

# JUDICIARY TIMES



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## HIGHLIGHTS

# Opening of the Legal Year 2026 Marks the Judiciary's Bicentennial and Future Directions

At the Opening of the Legal Year on 12 January, The Honourable the Chief Justice Sundaresh Menon announced a series of commemorative initiatives to celebrate the 200th anniversary of the Second Charter of Justice, which laid the foundation for Singapore's legal system and tradition of the rule of law in 1826. Chief Justice Menon also announced the formation of a Judicial Precinct, comprising the State Courts Towers, the Family Justice Courts (FJC) Building, as well as the former FJC building which will be repurposed to house the Syariah Court and other related judicial institutions. This will facilitate the sharing of facilities and services and the joint development of ideas and best practice.

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In marking the Bicentennial, we commemorate a moment of signal importance in Singapore's journey from humble beginnings within a colonial empire to a thriving city-state that shines as a standard-bearer for the rule of law and governance. We honour the devoted service of all who have made it their life's work to build our legal and judicial system into what it is today: an institution of excellence and integrity that all of us — every judge, every lawyer, and every Singaporean — can be proud of and can call our own.”

**Chief Justice Sundaresh Menon**  
Supreme Court of Singapore



▲ The logo to commemorate the bicentennial of the Singapore justice system was unveiled at the Opening of the Legal Year 2026 Ceremony.

In his response, Chief Justice Menon also highlighted new initiatives to keep pace with changing justice needs, including the extension of Therapeutic Justice (TJ) principles to the Youth Courts with enhanced therapeutic interventions and preventive measures. The School Re-integration Network, launched in August 2025 in partnership with the Ministry of Education, illustrates this approach by helping young persons who have been persistently absent from school to reintegrate into a school setting. Chief Justice Menon noted that Singapore's development of the TJ Model has sparked international interest, particularly given the benefits of international cooperation on TJ practices in cross-border divorces involving children. These developments have also created a corresponding need for specialised training, and a new specialist accreditation framework has been recommended for family law practitioners.

Chief Justice Menon also addressed the long-term sustainability of the legal profession, recognising key challenges including lawyer attrition, the growing complexity and cost of dispute resolution, and the impact of digital transformation and generative artificial

intelligence (AI) on legal practice. He outlined current and planned initiatives led by the Judiciary and the Singapore Academy of Law, as well as public-private partnerships, to transform legal education and training and strengthen AI fluency among practitioners. These efforts aim to ensure that the profession remains sustainable and future-ready.



**Scan to read Chief Justice Sundaresh Menon's full response**

[go.gov.sg/oly26](https://go.gov.sg/oly26)



**Scan to watch highlights from the Opening of the Legal Year 2026**

[go.gov.sg/oly26-video](https://go.gov.sg/oly26-video)



**Scan to find out more about the Bicentennial celebrations**

[go.gov.sg/sjudiciaryhistory](https://go.gov.sg/sjudiciaryhistory)



▲ Chief Justice Sundaresh Menon delivering his response at the Opening of the Legal Year 2026 Ceremony.

## Legal Experts Chart the Future of Cross-Border Injunctions at Singapore International Commercial Court Seminar

In 1975, a young barrister named Bernard Rix successfully obtained a freezing order in the English Court of Appeal — one that would help cement what became widely known as the “Mareva injunction”. Developed in an era of ships, bank transfers and paper trails, the Mareva injunction now operates in a vastly different commercial landscape shaped by digital assets, geopolitical upheaval, and the borderless realities of modern commerce. Half a century later, Justice Sir Bernard Rix, now an International Judge of the Singapore International Commercial Court (SICC), returned to reflect on that remarkable legal development at the SICC Seminar 2026 “From Mareva to Metaverse: Interim Injunctions in Cross-Border Commercial Disputes” on 13 January.

Convening more than 240 judges, practitioners and academics from 13 jurisdictions in Singapore, the seminar explored how interim injunctive relief continues to evolve in response to the complexities of modern cross-border commerce, including digital assets, rapid capital flows, and increasingly complex transnational disputes.

In his welcome address, President of the SICC, Justice Philip Jeyaretnam, highlighted the role of interim injunctions in cross-border commercial disputes and invited participants to consider three issues: the extent of a freezing order, fairness of the procedure

and the need for greater cross-border cooperation between jurisdictions. Alongside Justice Rix, Mr Steven Gee KC, Barrister of Monckton Chambers, and Professor Yeo Tiong Min SC, Yong Pung How Chair Professor of Law at the Singapore Management University, delivered keynotes titled “The Future of Interim Reliefs” and “The Rise of Anti-enforcement Injunctions”, respectively.

