SINGAPORE
PRISON SERVICE
CAPTAINS OF LIVES
REHAB • RENEW • RESTART

REACHING
NEW HEIGHTS
SINGAPORE PRISON SERVICE

ANNUAL REPORT
2017
VISION
As Captains of Lives, we inspire everyone, at every chance, towards a society without re-offending.

MISSION
As a correctional agency, we enforce secure custody of offenders and rehabilitate them, for a safe Singapore.

SHARED VALUES IN CORRECTIONS

Synergy
1. We work with unity and a common purpose to achieve the best results.
2. We build on each other’s strengths to realise our fullest potential.
3. We collaborate with the community and strategic partners for a safe Singapore.

Vigilance
1. I exercise rigour in my work to ensure it is always excellent and can withstand scrutiny.
2. I am alert and ready for both present and future challenges.
3. I remain relevant amidst change and seek out opportunities to secure the success of SPS.

Integrity
1. I have the courage and conviction to do the right thing without fear.
2. I walk the talk.
3. I display exemplary conduct and competence in my personal and professional life to uphold public trust and the reputation of SPS.

Care
1. We care for the well-being of our fellow officers and help each other to be resilient.
2. We practise self-care so that we are good Captains of our own lives.
3. We care for the well-being of our inmates, while being firm disciplinarians, to inspire change in them.

Front photo: Recipients of the Outstanding Captain of Lives Award – the most prestigious departmental award given to individual officers in the Singapore Prison Service who have excelled in their work and who best exemplify our Shared Values in Corrections. Names of the recipients can be found in the Almanac section of the annual report.
The Singapore Prison Service (SPS) operationalised the Pre-Release Centre and implemented the Enhanced Supervision Scheme (ESS) as a precursor to the Mandatory Aftercare Scheme in 2012, marking the start of our efforts in structured aftercare supervision. Five years since, ‘Reaching New Heights’ highlights the key milestones for 2017, as SPS continues to deepen our capabilities in corrections.

Transforming Infrastructure, Transforming Inmates

‘Prison Without Guards’ and ‘Prison Without Walls’ were cornerstone initiatives launched in 2017 to optimise resource deployment within prisons and expand rehabilitation beyond our physical walls. In October last year, Changi Women’s Prison moved into Institution A4, where various new technologies are being introduced to enhance operational effectiveness and efficiency, while ensuring safety and security. SPS is constantly innovating and leveraging technology to be a world-class correctional agency.

Soaring Abroad, Staying Ahead

On the international front, SPS was conferred the International Corrections and Prisons Association (ICPA) Correctional Excellence Award for developing and implementing the Enhanced Supervision Scheme – An Evidence-Informed Throughcare Approach for High-Risk Offenders Before and After Release. The ESS has validated our throughcare approach to corrections – investing in both incare and aftercare programmes reduces recidivism while increasing motivational levels and employment rates of offenders. SPS was also elected to serve on the ICPA Board at the 19th ICPA Conference in London, United Kingdom in October last year.

Ripples of Change at Every Level

The coming years will see SPS further developing capabilities within and strengthening collaborations beyond, especially in the areas of family interventions and volunteer befriending. While advanced infrastructure, technological breakthroughs and the best programmes may be effective force multipliers, they are at best enablers that must be championed by our Captains of Lives – officers who believe in a shared vision, and our Yellow Ribbon ambassadors – volunteers who passionately believe in second chances.

Let us continue to inspire one another to develop deeper convictions in the meaningful work we do. A small change can have an enormous and far-reaching effect. When we do our part well, we will positively impact offenders, their families, employers, and society, for a safer Singapore.

SPS also recognises the importance of skills training to prepare inmates for re-entry into the workforce. In addition to broad-based Workforce Skills Qualification (WSQ) Training for inmates, the first phase of WSQ Advanced Training commenced in May 2017 and will be completed in mid-2018. Over 300 inmates will attain the WSQ Advanced Certification, which will better their employment prospects and empower them to realise their potential.

Accurate Assessment, Right Rehabilitation

SPS continues to refine our risk screening techniques and assessment approaches in line with international standards. This ensures that rehabilitation programmes work well towards imparting offenders with the motivations and skills to lead pro-social lives that are free from drugs and crime.

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In the ‘transformed’ Housing Units (HUs), we maintain inmate discipline and order through the use of CCTVs and supported by the Command, Control, Communication, Computer and Intelligence Management System (C4i). C4i interacts with multiple systems to extract critical data and facilitate information flows between officers in the control centre and officers on the ground. Full digital CCTV coverage also enables officers to shift from routine guarding duties to focus on more value-adding work, such as inmate engagement.

