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## JUDICATURE

### OVERVIEW

#### Mission Statement

Supreme Court: Accessible justice that commands trust, respect and confidence.

State Courts: Accessible justice through quality judgments, appropriate dispute resolution and innovative court services.

Family Justice Courts: Making justice accessible to families and youth through effective counselling, mediation and adjudication.

#### Vision Statement

A trusted Judiciary • Ready for tomorrow

### FY2025 EXPENDITURE ESTIMATES

#### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>411,072,040</b>	<b>426,443,000</b>	<b>430,293,200</b>	<b>400,387,900</b>	<b>(29,905,300)</b>	<b>(6.9)</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE<sup>1</sup></b>	<b>347,653,260</b>	<b>376,732,500</b>	<b>377,182,700</b>	<b>385,473,100</b>	<b>8,290,400</b>	<b>2.2</b>
	<i>RUNNING COSTS</i>	<i>347,653,260</i>	<i>376,732,500</i>	<i>377,182,700</i>	<i>385,473,100</i>	<i>8,290,400</i>	<i>2.2</i>
	<b>Expenditure on Manpower</b>	<b>236,945,254</b>	<b>259,628,900</b>	<b>261,503,500</b>	<b>265,838,500</b>	<b>4,335,000</b>	<b>1.7</b>
1400	Other Statutory Appointments	51,688,215	52,222,900	58,986,100	51,888,900	(7,097,200)	(12.0)
1500	Permanent Staff	185,230,768	207,245,300	202,369,500	213,829,200	11,459,700	5.7
1600	Temporary, Daily-Rated and Other Staff	26,271	160,700	147,900	120,400	(27,500)	(18.6)
	<b>Other Operating Expenditure</b>	<b>110,708,006</b>	<b>117,103,600</b>	<b>115,679,200</b>	<b>119,634,600</b>	<b>3,955,400</b>	<b>3.4</b>
2100	Consumption of Products and Services	105,338,671	108,317,200	107,740,400	111,015,600	3,275,200	3.0
2300	Manpower Development	2,617,154	4,523,500	3,743,400	4,538,800	795,400	21.2
2400	International and Public Relations, Public Communications	2,060,661	3,451,900	3,242,600	3,057,500	(185,100)	(5.7)
2700	Asset Acquisition	584,565	811,000	952,800	1,022,700	69,900	7.3
2800	Miscellaneous	106,955	-	-	-	-	n.a.

<sup>1</sup> Estimated FY2025 includes \$10,612,500 Statutory Expenditure (Expenditure on Manpower).

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>63,418,780</b>	<b>49,710,500</b>	<b>53,110,500</b>	<b>14,914,800</b>	<b>(38,195,700)</b>	<b>(71.9)</b>
5100	Government Development	63,418,780	49,710,500	53,110,500	14,914,800	(38,195,700)	(71.9)

## Establishment List

Category/Personnel	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025
<b>OTHER STATUTORY APPOINTMENTS</b>	<b>29</b>	<b>31</b>	<b>30</b>	<b>30</b>
Chief Justice	1	1	1	1
Justice of the Court of Appeal	4	3	3	3
Judge of the Appellate Division	3	4	4	4
Judge	21	23	22	22
<b>PERMANENT STAFF</b>	<b>1,071</b>	<b>1,133</b>	<b>1,090</b>	<b>1,156</b>
Corporate Support	10	9	8	8
Language Executive Scheme (2008)	41	44	106	107
Legal	262	293	249	274
Management Executive Scheme (2008)	593	614	635	675
Management Support Scheme (2008)	48	46	45	45
Management Support Scheme (Language Officer)	68	79	1	1
Operations Support	43	42	40	40
Shorthand Writers	6	6	6	6
<b>TOTAL</b>	<b>1,100</b>	<b>1,164</b>	<b>1,120</b>	<b>1,186</b>

**FY2024 BUDGET**

The revised FY2024 expenditure of the Judicature is \$430.29 million, an increase of \$19.22 million or 4.7% over the actual FY2023 expenditure of \$411.07 million. Of this, \$377.18 million or 87.7% is for operating expenditure and \$53.11 million or 12.3% is for development expenditure.

***Operating Expenditure***

The revised FY2024 operating expenditure of \$377.18 million is an increase of \$29.53 million or 8.5% over the actual FY2023 operating expenditure of \$347.65 million. This is largely due to an increase in expenditure on manpower.

***Development Expenditure***

The revised FY2024 development expenditure of \$53.11 million is a decrease of \$10.31 million or 16.3% from the actual FY2023 development expenditure of \$63.42 million. This is largely due to a decrease in payment milestones in FY2024 with the completion of the addition and alteration works for the Octagon Building.

**FY2025 BUDGET**

The FY2025 total expenditure of the Judicature is projected to be \$400.39 million, a decrease of \$29.91 million or 6.9% from the revised FY2024 estimate. Of this, \$385.47 million or 96.3% is for operating expenditure and \$14.91 million or 3.7% is for development expenditure.

