

AGC | ATTORNEY-
SINGAPORE | GENERAL'S
CHAMBERS



ANNUAL
REPORT
2012

AGC

SINGAPORE

ATTORNEY-GENERAL'S CHAMBERS

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Foreword by **The Attorney-General**



The Attorney-General's Chambers (AGC) performs a critical constitutional role in Singapore and is a crucial stakeholder in the administration of justice and the upholding of the rule of law. As the Attorney-General, I am not only the Public Prosecutor exercising overall control and direction in all criminal proceedings independent of the Government, but I am also the Government's principal legal adviser. My officers assist me in performing these constitutional roles. Deputy Public Prosecutors and Assistant Public Prosecutors exercise prosecutorial discretion in the public interest to prosecute offenders for their crimes. State Counsel advise the Government on all civil matters and act for the Government in civil disputes, represent the Government in the international arena, and play a pivotal role in the drafting of legislation to translate Government policies into legislation.

In an increasingly sophisticated and discerning society, maintaining the high standards which are expected of the AGC requires that we engage with the public to create better awareness and understanding of the work that we do.

These two very different roles of the Attorney-General and Public Prosecutor that I hold are not always easily comprehended by the general public.

This Annual Report, in breaking down and presenting the work of these Chambers according to the different constitutional roles reposed in the office of the Attorney-General, will hopefully help to facilitate a greater understanding of these roles.

The work that my officers do permeates the lives of the public in diverse ways, although this may not be immediately apparent. Some examples that come to mind in the past year alone include the Committee of Inquiry into the Disruption of MRT Train Services in December 2011, where officers from AGC led evidence from a multitude of witnesses to piece together the events behind the incident in search for the explanation that the public deserved; the prosecution of the SMRT bus drivers involved in the first illegal strike in Singapore in 32 years; engaging in two major free trade agreement negotiations – the Trans-Pacific Strategic Economic Partnership Agreement and the European Union-Singapore Free Trade Agreement; and the drafting of legislation such as the Consumer Protection (Fair Trading) (Amendment) Act 2012 bringing through the ‘lemon’ law for the protection of consumers from defective goods, and the Personal Data Protection Bill introducing new laws for the protection of personal data. These are, of course, just a sampling of our work.

The work that we are involved in on a daily basis is therefore multi-faceted and crucial to the good governance of our nation and the interest of the public. In order to make our work more meaningful for the public and to stay relevant, we recognise the need to explain, to engage, and to demystify. At the same time, the standards of our work cannot be compromised, and in a world where the pace of life is constantly increasing with demands becoming more urgent, we are continuously reviewing and in some instances even reinventing our work processes to enhance the quality of our work and to keep up with the pace.

Efficiency and Productivity

Prompt and good service is a given when it comes to what the general public and our stakeholders expect from us, and rightly so. Efficiency and productivity are the key themes of our times and they do not only apply to corporate businesses. In the administration of justice, every minute counts, and this is perhaps nowhere felt more compelling than in the area of criminal justice, where accused persons being investigated are constantly living under the Sword of Damocles, while aggrieved victims sometimes do not get closure until years later.

It is therefore crucial for the prosecution to work hard to ensure minimal delay in the resolution of criminal cases. This is something my officers in the Crime Cluster have been working at for the past year. We have sought to improve and refine the working relationship between these Chambers and the enforcement and investigative agencies in order to reduce the gestation period between the commencement of investigations and the start of prosecution. To this end, these Chambers had launched an initiative to station Deputy Public Prosecutors in several enforcement and investigative agencies to provide immediate guidance to investigative officers, to improve the investigative quality of cases and to generally expedite the investigation and subsequent timely prosecution or withdrawal of cases.

Apart from enhancing collaboration with our partner agencies, we have also adopted expertise specialisation as one of our key means towards achieving efficiency and quality work output. With legal issues becoming more complex, there is clear value in building up the legal expertise of our officers in specific areas to deal with requests competently and expeditiously. My Civil Division officers have been re-focused into four main practices (General Disputes, Specialist Disputes, Advisory and Transactions) to achieve a better fit for the many varied requests for advice that we receive from government agencies. We are also looking towards expanding our capacity to deliver quality legal representation services to the whole of the public sector.

Training and Knowledge Management

While efficiency is one of our key goals, we understand that the quality of our work and advice cannot be compromised. We have therefore devoted significant resources to the training of our officers in the past year. For example, prosecutors who do the bulk of the advocacy work in this Chambers have had the opportunity to participate in a slew of training initiatives specially designed to fine-tune and enhance their advocacy, speech and communication skills and general court demeanour. Officers from all Divisions also have had the chance to attend in-house as well as external and even overseas training. We recognise that it is only through continuous learning and training that our officers will be able to maintain and improve on the high standards of competence and quality in their work that the public expects and demands of them.

In line with these many training initiatives, I am also particularly excited about the new Knowledge Management Unit responsible for driving the overhaul of our knowledge management system to make accessible to our officers the rich database of information and precedents within these Chambers. The ability to tap on our historical records and knowledge assets is crucial for my officers to be able to deliver consistent and effective advice promptly. With this in mind, we are planning to upgrade our knowledge management system with the launch of a new Intranet and a revision of these Chambers' information taxonomy.

Along with the constitutional roles of the Public Prosecutor and the Government's principal legal advisor comes the responsibility to train and educate other

government agencies on various legal issues affecting their work. In the past year, my officers organised and conducted training sessions for other government agencies, both to educate them on legal issues they may face in their daily work, and to update them on recent changes in the law that may affect their work. Some examples are the Public Officers' Law Seminar, the International Law Seminar, legislative drafting courses and the Forum on Public Prosecution.

Public Engagement

As the public grows more discerning and increasingly rely on the use of social media to deliver and receive information and to raise queries, it is no longer sufficient for a public agency to simply maintain high standards of competency and quality in our work. We need to better engage with the public as well in order to create greater awareness of what we do, and why we do it.

To a certain extent, AGC has sought to do this in the past year with a more nuanced treatment of our media relations and the release of press statements in appropriate cases to inform and explain certain decisions we have come to, as well as certain case outcomes. Going forward, I am committed towards making the work of my Chambers even more relevant to the ordinary man on the street with better engagement and outreach. In fact, my prosecutors are planning an outreach on criminal justice, hopefully to be organised in the last quarter of 2013, with the view of demystifying the work of the Public Prosecutor and to showcase significant cases. I hope that AGC will continue to earn the confidence of the public as a trusted and reliable institution, with trained

and competent professionals who strive everyday towards protecting the rule of law in Singapore.

New Office Premises

This Annual Report is our first since we moved to our new office premises at 1 Upper Pickering Street on 1 March 2013. I am particularly pleased that my officers now have an office purpose-designed for the work that we do, and which can therefore better support us in our functions. For example, we have better training facilities, including a moot court for advocacy training, as well as special interview rooms for vulnerable victims. With our own building also comes greater security for my officers and staff as well as the many sensitive files that go through us. The new premises is within walking distance to the Subordinate Courts and is more conveniently located for many of my officers who have to attend hearings at the Subordinate Courts regularly. Ultimately, I trust that our new premises will better equip us to deliver quality legal services to our stakeholders and the public at large.

These are therefore some of the key themes to what I have set out to achieve since taking over office in June 2012, which I trust that the pages of this Annual Report will provide a flavour of. As AGC commences a new chapter in our new office premises, it is both timely and fitting for us to look back on what we have done thus far, and to look forward to how much more we can aspire to achieve.

Steven Chong Horng Siong, S.C.
Attorney-General, Singapore

Our **Mission**, **Vision** and **Core Values**

Our **Mission** is to enhance the rule of law and constitutional Government in Singapore by providing sound legal advice and assistance in developing a fair and responsive legal system, furthering good public administration and protecting the interests of the State and of the people.

Our **Vision** is to be an essential pillar upholding the rule of law for a just, harmonious and progressive society.

Our **Core Values** are:

- The rule of law
- A just legal system
- Integrity and impartiality
- Competence and professionalism
- Teamwork and cooperation
- The public interest

Our **Culture** is focused on:

- Our people
- A learning ethos
- Teamwork
- Justice



Our **Roles**

The Attorney-General (AG) has three roles:

- (1) as the Government's Chief Legal Adviser and Counsel;
- (2) as the Public Prosecutor; and
- (3) in performing other assigned duties of a legal character.

The Attorney-General's Chambers (AGC) assists the AG in his roles. AGC directs and controls criminal prosecutions, provides legal services to the Government and serves as the guardian of the public interest.

AGC
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OUR CORPORATE STRUCTURE:

The Attorney-General

The Attorney-General (AG) is the Public Prosecutor and principal legal adviser to the Government of Singapore, and performs other assigned functions of a legal character. These are constitutionally-enshrined roles.

As the Public Prosecutor, the AG has the power to institute, conduct or discontinue proceedings for any offence. The AG acts independently in this role, and is not subject to the control of the Government.

As principal legal adviser to the Government, the AG has the duty to advise the Government on legal matters and to perform duties of a legal character which may be referred or assigned to him by the President or the Cabinet. The AG is also responsible for discharging the functions conferred on him under the Constitution or any written law in Singapore.

All actions by or against the Government are made in the name of the AG. The AG also represents, advances and protects Singapore's interests, in the international arena and in international disputes. The AG is responsible for drafting Singapore's laws and producing revised editions of legislation.

The AG is the guardian of charities and acts as guardian *at litem* to adoptees. The AG also plays a part in the development of the Singapore legal services sector, particularly via his role in regulating foreign lawyers and foreign law practices in Singapore.

The present AG of Singapore is The Honourable Mr Steven Chong, S.C. He was appointed to the position on 25 June 2012.

The Solicitor-General

The Solicitor-General (SG) works closely with the AG in providing legal advice to the Government of Singapore.

Under section 11(2) of the Criminal Procedure Code, the SG may act as the Public Prosecutor in the absence of the AG.

The present SG of Singapore is Mrs Koh Juat Jong, S.C. She was appointed on 11 April 2008.

Corporate Structure

As of 31 March 2013, the Attorney-General's Chambers (AGC) was staffed by 279 legally trained officers and 208 management support and executive officers.

The AG discharges his responsibilities and duties through six legal divisions, namely:

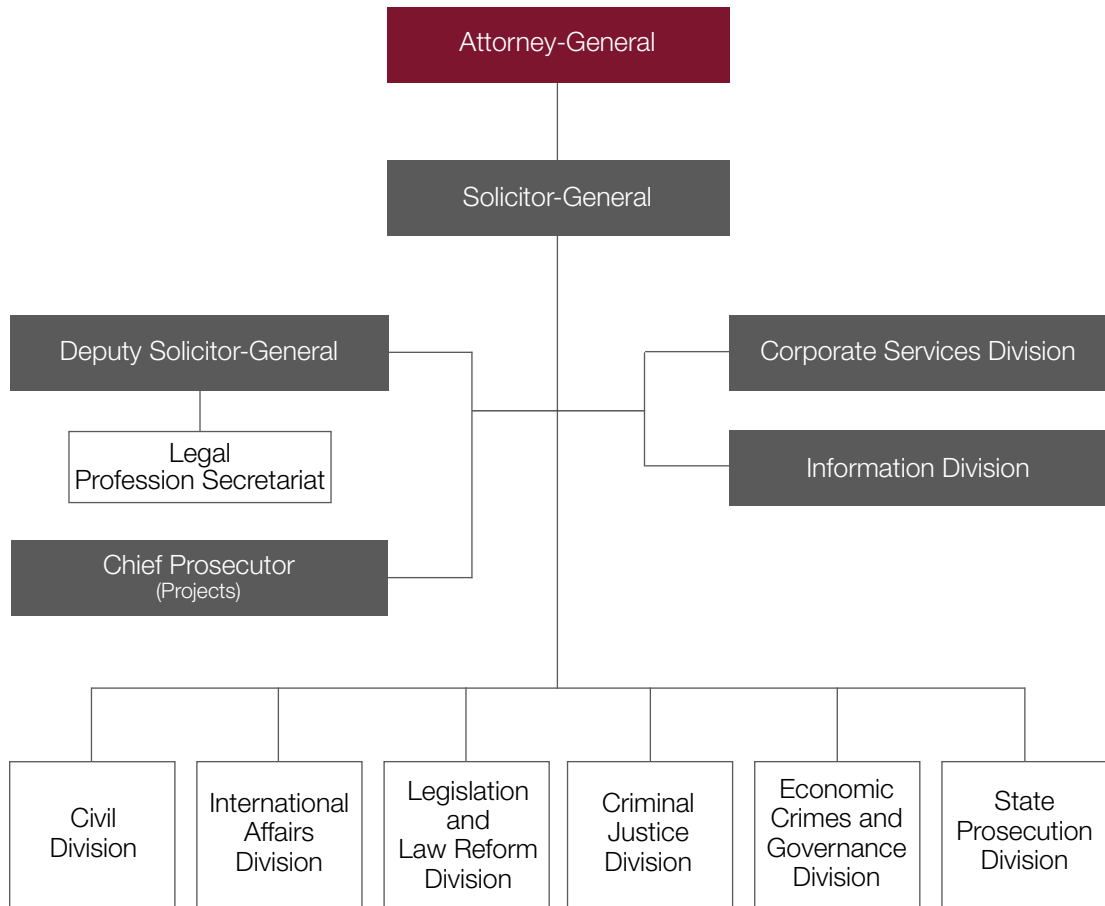
- i. Civil Division
- ii. International Affairs Division
- iii. Legislation and Law Reform Division
- iv. Criminal Justice Division
- v. Economic Crimes and Governance Division, and
- vi. State Prosecution Division

The legal divisions are supported by the Corporate Services Division and the Information Division.

