



SINGAPORE  
ACADEMY OF LAW

# MOVING FORWARD, EMBRACING CHANGE

SINGAPORE ACADEMY OF LAW ANNUAL REPORT 2005/2006



# MISSION STATEMENT

Building up the intellectual capital, capability and infrastructure of members of the Singapore Academy of Law.

Promotion of *ESPRIT DE CORPS* among the members of the Singapore Academy of Law.

# CONTENTS

<b>02</b>	Services at SAL
<b>06</b>	President's Message
<b>08</b>	The Senate
<b>10</b>	The Executive Committee
<b>12</b>	Mr Yong Pung How: Honorary Member for Life
<b>14</b>	Highlights of the Year
<b>18</b>	Output at a Glance
<b>20</b>	Director & CEO's Review
<b>22</b>	Operations Review
<b>36</b>	Annual Accounts
<b>42</b>	Key Executives

# SERVICES AT THE SINGAPORE ACADEMY OF LAW



## MEMBERSHIP

The Academy is the umbrella membership body of the legal profession in Singapore. By law, every advocate and solicitor and every officer in the Singapore Legal Service is a member of the Academy.

SAL membership is classified into a few categories: Honorary Fellows, Fellows, Ordinary Members, Associate Members and Associate Student Members.

## LEGAL EDUCATION & STUDIES

The Academy organises numerous education events every year to update the legal community continually on the latest developments in the law. These events include highlights such as the SAL Conference (held every five years) and the Annual Lecture.

The Academy also awards annual scholarships in postgraduate legal study and law prizes to promote excellence in legal studies and research.

## LAWNET

The Academy manages LawNet services, a legal IT network providing search services to companies and businesses, and conveyancing, bankruptcy and litigation databases in Singapore. LawNet provides law firms and legal professionals with an instantaneous and convenient way of retrieving legal information electronically. Its legal research module called Legal Workbench is subscribed to by more than 70% of Singapore's practising lawyers. The other modules include Litigation, Intereq, BizNet, Intellectual Property Law, Singapore Titles Automated Registration System (STARS) and Electronic Filing System (EFS).



## LAW REPORTING & PUBLICATIONS

The Academy is Singapore's official law reporting agency with primary responsibility for the selection and publication of Singapore case law.

First published in 1992, the ***Singapore Law Reports*** is an integral part of legal practice and scholarship in Singapore. The series provides fortnightly reports of all legally significant cases heard in the Singapore Court of Appeal and High Court, and by the Constitutional Tribunal. Cases are selected for publication by a Selection Panel appointed by the Council of Law Reporting.

The *Singapore Law Reports* is available in print and on-line through LawNet.

The Academy is currently revising all volumes of the *Singapore Law Reports* from 1965. The *Singapore Law Reports (Reissue)* will be available in print from 2009.

The Academy also publishes:

### ***The Academy Digest***

The fortnightly *Academy Digest* contains summaries of all decisions from the Supreme Court for which written judgments are prepared, including those not selected for publication in the *Singapore Law Reports* as well as selected decisions from the Subordinate Courts. The *Academy Digest* is a useful research tool for legal practitioners, corporate counsel and legal officers.

### ***Singapore Academy of Law Journal***

Published twice a year since 1989, the *Singapore Academy of Law Journal* contains articles relating to Singapore law as well as Asia-Pacific and common law legal systems, and comparative and international law.

### ***Annual Review***

The *Annual Review* provides a yearly conspectus of Singapore law covering both reported and unreported cases, together with a discussion of relevant cases from other jurisdictions that impact on local law. Articles in the *Annual Review* are contributed by academics, legal practitioners and members of the Singapore Legal Service.

### ***Inter Se***

Published bi-monthly since May 2002, *Inter Se*, the Academy's official magazine, features write-ups on current legal topics of interest, interviews with legal personalities, and news about the Academy's latest events.

## RESEARCH & LAW REFORM

The Law Reform Committee of the Academy makes recommendations to the authorities on the need for legislation in any particular area or subject of the law and conducts research into possible areas for law reform. The Committee also reviews any legislation before Parliament and makes recommendations for amendments to legislation (if any). Selected reports published by the Committee are available online through LawNet.

## LEGAL HERITAGE

The Academy is actively involved in the documentation of Singapore's legal heritage. It has worked on several projects to create greater awareness of our legal history including organising a Legal Heritage Exhibition in City Hall Chamber and the production of a local TV documentary called *The Passage of Law* in 1995. More recently, the Academy published a book titled *Essays in Singapore Legal History* which covers Singapore's legal and constitutional history and a team has also been formed to record oral history interviews with legal personalities. The Academy also maintains a collection of illustrations and photographs and it welcomes donations and loans of artefacts, documents and photographs that are relevant to Singapore's legal history.

## PROMOTING SINGAPORE LAW

*SingaporeLaw*, officially formed and supported by the Academy and the Ministry of Law, devises and implements strategies and activities to increase the international profile of Singapore law and to promote Singapore as a centre for dispute resolution. Free access to Singapore statutes, selected published judgments of the Singapore Supreme Court and basic information on Singapore commercial law are available on the *SingaporeLaw* website at <http://www.singaporelaw.sg>.

## STAKEHOLDING SERVICES

Since 1997, the Academy has been providing stakeholding services in transactions involving the sale and purchase of newly-developed private residential properties, commercial properties and executive condominiums. The Academy functions as a stakeholder in place of the purchasers' solicitors for the last instalment payments in the sale and purchase and sub-sale of newly-developed private residential properties and commercial properties.





## APPOINTMENT OF COMMISSIONERS FOR OATHS & NOTARIES PUBLIC

The Board of Commissioners for Oaths and Notaries Public appoints eligible advocates and solicitors and public officers as commissioners for oaths and notaries public in two appointment exercises every year. Each appointment is for a year and is renewable. The Academy also provides an authentication service for signatures of notaries public.

## SINGAPORE MEDIATION CENTRE (SMC)

A subsidiary of the Academy, the SMC provides commercial mediation services. Since 1997, over 1,300 civil disputes of all types and involving different quantum of claims (up to multi-million dollar disputes) have been referred for mediation at the SMC. An impressive 75% of the matters mediated have successfully reached amicable settlements with more than 90% of these settled within a day.

## THE ACADEMY BISTRO

Managed and operated by the Academy, The Academy Bistro is housed within the Supreme Court. This 60-seat bistro offers creative French fusion cuisine paired with outstanding wines and attentive service. Special set menus are available for quick bites and lunch on weekdays. On Friday evenings, our Executive Chef serves a French fusion inspired menu using seasonal ingredients. Special menus can also be catered upon request.

## PRESIDENT'S MESSAGE



The Academy has had a busy and momentous year. We continued to implement our plans for the growth and development of the services that the Academy has to provide to carry out its statutory functions.

During the year in review, considerable progress was made in the areas of legal education, law reporting, LawNet services and ADR. This report provides an account of the continuing efforts of our Committees and staff in upholding the Academy's mission to raise professional standards and the efficiency and quality of our legal system.

On a personal level, my association with the Academy took a new direction with my appointment as its third President – a role that I am honoured to take over after the retirement of Chief Justice Yong Pung How, in April 2006.

CJ Yong has left an enviable legacy. Under his leadership, the achievements of the Academy grew in depth and variety. Today, the Academy is widely respected for its initiatives and programmes in raising the standard of law practice and in building a strong legal community. In recognition of his contributions to the Academy, the Senate has elected CJ Yong Honorary Member and Fellow for Life. The solid foundation that he has laid for the work of the Academy will stand us in good stead as we prepare to meet new challenges.

The future of the legal profession in Singapore thrives on the quality and variety of legal services that it can offer to Singapore and the region. With the globalisation of legal services, the Academy has to re-define its role and objectives and re-engineer its activities to help the legal profession to take advantage of new opportunities to export Singapore legal services.

