

"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 Muhd Taufiq bin Mohd Kalip,
Personal Supervisor,
Institution A1, Cluster A



"I am really excited and encouraged by the department's direction in adopting a proactive step towards the rehabilitation and reintegration of offenders back into the community. The Mandatory Aftercare Scheme provides a stepwise approach in supporting an offender's desistance from crime. SPS has stepped up both its operations and rehabilitation in order to deliver a structured aftercare regime that is fair and firm, and provides the offender with a good opportunity to desist from an offending lifestyle. Good operations provide a sound environment for rehabilitation work to be undertaken."

HTS 11 Cheng Xiang Long,
Manager Criminal Psychology,
Psychological Services Branch, PCRD



"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 reoffending."

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



"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



HEARING FROM OUR CAPTAINS OF LIVES HOW DO YOU FEEL ABOUT THE DEPARTMENT'S JOURNEY TOWARDS BEING A CORRECTIONAL AGENCY?

HEARING FROM OUR CAPTAINS OF LIVES HOW DO YOU THINK THE DEPARTMENT HAS EVOLVED 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 Nagarajan 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



"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



"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 Muraly,
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





TAKING OFF



CREATION OF THE COMMUNITY CORRECTIONS COMMAND

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 (SPCSC) 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.



The setting up of COMC was 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.

THE OPERATIONALISATION OF COMC

COMC oversees DRO and various Community Based Programmes (CBP) for adult and young offenders. An overview of COMC's work is shown in the following table:

	UPSTREAM	HALFWAY CARE	POST-RELEASE
 ADULT OFFENDERS	Day Reporting Order	Home Detention Scheme Work Release Scheme Halfway House Scheme Residential Scheme Release on Licence	Mandatory Aftercare Scheme Enhanced Supervision Scheme Enhanced Drug Rehabilitation Regime
 YOUNG OFFENDERS	Community Rehabilitation Centre	Release on Supervision	Enhanced Drug Rehabilitation Regime

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 re-offending 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.



COMMUNITY CORRECTIONS COMMAND

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.





AMENDMENTS TO THE PRISONS ACT

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.



With CRS and MAS, SPS's scope of work has officially extended beyond prison walls into the community.

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.





RE-DESIGNATION OF DIRECTOR OF PRISONS AND DEPUTY DIRECTOR OF PRISONS AND DELEGATION OF POWERS

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

With the Prisons Act amendments, SPS officers are now empowered to be true change agents in the lives of offenders.

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.



REINTEGRATION PUZZLE CONFERENCE 2014

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-acclimatisation to a fast-changing society, social reintegration, and the establishment of a new, lawful, pro-social identity. Successful



Efforts should be made to facilitate legal, moral and social forms of reintegration as well as personal transformation.

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

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CW 2 JUNAINAH BINTE MOHAMED

Outstanding Captain of Lives Award Recipient, 2013

I have been in service for 11 years. People have often asked me, "Why SPS?" Truthfully, I did not have the answer initially. However, over the years, I realised that this career is unique and fulfilling. It requires one to uphold the discipline of inmates while at the same time, rehabilitate them.

I wish to share about a colleague who demonstrates a good balance between discipline and rehabilitation. Despite being a strict disciplinarian, inmates respect her and will consult her if they face any problems. Whenever they turn to her, she will give her utmost attention and dedication to help them.

She is a good role model for all of us. As Captains of Lives, we need to strike a good balance between discipline and rehabilitation. We should steer towards the same direction to achieve our Mission and Vision.



criminal justice system. For instance, while the supervision and support role played by SPS has traditionally not extended beyond prison walls, recent initiatives such as the Enhanced Supervision Scheme and Mandatory Aftercare Scheme have extended SPS's boundaries into the aftercare arena. Also, while stakeholders have traditionally focused only on their individual phases of the throughcare process, the continuum urges each stakeholder to extend their reach beyond their specific phases to foster greater collaborations within the correctional community and to take on increased responsibilities.