Building on the keynotes, two focused panel discussions examined the issues in greater depth. Mr Danny Ong SC of Setia Law moderated the first panel, “Reimagining Freezing and Receivership Orders in the Digital Economy”, which focused on the modern transformation of freezing and receivership orders. Panellists included Justice Anthony Meagher, SICC International Judge, Justice Kristy Tan, Judge, Supreme Court of Singapore, Mr Steven Gee KC, and Mr Paul Lowenstein KC, Barrister, Twenty Essex.

The second panel, “Navigating Anti-Suit Injunctions Through Geopolitical Change”, moderated by SICC International Judge Justice Lady Mary Howarth Arden, discussed the evolving role of anti-suit injunctions amidst the rapid change in the global order and increasing cross-border commercial disputes. Panellists included Justice Steven Chong, Judge of the Court of Appeal, Supreme Court of Singapore, Ms Blossom Hing SC, Partner, Drew & Napier LLC, Mr Ng Jern-Fei KC, Member, Duxton Hill Chambers, Professor Yeo Tiong Min SC, and Mr Raymond Zhu, Senior Partner, Beijing Dacheng Law Offices.

In his closing remarks, Chief Justice Sundaresh Menon highlighted the continuing vital significance of interim injunctions: “Our discussions today remind us that injunctions are not just procedural devices, but they are instruments through which courts protect the integrity of their processes and uphold the rule of law. Knowledge and mastery of the relevant principles are probably more important than ever before for a commercial practitioner. From the Mareva injunction to challenges posed by digital assets, to Anti-Suit Injunctions and Anti-Enforcement Injunctions, we have seen how the law has adapted, not by abandoning principle, but by reframing it, in forms and ways capable of meeting new realities and challenges.”

Justice Sir Bernard Rix, International Judge of the SICC, delivering a special address at the SICC Seminar 2026.

## Launch of the Youth Courts Therapeutic Justice Model

The Honourable the Chief Justice Sundaresh Menon  
Justice Teh Hwee Hwee, Presiding Judge  
Mr Kenneth Yap, Registrar

Chief Justice Sundaresh Menon (centre) officially launching the Youth Courts Therapeutic Justice Model at the Family Justice Courts Workplan 2026, with Justice Teh Hwee Hwee, Presiding Judge of the Family Justice Courts (FJC) and Mr Kenneth Yap, Registrar of the FJC.

## Chief Justice Launches Youth Courts Therapeutic Justice Model

On 13 March, Chief Justice Sundaresh Menon officially launched the Youth Courts Therapeutic Justice Model (“YC TJ Model”) at the Family Justice Courts (FJC) Workplan 2026.

The YC TJ Model extends the Therapeutic Justice approach to the Youth Courts, and strengthens how the Youth Courts engage young persons who need guidance, protection or rehabilitation, as well as their families. It involves a judge-led process where the Court, the Panel of Advisers, the child or young person, the parents or guardian of the child or young person, and stakeholders in the youth justice ecosystem, come together in a “Whole of Community” approach to find appropriate solutions for the child or young person within the framework of the law.

“

The Youth Courts Therapeutic Justice Model strengthens how we engage young persons and their families — ensuring that accountability is understood, support is mobilised, and the young persons are redirected and set on a path to a better future.”

Justice Teh Hwee Hwee  
Presiding Judge of the Family Justice Courts

At the Workplan, Presiding Judge of the FJC Justice Teh Hwee Hwee outlined three strategic thrusts for the coming years:

- Deepening TJ in the FJC’s processes to move further towards a less adversarial family justice system through enhanced protocols, child-centred approaches in counselling and mediation, cross-disciplinary collaboration, and extending TJ beyond divorce proceedings to youth justice and beyond;
- Strengthening systems to deliver justice that is timely, accessible and responsive to court users’ needs, including through digital tools for self-represented persons and innovative approaches guided by the newly created Joint Operations Committee; and
- Investing in people development to build capability, nurture leadership, and strengthen the culture of learning and reflection.

## Supreme Court Strengthens Judicial Cooperation with Cambodia and Indonesia

The Supreme Court of Singapore continued to strengthen regional judicial cooperation, signing Memoranda of Understanding (MoUs) with the Supreme Court of Cambodia and the Supreme Court of Indonesia.

### Memorandum of Understanding for Bilateral Judicial Cooperation with the Supreme Court of Cambodia

On 10 February, the Supreme Court of Singapore and the Supreme Court of Cambodia signed an MoU to promote bilateral judicial cooperation.

The MoU marks a significant milestone as the first bilateral judicial cooperation agreement between the two judiciaries. It facilitates deeper exchanges of judicial expertise and paves the way for discussions on matters of common interest, including electronic filing of court documents, case management systems, resourcing and capacity-building in the use of such systems.

The signing of the MoU took place after Chief Justice Sundaresh Menon called on Chief Justice Chiv Keng, President of the Supreme Court of the Kingdom of Cambodia during a two-day visit to the Supreme Court of Cambodia.



