

JUDICIAL SERVICE COMMISSION

Annual Report 2024

VISION

A trusted and future ready
Judicial Service committed
to excellence in the
administration of justice.

MISSION

To recruit, nurture and support
Judicial Service Officers of
ability and integrity, who are
committed to deliver justice.

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FOREWORD

BY THE PRESIDENT,
JUDICIAL SERVICE COMMISSION



“The progress we have made in securing trust, responding to change, and preparing for the future could not have been achieved without the immense efforts of all JSOs in the discharge of their adjudicative and systemic responsibilities ... [J]udges must not only strive to achieve and maintain their competencies as adjudicators, but also embrace their roles as system reformers, leaders and learners as indispensable parts of their professional identity. I have every confidence that all JSOs will rise to the challenge and perform these roles with distinction as we work together to build a trusted and future-ready Judiciary.”

**Chief Justice
Sundaresh Menon
President
Judicial Service Commission**

FOREWORD BY THE PRESIDENT, JUDICIAL SERVICE COMMISSION

2024 was a year marked by change and disruption. As half of the world's population headed to the polls, there was a marked sense of growing distrust in incumbents and institutions, complicated by an uncertain geopolitical landscape and mounting inflationary pressures. Generative artificial intelligence ("AI") also continued to develop at an extraordinary pace, posing new challenges to how societies regulate information and combat disinformation.

In the face of change that is both rapid and unpredictable, we cannot afford to assume that trust in public institutions will remain an unshakeable reality, or attempt to completely insulate ourselves from change. As we look ahead to navigate this dynamic operating environment, we must ensure that we are steadfast in our efforts to secure trust in the Judiciary, responsive to the evolving demands of justice, and prepared for the challenges of tomorrow. Indeed, these priorities have shaped and informed much of our work over the past year.

We can only secure trust if we are first clear and transparent about the values and standards that we hold ourselves to. To this end, we updated the Judicial Codes of Conduct in 2024 to reflect the standards of professional ethical conduct that our judges are expected to honour and respect. We also concluded a successful run of the "Conversations with the Community" series, which attracted more than 1,300 participants over seven sessions, and sought to demystify the Judiciary's role for the wider community.

Another crucial aspect of our efforts to secure trust has been our continuing endeavour to make access to justice a reality for all. In the Small Claims Tribunals, self-represented persons can

now obtain automated translations of claim notices powered by generative AI, reducing language barriers that may otherwise hinder their participation in proceedings. This forms part of an ongoing collaboration between the Office of Transformation and Innovation and Harvey, the start-up behind the eponymous AI tool, to explore how technology might be leveraged to enhance our systems and processes. The Access to Justice Programme office has also completed over a dozen projects in the short period since it was established in 2023, with several other projects in the pipeline.

To effectively cope with change, we must also ensure that we are responsive to the evolving demands of justice. An excellent illustration of this can be found in the transformative journey of the Family Justice Courts ("FJC"), which celebrated its 10th anniversary in 2024. Ten years ago, our Judiciary was reorganised to bring family-related disputes under a single judicial roof, in order to facilitate their holistic and specialised management by family judges. This was designed to address the manifest incompatibility between the traditional adversarial paradigm and the unique dynamics and interests that come into play in family proceedings. Ten years on, the FJC has embraced therapeutic justice as its unifying and overarching philosophy and given this concrete expression through its Therapeutic Justice Model. The model was introduced in 2024 and features early triaging, differentiated tracks and a range of other elements that cater to the particular needs of family justice. It is undergirded by the new Family Justice Rules, which have been fundamentally redesigned so as to strengthen the judge-led approach to family proceedings while simplifying the

procedural regime for court users. These developments coincided with the FJC’s move into its new home in “The Octagon”. The former State Courts complex has been refurbished to include new purpose-built facilities, such as child-friendly interview rooms and vulnerable witness rooms, which support the delivery of therapeutic justice in a tangible way.

This spirit of evolution could similarly be found in the establishment of the International Committee of the Singapore International Commercial Court, which will hear appeals and related proceedings from prescribed foreign jurisdictions. This institutionalises a groundbreaking transnational appeal mechanism that is in keeping with Singapore’s position as an international dispute resolution hub, and that responds to the need for greater coherence in the development of transnational commercial law.

While we strive to meet the evolving demands of the present, we must also prepare ourselves for the challenges of tomorrow. We have therefore continued to invest in our people and to augment our institutional capacity to deal with change, in a manner that is both structured and intentional. The Singapore Judicial College (“SJC”) has crafted a revised Judicial Competency Framework and curated a refreshed range of programmes to ensure that Judicial Service Officers (“JSOs”) are supported at every stage of their careers. The Judicial Policy Division has also introduced a “Scenarios to Strategy” futures planning initiative, in collaboration with the Centre for Strategic Futures, to prepare our Judiciary for the long-term challenges that lie ahead.

We also significantly deepened our cooperation with like-minded judiciaries. As we increasingly

face challenges that affect humanity as a whole, it is of great importance that we promote mutual learning and collaboration in respect of these complex and cross-jurisdictional issues. For example, the intersection between law and technology formed a prominent theme in many of our engagements over the past year, such as the 4th Judicial Roundtable on the Future of Justice, the Meetings of Chief Justices and Judges in Charge of Technology, and the inaugural Singapore-India Conference on Technology. Another notable initiative was the inaugural Masterclass Programme for Commercial Judges in Asia, an intensive four-day course co-organised by the SJC and the Judicial Training Centre of the Supreme Court of Indonesia. This pioneering event brought together over 60 judges from 16 jurisdictions for a deep dive into cutting-edge commercial issues.

The progress we have made in securing trust, responding to change, and preparing for the future could not have been achieved without the immense efforts of all JSOs in the discharge of their adjudicative and systemic responsibilities. As I emphasised in the Judicial Education Townhalls at the start of the year, judges must not only strive to achieve and maintain their competencies as adjudicators, but also embrace their roles as system reformers, leaders and learners as indispensable parts of their professional identity. I have every confidence that all JSOs will rise to the challenge and perform these roles with distinction as we work together to build a trusted and future-ready Judiciary.

**Chief Justice
Sundareswaran Menon
President
Judicial Service Commission**

LEADERSHIP

JUDICIAL SERVICE COMMISSION

Establishment of the Judicial Service Commission

The Judicial Service Commission (“JSC”) is established under Part 9, Chapter 3, of the Constitution of the Republic of Singapore (“Constitution”).

In accordance with Article 111B(2) of the Constitution, the JSC consists of:

- (a) the Chief Justice (as President);
- (b) the Chairman of the Public Service Commission (“PSC”) (as Vice-President); and
- (c) the following other members:
 - (i) up to two members appointed by the President of Singapore (“President”) on the advice of the Chief Justice;
 - (ii) up to two members appointed by the President on the advice of the Chairman of the PSC; and
 - (iii) up to two members appointed by the President on the advice of the Prime Minister.

The JSC has jurisdiction over all officers in the Singapore Judicial Service (“Judicial Service”) and has the following functions and powers in relation to those officers:

- (a) appointment;
- (b) confirmation;
- (c) emplacement on the permanent establishment;

(d) promotion;

(e) transfer;

(f) disciplinary control; and

(g) dismissal.

The JSC may, in accordance with Article 111I of the Constitution, make regulations to:

- (a) establish one or more personnel boards; and
- (b) delegate all or any of its functions and powers to a personnel board (whether with or without conditions), except for the functions or powers relating to:
 - (i) disciplinary control or dismissal;
 - (ii) officers in the Judicial Service of or above Superscale Grade 2, the threshold grade (including the power to appoint or promote an officer to that grade); and
 - (iii) officers in the Singapore Legal Service holding a post prescribed by regulations made under Article 111N(2), if that function or power could not have been delegated by the Legal Service Commission under Article 111Q.

As at 31 December 2024, the JSC comprised Chief Justice Sundaresh Menon (as President), Chairman of the PSC Mr Lee Tzu Yang (as Vice-President), and Justice See Kee Oon, Justice Audrey Lim, Justice Philip Jeyaretnam, Mr Kwa Chong Seng, Mrs Deborah Ong and Mr Dilhan Pillay Sandrasegara (as members).

JUDICIAL SERVICE COMMISSION



**Chief Justice
Sundaresh Menon
(President, JSC)**



**Chairman of the PSC
Mr Lee Tzu Yang
(Vice-President, JSC)**



**Justice
See Kee Oon**



**Justice
Audrey Lim**



**Justice
Philip Jeyaretnam**



Mr Kwa Chong Seng



Mrs Deborah Ong



**Mr Dilhan Pillay
Sandrasegara**

JUDICIAL SERVICE SPECIAL PERSONNEL BOARD

The Judicial Service Special Personnel Board undertook the delegated functions from the JSC (pursuant to Article 111I of the Constitution) of appointment, confirmation, emplacement on the permanent establishment, promotion, and transfer of Judicial Service Officers below Superscale Grade 2 (the threshold grade).