In December 2005, the Academy engaged in a strategic planning retreat to develop plans that would guide its work for the next five years. The participation of Senate, Committee members as well as our external partners from the legal service, academia and practice brought fresh perspectives on the Academy's core mission.

WITH THE GLOBALISATION OF BUSINESSES AND TECHNOLOGICAL ADVANCEMENTS, THE ACADEMY NEEDS TO RE-DEFINE ITS ROLE AND OBJECTIVES TO HELP THE LEGAL COMMUNITY CAPITALISE ON THESE NEW DEVELOPMENTS.

Over the next few years, the Academy will work closely with all stakeholders in the legal services sector to roll out a series of activities and programmes to implement the recommendations made by the Strategic Planning Committee. Some of these include a stronger focus on continuing legal education, assisting law firms to expand their services into the region, and enhancing Singapore's status as a legal services hub.

These are ambitious plans. I am confident that if all the stakeholders in the legal services sector co-operate and work for their own advancement, with the Academy contributing its administrative, financial and legal resources to the task, we can build an enduring legal system and a legal profession that Singaporeans can be justly proud of. I am delighted to be given the opportunity to play a meaningful role in this exciting endeavour.



**Chief Justice Chan Sek Keong**

President,  
Singapore Academy of Law



## THE SENATE

The Senate is headed by the Honourable the Chief Justice Chan Sek Keong as President of the Academy. The Vice-Presidents of the Academy are the Honourable Attorney-General Chao Hick Tin; the Honourable Justice Andrew Phang Boon Leong; the President of the Law Society of Singapore, Mr Philip Jeyaretnam SC; and the Dean of the Faculty of Law of the National University of Singapore, Professor Tan Cheng Han SC. The Senate also comprises the High Court Judges and Judicial Commissioner, the Solicitors-General and nine other distinguished members of the profession nominated by the Chief Justice.

**Seated from left to right:**

Justice Andrew Phang Boon Leong, Attorney-General Chao Hick Tin,  
Chief Justice Chan Sek Keong, Mr Philip Jeyaretnam SC,  
Professor Tan Cheng Han SC

**Standing from left to right (1st row):**

Professor Tan Yock Lin, Justice Choo Han Teck, Justice Judith Prakash,  
Justice Belinda Ang Saw Ean, Justice V K Rajah, Justice Lai Siu Chiu,  
Justice Tay Yong Kwang, Mr Goh Joon Seng, Dr Philip N Pillai, Associate  
Professor Dora Neo Swee Suan, Justice Woo Bih Li, Ms Malathi Das

**Standing from left to right (2nd row):**

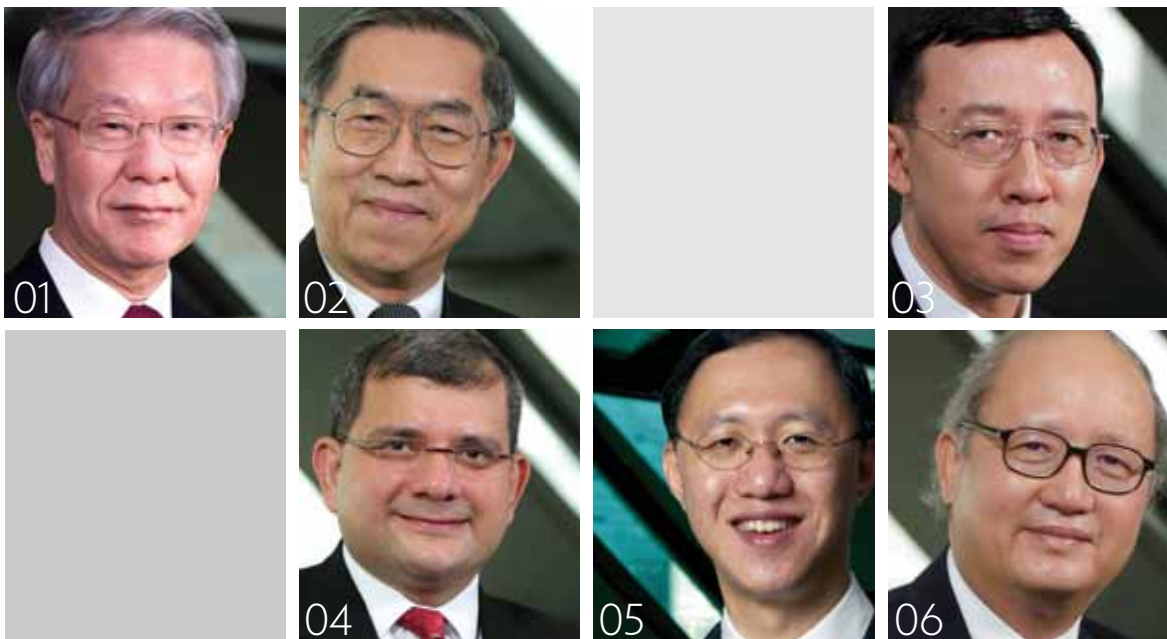
Mr George Lim Teong Jin, Mr Joseph Grimberg SC,  
Judicial Commissioner Sundaresh Menon, Justice Kan Ting Chiu,  
Mr Yap Teong Liang, Justice Tan Lee Meng, Justice Lee Sei Kin,  
Justice Andrew Ang, Mr Giam Chin Toon SC,  
Solicitor-General Chan Seng Onn

**Not in picture:**

Second Solicitor-General Professor Walter Woon Cheong Ming

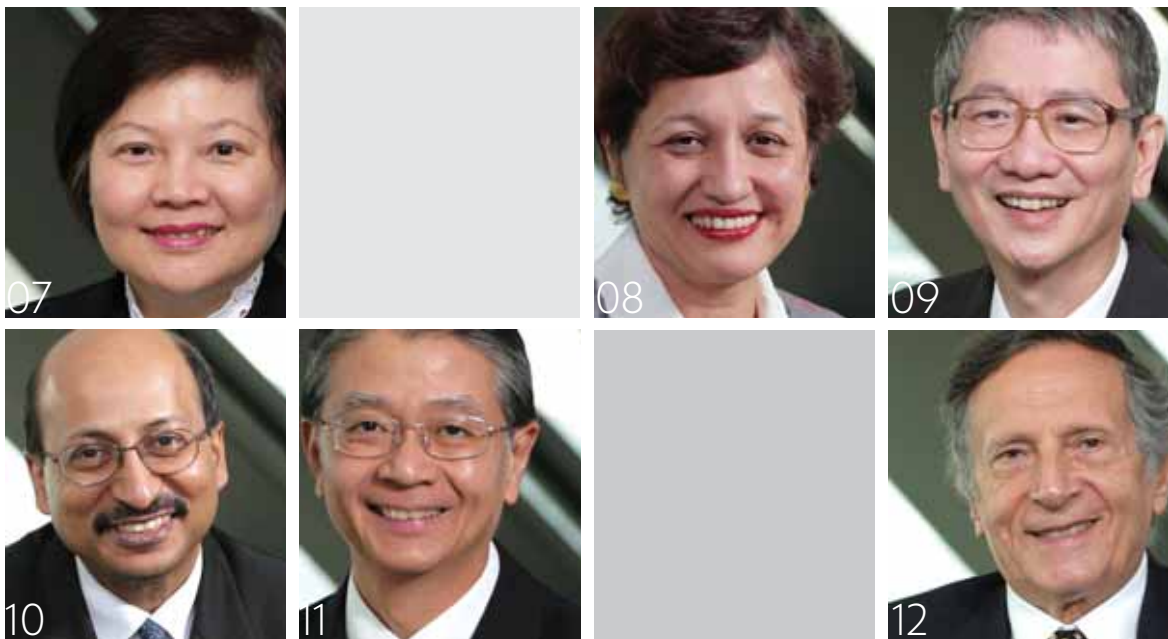


## THE EXECUTIVE COMMITTEE



- 01 **CHIEF JUSTICE CHAN SEK KEONG**  
PRESIDENT
- 02 **ATTORNEY-GENERAL CHAO HICK TIN**  
VICE-PRESIDENT  
Chairman  
Board of Legal Education  
Publications Committee
- 03 **JUSTICE ANDREW PHANG BOON LEONG**  
VICE-PRESIDENT  
Chairman  
Committee on Legal Education and Studies  
Council of Law Reporting