The Legal Profession Secretariat also carries out the Attorney-General's role under the Legal Profession Act in relation to Singapore advocates and solicitors.

Corporate Structure

(as at 31 March 2013)



Our Appreciation

Changes to the AGC's Management Team

(as at 31 March 2013)

1 January 2012



Ms **Audrey Lim Yoon Cheng** was appointed as Second Deputy Parliamentary Counsel, Legislation and Law Reform Division.

1 June 2012



Mr **Lionel Yee Woon Chin S.C.** relinquished his appointment as Director-General, International Affairs Division, a position he held from July 2008.

He also held the appointment of Second Solicitor-General from 1 January 2011 before his appointment as the Judicial Commissioner on 1 February 2013.



Mr **Pang Khang Chau** was appointed as Director-General, International Affairs Division.



Ms **Daphne Hong Fan Sin** was appointed as Deputy Director-General, International Affairs Division.

She concurrently held the appointment of Acting Senior Director, Corporate Services Division from 1 January 2012 to 19 February 2013.

and Congratulations

24 June 2012



Mr **Sundaresh Menon S.C.** relinquished his appointment as the Attorney-General, and was appointed Judge of Appeal of the Supreme Court on 1 August 2012. He was subsequently appointed as Chief Justice of Singapore with effect from 6 November 2012.

25 June 2012



Mr **Steven Chong Horng Siong S.C.**, former Judge of the Supreme Court, was appointed as Attorney-General.

1 October 2012



Ms **Aurill Kam Su Cheun** was appointed as Deputy Chief Counsel (Litigation), Civil Division.

28 January 2013



Mr **Alphonsus Pang Chong Soon** was appointed as Chief Operating Officer.

AGC's MANAG



The Attorney-General's Chambers is led by the **Attorney-General**, who works closely with the **Solicitor-General** and the management team.

Front Row (Seated): left to right

Bala Reddy
Chief Prosecutor, Projects

Mrs Koh Juat Jong S.C.
Solicitor-General

Steven Chong Horng Siong S.C.
Attorney-General

Jeffrey Chan Wah Teck S.C.
Deputy Solicitor-General

Back Row (Standing): left to right

Ms Helen Yeo Guek Leng
Director, Corporate Services Division

Ms Audrey Lim Yoon Cheng
Second Deputy Parliamentary Counsel,
Legislation and Law Reform Division

Ms Aurill Kam Su Cheun
Deputy Chief Counsel, Civil Division

Ms Daphne Hong Fan Sin
Deputy Director-General,
International Affairs Division

Ms Hoo Sheau Peng
Deputy Chief Counsel, Civil Division

Pang Khang Chau
Director-General,
International Affairs Division

EMENT TEAM



Mrs Owi Beng Ki
Deputy Parliamentary Counsel,
Legislation and Law Reform Division

David Chong Gek Sian S.C.
Chief Counsel, Civil Division

Charles Lim Aeng Cheng
Parliamentary Counsel, Legislation and
Law Reform Division

Aedit Abdullah S.C.
Chief Prosecutor, Criminal Justice Division

Ms Mavis Chionh Sze Chyi
Chief Prosecutor,
Economic Crimes and Governance Division

Ng Cheng Thiam
Deputy Chief Prosecutor,
State Prosecution Division

Tan Ken Hwee
Deputy Chief Prosecutor,
Economic Crimes and Governance Division
Chief Information Officer

Ms Lee Lit Cheng
Deputy Chief Prosecutor,
Criminal Justice Division

Alphonsus Pang Chong Soon
Chief Operating Officer



Our People



CIVIL DIVISION



The **Civil Division** supports the AG in his role as the Government's primary legal adviser and counsel, by providing legal advice to the Government on a wide spectrum of legal issues, including constitutional law, administrative law, statutory interpretation, land law, contract law and the law of torts. Civil Division also represents the Government in private law as well as public law proceedings such as judicial review applications and constitutional law challenges. Civil Division performs a critical role in protecting the State's interests, facilitating the administration of justice and upholding the rule of law.

INTERNATIONAL AFFAIRS DIVISION



The mission of the **International Affairs Division (IAD)** is to advance and protect Singapore's interests through international law. The IAD provides legal advice and assistance to the Government on all aspects of international law, ranging from matters in drafting and interpretation of international instruments, to representing Singapore at bilateral and multilateral negotiations, international dispute settlement proceedings, and various regional and international fora.

LEGISLATION AND LAW REFORM DIVISION



The **Legislation and Law Reform Division (LLRD)** is the central legislative drafting office of Singapore. Its mission is to deliver legislative drafting and legislative consultancy services to meet the Government's programmes. LLRD maintains Singapore's official legislation website, ensuring ready access by the public to accurate and updated legislation through timely online publication of legislation. LLRD also serves as the Secretariat to the Law Revision Commission, and prepares and publishes revised editions of Acts and subsidiary legislation.

The **Crime Cluster**

As the organisational extension of the AG's role as the Public Prosecutor, the Crime Cluster consists of three divisions – **the Criminal Justice Division, the Economic Crimes and Governance Division**, and **the State Prosecution Division**.

The Crime Cluster Management Committee coordinates the work of these three divisions in order to maximise efficient use of resources. It also formulates and coordinates criminal justice policy to ensure consistency in the application of procedural and substantive criminal law.

In addition, the Committee is responsible for manpower deployment and development for Crime Cluster officers and staff. It works to maintain a framework for the development of prosecutors within the Crime Cluster by ensuring that prosecutors have opportunity to garner different work experiences within the Cluster, and can attain the highest standards of competence and professionalism.

CRIMINAL JUSTICE DIVISION



The **Criminal Justice Division (CJD)** handles all capital cases in the High Court, prosecution of drugs and other specialised crimes in the Subordinate Courts and all appeals from these cases. It also supervises the prosecution by other Government departments and agencies. CJD also renders advice on criminal justice matters to Government departments and agencies, and is actively involved in law reform relating to criminal matters. The Division also houses directorates providing common services to the Cluster, including Common Registry Support, Knowledge Management, Training and Technology Crime. The Technology Crime Unit was formed in March 2012 to handle criminal prosecutions for offences under the Computer Misuse Act and other offences which concern issues involving technology.

ECONOMIC CRIMES AND GOVERNANCE DIVISION



The **Economic Crimes and Governance Division (EGD)** is responsible for prosecutions and all related appeals in respect of white-collar and other commercial crimes, as well as corruption cases. EGD officers also handle regulatory enforcement matters affecting the financial services sector, judicial review cases relating to criminal law proceedings and contempt of court cases. It is organised into four specialised directorates, namely the Financial and Securities Offences Directorate, the Corruption Directorate, the General Commercial Crime Directorate, and the Governance Directorate.

STATE PROSECUTION DIVISION



The **State Prosecution Department (SPD)** is responsible for dealing with the bulk of criminal cases which are heard in the Subordinate Courts, including cases involving Coroner's Inquiries and crimes against persons and property, sexual offences, traffic and public order offences. It also prosecutes serious sexual offences in the High Court, and handles all appeals, revisions and references arising from the cases that SPD deals with.

LEGAL PROFESSION SECRETARIAT



The AGC, in its role as regulator of foreign lawyers and foreign law practices, fosters the growth and development of the Singapore legal services sector with professional excellence, good governance and quality service. This function is performed through the **Legal Profession Secretariat**, which registers and licenses foreign lawyers and foreign law practices providing legal services in or from Singapore, and Singapore solicitors practising law in foreign law practices. This is in addition to carrying out the AG's role under the Legal Profession Act in relation to Singapore advocates and solicitors.

CORPORATE SERVICES DIVISION



The **Corporate Services Division (CSD)** is responsible for the corporate affairs of AGC. Its roles cover corporate planning, financial management, human resource development and training, media relations, office management, organisational excellence, outreach and international relations, personnel administration, process streamlining and travel management matters.

INFORMATION DIVISION



The **Information Division** comprises the Computer Information Systems Department (CISD), the Library, and the Knowledge Management Central (KM Central). The mission of the Information Division is to assist AGC in providing effective legal services through the use of IT and the management of knowledge assets. The information and Communications Technology (ICT) and Knowledge Management (KM) Steering Committee (ICTSC) provides leadership and direction on the overall ICT and KM goals and policies of AGC and endorses strategies and plans for ICT and KM programmes. The ICTSC is chaired by SG and comprises the senior management of all the legal divisions, the Chief Information Officer, and representatives from the Information Division.



The Attorney-General's Roles



A. As the Government's Chief Legal Adviser And Counsel

I. Advisory Work And New Legislation

AGC is the largest legal practice in Singapore in particular areas of law such as administrative and constitutional law, to international law, to legislative drafting. AGC officers are well positioned not only to advise policy-makers what the law is, but also call their attention to potential pitfalls and generate suggestions to overcome any envisaged difficulties.

Another of AGC's key functions is to provide the Government and other public sector agencies with a range of advisory services in respect of the development of proposals for legislation, the drafting of legislation, and the enactment and initial implementation of legislation.

Provision of legal advice

In 2012 and 2013, AGC renewed advisory and legal support to the Returning Officer and staff of the Elections Department to ensure smooth conduct of the Hougang Single-Member Constituency and Punggol East Single-Member Constituency by-elections.

In the international arena, AGC continued to provide advice on wide-ranging issues regarding aspects of bilateral and multilateral treaties which Singapore is a party to. AGC assisted in Singapore's participation in the Financial Action Task Force against Money-lending and Terrorist Financing, by providing advice on legal issues. Our

officers also worked with the Ministry of Law and the Corrupt Practices Investigation Bureau (CPIB) to review Singapore's implementation of her obligations under the United Nations Convention Against Corruption.

Drafting of new legislation

AGC provides legislative consultancy services to Government ministries and statutory boards by working with them to develop policy specification into legislation and advising them on alternative means of implementing policies efficiently in lieu of legislating. On the whole, 2012 was an important year for AGC in which reforms were pursued and transparency enhanced.

A total of 50 Bills comprising 2,068 pages, and 894 pieces of subsidiary legislation covering 4,580 pages, were also drafted and published between January 2012 and March 2013. Some of the major Bills and subsidiary legislation included:

Amendments to the Misuse of Drugs Act, Penal Code and Criminal Procedure Code

The mandatory death penalty regime for drug traffickers was adjusted to confer on the courts discretion to impose a life sentence instead of the death penalty for couriers in certain circumstances such as if the person has substantively assisted in the disruption of drug trafficking. For murder cases, the mandatory death penalty will apply only when there is a proven intention to kill.

Amendments to the Evidence Act

The law of evidence in relation to hearsay evidence in civil and criminal proceedings,

Complaints down 75% after 'lemon law': Case

By JESSICA LIM

DESPITE the introduction last month of a "lemon law" to protect consumers, the number of complaints about defective goods in the same month fell almost 75 per cent on the previous month's figures.

One reason could be that businesses are now resolving more disputes with consumers directly, according to the Consumers Association of Singapore (Case).

Just 10 complaints about defective goods were received by Case last month, down from 39 in August.

The number of complaints in other months this year ranged from a low of 28 in February to a high of 44 in March.

Retailers contacted by The Straits Times cited two other possible reasons – tighter product-sourcing practices, and front-line staff being more stringent with the pre-sale check of items.

At Petmart in Serangoon North, which sells pets and related products, 10 customers – half the usual number – asked for an item to be repaired, exchanged or refunded last month.