▲ Chief Justice Sundaresh Menon and Chief Justice Chiv Keng, President of the Supreme Court of the Kingdom of Cambodia, signing the Memorandum of Understanding to promote bilateral judicial cooperation between the two judiciaries.



▲ Chief Justice Sundaresh Menon and Chief Justice Prof. Dr. H. Sunarto, S.H., M.H. of Indonesia at the signing of the Memorandum of Understanding. (Photo: Supreme Court of the Republic of Indonesia)

### Memorandum of Understanding on Cross-Border Insolvency Cooperation with the Supreme Court of Indonesia

On 30 March, the Supreme Court of Singapore and the Supreme Court of Indonesia signed an MoU to enhance cross-border communication and cooperation in cross-border insolvency proceedings. The signing ceremony was held on the sidelines of the inaugural Judicial Well-Being Workshop for ASEAN Judges in Bali, Indonesia, with Chief Justice Menon of Singapore and Chief Justice Prof. Dr. H. Sunarto, S.H., M.H. of Indonesia as the MoU signatories.

In his address, Chief Justice Menon spoke about the enduring friendship between the two judiciaries following their first bilateral agreement for judicial cooperation signed in 2023, noting that this MoU demonstrates the critical need for collaborative approaches to cross-border insolvency matters in today's globalised economy. The new agreement seeks to enhance the efficiency and effectiveness of transnational insolvency proceedings involving both jurisdictions by fostering court-to-court communication and coordination for the effective and efficient administration of cross-border insolvency and restructuring proceedings.

Chief Justice Menon described the MoU as a concrete step towards effective cross-border judicial cooperation. While the agreement will not eliminate all complexities inherent in cross-border insolvency, it represents a "deliberate and meaningful" and historic step forward. He emphasised that the protocol provides a principled framework for engagement and affirms both jurisdictions' shared commitment to pursuing fair, efficient and just outcomes. Chief Justice Menon also expressed hope that this MoU with Indonesia would serve as a model for the broader ASEAN community in due course and believes that their continued collaboration would identify new areas of close cooperation and mutual learning.

## Supreme Courts of Singapore and Victoria Hold Inaugural Judicial Dialogue



▲ Representatives from the Supreme Court of Singapore (top) and the Supreme Court of Victoria (bottom) at the inaugural Singapore-Victoria Judicial Dialogue.

The inaugural Singapore-Victoria Judicial Dialogue was held virtually on 3 February, fostering judicial cooperation and mutual learning between the Supreme Court of Singapore and the Supreme Court of Victoria.

The Dialogue focused on two key areas of company law: directors' duties in impending insolvency of a company, and shareholder oppression. These topics drew upon the shared legal heritage between Singapore and Victoria in the field of company law, which had its genesis in the 1961 Companies Act of Victoria that provided a blueprint for the 1967 Companies Act of Singapore.

In his opening remarks, Chief Justice Sundaresh Menon said that the dialogue would pave the way for many more exchanges in the years to come. In his closing remarks, Justice Philip Jeyaretnam noted that the session had deepened and broadened the dialogue between the two judiciaries.

## Singapore Reaffirms Commitment to Holistic Justice at Fourth Judicial Dispute Resolution Network Meeting

A 13-member Singapore delegation, led by Chief Justice Sundaresh Menon, attended the Fourth Meeting of the International Judicial Dispute Resolution Network (JDRN) from 25 to 28 January in Manila, the Philippines. The delegation included Presiding Judge of the State Courts, Justice Christopher Tan, and Judge-Advisor Vincent Hoong. Hosted by the Supreme Court of the Philippines, the meeting was attended by 55 in person, with another 38 participating virtually.

During a panel discussion at the meeting, Chief Justice Menon emphasised that judicial dispute resolution (JDR) should not be viewed merely as an adjunct to adjudication, but as an integral expression of the commitment to do justice holistically. He highlighted the JDRN's increasing relevance amid rising numbers of self-represented persons, gaps in access to justice, and growing caseloads, necessitating innovative approaches to administering justice appropriately.

Looking ahead, Chief Justice Menon proposed several initiatives to support the JDRN's future development. These included an outreach programme to communicate the network's importance and relevance to other judiciaries, the development of a statement of principles setting out the JDRN's guiding values, and the creation of a sustainable workplan. These proposals reflect Singapore's commitment to advancing international judicial cooperation and promoting holistic justice through collaborative dispute resolution practices.

### Judicial Dispute Resolution Network

The Judicial Dispute Resolution Network strives to advance the adoption of judicial dispute resolution (JDR) in judicial systems globally to enhance the administration and delivery of justice. The network fosters collaboration amongst judiciaries, enabling them to exchange expertise and embrace JDR for timely, cost-effective dispute resolution. Currently comprising 26 members from 21 jurisdictions, the network facilitates experience-sharing and idea exchange on utilising JDR processes for effective case management and improved outcomes.

