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## JUDICATURE

### OVERVIEW

#### Mission Statement

To provide an effective and accessible system of justice, inspiring public trust and confidence.

### FY2021 EXPENDITURE ESTIMATES

#### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	<b>TOTAL EXPENDITURE</b>	<b>\$462,674,467</b>	<b>\$380,437,400</b>	<b>\$323,658,100</b>	<b>\$411,630,100</b>	<b>\$87,972,000</b>	<b>27.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>\$258,664,597</b>	<b>\$296,872,500</b>	<b>\$269,493,200</b>	<b>\$319,185,400</b>	<b>\$49,692,200</b>	<b>18.4%</b>
	<i>RUNNING COSTS</i>	<i>\$258,664,597</i>	<i>\$296,872,500</i>	<i>\$269,493,200</i>	<i>\$319,185,400</i>	<i>\$49,692,200</i>	<i>18.4%</i>
	<b>Expenditure on Manpower</b>	<b>\$185,816,875</b>	<b>\$210,868,600</b>	<b>\$189,029,300</b>	<b>\$225,959,400</b>	<b>\$36,930,100</b>	<b>19.5%</b>
1400	Other Statutory Appointments	45,762,709	50,607,900	41,750,800	51,644,500	9,893,700	23.7
1500	Permanent Staff	139,946,987	160,117,200	147,178,500	174,237,600	27,059,100	18.4
1600	Temporary, Daily-Rated & Other Staff	107,179	143,500	100,000	77,300	-22,700	-22.7
	<b>Other Operating Expenditure</b>	<b>\$72,847,721</b>	<b>\$86,003,900</b>	<b>\$80,463,900</b>	<b>\$93,226,000</b>	<b>\$12,762,100</b>	<b>15.9%</b>
2100	Consumption of Products & Services	65,913,345	78,207,400	75,842,400	85,034,800	9,192,400	12.1
2300	Manpower Development	2,638,126	3,915,700	2,678,400	4,131,700	1,453,300	54.3
2400	International & Public Relations, Public Communications	1,972,139	2,855,200	538,000	2,126,000	1,588,000	295.2
2700	Asset Acquisition	1,234,058	470,600	1,140,000	1,547,500	407,500	35.7
2800	Miscellaneous	1,090,053	555,000	265,100	386,000	120,900	45.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$204,009,871</b>	<b>\$83,564,900</b>	<b>\$54,164,900</b>	<b>\$92,444,700</b>	<b>\$38,279,800</b>	<b>70.7%</b>
5100	Government Development	204,009,871	83,564,900	54,164,900	92,444,700	38,279,800	70.7

<sup>1</sup> Estimated FY2021 includes \$10,456,800 Statutory Expenditure (Expenditure on Manpower).

**Establishment List**

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>32</b>
Chief Justice	1	1	1	1
Judge of Appeal	4	4	4	4
Judge	22	23	24	27
<b>PERMANENT STAFF</b>	<b>979</b>	<b>1,007</b>	<b>1,080</b>	<b>1,167</b>
Corporate Support	16	16	12	12
Language Executive Scheme (2008)	42	42	43	43
Legal	229	241	252	276
Management Executive Scheme (2008)	504	514	590	637
Management Support Scheme (2008)	65	65	59	59
Management Support Scheme (Language Officer)	64	70	66	82
Operations Support	48	48	48	48
Shorthand Writers	10	10	9	9
Technical Support Scheme (2008)	1	1	1	1
<b>TOTAL</b>	<b>1,006</b>	<b>1,035</b>	<b>1,109</b>	<b>1,199</b>

## **FY2020 BUDGET**

The revised FY2020 expenditure of the Judicature is \$323.66 million, a decrease of \$139.02 million or 30.0% over the actual FY2019 expenditure of \$462.67 million. Of this, \$269.49 million or 83.3% is for operating expenditure and \$54.16 million or 16.7% is for development expenditure.

### ***Operating Expenditure***

The revised FY2020 operating expenditure of \$269.49 million is an increase of \$10.83 million or 4.2% over the actual FY2019 operating expenditure of \$258.66 million. This is largely due to increased expenditure on manpower and an increase in consumption of products and services.

### ***Development Expenditure***

The revised FY2020 development expenditure of \$54.16 million is a decrease of \$149.84 million or 73.4% over the actual FY2019 development expenditure of \$204.01 million. This is largely due to the decrease in payment milestones with the completion of the State Courts Towers.

## **FY2021 BUDGET**

The FY2021 total expenditure of the Judicature is projected to be \$411.63 million, an increase of \$87.97 million or 27.2% over the revised FY2020 estimate. Of this, \$319.19 million or 77.5% is for operating expenditure and \$92.44 million or 22.5% is for development expenditure.

### ***Operating Expenditure***

FY2021 operating expenditure is projected to be \$319.19 million, an increase of \$49.69 million or 18.4% over the revised FY2020 operating expenditure. This is largely due to increased expenditure on manpower and an increase in consumption of products and services.

### ***Development Expenditure***

FY2021 development expenditure is projected to be \$92.44 million, an increase of \$38.28 million or 70.7% over the revised FY2020 development expenditure. This is largely due to the increase in progress payments for the addition and alteration works for the Octagon Building. This is partially offset by the decrease in payment milestones with the completion of the State Courts Towers.