- 04 **MR PHILIP JEYARETNAM SC**  
VICE-PRESIDENT
- 05 **PROFESSOR TAN CHENG HAN SC**  
VICE-PRESIDENT
- 06 **JUSTICE KAN TING CHIU**  
Chairman  
Legal Heritage Committee



- 07 **JUSTICE LAI SIU CHIU**  
Chairperson  
Membership and Social Committee
- 08 **JUSTICE JUDITH PRAKASH**  
Chairperson  
Law Reform Committee
- 09 **JUSTICE TAN LEE MENG**  
Chairman  
Annual Lecture Organising Committee  
Staff Committee

- 10 **JUSTICE V K RAJAH**  
Chairman  
Professional Affairs Committee  
International Promotion of  
Singapore Law Committee
- 11 **JUSTICE LEE SEIU KIN**  
Chairman  
LawNet Management Committee  
Electronic Litigation Systems Committee
- 12 **MR JOSEPH GRIMBERG SC**  
Chairman  
Board of Commissioners for  
Oaths and Notaries Public

## MR YONG PUNG HOW: HONORARY MEMBER AND FELLOW FOR LIFE

The Senate of the Singapore Academy of Law, at its 18th Annual Meeting on 17 August 2006, elected Mr Yong Pung How, retired Chief Justice of Singapore and former President of the Academy, as Honorary Member and Fellow for Life. The conferment of the title was announced at the Opening of the Legal Year on 6 January 2007. In this Annual Report, we carry the Citation for the conferment of Honorary Member and Fellow for Life on Mr Yong.



**Former CJ Yong Pung How,**  
Honorary Member  
and Fellow for Life of the  
Singapore Academy of Law

With the passing of each year, we become accustomed to his achievements and forget their monumental scale. We take for granted a court system that is efficient; the proficient use of modern technology in a profession steeped in tradition; a Judiciary of international standing; and men and women of ability abjuring the lucre of private practice to serve in the Legal Service and the Judiciary.

The changes that have been brought about by Mr Yong Pung How over the last sixteen years have become so much a part of today's legal landscape that it is easy to forget how different it once was. It is easy to forget that it required a man with great clarity of vision, resoluteness of character, and a tremendous talent for building systems, to bring all this about. Far be it for us to forget. Today, we honour him.

Born in Kuala Lumpur, Malaysia, on 11 April 1926, Mr Yong received his legal education at Downing College, Cambridge University. He was called to the English Bar as a member of the Inner Temple in 1951. On his return to Kuala Lumpur, Mr Yong was admitted as an advocate and solicitor of the Malayan Bar and began his practice with Messrs Shook Lin & Bok. In 1964, Mr Yong was admitted as an advocate and solicitor of Singapore, where he set up the Singapore office of Shook Lin & Bok.

After 20 years in the law, Mr Yong left legal practice for the private financial sector in Singapore, where he rose to become Chairman and Chief Executive Officer of the Overseas-Chinese Banking Corporation Ltd in 1983. Even whilst he was in the private sector, his abilities were sought and drawn on extensively for public service. In 1981, he was appointed the first Managing Director of the Government Investment Corporation and

THE SINGAPORE ACADEMY OF LAW IS PRIVILEGED TO HAVE HAD MR YONG AS ITS PRESIDENT. IT IS WITH GREATEST PLEASURE AND PRIDE THAT THE ACADEMY ELECTS MR YONG AS AN HONORARY MEMBER AND FELLOW FOR LIFE.

was appointed concurrently the Managing Director of the Monetary Authority of Singapore in 1982. He served on the boards of diverse organisations, including serving as Chairman of the Singapore Broadcasting Corporation and the Institute of Policy Studies. In recognition of his contributions to Singapore, Mr Yong was awarded the Distinguished Service Order in 1989.

In 1989, Mr Yong was appointed to the Supreme Court Bench as a Judge and was appointed Chief Justice in 1990, an office in which he served with distinction for 16 years. In recognition of his immense contributions to the nation, he was bestowed the highest State Honour, the Order of Temasek (First Class), in 1999. In 2001, the National University of Singapore conferred on him an Honorary Doctorate in Laws.

The magnitude of his achievements is manifest from the tributes paid by Singapore's top leaders to Mr Yong upon his retirement.

Mr Yong transformed the Judiciary into an institution with a world class reputation for efficiency, integrity and competence. As President of the Legal Service Commission, he did much to attract, manage and develop talent, in particular by initiating the Justices' Law Clerk programme. This has strengthened the Judiciary and the Singapore Legal Service with outstanding legal talent, and dramatically raised the quality of work: (Prime Minister Lee Hsien Loong).

As President of the Singapore Academy of Law, he introduced our own Singapore Law Reports and the Senior Counsel scheme. As Chief Justice, he initiated wide-ranging reforms to build up the legal infrastructure and develop local jurisprudence relevant to Singapore's context. As a result of Mr Yong's leadership, we have today a Judiciary that has a high standing internationally: (Deputy Prime Minister Professor S Jayakumar). In all this he would be remembered as one who gave more than a sample of his best: (President S R Nathan). Minister Mentor Lee Kuan Yew said, "Appointing you as Chief Justice was one of my best decisions."

## ACADEMY EVENTS AND NEW SERVICES

1 APRIL 2005 – 31 MARCH 2006

## HIGHLIGHTS OF THE YEAR



Participants at SMC workshop for Ministry of Foreign Affairs



Speakers at the SAL Conference

## 2005

- APRIL**
- ¥ Singapore Mediation Centre (SMC) was appointed the Authorised Nominating Body under the Building and Construction Industry Security of Payment Act (SOP Act). Besides setting up a registry to administer the adjudication process, SMC had to train and certify a register of adjudicators.
  - ¥ The membership benefits programme for the financial year 2005–2006 was launched in April, with over 60 merchants offering SAL members discounts and privileges.
- MAY**
- ¥ New additions were made to Legal Prospector 2 ("LP2") including the *Singapore Year Book of International Law* and *Asia Business Law Review*, Singapore Institute of Arbitrators newsletter, contributions from Wong Partnership's *Legal News* and *Computer Output as Evidence – Final Report*.
- JUNE**
- ¥ SMC conducted a workshop titled "Effective Dispute Management in a Changing World" for the Ministry of Foreign Affairs under the Singapore Co-operation Programme Training Awards/Small Island Developing States Technical Co-operation Programme. The participants came from 21 different countries.
  - ¥ New additions were made to LP2 including Valuation Review Board decisions, contributions from MINDEF's *Legal Counsel Legal Updates* and contributions from Singapore Arbitration Centre's *Singapore Arbitrator*.
  - ¥ The SAL Restaurant in City Hall building served its last batch of patrons on 17 June and was officially closed on 18 June.