As at 31 December 2024, the Judicial Service Special Personnel Board comprised Chief Justice Sundaresh Menon (as Chairman), and Justice See Kee Oon and Justice Audrey Lim (as members).



JUDICIAL SERVICE SPECIAL PERSONNEL BOARD

(Left to Right):

Justice See Kee Oon, Chief Justice Sundaresh Menon (Chairman, Judicial Service Special Personnel Board), Justice Audrey Lim



A YEAR IN REVIEW

JUDICIAL SERVICE FOCUS GROUPS

The Judicial Service Commission (“JSC”) had in 2023 approved the establishment of three Focus Groups (“FGs”) to review specific aspects of the Human Resource frameworks

and policies in the Singapore Judicial Service (“Judicial Service”). The composition of the three FGs, the scope of their work and their progress in 2024 are as follows.

Composition of FG	Scope of Work	Progress in 2024
<p>FG A</p> <p>Chairperson: Justice See Kee Oon (Judge, Appellate Division and Judge-Member, JSC)</p> <p>Members: Justice Audrey Lim (Judge-Member, JSC), Justice Philip Jeyaretnam (Judge-Member, JSC), Justice Vincent Hoong (Presiding Judge, State Courts), Justice Teh Hwee Hwee (Presiding Judge, Family Justice Courts), and Mr Tan Boon Heng (then Registrar, Supreme Court).</p>	<p>Guide the formulation of Judicial Service-specific specialist and functional competencies with corresponding behavioural indicators and proficiency levels for the transition of the Judicial Service to an appraisal system premised on the Civil Service’s Competency Based Human Resource Framework.</p>	<p>A Working Group (“WG”) comprising nominated Judicial Service Officers (“JSOs”) was established to design the framework, with support from the JSC Secretariat (“Secretariat”).</p> <p>Members of WG:</p> <p>Ms Jill Tan (Chairperson), Toh Han Li, Phang Hsiao Chung, Kevin Ng, Ms Jasbendar Kaur, Ms Cheng Pei Feng, Ms Jen Koh, Justin Yeo, Paul Chan and Prem Raj s/o Prabakaran.</p> <p>The WG held several meetings and had consultations with the Heads of Departments, key senior management JSOs and the Secretariat in drawing up the proposals which were endorsed by FG A and thereafter approved by the JSC.</p> <p>Two Judicial Service-wide Communication Sessions for all JSOs were held in November 2024, with the new Judicial Service appraisal framework to be implemented from January 2025.</p>

Composition of FG	Scope of Work	Progress in 2024
<p>FG B</p> <p>Chairperson: Justice See Kee Oon</p> <p>Members: Justice Audrey Lim, Justice Vincent Hoong, Justice Teh Hwee Hwee, Ms Juthika Ramanathan (Chief Executive, Office of the Chief Justice), and Mr Tan Boon Heng.</p>	<p>Conduct a targeted study on refreshing careers beyond the age of 55, in line with the Public Service’s policy on re-employment and active engagement.</p>	<p>Resource Persons (“RPs”) comprising nominated JSOs were appointed to assist the FGs, with support from the Secretariat.</p> <p>RPs of FG B:</p> <p>Phang Hsiao Chung (Lead), Eddy Tham, Shaiffudin bin Saruwan, Ms Gan Kam Yuin, Sheik Mustafa bin Abu Hassan and Ms Shobha Nair.</p>
<p>FG C</p> <p>Chairperson: Justice Audrey Lim</p> <p>Members: Justice See Kee Oon, Justice Vincent Hoong, Justice Kwek Mean Luck (Judge, High Court), Mr Goh Yihan (then Judge, High Court), Justice Teh Hwee Hwee and Mr Tan Boon Heng.</p>	<p>Refine the frameworks/system in the Judicial Service to ensure that younger JSOs get the opportunity to fairly prove themselves.</p>	<p>RPs of FG C:</p> <p>Patrick Tay (Lead), Sim Junhui, Ms Wong Su Ann, Gerome Goh, Marcus Ho and Ms Wee Yen Jean</p> <p>Surveys for both FGs B and C were conducted in March 2024 to distil key concerns of and obtain feedback from the JSOs, followed by dialogue sessions with the JSOs in May 2024 to drill further into the identified issues in order to formulate appropriate action plans to address the areas of concern. The results of the 2023 Employee Engagement Survey for the Judiciary were also taken into account in the final report submitted by the RPs to the FGs for endorsement. The JSC thereafter approved the report and recommendations of the FGs.</p> <p>Core teams for FGs B and C were also formed to partner the relevant stakeholders and drive the implementation of the approved recommendations.</p>

RECRUITMENT

Judicial Service Officers in the Singapore Judicial Service

As at 31 December 2024, there were 267 JSOs in the Judicial Service.

Recruitment

Candidates with a law degree from the National University of Singapore (“NUS”), the Singapore Management University (“SMU”), the Singapore University of Social Sciences (“SUSS”) or an approved overseas university may apply for possible appointment to the Judicial Service. Those from the approved overseas universities would need to also pass the Part A of the Singapore Bar Examinations before they may commence duty. The Justices’ Law Clerk (“JLC”) Programme remained an essential platform for attracting a fair share of bright young law graduates.

Under the guidance of the Chief Justice, Justice Philip Jeyaretnam led a review of the JLC Programme in 2024. This saw the implementation of a multi-faceted approach in the selection process, with a view to enhancing the quality of JLCs recruited.

Recruitment efforts were strengthened in 2024. The details are set out in the table below.

Applicants	89 ¹
Interviewed	62
Selected	30
Appointed	18 ²

¹ Excludes those who applied in late-2024 and could be considered only in 2025.

² The remaining 12 selected candidates would be assuming their appointments in 2025–2027.

Emplacement on the Permanent Establishment / Confirmation of Appointment / Transfer of Service

Seven JSOs (who had been appointed on contract) were emplaced on the permanent establishment in 2024. Four others – Public Service Commission (“PSC”) Scholars who had been appointed on probation – had their appointments confirmed in the same year. Five officers were transferred to the Judicial Service in 2024 – four from the Singapore Legal Service (“Legal Service”) Scheme of Service and one from the Management Executive Scheme of Service.

Attrition

Seventeen JSOs left the Judicial Service in 2024. The details are set out in the table below.

Resignation	11
Expiry of Contract	1
Transfer of Service to Legal Service	5

Outreach Activities

The Judicial Service continued to participate in outreach activities in 2024, such as the career fairs organised by the NUS, SMU and United Kingdom (“UK”) Singapore Law Students’ Society. JSOs shared with students (including those who had yet to commence their undergraduate law studies) their study and work experiences, and the opportunities available in the Judicial Service.

A joint outreach (with the Legal Service) to the UK was undertaken in November 2024

to encourage Singaporean law students studying in the UK to consider a career in the Judicial Service, and specifically, the JLC Programme. Justice Audrey Lim and Justice Philip Jeyaretnam (both Judge-Members of the JSC) led the delegation and formed part of a distinguished panel that hosted three interactive sessions to engage the students – one each in London, Cambridge and Oxford. There were a total of 143 registrants and the overall feedback was that the sessions were informative, enriching and insightful.

Internships

The Judicial Service offers internships to law students (from the NUS, SMU, SUSS and approved overseas universities) to raise awareness of and demystify the roles and responsibilities undertaken by JSOs.

The year 2024 also saw the launch of the inaugural Judiciary Signature Programme, where the Supreme Court Registry, State Courts and Family Justice Courts jointly offered a six-week internship (comprising two weeks in each Court). This is a unique programme which provided not only exposure to the JLC Programme but also opportunities for engagement with members of the Supreme Court Bench.

A total of 13 interns were hosted for internships in 2024: four jointly by the Supreme Court Registry, State Courts and Family Justice Courts; five jointly by the Supreme Court Registry and State Courts; and four by the Family Justice Courts.

PSC Scholars

The PSC awarded two Scholarships in 2024, where the recipients are to – on completion of their law studies – serve their bond in either the Judicial Service or the Legal Service.

To underscore the premium the Judicial Service places on attracting and developing PSC Scholars to ensure a continual pipeline of young talent, Justice See Kee Oon (Judge-Member of the JSC) met seven PSC Scholars in 2024. Arrangements were also made for the PSC Scholars to be briefed on the developments and latest approved frameworks, and to interact with their seniors in the Judicial Service who were previously awarded the PSC Scholarships.

