COLLABORATION

COLLaboration reiterates the need for all hands on deck for the successful rehabilitation and reintegration of offenders and emphasises the importance of teamwork within and beyond SPS. It also showcases how SPS synergises and develops strategic partnerships in advancing the field of corrections. The first three letters in COLLaboration highlight the role of Captains of Lives. COLA, in working together as one and in taking community partnership to a new level.
**Vision**

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

**Mission**

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

**Shared Values in Corrections**

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

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

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

**Care**
1. We care for the well-being of our fellow officers and help each other to be resilient.
2. We practise self-care so that we are good Captains of our own lives.
3. We care for the well-being of our inmates, while being firm disciplinarians, to inspire change in them.
We have crossed the mid-way point of this decade. It is an opportune moment to reflect on the journey the Singapore Prison Service had taken during this period.

The initial years of this decade were a period of consolidation for SPS. With a heightened sense of vigilance, we strengthened our safety/security processes. Turnstiles were erected at the entrances/exits of Clusters A and B. New locker facilities were built outside the clusters, which enhanced security while improving staff wellbeing. Our Jailcraft principles were promulgated and e-tests introduced. Following the inaugural Asian Prison Lockdown Challenge in 2010, the Use of Force doctrines were sharpened, the certification process enhanced and the A-frame replaced. We expanded our operational arena to the Courts as OSC was formed, and also implemented ASR and PHU.

As the decade progressed, the improvements in the area of safety/security continued, particularly in medical provisions/standards and risk management/audit as IRD was formed. But it was in the area of rehabilitation that we saw the most remarkable changes. Throughcare became our mantra as the Pre-Release Centre at B4 was set up in 2012, followed by our foray into aftercare with a huge influx of specialists. PCRD, and later COMC, were formed, as the MOST training programme was instituted. The Prisons Act was amended, conditional remission was introduced and, with our new mandatory aftercare roles, we declared ourselves a correctional agency in our new mission statement. Our differentiated approach based on the RNR model was extended to the DRC and day release was incorporated. We were careful to evaluate our decisions and programmes based on evidence, and thus created business analytics tools, such as STRAT-G and i-SCREEN. In doing so, our research capabilities developed and our professional standing grew. Most recently, the reformative training regime was revamped as the Reformatory Training Centre shifted to Tanah Merah Prison.

Our community partnerships grew more extensive through the years. The Yellow Ribbon Community Project gradually extended its coverage throughout the country since its inception in 2010. A much improved halfway house service model was signed in 2013 while volunteers providing incare religious counselling were facilitated to continue the friendships formed even into the aftercare phase. The CARE Network also saw significant progress, expanding to include close to 100 partners. An attachment programme was instituted to promote mutual understanding and collaboration among the partners, and the inaugural joint CARE Network workplan seminar was held in 2014. There was also closer partnership with other Home Team members, particularly with CNB on the IA regime, the ESS and the differentiated approach for LTs, and with SPF on harassment by ex-inmates and overcoming employment hurdles.

Internationally, our standing also grew steadily throughout this period. Since speaking at a UN conference in 2010 and hosting ICPA in 2011, an increasing number of international publications were written about us as we shared at various international platforms on our Yellow Ribbon Project, our research and evaluation findings on throughcare and our use of technologies.

For the last two years, in the face of headcount reductions, we worked towards transforming our future. We recently commenced the remission restoration system and in the coming months, we will introduce an inmate mobile device, genetric cells, progressive privileges and improvements to the adjudication process. iKiosk was recently implemented and PORTS II will be arriving soon, together with mobile devices. Following our successful proof of concept for new technologies like e-letters, facial recognition and NFC, A4 is being renovated to turn CWP in 2017 to become SPS’s vanguard in the application of new technologies, based on a new intelligence-driven housing unit model, which will eventually be extended to all the other institutions, including the future Selarang Park Complex, under a detailed transformation roadmap.

These various accomplishments were accompanied by very encouraging results. We maintained a commendable safety/security record, while making inroads towards reducing recidivism. We were recognised with the Singapore Quality Award with Special Commendation. Nurtured by thoughtful publicity campaigns, community support had been strong, as reflected in the 10,000 participants at one of our Yellow Ribbon Run events.

Together, we had successfully managed several challenging situations and emerged stronger.

All these had been possible because of the collaborative spirit of SPS staff and the attention paid to morale and welfare, which engendered a culture of care and teamwork. This was reflected in the higher number of promotions, the healthy OHS scores and our emphasis on coaching. As an organisation we had always understood the importance of each individual. At the beginning of the decade, we expanded the concept of Captains of Lives, to include being captains of not just the lives of inmates, nor just of our colleagues and family, but of our very own lives too. We went on in 2014 to redefine our vision statement, emphasising the need to inspire everyone at every chance. The importance we gave our staff led to us being recognised four times for various awards by independent HR consultancy Aon Hewitt.

We now are entering the next lap in our transformation journey. Walking the talk, we must continue to inspire each other, to promote a spirit of collaboration and mutual care, even as we exercise care for our inmates while maintaining vigilance, for safe and secure institutions, for rehabilitated ex-offenders, for Singapore.
"Imaginations shared create collaboration, and collaboration creates community, and community inspires social change."

Terry Tempest Williams
The call for change was indeed timely, as SPS has been playing an expanded role in a rapidly changing landscape since her previous Mission was conceived in 1999. As SPS takes up a leading role in driving aftercare efforts, she can no longer be simply “co-operating in prevention and aftercare… as a key partner in Criminal Justice”. This is especially so when the Prisons Act was reviewed and amended to introduce the Conditional Remission System (CRS), and a structured aftercare regime in the Mandatory Aftercare Scheme (MAS), as a core duty of SPS.

The new Mission significantly identifies SPS as “a correctional agency”.

With SPS expanding her work in aftercare, officers now no longer operate under a singular job description. The array of work SPS officers are involved in on a daily basis can range from ensuring the secure custody of inmates in a housing unit, to overseeing the records of inmates in the clusters’ registries, to putting up a staff development policy paper in a unit at the SPS Headquarters, or following up with a counselling session with inmates released back into the community under the Enhanced Supervision Scheme. SPS officers have, and will continue to do different jobs in the various units, branches, clusters, divisions and commands. Yet, beyond their individual duties, it is imperative for all officers to be united as one team to work towards SPS’s common targets of safety and security, and the rehabilitation of inmates. Thus, the new Mission serves as the glue that binds all officers together towards this common purpose, regardless of their individual work functions.

8 April 2015 was a significant day for the Singapore Prison Service (SPS), as the organisation’s new Mission was unveiled at the SPS-SCORE (Singapore Corporation of Rehabilitative Enterprises) Corporate Advance 2015. What it represented was more than a mere change of words in a statement, or the end of a journey to review the Mission and Vision that started in 2012. The new Mission displays SPS’s resolve, dedication and conviction in continuing her pursuit of ensuring the secure custody and rehabilitation of inmates, as well as cements SPS’s position and identity as a correctional agency in Singapore.
SPS’S MISSION

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

SPS’s Mission clearly communicates the key elements of who we are, what we do, and what we promise to deliver to Singapore and Singaporeans.

“As a correctional agency”

First, the Mission states what SPS represents, and speaks of SPS’s identity and personality. SPS is a correctional agency. SPS’s operations are no longer restricted to the four walls of prison institutions, but have evolved and reached out into the community. SPS officers are now in contact not only with inmates, but they are also involved in engaging them after they are released. There is also increased involvement with inmates’ family members, community partners, vendors, volunteers and law enforcement agencies.

Beyond the expansion of the roles assigned to SPS by the law, SPS is a correctional agency in the spirit of what she does. Even before the change was brought about in the Prisons Act, rehabilitation was included as part of SPS’s Mission and Vision from as early as 2000.

The concept of throughcare has also been ingrained in SPS’s workplans and operations, where an inmate’s rehabilitation begins from the day of his admission to the day of his release back into the community and beyond. All SPS officers are Captains of Lives (COLs) to inmates and are instrumental in rehabilitating and reintegrating them into the community.

“we enforce secure custody of offenders and rehabilitate them”

Second, the Mission articulates the work SPS does.

SPS operates on the two key pillars of safe and secure custody, and the rehabilitation of inmates. The statement contains powerful verbs “enforce” and “rehabilitate”, reflecting every SPS officer’s orientation towards action and readiness to take on the responsibility to work towards and achieve these desired outcomes, regardless of their individual job functions.

The safety and security of the prison system is paramount to the work SPS officers do and it lays the foundation for SPS’s strategic plans to be carried out. Should there be a breach in the safety and security of the institutions, external escorts or the prison system in general, SPS officers would have fallen short of the mission, regardless of how effective rehabilitation efforts may be. Similarly, a correctional agency fixated with only ensuring the safe and secure custody of inmates would have failed in its duty to provide suitable, targeted and calibrated rehabilitation programming for inmates, and reintegrate them into the community upon their release. Thus, SPS’s mission is two-fold; one without the other would not be sufficient to realise her mission.

“for a safe Singapore”

Third, the Mission expresses SPS’s promise to her stakeholders, the community and all Singaporeans.

As part of the Home Team, SPS is dedicated to building a safe and secure Best Home. SPS’s efforts, be it in safety and security, or in the rehabilitation of inmates, should and must always be geared towards achieving the ultimate goal of a safe Singapore.

THE MEANING OF SPS’S MISSION

For all that was mentioned, the Mission serves as a compass to guide and steer SPS officers in the work they do daily. Whether as a Personal Supervisor, an Escort Officer, a Correctional Rehabilitation Specialist, or a Staff Officer over-seeing staff development policies, the mission identifies with SPS officers in their individual roles, connects all COLs, and unites them in a joint purpose.

SPS’s Mission does not only belong to the Department; it is also owned by every officer in SPS, reminding them of their interdependence and the higher purpose to what they are individually tasked to do. At the end of the day, a mission is but words strung together in a statement. It is only when every officer identifies with, and carries out the Mission through his or her deeds, will SPS be able to fulfill her Mission and realise her Vision of a society without re-offending.
Forging Ahead in Corrections

To forge ahead is to overcome barriers and constantly strive for betterment in order to create an enduring legacy. There has been a progressive shift in the Singapore Prison Service’s (SPS) focus as her role evolves and expands—from custodial care to introducing various rehabilitative elements to the inmates under her charge, and to now present her as a correctional agency. SPS has also extended her duties beyond the prison walls and into the community to strengthen the throughcare process. SPS endeavours to optimise rehabilitation and reintegration journey for inmates.

1825 The earliest stand-alone prison in Singapore, Bras Basah Gaol was established.

1872 The first Prisons department was formed, together with the Office of the Inspector of Prisons. The more systematic administration of the Prisons increased deterrence for recalcitrant inmates.

1874 A Prisons Re-Organisation Committee was set up by the Ministry of Home Affairs to review the system of rehabilitation, industrial training and work discipline. A new classification system was adopted to aid in inmate management and differentiated treatment.

1926 The Prisoners Aid Society (later known as After-Care Association) was established to provide financial aid for inmates facing employment issues upon their release.

1929 The Prisons Inquiry Commission, chaired by Devan Nair, recommended shifting the focus of SPS from custodial care to rehabilitation.

1936 Changi Prison—the last prison to be built by the British—was completed.

1946 The Singapore Prison Service was institutionalised as a Department.

1948 Change in prison staff titles to be “less connected to retributive treatment”.

1960 The Prisons Inquiry Commission, chaired by Devan Nair, recommended shifting the focus of SPS from custodial care to rehabilitation.

1974 SPS’s responsibilities increased with her involvement in the custodial care and rehabilitation of drug inmates.

1975 The Singapore Corporation of Rehabilitative Enterprises (SCORE) was established to manage the prisons industries.

1977 The Special Action Prisons Unit (SAPU) was formed as an elite group of officers tasked with riot suppression, hostage rescue and escort of dangerous prisoners. It was later renamed as the Singapore Prisons Emergency Action Response (SPEAR) in 1990.

1985 The Work Release Scheme was introduced for suitable inmates to engage in meaningful and productive work outside of prison and to provide inmates with a gradual reintegration into society.

1999 “Captains of Lives” was unveiled together with SPS’s new vision and revised mission statement.

With the introduction of a new inmate management system, SPS officers became personal supervisors to inmates under their charge, committed to be positive influences on the lives and behaviour of inmates.

A new rehabilitation framework was also introduced to detail the programmes at each phase of an inmate’s incarceration—incare, halfway care, and aftercare.

forge

 Verb: gerund or present participle: forging

1. make or shape (a metal object) by heating it in a fire or furnace and hammering it.
2. create (something) strong, enduring, or successful.
Start of the Millennium (2000s)

2000

SPS initiated the formation of the Community Action for the Rehabilitation of Ex-offenders (CARE) network to engage the community in rehabilitation and co-ordinate the efforts of the various agencies.

The Home Detention scheme was also introduced.

2004

The Offender PREDO Project was launched to engage the community in giving second chances and to inspire a ripple effect of concerted community action to support ex-offenders and their families.

The Home Detention scheme was also introduced.

2010

- The Halley House Service Model was implemented.
- Cluster 6 was officially opened. As the second cluster of purpose-built institutions, Cluster 6 houses the admission and pre-release centre for Changi Prison Complex.

2012

- SPS collaborated with Central Narcotics Bureau (CNB) to implement the Enhanced Supervision Scheme (ESS), where drug offenders with higher risk have to undergo compulsory after-care support and supervision.
- The Pre-Release Centre (PRC) was also set up to equip inmates with skills and knowledge required for their reintegration before release.

2014

- The Community Rehabilitation Centre (CRC) was launched to help first-time young male drug offenders.
- The drug rehabilitation regime was amended to provide differentiated programming pathways for offenders with different profiles.

Amendments were made to the Prisons Act and the Mandatory Aftercare Scheme (MAS) and Conditional Release System (CRS) were operationalised.

The Community Corrections Command was also established to ensure that different aspects of post-release work and community rehabilitation are integrated with the operationalisation of MAS.

Now (2015)

2015

- GPS adopted a new mission: "As a correctional agency, we assume the custody of offenders and rehabilitate them, for a safe Singapore."

Reflections

Having been in service for the past six decades, I have witnessed first-hand how the organisation has evolved to balance the safety of inmates with their rehabilitation and reintegration. It is encouraging to see how SPS has moved out of the prison walls and into the community to expand our role in the forefront as we move forward as a correctional agency.

SCW 1 Charles Sundaram S/O Chinniah
Cluster Cwrs Command, Cluster A Operations

SPS has come a long way in meeting the diverse needs of inmates. We have expanded our focus from the safe and secure custody of inmates, to also include preparing them for reintegration into society. As a Captain of Lives, I help bridging the gap between inmates and their loved ones.

S/Sgt Sri Idayu Binte Abdul Labip
Regulatory Support Office, Cluster B Registry

In inspiring inmates and ex-offenders to become responsible and contributing members of society, each and every officer in the Singapore Prison Service (SPS) has an important role to play. Across roles that focus on ensuring security or enabling rehabilitation, and regardless of whether we are uniformed or civilian staff, each Captain of Lives plays a significant role in achieving SPS’s mission of a safe and secure Singapore.

Just like how the sailors and crew aboard a sailboat work together to navigate both calm and choppy seas, the different units across SPS perform our own specific duties while cooperating closely with one another, as well as external partners, to create a fully operational and effective correctional agency.

This collaboration forms the backbone and strong foundation upon which SPS’s efficiency and effectiveness are built. Let us take a look at some examples of close collaboration among various units within SPS and with our community partners.
AT THE CORE OF THE ORGANISATION

The institutional staff are the primary point of contact with the inmates. These facilities allow managers and staff to interact with inmates on a daily basis and form the pillars upon which the rest of the organisation is built. The Prison Operations and Security Command (POSC), Psychological and Correctional Rehabilitation Division (PCRD), and Community Rehabilitation Services (CRS) are responsible for ensuring the safety and security of inmates in the housing areas. They ensure that inmates are rehabilitated and integrated back into society.

SUPPORTING SMOOTH OPERATIONS WITHIN INSTITUTIONS

- Institutional Brief - elements inside CDS
- Inmate Flight (Incare/Re-Release Centre, Personal Supervisors (Casework), etc.
- These divisions are led by the management and chart directions on how SPS carries out her Mission and Vision.

CHARTING & REINTEGRATION

These include operational units such as the Narcotics Bureau (CNB) to ensure that inmates placed under drug supervision are effectively managed, so as to prevent their relapse.

Parole and Community Rehabilitation Services

Inmates may still be currently serving their sentence but have been granted parole and are in the transitional phase to prepare for their reintegration into society. Such inmates work with the Community Rehabilitation Services (CRS) to ensure their aftercare phase.

WORKING TOGETHER FOR A COMMON PURPOSE

The task is complex and inmates lack the skills and experience necessary to become successful in managing and securing their financial support. Some may be motivated by positive incentives.

PROVIDING A SAFE HARBOUR

Inmates are often called to perform various duties, such as the work of each individual affects the other.

SERVICE TO PROTECT

Inmates are often called to perform various duties, such as the work of each individual affects the other.

BUILDING AN ALLIANCE FOR SUCCESS

This year, the SPS has collaborated with various partners extensively to promote the reintegration of inmates back into society. The Halfway Houses act as a transitional home to help inmates adjust to community life after their release.

The work of the CRS and Reintegration Officers is to provide on-site support and care management needed to address inmates' social reintegration needs. The following teams are responsible for conducting these activities:

- CORR Force, Operations and Security Command
- Psychological and Correctional Rehabilitation Division
- Correctional Rehabilitation Services

The SPS is committed to providing effective, comprehensive, and relevant services to support inmates in their transition back into society.

ANNUAL REPORT 2019

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ENDNOTES

1. SPS works closely with these partners to facilitate inmates' external movements, supporting their rehabilitation and encouraging them to rebuild relationships with their families, thus providing a conducive environment for inmates to turn over a new leaf.

2. SPS and its partners collaborate to deliver services that address the needs of inmates, including religious counselling, befriending, and befriending services.

