

REHABILITATION & REINTEGRATION DIVISION



BUILDING A SEAMLESS THROUGH-CARE SYSTEM

THE REHABILITATION AND REINTEGRATION DIVISION (RRD) CONSISTS OF THREE STAFF UNITS (PROGRAMME MANAGEMENT, REHABILITATION POLICY & PLANNING, COMMUNITY & FAMILY ENGAGEMENT) AND ONE LINE UNIT (EDUCATION BRANCH).

RRD OVERSEES REHABILITATION WORK AT EACH SPECTRUM OF INCARCERATION (I.E. UPSTREAM/COMMUNITY BASED SENTENCING, INCARE AND AFTERCARE), AS WELL AS COLLABORATES WITH COMMUNITY PARTNERS AND OTHER HOME TEAM DEPARTMENTS TO FURTHER DEPARTMENTAL OBJECTIVES IN REHABILITATION AND CORRECTIONS.

REVISED HALFWAY HOUSE SERVICE MODEL (HSM)

The Halfway House Service Model (HSM) was first implemented in 2010 to enhance the rehabilitative programmes at the halfway houses to better meet the needs of offenders housed there. A review of the HSM was initiated in 2012, and the revised HSM was subsequently implemented in November 2013 in eight participating halfway houses. The main changes to the HSM include a revision to the funding model and the introduction of a basic curriculum, where all halfway houses would be required to conduct a structured drug intervention programme to address the offenders' re-offending behaviour and aid them in their reintegration.

EXPANSION OF VOLUNTEER POOL

Over the years, RRD has continued to expand its community collaboration and engagement efforts. As of end December 2013, there were over 1,650 volunteers offering their time to




come into Prisons to assist offenders in their rehabilitation and reintegration, either through the provision of religious counselling or befriending services. In order to provide more relevant information to attract potential volunteers, RRD has also developed a Volunteer Information Kit in 2013. In addition, an open house was organised in November 2013 to allow potential volunteers / befrienders to better understand the nature of volunteering in Prisons.


PREPARATION FOR MANDATORY AFTERCARE SCHEME (MAS)

The Mandatory Aftercare Scheme (MAS) is intended to provide high-risk offenders with greater scaffolding and supervision after their release. Following extensive consultation with external stakeholders, legislative amendments were made in January 2014 to introduce the Conditional Remission System (CRS) and MAS. RRD would continue to work with key stakeholders to prepare for the implementation of MAS in 2014.

CAPTAINS OF LIVES



SSG KALWINDERJEET SINGH S/O JAGGEET SINGH



“Show me the leader and I will know his men, show me the men and I will know their leader”- Arthur W. Newcomb,

In my short career so far, one inspiring leader that I would like to mention is my former OC, DSP Zainal Abidin. Mr Zainal is exemplary officer and a positive role model to me. As an officer who does not fail to appreciate the good work done by the staff, while at the same time, not hesitating to correct wrongs when required, he has taught me how to be a good leader.

He has inspired me to be a good leader and colleague, and to lead anyone that is willing to be led.

REHABILITATION & REINTEGRATION DIVISION



NEW ELECTRONIC MONITORING SYSTEM (EMS)

In view of the anticipated increase in the number of offenders emplaced in the community, there is a need to better leverage on technology to supervise these offenders and monitor if they adhere to their prescribed curfew hours. As the technology used in the previous Electronic Monitoring System (EMS, commonly referred to as 'tagging') was dated, RRD worked with both the Technology Branch and Logistics Branch to establish a new contract in 2013. The new EMS introduces better technology to monitor offenders emplaced on Community-Based Programmes (CBP) and other forms of supervision such as the future MAS. For example, the new EMS allows for monitoring via Global System for Mobile Communications (GSM) and Global Positioning System (GPS), hence eliminating the requirement for offenders to install fixed phone lines before being eligible for CBP. The new system has been implemented in early 2014.

HIGHLIGHTS

COMMUNITY REHABILITATION CENTRE (CRC)

As part of the recommendations made by the Taskforce on Drugs (TFD), RRD has worked with key internal and external stakeholders, such as CNB, SPCSC, PCR, Infrastructure Development Branch (IDB) and Technology Branch, to establish the Community Rehabilitation Centre (CRC).

The CRC houses male drug abusers aged between 16 to 21 years old. The facility is intended to enhance the upstream intervention for young drug abusers by minimising disruption to their daily lives and mitigating the risk of contamination from repeat abusers. The CRC regime comprises a structured residential component with counselling programmes in the evenings, while allowing the youths to continue with their education or employment during the day.

ENHANCED DRUG REHABILITATION REGIME

Apart from the CRC, one other TFD recommendation was to restructure the Drug Rehabilitation Regime. Under the Enhanced Drug Rehabilitation Regime, a differentiated approach to the treatment of drug offenders would be adopted, where rehabilitative interventions would be aligned to the drug offenders' general risk of re-offending and their level of dependency on drugs. Mandatory supervision and booster sessions would also be extended to those assessed to require additional support in the aftercare phase. The Enhanced DRC Regime was implemented in the first quarter of 2014.

EXPANSION OF YELLOW RIBBON COMMUNITY PROJECT (YRCP)

The Community Outreach Project (COP) started in 2010, has been renamed as the Yellow Ribbon Community Project (YRCP) to better leverage on the successful branding of the Yellow Ribbon Project (YRP). As of end December 2013, 60 grassroots divisions are involved in YRCP, and the project has been fully implemented in 38 grassroots divisions. SPS has also successfully connected with at least one grassroots division from each of the Group Representation Constituency. There are more than 520 trained YRCP volunteers, and about 1,300 offenders' families have been referred for assistance through this project. A total of five community televisit facilities have also been set up in the Admiralty, Thomson-Toa Payoh, Kaki Bukit, Nanyang and Chong Pang divisions. The Admiralty and Tampines divisions are also participating in the Befriending Programme where grassroots volunteers befriend the inmates residing in their division from the final 10 months of their incarceration to six months after their release.

RRRD



ROLES & FUNCTIONS

PLANNING AND PROVISION OF REHABILITATION AND REINTEGRATION PROGRAMMES AND SERVICES FOR INMATES TO FACILITATE THEIR EVENTUAL REINTEGRATION BACK INTO SOCIETY.

CORPORATE SERVICES DIVISION



A ROBUST SUPPORT SERVICE

FOR AN EVOLVING WORLD CLASS PRISON SERVICE

HIGH TECH AND HIGH TOUCH INITIATIVES WHERE THE LIVES OF BOTH INMATES AND OFFICERS CAN BE IMPACTED BY EVOLVING TECHNOLOGICAL ADVANCEMENTS;

STRONG INFRASTRUCTURAL DEVELOPMENT AND PLANNING TO ENSURE OUR PRISONS ARE SAFE, SECURE, EFFICIENT AND FUNCTIONAL;

LOGISTICAL EXCELLENCE TO MAKE SURE STAFF ON THE GROUND ARE WELL-EQUIPPED AND SUPPORTED; AND

A STRONG ADMINISTRATIVE AND FINANCE DEPARTMENT TO ENSURE ACCOUNTABILITY AND DOCUMENT INTEGRITY.

SPS is constantly re-making and developing itself as an organisation at the forefront in the fields of corrections and rehabilitation. It is Corporate Services Division's responsibility to ensure that SPS is adequately supported as it embarks on new strategic directions to improve and enhance security operations and rehabilitation programmes. In 2013, the division focused on three Key Thrusts to ensure that SPS is adequately equipped to face future challenges:

CREATING A SAFE AND CONDUCTIVE WORK ENVIRONMENT: KEY DEVELOPMENT PROJECTS

In 2013, Corporate Services Division accomplished several major milestones in our ongoing infrastructure projects:

- i) Construction of the New Prison HQ commenced, with Director of Prisons officiating the groundbreaking for the site;
- ii) With funding and approval secured for Selarang Park Complex (SPC), the SPC Project Team kicked off the Detailed Design for the complex in October 2013. The Detailed Design is expected to be completed in 2014; and
- iii) The secured outdoor multi-purpose field for inmates in CPC was completed in early 2014.

Aside from improving our current capabilities and increasing capacity, these initiatives will be essential in cultivating a dynamic, efficient and creative workforce to prepare for a rapidly changing corrections and rehabilitation landscape.



OPERATIONAL VEHICLE REPLACEMENT PROGRAMME (VRP)

This is a three-year vehicle replacement programme which ensures that SPS's vehicle fleet is able to support its operational needs. In this programme, a total of 24 vehicles were replaced from year 2012 to 2014. The new Maria Bus is uniquely designed for inmate transport and has been custom built to meet the stringent specifications and operational needs of SPS. Specific design considerations based on lessons learnt from older models have been factored in so as to improve the vehicle in terms of reliability, security and comfort.

LEVERAGING ON TECHNOLOGY TO ENHANCE THE DEPARTMENT'S CAPABILITIES

ENTERPRISE ARCHITECTURE

Technology has always been a key feature of our prisons, with SPS boasting a state-of-the-art Integrated Security System (ISS). However, due to rapid improvements in technology, SPS has to constantly introduce new systems to remain relevant. To provide a long-term solution for this issue, Corporate Services Division established an Enterprise Architecture platform from which all future systems could be created, launched and maintained. This would ensure that all future systems work in

tandem seamlessly, thereby improving efficiency, security and resilience. It represents a paradigm shift in SPS's approach to technology.

ELECTRONIC SERVICES FOR REHABILITATION & REINTEGRATION ADVANCEMENT (ESSRA)

At present, SPS operations include many manual processes, such as the handling of inmates' letters, books, requests, etc. Such processes are both tedious and time-consuming.

ESSRA allows essential rehabilitation data to be captured digitally so as to improve operational processes and allow staff to channel their energies from administrative work to the rehabilitation of inmates through purposeful interactions.