The Intelligence-Driven Dynamic Security (IDDS) HU operating model is another core component of the transformed HU that harnesses data in the operations and rehabilitation processes. We use data analytics to enhance our surveillance systems and risk management capabilities, translating intelligence into usable and actionable information that helps officers on the ground make more informed operational decisions on a day-to-day basis. Officers can access the information at their fingertips via the Prison Operations & Rehabilitation System (PORTS) II mobile tablet devices. This marks a shift from manual supervision to an intelligence-aided system that maintains discipline and order in the institutions.

Technology such as the Digitalisation of Inmate Rehabilitation and Corrections Tool (DIRECT) also reduces inmate reliance on staff, helping us to roll out differentiated rehabilitation programmes to each individual inmate electronically based on their risks and needs. The DIRECT system works together with business analytics engines to engage inmates through tablets pre-loaded with various applications, even inside their cells. They can use the system to undertake e-learning on their own and read their electronic letters, among other things – this empowers them to take greater ownership of their own rehabilitation. It also serves as an operational control tool in inmate management, incorporating the progressive privileges function for inmates. The data gathered over time allows SPS to monitor trends in inmate behaviour, enabling improved decision-making and situational awareness.
Other technologies that optimise key operational processes in the transformed HU include the new-generation Integrated Security Systems (ISS), Digital Rehabilitation Records Management System (DRRMS) and Millimetre Wave Body Scanner (MWBS). Together, these initiatives achieve safe and secure prison environments, operational effectiveness and efficiency, and greater rehabilitation opportunities for inmates.

### Intelligent Logistic Item Dispenser System (iLIDS) Technology Trial

iLIDS is a self-service kiosk for inmates to purchase canteen items with their weekly allowance. Using the new inmate wrist tags embedded with a Near Field Communications chip, iLIDS allows inmates to purchase canteen items instantly from the kiosk, automatically deducting the cost of purchase from their account. This does away with the administrative processes of collating inmates’ purchase orders, making payment and distributing the canteen items. The development of iLIDS started in August 2017 and has been on trial at Institution B3 since March 2018.

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Officer using Ops Comms on mobile PORTS device

Ops Comms was introduced to officers at Institutions A1, A2, B4 and Tanah Merah Prison during the first phase of implementation in January 2018, before being rolled out to remaining institutions from April 2018 onwards.

Full Implementation of Operations Communication Applications (Ops Comms)

Ops Comms is a suite of applications installed in mobile PORTS devices and computers that allow officers to make audio calls, send messages, create group chats and enable file transfers and emails within SPS. It aims to support officers by providing an additional mode of communication, facilitating communication with multiple users, allowing mass broadcast of information and enabling information sharing with pictures.

Other technologies such as Facial Recognition for remote mustering and detection of unauthorised access, and Automated Security Equipment Cabinet (ASEC) will be piloted at A4 later in 2018.

### ‘Prison Without Guards’ Pilot at Institution A4

The ‘Prison Without Guards’ initiative was piloted at Institution A4 since October 2017, following the relocation of inmates from the old Changi Women’s Prison. We have rolled out a comprehensive suite of technology, including PORTS II (and mobile PORTS II), a new-generation ISS, DIRECT, DRRMS, MWBS, full CCTV surveillance coverage and the IDDS HU operating model. Other technologies such as Facial Recognition for remote mustering and detection of unauthorised access, and Automated Security Equipment Cabinet (ASEC) will be piloted at A4 later in 2018.

Rehabilitation data captured via DRRMS

Rehabilitation data captured via DRRMS.
Accurate Assessment, Right Rehabilitation
Correctional Practices
Synergies Through Community Partnerships

The Yellow Ribbon Project Statistics Almanac

Phase 1 Topping Out Ceremony for the new Selarang Park Complex

Rehabilitated and reintegrated ex-offenders are less likely to re-offend and cause harm to the community, their families and themselves. Research has shown that the post-release phase is a crucial period for ex-offenders as they face challenges and pressures upon returning to their families, employers and the community. As such, they require support and step-down arrangements to support them in their rehabilitation and reintegration, especially after a long period of incarceration. Community corrections provides this support and step-down arrangement, giving ex-offenders a better chance of staying crime and drug-free when back in the community.

SPS started the Work Release Scheme in 1985. Since then, SPS has come a long way in its efforts to bring its rehabilitation, reintegration and supervision work into the community. Traditionally, community corrections had been confined to working with inmates at the tail-end of their sentences. Two developments fundamentally changed the scope of community corrections in SPS.

The first of these was the implementation of Community Based Sentencing in 2011, which includes the Day Reporting Order (DRO) administered by SPS. Offenders on DRO are not incarcerated. Instead, they report to SPS officers in the community on stipulated dates for counselling and rehabilitation programmes. This pushed SPS’s work upstream without involving incarceration.