**Total Expenditure by Programme**

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
E-A	Judicature	319,185,400	0	319,185,400	92,444,700	411,630,100
	<b>Total</b>	<b>\$319,185,400</b>	<b>\$0</b>	<b>\$319,185,400</b>	<b>\$92,444,700</b>	<b>\$411,630,100</b>

**Development Expenditure by Project**

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>\$204,009,871</b>	<b>\$83,564,900</b>	<b>\$54,164,900</b>	<b>\$92,444,700</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>204,009,871</i>	<i>83,564,900</i>	<i>54,164,900</i>	<i>92,444,700</i>
<b>Judicature Programme</b>						
Minor Development Projects (ITD)	...	...	3,333,762	1,241,300	2,646,300	1,191,600
Integrated Criminal Case Filing and Management System (ICMS)	35,800,400	24,518,195	1,101,590	882,300	1,154,000	6,437,700
Courts of the Future - Tranche 1	14,727,400	809,396	2,338,040	2,712,100	1,755,500	1,388,600
Amendments to Children and Young Persons Act (CYPA)	412,900	0	7,199	0	0	332,900
A&A Works for Octagon Building	166,920,000	0	3,025,819	22,310,000	7,300,000	61,000,000
Supreme Court Facilities Upgrade Projects	3,830,000	0	954,396	1,530,000	1,530,000	1,345,600
Court of the Future (COTF) - Tranche 2	15,740,000	0	712,100	2,664,200	1,997,400	2,223,700
Establishment of Appellate Court	3,000,000	0	0	219,900	0	1,900,000
Upgrading of Air-con System and Building Services	8,339,200	0	0	105,000	25,000	3,375,000
Minor Development Projects (Supreme Court)	...	...	3,381,538	3,349,700	4,093,400	4,861,600
Minor Development Projects (State Courts)	...	...	569,310	150,000	118,000	600,000
New State Courts Towers	594,331,300	314,618,243	182,451,310	47,527,000	32,906,200	7,788,000
Completed Projects	...	...	6,134,808	873,400	639,100	0

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

Public trust and confidence in the dispensation of justice based on the values of:

- Fairness
- Accessibility
- Independence, Integrity and Impartiality
- Responsiveness

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2018	Actual FY2019	Revised FY2020	Estimated FY2021
<b>Supreme Court</b>					
Fairness	World ranking of Singapore's fairness in administration of justice in the Institute of Management Development's World Competitiveness Yearbook	10 <sup>th</sup>	10 <sup>th</sup>	7 <sup>th</sup>	Top 10
Accessibility	% of written grounds that are published online within 1 day of delivery of finalised written judgement	-	100	100	100
	Uptime of e-Litigation system (%)	99.9	100	99.9	>99.5
Independence, Integrity and Impartiality	Number of justified complaints about the lack of independence, integrity and impartiality	0	0	0	0
	World ranking of Singapore's judicial independence in the WEF's Global Competitiveness Report	19 <sup>th</sup>	14 <sup>th</sup>	N.A. <sup>1</sup>	Top 20
Responsiveness	% of cases heard within service timelines <sup>2</sup>	100	100	100 <sup>3</sup>	95
<b>State Courts<sup>4,5</sup></b>					
Fairness	% of respondents who agreed that the Courts administer justice fairly to all regardless of race, language or religion	100	N.A.	> 95	> 95
	% of respondents who agreed that the Courts administer justice fairly to all regardless of whether the party is an individual, company or government institution	98	N.A.	> 95	> 95
Accessibility	% of respondents who agreed that the Courts' facilities are easily accessible to the public	98	N.A.	> 95	> 95
Independence, Integrity and Impartiality	% of respondents who agreed that the Courts independently carry out justice according to the law	99	N.A.	> 95	> 95
Responsiveness	% of respondents who agreed that the Courts are efficient and deal with cases in a timely manner	96	N.A.	> 95	> 95

<sup>1</sup> The World Economic Forum suspended its annual rankings of the competitiveness of countries for its 2020 special edition of The Global Competitiveness Report.

<sup>2</sup> High Court data is reported on a Calendar Year basis and does not include data from cases fixed on special dates.

<sup>3</sup> Projected based on High Court data for the period 1 Jan to 6 Apr 2020. No meaningful percentage could be projected from the data for the period 7 Apr to 30 Jun 2020, as almost all hearings originally fixed for hearing during the COVID-19 Circuit Breaker Period were affected by restrictions during that period (when only essential and urgent matters were heard) and the parties' availability after the COVID-19 Circuit Breaker period, and had to be refixed on later dates.

<sup>4</sup> Data for the indicators are reported on a CY basis. Figures are rounded to the nearest one percentage point.

<sup>5</sup> The survey results are obtained through the Public Perception Survey and Court Users Survey which are conducted once every 2 to 3 years. The 2018 survey results were obtained from the Court Users Survey. There was no survey conducted in 2019. The 2020 Public Perception Survey results will only be available in the first quarter of 2021. The 2021 survey results will be drawn from the Court Users Survey.