▼ The Singapore delegation at the Fourth Meeting of the International Judicial Dispute Resolution Network. (Photo credit: Supreme Court of the Philippines)



## Supreme Court Admits 321 Advocates and Solicitors at Mass Call 2026

The Supreme Court admitted 321 Advocates and Solicitors to the Bar over three sessions on 20 and 21 April. Chief Justice Sundaresh Menon presided over the first session, while Justice Tay Yong Kwang and Justice Steven Chong, Justices of the Court of Appeal, presided over the second and third sessions respectively. President of The Law Society of Singapore Professor Tan Cheng Han SC delivered a speech at the first session.

In his Mass Call address, Chief Justice Menon said that applicants are entering the profession at a time of considerable change. He highlighted two key pressures. The first was the rapid advancement of generative artificial intelligence (AI), which is beginning to reshape the way legal work is done, the nature of tasks entrusted to young lawyers, and potentially employment within the profession. The second was the growing concern over the sustainability of legal practice.

Chief Justice Menon then spoke about how the profession is responding to the challenges by preparing the profession for AI, building healthier and more sustainable workplaces, and strengthening professional development. He added that key stakeholders across the legal community, including the Judiciary, the Bar, The Law Society of Singapore, the Ministry of Law and the Singapore Academy of Law, are cognisant of these challenges and are deeply engaged in efforts to help young lawyers navigate them.

This year, all applicants received a medallion that was commissioned by the Singapore Courts to commemorate 200 years of upholding the rule of law since the Second Charter of Justice was introduced in 1826.



▲ Chief Justice Sundaresh Menon presiding over the first session of Mass Call 2026.



▲ Freshly-minted advocates and solicitors making their declaration.



▲ Professor Tan Cheng Han SC, President of The Law Society of Singapore, delivering a speech at the first session of Mass Call 2026.



Scan to read **Chief Justice Sundaresh Menon's Mass Call address**

[go.gov.sg/cjmc26](https://go.gov.sg/cjmc26)

## Singapore Courts Bring Justice to the Community through “Justice Awareness @ Heartlands”

▼ Members of the public visiting booths set up by event partners Credit Counselling Singapore and the Institute for Financial Literacy.



▼ Members of the expert panel (from left) Ms Jill Tan, Registrar of the Supreme Court; Mr Poh Yu Khing, a trainer from the Institute for Financial Literacy; Ms Tan Huey Min, General Manager of Credit Counselling Singapore; Mr Tris Xavier, a Pro Bono SG volunteer and licensed insolvency practitioner; Mr Kevin Teoh, Deputy Official Assignee from the Insolvency & Public Trustee's Office; and Ms Karen Tan, Assistant Registrar of the Supreme Court.

The Singapore (SG) Courts, together with the Institute for Financial Literacy, Pro Bono SG, Credit Counselling Singapore, the Insolvency & Public Trustee's Office, were at the Lifelong Learning Institute on 31 January to raise awareness of prudent financial management to avoid bankruptcy.

Titled “Responsible Finance — Managing Your Spending and Debts”, the event provided about 100 participants with practical information on financial management, available support and legal options. Speakers shared guidance on personal expense planning, the responsible use of credit cards, and bankruptcy-related information and processes such as the Debt Recovery Scheme. The event concluded with an engaging question-and-answer session between the participants and an expert panel comprising Ms Jill Tan, Registrar of the Supreme Court, Ms Karen Tan, Assistant Registrar of the Supreme Court, and representatives from the event partners.

The event was part of Justice Awareness @ Heartlands, an initiative of SG Courts to foster greater legal awareness through upstream public education, so that members of the public are better equipped to understand available options, seek help early, and address community-level issues before they escalate into legal proceedings.



## Court Interpreters Deepen Forensic Science Knowledge

The Singapore (SG) Courts' interpreters were at the Health Sciences Authority (HSA) on 10 December 2025 for an immersive learning experience in forensic science.

Through a comprehensive programme curated by the HSA's Applied Sciences Group which covered areas such as illicit drugs analysis, DNA profiling and toxicology, and processes from laboratory analysis to courtroom testimony, the interpreters learnt how scientific findings are translated into legal evidence. This knowledge will help strengthen their ability to interpret technical terminology accurately in court proceedings.

A highlight of the visit was a guided tour of the HSA's forensic laboratory gallery, where the interpreters observed analysts and laboratory staff at work. This provided practical context for the forensic processes discussed during the presentations.

The visit to HSA was part of SG Courts' "Technically Speaking", a knowledge-sharing initiative to enhance court interpreters' proficiency in technical terminology through direct engagement with industry experts, so as to better serve court users.