Last meal before closure of SAL Restaurant



Our members enjoy the Law-Media debate



Lord Woolf of Barnes delivers the 12th SAL Annual Lecture

## JULY

- ¥ The offices of SAL and SMC were re-located to the new Supreme Court building.
- ¥ Decisions from the Strata Titles Board were added to LP2.
- ¥ A report, *Enforcement of Foreign Judgments*, was published by the Law Reform Committee.
- ¥ A forum titled "Understanding the India–Singapore Comprehensive Economic Co-operation Agreement (CECA) – The Gateway to New Opportunities" was organised.

## AUGUST

- ¥ Free access to LawNet Legal Workbench was made available in the Supreme Court library.
- ¥ New additions were made to LP2 including SAL's newsletter, *Inter Se*, decisions from the Intellectual Property Office of Singapore and reports of SAL's Law Reform Committee.
- ¥ The Academy Bistro started operations on Level 1 of the new Supreme Court building.
- ¥ The 12th SAL Annual Lecture, titled "Constitutional Protection Without a Written Constitution" was delivered by The Right Honourable The Lord Woolf of Barnes, Lord Chief Justice of England and Wales.
- ¥ A report, *Pre- and Post-Judgment Interest*, was published by the Law Reform Committee.
- ¥ A Competition Law Conference was jointly organised with the Competition Commission of Singapore (CCS). The conference also saw the official launch of CCS which was established on 1 January 2005 to administer and implement the Competition Act 2004.

## SEPTEMBER

- ¥ Free access to LawNet Legal Workbench was made available in the Subordinate Courts library.
- ¥ An advocacy seminar entitled "The Art of Cross-Examination" featuring a Queen's Counsel and two Senior Counsel was conducted.





Participants at the SAL Conference



Members unwind at the end-of-the-year party

- OCTOBER
- ¥ The inaugural issue of the *Asian Journal on Mediation* (AJM) was launched by Chief Justice Yong Pung How.
  - ¥ 530 people attended the Law-Media debate jointly organised by the Academy's Membership and Social Committee and the Media Development Authority. The motion of the debate was "The media wields more power than the law".
  - ¥ A closed-door seminar for Temasek-linked companies was organised to generate awareness of Singapore law to the local audience.
- NOVEMBER
- ¥ A seminar for corporate counsel was organised in collaboration with the Singapore Corporate Counsel Association to promote Singapore law.
  - ¥ New additions were made to LP2 including Subordinate Courts Practice Pamphlets and the Singapore Domain Name Dispute Resolution Policy decisions.
  - ¥ SMC conducted an MBA Negotiation course for NTU Nanyang Business School. The course was attended by both local and overseas students.
- DECEMBER
- ¥ Contributions from Keystone Law Corporation's *Singapore Tech Law Alert* were added to LP2.
  - ¥ The SAL Strategic Planning Retreat was held. Broad-level objectives and steps to be taken by SAL over the next few years were identified to meet the challenges of the legal sector.
  - ¥ To mark the completion of the legal year, a bash entitled "Winding up 2005" was co-organised with The Law Society of Singapore to enable members to unwind and renew ties with friends and colleagues.



Launch of *SingaporeLaw* website



Mr Tan Chee Meng appointed Senior Counsel



Chief Justice Yong retires

## 2006

- JANUARY**
- ¥ The first Associate Mediators (AM) were accredited. The AM scheme is designed for those who want formal recognition of their mediation skills.
  - ¥ Mr Tan Chee Meng was appointed as Senior Counsel.
  - ¥ The Singapore Academy of Law Conference was held. A total of 356 delegates, including participants from overseas, attended this three-day conference which is held once every five years.
  - ¥ The *SingaporeLaw* website was officially launched by Chief Justice Yong Pung How.
  - ¥ The International Promotion of SingaporeLaw (IPSL) Committee held a seminar, "Singapore Calling – All India Business" in Mumbai to promote IPSL activities in India. Members from from IPSL's India team met with several chambers of commerce, trade organisations and law firms during this trip.
  - ¥ Contributions from Rodyk & Davidson's *Reporter* were added to LP2.
- FEBRUARY**
- ¥ Justice V K Rajah took over the leadership of the Academy's Professional Affairs Committee when the late the Honourable Justice Lai Kew Chai retired from the Supreme Court bench.
  - ¥ An event entitled "Pupillage and Practice: The Look before the Leap" was organised to introduce students to the legal profession.
- APRIL**
- ¥ The President of SAL, Chief Justice Yong Pung How retired on 1 April and Chief Justice Chan Sek Keong was appointed President of SAL on 11 April 2006.

## OUTPUT AT A GLANCE

### MEMBERSHIP

386 waivers approved  
11 social events; 1610 persons attended

### STAKEHOLDING SERVICES

8,034 payment-in cases  
9,724 payment-out cases

### ANNUAL LECTURE

645 persons attended

### LEGAL EDUCATION AND STUDIES

18 seminars, 3 conferences and  
2 closed-door/roundtable sessions conducted  
2,010 persons attended

### LAWNET SERVICES

Number of users as at 31 Mar 2006: 3,327  
Number of transactional databases: 28  
Number of legal research databases:  
¥ Primary legal material (including legislation,  
parliamentary and case material):  
26 (3 new databases added)

¥ Journals and legal articles:  
32 (9 new databases added)  
¥ Textbooks, research reports and precedents:  
12 (3 new databases added)

### LAWNET TRAINING CENTRE

98 classes conducted; 1,445 persons attended

### ACADEMY MAGAZINE (*INTER SE*)

6 issues published

### SINGAPORE LAW REPORTS

24 parts published

### ACADEMY DIGEST (SUPREME COURT SERIES)

26 issues released

### ACADEMY DIGEST (SUBORDINATE COURTS SERIES)

26 issues released



#### ANNUAL REVIEW OF SINGAPORE CASES (2004)

1 issue published

#### SINGAPORE ACADEMY OF LAW JOURNAL

2 issues published

#### LAW REFORM

6 matters considered

#### SENIOR COUNSEL

1 person appointed

#### COMMISSIONERS FOR OATHS

1,532 persons appointed

#### NOTARIES PUBLIC

448 persons appointed

#### AUTHENTICATION SERVICE

15,706 certificates issued

#### SMC MEDIATION

55 new cases registered; 45 mediated

3 cases registered under the Singapore Domain Name Dispute Resolution Policy

3 adjudications concluded

#### SMC TRAINING

35 workshops; 780 persons attended

#### PRE-IMPRESS EDITING

264 judgments received for editing

#### PROFESSIONAL AFFAIRS

1 lunchtime talk with experts

1 report submitted

#### LEGAL HERITAGE

2 oral history interviews completed

## DIRECTOR & CEO'S REVIEW



In many ways, the past year has been one of transition.

In July 2005, the offices of the Academy and the Singapore Mediation Centre were re-located to the new Supreme Court building. With the move, we took the opportunity to revamp the former SAL Restaurant into a modern bistro. The Academy Bistro, which opened for business on 1 August 2005, offers an entirely different dining experience and has won favourable reviews.

In April 2006, the Academy welcomed the Honourable the Chief Justice Chan Sek Keong, known to be one of the finest legal minds in Singapore, as our new President. In the coming years, the work of the Academy will be defined by his love of the law and we look forward to his leadership in navigating the Academy through the next chapter.

We also like to place on record our appreciation to our former President, the former Chief Justice Yong Pung How. In his 16 years at the helm of the Academy, he was instrumental in growing the breadth and depth of our role in service to the legal community, and in turning the Academy around from an organisation constantly in need of annual donations to an institution with stable sources of revenue, able to fund major initiatives and programmes for the legal profession.

During the period under review, significant improvements and growth were achieved in the areas of publications, continuing legal education, LawNet, and international promotion of Singapore law. Within LawNet, various enhancements were made to the Legal Prospector 2. Work commenced on a new LawNet portal. Negotiations began for the incorporation of the full database of the English law reports into Legal Workbench, which we hope to introduce in the first quarter of 2007.