3. The Halfway Houses and Probation Officers (PO) are responsible for ensuring the safety and security of inmates in the transitional phase.

4. The SPS is committed to providing effective, comprehensive, and relevant services to support inmates in their transition back into society.

5. Specialized units support the rest of the organization.

6. SPS's work is closely tied to the role of ensuring inmates' safety and security during daily operations, facilitating inmates' external movements, and providing on-site support and care management.

7. SPS is committed to providing effective, comprehensive, and relevant services to support inmates in their transition back into society.

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40. SPS is committed to providing effective, comprehensive, and relevant services to support inmates in their transition back into society.
Technology is an integral part of our daily lives. Literally everything that we do or use revolves around technology. It has helped us overcome many challenges, removed geographical barriers in communication, and provided limitless opportunities for improving our lives in areas like healthcare, business, and certainly prison operations. The introduction of technology in Singapore Prison Service (SPS) has seen the replacement of the traditional lock and key with the use of integrated security systems, the development of an information management system to replace hardcopy documentation, and an increased use of computing devices for prison operations. These enhancements have helped SPS improve her operational effectiveness, allowing greater outreach of rehabilitation and contributing to the transformation of SPS officers from custodians to Captain of Lives.

However, technology is evolving at such a rapid pace that the traditional ways of doing things are quickly becoming outdated, and new technologies are constantly replacing old ones. Similar to other organisations, SPS needs to continuously adapt to the changes to remain at the forefront of corrections. Constantly updating and harnessing the latest technologies would allow SPS to mitigate the challenges of a shrinking workforce and societal demand for greater transparency, while propelling SPS forward in her Mission and Vision. SPS must continue to push ahead to re-engineer her business processes to remain effective and relevant.

To support SPS’s transformational plan, a new Technology Roadmap has been developed. SPS will be developed into a technologically advanced prison system with greater reliance on technology-enabled intelligence and sense-making capabilities to ensure discipline and order. Prison processes will also be re-engineered and automated so that SPS officers can be freed up from repetitive tasks and instead engage in rehabilitation work.
ENHANCED INMATE MANAGEMENT AND REHABILITATION

Previously, inmates had to approach officers for any requests such as requesting for letter forms to write to their families. The officer would process the request via his or her workstation before updating the inmates on the outcome. To enable inmates to perform such transactions on their own, the Inmate Self-Service Kiosk (iKiosk) was developed.

iKiosks are currently deployed at all prison compounds. The kiosks come with a barcode scanner that scans and authenticates inmates’ identities through their wrist tags. It features self-service functions for inmates such as reporting sick, checking the next family visit date and changing of diet type. As inmates perform the administrative activities and make certain decisions on their own, the process helps to inculcate a sense of personal responsibility and ownership. It also reduces officers’ involvement in these functions and enables them to focus on purposeful engagement with inmates to further enhance their rehabilitation.

As part of their rehabilitation, inmates are allowed to write and receive letters during their incarceration. Letters received and sent by inmates are currently in the written form and in various languages. The letters also have to be processed by officers who understand the written language. There is currently a cap on the number of letters an inmate can send out due to the administrative processing of written letters.

To address these constraints and to encourage inmates to maintain social bonds, SPS conducted an e-Letters trial where all incoming and outgoing letters were captured in digital format. The letters were automatically processed while translation technology allowed officers to read the letters in English.

CORRECTIONS IN THE COMMUNITY

As SPS expands beyond the prison walls and into the community to help ex-offenders reintegrate into society, there is a need for SPS to collaborate with stakeholders involved in aftercare such as community agencies, case workers, religious bodies, volunteers, family members and employers. However, a platform to share information among the various stakeholders was lacking.

To overcome this, SPS developed the Offender Reintegration Management System (ORMS) that captures all aftercare arrangements by her officers and stakeholders, allowing them to have a holistic picture of the various rehabilitation efforts as they collaborate with each other to successfully reintegrate the ex-offender.

TRANSFORMING THE FUTURE

For SPS, technology has transformed her operating landscape and improved the security and rehabilitation of inmates. SPS will continue to develop and leverage on the latest technologies to support her requirements as a correctional agency.

As a Work Programme Officer, I help inmates build a career after their release. Technology enhances this job-matching process, helping us do better for them.

Si/Sgt Nor Wahyu Bin Ajmaain
Senior Personal Supervisor, Institution A2, Cluster A

The work my Branch does helps us do more with less, enhancing operational effectiveness even as we save time and resources. Technology allows our officers to devote their attention to the most purposeful work, moving us more quickly towards our vision of a society without re-offending.

ASP 2 Lim Wei Jiat
Staff Officer (Information System Programme), Technology Branch, Logistic and Technology Division
Today’s Singapore Prison Service (SPS) is only possible with the hard work and contributions of her pioneers. SPS’s pioneers have played a key role in enforcing secure custody of offenders and rehabilitating them over the years. They are also Captains of Lives who have personally trained, moulded and inspired generations of officers up to this day.

As we celebrate the golden jubilee of Singapore, SPS features three SPS pioneer staff from the 1970s to the 2000s:

• Mr Lohman Yew, former Deputy Director of Prisons/Chief of Staff (DDP/COS) (ret. 2005);
• Mr Ek’huan Bin Sawal, former Housing Unit Officer, Selayang Park Drug Rehabilitation Centre (DRC) (ret. 2009); and
• Mr Suppiah Mahalingam, former Duty Operations Officer, Institution A5 (ret. 2008).

WHAT ARE SOME HIGHLIGHTS OF YOUR CAREER WITH SPS?

Mr Lohman Yew (LY): One of the highlights of my career in SPS was the advancement of the Information Technology (IT) literacy in SPS. When I joined SPS as DDP/COS, the government was undergoing a change to leverage on IT, and SPS was still in her infancy stage. Realising the importance for staff to be IT literate, I asked for a series of IT workshops to be organised to increase IT education and awareness among staff. Within a year or two, SPS was ranked in a survey as one of the most progressive government agencies in terms of IT literacy.

Mr Ek’huan Bin Sawal (ES): Over the years, one of my main achievements was being a positive influence to both staff and inmates – as a leader and mentor to staff, and a fatherly figure to inmates. It gives me satisfaction to see the changes in inmates over time.

Mr Suppiah Mahalingam (SM): As a Housemaster at the then Bedok Reformatory Training Centre, I enjoyed overseeing Reformatory Trainees and even organising sports activities for them. I am also grateful for the opportunity to represent SPS at a United Nations Asia and Far East Institute (UNAFEI) for the Prevention of Crime and the Treatment of Offenders course for a few months in Japan.
leverage on non-government organisations (e.g. voluntary and religious) to strengthen throughcare efforts.

**SM:** In the 1980s, as Chairman of Singapore Anti-Narcotics Association (SANA) Sports Committee (Western Zone), I worked with the People’s Association (PA) to plan activities for ex-drug addicts to reintegrate them back into society. This was just the beginning of such partnerships. Today, there are more established partnerships between SPS and the community.

**WHAT ADVICE DO YOU HAVE FOR SPS OFFICERS TODAY?**

**LY:** I would like to relate a story on personal mastery. When Microsoft Word was being adopted by SPS, I had been using a different programme known as WordPerfect. As the two programmes were incompatible, staff officers using Microsoft Word would have to save their documents in WordPerfect so that I could read them. I reflected on this and realised that this could not continue, with Microsoft Word being the dominant programme moving forward. I took three days of leave to familiarise myself with Microsoft Word, going through all its different features and functionalities until I was familiar with the programme. Hence, my advice to all officers is to continuously learn and upgrade themselves, regardless of the rank or position that they hold.

**SM:** My advice is for officers to be familiar with the various rules and regulations governing their work, and at the same time, to be patient in dealing with the different attitudes, behaviours and characters of both staff and inmates.

**WHAT ARE YOUR THOUGHTS ON SPS’S TRANSFORMATION OVER THE YEARS?**

**LY:** It was a time of tremendous change as we started to call ourselves Captains of Lives, after a series of workshops and seminars which adopted the learning organisation methodology. That was the beginning of SPS’s transformation journey. As a correctional agency, SPS’s venture into aftercare was a positive step. I believe that rehabilitation should take place both during incarceration and aftercare for it to be effective, and SPS is more than qualified for the task. Even before SPS’s emphasis on aftercare, I recall a staff telling me that when he was attached to an agency involved in aftercare, his colleagues were surprised by the level of discipline and respect displayed by the ex-offenders who recognised him.

**ES:** SPS has transformed significantly in the rapidly changing landscape. Technology has made a great impact on the running of daily activities, with computers becoming a part of daily life. Our buildings and infrastructure have also changed drastically.

**SM:** Over the years, there has been a vast increase in the number and variety of programmes for inmates. There were also more established partnerships to facilitate the rehabilitation and reintegration of ex-offenders. Ultimately, inmates must have the propensity to change, and that would be the greatest challenge.

**HOW HAS SPS EVOLVED IN TERMS OF HER COLLABORATIVE EFFORTS?**

**LY:** In the past, even in my previous postings elsewhere, there was little collaboration and the departments worked mostly in silos. I remember inviting the then Commander of Bedok Police Division to visit Changi Prison and he commented that it was the first time he had ever stepped into Changi Prison. At that time, there were no contingency plans involving Singapore Police Force (SPF), and I realised that they would not be able to respond effectively if they were not familiar with the layout of our institutions.

Today, our collaborative efforts are stronger, especially in the area of throughcare. From the initial tripartite group of SPS, Singapore Corporation of Rehabilitative Enterprises (SCORE) and Industrial and Services Co-Operative Society (ISCOS), we expanded to form the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, working with multiple agencies and even grassroots divisions to reduce re-offending.

**ES:** The Yellow Ribbon Project (YRP) is a good example of how SPS and other partners in the CARE Network have engaged the community in the reintegration of ex-offenders. Through YRP, we engaged the public and corporate companies to give ex-offenders a second chance. Going forward, the government could further
“Coming together is a beginning; keeping together is progress; working together is success.” – Henry Ford

For over a decade, Singapore Prison Service (SPS) has been working closely with community partners as they are integral to the success of SPS’s throughcare approach. Effective collaboration with community partners would not be possible without the effort of volunteers who play a significant role in supporting SPS’s rehabilitation and reintegration work.

**COMING TOGETHER**

Community partners’ involvement in incare, halfway care and aftercare facilitates the inmates’ reintegration into society upon their release. They also reach out to inmates’ families to ensure that they are not worse-off as a result of the inmates’ incarceration. SPS works with various passionate partners, who specialise in various fields ranging from family work and enrichment programmes, to religious and non-religious structured rehabilitation programmes.

Volunteers, being part of the community partners, are crucial in the inmates’ rehabilitation and reintegration process. To date, SPS has close to 2,500 dedicated volunteers, from over 20 Volunteer Welfare Organisations (VWOs), to complement her efforts in providing the necessary support for inmates when they reintegrate back into the community.

**KEEPING TOGETHER**

Ms Edlyn Tan Shi Siew, 27 years old, is one of many who have dedicated their time reaching out to inmates’ families who are in need. With over two years of experience in the Yellow Ribbon Community Project (YRCP) and having spent over eight years in the grassroots, the YRCP Champion serving Kembangan-Chai Chee Division is one example on how community partnership has enabled SPS to extend her family engagement beyond the prison walls.

The YRCP is an SPS-led initiative implemented in September 2010. Working closely with trained grassroots volunteers, the YRCP reaches out to inmates’ families to provide support and assistance. Inmates will be able to better focus on their rehabilitation in prison, having in mind that their families are being supported by the community.

Working with families of the incarcerated ones is challenging and complex. Ms Tan recalled how one of the families she engaged remained unresponsive despite her good intention to render assistance to them. Similarly, a YRCP volunteer from McPherson Division, Mr Manjeet Singh S/O Kernial Singh, faced similar challenges during some of his engagements when his clients refused to receive help. Nonetheless, their training, experience and dedication...
have enabled them to effectively and patiently carry out the necessary engagements. To date, more than 800 grassroots volunteers have been trained and equipped with the necessary knowledge and skills to conduct proactive outreach to inmates’ families.

Receiving sincere gratitude from the families is a form of recognition of the efforts put in by volunteers such as Ms Tan and Mr Manjeet. Such affirmation gives them a sense of fulfillment in knowing that they have helped to make a difference. Their engagement went beyond lending the inmates’ families a listening ear and providing them the necessary referrals. It also involved inspiring the families to make a difference to the lives of other inmates’ families who might be facing a similar plight. Ms Tan recounted the story of how a late YRCP beneficiary joined YRCP as a volunteer, hoping to make a difference despite having to deal with her husband’s incarceration. With strong family support, her husband managed to successfully reintegrate into society and is gainfully employed with a full-time job.

Since the launch of the programme in 2010, there are currently more than 270 befrienders; compared to just 38 befrienders during its inception. The dedication of volunteers like Ms Tan, Mr Manjeet, and Mr Anuar, has contributed significantly to the reintegration efforts by SPS beyond the prison walls.

### WORKING TOGETHER

To further enhance the professionalism of the volunteers and caseworkers engaging in offender work, the Developmental Framework for Offender Rehabilitation Personnel was implemented. Since its launch in 2014, over 50 course runs have been conducted for more than 1,000 volunteers and professional aftercare workers.

SPS appreciates and recognises the dedication and commitment of her volunteers. In 2015, SPS organised the annual YRCP Appreciation Luncheon and SPS Volunteers Awards Ceremony to celebrate and affirm the hard work of her volunteers. In addition, the various clusters organise annual dialogue sessions and luncheons to engage and strengthen the bond with community partners.

SPS’s volunteers are an integral part of her rehabilitation and reintegration efforts. With structured programmes such as YRCP and Befriending programme, volunteers in the community are able to help inmates and their families integrate into society more effectively, and in turn, minimise the social cost incurred that comes with every incarceration. As more volunteers come together, keep together, and work together with SPS, SPS is more empowered and confident to work towards a society without re-offending.

### Reflections

Despite the challenging and complex nature of working with inmates and their families, it is heartening to know that there are people in our community who have such great passion and determination to better society. Their ‘never-say-die’ spirit should always be in our hearts as we continue to strive towards making the same change.

ASP 1 Lim Hui Julian
Housing Unit Officer, Changi Women’s Prison, Cluster C

DSP 2 Ng Kim Seng
Fees (Operations), Institution B3, Cluster B

MX 12 Hamsanathini D/O Artpuathan
Specialist (Intervention), Community Supervision and Rehabilitation Branch, Community Corrections Command

SPS alone has limited resources, and that is why we need to collaborate with our community partners to garner their support and action. This requires that each and every member of society believes in a shared vision of a society without re-offending.

The journey from rehabilitation to reintegration into the community is a challenging one. The YRCP and Befriending programmes are good platforms for the community to render their support for ex-offenders. Knowing we have the support of the community comforts, encourages and helps me in my work at Community Corrections Command.
Extending the call for continued support, the Yellow Ribbon Project (YRP) believes that it takes a collective effort from the local community to sustain an inclusive environment for reforming ex-offenders.

The attempt to change public perception has been successful over the last 12 years. The burgeoning support for the campaign has provided ex-offenders and their families a much needed push in the right direction.

However, beyond awareness and acceptance, the YRP has also been increasing efforts to exemplify action. Besides wearing the Yellow Ribbon to support the spirit of acceptance and social inclusion, the YRP encourages both individuals and corporations alike to step forward and provide more opportunities for ex-offenders and their families in the areas of employment, creating supportive work environments, active participation in Yellow Ribbon events, and volunteerism.

CHALLENGING NON-ACCEPTANCE — YELLOW RIBBON PRISON RUN 2015

Affirming itself as one of the more popular runs in Singapore, the 7th Yellow Ribbon Prison Run celebrated SG50 with about 7,700 registered runners, 100 volunteers and 26 corporations. Leveraging on the Corporate Challenge event, more than $85,000 was raised for the Yellow Ribbon Fund.

The haze caused the organisers to cancel the 10km competitive run and conduct a 6km walk that morning. Despite the unfavourable weather conditions, a strong turnout of about 3,300 participants sent out a strong message of encouragement to the ex-offenders.

A true reflection of the strong community support came through Tong Seng Holdings. Undeterred by the haze, the company sent 800 employees to the run, donning their own customised running jersey in support of the cause.

To enhance the running experience, a Happily Ever After Running Trail was presented to runners through mascots and actors dressed up as the Ugly Duckling, Snow White and Beautiful Swan, to educate participants on the impacts and effects of incarceration.
ENHANCING REHABILITATION THROUGH MUSIC

Jointly organised with the Composers and Authors Society of Singapore (COMPASS), the Yellow Ribbon Song Writing Competition led the way for ten budding song writers to be COMPASS members after their release from prison.

Revolving around the theme ‘My Imperfections’, 34 inmates were mentored and coached by local musicians to compose their thoughts into meaningful masterpieces. This collaboration, now into its third year, has provided 80 inmates with the opportunity to refine their talents, culminating in the production of two CD recordings.

‘Art programmes are not only for the quality of life for the people involved, but also the quality of communities that the incarcerated will eventually re-enter. It is in every community’s interest to help enhance the lives of inmates through training while they are incarcerated, in order to make a positive impact, so as to encourage the renewal of life in the right direction upon release. We hope this song writing course and competition would help the rehabilitation process between participants and communities as the bridge,’ said Mr Edmund Lam, CEO COMPASS.

A NEW HORIZON – AN ART EXHIBITION

Led by the Singapore Art Museum (SAM), the 2015 exhibition continued to use art as a medium for inmates to communicate their hopes and aspirations to the community through the theme of A New Horizon. The exhibition, curated by SAM, also seeks to raise awareness on how ex-offenders can perform when given equal opportunities.

Art programmes in Singapore Prison Service (SPS) are one of many rehabilitation programmes available to facilitate the rehabilitation of inmates, where the focus on skills training and mindset change plays an integral role in inmates’ rehabilitation and reintegration back into society.

