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.

Rehab is a commitment to our programmes and services within the system to support inmates who have proved that they have the inherent desire to change.

Renew is a commitment an inmate makes to change his/her life for the better. Looking beyond their imprisonment, they demonstrate a willingness and desire to renew their lives.

Restart is a commitment to garner the support of the community. Through the CAPE Network, our offenders are given opportunities to restart their lives.
What a year 2014 had been!

The Singapore Prison Service identity as a correctional agency was cemented in 2014 with the amendments to the Prisons Act which gave us the role to supervise persons released from prisons under the Mandatory Aftercare Scheme. With this change, our responsibilities extended beyond the prison walls. Thus, the Community Corrections Command was set up so that we could better walk with them as they set foot outside the prisons in their journey of rehabilitation.

2014 will also be remembered as the year the enhanced drug rehabilitation regime commenced, where greater differentiation is made between drug inmates with different needs, so that more targeted programmes are applied for greater effectiveness. In particular, the Community Rehabilitation Centre commenced operation, where younger, lower risk drug offenders are rehabilitated in a more community-based setting more suited for their needs.

Promoting community involvement continued to be of great priority under the auspices of the CARE Network. Of particular significance was the launch of the Development Framework for Offender Rehabilitation Personnel, which will go a long way towards lifting the level of professionalism and effectiveness of our partners and volunteers.

In the area of international collaboration, we hosted for the first time the regional Reintegration Puzzle Conference, through which we drew together more than 280 participants from eight countries, including professionals, partners and volunteers from Singapore, in a time of mutual sharing, learning and inspiration.

As expansive as we were in 2014 in reaching out beyond the prison walls, development within the prisons to deepen our capabilities continued unabated. The Inspectorate and Review Division was set up to more systematically identify the risk areas for more effective management. Technological advancement was also evident from the e-Letters trial and the introduction of GPS-based electronic monitoring tags.

2014 was a great start for our Five-Year Plan, auguring well for our future as a technologically-driven prison system supporting more targeted regimes and greater community involvement. So, onward Captains of Lives!

Soh Wai Wah
Commissioner of Prisons
Singapore Prison Service

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A CLARION CALL
Criminal justice systems around the world have undergone a series of prison reforms – from improving the living conditions of inmates and building more prisons to cope with overcrowding, to developing programmes and treatments to help inmates change their criminal behaviour through evidence-based interventions, and preparing them for their eventual return to the community.

We have long moved away from viewing prisons as mere instruments of society’s retributive vengeance to seeing them also as places to facilitate rehabilitation directed at changing offenders, thereby preventing future criminal behaviour. Clearly, locking inmates up and throwing away the keys will not achieve the primary function of prisons, which is to ensure public safety by reducing crime through the prevention of re-offending.

Recent research has shown that drug and mental health treatment, job skills training, and behavioural interventions delivered in the community were more effective than those offered behind bars. By keeping individuals in the community and offering supervision, interventions, and services that are responsive to their risks and needs to prevent re-offending, community supervision helped to improve public safety in the USA. Defendants and offenders who are not incarcerated are able to remain with their families and support systems while maintaining educational and employment opportunities. Participating in programmes in the community thus allows offenders to receive interventions within the natural context of their lives, as opposed to the unnatural setting of a prison. The effectiveness of a gradual supervised release into the community has also been observed in Canada, with offenders who completed their sentences on parole four times less likely to be re-admitted on a federal sentence (two years and more) compared to offenders released on warrant expiry.

With the evolution of societies, social reactions to criminal behaviour and attitudes towards the social reintegration of offenders, more systematic approaches to corrections are being developed. Increasingly, criminal justice systems are reducing their reliance on institutional corrections (i.e. incarceration in prisons) and reconsidering the role of community-based corrections, which encompasses probation, parole, and pre-trial supervision.

**SPS, A CORRECTIONAL AGENCY**

So, what is a correctional agency? At the most basic level, it is one which supervises people under the authority of the criminal justice system, including those who are behind bars and those who are not. Apart from operating the prisons, a correctional agency also manages other aspects of the criminal justice system, including probation and parole.

In this regard, SPS has actually been executing the functions of a correctional agency for a long time. In 1985, SPS introduced the Work Release Scheme, which allowed suitable inmates to be granted leave from prison for employment. Subsequently, other Community Based Programmes such as the Halfway House and the Home Detention Schemes were introduced, allowing more inmates to serve the tail end of their sentences in the community under supervision so as to facilitate their gradual reintegration back into society.

SPS’s involvement in the supervision of offenders after they have completed their time in prison has also been expanding in recent years. Since November 2012, under the Enhanced Supervision Scheme, SPS has been collaborating with the Central Narcotics Bureau in the supervision and support of drug offenders with higher likelihoods of re-offending after they leave prisons. Also, in what was undoubtedly a key milestone in SPS’s development into a correctional agency, the Prisons Act was amended in 2014 to introduce, among other things,
the Conditional Remission System (CRS) and Mandatory Aftercare Scheme (MAS). These extended SPS’s powers and responsibilities beyond prison walls.

Under CRS, the one-third remission which most inmates are eligible for is no longer given unconditionally. Instead, offenders are expected to adhere to the basic condition of not being sentenced to imprisonment for a new offence during the remaining remission period. If an offender does re-offend and is sentenced to a new term of imprisonment, the remainder of his remission period may be added onto the new sentence. For higher risk offenders, the introduction of MAS allows them to be supported with a structured aftercare regime that provides enhanced community support, counselling and case management with tight supervision for up to two years to facilitate their reintegration.

Recent developments have seen SPS involved even in the management of offenders who are sentenced to spend minimal, or sometimes not any, time in custody. Taking cognisance of the disruption that incarceration may cause to the lives of offenders, the Day Reporting Order (DRO) and Community Rehabilitation Centre (CRC) allow lower risk and less serious offenders to be duly punished and rehabilitated in the community while not overly disrupting their daily lives.

Introduced in 2011, DRO requires offenders who have committed less serious crimes to report to SPS regularly and be electronically monitored for a period of not more than one year. These offenders may also be required to undergo programmes to address their risks and needs. Operationalised in May 2014, CRC similarly allows suitable young drug offenders to receive interventions to address their drug use in a supervised environment while continuing with their education or employment.

CONCLUSION

Ensuring the safe and secure custody of inmates as well as facilitating their rehabilitation have been, and will continue to be, key tenets of SPS’s work. However, recent developments have seen SPS extending these duties beyond prison walls and into the community as well. As part of SPS’s continued efforts and commitment to strengthen aftercare supervision and support, the Community Corrections Command (COMC) was established on 1 August 2014.

Indeed, SPS has moved away from being just a prison service, and has developed into a correctional agency. Let us continue to strive for operational excellence so as to forge ahead in corrections and work towards our Mission and Vision.


HEARING FROM OUR CAPTAINS OF LIVES

HOW DO YOU THINK YOUR WORK CONTRIBUTE TO SPS’S ROLE AS A CORRECTIONAL AGENCY?

"As Senior Reintegration Officers, we need to balance risk management, security and supervision, while also providing support, advice, referrals and assistance for offenders who are out in the community. This is necessary for the successful reintegration of offenders back into society and to break the cycle of re-offending." 
ASP 2 Vinod Jenardhanan, Senior Reintegration Officer, SPCSC, COMC

"It is pertinent to maintain secure custody and reduce offenders’ risk of re-offending via evidence-based correctional practices, which includes both operational processes and interventions. Our officers and specialists have a shared vision, and we work together to provide the environment necessary to become effective agents of change.”
HTS 22 Sharifah Nur Bte Syed Aidrus Alhadad, Psychologist, Psychological Programme Development, PCRD

"By taking care of the ‘heartware’ of our officers through their well-being, we can be assured that their ‘hardware’ and what they can offer to the department will be strengthened and enhanced, as we continue to advance in corrections.”
MX 11A Joannah Teo, Manager Developmental Services, Staff Well-Being, SDD

"Having the right staff in place is key as we forge ahead in corrections. This could be where our strengths lie, where our potential can be developed, or where we can best contribute or learn as a team.”
Supt 1 Chan Ching Ching, Assistant Commander Staff Development, Cluster B

"Daily operational routines ensure the safe custody of offenders and the security of prisons. The programmes introduced thus far have enhanced our efforts to rehabilitate and reintegrate the offenders. Operational work forms the core of correctional work, so that our rehabilitation and reintegration efforts can have a bigger impact on offenders and ex-offenders.”
SCW 2 Abdullah Bin Eskak, Chief Personal Supervisor, Institution A3, Cluster A

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SCW 2 Abdullah Bin Eskak, Chief Personal Supervisor, Institution A3, Cluster A
I believe that the department is taking a step in the right direction. Being a correctional agency means that there will be more avenues to rehabilitate offenders and reintegrate them back into the society.

Cpl Muhi Tahui bin Mohd Kali, Personal Supervisor, Institution A1, Cluster A

I believe that keeping offenders in prison is only a temporary measure in protecting the society. While the strict regime and supervision instils good discipline in an offender; having evidence-based rehabilitation programmes and aftercare support are critical for the offender to reintegrate into the society successfully.

DSP 2 Ricky Sim, OC Ops Management and Planning, Cluster C

I feel encouraged and inspired as I joined SPS wanting to make a positive change in someone’s life. Every day, I go to work with a goal in mind, and that is to inspire someone. I believe that this is a job that can give me a sense of satisfaction that no other job is able to.

As we continue to advance in corrections, I believe that beyond the role of a disciplinarian, I will also be a catalyst of change.

RO 2 Sherry Tan, Housing Unit Officer, Changi Women’s Prison, Cluster C

I was attracted by the tagline ‘Captains of Lives - Rehab Renew Restart’ and that prompted me to join SPS in 2007. Back then, there were already rehabilitation initiatives. Since then, we have instituted more initiatives and policies, such as the Mandatory Aftercare Scheme and the Conditional Remission System, to reduce the overall recidivism rate and expand into the area of community corrections.

DSP 1 Mohamed Azhar Zailan, OC Courthouse Lock-ups, PEO, OSC

I think we are still in the early stages of becoming a correctional agency. To completely evolve, we will need every staff to play their part and be deeply committed to our Vision of a society without recidivism.

CW 2 Toh Siew Koe, Chief Personal Supervisor, Institution B5, Cluster B

I think about the department’s journey towards being a correctional agency? How do you feel about the department’s journey towards being a correctional agency?

“SPS has evolved over time and we are now heading towards being a correctional agency. Community Based Programmes, Community Based Sentencing and the Mandatory Aftercare Scheme have created more opportunities for both uniformed and civilian staff to be involved in the offenders’ aftercare regime.”

S/Sgt Nagesan s/o Rajagopal, Control and Monitoring Officer, SPCSC, COMC

A correctional agency is like an ecosystem of mountains, rivers, forests and valleys, in which streams of water flow through and eventually enter into the sea. We have to see ourselves as part of this great ecosystem made up of a myriad of elements that help guide the streams of water (i.e. offenders) towards reintegrating back into the great sea called society.

MX 12 Suguna Sundaram, SO Information System Programme, Technology Branch, CS

The evolution towards becoming a correctional agency has presented our department with opportunities to engage various community partners in the uphill task of ensuring that offenders’ rehabilitative needs are met, thus leading to their successful reintegration into society. I am proud to be a part of an organisation that constantly strives towards a greater purpose.

SCW 1 Bala Muruly, OC Work Programme (Kitchen Operations), Cluster B

“We have moved beyond the prison walls and made inroads into society, since the launch of the Yellow Ribbon Project in 2004. The conceptualisation and operationalisation of the Mandatory Aftercare Scheme is a key indicator that we are moving towards being a correctional agency.”

ASP 1 Theepan Prakash, SO Provost, Cluster A

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RO 2 Sherry Tan, Housing Unit Officer, Changi Women’s Prison, Cluster C
On 1 August 2014, SPS established the Community Corrections Command (COMC) to better help ex-offenders reintegrate into society after their release by strengthening aftercare support and enhancing their rehabilitation in the community under statutory provisions. This was a timely move with the operationalisation of the Prisons Act amendments in July 2014, which introduced the Mandatory Aftercare Scheme (MAS) whereby certain categories of released inmates are mandated to come under SPS’s supervision. The amendments further extends SPS’s mandate beyond prison walls, and is a key milestone in SPS’s development into a correctional agency.

Community corrections in SPS have been evolving over the years. The main developments could be traced through legislative amendments which introduced and expanded various rehabilitative initiatives in the community over the last 15 years. In 2000, the Prisons Act was amended to introduce the Home Detention Scheme for low-risk inmates to facilitate their reintegration back into society. In 2010, the Criminal Procedure Code amendments included the introduction of Community Based Sentences such as the Day Reporting Order (DRO) for first-time low-risk offenders. DRO was subsequently implemented in 2011. Beyond the scope of legislative amendments, SPS also established the Selarang Park Community Supervision Centre (SPSCC) in 2009 and Community-Based Interventions Services Branch (CISB) in 2012 to carry out post-release supervision and rehabilitation in the community.

The setting up of COMC was thus timely to ensure that different aspects of post-release work and community rehabilitation are integrated with the operationalisation of MAS.
COMC manages around 1,300 supervisees in the community daily. These supervisees are made up of those on DRO, in the Community Rehabilitation Centre (CRC), undergoing CBP and on the Enhanced Supervision Scheme (ESS). The number of offenders undergoing supervision and rehabilitation in the community is projected to increase to approximately 3,000 in the steady state, with the operationalisation of MAS.

The combined skills and knowledge of Reintegration Officers (ROs) and Correctional Rehabilitation Specialists are critical to the success of the Command. Collaborations with the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network, community partners, law enforcement agencies and volunteers are also essential in reducing reoffending and enhancing efforts in crime prevention.

THE KEY ROLES OF COMC

SUPERVISION

Supervision involves enforcing mandatory conditions put in place to aid supervisees in leading a pro-social and law-abiding life. During the supervision phase, it is essential for ROs to maintain strict levels of supervision and discipline to ensure compliance by supervisees. Supervisees are scheduled for reporting sessions with their ROs so that the ROs are able to monitor their charges’ rehabilitation and intervene if their charges face any issues. Supervisees are also subjected to other conditions such as electronic monitoring, phone reporting, phone checks, surprise urine tests, and home and worksite visits by their ROs.

REHABILITATION

In the rehabilitation process, Correctional Rehabilitation Specialists are the lead case workers for supervisees with high risks of re-offending. Correctional Rehabilitation Specialists conduct counselling and casework to help offenders reintegrate back into the community. Correctional Rehabilitation Specialists also work together with ROs to support supervisees through challenges that many would inevitably face, including those in the areas of family relations, financial management and coping with addiction. In order to better meet the reintegration needs of the supervisees, appropriate referrals to community resources would be made so that supervisees are able to receive the required assistance from community partners. Through their therapeutic relationships with their supervisees, Correctional Rehabilitation Specialists aim to inculcate a sense of responsibility in their charges through interventions, and also encourage them to contribute back to society through engagement in community service activities. This will inspire them to take responsibility of their own lives and change for the better.

AFTERCARE

As COMC operates in the community, it is essential for good working relationships to be fostered with the CARE Network, community partners, law enforcement agencies and volunteers. One platform to forge closer ties is the CARE Network Learning Journey, which allows COMC to identify new initiatives for development, ways to improve existing services and programmes, and channels to enhance professionalism.

Also, as reintegrating into the community could be a daunting challenge which poses different difficulties for different individuals, every supervisee requires a customised support plan. As such, it is important to develop a holistic overview on what more can be done to rehabilitate supervisees in the community and better meet their reintegration needs.

MOVING AHEAD

COMC’s involvement in rehabilitation work beyond prison walls is expected to continue to grow. Besides existing CBP schemes, COMC is involved in the implementation of ESS, the enhanced drug rehabilitation regime and MAS. COMC will continue to spearhead supervision and rehabilitation in the community.

In addition, COMC will also coordinate with CARE Network agencies to dovetail aftercare issues to help supervisees successfully reintegrate back into society. The more successful SPS is in preventing offending and re-offending, the more society is protected, and the safer Singapore will be.
2014 was a significant year in SPS’s history, as it marked the year major amendments were made to the Prisons Act. With these amendments, SPS’s scope of work has officially extended beyond prison walls into the community. Officers are no longer mere custodians of inmates under their charge, but active agents in the inmates’ journeys of change to become law-abiding and contributing members of society.

**CONDITIONAL REMISSION SYSTEM AND THE MANDATORY AFTERCARE SCHEME – BEYOND AN INMATE’S RELEASE FROM PRISON**

Before 1 July 2014, inmates who were sentenced to terms of imprisonment were released at the two-third mark of their sentences without further conditions imposed on them.

With the Prisons Act amendments, inmates who have committed offences on or after 1 July 2014 and sentenced to terms of imprisonment will be subjected to the Conditional Remission System (CRS). They will still be released at the two-third mark of their sentences, but the remaining one-third will be covered by a Conditional Remission Order (CRO) which remains in effect until the end of their sentences. The CRO contains a basic condition that they are not to re-offend and be sentenced to any custodial sentence (excluding fine-in-default sentences).

If the basic condition is breached, offenders will be liable for an enhanced sentence above and beyond the custodial sentence for the offence committed. The enhanced sentence shall not exceed the remaining duration of the CRO from the date of the offence, and must be served in full. CRS hence provides an additional incentive for persons released from prison to remain crime-free at least until the end of their sentences.

For a select group of offenders considered to be of higher risks of re-offending and requiring more support to reintegrate back into society, the CRO may provide for additional mandatory aftercare conditions. Under the Mandatory Aftercare Scheme (MAS), such offenders undergo compulsory structured aftercare arrangements that provide enhanced community support, counselling and case management with restrictions such as curfew hours and electronic monitoring.

Previously, SPS was only actively involved in the reintegration of a small group of offenders prior to their earliest date of release (EDR) through Community Based Programmes. Now, with CRS and MAS, SPS officers have truly ventured beyond prison walls into the community to help in a larger group of offenders’ reintegration.

The following categories of offenders who committed their offences on or after 1 July 2014 will be subjected to mandatory aftercare conditions:

- Drug offenders sentenced to more than one year’s imprisonment;
- Property offenders with drug antecedents sentenced to more than one year’s imprisonment;
- Offenders who have committed serious crimes listed in the First Schedule of the amended Prisons Act and sentenced to more than one year’s imprisonment; and
- Offenders sentenced to more than 15 years’ imprisonment, regardless of the offence committed.

The following groups of offenders will also be subjected to mandatory aftercare conditions upon release, regardless of when their offences were committed:

- Natural Lifers;
- Offenders detained under The President’s Pleasure (TPP); and
- Offenders who have served at least 20 years of their imprisonment terms.
The amendments to the Prisons Act re-designated the Director of Prisons and Deputy Director of Prisons as the Commissioner of Prisons and Deputy Commissioner of Prisons respectively. The Commissioner of Prisons was also empowered to delegate his functions and powers to the Divisional Directors or Cluster Commanders.

EXPANSION OF ACTS FOR WHICH A PERSON COULD BE PROSECUTED IN COURT – ENHANCING SECURITY IN PRISONS

The Prisons Act amendments expanded the scope for which persons could be prosecuted in court for jeopardising the safety of SPS’s institutions. For example, unauthorised electronic storage devices as well as audio and visual recording are now prohibited. Any person who encourages or incites inmates to commit an offence, or acts in a way that prejudices the safe custody of inmates, the safety of any persons in prison and / or the maintenance of order and discipline within a prison shall also be guilty of an offence under the amended Prisons Act.

This expansion of scope provides SPS with the ability and powers to combat new and unforeseen threats in the digital age so that it is able to continue ensuring the safe and secure custody of inmates under its charge, which serves as the foundation for their rehabilitation and reintegration.

EXTERNAL PLACEMENT SCHEME – RIGHT-SITING INMATES IN MORE APPROPRIATE FACILITIES

The last key amendment provided for the Minister for Home Affairs to direct the Commissioner of Prisons to make an External Placement Order for any inmate if the Minister is of the view that it would be more appropriate for that inmate to serve his sentence in a place other than a prison.

This scheme is currently restricted to terminally ill inmates who have poor prognoses. Under the amended Prisons Act, such cases will be surfaced to a newly appointed External Placement Review Board, which will review the merits of the case and make a recommendation to the Minister. The Minister will then determine if it is appropriate to emplace the inmate on the External Placement Scheme.

