VISION, MISSION AND VALUES

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.

VALUES
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.

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COMMISSIONER’S FOREWORD

"...while we recognise, appreciate and celebrate our journey in 2016, we must continue to inspire each other to develop deeper convictions in the meaningful work that we do, for our charges and their families, for one another in our daily work, and for a safer Singapore."

"Transforming Corrections" highlights the role of Singapore Prison Service (SPS) as a correctional agency, as we seek to develop new capabilities to transform the correctional landscape in Singapore, and in so doing, contribute to a safe and secure home for Singaporeans. "Transformation" recognises the role of change and technology in our daily work and collaborative efforts within the Home Team; and "Corrections" reinforces the importance of safe and secure custody and rehabilitation in prison and the community. This publication serves to provide a glimpse into several of the milestones in SPS’s transformative journey.

In working towards transforming Singapore’s correctional landscape, 2016 saw SPS embarking on several initiatives of change. In April 2016, we embarked on adopting a new set of organisational core values: Synergy, Vigilance, Integrity, Care, or Shared Values In Corrections (SVIIC) with a view to better serve and exemplify SPS’s evolving (or transforming) organisational profile and mission.

Prison Without Guards

We upgraded our technological infrastructure and information systems to be more operationally efficient and to have better integration with our inmate assessment tools/data, as well as with our Home Team counterparts. We sought ways to infuse our ground operations with more tactical use of intelligence and data analytics. We also began the refurbishment of Institution A4 which acts as a blueprint for SPS’s vision of a technologically advanced prison that operates "without guards."

Having a 'prison without guards' does not literally mean that inmates would be left totally unsupervised, and to their own devices. Rather, we will leverage on intelligence and state-of-the-art surveillance/analytical technology, so that critical resources could be re-deployed from the institutions for the development of other areas of work within SPS’s evolving operational landscape. This has to happen without compromising our high standards of safety and security. More crucially, adopting this concept would also mean that officers would have to re-think and adjust their expectations of existing operational norms. It would be important to keep an open mind, be receptive to learning new skills/concepts, and in so doing, propel SPS forward and grow as Captains of Lives (COLs).

Prison Without Walls

In community corrections, we aspire to be a correctional agency that does not solely operate within the traditional confines of the prison setting, but one that is committed to providing structured community reintegration for offenders, an area that is crucial in reducing recidivism. Moving towards a prison ‘without walls’, SPS’s Community Corrections Command processed its first batch of Day Release Scheme offenders in March 2016 (males), and September 2016 (females). As part of the full implementation of the Mandatory Aftercare Scheme (MAS), the Selingar Halfway House was operationalised in January 2017 to receive its first batch of MAS supervisors.

Prevention, Rehabilitation & Reintegration

SPS would be well placed to reduce offending both upstream and downstream, through various collaborations with our community partners and other government agencies. Other than saving us significant resources, a falling incarceration rate would significantly reduce family dislocations that occur as a result of incarceration. This in turn would have a positive impact in reducing crime and re-offending, and making Singapore safer.

A Word of Appreciation

While we harness technology and forge ahead in correctional work, it is our people – staff, community partners, and volunteers – who are instrumental in making everything come together. Thus, it is important for all COLs to remember that it takes a concerted effort to be successful in impacting and reducing recidivism in Singapore. We appreciate our community partners and volunteers. These partnerships would be even more crucial as SPS takes on a bigger rehabilitative role in the community. Of special note, we would like to thank retiring Chairman of the Board of Visiting Justices, Mr Koh Choon Hua, for his unwavering support and important contributions to SPS’s Boards and Committees. We also want to extend our warmest welcome to Mr Phillip Tan as he takes over as the Chairman of the Board of Visiting Justices from 1 March 2017.

2016 was also a significant year as SPS underwent a leadership transition. It was under former Commissioner Mr Soh Wei Wah’s leadership that SPS began its foray into community corrections and we marked our journey towards operational and technological excellence. We would like to extend our heartfelt appreciation to Mr Soh for his dedication, commitment and many contributions to SPS.

Exciting times lie before us, and while we recognise, appreciate and celebrate our journey in 2016, we must continue to inspire each other to develop deeper convictions in the meaningful work that we do; for our charges and their families, for one another in our daily work; and for a safer Singapore.

Desmond Chin
Commissioner of Prisons
Singapore Prison Service
The event took place at the Prison Link Centre (Changi), and was graced by Mr Leo Yip, Permanent Secretary (Home Affairs), Permanent Secretary (Prime Minister’s Office) and Permanent Secretary (National Security and Intelligence Coordination). Also present were 211 guests comprising Officers from the Ministry of Home Affairs (MHA) Boards and Committees, MHA Headquarters, Home Team counterparts, community partners, vendors and SPS Officers.

Mr Soh took the stage and gave his heartfelt thanks to all who had served with him during his tenure as Commissioner of Prisons since 2010. Mr Soh urged officers to render their fullest support to the incoming Commissioner.

What Mr Soh did not mention in his speech was how he had been pivotal in leading his men, the Captains of Lives, in transforming Singapore’s correctional landscape. Mr Soh’s leadership saw amendments to the Prisons Act, the concept of ‘Therapeutic’, and the inception of the Community Corrections Command. These initiatives gave rise to the Mandatory Aftercare Scheme, Conditional Remission System, and the establishment of SPS’s Pre-Release Centre, which extended SPS’s scope of work beyond the prison walls and into the community.

Incoming Deputy Commissioner, Mr Shie Yong Lee, then took to the stage to present Mr Soh with a special momento on behalf of SPS. The memento was a ceramic SPS Crest handcrafted by inmates from the Visual Arts Hub, and framed with SPS’s Vision and Mission Statements, which were reviewed during Mr Soh’s term of leadership.

Incoming Commissioner, Mr Chin, was then invited on stage to receive the Command Mace from Mr Soh, and thereafter led the SPS Officers who were present in the recital of the Prison Officers’ Pledge.

Mr Chin joined the service in 1990 and had held several key leadership positions before, including that of the Director of Operations and CEO SCORE. He was also heavily involved in SPS’s key decision-making moments and had contributed significantly to the success of the service.

Looking forward, Mr Chin “painted” the next lap ahead for SPS as comprising major infrastructural works such as the Selerang Park Complex, which would further strengthen SPS’s expanded community corrections efforts, and refurbishment works at Clusters A and B to support prison operations and to run effective rehabilitation programmes. Mr Chin also spoke of the technological improvements to be made within SPS’s institutions in the near future.

Mr Chin moved on to emphasise that the next “S” curve would be the prevention of offending and re-offending by working upstream with the Courts, Attorney-General’s Chambers (AGC) and Home Team counterparts, and downstream with community partners, Voluntary Welfare Organisations (VWOs) and families. This collaborative effort with stakeholders would minimise family dislocations and maximise the use of SPS’s resources, thus contributing to a safe and secure Singapore.

The event concluded with a lunch reception where Mr Soh, Mr Chin, and the guests mingled together before bidding farewell to Mr Soh. With the change of command and a new leader on board, the work continues. In the words of Mr Chin, SPS will strive “to build an exemplary Correctional Service that transforms the life of every offender that passes through our hands.”

23 September 2016 – SPS Change of Command Ceremony - Another momentous milestone for SPS, where then-Deputy Commissioner Mr Desmond Chin assumed command of the service on 1 October 2016. Mr Chin took over from outgoing Commissioner Mr Soh Wai Wah, who assumed the role of Principal and CEO of Singapore Polytechnic.
VALUES
AT THE CORE

As a correctional agency, SPS, entrusted with an expanded role in aftercare and community corrections, also embarked on the journey to review its core values of HEART (Honesty, Excellence, Agility, Respect and Teamwork) in 2015. On 27 April 2016, SPS unveiled its new core values: "Shared Values in Corrections - SVIC (Synergy, Vigilance, Integrity and Care)" at the SPS-SCORE (Singapore Corporation of Rehabilitative Enterprises). Corporate Advance 2016.

A TIMELY CHANGE OF HEART VALUES IN TRANSFORMING CORRECTIONS

Since 2001, the HEART values have guided and served SPS well in its transformation journey, and even helped SPS in achieving the Singapore Quality Award with Special Commendation (SQASC), the highest accolade in the business excellence journey, in 2012. With the HEART values already firmly embedded in SPS’s Captains of Lives (COLs) for more than a decade, why did SPS review and change the values?

With the change in the Vision and Mission for SPS, and its expanded role as a correctional agency in today’s volatile and challenging environment, it is timely to give the current staff a voice to create core values as it seeks to develop new capabilities in transforming the correctional landscape in Singapore, thereby contributing to a safe and secure home.

In 2016, as SPS crosses the mid-point of the decade, and addresses the challenges in the next lap of its transformation journey, the new Shared Values in Corrections (SVIC) will continue to provide the guiding principles for COLs and drive their behaviour towards realising the Vision and Mission for SPS as a progressive and forward-looking correctional agency.

LAUNCHING SPS’S SHARED VALUES IN CORRECTIONS (SVIC)

A series of HEART Labs (focus group discussions), online surveys, and consultations involving SPS’s Leadership Group and Staff have led to the creation of the new core values. The values capture the relationships of SPS both internally and externally, resonate with each and every COL, and are consistent throughout SPS. Through evolving to meet the changing operating environment, SPS can remain abreast of the global correctional landscape.

In the pursuit of ensuring the secure custody and rehabilitation of inmates, SPS started reviewing its Vision and Mission in 2012. The new Vision and Mission were unveiled in 2013 and 2015, respectively.
“S – Synergy”
- We work with unity and a common purpose to achieve the best results.
- We build on each other’s strengths to realise our fullest potential.
- We collaborate with the community and strategic partners for a safe Singapore.

First, the value “Synergy” describes a high level of connectedness and close collaboration between SPS and its stakeholders (internal and external) with teamwork as the foundation. It also implies that by working together and placing the needs of SPS before self, where the whole is greater than the sum of its parts, COLs can continue to persevere and scale greater heights.

From inmate to afar and community corrections, it is essential for SPS Staff to be united as one team and work closely within the department, and also with external stakeholders and strategic community partners to ensure safe and secure custody and the rehabilitation of inmates.

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

Second, the value “Vigilance” describes the ever-ready level of alertness of COLs in performing their duties, and displaying vigilance towards threats and opportunities. Without vigilance, the safety and security of the inmates, SPS staff and the prisons will be compromised.

Vigilance is a value that distinguishes SPS and sets us apart as a correctional agency. There is a constant state of intentional engagement with the mission amidst a changing operating landscape. COLs exhibit future-ready competencies for a forward-looking correctional agency, and take the lead in the forefront of aftercare rehabilitation.

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

Third, the value “Integrity” describes and defines the way COLs relate to themselves, one another, inmates and the community, where they adhere to moral and ethical principles.

As SPS moves towards a “Prison Without Walls” and “Prison Without Guards”, it is even more imperative that COLs embrace integrity at all levels, display fairness, humanity and professionalism which is fundamental to the core businesses of SPS.

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

Fourth, the value “Care” is unique to the work of SPS, as it pertains to the responsibility of COLs in their work of safety, security and rehabilitation. As COLs, they care for their colleagues, the inmates and the community, and will look out for each other, stand together with their colleagues in times of difficulty, and continue to be firm disciplinarians while inspiring change in the inmates under their charge.

EVOLUTION IN TRANSFORMING CORRECTIONS

Mr Desmond Chin, then-Deputy Commissioner of Prisons, shared at the SPS-SCORE Corporate Advance 2016 that the change in values represents an evolution of the work SPS does, and not a revolution. They represent SPS’s hope to exceed the current standards of excellence, and the shared identity of COLs in the light of SPS’s Vision and Mission. It is imperative that COLs live out the values and seek to be living testimonials that inspire change within their circles of influence.

REFLECTIONS

“To me, SVIC not only serves as a guiding principle to us - Captains of Lives, but also motivates us to be the best that we can be. It constantly reminds me to espouse these values, to be a dedicated officer and provide quality care towards our beneficiaries.”

-CW1 Ng Shu Juan Sabrina, Operations Planning Officer, Operations Planning, Operations Division

“As a growing officer under SPS, my view of the Shared Values In Corrections (SVIC) can be described, using the analogy of our SPS uniform:

Synergy – The Ops Belt: Leverage on all the available powers and use them wisely.

Vigilance – The Rank Insignia: With the powers bestowed on our shoulders, the great responsibility shall be in line with our department.

Integrity – The Collar Pin: You can determine how and who you want to be known as by your own values.

Care – The Name Tag: Behind every name is an officer who is walking together with you, as a band of brothers.”

-S/Sgt Renganathan Gopalakrishnan, Senior Personal Supervisor, Cluster B, Institution B4
INTENSIFYING COMMUNITY COLLABORATION; REDUCING INTERGENERATIONAL OFFENDING

Whenever a custodial sentence is meted out, we only think about the plight that is imminent to the accused – how he will be taken away from society to face his punishment, and too often we forget that his family will suffer just as much, if not more.

Recognising that families are affected when their loved ones are incarcerated, a group of men and women give their time and hearts to visit the inmates’ families voluntarily, providing them with hope and a helping hand while their loved ones are behind bars. These people comprise volunteers of the Yellow Ribbon Community Project (YRCP).

When her husband, Peter was convicted, Mary was in a state of disbelief and despair. “I felt great pain after my husband was taken away. He was the breadwinner of our family and it was difficult to handle everything myself. Things like sending our children to school, paying bills, taking care of the family – they had become my responsibility. And the loneliness of not having anyone to rely on broke my heart every night”, Mary revealed pensively.

The YRCP is a grassroots-led initiative that aims to provide proactive support and assistance to the families of prison inmates. Grassroots volunteers will visit the families of newly-admitted inmates to render assistance, such as linking them to the available social support networks. This benefits and stabilises the families who are affected by the inmate’s incarceration, and also allows the inmate to focus on his rehabilitation.

THE JOURNEY OF A THOUSAND MILES BEGINS WITH A SINGLE STEP

The YRCP started in September 2010 as the Community Outreach Project (COP). Since its implementation in 2010, the YRCP has expanded from eight participating divisions to a total of 68 today. From fewer than 60 trained grassroots volunteers in 2010, the number of volunteers has grown steadily to nearly 900 today to effectively reach out to more than 5,000 families of offenders.

In YRCP, the newly admitted inmates will be briefed on the programme. After an inmate gives his/her consent to participate in the programme, YRCP volunteers will visit his/her family to find out about their needs and concerns. Where applicable, YRCP volunteers will work together with the families to direct them to community support groups such as the Residents’ Committees, Family Service Centres and Community Development Councils, for further assistance. Families are also encouraged to attend the Meet-the-People Sessions to raise their concerns.

1 Names have been changed to protect identities.
A LITTLE HELP GOES A LONG WAY

Feeling strongly about children who are affected by their parents’ incarceration, Ms Norina, a YRC Volunteer since 2012, recalls how her little gesture had gone a long way to ease the worries of Mary, whose husband was doing time in prison. “In many cases, the family members suffer more than the inmate, in terms of financial hardship, emotional distress and ostracism by neighbours, friends and relatives”, Ms Norina explained. “Even though my contributions were just a simple act of distributing food rations and linking the family to the Social Service Office, these have helped to ease Mary’s financial worries and emotional distress”, she recounted. Through the efforts of Ms Norina and her team of YRC volunteers, Mary has managed to secure a job, and her family has gained access to various programmes at the local community club.

YRC 2.0 – THE NEXT LAP

Building on the encouraging progress over the past few years, SPS is now embarking on YRC 2.0 to intensify community collaboration and reduce inter-generational offending. The enhanced version has enabled the YRC volunteers to make a greater impact on the lives of ex-offenders and their families in the following areas:

a. Rekindle familial bonds:

Some inmates have not been visited by their families for a long time. Upon their request, SPS will arrange for YRC volunteers to facilitate the reconciliation process between inmates and their families, and encourage the families to visit their loved ones in prison. This first step towards family reconciliation will go a long way to support the inmate’s rehabilitation process.

b. Provide positive pro-social support:

Beyond linking the families of inmates to community resources, the YRC Volunteers also link the families to various community programmes organized by the grassroots. This will widen the social support network available to these families. In addition, the volunteers can serve as befrienders to the ex-offenders when they are released from prison. The enhanced social support will help in reintegrating the ex-offenders into society.

c. Better identify vulnerable children:

Research shows that children are adversely affected by parental incarceration, and are more likely to follow in the footsteps of their incarcerated parents. International studies have also shown that the imprisonment of the parent who is the primary caregiver can be a traumatic episode for the child. Children of offenders with a lack of parental care may become insecure, struggle with self-identity, and end up mixing with the wrong company of friends. These factors increase their risk of crime involvement. These findings emphasise the need for early interventions for such children at risk.

Volunteers with the YRC are now helping to identify children of inmates who may require support in their studies or counseling, and connect them with suitable community programmes via the CARE Network Children Support Programme. The CARE Network Children Support Programme seeks to nurture the development of cognitive and social-emotional skills among children of inmates and ex-offenders. The two-year pilot programme targets 100 children from 3-12 years of age. This new programme involves a system-level intervention with participation from multiple agencies, including SPS, YRC volunteers, CARE Network agencies and other Voluntary Welfare Organisations (VWOs).

The various programmes under the CARE Network Children Support Programme will create a stable family and home environment for the children to build self-confidence and reduce the negative effect of parental incarceration. These programmes involve the following components to specifically target the social-emotional and language-cognitive developmental needs of the children.

i. Mentorship Programme:

Under this programme, suitable adults are assigned as mentors to all children referred. The mentors serve as a positive role model, providing the children with the emotional support and guiding them to identify goals to meaningfully shape their lives.

ii. Bonding and Enrichment Activities:

Bonding and enrichment activities involving parents, caregivers and mentors, are conducted for all children to develop their social and communication skills and raise their self-esteem.

iii. Tuition and Education Support:

To promote language-cognitive development, tuition support is provided for children who face difficulties in their academic performance. This is supplemented by the provision of bursaries and other financial support to encourage these children to strive for good academic performance.

iv. Parenting Skills Workshop and Support Groups:

To support the children’s developmental growth, parents and caregivers are engaged through parenting skills workshops and support groups to improve their parenting abilities to raise their children.

