

HEAD E

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

FY2026 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	426,208,630	400,387,900	415,530,800	439,200,200	23,669,400	5.7
	MAIN ESTIMATES						
	OPERATING EXPENDITURE ¹	373,207,851	385,473,100	402,835,800	426,866,400	24,030,600	6.0
	<i>RUNNING COSTS</i>	<i>373,207,851</i>	<i>385,473,100</i>	<i>402,835,800</i>	<i>426,866,400</i>	<i>24,030,600</i>	<i>6.0</i>
	Expenditure on Manpower	261,081,555	265,838,500	276,869,000	292,837,300	15,968,300	5.8
1400	Other Statutory Appointments	59,633,144	51,888,900	62,820,000	54,940,600	(7,879,400)	(12.5)
1500	Permanent Staff	201,375,191	213,829,200	214,029,000	237,726,700	23,697,700	11.1
1600	Temporary, Daily-Rated and Other Staff	73,220	120,400	20,000	170,000	150,000	750.0
	Other Operating Expenditure	112,126,296	119,634,600	125,966,800	134,029,100	8,062,300	6.4
2100	Consumption of Products and Services	105,474,795	111,015,600	117,735,800	96,197,100	(21,538,700)	(18.3)
2200	Maintenance	—	—	—	28,739,500	28,739,500	n.a.
2300	Staff Development and Well-Being	—	—	—	5,622,600	5,622,600	n.a.
2300A	Manpower Development	3,033,048	4,538,800	4,544,700	—	(4,544,700)	(100.0)
2400	International and Public Relations, Communications	3,008,395	3,057,500	2,988,300	293,000	(2,695,300)	(90.2)
2700	Asset Acquisition	606,633	1,022,700	698,000	3,176,900	2,478,900	355.1
2800	Miscellaneous	3,425	—	—	—	—	n.a.

¹ Estimated FY2026 includes \$11,221,700 Statutory Expenditure (Expenditure on Manpower).

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2025	
		FY2024	FY2025	FY2025	FY2026		
		\$	\$	\$	\$	\$	%
DEVELOPMENT ESTIMATES							
	DEVELOPMENT EXPENDITURE	53,000,778	14,914,800	12,695,000	12,333,800	(361,200)	(2.8)
5100	Government Development	53,000,778	14,914,800	12,695,000	12,333,800	(361,200)	(2.8)

Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
OTHER STATUTORY APPOINTMENTS	29	30	31	32
Chief Justice	1	1	1	1
Justice of the Court of Appeal	4	3	3	5
Judge of the Appellate Division	3	4	4	4
Judge	21	22	23	22
PERMANENT STAFF	1,050	1,156	1,118	1,154
Corporate Support	9	8	6	5
Language Executive Scheme (2008)	108	107	106	106
Legal	240	274	257	276
Management Executive Scheme (2008)	598	675	661	679
Management Support Scheme (2008)	45	45	45	45
Management Support Scheme (Language Officer)	2	1	1	1
Operations Support	42	40	38	38
Shorthand Writers	6	6	4	4
TOTAL	1,079	1,186	1,149	1,186

FY2025 BUDGET

The revised FY2025 total expenditure of the Judicature is expected to be \$415.53 million. This is a decrease of \$10.68 million or 2.5% compared to the actual FY2024 total expenditure of \$426.21 million. Of the revised FY2025 total expenditure, \$402.84 million or 96.9% is for operating expenditure while \$12.70 million or 3.1% is for development expenditure.

Operating Expenditure

The revised FY2025 operating expenditure of the Judicature is expected to be \$402.84 million. This is an increase of \$29.63 million or 7.9% compared to the actual FY2024 operating expenditure of \$373.21 million. The increase is mainly due to higher expenditure on manpower and consumption of products and services.

Development Expenditure

The revised FY2025 development expenditure of the Judicature is expected to be \$12.70 million. This is a decrease of \$40.31 million or 76.0% compared to the actual FY2024 development expenditure of \$53.00 million. The decrease is mainly due to a reduction in payment milestones with the completion of the addition and alteration works for the Octagon Building.

FY2026 BUDGET

The FY2026 total expenditure of the Judicature is projected to be \$439.20 million. This is an increase of \$23.67 million or 5.7% compared to the revised FY2025 total expenditure of \$415.53 million. Of the FY2026 total expenditure, \$426.87 million or 97.2% is for operating expenditure while \$12.33 million or 2.8% is for development expenditure.

Operating Expenditure

The FY2026 operating expenditure of the Judicature is projected to be \$426.87 million. This is an increase of \$24.03 million or 6.0% compared to the revised FY2025 operating expenditure of \$402.84 million. The increase is mainly due to higher expenditure on manpower, consumption of products and services, and maintenance.

Development Expenditure

The FY2026 development expenditure of the Judicature is projected to be \$12.33 million. This is a decrease of \$0.36 million or 2.8% compared to the revised FY2025 development expenditure of \$12.70 million. The decrease is mainly due to a decrease in milestone payments 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	426,866,400	–	426,866,400	12,333,800	439,200,200
	Total	426,866,400	–	426,866,400	12,333,800	439,200,200

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	...	...	53,000,778	14,914,800	12,695,000	12,333,800
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>53,000,778</i>	<i>14,914,800</i>	<i>12,695,000</i>	<i>12,333,800</i>
JUDICATURE PROGRAMME						
Courts of the Future - Tranche 1	14,784,800	6,981,292	1,009,229	1,902,100	330,000	2,413,400
Alterations and Additions Works for Octagon Building	190,720,000	123,310,142	39,419,682	8,150,000	6,506,000	1,350,000
Women's Charter and Omnibus Family Justice Bill	3,847,500	257,075	389,520	968,800	568,800	400,000
Implementation of Family Violence Taskforce's Recommendations	10,550,000	–	423,774	409,400	–	409,400
Minor Development Projects (ITD)	...	...	2,364,546	707,500	1,463,200	640,900
Minor Development Projects (Supreme Court)	...	...	8,077,597	2,586,000	3,743,300	6,088,000
Minor Development Projects (State Courts)	...	...	197,695	–	62,700	1,032,100
Completed Projects	...	...	1,118,736	191,000	21,000	–

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 FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
Fairness – We treat everyone and every case with fairness	World Ranking of Singapore's Fairness in Administration of Justice in the IMD's World Competitiveness Yearbook	17 th	5 th	5 th	Top 10
Accessibility – We enhance access to justice	World Ranking of Singapore in the World Justice Project Rule of Law Index – Civil Justice is Not Subject to Unreasonable Delay	1 st	1 st	1 st	Top 5
	% of cases heard within service timelines ^{1, 2}	99.1	99.2	99.7	95.0
Integrity – We do the right thing, without fear or favour, affection or ill-will	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	14 th	12 th	12 th	Top 20
	No. of justified complaints about the lack of independence, integrity and impartiality of Supreme Court Judges ¹	0	0	0	0
Respect – We treat everyone with respect and dignity	International Framework for Court Excellence (IFCE) Self-Assessment results ³	n.a.	Band 4 out of 5	n.a.	Band 5 out of 5
	Quality of conduct of court officials ⁴	8.4 out of 10	n.a.	8.5 out of 10	n.a.

¹ Figures for these indicators are reported on a Calendar Year (CY) basis.

² The service timelines are based on the relevant target Waiting Periods as set out in the Supreme Court's Practice Directions.

³ Based on biennial SG Courts IFCE Self-Assessment Survey. 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.

⁴ Based on biennial SG Courts Court Users Survey.