Ms Andrea Fam, a curator at SAM, shared her experiences: “This year’s Yellow Ribbon Community Art Exhibition features, for the first time, the most number of works by the woman inmates. Involving the women was identified as critical to the project as it serves to demonstrate the parity in the rehabilitation and reintegration programmes offered to all inmates. As such, professional artist-led workshops were organised and conducted over a span of two months to educate and facilitate the women inmates in the learning of new creative skills.

The experience of working alongside the artist-mentors and the women inmates, attending the joint family preview sessions and curating the artworks at both the Visual Arts Hub and SAM, have been edifying and deeply rewarding. I have learnt and been reminded of many things about the human condition which we all share, the essential two being the role that art plays in empowering individuals to inspire and be inspired, and its wonderful capacity to bring communities together.”
DRIVING FOR SECOND CHANCES

YRP took the campaign to the road through the Yellow Ribbon’s Drive for Second Chances. The truck aimed to reach out to members of the public in their vicinity and to present the message of second chances in a novel and immersive environment. This allowed the public to learn about reintegration issues faced by ex-offenders and take action after visiting the exhibition. Supported by about 50 volunteers, the truck was driven to schools, heartlands, industrial parks and business districts.

CELEBRATING SECOND CHANCES

Awards Ceremony 2015

Over 210 ex-offenders received commendation awards in recognition of their success and achievements in leading reformed lives and becoming contributing members of society. Their feat echoes the belief that it is possible to lead crime-free and drug-free lives after their release.

Since 2006, more than 800 ex-offenders had received awards and this bears testament to the role played by the community in helping ex-offenders stay committed towards successful reintegration.

SUCCESS STORY

Mr Zulkhairee Bin Uday, an award recipient of the Merit Achievement (Bronze) Award, has kept a clean record for six years since his release in 2009.

Since his release, Mr Zulkhairee has spent his time focusing on his job as a cleaner and role as a husband and father. His sincere efforts touched his family, who forgave and accepted him. With his family’s support, Mr Zulkhairee’s determination paid off when his employer promoted him to a supervisory role after three years. The encouragement and trust from his employer helped him to remain crime-free and drug-free. Today, Mr Zulkhairee and his wife have set up their own business, operating a food stall in a school canteen.

Mr Zulkhairee did not forget the help provided by the community, such as the Industrial and Services Co-Operative Society (ISCOS), which enabled him to get back on his feet again. He has chosen to pay this forward, and is currently volunteering with the Singapore Anti-Narcotics Association (SANA), and actively participates in their aftercare activities.

The YRP has garnered much support from the community to support the rehabilitation and reintegration of ex-offenders. We see support from corporations (Tiong Seng Holdings, COMPASS and SAM), individuals (volunteers helping out with the Drive for Second Chances) and even ex-offenders (Mr Zulkhairee), through their own means and methods of contribution. With the accumulation of every effort and every action, the YRP will continue to strive towards creating an inclusive environment for ex-offenders, towards a society without re-offending. Go beyond wearing the Yellow Ribbon, show your support today!

When we see a Yellow Ribbon, we instantly know what to associate it with. In the past, all I knew about YRP was limited to the run itself. After being given the chance to be part of the Yellow Ribbon Run sub-committee in 2014, I now know there are many more facets and initiatives to our Yellow Ribbon work; like the Song Writing Competition and Community Art Exhibition. I can now proudly share with others that the YRP is about much more than just a run.

ASP 1 Suresh Sundaramurthi
Staff Officer (Programme), Cluster A Programme

As Captains of Lives, our responsibilities in walking with ex-offenders on their journey of rehabilitation extend beyond the prison walls. I am encouraged and motivated by YRP’s proactive steps to ensure their successful rehabilitation and reintegration.

Cpl Wong Ik Kee
Work Programme Officer (Career Operations), Institution A5, Cluster A

Reflections
As you navigate through the rest of your life, **BE OPEN TO COLLABORATION.** Other people and other people’s ideas are often better than your own.

**FIND A GROUP OF PEOPLE WHO CHALLENGE AND INSPIRE YOU,** spend a lot of time with them, and it will change your life.

AMY POEHLER
Operations Division (Ops Div)

At the Heart of Singapore Prison Service’s Work

Ops Div oversees various aspects of Singapore Prison Service’s (SPS’s) operations. It has oversight of a wide range of operational matters, from routine operations to special operations.

Key Workplan Initiatives

Ensuring SPS’s Contingency Readiness

Major incidents can happen anytime and without any warning. Hence, it pays to enhance the contingency readiness of SPS. Throughout FY2015, ground deployment exercises were conducted to ensure staff readiness in the management of major contingency incidents such as riot, fire, escape and hostage-taking. For more complex scenarios such as influenza pandemic, table-top exercises were conducted. Through such exercises, contingency plans are constantly validated and reviewed, ensuring that SPS is always operationally ready for any contingency.

Expansion of In-House Medical Facilities

Together with SPS’s medical service provider, response capabilities to inmate medical emergencies have been enhanced. For example, the Emergency Response Bags, available in every Housing Unit, have now been equipped with portable oxygen cylinders. We have also upgraded the dental chairs and installed dental x-ray machines in all Clusters.

Besides the expansion of medical facilities, the Medical Services Branch has also reviewed its medical protocols with the medical service provider. This ensures that the medical protocols are updated to reflect the latest medical standards.

These initiatives serve to ensure that inmates receive the appropriate level of medical care in prisons. Efforts to minimise movements of inmates out of our prisons also enhance the overall security of inmates.
KEY WORKPLAN INITIATIVES (CONTINUED)

IMPROVING MEDICAL EFFICIENCY AND CARE
Moving ahead, the Medical Services Branch, which has already made the National Electronic Health Record available to the Prison Medical Officers, is working towards linking the electronic medical record system with Changi General Hospital (CGH) Laboratory. These initiatives will improve the efficiency of medical services rendered to inmates during their incarceration and ensure continuity of medical care for them after their release.

ESTABLISHMENT OF WORKPLACE SAFETY AND HEALTH FRAMEWORK
In line with the national initiative to promote a safe working environment, SPS has established a Workplace Safety and Health (WSH) framework to look into making SPS a safer environment for both staff and inmates to conduct their daily activities. Under the framework, a committee was formed to drive all safety matters, identify areas that might compromise the safety of personnel working in prisons, and to then develop measures to mitigate the identified risks.

INTRODUCTION OF EXTERNAL PLACEMENT SCHEME
The External Placement Scheme (EPS) was established on 1 July 2014, following changes made to the Prisons Act to incorporate the necessary enabling legal provisions. The EPS provides for the Minister to right-site inmates in facilities outside of prison that are more suitable for their physical or mental conditions. The Minister will be advised by an independent External Placement Review Board (EPRB) before making this decision. External placement will be for a period of up to 12 months at a time and may be extended following a review. The order for external placement may also be cancelled by the Minister or revoked by the Commissioner of Prisons at any point in time for violation of conditions or in the interest of the public. While on the EPS, inmates will continue to be under SPS’s legal custody and will be subject to conditions and restrictions. They may be recalled to prisons if their condition improves.

ADVANCING OPERATIONS WITH TECHNOLOGY
Leveraging on technology will propel SPS forward to achieve operational excellence. To meet the challenges of the future, Ops Div has been working closely with the Office of Chief Science and Technology Officer (OCSTO) at the Ministry of Home Affairs (MHA) and SPS Technology Branch to explore the use of technology for day-to-day ground operations. From the conceptualisation and design stages, several projects have moved onto the trial stage, with the possibility of incorporating these technologies into daily operations. These projects include the:
- Human Behaviour Early Detection System;
- Automated Equipment Handling System;
- Multi Biometric Enrolment System; and
- Inmates Telephone System.
SDFD oversees the review of all staffing, training, and personnel policies, as well as ensures optimal fund utilisation in the department.

Developing our people as our key asset, optimising our finances as our key resource

SDFD strives to be a valued partner of each business unit in Singapore Prison Service (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

Chief Personal Supervisor (PS) Course: The Chief PS Course was introduced in 2015 as a functional course to target current serving and newly identified officers performing the role of a Chief PS. It equips officers with the knowledge and skill sets to better perform their jobs in the Housing Unit (HU), and develop competent and confident future leaders. The topics covered in this course range from operational (Maintaining Operational Readiness in the HU) to rehabilitation-related aspects (Understanding Rehabilitation Programmes and Community Engagement). In addition, topics such as staff management and ways to be an effective Chief PS have been included in the course, as the Chief PSes are also front-line leaders of their teams. Two runs of the course would be conducted each year.

Revised Curriculum: As technology advances and with the increasing number of Generation-Y learners joining the service, Prison Staff Training School (PSTS) reviewed the curriculum for new entrant officers to ensure that the contents remained relevant and current. One of the key changes was the breaking down of the learning semesters into three terms so that content and knowledge were imparted in manageable segments. Each term comprises an experiential learning phase where the trainees are attached to the institutions to observe operational practices and routines. Doing so allows them to translate their knowledge into practice by being gradually exposed to ground operations.

Another shift in the curriculum was to group the academic contents into five broad modules, namely SPS Framework, HU Management, Inmate Management, Operational & Tactical Readiness, and Community Engagement. This provides a coherent narrative to facilitate learning – trainees would be able to first form a broad perspective of SPS, before going into the specifics of their core work, and finally understanding how their work impacts the community.
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UNIT REVIEW

COLLABORATION STORIES

CW 1 YEO SUAN SIANG (Personnel Officer)
Staff Development/ Cluster B

A fellow COL was stricken with illness and had been hospitalised frequently for an extended period of time. His career, health and finances faced uncertainty. To help him, various parties within SPS came together to render assistance.

Working with Staff Management Branch, we managed to get approval from the medical board for him to be granted an extended medical leave, thereby avoiding the need to take no-pay leave. Staff from his unit, counsellors from Mental Resilience and officers from Staff Development worked together to visit him and keep each other updated on his condition. We also assisted him in managing his medical reimbursements, alleviating his financial difficulties.

Through this collaboration, we helped support him through a difficult period in his life.

KEY WORKPLAN INITIATIVES (CONTINUED)

In addition, PSTS worked with Psychological & Correctional Rehabilitation Division (PCRD) to include basic Core Correctional Practice (CCP) training (five dimensions which include the effective use of authority, anti-criminal modelling and reinforcement, problem solving, use of community resources, and quality of interpersonal relationships between staff and inmates) in the curriculum. This was delivered to the new trainee cohort in July 2015. The training will also be extended to existing officers.

E-Textbook

Leveraging on technology in learning and development, PSTS made plans to develop an interactive e-Textbook to facilitate learning on-the-go. With the new e-Textbook, SPS officers would be able to access content and information on portable devices, such as tablets. Officers can look forward to a more vibrant learning culture in SPS.

CARE FOR THE STAFF

Health Promotion Strategies

In 2014, Staff Well-Being Branch (SWB) conducted the Needs Assessment Survey to better appreciate the welfare needs of SPS staff. The results of the survey indicated that SPS officers generally want to lead a healthier lifestyle and hence in 2015, SWB planned for a string of health promotion strategies to bridge the gap. The strategies include running health exhibitions, a weight loss management programme and health talks. The execution of the programmes was assisted by a few Republic Polytechnic interns who were undertaking the Diploma in Health Management and Promotion. SWB also collaborated with Health Promotion Board, ActiveSG, Cluster Staff Development and SPS Health Promotion Committee to ramp up health promotion efforts within the department.

Through the health promotion strategies and efforts, SPS officers now have more opportunities to keep fit and adopt a healthier lifestyle.

UNIT HIGHLIGHTS

SPH INK AWARDS

The Singapore Press Holdings (SPH) Ink Awards is one of Singapore’s biggest advertising awards, celebrating the best works from the advertising industry. The award ceremony was held on 31 July 2015 at the Raffles City Convention Centre before a crowd of more than 300 guests. SPS’s recruitment advertisements, titled “Enabling Inmates to Start Life Again,” were nominated for the award in the “Print Recruitment” category and were among the 62 finalists to emerge from the 410 submitted entries.

One of the entries, which illustrated how a prison officer touched the life of an inmate when the inmate was experiencing the loss of a loved one, won the silver award. The officer did not only help the inmate overcome adversity, but also motivated him to turn his life around. This illustrated the real-life stories of our Captains of Lives (COs) who in their course of work, effect positive changes in the lives of inmates.

While getting nominated and winning the silver award engendered greater awareness on the meaningful work undertaken by COs, it also celebrated the success of a tripartite collaboration among the media agency, SPS Recruitment and the COs who were featured in the photo-essays.
As part of SPS’s throughcare approach, RRD plans and provides rehabilitation and reintegration programmes and services for inmates during their in-care and aftercare phases.

FORGING AHEAD IN THROUGHCARE

Made up of four branches, namely Rehabilitation Policy & Planning, Programme Management, Community & Family Policy, and Education, RRD oversees Singapore Prison Service’s (SPS’s) rehabilitation efforts and facilitates the eventual reintegration of inmates. RRD also works closely with other Home Team Departments and community partners in advancing SPS’s correctional efforts.

KEY WORKPLAN INITIATIVES

IMPLEMENTATION OF THE REVISED INHALANT ABUSER REGIME
The Inhalant Abuser (IA) regime was jointly reviewed by SPS and Central Narcotics Bureau (CNB) in 2014. The recommendations arising from this review were implemented in 2015.

GPS TAGGING FOR SELECTED INMATES
To enhance community supervision, selected supervisees who are undergoing Community-Based Programmes (CBP) will be subjected to Global Positioning System (GPS) electronic monitoring. This allows SPS to monitor their compliance to home curfew hours and movement restrictions.

BEFRIENDING PROGRAMME
At pre-release, selected inmates are matched with volunteer befrienders, under the Befriending Programme. These befrienders serve as pro-social support to help the inmates develop and sustain a pro-social network and lifestyle. In September 2015, the Befriending programme was expanded to include more Pre-Release and also Drug Rehabilitation Centre (DRC) inmates.
The Day Releases Scheme (DRS) which was implemented in 2016 is a step-down arrangement for suitable first timer DRC inmates after they have completed their intervention programmes in the DRC.

DRC inmates on the DRS are given opportunities for day release, where they can continue with their academic studies or employment in the community. This will minimise disruption to their lives and mitigate the risks of contamination from other higher risk DRC inmates.

A structured Release Preparation Programme was implemented in April 2015. The purpose of the Release Preparation Programme is to prepare releasing inmates for reintegration back into their families and the community. It aims to equip inmates with useful problem-solving and coping skills to handle the immediate issues that they will face upon their release. The programme comprises classroom-based sharing sessions, joint family sessions, one-to-one reintegration needs assessment, and information and referral services, if required.

The Yellow Ribbon Community Project (YRCP) seeks to render support and assistance to inmates’ families. Trained grassroots volunteers will visit the families of inmates and refer them to relevant avenues of social assistance if needed. This allows inmates to better focus on their rehabilitation with the knowledge that their families are well supported in the community.

In FY2015, the YRCP Next-of-Kin (NOK) Visit was piloted to encourage NOKs to visit inmates who have not received visits or letters for the past year. YRCP volunteers participating in the project will conduct house visits to encourage the NOKs to rekindle familial bonds and support the inmates’ reintegration journey either through visits or writing of letters. The restoration of familial bonds will help to strengthen the inmates’ pro-social support scaffolding upon their release and motivate them to stay crime-free.
L&TD creates a safe and conducive work environment, advances SPS with strategic use of technology and strengthens governance in resource management.

WORKING COLLECTIVELY TO DELIVER QUALITY KEY SUPPORT SERVICES

L&TD provides specialised knowledge and services to support and enhance Singapore Prison Service’s (SPS’s) key functions. It has three branches under its purview, namely – Infrastructure Development Branch, Logistics Branch and Technology Branch. With the strategic use of technology, provision of efficient infrastructure and sound governance in resource management, L&TD is committed to develop value-enhancing capabilities to support SPS’s operational needs.

KEY WORKPLAN INITIATIVES

A LIVEABLE AND WORKABLE BUILT ENVIRONMENT

In FY2015, as part of the streamlining and centralisation of project monitoring and contract management in infrastructure related projects, Infrastructure Development Branch (IDB) was restructured from two sections to three sections – Building Development, Building & Projects Planning, and Building & Estate Management. This is representative of IDB’s key functions as it endeavours to create a safe and productive environment in SPS.

By designing SPS’s facilities in a holistic manner, IDB created a user-friendly and conducive workplace. The newly constructed South Gate Linkway connecting the HQ South Gate to the existing Changi Prison Complex (CPC) linkway has improved both the connectivity within CPC and the convenience for staff.

IDB also strives to be proactive in ensuring the continual health and comfort of building occupants, especially with the recurring episodes of haze each year. As part of SPS’s haze mitigation measures, IDB installed MERV14 filters onto the mechanical ventilation system in Clusters to improve the indoor air quality of the building. With the installation of the MERV14 filters, particles as small as 0.3 microns in diameter can be filtered out, optimising ventilation and minimising pollutants inflow.

ENTERPRISE WIRELESS INFRASTRUCTURE

In 2015, Technology Branch obtained approval and commenced implementation on an Enterprise Wireless Network Infrastructure within CPC. As the first Home Team Department to implement the wireless network, SPS is well positioned to enhance its capability in security and rehabilitation.

The deployment of the wireless network will provide the technological backbone for the implementation of SPS’s business transformation initiatives. These initiatives seek to transform SPS into a technologically advanced corrections system with less dependence on static guard duty points, more automated processes
COLLABORATION STORIES

CW 2 A MARIADAS S/O AROKIASAMY (Chief Personal Supervisor)
Institution B1/ Cluster B

I am in charge of the various store items for my Housing Unit. I work with the Cluster Warehouse staff on a regular basis to ensure they are replenished in a timely manner. Effective and constant communication is necessary to ensure smooth coordination.

The coordination can sometimes be tough, especially when the Warehouse Management System is down and everything has to be explained over the phone; or when there is a change in supplier or vendor.

Having a common understanding of each other’s constraints is very important to overcome these challenges. Working closely with the Warehouse staff has helped me better understand their challenges, and enabled both of us to streamline and improve our processes.