EQUIPPING THE VOLUNTEERS FOR YRC 2.0

Mr Sam Tan, a YRC volunteer since 2012, has this to say about YRC 2.0, “It plays a key role in an inmate’s rehabilitation and reintegration. Thus, it is important to give support to the family. What I like about YRC 2.0 is that we are trained to handle sensitive situations when dealing with inmates’ families. This has enabled us to make a difference in every broken family that has been brought back together successfully.” In the past, YRC volunteers would only need to attend basic YRC training. With the introduction of YRC 2.0, the volunteers are now required to attend YRC 2.0 developmental training that will equip them with necessary skill-sets and knowledge to perform their new roles effectively.

The training covers practical steps on how YRC volunteers can:

a. Encourage families to maintain regular contact with inmates;

b. Encourage families to participate in pro-social activities;

c. To assess the well-being of the children.

TOGETHER WITH THE COMMUNITY

As SPS develops into a correctional agency, community collaboration with the YRC volunteers becomes even more crucial as it makes reintegration smoother for the inmates and their families. With the enhanced YRC 2.0, it intensifies the community collaboration and also reduces inter-generational offending. This in turn contributes to a safe and secure home for Singaporeans.
ANOTHER STEP IN OUR AFTERCARE EFFORTS

Selarang Halfway House

Selarang Halfway House (HHW) at Cosford Road is a key component in the implementation of full MAS. While awaiting completion of the future Selarang Park Complex, the interim facility at Cosford Road was set up to accommodate ex-offenders placed on MAS during the HHW phase. The HHW is managed by the Singapore Corporation of Rehabilitative Enterprises (SCORE). It was operationalised in January 2017 to welcome its first batch of ex-offenders.

The HHW provides shelter and facilitates supervision such as curfew monitoring and urine testing by COMC. Its purpose is to facilitate the gradual reintegration of these ex-offenders by providing them with step-down aftercare support to ease their transition from prison into the community.

During the ex-offenders’ stay in the HHW, they will receive assistance in seeking employment and participate in other programmes to aid in their reintegration. Correctional Rehabilitation Specialists and Reintegration Officers from COMC will also be deployed to address their criminalistic needs and supervise them, respectively. Close partnership and collaboration between SCORE and COMC Officers is crucial to facilitate the gradual reintegration of these ex-offenders into the community.

Prior to the completion of the HHW phase, a multi-disciplinary team will conduct a holistic assessment of the ex-offenders’ conduct, progress, and response towards rehabilitation and supervision, to assess their suitability for progression to the next phase.

When the ex-offenders progress to the Home Supervision and Community Reintegration phases, they will continue to attend mandatory counselling sessions. Depending on their progress and reintegration needs, they will be required to adhere to curfew hours, be electronically monitored, and undergo urine tests (where applicable).

Moving Ahead...

The operationalisation of MAS is a significant step in community corrections and these efforts are part of SPS’s transformation into a correctional agency. Leveraging on the synergy between Home Team agencies and community partners, SPS would continue to steer and support ex-offenders in their rehabilitation and reintegration journey, to reduce reoffending for a safer and more secure Singapore.

REFLECTIONS

“IT IS A CHALLENGING AND HUMBLING EXPERIENCE WORKING WITH INMATES, ESPECIALLY WITH THE EX-OFFENDERS IN THE COMMUNITY. THIS IS WHERE I’M ABLE TO SEE THEIR TRUE SELVES, AND JOURNEY THE UPS AND DOWNS OF LIFE TOGETHER WITH THEM. HAVING GONE THROUGH THE ENHANCED SUPERVISION SCHEME FOR THE PAST THREE YEARS, I AM BETTER PREPARED TO MANAGE HIGH RISK EX-OFFENDERS UNDER MAS. I LOOK FORWARD TO WORK WITH MORE COMMUNITY PARTNERS WITH MAS.”

— MS12 Nurfarraawee Binte Husain (Correctional Rehabilitation Specialist), Community Corrections Command/Community Rehabilitation & Reintegration Branch

“SINCE WORKING IN COMC, I HAVE REALISED HOW IMPORTANT AFTERCARE SUPPORT IS TO MEET THE REHABILITATION AND REINTEGRATION NEEDS OF EX-OFFENDERS. WHILE IT IS A CHALLENGE TO WORK WITH A DIVERSE POOL OF EX-OFFENDERS ON MAS, IT HAS BEEN REWARDING TO WITNESS THEIR CHANGE IN THE COMMUNITY. I AM ABLE TO WITNESS THEIR GROWTH AND SEE THEM APPLY WHAT THEY HAVE LEARNED DURING THEIR INCARCERATION PHASE.”

— U562 Armand Abdul Aziz Bin Hj Ras (Manager/Reintegration Officer), Community Corrections Command/Community Rehabilitation & Reintegration Branch
As the key asset of the organisation, SPS staff have been engaged throughout the process of change, and to be enthused in embarking on our organisational transformation. The following Officers have shared their views and talk on SPS’s evolution, and their advice to fellow colleagues as we embark on this transformational journey as Captains of Lives – transforming corrections and transforming people for the betterment of society.

<table>
<thead>
<tr>
<th>Name</th>
<th>Award</th>
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<tbody>
<tr>
<td>Supt Jnr Rockey Francisco Junior, Director (COMC)</td>
<td>Public Administration Medal (Bronze)</td>
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<tr>
<td>Mnx1 Teo Chuan Ann, Assistant Director, Correctional Assessment Planning (PCBD)</td>
<td>MHA Operational Excellence Award</td>
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<tr>
<td>Asp1 Noor Hafizah Jalal, Housing Unit Officer (CWP)</td>
<td>MHA Star Service Award</td>
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<td>Asp1 Nur Hannah Wang, Housing Unit Officer (CWP)</td>
<td>HALO Sponsorship</td>
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<td>Cw2 Chua Chee Horng, Reintegration Officer (COMC)</td>
<td>Outstanding Captains of Lives Award</td>
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<tr>
<td>Cw2 Elammaran S/O Marimuthu, Chief Personal Officer, Cluster B4</td>
<td>Efficiency Medal</td>
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Public Administration Medal was instituted in 1963 and is awarded to officers for outstanding efficiency, competence and industry.

The MHA Operational Excellence Award recognizes officers, teams, and agencies that have achieved exceptional operational outcomes in joint projects or had displayed efficiency and competency in major operations, cases, and projects.

The MHA Star Service Award recognizes officers who deliver outstanding service to members of the public.

The HALO Sponsorship is an award to individuals who have excelled in their work and have helped or contributed to the Shared Values in Corrections – SVIC (Synergy, Vigilance, Integrity, Care) in their daily lives, within and outside the department.

The Efficiency Medal was instituted in 1969 and is awarded to officers for exceptional efficiency or exceptional devotion to duty or for work of special significance.

Over the last three years, SPS has expanded beyond the prison walls and into the community. To gear up for the transformation, Captains of Lives (COLs) who forms a critical part of the change process, were trained and engaged to put their best step forward. Only through the alignment of staff with the organisation’s vision and mission can SPS’s transformation be at full throttle. With the shift towards establishing SPS as a Correctional Agency in 2014, much was done to ensure cohesion between SPS’s new areas of operations, staff expectations and mindsets.

1. **In your opinion, has SPS ‘transformed’ into a correctional agency?**

Rockey Francisco Junior

SPS has certainly transformed over the years and one area that we are moving towards is community corrections. Corrections in the community will expand in the coming years and SPS has been gearing up ourselves for this. The set-up of Community Corrections Command is one example, where Reintegration Officers and Correctional Rehabilitation Specialists are brought together under one single command for a more coordinated approach to supervision and case management in the community.

Nuha Binte Jalal

To me, SPS is still in transition to becoming a correctional agency. We have many policies in place, such as more emphasis on rehabilitation, more incent programmes to address offenders’ needs, and an increase in aftercare programmes and support. However, staff support of these policies plays an important role. Staff must see themselves as part of the solution, instead of mere caretakers. This will take time, but I believe we are already moving in this direction.

Elammaran S/O Marimuthu

Yes. When I first joined the service, initiatives such as Community Based Programmes, the Pre-Release Centre and ‘throughcare’ were unheard of. We have now evolved into an organisation that believes in doing more than just locking up the offenders. We have recognised that the community does play a vital role in the offender’s reintegration to society. In addition, I have seen how staff were inspired by SPS’s mission and vision and joined the service because they wanted to be involved in making a difference in the lives of the offenders, which was rarely seen back in those days. We have come a long way now.
2. HOW HAS THE SHIFT TOWARDS BEING A ‘CORRECTIONAL AGENCY’ CHANGED YOUR PERSPECTIVE AND APPROACH TOWARDS YOUR JOB?

Teo Chuan Ann
I am more inclined to see my job as part of the throughput approach that benefits both officers and beneficiaries.

Elammarn S/O Marimuthu
In the past, our daily job required us to ensure that bread and butter issues in prison were managed properly, without having much hold on what more could be done for them. Now, I find that we have greater responsibility in changing the mindset of the offenders. With all the initiatives put in place, we have to undergo training and at the same time, encourage offenders to undergo programmes with positivity and determination.

Rockey Francisco Junior
Our new core values of Synergy, Vigilance, Integrity, and Care, should guide officers in their daily work as correctional officers.

Nuha Binte Jalal
To me, officers need to have a sense of security, sense of urgency, and in tandem with these, a good corrections officer should also be able to display compassion and a lot of patience in order to help inmates overcome the challenges they face.

Nur Hannah Wang
The boundaries for SPS should be pushed along the idea of a prison without walls. Seeing how women offenders are most often the primary caregivers for their children and elderly parents, I am looking forward to see how rehabilitation and reintegration efforts can place them back into society so that the family unit can be restored.

Chua Chee Horng
Now, we are no longer just guards. We need to guide, inspire and influence offenders both in prisons and in the community. Given the chance to work with offenders under community supervision, more effort and time are needed to enable them to take sole ownership and responsibility of their lives and to motivate them to remain crime free. As compared to the past, the perception on discipline has shifted beyond good behaviour within prison to good conduct in the community.

3. AS A CORRECTIONAL OFFICER, WHAT QUALITIES RESONATE MOST STRONGLY IN YOU THAT SHOULD GUIDE OFFICERS IN THEIR DAILY WORK?

Rockey Francisco Junior
Our new core values of Synergy, Vigilance, Integrity and Care, should guide officers in their daily work as correctional officers.

Nuha Binte Jalal
To me, officers need to have a sense of security, sense of urgency, and in tandem with these, a good corrections officer should also be able to display compassion and a lot of patience in order to help inmates overcome the challenges they face.

Nur Hannah Wang
The boundaries for SPS should be pushed along the idea of a prison without walls. Seeing how women offenders are most often the primary caregivers for their children and elderly parents, I am looking forward to see how rehabilitation and reintegration efforts can place them back into society so that the family unit can be restored.

4. IN YOUR OPINION, WHAT MORE WOULD YOU LIKE TO SEE IN THE DEPARTMENT’S EFFORTS IN ENHANCING THE CORRECTIONAL LANDSCAPE IN SINGAPORE?

Rockey Francisco Junior
In our Transformational Plans, there will be many exciting developments in the coming years - from infrastructure projects to technological enhancements and policy reviews. We will be busy for the next few years. But one area of interest for me is community partnerships, because we cannot accomplish our mission alone. We will need the support of the larger eco-system to effectively rehabilitate and reintegrate an ex-offender because it is the community that the ex-offender must return to.

Teo Chuan Ann
As SPS adopts more evidence based practices, I would like to see more collaboration between SPS and academic institutions to leverage on their expertise, thus extending the boundaries of correctional studies and interventions.

Nur Hannah Wang
 Officers must have the belief and passion that guide them in the work that they do, as passion is the key that drives one through challenges and setbacks. Passion also enhances motivation and determination for better outcomes.

5. ANY LAST WORDS OF INSPIRATION FOR OUR STAFF TO KEEP UP WITH THE CHANGING LANDSCAPE OF CORRECTIONS IN SPS?

Rockey Francisco Junior
These are exciting times for SPS. As a correctional agency, our mission is clear - we enforce secure custody of offenders and rehabilitate them. And we do this for a safer Singapore for ourselves, our children, and our community. Let’s embrace our core values (Synergy, Vigilance, Integrity, and Care), work together and accomplish our mission every day.

Teo Chuan Ann
Stay true to what motivated us to be Captain of Lives.

Nuha Binte Jalal
Every great change has to start from a belief. Every offender can change, but we need to be the ones to believe in them.

Nur Hannah Wang
Keep an open mind and always be ready to accept changes.

Elammarn S/O Marimuthu
Being in a noble profession, we are given the opportunity to make a difference in the offenders’ lives. Even though there are tough days where we feel that our efforts may not be paid off, do not give up. Think of the many more opportunities and many more lives that can be changed.

Chua Chee Horng
Treat each offender as a unique individual and explore the possibility of individualised interventions as we constantly keep ourselves updated with new knowledge and practices. Each small step will help offenders in attaining their goals.
Global terrorism is a phenomenon that has engulfed the world intensely over the past decade. In Singapore, we observed the arrests of individuals in Batam, Indonesia for plotting a rocket attack on Marina Bay. Similarly, Singapore was listed as a member country in the anti-ISIS coalition by ISIS’s English-language magazine. Against this backdrop, Singapore faces many potential and realistic threats which could adversely affect our nation’s cherished peace and stability. It is thus crucial for Singaporeans to be ready to respond together as a nation, in the event of terrorist attacks occurring on our shores.

SGSecure is our community’s response to the terror threat. On a national level, the SGSecure movement seeks to sensitize, train, and mobilise the community to play a part to prevent and cope with terrorist attacks. It is a call to action for all Singaporeans to unite and safeguard our way of life.

Staff of SPS too play a part in this movement, both on and off duty. As a department, SPS remains ever vigilant through conducting table top and contingency exercises regularly. Such exercises increase the department’s preparedness in managing and responding to contingencies or potential incidents in our institutions while keeping our intervention plans, operational concepts, and incident management proficiencies, robust and effective.

Psychological First Aid
Our Psychologists and Correctional Rehabilitation Specialists from the Psychological & Correctional Rehabilitation Division (PCRD) also contributed to the SGSecure movement. They were involved in training members of the public on “Psychological First Aid” (PFA). Within the context of a terrorist attack, PFA involves providing victims with practical care and support, better understanding of their basic needs and concerns, and how best for victims to help themselves. These would ensure that they feel safe and more connected with others, have access to social, physical, and emotional support, and regain a sense of control by being able to help themselves. The PCRD Specialists were instrumental in developing the SGSecure PFA training material and conducting training sessions for members of the public and grassroots members. The ongoing community training is co-organised by the People’s Association and training has already begun in March 2017. Separately, PCRD Specialists were also assigned to respective constituencies in Singapore as leaders and members of Human Emergency Assistance and Response Teams (HEART Teams). They are tasked to prepare their constituencies for possible attacks, plan for psychological crisis interventions (which include PFA and other services) should an attack happen, and aid in post-attack recovery interventions.

Involvement as Captains of Lives
From the perspective of SFS Officers working on the ground, Officers have a responsibility to be vigilant to their surroundings and the inmates under their charge. This includes...
observing anomalies in inmate behaviours or infrastructural damages which may suggest subversive elements. Unusual behaviours may include sympathising with terrorists and their causes, influencing others to support religious extremism, or any display of insignia, or symbols in support of terrorist groups. Should such observations be detected, Officers are obligated to report the information so that prompt, pre-emptive action could be taken.

As the ultimate aim of terrorism would be to create sharp and violent divisions within our nation, Officers also have to safeguard Singapore’s multi-racial and multi-religious social fabric by being role models to the inmates. This can be achieved through their daily interactions with colleagues, of different ethnicity/faiths, and by being an advocate for racial and religious cohesion.

During conflict resolution between inmates, Officers shall remain firm and fair, without portraying biasness towards any race or religion. In the event of an actual terror incident, Officers can assist to allay the inmates’ concerns and to advise them to stay calm and not spread rumours that may otherwise cause unnecessary alarm.

Involvement as Citizens of Singapore
Even when off duty, SPS Officers can apply the same attitude or ethics adopted by SPS in our social lives/interactions with others by staying alert, looking out for signs of radicalisation among family, friends and colleagues or suspicious items, vehicles or behaviour, and to report such observations to the authorities or relevant law enforcement agencies. Adopting a ‘kampung’ spirit, i.e. a spirit of cohesiveness, sharing, and caring, as well as learning more about different cultures, ethnic backgrounds and religious practices in Singapore, will help us be more sensitive, tolerant, and appreciative of our fellow Singaporeans.

As Captains of Lives, we must also be responsible citizens. Other than being equipped with first aid skills through regular recertification and training, it will be beneficial for Officers to be familiar with the “Run, Hide, Tell” advisory in response to a terrorist attack, and to be an advocate in sharing our knowledge with family, friends and neighbours.

In staying vigilant and prepared for the future, it is important to recognise that counter-terrorism and the corresponding response in the event of an attack requires a concerted effort from all Singaporeans. Every Captain of Lives must therefore play their part to ensure Singapore remains safe, secure, and a best home for everyone.
We Run as a Team — Yellow Ribbon Prison Run 2016

As the signature activity for the campaign, the event reached out to a wider audience by evolving the 6km fun run into a 5km fun walk that saw more than 4,000 participants and 40% new participants. The new walk provided participants with less strenuous option and allowed the YRP to reach out to even more people who wished to pledge their support for Yellow Ribbon through the activity. As a result, the activity saw a total of 9,000 participants crossing the finishing line, showing their collective support for the cause.

“During the Yellow Ribbon Prison Run (YRP), I ran into several of my ex-offenders. They were sharing with me on their new jobs, or courses that they were pursuing. Moments like these remind me of what YRP can offer to our ex-offenders and their families, that is, hope for a better future. It takes time and commitment from many folks to organise the YRP and I am grateful for their contribution. I am also glad that our run can help to raise awareness of YRP and make a difference for someone,” said Ms Patricia Tung, Chairperson of YRPR Committee 2016.

As part of the ‘Run for Second Chances’ Movement, 13 organisations and 164 strong advocates stepped forward to help raise a total of $123,670 for the Yellow Ribbon Fund in support of the movement. The movement illustrated the many helping hands from employers, colleagues, families, friends, officers and volunteers all playing their part to support the ex-offender in their reintegration journey.