"We are now more careful when picking products from suppliers, and we make doubly sure the items are not defective," said owner Benjamin Wee, 37.

He added that it had stopped selling 20 per cent of products, which were low-quality items made in China. "When we heard about the new lemon law," he said, "we started returning and even throwing away the inferior products and replaced them with high-quality Chinese, German and Japanese products instead."

Mustafa Centre managing director Mustaq Ahmad said the number of returns and exchanges dropped last month by about 20 per cent compared with the figures in previous months.

Under the new law, which

took effect on Sept 1, defective goods – or "lemons" – reported within six months of delivery are presumed to have the flaws at the time of delivery.

Buyers seeking recourse must follow a two-stage framework. First, they can ask that the defective item be repaired or replaced.

If the retailer fails to do so "within a reasonable time or without significant inconvenience", the buyer can keep the product but demand a discount, or return it for a full refund.

The law has helped Case adjudicate in three cases involving defective goods.

In one instance, on Sept 8, a consumer who bought an \$808 40-inch LED television found that the images were fuzzy. The retailer repeatedly refused to issue a refund or exchange the product. The customer approached Case, which wrote a letter on his behalf, referring to the new "lemon law". When the cus-

tommer approached the vendor, a full refund was given.

Lawyer K. Amarasan, a partner at KhattarWong's litigation and dispute resolution department, said the drop in complaints is a good sign and shows that with the lemon law in place, retailers are more diligent in ensuring they deliver good quality.

He said the law seems to be encouraging best practices among retailers, but it is still too early to tell if it is a success.

The Ministry of Trade and Industry, which has been monitoring feedback, said the law's implementation has been smooth.

So far, 57 briefing sessions have been conducted by the ministry and Case for about 5,000 retailers. They educate them on the law's provisions and limitations, and on safeguards against consumer abuse. Sixteen more sessions will be held by the year end.

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evidence of electronic output, expert opinion evidence and legal professional privilege was reformed.

Amendments to the Voluntary Sterilization Act

Measures were introduced to better protect persons who lack mental capacity. This included the imposition of a requirement for a court order in cases where the person undergoing treatment for sexual sterilization lacks mental capacity to consent to such treatment.

Amendments to the Casino Control Act and related subsidiary legislation

The amendments align the legislative framework with the economic obligations of the integrated resort operators, and strengthen the regulatory controls over the casinos and its employees, junket promoters and junkets, and enhanced the

law enforcement levers to deal with casino-related crimes. The committees of the National Council on Problem Gambling are now able to issue orders to limit visits to any casino by local financially vulnerable casino patrons in certain circumstances.

Amendments to the Consumer Protection (Fair Trading) Act, Hire-Purchase Act and Road Traffic Act

A new 'lemon' law was introduced to protect consumers against defective goods that fail to conform to contract or meet satisfactory quality or performance standard at the time of purchase, colloquially known as 'lemon'. Additional rights such as the repair or replacement of goods within a reasonable time, or reduction of purchase price or rescission of contract are available in certain circumstances.

Personal Data Protection Bill

A new law was introduced for the protection of personal data which includes a Do Not Call Register to enable individuals to opt out from receiving specified messages.

Subsidiary legislation under the Stamp Duties Act

Tax measures were introduced to “cool” the property market, which ranged from increasing the applicable rates for Additional Buyer’s Stamp Duty and lowering the Loan-to-Value limits for second and subsequent housing loans, to new curbs on housing developers’ design and sale of Executive Condominiums.

Law reform and revision

In AGC’s role as a law reform and revision agency, our officers provided legal and secretariat support to the Steering Committee for Review of the Companies Act, which conducted focus group consultations in its review of the Companies Act, considered the feedback received and deliberated on recommendations to reform the Companies Act.

AGC continued to work with the Ministry of Law in an on-going initiative to codify and re-state the law on contempt of court in a single Act of Parliament.

The revised editions of 34 Acts were published including the Coroners Act, the Criminal Procedure Code, the Public Order Act and the Retirement and Re-employment Act. In addition, data verification of 2,266 pieces of subsidiary legislation which entailed the comparison of current version of legislation on the Versioned

Legislation Database (VLDB) with the authentic printed version of legislation was completed. The process also included the fixing of errors in the VLDB.

II. Litigation Work

2012 saw the reorganisation of AGC’s Civil Division to cope with the continued increase in the number of litigation cases. The reorganisation was based on the structure of most law firms in Singapore to reflect specialisation between litigation and advisory work. With this, AGC is able to structure and tailor training efforts to suit individual officers’ area of expertise. Some of the significant litigation cases in 2012 include:

Vellama d/o Marie Muthu v Attorney-General

A member of the public sought a declaration that the Prime Minister (PM) does not have unfettered discretion in deciding whether and when to announce by-elections in the Hougang Single-Member Constituency, and proposed that the PM must do so within a predetermined timeframe. The application was dismissed by the High Court. On appeal, the Court of Appeal agreed with AGC that the application was premature and that the appellant did not have standing to pursue the application. The appeal was accordingly dismissed.

Manjit Singh s/o Kirpal Singh and Another v Attorney-General

The High Court dismissed applications for leave to quash the Chief Justice’s appointment of the president of a Disciplinary Tribunal under section 90(1)

of the Legal Profession Act. An appeal to the Court of Appeal was also dismissed. This is reported in the Singapore Law Reports at [2013] SGCA 22. In dismissing the appeal, the Court of Appeal held that while the Chief Justice's power under section 90(1) of the Legal Profession Act was subject to judicial review, the applicants had failed to satisfy the requirements for leave to be granted to apply for the quashing order.

Other Litigation cases

Separately, in the Committee of Inquiry (COI) into the Disruption of MRT Train Services on 15 and 17 December 2011 which was convened by the Minister of Transport to inquire into two incidents of disruption to the MRT services, a cross divisional team in AGC examined 116 witnesses over the course of the inquiry. The Committee of Inquiry concluded in its report released in July 2012 that the incidents were preventable, and made various recommendations on enhancing the management of large-scale incidents of this nature.

In another case, *Tan Kok Wah Dennis Christopher & Mdm Ong Bee Poh Michelle v Collector of Land Revenue [Appeals Board (Land Acquisition)]*, the owners of the land acquired for the construction of the North South Expressway appealed against the Collector of Land Revenue's assessment of the value of the Land. After hearing the submissions of the officers from Civil Division and the owners, the Appeals Board (Land Acquisition) found that the owners had not discharged the onus of proving that the assessed compensation of \$70,000 was inadequate, and confirmed the Collector's assessment.

AGC also handled two ground-breaking constitutional challenges to section 377A of the Penal Code in the past year. These cases were *Tan Eng Hong v Attorney-General and Lim Meng Suang and another v Attorney-General*. In the former case, the Court of Appeal held that the Appellant had standing to pursue his application to declare section 377A unconstitutional, given the threat to his constitutional rights and the Court of Appeal's finding of the existence of a real controversy. In the latter case, the High Court held that section 377A did not violate Article 12 and rejected the plaintiff's argument that section 377A was arbitrary, unreasonable and absurd.

III. Negotiations

AGC engages in both domestic and international negotiations in order to safeguard Singapore's interests. The Civil Division attends to domestic negotiations with third parties on matters relating to, in particular, contractual and financial issues. The Civil Division, the Crime Cluster and the International Affairs Division are involved in bilateral and multilateral international negotiations in varying fora.

Negotiations on Economic and Related International Agreements

AGC supported Singapore's efforts in two major free trade agreement (FTA) negotiations – the European Union-Singapore FTA (EU-Singapore FTA) and the Trans-Pacific Strategic Economic Partnership Agreement (TPP). The EU-Singapore FTA was substantially completed in November 2012, and is the first FTA between the EU and an ASEAN Nation. This marked a milestone in Singapore's longstanding relations with the EU.

Our officers have been actively involved in TPP negotiations since 2005, with the original four members – Singapore, Brunei, Chile and New Zealand. Since then, as of 2012, an additional seven States have joined in the TPP negotiations.

AGC continued to provide advice on wide-ranging issues regarding aspects of bilateral and multilateral treaties which Singapore is a party to. Our officers also provided support or participated in negotiations for numerous agreements, including the Singapore-Columbia Bilateral Investment Treaty, the review of the Singapore-India Comprehensive Economic Cooperation Agreement, the ASEAN Trade in Goods Agreement, the ASEAN Framework Agreement on Services, numerous other bilateral investment treaties, the European Union-Singapore Partnership and Cooperation Agreement, and various regional and bilateral air services negotiations.

Negotiations on Singapore's Territorial Concerns

Singapore and Indonesia continued ongoing bilateral technical discussions on the delimitation of maritime boundaries between the two countries in the Eastern part of the Straits of Singapore. Between January 2012 and March 2013, the two States have had five further rounds of technical discussions. An officer from the International Affairs Division headed the Singapore delegation for the technical discussions.



Chief Negotiators from Singapore and Indonesia exchange signed copies of the Record of Discussions at the conclusion of the 3rd Round of Technical Discussions on Maritime Boundaries between Singapore and Indonesia



Delegates at the 3rd Round of Technical Discussions on Maritime Boundaries between Singapore and Indonesia

Negotiations on International Criminal Law Matters

AGC officers played an integral role in Singapore's engagement with the international community for international criminal law matters. AGC assisted and actively participated as negotiators in Singapore's participation in various meetings of the Financial Action Task Force against Money laundering and Terrorist Financing. Our officers also represented Singapore in numerous other international criminal law conferences and meetings, such as the UN Convention Against Corruption 3rd Session of the Implementation Review Group, and the UN Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders 6th Regional Seminar on Good Governance for Southeast Asian Countries.

Negotiations at the UN and ASEAN

At the UN, one of our officers attended the 67th Session of the UN General Assembly. The officer put forward Singapore's position on the work of the International Law Commission and the International Court of Justice, and also negotiated the omnibus resolution on the Law of the Sea. AGC also represented Singapore at other various UN forums, such as the UN Arms Trade Treaty negotiations, the negotiations on the UN Commission International Trade Law rules on transparency in investor-State arbitration, and at the Conference of the Parties to the UN Framework Convention on Climate Change.

AGC continued to support and represent Singapore in various ASEAN forums, such as the 6th Meeting of Senior Officials on the Treaty of Mutual Legal Assistance in



An IAD officer speaking at the 67th Session of the UN General Assembly

Criminal Matters, and the Meeting of the Legal Experts on the ASEAN Trade in Goods Agreement that was held on 16 January 2013, the latter event being chaired by an AGC officer. Another notable achievement was when officers from AGC followed through on the adoption of the ASEAN Human Rights Declaration during the 21st ASEAN Summit. AGC had been actively involved in the negotiations for the ASEAN Human Rights Declaration since its inception in 2009.

B. As Public Prosecutor

Prosecution of major cases

In addition to the constitutional challenges and other civil cases handed by AGC, our legal officers also conducted prosecution of a wide range of offences aimed at protecting the interest of the State and the people.

One high-profile case involved the prosecution of strikers in the illegal SMRT bus strike which drew widespread media attention. This was the first illegal strike in Singapore in 32 years. There were also numerous notable cases of public interest involving corruption and other financial crimes as well as other criminal offences.

Cases involving corruption and other financial crimes

Singapore is known for its integrity and strong rule of law. Aligned with Singapore's zero-tolerance approach towards corruption and its strong, deterrent stance against financial crimes, AGC is fully committed to support the fight against these crimes and has deployed significant resources in the prosecution of corruption and financial crimes.

PP v Ng Boon Gay

The former Director of the Central Narcotics Bureau, was charged with corruption in obtaining sexual gratification from an IT vendor's marketing staff, Cecilia Sue, as inducement to show favour in the award of IT contracts benefiting her employer. The trial judge rejected the defence's submission that sex between consenting adults in an intimate relation cannot amount to "gratification" within the meaning of the Prevention of Corruption Act. The defence was called, but the accused was eventually acquitted as the trial judge doubted Ms Sue's credibility and accepted the accused's claim that he had believed the sexual acts to be purely part of his long-term intimate relationship with Ms Sue.

PP v Peter Benedict Lim Sin Pang

The former Commissioner of the Singapore Civil Defence Force was convicted after a 13-day trial of corruptly obtaining gratification in the form of oral sex from Pang Chor Mui, then general manager of Nimrod Engineering Pte Ltd, as an inducement for advancing the business interests of Nimrod. The accused's credibility

ILLEGAL SMRT STRIKE

4 bus drivers jailed for instigation

Three will each serve 6 weeks in jail, and the fourth 7 weeks, for their roles

By JERMYN CHOW

FOUR former SMRT bus drivers from China have received jail terms of between six and seven weeks for instigating an illegal strike last November that caused inconvenience to the public.