Three PSC Scholars who had completed their second year of law studies also undertook internships with the Judicial Service in 2024.

PERFORMANCE MANAGEMENT

The Judicial Service Performance Management Framework is anchored on the principles of meritocracy, fairness, and transparency.

To address the unique requirements of the specialised nature of the Judicial Service, a hybrid competency model combines the Public Service's Core Competencies with the established Judicial Service's Specialist Competencies. This framework undergoes reviews and refinements to ensure accurate and robust assessment of JSOs' potential and performance, supporting both the development and career progression of JSOs. This approach aims to motivate JSOs to perform optimally.

Work began in 2024 for the transition of the Judicial Service from the hybrid competency model to a competency-based potential and progression framework, where emphasis is placed on the demonstration of competencies and where progression is no longer impacted by the assessed potential levels of JSOs. This

move is a step towards aligning the Judicial Service with the larger Public Service's transition to the Competency-Driven Growth Human Resource model.

The JLC Performance Management Framework was also reviewed and enhancements to the JLC programme were implemented with effect from 1 May 2024. JLCs support the Supreme Court Bench and are held to high standards of performance and work ethics. The enhancements included a revised JLC appraisal form and a more rigorous assessment process by the Judges, with oversight by the Overseeing Judges of the JLCs. Peer evaluation was also introduced as an additional point of reference for the assessment of JLCs.

A total of 37 JSOs were promoted to the next higher grade in the April 2024 Promotion Exercise. Details of these promotions are provided in the table below.

PROMOTIONS	
Promotions	No. of JSOs
Within the Superscale Grades	11
Into the Superscale Grades	4
Within the Timescale Grades	22
Total	37

REMUNERATION

The Judicial Service remuneration framework is designed to be market-driven and performance-based. The compensation framework is structured to keep pace with but not lead the legal services sector in Singapore to ensure competitive acquisition and retention of high-calibre talent. Remuneration components such as the performance bonus and variable increment are tied to a JSO's assessed performance, ensuring rewards reflect efforts and contributions.

All eligible JSOs continue to receive the monthly Legal Variable Component. Eligible JSOs were also awarded a Performance Bonus in March 2024 (for work done in 2023) and an annual Variable Increment in April 2024 or on their respective increment dates. JSOs with Long-Term Incentive balances who satisfied the requisite payment criteria received their second tranche payment in September 2024.

CAREER DEVELOPMENT

Postings

The Judicial Service posting framework plays a vital role in ensuring that the Judicial Service effectively meets its manpower needs while also fostering the professional growth and development of JSOs. In essence, the framework entails a system of assigning JSOs to different roles within the Judicial Service, providing them with the opportunity to acquire varied experience and expertise across multiple areas of law. This rotational approach provides them with a well-rounded understanding of the judicial system,

enhancing their ability to excel in various areas. Under the Annual Systematic Posting Exercise, JSOs have the flexibility to indicate an interest for a possible re-posting within the Judicial Service, an attachment/secondment to the Attorney-General's Chambers ("AGC"), Legal Aid Bureau or law firms pursuant to the Judicial Service Attachment ("JSA") Scheme or a transfer of Service to the Legal Service. In 2024, a total of 31 JSOs (17 Superscale JSOs and 14 Timescale JSOs) were re-posted within the Judicial Service. Additionally, five Timescale JSOs were transferred to the Legal Service.

Judicial Service Attachment Scheme

Prior to the establishment of the Judicial Service, it had been a requirement for officers in the Legal Service to be posted to various agencies throughout their careers as a key part of their overall training and development. For JSOs to continue to acquire broader legal expertise and skill sets essential to their roles, it is crucial that such opportunities continue to be made available to them. Pursuant to the reconstitution of the Legal Service and the establishment of the Judicial Service in January 2022, the JSA Scheme was introduced in 2023 for JSOs to gain litigation experience in the early phases of their career. A phased approach was undertaken to focus first on attachments to the AGC and law firms before moving on to other local public sector agencies including statutory bodies, relevant private sector agencies and finally judiciaries in foreign jurisdictions. Two JSOs were seconded to the AGC and one to Allen & Gledhill LLP in 2024 under the JSA Scheme.

Continuing Education

In 2024, the JSC awarded a scholarship to one JSO to pursue a Master of Laws locally in the academic year 2024/2025.

The Judicial Service also nominated JSOs for milestone training programmes organised by the Public Service Division and the Civil Service College. In the course of 2024, one JSO attended the Senior Management Programme, three JSOs participated in the Executive Leadership Programme, and three JSOs attended the Management Development Course. Five JSOs took part in the Singapore Academy of Law-INSEAD Legal Leadership Programme, and two out of the five JSOs also undertook the inaugural Singapore Academy of Law Legal Strategy Programme, a collaborative initiative between the Singapore Academy of Law and INSEAD.

JUDICIAL SERVICE COMMISSION SECRETARIAT

Article 111H(1) of the Constitution of the Republic of Singapore stipulates that there is to be a Secretary to the JSC who must be a person who is a public officer and is to be appointed by the President of Singapore in accordance with the advice of the JSC.

Article 111H(2) and 111H(3) provide that:

(2) Subject to any instructions by the President of the JSC, the Secretary to the JSC is responsible for –

- (a) arranging the business for, and keeping the minutes of, the meetings of the JSC; and
- (b) conveying the decisions of the JSC to the appropriate person or authority.

(3) The President of the JSC may, from time to time, direct the Secretary to the JSC to perform any other function.

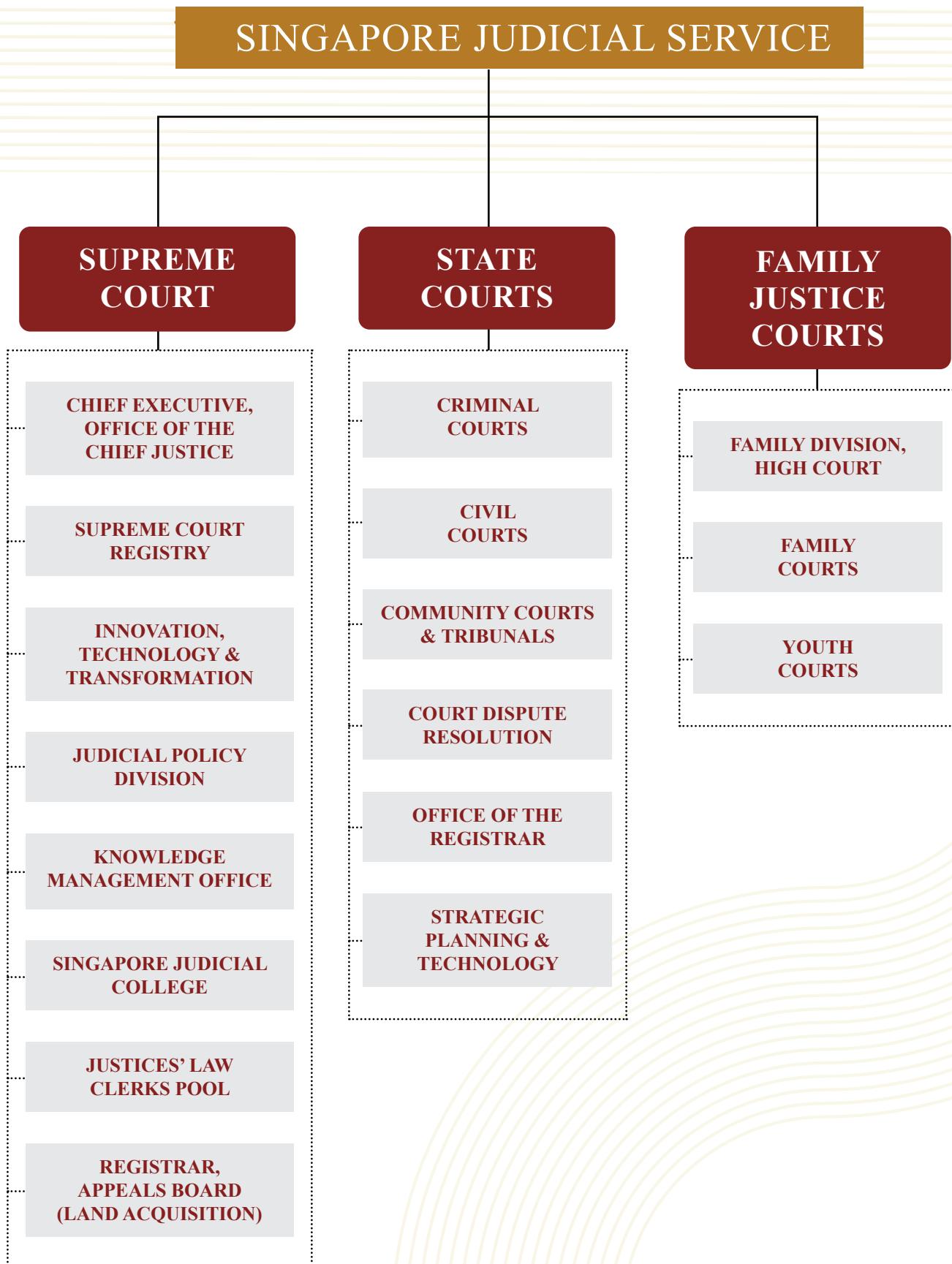
Mr Siva Shanmugam continued to serve as the Secretary to the JSC in 2024.