“I feel that inmates and ex-offenders usually develop low self-esteem. They lose confidence in themselves and feel useless for landing themselves in prison and burdening their families. Others have difficulties communicating and expressing themselves, possibly due to issues that they have been suppressing since prior to incarceration and where education was not given enough importance. After release, ex-offenders face stigmatisation by the public and difficulties finding employment due to their past. It is important to create public awareness by spreading the good word of giving second chances and not generalise that ex-offender will never change. With the right support, they can get back on track,” said Ms Siti Harew, a Prison Officer who took part in the ‘Run for Second Chances’ Movement at the YRPR 2016.

Ripple Effects in Czech Republic

Beyond the shores of Singapore, the inspiration from the Singapore’s YRP was realised in the central European nation of Czech Republic, as part of the prestigious Prague International Marathon. As one of the top few running events in Europe, the Yellow Ribbon Run in Prague was organised by a consortium of like-minded organisations led by the Prison Service of the Czech Republic. The event organisers rallied organisations and the man on the street to support the Yellow Ribbon campaign and to build an inclusive society.
Enhancing Rehabilitation through Music

Music is a universal language that expresses feelings and thoughts, and a tool to help inmates to express their hopes and aspirations. Jointly organised with the Composers and Authors Society of Singapore (COMPASS) for the third year, the Yellow Ribbon Song Writing Competition allowed inmates to take their first step towards the local music industry.

“When the inmates were showcasing their talents on the stage at the Song Writing Competition finals, many of us were fascinated by the songs written by them. With a little help from the COMPASS musicians, they surprised many of us by producing such inspiring and powerful songs! I could see that their loved ones were all so proud to watch them perform on that day. At the Tribute of Love session, some family members were close to tears when the inmates dedicated their achievements to them. I was so glad to be given the opportunity to organise the Yellow Ribbon Song Writing Competition and Tribute of Love 2016, and I don’t mind doing it again,” said Mr Chua Cheng Wah, Chairperson of YRP Song Writing Competition 2016.

From Night to Light – Yellow Ribbon Community Art Exhibition

For the first time, the Yellow Ribbon Community Art Exhibition (CAE) was featured as part of the Singapore Night Festival and 42 inmates stepped up to the challenge to display their best art works. The exhibition at the festival saw an all-time high attendance of 21,000 over two weeks. Soaking in the theme, inmates presented their works through the theme of “From Night to Light” as part of their hopes to overcome their dark times through the glimmer of hope offered by their loved ones. This event is led by the Singapore Art Museum (SAM) curators and two YRP volunteers, Mr Kim Whye Kee and Mr Barry Yew, who were both ex-offender artists from the Visual Arts Hub. They provided the inmates with technical guidance, creative consultations on their artworks and pushed them beyond their limits.

“The theme for this year is to touch on the transformation and change that an inmate had to journey through to seek the silver lining at the end of it. This had inspired a total of 31 pieces of various art forms produced by the inmates to express their individual stories through creative creation. I am proud to be part of this meaningful project,” said Mr Edwin Goh, Chairperson of Yellow Ribbon Community Art Exhibition 2016.

Yellow Ribbon Hope Exhibition

Reaching out to the heartlands, the YRP created a series of exhibitions and roadshows throughout the year to engage the man on the street, near their residential areas. The interactive exhibition brought awareness to residents about the reintegration issues faced by ex-offenders and highlighted the importance of community support in re-integrating ex-offenders and helping their families in the heartlands. The exhibition featured an immersive experience such as a mock-up prison cell, SCORE Laundry and Bakery.

“The Yellow Ribbon Hope Exhibition allowed us to reach out to a wider community in the heartlands. I am certainly glad to be involved in this committee as it has given me the opportunity to be part of the outreach project, which was indeed insightful,” said Mr Raymond Ng, Chairperson of Yellow Ribbon Hope Exhibition 2016.

Community Leadership Among Singapore Youths

Inspired by the messaging of the campaign, a group of spirited youths came together and invested time for a good cause while waiting for entry into university. The YRP recognises the importance of inculcating into the leaders of tomorrow, the message of not stigmatising ex-offenders, to give them equal opportunities and to offer second chances.

The youth-led project ‘Non Gudicica’, which also means ‘Don’t Judge’ in Italian, was organized through a collaboration with Timbre, a SCORE employer who hosted the event at their venue, The Barber Shop. This collaboration of like-minded people coming from all walks of life for a good cause is a model to exemplify a movement by the community, for the community. Mr Danny Loong, Co-founder of Timbre, and three ex-offenders came together to share their story on how second chances had changed their lives to encourage more people in the community to support the Yellow Ribbon cause.

*Being part of Yellow Ribbon Community Engagement Committee has been an enriching and heart-warming experience as the committee provided many opportunities to network with youths and spread the objectives of the Yellow Ribbon Project through them. It is truly heartening to see the positive responses and eagerness from our youth volunteers to aid in the acceptance of ex-offenders in our community,” said Mr Kamalani Sinnadoss, Chairperson of Yellow Ribbon Community Engagement Committee.

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1 Visual Arts Hub, an on-site workshop inside prison, as part of the art rehabilitation training for inmates.
AN EMINENT VOLUNTEER & ACCOMPLISHED VISITING JUSTICE
MR KOH CHOON HUI
PJC BBM(L) BBM PBM JP

Mr Koh, 76, served as a Visiting Justice for 18 years since 1999. He served as the Vice-Chairman from 2001 to 2004, and later appointed as the Chairman in 2005. The BOVJ & BOI comprise 79 Board Members who are Justices of the Peace appointed by the President of the Republic of Singapore under section 1111 of the State Courts Act (Cap. 321). Under Mr Koh’s leadership, the Board provided valuable insights and important counsel to the Singapore Prison Service (SPS) which contributed to SPS’ reputation in the International corrections community, characterised by operational excellence and effective interventions grounded in evidence-based principles.

As Chairman of BOVJ & BOI, he spearheaded the Board’s effort to contribute more to the cause of offender rehabilitation by setting up the Inmates’ Families Support Fund (IFSF) in 2006. The initiatives under IFSF are the disbursement of vouchers and baby gift hampers to inmates’ families, and matching incentive for families of local working inmates under the Inmates’ Caring Act through Remittance of Earnings (ICARE) scheme. These initiatives focus on providing educational support for inmates’ children, and basic financial assistance to inmates’ families who are in crisis as a result of the incarceration of their loved ones. For example, inmates are encouraged to sign up for the ICARE scheme and matching incentives are given to their families after they remit home their work allowance. The ICARE scheme instills a sense of responsibility in inmates towards their families and family bonds are further strengthened when inmates are making effort to show their care for their families in a tangible way. Since 2008, IFSF has provided assistance to more than 11,000 beneficiaries. Despite Mr Koh’s busy work commitments, he also led the Institutional Discipline Advisory Committee from 2008 to 2012; Life Imprisonment Review Board and The President’s Pleasure Review Board since 2005, and the Long Imprisonment Review Board since 2014.

Besides SPS Boards and Committees, Mr Koh has also contributed significantly in various social causes in the community. A visionary statistic of the social sector for more than four decades, Mr Koh nurtured several social service agencies. For example, as Chairman of Singapore Children’s Society since 1978, he expanded the charity fortyfold over 38 years in bringing relief and happiness to children in need. Singapore Children’s Society is recognised as a leading charity in Singapore and has won many national and regional awards. Under Mr Koh’s stewardship, Singapore Children’s Society pioneered many new services and programmes.

Mr Koh’s many contributions to the community, he had received various awards and accolades from different Ministries and Organisations. In particular, in 2013, Mr Koh received the Outstanding Volunteer Award from the Ministry of Social and Family Development. The National Day Awards of Meritorious Service Medal (RIG), Public Service Star (Bar) [BBM(L)], Public Service Star [BBM], and Public Service Medal (PBM) were conferred to him in 2011, 2001, 1991, and 1990 respectively.

Standing ovations have been few and far between at the Synergy Room. During the 24th Board of Visiting Justices and Board of Inspection (BOVJ & BOI) meeting held in November 2016, everyone in the room, stood on their feet and gave their heartfelt appreciation to Mr Koh Choon Hui who had announced that he would be stepping down as Chairman of BOVJ & BOI on 28 February 2017.

The Ministry of Home Affairs and the Singapore Prison Service (SPS) owe Mr Koh Choon Hui a debt of gratitude for his 18 years of serving on the Board of Visiting Justices (BOVJ) and Board of Inspection (BOI) since 1999 and then as Chairman from 2005. He had worked with no less than four Commissions of Prisoners.

During his tenure as Chairman, Mr Koh initiated many new practices to strengthen the work of the Board. He started a bi-annual Board meetings to be attended by Prison Principals and to receive feedback received by Board members during their visit to the institutions. He also introduced a dialogue between the Board and Commissioner Prison.

Mr Koh worked very hard to help inmates and their families. He established the Inmates’ Families Support Fund in 2006 to provide educational support for inmates’ children and basic financial assistance to inmates’ families in need. Mr Koh actively sought support from the BOUJ and his network of contacts to contribute to the Fund, which had benefited more than 11,000 beneficiaries over the years.

Mr Koh also served as Chairman of three other SPS-related boards/committees viz. Life Imprisonment Review Board, the President’s Pleasure Review Board, and Long Imprisonment Review Board. These are very important boards/committees that provide an independent safeguard over the release of long-term prisoners who may continue to pose a risk to the public.

I am grateful to Mr Koh for his invaluable contributions. He is a source of great support and wise counsel to the SPS. He treats everyone with respect and courtesy. Our staff who work with him closely on BOU matters have the highest regard for Mr Koh, and so do I.

I extend to Mr Koh our deep appreciation and gratitude, and send to him and his family our very best wishes. We are fortunate to have such a strong friend and staunch supporter of the work that we do.

- Permanent Secretary [Home Affairs], concurrently PS [Prime Minister’s Office] and PS [National Security and Intelligence Co-ordination], Mr Leo Tip
What were the achievements that you had accomplished during your appointment as Chairman of Board of Visitors Justice and Board of Inspection (BOJ & BOI)?

The board had 79 Visitors. Justice who are committed volunteers and had contributed significantly to the board's achievements. As Chairman, I set the strategic direction and framework for the model. We had invited our semi-annual board meetings for BOJ & BOI in April 2005. The meetings provided opportunities for Visitng Justices to get together, share their experiences and learn from each other, and also to know the management and officers from the Singapore Prison Service (SPS). The introduction promoted a better understanding and proved to be an ideal platform for Visiting Justices to provide feedback and suggestions to SPS. The meetings allowed SPS to share with Visiting Justices on new initiatives that were implemented in prisons. The model was introduced to the Commissioner, Visiting Justices could seek clarifications on the initiatives that were implemented. I strongly believed that when volunteers understand and know more about the vision and mission of SPS, they would see greater meaning in their work and become more committed.

The Inmates’ Families Support Fund (IFSF) was set up by Visiting Justices in collaboration with Singapore Corporation of Rehabilitative Enterprises (SCORE) in 2008. IFSF provides financial assistance to inmates' families, especially children of inmates, to cope with the incarceration of their loved ones. The Inmates’ Caring Act through Remittance of Earnings (ICARE) is an innovative scheme implemented by IFSF. Under the scheme, 1% matching incentive would be given to inmates' families when inmates remit their savings from work allowance to their families. The act of home remittance would strengthen the bonds between inmates and their families, and more importantly, families would continue to support inmates in their rehabilitation when inmates make an effort to show their care and love in a tangible way. IFSF receives strong support from the visiting Justices and their circle of friends. The donors had great faith in the work of IFSF and had donated generously to support SPS. They see the positive impact of ICARE on both the inmates and their families.

Since 2009, BOU & BOI had worked together with SPS to arrange for study visits to other correctional institutions in overseas jurisdictions to learn and to share experiences. The response for the study visits were overwhelming. Study visits were organized to Hong Kong & Macao in 2009, Beijing in 2011, and Sydney in 2014.

Over the years, BOU & BOI have become a valued partner to SPS in making a difference to inmates’ lives, and assisting SPS in achieving its vision and mission.

Could you share with us on your sentiments regarding SPS’s developments during your 18 years of service as a Visiting Justice since 1997?

SPS has made significant transformational developments which had taken place since 1999. During my visits to institutions in 1999, invariably, overcrowding situations were observed in institutions. The museums would invariably be higher than the capacity of the institutions. That was the kind of challenge that former Director of Prisons, Chua Chin Kiat, and his management team were confronted with. The overcrowding situation coupled with ageing facilities had also contributed to low staff morale. There was no other alternative to improve the situation than to reform and transform the prison service.

We cannot talk about the development of SPS without mentioning about the making of the "Captains of Lives". It was not an easy task to change the philosophy from a custodial and security institution mindset, where inmates were securely housed to protect the public from harm, to a philosophy of rehabilitation and reintegration. Irrefutably, there were skeptics. For SPS, the management team had to embrace the change in philosophy or the problem would deteriorate. Overcrowded prisons would potentially pose safety and security problems for inmates and prison officers. Through my conversations with Chia Chin Kiat, I understood the frustration and difficulties he encountered when embarking on the transforming of SPS towards rehabilitation and reintegration. He and his team persisted with the transformation, to give inmates a second chance, to equip them with skills so as to increase their chances of employability upon release, reintegrate into society and hopefully not to offend again. The results had been quite dramatic where recidivism rate in early 2000 was over 40% and the current slightly over 20%. To Chia Chin Kiat and his team, failure was not an option.

Another significant development of SPS is the set-up of Kaki Bukit Centre Prison School which was opened in 1997. The school provides an opportunity to attend classes at the school. In 2010, the school was awarded second place at the Education Division. The school provided an opportunity for inmates to build bridges with external organisations and leverage on the assets in the community to help achieve SPS’s vision and mission. I am confident that SPS will be an institution of world reputation, an institution that other correctional institutions in other parts of the world will want to benchmark with.

What do you envisage about SPS’s progression in 2035?

It is difficult to predict what the world will be like in 2035. Certainly, it will be quite a different world. SPS's transformation since 1999 was very successful, and another phase of transformation will be required moving into 2035. I believe that this second phase of transformation has to start now.

Probably, and very likely, there will be a lot more elderly inmates, and SPS has to equip itself with facilities within the cells to cater for the elderly inmates. With better tools we can detect more accurately inmates with mental health and/or psychiatric issues. This group of inmates will likely increase. Beside the change in age profile, I think the inmates’ profile may also change. Very likely, we are going to see inmates who will be incarcerated because of cybercrimes or financial crimes. The anticipation of these trends will be important for SPS. The dimension of the issue will likely become more complex. However, having seen how SPS has transformed successfully over the past 18 years, I am confident that SPS will be successful in managing the next phase of transformation.

At the 2016 Corporate Advance, former Commissioner of Prisons, Soh Wai Wah, shared about the ideology of ‘prisons without walls’ and ‘prisons without guards’. The manpower crunch in Singapore will continue to be a challenge. So, the concept of ‘prisons without walls’ and ‘prisons without guards’ may be a reality. We definitely need to be worth working towards. I encourage the management of SPS to make this not just a dream or an aspiration, but to make it a reality.

While SPS has spent much effort in working with the community to provide in-care and after-care for inmates, SPS should continue to build bridges with external organisations and leverage on the assets in the community to help achieve SPS’s vision and mission. I am confident that SPS will be an institution of world reputation, an institution that other correctional institutions in other parts of the world will want to benchmark with.

What advice would you give to other Visiting Justices?

When we become a volunteer, we should take our voluntary work seriously, if not, more seriously than our work. We must be passionate and believe in what we are doing. Without passion, I don't think we are able to serve well. I urge all my fellow Visiting Justices to continue to commit time and effort to serve. As long as we can make a difference, even to one life, that is rewarding in itself. The work of Visiting Justice is special, as it is compared to other voluntary work, because it is only Justices of Peace who are appointed as Visiting Justices and have that privilege to visit the correctional institutions. The group of people (inmates) have made mistakes in the course of their lives, and certainly, we should play our part to help them turn their lives around.

What would be the guiding principles that you uphold when volunteering your service?

I believe that service to others and the belief in the power of the best. As volunteers, we should never say that we had done enough, no matter how long we have served. For as long as we are able, fit, healthy, and enjoy what we are doing, we should continue to serve because the job is never done. There will always be people in the community who need help. It is our responsibility to help others than to be served, and we should not look at it as a sacrifice. Besides giving our time, expertise and effort, we should also be generous when it comes to giving. The conventional thinking is to ask people to give until it hurts, but every time you give and feel hurt, you are not likely to enjoy giving. When we give, we must give until it does not hurt and giving becomes second nature to us. For those of us who have, we should help the have-nots and those who will never have. Those of us who have a voice, must lend our voice to those without a voice. This will promote an inclusive and caring society. There are a lot of individuals and organisations who need help and we are able to help, let’s do our part!
Contributions to Singapore Prison Service Boards & Committees

Board of Visiting Justices & Board of Inspection (BVI) & BOP
Member, 1999 – 2010
Chairman, 2001 – 2014
Vice-Chairman, 2001 – 2004
Chairman, 2005 – Feb 2017

Lio Improvement Review Board & The President’s Pleasure Review Board (LIRRB & TPPRB)
Chairman, 2005 – present

Institutional Discipline Advisory Committee I (IDAC I)
Chairman, 2008 – present

Inmates’ Families Support Fund (IFSF)
Chairman, 2008 – Feb 2017

Long Imprisonment Review Board (LIRR)
Chairman, 2014 – present

Thank you for discharging your role as Chairman of the Board of Visiting Justices with distinction. You had safeguarded the rights of inmates and helped set high standards for the staff. You had been far-sighted, showing a deep understanding of issues inside the prisons. Your leadership had transformed the way the Board of Visiting Justices contributed, particularly in the setup of the Inmates’ Families Support Fund. Both inmates and staff, and the prison system as a whole, had benefited from the outstanding manner you carried out your duties. On behalf of Singapore, thank you!