Through all these collaborations, I have learnt to communicate and understand others better, and appreciate how many challenges can be resolved through discussion and establishing a common goal.

KEY WORKPLAN INITIATIVES (CONTINUED)

and greater involvement of community partners as a force multiplier for SPS’s rehabilitation efforts. For example, the implementation of Prison Operations and Rehabilitation System II (PORTS II) will allow staff to access information on-the-go for better situation awareness and decision-making. In addition, this infrastructure is also vital to support future e-rehabilitation services such as E-Books, E-Letters, and E-Counselling. These services will be rolled out progressively to enhance the outreach of SPS’s rehabilitation efforts and inoculate inmates to be responsible for their own rehabilitation.

VEHICLE REPLACEMENT PROGRAMME (FY2015–FY2017)
The Vehicle Replacement Programme from FY2015 to FY2017 involves the replacement of 15 per cent of SPS’s vehicle fleet. This programme ensures that SPS maintains sufficient operational vehicles to support external operations and other departmental transport needs. With the completion of this programme, at least 68 per cent of the vehicle fleet will be below five years of age, of which 18 per cent is below three years of age.

PROCUREMENT AND FINANCE
As part of a collective effort to strengthen SPS’s procurement and finance competencies, Logistics Branch, together with Finance & Administration Branch, jointly developed relevant topics and customised courses targeted at officers handling related matters, especially for newly appointed officers. A series of broadcast messages was sent periodically throughout FY2015 to provide officers with key knowledge to handle Procurement and Finance related matters. In addition, the course on ‘Basic Procurement’ was conducted on 7 October 2015 to provide participants with an introduction to these areas:

- Application of the Instruction Manuals;
- Fundamental Principles of Procurement Policies;
- Overview of GeBIZ;
- Government Procurement Processes; and
- Small Value Purchases, Quotations and Tenders.

UNIT HIGHLIGHTS

GOING GREEN FOR A MORE SUSTAINABLE FUTURE

L&T&D actively supported the achievement of several major milestones in SPS’s go-green journey in FY2015. Some of the environmental sustainability accolades attained include – Green Mark District Award (Gold) for CPC; Water Efficient Building (Gold) for Tanah Merah Prison and Changi Women’s Prison; and the implementation of a Water Efficiency Management System. Through the effective coordination and engagement on energy and environmental issues with the relevant stakeholders, SPS has contributed progressively towards achieving a more sustainable future.

CIO 100 HONOUREE 2015

In April 2015, SPS achieved the status of CIO 100 HONOUREE 2015 in CIO Asia’s annual index of Asia’s top performing enterprise IT users. The CIO Asia CIO 100 is a prestigious annual listing of the top 100 Asian companies and organisations that have deployed information and communications technology to derive the highest strategic value and to yield the greatest returns for key operations and business.

E-Letters, the first of the suite of e-rehabilitation applications that would be developed, was nominated for the award. E-Letters enhanced SPS’s rehabilitation and reintegration efforts by providing a more seamless and robust platform for improved communication between inmates and their family members or friends. The achievement of the CIO 100 HONOUREE 2015 was testimonial of SPS’s excellence in the adoption of technology to enhance her capabilities.

IMPROVING INTERNAL PROCUREMENT PROCESSES

In order to improve on contract management and reduce the time involved in each stage of the procurement process, Logistics Branch implemented a series of changes to the Procurement Section. This included establishing clearer areas of ownership, using an online contract management system, and focusing on more systematic documentation. These changes, coupled with the engagement with contract owners in Clusters and Headquarters, enabled Logistics Branch to work towards the objective of establishing contracts on a timely basis.
Intelligence Officers plan, develop and manage intelligence operations in order to ensure that the right information gets to the right people at the right time.

VIGILANTLY WATCHING FOR POTENTIAL HOTSPOTS

Intelligence is an integral part of prison operations. ID is entrusted with the responsibility of gathering, analysing and disseminating information to support operations, facilitate effective decision-making, and ultimately contribute towards the successful rehabilitation of inmates.

Intelligence Officers work in close collaboration with fellow staff in the Clusters and Institutions, external counterparts, as well as community partners and volunteers to detect tension and pre-empt undesirable incidents.

TRIAL OF INTELLIGENCE-DRIVEN DYNAMIC SECURITY OPERATING MODEL

In FY2015, ID worked with various stakeholders on an initial trial of a new Intelligence-Driven Dynamic Security operating model that leveraged on intelligence-driven strategies and advanced technology to achieve greater manpower efficiency and operational effectiveness.

Under the trial, selected officers in participating institutions were trained in intelligence and information management. They would then play an enhanced operations-intelligence role to strengthen the housing unit operations. Risk management strategies were also developed in tandem to support this operating model.

With the completion of the trial, the operating model would be evaluated with the view for it to be further enhanced and extended to other institutions in the future.
ID explored various new technologies to gather and analyse information more effectively so as to maximise manpower efficiency. In addition, ID also partnered other Home Team agencies and units to jointly look into technologies that could be implemented for better synergies across the agencies.

**BROADENING OUTREACH AND ENGAGEMENT**

ID held regular briefing sessions for both internal and external partners such as counsellors, volunteers and even relevant contractors to share strategies for more effective communication with inmates. These sessions also served as a platform to facilitate mutually beneficial communication of information that ultimately contributed towards maintaining a safe and secure environment for our inmates and staff.

**ENHANCING SKILLS AND COMPETENCIES TO MEET CHALLENGES**

In order for Intelligence Officers to carry out their work effectively and efficiently, ID continually enhances their skills and capabilities through training. In addition to attending the Basic and Intermediate Intelligence Officers Courses, selected Intelligence Officers also attend Intelligence-related courses conducted by Singapore Prison Service’s (SPS’s) counterparts, such as the Basic Field Intelligence Officers’ Course and the Crime Pattern Analysis Course, to widen their exposure and develop their skills in the area of intelligence work.

Intelligence Analysts have also been building up capabilities in Business Analytics skills and tools in order to enhance the efficiency in analysing data and also to build up the competencies in predictive analysis.

**STRENGTHENING COLLABORATION WITH STRATEGIC PARTNERS**

No intelligence agency can maximise its effectiveness in isolation. In order to better support SPS’s operational and rehabilitative efforts in the aftercare arena, ID stepped up collaboration with external partners and agencies to enhance the aftercare intelligence structure. ID engaged other Home Team agencies on training and development activities, and also worked together with external agencies for joint operations, and strengthened information exchange with relevant agencies.
SPD Formulates and monitors major departmental plans, promotes service, optimisation, innovation and organisation development efforts and monitors SPS’s performance through statistical methodologies.

DRIVING ORGANISATIONAL PERFORMANCE THROUGH DATA, PLANNING AND OPTIMISATION

SPD synergises the planning functions of Singapore Prison Service (SPS) to achieve a forward-looking organisation. These functions involve corporate planning, data mining, resource optimisation and organisational development.

**KEY WORKPLAN INITIATIVES**

**TRANSFORMING OPERATIONS AND CAPABILITIES FOR THE FUTURE**

The SPS Transformation Plan was developed in FY2015. It sets out the Key Strategies and Key Levers to transform SPS’s operating effectiveness and develop capabilities to be ready for the future operating environment.

The SPS Transformation Plan seeks to tackle the strategic challenges and harness the opportunities that arise from the medium term operating landscape.

SPS of the future will be characterised by data-driven operations, evidence-based interventions, and targeted corrections fulfilling the desired outcomes of maintaining safety and security in prisons, reducing both recidivism rates and incarceration rate.

**ENHANCEMENT OF SPS WORKPLAN AND PROJECTS MONITORING CAPABILITY**

In order to implement SPS's strategic plans, SPD adopted a web-based monitoring system to promptly track the progress of SPS’s key projects and initiatives without the need for excessive and manual collation.

**CONSULTANCY STUDY ON BUSINESS ANALYTICS**

SPD embarked on a consultancy study to explore the application of Business Analytics (BA) in SPS. BA involves iterative data exploration, which focuses on developing new insights and understanding an organisation’s performance. As part of SPS's twin focus on custody and rehabilitation, BA can be used in a myriad of ways; for example, BA can be used to predict future risk trends so that SPS can better allocate resources and develop a more targeted approach in managing inmates.
Razly (not his real name) has been in prison many times since his youth, mostly for drug-related offences. He is married and has a 10-year-old son who is suffering from dyslexia and ADHD. As the main breadwinner for his family, he was regretful when he was imprisoned in 2012, and was concerned that his wife would not be able to manage the household expenses and his son’s medical and tuition fees.

As his Personal Supervisor, I referred his case to the Family Resource Centre (FRC), where his family would be able to receive assistance during his period of incarceration. I kept Razly updated on the assistance being provided to his family, and he was grateful and committed to change himself for the better.

Today, he is more determined than ever to keep away from drugs so that he can return to his family upon his release. This would not be possible without the strong support and partnership that Cluster A Programme shares with FRC.

S/Sgt Mustafa Kamal Bin Fasalul Raman
(Senior Personal Supervisor)
Institution A3/Cluster A

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key workplan initiatives (continued)

promoting a risk management culture

The Near Miss Reporting System (NMRS) was first incorporated in the 3i Portal in 2010 as part of the Staff Suggestion Scheme (SSS). The system was reviewed and upgraded in April 2015 to enhance the involvement of the respective stakeholders in the reporting process and to encourage a culture of incident reporting.

The review was jointly conducted by SPD and the Inspectorate And Review Division with the objective of creating a sustainable healthy risk culture where staff will have a natural tendency to comply with established procedures by taking personal ownership in risk management. Officers will also be open and trusting of one another such that near misses could be shared without fear of reprisals.

With the launch of the enhanced Near Miss Reporting (NMR) Module in the 3i Portal, it is administratively easier for SPS officers to report potential risks and near misses under the different risk domains. The NMR Module also encourages SPS officers to have the moral courage to report these incidents which can potentially impact SPS’s reputation and public trust.

A journey of acceptance

During the three-day Public Service Festival which was conducted from 15 to 17 October 2015 at the Suntec Singapore Convention & Exhibition Centre, SPS and the Singapore Corporation of Rehabilitative Enterprises (SCORE) collaborated on an exhibition booth which was designed to encourage public goodwill, particularly among public servants, towards the acceptance of inmates and ex-offenders, and their rehabilitation efforts.

Termed “Journey of Acceptance,” the booth provided a chronicle of how inmates could contribute to society while undergoing incarceration and illustrated their willingness to change through their intricate handicrafts and art pieces.

OPTIMISATION THROUGH RESOURCE PLANNING BRANCH

With a growing emphasis on forward planning capabilities to meet future needs, the new Resource Planning Branch (RPB) was established in May 2015 to centralise the resource planning efforts within the department. RPB took over some of the functions from the former Staff Planning & Development (SP&D) Branch, including manpower establishment planning and job grading review.

One of RPB’s critical functions involves planning and managing SPS’s budget and manpower growth under the Home Team Strategic Planning and Resource Management Framework.

ENHANCING TOUCHPOINT MANAGEMENT CAPABILITY

With the growing complexity in the management of public feedback, the level of coordination among the various units when addressing their issues is critical in order to maintain a high level of public trust. SPD led a series of engagement sessions in 2015 with the various units across SPS to share on essential Service Excellence policies, initiatives and guidelines in writing replies.

The sessions, which were also attended by the management team of the respective units, generated greater team learning in the management of touchpoints.
INSPIRING CHANGE.
REDEFINING DESTINIES.

PCRD consists of specialists who work to inspire change in offenders through evidence-based interventions. To contribute to the development of a safer and more secure Singapore, PCRD focuses on the following areas of specialisation – correctional research, rehabilitation evaluation, correctional counselling, and correctional psychological services. These areas ensure that PCRD is constantly informed by research and evidence to influence policy, interventions and regimes.

KEY WORKPLAN INITIATIVES

SCREENING TOOL: RISK ALLOCATION TECHNIQUE – GENERAL (STRAT-G)

STRAT-G is an automated risk screening tool to be used on all adult convicted inmates. PCRD developed STRAT-G using factors empirically linked to re-imprisonment in the international literature. The factors significantly related to re-offending were then applied on local inmate data to develop an automated tool that will predict general re-offending within a two-year time period in Singapore.

Automation is one key characteristic of STRAT-G. STRAT-G scores are calculated through a system algorithm, allowing Singapore Prison Service (SPS) to classify inmates promptly and accurately upon admission.

To leverage on its automated capabilities, STRAT-G was incorporated into the prevailing assessment framework in April 2015. With STRAT-G automatically screening all convicted inmates, SPS can better focus rehabilitation resources on inmates with higher risks of re-offending.

Furthermore, STRAT-G complements and streamlines processes where an accurate risk screening tool plays an important role in correctional decision-making, and eliminates previous pen and paper assessments.

In all, STRAT-G allows SPS to leverage on technology to provide more coverage, accuracy and efficiency in screening the various categories of offenders on their re-offending risk. This enhanced efficiency will better equip all SPS officers in playing their roles as Captains of Lives.
COLLABORATION STORIES

HTS 12 LOH ENG HAO (Research Executive/ Psychologist)
Correctional Research Branch/ Psychological & Correctional Rehabilitation Division

Being relatively new to the organisation, I am glad to have been given the opportunity to be part of a Youth Perception Survey sub-committee that was fronted by the National Council Against Drug Abuse, with members from various other government agencies. We wanted to uncover the attitudes of youth towards drugs and drug consumption, and unearth deeper insight into the local drug situation. My role in the sub-committee was to offer a research perspective and aid in planning the methodology.

One of the biggest challenges I faced was balancing between practical constraints, while ensuring the survey methodology was sound. For example, the team faced difficulties in ensuring consistency across the survey responses. We managed to resolve this after prolonged discussions, with each sub-committee member informing their recommendations with their own unique perspectives. My biggest takeaway from the collaboration was a first-hand experience of how individuals from multiple agencies can come together, and leverage each other’s strengths for a successful outcome.

KEY WORKPLAN INITIATIVES (CONTINUED)

MAXIMISING OPPORTUNITIES TO SUPPORT TRANSFORMATION (MOST) TRAINING

In specialised rehabilitation units such as the Pre-Release Centre (PRC), Reformative Training Centre (RTC) and the Drug Rehabilitation Centre (DRC), selected staff have been given enhanced roles in the rehabilitation of inmates, in addition to their current custodial ones.

PCRD’s collaboration with these specialised units engendered a training syllabus, and an accompanying staff competency framework to equip officers with skills and knowledge to perform their enhanced roles well.

The MOST training syllabus and competency framework are structured around three areas: foundational abilities, knowledge, and working with inmates.

Officers in specialised rehabilitation units need greater proficiencies in foundational abilities due to their expanded roles. Foundational abilities include identifying skills that all officers in a correctional setting need to be equipped with. These abilities include effective communication, organisation and planning, and interacting with inmates’ family members and community partners.

Knowledge includes understanding inmates and their behaviours, such as drug use, the link among thought-feeling-behaviour, and basic relational skills.

Working with inmates include skills and knowledge that enable officers to guide inmates towards change by engaging them in purposeful interactions. These include adhering to Risk Needs Responsibility (RNR) principles, motivating inmates, as well as challenging their negative thinking.

Through these three areas, PCDR aims to increase the competency and skills of officers working with inmates in the specialised rehabilitation units.

UNIT HIGHLIGHTS

In 2015, PCDR developed and enhanced rehabilitation programmes to increase both the breadth and the depth to reach out to more inmates. By tailoring suitable programmes to different categories of inmates, PCDR continues to contribute significantly to SPS’s Mission of rehabilitating inmates under our charge. Here are two examples:

MOTIVATIONAL PRIMER WORKBOOK: LOOKING FORWARD

PCRD specialists trained officers from Institution A2 on facilitating the workbook “Looking Forward”. Officers were then supported through observations and feedback on their programme delivery. Through this close collaboration, evaluation results showed that offenders reported increased motivation to change, and greater ability in applying the concepts learnt into their day-to-day behaviour. Trained officers also reported an enhancement in their skills of engaging their beneficiaries towards rehabilitation, and a greater sense of fulfilment. More importantly, both inmates and officers reported that the programme improved the frequency and quality of their interactions.

YOUTH TIERED PROGRAMMES FOR REFORMATIVE TRAINEES

As part of the review of the Reformative Training regime, PCDR specialists analysed the profiles of Reformative Trainees (RTs), and developed a tiered approach to meet the youths’ dynamic needs and ensure intervention coverage tailored to inmates with varying risk levels. These programmes are collectively known as the Youth Tiered Programmes.

The Youth Tiered Programmes include a motivational component, which all RTs go through to increase their awareness of their offending behaviours and increase their commitment towards change. RTs with moderate or high risks for general offending will be emplaced on the composite programmes with the corresponding level of intensity. In this manner, RTs move up the tier to receive programmes in accordance with their respective criminogenic risk and needs.

The Youth Tiered Programmes commenced in March 2015.
TP drives key projects that aim to transform the way SPS runs prison operations to reap significant gains in operational efficiency and effectiveness.

TP was formed in 2013 with the mandate to transform the concept of prison operations into one which is more efficient and effective.

Two years since its formation, TP saw a change in Directorship on 1 October 2015. SAC Gr 9 Shie Yong Lee, concurrently holding the position of Chief-of-Staff, took over from SAC Gr 9 Chiew Hock Meng, who was appointed as Director, Logistics & Technology.

Paving the Way for Technologically Transformed Housing Units

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Key Workplan Initiatives

Transform Housing Unit Operations with Technologies

One of the key strategies of Singapore Prison Service (SPS) is to technologically transform the current Housing Units (HUs) to allow for greater use of technology-enabled intelligence and sense-making capabilities in ensuring discipline and order. Many of the existing processes are envisaged to be automated so that prison staff can be freed up from just guarding to engage in higher order work such as intelligence gathering, pre-emptive intervention and motivating inmates to change. The essential inmate information will also be readily accessible for better incident management.

The technologically transformed HUs will be piloted in the future Institution A4 in late 2017 when the facility is refurbished and ready for operation. Prior to the completion of the refurbished Institution A4, proof of concepts (POC) for new technologies were conducted to ascertain its capabilities in FY2015.