Mr James Leong continued to serve as the Chief of Staff of the Judicial Service in 2024.

The Secretary to the JSC and the Chief of Staff of the Judicial Service continued to lead the JSC Secretariat in the execution of all their functions in 2024 and in furthering the vision and mission of the JSC and the Judicial Service.



A TRUSTED AND FUTURE READY JUDICIAL SERVICE



SUPREME COURT REGISTRY

The Supreme Court Registry (“Registry”) is headed by the Registrar of the Supreme Court, who is assisted by the Deputy Registrar, Senior Assistant Registrars and Assistant Registrars (collectively, “registrars”). The Registry’s four divisional registries support the work of the Court of Appeal (“CA”) and the Appellate Division of the High Court (“AD”), the General Division of the High Court (“GDHC”), and the Singapore International Commercial Court (“SICC”), each of which is led by one or more Divisional Registrars and Deputy Divisional Registrars.

As judicial officers, registrars hear and decide a range of matters in the GDHC, such as civil interlocutory applications, mortgage actions, bankruptcy matters and trials on the assessment of damages. Registrars also undertake case management responsibilities and conduct case conferences for civil and criminal matters in the Supreme Court.

Over the past year, registrars have been engaged in the development and implementation of judicial reform initiatives to meet the evolving needs of court users and enhance the administration of justice. The Express Track was introduced in the GDHC for certain short trials to be fixed for hearing within nine months as far as possible, by utilising a suite of expedited pre-trial procedures. Workflows were also enhanced for the expedited hearing of time-sensitive appeals to the CA and AD, particularly in the areas of arbitration and insolvency. The Registry also facilitated the implementation of an enhanced regime for the making of compensation orders for victims of crime. Registrars raised awareness of various reforms through their continued engagement with the Bar, in forums such as the Law Society of Singapore’s Litigation Conference, dialogue sessions with the Law Society of Singapore’s Civil Practice Committee, and meetings of the

Commercial Practice Panel’s Users’ Committees (such as the Arbitration and the Intellectual Property Court Users’ Committees).

The Registry contributed to efforts to entrench Singapore’s position as a dispute resolution hub and deepen collaboration with other dispute resolution bodies. Registrars undertook preparatory work for the establishment of the International Committee of the SICC, which will hear prescribed appeals from certain foreign jurisdictions, including Bahrain, following the successful signing of a bilateral treaty on appeals between Singapore and Bahrain in 2024. The Registry also spearheaded the development of model clauses with the Singapore Mediation Centre (“SMC”) that serve to position the SICC as the final step in the SMC’s Integrated Appropriate Dispute Resolution Framework (INTEGRAF). This development was complemented by the publication of an SICC user guide on alternative dispute resolution.

Registrars also provided active support to the Supreme Court’s international engagements and other important initiatives. Examples include the Judicial Roundtables with China and India, as well as the 5th Conference of the Judicial Insolvency Network that was hosted in Singapore. The Registry also supported the work of the Ethics and Professional Standards Committee, including the publication of its Interim Report and the implementation and finetuning of its recommendations which were accepted by the Honourable the Chief Justice.

As at 31 December 2024, there were 41 Judicial Service Officers (“JSOs”) in the Registry.

Jill Tan (Ms)
Registrar
Supreme Court



SUPREME COURT REGISTRY

(Left to Right) Front row:

Lee Yeow Wee David, Ms Chong Chin Chin, Ms Jill Tan (Registrar, Supreme Court), Chief Justice Sundareswaran Menon, Teo Guan Siew, Ms Cheng Pei Feng

(Left to Right) Second row:

Darryl Soh Wen Yan, Chong Ee Hsiun, Ching Yu Jin Bryan, Ms Leong Wai Teng Joanne, Ms Tay Woan Fen Constance, Ms Leo Zhi Wei, Ms Liew Ling Wei Elaine, Ms Janice Wong Shi Hui, Ms Ang Hui Xuan Pearly, Ms Karen Tan Teck Ping, Ms Gan Kam Yuin, Ms Lim Sai Nei, Ms Loh Hui-Min, Ms Li Yuen Ting

(Left to Right) Back row:

Low Yunhui James, Vikram Rajaram, Ms Crystal Tan Huiling, Randeep Singh Koonar, Ramu Miyapan, Kenneth Choo Wing Kong, Wong Hee Jinn, Chan Zheng Wen Samuel, Ong Kye Jing, Goh Teng Jun Jerome, Chong Fu Shan, Sim Junhui, Edwin Soh Chin Yuen

JUSTICES' LAW CLERKS

Justices' Law Clerks ("JLCs") support the Supreme Court Bench by providing legal research and administrative support for hearings. Incoming JLCs are first appointed as JLC-Designates ("JLC-Ds"). As JLC-Ds, they undergo training, including experiential postings in the Registry, the State Courts and the Family Justice Courts ("FJC"), where they observe a variety of civil, criminal and family proceedings in preparation for their work as JLCs. In their first year as JLCs, they assist the Judges and Judicial Commissioners of the GDHC and benefit from a sustained period of close mentorship by the judges. In their second year, they assist the Chief Justice, Justices of the CA and Judges of the AD across the full range of civil and criminal appeals heard by the appellate courts and disciplinary proceedings before the Court of 3 Supreme Court Judges. JLCs also provide assistance to the International Judges of the SICC.

JLCs are given the opportunity to support the Supreme Court's initiatives and external engagements. In this regard, they work closely with the Registry, the court administrators and other staff of the Supreme Court. In 2024, the JLCs supported the work of, among other matters, the Council of ASEAN Chief Justices, the ASEAN Law Association, the India-Singapore Judicial Roundtable, the Masterclass Programme for Commercial Judges in Asia and the Ethics and Professional Standards Committee.

As at 31 December 2024, there were 57 JSOs (including JLC-Ds) in the JLC Pool.

Jill Tan (Ms)
Registrar
Supreme Court



JUSTICES' LAW CLERKS

(Left to Right) Front row:

Ms Lai Siang Ping, Ms Nicolle Ng Hui Min, Chua Rui Yuan, Ms Lu Xuan Hui Lindsay, Ms Loo Wei Juan, Ms Isabel Chan Jia Yi, Chief Justice Sundaresh Menon, Ryan Moey Wei Ming, Ms Chung Sohyun, Ms Sarah Katrina D'Aran Banton, Ms Tan Ye Jia Hannah, Goh Hong Wei Adam, Goh Shao Xiao Gavin Ezra

(Left to Right) Second row:

Lim Jia Rong, Johan Ding Kar En, Ms Hong Shiuan Shiuan, Ms Dakshayani Ravindran, Ms Sim Hsin Hui Laura, Ms Lim Zhi Yu Kimberly, Ms Deborah Lim, Ms Sheena Heng Xuan Hui, Au Wei Hoe, Ivan Tang Wu Hwan, Samuel Tay Hzi Xun, Elias Khong Ngai Hum, Lee Ryan, Hariharan s/o Ganesan, Chua Kang Le, Ms Wee Ee Dawn

(Left to Right) Back row:

Neo Yu Fan, Ezra Lim Pin, Jerome Tan Jun Wei, Chia Ting Xuan Jordan, Lee Shao Jie Timothy Ethan, Jeremy Chai Zee Peng, Ong Ing Khim Russell, Darrick Poh Yi Xuan, Russell Adam Whang Rushi, Cheng Si Yi Ian, Reuben Tong Hoe En, Bharat S Punjabi, Goh Jun Hong Ernest, Samuel Wong Wei Yuan

OFFICE OF THE CHIEF JUSTICE

The Chief Executive (Office of the Chief Justice) (“OCJ”) oversees the corporate functions of the Supreme Court, the State Courts and the FJC, as well as the Access to Justice Programme Office, the Judicial Policy Division (“JPD”), International Relations (“IR”), Innovation, Technology and Transformation (“ITX”), and the Knowledge Management Office (“KMO”).