- Former Commissioner of Singapore Prison Service, Mr. Soh Wai Wah

Contributions to Social Sector

Singapore Jaycees
President, 1968

Singapore Children’s Society
Chairman, 1978 – present

Asian Institute of Management Alumni of Singapore
President, 1979 – 1980

Barney Secondary School Advisory Committee
Chairman, 1979 – 2605

JCI Senators Club Singapore
President, 1982

Rotary Club of Singapore
President, 1984 – 1985

Community Chest
Vice-Chairman, 1994 – 2000

National Council of Social Service
Vice-Pres., 1994 – 2000

Board of Visitors to Woodbridge Hospital
Board Member, 1994 – 2004

Ministry of Community Development, Youth and Sports
Chairman, 2000 – 2014

Panel of Disciplinary Committee, Public Service Commission
Member, 2000 – 2006

Singapore’s ASEAN Commission on the Promotion and Protection of the Rights of Women and Children
Representative, 2010

Charity (Social Service) Sub-Committee, Singapore Totalisator Board
Chairman, 2011

SOS Steering Committee and Partnership Committee
Co-Chairman, 2013

In all my years of knowing Mr Koh Choon Hui, he is very much the same warm and gentle person as when I first met him in 1999 as a Board of Visiting Justice (BVI) and, more recently, as Chairman BVI. Mr Koh has been highly effective in the way he guides his 19-member Board. They have provided us with constructive feedback and wise counsel. It has been our privilege to have worked with Mr Koh and his Board, providing independent oversight over prison operations and programmes. We wish Mr Koh every success and the best of health as he continues to make a difference in the lives of those he serve.

- Commissioner of Singapore Prison Service, Mr. Desmond Chin

Choon Hui, a respected leader of community and social services sectors in Singapore for more than 30 years and was appointed Chairman of the Board of Visiting Justices & Board of Inspection in 2005. He has led the Board with distinction, greatly improving the communication between the Visiting Justices (VJS) and the prison officers through regular communications and meetings.

He set up the Inmates’ Families Support Fund (IFSF) which provides a platform for Vis and friends to give financial assistance to the inmates’ families. Through the iCare project, a dollar to dollar matching programme of IFSF, the inmates are able to help alleviate the financial needs of their families, bringing pride to the inmates and improving bonding with their families.

We would like to thank Choon Hui for his services and send him our best wishes on his retirement.

- Vice-Chairman of Board of Visiting Justices & Board of Inspection, Mr. Phillip Tan Eng Seong

I have known Choon Hui for almost 20 years. I have had the privilege of being his partner during prison visits and every visit was a new experience. He has a great understanding and knowledge of the Singapore prison system. To him, prisoners are generally just people who have had a misadventure. Those who had attended his BVI & BOP meetings would come off with a better understanding of what matters in prison life and what necessary adjustments need to be made to improve it. The setting up of the Inmates’ Families Support Fund, a worthy cause, and the support it receives indicates the respect and appreciation he enjoys from his peers. It is sad that he has decided to step down. It will be a loss to his peers and the prison service. So friend and guide, adieu.

- Member of Board of Visiting Justices & Board of Inspection, Mr. S. Pushlandran

I have known Choon Hui since the 1990s as a fellow board member of the National Council of Social Service and the Board of Visiting Justices and Board of Inspection. It has been a pleasure serving on these Boards under his dedicated leadership. With his insightful and engaging yet determined ways, Choon Hui has been able to positively engage regulators, fellow board members and management such that new insights, initiatives and programmes have resulted to the benefit of the beneficiaries and particularly the inmates and their families within the Prison Service. I wish him well in his future engagements.

- Member of Board of Visiting Justices & Board of Inspection, Ms. Frances Cheang Chin Neo
OPERATIONS DIVISION

ROLES AND FUNCTIONS
OPERATIONS DIVISION MANAGES THE KEY PROCESSES OF OPERATIONS AND SECURITY, OVERSEEING THE SAFE AND SECURE CUSTODY OF ALL INMATES.

STRENGTHENING OUR OPERATIONAL IMPERATIVES

SPS’s Operations Division oversees the management of SPS’s daily operations. It ensures that SPS’s institutions are operationally ready and prepared to respond to contingencies. To strengthen SPS’s dynamic operating environment and maximise operational learning and sharing, Operations Division works closely with ground units to review and develop operational policies and capabilities. This ensures that SPS maintains and upholds high operating standards.

Operations Division oversees day-to-day management of all operational matters, ensures SPS’s operational readiness to deal with contingencies. We review and develop operational policies and capabilities to ensure SPS is always ready to meet challenges and able to stand up to public and international scrutiny. To strengthen our dynamic operational environment and maximise operational learning and sharing, we work closely with the ground units so as to enhance our operational practices and procedures. This is done through after action reviews, feedbacks, regular meetings, forums, drills, community of practice and we ensure that the information is communicated to all ground staff.

KEY WORKPLAN INITIATIVES

Review of Operational Practices
Operations Division conducts regular reviews of our policies and practices to ensure that both operational procedures and the relevant guidelines remain suitable, adequate, effective and efficient. One of the main focal areas for our reviews in 2016 was the safety and security of our prisons. The reviews took into consideration lessons learnt from past incidents and near misses, and incorporated suggestions and feedback from the ground. Operations Division also scanned the horizon for global trends and practices that can help put SPS in good stead to face future challenges. Another dimension which we also considered in our reviews was how to improve our policies and practices so that they meet international best practices. In addition, creating a dignified environment for our inmates so that rehabilitation can take place while not compromising on operational safety and efficiency continues to be the bedrock that underlines our policies and procedures.
Building SPS Contingency Response Capabilities

Over the last two years, improvements were made to the conduct of contingency exercises. For example, institutions were exposed to scenarios that required them to manage incidents with multiple and wide-ranging issues. This had sensitised the ground to the complexity and interdependence of issues that surround the mitigation of prison disturbances. Institutions were given the flexibility to pause exercises so that learning could take place there and then. Incorrect responses by the staff in reacting to the incidents were identified during exercises and stopping the exercises allowed learning exchange. Doubts faced by the officers were addressed on the spot and this promoted a proactive learning culture.

In 2016, Operations Division continued to engage the Clusters in the planning of exercises to make them more realistic and reflective of the operational terrain. This year’s focus was also on building up the capability of the incident commanders. Superintendents, 2nd Deputy Superintendents and Head Operations across institutions were given training to play the role of exercise evaluators. Alongside Operations Planning Officers and experienced associate evaluators, they were given opportunities to observe first hand how fellow Superintendents and Head Operations manage a contingency. Positive feedback was received as the change in perspective enabled them to observe best practices in other institutions, which served as valuable takeaways.

In 2016, a HQ Operations Command Exercise was conducted for HQ staff units. Staff were tested on their response to the management of issues pertaining to prison disturbances. Inter-unit coordination and collaboration were also assessed as part of the Exercise objectives. Staff officers who were newly posted to HQ had found the Exercise useful as they had no experience with regard to their new roles.

UNIT HIGHLIGHTS

Pilot of PORTS II Mobile Device
The PORTS II mobile device pilot was conducted at three prison institutions in 2016. The objective of the pilot was to allow the ground staff to test the device and provide feedback to improve both operational and technical requirements before its full implementation to other institutions. Operations Division, together with Technology Branch, worked with the piloting institutions to collect feedback and improvements to the deployment of these devices. The intended outcome of the mobile device is to allow staff to access PORTS II for inmate case management and also perform operational and logistical tasks in a more efficient and productive manner.
STAFF DEVELOPMENT & FINANCE DIVISION (SDFD)*

*SDFD was renamed as Staff Development Division (SDD) with effect from 1 April 2017 onwards.

ROLES AND FUNCTIONS

SDFD OVERSEES THE REVIEW OF ALL STAFFING, TRAINING AND PERSONNEL POLICIES AS WELL AS ENSURES OPTIMAL FUND UTILISATION IN THE DEPARTMENT.

STRENGTHENING OUR HR STRUCTURE AND EQUIPPING OUR STAFF FOR THE TRANSFORMATION JOURNEY AHEAD

SDFD strives to be a valued partner of each unit in SPS, working together to achieve organisational excellence through sound Human Resource (HR) strategies and financial plans to meet her changing needs.

KEY WORKPLAN INITIATIVES

Enhancing Staff Competencies

As a Correctional Agency, SPS has increasingly adopted more evidence-based approaches towards correctional work both within and outside the prison walls. Hence, it is important that our officers are equipped with new competencies that would enable them to be more effective in their jobs. The following courses are intended to achieve this objective:

- **Equipping all Uniformed Officers with Core Correctional Practices Knowledge**

  The Prison Staff Training School (PSTS) has worked with the PCRD to develop the basic Core Correctional Practice (CCP) knowledge which was first delivered to the new trainee cohort in July 2015. Starting from FY2017, the CCP principles will be incorporated into the uniformed officers’ training. Some of the core CCP principles include:
  - Anti-criminal modelling and reinforcement
  - Effective use of authority
  - Effective use of community resources
  - Problem solving skills
  - Effective interpersonal relationships

- **Maximising Opportunities to Support Transformation Training**

  Maximising Opportunities to Support Transformation (MOST), is a course to equip our officers to be effective in steering offenders towards pro-social living in their communities. In collaboration with PCRD, PSTS has conducted a total of seven training sessions for 156 officers working in the Transformational Environment such as the Pre-Release Centre (PRC), Drug Rehabilitation Centre (DRC) and Changi Women’s Prison (CWP), since its first run in 2013. The knowledge and skills attained in the MOST course empowers Personal Supervisors (Casenamek), who qualify as authorities and guides in the change process, to be role models of lifestyle and identity change. On top of imparting knowledge to officers, the MOST training also provides hands-on learning which enhances retention of the training objectives in learners.

  The sessions, which employ the EDGE framework (Educate, Demonstrate, Guide and Experience), comprises classroom training, coaching, and onsite assessment. The MOST training syllabus and competency framework are structured around three areas, namely Foundational abilities, Knowledge and Skills. There are plans to extend this training beyond the Transformational Environment to Personal Supervisors (Casework) in Cluster A in 2017.
**Staff Development & Finance Division (SDFD)**

**UNIT HIGHLIGHTS**

To further foster good health and wellbeing amongst staff, SWB enhanced its outreach to provide more opportunities to encourage healthy lifestyle in the workplace. These initiatives include Health talks, Basic Health Screening sessions, Food for Thought and Trampoline sessions. One of the most recent initiative by SWB is the Weight Loss challenge, aimed at helping staff with above-average BMI (>25) to work towards the healthy BMI range (18.5 to 24.9) by adopting a healthier lifestyle. To aid participants with this change, 12 workshops and 10 workout sessions have been planned over a year starting from October 2016, to equip participants with tools and resources to make permanent lifestyle changes, namely through physical activity, improving diet nutrition and creating the awareness of mental well-being. Forty-one lucky participants were chosen to embrace this weight loss challenge where the top few contenders would be awarded with attractive prizes.

**Enhanced Retirement Planning Framework**

The Enhanced Retirement Planning Framework is an initiative launched on 1 October 2016 by the Staff Wellbeing Branch (SWB) to better support officers in retirement planning. Targeted at the Home Affairs Uniformed Services (HUS) officers with less than five years to retirement, the framework provides a structured pathway programme which offers Pre-Retirement Seminars, co-sponsorship on course fees, financial planning and career transition courses, potential post-retirement employment opportunities and post-retirement engagement programmes. Since its launch, four Pre-Retirement seminars that reached out to 225 officers have been conducted to get participants started on their retirement plans. The seminars were well received and saw many who expressed their gratitude towards SPS for going the extra mile to better prepare them for retirement.
REHABILITATION & REINTEGRATION DIVISION (RRD)

ROLES AND FUNCTIONS

RRD plans and provides for rehabilitation, reintegration and aftercare programmes for current and outgoing offenders.

ADVANCING SPS’S CORRECTIONAL EFFORTS

Made up of three branches, namely Rehabilitation Policy & Planning, Programme Management, and Community & Family Policy, RRD oversees the rehabilitation efforts of SPS and facilitates the eventual reintegration of offenders to the community. RRD also works closely with other Home Team departments and community partners to advance SPS’s standing and development in the field of Corrections.

KEY WORKPLAN INITIATIVES

Halfway House Service Model
The Halfway House Service Model (HSM) was implemented to create a structured residential aftercare framework for offenders undergoing community based programmes at the Halfway Houses during the tail-end of their sentences. At present, there are eight Halfway Houses on the HSM – Breakthrough Missions, Green Haven, HEB-Asham, Jamiljah Halfway House, Pertapis Halfway House, Teen Challenge, The Hoping Home, and The Turning Point.

RRD conducts regular reviews of the HSM to ensure that it remains robust and relevant in supporting the halfway houses’ work of reintegrating ex-offenders to society.

The HSM was subsequently reviewed and HSM 2.0 was implemented in 2013 to introduce a secular basic curriculum across the halfway houses. The HSM underwent a further review to enhance its programme and operations and HSM 3.0 was implemented in 2017.
PORTS II Rehab System

It was a collaborative effort as representatives from various stakeholder units across SPS provided their inputs on how the Prison Operations and Rehabilitation System II (PORTS II) Rehabilitation module could improve their respective areas of work. Eventually, the PORTS II/Rehabilitation system was commissioned on 30 September 2016.

Consisting of nine sub-modules, it seeks to aid staff in better managing and optimizing work processes, as well as to support and bring efficiency to the daily demands of rehabilitation operations. The enhancement of the ‘Inmate Rehabilitation Overview’ and ‘Personal Route Map’ sub-modules are examples of how data was streamlined for more operational efficiency.

The ‘Inmate Rehabilitation Overview’ module provides a one-stop access to offenders’ current incarceration records. Information such as the offenders’ risk levels, assessment results, programme enrolment, emplacement dates, and history of referrals, appeals, and requests could be easily retrieved.

With the ‘Personal Route Map’ module, offenders would be automatically charted for rehabilitative programmes based on their eligibility, risk profile, needs and categories. Staff would then be able to track the relevant programmes available for offenders at various stages of their incarceration. Interviews conducted with changes could be documented by staff. Similarly, staff would be able to submit progress reports and view the status of programmes which the offenders were charted for.

UNIT HIGHLIGHTS

Operationalisation of Selarang Halfway House

The upcoming Selarang Halfway House slated for completion in 2019 will operate within a purpose-built facility located within the future Selarang Park Complex. In the interim, operations of the Halfway House has commenced in January 2017 at the Lloyd Less Community Supervision Centre.

The Selarang Halfway House is a transitional residential facility which seeks to provide a structured step-down environment to support and facilitate the supervision and reintegration of ex-offenders undergoing the Mandatory Aftercare Scheme (MAS).

Other than providing a safe and supportive environment, the working ethos of the Selarang Halfway House targets MAS ex-offenders based on their risks and needs. It ensures a continuity of care for offenders to better facilitate their reintegration to society. As of March 2017, the Selarang Halfway House has received 10 residents.
LOGISTICS & TECHNOLOGY DIVISION (L&TD)*

*L&TD was renamed as Logistics & Finance Division (L&FD) with effect from 3 April 2017 onwards.

ROLES AND FUNCTIONS

TO OVERSEE THE THREE MAJOR AREAS OF FUNCTIONAL SUPPORT IN SPS: TECHNOLOGY; INFRASTRUCTURE AND LOGISTICS.

BUILDING THE LOGISTICS, INFRASTRUCTURE AND TECHNOLOGICAL FOUNDATION FOR SPS

L&TD creates a safe and conducive work environment, advances SPS with strategic technology use and strengthens governance in resource management.

KEY WORKPLAN INITIATIVES

Life Cycle Management (LCM) of Critical Systems and Equipment

2016 marked the start of an important journey in the renewal of key systems and equipment in the prisons, particularly those in Cluster A which have been operating for the past 12 years. One ongoing project is the replacement of its Computer Room Air Conditioning System (CRAC) in Cluster A which will be completed by 2018. Another project to be rolled out is the overhaul of the major air conditioning system throughout Cluster A which will take place in late 2017. Concurrently, planning had started to progressively replace all other outmoded systems and equipment. Examples of these systems and equipment are the water pumps, mechanical ventilation system and fire alarm system. Above all, Infrastructural Development Branch started a new initiative to future-proof the infrastructure and critical equipment in SPS by leveraging technology to transform critical equipment care and add resiliency to the utilities distribution networks.
Offender Rehabilitation Management System (ORMS)
At the aftercare front, two additional platforms had been added to the Offender Rehabilitation Management System (ORMS). Vital to SPS’s towards “Prison Without Walls” are the Case Management System (CMS) and Community Corrections Operations System (CCOS).

The Case Management System provides a common platform where information on an offender’s progress in the aftercare phase is made readily available. It contains modules that capture and manage all offenders’ information such as accommodation, employment, families, movements and volunteer log files. The system caters to officers, case workers and other stakeholders working beyond the prison walls and enabling them to be more effective in community corrections.

The Community Corrections Operations System manages the discipline and supervision of offenders in the aftercare phase. The system has modules for discipline management, curfew management and management of urine test schedule for offenders.

Vehicle Replacement Programme FY15-FY17
As part of the three year vehicle replacement programme to support operational needs, three new innovations and one Black Maria bus had been added to the existing fleet of vehicles.

Strengthening Procurement & Finance Competency
To strengthen SPS’s procurement and finance competencies, Logistics Branch continued to work with Finance & Administration Branch to develop relevant topics to educate officers through customised procurement courses. Periodic broadcasts had also been a regular feature to keep officers abreast of the latest directives and guidelines.

Review and Redesigning of Operation Vest and Uniform
A key project undertaken by the Logistics Branch was the review aimed to redesign the operation vests worn by escort staff to capitalise on wearable technologies, and to improve the quality of staff uniform in terms of functionality and comfort. The new operation vest will be able to hold items such as the body worn camera, communication devices, and handcuffs while ensuring a balance of load across the body and lightening the bulk of the weight on the officers’ utility belt.

UNIT HIGHLIGHTS

PORTS II (Mobile PORTS II & Devices Business Intelligence)
PORTS II, as the main information management system of SPS’s core functions and businesses, PORTS II had been split into five individual systems - Operations, Registry, Intelligence, Discipline and Rehabilitation - to best meet the requirements of each specific business domain within SPS’s operations.

Apart from the data that officers are able to access from PORTS II, the latest Business Intelligence System allows for sense-making of the data and converting them into meaningful operational information dashboards. This enables Commanders to derive actionable intelligence and take more swift action to address operational issues.

On the ground, the introduction of mobile devices to all officers allows them access to up-to-date information and data capturing on the go.