Such inmates may be sited in their homes or facilities such as hospices or nursing homes. Since they are still under SPS’s custody, they will be subjected to strict conditions such as electronic tagging, curfew hours and monitoring by SPS officers.

SPS’S DEVELOPMENT INTO A CORRECTIONAL AGENCY

The Prisons Act amendments are a significant step in SPS’s development into a correctional agency as officers no longer just focus on the security and rehabilitation of inmates while they are still under SPS’s custody. Instead, officers are also able to look beyond the prison walls where the true challenges to rehabilitation and reintegration lie. With the Prisons Act amendments, SPS officers are now empowered to be true change agents in the lives of offenders as they journey to become contributing and law-abiding persons in society.

With the Prisons Act amendments, SPS officers are now empowered to be true change agents in the lives of offenders.
The process of reintegration is akin to solving a puzzle; it involves piecing together the many parts that play different roles in an offender’s reintegration journey, from an offender’s family to correctional services, government agencies and community partner organisations. Jointly organised by Deakin University, SPS and the Singapore Corporation of Rehabilitative Enterprises (SCORE), the tenth Reintegration Puzzle Conference (RPC) brought together individuals and organisations involved in the successful reintegration of offenders into the community. It was held in Singapore for the first time from 30 July to 1 August 2014 at the Furama Riverfront Hotel. The three-day conference gathered 281 delegates from eight countries, including Australia, Hong Kong and the United Kingdom.

RPC was created to increase opportunities for collaboration between post-release organisations as well as for correctional professionals to share knowledge and practices contributing to successful reintegration. With the theme Community: Strengthening the Frame, the conference focused on the community’s role in facilitating reintegration after prison. A broad range of topics from throughcare, employment, mental health to social support were covered through a total of 52 presentations by both local and overseas professionals.

THE ROLE OF SOCIETY IN REINTEGRATION
Apart from the typical problems that life presents, release from prison presents offenders with additional challenges, including re-acclimation to a fast-changing society, social reintegration, and the establishment of a new, lawful, pro-social identity. Successful reintegration is thus dependent on successful collaborations between government agencies, community partners as well as the offenders themselves and their families. Ultimately, there should be a greater focus on the role of community organisations in supporting ex-offenders and their families, both during and after imprisonment, so that reintegration becomes a more achievable prospect.

RETHINKING REHABILITATION AND REINTEGRATION
The emphasis on building a lawful identity was a prominent feature in the discourse on reintegration. Presenters urged the audience to see offenders as people who require social capital to return to pro-social means of living. Efforts should be made to facilitate legal, moral and social forms of reintegration as well as personal transformation. Thus, successful indicators of reintegration include the development of a pro-social identity through means such as attaining gainful employment. On top of traditional recidivism indicators, alternative outcome measures, such as employment and job retention rates as well as physical and mental well-being, should be considered. The correctional community should strive to move away from a model that focuses on deficits towards one which pays greater attention to what motivates ex-offenders to build their social capital.

BRIDGING THE REHABILITATION-REINTEGRATION CONTINUUM
The rehabilitation-reintegration process should be viewed as a continuum that starts from the point an offender enters the...
innovations in reintegration

Innovation was a key theme in the conference. Presenters emphasised the need for evidence-based practices, particularly in aftercare, and revisited the importance of constantly improving services. The effectiveness of the practice of tailoring interventions by considering factors such as mental illnesses, cognitive disabilities and specific offences was affirmed at the conference. Suggestions to incorporate innovative methods, for instance community-based risk assessments, client-centred approaches such as entrepreneurship skills training, family, community service and sports initiatives that build social capital, and public sharing of personal experiences as forms of rehabilitation, were presented.

moving forward

RPC provided an opportunity to understand the latest trends in reintegration and rehabilitation work. The extension into community supervision and the engagement of partners such as SCORE for skills training and job allocation prior to release bear testament to SPS’s reach in the rehabilitation-reintegration continuum and development into a correctional agency.

The task at hand is to strengthen the framework of reintegration by enhancing SPS’s aftercare processes. Building capabilities in the use of structured risk assessments, intervention principles, aftercare case management, programme implementation and evaluation are some areas that SPS aims to develop in its providers. The spirit of this task is best encapsulated in the image of the puzzle: ultimately, the support of the entire community affects the success of reintegration efforts.
Against the backdrop of a worsening drug situation and an increase in the number of drug abusers arrested, the Taskforce on Drugs (TFD) was established in October 2011 by the Ministry of Home Affairs (MHA) to review the measures taken to tackle the drug abuse situation. Led by Senior Minister of State for Home Affairs and Foreign Affairs, Mr Masagos Zulkifli, TFD's key mandates were to review the drug abuse situation, study drug abuse trends and challenges, and recommend strategies to be adopted to deal with the problem of drug abuse.

**KEY TASKFORCE RECOMMENDATIONS**

The TFD recommendations span six key areas, namely:

a. Targeted prevention;
b. Upstream intervention for young abusers;
c. Strong deterrence and enforcement;
d. Rehabilitation and supervision to reduce relapse rate;
e. Engaging families and the community; and
f. Enhancing systems and structures

The implementation of the TFD recommendations involve multiple agencies such as MHA, the Central Narcotics Bureau (CNB), SPS and the Singapore Corporation of Rehabilitative Enterprises (SCORE), with each playing different roles for different recommendations. This article will focus on the key recommendations under SPS’s purview, namely:

a. Establishing a Community Rehabilitation Centre;
b. Enhancing the drug rehabilitation regime; and
c. Engaging families of abusers to support in rehabilitation and reintegration.

**TOWARDS A DRUG-FREE SINGAPORE**

**ENGAGING FAMILIES AND THE COMMUNITY**

**Engaging Families of Abusers to Support Rehabilitation and Reintegration**

**ENHANCING SYSTEMS AND STRUCTURES**

**ESTABLISHING A COMMUNITY REHABILITATION CENTRE**

In the area of upstream intervention, greater differentiation has been adopted to divert new young drug abusers to more appropriate forms of interventions. In the past, young abusers would either be served with a Direct Supervision Order (DSO) that comprised only urine testing, or sent to the Drug Rehabilitation Centres (DRCs) to undergo treatment and rehabilitation in a highly structured and controlled environment.

However, the two available routes for new young abusers were deemed to be insufficient, especially for those assessed...
to be of a moderate risk of re-offending. As such, TFD recommended a calibrated approach. For new low-risk young drug abusers, the DSO was enhanced with counselling and casework components. It is now known as the Youth Enhanced Supervision (YES) Scheme, and it is overseen by CNB and the Ministry of Social and Family Development. For new young drug abusers of moderate risk, the Community Rehabilitation Centre (CRC) was established.

CRC serves as a step-down arrangement after a short period of detention in DRC. The CRC regime consists of a six-month Residential Phase followed by a six-month Home Leave Phase. During the Residential Phase, the youths will undergo structured programming, casework and counselling services to support them in desisting from drug addiction. A key differentiating feature of CRC is that the youths are allowed to go out in the day to continue with their education or employment in the community, hence minimising disruption to their daily lives. CRC will also address the needs of the youths’ families and help them strengthen their family bonds. During the Home Leave Phase, the youths will return home to their families while still receiving support and supervision from CRC. This allows them to put the learning they have acquired at CRC into practice while receiving support to maintain and hone the skills needed to not fall back to their old patterns of behaviour.

CRC was operationalised in May 2014.

ENHANCING THE DRUG REHABILITATION REGIME

As part of the TFD recommendations, the drug rehabilitation regime was restructured to enhance both the incare and aftercare components of the regime. Implemented in April 2014, the enhanced drug rehabilitation regime adopts a differentiated approach towards the provision of interventions to DRC inmates based on their severity of drug use and criminogenic risks and needs. DRC inmates would be required to undergo programmes that not only target their drug abuse behaviour, but also other criminogenic needs such as anti-social thinking and attitudes.

In addition to enhancing the incare component, aftercare support would also be provided to all DRC inmates as part of the enhanced regime. SPS is working closely with CNB to provide aftercare support and supervision to them in the community. They will undergo supervision during their aftercare phase, and will have to abide with restrictions such as curfew hours and electronic monitoring. Case management services will also be provided during the aftercare period to provide scaffolding as they reintegrate back into the community.

CONCLUSION

2014 saw the successful operationalisation of CRC and the implementation of the enhanced drug rehabilitation regime. Moving forward, SPS will continue to monitor the above implementations as part of its efforts and commitment as a correctional agency.
A plan can empower us to move closer to success. However, it does more than just that; a plan casts the direction and establishes the key milestones in the journey towards the desired end state. Likewise, for SPS, its plans are developed to guide its work to attain its goals and to realise its Mission and Vision.

**Key Strategies**

The Five-Year Plan details SPS’s three key strategies of ‘Differentiating inmates and their regimes,’ ‘Leveraging on community corrections’ and ‘Advancing aftercare as a theatre of operations.’ This three-pronged strategic plan was formulated in response to the challenges in SPS’s operating landscape in the near future, as well as to tap on opportunities to expand collaborations with the community.

**Differentiating Inmates and Their Regimes**

Under this strategy, SPS will work to better structure individual regimes based on the needs and risks of different groups of inmates to achieve greater effectiveness in programmes and higher efficiency in prisons operations. To do so, SPS will re-examine some of the current operating and rehabilitation models as well as streamline structures and processes within and outside prisons. This will be achieved with the aid of business analytics, information technology and infrastructural innovations to enable SPS to effectively optimise the use of its resources.

Initiatives under this strategy include SPS’s upcoming infrastructural projects such as the construction of the new Selarang Park Complex, which will empower SPS to develop capabilities to carry out step-down programmes for suitable inmates undergoing rehabilitation in the community.

**Leveraging on Community Corrections**

This second strategy forms part of SPS’s concerted throughcare strategy – a concept which puts forth that rehabilitation and reintegration efforts commence from the point inmates start their sentences and continue until they return to the community. It allows for the possibility of offenders being managed and rehabilitated beyond prison walls while ensuring that public safety is not compromised.

This can be achieved through various efforts in the community, such as Community Based Programmes, which allow suitable inmates to serve the tail-end of their sentences in the community under structured supervision so as to facilitate their gradual reintegration into the society.

**Advancing Aftercare as a Theatre of Operations**

SPS envisages deepening the involvement of community partners and stakeholders in the aftercare sector to support ex-offenders and improve the likelihood of successful reintegration back into the community. Such partners include other Home Team agencies, the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network organisations and the community at large.
KEY LEVERS
To realise its plans, SPS has identified several key supporting levers to enhance its capabilities in the following domains:

PEOPLE
SPS has developed a Five-Year Human Resource (HR) Plan to identify key market trends and internal factors that would shape the SPS workforce as well as its projected needs and capabilities in the next five years. Through enhancing its organisational capability, building individual competency as well as increasing commitment and job satisfaction, SPS aims to mitigate potential HR issues, thus contributing to the successful implementation of the department’s Five-Year Plan.

TECHNOLOGY
Technology plays a key role in the realisation of the Five-Year Plan. SPS has put up a corresponding Five-Year Medium Term Technology Roadmap that charts the strategic intent, resource planning, execution and delivery of SPS’s IT investments. SPS aims to transform itself into a technologically advanced service which further leverages on technology-enabled intelligence and automated processes for better operational efficiency and effectiveness.

INFRASTRUCTURE
SPS is improving its current infrastructure through means such as revamping the Changi Prison Complex and including more customised designs to cater to the unique needs of specific groups of inmates for greater efficiency and effectiveness in security, processes and rehabilitation programmes. Technology is also interwoven into the infrastructural plans of newly constructed and refurbished institutions to augment operations.

SYSTEMS AND ORGANISATION
SPS will strengthen its governance, process and organisational culture to enhance the safety and security of its staff and inmates, as well as to achieve greater efficiency in prison processes.

With committed and united staff moving in tandem with SPS’s Mission and Vision, SPS will be able to implement and realise its plans over the next five years.

BECOMING A FUTURE-READY CORRECTIONAL AGENCY
A plan is only as good as those who see it through. At the heart of the SPS Five-Year Plan lies the people who will be executing it – the staff of SPS.

With committed and united staff moving in tandem with SPS’s Mission and Vision, SPS will be able to implement and realise its plans over the next five years. The successful delivery of the Five-Year Plan will not only allow us to attain SPS’s desired outcomes, but also develop the department into a future-ready correctional agency.
The belief SPS’s volunteers come with, extending part of themselves for a better tomorrow, brings hope for a safer Singapore.

Singapore has been celebrating the contributions of its pioneers in the lead up to her 50th birthday. Against this backdrop, SPS pays tribute to its pioneer generation volunteers, and hopes that future volunteers would gain insights and be inspired by their reflections.

**Sheer Dedication**

SPS’s longest serving pioneer volunteer, Mrs Rebecca Chia, began her journey in 1975 - way before the launch of the Yellow Ribbon Project. Inspired by the then Prison Chaplain, she took her first step on the road less travelled and reached out to offenders at a time when others steered clear of them. She has since volunteered with SPS for close to 40 years with not an ounce of regret.

Not only has Mrs Chia dedicated her time to offenders during their incarceration, she too was personally engaged in helping released offenders with their accommodation and employment. Despite the challenges faced, knowing how ex-offenders have changed their lives gave Mrs Chia a sense of satisfaction. Today, Mrs Chia can still be seen engaging offenders faithfully during religious counselling sessions.

As SPS develops into a correctional agency, having volunteers to complement SPS’s efforts in providing the necessary scaffolding for offenders in the community remains ever crucial. Volunteers provide an avenue of pro-social support, motivation, and sustenance to keep ex-offenders away from crime.

The dedication of SPS’s volunteers also serves as a reminder of the values officers hold in their work. ASP 2 Jonathan Lin, OC Programme Cluster B, shared that he is deeply inspired by Ustaz Rapol, a volunteer who has been with SPS for 11 years. Ustaz Rapol’s philosophy is that as long as there is an inmate willing to attend his religious session, he will continue his efforts. Despite being 76 years of age, he perseveres admirably in spite of the long walk to the institutions to accomplish his mission.

**Reflections**

SPS has come a long way in its partnership with volunteers. Since the turn of the millennium, the number of SPS volunteers has increased tremendously from about 200 to 1700 at present, with the pioneer generation group accounting for approximately 12 per cent of the current volunteer strength in SPS. SPS has actively sought to continually increase the pool of volunteers and development their capabilities.

Looking in from the outside, the sentiments of SPS’s pioneer generation volunteers also serve as a channel to trace the evolution of SPS. Mr Yeow Shih Shih, aged 67, from the Toastmasters Prison Volunteers appreciates the increase in interest and improvement in engagement levels from officers towards volunteers over the years, as evident from the regular feedback and dialogue platforms available. He also appreciates the extra mile that officers go to, such as preparing the basic materials that volunteers require for their sessions. These small but sincere gestures put a smile on volunteers’ faces as they give themselves tirelessly to an easily overlooked population in society.

Ustaz Achik Itnin, who is 65 this year, commends the opportunities for training provided by SPS for volunteers. Beginning from 2010, volunteers’ competencies are developed through courses to impart skills applicable to their work with offenders. In addition, Sr. Enrica Perego, aged 82, commends the convenience offered by the cluster concept, which allows volunteers to carry out their outreach efforts to different groups of offenders more easily as the institutions are located in close proximity.

**Impact of SPS’s Volunteers**

The impact of volunteers can be experienced through the eyes of Mustafa (not his real name). When Mustafa was sentenced to imprisonment for drug trafficking, he felt a sense of hopelessness. However, his encounter with two pioneer generation volunteers during religious counselling sessions made a difference to his life. Their love and concern spurred him to change for the better. A pleasant surprise also awaited him on the day of his release – a warm welcome by these pioneer volunteers and his very own loved ones. Mustafa’s volunteers assured him that they would be there for him any time he needed them, and they proved it right on the day of release. Coupled with the unwavering support from the volunteers, the religious counselling Mustafa had received in prison gave him the confidence to cope with the challenges that came his way. Six years on, Mustafa remains gainfully employed and crime-free. To pay it forward, Mustafa reaches out to other ex-offenders to help them reintegrate into society upon their release.

The ripple effect that SPS’s volunteers have on offenders, their families and the society cannot be underestimated. The united effort beginning with a commitment from SPS’s volunteers, especially the pioneers, has evolved into the framework known as corrections today.

Working hand-in-hand with the community as a whole, SPS’s volunteers not only contribute “heart work”, but also form a key pillar supporting the Home Team in its Mission to ensure safety and security. Together as one, SPS volunteers play their part in keeping Singapore safe.
It takes a community to ensure the successful rehabilitation and reintegration of ex-offenders. Through the Yellow Ribbon Project (YRP), the community’s support over the past 11 years has generated strong acceptance for ex-offenders and their families in society, and this means more opportunities for them.

The latest series of YRP media advertisements exhorts the message, ‘Do more than wear it [the Yellow Ribbon]’. Ms Sher Ney, one of the youth volunteers featured in this campaign, devotes her time to engage like-minded youths to serve the YRP outside of their studies. Like Ms Sher Ney, youths can offer hope and opportunities to ex-offenders and their families by supporting events or aftercare programmes. Besides merely wearing the Yellow Ribbon to support the message of offering second chances, the YRP encourages individuals and corporations to step forward and provide more opportunities for ex-offenders and their families in the areas of employment, creating supportive work environments, active participation and volunteerism. To find out more about how you can play your part, download the Yellow Ribbon Starter Kit at www.starterkit.sg/yrstartkit.pdf.

Ms Sher Ney does more than just wearing the yellow ribbon – she reaches out to the community to foster an inclusive society and shapes societal attitudes towards ex-offenders and their families.
YRP’s name was inspired by the 1970s hit song, ‘Tie a Yellow Ribbon Round the Ole Oak Tree’, which was based on a real-life tale of an ex-offender’s journey to forgiveness. The act of wearing a yellow ribbon pin as a sign of acceptance and an offer of second chances has since become one of the YRP’s signatures.

On 14 July 2014, Mr Tony Orlando, singer of the hit song ‘Tie a Yellow Ribbon Round the Ole Oak Tree’, visited inmates from the Performing Arts Centre (PAC) at the Changi Prison Complex and spoke about the importance of second chances and new beginnings in life.

During Mr Orlando’s visit, PAC inmates performed two original compositions titled ‘Heart & Soul’ and ‘One More Try’. These songs were dedicated to their family members to express their desire to change and to be reunited with them.

Touched by the sincerity and emotions of the performance, Mr Orlando went on stage and sang alongside PAC inmates to the words of ‘Heart & Soul’, creating a spontaneous, emotional and unforgettable moment.

As the YRP celebrates the progress made over the past 11 years of campaigning, it needs the continued support of the community to create a more inclusive and safer Singapore. As the project progresses to the next lap, the support of different segments of the community, such as youths, corporations, and working adults, through ways such as fundraising, hiring ex-offenders, creating supportive work environments and volunteering in activities to support inmates, ex-offenders and their families, are essential in achieving the YRP’s goals.

Together, we can build a safer and more inclusive Singapore.

VISIT BY TONY ORLANDO TO THE SINGAPORE PRISON SERVICE

YRP organised the sixth Yellow Ribbon Prison Run on 14 September 2014. Ms Grace Fu, Minister, Prime Minister’s Office, Second Minister, Ministry of Environment and Water Resources, and Second Minister, Ministry of Foreign Affairs, attended the run as the Guest of Honour and participated in the run. The run saw about 8,800 runners, more than 180 volunteers as well as over 30 sponsors and supporters on board in a strong show of support for the campaign.

As part of the Run, the Yellow Ribbon Selfie Challenge was launched to encourage the online community to upload ‘selfie’ posts on Instagram with the hash-tag ‘#YRselfie’ to pledge their support for second chances. This activity raised more than $130,000 through donations pledged by partner organisations. Leveraging on the outreach of social media, the #YRselfie Challenge and its underlying message gained traction with more than 2,000 photos uploaded.

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The Yellow Ribbon Fund (YRF) Charity Golf and Gala Dinner was held on 4 June 2014. Blessed with good weather, more than 130 golfers teed off at 1pm at the Singapore Island Country Club’s New Course and pitted their skills at some of the novelty challenges.

With overwhelming participation, the event raised more than $440,000 for YRF. These funds will be channelled to programmes and services to facilitate the rehabilitation and reintegration of ex-offenders as well as to support their families. Golfers and sponsors were treated to a dinner filled with inspiring performances from beneficiaries of the YRF, the Salvation Army, and ‘The Revivals’, an aspiring group of ex-offenders pursuing their passion for music.