The second change occurred in 2014. As more Long Term (LT) inmates were being released, SPS recognised the need for more scaffolding and support after a long incarceration period. The Prisons Act was amended, giving SPS the authority to provide LT inmates, among others, mandatory aftercare following their release. This extended SPS’s community corrections even beyond the inmate’s release date, into a post-release phase.

The phrase ‘Prison Without Walls’ describes the future of community corrections — extending the scale and scope of corrections in the community in an effective, efficient and safe manner. It underscores the Singapore Prison Service’s (SPS) efforts to undertake rehabilitation and reintegration in the community, while minimising the risks involved through appropriate supervision. It is a deliberate strategy towards achieving SPS’s Mission and Vision of reducing re-offending for a safe Singapore.
To oversee these changes in scope and scale, SPS set up the Community Corrections Command (CCMC) in 2014. CCMC is a dedicated operational command that tasks both uniformed officers and civilian specialists to carry out rehabilitation, reintegration, and supervision work in the community. As part of SPS’s throughcare approach, CCMC oversees different programmes in the community for both drug and penal offenders. The diagram below shows our approach to community corrections in the areas of rehabilitation, reintegration, and supervision.

**Our Approach to Community Corrections**

**Rehabilitation in Real Life Setting**
- Counselling at community facilities such as Work Release Camps and Halfway Houses
- Work or study in the day, returning in the evenings to community facilities for counselling and programmes

**Reintegration into the Community**
- Case management: assess and plan for intervention, working with families and community partners
- Collaboration with government agencies and community partners

**Supervision in the Community**
- Suitability assessments
- Case discussions and monitoring
- Tagging
- Urine tests
- Reporting sessions
- Recall/re-arrest protocols

What then, after having completed programmes in prison, is the future of community corrections? We are likely to see more offenders placed on community-based programmes and supervision. There will also likely be more SPS officers, both uniformed and specialists, out working in the community to assist in their reintegration. However, we will need to address two challenges. Firstly, it is unlikely that the number of officers in the community will increase proportionately to the number of offenders out in the community. Secondly, we need to enhance our processes – doing our work better, smarter and differently, to achieve lower recidivism rates where change is sustained and offenders do not re-offend.

SPS will be looking at the areas shown in the diagram below, as well as ways to better leverage technology and community partnerships, so as to implement community corrections more effectively, efficiently and safely. Ultimately, Prison Without Walls will help SPS realise its vision of a society without re-offending, for a safer Singapore.
From 1965 to 1994, female inmates were housed in the semi-open Rose Lodge. The environment resembled a school in the olden days, and the inmates were taught farming and gardening.

CWP was opened as a state-of-the-art prison in 1994. It housed all categories of female offenders, and also served as a Drug Rehabilitation Centre and Reformative Training Centre.

Over the years, CWP's infrastructure began to decline with age. It also started to fall behind Clusters A and B in the Changi Prison Complex in terms of technology and mode of operation. Hence, it was timely for a transformation of the last lock-and-key prison in Singapore. CWP was chosen to spearhead SPS's push towards building a Smart Prison.

2017 marked an exciting year of transition for Changi Women’s Prison (CWP). On 15 October 2017, inmates were transferred to the newly refurbished Institution A4 in Cluster A, which was retrofitted with the latest technologies. This was not just a physical move, but also a shift in Singapore Prison Service’s (SPS) mental model for rehabilitation practices.
Institution A4 will be spearheading the use of more new technologies, such as the Automated Security Equipment Cabinets for staff to draw security equipment through biometric authentication, facial recognition technology for access control, and electronically-administered intervention for inmates through DIRECT.

We will also continue to develop our officers’ expertise in gender-responsive rehabilitation work. They can expect regular skills upgrading and will be equipped with more sophisticated skillsets to work with families and the community, to effect lasting and profound changes in the inmates’ lives.

Crucially, we have used technology to transform Institution A4, automating selected routines so as to free officers to engage in higher-order work. For example, in place of routine guarding duties, officers can devote more time to collaborate with various stakeholders in rehabilitative work and have more purposeful interactions with inmates, such as reinforcing pro-social skills and positive behaviours.

The Digitalisation of Inmates Rehabilitation and Corrections Tool (DIRECT) allows automated screening of newspapers and inmates’ letters. This enhances security by lowering the chances of contraband smuggling, while reducing the time needed to process hardcopy letters. In addition, inmates are also empowered to take ownership of their rehabilitation with self-directed learning using the DIRECT tablets.

"Many things are better here in A4 as compared to in CWP. Apart from physical environment improvements, the culture here also feels more peaceful. Operations seem to be more systematic and efficient. We can have increased engagement with the officers. Overall, the culture has changed for the better."