Public Sector Taking the Lead in Environmental Sustainability (PSTLES) 2.0
Led by the Infrastructure Development Branch, SPS completed the replacement of the normal water fittings with water-efficient ones for Cluster A, B and C. A five percentage point in water saving had also been achieved as compared to the baseline of water consumption in 2013 used by PSTLES. Significantly, SPS had also met PSTLES’s target of five percent water saving for all government agencies between 2013 and 2020. Meanwhile, the branch looks forward to the replacement of existing lightings with energy-efficient ones commencing in September 2017 and completing by May 2018.

PUB Watermark Award 2017
The PUB Watermark Award was introduced in 2007, to recognise individuals and organisations for their outstanding contributions and commitment to protect and raise awareness of Singapore’s precious water resources. It is the highest award from the Public Utilities Branch (PUB).

SPS has the social responsibility to do our part in water conservation. This year, SPS was recognised for its contributions towards raising awareness about water and water conservation.
INTELLIGENCE DIVISION

ROLES AND FUNCTIONS

PLAN, DEVELOP AND MANAGE INTELLIGENCE OPERATIONS AND ENSURE THE TIMELY DISSEMINATION OF INFORMATION TO RELEVANT PARTIES.

EVER VIGILANT

Intelligence Division (ID) works tirelessly behind the scenes to gather, analyse and disseminate relevant information to support operations, facilitate effective decision-making, and prevent undesirable incidents from occurring.

Officers from ID work in close collaboration with fellow staff, external counterparts, as well as community partners and volunteers to contribute towards the successful rehabilitation of inmates.

KEY WORKPLAN INITIATIVES

Expansion of Intelligence-Driven Dynamic Security Operating Model
Following the positive feedback from the initial phase of the trial of the Intelligence-Driven Dynamic Security (IDDS) operating model in FY2015, ID expanded the trial in both breadth and depth to include more institutions and housing units within participating institutions, as well as officers from the ground.

ID also developed and rolled out the Intelligence Business Analytics (IBA) tool to facilitate better sense-making by officers involved in the IDDS trial. This enables officers to better identify emerging trends and conduct quick analysis of the daily situation reports.
Developing and Strengthening Relevant Skillsets

ID continually enhances the skills and capabilities of Intelligence Officers (IOs) through training. ID was involved in the initiative to develop a Home Team-level course for IOs to give officers a better appreciation of the work of their Home Team Intelligence counterparts and lay the foundations for better inter-agency collaboration.

Selected officers from ID also attended intelligence-related courses conducted by SPS’s counterparts, such as the Basic and Intermediate Field Intelligence Officers’ Course and the Crime Pattern Analysis Course, to widen their exposure and develop their skills in the area of intelligence work.

ID also sent officers for Business Analytics-related courses and conferences to develop Business Analytics capabilities within ID.

**Strengthening Collaboration with Strategic Partners and External Agencies**

ID stepped up collaboration with external agencies and strategic partners to better support SPS’s transformational journey in corrections. ID intensified its efforts in information exchange and joint operations with strategic partners in view of the SPS’s expanding efforts in the aftercare arena.

ID also enhanced engagement with external agencies to strengthen networks for information and knowledge exchange. For example, ID hosted a short attachment programme to better understand each other’s operating terrain and challenges.

**UNIT HIGHLIGHTS**

**Engaging Partners**

ID proactively held regular briefing sessions for both internal and external partners such as counsellors, volunteers, and contractors. The purpose of these briefing sessions is to share strategies for more effective communication with inmates to aid our partners in their respective areas of work.
REDEFINING FRONTIERS IN CORRECTIONS, REJUVENATING THE PULSE OF THE ORGANISATION

It also aspires towards organisational excellence through the formulation of organisational development policies and initiatives.

KEY WORKPLAN INITIATIVES

Refining and Rolling Out Our Transformation Plan
The SPSA Transformation Plan was refined in FY2016 and established SPSA’s Operating Model for the future, which encapsulates “Differentiated Intelligence-driven Regimes”, “Full Spectrum Community Corrections”, and “Life-cycle Management of Offenders”.

As part of the Home Team Key Performance Indicators Framework, SPD formulated the SPSA KPIs under the domains of (i) Operational Excellence, (ii) Operational Preparedness, (iii) Operational Capabilities for the Future, (iv) Strong Community Partnerships, and (v) High-Performing Home Team, to track and assess SPSA’s progress in her transformation journey.

Deep Dive into the Transformation Plan
With the Transformation Plan to guide SPSA’s direction into the future and the Workplan set out each year, it is also important to remember that the roll out and implementation process is key to achieving the desired outcomes.

The corporate planning processes are reviewed and enhanced with creative design for the various key corporate planning events, such as the Directorate Retreat, Corporate Retreat, Corporate Advance and Roadshows, to bring about greater engagement of the senior leaders and middle management, and deliberation on the potential risks and pitfalls during the implementation of the various initiatives.

Through the enhanced corporate planning process, the Leadership Group gained insights on new capabilities to pursue, and developed actionable plans across the short to medium term to drive the successful implementation of the Workplan initiatives in SPSA’s transformation for the future.
SPS as an International Thought Leader on Corrections

SPS has built a strong international reputation characterised by operational excellence, effective rehabilitation, successful community engagement and quality research. SPS’s use of research and evidence-based practices stands out particularly in the international corrections’ community. As a Thought Leader in Corrections, SPS will continue to showcase her work in the Asian and Pacific Conference of Correctional Administrators (APCCA), International Corrections and Prisons Association (ICPA) Annual Conference and other notable correctional conferences to share her experience with the international corrections community.

Evaluating the Heart of SPS: Organisational Health Survey 2016

The Organisational Health Survey (OHS) was conducted in August 2016, with 93 per cent of SPS staff providing their responses. The survey sought to understand staff sentiment across the organisation in various domains such as Staff Engagement, Leadership and Culture, and Operations and Safety. SPS performed well and fared better than the norms across national, public service and Home Team levels, which is a testament to the commitment of the organisation to its people. More importantly, with the Home Team gearing up towards Transformation 2025, the results are an affirmation that SPS is better prepared for the upcoming challenges.

Strengthening Capabilities in Project Management

As part of the Home Team Transformation 2025, SPS is looking to enhance existing functional capabilities through various developmental projects. It is thus vital that projects are completed on time and within budget so that SPS has the necessary capabilities to deal with future challenges. Currently, information on Project Management exists in silo in different divisions. SPD thus led a course to impart the fundamentals of good project management to build department capability in the management of extensive projects. Through information sharing, engagement activities and discussion, participants gained a deeper understanding of the processes involved.

STRATEGIC PLANNING DIVISION (SPD)

Re-evaluating Supervisor to Specialist Allocations

Aftercare has become part of the core work of SPS. One of the issues faced by Correctional Rehabilitative Specialists (CRS) was travelling time, as they were often allocated supervisees located at a substantial distance from their homes. To resolve this, SPD looked into a model to better streamline the distribution of supervisees to CRSs. The model takes into consideration various factors such as the CRS’s existing workload and the distances both from the supervisee’s accommodation and the CRS’s accommodation to the location where counselling sessions are held. This would transform existing processes to be more efficient, allowing CRSs to utilise their time more effectively to engage the supervisees under their charge.

UNIT HIGHLIGHTS

Metamorphosis in Motion: Data Science Branch and Organisation Development Branch

SPD has seen much transformation in the past two years. 2015 saw the introduction of Resource Planning Branch (RPB), while 2016 saw the creation of the Data Science Branch (DSB) and the reallocation of the Service Excellence (SE) arm of Organisation Development and Service Excellence Branch (ODSE) to Corporate Communications and Relations Division (CCRD).

Apart from being the custodian of the department’s statistics, DSB’s role has expanded to draw upon the wealth of data accrued by the department to model, predict, and analyse trends. With these changes, DSB’s functions would be better streamlined to chart the future of the organisation.

Redefining Visualisation of Data: Business Intelligence System

In September 2016, the Business Intelligence (BI) system officially went live. Drawing data from various sources such as Prision Operations and Rehabilitation System II (PORTS II), BI transforms raw data into presentable, easy-to-understand insights. These representations are usually in the form of a dashboard, where users can easily access and view data critical to them. For example, a user in SPD would be able to conveniently monitor admission numbers across the department.

This initiative was designed to transition the department towards a data-driven culture. Users would have access to data to help them make more cogent decisions in streamlining and improving work processes.
PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION (PCRD)

ROLES AND FUNCTIONS

PCRD DELIVERS PSYCHOLOGY-BASED CORRECTIONAL PROGRAMMES (PCP) AND SERVICES, CONDUCTS CORRECTIONAL RESEARCH AND REHABILITATION EVALUATION, AND CONDUCTS EVIDENCE-BASED TRAINING FOR STAFF AND INMATES.

SUPPORTING TRANSFORMATION THROUGH EVIDENCE AND RESEARCH

PCRD is made up of a team of dedicated Psychologists and Correctional Rehabilitation Specialists (CRS) who support the transformation of corrections. Its services, which include rehabilitation programmes for offenders and training for staff, are informed by research and evidence and in support of the vision and mission of SPS. PCRD conducts correctional research and evaluation of its own services and programmes to ensure effectiveness and for on-going improvements.

KEY WORKPLAN INITIATIVES

Evaluation of the Enhanced Supervision Scheme: A Throughcare Approach

In 2012, SPS implemented the Enhanced Supervision Scheme (ESS), an evidence-informed throughcare rehabilitation approach, with the objective of reducing re-offending in high-risk offenders.

Offenders on ESS undergo two phases – the in-care and aftercare phase. During the in-care phase, offenders are housed at the Pre-Release Centre (PRC) for ten months, an environment designed to be conducive for rehabilitation. At the PRC, they attend programmes such as the Integrated Criminogenic Programme (ICP), skills training, and other reintegration programmes, designed to address the offenders' multiple risk and needs, as well as issues they might face upon release. Case-coordinators are also assigned to work with the offenders to facilitate their return into the community. Thereafter, in the aftercare phase, offenders would receive community correctional rehabilitation, which includes casework management, individual counselling, and community supervision.

An evaluation study was conducted by the Rehabilitation Evaluation Branch to examine the effectiveness of ESS and the offenders' experience of the regime. The evaluation study compared a sample of high-risk male offenders who were placed on ESS with two comparison groups, one which received only aftercare intervention and another from post cohorts prior to the commencement of ESS.

The results of the evaluation indicated lower recidivism rates for the sample of offenders who were placed on ESS. In addition, the offenders who underwent ESS also showed reduction in the criminal attitudes and attitudes supportive of substance misuse, improvements in psychosocial functioning as well as a greater potential to reintegrate successfully into the community. In all, the findings highlighted the importance of having a throughcare approach and providing interventions that target criminogenic needs of the offenders.
Development of Aftercare Management Model for Serious Crime Offenders

Serious crime offenders, defined as those who have committed serious violent offences against other persons, have different risks and needs as compared to the general population of offenders. They might also pose a unique challenge upon their release into the community.

As such, PCRD, in collaboration with COMC, has developed the Aftercare Management Model, which aims to manage the risks of serious crime offenders on full mandatory aftercare scheme (IMAS) and maximise their potential for reintegration.

The three pillars of success of the Aftercare Management Model lie in the structures, personnel and information management. Upon their release, serious crime offenders undergo a supervision structure monitored by their RO, which consists of GPS tagging and urine supervision. Additionally, Correctional Rehabilitation Specialists from COMC will provide case management services to facilitate these offenders’ reintegration as part of a case management structure. The psychologists will provide assessment and intervention during the incare phase and also provide training and consultation to the ROs and Correctional Rehabilitation Specialists in the aftercare phase to help manage the risks and needs of these offenders.

The framework recognises the importance of preventing overlaps in services provided through clearly defined roles for the personnel. It also emphasizes the importance of information exchange between the psychologists, ROs and Correctional Rehabilitation Specialists in order to ensure a successful case management for the serious crime offenders.

PCRD has developed aftercare resources for COMC to utilise, in a bid to ensure continuity in the knowledge and tools that these offenders learnt during their incare programmes. Additionally, PCRD has conducted training for COMC to familiarise them with the literature, work and resources to use with serious crime offenders.

Moving forward, PCD and COMC will continue to collaborate within the Aftercare Management Model to further develop the framework while recognising the need for research to guide transformation.

UNIT HIGHLIGHTS

PCRD’s Contribution to the Revised Reformative Training Regime

Following the move to Tanah Merah Prison on 6 March 2016, the Reformative Training Centre (RTC) transitioned to the revised Reformative Training (RT) regime. PCDR played a significant role by contributing research evidence to help shape the policies and practices for the regime. In the revised RT regime, processes such as assessment and intervention as well as the environment in RTE are evidence-informed. For example, the RT Regime operates on concepts inspired by Therapeutic Communities to help shape and provide an environment conducive for youth offenders’ rehabilitation. Additionally, empirically supported assessment, such as evidence-based tools, are used to guide decision-making in the allocation of PCP to the offenders and their eventual placement in the community.

PCRD also developed the youth PCPs, The Youth Tiered Programme, based on research evidence, theories of adolescent offending, and evidence-informed principles and best practices. Evaluation measures, such as the Correctional Practice Checklist (CPC), are put in place to monitor the progress of the revised RT regime.

Sharing Singapore’s Evidence-informed Rehabilitation Internationally

PCRD had the opportunity to share its research findings on SPS rehabilitative efforts at various platforms locally and internationally in 2016. Notably, PCDR had presented the outcome findings of ESS at conferences such as the International Corrections and Prisons Association (ICPA) and the Asian Conference of Criminal and Operations Psychology (ACCOP). In particular, PCDR also shared its experience of operationalizing evidence-informed principles in SPS at ICPA, including having our publication accepted for ICPA’s inaugural “Advancing Corrections” Journal.

Learning Fest 2016

PCRD held its inaugural Learning Fest 2016 on 29 September 2016. The event aimed to promote learning among Correctional Rehabilitation Specialists, Psychologists and officers by providing a platform for the various branches, communities of practice and research groups to showcase their contributions, new developments and practice research. Learning Fest 2016 also served as a great opportunity for PCDR to strengthen its partnership with other divisions in SPS, such as COMC and officers working in transformative environments, through the sharing of knowledge and skills.
TRANSFORMATIONAL PROJECTS (TP)*

*TP was renamed as Transformation & Technology Division (T&TD) with effect from 1 April 2017 onwards.

ROLES AND FUNCTIONS

TP DEVELOPS NEW CONOPS TO ADDRESS CURRENT AND FUTURE CHALLENGES, LEVERAGING ON NEW TECHNOLOGIES TO ACHIEVE GREATER EFFICACY IN SPS’S GROUND OPERATIONS.

THE UNIT ALSO WORKS CLOSELY WITH OTHER DIVISIONS AND CLUSTER UNITS TO ACHIEVE THE TRANSFORMED CONOPS.

LAYING THE CORNERSTONE FOR TECHNOLOGICALLY TRANSFORMED HOUSING UNITS

Transformational Projects Office was created in December 2013 and comprised a Director and two Staff Officers. This year, we welcomed our new Director, SAC Gr 9 Koh Tong Hai and Deputy Director, SUPT 2A Kuel Ser Ling.

The unit drives key projects in SPS that aim to transform its Concept of Operations (CONOPS) to reap significant gains in operational efficiency and effectiveness to meet the key challenges of the future.

KEY WORKPLAN INITIATIVES

Developments Toward ‘Prison Without Guards’

One key challenge facing SPS in the years ahead is the leaner and older workforce. To overcome this challenge, SPS explored the usage of various technologies to automate and re-engineer existing processes while maintaining, if not improving, operational effectiveness.

Though the greater use of technology, the technologically transformed housing units (HU) concept will enhance intelligence and sense-making capabilities in ensuring order and discipline. More information will be available to officers on the ground to help them make decisions. It is envisioned that data, in addition to officers’ instinct and experience, will derive better decisions.

The refurbished Institution A4 will be the first pilot for Transformed HU. When it is ready in September 2017, it will be the pilot site where SPS sees the full-scale implementation of new technologies such as the Millimeter Wave Body Scanner, facial recognition to identify unauthorised access, biometrics to verify and account for inmates during muster checks, and Near Field Communication (NFC) attendance records tracking system.
NFC Attendance Records Tracking
While these technologies are piloted in Institution A4, SPS can also expect to see full roll out of the NFC attendance records tracking system in 2018.

Digitalisation of Inmates Rehabilitation and Corrections Tool (DIRECT)
DIRECT aims to digitally transform the way SPS manages inmates and rehabilitates them while enhancing operational security and increasing opportunities for inmate rehabilitation. DIRECT comprises many applications that will work together with business analytics engines to allow inmates to carry out a wide spectrum of inmate-related processes and rehabilitation programmes via self-service using tablets. A few of these applications include e-letters, e-rehabilitation programmes, e-training, etc. SPS can expect to see the full roll out of DIRECT in 2019.

Automated Security Equipment Cabinets (ASEC)
The Automated Security Equipment Cabinets (ASEC) will be piloted in Institution A4. Instead of Institution Control Centre (ICC) officers having to issue equipment to staff, this system allows staff to draw equipment through self-service and biometric authentication. Integrity of the system and equipment would be checked by ICC officers periodically. This system helps to increase efficiency and efficacy of the security issuance process during normal operations and contingencies.

UNIT HIGHLIGHTS

Refurbishment of Institution A4
The tenders were awarded in October 2016 and the refurbishment works had started in November 2016. Upon completion, the refurbished Institution A4 will see the full-scale test-bedding of new technologies.

Selarang Park Complex
The tender for the construction of the brand new Selarang Park Complex (SPC) was awarded in June 2016. The demolition of old buildings in Selarang Park Community Supervision Centre had commenced since July 2016, followed by the construction of new facilities in SPC.

Phase One, which includes Selarang Hallway House and SPF K-9 Base, is scheduled to commence operations by end 2018. The remaining buildings in Selarang Park Complex are set to commence operations by end 2019.
INSPECTORATE & REVIEW DIVISION

ROLES AND FUNCTIONS
IRD PROVIDES OBJECTIVE ASSURANCE THAT THE DEPARTMENTS RISK MANAGEMENT, GOVERNANCE AND INTERNAL CONTROL PROCESSES ARE OPERATING EFFECTIVELY WHILE PROVIDING CONSULTING SERVICES TO STAKEHOLDERS FOR IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS.