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Together, we can build a safer and more inclusive Singapore.

“...”

Mr Tony Orlando
Singer of the Hit Song ‘Tie a Yellow Ribbon Round the Ole Oak Tree’
All on Board
The Core and Essence of SPS’s Work

In April 2014, Operations Division witnessed a change in leadership as SAC Gr 8 Stanley Tang handed the division over to SAC Gr 9 Terrence Goh after more than seven remarkable years at the helm. The working culture of Operations Division continues to transform and flourish under its new leadership, building on the already good working culture of teamwork, learning and openness.

2014 has been a significant year of progress for Operations Division as it built up capabilities, set relevant policies and streamlined work processes.

Expansion of Medical Services Branch

Medical Services Branch (MSB), which has been entrusted with the responsibilities of overseeing and directly managing healthcare services to inmates, remains ever integral to the daily operations of the institutions. MSB has re-organised itself and expanded its oversight of medical services with the recruitment of its Assistant Director in August 2014. The improved set-up will drive the planned improvements in medical policies, initiatives and overall medical care for inmates under SPS’s custody in the years to come.

Recall Management System

The Staff Recall Management System was upgraded in early 2014 to improve SPS’s overall contingency response. Some of the enhancements include greater ease of use and integration with other existing technology systems. The improved system also enables key appointment holders and selected officers to be activated promptly.

Reduction of Escape Risk

Despite SPS’s zero-escape record for many years, it cannot and must not rest on its laurels. SPS relentlessly works towards ensuring the safe and secure custody of inmates. In 2014, Operations Division has, among other initiatives, formulated the Contingency Plan for the Integrated Security System, which manages access control as well as the movement and monitoring of inmates in the clusters, and reviewed operational processes in the institutions to enhance overall operational response and minimise escape risks.

Moving forward, plans are in the pipeline to reduce the need to escort inmates out of the Changi Prison Complex for court or hospital appointments. This can be achieved through means such as the use of video conferencing between the Courts and SPS for inmate court sessions, tele-medicine and the expansion of in-house medical capabilities. These planned initiatives will reduce overall inmate movement and therefore minimise escape risks.

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Technology is one of the key levers propelling SPS to achieve, among other things, operational excellence.

Technology is one of the key levers propelling SPS to achieve, among other things, operational excellence. To this end, Operations Division actively explores the use of technology to enhance operational efficiency and capabilities through collaborations with the Office of the Chief Science and Technology Officer (OCSTO). The Automated Equipment Handling System (AEHS), which is one of the main projects with OCSTO, seeks to trial the use of automated technologies in the tracking, issuing and returning of equipment to enable staff to focus on their core security duties. Other technological trial projects in the pipeline include:

- Video and audio analytics system for behaviour monitoring and detection;
- Multi-biometric enrolment system for streamlining the digitisation of inmates’ records; and
- Mobile analytics system with real-time analytics capabilities for enhancing situational awareness.

When I was first deployed to a male institution, managing hundreds of heavily tattooed burly men seemed like a daunting task. However, my confidence grew as the days went by.

Some may perceive an inmate negatively when he repeatedly comes back into the system. However, the onus is on us to make a positive influence on an inmate’s journey of rehabilitation. It may seem insurmountable at times, but I am sure that most inmates harbour an innate desire to change for the better. My aim is to trigger that desire and guide them towards the right path.

Most inmates appreciate humane and compassionate acts. Small and simple gestures such as putting up referrals for families in need, lending a listening ear or giving them advice when they are troubled may just make the difference and motivate them to change for the better.

The Conditional Remission System (CRS) and Mandatory Aftercare Scheme (MAS) were implemented with the Prisons Act amendments which took effect on 1 July 2014. Operations Division played a key role in the development of these legislative amendments. These initiatives marked a key milestone for SPS as it moved away from the automatic one-third remission system for inmates in general. With these changes, SPS is now in a stronger position to support high-risk offenders in their rehabilitation and reintegration.

With effect from 1 October 2014, Certis CISCO became SPS’s service provider for armed Auxiliary Police Officers (APOs) and unarmed Security Officers (SOs). While AETOS continues to provide officers for inmate security, Certis CISCO is now in charge of infrastructure security. The transition was a non-event as Operations Division worked closely with the clusters and operational units to ensure that the handover was seamless. This was due largely to the tight coordination and on-the-job training provided to the incoming or redeployed officers to ensure that they were well-trained to take on their new roles.
**Staff Development Division (SDD) believes that the key to successful implementation of SPS’s strategies lies in people – the Captains of Lives.**

With people at the heart of what it does, the five arms of SDD, namely Staff Planning and Development Branch, Staff Management Branch, Staff Well-Being Branch, Recruitment Branch and Prison Staff Training School (PSTS), work hand-in-hand to inspire everyone at every chance, and to strive for excellence and adequately prepare staff for SPS’s journey towards a correctional agency.

**Recruit and retain the right people**

- Deepen and broaden their competencies
- Build an engaged and resilient SPS workforce

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**Igniting Passion, Inspiring Excellence**

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**Weaving Technology into Learning**

SDD continuously explores means to enhance the learning effectiveness of in-house courses. In 2014, certain contents for the Officer-in-Charge, Housing Unit (OC HU) course were uploaded onto tablets as pre-course reading to optimise learning. The course evaluation was also moved onto an online platform. Trainees undergoing other courses, such as the Senior Prison Officer Course (SPOC) and Prison Officer Course (POC), can also look forward to media-rich and interactive course materials that will create a livelier, tactile and engaging learning experience.

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**Green-Harvesting of Captains of Lives**

Every Captain of Lives (COL) journey begins with recruitment. In 2014, SDD ventured upstream by providing career talks to not just tertiary, but also secondary school students. Insights into the roles of a COL were shared at these platforms, and common misconceptions that might discourage potential candidates from considering a future career with SPS were clarified. By shedding more light on SPS’s work, students can make a more informed career choice about whether they would be interested in joining SPS. SDD also maintained contact with interested individuals to keep them updated on the latest developments and career opportunities available. Such green-harvesting efforts bear testament to SDD’s commitment to identify and attract the best talents for SPS.
SDD will also leverage on the new internal secured wireless network that will be set up at the Home Team Academy to provide a mobile learning platform for trainees. The new Learning Management System will facilitate the provision of e-content on-the-go, allowing trainees to access information anywhere and anytime in future.

FIVE-YEAR HUMAN RESOURCE PLAN FOR SPS

With SPS’s development into a correctional agency, SDD reviewed its Five-Year Human Resource (HR) Plan to achieve the desired SPS workforce—one where the passion and talents of COLs are harnessed to achieve seamless throughcare.

SDD researched key market trends and internal factors that would shape the SPS workforce as well as its projected needs and capabilities. HR-related issues that may impede the implementation of SPS’s Five-Year Plan were also identified, and strategies to mitigate them were proposed accordingly.

To complement this plan, a series of initiatives were also rolled out. For example, SDD is updating the SPS Competency Framework, which will see the development of comprehensive learning roadmaps for units to guide the training of all officers in SPS.

Such initiatives, together with the Five-Year HR plan, would ensure that SPS is poised to achieve its desired outcomes.

NEEDS ASSESSMENT SURVEY

Being committed to achieving HR excellence, SDD regularly reviews existing HR policies and initiatives to make sure that they adequately meet the evolving needs of SPS staff. In 2014, SDD administered the biennial Needs Assessment Survey to better understand staff needs and gather feedback about existing well-being initiatives. The survey results will enable SDD to further enhance well-being initiatives so that staff will be better cared for and be inspired to contribute their very best towards organisational excellence.

With SPS’s development into a correctional agency, SDD reviewed its Five-Year Human Resource Plan to achieve the desired SPS workforce.

DSP 1 KIU CHER HAN

Outstanding Captain of Lives Award Recipient, 2013

When I was first informed that I would be deployed to institution A4 in September 2010, I was told that the environment would be challenging. Having been with A4 for the past three years, while it was (and still is) a dynamic and challenging place to work in, I learnt that strong leadership is critical for inmates to continue to feel safe and for staff to remain assured of a supportive management that will not compromise on inmate discipline while always being on hand to provide a listening ear to both inmates and staff.

I am glad to have worked with both Mr Loh Hong Wai and Mr Harry Yap (then Superintendent and Deputy Superintendent of institution A4 respectively) in my SPS journey. They put in tremendous effort to make sure that institution A4 remains a safe environment for all despite facing intense scrutiny and pressure.

PURSUIT OF GREATER HUMAN RESOURCE EXCELLENCE

SDD continuously reviews and improves policies and initiatives to deliver holistic HR services that are customised to meet the needs of staff. In FY 2014, SDD implemented the Ministry of Home Affairs’ salary and rank adjustments to ensure that staff are recognised and rewarded in a timely manner for their contributions to SPS.

In terms of well-being, SDD also upgraded the corporate card booking system and introduced new corporate attractions. Staff engagement sessions were also started to provide opportunities for staff to interact and bond, thereby strengthening organisational cohesion and promoting esprit de corps.

BRINGING TRAINING UNDER ONE ROOF

With the merger of Training and Development Branch and PSTS, PSTS is now a one-stop central body for all training matters in SPS. With a single training entity, processes were streamlined and resource utilisation optimised. There is also greater alignment across the different training phases, from the initial training needs analysis to the eventual evaluation. Most importantly, the merger is a step towards enhancing SPS’s capabilities in addressing the challenges of an evolving training landscape.
Enhancing Throughcare as Part of Corrections

Made up of four branches, namely Rehabilitation Policy & Planning, Programme Management, Community & Family Engagement, and Education Branches, Rehabilitation & Reintegration Division (RRD) oversees SPS’s rehabilitation efforts and facilitates the eventual reintegation of offenders into the community. RRD also works closely with other Home Team departments and community partners in advancing SPS’s correctional efforts.

Operationalisation of Mandatory Aftercare Scheme

One of the key departmental initiatives was the operationalisation of the Conditional Remission System (CRS) and Mandatory Aftercare Scheme (MAS), with the Prisons Act amendments taking effect from 1 July 2014. With the implementation of CRS, offenders will generally still be released at the two-third point of their sentences, but a basic condition of not re-offending will be imposed on offenders during the remission period. Offenders who breach this basic condition and are sentenced to an imprisonment term (excluding in-default sentences) may be given an enhanced sentence on top of the sentence meted out for the offence committed. This enhanced sentence is capped at the remaining remission period from the date that the offence is committed.

For high risk offenders, they may be subjected to additional MAS conditions for up to the first two years of the conditional remission period. MAS provides psychology-based correctional programmes during the incare phase to address offenders’ individual risks and needs, and facilitates their reintegation into the community through counselling and supervision during the aftercare phase.

Review of Inhalant Abuser Regime

RRD collaborated with the Central Narcotics Bureau (CNB) to conduct a joint review of the Inhalant Abuser (IA) regime in response to the changing IA situation. Among the approved recommendations of the revised IA regime, which was implemented in January 2015, was the provision of stronger aftercare support to IAs upon discharge from the Inhalant Treatment Centre.

Review of Reformatory Training Regime

To better address their rehabilitation needs and augment the effectiveness of SPS’s intervention efforts for Reformatory Trainees (RTs), RRD worked closely with the Ministry of Home Affairs (MHA) to review the RT Regime. The review was completed in September 2014. The revised RT regime will adopt a differentiated approach in addressing the needs of RTs and mitigating their risks. There will also be more flexibility in the recall period as well as an expansion in the criteria for day-release to include education, counselling and other rehabilitative activities.

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ENHANCED DRUG REHABILITATION REGIME

As part of the Taskforce on Drugs recommendations, the Drug Rehabilitation Centre (DRC) regime was restructured to enhance its incare and aftercare components. Implemented in April 2014, the enhanced drug rehabilitation regime adopts a differentiated approach towards the provision of interventions for DRC inmates based on their severity of drug use as well as criminogenic risks and needs. During the incare phase, drug offenders are given intervention programmes to address their drug abuse behaviour and their criminogenic needs. At the aftercare phase, they can be emplaced in one of the halfway house, work release or residential schemes to facilitate their reintegration. Lastly, they may be subject to supervision conditions such as urine testing, curfew hours, electronic tagging and counselling for up to 24 months after release from DRC.

OPERATIONALISATION OF COMMUNITY REHABILITATION CENTRE

RRD worked closely with MHA and CNB to successfully operationalise the Community Rehabilitation Centre (CRC), a community-based facility for young first-time male drug offenders, in May 2014. By working hand-in-hand with the families and the community, the structured regime at CRC seeks to provide a drug intervention programme in a residential setting without causing major disruption to the lives of the youths by allowing them to continue with school or work in the community.

YELLOW RIBBON COMMUNITY PROJECT

The Yellow Ribbon Community Project (YRCP) seeks to render support and assistance to offenders’ families. Trained grassroots volunteers will visit the families of offenders and refer them to relevant avenues of social assistance if needed. This allows offenders to better focus on their rehabilitation with the knowledge that their families are well supported in the community. YRCP has grown from eight participating grassroots divisions in 2010 to 63 as of end 2014, with a total of 620 trained volunteers reaching out to over 2,400 families.
UNIT REVIEW CORPORATE SERVICES DIVISION

Corporate Services Division enables SPS’s current and future operations through strategic planning and implementation of critical infrastructure and technology systems, as well as governance in resource management.

The four branches, namely Technology Branch, Infrastructural Development Branch, Logistics Branch, and Finance and Administration Branch, work hand-in-hand to ensure that SPS’s short- and long-term goals are achieved through a close-knit relationship with operations.

CONNECTING PEOPLE AND PROCESSES: ENABLING OPERATIONS

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ADVANCING INCARE WITH PORTSII

Prison Operations and Rehabilitation System II (PORTSII) is built on enterprise architecture to ensure security and enable data sharing across all SPS applications in the near future. Beyond current PORTS capabilities, PORTSII, which covers the Operations, Rehabilitation, Registry, Intelligence and Discipline domains, is designed with Business Analytics (BA), Business Intelligence (BI) and mobility in mind. Raw data will be transformed into meaningful and useful information to provide insights into current operations, thus allowing authorised users to make changes in processes and effective decisions on-the-go.

EMBARKING ON SPS’S DIGITAL AFTERCARE JOURNEY

SPS’s journey as the leader in aftercare has just begun. Akin to PORTS for the incare phase, the Offender Reintegration Management Systems (ORMS) is a suite of systems designed with BA and BI capabilities as well as mobility to enhance outreach to aftercare practitioners. Through ORMS, key partners and officers will be able to access, share and update information on-the-go, enabling SPS to better achieve its strategic objective of advancing aftercare as a theatre of operations.

REDUCING RECIDIVISM DIGITALLY

Rehabilitation is manpower intensive and requires purposeful interaction with offenders. By digitalising certain aspects of rehabilitation, SPS will be more effective and efficient in its rehabilitation efforts. The Electronic Services for Rehabilitation and Reintegration Advancement (ESRRA) is a suite of digital services that will enhance SPS’s efforts in rehabilitation and reintegration, thus reducing re-offending.

Technology Branch worked closely with Rehabilitation & Reintegration Division and Tanah Merah Prison (TMP) to pilot the Electronic Letters (e-Letters) trial at TMP in September 2014 to automate the letter writing process. With about 140,000 outgoing and 150,000 incoming letters a year, e-Letters will enable SPS to increase the number of outgoing letters. This will in turn facilitate more interactions between inmates and their families, which is a key factor in successful reintegration.

SAFE AND SECURE PURPOSE-BUILT INFRASTRUCTURE

Building infrastructure has always been one of the key levers for the department to achieve its goals. As SPS develops into a correctional agency, purpose-built infrastructure will facilitate the seamless rehabilitation and reintegration of offenders into the community. Customised facilities planned and designed for different categories of inmates will allow benefits from differentiated regimes to be better reaped. Furthermore, the

Create a safe and conducive work environment

Advance SPS’s work with strategic use of technology

Strengthen governance in resource management
WINNING THE FUTUREGOV50 AT THE 2014 FUTUREGOV SUMMIT

In October 2014, SPS received the FutureGov Award at the FutureGov Summit 2014 held in Kuala Lumpur, Malaysia. The FutureGov Summit is one of the biggest events where top officials from the region come together to discuss new technological trends in the public sector.

The Prison Case Management System (PCMS), which promotes the management of the aftercare needs of offenders, was nominated in the Mobile Government, Government Transformation of the Year and Community Care categories. It was selected from among hundreds of nominations across the region as the winner in the Community Care category, thus placing SPS on the FutureGov50 list as one of the top public sector organisations in 2014.

GOING GREEN – ATTAINING THE MINISTER FOR HOME AFFAIRS OPERATIONAL EXCELLENCE AWARD

SPS is committed to being a leading example for environmental protection in the public sector. One of the commendable efforts under SPS’s Green Framework was the installation of a Solar Photovoltaic System at Block 2 of the Transit Centre, which creates savings of approximately $25,000 annually in electricity expenditure and a reduction in SPS’s carbon footprint. In September 2014, SPS received the Minister for Home Affairs Operational Excellence Award for leading the continual contributions towards environmental sustainability. This is a significant milestone and recognition of SPS’s journey to go green.

As SPS develops into a correctional agency, purpose-built infrastructure will facilitate the seamless rehabilitation and reintegration of offenders into the community.

refurbishment of ageing infrastructure ensures the continual integrity and functioning of key infrastructure and essential services. This will contribute to the department’s Mission of protecting society through the safe and secure custody of offenders.

UPHOLDING SPS’S CORPORATE GOVERNANCE

Finance and Administration Branch continues to strive towards sustaining SPS’s corporate governance through several measures. A data analytics software was introduced to analyse large volume of payment data in different dimensions. This helped to identify expenditure patterns and highlight irregular transactions.

In addition, audits on high-risk areas are constantly conducted to assess existing internal controls and ensure compliance with guidelines and regulations stipulated by relevant authorities.

Lastly, outreach channels such as regular email broadcasts are employed to provide updates to staff as well as to promote awareness of the latest financial regulations and internal policies.

SPS-S CORE AGREEMENT FOR SEAMLESS PROVISION OF REHABILITATION SERVICES

SPS has been working closely with the Singapore Corporation of Rehabilitative Enterprises (SCORE) to enhance the employability of ex-offenders and prepare them for reintegration into society. In 2014, Logistics Branch sought approval to engage SCORE through a Memorandum of Understanding (MOU) and Implementation Agreements to further enhance the department’s efforts in providing programmes that meet inmates’ rehabilitative needs.

SPS has defined two broad categories of projects to be assigned to SCORE, namely the provision of vocational training as well as the provision of rehabilitative and aftercare services. With the establishment of this MOU, the collaboration and partnership between SPS and SCORE in the areas of rehabilitation and reintegration will be further strengthened.

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UNIT REVIEW

INTelligence DIVision

WORKING BEHIND THE SCENES TO SCAN AHEAD

Intelligence is a vital part of prison operations. Intelligence Division (ID) is entrusted with the responsibility of gathering and analysing information to prevent undesirable incidents such as escapes, riots and racial conflicts from occurring.

Officers from ID work tirelessly behind the scenes to gather, make sense of and share information to facilitate informed decision-making in areas ranging from daily operations to inmates’ rehabilitation.

ENHANCING STAFF COMPETENCIES THROUGH TRAINING

To equip officers with the skills necessary to deal with the challenges of a dynamic operating landscape, ID continues to place emphasis on enhancing staff capabilities through training.

ID is involved in the training of newly appointed SPS officers by helping them to understand inmates’ risks and needs as well as to identify common tension indicators that may be observed during their daily work. Such training sessions allow officers to be more sensitive and alert to new information being surfaced.

Besides new officers, ID also shares information on inmates’ subculture, their behaviours and activities, and gang dynamics in prisons with existing staff. Equipping staff with knowledge of inmate dynamics helps them to better perform their duties in the supervision and management of inmates. It is also through such sharing that Intelligence Officers build stronger rapport and relationships with operational staff to collectively ensure a safe and secure environment for both staff and inmates.

To give senior managerial staff a better appreciation and understanding of the work done by Intelligence Officers on the ground, ID also introduced the Intelligence Management Course for Superintendents, Assistant Commanders and Senior Assistant Directors in 2014.

BROADENING OUTREACH AND ENGAGEMENT

ID has proactively engaged counsellors, psychologists and community partners in the sharing and exchange of information on issues concerning inmates and supervisees emplaced on community corrections. By doing so, ID hopes to provide its partners with insights on inmates’ backgrounds and activities so as to improve their understanding of inmates and aid them in their respective areas of work.