Bridging the transition from prisons to the community continues to remain a challenge. Research has shown that ex-offenders are most likely to re-offend during the period immediately following release. Supervision in the community during this period has been shown to lead to higher "survival rates" among ex-offenders. Clearly, supervision and support in the community after release is essential to successful rehabilitation. The task of a correctional agency would be to better prepare offenders for release and provide them with greater support when they are in the community. Hence, correctional agencies cannot, and should not, work in isolation. Engaging offenders earlier prior to release and linking them up with aftercare organisations provide offenders with firmer scaffolding to ease their transition into the community. This view was constantly reiterated during the conference through presentations by employment, family and social support service providers.



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.



The task at hand is to strengthen the framework of reintegration by enhancing SPS's aftercare processes. The support of the entire community affects the success of reintegration efforts.

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SCW 1 Yang Ling Yong (left), with CW 2 Kang Hock Seng

SCW 1 YANG LING YONG

Outstanding Captain of Lives Award Recipient, 2012

At the Pre-Release Centre, I am proud to work with colleagues who believe in instilling hope in inmates and helping them to make the right choices in life. I recall an inmate, "Ah Tiong" (not his real name), who was raised in a broken family. With little affection from his family and not knowing how to express himself in socially acceptable ways, he withdrew from others. However, his Personal Supervisor, CW 2 Kang Hock Seng, did not give up on him but continued engaging him every day.

One day, Ah Tiong was finally touched by CW 2 Kang's efforts and decided to change for the better. Inspired and encouraged by CW 2 Kang, Ah Tiong renounced his secret society affiliation and understood that life is about making the right choices.

As Captains in the lives of our inmates, we should listen to them purposefully and guide them in making the right choices in life. Keeping the faith and believing that they can change for the better is what drives me as a Captain of Lives!



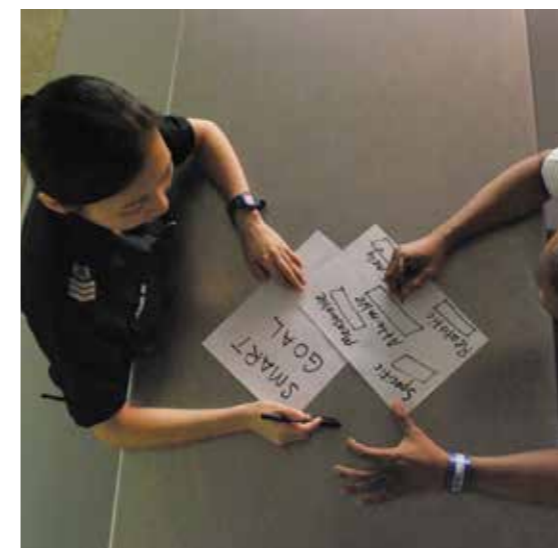
TASKFORCE ON DRUGS

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:

- Targeted prevention;
- Upstream intervention for young abusers;
- Strong deterrence and enforcement;
- Rehabilitation and supervision to reduce relapse rate;
- Engaging families and the community; and
- Enhancing systems and structures



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TOWARDS A DRUG-FREE SINGAPORE

TARGETED PREVENTION

STRONG DETERRENCE AND ENFORCEMENT

UPSTREAM INTERVENTION FOR YOUNG ABUSERS

REHABILITATION AND SUPERVISION TO REDUCE RELAPSE RATE

Establishing CRC

Enhancing Drug Rehabilitation Regime

ENGAGING FAMILIES AND THE COMMUNITY

Engaging Families of Abusers to Support Rehabilitation and Reintegration

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:

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

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.



ENGAGING FAMILIES OF DRUG ABUSERS

Family support plays a critical role in helping drug abusers stay away from their old habits. However, family members may often be at a loss as to how to detect signs of possible drug abuse and how best to support the drug abusers in desisting from drugs. Therefore, as part of the TFD recommendations, a psycho-education based workshop was launched for family members of drug abusers to help them better understand these issues and to be equipped to better support their loved ones in their recovery journey.

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.



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RO 1 NIZAR BIN THARAMA BALEDRAM

Outstanding Captain of Lives Award Recipient, 2014

As Prison Officers, we play a significant role in rebuilding inmates' lives and aiding them to reintegrate into society. Having the right balance between enforcing discipline and facilitating rehabilitation work is key to the achievement of our objectives.