STRENGTHENING GOVERNANCE IN RESOURCE MANAGEMENT

As risk is likely to increase proportionally with operational complexity, there is a need to strengthen the processes by which SPS manages and mitigates risks.

While there are controls in place to meet the requirements imposed by regulators and internal policies, SPS still has to provide an environment that inculcates strict compliance in resource management.

CORPORATE SERVICES DIVISION



HIGHLIGHTS

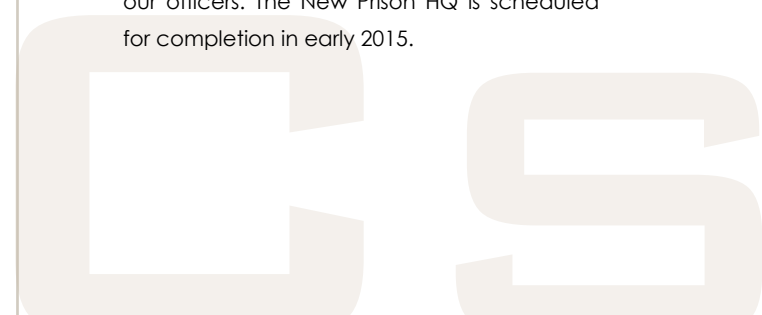
NEW PRISON HQ: WORK, PLAY, LEARN

The construction of the New Prison HQ, which began in January 2013, marks a significant milestone in the history of SPS. Home to both the Prison and SCORE headquarters, the facility will be situated adjacent to the Changi Prison Complex for greater operational efficiency.

Specific areas for working, recreation and learning were deliberately created and integrated during the detailed design process with the aim of promoting work-life balance, family activities and healthy lifestyle among our officers. The New Prison HQ is scheduled for completion in early 2015.

WINNING THE SERVICE INNOVATION AWARD AT THE 2013 FUTUREGOV SUMMIT

In October 2013, SPS won the Service Innovation Award at the FutureGov Summit 2013 held in Phuket, Thailand. The FutureGov Summit is one of the biggest events where top officials from the region's public sector come together to discuss new technological trends in the public sectors. The project submitted for the award was the Prison Medical System (PrisMS), which enables the automation of work processes for medicine packing and dispensing.



ENHANCED FRAMEWORK TO STRENGTHEN COMPLIANCE IN FINANCE AND PROCUREMENT

To improve the level of compliance pertaining to finance and procurement matters in SPS, the Finance & Administration Branch and Logistics Branch have put in place a set of coordinated and integrated approaches that look into:

- i) Keeping our officers abreast of the latest key financial directives and important procurement guidelines through periodic broadcasts;
- ii) Enhancing staff knowledge by organising customised courses to equip them with the relevant finance and procurement skill sets;
- iii) Assessing and reviewing existing controls through regular internal audits in high risk areas; and
- iv) Streamlining SPS procurement processes in line with the Centralised Procurement System at MHA



ROLES & FUNCTIONS

TO OVERSEE THE FOUR MAJOR AREAS OF FUNCTIONAL SUPPORT IN SPS: TECHNOLOGY; INFRASTRUCTURE; FINANCE & ADMINISTRATION; AND LOGISTICS.

INTELLIGENCE DIVISION



INTELLIGENCE DIVISION THE UNSEEN DEFENCE

INTELLIGENCE IS A VITAL ELEMENT IN PRISON OPERATIONS, ENTRUSTED WITH THE RESPONSIBILITY OF ELICITING AND ANALYSING INFORMATION TO FACILITATE BETTER DECISION-MAKING.

UNDESIRABLE INCIDENTS SUCH AS ESCAPES, RIOTS AND RACIAL CONFLICTS ARE ALL KEPT AT BAY WITH OUR OFFICERS WORKING RIGOROUSLY BEHIND THE SCENES, ENSURING A SAFER ENVIRONMENT FOR BOTH STAFF AND INMATES.

WORKING AS A TEAM TO BE ONE STEP AHEAD

The right information must get to the right people at the right time. On the ground, Institution Intelligence Teams work in tandem with operational staff and partners like volunteers, counsellors and medical staff to detect tension, prevent untoward incidents and thwart illicit activities. Such close cooperation and teamwork between intelligence and operational staff have led to better inmate management and maintained a high level of security within the institutions.

With the advent of the Information Age, the supply of information available to decision makers has multiplied exponentially. Intelligence analysis becomes increasingly important as a lever to manage and harness this surge in information. Our Intelligence Analysts have worked closely with Cluster Intelligence Units to monitor significant changes in our inmates' discipline and offending trends to identify potential risks that need to be dealt with proactively.

ENHANCING INTELLIGENCE AWARENESS

To enable Intelligence Officers to keep pace with the changing inmate profile and operating environment, Intelligence Division (ID) continued to emphasise on enhancing the skills and capabilities of our officers through training. Such training covered general development



as well as specialised intelligence training, equipping Intelligence Officers with the relevant knowledge to effectively meet the expanding scope of their work.

ID also contributed to the training of officers undergoing the Basic Officer Course. Through lectures, case studies and discussions, ID covered relevant topics such as the role of gangs in inmates' subculture, common tension indicators on the ground and management strategies.

COLLABORATING WITH OUR HOME TEAM PARTNERS

Our prisons offer immense opportunities to learn about the criminal mind and criminals' modus operandi. ID is committed to the building of strong ties with our fellow Home Team counterparts and collaborating with one another to enhance our overall capabilities. By sharing vital information on criminal activities outside prisons with our Home Team counterparts, we have contributed to their efforts in the detection and prevention of crimes.



INTELLIGENCE DIVISION



GOING THE NEXT STEP

SPS actively leverages on intelligence to monitor and mitigate risks relating to inmates' safety and operations. Our intelligence systems monitor significant changes in our inmates' discipline and offending trends so as to identify potential risks that need to be dealt with proactively. With the aftercare landscape rapidly expanding and becoming more complex, ID is constantly reviewing our intelligence operations to support the department's expanded foray into community corrections and facilitating inmate reintegration.

OUR INTELLIGENCE SYSTEMS MONITOR SIGNIFICANT CHANGES IN OUR INMATES' DISCIPLINE AND OFFENDING TRENDS SO AS TO IDENTIFY POTENTIAL RISKS THAT NEED TO BE DEALT WITH PROACTIVELY.

HIGHLIGHTS

BUILDING INTELLIGENCE NETWORKS TO BATTLE RE-OFFENDING

ID has worked with stakeholders such as psychologists, counsellors, teachers and medical staff to reduce inmates' risks of re-offending and facilitate their reintegration back into the society. ID shares information on problematic inmates to alert Home Team law enforcement agencies of their propensity to re-offend. Such information sharing and collaboration has established a "win-win" situation for everyone and goes a long way in establishing a safe and secure community

SPECIALISED TRAINING FOR INTELLIGENCE

In 2013, our Intelligence Officers attended various courses to bolster knowledge and skills. Some of these were highly specialised courses conducted by our law enforcement counterparts from the Singapore Police Force and SAF Military Police Command. In addition, our officers also attended courses on investigative interviewing, criminology and social psychology. In order to meet today's highly dynamic and complex intelligence environment, our officers also attended workshops in organised crime and terrorism and behavioural analysis by the Home Team Behavioural Sciences Centre.

INTEL



ROLES & FUNCTIONS

OUR INTELLIGENCE OFFICERS PLAN, DEVELOP AND MANAGE INTELLIGENCE OPERATIONS IN A UNIQUE ENVIRONMENT WHICH DRAW ON THEIR JUDGEMENT, INTELLECT AND INNER STRENGTHS.

STRATEGIC PLANNING DIVISION



INSPIRING A FORWARD-LOOKING ORGANISATION

STRATEGIC PLANNING DIVISION (SPD) OVERSEES A SPECTRUM OF PLANNING-RELATED FUNCTIONS, RANGING FROM CORPORATE PLANNING AND ORGANISATION PERFORMANCE MANAGEMENT, TO DRIVING ORGANISATIONAL DEVELOPMENT INITIATIVES, AND PROMOTING INNOVATION, BUSINESS AND SERVICE EXCELLENCE IN THE DEPARTMENT.

DRIVING THE DEPARTMENT FORWARD

2013 saw the conclusion of the previous three-year SPS Strategic Plan, which was formulated to encompass SPS' focal areas and key strategies from 2011 to 2013. With the Ministry of Home Affairs (MHA) master-planning guidance, SPS is developing the department's Five-Year Plan to set strategic direction for the coming future. The Five-Year Plan sets the context of SPS' operating environment by highlighting upcoming key challenges and opportunities. It also encapsulates the three key SPS Strategies of "Differentiating Inmates and Their Regimes", "Leveraging on Community Corrections", and "Advancing Aftercare as a Theatre of Operations", which were developed to achieve our desired outcomes of safe and secure custody, and effective rehabilitation and reintegration of inmates.

PURSuing ORGANISATIONAL EXCELLENCE

SPD reviewed the Key Performance Indicator (KPI) Framework in 2013 to structure SPS' pursuit of excellence around the new vision and the upcoming Five-Year Plan. Key Risk Indicators (KRIs) were incorporated into the KPI Framework, allowing the department to align performance and risk management closer to its strategic direction.



CHAMPIONING ORGANISATION DEVELOPMENT

SPD drives SPS' organisation development efforts via various platforms. One of these is the 'Captain of Lives' (COL) Stories feature – a fortnightly corner where SPS officers reflect on our Mission, Vision and Values, and share personal experiences and stories in their journey as a COL to motivate and inspire one another.