Gao Yue Qiang, 32, Liu Xiangying, 33, Wang Xianjie, 39, and He Jun Ling, 32, pleaded guilty for their roles in the strike - Singapore's first in 26 years - at the Subordinate Courts yesterday.

Senior District Judge See Kee Onn convicted Gao, Liu and Wang on one charge of conspiring to instigate the protest. They will each serve six weeks in jail.

He, who admitted to two counts of conspiring and inciting others to take part, was jailed seven weeks for each offence. Both sentences will run concurrently.

The men could have been jailed for up to a year or fined up to \$2,000 or both. Last December, a fifth driver, Bao Fengshan, 38, was sentenced to six weeks' jail.

They were among 171 Chinese-born drivers who took part in the strike on Nov 26, and the 88 who stayed away again the next day. They were protesting over pay and living conditions.

He's lawyer Choo Zheng Xi said his client is "deeply remorseful" and that the four did not join the unions so they were not able to "collectively negotiate" with SMRT. He said He's actions were not part of a "calculated plan" to disrupt labour relations for personal gain and not meant to alarm the public. "His actions came from a

place of deep desperation and despair at his living conditions, discriminatory pay and a lack of an outlet to express his grievances."

Deputy Public Prosecutor Francis Ng called for a deterrent sentence. He said they were aware that a strike would disrupt public transport services and "executed a deliberate and considered plan to coerce" SMRT to meet their demands. He labelled He's online missive as "highly incendiary and nothing short of a call to arms".

Judge See said by pleading guilty, the accused were aware that "they could not justify taking the law into their own hands". While he noted they had asked for leniency, he added that "ignorance of the law, however, cannot excuse their conduct entirely".

He also said it may well be the case that their complaints "could have been better managed and will need to be better addressed by SMRT". "The present proceedings are, however, not the appropriate forum for an inquiry into these issues, much less the basis for a judgment on any perceived shortcomings on their employer's part."

In the dock, the four men were expressionless as an interpreter translated the court proceedings. But after they were sentenced, they broke into smiles, shaking the hands of lawyers and thanking them, before they were led away. jermyn@sp.com.sg



HE JUN LING: Seven weeks in jail for conspiracy and incitement.



LIU XIANGYING: Six weeks in jail for conspiring to instigate protest.



GAO YUE QIANG: Six weeks in jail for conspiring to instigate protest.



WANG XIANJIE: Six weeks in jail for conspiring to instigate protest.

Sex for contracts: Peter Lim guilty of corruption

By THAM YUEN-C

FORMER civil defence force chief Peter Lim Sin Pang was found guilty of corruption by a district court yesterday in his sex-for-contracts trial.

In a scathing judgment, District Judge Hamidah Ibrahim said the 52-year-old had lied and embellished his account of what had happened. He was also evasive throughout the trial and changed his positions too often.

"I did not find him a credible witness nor a witness of truth," she said.

One example was the way Lim had flip-flopped on what led to his tryst with Ms Angie Pang Chor Mui, said the judge.

Lim was charged with corruptly obtaining oral sex on May 2, 2010, from Ms Pang, a general manager with Nimrod Engineering. In exchange, he tipped Ms Pang off about a Singapore Civil Defence Force (SCDF) tender for radiation portal monitors about 10 months later. Nimrod put in a bid for the project shortly after.

Judge Hamidah said that, initially, Lim had said the sex was a result of a friendship that had taken on a flirty tone.

But as the trial progressed, he changed his story – saying that Ms Pang forced herself on him and that he caved in out of pity.

"If I were to accept his explanations, it would appear as if the accused was practically like a lamb led to the slaughter by Ms Angie (Pang)," said the judge.

"And he was so magnanimous when he made the supreme sacrifice by allowing a woman, whom he was never physically attracted to, to give him fellatio."

Instead, the judge ruled that it was Lim who asked Ms Pang for oral sex, knowing that he was making her "an offer which she could not refuse".

He knew that Nimrod was a contractor of SCDF and that Ms Pang, being the second-in-command at the company, would not have wanted to jeopardise her relationship with Lim by rejecting him.

Judge Hamidah also rejected suggestions by the defence that Lim and Ms Pang were friends. "The friendship was rather superficial and their interaction limited. There was neither depth nor substance in this relationship," she said.



The judge said that former SCDF chief Peter Lim told lies and was evasive during the trial.

ST PHOTO: WONG KWAI CHOW

Lim, who appeared cheerful when he arrived in court with his lawyers earlier, wore a pained expression as the judgment was read. He later issued a statement through his lawyers Hamidul Haq and K. Balanchandran, saying he was "disappointed" with the verdict.

Mr Haq said Lim will decide whether to appeal after reading the judge's grounds of decision. Both sides will return on June 7 for a sentencing hearing.

Lim, who was released on \$15,000 bail, still faces nine other corruption charges that will be dealt with separately. They involve two other women who also work for technology firms.

The Ministry of Home Affairs said last night that it will continue to hold in abeyance its own disciplinary proceedings against Lim until a final outcome in the trial. He will, in the meantime, remain interdicted from his duties with the SCDF.

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was successfully impeached by the Prosecution in the course of trial. The accused agreed to seven other stood down charges being taken into consideration for the purpose of sentencing.

PP v Li Huabo

This case involved the dishonest receipt of stolen property. The accused, a Chinese national, embezzled public funds in his capacity as a Chinese government official and then transmitted the monies to bank accounts in Singapore in his and his wife's names. He was charged with dishonest receipt of the monies in Singapore. He claimed trial, alleging that the monies were from legitimate investments. He was eventually convicted of all charges and sentenced to 15 months' imprisonment.

PP v Yap Chee Mun

The accused was the owner of Brookes Business School who hatched a "cash-back" scheme together with his accomplice. They recruited people requiring loans, registered them as Brookes' "students", and applied for study loans from banks. The accused persons would take their cut of the loans disbursed as course fees and give the "students" the remaining money. The accused was convicted of 13 cheating charges and sentenced to 34 months' imprisonment.

*PP v Han Ong Guan &
Jeremy Han Wan Kwang*

This was the first contested prosecution under the Customs Act. The accused persons faced 35 charges each for conspiring to under-declare values of 34 imported cars and furnishing money for the purchase of these cars. This under-declaration allowed them to evade Goods and Services Tax amounting to \$31,800. Both accused persons were convicted of all the charges and were fined \$1.02 million each.

*PP v Fun Huay Yew and
PP v Tan Tiong Hian Raymond*

Both these cases involved lawyers who dishonestly misappropriated client monies. Fun Huay Yew, a lawyer of 18 years standing, pleaded guilty to embezzling over \$650,000 of client monies and was sentenced to 5 years' imprisonment. Tan Tiong Hian Raymond, a lawyer of 15 years standing, pleaded guilty to 10 charges of misappropriating over \$933,000 and was sentenced to 6 years' imprisonment.

PP v Low Kok Leong

This case involved one of the largest amounts prosecuted in cases involving criminal breach of trust as a servant. The accused was a warehouse manager at ArcelorMittal Singapore Pte Ltd. Between 2008 and 2010, he devised a scheme whereby he siphoned off steel products worth nearly \$12 million belonging to ArcelorMittal, and sold them to scrap metal dealers for \$2 million. The accused was sentenced to 12.5 years imprisonment.

Cases involving other criminal offences

2012 also saw the prosecution of many other offences against persons and property. AGC continues to work closely with the Police and other enforcement agencies to prosecute or take appropriate action against those who run foul of the law, to safeguard a just, harmonious and progressive society. Some of these cases are:

PP v Ngien Wen Tseah-Bertrand

The accused was a secondary school teacher who installed pin-hole cameras in a female toilet in the school. After the cameras were discovered, he went into the school office to retrieve the SD cards from the cameras and threw the SD cards and his laptop away. He was sentenced to a total of 12 months' imprisonment. The District Judge noted that the accused had abused his position of trust as an educator.

PP v Terrance Tan Khoon Shan

On 617 separate occasions, the accused severed fibre optic telecommunication cables across 12 housing estates in Singapore to cause trouble for his ex-supervisors at Singtel. Damage amounting to \$185,820 was caused and a large number of households were affected by service disruptions to their internet access. The accused pleaded guilty to 60 charges under the Telecommunications Act and consented to a further 557 charges to be taken into consideration for the purpose of sentencing. The High Court enhanced the total sentence to 30 months on appeal and noted the strong public interest in protecting the reliability and security of Singapore's telecommunications system.



Officers dealing with crimes against persons



Officers dealing with property and public order offences

PP v Yue Mun Yew Gary

This case is significant for being the first prosecution under Section 267C of the Penal Code – which is a provision that, among other things, criminalises the making or communication of any electronic record containing incitement to violence. The accused had posted a link on the Facebook page of the Temasek Review to a video of the assassination of a former Egyptian President along with the comment that the act should be “re-enacted” during Singapore’s National Day Parade. On appeal, his sentence was enhanced to 2 months. The High Court gave a detailed examination of the genesis of the provision and noted that the balance between the individual’s right to free expression and the public’s right to be free from harm must tilt towards the latter. The High Court added that it was important to send a strong signal to the public that the internet is not an entirely unregulated space and that free expression cannot be so unfettered as to allow individuals to cause harm under the guise of expression.

Commercial Sex with a Minor

A total of 51 men including some prominent persons were charged in a series of prosecutions involving an

underaged girl who had provided sexual services for consideration. A school principal, who was the first person to plead guilty, was sentenced to 9 weeks’ imprisonment. A Swiss banker claimed trial to his charges and was convicted eventually. He was sentenced to 4 months and 3 weeks’ imprisonment. The man who operated the online website, facilitated the arrangements between the minor and her clients, and who received money in return, was sentenced to 58 months’ imprisonment for his charges.

Seeking the truth in Coroner’s Inquiries

The State has an interest in ensuring that cases of unnatural deaths in Singapore are properly investigated, either through the criminal courts, or through a Coroner’s inquiry.

Under the law, the Coroner has a duty to determine, as far as possible, the identity of the deceased and how, when and where the deceased came by his death. Our officers act as State Counsel in Coroner’s Inquiries, and are responsible for presenting the evidence for the Coroner’s consideration. This often includes medical, psychiatric, forensic and other forms of evidence.

The following two Coroner's Inquiries were extensively covered in the media:

Shane Todd

Shane Todd was a Singapore-based American engineer who was found dead in his apartment. Police investigations revealed that he had committed suicide. However, his parents raised the possibility of foul play, arising from his involvement in a China-linked project in the course of his work. The State Coroner found that there was no foul play involved in the deceased's death and the deceased had committed suicide by hanging himself.

The Ferrari crash

This was an inquiry into a collision involving a Ferrari and a taxi at the junction of Rochor Road and Victoria Street which resulted in the death of the driver of the Ferrari, the taxi driver and the passenger of the taxi. This case was raised to the public consciousness by a video of the accident which was circulated online. At the inquiry, the lawyer acting for the Next-of-Kin of the Ferrari driver suggested that the Ferrari driver could have seen the wrong set of traffic lights due to the numerous traffic lights situated metres apart and the fact that the

AMERICAN RESEARCHER'S DEATH

Todd 'not involved in any work for Huawei'

This was except for stint examining commercial radio frequency devices

By FENG ZENGKUN

AMERICAN researcher Shane Todd's work at the Singapore Institute of Microelectronics (IME) did not involve any classified military research, an inquiry into his death heard yesterday.

A comprehensive account of his employment record there by his colleagues and direct supervisor, Dr Patrick Lo, also showed he was not involved in any work for Huawei Technologies, except for a nine-day stint examining the Chinese firm's commercial radio frequency devices.

In fact, IME does not conduct any classified military-related research work at all, said Dr Lo, the institute's deputy executive director for research.

Dr Todd was found hanged in his apartment near Chinatown last June shortly after he quit IME. His parents have alleged that he was murdered over his work, which they said had links to Huawei, a firm that has been suspected of espionage by the United States government.

Yesterday, during the fifth day of an inquiry into Dr Todd's death, three of his colleagues and Dr Lo gave a detailed account of his work at the IME and the institute's dealings with Huawei.

IME has had five contracts with Huawei since 2007, but none of them were military in nature or classified, said Dr Lo. Those contracts also included other firms, such as Hitachi Cable and Nissan Chemical Industries from Japan.