UNLOCKING THE STRATEGIC VALUE OF INTERNAL AUDIT – STEPS TO OUR TRANSFORMATION

Inspectorate And Review Division (IRD) has been relentless in implementing effective risk management controls and governance processes through a systematic, disciplined approach, and close collaborations with various stakeholders.

KEY WORKPLAN INITIATIVES

Strengthening Staff Competency in Light of Evolving Risk Landscape
IRD organised and conducted two workshops on 11 August 2016 and 25 October 2016 at Geylang Bahru’s Prison Link Centre for the auditors from the respective Divisions and Clusters. The workshops, which comprise lectures, group discussions, and role playing gave participants a better understanding of the phases of risk based auditing. It also enhanced the capabilities of the department’s internal auditors by strengthening their level of competency and professionalism.

Apart from the in-house workshops, IRD auditors and Cluster auditors attended a two day course on Effective Audit Engagement organised by the Institute of Internal Auditors Singapore (IIAS). Through the course, our auditors learnt techniques that enabled them to manage challenging situations more effectively as they communicated their audit findings to stakeholders during audit engagements.
Enhancing Professional Exchange

SPS appointed a three-man team led by Director IRD to conduct a review of the Inspection mechanism of Hong Kong Correctional Services Department (HKCSD) from 29 February 2016 to 4 March 2016. It was another step towards co-operation in enhancing professional exchange.

Some of the key recommendations shared with our Hong Kong counterparts focused on reviewing their audit methodology and model as they move beyond a compliance-based approach and adopt ISO 9001:2015 certification which places greater emphasis on risk-based auditing.

These recommendations were targeted at strengthening their preparation and included sharing the competency framework IRD adopted as it embarked on a similar transition.

The audit triad broadened horizons and the team from IRD was inspired by the many good practices witnessed in HKCSD as well.

IRD has also been involved in working with other government agencies in enhancing their audit/inspection capabilities and to develop a strong risk-based framework. In April 2016 and November 2016, Director IRD chaired meetings at SPS HQ with counterparts from MSF and SCDF to share IRD’s audit methodology and Risk Management Framework.

Making the Most of External Audits

IRD has also continued to participate in the Areas of Concernful Team - Persons in Custody (ACT - PCT) Audit. This committee comprises auditors and inspectors from Home Team agencies who hold persons in custody. The committee jointly audits the procedures and processes across the various Home Team Agencies in managing persons in custody. SPS’s expertise in the safe custody of offenders has placed it in the position of being the lead agency in this committee. The findings from the joint audits are reported at MHA through the Operational Risk Management Committee meetings. The audits have enabled IRD to benchmark SPS’s standards of audit/inspection with other Home Team Agencies and has proven to be a useful platform to identify new solutions and potential risks.

UNIT HIGHLIGHTS

Strengthening Our Risk Culture

In line with MHA’s direction for Home Team Agencies to raise the level of risk awareness and develop a risk culture, IRD has commenced with a quarterly e-newsletter which is sent to the entire department. The newsletter highlights key audit findings and shares best practices which arise from the IRD’s quarterly audits. Along with the e-newsletter, IRD also sends out quarterly articles on the aspects of audits and inspections, as well as their purpose. These initiatives have helped other SPS Divisions/Units to better appreciate the value of audits and to garner support and cooperation for IRD’s auditors.

Leveraging on Close Calls – Proactive Risk Management

This FY has seen the reporting and tracking of near-miss incidents that come IRD’s purview. This has been a natural step as part of IRD’s role in monitoring risk. To encourage staff to be more receptive to using the near-miss platform, IRD recognised the need to instil a culture of being unafraid to share/surface mistakes. With this in mind, IRD has since started sending quarterly broadcasts to all officers which feature near-miss incidents that have occurred in other sectors/industries.

Continual Improvement of Risk Management Processes

In July 2015, IRD refined its ‘Risk Matrix’, as a risk assessment tool. The ‘Risk Matrix’ was benchmarked against risks collated from the Home Team Departments and Statutory Boards. The tool was simplified and made more user-friendly, and IRD aspires for it to yield better results in realistic risk identification.
CORPORATE COMMUNICATIONS & RELATIONS DIVISION (CCRD)

ROLES AND FUNCTIONS
CCRD OVERSEES STRATEGIC COMMUNICATIONS FOR SPS – INCLUDING INTERNAL COMMUNICATIONS, SOCIAL MEDIA, MEDIA RELATIONS, CORPORATE RELATIONS, DIGITAL MEDIA AND QUALITY SERVICE MANAGEMENT.

COMMUNICATING OUR BRAND AS CAPTAINS OF LIVES
As custodians of the SPS brand, CCRD is the foremost advocate of SPS’s correctional efforts. Through integrated and data-driven communications we seek to shape, maintain and defend external and internal perceptions of SPS.

KEY WORKPLAN INITIATIVES
Building Advocacy
Strength and Brand Defence
CCRD understands that our officers, or Captains of Lives (COLs), are the driving force behind SPS’s continued success as an organisation. Our COLs serve as ambassadors and influencers within the organisation and in the public sphere. In recognising this, CCRD developed the Employee Advocacy framework for social media. Fifty COLs were identified and engaged to help expand SPS’s reach on social media by re-sharing our content on their personal social media networks. Apart from sharing, our team also trained these COLs to defend and promote SPS in the online space.

With SPS’s involvement with community-based corrections, coupled with an increasingly complex media landscape, it is important to identify, pre-empt and respond to potential issues and crises.

Against this backdrop, CCRD works closely with COLs to reinforce the organisation’s overall contingency preparedness. We collaborated with the Operations Planning Branch on a first-ever Crisis Contingency Tabletop Exercise (TXX) to enhance and align processes and coordination within and across the Operations and Communications workstreams, ensuring that our team is prepared and ready to face the challenge for crises and contingencies.
**Enhancing Collaboration through Internal Communications**

Communication is key to engaging our employees. To support this, CCRD developed the SPS's Internal Communications Guide, a modular reference of institutional knowledge and best practices to assist the SPS leadership in planning and executing internal communications initiatives more effectively and strategically.

CCRD also commenced a review committee on the revamp of SPS’s Intranet COLOURS to better support COLs in their day-to-day work, and to enable more effective internal communications. To ensure that COLs have an influence in fostering SPS’s culture of internal communication, a series of focus groups discussions and surveys were conducted with COLs. The review of the current iteration of COLOURS has been completed.

**Geo-mapping technologies were also used, with CCRD working with community partners to identify geographical concentrations for more effective/strategic placements of advertisements and SPS messages on platforms at bus stops to drive and increase public reach.**

**Unit Highlights**

**Building Leadership’s Communications Capabilities**

To ensure SPS leadership is equipped to manage media and the public in conveying their role, function and eventual evolution of SPS, CCRD conducted two communications workshops.

Over a period of three days, participants went through a specially designed course, which included extensive role-plays for communication with internal and external audiences, as well as the media. They were also informed about the changing media landscape and increased public expectations.

**Optimising Community Outreach through Technology**

To maximise community outreach, CCRD is using data analytics for community engagement. For the Yellow Ribbon Prison Run, we boosted the event’s visibility and engagement rate through targeted advertisement placement. This resulted in an impressive number of first-time registrations, despite various competing races on the same weekend.

**Incorporating Quality Service Management into Frontline Communications**

To better coordinate our communications with our stakeholders, which include the family members of inmates, other government organisations and members of the public, CCRD welcomed the Quality Service Management (QSM) team into the fold in 2016.

As part of this effort, QSM has crafted messages for SPS’s various units to front as well as promoted best practices in managing public feedback – both of which have been aligned to SPS’ corporate messages. QSM is also in the early stages of implementing a Customer Relationship Management (CRM) interface which would improve efficiency in feedback management.

**Inspiring Delegations to Promote Second Chances**

To foster greater information-sharing in the evolving field of corrections and inspire community acceptance of ex-offenders in other countries, the Corporate Relations team facilitated more than 60 professional exchanges, involving close to 2,800 local and foreign visitors. This included our correctional agency counterparts from six countries, such as Fiji and the Czech Republic. The team also hosted at key events like the Asian Prisons Lockdown Challenge (APLC), the Asian Conference of Criminal and Operations Psychology (ACCOP) and the iconic Yellow Ribbon Prison Run.
PROVOST DIVISION

ROLES AND FUNCTIONS

PROVOST DIVISION CONDUCTS INVESTIGATIONS INTO DISCIPLINARY BREACHES AND COMPLAINTS BY STAFF, INMATES OR MEMBERS OF PUBLIC. IT ALSO OVERSEES AND WORKS CLOSELY WITH PROVOST BRANCHES FROM CLUSTERS A, B, C AND COMC FOR INVESTIGATIONS INTO BREACHES BY INMATES AND COMPLAINTS AGAINST STAFF.

ON THE OTHER HAND, COMC PROVOST BRANCH IS PRIMARILY TASKED WITH THE INVESTIGATION AND PROSECUTION OF SUPERVISEES BREACHING CONDITIONS UNDER THE MANDATORY AFTERCARE SCHEME.

IMPARTIAL, THOROUGH, COMPETENT

Provost Division safeguards public confidence in SPS with investigations trained officers who approach investigations with an impartial outlook while conducting thorough investigations with an unyielding approach, regardless of whether the cases involve staff or inmates. To ensure independence in investigations, Provost Division reports directly to the Deputy Commissioner of Prisons.

SPS Provost officers are trained alongside various law enforcement officers by the Home Team School of Criminal Investigation (HTSCI). With this concurrent learning platform, the officers also augment their skills and knowledge with courses offered by other renowned practitioners in the field of investigation.

The Division has also developed competencies in polygraph, computer forensics, and crime scene processing to support the three pillars of investigations, namely ‘Interview, Intelligence and Forensics’.

KEY WORKPLAN INITIATIVES

Previously known as Provost Branch, SPS Provost was re-organised into Provost Division with effect from 9 May 2016. With this new organisational structure, the Division can now achieve higher investigative independence and standardisation of practices, harnessing of new capabilities, enhancing team synergy and knowledge management.
While the Division’s esprit de corps had been strengthened, the session also ended with much joy and laughter.

In working towards a more robust and independent adjudication system, two non-Provost SPS Superintendents were appointed permanent Independent Adjudicating (IA) Officers with effect from 1 June 2016. This bolsters SPS’s investigative efforts as we continue to ensure that our investigative processes are extensive/in-depth, impartial, and without fear or favour.

Working with the various stakeholders within the Provost fraternity, a Provost Retreat was conducted for Provost Division stakeholders for the sharing of knowledge, experience or challenges faced while discharging their duties as investigation officers.

The sharing session was a fruitful one with participants gaining useful knowledge and skills. To top off the event, a fun-filled archery session was conducted to determine who was accurate and skillful enough to hit the bull’s eye.

UNIT HIGHLIGHTS

Provost Retreat 2016
Provost Division also took the lead in designing and testing PORTS II Discipline System to streamline work processes and increase work productivity. PORTS II Discipline System was officially implemented on 23 May 2016, and had successfully taken over full operations from its predecessor (PORTS).
THE A TEAM

We are "The a Team" - united to achieve a common Mission and Vision in Cluster A, for SPS and Singapore. Our work is no solo effort. We work as a team and look out for each other. The lower case "a" breaks away from traditional manuscript (and mind-sets) to represent creativity and innovation of Cluster A officers. It signifies that we constantly think out of the box and do our work more creatively, overcoming challenges in a variety of situations.

The three words "Alpha, Agile and Awesome" form the tagline which represents the qualities of each officer, every team and collectively, Cluster A. The "Alpha" signifies Cluster A to be the first and the beginning of Clusterisation in SPS. We are pioneers and pathfinders. We will continue to forge ahead and pave the way for new solutions to transform the way we work.

To be "Agile" is to be nimble and flexible when dealing with new situations and never be entrenched by a fixed mindset. We are adaptable and constantly challenge our assumptions so we are never square!

And "Awesome" simply means excellence in everything we do, be it work or play. We are simply AWESOME!

KEY WORKPLAN INITIATIVES

Enforcing Safe and Secure Custody

These key initiatives were implemented to strengthen our operational readiness:

- Ultra Violet (UV) Scanning System at the Cluster Main Entrance/Exit for enhanced vehicular screening capabilities.
- Upgrading of Institution A3’s Institutional Operations Room (IOR) as a prototype for enhanced crisis management capabilities.
- Colour-Coding of secured passageway for enhanced contingency response.
- Operationalised the Assisted Living Housing Unit or ALHU in Institution A5 to better manage inmates with mobility issues.
Rehabilitation for a Safe Singapore
To better facilitate inmates’ rehabilitation and improve their readiness for change, we have:

- Pioneered the Looking Forward (LF) Programme to increase the motivational level of inmates to change via purposeful engagement between officers and inmates.
- Regular volunteers’ engagement and volunteers’ appreciation event to strengthen our relationship with volunteers.
- Basic Music Programme to provide inmates with theoretical and practical music knowledge and expose them to different genres of music and musical instruments.
- Salvation Army Family Programmes to strengthen the bond between the inmate and their children.
- YRCP 2.0 Rekindling Families programme.
- Workplace Literacy Course and Basic English Conversational Course to prepare them for Pre Release Programme.

Enhancing Infrastructure Readiness
Renovating & Retrofitting work has commenced to create a vibrant workplace for staff and to improve our operational capabilities.

- Motivational decals for an inspiring and engaging workplace.
- New paintwork for interior and exterior of Administration Block.
- Various retrofitting works to improve workplace safety and create conducive environments for staff and volunteers.

UNIT HIGHLIGHTS

Strengthening The A Team
A happy and engaging workplace is key to unlocking The A Team's full potential and achieving our mission and vision. Here's how we play:

- Birthday Celebrations
- Tropical Fruits Days
- The Girdle Run
- Teambuilding activities
- Commander's Cup Soccer Competition
- Bowling Competition
- Institutional Team Bonding and 'Makan' Sessions
- Our "Kumquat Garden" – a community garden initiative by staff
- Festive Celebrations
- Cluster A's Anniversary
CLUSTER B

ROLES AND FUNCTIONS

CLUSTER B SERVES A UNIQUE ROLE IN SPS AS THE BEGINNING AND THE END OF A MALE INMATE’S INCARCERATION.

B-ING THE CHANGE

Cluster B comprises five institutions: Institution B2 is the Admissions Centre for all remanded and convicted inmates while Institution B4 is the designated Pre-Release Centre for inmates serving the tail-end of their sentences. Institution B5 is a Drug Rehabilitation Centre (DRC) which houses first and second timer drug offenders, and higher-risk inmates are housed at Institution B1, a maximum-security prison; Institution B3 houses the warehouse and Mail Centre and both facilities serve the needs of all the institutions in Cluster A, B and C.

KEY WORKPLAN INITIATIVES

B1: First Steps Programme (FSP)
First Steps Programme (FSP) is an Institution B1 initiative developed by B1 officers to garner interest, develop self-awareness, and to encourage inmates to start contemplating the positive effects of change. FSP’s core philosophy is based on the assumption that reflective thinking could encourage introspection of the self, thus providing an avenue where individuals could question of their offending behaviour and develop a need for personal change. It seeks to bring awareness to the participant’s offending cycle, impact of offending to themselves and social circle, and drive them from pre-contemplation to contemplation in the trans-theoretical model of change. There are four modules in the FSP programme which aims to develop this personal change. Me, Family, Change and Stress. As part of involving inmates into the value chain, officers from Institution B1 trained inmate facilitators to deliver the four modules. By going through these modules, inmates would be able to gain insights to their offending behaviour and come up with positive plans to become a better person.

Commander B and former Sgt B serving for Borneo to Cluster B and 1st and 2nd volunteers

All smiles as the Cluster B Management Meet (charge from the Reaching Out!)
B3: SPS Call Centre

With the move of Changi Women’s Prison (CWP) to Institution A4, the SPS Call Centre at CWP was relocated to Institution B3. Institution B3 worked closely with the various stakeholders to ensure that the relocation process was smooth. With the relocation of the call centre to Institution B3, inmates housed at B3 would now have more opportunities to acquire new and higher value-adding skills to better prepare them for reintegration to the society after their release.

B4: Low Intensity (LI)

Pre-release Programme Revamp

The LI pre-release programme was reviewed to incorporate some elements of the High Intensity (HI) and Moderate Intensity (MI) pre-release programmes. Some of the new initiatives included adopting a cohort system wherein specific Personal Supervisors (PSes) were assigned to each release cohort. PSes conducting Motivational Primer programmes for selected inmates, showing motivational videos to inmates, job placement for inmates by ISGOS and SCORE, and incorporating a Reintegration Needs Assessment Interview so that PSes could better identify the inmates’ reintegration needs. A qualitative study conducted by pre-university interns showed preliminary positive feedback from the inmates.

B5: EDRR Expansion

The expansion of the Enhanced Drug Rehabilitation Regime (EDRR) saw a re-alignment of existing resources to better serve DRC inmates across the various risk groups. The expansion of the EDRR to the low-to-moderate risk DRC inmates included infrastructure improvements, re-regimentation of processes and implementation of Transformational Environment (TE). TE was inspired and adapted from therapeutic communities used for rehabilitating drug offenders overseas. In addition, TE incorporates psychological and correctional theories such as social learning and desistance theory. There was also a consistent effort to ensure all inmates flow through the regime as a coherent rehabilitation journey where they would progress through various milestone activities and participate in communal activities to promote pro-social interactions. The heightened staff engagement and the implementation of TE had allowed more self-regulation by inmates to facilitate behavioural changes and empower them to take charge of their own rehabilitation.

UNIT HIGHLIGHTS

Commander’s Monthly Run

The monthly Commander’s Run was introduced in Cluster B since January 2016. This idea was mooted by Commander B who, besides having a passion for running, wanted an informal and simple initiative that could bring staff together on a regular basis. With strong commitment from Commander and support from the Superintendents and Assistant Commanders, a running culture was developed among Cluster B staff. The positive feedback and strong staff turnout for the monthly runs is a testament to its success. We hope to continue this in years to come and embed a running DNA in Cluster B!