***Operating Expenditure***

FY2025 operating expenditure is projected to be \$385.47 million, an increase of \$8.29 million or 2.2% over the revised FY2024 operating expenditure. This is due to increased expenditure on manpower and consumption of products and services.

***Development Expenditure***

FY2025 development expenditure is projected to be \$14.91 million, a decrease of \$38.20 million or 71.9% from the revised FY2024 development expenditure. This is largely due to the decrease in payment milestones in FY2025 with the completion of the addition and alteration works for the Octagon Building.

## Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
E-A	Judicature Programme	385,473,100	–	385,473,100	14,914,800	400,387,900
	<b>Total</b>	<b>385,473,100</b>	<b>–</b>	<b>385,473,100</b>	<b>14,914,800</b>	<b>400,387,900</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>63,418,780</b>	<b>49,710,500</b>	<b>53,110,500</b>	<b>14,914,800</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	63,418,780	49,710,500	53,110,500	14,914,800
<b>JUDICATURE PROGRAMME</b>						
Minor Development Projects (ITD)	...	...	273,666	1,024,700	1,018,500	707,500
Courts of the Future - Tranche 1	14,784,800	5,982,146	999,146	1,887,500	1,887,500	1,902,100
A&A Works for Octagon Building	190,720,000	67,200,915	56,109,227	38,235,500	39,936,300	8,150,000
Court of the Future (COTF) - Tranche 2	15,740,000	6,310,382	691,926	1,903,600	1,123,400	191,000
Women's Charter and Omnibus Family Justice Bill	3,847,500	–	257,075	365,000	617,800	968,800
Implementation of the Taskforce on Family Violence's (FVTF's) Recommendations and Related Family Violence Initiatives	10,550,000	–	–	908,000	707,300	409,400
Minor Development Projects (Supreme Court)	...	...	4,777,014	5,126,200	7,546,900	2,586,000
Completed Projects	...	...	310,727	260,000	272,800	–

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

Public trust and confidence in the Singapore Courts:

- **Fairness** - We treat everyone and every case with fairness.
- **Accessibility** - We enhance access to justice.
- **Integrity** - We do the right thing, without fear or favour, affection or ill-will.
- **Respect** - We treat everyone with respect and dignity.

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2022	Actual FY2023	Revised FY2024	Estimated FY2025
Fairness	World ranking of Singapore's fairness in administration of justice in the Institute of Management Development's World Competitiveness Yearbook	7 <sup>th</sup>	17 <sup>th</sup>	5 <sup>th</sup>	Top 10
Accessibility	World ranking of Singapore in the World Justice Project Rule of Law Index – Civil Justice is not subject to unreasonable delay	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>	Top 5
	% of written grounds that are published online within 1 day of delivery of finalised written judgement <sup>1</sup>	100	100	100	100
	Uptime of e-Litigation system (%) <sup>1</sup>	99.9	99.5	99.5	99.5
	% of cases heard within service timelines <sup>1,2</sup>	99	99	99 <sup>3</sup>	95
	International Framework for Court Excellence Self-Assessment Results (IFCE) <sup>4</sup>	NA	NA	Band 4 out of 5	Band 5 out of 5
Integrity	World ranking of Singapore in the World Justice Project Rule of Law Index – Government officials in the judicial branch do not use public office for private gain	16 <sup>th</sup>	14 <sup>th</sup>	12 <sup>th</sup>	Top 20
	Number of justified complaints about the lack of independence, integrity and impartiality <sup>1</sup>	0	0	0	0

<sup>1</sup> Applicable to Supreme Court.

<sup>2</sup> Statistics (for the General Division of the High Court for FY2022 to 2024 and for the Appellate Division of the High Court and the Court of Appeal for FY2024) are reported on a Calendar Year basis and are rounded to the nearest whole number. The service timelines for the General Division of the High Court are based on the target Waiting Periods set out in Appendix B of the Supreme Court Practice Directions 2013 for FY2022 to 2023. The service timelines for the General Division of the High Court, the Appellate Division of the High Court and the Court of Appeal are based on the target Waiting Periods set out in Appendix CA of the Supreme Court Practice Directions 2021 for FY 2024 and FY 2025. Matters fixed on special dates are not included when deriving these statistics.

<sup>3</sup> Projected based on data from the General Division of the High Court, the Appellate Division of the High Court and the Court of Appeal for the period 1 January 2024 to 31 August 2024.

<sup>4</sup> The IFCE is an internationally developed and recognised practical tool developed for courts with the aim to improve the quality of justice and judicial administration. For the inaugural One Judiciary IFCE self-assessment conducted in 2024, the Singapore Courts obtained a score in the range of 600-799 (Band 4 (out of 5 Bands) of the IFCE Score Banding Table).