▲ Singapore Courts' interpreters at the Health Sciences Authority to learn about forensic science.

## Singapore Courts Give Back Through Community Initiatives

The Singapore (SG) Courts demonstrated their commitment to community service through three community initiatives — an outing to KidZania for children from SHINE Children & Youth Services (SHINE), festive outreach programmes during Ramadan and Lunar New Year, and participation in Pro Bono SG's Just Jalan 2026 walkathon in support of access to justice. Together, these efforts reflect the SG Courts' commitment to serving the community and supporting those in need.

### Visit to KidZania with SHINE beneficiaries

On 11 December 2025, SG Courts organised an outing to KidZania for the beneficiaries of SHINE. The event brought together 58 participants, including 24 children aged five to 12 from SHINE, their caregivers, SHINE staff, and 21 dedicated SG Courts staff volunteers for a memorable day of learning and fun.

The activities offered the children a glimpse into potential future careers and helped them understand how society functions and the diverse roles they can play within their communities. Additionally, the children learnt about earning, budgeting, and saving. The outing encouraged the children to interact with their peers and adults in a supportive, structured environment, boosting their confidence and enhancing their communication skills.

▼ SG Courts staff with beneficiaries from SHINE Children & Youth Services at KidZania.



### Spreading Festive Joy to the Community

SG Courts organised two events to bring festive cheer to beneficiaries in need while strengthening community ties.

During Ramadan, SG Courts collaborated with the Malay Youth Literary Association (4PM) on Ramadan on Wheels. Staff volunteers prepared hampers containing grocery items, Hari Raya cookies and vouchers, and delivered them to beneficiaries in nearby neighbourhoods.



▲ An SG Courts staff volunteer passing a hamper to a recipient during Ramadan on Wheels.

During Lunar New Year, SG Courts staff volunteers collaborated with Yong-En Care Centre to host elderly beneficiaries to a buffet lunch and an engaging programme of songs, games, and quizzes at the State Courts. The volunteers also brought the seniors on a guided tour of the State Courts, including the Heritage Gallery and courtrooms, offering them an insight into Singapore's judicial system. Finally, each participant took home a goodie bag containing cookies, oranges, and vouchers.



▲ SG Courts staff volunteers hosting beneficiaries from Yong-En Care Centre at the State Courts.

### Walking and fundraising to enable access to justice

SG Courts supported Pro Bono SG's annual fundraising walkathon, Just Jalan, an initiative dedicated to ensuring that justice remains accessible to those who need it most.

A total of 66 staff members participated in a virtual walk ahead of the physical event, which took place on 14 March at OCBC Square, Singapore Sports Hub. SG Courts covered more than 830km and raised more than \$12,000, contributing to the overall distance of 18,472km covered and more than \$1.7 million raised this year.



▲ SG Courts staff members at Just Jalan, Pro Bono SG's annual fundraising walkathon.

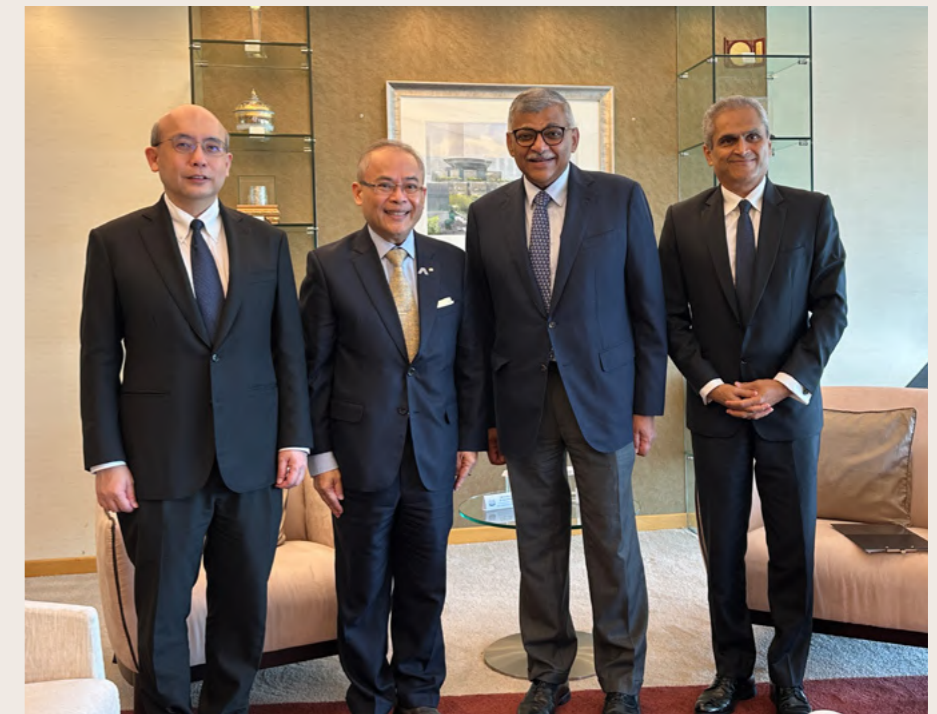
## Courtesy Calls

In the first quarter of 2026, Chief Justice Sundaresh Menon received two courtesy calls from distinguished regional guests, where they discussed areas of mutual interest, including judicial cooperation, the rule of law and regional collaboration.



