

## PREFACE BY THE HONOURABLE THE CHIEF JUSTICE



**“In my view, the success in the governance and administration of the courts lies in three anchors – visionary leadership, strategic planning and effective implementation.”**

The Honourable the Chief Justice Yong Pung How, Keynote Address at the Subordinate Courts 12<sup>th</sup> Annual Workplan 2003/2004 on 17 May 2003.

The Subordinate Courts handle more than 95% of all court cases in Singapore. In absolute terms, this is an average per year of approximately 251,000 criminal cases, 79,000 civil cases, 18,000 matrimonial cases and 36,000 small claims.

In these uncertain times and with our nation facing unprecedented challenges ahead, the Subordinate Courts must remain a firm anchor in the administration of justice. This is crucial for our nation’s continued stability and progress. Over the last 13 years, the Subordinate Courts have initiated fundamental judicial and administrative reforms which have enhanced public trust and confidence in the judicial system, protected public interests and ensured public access to justice. The Subordinate Courts have begun the process of institutionalising their best practices and entrenching their core values so as to ensure the sustainability of our judicial system in the long term, and to be a firm anchor in troubled and uncertain times. The Subordinate Courts must continue to be a first class judiciary, no matter how the external environment changes. Our judges and officers must continue to be of the highest calibre. We must continue to strive towards individual and organisational excellence. Our fundamental duties to the nation and society to provide stability and the assurance that the rule of law prevails and shall continue to prevail, demand nothing less. We must and will always remain true to our calling – to anchor justice in this land.

**THE HONOURABLE THE CHIEF JUSTICE  
YONG PUNG HOW**