I always advocate operations and security as the foundations for rehabilitation to run smoothly. Every officer has an important role in the running of day-to-day routines. He or she cannot afford to be complacent or be blinded. We need to continuously motivate each other and recognise fellow colleagues' contributions to show the inmates under our care that we are united. I strongly believe that providing positive reinforcement and fostering teamwork have an infectious ripple effect and boosts everyone's morale.

For me, by setting clear directions and ensuring consistency in our daily work processes, we can definitely achieve operational excellence and be an integral part of SPS's development into a correctional agency.

SINGAPORE PRISON SERVICE'S FIVE-YEAR PLAN

Benjamin Franklin, one of the founding fathers of the United States of America, once said, "Failing to plan is planning to fail."

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.

Thus, with the conclusion of the previous Three-Year Plan (2011-2013), SPS crafted the Five-Year Plan to set out the department's key strategies and focal areas from 2014 to 2018. Aligned to the Ministry of Home Affairs' master-planning guidance and SPS's Mission and Vision, SPS's Five-Year Plan highlights the challenges and opportunities that shape SPS's key strategies and capability building efforts, which are developed to achieve the overarching desired outcomes of safe and secure custody as well as effective rehabilitation and reintegration of the offenders under SPS's charge.



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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.

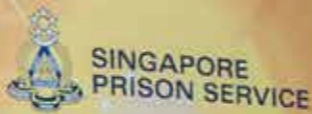


BECOMING A FUTURE-READY CORRECTIONAL AGENCY

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.

A Tribute To Our Pioneer Generation Volunteers



PIONEER VOLUNTEERS

“You make a living by what you get, but you make a life by what you give.” – Winston Churchill

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. Her indelible belief that the simple act of listening can spark change has definitely helped offenders turn over a new leaf. This keeps Mrs Chia encouraged and thankful.

Not only has Mrs Chia dedicated her time to offenders during their incarceration, she too was once involved in their reintegration into the community. Back then, she 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.



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.

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 Ustadz Rapol, a volunteer who has been with SPS for 11 years. Ustadz 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 develop 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.

Ustadz 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.



YELLOW RIBBON PROJECT

THE YELLOW RIBBON. DO MORE THAN WEAR IT.

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. ▶



The Yellow Ribbon
Do more than wear it.

FIND OUT HOW
YOU TOO CAN
DO MORE.

Tap or scan here for your
Yellow Ribbon Starter Kit.

Youth volunteer with Voluntarius, Sher Ney, keeps her hands full and her heart fulfilled as she rallies more like-minded youths for the next Yellow Ribbon volunteer recruitment drive.

Many youths are now balancing their studies with volunteer work to serve meaningful causes such as the Yellow Ribbon Project. They don't just voice their opinions, they back it up with actions. They make change happen. By organising themselves to reach out to their peers and unlocking the potential in youth volunteers, they help to unlock the second prison.



www.yellowribbon.org.sg

[FACEBOOK.COM/YELLOWRIBBONPROJ](https://facebook.com/yellowribbonproj)

[TWITTER.COM/YELLOWRIBBONSG](https://twitter.com/yellowribbonsg)

[INSTAGRAM.COM/YELLOWRIBBONSG](https://instagram.com/yellowribbonsg)

[YOUTUBE.COM/YELLOWRIBBONPROJ](https://youtube.com/yellowribbonproj)



#YRSELFIE CHALLENGE - YELLOW RIBBON PRISON RUN 2014

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 6km fun 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. The top 20 photos which received the most number of votes from the community received prizes sponsored by Seiko.

The run saw about 8,800 runners, more than 180 volunteers as well as over 30 sponsors and supporters on board.

YELLOW RIBBON FUND CHARITY GOLF AND GALA DINNER 2014

Graced by Mr Teo Ser Luck, Minister of State, Ministry of Trade and Industry, and Mayor, North East District, 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.



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.

VISIT BY TONY ORLANDO TO THE SINGAPORE PRISON SERVICE

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.