Cw 2 Tan Ting Kang
Outstanding Captain of Lives Award Recipient, 2014

As a Visit Officer, despite not being in direct contact with offenders, I believe that I am able to change their lives through purposeful engagements with their family members. Family visits are an important part of offenders’ rehabilitation and eventual reintegration into society. By rendering assistance or even through simple friendly gestures, Visit Officers help to ease visitors’ apprehension, thus providing a more conducive visit experience for offenders’ loved ones.

One way Visit Officers have made a positive difference was facilitating the Primary One registration process for offenders’ children. The Ministry of Education (MOE) requires verification that the parents are unable to enrol the child personally if the parents are incarcerated. There have been many occasions when offenders’ family members requested for the registration forms to be processed urgently. In such instances, Visit Officers would liaise with the relevant SPS units, the primary school involved and MOE to ensure that registration deadlines are met.

These gestures encourage the offenders’ loved ones to support the offenders, thus strengthening the bonds between offenders and their families.
COLLABORATIVE EFFORTS TO ENHANCE AFTERCARE

With SPS moving into new aftercare frontiers, ID is also strengthening its alliance with strategic partners to support this expanding scope.

ID has been working closely with its Home Team counterparts to strengthen working relationships and improve the network for information sharing on inmates and supervisees in the aftercare arena. In particular, ID aims to work closely with its counterparts to enhance its aftercare intelligence capabilities and, at the same time, support one another to reach common goals and achieve win-win objectives. One such mode of engagement is the sharing of experiences and best practices at training courses conducted for officers from other agencies. Closer collaborations with its Home Team partners would allow ID to better support SPS's expanding foray into community corrections.

With SPS moving into new aftercare frontiers, ID is also strengthening its alliance with strategic partners to support this expanding scope.

ASP I TENG SONG GUAN
Outstanding Captain of Lives Award Recipient, 2011

When I applied for this job, I was unsure what makes a good officer. Fortunately, I had many fabulous as well as awe-inspiring coaches to guide me along the way. Apart from teaching me the hard and soft skills so that I can function fittingly as a Captain of Lives, they also shared SPS’s philosophy with me. One significant message that has resided with me all this while is the three critical aspects of incarceration – custody, rehabilitation and reintegration.

Bearing these fundamentals in mind, I embarked on a journey as a beacon of hope to unlock offenders’ potential to become responsible citizens upon release from prison. Just like parents educating their children, I realised that both the hard and soft elements are equally important. I needed to maintain the hard element of security to prevent disturbances so that the soft portion of rehabilitation and reintegration can be carried out effectively and seamlessly.

As a correctional agency, every individual plays an important role in our core businesses of facilitating rehabilitation and ensuring discipline.

SUPPORTING OPERATIONS

Timely and accurate intelligence contributes to more informed decision-making. ID works to piece together seemingly discrete pieces of information with the aim of providing a more complete picture that could alert officers to potential issues of concern.

Close cooperation between Intelligence Officers and housing unit staff has helped to ensure a high level of security in the institutions. These collaborations have also aided in the identification of inmates in need of more targeted engagements.

A COLLABORATIVE APPROACH

ID works closely with its counterparts in other Home Team agencies to strengthen collaborations and partnerships in order to enhance the operational capabilities and effectiveness of the Home Team as a whole.
### Strategic Planning Division (SPD) harmonises planning efforts, tracks performance and establishes Organisation Development practices in SPS to create a trusted and forward-looking correctional agency.

### MAPPING SPS’S PLANS FOR THE FUTURE

2014 marked the start of SPS’s Five-Year Plan, which outlines SPS’s strategies and focal areas for the future. These action plans help to address key operational challenges while leveraging on collaborative opportunities with SPS’s Home Team partners, Community Action for the Rehabilitation of Ex-Offenders (CARE) Network agencies and the community.

To complement the execution of SPS’s Five-Year Plan, SPD has developed the Implementation Blueprint to monitor key milestones of the projects highlighted in the Five-Year Plan. It shows the interconnections between projects and highlights potential issues for early interventions.

### PROJECTING THE WAY FORWARD

To equip SPS with better foresight on future inmate management, SPD commissioned a study on the Long-Term Prison Population Projection in July 2014. The two-year study supports the planning of new correctional initiatives, and will improve the accuracy of short-term population projection and aid current forecasting processes.

### BUILDING BRIDGES WITH GLOBAL PARTNERS

SPD promotes international partnerships through the coordination of study trips to overseas correctional agencies and the participation in international conferences such as the International Corrections and Prisons Association (ICPA) Conference, and the Asian and Pacific Conference of Correctional Administrators (APCCA).

### CAPTAINS OF LIVES

**CW 1 TOH ENG ENG**

Outstanding Captain of Lives Award Recipient, 2014

I wish to share about my colleague, ASP 1 Lum Choi Hoong, and her interaction with inmate Lily (not her real name). Whenever Lily faced life’s struggles and difficulties, she would feel helpless and would view prisons as a means of escape. Consequently, she was in and out of the Drug Rehabilitation Centre and prison many times. ASP 1 Lum, who was in charge of Lily during her Residential Scheme emplacement, decided to speak to Lily. After understanding her situation, ASP 1 Lum encouraged Lily to see her teenage daughter as her source of motivation. She advised Lily to change her mindset and not view prisons as a means of escape. Lily was encouraged to look ahead and plan for the future.

ASP 1 Lum’s advice brought about a change in Lily’s attitude. She became motivated to complete her programme and attended counselling sessions to learn ways of overcoming her struggles. She successfully completed her emplacement and left the prison system as a changed woman.

As Prison Officers, we meet inmates with different problems due to their differing backgrounds. Engaging them may be sometimes challenging, but being able to change their lives makes the experience fulfilling.
In addition, SPD acts as the Co-Secretariat for APCCA and forms a strong network with APCCA members as well as with other individuals and organisations. SPD also assists in producing the APCCA newsletter and operating the website, implementing the resolutions as authorised by the Governing Board and serving as the APCCA Fund Administrator. Through these efforts, SPD contributes to the international corrections community.

BUILDING A TRUSTED CORRECTIONAL AGENCY THROUGH EFFICIENT AND EFFECTIVE BENEFICIARY ENGAGEMENT

SPS strives to uphold public trust by continuously inculcating a service excellence mindset among officers when interacting with inmates, families and members of the public.

The Service Excellence Audit was introduced in April 2014 to assess SPS’s standards of service delivery in the areas of staff attitude, general service provided and overall image of the department. To ensure that communications are clear, assuring and professional, SPD also embarked on a review exercise to minimise jargons used in replies to members of the public.

Complementing its efforts to manage the increasing volume and complexity of feedback received, SPD also produced a Feedback Analysis Report which provided insights into the nature and trends of public feedback received by SPS. It also highlighted the key perspectives and service excellence initiatives made available to address the important areas of improvement.

Resources have also been offered to SPS’s frontline officers in the form of Frequently Asked Questions (FAQs) and recommended replies to assist the department’s public touchpoints in addressing common public feedback and enquiries. These initiatives support the Public Service Transformation movement of building ‘One Trusted Public Service with Citizens at the Centre.’


The Organisational Health Survey (OHS) was conducted in January 2014, and 94 per cent of SPS staff provided their sentiments towards SPS’s staff engagement efforts. SPS did well in most survey categories, including Job Motivation and Growth, PS21, Organisation Support and Supervisory Practices. These positive results are an encouragement to SPS’s efforts to build an engaged and resilient workforce. SPS will continue to make improvements on the various staff engagement initiatives so that it remains competitive in attracting and retaining the right staff in this tough labour market.

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PAVING THE WAY WITH SPS’S FIVE-YEAR PLAN

SPD developed a three-pronged strategic plan which seeks to achieve SPS’s desired outcomes of safe and secure custody as well as effective rehabilitation and reintegration of inmates. The Five-Year Plan encapsulates the three key strategies of ‘Differentiating inmates and their regimes’, ‘Leveraging on community corrections’ and ‘Advancing aftercare as a theatre of operations’.

MAKING SENSE OF RESEARCH STATISTICS

The bi-annual Research Statistics Bulletin is a joint publication between SPD and the Psychological & Correctional Rehabilitation Division (PCRD) to analyse key trends and integrate research and knowledge-sharing practices. The collective wealth of information built up by SPD and PCRD helps the department in the formulation of evidence-based policies.

SPS’s correctional knowledge have also expanded with the provision of rich research insights into the profiles of drug offenders, which help SPS identify important underlying factors contributing to drug-seeking behaviour. The bulletin has received positive feedback within the Ministry of Home Affairs, and has been selected for publication in the Home Team Journal.

INSPIRE AGILITY AND EXCELLENCE THROUGH STRATEGIC INNOVATION

In 2014, SPD conceptualised a Strategic Innovation Framework to foster greater alignment between SPD’s innovation efforts and the department’s strategic direction. The framework also creates value by reducing waste in SPD’s innovation projects and promoting learning from other organisations’ best practices in the department’s pursuit for innovation excellence. SPD also promotes team learning and cultivates an open culture to share innovation projects among the clusters.
PCRD developed the Screening Tool: Risk Allocation Technique (STRAT), an automated localised tool which predicts an ex-offender’s risk of re-offending within two years of his date of release. STRAT was implemented in early 2015.

PRC inmates who had undergone ICP exhibiting reductions in criminal attitudes (e.g. substance use) and greater potential to reintegrate successfully into the community compared to non-PRC inmates. PCRD will continue with the evaluation of the regime.

Another ongoing regime, the enhanced drug rehabilitation regime, was piloted in January 2014. PCRD implemented a new psychology-based correctional programme titled High on Life (HoL) for the regime. The programme was developed specifically to meet the multiple criminogenic needs, particularly substance abuse, of Drug Rehabilitation Centre (DRC) offenders assessed to have at least a moderate-high risk of re-offending.

Similar to the ESS, the enhanced drug rehabilitation regime is being evaluated to determine its effectiveness. The scope of the evaluation study focuses on the high-risk DRC population and core components of the regime such as psychology-based correctional and reintegration programmes. The study commenced in April 2014, and its preliminary findings will be ready in FY 2015.

IMPLEMENTATION OF A BUSINESS ANALYTICS TOOL

PCRD developed the Screening Tool: Risk Allocation Technique (STRAT), an automated localised tool which predicts an ex-offender’s risk of re-offending within two years of his date of release. Accurately assessing the risk posed by an offender is necessary to make informed decisions on intervention intensities and placements on community programmes. This knowledge can also potentially be used in day-to-day prison operations, for instance in the housing allocation for offenders when they enter prison. STRAT was implemented in early 2015.

2014 has been a hectic but fruitful year for PCRD. Other than being at the frontlines of rehabilitation with both the Enhanced Supervision Scheme (ESS) and enhanced drug rehabilitation regime in full swing, the division has also made headway in the development of a business analytics tool and the advancement of evidence-informed correctional practices.

EXCITING REPORTS FROM THE FRONTLINES!

ESS was implemented in 2012, and the encouraging preliminary findings from an ongoing evaluation study by PCRD suggest that the regime has been effective. Specifically, the study evaluated the effectiveness of the Pre-Release Centre (PRC), Integrated Criminogenic Programme (ICP) and aftercare processes in addressing offenders’ criminogenic needs and risks of re-offending. The study made positive findings for the incare phase of ESS, with S/Sgt Muhamad Gazali Bin Yazid

Outstanding Captain of Lives Award Recipient, 2014

My journey started in 2001 when SPS was in a period of transition. I was fortunate to have witnessed the evolution of inmate management over the course of my career.

Even though prison work has evolved, I am constantly reminded by my superiors and peers of the importance of security and discipline. These run hand-in-hand with the softer aspects of correctional work. As we endeavour to rehabilitate inmates, we should also remember to sharpen our Jailcraft principles whenever we can. Without them, we will not be able to create a safe and secure environment for all.

My current posting in the Psychiatric Housing Unit (PHU) requires me to manage inmates with mental health issues. This environment exposes officers to many risks. However, the PHU team (A3 management, Institute of Mental Health, Doctors and Nurses) knows that security and discipline should always be maintained in order for programmes to run effectively.

We are like a big jigsaw that can only be completed when different shapes and sizes come together. Let us strive for operational excellence and keep our prisons safe!
ADVANCEMENT OF EVIDENCE-INFORMED CORRECTIONAL PRACTICES

Besides influencing rehabilitation within SPS, PCRD also strives to achieve the aim of reducing recidivism by venturing beyond the prison walls. In July 2014, PCRD and Deakin University Australia jointly organised the Reintegration Puzzle Conference. This international conference brought together delegates from countries such as Australia and Scotland in a bid to move towards a throughcare correctional system.

Locally, PCRD embarked on a joint research with the Central Narcotics Bureau, the Home Team Behavioural Sciences Centre and the Police Psychological Services Division to better understand the drug offender population. The findings from the recently concluded joint research could potentially lead to more effective rehabilitation, better preventive education and enhanced community policing.

THE TEAM

The success of PCRD is possible thanks to the dedicated staff in its midst. The following are some of the achievements of PCRD staff:

Despite being in service for only a few years, Fann played a crucial role in the development and implementation of ICP in PRC. She conducted an ICP group and worked with ground staff to enhance the effectiveness of ICP.

Jessveen was conferred the Excellent Service Award (Gold) in December 2014. The nominating offender thanked her for her “guidance, especially with regard to his employment, financial budgeting and prevention of re-offending”.

Over and above her core duties, Chin Mien has dedicatedly responded to Caring Action in Response to an Emergency (CARE) deployments over the years, and she has received the SPS CARE Appreciation Letter for her contributions.

As part of continuous learning, Julian is currently undergoing his postgraduate degree. With this, he will be better equipped to perform his role as a statistician in PCRD.

Nicholas recently obtained his Masters in Evidence-Based Social Interventions from the University of Oxford. His research study in collaboration with two other authors, titled “A Systematic Review of Interventions that Adopt the “Good Lives” Approach to Offender Rehabilitation”, was published in the Journal of Offender Rehabilitation, thus contributing to the international field of offender rehabilitation.

THE SERVICES

The services offered by PCRD have expanded beyond the counselling room. The following are some of the less-commonly known services:

PCRD collaborates with institutions B4 and B5 to develop transformative environments for ESS and the enhanced drug rehabilitation regime to enhance inmates’ correctional journeys in SPS. This was realised through one of the key initiatives, the Maximising Opportunities to Support Transformation course, which develops officers to adopt evidence-informed correctional practices when working with inmates.

Besides developing programmes, PCRD ensures that intervention programmes brought into SPS by external service providers are sound. PCRD also provides training to community partners who deliver SPS’s intervention programmes in aftercare.

PCRD, through its Mental Resilience Branch, has been faithfully promoting resilience and supporting staff, inmates, and their families. SPS recently celebrated its tenth anniversary of CARE.
**UNIT REVIEW**

**TRANSFORMATIONAL PROJECTS**

**Transforming the Way Prisons are Run**

The Transformational Projects Office was formed on 15 October 2013 with the mandate to drive key projects that aim to transform the way SPS runs prison operations to reap significant gains in operational efficiency and effectiveness.

SAC Gr 9 Chiew Hock Meng leads the office as Director, Transformational Projects, and he is assisted by two staff officers, ASP 2 Neo Ming Feng and ASP 2 Sean Ang Wee Chong.

**Future-Ready Correctional Agency**

During the Corporate Advance in April 2014, Director, Transformational Projects unveiled five broad concepts of operations where technology can be leveraged on to transform the way daily operations of the future-ready institutions would be carried out. Take a peek into the exciting possibilities offered by these five areas of the future-ready institutions:

- **Restricted and Remotely Supervised Inmate Movements**
  The movement of inmates from one point to another within a housing unit in the future-ready institutions will be remotely supervised. Relevant technologies will be deployed to ensure that inmates’ movements are restricted to areas which they are authorised to access. Officers in the control centres will be alerted if inmates attempt to enter unauthorised areas.

- **Automation of Routine Work Processes**
  As SPS strives to streamline operational processes in light of the tightening manpower situation, technology can help in the automation of time-consuming day-to-day work processes. This will allow officers to use their time more productively and better engage inmates in rehabilitative activities.

- **Full Intelligent Remote Supervision and Detection**
  Instead of static duty points, the future-ready institutions aim to achieve full intelligent remote supervision and detection through the extensive deployment of cameras and use of analytics. With this configuration, the monitoring of activities within an institution will be performed mainly at the control centres without the need for officers to be stationed at static duty posts.

- **Easy Access to Information**
  To enhance officers’ speed of decision-making in the future-ready institutions, information such as inmates’ case files and request status will be made easily available to officers so that they can make timely decisions and establish good command and control over inmates.

- **Self-Help Rehabilitation Programmes**
  To encourage inmates to take greater ownership of their own rehabilitation and reintegration, technology can be leveraged on to develop software applications for inmates’ use.

**Conclusion**

The future-ready institutions will enable greater operational efficiency and effectiveness in frontline operations. A greater automation of routine processes allows officers to focus on higher value-adding functions and purposefully interact with inmates, thus enabling officers to play a greater role in inmates’ correctional journeys.
**Transformational Projects**

**100% Surveillance Coverage and Analytics**

Coupled with 100% video surveillance coverage, the use of video and audio analytics can alert officers in the control centres to out-of-the-norm occurrences such as self-harm and violence. This technology allows for the timely detection and intervention of such incidents, and ensures that the safety of inmates is not compromised.

**Facial Recognition at Critical Access Points**

Facial recognition technology helps in preventing inmates from accessing unauthorised areas. Critical access points can be installed with access controls equipped with facial recognition capabilities for inmate identity authentication purposes.

**Cell Intercom with Mounted Camera**

Through the deployment of cell intercoms with mounted cameras, officers in the control centres will be able to identify the inmate whom they are communicating with over the intercom. Coupled with the use of biometric verification and people counting software, officers in the control centres can also perform remote physical headcounts of inmates inside the cells.

**Millimetre Wave Body Scanner**

Searches are an integral part of daily operations to prevent and deter the smuggling of contraband. The millimetre wave body scanner performs a similar function in a more efficient manner. It can be deployed to search inmates when they return from external movements, contact visits and workshops with access to tools.

**Information on-the-go**

Instead of being bound to fixed workstations, officers will be equipped with mobile devices that allow them to access inmates’ information on-the-go. Information captured will also be relayed immediately to the central database, making it accessible to other officers in real time. When used with a Near Field Communication (NFC) reader, the devices will also be able to extract critical information of an inmate from his/her wrist tag.

**Inmates Self Service Kiosk (iKiosk)**

The iKiosk serves as a one-stop platform for inmates to address common rehabilitation needs. Inmates are able to check the outcomes of their requests, apply for jobs and obtain up-to-date information of their rehabilitation progress through the iKiosk.

The iKiosk also inculcates a sense of ownership over the inmates’ own personal correctional journeys.

**Electronic Services for Rehabilitation and Reintegration Advancement**

Eligible inmates will be able to borrow tablets and access a range of services, including writing to and receiving emails from their loved ones, receiving digital photos from family members, accessing digital copies of newspapers, magazines and library resource books as well as participating in self-help electronic learning and rehabilitation programmes.
IRD — The Department’s Safety Net

Inspectorate and Review Division (IRD), formed in March 2014, serves as SPS’s safety net, monitoring risks and threats to the department’s operational systems and processes.

IRD’s forte lies in ensuring that risks are assessed, treated, monitored and managed effectively. IRD also helps to identify gaps in operational systems via risk-based auditing.

IRD recognises that it is crucial for internal auditors to constantly upgrade and broaden their auditing skillsets to aid the department in its work as SPS develops into a correctional agency.

Enhancing Auditors’ Capabilities

IRD identified the Institute of Internal Auditors Singapore (IIAS) as a key vendor to provide training as well as corporate membership for internal auditors from SPS Headquarters and other internal units.

As corporate members, SPS’s auditors are able to attend insightful conferences, courses and workshops to enhance their auditing knowledge.

Ten of SPS’s internal auditors were enrolled in the Certified Internal Auditor (CIA) accreditation programme. The certification attained would authenticate the level of proficiency of the department’s internal auditors, hence raising audit standards.

IRD also conducted a one-day in-house training workshop at Prison Link Centre (Geylang Bahru) on 21 February 2014 for divisional and cluster auditors. The workshop equipped these officers with effective auditing methodologies and good audit report writing skills.