– DRC inmate at Institution A4

"Having more multi-purpose rooms in Institution A4 allows for scheduling of more programmes for the inmates. The beanbag room gives a more relaxed vibe and is especially popular and conducive for certain programmes. The Digital Rehabilitation Records Management System helps in tracking inmates’ attendance in the various programmes. These man-hour savings translate to greater partnerships between the specialists and the officers in the inmates’ rehabilitation."

– MX12 Vanessa Ng Wan Ning, Correctional Rehabilitation Specialist, Correctional Rehabilitation Services Branch (Women)
Conducting accurate offender risk assessment is critical to SPS’s Mission and Vision as it informs the intensity and method of rehabilitation and management for offenders during their time in prison and the community. This allows us to achieve optimal rehabilitation and reintegration outcomes through the provision of appropriate intervention dosages that target specific criminogenic factors in manners which offenders will best respond – this is known as the Risk-Needs-Responsivity model (Andrews & Bonta 2007).

In assessing offenders' risk, we consider a variety of factors that are scientifically proven to be linked to recidivism. To ensure accuracy, SPS utilises instruments that are evidence-informed, statistically robust and empirically-supported. This combines various forms of risk screening techniques and assessment approaches within a comprehensive risk management framework to match inmates to the multitude of rehabilitation and reintegration services we have available, depending on which they will benefit the most from.

In addition, given that risk, need and responsivity factors change over time, we conduct follow-up assessments to ensure accuracy and timeliness in catering to inmates’ intervention needs. Psychologists, correctional rehabilitation specialists and prison officers in SPS who are involved in the risk assessment framework are given quality training and supervision to ensure the fidelity of assessments.

The area of offender risk assessment also saw significant achievements in 2017. We created a psychological risk assessment manual to ensure that our practices are consistent and adhere to best practices. We also developed a supplementary guide to help psychologists detect and integrate pathological personality traits associated with violence in their risk assessment of violent offenders.

SPS also implemented a unified risk assessment report template with enhanced features to benefit both the readers and writers of the reports. In addition, we also underwent training from various subject matter experts, such as on violent and sexual offending risk assessment tools; so as to keep up with new developments.
PROVIDING THE RIGHT REHABILITATION IN SPS

In SPS, we provide inmates different regimes and programmes based on their specific risks and needs, which is in line with international best practice on offender assessment and rehabilitation.

Programmes such as the Enhanced Drug Rehabilitation Regime and revised Reformative Training Regime have specific assessments, processes, and programming that cater to the specialised rehabilitation needs of drug and youth offenders respectively. SPS also recognises that rehabilitation takes place in the day-to-day interactions between officers and inmates. Hence, officers on the ground are trained on the 7 Habits of Effective Captains of Lives to use in their daily interactions with inmates. For example, officers are encouraged to engage and motivate offenders purposefully, which in turn positively influences their motivation for change.

To enhance rehabilitation efforts, SPS developed the Catch It, Check It, Change It, Cast It (4C) programme to incorporate gender-responsive approaches for rehabilitation. Additionally, SPS conducted the Gender-Responsive Intelligence-Driven Dynamic Security Integrated Training to enhance officers’ knowledge and ability to handle gender-responsive needs at Institution A4, leading to a new gender-responsive women’s prison.

Overall, SPS ensures accuracy and timeliness to facilitate inmates’ rehabilitation and reintegration outcomes, and to protect public safety through having assessment and rehabilitation practices guided by research and evidence-informed principles.

References
Following the unveiling of the new Vision, Mission, and Core Values in recent years, Singapore Prison Service (SPS) recognised the development of staff competencies as a key driving force to scale even greater heights. Previously, there were six Jailcraft Principles, introduced in 2009, to guide COLs in inmate management. Over the years, with leaner manpower, more complex inmate profiles and greater public scrutiny, what is required of COLs has also evolved.

In a ‘Prison Without Guards’, officers have moved from being prison wardens to an expanded role as correctional officers. This is paired with the vision of a ‘Prison Without Walls’, where officers have expanded spheres of influence in the community. COLs work closely with external stakeholders and key partners to better equip inmates for reintegration with society, leading to reduced recidivism.

Underpinned by the Core Values of Synergy, Vigilance, Integrity and Care, these are the seven habits that SPS officers need to internalise to become effective COLs. The shift from ‘principles’ to ‘habits’ highlights the need for all COLs to put these actions into practice daily and in every aspect of their work.

**CORRECTIONAL PRACTICES – 7 HABITS OF EFFECTIVE COLS**

Stephen Covey’s acclaimed book, ‘7 Habits of Highly Effective People’, has guided readers all over the world on how to achieve personal effectiveness. But what are the seven habits that can make Captains of Lives (COLs) more effective in their roles?
LIFE HACK: HOW TO MAKE NEW HABITS

We all know how difficult it is to break a bad habit, form a new habit, or achieve a new year resolution – be it a commitment to stop procrastinating, eat more healthily, or finally taking up that self-enrichment class. In rolling out the ‘7 Habits of Effective COLs’, we took multiple approaches to ease COLs into learning and forming the new habits.