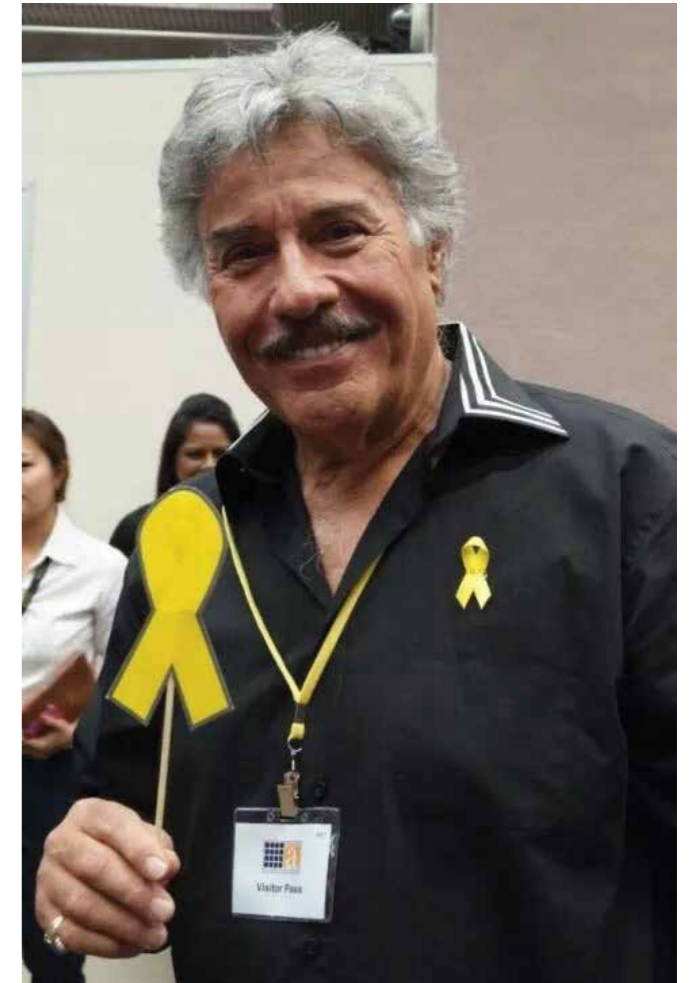
During Mr Orlando's visit, PAC inmates performed two original compositions titled 'Heart & Soul' and 'One More Try'. These songs were dedicated to their family members to express their desire to change and to be reunited with them.

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.

THE NEXT LAP

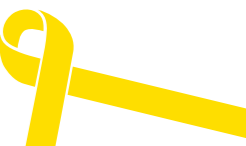
As the YRP celebrates the progress made over the past 11 years of campaigning, it needs the continued support of the community to create a more inclusive and safer Singapore. As the project progresses to the next lap, the support of different segments of the community, such as youths, corporations, and 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.



"I am very humbled by what I saw today. And I am very humbled that my song could serve to be such an inspiration to all of you (inmates). But more than that, I am moved, humbled and have massive respect for all the stakeholders in starting such a wonderful initiative and project that seeks to help these ex-offenders."

MR TONY ORLANDO
Singer of the Hit Song 'Tie a Yellow Ribbon Round the Ole Oak Tree'





ALL ON BOARD



Oversee the safe and secure custody of inmates under SPS's charge

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.



The improved MSB set-up will drive the planned improvements in medical policies, initiatives and overall medical care for inmates.

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.

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.

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,

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.



DSP 2 TOK ENG SENG

Outstanding Captain of Lives Award Recipient, 2014

When I first joined SPS, I remembered meeting an inmate in Khalsa Crescent DRC (KCD) named "Ah Teck" (not his real name). The then 30-year-old inmate was in prison for the eighth time. Why did such a young man choose to forgo his freedom and family to remain in the prison system, I wondered.

Sadly, I have seen many Ah Tecks in prison in my 13 years of service. In fact, more than half of the prison population are repeat offenders. However, I am not discouraged.

Former Director of Prisons, Mr Chua Chin Kiat, once said, "Faith energises, fear paralyses". We should have the courage to believe that every inmate, if given a second chance, will change for the better. I believe that having this faith will allow us to make a difference to inmates like Ah Teck and give them the confidence to embrace the world. I have never stopped believing. Have you?

ENHANCING OPERATIONS THROUGH TECHNOLOGY - COLLABORATION WITH THE OFFICE OF THE CHIEF SCIENCE AND TECHNOLOGY OFFICER

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.