Significant milestones achieved in 2024 include:

- (a) Steered the SG Courts’ effort in the successful hosting of the International Association for Court Administration (“IACA”) Conference. The SG Courts’ Conference for Court Administrators that was held just after the IACA Conference also featured invited IACA speakers sharing their insights on topical issues such as the impact of Artificial Intelligence (“AI”) on the Judiciary and Access to Justice and its impact on trust in the Judiciary;
- (b) Completion of the Additions and Alterations works of “The Octagon” (gazetted as a conserved building in 2013) with the FJC commencing operations in “The Octagon” in November 2024;
- (c) The Integrated Finance Administration System implemented in May 2024 automates manual collections and payments and integrates with the Judiciary’s Case Management Systems. It provides a seamless experience for court users and also meets the Judiciary’s accounting and reporting needs; and
- (d) Continued efforts to deepen and strengthen the Judiciary’s engagement with our international counterparts, including the organisation of the inaugural Singapore-India Conference on Technology that facilitated dialogue on cutting-edge legal issues.

As at 31 December 2024, there was one JSO in the OCJ, one at the JPD, two at the KMO and two at the ITX.

Juthika Ramanathan (Ms)
Chief Executive
Office of the Chief Justice

KNOWLEDGE MANAGEMENT OFFICE

In 2024, the KMO continued to implement the KM Strategy and Roadmap 2022-2026, focusing on fostering knowledge exchange and strengthening the Judiciary's Knowledge Management ("KM") infrastructure.

Key activities undertaken in 2024 are outlined below:

Knowledge Scan

- (a) Analysed intranet resource usage patterns through diagnostic tools and shared findings with stakeholders.
- (b) Conducted a KMO Dipstick Survey to assess the effectiveness of KMO's work and identify KM gaps and opportunities.

Knowledge Capture

- (c) Conducted quarterly reviews and updates of bench guides across SG Courts to ensure quality and relevancy of these resources.

Knowledge Exchange

- (d) Collaborated with Office of Transformation and Innovation ("OTI") and ITX on system enhancements for the retrieval of neutral citations and redaction alphabets to harmonise the judgments issuance process.
- (e) Worked with OTI to develop the Standard Operating Procedures for Right Classification

of Official Documents, with Judiciary-specific examples and an escalation framework to resolve any uncertainty.

- (f) Presented the SG Courts' KM experience at the IACA Conference.

Knowledge Architecture

- (g) Issued the SG Courts KM Policy, setting out a framework for the proper use and management of the Judiciary's knowledge resources, with an accompanying e-learning module.
- (h) Worked closely with the Project Steering and Working Committees to roll out the first release of the new SG Courts Intranet, JustConnect. Physical roadshows were organised to create greater awareness and interest in the new platform.
- (i) Organised an annual appreciation event to recognise the support of our JSO and Court Administrator KM subgroups, contributors and volunteers.

As at 31 December 2024, there were two JSOs in the KMO.

James Leong
Chief Knowledge Management Officer
Knowledge Management Office

INNOVATION, TECHNOLOGY AND TRANSFORMATION

In 2024, the OTI of the ITX continued enhancing systems, processes, and digital services across SG Courts. Improvements were made to the Simplified Track Divorce e-Service, Probate e-Service, and Smart(er) Bundles. OTI also supported system changes arising from the amendments to the Family Justice Rules 2024.

Significant improvements were made to the Community Justice and Tribunals System, including the Electronic Defects Schedule for Small Claims. This helped parties organise and present evidence more effectively. A generative AI (“Gen AI”) implemented in December 2024 automated translations of Small Claims notices, supporting self-represented parties who may not be fluent in English.

OTI continued to promote technology adoption in the legal industry. Collaborating with various agencies, OTI developed tools to improve legal research, data analysis and document preparation.

Recognising the importance of staff training, OTI also worked with partner agencies to organise training sessions on Gen AI tools. In the past year, nearly 150 staff of the SG Courts, including JSOs, attended Gen AI training.

At any one time, OTI coordinated at least 80 products or enhancements throughout SG Courts. OTI also worked with other jurisdictions to ensure cross-sharing of best practices and experiences. To do this, OTI facilitated regular cross-jurisdictional meetings with Chief Justices and Judges in charge of technology from various jurisdictions.

As at 31 December 2024, there were two JSOs in the OTI of the ITX.

Tan Ken Hwee
Chief Transformation and Innovation Officer
Innovation, Technology and Transformation

JUDICIAL POLICY DIVISION

The JPD drives the Judiciary's strategic direction in support of Court excellence. The key activities of the JPD's two units, the Strategic Planning and Policy ("SPP") unit and the Legal Advisory unit, in 2024 are set out below.

Strategic Planning and Policy

The SPP and the Legal Advisory unit worked together and supported the OCJ and the Supreme Court in the review of the Judicial Code of Conduct for Judges and Judicial Commissioners. The review recommendations were approved at the 2024 Council of Judges.

The SPP, with the support of the Centre for Strategic Futures, has embarked on a scenario planning initiative to better position SG Courts to be ready for the future.

The SPP also provided secretariat support to the Judiciary Management Meeting and served as point-of-contact with key stakeholders for resource and performance management.

Legal Advisory

The officers of the Legal Advisory unit are the Judiciary's in-house counsel. Significant matters that the unit worked on in 2024 include:

- Drafting and negotiating the Advisory Services Agreement with the Bahrain Chamber for Dispute Resolution and the back-to-back agreement with the Singapore Cooperation Enterprise, for the establishment of the Bahrain International Commercial Court.
- The engagement by the SJC of a retired foreign judge as a fellow.
- Supporting the SICC Registry in their review of the Judicial Code of Conduct for International Judges.
- Advising the Judicial Service Commission Secretariat on amendments to the JSO Code of Conduct.
- Co-ordinating the Judiciary's response to Parliamentary Questions.

As at 31 December 2024, there was one JSO in the JPD.

James Leong
Chief Policy Officer
Judicial Policy Division

SINGAPORE JUDICIAL COLLEGE

In 2024, the Singapore Judicial College (“SJC”) made significant strides towards becoming a world-class institute of higher judicial education and research.

To realise this vision, several key appointments were made, including the appointment of a new Dean (Professor Natalie Skead), Executive Director (District Judge Justin Yeo) and Deputy Executive Director (District Judge Paul Chan).

The SJC implemented its Judicial Competency Framework, which empowers judges to take charge of their own learning as “Learning Judges”. Its programming was expanded and enhanced, and included a revamped suite of foundational ‘101s’ on judgecraft and advanced ‘201s’ and ‘301s’ on more specialised competencies. The SJC continued to partner with the tri-courts on the development of specialist programmes, including the FJC Learning Week, the State Courts Training Days and the Registry Learning Days. Besides these flagship programmes, seminar series (eg, the Tech Future series, the Distinguished Speaker series) were run to keep learners engaged, refreshed and inspired.

The SJC also continued to develop its international partnerships. It engaged in landmark exchanges with the judicial institutes of Australia, China, France and New Zealand, and supported engagements with other jurisdictions (including Bahrain, Bhutan, Brunei and India) and institutions (including the International Organization for Judicial Training and the Commonwealth Judicial Education Institute). The SJC also collaborated with international partners to deliver world-class programmes, such as the Masterclass Programme for Commercial Judges and advanced courses on judgment writing (in partnership with Canada’s National Judicial Institute).

As at 31 December 2024, there were three JSOs in the SJC.

Justin Yeo
Executive Director
Singapore Judicial College

SINGAPORE ACADEMY OF LAW

The Singapore Academy of Law (“SAL”) launched a public beta of LawNet.com, the future of SAL’s online legal research portal. LawNet AI was introduced along with the refreshed portal. This represents the first step in LawNet’s foray into Gen AI. Trained on its archive of headnotes for the Singapore Law Reports, LawNet AI provides case summaries for 15,000 unreported judgments; work is ongoing to generate similar case summaries for tribunal decisions. SAL has commenced work on the next phase of LawNet AI: collaborating with AI Singapore on generating annotations to statutory provisions, and collaborating with the Infocomm Media Development Authority on question-and-answer capabilities.

SAL also launched a prototype of its electronic Apostille. The prototype system enables the creation of fully electronic legalised documents and accompanying apostille certificate. These were initially in the OpenAttestation format of the Government Technology Agency of Singapore. The prototype has also been updated to support the World Wide Web Consortium’s Verifiable Credentials Data Model 2.0.

2024 also saw the most well-attended TechLaw Fest to date, with 1,750 participants from 42 countries. The technology law conference provided a soapbox for 137 speakers while the trade show hosted 55 exhibitors.