To start, we widely circulated messages and collaterals, such as pocket-sized cards, handbooks, posters and magnets, to COLs as visual prompts to help them remember the ‘7 Habits’.

However, merely remembering the habits would not necessarily translate into behavioural transformation. We needed to help COLs develop a deeper understanding of what each habit entails for them to translate theory into action. We did this through e-Learning modules, demonstration videos and quizzes to consolidate learning.

The final step was to put their understanding into practice. COLs underwent relevant skills training during their regular ongoing training sessions. The ‘7 Habits’ served as a guide during the staff coaching sessions to highlight actual behaviours that are consistent with the ‘7 Habits’. This was complemented with role plays and case studies to help solidify the learning. These exercises ensured that the skills will be part of COLs’ second nature when dealing with inmates on the ground, becoming a true habit.

LIFE HACK: HOW TO MAKE NEW HABITS IS THAT IT? I WANT MORE!
In March 2017, SPS embarked on a partnership with AMP to run the Development and Rehabilitation Programme (DRP) for 150 inmates in the Drug Rehabilitation Centre. The DRP aims to provide a structured and holistic reintegration programme. Ms. Siti Nurshafiqah binte Abdul Kadir, 26, is one of the case officers on this programme.

Shafiqah follows the inmates over a period of 12 to 18 months, starting from a Personal Development Programme during the in-care phase that focuses on topics such as life-skills, financial literacy, parenting and family management. During this phase, Shafiqah and her team would engage the inmates’ families, raising awareness of the importance of their support in the successful rehabilitation journey of their loved ones. Families in need would be assisted through economic empowerment and socio-educational programmes.

Recognising family as an important protective factor for the successful rehabilitation and reintegration of offenders, the Singapore Prison Service (SPS) works closely with community agencies specialising in family work to facilitate interim family support services and programmes for those in need. One such agency is the Association of Muslim Professionals (AMP).

As it was the first time Shafiqah worked directly with an offender, she was apprehensive and unsure of what to expect. “Initially, I was anxious and uneasy as I was about to meet a group of people of varied backgrounds and profiles. However, through the workshops and individual counselling sessions, I realised that I had much to learn from them as well. It gives me a sense of satisfaction to be able to help them and their families, like Ali’s, and witness first-hand how they are able to change for the better. I hope I can continue to guide and assure them that they are able to turn their lives around,” said Shafiqah.

Ms. Siti Nurshafiqah

SYNERGIES THROUGH COMMUNITY PARTNERSHIPS – AGENCIES SPECIALISING IN FAMILY WORK

The Yellow Ribbon Project

Statistics

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Besides AMP, SPS works closely with other community agencies that run family programmes and provide family support services, including:

**Family Programmes**
- Fei Yue Community Services and Lakeside Family Services run Family Programmes that seek to maintain and strengthen relationships between the inmates and their families. The aim is for the period of incarceration to not be detrimental to the family.

**Family Resource Centre (FRC)**
- The FRCs at Prison Link Centre (Changi) were set up to address the needs of inmates and their family members while the former are in prison, especially if they are not aware of the community resources available. The two FRCs are run by Fei Yue Community Services and Nexus Family Resource Centre.

**Project Relate**
- Singapore Children’s Society (SCS) conducts Project Relate, a 11-week family programme that aims to heal and strengthen family ties between inmates and their children. The programme begins with weekly group sessions on parenting and culminates in a two-hour visit for incarcerated parents, children and their caregivers. SCS conducts two runs of Project Relate each year at selected institutions.

**Kids in Play**
- The Salvation Army Prison Support Services – Kids in Play (KIP) aims to strengthen the relationship between inmates and their children, and keep inmates motivated through family support. KIP conducts two sessions of Family Bonding Programmes in various institutions each year during the June and December school holidays. Volunteers with KIP also run a playroom within Prison Link Centre (Changi) every weekday to engage the children of inmates.

**Date with Dad & Family CARE**
- Focus on the Family Singapore runs integrated Family Programmes in prisons, helping incarcerated parents reconcile and reconnect with their families. Programmes like Date with Dad and Family CARE strengthen relationships between incarcerated fathers and their children.

**Initiative for Incarcerated Mothers and Affected Children (IIMAC)**
- Singapore After-Care Association runs the IIMAC, which serves as a bridge between incarcerated mothers and their families. The programme provides an avenue for the mothers to relay concerns about their children. IIMAC also looks into the safety of the child and assesses caregiving arrangements through home visits.