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



CAPTAINS OF LIVES
REHAB • RENEW • RESTART



CW 1 NUR SUHAILI BTE HAMID

Outstanding Captain of Lives Award Recipient, 2011

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.

CONDITIONAL REMISSION SYSTEM AND MANDATORY AFTERCARE SCHEME

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.

NEW CONTRACTS FOR PROVISION OF SECURITY SERVICES - ARMED AUXILIARY POLICE OFFICERS AND UNARMED SECURITY OFFICERS

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.





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.



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.

ROLES & FUNCTIONS

Recruit and retain the right people

Deepen and broaden their competencies

Build an engaged and resilient SPS workforce

IGNITING PASSION, INSPIRING EXCELLENCE

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.

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.



CAPTAINS OF LIVES
REHAB • RENEW • RESTART



DSP 1 Kiu Cher Han (middle), with Supt 1(A) Loh Hong Wai (left) and DSP 2 Harry Yap (right).

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.





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 reintegration 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 REFORMATIVE TRAINING REGIME

To better address their rehabilitation needs and augment the effectiveness of SPS's intervention efforts for Reformative 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.

The revised RT regime will adopt a differentiated approach in addressing the needs of RTs and mitigating their risks.

Plan and provide rehabilitation and reintegration programmes for inmates both during the incare and aftercare phases

ENHANCING THROUGH-CARE 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 reintegration 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



DEVELOPMENT FRAMEWORK FOR OFFENDER REHABILITATION PERSONNEL

A training and development framework, known as the Development Framework for Offender Rehabilitation Personnel (DORP), was developed and successfully launched in 2014. DORP is targeted at social workers, caseworkers, halfway house operations staff and SPS volunteers with the purpose of raising the professionalism of the aftercare sector through continuous training and upgrading. Since its launch, more than 700 community professionals and SPS volunteers have participated in DORP.

As of December 2014, the Volunteer Befriender pool has expanded to more than 240 befrienders.

ENHANCEMENT OF BEFRIENDING PROGRAMME

Befrienders contribute to offenders' reintegration into society by mentoring offenders during the incare phase. After the offenders' release, befrienders continue to support the offenders through visits and correspondence. As of December 2014, the Volunteer Befriender pool has expanded to more than 240 befrienders, with Tampines, Taman Jurong and Admiralty grassroots divisions also joining the programme.



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.

CAPTAINS OF LIVES
REHAB • RENEW • RESTART



DSP 2 MOHAMED NIZAAR BIN MD IBRAHIM

Outstanding Captain of Lives Award Recipient, 2012

One day, I observed an initially arrogant and demanding inmate feeling down after his family visit. I had a chat with him, and he shared how his family was coping without him and how much he hated prison. I told him that it was up to him whether his time in prison would be wasted. I advised him that change begins with respect: respect for rules and authority, respect for one another and respecting that he could still make a difference.

I began to see for myself how his attitude changed for the better. After his transfer to the Pre-Release Centre for his pre-release programme, I was informed by my colleagues that he was motivated and positive.

I believe that discipline and rehabilitation are not interchangeable but are mutually reinforcing. They are not easy tasks, but they are what we must continually strive to practise. I do not know how this inmate is coping outside, but I know that I have made a difference to his attitude during his time with me, and hopefully I have perpetuated his change towards his family and society as well.





Create a safe and conducive work environment

Advance SPS's work with strategic use of technology

Strengthen governance in resource management

CONNECTING PEOPLE AND PROCESSES; ENABLING OPERATIONS

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.

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



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-SCORE 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.

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.





ID works 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.

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.

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.

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.

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.

ROLES & FUNCTIONS

Plan, develop and manage intelligence operations in an evolving environment while balancing the need to remain objective, focused and forward-looking

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.

CAPTAINS OF LIVES
REHAB • RENEW • RESTART



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.



CAPTAINS OF LIVES
REHAB • RENEW • RESTART



ASP 1 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.





Formulate, implement and monitor departmental workplans

Review SPS's overall health through statistical methodologies

Promote strategic innovation and enhance service excellence capabilities

FORWARD INTO THE FUTURE

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).

2014 marked the start of SPS's Five-Year Plan, which outlines SPS's strategies and focal areas for the future.



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, SPS 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.'

TAKING THE PULSE OF THE ORGANISATION - ORGANISATIONAL HEALTH SURVEY 2014

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.