Starting in 2013, the inspiration quotient of each story is tracked through staff votes via the 'like' feature available on the Prisons' Intranet. The story with the most votes in each quarter will be honoured as the "Most Inspirational Story of the Quarter". The "Best Story of the Year" will be selected from the pool of quarterly inspiring stories.

SPD also facilitated the deployment of SPS' new vision and oversaw the execution of numerous activities and initiatives that allowed officers to express their commitment and dedication to the vision, and to inspire everyone at every chance. These included facilitating a discussion and reflection segment on the revised vision at the Post Corporate Advance Roadshow. This was subsequently executed by the respective divisions and clusters, where there were facilitated platforms where staff could showcase their creativity in living out the vision.



VISION STATEMENT



STRATEGIC PLANNING DIVISION



ADVANCING OUR VISION

SPD upholds our Vision to inspire everyone at every chance through our involvement in inter-agency committees such as the National Committee on Youth Guidance & Rehabilitation (NYGR) Working Committee. In addition to collating reports that focus on upstream intervention programmes for at-risk youths and rehabilitation of youth offenders, SPD was also involved in the setting up of the Youth Information System (YIS), a multi-agency database on at-risk youths and youth offenders.

Subsequent to SPS being conferred the Singapore Quality Award with Special Commendation (SQASC) in October 2012, SPD hosted numerous sharing sessions with both the public and private, local and international organisations on SPS' SQASC application experience, as well as on our transformational journey from custodians to Captains of Lives.

UPHOLDING INNOVATION EXCELLENCE

SPD works with all officers to streamline innovation in the work place. To encourage officers to constantly conceive new and better solutions to their work, various 3i platforms were conceived (3i @ Weekly Update Meeting, 3i @ Leadership Circle, 3i @ Director of Prisons' Visit and 3i Forum). At these

platforms, officers would be given opportunities to share ideas and initiatives with each other and promote a culture of innovation in SPS.

The SPS Innovation Framework was reviewed in 2013 with the aim of setting a strategic guide and purpose in all innovation efforts. This would also ensure that all units are proactive in seeking out new and different ways in the delivery of the Department's workplans.

ENHANCING SPS' GLOBAL CONNECTION

SPD continues to facilitate the planning of overseas study trips to countries with established corrections systems. These study trips enable SPS to build capacity in the international corrections community, and provide opportunities to nurture relations with overseas counterparts.

SPD also drives SPS' involvement in international conferences and associations, such as the Asian and Pacific Conference of Correctional Administrators (APCCA), and the International Corrections and Prisons Association (ICPA) Conference.



EMBARKING TOWARDS THE FUTURE

In response to the changing theatre of operations, SPD underwent a portfolio reorganisation to introduce resource planning capabilities, boosting our capabilities in mid-to-long term strategic planning and strengthening organisation development efforts. Under the reorganisation, the Service Development and Innovation Branch was renamed Organisation Development and Service Excellence Branch. It has been entrusted with a renewed purpose to drive organisation development initiatives and continue the good work of business excellence, service excellence, and innovation.

ROLES & FUNCTIONS

- ORGANISING THE ANNUAL CORPORATE ADVANCE, PLANNING-RELATED RETREATS AND OTHER EVENTS IN THE CORPORATE PLANNING CYCLE;
- FACILITATING THE DEPARTMENT'S EFFORTS IN PURSUIT OF ORGANISATIONAL EXCELLENCE;
- ENTHUSING A CULTURE EMBRACING STRATEGIC INNOVATION THROUGH VARIOUS PLATFORMS SUCH AS SPS 3i (IDEAS, IMPROVEMENTS, INNOVATIONS), WITs (WORK IMPROVEMENT TEAMS) AND SSS (STAFF SUGGESTION SCHEME); AND
- MONITORING DEPARTMENTAL WORKPLANS, AND KEY PERFORMANCE INDICATORS AT THE QUARTERLY CORPORATE DASHBOARD.



PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION



TRANSFORMATION WORKS!

THE PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION (PCRD) IS MADE UP OF CORRECTIONAL REHABILITATION SPECIALISTS (CRS), PSYCHOLOGISTS AND RESEARCH OFFICERS, WHO WORK TO TRANSFORM THE LIVES OF OFFENDERS THROUGH A MULTI-PRONGED APPROACH.

ENHANCED SUPERVISION

Over the last two years, PCRD has been working closely with SPCSC and CNB to establish the Enhanced Supervision regime. Having successfully implemented the Integrated Criminogenic Programme (ICP) in the in-care setting in 2012, the division implemented ICP in the aftercare setting in the form of ICP Boosters in 2013 and saw several cohorts complete the booster programme. PCRD is now conducting an evaluation of the effectiveness of the Pre-Release Centre (PRC), ICP and aftercare processes in addressing offenders' criminogenic needs and risk of re-offending. The preliminary results are positive. Based on the evaluation, the processes in PRC are being reviewed and regular training is being conducted to further enhance the capabilities of the staff.

The CRS (Community) employs the Dynamic Risk Assessment Offender Re-entry (DRAOR) tool and the Effective Practices in Community Supervision (EPICS) model to establish a structure for case management in the aftercare setting. DRAOR is an assessment tool that allows staff to assess offenders' acute and stable risk factors and monitor changes to their risk factors in order to intervene effectively. It is used in combination with EPICS, which is based on the



most current research indicating the importance of the offenders' relationship with officers. This enables staff to conduct more effective interventions in the community to reduce offenders' risk of re-offending and ease their reintegration into society.

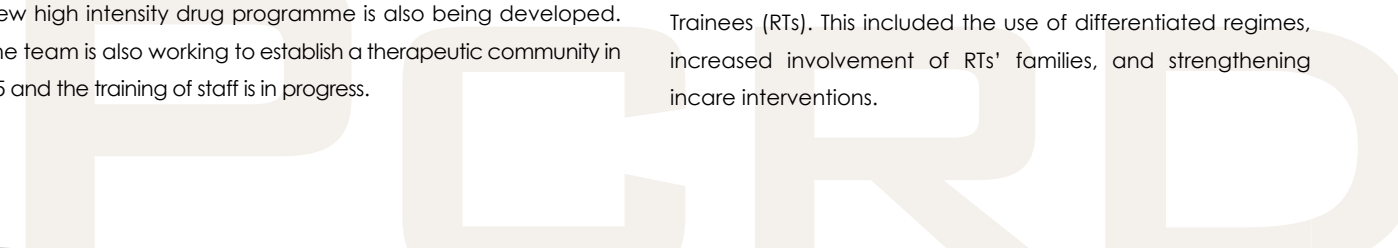
ENHANCED DRC REGIME

In adhering to the principles of evidence-based practice and the needs of the inmate population, PCRD is working to enhance the current Drug Rehabilitation Centre (DRC) regime. A profiling study of the drug offenders commissioned by the Taskforce on Drugs was conducted over the last year and a new DRC regime has been conceptualised to better cater to the current population of drug offenders sent to DRC. In this new regime, DRC inmates will receive more programmes, based on their general risk rating and severity of drug use. A new high intensity drug programme is also being developed. The team is also working to establish a therapeutic community in B5 and the training of staff is in progress.

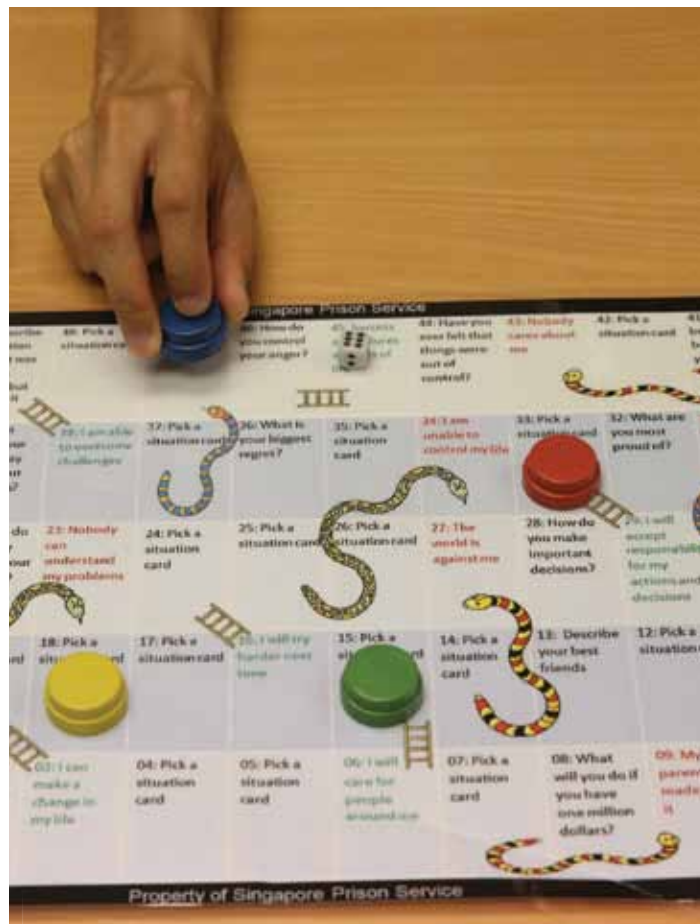
THE PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION (PCRD) WAS FORMED IN 2012 AND IS THE NEWEST DIVISION IN SPS.

REFORMATIVE TRAINING CENTRE

The Reformatory Training Working Group (RTWG), commissioned by Director of Prisons, reviewed the current state of the RTC. In March 2013, the RTWG recommended Guiding Principles for the Effective Rehabilitation and Reintegration of Reformatory Trainees (RTs). This included the use of differentiated regimes, increased involvement of RTs' families, and strengthening in-care interventions.



PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION



In collaboration with the Psychological Programme Development Branch (PPDB), members of the RT programme development team are working on a new, tiered programme structure for the moderate intensity programme. Two high intensity programmes will also be developed to address individuals posing higher offending risks.