Laying the Foundation of Risk Management: Building a Common Culture of Risk Awareness

SPS’s Risk Philosophy and Risk Governance were presented and approved at the September 2014 Ministerial Meeting. This sets the foundation for a Risk Management Framework that would be operationalised by FY 2015.

Together with Corporate Communications & Relations Branch, IRD developed a Key Message House that was shared from November 2014 via the Leadership Circle, Senior Prison Officer Course and cluster In-Service Training platforms.

The underlying message is simple: everyone has a part to play in ensuring that risks are minimised in their own workplace.
Every officer, at every chance, looks out for risks, and is responsible for mitigating and preventing them.

Building upon the communication and training plans, IRD also worked with Strategic Planning Division to review the Near Miss Reporting process and developed Key Risk Indicators (KRIs) to enhance risk reporting and monitoring. With KRIs incorporated into the Key Performance Indicator (KPI) Reporting Framework, performance and risk management at various reporting levels would be aligned to the department’s strategic directions.

MOVING TOWARDS RISK-BASED AUDITING

Formerly known as Staff Inspectorate Branch (SIB), IRD’s audits were previously based on a check-box compliance audit approach with minimal regard for risks. These audits consisted of documentation reviews with auditors focused on ensuring compliance instead of identifying risks and challenging obsolete rules.

With SIB’s elevation to a divisional status in 2014, IRD realised that such audits were reactive in nature and provided little to no room for risk mitigation. It was clear that internal auditors could no longer be mere compliance auditors. Instead, there was a need to veer away from compliance auditing to embracing a more holistic approach through risk-based auditing.

IRD thus took concerted steps to level up and broaden the skills sets and competencies of its own auditors and also auditors from the other divisions and clusters. IRD conducted numerous In-Service Training and sharing sessions on conducting audits using risk-based approaches with its divisional and institutional counterparts. During these sessions, participants were educated on the importance of taking reference from the Departmental Risk Register to see if there were any emerging risks and to factor them in when conducting audits using the new risk-based auditing approach. The newly gained knowledge will help them to acclimatise to the new working environment.

IRD’s forte lies in ensuring that risks are assessed, treated, monitored and managed effectively.
Safeguard and build public trust in SPS through the strategic engagement of key stakeholders, including staff and the community at large

BUILDING PUBLIC CONFIDENCE, SAFEGUARDING SPS’S REPUTATION

Corporate Communications & Relations Branch (CCRB) is the unit that manages and enhances SPS’s communications with the public to build trust and garner community support. Its unique structure allows us to respond to crises promptly and efficiently.

BUILDING PUBLIC TRUST AND CONFIDENCE BY REINFORCING SPS’S OPERATIONAL EXCELLENCE

Today’s highly connected society is rapidly changing the way citizens interact with government agencies. CCRB works to boost SPS’s public engagement and to maintain positive perceptions.

Since its inception in 2013, the CCRB social media team has boosted online support for SPS. For instance, the number of ‘Likes’ on the Yellow Ribbon Project (YRP) Facebook Page has increased by over 50 per cent from 50,000 in 2013 to 78,000 in 2014. The YRP Facebook Page was ranked seventh in fan counts in the category of ‘Society’ in Singapore by Socialbakers, while according to the Ministry of Communications and Information, the YRP Facebook Page ranked second out of all public agencies in Singapore for daily interactions. These can be attributed to CCRB’s integrated communications approach of media buys and interactive campaigns such as the YRP Interactive Photobooths at selected bus stops. These campaigns have helped to draw greater awareness to YRP and galvanised subscribers with shared values.

Through enhanced social and traditional media monitoring capabilities, CCRB is now able to monitor online discussions and sentiments relating to SPS, YRP and the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network. This has enabled CCRB to identify and address issues promptly and effectively.

As SPS develops into a correctional agency, its work is extending beyond prison walls and into the community, providing greater opportunities for public engagement. It is thus vital for Captains of Lives (COLs) to be trained as SPS brand ambassadors who are competent communicators of the department’s values. CCRB has started communications training for the Leadership Group, with a total of 55 members trained since 2010. In 2014, CCRB also trained the first batch of five Directorate members. Looking forward, a new communications module will be developed and delivered to all new prison officers in 2015.
As SPS develops into a correctional agency, its work is extending beyond prison walls and into the community, providing greater opportunities for public engagement.

ESTABLISHING PARTNERS AND ADVOCATES’ SUPPORT NETWORK TO STRENGTHEN SPS

Through events like the Reintegration Puzzle Conference, CCRB featured industry partners and rehabilitation experts such as Professor Fergus McNeil to offer insights to substantiate SPS’s programmes. On the media front, CCRB helped to forge stronger ties and cultivate mutual understanding between the department and the newsrooms through networking sessions. CCRB invited several key newsroom appointment holders into prison for Dining Behind Bars and also engaged them at media luncheons. These engagements helped to establish stronger rapport and allowed CCRB to effectively shape story angles in ways that build public confidence and trust in SPS as an organisation committed to Singapore’s safety and security.

Beyond leading its own discussions and sharing through its social media platforms, CCRB also engineers organic conversations by creating a holistic brand experience that encourages third party advocates. These initiatives include inviting influential individuals such as SG Blade Runner Mr Shariff Abdullah Peters to attend the Yellow Ribbon Prison Run in 2014. Following their personal experiences with the YRP, these influential individuals would be able to share their personal motivations behind supporting the YRP with their circle of followers, thus generating greater online buzz. For instance, Mr Shariff enthusiastically shared about his participation in the run before and after the event on his Facebook page, helping to garner strong support for the YRP from his fans.

BUILDING A ROBUST INTERNAL COMMUNICATIONS STRUCTURE TO STRENGTHEN STAFF ENGAGEMENT

CCRB is constantly looking at ways to enhance internal communications. In 2014, CCRB kick-started its first internal communications audit by conducting focus group discussions with ground officers. By gathering inputs from COLs, CCRB sought to identify areas for improvement in its communication channels.

Moving forward, CCRB is looking to introduce an all-new Social Network Intranet, which is an interactive platform to facilitate greater staff engagement and help COLs perform their work more effectively. Designed to promote information exchange, the Social Network Intranet also allows members of the Directorate and Leadership Group to connect with staff, as well as for COLs to interact with one another. Working groups involving prison officers and civilian staff have been set up to allow officers to have a stake in building a platform for COLs by COLs.

VISIT FROM HER ROYAL HIGNNESS PRINCESS BAJRAKITIYABHA MAHIDOL OF THAILAND

CCRB facilitated more than 120 visits for local stakeholders as well as foreign visitors in 2014. One of the most notable visits of 2014 was the visit by Her Royal Highness Princess Bajrakitiyabha Mahidol of Thailand in January 2014. As part of her visit, Princess Bajrakitiyabha learnt about SPS’s efforts in the rehabilitation of offenders, which includes close collaboration with community partners and the training of offenders.

PRESERVING OUR HERITAGE, TRACING COLS’ ROOTS

CCRB has also begun tracing the roots of SPS by building a database of information dating back to 1819. In 2014, CCRB undertook the documentation and preservation of over 2,000 historical artefacts in preparation for the heritage gallery, which would be unveiled in the new SPS Headquarters in 2015.

FIRST OPERATIONS-FOCUSED PHOTOSTORY WITH THE STRAITS TIMES AND LIANHE ZAOBAO

In May 2014, CCRB collaborated with the Public Service Division for SPS’s first operations-focused photostory - a two full-page spread in The Straits Times and Lianhe Zaobao. The two reports helped to showcase the rehabilitation and security work undertaken by SPS, and helped to demonstrate SPS’s operational readiness to the public.
Relentless in Uncovering the Truth

Provost Branch is an independent unit made up of dedicated and experienced investigation officers reporting directly to the Deputy Commissioner of Prisons / Chief of Staff.

Apart from having expertise in investigative techniques, Provost Branch has also built up capabilities including polygraph examination, computer forensics and crime scene processing.

Perform independent, thorough and impartial investigations into complaints from inmates, staff and members of the public, as well as allegations of staff disciplinary breaches

Review of Inmate Investigation Process

A focus group discussion with participants from SPS Headquarters and cluster Provost units was held in July 2014 to examine existing functions and procedures in a bid to streamline various processes so as to bring about the swifter delivery of investigation results.

The discussion led to the restructuring of processes such as adjudication scheduling and submission of investigation papers, obtaining of psychiatric and assessment reports and the administration of the Housing Unit Informal Resolution System (HUIRS).

The implementation of these initiatives helped to improve the inmate investigation process.

Mandatory Aftercare Scheme

The Mandatory Aftercare Scheme (MAS) is a new aftercare and supervision system targeted at local offenders with higher risks of re-offending.

With the amendments to the Prisons Act taking effect from 1 July 2014, failure to comply with MAS conditions would be considered a violation of the scheme. Depending on the severity of the violation, the perpetrator may be subjected to prosecution in court.

As part of the MAS framework, SPS would conduct its own prosecution of non-compliant supervisees in court, and Provost was identified as the unit to undertake this function.

The implementation of these initiatives helped to improve the inmate investigation process.

To better prepare for the implementation of MAS, Provost initiated a working group comprising officers with past experiences in working with other local law enforcement agencies. The objective of this working group was to formulate processes relating to investigation procedures for MAS breaches, bail and bond measures, and prosecution workflow.

Home Team Basic Investigation Officer Course

With the amendments to the Criminal Procedure Code, a basic investigation officer course was developed by the School of Criminal Investigation and Home Team Academy for all prospective Investigation Officers (IOs) from various Home Team Departments.

Provost contributes to the Home Team Basic Investigation Officer Course (HTBIC) by providing training for the participants on how to arrange for interviews with accused persons through SPS’s electronic system, ePris.

Familiarisation tours were also arranged for participants to visit institution B2 and Cluster B’s interview rooms to have a better understanding of the place where IOs would usually interview accused persons.

Provost Teambuilding

To promote synergy and camaraderie amongst Provost officers, a teambuilding event was organised on 13 February 2014 at the Marina Barrage.

Various challenges were issued to the teams to foster teamwork and impart conflict management skills. Through the teambuilding activities, Provost officers learnt the importance of communication, trust in each other and managing expectations.

Provost officers were able to better appreciate the importance of team dynamics through the interesting game concepts conducted via an experiential learning process.
OPERATIONAL EXCELLENCE

ENHANCING RISK MANAGEMENT CULTURE
A risk management framework is an essential tool in reducing the likelihood of incidents which could erode public confidence. In this respect, Cluster A institutions and staff units embarked on an exercise to formulate individual Risk Registers and implement the attendant systems, including the monitoring of countermeasures and the identification of new risks via After Action Reviews. Key staff were trained to employ tools such as the Risk Matrix and the 3i Checklist to facilitate implementation of the framework.

ENHANCING CONTINGENCY MANAGEMENT
To enhance contingency management, A5 established an Institutional Operations Room (IOR) outside of the Institution Control Centre. This facilitates the Incident Commander’s command and control of an incident by allowing him to have a clearer appreciation of the contingency as it unfolds, as well as enhances IOR’s communications with the Cluster Operations Room. The establishment of the IOR was completed in end 2014, and it was validated during a cluster-level exercise in February 2015.

REHABILITATION INITIATIVES
The rehabilitation of offenders in its custody remains a key tenet of Cluster A’s work. Some of the significant rehabilitative initiatives implemented over the past year includes:

FAMILY PROGRAMMES
Family members often play an integral role in offenders’ rehabilitation and reintegration. Recognising that family members can be the impetus for offenders to stay on track in their journeys to become responsible and contributing members of society, Cluster A Programme Branch increased the number of family programme runs conducted in 2014. Over 50 runs of the family programmes were delivered, benefiting more than 1,000 inmates as well as their family members.

“Judge each day not by the harvest you reap, but by the seeds you plant”

Robert Louis Stevenson

Commissioned in 2004, Cluster A was a game changer for prison operations in SPS by bringing five prison institutions together in a cluster. Many firsts were established, with new processes, procedures and protocols spawning advancements in operations through innovative improvements and ideas. This pioneering spirit has been crucial to Cluster A’s continued pursuit to enhance operations by introducing novel ideas and products, and will certainly prove useful in the next phase of upcoming enhancements.
YOUTH CORRECTIONS – THE WAY FORWARD

The Reformative Training Centre (RTC) is a housing unit dedicated to young offenders sentenced to reformative training.

Arising from the need for greater collaboration among stakeholders in order to establish a youth-effective rehabilitative setting, RTC reviewed its existing regime and piloted the following initiatives:

(i) The Parents-Officers Meeting between RTC staff and specialists as well as offenders’ parents aims to provide parents with information necessary to support Reformative Trainees (RTs) both during and after their time at the RTC. The first of these monthly sessions was held in August 2014.

(ii) The Rewards System seeks to manage inmates’ conduct by rewarding youths for good behaviour. Under the system which was piloted in June 2014, points are awarded to RTs who exhibit desirable behaviour and attend programmes that encourage rehabilitation and pro-social thinking. The accumulated points can be used to redeem privileges such as open visits and simple treats.

To enhance correctional efforts in RTC, there is also greater collaboration among RTC staff and other stakeholders including specialists, psychologists, vendors and volunteers in the conceptualisation and execution of rehabilitation programmes.

TENTH ANNIVERSARY CELEBRATIONS

As part of Cluster A’s tenth anniversary celebrations, family members of serving Cluster A officers were invited to two ‘Open House’ events held on 24 and 31 August 2014.

Also, on 27 August 2014, Directorate members, former Cluster A Commanders, strategic partners and volunteers joined Cluster A staff in the A5 Auditorium to commemorate Cluster A’s tenth anniversary. The highlight of the event was a musical skit put together by the staff themselves. Other noteworthy features included a montage comprising the three previous Cluster A Commanders and the sealing of items in a time capsule to be opened at Cluster A’s 25th Anniversary.

INNOVATION – THE LINK TO EXCELLENCE

Cluster A staff attained innovative achievements on multiple fronts, including one of the highest accolades, the Ministry of Home Affairs Innovation Champion Platinum Award, in January 2015 for the Enhanced Riot Shield.

To enhance the safekeeping of arms and ammunitions, Cluster A also collaborated with the Singapore Prisons Emergency Action Response Force (SPEAR) to fabricate a new biometric arm box which was implemented across the department in August 2014.

HOSTING VISITS

Deputy Prime Minister and Minister for Home Affairs, Mr Teo Chee Hean, made a Ground Visit to Cluster A on 8 December 2014. During the visit, DPM Teo held a dialogue with staff and provided valuable insights to queries raised by officers. DPM Teo also encouraged the officers to continue with their good work.

Cluster A also hosted visits for both local and foreign visitors who were keen to understand prison operations and SPS’s rehabilitation strategy. One keynote visit was the visit by the Maldivian Home Affairs Minister, His Excellency Umar Nasser, in August 2014. He was impressed by the manpower efficient operations in the cluster and the rehabilitative initiatives undertaken to facilitate change in the inmates. Another was the visit by Tony Orlando, who popularised the song ‘Tie a Yellow Ribbon Round the Ole Oak Tree’, to the Performing Arts Centre in A5 in July 2014.
From Strength to Strength!

Celebrating its fifth anniversary this year, Cluster B stands tall with five exemplary former standalone institutions, managing an inmate population of 4,879 (as at 31 December 2014) and providing a range of rehabilitation programmes.

Operational Roles and Effectiveness

Making Training More Real: Scenario-Based Training

In recent years, Cluster B has increased the number of structured scenario-based trainings to ensure the tactical readiness of all staff. In addition to the quarterly recertification of tactical proficiencies, each individual institution also conducts two scenario-based trainings per month covering inmate-related contingencies. Involving not only prison staff but also SPS’s medical service provider, workshop supervisors and volunteers, such training platforms enhance SPS’s response to contingencies, thus improving safety and security.

Rehabilitation Initiatives

Enhancement of Programme: Stepping Up Rehabilitation Efforts

Cluster B implemented several new programme initiatives this year:

B1 - An Alternative to Violence

The Alternative to Violence (ATV) and Make Plans to Stop Violence (MPV) are two initiatives targeted at inmates with moderate to high risks of violence. Conducted by prison psychologists, these programmes seek to increase inmates’ insights into their maladaptive attitudes and empower them to resolve issues in a peaceful manner. Spearheaded by prison officers, B1 also implemented the Community Support Group (CSG), which aims to build an alternative environment where pro-social values are exhibited and prized. The presence of these support groups led to an increase in inmates’ responsiveness towards programmes as well as provided good social support for inmates who have renounced their secret society affiliations.

B3 - Inmate Self Learning and Evaluation System (ISLES)

Piloted in Institution B3, inmates are given time and notes for revision on topics such as ‘Conflict Management’ and ‘Coping with Stress’. Their comprehension of these topics will subsequently be tested using wireless tablets. ISLES encourages inmates to assume personal responsibility in their rehabilitation and skills development.

B4 - Training Kitchen (Hope Café)

Officially opened on 24 June 2014 by Senior Minister of State, Ministry of Health and Ministry of Manpower, Dr Amy Khor, the kitchen serves as a classroom and training facility to equip inmates with Workforce Skills Qualifications (WSQ) in Food & Beverage (F&B) Operations or Culinary Arts. Certified inmates enjoy higher employability and are better equipped to remain competitive in the tight labour market. Upon release, participants are employed by partnering restaurants and F&B outlets, allowing them employment and a source of income once they are in the community. As shared by 2nd Superintendent of B4, Supt 1 Jean Chiang, “This programme has seen great success and gained popularity among the inmates.”
Family support is integral to inmates’ reintegration, and is also of utmost importance in officers’ journeys as Captains of Lives.

THE CLUSTER B FAMILY

OPEN HOUSE 2014: A TEAM THAT PLAYS TOGETHER, STAYS TOGETHER

Family support is integral to inmates’ reintegration, and is also of utmost importance in officers’ journeys as Captains of Lives (COLs). On 18 January 2014, a total of 200 family members were given the opportunity to have a glimpse into their loved ones’ working environment and better understand the job scopes and challenges faced by prison officers.

VOLUNTEER APPRECIATION DIALOGUE: SAYING THANKS TO UNSUNG HEROES

Without the support from its pool of dedicated volunteers, Cluster B would not be able to provide a holistic rehabilitation journey to offenders. Annually, Cluster B shows its appreciation to these volunteers through its appreciation dialogues and luncheons. On 29 November 2014, for the sixth year running, inmates put up performances in appreciation of these unsung heroes. For the first time, Cluster B officers also put together a performance item.

CELEBRATING MOMENTS

Cluster B’s Celebrating Moments committee seeks to recognise inspirational moments where staff, volunteers and vendors made an impact on each other’s lives. The committee shares these heart-warming stories as a form of encouragement and inspiration. Staff bonding activities are also organised regularly. For example, the Cluster B discovery walk held on 25 June 2014 brought officers from different institutions together for a trek at Eco Green Tampines, covering a distance of 3.5 km.

EXPANSION IN THE ROLE OF REGISTRY OFFICERS

Registry officers’ role has expanded with the introduction of the Conditional Remission System (CRS) and Mandatory Aftercare Scheme (MAS) on 1 July 2014.

In the initial stages, officers laboured intensively to identify and differentiate inmates liable for CRS, as the Superintendent of the Admission Centre will brief all CRS-liable inmates on the legal requirements of the system. Subsequently, towards the tail-end of the CRS-liable inmates’ sentences, Registry officers will be required to ensure that a Conditional Remission Order (CRO) is issued to the inmate before he is released back into society. SPS’s Prison Operations and Rehabilitation System (PORTS) has also been upgraded with the relevant new modules.

ENHANCED DRUG REHABILITATION REGIME

BS piloted the enhanced drug rehabilitation regime in January 2014 for Drug Rehabilitation Centre (DRC) inmates. Under the enhanced regime, levels of intervention are based on each DRC inmate’s severity of drug use and criminogenic risks and needs. BS officers’ roles have also been expanded under the regime. Selected Cohort Managers (CMs) underwent two phases of trainings to better facilitate learning among inmates as well as to follow through on any reintegration gaps. CMs would also oversee a graduation ceremony where inmates’ family members are invited to witness their completion and to support them as they embark on the journey back into society.

TELEPHONY SYSTEM

The new automated telephony system, the first in the department, has been implemented in the Pre-Release Centre (PRC). The telephony system promotes family support and aids in inmates’ reintegration. Inmates in PRC are given chances to redeem privileges for good behaviour, which includes a phone call to their family each month. From supervised night time phone calls, PRC has moved on to allowing inmates to call their loved ones at any point of time in the day, leading to an increase in interactions between inmates and their family members.
Cluster C is a unique cluster made up of three stand-alone institutions: Tanah Merah Prison (TMP) and Changi Women’s Prison (CWP) located within the Tanah Merah Complex as well as Admiralty West Prison (AWP) located in the north-western part of Singapore.

