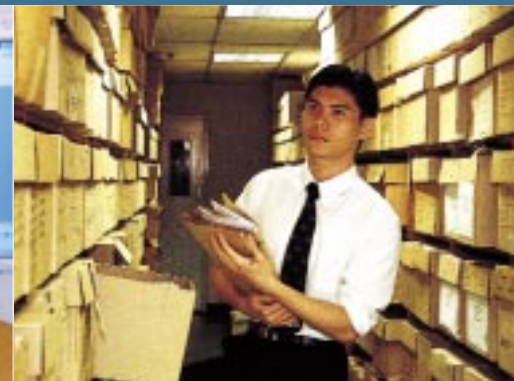
The Subordinate Courts are sharing their expertise in the Scorecard system area with others. In August 2001, Chan Wai Yin, director of RSU, gave a presentation on the Justice Scorecard entitled "Using the Balanced Scorecard as a Performance Management and Measurement Tool: Case Study



Gathering data



Collating international rankings



Doing further research

from The Singapore Subordinate Courts” at a conference in Singapore organised by the Asia Business Forum on Performance Measurement for Government and Statutory Boards.

Implementing the Net Economic Value (NEV) System at the Subordinate Courts

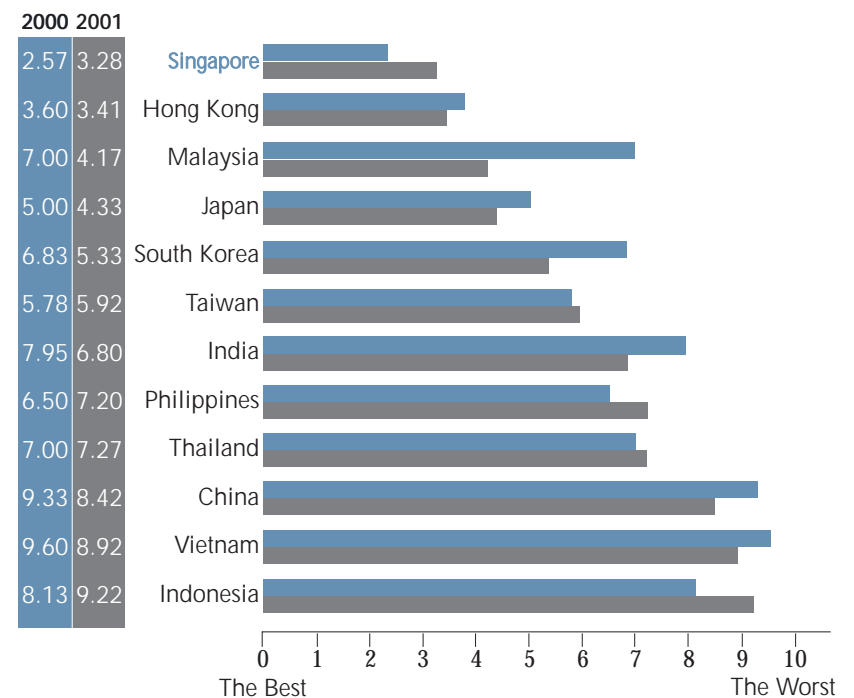
The Subordinate Courts are participating in the second phase of the Ministry of Finance’s Net Economic Value initiative. They are the first public institution to embark on implementing NEV, which complements the Justice Scorecard system. (The first phase comprised Statutory Boards and Restructured Hospitals.) Under the NEV system, the amount of value created by different divisions or the organisation as a whole is measured, by assessing the amount of resources expended in producing certain output (for example, number of cases dealt with). Effective resource management is a predominant concern. To increase NEV, the Subordinate Courts have to constantly seek to increase operational efficiency/productivity, to reduce operating expenses, and to improve management of financial, human and material resources. The Subordinate Courts are targeting to complete the full implementation of the NEV system in mid-2002.

World Rankings

The Political and Economic Risk Consultancy Ltd conducted a survey of the views of members of the business communities in 12 Asian countries in the year 2001, with reference to the ability of the respective legal systems in each of the countries to address the

basic requirements of doing business in the country concerned. Factors considered included the overall integrity of the legal system, and the quality, accountability and standards of the judiciary. Singapore was ranked first of all the countries surveyed, as being the country whose legal system was the least inadequate in being able to support business activities.

Legal System



Source: Comparative Country Risk Report 2000 and Asian Intelligence Report 30 May 2001, PERC.

**Mr Lim Siong Guan**

Head of the Civil Service

"Every car has an instrument panel. When the driver starts the engine, he can see at a glance how much fuel there is in the tank, what the temperature of the engine is, whether the car lights are on, whether the doors are properly closed, and so on. He will know what speed the car is travelling at, and how many kilometres it has done. If he pays attention to what he sees, and acts on it, then he will never find himself on the road with a car which has stalled because of insufficient fuel or engine oil, or which has a boot flapping open because it wasn't closed properly. He will be able to judge how well the car performs.