BUSINESS ANALYTICS

PCRD is currently validating an automated risk assessment tool for use in the SPS setting. Once validated, this tool will enable prison staff to use inmate data available on the Prison Operations and Rehabilitation System (PORTS) to make risk assessments for short-sentence inmates.

COMMUNITY REHABILITATION CENTRE

PCRD has been involved in the evidence-informed conceptualisation of the Community Rehabilitation Centre (CRC) and its regime for young first-time drug offenders. This initiative aims to provide a more rehabilitation-focused environment in the community to facilitate the recovery of these offenders, and the division is currently training staff and working on establishing operational procedures for the Centre. The CRC will be run by a managing agent, making it a major shift from other rehabilitation regimes that are available in SPS at the moment.

HIGHLIGHTS

'THINK RIGHT': A CLINICAL BOARD GAME

'Think Right' is a board game that was developed by a team from the Day Reporting Order. The game is interactive and aids in assessing and raising offenders' self-awareness of their thinking errors which led them to offend. It is played between a CRS and a client, and the client progresses through the game by identifying the thinking errors portrayed on selected situational cards. The wide variety of scenarios on the situational cards allows the CRS to explore the thinking errors in detail with the client and correct them. The project won the Gold award at the Work Improvement Teams (WITs) competition in SPS, and was recognised at the national level during the National Innovation and Quality Circles / Work Improvement Team Convention (NIQCC).

ASIAN CONFERENCE OF CRIMINAL AND OPERATIONS PSYCHOLOGY

In a collaborative effort with the Home Team Behavioural Sciences Centre and the Police Psychological Services Division, PCRD jointly organised the Asian Conference of Criminal & Operations Psychology as a platform for the exchange of information in the field of law enforcement, criminal and operations psychology, and behavioural sciences. This not only served to sharpen the research capabilities of staff, but also contribute to the formulation of coherent preventive and rehabilitative strategies for the greater purpose of developing a safer and more secure Singapore.

PCRD

ROLES & FUNCTIONS

- CONDUCTING CORRECTIONAL RESEARCH TO SUPPORT THE OPERATIONS AND REHABILITATION EFFORTS OF SPS;
- PROVIDING CORRECTIONAL COUNSELLING SERVICES TO ADDRESS OFFENDERS' GENERAL AND SPECIFIC RISK NEEDS; AND
- EVALUATING THE EFFECTIVENESS OF REHABILITATION PROGRAMMES;
- PROVIDING CORRECTIONAL CASEWORK SERVICES TO SUPERVISE AND REHABILITATE HIGH-RISK OFFENDERS IN THE COMMUNITY.
- PROVIDING PSYCHOLOGICAL SERVICES TO STAFF AND OFFENDERS;

CORPORATE COMMUNICATIONS & RELATIONS BRANCH



STRATEGIC AND EFFECTIVE BRAND COMMUNICATIONS

THE CORPORATE COMMUNICATIONS AND RELATIONS BRANCH (CCRB) ENFORCES SPS' BRAND REPUTATION THROUGH A MULTI-LAYERED INTERNAL AND EXTERNAL COMMUNICATIONS STRATEGY.

THIS INCLUDES AN INTEGRATED APPROACH IN MANAGING RELATIONS WITH LOCAL AND FOREIGN CORRECTIONS PARTNERS, TRADITIONAL AND SOCIAL MEDIA, AS WELL AS THE COMMUNITY AT LARGE.

THIS ENSURES THAT SPS INSPIRES ITS TARGETED DOMESTIC AND INTERNATIONAL AUDIENCES TOWARDS CREATING A SAFER SINGAPORE, ULTIMATELY POSITIONING SPS AS AN EXEMPLARY WORLD-CLASS CORRECTIONS ORGANISATION.

HEIGHTENING SOCIAL MEDIA PRESENCE

Following the re-structuring of the Branch in 2012, CCRB began to focus on building a strategic and integrated communications framework consistent with its three-year outlook and the refreshed SPS vision to inspire a nation that does not re-offend.

A stronger emphasis was placed on strengthening the organisation's social media and internal communications capabilities. CCRB's social media team was conceived in early 2013 to establish the organisation's social media standing via more purposeful interactions with the online community. With a keen understanding of the proliferation of social media in Singapore and the rest of the world, CCRB strategically outlined and implemented community engagement plans on SPS-owned social media platforms.

Setting up new social media accounts on platforms like Twitter and Instagram boosted the organisation's set of online assets. The SPS' Twitter and Instagram accounts have attracted over 1500 followers each since they were first started in mid-February 2013. Collectively, SPS's social media tools have been used to build a stronger awareness of the overall SPS brand and the Yellow Ribbon Project (YRP). Blending the social media team's strategic approach with targeted media buys has inspired stronger support. For example, online support has increased from 47,140 'Likes' to 67,681 'Likes' on the YRP Facebook page in under a year. The same Facebook page has also seen a growth of 404,988 people engaged over the past year.

DEVELOPING COMMUNICATIONS COMPETENCY

In 2013, a series of communications workshops for the middle and senior management was held to inspire stronger advocacy as brand ambassadors of SPS. A total of 14 Superintendents and Deputy Superintendents participated and mastered effective communications skills through the 2013 workshops.

Besides the need to train our middle and senior management, CCRB also worked closely with the Prison Staff Training School to develop a new communications curriculum to complement training at the Home Team Academy for entry-level prison officers. Through the enhanced training, new prison officers are able to resonate with the corporate identity and articulate the brand value better as freshly-minted Captains of Lives.

ENHANCING INTERNAL COMMUNICATIONS

CCRB's internal communications team also planned for new employee communications methods to promote two-way interaction within SPS. For example, a series of monthly social media broadcasts kick-started in February 2013 to remind all prison officers about social media etiquette. The team also worked closely with the Strategic Planning Branch to disseminate key messages about the organisation's new vision and to inspire stronger advocacy for SPS. Plans to introduce new internal communications platforms are expected in 2014.

Beyond peace time communications, CCRB focused on refreshing its crisis communications capabilities. This included regular reviews and updates of crisis manuals and contingency plans, effectively contributing to the organisation's issue management capabilities.

Through constantly reviewing the Branch's integrated communications framework, CCRB will continue to strengthen the organisation's communications efforts, ultimately safeguarding and enhancing the organisation's reputation, and inspiring more Singaporeans to be a part of the corrections journey.



ROLES & FUNCTIONS

CCRB IS CRITICALLY INVOLVED IN SAFEGUARDING AND ENHANCING THE ORGANISATION'S REPUTATION AND BRAND VALUE AT EVERY COMMUNICATIONS TOUCH POINT.

ADVANCING INTEGRATED COMMUNICATIONS COMPETENCIES

CCRB proved to be an integral unit in a Ministry-led joint operations exercise, which tested the organisation's capabilities in managing major crisis situations. Although this was CCRB's first involvement in a contingency exercise of such a massive scale and magnitude, the Branch overcame the odds to provide vital support in managing communications simulations with the media, members of the public, online community, as well as employees. CCRB also worked closely with the Service Development & Innovation Branch during the exercise which spanned three days, and was recognised for its ability to perform under pressure.

COMMEMORATING THE YRP'S 10TH ANNIVERSARY THROUGH MEDIA

To commemorate the YRP's tenth anniversary, social media efforts merged seamlessly with targeted traditional media outreach to create engaging content to excite and inspire the community. The communications gap was further bridged as the teams put together a ten-part series on radio station UFM 100.3 to highlight the journey of offender reintegration. Attracting stronger participation among Singaporeans, the official tenth anniversary logo was selected from numerous submissions in an online logo competition. In another record-setting feat, digital YRP photo booths were placed island-wide for the first time to generate a stronger buzz among the online community.

HIGHLIGHTS

PROVOST



PERSISTENT
IN UNCOVERING THE TRUTH
RELENTLESS
IN PURSUING JUSTICE

PROVOST BRANCH IS MADE UP OF DEDICATED AND EXPERIENCED INVESTIGATION OFFICERS TRAINED BY THE SINGAPORE POLICE FORCE'S CRIMINAL INVESTIGATION DEPARTMENT. WE ARE AN INDEPENDENT UNIT REPORTING DIRECTLY TO THE DEPUTY DIRECTOR OF PRISONS/CHIEF-OF-STAFF.

OUR CAPABILITIES INCLUDE POLYGRAPH EXAMINATION, CRIME SCENE PROCESSING, COMPUTER FORENSICS AND APPLICATION OF VARIOUS RECOGNISED INVESTIGATIVE INTERVIEWING TECHNIQUES.

ENHANCING INVESTIGATION OFFICERS' CAPABILITIES

In an increasingly complex social landscape, Provost has identified raising the capabilities of its officers as one of its key drivers to ensure accuracy and professionalism in investigations. More Investigation Officers (IOs) were thus sent for Intermediate and Advance Investigation Courses. This is in line with Provost's long term target of training and grooming younger IOs to enhance their capabilities and have as many of them clear the highly rigorous Advance course as possible. Attaining the Advance level means that the officers will be able to handle more complex cases.

REDUCING AGGRAVATED/MAJOR CHARGE INVESTIGATION PAPER (INMATES) PROCESSING TIME

Provost worked with Operations Management Branch (OMB) to look into ways of reducing the time required to complete an aggravated/major charge Investigation Paper for inmate cases. Currently, an aggravated/major charge case can be an onerous process. Thus, a working group, comprising members from both units, was set up to review the workflow. This has resulted in a reduction of the overall time taken without any compromise on the quality of investigations.