The IME researchers also refuted claims in a Financial Times (FT) article in February about Dr Todd's death, which suggested he was involved in a joint IME-Huawei project that could be put to military ends. This involved a semiconductor material called gallium nitride (GaN), the FT said.

Dr Lo, however, clarified that while Dr Todd had been involved in talks for a project between the IME and Huawei, these were to develop a GaN amplifier for commercial use.

He also gave details of the proposed project, which eventually fell through.

Dr Todd joined the IME in 2010 as a fresh doctoral graduate from the University of California, Santa Barbara, the court heard. But upon his request, he was transferred internally to a new GaN-on-silicon research group in March 2011 even though he had no experience in the field.

"I don't believe that a person should work forever in the same



Senior State Counsel Tai Wei Shyong addressing the media yesterday. He said the State would welcome Mr Raymond Bonner - the journalist behind the Financial Times article - if he decides to testify at the inquiry. PHOTO: REUTERS

field as his PhD work," said Dr Lo, who headed the new group. "If they are interested, a new programme is a good platform to entertain young staff's interest and to grow that and the programme together."

Dr Todd's colleagues said he helped recruit more people to the group, which is focused on using the material to lower costs for the industry, particularly in the power and radio frequency fields.

The FT article had suggested that after he joined the group, Dr Todd travelled to the US to purchase equipment from Veeco, a manufacturer of process devices, which the article said could be

used for military purposes.

Dr Wang Weizhu, 30, who worked with Dr Todd in the group and assumed responsibility for the machine, said it was used to develop semi-conductor films. The only formula or "recipe" which the group received from Veeco was for LED application.

"Currently, we are just starting to develop the recipe for GaN-on-silicon from scratch. None of these recipes are defence or military-related," she said.

Another colleague in the seven-man group, Dr Yuan Li, 28, said the group's projects could not be used for military purposes.

"The speed of the devices would not be fast enough. The operating frequency of the devices used for power electronics is much slower... than for military applications," he said.

Speaking to media after the day's proceedings, Senior State Counsel Tai Wei Shyong said he understood that Mr Raymond Bonner - the journalist behind the FT article - was in Singapore.

He added that the State would welcome Mr Bonner if he decides to testify at the inquiry.

"The State would be happy to make the application (to the court) because we want the full story about this case to be told."

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Ferrari had a low centre of gravity. In the absence of empirical evidence, the Coroner was reluctant to consider that this interplay of traffic conditions at that time could have affected his driving. There was clear evidence from the CCTV footages and witnesses that the Ferrari driver had ran the red light and that the Ferrari had reached a speed of 178km/h just before the collision.

C. In Performing Other Assigned Duties of A Legal Character

Developments in the Singapore Legal Services Sector

Opportunities in the region continue to attract law firms based in other countries to establish offices in Singapore. During this period, the Legal Profession Secretariat (LPS) received the representatives from 29 foreign law firms (from Europe, USA, Japan and the Cayman Islands) who explored with the Secretariat their plans to establish themselves in Singapore. Many of these are top tier firms in their home jurisdictions.

In June 2012, the Legal Profession Act (LPA) was amended to provide Singapore Law Practices with greater flexibility to develop and grow their capabilities, and collaborate with Foreign Law Practices. Among other things, they can now take shareholdings in each other, subject to certain prescribed conditions. Three new Formal Law Alliance Licences and one new Joint Law Venture Licence were issued under the revised framework as at 31 March 2013.

The number of Foreign Law Practices registered with the Attorney-General increased by 19% from 112 in 1 January 2012 to 133 as at 31 March 2013. As at 31 March 2013, there were 1,141 registered foreign lawyers in Singapore and 151 Singapore solicitors registered under section 130N of the LPA to practise Singapore law in Foreign Law Practices, Qualifying Foreign Law Practices and Joint Law Ventures.

One other initiative to support the growth of the legal sector as well as to offer additional opportunities and exposure for Singapore lawyers is the Qualifying Foreign Law Practice (QFLP) scheme. QFLPs may undertake work on matters governed by Singapore Law in certain permitted areas through Singapore qualified lawyers who possess valid Practising Certificates or Foreign Lawyers with valid Foreign Practitioner Certificates. In 2013, following an exercise conducted by the Ministry of Law, four additional QFLP licences were issued. This brought the number of QFLPs in Singapore to 10. All the QFLPs in Singapore are ranked among the leading law firms of the world. They have extensive global networks and deep expertise in key practice areas that will support the growth of the Singapore economy and the development of the Singapore legal services sector.

The number of Singapore lawyers continued to grow in 2012. Applications for admissions to the Singapore legal profession processed by the Secretariat increased by 11.3% from the previous year. For the first time, qualifying law graduates from the Singapore Management University were admitted. The numbers are likely to increase with Singapore's plans to set up a third law school in the near future.

In addition, nine foreign lawyers successfully completed the Foreign Practitioner Examinations administered by the Singapore Institute of Legal Education. Foreign lawyers who obtain the Foreign Practitioner Certificate are eligible to apply for a Certificate of Registration from the Attorney-General to practise Singapore law in the permitted areas.

Contributions to the Legal Community

In January 2013, the LPS launched its online portal for applications for licences for foreign law practices and certificates of registration for foreign lawyers with the assistance of the Information Division. Most applications for licences as Foreign Law Practices, QFLPs and for Certificates of Registration as Foreign Lawyers can now be made online. This facility will make it more convenient for applicants for such licenses and certificates, and will greatly facilitate data collection and collation.

To engage law firms and ease them into usage of the new online portal, the LPS conducted four training sessions in August – September 2012 during which live online demonstrations were done. These sessions were attended by 137 participants from 74 Foreign Law Practices and 37 Singapore Law Practices. Lively feedback sessions were held and the opportunity was taken to engage participants on the LPS' registration and licensing assessment criteria. These training sessions will continue to be conducted periodically.

Central Authority

AGC is the Central Authority of Singapore for extradition and mutual legal assistance in criminal matters. Both incoming and outgoing requests for extradition and mutual legal assistance are processed by the International Affairs Division of the AGC.

One notable case which AGC officers worked on involved the request by the United States (US) for the extradition of four wanted persons to the US for circumventing US export control laws concerning components which were eventually used in improvised explosive devices in Iraq. At the end of committal proceedings, a District Judge found the four wanted persons to be liable for surrender to the US. In August 2012, during an application for an order for a review of detention, the High Court however released two of the wanted persons because it was of the view that the dual criminality requirement under the Extradition Act was not satisfied. The High Court upheld the committal order made against the remaining two wanted persons. Dissatisfied, the two wanted persons ordered to be surrendered appealed against the order. In November 2012, the Court of Appeal pronounced that there is no right of appeal against the decision of the High Court in upholding the extradition of the two wanted persons. The two wanted persons extradited to the US were eventually sentenced to 34 and 37 months' imprisonment by the US courts.



Our Outreach and New Initiatives



Outreach

In 2012, AGC continued to increase our outreach programmes as part of our overall effort to maintain and enhance the confidence of the public in the justice system, as well as to address the local and international interest in our work.

Engaging the media

The AGC has increased the level of engagement with the media. A Media Relations Unit was set up in November 2012 to ensure accurate and timely reporting by media so as to uphold public trust and confidence in AGC in the administration of justice. The Unit's work include support for AGC officers and the media in Court, organising press coverage for AGC events, media briefings and training programmes. 2013 will see a series of briefings on selected areas of criminal procedure and criminal law to equip the editors and journalists with sufficient knowledge of legal processes.

Engaging Public Sector Officers

In 2012, officers from AGC's Civil Division, in collaboration with Legal Service Officers (LSOs) from the Ministries' legal departments and Civil Service College, organised the Public Officers' Law Seminar which aimed to educate public officers on legal issues they may face in their daily work. The breakout sessions also enabled the speakers to better engage with smaller groups of participants. The feedback for the seminar was positive and the participants indicated that the topics shared were useful and applicable to their day to day functions.

Civil Division officers were also involved in various outreach programmes to Ministries, where they gave talks to public officers on child protection, disciplinary cases and procurement matters. The Criminal Justice Division also conducted briefings on various changes made to the law in Singapore. For example, amendments were made to the mandatory death penalty regime in Singapore for the offences of murder and drug importation and trafficking, in the Misuse of Drugs Act and the Penal Code. These amendments vested judges with the discretion to impose a punishment other than death in certain circumstances. Following these amendments, the Criminal Justice Division conducted briefings for the Central Narcotics Bureau, other enforcement agencies and criminal law practitioners. These briefings provided attendees with a summary of the legislative changes, the possible variations to investigative and prosecutorial processes as well as how the transitional provisions would affect ongoing and concluded matters.

The International Affairs Division of AGC also partnered the Civil Service College and jointly organised the 6th International Law Seminar, held in October 2012. The International Law Seminar gave public service officers insight on matters such as the fundamentals of public international law; privileges and immunities enjoyed by state officials, diplomats and consular staff; international trade and investment law; and drafting and negotiation skills. AGC also continued the International Law Speaker Series (ILSS) and the Public International Law Seminar (PILS). Mr David Unterhalter lectured at ILSS on "What is the Future of the WTO Dispute Settlement System".



Public International Law Seminar's Speaker Professor Kaufmann-Kohler (3rd from left) paying a courtesy call on AG

Professor Gabrielle Kaufmann-Kohler spoke at PILS on “A Challenge to Traditional Conceptions of Commercial Arbitration: Investment Tribunals Reviewing Enforcement and Annulment Decisions of Domestic Courts”.

Engaging other stakeholders

Attorney-General's Challenge Cup 2012 and 2013

The inaugural Attorney-General's Challenge Cup was held on 17 March 2012 at the Jalan Besar Stadium. The game brought together stakeholders from the Prosecution and the Criminal Bar for a good afternoon under the sun to socialise and to know each other out of Court. The event was strongly supported by then Attorney-General Sundaresh Menon and Vice-President of the Council of the Law Society, Mr Lok Vi Ming. The 90-minute game ended with the AGC team lifting the inaugural Cup by a 1-0 victory.

The 2nd Attorney-General's Challenge Cup was held on 30 March 2013. The AGC team made up of officers from the Crime Cluster, led by Attorney-General Steven Chong, re-lived their victory at the Jalan

Besar Stadium with an impressive 6-1 score against the Law Society's criminal bar to once again lift the Cup. Good spirits continued to prevail in both teams and everyone relished the opportunity to enjoy a good exercise and each other's company.

COURTROOM ADVERSARIES SCORE FOR RAPPORT



ST PHOTO: SEAH KWANG PENG

Attorney-General Steven Chong (above) is all concentration as he takes a penalty kick during the second Attorney-General's Challenge Cup at Jalan Besar Stadium yesterday.

Criminal prosecutors from the A-G's Chambers beat the Law Society's criminal bar team 6-1 in a 90-minute match. But good spirits prevailed among the two sides that usually meet as courtroom adversaries.

“It is a wonderful opportunity to develop this kind of cordial relationship between prosecution and defence,” said Mr Chong. “I think it is through such events that we develop rapport and mutual respect and, most importantly, trust.”

He said that in future, the Challenge Cup event will work with a charity to raise funds for it.

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Forum on Public Prosecution - 6 and 7 March 2013

Engaging our international counterparts

AGC also enjoyed fruitful interactive sessions with our international counterparts. In the past year, we continued to offer opportunities to our international counterparts to join us for some training programmes.

Seven legislative policy and drafting courses were conducted to share learning points on the process of translating policy to law. Government lawyers from Brunei, Malaysia, Myanmar and Vietnam participated in these sessions.

On 6 and 7 March 2013, AGC also organised its inaugural “Forum on Public Prosecution: Prosecution in the Public Interest”. The aim of the Forum was to raise awareness among prosecuting in Ministries and Statutory Boards and the

Government agencies on the importance of maintaining high standards.

The Forum provided an opportunity for open dialogue for prosecutors from various agencies, to share knowledge and views on recent crime trends, and practices. The changing environment, enhance consistency and maintain high standards of prosecutorial practices. The Forum was also attended by delegates from Brunei, Myanmar and Vietnam.

AGC also accepted a request from the Bruneian Attorney General’s Chambers for two of their prosecutors to be attached to the Crime Cluster for two months.

Our Bruneian prosecutors learnt about prosecution work in AGC that was related to capital offences, drug trafficking, cybercrime, money-laundering and asset



4th ASEAN Government Legal Officers Programme - 11 to 12 March 2013



recovery as well as our Criminal Case Management System. The Bruneian Prosecutors were also attached to the Commercial Affairs Department. This attachment allowed for the mutual exchange of ideas and best practices between AGC and the Bruneian Attorney-General's Chambers and helped to foster goodwill.