Similarly, organisations need an instrument panel of their own, to check that they are running properly, and to measure how well they are performing. The Subordinate Courts have built their own "instrument panel", known as the Justice Scorecard. The Justice Scorecard is based on a tool devised by Professor Robert Kaplan and Dr David North in 1992, called the "Balanced Scorecard". The Scorecard is a way to measure the performance of an organisation, by setting targets in key areas (which form the core business of the organisation), and then tracking the organisation's progress in these areas. For example, a target of no more than 20 minutes' waiting time before a customer is attended to at a service counter could be one key area to be tracked and measured.

With the Justice Scorecard, the Subordinate Courts now have a system to gauge their progress in their core business – the administration of justice. Other public institutions would do well to consider adopting the Scorecard system as well, so that they can measure their own achievements. Only by knowing what you have done, and how well you have done it, will you be able to know how much better you can do. It is particularly important in the context of a public organisation, because a public organisation is often a monopolistic one. It does not have to submit to the discipline of the market in quite the same way that a private sector

organisation does – at least not in the short run. There is therefore less immediate, outside pressure to please its "customers", to set targets for itself, and to achieve them. This is why institutionalising a performance measurement tool such as the Scorecard, as the Subordinate Courts have done, is extremely useful – it will enable the organisation's visions to be translated into operational goals, and provide a check on whether these goals are achieved.

Another innovation which the Subordinate Courts will be adopting, to complement the Scorecard approach, is the Net Economic Value (NEV) Framework. What is the NEV? Well, when you drive an old car, or a car with a small engine, and you want to increase your speed quickly, you have to step hard on the accelerator to get the car up to speed. A lot of fuel may be used. But when you drive a powerful, new car, a light touch on the pedal, and the car just shoots ahead. And you may even do this with less fuel. What is the difference between the two cars? For the first car, you need more effort and resources to get to the same speed. The reason for this difference lies in the efficiency, and the power, of the car engine. If you are a car manufacturer, you will want to make improvements to the car engine, so that it becomes more powerful and efficient. You will need to be able to measure how much effort and resources it takes to get to a certain speed, in order to understand how good your engine is in the first place, and to be able to track the progress that you are making in improving the engine. This is essentially what the NEV does for an organisation, namely, to measure the total resources that go into getting the job done and wonder whether you could do more with less.

An organisation expends financial and human resources as it goes about its core business. It produces certain results using those resources. In the case of the Subordinate Courts, for example, the results, or "output", would be in terms of cases heard, and projects undertaken. The NEV measures how much output has been achieved with what total expenditure of resources. It therefore helps the organisation to manage its finances, and track its own efficiency. The

Subordinate Courts, by being the first of all the ministries and organs of state which are implementing NEV, are certainly blazing a trail for the rest to follow. The Justice Scorecard and the NEV are examples of successful innovation, that is to say, new ways of doing things which yield significant results – not just an improvement on the current system. The public service must be a place where innovation thrives as a driving spirit. Without innovation, the public service will fall short in its task to advance the interests of our nation and to help give a better life to our people.

How do we create an environment where innovation and enterprise thrive? First, imbue everyone with the belief that he can be innovative where he is, in his own way – let them attend talks and courses on innovation, give them books and articles to read on the subject – and do this relentlessly. Second, create an environment where your people have the constant opportunity to be innovative – for example, you could institute a system of regular departmental meetings where each person has to share an innovative idea, to be discussed and improved upon by the whole group. Third, ensure that every good idea is followed through, and that creativity is rewarded – even if the results are not spectacular. Every effort contributes towards building and sustaining the culture of innovation. Fourth, and finally, forgive mistakes. Learn from them, and move on. Praise the effort that goes into the attempt at innovation.

Thomas Edison, the inventor of the light bulb, tried more than 10,000 experiments before he successfully created a working light bulb. When an assistant asked him one day, after he had failed more than 9,000 times: "Mr Edison, do you think you'll fail 10,000 times to create an electric light?", Edison replied "I haven't failed nearly 10,000 times to invent the electric light. I've discovered over 9,000 ways not to invent it!"

So every time you need some inspiration or encouragement – just run your hand along the wall and flip the switch. Let the moral of this story illuminate the room!"



(from left):

Mr Chey Yan Kit, Assistant Director, Research and Statistics Unit, and **Ms Seeto Wei Peng**, Senior Deputy Head, Research and Statistics Unit

Mr Chey Yan Kit, Assistant Director, Research and Statistics Unit

"Integrity of data, objective and critical analysis and reporting of information and trends are crucial elements in my work at the Research and Statistics Unit. On top of these, courage, motivation and drive are also important parts of the machinery towards achieving relevance, reliability and timeliness of quality statistical information necessary for effective policy evaluation and decision making."