Millimetrewave Body Scanners (MWBS) to simplify search process

The POC successfully demonstrated the capability of MWBS to detect contrabands during searches while simplifying the process and reducing the time required. Officers in the transformed HU will be supported with MWBS to enhance their security capability in contraband detection while achieving high throughput during searches.
Facial recognition technology to identify attempts of unauthorised access
The POC ascertained the capability of using facial recognition to detect any unauthorised attempt made to enter a controlled zone. This technology is expected to relieve operational load in the HU Control Centre and officer’s intervention is only required when any unauthorised attempt is detected.

Near Field Communication (NFC) technology as a identification means to digitise inmates’ programming
The use of NFC technology was conceptualised as a low cost and yet effective identification means of inmates to achieve full digitisation of inmates’ programming. The POC demonstrated that NFC can capture inmates’ attendance to rehabilitation programmes efficiently and make these digital data available for business analysis in future. With NFC, officers in the transformed HU can expect to be relieved from the manual tracking and entry of inmates’ attendance to rehabilitation programmes into PORTS.

Biometrics to verify and account for inmates during muster checks
The POC demonstrated the use of facial recognition to identify and tally the number of inmates accurately within two minutes for each muster check. The technology is also able to trigger an alarm when there are discrepancies in the muster. This technology is set to reduce the amount of time officers had to take for muster checks in the transformed HU.

**COLLABORATION STORIES**

**RO 2 LIN ZHIYE** (Housing Unit Officer)
Tanah Merah Prison/Cluster C

Since joining Tanah Merah Prison (TMP) as a Housing Unit Officer (HUO), I have also been a part of the annual National Youth Achievement Award (NYAA) Committee, working with Cluster C Programme to organise activities for youth offenders.

On one occasion, I helped out with a Community Service activity where the NYAA participants organised a performance cum luncheon for CAREelderly residents in TMP.

One of the performance items was Michael Jackson’s ‘Thriller’ dance routine. To prepare for the performance, we sourced for materials and paint for the boys to design ‘zombie’ masks, and officers from Cluster C Corporate Services helped to set aside old shirts and shorts to be splashed with red and black paint to fit the zombie theme. We also worked closely with the teachers from Prison Education Branch to make sure the boys had time to rehearse and perfect their routine.

When the CAREelderly residents visited TMP, the boys put on a visually stunning performance that was well received. After the event, we sat down with the boys and talked about what they learnt, and I could feel the pride emanating from the boys. This has inspired me to continue contributing actively towards NYAA endeavours.
IRD is an independent unit that oversees the risk management and internal audit functions to ensure that key risks are being managed appropriately and that the various internal controls are operating effectively.

IRD also coordinates the review of prison standing orders by respective staff units.

STAYING RELEVANT AND WORKING TOGETHER TO MAKE IT RIGHT

IRD acts as a catalyst for positive change and continual improvement in risk management, as well as strengthening internal controls and governance processes.

KEY WORKPLAN INITIATIVES

BUILDING RISK MANAGEMENT CAPABILITY

In collaboration with Ministry of Home Affairs (MHA), IRD’s Ops Risk Management Training Task Force (OTTF), Singapore Prison Service (SPS) sent six officers from Operations Division, Operations and Security Command and Clusters to attend the first run of Failure Mode and Effects Analysis (FMEA) training in September 2015.

FMEA provided a systematic approach for SPS to identify possible process-system failures and take corrective actions before risk events derail us from SPS’s vision and mission. Through the course, SPS officers learnt how to identify and manage risks better in their respective work areas.

OUR JOURNEY TOWARDS A RISK MANAGEMENT CULTURE

In 2015, IRD collaborated with Divisions and Clusters to implement Key Risk Indicators for the top six high impact risk processes. This would enable SPS to monitor potential threats of high risk incidents occurring to ensure the continued safety of prison operations.

IRD embarked on a risk management strategy that would promote Near Miss reporting. IRD worked with Organisation Development and Service Excellence Branch (ODSE) to communicate and broadcast Near Miss messages to encourage officers to report Near Miss events, which could potentially escalate into an incident if not dealt with.
I am a Security & Inspection officer and my unit conducts regular audits at the workshops within Cluster A. On one occasion, we met the external partner’s workshop supervisors to share our findings and recommendations concerning the placement of potentially dangerous tools in the workshop.

Despite their initial reservations that production might be affected, we reached a consensus that workshop safety should take precedence, as it concerns all staff and inmates working at the workshop. The workshop supervisors accepted and adopted our recommendations, thus improving the safety conditions of the workshop.

From this incident, I realised that change is something which many people may resist, even if the change will potentially bring about positive outcomes. Effective communication to convey the mutual benefit is thus important in effecting change and promoting collaboration.

S/Sgt Yeo Teck Chye (Security & Inspection Officer)
Operations Management & Planning / Cluster A

COLLABORATION STORIES

UNIT HIGHLIGHTS

COLLABORATION WITH EXTERNAL AUDITORS
To ensure a robust Prison system, IRD worked closely with auditors to review the current operating system. In 2015, auditors from MHA IRD conducted reviews on SPS. One of the reviews was the Singapore Corporation of Rehabilitative Enterprises (SCORE) Operational Risk Review on Kitchen Operations System in SPS, which looked at whether SPS’s kitchen-workshop risk management process was adequate and efficient.

ORGANISATION EXCELLENCE AWARD 2015
For the second year running, IRD was awarded the “Highest SSS Implementation Ratio Award” and “Best SSS Contribution Award” for HQ Staff Unit. This award recognised IRD’s ongoing commitment to innovation.

CLOSING THE GAPS: FORGING A COLLABORATIVE ALLIANCE
Risk management and internal audit functions shared common goals and responsibilities in regards to risk management activities. In 2015, IRD officers performing these two functions attended a retreat. The retreat helped to heighten IRD officers’ awareness of their complementing roles and the need for collaboration. The retreat resulted in stronger risk practices in meeting stakeholder expectations. The adage, “the sum is greater than the parts”, certainly applied.

SINGAPORE PRISON SERVICE ANNUAL REPORT 2015
CCRB oversees strategic communications, media relations, internal communications, social media management, issues preparedness and management, as well as protocol and visit matters.

Stewards of the Singapore Prison Service’s Reputation

Working hand-in-hand with Captains of Lives (COLs) as well as external and community partners, CCRB promotes and protects Singapore Prison Service’s (SPS’s) reputation as a leading correctional agency.

Key Workplan Initiatives

Adapting and Advancing in the Community

CCRB works closely with COLs and external partners to support SPS’s Mission as a correctional agency.

SPS’s expansion into aftercare has seen more inmates emplaced on community-based programmes. In view of the dynamic challenges of this new operating landscape, CCRB has worked together with Community Corrections Command (COMC) to prepare for contingencies. This includes scenario mapping and developing integrated communications lines for traditional and social media, thereby strengthening SPS’s capability to effectively manage contingencies while advancing in the field of corrections.

Apart from collaborating with COLs, CCRB also strengthened collaboration with Community Action for Rehabilitation of Ex-offenders (CARE) Network partners by supporting their community outreach efforts. During events such as the Nanyang Polytechnic—Singapore After-Care Association (NYP-SACA) Musical, CARE Network Sports Carnival and the Yellow Ribbon Prison Run, CCRB actively engaged social media advocates, garnering support for the rehabilitation and reintegration of inmates and ex-offenders.

Enhancing Internal Communications, Connecting COLs

To foster a strong internal culture of engaged staff, more than 500 staff were involved in the first strategic review of the internal communications framework within SPS. The review involved data gathering through focus group discussions with 80 staff across different levels (including ground staff, middle management and seconded staff), interviews with the directorate members, and surveys with staff via SPS intranet, COLours.

Through an in-depth analysis of areas such as staff engagement and interaction levels, and information dissemination models, the review laid the foundations for an enhanced communication system to strengthen staff engagement and alignment with SPS’s Mission and Vision.

One such trailblazing initiative was the COLbook. The COLbook is SPS’s very own social network on the SPS intranet system. It serves as a staff engagement tool to encourage knowledge sharing and foster connected communities. This allows COLs to play active roles in contributing to the internal communication culture, thus promoting collaboration and synergy.
The Valuation Review Board has discretely reduced the total assessable value to $3.12 million from $7.3 million. The annual value was determined at 5 percent of the estimated capital valuation pool and other club facilities. A three-storey building with swimming pools and other facilities has been declared as property for tax purposes.

“The CA’s estimated annual values and the actual construction cost of the Legends do not provide details on the land value and building value,” said the board.

The board found this comparison unsuitable and the annual value of $3.12 million was instead used for the purpose of computing the tax liability.

Senior Law Correspondent
K. C. Vijayan

The CA’s valuations are erroneous lies over value loses appeal

CA’s figures are off

It had asked review board to slash Chief Assessor’s figure to $3.12m from $7.3m

The board ruled last year that CA’s estimated annual values vaingloriously overstated the value of the Landmarks, next to Raffles City.

The CA’s estimated annual values did not “provide details on the land value and building value,” which it found this comparison unsuitable. The annual value was priced at 5 percent of the estimated capital valuation pool and other club facilities.

The land value and building value among other things, on a comparison with the sale of a site at Fairy Park, which had a similar size, located next to the Legends, said the board.

Working closely with the ground units, CCRB facilitated numerous visits for various local and foreign stakeholders. These include the Ministry of Social and Family Development, Attorney-General Chambers, as well as the Ministry of Home Affairs for Brunei and Malaysia.

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On the media front, CCRB engaged key media partners from Singapore Press Holdings and MediaCorp via facilitated lunch visits to the Changi Prison Complex. With the help of Cluster A and Cluster B, CCRB worked closely with Singapore Corporation of Rehabilitative Enterprises (SCORE) to showcase selected programmes and workshops offered within the Prison institutions. These media lunch visits were supplemented by strategic engagement sessions through events like Dining Behind Bars (DBB) for key appointment holders within the news room. These engagements allow CCRB to build stronger rapport with journalists and editors, and dispel misconceptions about SPS. Importantly, the media is able to better understand SPS’s Mission, Vision, and identity as a correctional agency.

Through the management and facilitation of these visits and events, CCRB helped to spur community collaborations through strategic partnerships.

Collaborating with Home Team Departments, CCRB worked with the Ministry of Home Affairs (MHA) Community Partnership and Communication Group (CPCCG) on a Channel NewsAsia documentary series “Guardians of Singapore” to document how Home Team officers work closely together to keep Singapore safe and secure. The MHA-commissioned documentary serves to commemorate Singapore’s 50th year of independence, and highlights the dedication and commitment of Home Team officers.

In November 2015, CCRB also collaborated with Home Team Departments on the biennale Home Team Festival at the Singapore Expo. The exhibition showcased Home Team’s contribution to nation building over the last 50 years and for the future. In addition to creating and disseminating internal broadcasts leading up to the event, CCRB also facilitated media coverage of SPS and how COLs work together with fellow Home Team colleagues to keep Singapore safe and secure.

To appreciate and recognize the role of pioneer SPS officers in keeping Singapore safe and secure, CCRB worked together with COLs for the SPS Pioneers Appreciation Night on 5 September 2015.

In promoting and protecting SPS’s reputation, CCRB proactively develops and deepens relationships with external stakeholders. In 2015, CCRB facilitated more than 100 visits, events and engagements involving foreign and local stakeholders, ranging from politicians to community partners from both public and private organisations, as well as media partners.

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Beyond traditional media relations, CCRB reached out to our social media advocates for CARE Network events - NYP-SACA musical, CARE Network Sports Carnival organised by Singapore Anti-Narcotics Association (SANA), and the Yellow Ribbon Prison Run.

Complementing our traditional media engagement efforts, these social media advocates amplify SPS’s key messages and reach out to a larger audience.

APPR ECIATING OUR PIONEERS

To acknowledge and recognise the role of pioneer SPS officers in keeping Singapore safe and secure, CCRB worked together with COLs for the SPS Pioneers Appreciation Night on 5 September 2015.

CCRB facilitated interviews for The Straits Times and Lianhe Zaobao with two pioneer prison officers – Former ASP Ek’huwan Bin Saseel and Former DSP Suppiah Mahalingam. The engagement resulted in positive media coverage in the respective media, highlighting the achievements and contributions that the pioneers have made in building and growing SPS into the organisation she is today.

WORKING TOGETHER AS ONE HOME TEAM

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Provost Branch conducts investigations into disciplinary breaches and complaints made by inmates, staff, and members of public. Impartial. Thorough. Competent. Provost Branch safeguards public confidence in Singapore Prison Service (SPS) by having competent officers who conduct impartial and thorough investigations into complaints made against SPS officers and inmates alike.

The Provost fraternity is trained by the Home Team School of Criminal Investigation (HTSCI). This puts Provost Officers’ competency on par with other Law Enforcement Agencies (LEAs) such as the Singapore Police Force. Besides going through the rigour of this structured learning platform, Provost Officers augment their skills and knowledge with courses by other renowned practitioners in the field of investigations.

To further support the three pillars of investigations, i.e. Interview, Intelligence and Forensics, Provost Branch has been developing competencies in the field of polygraph, computer forensics, and crime scene processing.

In order to ensure independence in investigations, Provost Branch reports directly to the Deputy Commissioner of Prisons.

KEY WORKPLAN INITIATIVES

MANDATORY AFTERCARE SCHEME (MAS)
The MAS is a structured regime that provides enhanced community support, counselling, and case management with tight supervision for a selected group of ex-offenders who are at risk of re-offending and those who need more support in their reintegration into society.

In preparation for this new capacity of investigating supervisees under the MAS, Provost Branch formed a working group consisting of officers with relevant experiences and skill sets to formulate the policies on investigation, arrest and prosecution support for serious breaches of MAS conditions by supervisees.

Considering the extensive dimension and inter-agency effort needed to spearhead the investigation and prosecution of supervisees who breached the MAS conditions, Provost Branch worked with officers from the Singapore Police Force, the Attorney General’s Chambers and the State Courts to flesh out the relevant protocols and procedures for the arrest, detention, investigation and prosecution of such persons in Court.
ColLABORATION STORIES

CW 1 Rashidah Binte Abdul Razak (Intel Officer)
Changi Women’s Prison/ Cluster C

I was posted to supervise inmates in Changi Women’s Prison’s (CWP’s) workshop in 2010, after seven years in the Housing Unit. I was initially apprehensive as this meant that I would have to work with workshop supervisors who were external vendors.

A memorable incident was when we needed to replace one of the older machines in the workshop. This required a vehicle with a mounted boom lift that had sufficient load capacity and specific measurements to transport the machines. As this was the first time I had been tasked to move such machines, I was unprepared and afraid that I might make a mistake. To overcome this, I worked closely with the workshop management and my workshop senior officer to ensure that we had all the necessary specifications, and we successfully carried out a smooth exchange of the machines.

I learnt that effective communication with the workshop supervisors and management is important to ensure minimal disruption to the institution. This incident also helped to break the ice with my workshop supervisors, and has paved the way for future collaborations.

KEY WORKPLAN INITIATIVES (CONTINUED)

PORTS II DISCIPLINE SYSTEM
In order to tap on technology to streamline processes and increase productivity, Provost Branch worked with officers from Technology Branch, Cluster Provost, Registry, Operations Management Branch, Housing Units and Superintendents, among others, to develop PORTS II’s Discipline System.

The system will facilitate, support and empower SPS officers in carrying out their duties and functions in managing inmates’ disciplinary issues and misdemeanours, ranging from submission of disciplinary reports, to investigation and adjudication.

Key new features of the system include using mobile devices to access relevant personnel information, introducing screening tools to aid in investigations and automating the generation of documents and reports to enhance efficiency and effectiveness.

With the implementation of the Discipline System due in 2016, Provost Branch and other users of the system will be better placed to manage inmates’ discipline during their period of incarceration.
Cluster A ensures the Safe and secure Custody of its inmates as well as the efficient operation of the institutions. It also inspires change through a transformational environment in close partnership with the community and volunteers.

Cluster A: The Decade Ahead

“Think a decade ahead rather than a day in advance.” – Robin Sharma.

The progress that Cluster A has made since it commenced operations in 2004 can be attributed to the pioneering spirit and can-do attitude of past and present officers. Cluster A strengthened its operational capabilities and introduced rehabilitation and resource optimisation initiatives in FY2015. In the next ten years, Cluster A will again chart a new course in the use of technology and revamp of Housing Unit operations. Cluster A will forge ahead and pave the way for the next generation of prisons to be effective transformational environments.

Key Workplan Initiatives

Operational Excellence
Enhancing Institutional Supervisory Framework Leaders set the tone and drive organisational change. Therefore, an effective institutional supervisory framework is key to achieving the mission and vision. Providing this leadership at the Institution are the Superintendent, Second Superintendent, Head Operations, OC Housing Units, OC Institutional Command Centre and Chief Personal Supervisors. In FY2015, Cluster A reviewed and enhanced the institutional supervisory framework, enabling the institutions to tackle new challenges faced in operations, inmate rehabilitation, staff development and organisation development.

Enhancing Operational and Tactical Readiness of Staff Cluster A’s Tactical Readiness Committee (TRC) is overseen by Cluster Staff Development and Cluster Operations to ensure that the entire spectrum of tactical capabilities amongst officers remain effective and continue to contribute to the successful operation of Cluster A.

Since its inception, the TRC has played a key role in achieving the following deliverables:
- Identification, formulation and implementation of the yearly tactical training plan;
- Standardisation of the tactical training methodology and delivery;
- Recruitment and management of new tactical trainers; and
- Sharing of lessons learnt to enhance the tactical readiness and proficiency of ground staff.
**KEY WORKPLAN INITIATIVES**

**REHABILITATION INITIATIVES**

New rehabilitation initiatives were introduced in Cluster A, helping the inmates reflect, and to change for the better.

**Victim Empathy Programme** The Victim Empathy Programme was introduced in March 2015. This victim awareness and restorative justice programme consists of eight sessions, giving the participants time and space to reflect on the impact of their crimes on both victims and the community. The programme also aims to help the participants realise the importance of taking responsibility for their actions, and challenges their attitudes towards offending.