On 12 January, Chief Justice Chiv Keng of the Supreme Court of Cambodia visited Singapore on Chief Justice Menon's invitation for the Opening of the Legal Year. The Chief Justices met at a bilateral meeting, where they reaffirmed the warm ties between the two judiciaries and discussed areas of future cooperation.

On 10 March, Dr Chem Widhya, Secretary General of ASEAN Inter-Parliamentary Assembly, and Chief Justice Menon discussed the role of the Council of ASEAN Chief Justices in promoting the rule of law and capacity building. They also emphasised the importance of unity and adherence to the Treaty of Amity and Cooperation.



## Notable Visits

The Singapore Courts welcomed delegations and distinguished visitors, and facilitated exchanges on judicial innovation, international cooperation, and best practices in court administration.



On 19 November 2025, a delegation led by Ms Choo Mi-ae, Chairperson of the Legislation and Judiciary Committee of the National Assembly of the Republic of Korea, visited the Supreme Court. They were welcomed by Justice Aidan Xu, and briefed on the Singapore International Commercial Court.

From 4 to 5 December 2025, a technical team led by Mr Enkhtur Badralt, Head of the Supreme Court of Mongolia's IT Department, visited the Supreme Court on a study visit. The visit was initiated following the bilateral Memorandum of Understanding signed on 4 July 2025. During the visit, the Mongolian delegation received briefings on the Judiciary's framework and systems supporting digital transformation.



On 16 January, Chief Justice Raymond P. Whalen of the Supreme Court of the Newfoundland & Labrador, Trial Division, visited the State Courts and met Mr Victor Yeo, Deputy Chief Policy Officer. They discussed matters relating to the International Framework for Court Excellence and the International Consortium for Court Excellence.



On 19 February, Justice Philip Jeyaretnam met a delegation of judges from the California Asian Pacific American Judges Association at the Supreme Court. The delegation was briefed on Singapore's legal

and judicial system, the International Framework for Court Excellence, and the Singapore Judicial College. The delegation also toured the Judicial Heritage Gallery and a courtroom.

On 24 February, Justice Aidan Xu and Mr Tan Ken Hwee, Chief Transformation and Innovation Officer, hosted Philippines Chief Justice Alexander Gesmundo and key members of the Judiciary of the Philippines to exchange insights on the use of artificial intelligence in the judiciary, covering its potential, limitations, and responsible implementation.



On 27 February, the Bhutanese Secretary for Ministry of Industry, Commerce and Employment Dasho Tashi Wangmo and her delegation were briefed on the Singapore Judiciary's insolvency framework

and cross-border related insolvency matters at the Supreme Court. They also had a dialogue with Justice Kannan Ramesh and Justice Aidan Xu.

## New Video Series Helps Court Users Navigate State Courts Civil Trial Procedures

The Singapore Courts have produced a series of animated videos to help self-represented persons (SRPs) navigate civil trials in the State Courts.

The videos cover key aspects of civil trial procedures and provide practical guidance for SRPs handling civil matters. They aim to help court users better understand what to expect at each stage of the trial process, prepare for court proceedings, and follow court directions more confidently. The videos are available with English, Chinese, Malay and Tamil subtitles.