TMP runs the Prison School and houses studying inmates pursuing General Education, GCE ‘N’ levels, GCE ‘O’ levels and GCE ‘A’ levels. It also runs the Administrative Segregation Regime (ASR) for highly disruptive inmates who have committed multiple and/or serious institutional offences.

CWP houses all categories of women inmates and is the only prison and drug rehabilitation centre for women.

AWP houses foreign inmates and local short sentence inmates.

Catalyst for Managing and Enhancing Reintegration Potential Through Diversified Approaches

Cluster C offers various programmes to help inmates, particularly women, reintegrate into society. These programmes cater to the needs of inmates as mothers and daughters, focusing on family intervention and drug rehabilitation.

Family Interventions for Women Inmates

Family programmes in CWP are tailored to meet women’s needs in fulfilling their roles as mothers and daughters after they return to society. Recognising the need for gender-specificity for effective family interventions for women inmates, partnerships with community partners and volunteers were formed to provide an array of family programmes to address parenting needs and child-care challenges.

The Yellow Brick Road Programme was introduced in CWP in April 2014 to meet the needs of women offenders’ children. A pregnant mothers’ support group was also started in April 2014 to provide pregnant inmates with emotional support and pregnancy-related knowledge. In July 2014, the Early Readers Programme was introduced to promote a sense of responsibility in incarcerated mothers as they teach their children to read.

These programmes serve as stepping stones in inmates’ reintegration journeys by providing them with opportunities to repair and rebuild relationships with their family members.

Specialised Regime: Enhanced Drug Rehabilitation Regime

The enhanced drug rehabilitation regime was piloted in CWP in January 2014 to improve the efficacy of SPS’s drug rehabilitation efforts.

Officers and specialists work closely to complement interventions which target the drug inmates’ criminogenic thinking, guided by the core values of Fulfilment, Adaptability, Independence, Tenacity and Honesty, or FAITH in short. Sessions are conducted in a therapeutic environment where inmates are grouped in cohorts and encouraged to take ownership of their own progress.

Inmates will also undergo an array of pre-release programmes to enhance their reintegration potential. They will be provided with booster programmes after they return to the community through emplacements on Community Based Programmes.

Signifying the inmates’ readiness for a new start, the first graduation ceremony was held in September 2014 for the...
UNIT REVIEW

CLUSTER C

Inmates undergo clinical management and therapeutic interventions over a minimum period of seven months to improve their functioning skills and their mental health.

OPERATIONALISATION OF COMMUNITY REHABILITATION CENTRE

Following the recommendation of the Taskforce on Drugs led by Senior Minister of State for Home Affairs and Foreign Affairs, Mr Masagos Zulkifli, Cluster C undertook the major project of operationalising the Community Rehabilitation Centre (CRC). CRC adopts a novel approach of a community set-up to address the drug use of moderate-risk young drug abusers. CRC residents are able to continue with their jobs or studies in the community while being provided with a well-rounded programme to tackle their addictions, strengthen positive relational bonds and increase their resilience. CRC began operations under the charge of Superintendent, Selarang Park Community Supervision Centre (SPCSC) in May 2014.

CARVING OFF SELARANG PARK COMMUNITY SUPERVISION CENTRE TO THE COMMUNITY CORRECTIONS COMMAND

In line with SPS’s strategy to strengthen its aftercare and community corrections capabilities, the Community Corrections Command (COMC) was set up in August 2014, incorporating SPCSC and other units. Cluster C began preparations in May 2014 to hand SPCSC over to COMC. By July 2014, the handover in areas such as manpower and assets were completed, while Cluster C continued to provide interim support in corporate services and staff development functions until March 2015.

ENHANCED AFTERCARE INTELLIGENCE OPERATING MODEL

In anticipation of the management challenges of a higher number and also higher risk levels of inmates placed on new community corrections initiatives, Intelligence Division and Cluster C Intelligence Unit spearheaded efforts to enhance collaborations between internal stakeholders and external counterparts. A greater level of synergy with SPS’s Psychological & Correctional Rehabilitation Division, the Singapore Police Force and the Central Narcotics Bureau facilitates strategic planning and creates a conducive platform to promote information sharing in the aftercare arena as well as help in the overall management of supervisees.

The foundational work of Intelligence Division and Cluster C Intelligence Unit paved the way for the intelligence unit in COMC to extend its outreach into the community.

pioneer cohort of inmates who successfully completed the series of enhanced in-care programmes.

SPECIALISED REGIME: PSYCHIATRIC HOUSING UNIT

Since the operationalisation of the Psychiatric Housing Unit (PHU) in November 2013, CWP has been working closely with staff from the Institute of Mental Health (IMH) to adopt a multi-disciplinary approach in the treatment and rehabilitation of Offenders with Mental Disorders (OMDs). PHU provides a structured psycho-education programme over three phases, namely the Stabilisation, Intervention and Recovery phases. Occupational therapy activities are also included to help inmates develop pro-social abilities and better mental health functioning in preparation for their reintegration into the community.

Inmates undergo clinical management and therapeutic interventions over a minimum period of seven months to improve their functioning skills and their mental health before they are assessed for their suitability to be discharged back to the mainstream population. Inmates who have gone through the programme were reported to have shown behavioural improvement and were coping well in the mainstream housing unit.
UNIT REVIEW

COMMUNITY CORRECTIONS COMMAND

Vanguard of Rehabilitation beyond Prison Walls

Community Corrections Command (COMC) was formed on 1 August 2014. Bringing together prison officers from Sedarang Park Community Supervision Centre (SPCSC) and specialists from Correctional Rehabilitation Services Branch (Community) [CRSB (Community)] under a single Command, COMC sharpens SPS’s focus on rehabilitation in the community and leverages on the two units’ combined skills and knowledge. Together with its community partners and volunteers, COMC aims to reduce re-offending and help offenders reintegrate successfully as contributing citizens.

Community Rehabilitation Centre: A Step-down Arrangement for Young Male Drug Offenders

The Community Rehabilitation Centre (CRC) was established under the Taskforce on Drugs recommendations to improve upstream intervention for young drug abusers. It serves as a step-down arrangement for male drug abusers aged 16 to 20. The first batch of drug abusers was transferred to CRC on 5 May 2014.

CRC is situated in the community with an accommodation capacity of 50. It provides a structured programme for residents with the involvement of their families to aid in their rehabilitation.

Residents in CRC are able to continue with their education or employment in the day. By working hand-in-hand with their families and the community, the structured regime at CRC aims to prevent young male drug abusers from becoming repeat drug offenders.

Enhanced Drug Rehabilitation Regime: A Differentiated Approach to Drug Offender Intervention

The enhanced drug rehabilitation regime was piloted in January 2014 to provide a differentiated approach to the rehabilitation of drug offenders, taking into consideration their general risk of re-offending and level of dependency on drugs. All Drug Rehabilitation Centre (DRC) inmates admitted on or after 1 January 2014 will undergo the enhanced drug rehabilitation regime. The first batch of drug offenders under the enhanced regime was transferred to SPCSC in July 2014 for their Community Based Programmes (CBP).

Supervisees are emplaced on CBP based on their individual risk assessments. Supervisees assessed to have greater risks and needs are required to attend casework and counselling sessions, comply with curfew hours, be electronically monitored and be subjected to urine reporting under the conditions of the Central Narcotics Bureau Supervision Orders.

Ensure that the various aspects of post-release supervision and community rehabilitation are integrated so that they will be mutually supportive.
Mandatory Aftercare Scheme

The Mandatory Aftercare Scheme (MAS) is a compulsory structured aftercare regime that aims to facilitate the successful reintegration of high-risk offenders back into society. This is achieved through intensive rehabilitation programmes at the incare phase and structured community supervision and rehabilitation in the aftercare phase. The MAS was introduced with the Prisons Act amendments which took effect on 1 July 2014. This new mandate extends SPS’s role outside prison walls, and it represents a key milestone in SPS’s development into a correctional agency.

There are three phases in MAS, namely the Halfway House, Home Supervision and Community Reintegration phases.

During the supervision period in the community, supervisees will attend casework and counselling sessions. They will also be required to comply with curfew hours, be electronically monitored and undergo urine tests to ensure they stay crime-free.

The Mandatory Aftercare Scheme is a compulsory structured aftercare regime that aims to facilitate the successful reintegration of high-risk offenders back into society.

Collaboration with International Experts: EPICS Training 2014

Effective Practices in Community Supervision (EPICS), developed by the University of Cincinnati Corrections Institute, is one of the key training programmes that staff in COMC undergo.

To benchmark against local expertise and further develop correctional casework capabilities, ten SPS officers were selected to deepen their knowledge in community supervision through the EPICS Train-For-Trainers workshop in March 2014.

They were trained under the close guidance of Dr Paula Smith, Associate Professor in the School of Criminal Justice and Director of the Corrections Institute at the University of Cincinnati. The programme enhanced the officers’ capabilities in professional delivery and proficiencies in correctional community supervision.

Journey Towards Desistance: Community Partners

The Enhanced Supervision Scheme (ESS) was implemented in 2012 for drug offenders with high risks of re-offending upon their release.

From COMC’s experience thus far, the involvement and support from the community is critical. The Community Action for the Rehabilitation of Ex-Offenders (CARE) Network and volunteers play a key role in an offender’s reintegration journey. Together with Correctional Rehabilitation Specialists and Reintegration Officers, COMC strives to empower supervisees with the resources and support necessary to persevere towards reintegration. They, too, have to work hard and take personal responsibility over their reintegration.

Below is a story of a recovering supervisee:

“Hamid had completed his casework and booster sessions in April 2014. He found satisfaction and meaning in his crime-free lifestyle in the community since his release in 2012. He is thankful for the support received while undergoing ESS. Currently, he is residing at the New Hope shelter, and is gainfully employed as a car washer. He is working hard towards securing a HDB rental flat so that he would have a roof over his head. He found a new hobby in running, and is a committed participant of the Yellow Ribbon Run. He intends to run for the third time in 2015.”
UNIT REVIEW

OPERATIONS & SECURITY COMMAND

OVERVIEW

Secure, Swift, Steadfast – Protecting SPS and its Assets from Danger and Harm Through Quick Response and Determination

At first glance, the units under Operations & Security Command (OSC) may seem to be a disparate group as they perform very different functions. Upon closer inspection, however, their functions are interconnected and the synergy between these units facilitates the overall operations in SPS.

EnHancing oPerational and taCtiCal CaPabilitieS

The Singapore Prisons Emergency Action Response Force (SPEAR) constantly explores ways to enhance its operational capabilities to perform its core functions of responding to prison contingencies and performing high-risk escort duties. This has led to the introduction of critical equipment such as the FN303P which raises the operational capabilities of SPEAR operators when responding to contingencies and executing other core functions. In addition, SPEAR has embarked on enhancing the capabilities of SPEAR operators to respond to an armed attack on the Changi Prison Complex (CPC) by undergoing advanced training to manage armed adversaries.

As the quality controller for core tactical skills in the department, SPEAR focuses on refining policies with regard to tactical and operational matters. Together with the clusters and relevant staff units, SPEAR serves as a key member of the Tactical Review Panel, undertaking the advisory and decision-making role for all tactical related matters. SPEAR’s tactical training curriculum was also accredited by the Institute of Prevention of In-Custody Death (IPICD), thus enhancing and ensuring the robustness of the training system.

Strengthening Physical and Dynamic Security of External Operations

As part of the continuous effort to raise the operational capabilities and level of professionalism of external escort officers, a multi-purpose haversack and a shackle pouch have been designed and issued to these officers. Previously, escort officers used various methods to store documents and restraint equipment during escort duties. With the issuance of the standardised purpose-designed haversack and shackle pouch, escort officers are no longer hindered by the items that they have to carry. In fact, they are even able to carry additional items, thus enhancing their operational capabilities to respond to different situations.

Besides developing the operational competencies of the officers, Prisons External Operations (PEO) is also enhancing the infrastructural security of the State Courts. Additional CCTV cameras would be placed at strategic locations such as court holding areas, thus providing State Courts Lock-Up (SCLU) staff with enhanced monitoring capabilities and the
ability to respond more quickly during contingencies. Biometric and HID access points would be installed at key locations such as the entrance and offices to further enhance the security of the premises.

ENHANCING OVERALL VISIT EXPERIENCE THROUGH UPGRADE OF FACILITIES

The Prison Link Centres (PLCs) in Changi, Geylang Bahru and Jurong East are key visitor touchpoints for SPS. To enhance the overall visit experience, the PLCs embarked on a series of projects to upgrade their facilities. These projects included an upgraded turnstile system that is integrated with the Complex Access Management System (CAMS) to streamline access control procedures for personnel entering PLC premises. The new turnstiles brought about a faster response time in the clearance of visitors, thus enhancing their visit experiences. This integration also aids in the management of contingency situations such as fire evacuations.

TOWARDS A BETTER SECURED COMPLEX

CPC Security manages the perimeter security and access control of CPC. The two main access control points of CPC Security are situated at the Complex Main Entrance (CME) and the Transit Centre (TC). TC was set up to facilitate the effective screening of vehicles entering and leaving CPC, while maintaining a high vehicular throughput. With the increasing number of facilities operating in CPC such as workshops in Cluster A and B, SPEAR Base and Prison Transport Base, vehicular traffic into and out of CPC has been increasing. To cope with the additional load, an additional Vehicle Scanning System (VSS) was installed in early 2015 to complement the existing system to provide the necessary security checks while reducing throughput time.

In addition, a sheltered waiting area is being constructed near CME. Upon completion, the designated waiting area will serve as a gathering point for family members awaiting the release of their loved ones even during inclement weather. The waiting area will also allow for the better management of pedestrian movement into and out of CPC.

ASIAN PRISONS LOCKDOWN CHALLENGE

SPEAR organised the Asian Prisons Lockdown Challenge (APLC) in April 2014, a biennial event that first started in 2010. APLC 2014 saw an increase in participation from foreign correctional teams, with a total of six foreign countries (four as participants and two as observers) and four local teams taking part in the event. SPEAR did SPS proud by emerging as the overall champion. Feedback received from both foreign and local participants were highly positive, with many expressing a strong interest to come back for APLC 2016.

GO GREEN EFFORTS

PLC (Changi) is in the process of achieving the Green Mark Gold Plus certification from the Building and Construction Authority, which bears testament to SPS’s efforts to go green. A green corner was set up to educate the public on caring for the environment, and recycling bins were placed within the building to facilitate recycling efforts. New taps with better water efficiency ratings were also installed in all toilets to regulate the usage of water, thus helping to conserve precious water resource.

On top of the enhancement of facilities, CPC Security, together with Infrastructural Development Branch, completed the installation of the Solar Panel System at TC in 2014. The 100KWp Solar Panel System is able to supplement the electricity power supply to TC for its operations. Besides reaping cost savings, the project also marks the department’s continual efforts to support environmentally friendly and sustainable clean energy sources as part of its commitment to the Go Green Framework.
Our Milestones
### CONVICTED PENAL INMATE POPULATION

#### GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Convicted Penal Population</td>
<td>9,901</td>
<td>10,042</td>
<td>9,754</td>
</tr>
</tbody>
</table>

#### AGE GROUP

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>824</td>
<td>9,017</td>
<td>8,656</td>
</tr>
<tr>
<td>21-30</td>
<td>500</td>
<td>261</td>
<td>418</td>
</tr>
<tr>
<td>30-40</td>
<td>2,287</td>
<td>1,511</td>
<td>3,121</td>
</tr>
<tr>
<td>40-50</td>
<td>2,367</td>
<td>1,673</td>
<td>2,170</td>
</tr>
<tr>
<td>50-60</td>
<td>416</td>
<td>287</td>
<td>344</td>
</tr>
<tr>
<td>&gt;60</td>
<td>135</td>
<td>872</td>
<td>537</td>
</tr>
</tbody>
</table>

#### EDUCATION LEVEL

<table>
<thead>
<tr>
<th>Education Level</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Education</td>
<td>184</td>
<td>225</td>
<td>295</td>
</tr>
<tr>
<td>Primary</td>
<td>225</td>
<td>295</td>
<td>334</td>
</tr>
<tr>
<td>Secondary</td>
<td>174</td>
<td>171</td>
<td>171</td>
</tr>
<tr>
<td>Pre-U</td>
<td>175</td>
<td>211</td>
<td>69</td>
</tr>
<tr>
<td>Vocational</td>
<td>171</td>
<td>211</td>
<td>55</td>
</tr>
<tr>
<td>Tertiary &amp; Above</td>
<td>171</td>
<td>211</td>
<td>55</td>
</tr>
</tbody>
</table>

#### MAIN OFFENCE GROUP

<table>
<thead>
<tr>
<th>Offence Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Crimes</td>
<td>4,785</td>
<td>4,847</td>
<td>4,837</td>
</tr>
<tr>
<td>Traffic Offences</td>
<td>3,924</td>
<td>3,922</td>
<td>3,811</td>
</tr>
<tr>
<td>Drug Offences</td>
<td>135</td>
<td>146</td>
<td>155</td>
</tr>
<tr>
<td>Immigration Offences</td>
<td>174</td>
<td>175</td>
<td>171</td>
</tr>
<tr>
<td>Property Crimes</td>
<td>171</td>
<td>211</td>
<td>69</td>
</tr>
<tr>
<td>Other Offences</td>
<td>171</td>
<td>211</td>
<td>55</td>
</tr>
</tbody>
</table>

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. As declared by inmates upon admission.
3. Inmates are tracked based on index (most serious) offence only.
4. Examples of ‘Other Offences’ include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.
CONVICTED PENAL ADMISSIONS

GENDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Convicted Penal Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>12,530</td>
</tr>
<tr>
<td>2013</td>
<td>12,774</td>
</tr>
<tr>
<td>2014</td>
<td>11,595</td>
</tr>
</tbody>
</table>

ADMISSION AGE GROUP

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31-40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41-50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51-60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt;60</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EDUCATION LEVEL

<table>
<thead>
<tr>
<th>Year</th>
<th>No Education</th>
<th>Primary</th>
<th>Secondary</th>
<th>Pre-U</th>
<th>Vocational</th>
<th>Tertiary &amp; Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MAIN OFFENCE GROUP

<table>
<thead>
<tr>
<th>Offence Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crimes Against Person</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crimes Against Public Order</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customs Offences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drug Offences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immigration Offences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Crimes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Offences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Offences</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

As declared by inmates upon admission.

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

5 Convicted Penal Admission figures show the number of inmate admissions for the calendar year.

6 Age as at admission.


8 Examples of 'Other Offences' include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.

9 As declared by inmates upon admission.

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

11 Examples of 'Other Offences' include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.
**STATISTICS**

**REMAND POPULATION**\(^{10}\) as at 31 December of each year

**GENDER**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Remand Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,100</td>
</tr>
<tr>
<td>2013</td>
<td>1,236</td>
</tr>
<tr>
<td>2014</td>
<td>1,306</td>
</tr>
</tbody>
</table>

**AGE GROUP**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td></td>
<td>59</td>
<td>22</td>
</tr>
<tr>
<td>21-30</td>
<td>22</td>
<td>310</td>
<td>122</td>
</tr>
<tr>
<td>31-40</td>
<td>517</td>
<td>127</td>
<td>22</td>
</tr>
<tr>
<td>41-50</td>
<td>371</td>
<td>956</td>
<td>422</td>
</tr>
<tr>
<td>51-60</td>
<td>156</td>
<td>126</td>
<td>172</td>
</tr>
<tr>
<td>&gt;60</td>
<td>23</td>
<td>126</td>
<td>157</td>
</tr>
</tbody>
</table>

**EDUCATION LEVEL**\(^{11}\)\(^{12}\)

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

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

- Commercial Crimes
- Crimes Against Person
- Crimes Against Public Order
- Customs Offences
- Drug Offences
- Immigration Offences
- Property Crimes
- Traffic Offences
- Other Offences\(^{13}\)

\(^{10}\) 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 and Telecommunication & Computer Related Offences.
STATISTICS

DRC INMATE POPULATION\(^{14}\) as at 31 December of each year

**GENDER**

- **Total DRC Population:**
  - 2012: 1,503
  - 2013: 1,617
  - 2014: 1,400

**AGE GROUP**

- **EDUCATION LEVEL\(^{15}\):**
  - 2012:
    - No Education: 787
    - Primary: 940
    - Secondary: 201
    - Pre-U: 25
    - Vocational: 115
    - Tertiary & Above: 75
  - 2013:
    - No Education: 940
    - Primary: 370
    - Secondary: 19
    - Pre-U: 7
    - Vocational: 11
    - Tertiary & Above: 75
  - 2014:
    - No Education: 787
    - Primary: 312
    - Secondary: 24
    - Pre-U: 7
    - Vocational: 24
    - Tertiary & Above: 75

\(^{14}\) 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.