The Heads of Prosecuting Agencies Conference 2012 (HOPAC) was hosted by AGC in March 2012 for the first time with 15 jurisdictions in attendance. In keeping with the conference theme – Challenges in Crime in the 21st Century – pertinent issues such as disclosure, challenges to prosecutorial discretion, trans-jurisdictional bribery and diversionary programmes were discussed among the heads of prosecuting agencies of the common law countries.

The 4th ASEAN Government Legal Officers Programme, which is the ASEAN Senior Law Officials Meeting (ASLOM) Workshop on the Harmonisation of the Trade Laws of ASEAN Member States, was hosted by AGC from 11 to 12 March 2013.

Hosting of official visits

In addition to the training programmes, AGC hosted 44 official visits from foreign dignitaries, courtesy calls and study visits from January 2012 till March 2013.



Visit by United States AG Eric Holder - 19 July 2012

New Initiatives

During the period under review, AGC rolled out several new initiatives as part of our continuous improvement in our mission to develop a fair and responsive legal system.

Pre-Court Diversionary Programmes

For example, a series of Pre-Court Diversionary Programmes were introduced. These initiatives aim to divert various categories of offenders, e.g., youth offenders and offenders with mental disorders or who are intellectually challenged, from court proceedings.

- (i) Guidance Programme (“GP”) Pilot Project (Youth offenders below 19 years of age)

A pilot project, was launched to enhance the existing GP framework to (a) streamline the referral and emplacement process; (b) include and formalise a role for schools to be engaged in the process; (c) expand the scope of offences dealt with under the framework; and (d) include a triage system to allow effective assessment of a youth offender with the expertise of a social worker. Under the GP pilot project, youth offenders may be considered for emplacement on GP for a wider range of offences (including mischief, rioting, etc.).

The main stakeholders of the GP Pilot Project are AGC, the Singapore Police Force (SPF), the Ministry of Culture, Community and Youth (MCCY), as well as the Ministry of Education (MOE). The GP pilot project ran from 1 September 2012 till 28 February 2013 and involved all six Police land divisions. During the GP pilot project, all Investigation Papers (IPs) dealing with youth offenders recommended for GP who had undergone triage

assessment were handled by the GP Taskforce.

- (ii) Pilot Project for the management and diversion of offenders with mental or intellectual disorders (“OMDs”)

The pilot project for the management and diversion of offenders with mental or intellectual disorders (or the OMD pilot project for short) is a multi-agency collaboration between AGC, SPF, MCCY and the Institute of Mental Health (IMH). Under the OMD pilot project, OMDs are diverted from the criminal justice system and required to undergo a treatment programme specifically designed for the offender. This involves fine-tuning the existing conditional stern warning framework in AGC. Instead of being charged, the OMDs will be administered a conditional warning which requires them to undergo a specified treatment programme. In the event the OMD successfully complies and completes the treatment programme, no further action will be taken against him.

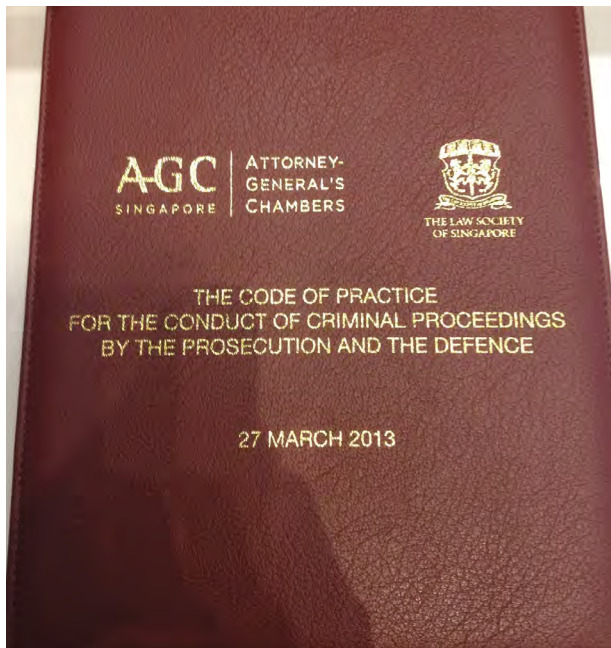
The OMD pilot project commenced on 1 November 2012 and was tentatively planned for a duration of 12 months in the Bedok Police Division. If found suitable for diversion with IMH, the offender, instead of being prosecuted, will be placed with a psychiatrist/psychologist of the offender's choice or under the Guidance Programme for the Intellectually Disabled for a period of 6 months. During the implementation of the OMD Pilot Project, all IPs relating to OMDs are handled by the OMD taskforce.

- (iii) Child Abuse Management Cases Pilot Project

The Child Abuse Management Cases Pilot Project involves a multi-agency collaboration

between AGC, the Clinical and Forensic Psychology Branch (CFPB) and Child Protection Service (CPS) of the Ministry of Social and Family Development (MSF), the Police's Operations, Investigation Policy and Training Unit, and KK Women's and Children's Hospital. In suitable cases, the offender will not be prosecuted. Instead, he will be administered a conditional stern warning by the Police, requiring him to comply with specifically-designed safety and treatment plans. The pilot project, now underway for all cases of physical child abuse reported to the Police from 1 August 2012, will run for a period of 12 months, and will involve all six Police land Divisions.

The Code of Practice for the Conduct of Criminal Proceedings by the Prosecution and the Defence



Last year, AGC also embarked on numerous discussions with the Criminal Bar and the Law Society, to draw up a joint Code of Practice which lays out the best practice guidelines for conducting criminal proceedings. The aim of the Code is to

enhance and promote dignity in the conduct of criminal cases. AGC organised a series of briefings on the Code both internally and for prosecuting departments of external agencies and partner enforcement agencies.

HASI and Appropriate Adult Scheme

AGC led an inter-agency committee to examine whether police investigation officers were able to adequately identify offenders as having intellectual/learning disabilities and whether sufficient assistance was provided to such offenders during police interviews as they generally have difficulties in communication. The committee comprises representatives from Singapore Police Force, the Ministry of Social and Family Development, the National Council of Social Service, the Law Society of Singapore, and the Association of Criminal Lawyers (Singapore). The committee found that there was no screening tool to assist the police to identify offenders with such disabilities and that these offenders had little or no assistance provided in communicating with the investigation officer. After studying experiences in other jurisdictions, the committee identified the Hayes Ability Screening Index ("HASI") as a suitable screening tool and the 'Appropriate Adult' Scheme as a suitable scheme for assistance where professionals from the community attend at the police interview to help in communication. A study conducted on the local population in April – October 2012 confirmed the accuracy of the HASI in identifying persons with intellectual/learning disabilities.

The next phase of the project in 2013 is to test the use of the HASI screening tool and the Appropriate Adult Scheme at Bedok Police Division HQ. Once an intellectually

disabled offender is identified via the HASI, a volunteer called the Appropriate Adult will be activated to assist during police interviews with the offender.

Embedment of Deputy Public Prosecutors in enforcement agencies

As part of our ongoing efforts to improve and enhance the working relationship between AGC and the enforcement agencies, we started an initiative to embed prosecutors in enforcement agencies. This move aims to boost the investigative quality of significant cases in the interest of the public and of the suspects. It also shortens periods of remand and expedites the prosecution of cases. Prosecutors are stationed at selected enforcement agencies to provide on-the-spot guidance to investigation, for instance, the type of forensic evidence that should be collected, and whether statements that have been recorded are adequate for the purpose of prosecution. AGC worked on a pilot project within the first half of 2013 in order to test these ideas and to access the necessary changes to workflow and mindsets.

Gazetting of Ministry LSOs

To enhance the engagement between the LSOs posted to ministries and to develop the talent pool within the Civil Division, LSOs in 6 Ministries (MCI, MCCY, MSF, MOM, MOE and MOH) are gazetted as State Counsel and regarded as extended branches of the Civil Division to give them greater access to the resources of the Civil Division and to enable them and the Civil Division to better serve the legal requirements of the various Ministries.

Prosecutor's Handbook

The Prosecutor's Handbook was revamped in March 2013 and made available to prosecuting departments of enforcement agencies, Ministries and Statutory Boards. The Handbook represents the commitment of AGC to contribute to a better understanding and practical application of criminal procedure in Singapore.

The Handbook features a wide variety of practical topics, ranging from the assessment of the sufficiency of evidence, to the conduct of plea of guilt mentions, the impeachment process in trials and also appellate advocacy. It also discusses the various new provisions found in the new Criminal Procedure Code. The Handbook will be regularly revised to ensure that it provides relevant, practical and updated guidance, enabling prosecutors to provide competent assistance to the Court.

Revision of Government Instruction Manual on Legislative Procedures

The Civil Service Instruction Manual on "Legislative Procedures" were also revised to include pre-legislative consultation of stakeholders and the electronic publication of legislation. A detailed instructions checklist to enable policy-makers to consider and address essential issues when devising instructions for the legislative draftsman in AGC was introduced.



Attorney-General Mr Steven Chong and Parliamentary Counsel Mr Charles Lim with the winners of the AGC-SMU Law Reform Essay Competition 2012

AGC-SMU Law Reform Essay Competition

To raise awareness and interest in law reform work, the AGC, in collaboration with the Singapore Management University (SMU), organised the inaugural AGC-SMU Law Reform Essay Competition 2012. Students were invited to propose law reform relating to the maintenance of parents and the protection of the elderly from neglect and abuse, and the joint-winning team was offered an internship with the Legislation and Law Reform Division in AGC.

Administration of the Singapore National Round of the 2013 Philip C. Jessup International Law Moot Court Competition

AGC administered the Singapore National Round of the 2013 Philip C. Jessup International Law Moot Court Competition. The team from the Singapore Management University won the Singapore National Round, and moved on to represent Singapore in the International Rounds, held in Washington, D.C.



Our Training and Development



Training And Development



AGC lunchtime talk by Justice Kan Ting Chiu on Trial Litigation

The AGC Training Committee plays a critical role in supporting AGC's human capital development. It sets the training direction and establishes the overall AGC training framework, ensuring that all AGC officers are equipped with the competencies required for their jobs. The AGC Training Committee also supports AGC's efforts in developing its human capital to the fullest potential through promoting and encouraging continuing education and life-long learning.

The Training Committee has continued its effort to train our young lawyers. Leveraging on our network within the Legal Branch, our Training Contract programme for officers joining AGC provided opportunities for these officers to be attached to the Ministry of Defence, the Ministry of Law, the Accounting and Corporate Regulatory Authority (ACRA), the Competition Commission of Singapore (CCS), the Legal Aid Bureau (LAB), the Intellectual Property Office of Singapore (IPOS) and the Insolvency and Public Trustee's Office (IPTO). Officers are better able to appreciate the range of legal services provided by the public sector, thus enhancing the officers' training and development.

This year, a professional development framework was fully implemented for our prosecutors who are in the first 6 years of their career. This framework maps

out the developmental initiatives to help build a young advocate's skills through a combination of court work supported by basic, intermediate and advanced advocacy training opportunities, and opportunities for overseas attachments to Queen's Counsel (QCs), top law firms and other law practices to experience world class advocacy first hand.

Non legal officers were also offered development opportunities. Scholarships were offered to promising officers to encourage them to pursue continuing education. AGC also tied up with a local law firm for a work attachment to learn best practices in the development of staff officers. Continuous work on ensuring completion of mandatory training programmes was also taken. In line with the Government's focus on quality customer service, the AGC Training Committee has organised customer service training courses for the staff.

As for the legal officers in the Legal Branch of the legal service, the Training Committee facilitated their training experience through offering training places to them. Legal officers from the Legal Branch were invited to AGC's organised events, including lunchtime talks, customised courses and seminars in the area of prosecution, and administrative and public law.

Recognising the Legal Branch departments in the Ministries and the Statutory Boards as part of the extended AGC family, the Training Committee saw the need for AGC officers to have the opportunity to learn more about the work undertaken by the legal officers in these departments. Hence the Training Committee organised the Legal Branch Conference on 14 March 2013 to create a platform for such sharing opportunities, and to allow the officers, particularly the younger ones, to make a more informed decision when charting their careers in the Legal Service. More than 200 legal officers from the Legal Service attended and participated in the Conference.