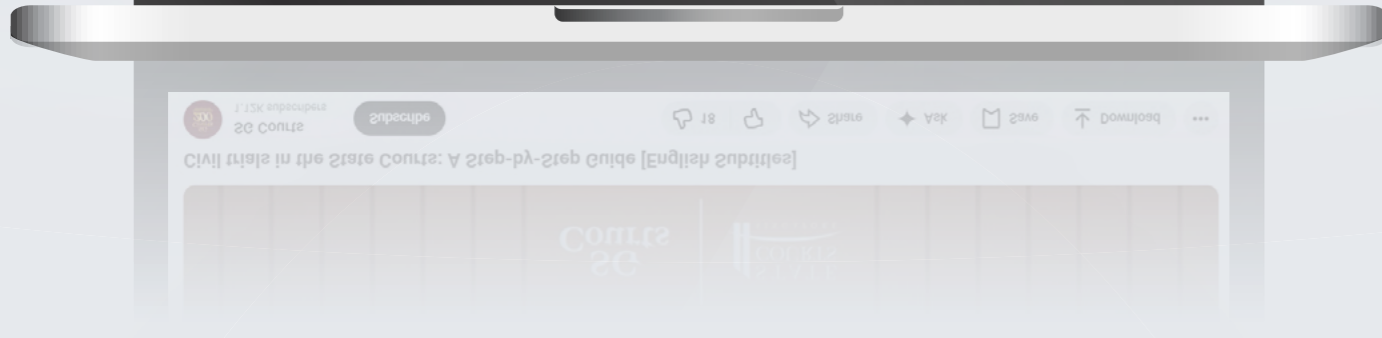
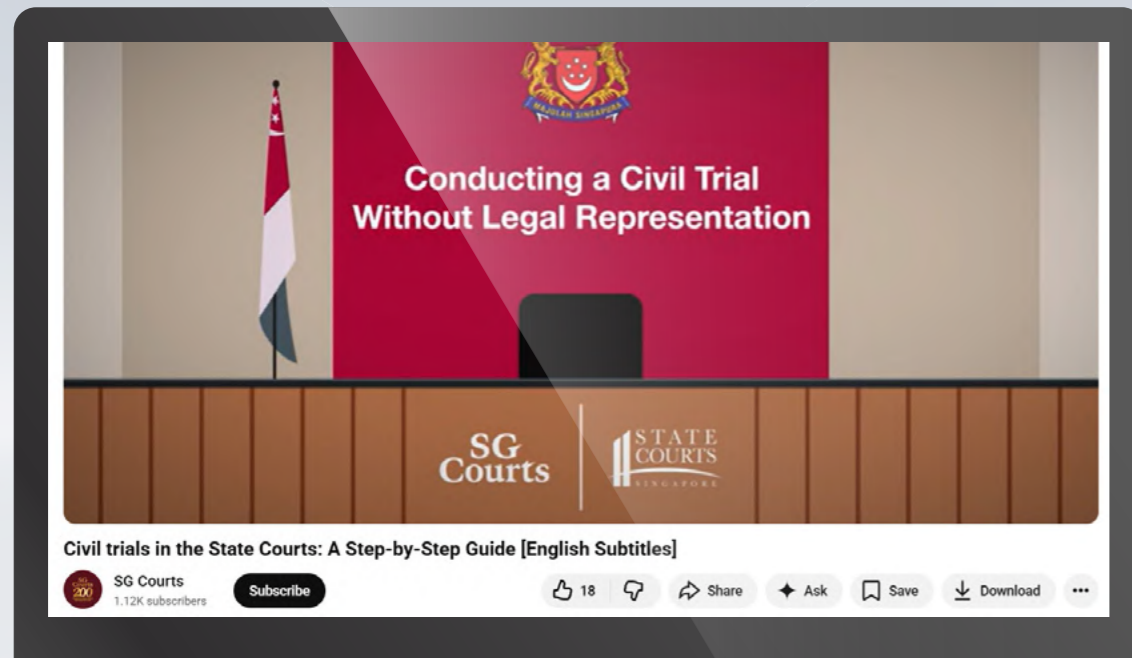
The topics covered are:

- a) Overview of the Civil Trial Process;
- b) Affidavits of Evidence-In-Chief;
- c) Trial Preparation;
- d) Examination-in-chief, cross and re-examination;
- e) Closing Submissions; and
- f) Post-Trial Matters.



Scan to watch the video series on YouTube

[go.gov.sg/gap-en-2025](https://go.gov.sg/gap-en-2025)



## Singapore Courts Recognised for Community Giving

The Singapore (SG) Courts were recognised by two charitable organisations for their contributions to community giving and social impact.

### SHINE Givers Connection 2025

On 7 November 2025, in recognition of their partnership with SHINE Children & Youth Services (SHINE), the SG Courts were presented with the Long Service Award and the Service with a Heart Award, both in the group category, at SHINE Givers Connection 2025. The event is SHINE's annual appreciation event to recognise partners and contributors who support its work with children, youth and families.

SG Courts staff receiving the Long Service Award (Group Category) from Mr Lee Seng Meng (right), Executive Director, SHINE Children & Youth Services.



### Community Chest SG60 Appreciation Ceremony

On 7 March, SG Courts were recognised at Community Chest's SG60 Appreciation Ceremony for their efforts in boosting SGSHARE contributions through the introduction of an auto-inclusion scheme for all officers. SGSHARE is the national regular giving programme, a critical component of building social compact.

Mr Phang Tsang Wing, SG Courts Corporate Social Responsibility Chairperson (left) receiving the certificate on behalf of SG Courts.

## Behind the Scenes with Officers from the Access to Justice Division

The Access to Justice Division (A2JD) shapes how justice is experienced by court users by driving the Judiciary's overall access to justice (A2J) strategy — coordinating and managing A2J projects from start to finish, scaling best practices across the system, and promoting a culture of A2J through collaboration among stakeholders.