BENCHMARKING INVESTIGATION CAPABILITIES AGAINST THE PUBLIC SERVICE COMMISSION

PSC deals with often complex cases involving investigations of public servants and has gained the respect and credibility amongst the public for its tough yet fair stance. Provost thus seeks to learn from such best practices and is planning to send some experienced IOs for learning attachments to PSC. Such attachments will be very helpful given that Investigation Papers involving public officers are submitted to PSC for endorsement. By knowing what the areas of focus in the assessment of an investigation are, Provost will be more adept in its duties to make sure all cases are dealt with fairly and swiftly.

HIGHLIGHTS

BEST CAPTAINS OF LIVES STORY AWARD

Despite holding an investigative function, a Provost staff successfully inspired and changed the behaviour of a rebellious Reformative Trainee inmate in the course of his Provost work. It is an achievement on his part. His story clinched the Quarterly Best Captains of Lives Story for 2nd Quarter 2013.

CW2 Ang Joo Hiong wrote about how he had gone over and beyond his duty to advise an inmate during a statement-taking session for an institutional offence to mend his ways for the good of his own future. His efforts paid off because after the incident, the inmate's behaviour improved dramatically and was eventually released from the system without re-offending. This truly epitomises the vision that every chance should be grasped to inspire change in the life of someone.

STREAMLINING AND OPTIMISING PROCESS FOR AGGRAVATED OFFENCES

Cluster A Provost was awarded the Director of Prisons Award for their efforts in implementing a new initiative which dramatically reduced the time needed for Cluster Provost Teams to complete investigations for inmates' aggravated / major offences. Previously, institutional cases were undertaken by its own Investigation Officer (IO). With the development of two separate teams for major and minor offences, team synergies were enhanced, allowing for joint collaborations in the closing of cases. Aggravated cases are now carried out by three selected IOs instead, and this has reduced the time taken for investigations from about 45 days to about 25 days - cutting almost 50 per cent off the time needed.

DEFINING COMPLEX OFFENCE GUIDELINES

Cluster B Provost was awarded the Director of Prisons Award for their efforts in formulating guidelines on the definition of 'Open Defiance', 'Wilfully Causing to Himself Any Illness, Injury or Disability' and 'Wilful Destruction of Prison Property'. This serves to ensure that inmates are placed on the most appropriate charge for the offences committed, and to guide Provost Officers in framing charges with consistency.



ROLES & FUNCTIONS

SAFEGUARDING PUBLIC CONFIDENCE IN SPS THROUGH INDEPENDENT, THOROUGH AND IMPARTIAL INVESTIGATIONS INTO COMPLAINTS AND ALLEGATIONS AGAINST BOTH PRISON OFFICERS AND INMATES.

STAFF INSPECTORATE BRANCH



WE ARE HERE TO MAKE IT RIGHT

STAFF INSPECTORATE BRANCH (SIB) IS AN INDEPENDENT UNIT REPORTING DIRECTLY TO DEPUTY DIRECTOR OF PRISONS / CHIEF-OF-STAFF.

SIB SERVES AS SENTINELS OF SPS, GUARDING AGAINST RISKS AND THREATS TO THE DEPARTMENT'S OPERATIONAL SYSTEMS AND PROCESSES. SIB'S FORTE LIES IN IDENTIFYING GAPS IN OUR OPERATIONAL SYSTEMS BEFORE THEY PROGRESS TO BECOME PROBLEMATIC AREAS.

SIB'S PRIME FOCUS IS TO FACILITATE COMPLIANCE TO STANDARDS SO THAT GROUND OFFICERS WILL APPRECIATE THE INTERNAL AUDITORS AS PARTNERS IN ENSURING A SAFE AND SECURE PRISON SETTING.

As the Department ventured into uncharted waters with its strategic thrusts in 2013, SIB has had to quickly adapt itself to new regulatory environments and a dynamic landscape characterised by a flurry of new changes and challenges. SIB's audit plan was geared to handle these unexpected shifts with a greater degree of flexibility.

A REVAMPED FRAMEWORK FOR PRISON STANDING ORDER REVIEWS

SIB is responsible for the overall reviews of all Prison Standing Orders (PSOs) in SPS. SIB ensures that proper standards, consistency and clarity are met before making its submissions and having them communicated to the staff. Prison staff would be notified of any amendments to the PSO via electronic broadcasts.

SIB took a significant step forward by implementing a revamped framework for reviewing PSOs with the passing of PSO A1 – Prison Standing Order. SIB revised the framework in two broad areas, namely its structures and processes. The revised framework improved clarity, increased transparency and measurable accountability, and brought about greater efficiency.

MAKING A PARADIGM SHIFT: ENHANCING AUDIT SKILLS

SIB realised that our internal auditors could no longer be mere 'bean counters'. SIB and its institutional counterparts have veered away from simplistic compliance auditing to embracing a more holistic or empirical approach through systemic auditing. It was thus imperative that SIB took concerted steps to level up and broaden the skill sets and competencies of internal auditors, especially those from the Cluster institutions. This would enable them to acclimatise to the new working environment.

SIB has identified the Institute of Internal Auditors Singapore (IIAS), which is dedicated to the advancement and development of the internal audit profession, as a key partner. A total of 15 officers from SIB and other internal auditing units across the department were

nominated as corporate members of the Institute. Membership provided the opportunity for our internal auditors to attend seminars, courses, training events, and workshops. These officers were also able to keep abreast of internal audit trends and benchmark our work with the best internal audit practices around the world.

With membership, our internal auditors would soon be enrolled for an established accreditation programme. SIB has set a two-year target for these officers to successfully complete the rigorous Certified Internal Auditor (CIA) examination and attain the CIA designation. The designation would validate the proficiency level of our internal auditors, and hence, by extension, the robustness of the audit framework in the department.

THE STAFF INSPECTORATE STANDING ORDERS (SISO): A REPOSITORY OF AUDIT KNOWLEDGE

As part of knowledge management, SIB introduced the Staff Inspectorate Standing Orders (SISOs) in 2012 to retain the best practices of incumbent internal auditors. 2013 also witnessed a review of SISOs that were implemented in 2012 and formulation of new standing orders. These serve as sources for future reference and guidance to fledgling auditors. Continuity and certainty is ensured, minimising any arbitrariness in auditing.

HIGHLIGHTS
SIB

CLOSING THE GAPS: INSPIRING OUR STAKEHOLDERS

SIB undertook a major task to be effective advocates of internal audit and educate the stakeholders that internal auditors are not 'internal policemen', but partners of the management. This task was accomplished through enhanced audit engagements.

SIB introduced and held audit engagements with stakeholders during each quarterly audit with the intention of fostering better relations. These engagements have helped SIB and its stakeholders to see each other as partners with a common mission of building a safe and secure prison system, air and address concerns arising from audits, and embrace a more collaborative approach for better audit outcomes.



ROLES & FUNCTIONS

SIB'S CORE FUNCTION IS TO SAFEGUARD PUBLIC CONFIDENCE IN SPS BY HELPING TO IMPROVE CRITICAL PRISON SECURITY AND OPERATIONAL SYSTEMS, PROCESSES AND CONTROLS THROUGH RISK-BASED AUDITS.

THE UNIT OVERSEES THE AUDITS AT HQ, CLUSTER AND DIVISIONAL LEVELS, AND THE REGULAR REVIEW OF THE PRISON STANDING ORDERS BY THE RESPECTIVE STAFF UNITS.

CLUSTER A



IT IS NOT THE TRAGEDIES THAT
DEFINE ONE'S LIFE
 AS MUCH AS
THE CHOICES ONE MAKES IN DEALING WITH THEM

CLUSTER A, WHICH MARKED A SIGNIFICANT MILESTONE IN THE SINGAPORE PRISON SERVICE'S (SPS) HISTORY WHEN IT WAS OPERATIONALISED IN APRIL 2004, IS THE FIRST OF FOUR PLANNED CLUSTERS IN THE CHANGI PRISON COMPLEX. THE FIVE PURPOSE-BUILT PRISON INSTITUTIONS IN THE CLUSTER HOUSE INMATES OF VARIOUS CATEGORIES.

THE QUOTE ABOVE DEFINES THE MANNER IN WHICH OFFICERS SEEK TO INSPIRE INMATES TO MAKE THE RIGHT CHOICES IN THEIR CHANGE JOURNEY, AND THEIR RESILIENCE IN COPING WITH THE NUMEROUS CHALLENGES WHICH HAVE ARISEN OVER THE PAST YEAR.

OUR OFFICERS ARE COMMITTED TO GET INMATES TO RISE ABOVE THEIR CHALLENGES IN LIFE AND MAKE THE RIGHT CHOICES IN WORK, ENHANCE RELATIONSHIPS WITH THEIR FAMILIES OR SIGNIFICANT OTHERS, UPGRADE THEMSELVES WITH THE RELEVANT SKILLS, AND ATTEND THE NECESSARY REHABILITATION PROGRAMMES.

PSYCHIATRIC HOUSING UNIT: NEXT STEPS

The Psychiatric Housing Unit (PHU) was further developed and implemented on 14 October 2013 with a more integrated involvement between SPS and Institute of Mental Health (IMH). PHU provides a centralised facility to manage Offenders with Mental Disabilities (OMDs). IMH identifies, assesses and groups the OMDs into 3 phases -- Stabilisation Phase; Intervention Phase; and Recovery Phase. Treatment and rehabilitation programmes are provided for OMDs to improve their psychiatric conditions, enabling them to reintegrate into the mainstream prisons and, eventually, the community.

ANTI GANG BOOSTER PROGRAMME

The Anti-Gang Booster Programme, which is directed at inmates who have renounced their gang affiliation when they were serving time, was introduced in February 2013. The programme encourages participants to lead gang-free lifestyles, prepare them for the challenges they may face as they leave their gangs, and impart coping skills and relapse prevention strategies so that they move on to lead crime-free lives.