The Academy continued to update the legal profession on key developments in Singapore law. Attendance at our seminars and conferences grew by 20% in the period under review. The highlights of the year included the five-yearly Singapore Academy of Law Conference on Developments in Singapore Law, and the SAL Annual Lecture. The Academy kept up with the issue of the current series of the *Singapore Law Reports*, the *SAL Journal* and the *Annual Review of Singapore Cases*. Editing work on the *Singapore Law Reports (Reissue)* continued at full pace. It was an active year in law reform.

On the international front, the Academy began its first serious initiatives in promoting Singapore as a legal hub for the region. The *SingaporeLaw* website was officially launched in January 2006 to create greater awareness of the advantages of Singapore law as the preferred governing law in international commercial contracts. In line with these efforts, the Singapore Mediation Centre started on plans to re-position itself as an alternative dispute resolution centre in the region as more and more companies in Southeast Asia look to Singapore as a venue for settlement of their disputes.

The changes that we experienced in the last year mark the beginning of a new journey. In December 2005, we took a fresh look at the new and evolving role of the Academy in a Strategic Planning Retreat to guide the Academy's course for the next five years. The SAL committees are rolling out their ideas in response to the recommendations from this retreat, and we hope to come back to you next year with a report on these ideas as they pan out in concrete plans for the year ahead. The Secretariat is undergoing major changes as it gears up to support these initiatives. It is a renewal process that calls for fresh perspectives. This is both daunting and exciting.

We would like to move a formal vote of thanks to our new President, Chief Justice Chan Sek Keong, and to all chairpersons of SAL committees, for their leadership of the Academy. It was lots of hard work and plenty of fun working with the Judges. I am grateful for the strong efforts put in by every staff member of the Academy, and the counsel, support and commitment that we have received from the Senate. We look forward to working with members of the Academy to build upon the work accomplished this year.



**Serene Wee**

Director & Chief Executive Officer

# SUPREME COURT



## OPERATIONS REVIEW

### BRINGING THE PROFESSION TOGETHER

#### **Membership and Social Activities**

The Academy had 7,234 members as at 31 March 2006, an increase of 2.4% over the previous year's number.

The Membership and Social Committee chaired by Mr George Lim Teong Jin organised 11 events in the year, which were attended by 1,610 persons in total. Movie Nights continued to be the most popular event and a Law-Media debate, organised jointly with the Media Development Authority of Singapore, was also well received.

The membership benefits programme was expanded to feature 60 merchants, up from 40 in the previous year.

#### **The SAL Annual Lecture**

A total of 645 members and guests attended the 12th Singapore Academy of Law Annual Lecture on 17 August 2005. The Right Honourable The Lord Woolf of Barnes, Lord Chief Justice of England and Wales, spoke on "Constitutional Protection Without a Written Constitution".







## PROVIDING AN EFFECTIVE LEGAL INFRASTRUCTURE

### **LawNet Services**

LawNet is the premier provider of legal information to the legal community in Singapore. Policies for LawNet are spearheaded by the LawNet Management Committee, chaired by the Honourable Justice Lee Seiu Kin.

In the period under review, the content of Legal Prospector 2 was boosted with the addition of new material, including decisions of the Income Tax Board of Review, the Intellectual Property Office of Singapore and the Goods & Services Tax Board of Review.

Work commenced on the new LawNet portal which will integrate searches across various research and transactional databases.

### **Electronic Litigation Systems**

Since the introduction of the Electronic Filing System (EFS) in 1997, the use of technology has greatly improved the efficiency of court operations.

In the period under review, the Committee headed by Justice Lee Sieu Kin continued to look at improving the EFS to make it more user-friendly and to promote its use for hearings.

Concurrently, the Committee worked on the project to re-configure the EFS into a more sophisticated Electronic Litigation System (iELS). The Electronic Litigation Roadmap, together with a report of responses from public consultation, was published in May 2005 and a working group, assisted by the Infocomm Development Authority of Singapore, is reviewing the sustainable business models for *iELS*.



### **Stakeholding Services**

The overall number of stakeholding transactions increased in the period under review. While the number of payment-in transactions decreased from 8,597 cases in FY 2004/2005 to 8,034 cases in FY 2005/2006, the number of payment-out transactions saw an increase from 7,855 cases in FY 2004/2005 to 9,724 cases in FY 2005/2006.

### **Commissioners for Oaths and Notaries Public**

The Board of Commissioners for Oaths and Notaries Public is chaired by Mr Joseph Grimberg SC. In the year under review, a total of 429 commissioners for oaths and 105 notaries public were appointed for the period 1 October 2005 to 30 September 2006, and 1,103 commissioners for oaths and 343 notaries public for the period 1 April 2006 to 31 March 2007.



## UPGRADING KNOWLEDGE AND SKILLS

### **Legal Education and Training**

In the period under review, the Committee on Legal Education and Studies was chaired by the Honourable the Chief Justice Chan Sek Keong in his former capacity as Attorney-General.

A total of 2,010 participants attended the 23 legal education events organised during the year. This was a 20 per cent increase from the previous year.

The events included two conferences on competition law, jointly organised with the Competition Commission of Singapore, and an advocacy seminar featuring a Queen's Counsel and two Senior Counsel.

The highlight for the year was the five-yearly Singapore Academy of Law Conference, which took place in January 2006. The three-day conference was organised by the Academy's Professional Affairs Committee with the support of the Committee on Legal Education and Studies. The organising committee was chaired by the Honourable Justice V K Rajah. A total of 356 delegates attended the conference, including a number of overseas participants.

### **Board of Legal Education**

For the period under review, and until 11 April 2006, the Board of Legal Education was chaired by the then Attorney-General Chan Sek Keong. The Board operates under the aegis of the Academy pursuant to s 6(1) of the Legal Profession Act (Cap 161).

In 2005, the Postgraduate Practical Law Course (PLC) was offered to 257 law graduates. These comprised 182 law graduates from the National University of Singapore, one barrister and one solicitor from England, and 73 holders of the Diploma in Singapore Law.

For PLC 2005, the Board introduced a case study as part of the assessment for the Professional Responsibility paper. In addition, a new multiple-choice questions section was introduced along the lines of the New York Bar Examination to assess the ability of students to apply what they had learnt to a variety of situations. The teaching of conveyancing was also revised to address the problems faced by some students in the study of this area of practice.

The Board appointed Leo Cussen Institute (Australia) to audit the 2005 PLC. The auditor reported that the PLC was proceeding in the right direction and, that in respect of practical training, the PLC was appropriate for our jurisdiction. The auditor also made several other observations and recommendations for the PLC.



### **LawNet Training**

A total of 1,201 lawyers and employees of law firms attended courses at the LawNet Training Centre. Besides IT courses, the centre also provided training for the 2005 Postgraduate Practical Law Course.

### **Law Reporting**

For the period under review, the Council of Law Reporting was chaired by the then Attorney-General Chan Sek Keong.

FY 2005/2006 was the second year that the Academy managed all editorial operations of the current series of the *Singapore Law Reports* (SLR) in-house. Twenty-four fortnightly parts of the SLR were produced. A total of 180 cases were reported, of which 136 were High Court decisions and 44 were Court of Appeal decisions. Of the cases reported, 31 were criminal cases and the remaining 149 were civil cases. According to statistics collected by the Council Secretariat, 80% of Court of Appeal decisions and 57% of High Court decisions were selected for reporting. As at 31 March 2006, there were 335 subscribers to the SLR.

The Academy continued with the project to re-headnote the backset of the *Singapore Law Reports (Reissue)* series. As at end March 2006, 46 out of the 50 volumes of the SLR(R) had been edited for conformity with the SAL house style and for accuracy in citations and quotations. The project is now targeted for completion in December 2008 and to be available in 2009.