\(^{15}\) As declared by inmates upon admission.
DRC INMATE ADMISSIONS\textsuperscript{16} as at 31 December of each year

**GENDER**

Total DRC Admissions 1,384

- 2012: 266 (Female), 1,118 (Male)
- 2013: 302 (Female), 1,072 (Male)
- 2014: 220 (Female), 919 (Male)

Total DRC Admissions 1,364

- 2012:
  - 2012: 266 (Female), 1,118 (Male)
  - 2013: 257 (Female), 1,107 (Male)
  - 2014: 919 (Male)

Total DRC Admissions 1,139

- 2012:
  - 2012: 1,118 (Male)
  - 2013: 220 (Male)
  - 2014: 919 (Male)

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

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>783</td>
<td>743</td>
<td>639</td>
</tr>
<tr>
<td>21-30</td>
<td>505</td>
<td>209</td>
<td>151</td>
</tr>
<tr>
<td>31-40</td>
<td>326</td>
<td>326</td>
<td>326</td>
</tr>
<tr>
<td>41-50</td>
<td>144</td>
<td>144</td>
<td>144</td>
</tr>
<tr>
<td>51-60</td>
<td>144</td>
<td>144</td>
<td>144</td>
</tr>
<tr>
<td>&gt;60</td>
<td>144</td>
<td>144</td>
<td>144</td>
</tr>
</tbody>
</table>

**EDUCATION LEVEL\textsuperscript{18}**

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

\textsuperscript{16} DRC inmate admissions show the number of DRC inmates admitted and are within the population as at the end of the respective year.

\textsuperscript{17} Age as at admission.

\textsuperscript{18} As declared by inmates upon admission.
**CRIMINAL LAW DETAINEE 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>2012</td>
<td>241</td>
<td>237</td>
<td>4</td>
</tr>
<tr>
<td>2013</td>
<td>200</td>
<td>196</td>
<td>4</td>
</tr>
<tr>
<td>2014</td>
<td>136</td>
<td>134</td>
<td>2</td>
</tr>
</tbody>
</table>

### Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>179</td>
<td>171</td>
<td>134</td>
</tr>
<tr>
<td>21-30</td>
<td>22</td>
<td>22</td>
<td>47</td>
</tr>
<tr>
<td>31-40</td>
<td>17</td>
<td>32</td>
<td>57</td>
</tr>
<tr>
<td>41-50</td>
<td>5</td>
<td>13</td>
<td>73</td>
</tr>
<tr>
<td>51-60</td>
<td>5</td>
<td>12</td>
<td>42</td>
</tr>
<tr>
<td>&gt;60</td>
<td>4</td>
<td>3</td>
<td>10</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>2012</td>
<td>10</td>
<td>18</td>
<td>24</td>
<td>22</td>
<td>52</td>
<td>77</td>
</tr>
<tr>
<td>2013</td>
<td>9</td>
<td>16</td>
<td>13</td>
<td>4</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>2014</td>
<td>5</td>
<td>27</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

### Type of Criminal Activity

- Drug Trafficking: 2012 = 10, 2013 = 9, 2014 = 12

---

19 cLD population provides the number of persons detained under the Criminal Law (Temporary Provision) Act and are within the population as at the end of the respective year.

20 As declared by inmates upon admission.
**CONVICTED PENAL RELEASES** as at 31 December of each year

- Total Convicted Penal Releases 2012: 12,818
- Total Convicted Penal Releases 2013: 12,687
- Total Convicted Penal Releases 2014: 11,955

**DRC RELEASES** as at 31 December of each year

- Total DRC Releases 2012: 1,152
- Total DRC Releases 2013: 1,257
- Total DRC Releases 2014: 1,350

**MAJOR INCIDENTS**

- FY 2012
  - Escape Rate: 2.0% per 10,000
  - Assault Rate: 23.4% per 10,000

- FY 2013
  - Escape Rate: 0.0%
  - Assault Rate: 28.5% per 10,000

- FY 2014 (until 31 December 2014)
  - Escape Rate: 0.0%
  - Assault Rate: 25.5% per 10,000

**RECIDIVISM RATES**

- DRC: 27.5%
- Penal: 27.5%
- Overall: 27.4%

**CAPITAL EXECUTIONS**

- Total in 2012: 0
- Total in 2013: 0
- Total in 2014: 2

---

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

22 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 prisons officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s).

23 Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.
Community Based Programmes

Emplacement Numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>CBP for Penal Inmates</th>
<th>CBP for DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1,290</td>
<td>697</td>
</tr>
<tr>
<td>2013</td>
<td>977</td>
<td>809</td>
</tr>
<tr>
<td>2014</td>
<td>1,011</td>
<td>885</td>
</tr>
</tbody>
</table>

Completion Rates

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Penal Inmates</th>
<th>DRC Inmates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>94.7%</td>
<td>84.7%</td>
</tr>
<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>
</tbody>
</table>

Employability Programmes

Employability Skills Training

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Training Places</th>
<th>No. of Inmates Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>21,093</td>
<td>5,640</td>
</tr>
<tr>
<td>2013</td>
<td>19,788</td>
<td>5,096</td>
</tr>
<tr>
<td>2014</td>
<td>22,504</td>
<td>5,462</td>
</tr>
</tbody>
</table>

Work Programmes

Average No. of Inmates Engaged in Work

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,245</td>
<td>4,200</td>
<td>4,183</td>
</tr>
</tbody>
</table>

Statistics

EMPLOYABILITY PROGRAMMES as at 31 December of each year

24 Employability Skills Training Programmes are provided by Singapore Corporation of Rehabilitative Enterprises (SCORE) to equip inmates with relevant job skills. SCORE’s training system is aligned to Singapore Workforce Development Agency’s (WDA) Workforce Skills Qualification (WSQ) framework. Examples of training offered include Workplace Literacy and Numeracy (WPLN), Employability Skills, certified Service Professional (cSP) and certified Operations Specialist (cOS). Vocational skills training such as the National ITE Certificate (NITEc) in Electronics, WSQ Operate Forklift and Certificate in Generic Manufacturing (cGM) are 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, positive work ethics and values are inculcated by immersing inmates in real work environments within prisons.
Promoted to the rank of Senior Assistant Commissioner GR8
Stanley Tang Soong Jing

Promoted to the rank of Senior Assistant Commissioner GR9
Chiew Hock Meng

Promoted to the rank of Assistant Commissioner GR9
Chow Chee Kin

Promoted to the rank of Superintendent of Prisons (1a)
Kuai Ser Leng
Chan Kai Yuen
Tan Hock Seng
Lim Siew Lin Doris
Tan Yew Teck
Faisal Bin Mustaffa
Chua Hwee Yen
Chin Soon Theen

Promoted to the rank of Superintendent of Prisons (1)
Yeo Fei Wan Mabel
Teo Siew Hoon, Magdalene
Mohamed Farik Bin Omar
Ang Kien Tiong
Phandeyan S/O Thangavellu
Chua Sio Ping
Karen Lee Tze Sein
Lim Ai Lian Caroline

Promoted to the rank of Deputy Superintendent of Prisons (2)
Abd Razak Bin Ahmad
Hon Tin Chee
Kalaivanan S/O Visvalingam
Shahril Bin Abdul Ghani
Quek Chun Ming
Sameyul Ameen S/O Haji Sulaiman
Chew Kia Liang
Gerard Edwin Gibson
Ten Eng Meng
Ranjit Singh S/O Surat Singh
Guoh Tjin Soon
Osman Bin Aspari
Ahmad Nikmatul bin Abdul Ghani
Yeoh Sung Kai, Stanley
Lim Hoe Leong
Koo Boon Wah
Mark Lee
Elgin Tan
Tong Teck Hong
Chua Cheng Wah
Ng Kheng Hong
Toh Hong Chuan
Chin Soon Theen
Chin Soon Theen
Promoted to the rank of Deputy Superintendent of Prisons (1)
Yeo Sung Kai, Stanley
Lim Hoe Leong
Koo Boon Wah
Mark Lee
Elgin Tan
Tong Teck Hong
Chua Cheng Wah
Ng Kheng Hong
Toh Hong Chuan
Chin Soon Theen
Chin Soon Theen

ACADEMIC PROGRAMMES

Yearly Enrolment

<table>
<thead>
<tr>
<th>Yearly Enrolment</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 points or less in ELMAB3 - English, Mathematics and Best 3 Subjects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least 1 'N' Level Pass</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>At least 3 'O' Level Passes</td>
<td>48.2%</td>
<td>48.2%</td>
<td>48.2%</td>
</tr>
<tr>
<td>5 or more 'O' Level Passes</td>
<td>27.7%</td>
<td>27.7%</td>
<td>27.7%</td>
</tr>
</tbody>
</table>

'Other courses' include short-term courses like English literacy classes and basic education programmes (primary to secondary level)

The criteria for promotion from Secondary 4 Normal (Academic) to Secondary 5 Normal (Academic) is an aggregate score of not more than 19 points in English Language, Mathematics and best three subjects (ELMAB3) and a Grade 5 or better for both English Language and Mathematics.
CIVILIAN OFFICERS PROMOTED

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 18
Charlotte Stephen
Jason Wong Meng Kok

PROMOTED TO THE RANK OF HOME TEAM SPECIALIST 10
Ong Tzong Hwah Gabriel

PROMOTED TO THE RANK OF MANAGEMENT EXECUTIVE 11
Lim Xuexun
Lim Yu Ting, Alice
Wong Jessie
Wong May Ying
Norriyana Binte Omar
Lau Kuan Mei

LIST OF OFFICERS RETIRED

From 1 Jan 2014 till 31 Dec 2014

<table>
<thead>
<tr>
<th>RANK</th>
<th>NAME</th>
<th>RETIREMENT DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSgt</td>
<td>Endon Binte Mohamed Noor</td>
<td>4/1/2014</td>
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<tr>
<td>Supt</td>
<td>Peck Tiang Hock</td>
<td>7/1/2014</td>
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<tr>
<td>CW 2</td>
<td>Achar Bin Kassim</td>
<td>28/1/2014</td>
</tr>
<tr>
<td>CW 2</td>
<td>Abdul Rashid Bin Abu Bakar</td>
<td>11/2/2014</td>
</tr>
<tr>
<td>Cpl</td>
<td>Azman Bin Ahmad</td>
<td>19/2/2014</td>
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<tr>
<td>CSO GR III</td>
<td>Lea Kean Hong, Alfred</td>
<td>1/3/2014</td>
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<tr>
<td>Cpl</td>
<td>Hassan Bin Mohd Lajim</td>
<td>5/3/2014</td>
</tr>
<tr>
<td>CW 2</td>
<td>Lau Chin Wang</td>
<td>28/3/2014</td>
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<tr>
<td>TSO Gr V</td>
<td>Ma Fatt Thang</td>
<td>25/4/2014</td>
</tr>
<tr>
<td>ASP</td>
<td>S.Raveendran</td>
<td>25/5/2014</td>
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<tr>
<td>TSO Gr IV</td>
<td>Siew Cheong Kean</td>
<td>5/5/2014</td>
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<td>TSO Gr IV</td>
<td>Yeo Chor Kew</td>
<td>1/6/2014</td>
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<tr>
<td>Sgl</td>
<td>Saroja D/O Kanthasamy</td>
<td>10/6/2014</td>
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<tr>
<td>SStgt</td>
<td>Rosli Bin Abu Bakar</td>
<td>28/6/2014</td>
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<tr>
<td>TSO Gr VIII</td>
<td>Ang Khong Hock</td>
<td>29/6/2014</td>
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<tr>
<td>SCW 1</td>
<td>Ng Poh Heng</td>
<td>8/7/2014</td>
</tr>
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<td>CW 1</td>
<td>Mushair Bin Sulaiman</td>
<td>4/9/2014</td>
</tr>
<tr>
<td>ASP</td>
<td>Tan Chiang Lin</td>
<td>31/12/2014</td>
</tr>
</tbody>
</table>
ALMANAC

COMMISSIONER OF PRISONS AWARD INDIVIDUAL TESTIMONIAL

DSP 2 Sameyael Ameen S/O Hajj Sulaman
DSP 1 Norman Bin Mohd Zain
ASP 2 Abdul bin Ahmad
ASP 2 Ang Hoi How Jen
ASP 2 Muhd Raizaluddin bin Abdul Razak
ASP 2 Sabrina Binte Rosman
ASP 1 Lim Kai Wei
RO 2 Seah Liang Cong Mohin
SCW 2 Abu Bakar bin Md Noor
SCW 1 Nasir bin Mohamed Yusof
SCW 1 Yeo Kee Siang
CW 2 Arau S/O Velmurugan
CW 2 Kiu Mei Fern
CW 2 Kock Hoe Khuan
CW 2 Lim Choon Leong, Jonathan
CW 2 Muhammad Saikin bin Sidik
CW 1 Lee Kang Tan
CW 1 Masajannah Binte Jumadi
S/Stg Jambukawsara Suresh Sarma
S/Stg Lee Lea San Joyce @ Lee Lea San
S/Stg Rosliah Bte Embi
MX 11A Soh Tee Peng William
MX 12 Jesseevan Kaur Dhot
MSO III Cheek Ah Hua Veronica

COMMISSIONER OF PRISONS AWARD TEAM COMMENDATION

YELLOW RIBBON RUN 2014
Sup t1 Eu Kok Kong Roy
Sup t1 Lee Kong Ann Jimmy
Sup t1 Teo Weiran
Sup t1 Tang Kiat Keer
Sup 2 Guoh Tin Soon
Sup 2 Soh Hwee Fion Yu
Sup 2 Teo Seng Boon Steven
Sup 1 Lim Chi Yong Leonard

ALMANAC

THE RECALL MANAGEMENT SYSTEM (RMS)
ASP 1 Yeoh Wei Ming
ASP 1 Nadhirah Fatihana Binte Suhaimi
CW 2 Lau Tai Leong
CW 2 Mohamed Ilhan Daousil Binti Anas
CW 1 Chen Lian Joahn
CW 1 Tan Soon Pong Andy
MX 12 Heng Jun Wei Alex

RESEARCH STATISTICS BULLETIN 03/2014
HTS 11 Jasmin Kaur
HTS 12 Leung Chi Ching
MX 11 Liaw Sze Wai

ESTABLISHMENT OF A COMMUNITY REHABILITATION CENTRE (CRC) FOR YOUNG DRUG OFFENDERS
Sup t1(A) Kar Hauhe Yea Carolyn
Sup t1(A) Rafidah Bte Suparman
Sup t1(A) Tan Bin Kiat
Sup 1 Hua Yee Huei Grace
Sup 1 Lee Chee Kwong
Sup 2 Loganathan S/O Vadiveloo
ASP 2 Moganapiya D/O Sandramohan
ASP 2 Teo Wei Quan Paula
ASP 1 Lim Wei Jat
ASP 1 Wong Jin Wen
MX 12 Pang Hong Xiang

OPERATIONALISATION OF CONDITIONAL REMISSION SYSTEM (CRS) AND MANDATORY AFTER CARE SCHEME (MAS)
Sup t1(A) Lim Beng Wee
Sup t1(A) Lim Guan Seng
Sup t1(A) Ou Kaiming
Sup 1 Lim Wei Jat
Sup 1 Lim Zhaolun
Sup 1 Lee Yong Se Elgar
Sup 1 Lim Zhuchun
ASP 1 Lum Chi Hoong
ASP 1 Nuruzra Binte Mohamad Jari
ASP 1 Ov Kaming
ASP 1 Sim Poh Cheng
RO 2 Chee Yean Felicia
RO 2 Nuha Binte Jali
RO 2 Tan Jin Kiat Edmund
CW 2 Sng Ying Bin
CW 1 Liu Zhiquan
S/Stg Muhammad Fazil bin Sapie
HTS 11 Ferrose Wayne Vincent
HTS 11 Teo Tze Siong
HTS 12 Jiang Yufan
HTS 12 Khairiah Kasim
HTS 12 Leow Yan Ling
HTS 13 Quah Shimei Jyssy
MX 11 Lau Kuan Mei

DSP 2 Ten Eng Meng
DSP 1 Ng Aik Boon Jeremy
DSP 2 Poh Choon Chuan
DSP 2 Tan Choon Ann
ASP 2 Lim Junhui Clifford
ASP 2 Chin Chuan Chee
SCW 2 Azman Bin Tahar
CW 2 Lee Wen Chi
CW 1 Tan Poh Eng
CW 1 Muhammad Fasal Bin Haron
CW 1 Lim Bin Kiat
S/Stg Siti Haryani Binte Hortil
S/Stg Norafiza Binte Mohd Rahim
MX 12 Aik Wei Ke

CONCEPTUALISATION AND IMPLEMENTATION OF THE ENHANCED DRUG REHABILITATION REGIME
Sup t1(A) Chong Feng Ping
Sup t1(A) Rafidah Bte Suparman
Sup 1 Hoo Poh San Kelvin
Sup 1 Kok Weng Chew
DSP 2 Fernandez Dominic Karl
DSP 2 Nikki Abdullah @ Won Tien Li
ASP 1 Chung Cher Chiang
ASP 1 Foo Yue Xuan Hattuise
ASP 1 Sim Jing Xun Cern
ASP 2 Chng Kuok Leong
ASP 2 Hoo Huen Luen Ottiya
ASP 1 Neo Ming Peng
ASP 1 Leong Ye S Elgar
ASP 1 Lim Zhuchun
ASP 1 Lum Chi Hoong
ASP 1 Nuruzra Binte Mohamad Jari
ASP 1 Ov Kaming
ASP 1 Sim Poh Cheng
RO 2 Chee Yean Felicia
RO 2 Nuha Binte Jali
RO 2 Tan Jin Kiat Edmund
CW 2 Sng Ying Bin
CW 1 Liu Zhiquan
S/Stg Muhammad Fazil bin Sapie
HTS 11 Ferrose Wayne Vincent
HTS 11 Teo Tze Siong
HTS 12 Jiang Yufan
HTS 12 Khairiah Kasim
HTS 12 Leow Yan Ling
HTS 13 Quah Shimei Jyssy
MX 11 Lau Kuan Mei

MANAGING THE TRANSITION OF NEW FACILITY MANAGEMENT MANAGER (FMM) FOR MHA’S PROPERTIES AT EAST ZONE
Sup t1(A) Lim Beng Wee
Sup t1(A) Lim Guan Seng
Sup 1 Cheam Tong Pheong
Sup 1 Law Chee Kiang
Sup 2 Guoh Tin Soon
Sup 2 Huang Shuxian
Sup 2 Lee Poh Huat Adrian
Sup 2 Liew Mye Fong Irene
Sup 1 Low Hwee Huea
Sup 1 Ng Aik Boon Jeremy
Sup 1 Ng Tiong Choon
MX 12 Lee Hue Xing
MX 10 Nur Faizah Binte Rosman
MX 11 Ravi Natarajal Patil
MX 13 Tan Kew Seng Charles
MX 10 Wong Jia Se
MX 10 Anvina D/O Manoo Naraindas
MX 12 Chua Shu Hui
MX 12 Kathleen De Laure
MX 12 Muzafar Muneeb Bin Mustafa
MX 12 Pang Hong Xiang

FABRICATION OF FILTERS CASING ON MECHANICAL VENTILATOR FANS (CLUSTER A & B) TO MITIGATE HAZE TO PROTECT LIVES
Sup t1(A) Lim Beng Wee
Sup 1 Cheam Tong Pheong
Sup 1 Law Chee Kiang
DSP 2 Guoh Tin Soon
DSP 2 Huang Shuxian
DSP 2 Lee Poh Huat Adrian
DSP 2 Liew Mye Fong Irene
DSP 1 Low Hwee Huea
DSP 1 Ng Aik Boon Jeremy
DSP 1 Ng Tiong Choon
MX 12 Lee Hue Xing
MX 10 Nur Faizah Binte Rosman
MX 11 Ravi Natarajal Patil
MX 13 Tan Kew Seng Charles
MX 10 Wong Jia Se
MX 10 Anvina D/O Manoo Naraindas
MX 12 Chua Shu Hui
MX 12 Kathleen De Laure
MX 12 Muzafar Muneeb Bin Mustafa
MX 12 Pang Hong Xiang