Challenge Shield Lunch Celebration

Cluster B organised a special lunch treat on 1 June 2016 to celebrate the winning of the Commissioner’s Challenge Shield for six consecutive years. Staff were treated with an array of local delights such as ice Kachang, Putu Piring and western delights such as Truffle Fries. The Cluster B management rolled up their sleeves and served ice Kachang to the staff to appreciate the hard work put in by the Cluster Beers.

Visit by Political Office Holders (POHs) @ Institution B2, B5 and Cluster B Registry

Minister for Home Affairs and Minister for Law, Mr. K Shanmugam, visited Cluster B on 7 March 2016. This was his first official visit to Cluster B after his appointment as the Minister for Home Affairs in October 2015. Minister K Shanmugam visited Institution B2, B5 and Cluster B Registry. During the visit, he was briefed on the operations undertaken by each institution and Unit. The visit ended with a dialogue session with the ground officers held at the Cluster B multi-purpose hall.
TRANSFORMING OFFENDER ENGAGEMENT

Changi Women’s Prison (CWP), which is the only prison institution for women inmates, Tanah Merah Prison (TMP), which operates the Prison School and the Reformative Training Centre for young offenders, as well as the Admiralty West Prison (AWP) which houses foreign and short sentence inmates.

KEY WORKPLAN INITIATIVES

Implementation of Revised RT Regime at TMP – All Hands on Board

The move of Reformative Training Centre (RTC) from Institution A to Tanah Merah Prison in March 2016 marked the start of the revised Reformative Training (RT) regime, where greater emphasis is given to collaboration between officers and specialists, incare rehabilitation programmes and aftercare casework.

A new feature of the revised regime is the monthly communal meetings, where Personal Supervisions and Correctional Rehabilitation Specialists meet with a group of Reformative Trainees under their collective charge to address behavioural and communal living issues, and to develop more effective inter-personal relationships. This runs alongside the tiered Psychology-based Correctional Programmes for Reformative Trainees, and aims at giving them a greater sense of involvement and ownership in their rehabilitation journey.

Family programme is another key feature introduced to encourage family involvement in Reformative Trainees’ rehabilitation. Joint family sessions help Reformative Trainees better understand and communicate with their loved ones through various activities. Reformative Trainees are also given the opportunity to attend Workforce Skills Qualification (WSQ) courses to aid them in finding and holding a job upon release.

To strengthen aftercare support, the regime extended casework management to all Reformative Trainees released on supervision by assigning caseworkers to track their progress during the first few months of their return to the community. Those who require additional pro-social support are paired up with befrienders. Reformative Trainees who are recalled are put through the ‘Back on Track’ programme as a move to increase offender engagement.

Recognising the importance of staff in facilitating the success of the regime, training is enhanced for staff working with Reformative Trainees. Both officers and Correctional Rehabilitation Specialists attend monthly Shared Learning Platforms to learn and share relevant knowledge and skills required in working with Reformative Trainees. Staff are also trained in Restorative Practice to re-engage Reformative Trainees in ways which motivate and inspire them towards hope and change.
Transitional Planning for CWP’s Move to Institution A4

To enable the operationalisation of the concept of ‘Prisons without Guards’, CWP has been actively working with Cluster A Transitional Planning team to review work processes and pilot trials in preparation for its move to Cluster A.

The new operating environment involves a transformed Housing Unit system, which would harness on technology to run its operations. Selected routines would be taken over by technology, so that officers can focus on more value-added work with inmates, such as intelligence gathering, counselling and purposeful interaction. For example, the Digitisation of the Inmates’ Rehabilitation and Corrections Tool (DIRECT) and the Millimetre Wave Body Scanner (MWBSS) will be piloted at CWP, prior to the move.

UNIT HIGHLIGHTS

Procurement of Millimetre Wave Body Scanner for CWP

The Millimetre Wave Body Scanner (MWBSS) was procured in January 2013 for CWP as the latest security equipment in SPS to be deployed for contraband screening. Unlike X-ray screening, the MWBSS works on millimetre wave energy to image and detect concealed objects underneath a person’s clothing, including non-metallic items. The system has the capability to auto-detect and alert the duty officer for any abnormalities. The MWBSS would complement the current strip search process by enabling faster, more accurate and non-invasive contraband screening.

Inspiring Positivity in RTC

Formerly known as “Morning Routines”, Chang 83.4 helps Reformative Trainees kick-start their day with an inspiring audioclip. Each clip provides them with a positive quote, an encouraging word, and includes questions to help them reflect as they go about their daily activities in RTC. To further inspire hope and change, monthly inspirational talks were held where ex-offenders and local celebrities such as Gurmit Singh are invited to share their personal life stories of change. Volunteers are also present to engage the Reformative Trainees in smaller groups during these monthly talks.

Celebrating Achievements in AWP

AWP is well-known for its culture of innovation to transform the correctional setting. It has won the Outstanding Institution Awards and the Star and Gold Award during SPS 3rd convention 2016. In addition, AWP’s Garden was one of 24 organisations to clinch the Gold Achievement Award in the Community in Bloom Competition 2016 organized by National Parks. As part of AWP’s work plan, a CCTV hardware refresh project was completed in November 2016 and a set of mobile Under Vehicle Surveillance System (UVSS) was installed in AWP’s Sally port, enhancing AWP’s operations and security.
COMMUNITY CORRECTIONS COMMAND (COMC)

ROLES AND FUNCTIONS

COMC OVERSEES THE SUPERVISION, REHABILITATION AND REINTEGRATION OF OFFENDERS AND EX-OFFENDERS IN THE COMMUNITY.

DOING PRISON WORK IN THE COMMUNITY

COMC is the operational unit dedicated to the supervision, rehabilitation and reintegration of offenders and ex-offenders in the community. Besides overseeing the various community-based programmes at the tail-end of an inmate’s sentence and the Mandatory Aftercare Scheme after an inmate is released, COMC also manages offenders placed on Day Reporting Orders (DRO) as part of the courts’ community-based sentencing options. COMC also manages two facilities - the Lloyd Leas Community Supervision Centre (LLCSC) and the Community Rehabilitation Centre (CRC). Together with the community partners, volunteers and other Home Team agencies, COMC works towards reducing re-offending by helping ex-offenders reintegrate successfully into the community.

KEY WORKPLAN INITIATIVES

Implementation of Day-Release Scheme

The Day-Release Scheme (DRS) allows non-high risk, low risk first timer DRC inmates to serve their detention in the community after they have completed their interventions in the Drug Rehabilitation Centre (DRC). Under this scheme, offenders are given opportunities to pursue their studies or to work in the community during the day while reporting back to LLCSC at night. The DRS inmates would be assigned Reintegration Officers (IROs) who would work closely with Case Managers and SCORE Job Coaches on reintegration matters.

COMC received its first batch of male and female offenders employed on DRS in March 2016 and September 2016 respectively. DRS seeks to minimise disruption to their lives, mitigate the risk of contamination and allow offenders greater ownership of their reintegration journey.
Operationalisation of Offenders Rehabilitation Management System

The Offenders Rehabilitation Management System (ORMS) is a suite of online web applications for the management of offenders in the community. Comprising five sub-systems that are interconnected, ORMS serves as a repository for offender data from the offender’s pre-placement phase through to the end of his aftercare phase. Supervisor Profile Management System (SPMS), Training System (TRS), and Job Bank Management System (JBMS) were commissioned on 31 December 2015. Community Corrections Operations System (CCOS) and Case Management System (CMS) were subsequently commissioned.

On 28 April 2016, SPMS maintains all basic information pertaining to supervisees emplaced on the various community-based programmes. TRS is managed by SCORI and tracks all skills training extended to offenders. This data is then linked to JBMS which is utilised for job matching and placement. CMS facilitates the case management and tracking of each supervisee’s progress, while CCOS allows SPS to better manage our current supervision and urine testing of our supervisees.

UNIT HIGHLIGHTS

2016 was a rewarding year as COMC staff received prestigious awards such as Outstanding Captain of Lives (OCOL), and Community in Bloom (CIB).

2016 OCOL Award Recipient: CW1 Chua Chee Horng

The OCOL award is given to SPS officers who have displayed exceptional passion and dedication in their work as COLs, and serves to inspire others to do likewise.

Having reached his twelfth year in service, CW1 Chua Chee Horng hopes to continue working diligently with supervisees, guiding them to make better decisions, and overcome the hurdles that hinder their reintegration in the community. He felt that the award was recognition for the best efforts put forth by his team of officers and specialists in the Enhanced Supervision Scheme.

2016 Community in Bloom Bronze Award Recipient: COMC Gardening Committee

Presented at the Singapore Garden Festival, the biennial Community in Bloom (CIB) Awards recognise and reward efforts of Singapore’s gardening groups to improve standards of their gardens and to foster a love for gardening to others in the community.

After the move to LLCSC in March 2015, SSgt Bruce Tong and 10 fellow gardening enthusiasts helped to refurbish the grounds of the compound outside their working hours. They traded tips on planting different flowers and vegetables to spruce up the work environment for staff. Wooden benches and concrete tiles were also recycled from the former Selandar Park Community Supervision Centre. Besides the award recognition and green working environment, the Committee also regularly share the fruits of their labours (produced from the gardens), with their fellow COMC colleagues.
ENFORCE SAFE AND SECURE CUSTODY, MAINTAIN VIGILANCE AND FACILITATE REHABILITATION

The units in OSC perform varied but important functions within the Changi Prison Complex (CPC) as well as externally. For the most part, OSC works in the background by transforming corrections through providing close support to the clusters and ensuring that security is enforced and operational processes are well managed.

KEY WORKPLAN INITIATIVES

Enhancing Training Safety and Effectiveness, and Ensuring Operational Excellence

The Singapore Prisons Emergency Action Response Force (SPEAR) constantly explores ways to enhance its operational capabilities to perform its core functions of responding to prison contingencies and performing high-risk escort duties. The unit also invests itself in training safety and effectiveness. The Non-Projectile Firing Training System is one such initiative rolled out and it will ensure the safety of officers participating in contingency exercises without compromising effectiveness and realism.

SPEAR is also the quality controller for core tactical skills used by SPS officers in ground operations. The unit focuses on refining policies pertaining to tactical and operational matters.

* SPEAR Force was re-organised and placed under HQ Operations Division with effect from 1 Jan 2017 onwards.

Transforming the Physical and Dynamic Security of External Operations

As part of continuous efforts to raise operational capabilities and level of professionalism, Prison External Operations (PEO) has increased its surveillance capabilities at the restructured hospitals where inmates are conveyed to on a regular basis.

PEO also works closely with the restructured hospitals to conduct annual Joint Fire and Escape Evacuation Exercises so as to be operationally ready for any contingencies.

The continuous use of technology has allowed the unit to enhance its operational capabilities. The successful implementation of the Vehicle Tracking and Surveillance System (VTSS) tracks and monitors our resources across the island. This serves to ensure safe and secure movement of our inmates at external locations.

Additionally, PEO spearheaded a tripartite collaboration between Prisons, Police and State Courts in the installation of a Video- Conference facility within the State Courts Lock-Up premise for a more efficient court mention processes and this also enhances custodial security and supervision.
Enhancing the Visit Experience through New Initiatives and Systems

The Prison Link Centres (PLC) are key visitor touch points in SPs and provide an integral platform in facilitating the rehabilitation and reintegration of inmates. One of the major milestones in 2016 was the award of a tender to outsource the Visit Operations, Call Centre, and Visit Shop services to an external service provider. The outsourcing was driven by a need to improve overall resource allocation and to free up critical manpower for redeployment to other areas in SPs. The tender award was followed by an intense transition phase during which recruitment, training and renovation works were carried out. The outsourcing of PLC and Call Centre services commenced on 1 November 2016. Separately, the effective dates of commissioning for the Visit Shop, PLC Geylang Bahru, PLC Jurong, Tanah Merah Cluster, and Admiralty West Prison would be on 2 January 2017, mid-August 2017 and 1 October 2017, respectively. Concurrently, the prison Link Centres embarked on upgrading their systems and infrastructure to enhance the overall visitor experience. The introduction of keyless lockers at PLCC is one initiative with the intent of helping visitors keep their valuables without the hassle and risk of holding onto a key during visitation. The tele-visit system requirements were also reviewed and a tender was awarded to replace the existing system. The new system will provide greater flexibility as a resource for visit and courtroom functions. The enhancements include the upgrading of camera capabilities to high-definition so that visitors can better enjoy their visit with their incarcerated loved ones.

Lastly, the requirements of the online portal for registering and managing visitors’ visit management system (VMS) were reviewed and enhanced. VMS III is intended to simplify some of the back-end work procedures and improve efficiency, thereby improving visitors’ overall experience at the visit centres.

Adapting to New Threats for a More Secure Complex

CPC Security manages the perimeter security and access controls of CPC. Besides ensuring the safe and secure custody of inmates, another core function of the unit is to mitigate external threats such as acts of terrorism against the Complex. This is done through the effective use of technology and well-trained Prison staff and Auxiliary Police Officers. New technology and procedures are continually being adopted to counter the ever-changing landscape of global security threats.

The unit has also acquired new equipment to assist patrol officers in carrying out their duties more effectively. The three-wheeled electric stand-up vehicle, an all-electric, zero-emission surveillance vehicle for use by patrol staff ensures that the perimeter area is well protected by officers.

UNIT HIGHLIGHTS

Asian Prisons Lockdown Challenge

SPEAR organised the Asian Prisons Lockdown Challenge (APLC) in April 2016. The APLC is a biennial event that commenced in 2010. APLC 2016 saw teams, including two international teams from Macau and Thailand, displaying their capabilities and pitting their skills against one another in various intense challenges which revolved around responding to contingencies within prison. It was a hard-fought event and SPEAR did SPs proud by emerging as the overall champion for the third time!

Green Mark Award

PLCC was also awarded the Green Mark Gold PLUS Award by the Building & Construction Authority (BCA) in January 2016 after it had met all requirements such as the installation of high-efficiency unitary air-conditioners and energy-efficient LED lights.
## 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>2016</td>
<td>1,144</td>
</tr>
<tr>
<td>2015</td>
<td>1,255</td>
</tr>
<tr>
<td>2014</td>
<td>1,306</td>
</tr>
</tbody>
</table>

#### Age Group

<table>
<thead>
<tr>
<th>Year</th>
<th>&gt;60</th>
<th>51-60</th>
<th>41-50</th>
<th>31-40</th>
<th>21-30</th>
<th>&lt;21</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>38</td>
<td>140</td>
<td>250</td>
<td>318</td>
<td>249</td>
<td>49</td>
</tr>
<tr>
<td>2015</td>
<td>35</td>
<td>152</td>
<td>307</td>
<td>320</td>
<td>355</td>
<td>65</td>
</tr>
<tr>
<td>2014</td>
<td>39</td>
<td>157</td>
<td>300</td>
<td>320</td>
<td>355</td>
<td>62</td>
</tr>
</tbody>
</table>

#### Education Level

- No Education
- Primary
- Secondary
- Pre-U
- Vocational
- Tertiary & Above

<table>
<thead>
<tr>
<th>Year</th>
<th>No Education</th>
<th>Primary</th>
<th>Secondary</th>
<th>Pre-U</th>
<th>Vocational</th>
<th>Tertiary &amp; Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>19</td>
<td>328</td>
<td>406</td>
<td>28</td>
<td>87</td>
<td>76</td>
</tr>
<tr>
<td>2015</td>
<td>14</td>
<td>302</td>
<td>406</td>
<td>32</td>
<td>87</td>
<td>76</td>
</tr>
<tr>
<td>2014</td>
<td>12</td>
<td>272</td>
<td>406</td>
<td>32</td>
<td>87</td>
<td>76</td>
</tr>
</tbody>
</table>

#### Main Offence Group

- Commercial Crimes
- Crimes Against Person
- Crimes Against Public Order
- Customs Offences
- Drug Offences
- Immigration Offences
- Property Crimes
- Traffic Offences
- Others

<table>
<thead>
<tr>
<th>Year</th>
<th>Commercial Crimes</th>
<th>Crimes Against Person</th>
<th>Crimes Against Public Order</th>
<th>Customs Offences</th>
<th>Drug Offences</th>
<th>Immigration Offences</th>
<th>Property Crimes</th>
<th>Traffic Offences</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>18</td>
<td>328</td>
<td>406</td>
<td>28</td>
<td>87</td>
<td>76</td>
<td>72</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>14</td>
<td>302</td>
<td>406</td>
<td>32</td>
<td>87</td>
<td>76</td>
<td>72</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td>12</td>
<td>272</td>
<td>406</td>
<td>32</td>
<td>87</td>
<td>76</td>
<td>72</td>
<td>15</td>
<td>0</td>
</tr>
</tbody>
</table>

---

*Remand population figures refer to the number of remand inmates who are within the prison population as at the end of the respective year.*

*Inmates are tracked based on index (most serious) offence only.

*Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.*
DRUG REHABILITATION CENTRE (DRC) INMATE POPULATION

GENDER

2016
- Total DRC Population: 1,464
  - 1,199 male
  - 265 female

2015
- Total DRC Population: 1,419
  - 1,121 male
  - 298 female

2014
- Total DRC Population: 1,400
  - 1,146 male
  - 254 female

AGE GROUP

>60
- 2016: 31
- 2015: 269
- 2014: 805

51-60
- 2016: 18
- 2015: 132
- 2014: 321

41-50
- 2016: 10
- 2015: 86
- 2014: 22

31-40
- 2016: 9
- 2015: 47
- 2014: 179

21-30
- 2016: 3
- 2015: 66
- 2014: 75

<21
- 2016: 0
- 2015: 7
- 2014: 1

EDUCATION LEVEL

- Key Education
- Primary
- Secondary
- Pre-U
- Vocational
- Tertiary & Above

2016
- 2015: 269
- 2014: 805

2015
- 2014: 321
- 2013: 22

2014
- 2013: 179
- 2012: 75

14 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.