The *Academy Digest* continued to be available as a subscription service.



## Publications

The Publications Committee was chaired by the Honourable Justice Chao Hick Tin, as he then was. The Committee published the March 2005 and September 2005 issues of the *Singapore Academy of Law Journal*.

The Academy also published the *Singapore Academy of Law Annual Review of Singapore Cases 2004*, the fifth issue in this series, featuring six new contributors. Work then commenced for the *Annual Review of Singapore Cases 2005*, which includes a new Tax and Revenue chapter, and features three new contributors.

Six issues of *Inter Se* were published and distributed to members at no charge.

## Scholarship and Book Prizes

The recipients of the 2005/2006 SAL Scholarship are Ms Joyce Low Wei Lin and Ms Chung Yoon Joo, both of whom will be pursuing Masters of Law at Harvard University.

The winners of the SAL prizes for FY 2005/2006 were Ms Chng Ai Ling Melanie, the top final-year student at the National University of Singapore's Faculty of Law; Mr Lim Hock Ann Jack, the top student in a Law Elective for the degree of Master of Business Administration, Nanyang Technological University; and Mr Leong Kok Peng Daniel, the best final-year student in the Diploma in Law & Management, Temasek Polytechnic.



## PROMOTING LEGAL RESEARCH AND REFORM

### **Law Reform**

In the period under review, the Law Reform Committee, chaired by the Honourable Justice Judith Prakash, held seven meetings to consider matters such as the enforcement of Singapore Subordinate Courts judgments overseas, the law and practice of awarding pre- and post-judgment interest and a report on reforms to the Limitation Act (Cap 163).

### **The Technology Law Development Group**

The Technology Law Development Group (TLDG) was led by its Chairman, the Honourable Second Solicitor-General Lee Seiu Kin, as he then was. During the period under review, the TLDG published a series of six articles in the "Tech Law Watch" column of *Inter Se*, on topics ranging from open-source software to ownership of intellectual property rights over DNA. The TLDG also participated in the "Intellectual Property and Information Technology" session of the Singapore Academy of Law Conference 2006.

### **Legal Heritage**

The Legal Heritage Committee is chaired by the Honourable Justice Kan Ting Chiu.

In the year under review, the Oral History Project Team headed by Associate Professor Eleanor Wong conducted oral recordings with two retired practitioners, Mr Kenneth Hilborne and Mr Graham Hill. Former Chief Justice, Mr Yong Pung How also agreed to be interviewed under the project.

Some of the projects under consideration by the Committee include the organising of events to renew interest in legal heritage in general, the setting up of a legal heritage database, and the commemoration of the 180th anniversary of the issuance of the Second Charter of Justice.



## ESTABLISHING AND MAINTAINING PROFESSIONAL STANDARDS

### **Professional Affairs Committee**

The Professional Affairs Committee was led by the late the Honourable Justice Lai Kew Chai until his retirement from the Supreme Court Bench on 6 February 2006.

The Honourable Justice V K Rajah took over leadership of the Committee for the remainder of the period under review.

The Committee met on five occasions. One sub-committee was formed to consider issues pertaining to contempt of court before the registrars in chambers. This sub-committee completed its study, and submitted its recommendations in a report on 22 July 2005. Another sub-committee, chaired by Ms Mavis Chionh, reviewed the existing system under which young lawyers received instruction and guidance on matters relating to professional values.

The Committee continued to build on the success of earlier lunchtime talks delivered by experts. A talk entitled "Governance in the Singapore Charity Sector" was jointly organised with the Law Society of Singapore. The talk, delivered by Mr Gerard Ee and Mr Willie Cheng on 24 October, attracted 130 participants, including members of voluntary welfare organisations and institutions of public character.

### **Appointment of Senior Counsel**

In the period under review, the Senior Counsel Selection Committee was chaired by former Chief Justice, Mr Yong Pung How. The senior counsel appointed by the selection committee for 2006 is Mr Tan Chee Meng. There are now 41 persons who have been conferred this distinguished title by the selection committee since 1997.





## PROMOTING SINGAPORE AS A LEGAL HUB

### **International Promotion of Singapore Law**

The International Promotion of Singapore Law Committee is chaired by Justice V K Rajah.

The *SingaporeLaw* website was officially launched by former Chief Justice, Mr Yong Pung How in January 2006. The website features articles on various topics on Singapore commercial law contributed by academia from the local tertiary institutions as well as practising lawyers. These articles will be kept up-to-date with the assistance of two editors-in-chief, namely, Associate Professor Hans Tjio and Mr Lee Eng Beng. The website also features, amongst other things, certain published judgments of the Supreme Court, Singapore statutes and a list of activities organised by the Committee. The website content will be gradually translated into Chinese and Bahasa Indonesia.

During the period under review, the Committee organised a number of seminars to generate awareness of Singapore law to the local audience. These included a closed-door seminar for Temasek-linked companies and a seminar for corporate counsel organised in collaboration with the Singapore Corporate Counsel Association.

Two members from the Committees India team went on a study trip to Mumbai during which they met up with representatives from several chambers of commerce, trade organisations and law firms. The trip was a success, with several law firms expressing interest in the Committee's activities and offering to organise customised seminars on Singapore law for their top clients in India. Similar field trips will be undertaken by the other country teams in due course.





## Singapore Mediation Centre

The Singapore Mediation Centre (SMC) was led by Justice Chao Hick Tin, as he then was. The Centre mediated 45 cases in the period under review, a decrease of 31% from the previous year. SMC also registered and concluded three Singapore Domain Name Dispute Resolution Policy cases.

In its first year as the Authorised Nominating Body under the Building and Construction Industry Security of Payment Act, SMC registered and concluded three adjudications under the scheme.

SMC continued to excel in its training function. In the period under review, it conducted 35 workshops including providing instruction to undergraduates at the Singapore Management University. New training modules were designed to cater to the needs of its institutional clients, such as the special mentorship programme for the MinLaw, Community Mediation Centre Master Mediators.

The inaugural issue of the *Asian Journal on Mediation (AJM)* was launched on 18 October 2005 with the aim of advancing the practice and development of mediation and mediation techniques in Asia. An Associate Mediation Scheme was also started to allow those with the requisite training to be conferred formal recognition of their skills. The first Associate Mediators were accredited on 1 January 2006.

# ANNUAL ACCOUNTS

## SINGAPORE ACADEMY OF LAW SUMMARY FINANCIAL STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2006

### **Important Note**

This summary financial statement is derived from the Academy's financial statements and auditors' report thereon, which are available for inspection by all members of the Academy at the premises of the Academy during the Academy's office hours. Any member who wishes to have copies of the financial statements and auditors' report may notify the Academy; and the Academy shall furnish these free of charge to that member within 21 days of its receipt of the member's notification.

The summary financial statement does not contain sufficient information to allow for a full understanding of the results and state of affairs of the Academy or of the group. For further information, the full financial statements and the auditors report on those statements should be consulted.

**Objectives of the Academy** in accordance with the Singapore Academy of Law Act (Cap. 294A, 1997 Revised Edition) are:

- (a) to promote and maintain high standards of conduct and learning of the members of the legal profession in Singapore and the standing of the profession in the region and elsewhere;
- (b) to promote the advancement and dissemination of knowledge of the laws and the legal system;
- (c) to promote legal research and scholarship and the reform and development of the law;
- (d) to provide continuing legal education for its members;
- (e) to provide for the training, education and examination, by the Academy or by any other body, of persons intending to practise the profession of law;
- (f) to consider proposals and suggestions regarding matters which are referred to the Academy by the Law Society or the Board\*;
- (g) to refer to the Law Society or the Board\* proposals and suggestions regarding matters which in the opinion of the Senate require consideration by the Law Society or the Board\*;
- (h) to promote good relations and social interaction amongst members and between members and law students and persons concerned in the administration of law and justice in Singapore;
- (i) to appoint persons as notaries public or commissioners for oaths and to authenticate their signatures;
- (j) to undertake activities and projects relating to the study, development and operation of laws and legal systems and the facilities, information technology and infrastructure in support thereof;
- (k) to provide consultancy and other services relating to the study, development and operation of laws and legal systems and the facilities, information technology and infrastructure in support thereof; and
- (l) to exercise the functions and duties conferred on the Academy under any written law.