**Fairy Godparent Programme**
- As part of efforts to prevent intergenerational offending, Industrial & Services Co-operative Society (ISCOS), together with Yellow Ribbon Fund (YRF), started the YRF-ISCOS Fairy Godparent Programme (FGP). The FGP provides academic assistance in the form of tuition and bursary awards, conducts parenting workshops and organises activities for children of incarcerated parents.

**Yellow Brick Road**
- The Yellow Brick Road Programme was developed with the aim to reduce the detrimental effects of incarceration and burden on families and children of inmates through the provision of case management services for families, structured workshops and enrichment activities for the children.

**Children Support Programme**
- The Capitaland-YRF Children Support Programme seeks to nurture the development of cognitive and social-emotional skills among children of offenders. The two-year pilot programme aims to support 100 children from 3-12 years of age. This programme involves a system-level intervention with participation from multiple agencies, including SPS, CARE Network partners, Family Services Centres, Yellow Ribbon Community Project (YRCP) volunteers and other Voluntary Welfare Organisations (VWOs).

**New Life Stories**
- New Life Stories conducts self-awareness and resilience-building workshops for incarcerated mothers, with the aim to nurture resilience and empower them to be a better mother.
This year, the Yellow Ribbon Project (YRP) rolled out a volunteer-based First Aider Marker initiative, in collaboration with the Ministry of Home Affairs (MHA). More than 300 first aid-trained participants donned a black armband with a red cross to denote their ability to provide first aid assistance to fellow participants. This pilot initiative aimed to improve safety at the mass sporting event, and served as an additional medical safety measure put in place during the YRPR.

Guest of Honour Deputy Prime Minister Teo Chee Hean said, “We must open up our hearts, reach out to, and also help them, in whatever ways we can, to feel back at home in the community. We want our citizens, our people – even if they have had some difficulties in the past – to be able to have a chance to come back and make something of their lives. This is a very important aspect of being Singaporean.”

The ninth edition of the Yellow Ribbon Prison Run (YRPR) saw about 7,000 runners, 180 volunteers and 50 organisations coming together in a show of support for second chances. As part of the run, the ‘Run for Second Chances’ movement saw 13 corporations raise a total of $123,956 for the Yellow Ribbon Fund.
FOR BETTER ENDINGS AND NEW BEGINNINGS – YELLOW RIBBON COMMUNITY ART EXHIBITION (7 TO 21 OCTOBER 2017)

The Yellow Ribbon Community Art Exhibition (YRCAE), held at SAM at 8Q, marked the eighth year of partnership between YRP and Singapore Art Museum (SAM). The YRCAE is a platform for inmates to reach out to the community and mend family relationships, while showcasing their talents, creativity and artistic inclinations.

Themed “For Better Endings and New Beginnings”, the exhibition highlighted inmates’ resolve in righting past wrongs, and starting anew with their loved ones. The exhibition showcased a total of 108 artworks created by inmate artists on different mediums, such as canvas, ceramics and sculptures, providing a window into the artists’ inner struggles and resolve to forge a brave new path ahead.

SUCCESS STORY

Mr Tan Han Lay, an award recipient of the Merit Achievement (Bronze) Award, has stayed crime and drug-free since his release in 2010.

With the unconditional support from his wife, Mr Tan spent time rebuilding his life. He now runs his own company where close to 40 per cent of his employees are ex-offenders. He believes that they too can rebuild their lives if they are given a second chance. Mr Tan aspires to be someone who can go forth and extend a helping hand to ex-offenders.

Apart from his family, Mr Tan remembers the help provided by the community in his rehabilitation journey. He is especially grateful to the Teen Challenge for providing counselling support and opportunities for skills training, which enhanced his employability and enabled him to get back on his feet. Today, Mr Tan and his wife actively volunteer as prison counsellors to support the inmates.

YELLOW RIBBON CELEBRATING SECOND CHANCES AWARDS CEREMONY (SATURDAY, 4 NOVEMBER 2017)

Organised by the CARE Network, the Yellow Ribbon Celebrating Second Chances (C2C) Awards Ceremony aims to recognise and celebrate the efforts of ex-offenders who have stayed crime and drug-free.

Into its sixth edition, last year’s ceremony saw awards being presented to 197 ex-offenders who have turned their lives around and successfully reintegrated into the community.

Guest of Honour, Parliamentary Secretary for Ministry of Home Affairs and Health, Mr Amrin Amin, commended the award recipients for their resilience and achievements, saying, “Rehabilitation and recovery begins with you, and you must stay the course. Today is an important milestone in your lives as we are here to celebrate your success. You have shown that it is possible to turn your lives around.”
STATISTICS

CONVICTED PENAL INMATE POPULATION

as at 31 December of each year

GENDER

2017

Total Convicted Penal Population
8,885

8,051

834

2016

Total Convicted Penal Population
9,502

8,623

879

1 Convicted penal inmate population refers to the number of inmates who have already been charged and are within the inmate population as at the end of the respective year.