Besides the Training Committee, the Crime Cluster Training Directorate, of the Criminal Justice Division, manages learning and development programmes and initiatives for the three Crime Divisions for its legal officers and non-legal officers. The Training Directorate is dedicated to ensuring that legal, support and counterpart officers are equipped with the knowledge and skills necessary to attain high standards of competence and professionalism in the discharge of these duties in the Criminal Justice Division.

Notable Training Initiatives

The notable training initiatives in AGC include the following:

Crime Cluster Training Day

The Crime Cluster Training Day is held as an annual event for all its officers and support staff. For this year's Crime Cluster Training Day held on 5 January 2013, the Crime Cluster organised a series of Forensic

Science talks. Topics covered included the latest methods to detect forgeries, psychiatric interview settings and techniques and the law on mental disorders. In addition, there was also a non-legal and more interactive workshop titled "Personal Excellence in the Workplace" which included segments on efficiency and effectiveness, giving constructive feedback and being an assertive communicator.

Advocacy Training Framework

The Advocacy Training Framework was introduced in late 2011 and has since been fully implemented for the Crime Cluster's prosecutors. As part of the framework, eminent QCs from leading common law jurisdictions were invited to share their knowledge in public and administrative law as well as techniques on cross-examination, and handling expert witnesses in court. Senior prosecutors were selected to attend overseas advanced advocacy training programmes to equip them with skills to train and impart skills and knowledge to younger prosecutors.

Forensic Interview Clinic

Training programmes to help develop specific skills in prosecutors were also organised. The Forensic Interview Clinic was held in February 2012 in collaboration with the Ministry of Community, Culture and Youth and the Singapore Police Force, where professionals were engaged from the American Professional Society on the Abuse of Children from the United States to share challenges they faced when interviewing child victims and witnesses and also insights into the critical tools which can be applied to alleviate these challenges.



Our delegates share a photo moment with other Prosecutors at the IAP Conference



Plenary session during ICAC Symposium

“Making Your Voice Work For You”

“Making Your Voice Work For You” was introduced in the Crime Cluster’s suite of core training programmes in March 2012 to fine-tune and enhance the prosecutors’ speech and communication skills so as to improve their performance and effectiveness in the courtroom.

Wednesday Weeklies and learning visits

Other training events included the ‘Wednesday Weeklies’ conducted by AGC’s prosecutors and learning visits hosted by Ministries, Statutory Boards and enforcement agencies, which aimed to get the prosecutors up to speed on developments in the law, criminal procedure, and in developing useful soft skills in the workplace.

Overseas Training

Our officers were also sent for overseas training for greater exposure and to develop their knowledge base. The Civil Division officers underwent attachments at foreign governmental agencies such as the New South Wales Crown Solicitor’s Office and the Hong Kong Department of Justice. The LLRD officers were attached to the Office of Parliamentary Counsel, United Kingdom, the New South Wales Parliamentary Counsel Office and Office of the Queensland Parliamentary Counsel. SPD prosecutors were attached to the Office of Public Prosecutions in Victoria, Australia. To enhance our capabilities in combatting corruption, prosecutors from EGD attended both the 8th Regional International Association of Prosecutors (IAP) Middle-East and Asia Pacific Conference in Taipei which focused on asset recovery as a means of combating economic crimes as well as the 5th Independent Commission Against Corruption (ICAC) Symposium to network and to share experiences on combating corruption.

Our prosecutors also participated in a 6-week long attachment with the Supreme People’s Procuratorate and Shanghai Municipal People’s Procuratorate and

gained a better appreciation of the Chinese legal system. Among other things, they visited the specialised prosecutors' training institute and the Chinese stock exchange, and also observed court sessions.

Our prosecutors attended a criminal trial advocacy course in Chicago together with counterparts from the United States. Known as the National Attorneys General Training & Research Institute (NAGTRI) Criminal Trial Advocacy Course, it included training on formulation of case theories, examination-in-chief, cross-examination and effective impeachment tactics.

AGC also continued to send officers to attend overseas seminars in Canberra, Australia, including the 3rd Public Sector Litigation & Dispute Management Forum and the 8th Public Sector In-House Counsel Conference. In addition, our officers also attended RIPA International's Translating Policy into Legislation Programme and the RIPA International's Legislative Drafting Blended Programme in London.

Training of our officers in International Law

AGC continued to send officers for specialist training and conferences locally and overseas. Such training courses include workshop on "Evidence in Boundary Dispute Resolution" conducted by the International Boundaries Research Unit at Durham University; the 2012 Congress for the International Council for Commercial Arbitration; and the Biennial Global Conference of the Society of International Economic Law. An officer has started pursuing his LL.M. in International Legal Studies at New York University in 2012, while on an LSC-DILES scholarship.



Our **Journey** Towards Continuous Improvement



Our Journey Towards Continuous Improvement

The move towards greater synergy

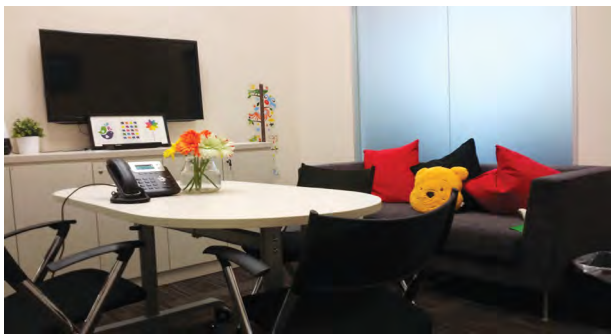
On 1 March 2013, AGC moved from The Adelphi which AGC occupied for the last 22 years to our new premises at 1 Upper Pickering Street.

The new 15-storey building can house more than 500 officers and the set-up was aligned with functional requirements. With the move, workflow in the new office was streamlined with a centralised reception. Security arrangements were enhanced with X-ray screening and registration for visitors. Our new building, which was awarded the Green Mark Platinum Award, has several new features:

Dedicated interview rooms

Prosecutors now have dedicated interview rooms for discussion and interviews with investigation officers and potential witnesses.

Special interview rooms for vulnerable and child witnesses



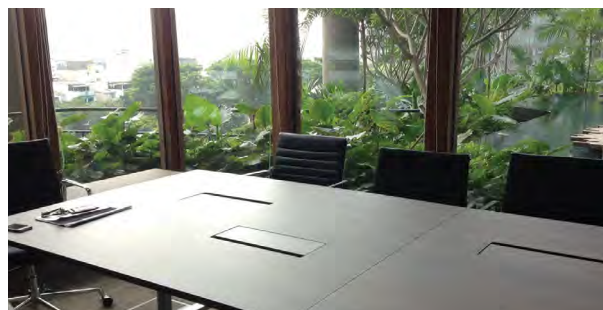
Recognising that vulnerable witnesses or victims such as young children, intellectually challenged persons and victims of sexual offences require emotional support when

being interviewed by prosecutors, AGC equipped its new premises with two special interview rooms. The rooms are designed and furnished to provide a conducive and reassuring environment for these witnesses.

Video-Conferencing Centre connected to the Subordinate Courts, the Supreme Court and Changi Prison Complex

Video-conferencing rooms with video-links to the courts and Changi Prison Complex are built for Pre-trial Conferences and Criminal Case Disclosure Conferences between the Prosecution and the accused persons, thus saving time and resources needed for prosecutors and accused persons in remand to travel to court.

Flexibility in use of meeting rooms and moot court



Rooms in the new premises are built for multi-functional use. For example, the meeting rooms can be combined to be used as training halls or for the conduct of lectures. To facilitate effective training for AGC officers, the new premises comprise a small purpose-built moot court where advocacy training and speech and vocal training can be conducted.

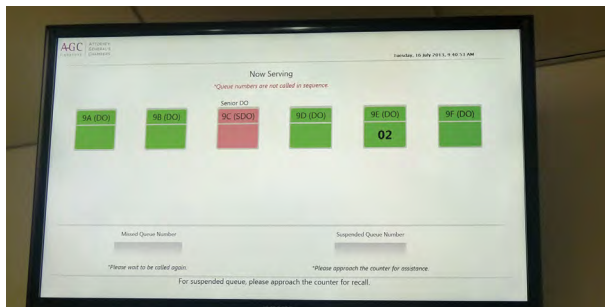
Leveraging on technology

In terms of IT infrastructure, the new premises also saw a number of improvements. These include a new data centre that complies with green data centre requirements, two new Local Area Networks (LAN) including a Gigabit Passive Optic Network (GPON) and a Wide Area Network (WAN) link, wireless access and a new Voice over IP (VoIP) telephony system with enhanced capabilities for the new building.

With the reduction of the floor area available for a data centre, servers in the data centre were consolidated using virtualisation technology to reduce the physical space required for them, with the added benefit of being more energy-efficient. Virtualisation also allows for faster deployment of servers and applications to cater for new requirements.

Besides a more efficient IT infrastructure which makes for a more robust IT platform, there were also a number of IT projects which enhanced the efficiency of particular aspects of AGC's functions. These include:

Integrated Queue & Appointment Management System (iQAM)



The Integrated Queue & Appointment Management System (iQAMS) was implemented to support the Duty Officer Scheme. The Investigation Officers from

the enforcement agencies can now book their interview appointments with the Duty Officers directly via the AGC@Government Intranet Website and they would be served with a queue number when they arrive at the building. iQAMS is integrated with the AGC's internal case and document management system, Enterprise Legal Management System (ELMS), where the Duty Officers can manage the queue, access the case files and prepare their minutes which can be circulated to the Senior Duty Officer through the system. The system provides a better customer service experience and creates convenience for Investigation Officers as well as for AGC staff. Proper training and systems are put in place to ensure the successful implementation of iQAMS.

Optimised use of the Legislation Editing and Authentic Publishing (LEAP) System

With AGC shifting its focus to ensuring faster online access by the public to accurate and updated legislation online, the LLRD in AGC has leveraged extensively on technology to integrate and manage the drafting, publication and workflow of legislation via the Legislation Editing and Authentic Publishing (LEAP) System. The Division has boosted its ranks with a Publications Group that has the skill sets for online publishing and to train its officers and staff on the use of electronic drafting tools.

The LEAP document editor, which is a customised Microsoft Word environment used to draft all legislative drafts, allows the Division to draft amendments to legislation with tracked changes and to generate versions of legislation, both amending and as amended. These drafts are subsequently used by the Publications Group to upload onto the Versioned

Legislation Database (VLDB) when the legislation is published, thus enabling the VLDB to be updated more quickly. The Publications Group is able, in 9 out of 10 cases, to upload legislation onto the VLDB within 72 hours of its publication. The LLRD in AGC currently has full control and responsibility over the version and form of Bills that are introduced to Parliament and is working towards achieving the same with regard to the daily publication of subsidiary legislation.

Refining Business Process

The Corporate Services Division has worked with various key stakeholders to rethink, refine and reinvent various work processes in AGC. The objective is to tighten the various work processes by consolidating common functions and resources in one location in order to raise customer service standards.

One major improvement was made in the area of the service counter and mail management, which was formally centralised and managed by the Corporate Services Division. The service counter now assists in handling general enquiries from the public, security clearance for visitors and handles incoming or outgoing mails for AGC. Another initiative was the analysis of the workload of AGC from 1997 to 2012 conducted by the Corporate Services Division. The analysis gave an insight into the suitability of the Budget For Results (BFR) framework in measuring workload.

Knowledge Management

The Knowledge Management (KM) Unit is responsible for formulating and driving the management of AGC's knowledge assets to facilitate the effective prosecution of criminal offences and the provision of consistent and effective legal advice and other legal services to the Government.

As part of ongoing efforts to enhance the KM process, a team was sent to the UK to study the KM architecture in leading law firms. Groundwork is under way for the launch of a new Intranet and an enhanced KM system. The KM Unit is also in the process of revising the AGC taxonomy to facilitate more accurate capture and retrieval of our knowledge assets across Divisions.

Security Management

The Corporate Services Division also embarked on a comprehensive security management system. The security team has put in place proper security infrastructure and procedures in creating a safe and secure home for our staff in the new premises. This helped in the smooth transition to the new premises.

Corporate Awards

The Corporate Services Division was successfully certified with the new revised ISO 9001:2008 quality standard in 2012.

We were also conferred the Public Service Milestone Award 2012, and the Meritorious Defence Partner Award (MDPA).

In addition, the Innovations Committee achieved progress in the implementation of an organisation-wide innovation strategy to inculcate a culture of innovation.

To raise staff awareness of innovation, there were specialised training courses organised for the staff and innovation champions in the AGC were identified.