\*Board refers to the Board of Legal Education established under section 3 of the Legal Profession Act (Cap.161, 2001 Revised Edition).

### Summary Income and Expenditure Statements for the financial year ended 31 March 2006

	<u>The Group</u>		<u>The Academy</u>	
	2006 \$	2005 \$	2006 \$	2005 \$
Total income	<b>11,576,607</b>	8,688,015	<b>11,328,121</b>	8,367,330
Total expenditure	<b>(5,573,715)</b>	(5,600,566)	<b>(5,236,629)</b>	(5,245,153)
Surplus before grants and income tax	<b>6,002,892</b>	3,087,449	<b>6,091,492</b>	3,122,177
Grants utilised	<b>188,962</b>	222,844	<b>25,802</b>	131,576
Income tax expense	<b>(5,100)</b>	(4,100)	-	-
Surplus after grants and income tax	<b>6,186,754</b>	3,306,193	<b>6,117,294</b>	3,253,753
Amounts transferred to Other Funds	<b>(1,278,963)</b>	(1,225,243)	<b>(1,278,963)</b>	(1,225,243)
Net surplus for the financial year	<b>4,907,791</b>	2,080,950	<b>4,838,331</b>	2,028,510

### Summary Balance Sheets as at 31 March 2006

	<u>The Group</u>		<u>The Academy</u>	
	2006 \$	2005 \$	2006 \$	2005 \$
Property, plant and equipment	<b>1,755,929</b>	709,989	<b>1,735,804</b>	704,975
Other investments	<b>19,835,939</b>	16,649,606	<b>19,835,939</b>	16,649,606
Other non-current asset	<b>409,824</b>	200,233	<b>409,824</b>	200,233
Current assets *	<b>179,155,757</b>	271,530,170	<b>177,380,064</b>	269,463,619
Current liabilities *	<b>(169,998,885)</b>	(265,104,224)	<b>(169,950,639)</b>	(264,873,931)
	<b>31,158,564</b>	23,985,774	<b>29,410,992</b>	22,144,502
Accumulated Fund **	<b>22,588,454</b>	17,679,346	<b>21,598,040</b>	16,758,392
Fair value reserves **	<b>1,377,420</b>	-	<b>1,377,420</b>	-
Other Funds	<b>6,311,992</b>	5,236,768	<b>6,383,917</b>	5,308,693
	<b>30,277,866</b>	22,916,114	<b>29,359,377</b>	22,067,085
Grants	<b>880,698</b>	1,069,660	<b>51,615</b>	77,417
	<b>31,158,564</b>	23,985,774	<b>29,410,992</b>	22,144,502

\* Included in current assets and current liabilities are stakeholding moneys amounting to \$167,612,980 (2005: \$261,928,060) held in accordance with the Singapore Academy of Law (Stakeholding) Rules.

### \*\* Effects on adoption of new or revised Financial Reporting Standards (FRS)

For the financial year ended 31 March 2006, the Group adopted the new or revised FRS and Interpretations to FRS (INT FRS) that are applicable in the current financial year, including FRS 39 (revised 2004) Financial Instruments: Recognition and Measurement. The adoption of FRS 39 resulted in the following changes effected prospectively from 1 April 2005.

	<u>The Group</u>		<u>The Academy</u>	
	Acumulated Fund \$	Fair Value Reserves \$	Acumulated Fund \$	Fair Value Reserves \$
<b>Balance at 1 April 2005</b>				
- As previously reported	17,679,346	-	16,758,392	-
- Effect of adoption of FRS 39 (revised 2004) adjusted prospectively	1,317	1,633,695	1,317	1,633,695
- As restated	17,680,663	1,633,695	16,759,709	1,633,695
Fair value losses on available-for-financial assets recognised directly in funds and reserves	-	(256,275)	-	(256,275)
Surplus after income tax	6,186,754	-	6,117,294	-
<b>Total recognised gain/(loss) for the financial year</b>	<b>6,186,754</b>	<b>(256,275)</b>	<b>6,117,294</b>	<b>(256,275)</b>
Transfer of funds	(1,278,963)	-	(1,278,963)	-
<b>Total recognised gain/(loss) for the financial year after transfer of funds</b>	<b>4,907,791</b>	<b>(256,275)</b>	<b>4,838,331</b>	<b>(256,275)</b>
<b>Balance at 31 March 2006</b>	<b>22,588,454</b>	<b>1,377,420</b>	<b>21,598,040</b>	<b>1,377,420</b>

### Changes in structure of the Academy

There are no material changes in the structure of the Academy for the financial year ended 31 March 2006.

### Donations

Tax deductible donations of \$970 (2005: \$7,191) were received by the Academy and the Group during the financial year. An amount of \$7,737 (2005: \$13,743) of the cumulative donations received has been utilised during the financial year.

The donations were utilised in accordance with the objectives of the Academy.

### Summary of significant related party transactions

Summary of significant related party transactions between the Academy and its subsidiary and related government bodies, at terms agreed between the parties concerned, are as follows:

(a) Income and expenditure for services

	<u>The Group</u>		<u>The Academy</u>	
	2006	2005	2006	2005
	\$	\$	\$	\$
Management fee income received from subsidiary	-	-	<b>456,767</b>	423,692
LawNet levy income received from related government bodies	<b>340,431</b>	350,282	<b>340,431</b>	350,282
Food and beverage income received from subsidiary	-	-	<b>44,979</b>	53,082
Seminar fees and workshop income and food and beverage income received from related government bodies	<b>38,780</b>	79,049	<b>32,615</b>	76,953
Office rental and secondment charges paid to related government bodies	<b>548,085</b>	444,734	<b>536,184</b>	428,421

The Group and Academy

	2006	2005
	\$	\$
(b) Key management personnel compensation	<b>1,217,897</b>	1,118,839

DATED THIS 17TH AUGUST 2006



CHIEF JUSTICE CHAN SEK KEONG  
PRESIDENT  
SINGAPORE ACADEMY OF LAW



**"REPORT OF THE AUDITORS TO THE MEMBERS OF THE SINGAPORE ACADEMY OF LAW**

We have examined the summary financial statement set out on pages 36 to 39.

In our opinion, the summary financial statement is consistent in all material respects with the full financial statements of The Singapore Academy of Law ("Academy") and the consolidated financial statements of the Group for the financial year ended 31 March 2006 from which it is derived and complies with the requirements of section 21 of the Singapore Academy of Law Act (Cap. 294A, 1997 Revised Edition) and regulations made thereunder, applicable to the summary financial statement.

We have issued an unqualified audit report dated 17 August 2006 on the full financial statements of The Singapore Academy of Law and the consolidated financial statements of the Group for the financial year ended 31 March 2006, which is as follows:

**'AUDITORS' REPORT TO THE MEMBERS OF THE SINGAPORE ACADEMY OF LAW**

We have audited the accompanying financial statements of The Singapore Academy of Law ("Academy") set out on pages 2 to 32 for the financial year ended 31 March 2006, comprising the income and expenditure statement, balance sheet and statement of changes in funds and reserves of the Academy, and the consolidated financial statements of the Group. These financial statements are the responsibility of the Academy's Senate. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform our audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Academy's Senate, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion,

- (a) the accompanying financial statements of the Academy and consolidated financial statements of the Group are properly drawn up in accordance with the provisions of the Singapore Academy of Law Act ("the Act") and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Academy and of the Group as at 31 March 2006, the results and changes in funds and reserves of the Academy and of the Group, and the cash flows of the Group for the financial year ended on that date, and
- (b) the accounting and other records required by the Act to be kept by the Academy and by the subsidiary of which we are the auditors have been properly kept in accordance with the provisions of the Act.'