SAL continued its focus on professional development. Selected modules of the Junior Lawyer Certification Programme were piloted in 2024 to positive and enthusiastic review from participants. The first phase of the Legal Industry Framework for Training and Education (“LIFTED”) was also developed, comprising the legal sector competency framework, knowledge guide and training roadmap. The skills competency framework was submitted to SkillsFuture Singapore for approval, which was recently obtained.

As at 31 December 2024, there was one JSO in the SAL.

Yeong Zee Kin
Chief Executive
Singapore Academy of Law

SINGAPORE MEDIATION CENTRE

The SMC held the Singapore Mediation Lecture and Appreciation Lunch in August 2024. The lecture was launched in a new format, in combination with the SMC Mediators' Appreciation Lunch, and focused on contentious areas of the law, with Lord Justice Peter Fraser, Judge of the Court of Appeal of England and Wales, delivering the keynote address on Relational Contracts and the Common Law. The lecture focused on the development of the concept of "relational contracts" and the implied duty of good faith under English law since the seminal case of *Yam Seng Pte Ltd v International Trade Corporation Pte Ltd* [2013] EWHC 111 (QB).

A record number of participants, with 304 in-person participants and 292 online participants, attended the event. The SMC further signed a Memorandum of Understanding with the Brunei Darussalam Arbitration Center during the event.

As at 31 December 2024, there was one JSO in the SMC.

Kevin Kwek
Chief Executive
Singapore Mediation Centre



**OFFICE OF THE CHIEF JUSTICE
KNOWLEDGE MANAGEMENT OFFICE
OFFICE OF TRANSFORMATION & INNOVATION
JUDICIAL POLICY DIVISION
SINGAPORE JUDICIAL COLLEGE
SINGAPORE ACADEMY OF LAW
SINGAPORE MEDIATION CENTRE**

(Left to Right) Front row:

Ms Juthika Ramanathan (CE, OCJ) Chief Justice Sundaresh Menon, Siva Shanmugam (CPO until 31 Mar 2024)

(Left to Right) Back row:

Ms Wee Yen Jean (SJC), Ms Rachel Gan (OTI), Prem Raj (SJC), Justin Yeo (Executive Director, SJC), Clement Seah (CKMO wef 1 Mar 2025), Tan Ken Hwee (CTIO), James Leong (CKMO until 28 Feb 2025, CPO wef 1 Apr 2024), Victor Yeo (JPD), Lim Wee Ming (JPD), Paul Chan (SJC), Kevin Kwek (SMC), Reuben Ong (SJC)

THE STATE COURTS

2024 was a significant year for the State Courts. We continued to apply ourselves to re-imagining and redesigning our systems and processes, to fulfil our mission to provide access to *quality* justice, as well as ensure fair, timely and effective outcomes for all court users:

- (a) To address the resource gap, we streamlined the online filing process for Magistrate's Complaints so that complaints can be filed on a single platform on FormSG using SingPass. To empower parties in assessing their legal options, we issued calibrated costs guidelines for District Court civil cases to promote greater transparency on legal costs, balancing proportionality and access to justice with market realities.
- (b) To mitigate the literacy gap, we collaborated with Harvey to offer complimentary Gen AI-driven translation services in our Small Claims Tribunals cases. Respondents to such a claim can now access a translation of a Claim Notice via a QR code, and parties can expect phased access to translations of all court documents. We published a bail pamphlet containing key information and providing guidance for potential bailors on bail matters.
- (c) To ameliorate the physical gap, we built upon our successful asynchronous criminal pre-trial conferences and criminal case disclosure conferences, expanding their scope significantly to include cases involving co-accused persons and cases prosecuted by regulatory agencies.

Continuing professional development is a critical element of effective access to justice. Accordingly, we continued equipping our officers with the skills necessary to operate in an increasingly challenging landscape. We visited China to learn about

technological advancements in their courts, as well as Australia and New Zealand to gain insights on the management of sexual offences matters; moving forward, trials involving sexual offences in our courts will be assigned to a specialist list of judges with specific training on handling such cases. We re-established the attachment of our JSOs to High Court judges for mentorship and observation of hearings. We piloted roundtables to discuss landmark criminal judgments and will soon extend this to other relevant fields.

We further broadened our conception of justice, augmenting adjudication with active peacebuilding. One important aspect of this is to address root causes which affect litigants. For neighbour disputes, we worked with the Ministry of Law to bolster the Community Disputes Resolution Act 2015 to support upstream amicable dispute resolution efforts, such as mandatory pre-filing mediation and registration of settlement agreements as court orders. We operationalised the enhanced victim compensation regime, allowing victims to produce evidence and submissions to Court, and participate in hearings where compensation orders may be made. Further, we curated a list of useful community resources to provide to litigants, addressing key needs including mental health support, financial assistance, employment support and legal aid.

Finally, we continued to demonstrate thought leadership on the international stage. At the 41st Cambridge International Symposium on Economic Crime, our JSOs shared Singapore's efforts in asset recovery in its anti-money laundering regime, as well as its proactive strategies to combat online scams. At the 24th Online Dispute Resolution Forum, we showcased our advanced e-negotiation and e-mediation services in the Community Justice and Tribunals System, which enable parties to explore amicable resolution

before their first Court hearing. We continued to make significant contributions to the International Judicial Dispute Resolution Network, discussing draft practice guides on Access to Justice in Small Claims and Commercial Disputes, and sharing on the enhancement of judicial dispute resolution processes. Alongside our overseas work trips to learn from the best practices of other jurisdictions, we hosted foreign delegations from Australia, Brunei, China, New Zealand, South Korea,

Uganda and the United Kingdom to discuss and share our experiences in several key areas.

As at 31 December 2024, there were 106 JSOs in the State Courts.

Justice Vincent Hoong
Presiding Judge
State Courts



STATE COURTS SENIOR MANAGEMENT

(Left to Right) Front row:

Ms Ong Chin Rhu (Deputy Principal District Judge, Criminal Courts), Tan Loke Yong Luke (Deputy Principal District Judge, Criminal Courts), Toh Yung Cheong (Principal District Judge, Strategic Planning & Technology), Tan Boon Heng (Principal District Judge, Court Dispute Resolution), Toh Han Li (Principal District Judge, Criminal Courts), Justice Vincent Hoong (Presiding Judge of the State Courts), Chief Justice Sundaresh Menon, Edwin San Ong Kyar (Registrar), Leong Kui Yiu James (Principal District Judge, Civil Courts), Ms Lee Lit Cheng (Principal District Judge, Criminal Courts), Ong Hian Sun (Senior District Judge, Criminal Courts), Chiah Kok Khun (Deputy Principal District Judge, Civil Courts), Ms Jasbendar Kaur (Deputy Principal District Judge, Community Courts & Tribunals)

(Left to Right) Back row:

Ms Wong Baochen (Group Manager, Office of the Registrar), Yeo Swee Teck Joseph (Group Manager, Court Dispute Resolution), Ms Karolyn Gin (Group Manager, Community Courts & Tribunals), Koo Zhi Xuan (Group Manager, Criminal Courts)



STATE COURTS

(Left to Right) Front row:

Ms Ong Chin Rhu, Tan Loke Yong Luke, Toh Yung Cheong, Tan Boon Heng, Toh Han Li, Justice Vincent Hoong (Presiding Judge of the State Courts), Chief Justice Sundaresh Menon, Edwin San Ong Kyar, Leong Kui Yiu James, Ms Lee Lit Cheng, Ong Hian Sun, Chiah Kok Khun, Ms Jasbendar Kaur

(Left to Right) Second row:

Lee Yuxian Jay, Ms Ho Yan-Qing Kelly, Tham Tong Kong Eddy, Ms Mesenas May Lucia, Teo Guan Kee, Ms Wong Baochen, Yeo Swee Teck Joseph, Ms Karolyn Gin, Koo Zhi Xuan, Kang Chern Wey Jared, Ms Tay Jingxi, Ms Lee Jia En Gloria, Ms Kang Hui Lin Jasmin, Ms Tan Bee Neo Melissa, Ms Kok Shu-En

(Left to Right) Third row:

Ms Wong Li Tein, Ms Kamala Ponnampalam, Mrs Brenda Tan, Ms Salina Ishak, Tay Wei Heng Terence, Paul Quan Kaih Shiuah, Ms Chua Wei Ling Brenda, Ms Wong Peck, Ms Lum Baoling Georgina, Goh Mu Quan, Toh Jun Hian Jonathan, Ng Tee Tze Allen, Chin Jiaying Kenneth

(Left to Right) Fourth row:

Tan Shao Weng Andrew, Bay Boon Teck Marvin, Ms Lau Qiuyu, Ms Ho Yi May Lorraine, Ms Crystal Goh, Chin Ye-Fung Julian, Ms A Sangeetha, Lim Tse Haw, Gan Wee Kiat Gregory, Kevin Ho Hin Tat, Man Kah-Soon Winston, Ms Lee Li Choon, Ms Tay Joo Ling Dora, Ng Qi Le Jordan, Gui Chuan Cheng Vince

(Left to Right) Back row:

Don Ho Jia Hao, Sheik Umar Bin Mohamed Bagushair, Goh Eng Chiang Christopher, Ng John, Shaiffudin Bin Saruwan, Ow Yong Tuck Leong, Ms Ling Feng Yong Carol, Ms Jasvender Kaur, Ms Tan Yin Tze Sarah, Ms Soh Weiqi, Ms Eliza Chee Fang Yi, Navin Anand, Lim Wei Shen Mark

THE FAMILY JUSTICE COURTS

As the sun rose on a new decade for the FJC in 2024, it illuminated a landscape of hope, transformation and renewed commitment to the families we serve. This year marked not just our 10th anniversary, but a continual evolution in our approach to family justice — one that recognises the human stories behind every case and the delicate threads that bind families together even in the midst of conflict.