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ALMANAC

NATIONAL CYBER SECURITY INCIDENT
DSP 2 Boo Li Chek
ASP 1 Lim Wei Jat

JOINT OPS WITH CID & CBN TO ROUND UP ABDONEES
DSP 2 Lim Bee Peng
ASP 1 Lim Chew Hoe Vincent
ASP 1 Chong Kwan Thye
CW 1 Liew Koi Siong Martin
CW 1 Liew Chee Keong
CW 1 Ng Cheng Kok

DEVELOPING SPS’S INFRASTRUCTURE ROADMAP
Supt 1(A) Lim Beng Wee
Supt 1(A) Law Chee Xiang
DSP 2 Lee Poh Huat Adrian
Supt 1 Ng Aik Boon Jeremy
MX 12 Lee Hua-Xing
MX 12 Poh Jia Hui

DEVELOPING SPS’S TECHNOLOGY ROADMAP
Supt 1(A) Kuai Ser Leng
Supt 1(A) Koil Siar Leng
ASP 2 Chinnaiyan Chelliah
ASP 1 Lim Wei Jat

DEVELOPING SPS’S 5-YEAR PLAN
Supt 1(A) Abdul Karim S/O Shahul Hameed
Supt 1(A) Kuai Ser Leng
Supt 1(A) Lim Beng Wee
Supt 1(A) Mohd Haji Ali
Supt 1(A) Ng Wei Teck
Supt 1(A) Tan Khek Keong
Supt 1(A) Tan Swee Cheow
Supt 1(A) Tan Swee Chong
Supt 1(A) Tan Yew Kheow
Supt 1(A) Tiong Yih Kwan

SWIFT RESPONSE IN PREVENTING INMATE’S SUICIDE
DSP 1 Dennis Kochukutty
SCW 2 Mahendran S/O R Marimuthu
CW 1 Mohammad Siddik Bin Mohammad Hassain
CW 1 Mahendran S/O R Marimuthu
CW 1 Nabil Fadzil Bin Abdul Aziz

INTRODUCTION OF WORKPLACE SAFETY INDUCTION BOOKLET
DSP 2 Ranjit Singh S/O Surat Singh
DSP 1 Lim Hung Khian Nelson
SCW 1 Ng Meng Huat Michael
Supt 1 Tan Normawan & Norman Abdullah Tan

SETTING UP OF TELEPHONY SYSTEM IN B4
DSP 2 Quek Chun Ming
DSP 1 Chew Shi Jie Martin
ASP 2 Asma Bin Suart
Sgt Ahmad M. Putra bin Ab. Rahman
Cpl Jamilah Binte Ali

SWIFT MANAGEMENT OF WATER DISRUPTION
SCW 1 Nasir Bin Mohamed Yusof
CW 1 Abdul Rauf Bin Mohamed
CW 1 Fernandez S/O M Joseph
CW 1 Lee Yuen Nam @ Hady
CW 1 Mohd Nazri Bin Ja’afar
CW 1 Saiful Rizal Bin Ahmad

SETTING UP OF TRAINING KITCHEN IN B4
DSP 2 Guo Tian Soon

CORRECTIONS
SINGAPORE PRISON SERVICE ANNUAL REPORT 2014
**KEEN OBSERVATION ON INMATE WITH ABNORMAL BEHAVIOUR AND PROMPT FOLLOW UP WITH MEDICAL SERVICE PROVIDER IN SAVING INMATE’S LIFE**

ASP 1(P) Suhaimi Bin Nasrain
ASP 2 Lim Cher Hiang
RO 2 Wong Wei Peng
CW 1 Rohazait Bin Roslan
S/Sgt Wee Kim Chye

**IDENTIFICATION OF POLICE SUSPECT WHO WAS INVOLVED IN AN ISLAND WIDE UNLICENSED MONEYLENDING HARASSMENT CASES**

CW 2 Lee Kee Wee
CW 1 Lim Boon Hwee
CW 1 Mohamed Ashar Bin Mydin

**OUTSTANDING WORK IN PROVIDING VITAL INFORMATION OF ABDONEEES TO POLICE**

DSP 2 Lim Bee Peng
DSP 2 Shahri Bin Abdul Ghani
DSP 1 Thio Kok Sing
ASP 1 Chong Kwan Thye
CW 2 Lee Kok Wei
CW 2 Wong Wei Ling
CW 1 Kepal Singh
CW 1 Lim Boon Hwee
CW 1 Mohamed Ashar Bin Mydin
S/Sgt Nurinda Bte Bari

**MANAGEMENT OF SPECIAL OPS FOR PACP INMATE**

Sup 1 Teo Siew Hoon Magdalene
DSP 2 Vimala D/O Maruthia

**COMMISSIONER OF PRISONS AWARD TEAM TESTIMONIAL**

SCW 1 Saga Devan Reddy
ASP 1-P Mohd Solhi bin Solihin
ASP 2 Shok Hock Meng
CW 2 Tan Wee Kiat Akin
CW 1 Abdul Wahid Bin Omar
CW 1 Mohamed Hainul Bin Abdul Razak
CW 1 Mohamed Mustakir Bin Yusoff
CW 1 Soong Seng Veng
CW 1 Suresh Kumar S/O K Rajoo
S/Sgt Ghairdi S/O Rangasamy
Sgt Idi Bashar bin Md Dzikore
Sgt Iman Bin Mohd Arisak
Sgt Nur Hairina Bte Sanir
Sgt Nur Radiah Bte Abdul Rahman
Sgt Yap Ban Lye
Sgt Pang Shi Ting
Sgt Sufian bin Abdul Rahman
Sgt Syahruizwan bin Mohd Shams

**PROMPT ACTION IN RENDERING MEDICAL ASSISTANCE TO INMATE’S FAMILY MEMBERS AT VISIT AREA**

ASP 1 Ong Soo Wee
ASP 1 Suhaimi bin Nasrain
ASP 2 Wong Sin Min
S/Sgt Ng Chong Koon Damen
S/Sgt Suhaimi bin Mohd Noor
Sgt Zulfadli bin Rosli

**WATER SUPPLY DISRUPTION IN CLUSTER A**

ASP 2 Lim Hoe Leong
ASP 1 Lou Soon Leong
ASP 1 Mohamed Ali bin Ismail
ASP 2 Phua Swee Huat
ASP 2 Tio Chong Lian Dylan
ASP 2 Then Poh Meng Dominic

**ENHANCING PUBLIC TRUST THROUGH WORK REVIEW AND IMPLEMENTATION OF NEW INITIATIVES**

DSP 1 Sim Jin Xin Cem
ASP 2 Die Zilva Letinia Natasha Phee
ASP 2 Hoo Hau Luan Ostina
ASP 2 Tan Su Li Lee Paul
ASP 1 Tan Eng Chay
RO 2 Kannan S/O Kalliya Perumal
CW 1 Paige Kong
CW 1 Tan Hock Guan
S/Sgt Cai Juhon
S/Sgt Fauziah Binte Ismail
S/Sgt Xu Yencou
Sgt Mohamad Yasin bin Omar
MX 12 Loo Sin Hwee

**PREVENT ESCALATION OF SABOTAGE ACTIVITIES IN WORKSHOP - B1 II**

DSP 1 Leong Say Shan Anderson
CW 2 Ismail bin Ibrahim
CW 1 Soh Chuan Heng

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**BEST IIT**

ASP 2 Tsay Cheong Heng
SCW 1 Tan Yu Hong Adrian
CW 1 Muhammad Faizan bin Karoman

**DEVELOPING THE IMPLEMENTATION BLUEPRINT FOR SPS’S 5-YEAR PLAN**

Sup 1(A) Lam Mong Tong
Sup 1(A) Ng Gao Tong
ASP 1 Poh Cheon Chin Leon
ASP 2 Ang Wee Chong Sean
ASP 2 Chin Chee Chee
ASP 2 Goh Chun Peng
ASP 2 Goh Shulin Charmaine
ASP 2 Leong Chea Ming Luke
ASP 2 Loh Mei Jing
ASP 2 Neo Ming Feng
ASP 2 Tan Wei Zi
ASP 1 Loh Kian Lest
ASP 1 Luo Shuzhen
MX 10 Wong Hui Hannah
MX 10 Wong Jessie
MX 12 Poh Jia Hui
MX 12 Queh Peng Ling
MX 12 Yeo Jing Ji Joycelyn

**TRAINING FOR OFFICERS WORKING WITH REFORMATIVE TRAINEES**

MX 11 Nicholas Rapahel Netto
MX 11 Soon Yuet Chuen Elaine
MX 12 Kalvinder Singh
MX 12 Siti Nurzaitah Binte Ishak
MX 12 Yeung Hoi Yan Jessie

**SWIFT ARRANGEMENT TO UNDERGO NIGHT KIDNEY TRANSPANT**

DSP 1 Shahzan Bin Rashid
CW 2 Ang Yong Wee
CW 2 Chew Mun Kiong
CW 2 Terrence D’Silva
CW 1 Suresh Kumar S/O K Rajoo
CW 1 Wong Loo Sun
Sgt Wee Teck Soon

**REINTEGRATION PUZZLE PRESENTERS**

HTS 11 Lim Xiang Bin
HTS 12 Avrina D/O Manoo Narainadas
HTS 12 Quek Shimai Jersym
HTS 12 Shamala D/O Gopalkrishn
HTS 12 Yasmin Anamed
MX 11 Ibrahim Bin Abdul Ali
MX 11 Wong May Ying
MX 12 Chee Li Ying Charmaine
MX 12 Chew Beng Kui
MX 12 Gwee Sio Ling Diana
MX 12 Huang Shireen
MX 12 Jessween Kaur Dhot
MX 12 Julian Addison S/O Anthony Samy
MX 12 Katherine Peh
MX 12 Kommatha D/O Rajendar
MX 12 Lim Hui Ying
MX 12 Lim Yiyang Thomas
MX 12 Nazia Binte Abdul Hamid
MX 12 Nur Azylin Binte Hamzah
MX 12 Nur Yasmin Binte J Faisal
MX 12 Nurhalizawati Binte Hussain
MX 12 Poh Xu Ting
MX 12 Ratiis Binte Naser
MX 12 See Li Cheng
MX 12 Siti Mariam Binte Mohamed Buang
MX 12 Siti Nurzaitah Binte Ishak
MX 12 Tan Yan Ling Michelle
MX 12 Tan Jie Jin Sarah

**POWER TURN ON FOR NEW HQ**

Sup 1(A) Lim Beng wee
Sup 1 Ang Kian Tianong
ASP 2 Chan Chooi Kot Roger
ASP 2 Then Poh Meng Dominic
Ag RO 1(P) Yap Ah Oon

**COMPETITION FOR COMMENDABLE TEAM EFFORTS IN CLUSTER A (ACCOUNTS)**

ASP 2 Ong Hock San
CW 2 Tong Quek Heong

**ALMANAC**
SETTING UP OF NEW CABIN OFFICE
S/Sgt Arman Bin Salm
S/Sgt G Mohan S/O Gopalan
MX 12 Nurshah Binte Abdullah

REPAIR OF KEY INSTALLATIONS
SCW 1 Nasir Bin Mohamed Yusoff
CW 2 Slow Kient Fung
CW 1 Ho Siew Thong
CW 1 Lee Xuan Nam @ Hady Muhammad Lee
CW 1 Tan Kim Tjin
S/Sgt Arman Bin Salim
S/Sgt G Mohan S/O Gopalan
S/Sgt Ho Meng Chee
Sgt Lopman Hakeem Bin Mohammad Padik
Sgt Mohd Razeel Bin Bidin
Sgt Rajendran S/O Asokkumaran
Sgt Mohd Reezal Bin Bidin
Padik S/Sgt Loqman Hakeem Bin Mohamad
S/Sgt Ho Meng Chee
S/Sgt G Mohan S/O Gopalan
S/Sgt Arman Bin Shian

SETTING UP NEW CAPABILITY - INFORM CELL AND NEWSPAPER WORKSHOP
DSP 1 Ho Kim Teck
DSP 1 Low Sook Funn June
RO 2 Han Yao Fong Wilson
RO 2 Muhammad Ali Bin Mohd Noor
SCW 1 Choo Geok Lay
CW 1 Keok Khee Seng
CW 1 Lee Hui Hoon
CW 2 Lim Bee Hong
CW 1 Lim Boon Kea
CW 1 Noorazliah Binte Sahari
CW 1 Nur Kalyiah Binte Sah/awi
CW 1 Saah Lee Ping Kenny
CW 1 Teng Boon Heng Daniel
CW 1 Toh Wen Xuan Amanda
CW 2 Vijaya D/O P R P Kamiluthu
CW 1 Yek En Siong
CW 1 Zulkarnain Binte Abdullah
S/Sgt Christina Binte Sena Wee
S/Sgt Lay Tak Sing
S/Sgt Mohd Adly Adly Bintu Abdul Ghani
S/Sgt Noordinah Bin Yunos
S/Sgt Palani S/O Thangaveloo
S/Sgt Rosliayy Binte Emli
Sgt Iradi Binte Abdul Latip

MANAGEMENT OF DISRUPTIVE INMATES
ASP 2 Poh Sisk Hoon
RO 2 Tan Ae Ping
RO 2 Tan Shi Ling
RO 2 Tan Yu Fang Sherry
SCW 1 Norjaniah Binte Mohammad Azhar
CW 1 Siti Hawa Binte Ahmad Saleh
S/Sgt Lau Min Shan
S/Sgt Monaliza Binte Mohamed
S/Sgt Norsa Binte Mansajur
Sgt Nurzatin Binte Abu Bakar
Sgt Shazwari Binte Jumat

PROMPT ACTION & RECTIFICATION UPON DISCOVERY OF FORCED OPENING AT KCP
DSP 2 Yim Pui Fun
DSP 1 Saiful Ali Bin Rizman Ali
CW 2 Chong Kum Leong
S/Sgt Samrujum S/O Balakrishnan
S/Sgt Suhaimi Binte Mohd Noor
Sgt Tan Kian Lye
Sgt Mohammad Zulkiflee Binte Bagari
Cpl Nur Muhammad Bin Rossali

REVIEWS OF OPERATIONS IN CWP MEDICAL CENTRE
ASP 1 Long Ying Ying
S/Sgt Cheang Wei Ting
S/Sgt Notherdawati Binte Samshuli Bahri

SECURING OF COMMUNICATION SETS FROM SPF WITH SAVINGS
RO 2 Tan Wai Chuan
CW 1 Mohamed Faizal Bin Abdul Hafl
CW 1 Mohamed Israq Bin Mohamed
CW 1 Mohamed Faizal Bin Abdul Hafi
CW 1 Mohamed Israq Bin Mohamed
CW 1 Yee Kian Fung
CW 1 Yee Kian Fung
CW 2 Vijaya D/O R P Kalimuthu
CW 2 Lee Yuek Ping
CW 2 Mohamed Israq Bin Mohamed
CW 2 Mohamed Faizal Bin Abdul Hafi

ADDITION/MENTAL HEALTH TRAINING WORKGROUP
SCW 1 Koh Chian Meng
MX 12 Auyang Sih He Yaw Harri
MX 12 Chan Ken Sun
MX 12 Kathleen De Laure
MX 12 Rahiza Binte Naser
MX 12 Sedryn Yap
MX 12 Sea Li Chong

REVIEW OF DRO SUPERVISION CONDITIONS
Sup 1(1) Rafidah Binte Suparman
Sup 1 Hoo Poh San Kalvin
Sup 1 Shaphardson Olivia Gienieva
ASP 2 Sabrina Binte Rosman
S/Sgt Azam Zakuddin Tan
Sgt Chan Siew Ling
MX 11A Soh Pei Peng William
MX 11 Norriyanah Binte Omar
MX 12 De Silva Chelsia Don Tonta
MX 12 Jessewan Kaur Dhot
MX 12 Tan Yew Song
MX 12 Thiliviy D/O Thiayi Rajan
MSD IV Wang Kian Hwa

SETTING UP COMMUNITY CORRECTIONS COMMAND
Sup 1 Hoo Poh San Kalvin
Sup 1 Kok Wang Cheow
Sup 1 Shaphardson Olivia Gienieva
DSP 2 Goh Poh Kwang Paul
DSP 2 Goh Song Huat Edwin
DSP 2 Ng Boon Aur
DSP 2 Ng Tanny
DSP 1 Haryana Bte Mohammed
DSP 1 Lin Lay Khim
ASP 1 Nglam Siew Wei June
RO 2 Tan Yi Ru
CW 2 Koh Chai Hook
CW 1 Chua Chee Horng
S/Sgt Azman Zakuddin Tan
MX 10 Wong Meng Kok Jason
MX 11A Soh Pei Peng William
MX 11 Ahmad Hesin Bin Peasun
MX 11 Haslinjia Binte Shonib
MX 11 Norriyanah Binte Omar
MX 11 Ong Chee Khoon
MX 11i Wong May Ying
MX 12 Auyang Sih He Yaw Harri
MX 12 Cheng Peazi
MX 12 Cheong Ling Ying
MX 12 Ling Hsianhong Hanzel
MX 12 Muzafar Muneer Binte Mustafa
MX 12 Sedryn Yap
MX 12 Tan Qian Ying Jeraldine

REVIEW OF OPS PLAN (QUARANTINE CENTRE)
CW 2 Koh Chai Hook
CW 1 Chen Lilen Joann
CW 1 De Souza Ryan Blake
CW 1 Lai Fook Heng Ronnie
S/Sgt Ng Bee Teng
S/Sgt Tan Phow Gekk
Sgt Mahendra S/O Moughan
Sgt Subramian S/O Arathla
Sgt Thayalan Manogan

CLUSTER D SITE – DEVELOPMENT OF HIGH SECURITY FENCE AND MULTI-PURPOSE FIELD PROJECT
Sup 1(1) Lim Beng Wee

OUTSTANDING CAPTAINS OF LIVES AWARD
DSP 2 Lim Tee Hock
DSP 1 Sim Hoon Peck
ASP 2 Cheng M Chuin
ASP 2 Lim Soo Eng
ASP 2 Thilagavathi D/O Doraisamy
ASP 1 Leow Khee Siong Alan
ASP 1 Sim Poh Cheng
RO 2(1) Thong Kian Yong
SCW 1 Chan Seok Ling
CW 2 Abdul Rahim Bin Abdul Rahman
CW 2 Rosalie Chai
CW 1 Dui Siew Hoo
CW 1 Normah Binte Omar
S/Sgt Au Yan Ting

EXCELLENT TEAMWORK IN MANAGING THE OPERATIONALISATION OF CRS AND OTHER HIGH PROFILE CASES
DSP 2 Lim Tee Hock
DSP 1 Sim Hoon Peck
ASP 2 Cheng M Chuin
ASP 2 Lim Soo Eng
ASP 2 Thilagavathi D/O Doraisamy
ASP 1 Leow Khee Siong Alan
ASP 1 Sim Poh Cheng
RO 2(1) Thong Kian Yong
SCW 1 Chan Seok Ling
CW 2 Abdul Rahim Bin Abdul Rahman
CW 2 Rosalie Chai
CW 1 Dui Siew Hoo
CW 1 Normah Binte Omar
S/Sgt Au Yan Ting

BEST UNIT AWARD
Admiralty West Prison
NATIONAL DAY AWARDS

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)
Supt 1(A) Abdul Karim S/O Hussein Abduallah
Supt 1(A) Vaera Purimal S/O Meyappan

THE COMMENDATION MEDAL
DSP 2 Logonathan S/O Vadiveloo
MX 10 Abdul Wahab Bin Hussein Abduallah

THE EFFICIENCY MEDAL
ASP 2 Chang Mui Chw
ASP 2 Ang Chye Sze
CW 2 Lee Chai Soon
CW 1 Hoo Soo Fook
S/Sgt Chen Siew Man
S/Sgt Choo Sau Mei
S/Sgt Selva Selvam S/O Ramalingam
S/Sgt Yau Soon Bin Hassan

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

EXCELLENT SERVICE AWARD

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

LEAD IN CONTRIBUTIONS TOWARDS ENVIRONMENTAL SUSTAINABILITY

SINGAPORE PRISON SERVICE ANNUAL REPORT 2014
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.