2 Inmates are tracked based on index (i.e. most serious) offence.

3 Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.


MAIN OFFENCE GROUP

2017

2016

Crimes Against Person
655

607

Property Crimes
966

1,005

Commercial Crimes
440

508

Drug Offences
6,178

6,666

Immigration Offences
102

123

Crime Against Public Order
126

147

Customs Offences
226

215

Traffic Offences
62

72

Other Offences
130

159

CONVICTED PENAL ADMISSIONS

as at 31 December of each year

GENDER

2017

Total Convicted Penal Admissions
8,974

7,847

1,127

2016

Total Convicted Penal Admissions
10,211

8,880

1,331

1 Convicted Penal Admission figures refer to the number of inmate admissions for the calendar year.

2 Inmates are tracked based on index (i.e. most serious) offence.

3 Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.


**CONVICTED PENAL RELEASES**
as at 31 December of each year

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Convicted Penal Releases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>9,545</td>
</tr>
<tr>
<td>2016</td>
<td>10,371</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>8,345</td>
<td>1,200</td>
</tr>
<tr>
<td>2016</td>
<td>9,089</td>
<td>1,282</td>
</tr>
</tbody>
</table>

**CRIMINAL LAW DETAINEE (CLD) POPULATION**
as at 31 December of each year

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total CLD Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>103</td>
</tr>
<tr>
<td>2016</td>
<td>109</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>103</td>
<td>0</td>
</tr>
<tr>
<td>2016</td>
<td>109</td>
<td>0</td>
</tr>
</tbody>
</table>

**TYPE OF CRIMINAL ACTIVITY**

<table>
<thead>
<tr>
<th>Year</th>
<th>Secret Societies</th>
<th>Unlicensed Money-Lending</th>
<th>Drug Trafficking</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>86</td>
<td>11</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>2016</td>
<td>91</td>
<td>12</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

**REMAND POPULATION**
as at 31 December of each year

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Remand Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,343</td>
</tr>
<tr>
<td>2016</td>
<td>1,144</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,214</td>
<td>129</td>
</tr>
<tr>
<td>2016</td>
<td>1,007</td>
<td>137</td>
</tr>
</tbody>
</table>

**MAIN OFFENCE GROUP**

<table>
<thead>
<tr>
<th>Year</th>
<th>Crimes Against Person</th>
<th>Property Crimes</th>
<th>Commercial Crimes</th>
<th>Drug Offences</th>
<th>Immigration Offences</th>
<th>Crime Against Public Order</th>
<th>Customs Offences</th>
<th>Traffic Offences</th>
<th>Other Offences</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>195</td>
<td>234</td>
<td>82</td>
<td>698</td>
<td>18</td>
<td>48</td>
<td>30</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>2016</td>
<td>157</td>
<td>206</td>
<td>74</td>
<td>580</td>
<td>36</td>
<td>36</td>
<td>22</td>
<td>11</td>
<td>22</td>
</tr>
</tbody>
</table>

1. The CLD population refers to the number of persons detained under the Criminal Law (Temporary Provisions) Act and are among the population as at the end of the respective year.
2. Remand population figures refer to the number of remand inmates who are within the prison population as at the end of the respective year.
3. Inmates are tracked based on index (i.e. most serious) offence only.
4. Examples of “Other Offences” include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.
### DRC Inmate Population

**DRC Inmate Population (Singapore Citizens and Permanent Residents)**\(^{11}\)
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Gender</th>
<th>Total DRC Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Male</td>
<td>1,093</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>267</td>
</tr>
<tr>
<td>2016</td>
<td>Male</td>
<td>1,199</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>265</td>
</tr>
</tbody>
</table>

\(^{11}\) The DRC Regime is meant for local inmates only. The figures refer to the number of DRC inmates who are among the inmate population as at the end of the respective year.

### DRC Inmate Admissions

**DRC Inmate Admissions**\(^{12}\)
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Gender</th>
<th>Total DRC Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Male</td>
<td>913</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>239</td>
</tr>
<tr>
<td>2016</td>
<td>Male</td>
<td>1,017</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>246</td>
</tr>
</tbody>
</table>

\(^{12}\) The figures refer to the number of DRC admissions for the calendar year.