OPTIMISING CAPABILITIES IN LAUNDRY MANAGEMENT

The Laundry Shift System at Institution A5 was revised in March 2013 to reap projected cost savings of \$182,500 annually by optimising the use of the gas boiler in the laundry workshop. The new shift system also enabled



an additional 157 inmates to be employed as laundry workers, an increase of 30.7 per cent from previous inmate employment levels at the laundry workshop.

LAUNCH OF READING WITH DAD PROGRAMME

The Reading with Dad Programme (A Children's Day Event for Incarcerated Fathers) was first introduced in October 2013. The programme aims to build a strong emotional connection between father and child, and to facilitate a smoother transition when the father reintegrates back into his family upon release.

CW1 ARASU VELMURUGAN

I often advise my subordinates to emulate the positive attributes of their role models. I did this myself and it has helped me.

I remember my first day at work vividly. A burly and stern-looking Chief Warden Taib Dawood greeted me as I stood in front of Jalan Awan Drug Centre. I was fortunate to have been coached by him. He taught me how to manage inmates and understand their subculture.

My drive at work stems from a sense of ownership and an attitude of wanting to do things right. I personally believe that, "It's easy to take the path of least resistance like little streams running downhill, but good men rise against the tide".



CAPTAINS OF LIVES



CLUSTER A



INFRASTRUCTURAL RE-STRUCTURING FOR OPERATIONAL PRODUCTIVITY


The Complex Medical Centre (CMC) Server Room was refurbished based on IDA server requirements. This refurbishment ensures uninterrupted power supply to Integrated Security System (ISS) equipment in CMC even when the power supply is disrupted, thus minimising technical faults resulting from power failures in CMC.

The Strong Room was also constructed in Cluster A's Security Control Office (SCO). This improves operational productivity by having SCO officers remain within SCO while doubling up as Armourers. Privacy is ensured as the public's view is restricted, while officer's safety is enhanced as they no longer have to cross two vehicular lanes to draw and surrender their firearms and security equipments.

ENHANCING STAFF LEARNING AND COMMUNICATION PLATFORMS

With Institution A1 being a maximum security prison with complex operations, experience and operational know-how are paramount in ensuring a safe and secure environment for both officers and inmates. A staff communication platform, Learning from Each Other (LEO), was thus implemented in May 2013 for staff to share their wealth of personal expertise and experiences with one another. Monthly presentations have been conducted by subject matter expert staff on topics such as jailcraft competencies, management of special categories of inmates and other relevant topics.

SSG TOO LIP SAM



CAPTAINS OF LIVES

I recall an inmate I managed a few years ago. His wife asked for a divorce due to his frequent imprisonments. Knowing that he would be devastated, I sat down with him and went through the letter. He was agitated when he heard the news. However, he was also resolute and determined to quit his drug habits and make amends to his wife.

A few months after his release, he wrote in to inform me that he had reconciled with his wife and had since stayed drug-free. It was heartening to know that he was doing well and getting on with life.

My job as a Captain of Lives is tough and relentless, but providing that little bit of understanding and encouragement to inmates can make a big difference and change their lives.

HIGHLIGHTS

KEY VISITS TO REFORMATIVE TRAINING CENTRE AT INSTITUTION A4

On 16 January 2013, Cluster A hosted a visit by three District Judges to the Reformative Training Centre (RTC). The visitors were briefed by the Reformative Training Working Group of on-going reviews for further enhancement of the RTC Programme. On 15 May 2013, Cluster A also hosted a visit to the RTC by the Attorney General, Mr Steven Chong, Senior Management of the Attorney General Chambers (AGC), Deputy Public Prosecutors (DPPs) of the Crime Cluster Divisions and representatives from the Ministry of Law.

DINING BEHIND BARS FOR ASIA-PACIFIC CHIEF JUSTICES

On 30 October 2013, Cluster A collaborated with CCRB and the Supreme Court to organise a visit for the Chief Justices from various Asia Pacific jurisdictions. The visit allowed the Chief Justices to experience Dining Behind Bars and provided us with an invaluable opportunity to showcase our rehabilitative initiatives to foreign guests.

NATIONAL DAY CELEBRATION FOR INMATES

The inaugural combined National Day Celebration for Cluster A local inmates took place on 13 August 2013 at Institution A5's auditorium. This was an initiative to reward well-behaved inmates nominated by their respective Institutions. 91 inmates attended the celebration, sang the national anthem and recited the national pledge. They also participated in pop quizzes on Singapore, and enjoyed a song performance by the Performing Arts Centre (PAC), a skit by Reformative Trainees, and a magic show performed by fellow inmates.



ROLES & FUNCTIONS

COLLECTIVELY, WE ENSURE THE SAFE AND SECURE CUSTODY, DISCIPLINE AND WELFARE OF INMATES, AS WELL AS THE EFFECTIVE IMPLEMENTATION OF REHABILITATION PROGRAMMES.

CLUSTER B



BEING THE INSPIRATION

CLUSTER B SERVES A UNIQUE ROLE IN SPS. CLUSTER B IS THE BEGINNING AND THE END POINT OF AN INMATE'S INCARCERATION JOURNEY.

INSTITUTION B2 IS THE ADMISSION CENTRE FOR ALL REMANDED AND CONVICTED PRISONERS WHILE INSTITUTION B4 IS THE PRE-RELEASE CENTRE. INSTITUTION B5 IS CURRENTLY THE ONLY MALE DRUG REHABILITATION CENTRE IN SINGAPORE WHILE INSTITUTIONS B1 AND B3 HOLD INMATES OF VARYING SECURITY RISKS.

CLUSTER B WORKS HAND IN HAND WITH COMMUNITY PARTNERS TOWARDS REFORMING INMATES.

In living up to SPS's vision to inspire all, Cluster B seeks to uphold the highest standards of operations and security.

TACTICAL AND SCENARIO BASED TRAINING: A STRONG GRASP ON TACTICAL PROFICIENCY

To raise the level of tactical readiness of staff, training in the use of force techniques more than doubled for Cluster B staff in 2013. Cluster B has also stepped up its scenario-based training efforts on security and safety protocols at all institutions to add realism to our training, not just for Prison Officers, but also with Medical staff. Working together as a team, Prison Medical Officers from Parkway Shenton also came forward with contributions to our workplans and gave suggestions to improve medical and operational processes.

MANAGING INCREASE IN REMAND POPULATION: BEING EVER READY

To deal with the increase in the remand population in Institution B2, Institution B3 geared up its capability to hold remandees from B2. With the installation of more CCTVs in the cells in one of its dayrooms, Institution B3 is now ready to manage remandees with higher security ratings.

PRE-RELEASE: THE LAST LEG OF INCARCERATION

They say the last leg in a race is the most crucial. Hence, the pre-release phase, which is the last phase of an inmate's incarceration, is undoubtedly important. In 2013, we saw the finalisation of the Low Intensity (LI), Medium Intensity (MI) and High Intensity



(HI) pre-release programmes at B4 to better target inmates based on their likelihood to re-offend. At any one point, B4 has over a thousand inmates benefitting from the range of pre-release programmes preparing them for reintegration into the community.

The ten-month HI Pre-Release Programme piloted in April 2012 finally bore fruit in February 2013, with the first HI inmate cohort released into the community. Inmates declared their commitment to change at the start of their programme, promising to persevere, to learn, and to uphold values of hope, perservance, respect, honesty

SSG NURUL HIDAYAH BINTE JUMAHAT

"Hannah" was screaming loudly in her dormitory. I responded by asking her to calm down and bringing her out to give her time to be alone. Hannah explained that she had some misunderstandings with her dormitory mates and was also experiencing family issues at the same time, putting her under immense stress.

After she cooled down, "Hannah" thanked me for my quick action as it prevented a fight from happening.

Even after two years, the thought of being acknowledged by an ex-inmate who is now doing well in life is heart-warming. As Captains in the lives of our inmates, we should also listen to them purposefully, provide sound advice, and guide them to make the right decisions.



CAPTAINS OF LIVES



CLUSTER B



HIGHLIGHTS

**RECONNECTING WITH THE FAMILY:
THE FIRST STEP HOME**

The support of family members offers a beacon of hope to many inmates. Inmates also need to learn new skills to communicate with their families better. In 2013, Cluster B conducted a range of family reintegration programmes, helping about 1300 inmates to re-connect with, renew their commitment to, and regain the trust and support of their families.

**VOLUNTEER APPRECIATION DIALOGUE:
COOPERATION FOR REHABILITATION**

What used to be the "Volunteer Appreciation Luncheon" has now become the "Volunteer Appreciation Dialogue" (VAD). This is an annual event to show our appreciation to volunteers who have sacrificed their time to be involved in the rehabilitation of inmates through counselling and character-building programmes. In addition to inmate performances, this year's VAD also included, for the first time, a tour to the institutions for the volunteers.

**TEAM CAMARADERIE AND HEALTHY LIFESTYLE:
WORKING AS ONE, PLAYING AS ONE**

To foster closer camaraderie and a healthy lifestyle amongst Cluster B staff, bonding activities were organised. One such event was the annual Cluster B Run at Bedok Reservoir Park. On 26 August 2013, officers participated enthusiastically in both a fun run and a banner making competition, and made the most of this opportunity to mingle with staff from different institutions.

**WINNING DP'S CHALLENGE
SHIELD: A MARK OF EXCELLENT
SPORTSMANSHIP AND
TEAMWORK**

This emphasis on work-life balance, staff bonding and team spirit paid off once again when Cluster B clinched the prestigious DP's Challenge Shield for the third time running. This award recognises the effort and level of excellence that staff put into various sporting events and competitions organised across the year.