**Fathering Programme** The Fathering Programme has been conducted in Cluster A since August 2015. It was designed with the purpose of improving incarcerated fathers’ awareness, knowledge and attitudes towards becoming a more involved, responsible and committed parent. The programme seeks to bridge the gap between inmate fathers and their children through experiential exercises, role plays, interactive discussions, reflections and written exercises.

**ENERGY AND WATER SAVING INITIATIVES**

In FY2015, Cluster A embarked on several projects aimed at achieving environmental sustainability and resource optimisation.

**Installation of Artificial Turf at CMA Rooftop** This artificial turf not only beautifies Cluster A’s environment, but also creates a buffer at the rooftop to shield the building from the sunlight, thus reducing the overall building temperature. A reduced cooling load would result in considerable energy savings.

**Installation of 3M Limelight at Institution A1** Cluster A conducted a trial involving the use of a single LED light engine and reflective light box to power a series of lighting spots that were installed along the ceiling of a Housing Unit. The 3M Limelight is an innovative idea that not only makes the replacement of the light engine more convenient, but also reduces electricity usage.

**Water Saving Initiatives** Cluster A reduced water usage by installing regulators at every cell to control the shower flow rate. Another simple initiative involving reducing the flush volume in the cells by inserting two filled recycled plastic bottles into the toilet cisterns. This reduced each flushing volume from 4.5 to 3.5 litres. Both projects reaped considerable savings in utilities spending for Cluster A.

**UNIT HIGHLIGHTS**

**CHANGE OF COMMAND**

On 1 November 2015, Cluster A saw a change in leadership, with AC Gr 9 K Chandra Kumar handing over command to AC Gr 9 Matthew Wee Yik Keong.

**CELEBRATING SG50 IN PRISON**

The National Day Celebration, held for the third consecutive year, was attended by about 120 inmates. The event hoped to cultivate a sense of national pride in the inmates, and served as a reward for their good conduct and progress in prison. The event was graced by members of Cluster A management.

The audience was treated to song performances by inmates from the Performing Arts Centre (PAC), who performed a medley of songs in the four official languages. In addition, two guest speakers and ex-offenders, Mr Darren Tan and Mr Kim Whye Kee, delivered a motivational talk to encourage the inmates towards positive change in their lives.

**VOLUNTEER APPRECIATION LUNCHEON**

Cluster A’s annual Volunteer Appreciation Luncheon was held on 24 October 2015, with the theme “You Light Up My Life” to celebrate the pivotal role that volunteers play in guiding inmates on their journey of change.

The volunteers were treated to song performances by the PAC inmates, as well as the SPS Band and Samba Troopers. In addition, Sgt Ibrahim Bin Hashim from Institution A3 entertained the volunteers with a magic show. Mr Arif Singh, CEO of Appoge Connecting Peoples Pte Ltd, who runs a call centre in Institution A2, shared about how volunteers had brought hope to the inmates by encouraging them to believe in themselves.
Cluster B undertakes a unique role in SPS as it is the beginning and end of a male inmate’s incarceration journey.

2015 marked the 5th anniversary of the formation of Cluster B. Since its formation, Cluster B has grown from strength to strength, managing inmates from the start of their incarceration journeys in remand and new admission right up to pre-release and their eventual release from prisons.

Cluster B has been relentless in achieving operational excellence and supporting throughcare. Operational and rehabilitation policies were implemented through detailed planning and close collaborations with various stakeholders.

These would not be possible without our Captains of Lives (COLs) with the passion to collaborate, and the passion to inspire.

Key Workplan Initiatives

Change of Command Ceremony
Cluster B’s Change of Command Ceremony was held on 29 September 2015 at the Institution B5 Auditorium. Close to 150 Singapore Prison Service (SPS) officers including former Cluster B management staff attended the ceremony. Cluster B staff showed appreciation to the outgoing Commander, SAC Gr 9 Shie Yong Lee, by performing a self-composed song and presenting a ceramic bee hive and a scrapbook filled with well wishes to her. In his inaugural speech, the incoming Commander, AC Gr 9 Chow Chee Kin, urged all staff to work together with him to build on the good work of the past and bring Cluster B to even greater heights.

Safe and Secure Custody
Readiness for Contingency To maintain its readiness for contingencies, Cluster B participated in the “Red Alert & Staff Quarters Deployment Exercise.” A new “Flooding” concept was also tested, where 140 SPS officers were deployed swiftly and systematically to various affected and unaffected areas in Cluster B.

The exercise, which was a collaboration between Operations Planning Branch and Cluster B Operations Management & Planning Unit, was completed successfully.

Enhancing Security & Operational Efficiency To enhance security and operational efficiency as part of its risk management strategy, Cluster B initiated an innovative idea to hire an external service provider to conduct Loading Bay operations. This significantly reduced security risks by dispensing off the need to have worker inmates in unsecured areas such as the loading bays. The operation was initially piloted at both institutions B1 and B3. After careful evaluation, it was subsequently introduced cluster wide in October 2015.
REHABILITATION FOR A SAFE SINGAPORE
A Holistic Approach to Moderate Intensity (MI) Pre-Release Programme To reach out to other pre-release inmates who are not eligible for the High Intensity (HI) pre-release programme, Cluster B introduced the MI pre-release programme for pre-release inmates with moderate risk. Some of the key features of the MI programme included Motivational Primer, Point System and involvement of family members during the inmate’s graduation ceremony.

Motivational Primer encourages inmates to work through their ambivalence and resistance towards behavioural change. Point System, which was adopted from the Motivational Primer, encourages inmates to work through their ambivalence and resistance towards inmate's graduation ceremony.

Volunteer Appreciation Dialogue: Candle of Hope This year, the Volunteer Appreciation Dialogue adopted the theme of “Candle of Hope.” The theme reflected Cluster B’s appreciation of the time and effort put in by volunteers, akin to the symbolic nature of a guiding light and hope towards the path of inmate rehabilitation.

The event was presided by Commander Cluster B and it was attended by more than 100 volunteers from 18 Voluntary Welfare Organisations (VWO) and Cluster B officers. The audience had a chance to view a video montage and enjoyed the performances by the inmates. Fruitful discussions were also conducted on how Cluster B could help to enhance the volunteering experience and how Cluster B could work together with the volunteers to further encourage inmates to utilise the time meaningfully.

Enhanced Recallee Regime In August 2015, Cluster B put together an Enhanced Recallee Regime, targeting Drug Rehabilitation Centre (DRC) and penal inmates who were recalled from Community Based Programme (CBP) due to misconducts and serious disciplinary infractions. The regime is divided into three phases – Deterrence, Reflection and Pre-Release.

The highlight of the regime is to provide opportunities for reflection via the Reflection Journal. Recallees are asked to first reflect on their wrongdoings, and to then think about possible corrective actions.

PILLARS AND FOUNDATION: OUR CAPTAINS OF LIVES (COLS)
Recognising the importance of adopting healthy lifestyles and building strong cohesion among COLS, Cluster B organised a series of events, including “Cluster B Discovery Walk” and “Cluster B 7-A-Side Football Tournament.”

During the Discovery Walk, the staff played a number of team building games while enjoying a relaxing stroll along the nostalgic Changi Beach Park.

Cluster B also held the inaugural 7-A-Side tournament, where the institutions and staff units gamely competed for the highest honours. The highlight of the tournament was an exhibition match between Cluster B and Cluster C female COLs. The crowd enjoyed the event thoroughly and the spirit was uplifting despite the slightly hazy conditions.

C/SPS SPORTS CHALLENGE SHIELD
Commander Cluster B received the Challenge Shield from Commissioner of Prisons during the ceremony held in Prisons HQ. Cluster B has been the defending champion for a whopping five consecutive years, since the inception of this award.

PRO-P FOR REMANDEES
To enhance the management of remandees, Cluster B implemented Progressive Privilege (Pro-P) for remandees in April 2015. Similar to the Pro-P for existing inmates, remandees will progress through four stages (R0 – R3) depending on the remand duration and conduct. Remandees will then be able to redeem different privileges based on the various stages. The privileges include local phone calls with their families, open visits and group religious studies. This initiative has brought about positive thinking in remandees as they are being incentivised to maintain a positive behaviour.

TRIALS ON TECHNOLOGICAL ADVANCEMENTS-HUMAN BEHAVIOUR EARLY DETECTION SYSTEM (HBEDES) AND MULTI BIOMETRIC ENROLMENT SYSTEM (MBES)
HBEDES, a system aimed to detect minor disturbance and medical related incidents, was piloted in Institution B2. Cluster B Registry also piloted the MBES in June 2015, aimed to reduce the admission processing time, and digitalise biometric and personal data. The successful completion of the trials meant that Cluster B was poised to leverage on the latest technology to aid and improve SPS’s operations.
Cluster C oversees the operations of its three institutions – CWP, TMP and AWP; and is supported by the various staff units.

Prepared for the Future

Cluster C is the only Cluster with standalone incare institutions. Changi Women’s Prison (CWP), being the only institution for female inmates, houses all categories of inmates from remandees to inmates serving life imprisonment. Tanah Merah Prison (TMP) encompasses the prison school with various education and enrichment programmes, and the Reformative Training Centre (RTC). Admiralty West Prison (AWP) is the only institution that is not in the Changi area. It has one of the highest turnover rate of inmates, as it houses both local and foreign short sentence inmates.

Key workplan initiatives

Centralisation of Reformative Trainees at TMP

The preparation for the centralisation of Reformative Trainees (RTs) at TMP began way in advance and involved the planning and teamwork of many parties. Concurrently, TMP had to incorporate planned changes to the Reformative Training (RT) regime, which would affect the space required for programming and the manpower required for their management. Renovation works to provide for more programming spaces and enhancement of the security and surveillance system were completed at TMP in December 2015.

TMP relooked their daily operations to incorporate the RT routine with the existing prison school and other inmates’ routines, and also to plan and cater for the smooth transition and integration of the RTs at TMP. On 6 March 2016, the remaining RTs were transferred from Institution A4 to TMP, through Exercise Ops Voyage. A new chapter of all RTs being housed at TMP begins.

Review of Procedures at CWP Medical Centre

CWP focused on enhancing its operational and security procedures on the management of inmates at the Medical Centre.

The Medical Centre houses inmates who require close and constant medical attention, including inmates with chronic or severe medical conditions, inmates serving Cold Turkey treatment, as well as inmates who are exhibiting psychiatric behaviour. Inmate safety and health remain a priority, and processes were reviewed to improve communication between Singapore Prison Service (SPS) officers and Medical staff, and to ensure that newly posted officers are well-orientated and trained to undertake their specialised duties. A televisit room was specially built in the medical centre to facilitate visits for inmates who are medically unfit to walk the distance or climb the staircase to reach the institutional Visit Rooms. This initiative allowed them to maintain contact with their families while receiving medical attention at the Medical Centre.
C O L L A B O R A T I O N STORIES

S/SGT HONG LI YING (Personal Supervisor)
Changi Women’s Prison/Cluster C

Ann (not her real name) is well known in Cluster C, and her name has appeared in numerous disciplinary reports and misdemeanours. When I was assigned to be her Personal Supervisor, I was initially apprehensive, as I knew she would be challenging to manage. Supported by my OC and the Correctional Rehabilitation Specialist (CRS), we developed a management plan for Ann during our monthly case conference.

Together with the CRS, we counselled Ann and shared motivational quotes and stories to inspire her towards change. As she began to show signs of improvement, I presented her with a reflection journal that she could use to pen down her thoughts and plan her life after her release. The journal also allowed us to track her progress on coping with stress and handling her emotions.

Today, I am proud that Ann has stopped getting into trouble and is a new person. She is facing life positively and is looking forward to her release to a Halfway House and a renewed life ahead.

UNIT HIGHLIGHTS

BODY WORN CAMERA TRIAL IN CWP AND AWP

The use of Body Worn Cameras (BWCs) was trialled and studied in CWP as part of planned interventions, and at AWP during contingency exercises. The working group representatives from Operations Division and Singapore Prisons Emergency Action Response (SPEAR) Force will evaluate the results of the trials, and present the findings and recommendations for SPS-wide application.

ENHANCEMENT TO CLUSTER C OPERATIONAL CAPABILITIES

The Cluster Operations Room was upgraded to allow for viewing of CCTVs and video conferencing with TMP and CWP. The Cluster Contingency framework and several Standard Operating Procedures (SOPs), such as SOP for fire and riot contingency responses for each institution were reviewed, leading to enhanced operational readiness.

KEY WORKPLAN INITIATIVES (CONTINUED)

DEVELOPING ‘CWP MOVE TO A4’ PLAN

The CWP Move Plan had progressed from conceptualisation to preparation. Following on the ideas mooted by the working group, various technologies such as the facial scanner and automated equipment handling system were trialled, for eventual implementation at A4. The CWP team had also reviewed the space in A4, mapped out requirements, and finalised specifications for renovation in November 2015. With specifications finalised, CWP can look forward to renovation works starting in mid-2016.

HANDOVER OF AWP KITCHEN OPERATIONS

Being the only institution that is located far away from the centralised kitchens in SPS, AWP has a standalone self-serving kitchen to provide for all the meals of its inmates. In order to ensure consistency in food preparation and processes across SPS, AWP planned and successfully handed over the kitchen operations to Singapore Corporation of Rehabilitative Enterprises (SCORE) in July 2015.

The handing over of the operations included the upgrading and enhancement of the kitchen. The upgrading works covered the renovation of the floor and ceiling, the installation of new equipment, as well as the creation of a tools room instead of having separate tool boxes. These works allowed for continued hygienic practices and to cater to industry standards, in consultation with SCORE. Since SCORE took over the operation of the kitchen in AWP, AWP has been reaping the benefits of the expertise brought in by SCORE, leading to enhanced practice standards.
COMC oversees the supervision, rehabilitation and reintegration of ex-offenders in the community.

Together with community partners, volunteers and other Home Team agencies, COMC works towards reducing re-offending and helping ex-offenders reintegrate successfully as contributing citizens.

Singapore Prison Service (SPS) officers and residents at the Selarang Park Community Supervision Centre moved to the LLCSC to make way for the development of the Selarang Park Complex. The move, which took many months of planning and coordination, was successfully completed on 5 March 2015.

In June 2015, COMC underwent a re-organisation to strengthen its foundation to be future-ready and sharpen its focus on different regimes. The Community Supervision and Rehabilitation Branch (CSRBB) manages inmates who are emplaced on Community Based Programmes (CBP) before the inmate’s release, focusing on the supervision and rehabilitation of inmates as they start their reintegration journey. The Community Rehabilitation and Reintegration Branch (CRRBB) manages inmates after their release, like those on the Mandatory Aftercare Scheme (MAS), as well as those who have been placed on Day Release Order, focusing on their reintegration into the community.
OPERATIONALISATION OF SCALED-DOWN MAS

The Prisons Act was amended in 2014 to introduce MAS, where selected offenders are required to comply with specific supervision conditions and attend counselling sessions during their remission period. On 6 May 2015, the first supervisee was placed on the scaled-down MAS.

COMC DASHBOARD

The COMC Dashboard was developed as a platform to monitor and track performance and key processes, in areas such as counselling attendance, negative peer association and supervisees’ employment rates. With the dashboard, COMC officers would be able to take corrective actions and address issues that are surfaced from the variables in the dashboard, and fine-tune action plans accordingly.

IMPLEMENTATION OF THE GPS TAG

In January 2015, COMC implemented the Global Positioning System (GPS) tags for selected groups of supervisees. The GPS tags enhance surveillance capabilities by monitoring the supervisees’ movements and whereabouts, including their travelling routes and frequently visited locations.

OPERATIONALISATION OF WORK RELEASE SCHEME (WRS) FOR FEMALE INMATES

A noteworthy milestone in SPS’s community corrections took place in March 2015, when LLCSC received the first batch of female supervisees under the WRS. Suitable female offenders now have this CBP option which allows supervisees to work in the day and reside at LLCSC at night, easing in their reintegration back into the community.

KEY WORKPLAN INITIATIVES (CONTINUED)

UNIT HIGHLIGHTS

PS21 STAR SERVICE AND OCOL AWARD WINNERS FROM COMC

2015 has been a fruitful year for COMC. S/Sgt Nurinbariah and MX 11 Norriyanah were awarded the prestigious PS21 Star Service and Outstanding Captain of Lives (OCOL) Awards respectively.

2015 PS21 STAR SERVICE AWARD RECIPIENT: S/SGT NURINBARIOH

Nurinbariah (or Nurin for short) recalled the challenges faced as a Reintegration Officer. While managing the youths released under supervision, Nurin had to deal with the troubles they encountered with wayward peers and distressed families. Nurin remembered a family who refused to visit or acknowledge a youth under her charge, and worked with the Community Rehabilitation Specialist and caseworker to reconcile the youth with the family.

Nurin also went the extra mile to find suitable accommodation and appropriate jobs for the youths to support themselves and their families. Nurin knew her role was important in their reintegration journey and recognised that patience, perseverance and effort were needed.

Nurin is grateful for the support and encouragement from her team, which enabled her to attain the PS21 Star Service award.

2015 OCOL AWARD RECIPIENT: MX 11 NORRIYANAH

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.

Norriyanah (or Yanah for short) was apprehensive when she was first informed by her supervisor that she was nominated for the OCOL award. She went through an interview and essay writing.

Yanah shared that going through the nomination process helped her appreciate and reflect on her role as a COL. It was during the preparation of the interview and essay writing that she also came to realise that her career in SPS has indeed enriched her life in many ways. As Yanah contributed to the lives of her supervisees and their families, she also felt that she too had benefitted personally through the interactions and experiences.

To Yanah, being conferred the OCOL award in 2015 was a sweet bonus. She hopes to continue to find meaning in her work and inspire others.
SAFETY AND SECURITY; SETTING THE BACKDROP FOR SUCCESSFUL REHABILITATION

By ensuring safety and security during daily prisons operations, OSC serves to fulfil Singapore Prison Service’s (SPS’s) vision of a society without re-offending through collaborating with external and internal stakeholders to create a safe and secure environment for rehabilitation.