### DRC Inmate Releases

**DRC Inmate Releases**
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Gender</th>
<th>Total DRC Releases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Male</td>
<td>1,004</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>237</td>
</tr>
<tr>
<td>2016</td>
<td>Male</td>
<td>949</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>271</td>
</tr>
</tbody>
</table>

### Capital Executions

**Number of Capital Executions**
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Male</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>2</td>
</tr>
<tr>
<td>2016</td>
<td>Male</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>0</td>
</tr>
</tbody>
</table>

### Major Incidents

**Major Incidents**\(^{14}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Incident</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Murder</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Firearms</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Drug</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

\(^{14}\) Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

### Recidivism Rates

**Recidivism Rates**\(^{13}\)
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Cohort</th>
<th>Overall</th>
<th>Penal</th>
<th>DRC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>DRO</td>
<td>25.9%</td>
<td>25.1%</td>
<td>29.5%</td>
</tr>
<tr>
<td>2014</td>
<td>DRO</td>
<td>26.5%</td>
<td>25.8%</td>
<td>30.1%</td>
</tr>
</tbody>
</table>

\(^{13}\) Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

### Day Reporting Order (DRO)

**Day Reporting Order (DRO)**\(^{16}\)
as at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>Cohort</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DRO</td>
<td>58</td>
<td>91.4%</td>
</tr>
</tbody>
</table>

\(^{16}\) Day Reporting Order (DRO), a Community-Based Sentencing (CBS) option introduced in the Criminal Procedure Code 2010, is administered by SPS whereby an offender reports to a Day Reporting Centre for counselling and rehabilitation programmes instead of serving a sentence in prison.

<table>
<thead>
<tr>
<th>Year</th>
<th>Cohort</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>DRO</td>
<td>70</td>
<td>94.3%</td>
</tr>
</tbody>
</table>

\(^{16}\) The figures refer to the number of DRC admissions for the calendar year.
## Community-Based Programmes (CBP)

### As at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>951</td>
<td>964</td>
</tr>
<tr>
<td>2016</td>
<td>918</td>
<td>999</td>
</tr>
</tbody>
</table>

### Emplacement Number

### Employability Skills Training

#### 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Training Places</th>
<th>No. of Inmates Trained¹⁷</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>26,846</td>
<td>4,653</td>
</tr>
</tbody>
</table>

#### 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Training Places</th>
<th>No. of Inmates Trained¹⁷</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>22,945</td>
<td>5,131</td>
</tr>
</tbody>
</table>

### Completion Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>97.7%</td>
<td>87.8%</td>
</tr>
<tr>
<td>2016</td>
<td>98.2%</td>
<td>88.2%</td>
</tr>
</tbody>
</table>

### Vocational Programmes

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>951</td>
<td>964</td>
</tr>
<tr>
<td>2016</td>
<td>918</td>
<td>999</td>
</tr>
</tbody>
</table>

### Work Programmes

<table>
<thead>
<tr>
<th>Year</th>
<th>Average No. of Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3,606</td>
</tr>
<tr>
<td>2016</td>
<td>3,742</td>
</tr>
</tbody>
</table>

### Academic Programmes

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>951</td>
<td>964</td>
</tr>
<tr>
<td>2016</td>
<td>918</td>
<td>999</td>
</tr>
</tbody>
</table>

### ACADEMIC PROGRAMMES

### As at 31 December of each year

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>951</td>
<td>964</td>
</tr>
<tr>
<td>2016</td>
<td>918</td>
<td>999</td>
</tr>
</tbody>
</table>

### EMPLOYABILITY SKILLS TRAINING¹⁷

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Training Places</th>
<th>No. of Inmates Trained¹⁷</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>26,846</td>
<td>4,653</td>
</tr>
</tbody>
</table>

### COMPLETION RATES

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
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<td>87.8%</td>
</tr>
<tr>
<td>2016</td>
<td>98.2%</td>
<td>88.2%</td>
</tr>
</tbody>
</table>

### Work Programmes

<table>
<thead>
<tr>
<th>Year</th>
<th>Average No. of Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>3,606</td>
</tr>
<tr>
<td>2016</td>
<td>3,742</td>
</tr>
</tbody>
</table>

---

¹⁷ Employability Skills Training Programmes are provided by SPS and SCORE to equip inmates with relevant job skills. SPS and SCORE’s training system is aligned to Workforce Singapore’s WSQ framework. Examples of training offered includes Workplace Literacy and Numeracy (WPLN), Employability Skills, Certified Service Professional (CSP) and Certified Operations Specialist (COS). Vocational skills training such as the National ITE Certificate (ITEC) in Electronics, WSQ Operate Forklift and Certificate in Generic Manufacturing (CQMG), WSQ Retail Operations and WSQ Hotel Accommodation and Services are also conducted.

¹⁸ Inmates may attend more than one training course.

¹⁹ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, positive work ethics and values are inculcated by immersing inmates in realistic work environments within prisons.

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The committee would like to thank all those who have helped in one way or another to make this annual report possible.

All information provided in this report is up-to-date and accurate as of 31 March 2018.