15 As declared by inmates upon admission.
## DRC Inmate Admissions

### As at 31 December of Each Year

#### Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Total DRC Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,263</td>
</tr>
<tr>
<td>2015</td>
<td>1,213</td>
</tr>
<tr>
<td>2014</td>
<td>1,139</td>
</tr>
</tbody>
</table>

#### Admission Age Group

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51-60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41-50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;21</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Education Level

<table>
<thead>
<tr>
<th>Year</th>
<th>No Education</th>
<th>Primary</th>
<th>Secondary</th>
<th>Pre-U</th>
<th>Vocational</th>
<th>Tertiary &amp; Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

16 The figures refer to the number of DRC inmates admissions for the calendar year.
17 Age as at admission.
18 As declared by inmates upon admission.
**CONVICTED PENAL RELEASES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Convicted Penal</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>10,371</td>
<td>9,089</td>
<td>1,282</td>
</tr>
<tr>
<td>2015</td>
<td>10,807</td>
<td>9,206</td>
<td>1,601</td>
</tr>
<tr>
<td>2014</td>
<td>11,955</td>
<td>9,981</td>
<td>1,974</td>
</tr>
</tbody>
</table>

**DRC RELEASES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total DRC Releases</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,220</td>
<td>949</td>
<td>271</td>
</tr>
<tr>
<td>2015</td>
<td>1,172</td>
<td>927</td>
<td>230</td>
</tr>
<tr>
<td>2014</td>
<td>1,350</td>
<td>1,098</td>
<td>252</td>
</tr>
</tbody>
</table>

**NUMBER OF CAPITAL EXECUTIONS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Drug</th>
<th>Murder</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2015</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2014</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**MAJOR INCIDENTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>-assault Rate per 10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>20.9</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>39.0</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>36.6</td>
<td></td>
</tr>
</tbody>
</table>

**RECIDIVISM RATES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Release Cohort</th>
<th>Overall</th>
<th>Penal</th>
<th>DRC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2015</td>
<td>28.5%</td>
<td>25.8%</td>
<td>30.1%</td>
</tr>
<tr>
<td>2015</td>
<td>2015</td>
<td>25.9%</td>
<td>24.7%</td>
<td>31.9%</td>
</tr>
<tr>
<td>2014</td>
<td>2015</td>
<td>27.5%</td>
<td>27.5%</td>
<td>28.3%</td>
</tr>
</tbody>
</table>

---

21 Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

22 The assault rate refers to assaults perpetrated by inmates who are charged under aggrieved prison offenders. Such cases would include any attack by inmates on prison officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victims.

23 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.
COMMUNITY BASED PROGRAMMES

EMPLACEMENT NUMBERS

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal inmates</th>
<th>CBP for DRC inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>918</td>
<td>999</td>
</tr>
<tr>
<td>2015</td>
<td>886</td>
<td>1,003</td>
</tr>
<tr>
<td>2014</td>
<td>1,011</td>
<td>885</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>2016</td>
<td>98.2%</td>
<td>88.2%</td>
</tr>
<tr>
<td>2015</td>
<td>96.9%</td>
<td>81.7%</td>
</tr>
<tr>
<td>2014</td>
<td>96.7%</td>
<td>88.2%</td>
</tr>
</tbody>
</table>

VOCATIONAL PROGRAMMES

EMPLOYABILITY SKILLS TRAINING24

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of training places</th>
<th>No. of inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>23,845</td>
<td>5,131</td>
</tr>
<tr>
<td>2015</td>
<td>26,360</td>
<td>5,137</td>
</tr>
<tr>
<td>2014</td>
<td>21,293</td>
<td>5,482</td>
</tr>
</tbody>
</table>

WORK PROGRAMMES26

<table>
<thead>
<tr>
<th>Year</th>
<th>Average number of inmates engaged in work</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3,732</td>
</tr>
<tr>
<td>2015</td>
<td>4,405</td>
</tr>
<tr>
<td>2014</td>
<td>4,345</td>
</tr>
</tbody>
</table>

ACADEMIC PROGRAMMES

<table>
<thead>
<tr>
<th>Year</th>
<th>Yearly Enrolment in 2016</th>
<th>Yearly Enrolment in 2015</th>
<th>Yearly Enrolment in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,071</td>
<td>943</td>
<td>1,338</td>
</tr>
<tr>
<td>2015</td>
<td>803</td>
<td>108</td>
<td>104</td>
</tr>
<tr>
<td>2014</td>
<td>98</td>
<td>91</td>
<td>132</td>
</tr>
</tbody>
</table>

Footnotes:
24 Employability Skills Training Programmes are provided by SCORE to equip inmates with relevant job skills. SCORE’s training system is aligned to Workforce Singapore’s WSQ framework. Examples of training offered includes Workplace Literacy and Numeracy (WLN), Employability Skills, Certified Service Professional (CSP) and Certified Operations Specialist (COS). Vocational Skills training such as the National ITE Certificate (NITEC) in Electronics, WSQ Operate Forklift and Certificate in Generic Manufacturing (CGM) were also conducted.
26 Inmates may attend more than one training course.
26 Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline and positive work ethics and values are instilled by immersing inmates in real work environment within prisons.
27 Other courses include short term courses such as English literacy classes and basic education programmes (primary to secondary level).
ACADEMIC RESULTS

<table>
<thead>
<tr>
<th>AS AT 31 DECEMBER OF EACH YEAR</th>
</tr>
</thead>
</table>

GCE 'N' Levels Results of Prisons Candidates (At least 1 'N' Pass)  
2016  100%
2015  100%
2014  100%

GCE 'O' Levels Results of Prisons Candidates (At least 1 'O' Level Pass)  
2016  100%
2015  100%
2014  100%

GCE 'N' Levels Results of Prisons Candidates (10 points or less in best 3 subjects)  
2016  77.2%
2015  80.2%
2014  78.4%

GCE 'O' Levels Results of Prisons Candidates (At least 3 'O' Level Pass)  
2016  77.8%
2015  85.5%
2014  90.0%

GCE 'N' Levels Results of Prisons Candidates (19 points or less in ELMAB3 - English)  
2016  69.1%
2015  75.6%
2014  66.3%

GCE 'O' Levels Results of Prisons Candidates (5 or more 'O' Level Pass)  
2016  43.9%
2015  45.9%
2014  54.4%

ALMANAC

PROMOTIONS

SENIOR PRISON OFFICERS

PROMOTED TO DEPUTY COMMISSIONER GRADE 7
Chin Kim Tham, Desmond

PROMOTED TO SENIOR ASSISTANT COMMISSIONER GRADE 8
Shoe Yang Lee

PROMOTED TO ASSISTANT COMMISSIONER GRADE 9
Abdul Karim S/O Shahul Hameed
Chia Jia Meng, Benjamin
Kong Ling Chiat, Titus
Lim Boo Bee

PROMOTED TO SUPERINTENDENT OF PRISONS (1A)
Cheam Tiong Chong
Chong Hwee Yi Joan
Chin Soon Theen
Chin Cheng Wah
Lee Choo Kweong
Ng Teng Fook
Sebastian Lee Kok Chong
To Heok Soon
Toh Kai Choo
Toh Hong Chuan

PROMOTED TO SUPERINTENDENT OF PRISONS (1)
Abd Razak bin Ahmad
Doris Siah Huat Swee
Huang Shohui
Kalevannan S/O Mosalingam
Kiew Mung Hoo
Liew Yee Ying Hwee
Ng Tenny
Seu Min Cheung
Tan Chang Wee Elyne
Tan Chong Meng Loon
Teo Sze Ying
Tok Eng Seong
Tong Teck Hong
Zainal Abidin bin Ridiwan

PROMOTED TO DEPUTY SUPERINTENDENT OF PRISONS (2)
Anderson Leong Say Shen
Chow Sock Mian
Christina Tay Boon Lian
Dennis Koshukat
Diana Yuan
Haryaldien Binte Mohamed
Kuo Chee Hoon
Koo Ching Seng
Lim Boon Leong Andrew
Lim Lay Khim
Mohammad Ismail bin Abdull Rahman
Ng Alke Bion Jeremy
Owen Rose Josephine Aminara
Poh Chooon Choon Leon
Shefali bin Rashid
Siow Khang Guan
Sim Jing Wei Chen
Song Swee Hoon
Tang Sai Siang

PROMOTED TO DEPUTY SUPERINTENDENT OF PRISONS (3)
Alan Chee Hock Lai
Amiruddin bin Omar
Ang Kang Eng
Ang Wai Hock, Jim
Armandi Abdul Aziz bin Hj Rais
Azman bin Suntik
Chang Ka Fai
Cheow Peng Soon
Chin Chuan Choo
Chng Kuoock Leong
Denny Ong Wee Lin
Eugene Chong Kah Min
Ganesh Kumar S/O Vendat
Goh Chun Peng
Hun Fu Yuan
It Yock Chan
Lim Chee Huat
Lim Wee Kiat
Lim Yong Khoong
Lin Junhui, Clifford
Loi Phuay Keong
Morganapiya S/O Sandrasegaran
Muhammad Faryan bin Mohd Hanif
Mohammed Taufik bin Munawar
Muhammad Raizuluddin bin Abdul Razak
Neo Ming Peng
Ng Yew Thye
Ng Kau Wai

PROMOTED TO ASSISTANT SUPERINTENDENT OF PRISONS (2)
Brendon Ong Guan Hong
Chai Hui Chuon Ruth
Chan Zhivran
Chong Wee Hang
Goh Chee Shing
Goh Kian Min Edmund
Huang Ebin
Irwan Bin Abdullah
Jaswinder bin Wisad
Ju Stain bin Juri
Liew Lok Leong
Lim Chee Kest
Lo Chian Yang Roger
Lo Shu Sheng
Nandakumar Krishnan
Ng Kien Chye
Nurzaita Binte Mohamed Jari
Ou Ka Ming
Seri Zawawi Binte Mohamed Zakariah
Sim Poh Chong
Song Zuwail Patrick
Tan Chee Kiam
Tan Wee Sen
Tay Sam Mei
Teng Song Guan
Yang Thin Ruwee

Ahmad Zainal bin Batin Ahmad
Chua Wei Kuan
Huang Jinky, Lynette
Jimmy Longhua Tan Cheng Yew
Kamaran S/O Kalljava Perumal
Khalid Bin Abdul Taib
Koh Shing Hui, Amy

Ong Boon Hwee
Ong Kock Soon
Poh Bee Hong
Ramli bin Juffa
Roschilda Binte Hariff
Ryan Tan Sen Leong
Sabrina Binte Rosman
Swee Ang Wei Chong
Sun Kok Choon-Aaron
Tan Chin Wee
Tang Chee Chong
Teo Chong Lian Dylan
Yong Ka Jun, Desmond

For more detailed information and charts, refer to the full report.
CIVILIAN OFFICERS

PROMOTED TO HOME TEAM SPECIALIST 11
Quentin Lee Yuan-Hong
Shamala D/O Gopalakrishnan

PROMOTED TO MANAGEMENT EXECUTIVE 12
Ang Yi Qi, Sophia
Chua Zhiwen, Angelique
Ho Yew Ren Yuan
Jian Fang Rongying
Luo Sh Ting
Lee Yao Ning
Liu Yuki
Low Wei Ee
Muhammad Arifid Adly
Ng Siew Siong, Josh
Nicole Tan, Jia Hui
Noraz Syariyah Binte Azmil
Radhaan Binte Mohamed Ayob
Sahil Yuni Han
Tan Siew Ling
Wes Su Yun, Melissa
Yeo Kario, Shilla

PROMOTED TO HOME TEAM SPECIALIST 12
Loh Eng Hooi
Sarath Jayakumar
Tang Huan Sheen
Yong Zhihua, Paul

PROMOTED TO MANAGEMENT SUPPORT OFFICER GR III
Huang Binte Jaky

PROMOTED TO MANAGEMENT SUPPORT OFFICER GR IV
Ku Kian Inn
Mohamed S.M. Bin Salih

PROMOTED TO MANAGEMENT SUPPORT OFFICER GR V
Nurmadah Binte Ghuazi

PROMOTED TO MANAGEMENT SUPPORT OFFICER GR VI
Ng Chew Piat

PROMOTED TO MANAGEMENT SUPPORT OFFICER GR VII
Gowri D/O Homassen

COMMISSIONER OF PRISONS AWARD

INDIVIDUAL COMMEMORATION

DSP 1
Ho Kim Teck

DSP 2
Lim Chi Yong, Leonard

DSP 3
Neo Aik Wei

DSP 4
Neo Meng Fong

DSP 5
Tang Chee Wah

DSP 6
Tan Yay Leong, Angelina

ASP 1
Cheow Siew San

ASP 2
Lim Wei Jieh

ASP 3
Mohamed Hizal Rosli

ASP 4
Tan Chee Yen

ASP 5
Tay Sue Mei

ASP 6
Wong Jin Won

ASP 1
Koh Shing Hui Amy

ASP 1
Mohamed Fandi, Johan

RO 1
Randykeng Singh S/O Jagadics

SCW 1
Faezah binti Peared

SCW 1
Jasni Raja S/O Jamran

SCW 1
Ng Peng Wei

SCW 1
Sabydric Yellow Binti Abdul Rashid

SCW 1
Yip Sok Cheong, Susan (de Shuigen)

CW 1
Chua Yen Seng

CW 2
Chua Shih Qin

CW 2
Hoo Sook Fock

CW 2
Kipahl Singh

CW 2
Lau Tei Leong

CW 2
Murali Lahiran S/O Ng Gopal

CW 2
Ng Heng Mun

CW 1
Ahmad B. bin Mohamad

CW 1
Choo Kway Wei

CW 1
Chua Li Jen

CW 1
Chua Jun Hui Richard

CW 1
Dil Siew Hwa

CW 1
Idli Bakhtar bin Md D’Zokari

CW 1
Jumariyah Binti Jamshar

CW 1
Nur Rahadiana binti Mohamad

CW 1
Abdul Razak

CW 1
Te Chong Fea

CW 1
Zainal bin Yatya

Sgt
Koh Choon Khek

Sgt
Loi Teck Sin

Sgt
Mohamed Iskandar bin Mohamed Ibrahim

Sgt
Mohamed Mursali bin Mohamed Ahmad

Sgt
Sahabath Binte Jalil

Sgt
Tong Wei Keat

Sgt
Wong Chee Mun

Sgt
Moy Wei Lim

Sgt
Tan Aik Chiat

Sgt
Zainul Ariffin bin Nordin

MK 11A
Goh Chin Ming

MK 11
Kirk Hui Min Yvonne

MK 11
Ngai Chin Swee Thomas

MK 12
Chong Po Hui

TEAM AWARDS

POSITIVELY HANDLING CANCELLATION OF YELLOW RIBBON RUN ON SOCIAL MEDIA

ASP 1
Wayo Yasin S/O Sandiranegar

ASP 2
Kuhamad S.O. Nithayeswaran

ASP 1
Tan De Xiao Daniel

ASP 1
Wu Peshtian

ASP 2
Yip Sok Cheong Sooan

CW 2
Kuah Shaw Long

CW 1
Koh Lian Boon Simon

CW 1
Muhammad Iskandar bin Shafiq

CW 1
Nur Hafizah binti Sani

CW 1
Ahmad Firdaus bin Mustapha

CW 4
Muhammad Amrul Aziz bin Isvakh

CW 4
Nor Aida binti Mohd Arum

CW 1
Suhail bin Abdul Rahman

CW 1
Muhammad Danaysuddin bin Suhar

CM 1
Muhammad Shafiq bin Zainudin

CM 1
Lai Wee Hui Tammy

CM 1
Dawn Tan Hui Qi

CM 1
Yang Jiuntian Sebastian

HOME TEAM PERSONS-IN-CUSTODY (HT PIC) HEALTHCARE NEEDS WORKING GROUP

ASP 1
Ng Yong Thye

ASP 1
Goh Cher Sheng, MK 11A

ASP 1
Tan Lu Li

NSO Gr 9
Teong Song Moh Colin

REVIEW OF INMATE’S ALLOCATION WORKING GROUP

ASP 1
Lim Zhudan

ASP 1
Kieron Chee Yong Quong

ASP 1
Tan Sing Long

HTS 11
Leung Chi Ching

I-SCREEN COMMITTEE

ASP 1
Tan Sing Long

MK 11
Toh Wesheng Mark

REVIEW OF JAILCRAFT PRINCIPLES – SPS CORRECTIONAL PRACTICES

ASP 2
Ng Kailin

ASP 2
Alcida Tan Hui Min

HTS 11A
Keek Boon Siang

HTS 12
Leow Yan Ling

PHYSICAL FITNESS TEST (PFT) – NEW IFFT FORMAT

ASP 2
Wong Wei Fen, Joyce

CW 2
Kuah Shiao Long

Sgt
Yeo Kian Huat Dic

SPS PIONEERS APPRECIATION DINNER

SUPA 1
Chua Sio Pung

ASP 1
Goh Chen Peng

ASP 1
Leong Chee Meng Luke

ASP 1
Noraini bin Mohd Zain

ASP 1
Yong Ke Jun Desmond

ASP 1
Tan Ai Au Hui Min

ASP 2
Long Ying Ping

ASP 2
Tan King Wen Leon

ASP 1
Mok Shuo Wei

ASP 1
Muhammad Muzaffar bin Abdul Khalil

ASP 1
Rajeshwar Kamagaran

ASP 1
Seah Liang Cong Meilin

ASP 1
Tan Yu Sheng Perry

ASP 1
Tay Jun Kiat Edmund

ASP 1
Yong Chengjung Norman

RO 2
Chee Yi Tian Felicia

RO 2
Venu Arsh

RO 1
Loh Wei Wei

SCW 2
David Emun Rehman

SCW 1
Palansamy Asogan

CW 2
Zainal Haron

CW 2
Chua Shih Qin

CW 2
Lee Sook Fong

CW 2
Lim Hue Tian

CW 2
Peh Sung Tat

CW 2
Thai Chee Yong Enwin

CW 2
Zoe Lee Pooi Fun

CW 1
Cher Yong Heng

CW 1
Chua Yew Teck

CW 1
Joyce Leo Lee Sioi @ Lee Lea Sian

CW 1
Koh Leng Keat, Kelvin

CW 1
Kiu Jun Fo Ronald

CM 1
Muhammad Syukur bin Zulkefli

CM 1
Nur Hakimah binti Sani

CM 1
Roslajie bin Emi

CM 1
Wong Mai Leng

Sgt
Ahmad Sali bin Rusli

Sgt
Korcan bin Rost

Sgt
Muhammad Asha bin Abdul Rahman

Sgt
Noor Iskandar bin Johari Manta

Sgt
Nur Muhammad Khir bin Abu

Sgt
Rajeev D/O Janakar

Sgt
Teo Keong Hau