KEY WORKPLAN INITIATIVES

**SPEAR FORCE** “Spearheading the mitigation of emerging trends”

On enhancing the unit’s operational capability, Singapore Prisons Emergency Action Response (SPEAR) Force looked into the operational efficiency of replacing the current 1-piece combat attire to a 2-piece combat attire, which provides enhanced operational efficiency by addressing potential heat stress related injuries and allows operators to be operationally ready when undertaking high and low intensity training.

Leveraging on innovation, SPEAR Force commissioned a prototype of a customised mobile device that is designed to transport individuals safely and securely over extended distances, and is also equipped with the ability to ascend and descend staircases. Subsequent to an initial prototype evaluation, the finalised mobile device would be distributed to the institutions for implementation.

**PRISON EXTERNAL OPERATIONS** “Enhancing the accountability in external operations”

Leveraging on technology, Prison External Operations (PEO) spearheaded the Body Worn Camera (BWC) initiative which provides an enhanced vigilance level to escorting officers during duties. Footages recorded can be used for learning purposes, such as capturing of vital information and post investigation purposes. A trial study of the initiative was conducted before its implementation in December 2015. Complex Escort Unit (CEU) also commissioned the Vehicle Tracking and Surveillance System (VTSS) in December 2015, which encompasses GPS tracking and video surveillance with on-board recording and storage to track and monitor prison vehicles during journeys. The VTSS control and monitoring software are integrated with a Geospatial Information System (GIS) map in transmitting real-time tracking surveillance information for live surveillance.
\textbf{COLLABORATION STORIES}

\textbf{MX 12 MARLENE CHUA} (Correctional Rehabilitation Specialist)  
Correctional Rehabilitation Services Branch Psychological & Correctional Rehabilitation Division

In 2015, I had an opportunity to work with both uniformed and civilian officers in the reception committee for the Yellow Ribbon Community Art Exhibition. The reception committee’s responsibilities included liaison, clearance and registration of invited guests.

The primary challenge I faced was the unfamiliarity with operational procedures. Most of my fellow committee members were also relatively new to their roles. I was humbled that our uniformed counterparts were very patient in explaining the rationale behind the protocols.

More specifically, I remember there were some issues with the security clearance of the guests one day before the launch. A few of the committee members stayed back with me after work to ensure the necessary checks and clearances were completed. Another officer who was not in the committee also offered her help. The teamwork displayed by all of us towards this common purpose was palpable, and testament to everyone’s dedication in bringing the event to fruition.

I have fond memories of this collaboration, and it was the dedication of my committee members and the spirit of teamwork that inspired me and energised the work we did.

\textbf{UNIT HIGHLIGHTS}

\textbf{US Mock Prison Riot 2015}

The United States Mock Prison Riot (MPR) is a law enforcement and technology experience held annually at the decommissioned West Virginia Penitentiary in Moundsville. Law enforcement and Correctional units worldwide converge to share tactical training scenarios and demonstrations, and take part in a Skills Competition.

SPEAR Force has been participating in this event since 2008 and has always taken back valuable learning experiences as well as performed well in the Skills Competition. This year was no different. A team of six SPEAR officers led by ASP Rohazad delivered outstandingly at the Skills Competition for this event, clinching second place for the overall event as well as managing to secure the first and second positions in the individual events.

\textbf{KEY WORKPLAN INITIATIVES (CONTINUED)}

Extending security beyond the prison walls, PEO collaborated with Changi General Hospital (CGH) to install cameras at CGH B1’s Debussing Area and along corridors leading to B1’s Holding Area. Apart from being a deterrence measure to inmates, these additional CCTVs enable all angles to be covered, to aid in any post incident investigation and management.

**CHANGI PRISON COMPLEX SECURITY**

“Enhancing a secured complex”

Following the commissioning of an additional Vehicle Scanning System (VSS) in early 2015, Changi Prison Complex (CPC) Security further installed another two sets of Under Vehicle Surveillance Systems (UVSS) at Transit Centre. The UVSS works in tandem with the VSS and enhances the overall screening capabilities of the vehicle scanning lanes in Transit Centre. In addition, the scalability afforded by this integration of the two systems allows CPC Security to calibrate the required level of security checks during periods of heightened alert.

As part of the department’s Go Green Framework, the Complex Main Entrance (CME) attained the re-certification of Building and Construction Authority’s Green Mark Gold award in November 2015. Existing lights were replaced with energy-saving lights that provided better and more efficient illumination. Ventilation fans were also installed to increase the fresh air intake and improve the overall indoor air quality of the building.
UNITY IS STRENGTH...
WHEN THERE IS TEAMWORK
AND COLLABORATION,

wonderful things
can be achieved.

MATTIE J.T. STEPANEK
CONVICTED PENAL INMATE POPULATION
(AS AT 31 DECEMBER OF EACH YEAR)

**AGE GROUP**

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<th>Age Group</th>
<th>Total Convicted Penal Population</th>
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<td>&gt;70</td>
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**EDUCATION LEVEL**

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<th>Vocational</th>
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**MAIN OFFENCE GROUP**

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<td>108</td>
</tr>
<tr>
<td>Drug Offences</td>
<td>6,510</td>
<td>6,476</td>
<td>6,500</td>
</tr>
<tr>
<td>Immigration Offences</td>
<td>205</td>
<td>189</td>
<td>214</td>
</tr>
<tr>
<td>Property Crimes</td>
<td>644</td>
<td>1,249</td>
<td>1,349</td>
</tr>
<tr>
<td>Traffic Offences</td>
<td>191</td>
<td>219</td>
<td>319</td>
</tr>
<tr>
<td>Other Offences*</td>
<td>344</td>
<td>369</td>
<td>418</td>
</tr>
</tbody>
</table>

*As declared by inmates upon admission.

*Examples of “Other Offences” include National Registration Offences, National Service Related Offences, Telecommunications & Computer Related Offences.

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

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

3 Examples of “Other Offences” include National Registration Offences, National Service Related Offences, Telecommunications & Computer Related Offences.
CONVICTED PENAL ADMISSIONS
(AS AT 31 DECEMBER OF EACH YEAR)

GENDER

Total Convicted Penal Admissions 12,774

2013

2014

2015

2,186

18,516

2,994

19,308

1,551

9,084

EDUCATION LEVEL

2013

2014

2015

No Education

Primary

Secondary

Pre-U

Vocational

Tertiary & Above

Total Convicted Penal Admissions 10,635

ADMISSION AGE GROUP

>60

51-60

41-50

31-40

21-30

<21

0 500 1000 1500 2000 2500 3000 3500

2013 2014 2015

MAIN OFFENCE GROUP

Commercial Crimes

Crimes Against Person

Crimes Against Public Order

Customs Offences

Drug Offences

Immigration Offences

Property Crimes

Traffic Offences

Other Offences

2013 2014 2015

As declared by inmates upon admission.

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

Examples of Other Offences include National Registration Offences, National Service Related Offences, Telecommunication & Computer Related Offences.
REMAND POPULATION\(^\text{10}\)  
(AS AT 31 DECEMBER OF EACH YEAR)

GENDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Remand Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,236</td>
</tr>
<tr>
<td>2014</td>
<td>1,306</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Remand Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,255</td>
</tr>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>

AGE GROUP

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>66</td>
<td>62</td>
<td>68</td>
</tr>
<tr>
<td>21-30</td>
<td>320</td>
<td>333</td>
<td>344</td>
</tr>
<tr>
<td>31-40</td>
<td>320</td>
<td>320</td>
<td>344</td>
</tr>
<tr>
<td>41-50</td>
<td>308</td>
<td>307</td>
<td>320</td>
</tr>
<tr>
<td>51-60</td>
<td>157</td>
<td>157</td>
<td>172</td>
</tr>
<tr>
<td>&gt;60</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
</tbody>
</table>

EDUCATION LEVEL\(^\text{11}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Education Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
</tr>
</tbody>
</table>

MAIN OFFENCE GROUP\(^\text{12}\)

<table>
<thead>
<tr>
<th>Offence Category</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Crimes</td>
<td>74</td>
<td>84</td>
<td>80</td>
</tr>
<tr>
<td>Crimes Against Person</td>
<td>121</td>
<td>129</td>
<td>126</td>
</tr>
<tr>
<td>Crimes Against Public Order</td>
<td>48</td>
<td>44</td>
<td>46</td>
</tr>
<tr>
<td>Customs Offences</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Drug Offences</td>
<td>321</td>
<td>321</td>
<td>333</td>
</tr>
<tr>
<td>Immigration Offences</td>
<td>56</td>
<td>47</td>
<td>48</td>
</tr>
<tr>
<td>Property Crimes</td>
<td>23</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td>Traffic Offences</td>
<td>27</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Other Offences(^\text{13})</td>
<td>81</td>
<td>81</td>
<td>81</td>
</tr>
</tbody>
</table>

\(^{10}\) Remand population figures provides the number of remand inmates who are within the prison population as at the end of the respective year.

\(^{11}\) As declared by inmates upon admission.

\(^{12}\) Inmates are tracked based on index (most serious) offence only.

\(^{13}\) Examples of “Other Offences” include National Registration Offences, National Service Related Offences, Telecommunication & Computer related Offences.
DRUG REHABILITATION CENTRE (DRC) INMATE POPULATION\(^{14}\)

(AS AT 31 DECEMBER OF EACH YEAR)

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total DRC Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,617</td>
</tr>
<tr>
<td>2014</td>
<td>1,400</td>
</tr>
</tbody>
</table>

**AGE GROUP**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Total DRC Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;60</td>
<td>28</td>
</tr>
<tr>
<td>51-60</td>
<td>100</td>
</tr>
<tr>
<td>41-50</td>
<td>224</td>
</tr>
<tr>
<td>31-40</td>
<td>443</td>
</tr>
<tr>
<td>21-30</td>
<td>633</td>
</tr>
<tr>
<td>&lt;21</td>
<td>76</td>
</tr>
</tbody>
</table>

**EDUCATION LEVEL\(^{13}\)**

<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>2013</td>
<td>112</td>
<td>75</td>
<td>24</td>
<td>15</td>
<td>75</td>
<td>370</td>
</tr>
<tr>
<td>2014</td>
<td>115</td>
<td>75</td>
<td>24</td>
<td>15</td>
<td>75</td>
<td>370</td>
</tr>
<tr>
<td>2015</td>
<td>115</td>
<td>75</td>
<td>24</td>
<td>15</td>
<td>75</td>
<td>370</td>
</tr>
</tbody>
</table>

\(^{13}\)As declared by inmates upon admission.

\(^{14}\)DRC Regime is meant for local inmates only. The figures provide the number of DRC inmates who are within the inmate population as at the end of the respective year.
DRC INMATE ADMISSIONS\textsuperscript{16} (AS AT 31 DECEMBER OF EACH YEAR)

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total DRC Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,364</td>
</tr>
<tr>
<td>2014</td>
<td>1,139</td>
</tr>
</tbody>
</table>

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

**ADMISSION AGE GROUP\textsuperscript{17}**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>101</td>
<td>102</td>
<td>114</td>
</tr>
<tr>
<td>21-30</td>
<td>515</td>
<td>569</td>
<td>571</td>
</tr>
<tr>
<td>31-40</td>
<td>142</td>
<td>169</td>
<td>184</td>
</tr>
<tr>
<td>41-50</td>
<td>90</td>
<td>90</td>
<td>95</td>
</tr>
<tr>
<td>51-60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>&gt;60</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

**EDUCATION LEVEL\textsuperscript{18}**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Education</td>
<td>12</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Primary</td>
<td>267</td>
<td>272</td>
<td>261</td>
</tr>
<tr>
<td>Secondary</td>
<td>25</td>
<td>34</td>
<td>33</td>
</tr>
<tr>
<td>Pre-U</td>
<td>29</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Vocational</td>
<td>21</td>
<td>19</td>
<td>17</td>
</tr>
<tr>
<td>Tertiary &amp; Above</td>
<td>75</td>
<td>66</td>
<td>71</td>
</tr>
</tbody>
</table>

\textsuperscript{16}The number of DRC inmate admissions show the number of DRC inmate admissions for the calendar year.

\textsuperscript{17}Age as at admission.

\textsuperscript{18}As declared by inmate upon admission.
CRIMINAL LAW DETAINEE (CLD) POPULATION
(AS AT 31 DECEMBER OF EACH YEAR)

GENDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Total CLD Population</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>200</td>
<td>156</td>
<td>44</td>
</tr>
<tr>
<td>2014</td>
<td>136</td>
<td>114</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total CLD Population</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>118</td>
<td>85</td>
<td>33</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>2013</td>
<td>28</td>
<td>26</td>
<td>49</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>2014</td>
<td>41</td>
<td>27</td>
<td>52</td>
<td>9</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2015</td>
<td>53</td>
<td>22</td>
<td>52</td>
<td>8</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

TYPE OF CRIMINAL ACTIVITY

<table>
<thead>
<tr>
<th>Year</th>
<th>Secret Societies</th>
<th>Unlicensed Money-Lending</th>
<th>Drug Trafficking</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>89</td>
<td>14</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>2014</td>
<td>100</td>
<td>18</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>2015</td>
<td>125</td>
<td>18</td>
<td>52</td>
<td>8</td>
</tr>
</tbody>
</table>

* CLD population provides the number of persons detained under the Criminal Law (Temporary Provision) Act and is within the population as at the end of the respective year.

* As declared by inmates upon admission.
**CONVICTED PENAL RELEASES**

(As at 31 December of each year)

- **2013**: Total Convicted Penal Releases 12,687
  - 2,146 Convictions
  - 10,541 Released
- **2014**: Total Convicted Penal Releases 11,955
  - 1,974 Convictions
  - 9,981 Released
- **2015**: Total Convicted Penal Releases 10,807
  - 1,401 Convictions
  - 9,206 Released

**DRC RELEASES**

(As at 31 December of each year)

- **2013**: Total DRC Releases 1,257
  - 248 DRC Releases
    - 181 Convictions
    - 98 Released
- **2014**: Total DRC Releases 1,350
  - 353 DRC Releases
    - 230 Convictions
    - 123 Released
- **2015**: Total DRC Releases 1,172
  - 230 Convictions
  - 942 Released

**MAJOR INCIDENTS**

- **Escape Rate**
  - FY2013: 0 per 10,000
  - FY2014: 0 per 10,000
  - FY2015: 0 per 10,000

- **Assault Rate**
  - FY2013: 18.1 per 10,000
  - FY2014: 36.6 per 10,000
  - FY2015: 30.0 per 10,000

**RECIDIVISM RATES**

- **Overall**: 2011 31.9% 2012 28.3% 2013 31.1% 2014 27.0% 2015 27.3%

**CAPITAL EXECUTIONS**

(As at 31 December of each year)

- **2013**: Total 0
- **2014**: Total 2
- **2015**: Total 4

- **Total**
  - Drug
  - Murder
  - 2015: 1

---

* Major incidents are measured per FY as published in the annual Budget Book.

** The assault rate refers to assault cases perpetrated by inmates who are charged under aggravated prison offences. 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 victim(s).

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
(AS AT 31 DECEMBER OF EACH YEAR)

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>2013</td>
<td>977</td>
<td>809</td>
</tr>
<tr>
<td>2014</td>
<td>1,011</td>
<td>885</td>
</tr>
<tr>
<td>2015</td>
<td>886</td>
<td>1,003</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>2013</td>
<td>95.4%</td>
<td>85.9%</td>
</tr>
<tr>
<td>2014</td>
<td>96.7%</td>
<td>88.2%</td>
</tr>
<tr>
<td>2015</td>
<td>96.9%</td>
<td>81.7%</td>
</tr>
</tbody>
</table>

VOCATIONAL PROGRAMMES
(AS AT 31 DECEMBER OF EACH YEAR)

EMPLOYABILITY SKILLS TRAINING²⁴
(YEARLY ENROLLMENT)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of training places</th>
<th>No. of inmates trained²⁵</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>22,504</td>
<td>8,993</td>
</tr>
<tr>
<td>2014</td>
<td>21,937</td>
<td>9,882</td>
</tr>
<tr>
<td>2015</td>
<td>26,660</td>
<td>5,137</td>
</tr>
</tbody>
</table>

WORK PROGRAMMES²⁴
(YEARLY ENROLLMENT)

<table>
<thead>
<tr>
<th>Year</th>
<th>Average number of inmates engaged in work</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,000</td>
</tr>
<tr>
<td>2014</td>
<td>3,845</td>
</tr>
<tr>
<td>2015</td>
<td>4,065</td>
</tr>
</tbody>
</table>

²⁴ Employability Skills Training Programmes are provided by Singapore Corporation of Rehabilitation Enterprises (SCORE) to equip inmates with relevant job skills. SCORE’s training regime is aligned to Singapore’s Workforce Development Agency’s (WDA) Workforce Skills Qualification (WSQ) framework. Examples of training offered include 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, Workforce Skills Qualification (WSQ) Operate Forklift and Certification in Generic Manufacturing (CGM) were also conducted.
²⁵ 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 inculcated by immersing inmates in real work environment within prisons.
ACADEMIC PROGRAMMES
(AS AT 1 DECEMBER OF EACH YEAR)

Yearly Enrolment in 2013 | 1,995
Yearly Enrolment in 2014 | 1,338
Yearly Enrolment in 2015 | 943

ACADEMIC RESULTS
(AS AT 1 DECEMBER OF EACH YEAR)

GCE N LEVELS RESULTS OF PRISONS CANDIDATES

- At least 1 N Pass 100% 100% 100%
- 19 points or less in best 3 subjects 80.2% 80.2% 100%
- 19 points or less in (ELMAB) - English, Mathematics and best 3 subjects 75.6% 100% 100%

GCE O LEVELS RESULTS OF PRISONS CANDIDATES

- At least 1 O Level Pass 100% 100% 100%
- At least 2 O Level Pass 87.4% 85.8% 90.6%
- 5 or more O Level Pass 44.1% 44.1% 44.1%