Our journey to this point has been one of careful reflection and determined action. The new Family Justice (General) Rules 2024, Family Justice (Probate and Other Matters) Rules 2024, Family Justice (Protection from Harassment) Rules 2024 and Family Justice (Criminal Proceedings in Youth Courts) Rules 2024 (collectively, the Family Justice Rules 2024 (“FJR 2024”)) were implemented on 15 October 2024. The FJR 2024 represents more than mere procedural changes; it embodies our drive towards an approach for the administration of family justice that is accessible, efficient and attuned to the needs of those we serve.

The FJR 2024 is the culmination of a multi-year comprehensive review and redesign of our procedures by our officers and the Family Justice Rules Committee. With simplified structures, improved organisation for easier navigation and fewer provisions, these rules streamline our processes for greater access to justice. Complementing the FJR 2024 is the FJC Practice Directions 2024, which provides guidance, such as commonly used forms in digitalised format with clear signposting and explanatory notes, and information to help court users through the court process.

We celebrated our 10th Anniversary on 21 October 2024 with the wider Judiciary family, the Family Bar, partners and stakeholders under the theme, “Building Hope, Embracing Change”—a reflection of our journey, achievements, and aspirations. This

milestone event also saw the launch of the FJC Therapeutic Justice (“TJ”) Model, designed to help families accept the past and move towards their best possible futures. Conceived with Singapore’s unique socio-cultural context in mind, the FJC TJ Model establishes a common understanding of TJ principles and sets out a judge-led process where the parties, their lawyers and other professionals work together with the court to find timely and enduring solutions within the legal framework.

2024 will also be remembered for our move to our new premises, affectionately referred to as “The Octagon” for its iconic octagonal architecture. The ceremonial march to The Octagon on 2 December 2024, led by the Honourable the Chief Justice, symbolised our journey towards a new era of family justice where service and compassion walk hand in hand with the law. The centralised location of our new premises offers greater convenience for court users and features purposefully designed spaces to facilitate a therapeutic approach to administering justice, including child-friendly interview rooms, quiet spaces for court users in distress and vulnerable witness rooms.

As we reflect on 2024, we acknowledge with gratitude the staunch support that we have received for our work and we celebrate the hope for new beginnings for the families, youths, children and vulnerable persons who come through our doors, as we work together with the wider Judiciary family, the Family Bar, partners and stakeholders to strengthen the family justice system in Singapore.

As at 31 December 2024, there were 52 JSOs in the FJC.

Justice Teh Hwee Hwee
Presiding Judge
Family Justice Courts



FAMILY JUSTICE COURTS SENIOR MANAGEMENT

(Left to Right):

Ms Yarni Loi (Principal Director, Therapeutic Justice Transformation Office),
Ms Jen Koh (Deputy Registrar and Senior Judicial Head, Family Justice Courts),
Kevin Ng (Senior Judicial Head, Family Justice Courts),
Phang Hsiao Chung (Principal District Judge, Family Justice Courts),
Kenneth Yap (Registrar, Family Justice Courts),
Justice Teh Hwee Hwee (Presiding Judge of the Family Justice Courts),
Chief Justice Sundaresh Menon,
Chia Wee Kiat (Deputy Presiding Judge, Family Justice Courts),
Muhammad Hidhir Abdul Majid (Principal District Judge, Family Justice Courts),
Kow Keng Siong (Senior Judicial Head, Family Justice Courts),
Ms Toh Wee San (Senior Judicial Head, Family Justice Courts),
Ms Amy Tung (Judicial Head, Youth Court),
Ms Tan Shin Yi (Judicial Head, Court of Protection)



FAMILY JUSTICE COURTS

(Left to Right) Front row:

Ms Yarni Loi, Ms Jen Koh, Kevin Ng, Phang Hsiao Chung, Kenneth Yap, Justice Teh Hwee Hwee (Presiding Judge, Family Justice Courts), Chief Justice Sundaresh Menon, Chia Wee Kiat, Muhammad Hidhir Abdul Majid, Kow Keng Siong, Ms Toh Wee San, Ms Amy Tung, Ms Tan Shin Yi

(Left to Right) Second row:

Wong Sheng Kwai, Ms Suzanne Chin, Ms Carrie Chan Su-Lin, Ms Miranda Yeo, Ms Jinny Tan, Ms Lo Wai Ping, Ms Lynette Yap, Ms Shobha Nair, Ms Carol Liew, Ms Christine Lee, Ms Janice Chia

(Left to Right) Third row:

Teh Joo Lin, Azmin Bin Jailani, Goh Zhuo Neng, Ms Kimberly Scully, Ms Gay Hui Yi, Ms Wendy Yu, Ms Geraldine Kang, Ms Cheryl Koh, Tan Zhi Xiang, Edmund Chew, Kevin Ho, Patrick Tay

(Left to Right) Back row:

Sheik Mustafa Bin Abu Hassan, Jason Gabriel Chiang, Soh Kian Peng, Ms Keziah Ayuputri Simon, Ms Tan Li-Ning Tamasin, Ms Lee Kai Lin Kelyn, Ms Khoo May Ann, Ms Sarah Chua, Ms Lim Shin Hui, Chong Wei Xuan Allen, Tan Li Jie



MILESTONE TRAINING PROGRAMMES

JSC POSTGRADUATE SCHOLARSHIPS IN LAW

In 2024, a Judicial Service Officer (“JSO”) was awarded the Judicial Service Commission (“JSC”) Scholarship to study for a Master of Laws (“LLM”) in Judicial Studies jointly offered by the Singapore Judicial College (“SJC”) and the Singapore Management University (“SMU”) in the academic year 2024/2025.

Master of Laws (LLM) at Singapore Management University

The LLM in Judicial Studies is jointly offered by the SJC and the SMU. The LLM was designed specifically for serving judges and judiciary aspirants and combines the academic rigour of higher learning with practical judgecraft. In 2024, I was privileged to be granted the opportunity to pursue the LLM under the JSC scholarship.

I benefitted greatly from the components offered by SJC and SMU. The SJC programmes taught by experienced judges

enhanced the LLM candidates’ adjudication and administration abilities and developed our soft and extra-legal skillsets. The wide variety of modules offered by SMU also allowed me to take courses covering trade regulation, information technology law, mediation, compliance and real estate securitisation. The teaching styles adopted by the faculty coupled with engaging class discussions among my LLM classmates from diverse backgrounds facilitated meaningful mutual learning, which greatly enriched my postgraduate experience. As part of the LLM, I had to complete a Judicial Dissertation which allowed me to undertake in-depth research in an area of interest. This was highly rewarding from an academic and personal perspective. I am grateful to the JSC for the opportunity to expand my knowledge and build meaningful connections.

Ms Koh Jiaying

MILESTONE TRAINING PROGRAMMES IN LEADERSHIP/ MANAGEMENT

The Judicial Service nominates JSOs for milestone training programmes conducted by the Public Service Division and the Civil Service College. These programmes aim to further the continuing education of JSOs in leadership and management, whilst providing opportunities for them to engage with peers from the Civil Service and the Administrative Service. Seven JSOs who participated in milestone training programmes in 2024 have shared their experiences.

4th Executive Leadership Programme

The 4th Executive Leadership Programme was a five-week leadership milestone programme conducted by the Civil Service College from 21 October 2024 to 22 November 2024. Held once every two years, the class comprised 30 senior leaders including Deputy/Assistant Chief Executives, Director-Generals and equivalents from various government agencies covering Regulatory and Compliance, Economic and Finance, Infocommunications and Technology, Environment and Sustainability, Defence and Security, Law and Order and the Judiciary.