Through Justice Journey mapping, the A2JD identifies pain points and designs user-friendly pathways across judicial services and through A2J Workgroups, staff work in cross-divisional teams to tackle specific user challenges, supported by problem-solving workshops and change management guidance.

The underlying approach is simple: staff are the domain experts, and A2JD provides the tools and methods to help them see their work through the user's lens — building on what already works and going further where there is room to improve.

In this issue, we speak to three officers from A2JD.



**SAMANTHA LOW**  
Senior Assistant Director



**JOEY CHAN**  
Manager

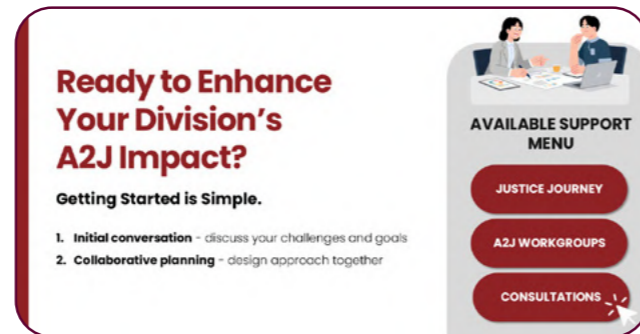


**JOANNA LAI**  
Assistant Manager

### What are your key responsibilities?

**Samantha:** My work sits at the intersection of user experience, service design and community engagement. I partner with colleagues across the Judiciary on two fronts: facilitating service improvement projects like Justice Journeys and A2J

Workgroups, and supporting public engagement efforts like Justice Awareness @ Heartlands. My role is to help teams better understand court users' needs, examine issues from a system-wide perspective, bring together the right stakeholders and co-create practical solutions.



▲ The Access to Justice Division's support service makes it easy for SG Courts staff to reach out to collaborate on creating meaningful and impactful programmes for the communities they serve.

**Joey:** I manage user experience projects across SG Courts, working with teams that deliver court services to better understand the needs of the people who use them. Through design thinking, research sprints and user experience consultancy, I help teams consider not only whether a process works, but whether it serves court users effectively.

**Joanna:** My key responsibilities revolve around supporting the division's outreach and engagement efforts. This includes facilitating A2J workgroup projects, organising and managing events from planning to execution, and providing general administrative support. Overall, my role keeps me closely involved in both the operational and people-facing aspects of the division's work.

### What are some of the challenges that you face?

**Samantha:** Helping colleagues see the value of continual improvement is a recurring challenge. When court users get through a process, it is easy to think the job is done. However, completing a process does not always mean the journey was easy. Court users may still experience anxieties, stress and financial strain along the way. My work involves encouraging colleagues to first ask whether we are solving the right problem, before considering how best to solve it.

**Joey:** A common challenge is the view that if something is not broken, it does not need to be improved. In a rapidly changing environment, however, processes that worked well in the past may not meet the needs of court users today. Part of my role is to help teams identify where improvements can be made before issues become more difficult to address.

**Joanna:** One key challenge is shifting mindsets around A2J. It has to be a judiciary-wide effort, rather than the work of one division alone, and requires consistent engagement at multiple levels. It can also take time to translate ideas into action, especially when stakeholders have different considerations and priorities.

### Are there any misconceptions about the work you do?

**Samantha:** A common misconception is that A2JD is solely responsible for A2J in the Judiciary. In reality, access to justice is a shared responsibility across the organisation. Our role is to facilitate and support teams that want to adopt a structured, user-centric approach to the A2J work they already do. In that sense, we help connect the dots across the system.

**Joey:** Some people think my work is mainly about designing websites, apps or visual materials. It is actually more about understanding court users' experiences, asking whether existing processes can be improved, and identifying opportunities to reduce friction.

**Joanna:** A common misconception is that our team can and need to resolve almost every systemic legal issue that members of the public encounter. In reality, some challenges are deeply rooted in legislation or policy and cannot be changed overnight. What we can do is support meaningful improvements, such as simplifying information, easing navigation of processes, and helping court users better understand available options.

### What keeps you going?

**Samantha:** It is curiosity and the belief that there is always room to do better. When colleagues with different perspectives come together, it often leads to better and more practical solutions for court users.

**Joey:** I previously worked on customer experience strategy in the banking industry, where the focus was often on encouraging people to use more services. In the courts, the focus is different: how to make necessary processes less difficult for people. Championing access to justice reminds me that every design decision can affect a real person's experience, and that court users should leave the courts with greater clarity and confidence.

**Joanna:** What keeps me going are colleagues who understand the work, share the same goals, and are willing to support one another. Management support also reminds me that the work is valued, and that we are not navigating these challenges alone.

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