ALMANAC

PROMOTIONS

SENIOR PRISON OFFICERS

- Promoted to the rank of Assistant Commissioner Grade 9
  - Matthew Wee Yi Kong

PRISONERS RECOGNIZED

- Promoted to the rank of Superintendent of Prisons (1A)
  - Chan Ching Ching

PRISONERS RECOGNIZED

- Promoted to the rank of Superintendent of Prisons (1)
  - Chan Choon Teo

ALUMNI

- Promoted to the rank of Deputy Superintendent of Prisons (2)
  - An Koh Sian

- Promoted to the rank of Assistant Superintendent of Prisons (2)
  - Alicia Tan Hui Min

- Promoted to the rank of Assistant Superintendent of Prisons (1)
  - Aart Pathak

- Promoted to the rank of Senior Assistant Superintendent of Prisons (2)
  - Matthew Wee Yi Kong

- Promoted to the rank of Assistant Superintendent of Prisons (1)
  - Chan Ching Ching

- Promoted to the rank of Superintendent of Prisons (1A)
  - Chan Choon Teo

- Promoted to the rank of Superintendent of Prisons (1)
  - Chan Choon Teo

- Promoted to the rank of Assistant Superintendent of Prisons (2)
  - Alvin Tan Hui Min

- Promoted to the rank of Assistant Superintendent of Prisons (1)
  - Aart Pathak
CIVILIAN OFFICERS

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 9
Kasam Singh

PROMOTED TO THE RANK OF MEDICAL SERVICE OFFICER 9 (MHA)
Tao Seng Minh Colin

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 10
Mohamed Fazly Bin Mohamed Jamaludin
Soh Tee Peng William
Umardani Bin Ummadri

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 10
Jasmin Kaur

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 11A
Goh Valerie Grace
Hazlinah Binte Mohamed Ali
Liaw Sze Wei
Nicholas Raphael Netto
Tan Lo Lee
Veena Nanthakumar
Wong Li Ling, Karen

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 11A
Eiljah Teo Tzeem Sung
Kwek Boon Siang

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 11
Abdah Rashiana Binte Zainal
Cheong Lin Xing
Chok Ying Si Stacey
Chua Shu Hui
Goh Wai Fu
Jesseeven Kaur Dhot
Lui Wen Hui Tannie
Nur Aisyah Binti Hamzah
Raiyend Kaur Sidhu
Soh Weng Hion

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 12
Khairiyah Binte Kassim
Leong Chin Ching
Yasmin Ahmad

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 12
Adim Kharunnashir Bin Tamrin
Bah Jing Yi
Charles Julian Oliver Ardy
Chee Li Ying, Charmaine
Chee Bing Pu
Chay Pha Jun, Cicrice
Chua Wee Leng, Jasmine
Chua Wei Ling
Daen Tan Hui Qi
Dhovani D/O Ramachandran
Elspeth Huang Celin
Farhanis Binte Ahmad
Goh Zhing Peng
Hii Qingoi
Huang Shinning
Jasmin Jalal
Lee Kang Qi
Leo Sin Hwee
Li Yuen Ching
Nur Yasmin Binte J Faisal
Poh Jia Hui
Prem Kumar S/O Panneeachalum
Premnath S/O Vasudevan
Richie Tan Chun Hock
Sounthavali D/O Mudithe
Tan Peck Hian
Tah Jie Jn, Sarah
T Sairanah
Wong Kai Liang, Gwendolyn
Yo Iyian
Yeong Hoi Yan Jessie

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 12
Kareena Binte Kassim
Leong Chin Ching
Yasmin Ahmad

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 12
Adim Kharunnashir Bin Tamrin
Bah Jing Yi
Charles Julian Oliver Ardy
Chee Li Ying, Charmaine
Chee Bing Pu
Chay Pha Jun, Cicrice
Chua Wee Leng, Jasmine
Chua Wei Ling
Daen Tan Hui Qi
Dhovani D/O Ramachandran
Elspeth Huang Celin
Farhanis Binte Ahmad
Goh Zhing Peng
Hii Qingoi
Huang Shinning
Jasmin Jalal
Lee Kang Qi
Leo Sin Hwee
Li Yuen Ching
Nur Yasmin Binte J Faisal
Poh Jia Hui
Prem Kumar S/O Panneeachalum
Premnath S/O Vasudevan
Richie Tan Chun Hock
Sounthavali D/O Mudithe
Tan Peck Hian
Tah Jie Jn, Sarah
T Sairanah
Wong Kai Liang, Gwendolyn
Yo Iyian
Yeong Hoi Yan Jessie

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR III
Tang Bee Lian

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR IV
Tang Bee Lian

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR IV
Tang Bee Lian

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR V
Muhammad Firdaus Bin Daikwa
Norshinah Binte Sulaiman
 Rashidah Binte Otthman

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR VIA
Vinalalachcheni D/O R Gopalan

PROMOTED TO THE RANK OF MANAGEMENT SUPPORT OFFICER GR VII
Saravanai Baba

PROMOTED TO THE RANK OF CORPORATE SERVICE OFFICER GR II
Otthman Bin A Ghani

COMMISSIONER OF PRISONS AWARD

INDIVIDUAL COMMISSION

DSP 2 Chan Chee Kiat Roger
DSP 2 Doris Seah Hui Shee
DSP 2 Lim Hoe Leong
DSP 2 Osman Bin Aspari
DSP 1 Anderson Leong Say En
ASP 2 Lee Yong Sia Waves
ASP 2 Lim Zhian
ASP 2 Loo Phuyu Koen
ASP 2 Pang Ye Shuen Monica
CW 1 Lee Yuen Nam Mr. Hady
Muhammad Lee
S/Sgt Indra Gandhi D/O Gunasegaram
S/Sgt San Bini Samat
S/Sgt Bannumpam S/O Balakrishnan
S/Sgt Surerend Singh S/O Jagdib Singh
S/Sgt Ng Kian Cheng Joseph

INDIVIDUAL TESTIMONIAL

DSP 2 Lim Teo Hock
DSP 1 Lau Pey Ling
ASP 2 Ang Kang Eng
ASP 2 Kelvin Chua Yew Chong
ASP 2 Long Ying Ying
ASP 2 Rosheemah Binte Hariff
ASP 1 Lu Shu Zhen
RO 2 Chua Wei Kuan
CW 2 Ang Chee Sze
CW 2 Anuar Bin Abdullah (Da Rezorio)
CW 2 Taminachalum S/O Ramachandran
CW 2 Teng Jia Jin
CW 2 Wong Mei Eang
CW 2 Yong Lee Shiam
CW 1 Mohamad Noor Bin Supri
CW 1 Mohd Zakaria Bin Mohamad Jamari
CW 1 Abdul Rahman Bin Muhammad Yusof
CW 1 Firdaus Bin Sumarti
CW 1 Raniza Binte Roslan

SINGAPORE PRISON SERVICES WORKING GROUP

SUPT 1 Sebastian Liew Kok Koen
DSP 1 Joelle Tan
ASP 2 Mogaranipra D/O Sandramogan
SCW 1 Muhammad Saik Bin Sidik
CW 2 Chan Kok Hua
CW 1 Andy Tan Soon Peng
CW 1 Lee Choon Hong
CW 1 Lim Boon Hwee
CW 1 Azlina Binte Abdul Aziz

TEAMS

COLBOOK WORKING GROUP

ASP 2 Chiang Mui Chin
ASP 2 Kelvin Chua Yew Chong
ASP 2 Mogaranipra D/O Sandramogan
ASP 2 Ng Boo Han, Samuel (Haung Wihan)
ASP 2 Rina Ary Woe
ASP 1 Brandon Ong Guan Hong
RO 2 Muhammad Sadiq Bin Salal
RO 2 Shahril Fadzil Bin Zainudin
RO 2 Sunyati Binte Mohamed Shahril
RO 1 Lin Zonglin
CW 2 Chong Kok Chee
CW 1 Mural Dhanan S/O N Gopal
CW 1 Lee Hui Hoon
CW 1 Rashidah Binte Abdul Razak
CW 1 Sia Liang
S/Sgt Wong Chea Mun
S/Sgt Lo Mapan Hameen Bin Mohamad Padi
Sgt Mohamad Khalid Aqhar Bin Ismail
Sgt Shazwirah Binte Jumat
MK 12 Auyang Sih Yew Harry
MK 12 Ng Zeqying, Charlynn
MK 12 Wee Su Yan, Melissa

SPS HERITAGE WORKING GROUP

SUPT 1 Sebastian Liew Kok Koen
DSP 1 Joelle Tan
ASP 2 Mogaranipra D/O Sandramogan
SCW 1 Muhammad Saik Bin Sidik
CW 2 Chan Kok Hua
CW 1 Andy Tan Soon Peng
CW 1 Lee Choon Hong
CW 1 Lim Boon Hwee
CW 1 Azlina Binte Abdul Aziz

INVESTIGATION & PROSECUTION OF MAS OFFENCES WORKING GROUP

SUPT 1A Veera Purnam S/O Myappan
SUPT 1C Goh Poh Kwang Paul
DSP 2 Leow Wee Chin
DSP 2 Lim Beng Meng
DSP 2 Shahrin Bin Tambi Ahmad
ASP 1 Keng Yuee Hoon
ASP 2 Tan Xing Wei Leon
SCW 1 Ang Joo Heng
SCW 1 Lim Meng Jek Nicholas
SCW 1 Lok Hong Yew
CW 2 Abubakar Bumin
CW 2 Chan Qiiwen

SETTING UP OF SPS WORKPLACE SAFETY & HEALTH (WSH) STEERING COMMITTEE

SUPT 1A Kong Ling Chee Thit
SUPT 1A Ong Pea Ee
SUPT 1A Tan Bin Kiat
SUPT 1A Chiam Tiong Phong
SUPT 1A Law Chee Kiang
SUPT 1A Mohamed Fark Bin Omar
SUPT 1A Ronald Pang in Tai
SUPT 1A Tan Wee Tack
DSP 2 Abd Razak Bin Ahmad
DSP 2 Ahmad Naulatun Bin Abdul Ghari
DSP 2 Faizul Bin Ridzwan
DSP 2 Ho Kim Tack
DSP 2 Hon Tin Chee
DSP 2 Kalavanan S/O Vasiyalingam
DSP 2 Liew Muye Fong Irene
DSP 2 Neo Ai Wei
DSP 2 Zainal Abdin Bin Riduan
DSP 1 Choo Joon Piau
DSP 1 Lock Yee Kung
DSP 1 Ng Aik Boon Jeremy
DSP 1 Wahab Bin Hamid
ASP 2 Ang Siki Hui Amanda
SCW 1 Nasir Bin Mohamed Yusoff

PLANNING & PREPARATIONS OF OPS RED EKUOS

SUPT 1A Lim Guan Seng Francis
SUPT 1A Lim Lam Seng
SUPT 1A Tan Bin Kiat
SUPT 1A Tan Wee Tack
SUPT 1A Hanizamal S/O Mahmood
SUPT 1A Lee Kong Wee
SUPT 1A Tan Wee Tack
SUPT 1A Neo Fai Fan Wai
DSP 2 Ng Boon Aun

RETIRES IN 2015

RANK

CSO Gr III

Aminah Binte Ali
5/1/2015
CW 2
Teah Yoo Chiang
28/1/2015
ASP 2
Khor Chong Tial
8/2/2015
ASP 2
Ng Pang Siong
10/3/2015
CSO Gr III
Lim Kin Hock
5/5/2015
S/Sgt
Mazelan Bin Mohd Noor
7/5/2015
S/Sgt
Hong Steven
31/5/2015
Sgt
Supahat Bin Salmi
30/7/2015
CSO Gr I
Ching Swee Lay
31/7/2015
Sgt
Sankara Pandian S/O A Shammugam
8/8/2015
CSO Gr III
Doraismay Naveethan Dovi
10/10/2015
DSP 1
Ngai Chin Suen Thomas
2/11/2015
MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

ASP 2 Azman bin Suatt
SCW 1 Pang Suh Ling
SCW 2 Herjinder Kaur D/O Kaka Singh
SCW 2 Rosalee Chai
SCW 2 Lim Beng Lee
S/Sgt Adlin Bin Sari
S/Sgt Mohamad Sahar bin Omar
S/Sgt Trier Gia Bing
MSO Gr V/A Chew Mu Eng

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

SUPPT 1 Goh Poh Kiang Paul
SUPPT 1 Goh Song Huat Edwin
SUPPT 1 Kong Weng Chew
SUPPT 1 Shepherson Olivia Genevieve
DSP 2 Ng Boon Aun
DSP 2 Ng Tanny
DSP 2 Haryana Bte Mohammed
DSP 1 Lim Lay Khim

HOME TEAM ACHIEVEMENT AWARD

DEVPEOPPMENT OF A PRE-RELEASE CENTRE FOR OFFENDERS WITH HIGH RISK OF RE-OFFENDING

SUPPT 1 Cheong Hwee Yen Jean
SUPPT 1 Teo Hock Soon
DSP 1 Chew Shi Je Martin
DSP 1 Khoo Cheong Ming Jerry
DSP 1 Leong Chee Ming Luke
DSP 1 Oveere Josephine Juliana
ASP 2 Ang Jin Jian
ASP 2 Azman Bin Suatt
ASP 1 Keew Nian Xing
ASPP 2 Suryanti Bte Mohamed
RO 2 Chan Kok Hua
RO 2 Chai Mei Chong Wendy
RO 2 El-wow Han
RO 2 Ang David Daniel
RO 1 Dzulkarnain Bin Jamatul
RO 1 Leow Xian Jing
RO 1 Mohd Sam Bin Abdullah
RO 1 Ng Phe Ling
RO 1 Tan Heng Kuang
RO 1 Yeo Yan Ting
S/Sgt Ang Wilfred

HOME TEAM MAILROOM & DELIVERY SERVICES

DSP 1 Yuen Mann Shy Diana
SUPPT 1 Ngiam Siew Wei June
RO 1 Tan Yee Ru
RO 2 Chua Chee Hon
RO 2 Koh Chai Hok
RO 1 Azman Zakuddin Tan
MX10 Soo Teng William
MX10 Wong Meng Kok Jason
MX 1 Ahmad Himly Bin Pasuni
MX 11 Cheong Ling Xin
MX 11 Haslindah Binte Shorbi
MX 11 Nor-Ainiyani Binte Omar
MX 11 Ong Chee Koon
MX 11 Wong May Yong
MX 12 Auyang Seh Yew Harri
MX 12 Cheng Peizhi
MX 12 Ling Han Sheng Hain
MX 12 Muzafar Meanur Binte Mustafi
MX 12 Siediny Yap
MX 12 Tan Qian Ying Jeraldine

EXCELLENT SERVICE AWARD

STAR

DSP 1 Lim Chee Keong Steven
ASP 2 Abdul Aziz Bin Ahmad
ASP 2 Lim Wei Kiat
ASP 1 Koenz Quek Ying Qiang
ASP 1 Lum Choo Hoong
ASP 1 Mariselaeman S/O Ramasamy
ASP 1 Tony Immanuel Tan
SCW 1 Kong Ping
SCW 1 Kaliahsyah D/O Rajapol
SCW 1 Ling Gok Chew
SCW 2 Mohamed Marubin Mohamed Yusof
SCW 2 Randaep Sing H/O Jagdhir
RO 1 Al-Hannan B Mohammad
RO 1 Amir Bin Johar
RO 1 Jolie Lee Lea San
RO 1 Kipral Singh
RO 1 Koh Nyok Lan
RO 1 Lim Yi Wei, Vee
RO 1 Low Chee Siong
RO 1 Lupin Dharmanas S/O Jayathilaka
RO 1 Muhammad Faisal Bin Haron
RO 1 Nur Fazila Binte Ibrahim

GOLD

DSP 2 Kee Meng Hoe
ASP 2 Chew Siaw Lay
ASP 2 Muhammad Razaliuddin Bin Abdul Razak
ASP 1 Lim Hui Juan
RO 2 Chu Sow How
RO 2 Muhammad Hashim Bin Mohamad Zalif
RO 2 Noor Jalal
RO 2 Tan Shi Ling
SCW 2 Wong Tian Lee
CW 2 Heojinder Kaur
CW 1 Goh Kang Kong
CW 1 Lee Sing Cheong
CW 1 Muhammad Syazwan Hassan
CW 1 Samy Nathan S/O Mutiah@Muthiah
CW 1 Tan Wei Chuan

NATIONAL DAY AWARD

S/Sgt Ahmad Faizal bin Mohamed
Sgt Nur-intarthen Binte Bliar
Sgt Nur Roslinda Binte Mohamad Abdul Razib
Sgt Phung Yin Lei Sandy
Sgt Rashidah S O Packrisamy
Sgt Sim Kian Soon
Sgt Tan Choon Chong
Sgt Tan Kyim Hong Eddie
S/Sgt Ang Meng Kim Ann
S/Sgt Angita D/O Retnamthy
S/Sgt Chang Joo Nai
S/Sgt K V Raj Tawan S/O Vijayanathan
S/Sgt Lai Koon Chan
S/Sgt Nahur Mydin B Bin Mustain
S/Sgt Nazrul Bin Mohamed Farouk
S/Sgt Sahedah Binti Jailal
S/Sgt Selia Abdul Rahman
S/Sgt Shahrin Bin Kamuddin
S/Sgt Teo Gak Yan
Sgt Tiang Sick Tong
Sgt Khadi Rashid bin Ramli
Sgt Lee Mun Wah
Sgt Mohd Kuarin bin Moed Ali
Sgt Muhammad Saifin bin Rosli
Sgt Rohani Adam
Sgt Suhana Bte Johari
Cpl Malatuzubia Bte Mohamed
Cpl Noruizam bin Binte Osman
MSO Gr I/C/ Sivaporn
Cpl Hamidah Binti Omari
Cpl Lim Khae Geok
Cpl Muslaim Mohammad Sait

SINGAPORE PRISON S

COCA: 1992-2018
The committee would like to thank all those who have helped in one way or another to make this annual report possible. All information provided in this report is up-to-date and accurate at the time of print.