**JOINT OPERATIONS EXERCISE:
ALWAYS PREPARED**

This year, Cluster B participated in a ministry-led exercise to validate the operational readiness of SPS in a national emergency situation. More than 60 Cluster B and 120 HQ staff participated in the two-day exercise, responding to a total of about 150 injected scenarios. The exercise helped Cluster B to review and validate our emergency plans, and identify possible operational gaps to be improved on.

CW2 CHAN QIWEN

When I applied for this job, I was not sure of how to be a Captain of Lives. Fortunately, I was taken under the wings of SCW Sasukumar and CW Ismail Ibrahim during my first posting at Tanah Merah Prison.

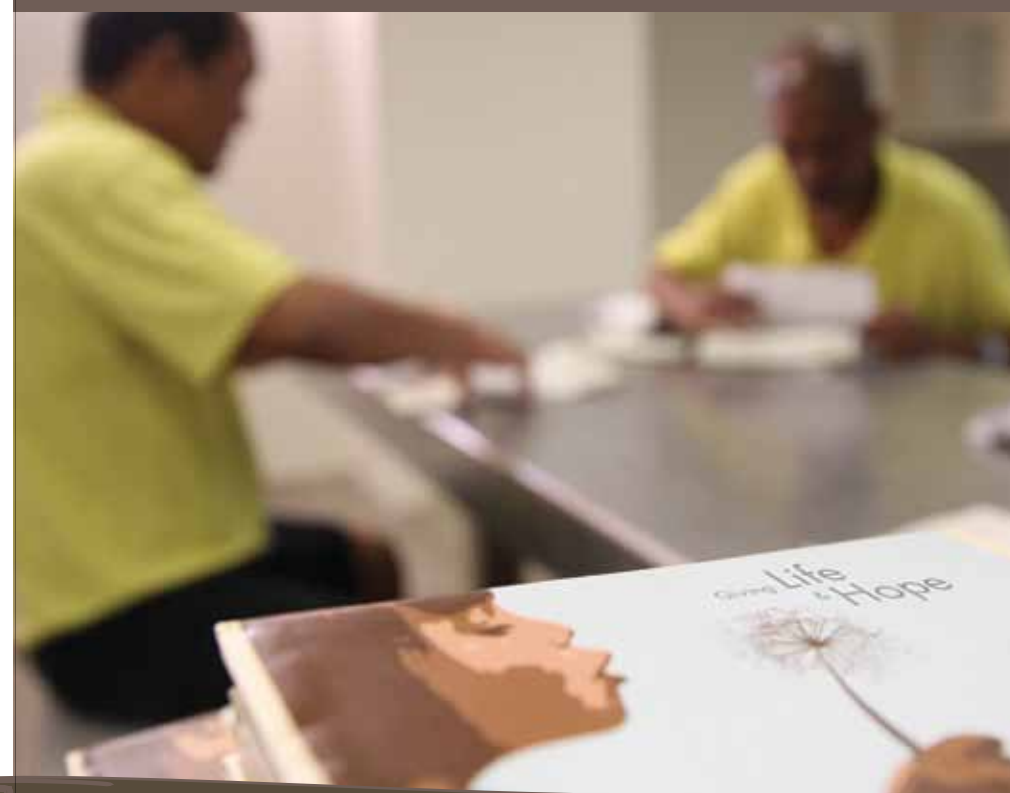
Besides being a beacon of hope to the inmates under their charges, the two officers were also instrumental in guiding me along. By embracing the HEART (Honour, Excel, Agile, Respect and Teamwork) values, performing their duties with a rehabilitation mindset, and incorporating a touch of purpose to their work, they shaped the way I performed my duties.

This powerful endeavour of immersing new officers into our culture and shaping their beliefs and values at work should not be lost on the next generation of Captains of Lives. The meaningful and selfless task of moulding another committed starfish picker is as important as picking up and saving starfishes at the beach.

CAPTAINS OF LIVES

and responsibility. To celebrate their graduation from the Pre-Release Centre (PRC), a Graduation Ceremony was planned for them, involving not only PRC staff, their family members, volunteers and befrienders, but their aftercare case managers and reintegration officers from PCRD and SPCSC as well.

As gainful employment is a crucial component to prevent recidivism, SCORE looked into identifying suitable job roles which ex-inmates could fill. One such trade was the cooking industry. At the new B4 Training Kitchen, inmates would be taught how to cook and serve in a commercial setting. The training, which began in November 2013 with a pilot batch of 16 inmates, also hopes to instill the importance of passion and hard work in the inmates.



**ROLES
& FUNCTIONS**

COLLECTIVELY, WE ENSURE THE SAFE AND SECURE CUSTODY, DISCIPLINE AND WELFARE OF INMATES, AS WELL AS THE EFFECTIVE IMPLEMENTATION OF REHABILITATION PROGRAMMES.

CLUSTER C



COHESIVE UNIT WITH DIVERSE

IMPRINTS IN INCARE AND AFTERCARE

CLUSTER C IS AN INIMITABLE UNIT CONSISTING OF FOUR INSTITUTIONS; NAMELY, ADMIRALTY WEST PRISON (AWP), CHANGI WOMEN'S PRISON (CWP), SELARANG PARK COMMUNITY SUPERVISION CENTRE (SPCSC) AND TANAH MERAH PRISON (TMP).

AWP HOUSES BOTH FOREIGN AND LOCAL SHORT SENTENCE INMATES.

CWP STANDS OUT AS THE ONLY PRISON AND DRUG REHABILITATION CENTRE FOR WOMEN, HOUSING ALL CATEGORIES OF WOMEN INMATES.

SPCSC PLAYS AN IMPORTANT ROLE IN REINTEGRATING OFFENDERS BACK TO SOCIETY THROUGH ITS AFTERCARE SERVICES.

TMP RUNS THE PRISONS SCHOOL AND HOUSES STUDENTS WHO ARE PURSUING GENERAL EDUCATION, GCE 'N' LEVELS, GCE 'O' LEVELS AND GCE 'A' LEVELS. THE STUDENTS COMPRISE INMATES OF DIFFERENT OFFENDING BACKGROUNDS AND SENTENCE TYPES, BUT THEY SHARE A COMMON MOTIVATION AND INTEREST IN THEIR ACADEMIC PURSUIT.

REVIEW OF INMATE ALLOCATION MATRIX & DESIGNATION OF AWP AS AN INSTITUTION FOR SS INMATES

There was a review of the inmates' allocation matrix by the HQ Ops Division. As part of the review outcome, AWP was to house all local short sentence inmates. In June 2013, a mass transfer of 146 local short sentence inmates from Cluster B to AWP was carried out over three days.

TASKFORCE ON DRUGS ENHANCED DRC REGIME

As one of the Taskforce on Drugs recommendations, CWP has implemented the enhanced DRC regime since January 2014. The purpose is to improve the efficacy of rehabilitative efforts through enhanced programming and introduction of gender-specific programmes in a therapeutic environment.

SPCSC is stepping up its aftercare support for DRC inmates on Community-Based Programmes and direct releases. SPCSC is progressively increasing its manpower to meet this new demand and the pilot of the proposed Urine Test (UT) framework.



IMPLEMENTATION OF PSYCHIATRIC HOUSING UNIT (PHU)

Mental health problems are prevalent among women inmates. Hence, CWP embarked on the PHU project to provide holistic and comprehensive treatment to women inmates with serious and long-term psychiatric problems. The CWP PHU started its operations on 1 November 2013.



CAPTAINS OF LIVES

GW2 LIM CHIAN HONG

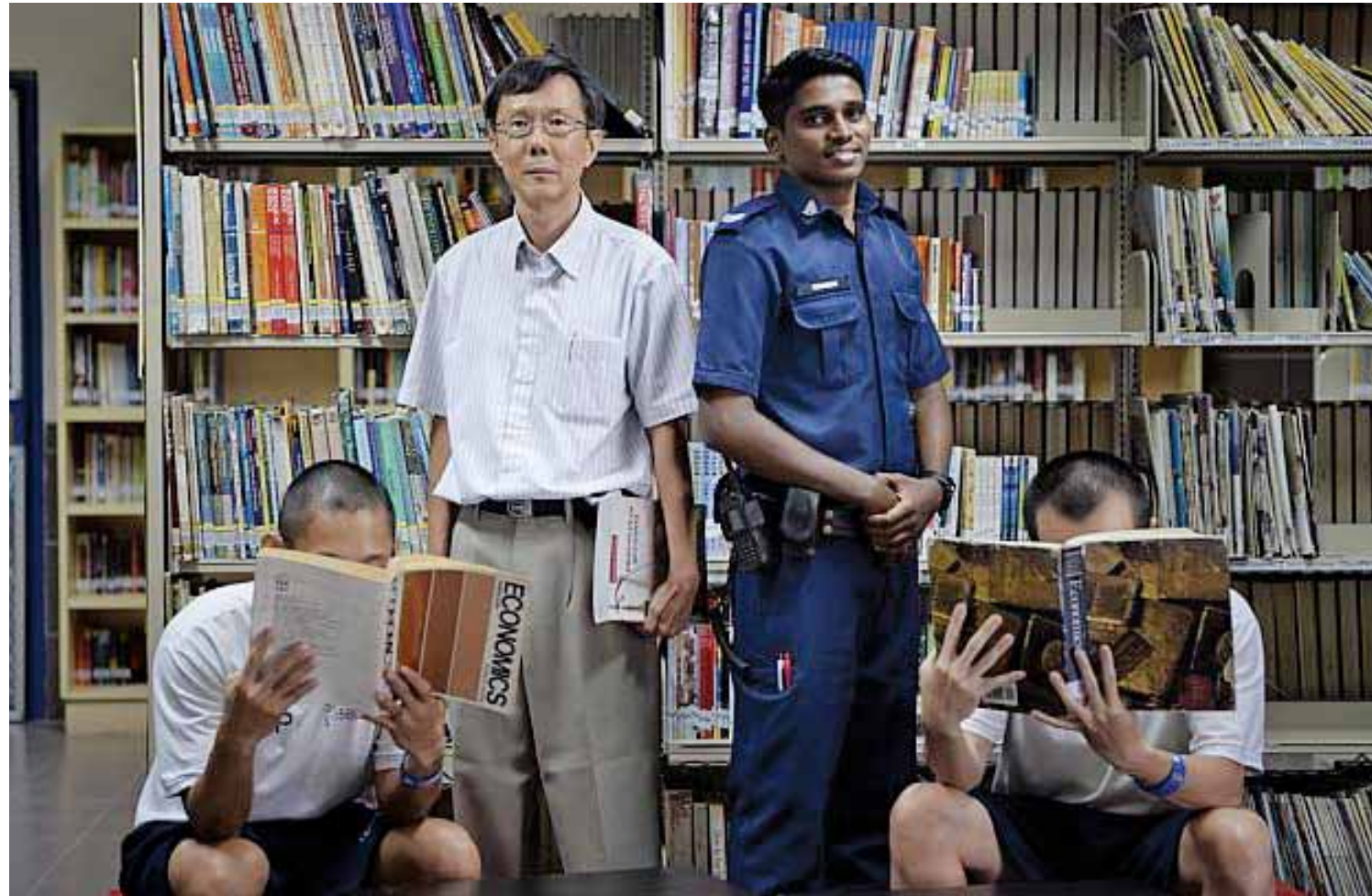
I happened to meet one of my ex-inmates in an Orchard Road shopping complex.