The programme covered a series of carefully curated sessions on cross-cutting topics under the broad thrusts of (a) The Way Forward: Prospects and Possibilities; (b) Building Resilient and Agile Organisations; and (c) Leading with Grit and Purpose. Led by our Programme Mentor, Stanley Loh (Permanent Secretary, Ministry of Sustainability and the Environment), we

had many engaging and thought-provoking sessions with various Ministers including Deputy Prime Minister Gan Kim Yong, Senior Minister Teo Chee Hean, Minister Chan Chun Sing, Minister Tan See Leng, as well as many senior civil servants and private sector representatives.

We made study trips to India (New Delhi and Mumbai) and Malaysia (Johor Bahru), met with foreign senior government officials, had an eye-opening experience of walking through one of the world's largest (yet surprisingly, enterprising) slums, and through it all, gained a keener understanding of each country and its significance and implications for Singapore.

Other highlights of the programme involved learning journeys to the Changi Naval Base and the Woodlands Checkpoint, as well as visiting the offices of car rental service GetGo and pharmaceutical giant GSK.

Most memorable of all was the close bonding and camaraderie shared among the likeminded fellow participants, which encouraged deep reflection, honest sharing and enhanced the collective learning for everyone. We were truly grateful for the invaluable lessons gained and friendships built at the 4th Executive Leadership Programme.

Tan Ken Hwee, Edwin San and Ms Cheng Pei Feng

4TH EXECUTIVE LEADERSHIP PROGRAMME

21 OCTOBER - 22 NOVEMBER 2024



L61: William Lam, Andy Seah, Adeline Chia, Adrienne Ng, Wong Si Cheng

L62: Edwin San, Yap Meng Yit, Wong Kai Siong, Lee Eng Hoe

L63: Ong Keng Hing, Ng Chee Pin, Bellinda Wink, Collin Chua, Ray Chua

L64: Tan Cheng Kwee, Tan Hian Hin, Ong Cheeien Wong, Iskandar Idris, Lim Kang Hui

L65: Tan Suet Kim, Cheng Pei Feng, Shantel Tan, Chua Sook Ngoh, Teo Hock Long

L66: Henry Cheung, Peng See Kian, Lee Sook Yen, Christopher Leck, Tan Kiat Hwee

"Coming together is a beginning; working together is progress; delivering is success for Singapore" "We must and we will be bold. We will not let the past constrain our ability to shape our future."

"We will be resilient. To honour and respect the past. To build the future that is yet to serve us."

4TH EXECUTIVE LEADERSHIP PROGRAMME

[Centre Photo]

Ms Cheng Pei Feng (*Front row, 1st from the left*)

Tan Ken Hwee (*Front row, 1st from the right*)

Edwin San (*Back row, 6th from the right*)

25th Management Development Course

I attended the 25th Management Development Course (“MDC”) from 8 January 2024 to 17 January 2024, and from 21 February 2024 to 15 March 2024. The MDC is a leadership course designed for middle managers.

The MDC comprised two modules. The first was on personal leadership, where we attended seminars and participated in discussions on effective leadership. We were also divided into small groups where we could reflect intimately on our individual leadership styles and share our experiences with our peers. The second module comprised sessions on policy and governance, where we learnt from speakers from various parts of the Government, and each other, on the functions, responsibilities and challenges faced by other parts of the Government.

I found the 25th MDC extremely useful.

First, attending the course allowed me to appreciate the work and functions of other branches of the Government. In particular, the

second module included field trips, such as the one to the Marine Aquaculture Centre, where we learnt about research and development efforts in the aquaculture industry, which falls under the work of the Singapore Food Agency to ensure a steady food supply for Singapore.

Second, the module on personal leadership and small-group discussions allowed me to reflect on myself in a way that would not have been possible in the rough and tumble of day-to-day work. We were also assigned individual personal coaches with whom we could explore our motivations more deeply, and it enabled me to reflect on matters which had not occurred to me.

Third, it was a valuable opportunity to interact and form meaningful relationships with peers who are equally passionate about serving the public. Their enthusiasm was nothing short of inspiring.

I am grateful to the JSC for the opportunity to attend the 25th MDC.

Tan Zhi Xiang



25TH MANAGEMENT DEVELOPMENT COURSE

Tan Zhi Xiang (*Front row, 1st from the right*)

26th Management Development Course

We attended the 26th MDC from 17 to 26 July 2024 and 14 August 2024 to 6 September 2024. The course was split into two broad components: (a) personal leadership; and (b) policy and governance.

The personal leadership component covered a plethora of topics including situational leadership, coaching, giving of feedback, influencing and conflict management. To consolidate the learning in the plenary sessions, the course participants were split into small learning groups, where these topics were explored in greater detail with a facilitator. We found the learning groups to be safe and conducive spaces where we could share and reflect on our own individual leadership experiences.

In the policy and governance component, we had the opportunity to hear from speakers from a host of Public Service agencies. The policy and governance component was eye-opening

as it exposed us to the breadth of the work undertaken by the Public Service. The sessions covered a broad range of topics dealing with social, economic, security, climate change, transformation and other issues. The policy and governance component also included several learning journeys, including one to either the Supreme Court or the State Courts (the course participants were split into two groups) which we organised with the kind help of our colleagues, and which allowed us to share more about the work of the Judiciary.

Quite apart from the formal sessions, our interactions with our fellow course participants also gave us an insight into the work and the workings of the rest of the Public Service. On the whole, the course was an immensely enriching experience, and we are grateful to the JSC for this opportunity.

Jonathan Ng and Kenneth Wang



26TH MANAGEMENT DEVELOPMENT COURSE

Jonathan Ng (*4th row, 1st from the right*)
Kenneth Wang (*Back row, 2nd from the right*)

31st Senior Management Programme

The 31st Senior Management Programme (“SMP”) was a 6.5-week programme from 8 July 2024 to 21 August 2024. I was privileged to attend the SMP with 40 other participants drawn from different Government sectors.

The curriculum focused on the broad issues of Navigating Our New Normal, Building Partnerships & Trust and Leading in the Public Service. Several engaging dialogue sessions with policymakers, private sector professionals, academics and civil society organisations were held. These included sessions with Deputy Prime Minister Heng Swee Keat, Minister Chan Chun Sing and Minister Edwin Tong. A particular highlight for me was the session on “Courts and Policy Making: The Balancing Act in Preserving Public Trust” by the Honourable Justice Kwek Mean Luck.

We made study trips to Indonesia (Jakarta and Medan) and Malaysia (Kuala Lumpur) where we deepened our understanding of Singapore’s geopolitical context and gained a richer appreciation of the regional landscape as well as the impact on our strategic interests. Representatives from

the political and socio-economic spheres shared candid insights on significant developments in our key bilateral partners in closed-door sessions.

We also undertook the Community Attachment Programme jointly organised by the Public Service Division and the People’s Association, which enhanced our awareness of the needs on the ground and efforts to build rapport within the local community.

The SMP programme was well curated and served as a roadmap to facilitate conversations, including opportunities for me to share on the work of the Judiciary. With a shared recognition of the opportunities and challenges in an increasingly multipolar world, these conversations encouraged us to reflect on our roles, commitment and impact, both individually and collectively, to the work of the Public Service.

I remain deeply grateful to the JSC and my seniors for their support of my participation at the 31st SMP, and for the opportunities to forge connections with my peers.

Ms Crystal Tan Huiling



31ST SENIOR MANAGEMENT PROGRAMME

Ms Crystal Tan Huiling (*2nd row, 3rd from the right*)



PRIDE IN
SERVICE

PRIDE IN SERVICE

National Day Awards are a means of recognising officers who have shown outstanding achievements, consistent good service, competence and devotion to duty. Eight Judicial Service Officers were conferred a National Day Medal in 2024.

National Day Medal Recipients in 2024

Public Administration Medal (Gold)	
Mr Chia Wee Kiat Deputy Presiding Judge	Family Justice Courts
Public Administration Medal (Silver)	
Mr Joseph Yeo District Judge	State Courts
Ms Ong Luan Tze Deputy Chief Knowledge Management Officer	Knowledge Management Office
Public Administration Medal (Bronze)	
Mr Edmund Chew District Judge	Family Justice Courts
Long Service Medal	
Mr Kenneth Yap Registrar	Family Justice Courts
Ms Cornie Ng Senior Assistant Registrar	Supreme Court Registry
Mr Sheik Mustafa Bin Abu Hassan District Judge	Family Justice Courts
Ms Wong Li Tein District Judge	State Courts



JUDICIAL SERVICE COMMISSION WITH RECIPIENTS OF NATIONAL DAY MEDALS 2024

(Left to Right):

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