Besides annual events such as the Innovation Day, the Innovations Committee also revamped the Staff Suggestion Scheme at AGC. The re-introduction of a new operating system for the Staff Suggestion Scheme reaffirms AGC's commitment to spread a creative culture within the organisation and to encourage staff to share ideas for continuous improvement of work processes and the environment.





The Ties That Bind Us



The Ties That Bind Us

Staff welfare activities



SWUPS (Staff Welfare at Upper Pickering Street) aims to promote the well being of the officers and to foster camaraderie in AGC through organising innovative and interactive healthy lifestyle activities and events.

In the course of the year, a wide range of activities were organised by SWUPS such as the Annual Dinner and Dance as well as AGC Family Day.

The annual Dinner and Dance in October 2012 saw many of our staff dressed for the theme of “Movie Night”. The evening’s events saw Attorney-General displaying his skills on the guitar and a series of performances were put up by the newest batch of officers. Speeches were made and costumes were ridiculed and admired in equal measure. More importantly though, it was a night where our officers came together and enjoyed themselves thoroughly.

On 9 March 2013, AGC officers had a day of fun at Club CSC @ Bukit Batok. The real stars were the family members of the AGC staff who spontaneously took part in zumba dancing session followed by a scenic nature walk to Little Guilin.

The event, which was graced by Attorney-General and Solicitor-General, was well-received as staff had the opportunity to catch up and meet one another’s family members. The team-building activities saw AGC staff in groups competing to build the tallest structure from drinking straws. After a delicious lunch, AGC staff and their families signed up for bowling, archery, cooking demonstration and canvas bag painting sessions. The children also had a ball of a time with exciting activities including face-painting and balloon-sculpting.

Staff are also encouraged to bond with their colleagues by participating in a series of festive activities such as the Deepavali trip to Little India, Hari Raya trip to Geylang Serai as well as the Christmas bazaar that were held during the course of the year.

AGC also conducted the yearly health screening in August 2012. Separately, staff are also encouraged to spend time with their loved ones and to facilitate that, the SWUPS committee procured annual memberships to the Singapore Zoo, Science Centre as well as to Sentosa. The membership cards allow free entry to these places of interest for our staff and their family members.

Divisions' Bonding Sessions



Crime Cluster's Chinese New Year Lunch - 15 February 2013



Civil Division's Corporate Bonding at Gardens by the Bay - 2 November 2012



Year-end party by IAD and EGD - 28 December 2012



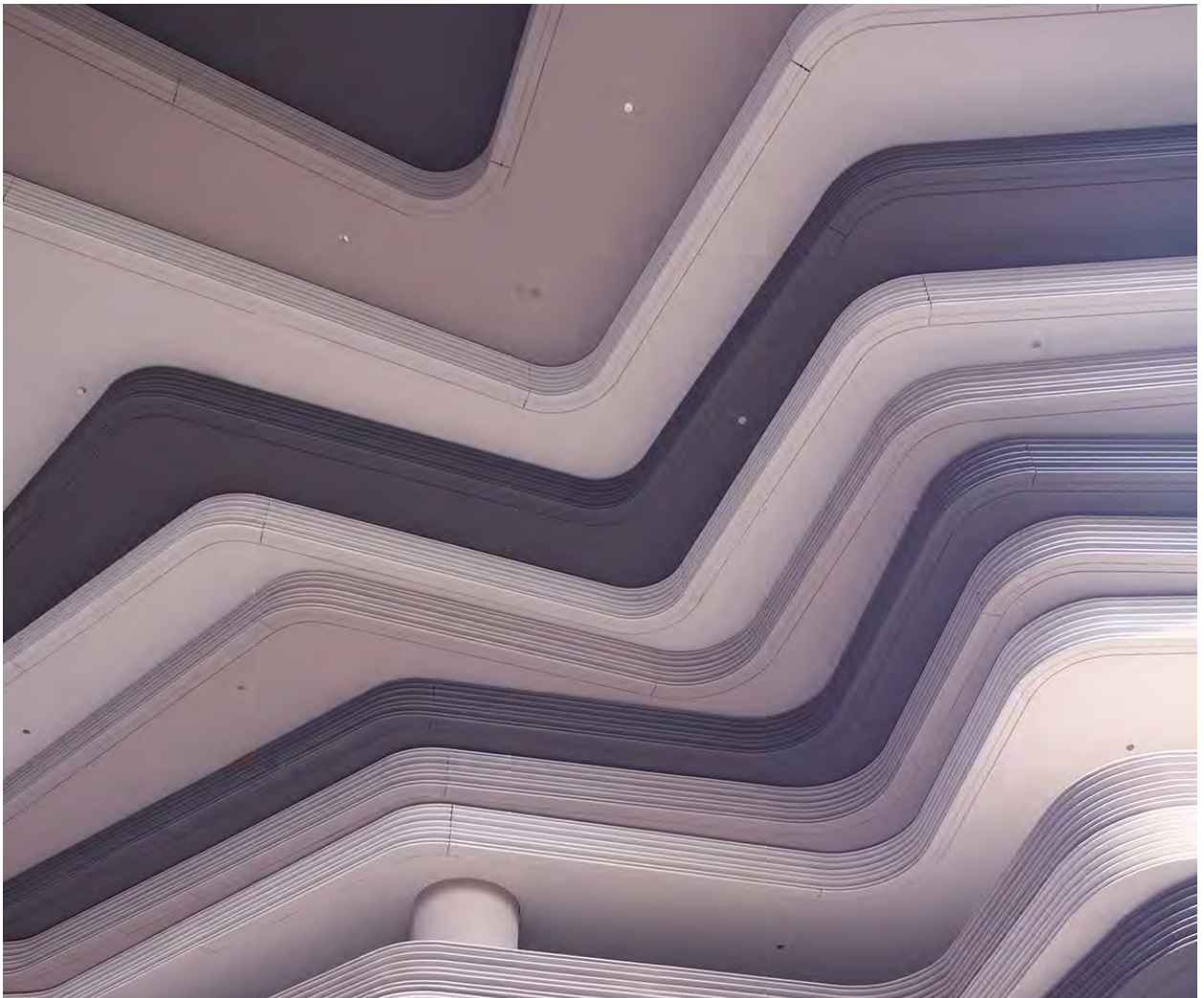
LLRD's Corporate Bonding at Gardens by the Bay - 22 February 2013



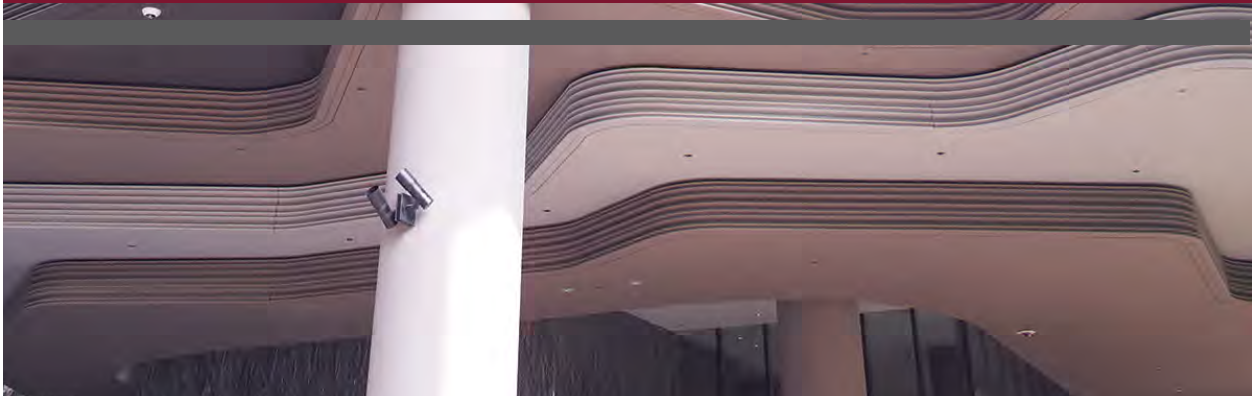
SPD Senior Management Retreat - August 2012



CSD's bonding trip to the South East Asia Aquarium - 21 March 2013



Key **Figures** 2011 - 2012



Key Figures in 2011-2012

Performance Indicators

Programme / Main Areas of Work	Workload / Performance Indicators	FY2011	FY2012
Legal Advice and Opinion (All Divisions)			
	No. of matters attended to	7171	6732
	To respond to simple cases within 7 working days (%)	89.02%	82.55%
	To respond to complex cases within 14 working days (%)	87.91%	82.31%
Legislation (LLRD)			
	To achieve accuracy in publication (%)	99.99%	99.99%
	No. of cases responded within targeted period (%)	98.02%	95.70%
Bills	No. of typewritten pages	5319	11659
Subsidiary Legislation (SL)	No. of typewritten pages	6785	8062
Revised Edition of the Acts, subject index to Acts and alphabetical List of Acts	No. of published pages	1004	1297
	No. of Acts	23	26
Revised Edition of the SL	No. of published pages	78	0
Law reform papers	No. of papers	3	0
Survey of international law reform websites	No. of monthly surveys of selected websites	5	0
Civil (Civil Division)			
Civil hearings	No. of attendances ¹	107.50	182.50
Routine Matters	To respond to routine matters within 7 working days (%)	90.04%	88.18%
Recovery of money and foreign worker's levy	No. of files processed	283	249
Tortious claims by and against the Government	No. of files processed	183	237
Miscellaneous statutory functions	No. of files processed	69	68
Land acquisition	No. of files processed	49	47
	¹ 1 attendance represents 8 hours		

Key Figures in 2011-2012

Performance Indicators

Programme / Main Areas of Work	Workload / Performance Indicators	FY2011	FY2012
Investigation Papers (CJD+SPD+EGD)			
	No. of cases	41915	41088
	To respond to cases within 7 working days	67.82%	63.04%
Criminal Hearings (CJD+SPD+EGD)			
Criminal cases	No. of cases	4470	5073
Appeals	No. of cases	228	218
Extraditions & Inquiries	No. of cases	125	245
Other hearings	No. of cases	122	126
International Legal Transactions (IAD + CJD)			
International negotiations and meetings	No. of attendances ¹	1666.50	1641
	To satisfy requests for attendances at meetings (%)	98.70%	99.20%
Dispute resolution / international litigation	No. of attendances ¹	245.50	170.50
Mutual legal assistance requests	No. of cases	544	745
	To respond to simple cases within 7 working days (%)	89.28%	89%
	To respond to complex cases within 14 working days (%)	66.70%	66%
Others (All Divisions)			
Other Meetings	No. of attendances ¹	1240.50	1171
Inquiries	No. of attendances ¹	54	208.50
Legal Education	No. of attendances ¹	388	503.50
Visits	No. of visits	19	16.50
Ad-hoc projects	No. of attendances ¹	553	1405.50
Treaties database	To ensure availability of treaties databases (% of time)	100%	100%
¹ 1 attendance represents 8 hours			

Key Figures in 2011-2012

Financial Indicators

Accounts	FY 2011	FY 2012
Expenditure Indicators		
Legal Costs	1,194,526	1,263,493
Rental of Office premises	4,079,423	6,194,058
Maintenance Expenses	455,963	411,001
Training, Welfare and Public Relations	2,151,656	2,236,504
Training Courses, Workshops & Seminars, and Productivity Schemes	838,904	1,141,881
Scholarships, Fellowships & Bursaries	234,620	466,814
Overseas Travel	534,855	319,535
Conferences and Ceremonies	372,637	175,861
Awards to Staff / Social Development, Healthy Lifestyle and MFE, Staff Recreation and Welfare, and Staff Suggestions	158,673	119,611
Entertainment & Visits of VIPs and Experts	11,967	12,802
Support Services	9,507,913	7,627,966
Computer Services	4,518,921,37	4,482,200
Professional Services and other Research & Development	773,941	593,059
Other Services	80,852	545,081
Annual Report and Publications	421,014	416,267
Public Utilities	301,174	365,739
Advertising, Mail Delivery and Other Supplies	78,778	279,169
Dental and Medical Subsidy	171,243	277,534
Telecommunications	243,938	261,029
Office Supplies	188,875	173,467
Purchase of Equipment	2,651,934	124,780
Transport Claims	77,241	109,640
Grants-in-Aid & Subsidies	2,583,789	2,564,041
Operating Grant to Educational Institution	2,517,300	2,517,300
Educational Transfers	66,489	46,741
Expenditure on Manpower	74,636,229	81,772,624
Direct Development	3,729,663	139,972,027
OPERATING + DEVELOPMENT EXPENDITURE	98,339,161	242,041,714

Annual Report 2012

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