I was glad to know that he had been in the community for more than two years. While life had never been short of challenges for him, he was determined not to go back to his old ways. He was also taking some courses to upgrade himself.

As a Captain of Lives, it is always a wonderful feeling to know that an ex-inmate is giving his all to remain in the community and constantly improving himself.

After this inspiring encounter, I learnt to value every opportunity given to me to counsel inmates as that may be a chance to change an individual forever.

CLUSTER C



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DSP1 OSMAN BIN ASPARI

"Din", who was serving time for drug trafficking told me how disappointed he was with himself for making such a huge mistake that disrupted his life.

I told him to move on and renew himself as a person. I helped him recognise his strengths and encouraged him to channel his energy into something that would benefit others. By the time he left prison, he was ready to overcome the challenges in the world.

I met "Din" recently and found out he started a hawker stall which grew to a food delivery service. "Thank you," he said as he shook my hand. I felt a sense of satisfaction knowing that my advice inspired him to achieve what he has.

In my 26 years of service, I have met so many people like "Din". Knowing that I have helped them "Rehab, Renew, and Restart" drives me to impact others more.



CAPTAINS OF LIVES



TRIAL OF ELECTRONIC SERVICES FOR REHABILITATION AND REINTEGRATION ADVANCEMENT (ESRRA)

TMP is working closely with Technology Branch on the trial of ESRRA. Under this trial, selected student inmates will be issued with a tablet which will allow them to correspond with their loved ones via e-letters. The objective of the trial is to leverage on technology to strengthen the relationships between the inmates and their family members.

HIGHLIGHTS

PROGRAMMES IN AWP

With support from RRD and Cluster C Programme Unit, AWP successfully organised programmes and services for short sentence local inmates. In July 2013, 57 inmates attended the Friday prayers and 30 inmates attended Chapel Service. Roman Catholic Service and Buddhist Counselling were subsequently introduced in August 2013. The Resettlement Programme was also restarted to aid short sentence inmates in their reintegration journey. In November 2013, Hindu Counselling and Employability Skills Training were extended to AWP inmates.

RENOVATION OF LLOYD LEAS CENTRE

Renovation of the Lloyd Leas Centre (LLC) was completed in early 2014 to allow for the relocation of SPCSC to make way for the redevelopment of the new Selarang Park Complex. LLC will house the interim SPCSC in 2014, and has new facilities for the accommodation of women on the Work Release Scheme (WRS).

VISIT TO CWP BY TEMASEK HOLDINGS' TOP MANAGEMENT

In support of the Yellow Ribbon Project, CWP welcomed Temasek Holdings' Top Management on 8 July 2013. The visit showcased the talents of women inmates and the various rehabilitation initiatives in CWP.



ROLES & FUNCTIONS

CLUSTER C RUNS A DIVERSE RANGE OF INMATE REGIMES, LEVERAGING ON SOUND SECURITY AND CORRECTIONAL PRACTICES, AND ADVANCES AFTERCARE AS ITS THEATRE OF OPERATIONS.



ENHANCING

INMATE MANAGEMENT AND OPERATIONAL CAPABILITIES

PRISON EXTERNAL OPERATIONS OVERSEES SPS' EXTERNAL MOVEMENTS, CONTINGENCIES, COURTHOUSE LOCK-UP FUNCTIONS, AND THE DEPLOYMENT OF AUXILIARY POLICE OFFICERS.

CHANGI PRISON COMPLEX (CPC) SECURITY MANAGES PERIMETER SECURITY, PREVENTS UNAUTHORISED ACCESS, AND OPERATES THE COMMAND CENTRE FOR MONITORING EXTERNAL INCIDENTS.

PRISON LINK CENTRES (PLCs) ARE WHERE VISITS OF INMATES ARE CONDUCTED.

SINGAPORE PRISONS EMERGENCY ACTION RESPONSE (SPEAR) FORCE MITIGATES PRESENT AND EMERGING THREATS WITH SOUND STRATEGIES AND TACTICS.

RESTRUCTURING CLUSTER ESCORT POOL

Escort pools from both Clusters were restructured to bring about greater standardisation, synergy and strengthening of escort procedures and processes. Extending its collaboration efforts with institutions on the timely arrival of inmates for medical appointments, the Cluster Escort Unit (CEU) was able to work with Changi General Hospital (CGH) in enhancing security to its basement lock-up facility. This was done by fortifying its disembarkation bay to reduce exposure of inmates' movements to the public.



SUB-COURT LOCK-UP RE-STRUCTURING

OSC oversees both the High Court and the Subordinate Courts Lock-up Units (HCLU and SCLU respectively). To strengthen security within SCLU, its infrastructure and work processes were redesigned and reengineered to include physical rings of security within the lock-up premises. Leveraging on Integrated Security System (ISS) technology, electronically-controlled access points and strategically-placed CCTV cameras, a robust and efficient system in supervising inmates and ensuring optimal manpower deployment was created.

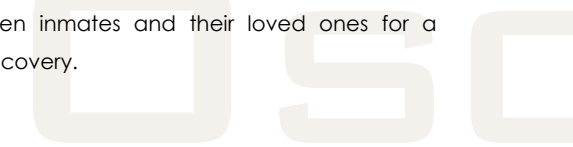
CPC SECURITY OPERATIONS MANUAL

With the unique set-up of CPC Security, the year has been a fruitful one with the unit experiencing various operational and policy developments in line with SPS' security initiatives. These include the use of ISS for access control and monitoring, biometric functions to track personnel movements and for contact tracking purposes, and the development of a lighting management system to regulate light intensity within CPC premises and along its perimeter. This has led to the development of the CPC security Operations Manual which encapsulates these developments for knowledge management.

AN AMALGAMATION OF PRISON UNITS OVERSEEING AND MANAGING FACILITIES AND SERVICES SHARED AT THE COMPLEX LEVEL.

EXPLORING NEW FRONTIERS IN VISIT MANAGEMENT

Apart from the PLC situated at Changi, there are two other PLCs located at Geylang Bahru and Jurong East, as well as several other satellite tele-visit centres managed by community partners to accommodate the needs of inmates' visitors. With the proliferation of smart phone technology, PLCs have started exploring the use of mobile applications for visit related matters such as bookings and changes of contact number etc. This initiative aims to offer another option for visitors' convenience. By leveraging on technology, PLCs hope to foster closer bonds and kinship between inmates and their loved ones for a smoother road to recovery.



OPERATIONS AND SECURITY COMMAND



HOSTAGE RESCUE TRAINING

In managing hostage situations, SPEAR constantly explores novel means to manage violent inmates using innovative technology and sharing of best practices with similar units regionally and globally. Complementing SPEAR's tactical prowess, the Prison Negotiation Unit (PNU) was established to bring about safe and secure reconciliation to hostage situations.

Exceptional Emotional Quotient (EQ) and immaculate teamwork are important skill sets for negotiators to handle hostage incidents effectively. To further strengthen the department's core operational capabilities, PNU negotiators shared their training experiences with officers through various sharing platforms. This allows officers to be better aware of how to respond to hostage situations and increases an officer's resilience in such situations.

CENTRALISED REGISTRY UPSTREAM

SCLU has formed an elaborate working relationship with Cluster Registries to consolidate and streamline Persons In Custody (PIC) registration processes via the "Centralised Registry Upstream" initiative. SCLU is expanding the upstream initiative to include direct transfers and admissions of PICs to AWP.

LAUNCHING OF OSC OPS ROOM

Expanding its operational capabilities, the Main Entrance Command Centre (MECC) has been identified to house the OSC Ops Room. It functions as a crisis management room and affords the OSC Management Team a location to centralise the command and control functions. During incidents, Key Appointment Holders are able to view live feeds from key locations within OSC installations to facilitate better management of the incident.



ROLES & FUNCTIONS

OPERATIONS AND SECURITY COMMAND (OSC) PROVIDES EFFICIENT AND RESPONSIVE MANAGEMENT OF CPC OPERATIONS. THESE INCLUDE THE MANAGEMENT OF CPC'S SECURITY RINGS, EXTERNAL ESCORTS AND LOCK-UP FUNCTIONS, AS WELL AS SPECIALISED CONTINGENCY RESPONSES.

HIGHLIGHTS

OSC