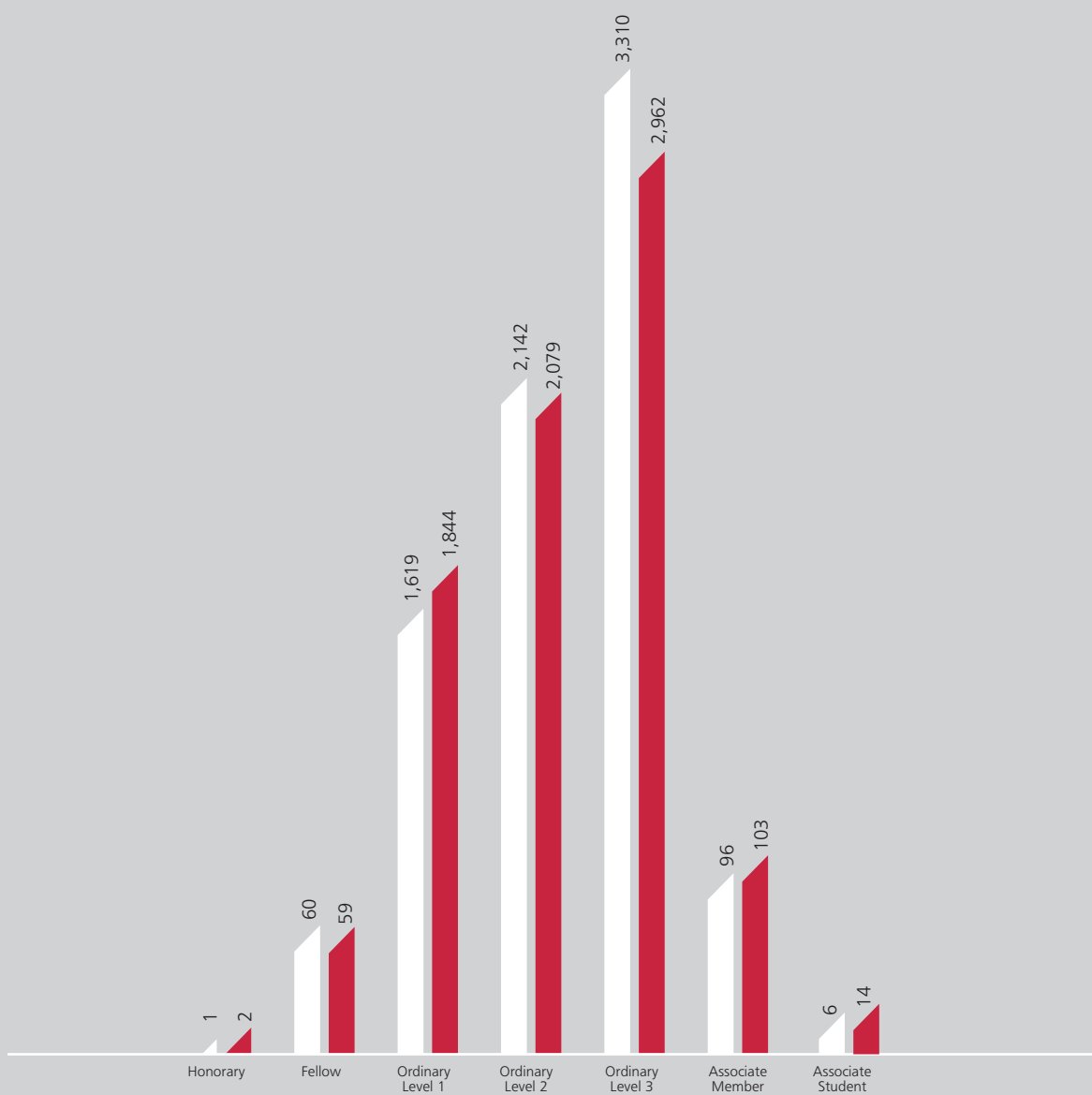


PricewaterhouseCoopers  
Certified Public Accountants  
Singapore

17 August 2006"

# STATISTICS ON COMPOSITION OF MEMBERS

▲ 31 March 2005  
▲ 31 March 2006



## KEY EXECUTIVES



**01 . SERENE WEE**  
**Director and Chief Executive Officer**

Serene is responsible to the President and Senate for the achievements of the Academy. She works with SAL committee chairpersons to set strategic directions and policies, and to allocate the resources needed, for each area of work.

Serene joined the Academy in 1993 and over the last 13 years, has been involved in transforming SAL from a membership-based organisation to a service-based institution that is actively involved in developing a core of legal knowledge services, and providing facilities and legal infrastructure, for the profession.

Serene was admitted as an advocate and solicitor of the Supreme Court of Singapore, and is a principal mediator with the Singapore Mediation Centre.

**02 . LOONG SENG ONN**  
**Executive Director,**  
**Singapore Mediation Centre (SMC)**

Seng Onn is responsible for the day-to-day operations of the Singapore Mediation Centre including the mediation services registry, the adjudication services registry, training and marketing. Seng Onn is also the secretary to the Board of Commissioners for Oaths and Notaries Public and oversees the authentication services of SAL.

**03 . HUNG NING SHING**  
**Chief Editor**

As the Chief Editor of SAL's Editorial Department, Ning Shing edits and oversees the editing of High Court and Court of Appeal judgments, which are subsequently published in the *Singapore Law Reports* or uploaded onto LawNet's Legal Workbench. She is also the Editor of the *Singapore Academy of Law Journal* and the Assistant Editor of the *Annual Review of Singapore Cases*.

**04 . LOW HUI MIN**  
**Assistant Director, Administration**  
**& Stakeholding Services**

Hui Min manages the Stakeholding department. She also takes charge of the Human Resource & Administration department. The Financial Planning & Analysis department, which liaises with the Academics fund managers on the investment of SAL's surplus funds and undertakes other *ad hoc* projects, is also under her purview.

**05 . GAY WEI PING**  
**Chief Technology Officer**

As the Chief Technology Officer, Wei Ping strategises and plans the Information Technology roadmap for the organisation. The portfolio of work under his charge includes: project management, IT vendor management, business software and network infrastructure support. A few noteworthy projects underway are the New Enterprise System, LawNet Services, Electronic Filing Systems and the Stakeholding System.

**06 . RANALD OR**  
**Assistant Director, Publications**

Ranald heads the Publications department. He is the Secretary of the Academy's Publications Committee and Legal Heritage Committee, a member of the Legal Research sub-Committee, and also provides secretariat support to the *SingaporeLaw* Committee. He is also a part of the Academy's editorial team responsible for editing judgments from the Supreme Court.

**07 . LAI WAI LENG**  
**Manager, Accounts/**  
**Membership Administration**

Wai Leng manages budgeting, financial and audit matters of SAL and SMC, and provides secretariat support to the Membership sub-Committee. She is also involved in Membership administrative functions.

**SINGAPORE ACADEMY OF LAW**







**SINGAPORE  
ACADEMY OF LAW**

1 Supreme Court Lane  
Level 6  
Singapore 178879  
Tel: 6332 4388  
Fax: 6334 4940

Website: [www.sal.org.sg](http://www.sal.org.sg)