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.

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 SPS'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.



CAPTAINS OF LIVES
REHAB • RENEW • RESTART



CW 2 NG PENG WAI

Outstanding Captain of Lives Award Recipient, 2013

As a Duty Operations Officer in the Complex Escort Unit, I stay vigilant at all times to ensure the safe and secure custody of inmates. During our course of work, we occasionally encounter inmates who are not compliant to instructions. It is thus necessary to possess good negotiation skills to deal with such inmates professionally and prevent the incident from escalating.

I also ensure that my team of officers are committed to supporting the inmates in their efforts to change and become responsible citizens. I would remind my officers, especially the junior ones, to lead by example and behave in a respectable manner. This is especially important when we are performing external escort duties as we are under public scrutiny. To ensure operational excellence in a non-prison setting, we have to act professionally, enforce rules and supervise inmates closely to prevent disorder and security breaches.



ROLES & FUNCTIONS

Conduct **correctional research** to support SPS's operations and rehabilitation efforts

Evaluate the **effectiveness of rehabilitation efforts**

Provide **psychological services** to staff and offenders

Develop and provide **psychology-based interventions** to address offenders' general and specific risks and needs both in prison and in the community

IN THE THICK OF ACTION!

Psychological & Correctional Rehabilitation Division (PCRD) has increasingly expanded its influence and contributions to SPS's vision and mission, thus contributing to a safer and more secure Singapore. The division's key success ingredient is its strength in diversity, made possible by the synergy of more than 130 team members with varying personalities, personal strengths, talents, academic backgrounds, clinical experiences and expertise.

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

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 emplacements 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.

CAPTAINS OF LIVES
REHAB • RENEW • RESTART



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 success of PCRD is possible thanks to the dedicated staff in its midst.



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.





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.

Drive key projects that aim to **transform the way SPS runs prison operations** to reap significant gains in operational efficiency and effectiveness

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:



EXAMPLES OF TECHNOLOGIES

WHICH MAY BE DEPLOYED IN THE FUTURE-READY INSTITUTIONS



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.



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.



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.



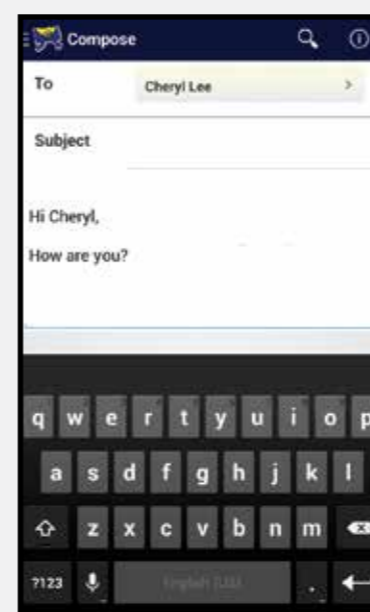
INFORMATION ON-THE-GO

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.



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.

Oversee the risk management and audit functions for SPS as well as the regular review of Prison Standing Orders by the respective staff units

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.





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 skillsets 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.

HONG KONG CORRECTIONAL SERVICE DEPARTMENT AUDIT

In July 2014, IRD welcomed its counterparts from the Hong Kong Correctional Service Department (HKCSD) to conduct an audit on key risk processes.

The collaboration served as a testimony of IRD's continuous effort to preserve the independent element of auditing. Engaging an external agency to conduct audits not only provided an independent and objective assessment, but also enabled mutual learning and sharing of knowledge. The insights and recommendations shared by IRD's HKCSD counterparts gave IRD fresh perspectives into its work.

ORGANISATION EXCELLENCE AWARD 2014

In 2014, IRD was awarded the Highest Staff Suggestion Scheme Implementation Ratio Award in the SPS Headquarters Staff Unit category. This is a testimony of IRD's continuous commitment towards implementing innovative ideas and striving towards a better working environment for all.

MINISTRY OF HOME AFFAIRS HEADQUARTERS' INSPECTORATE & REVIEW DIVISION AUDIT AND RISK REVIEW

Between September and December 2014, the Ministry of Home Affairs Headquarters' Inspectorate & Review Division conducted a three-part review consisting of risk management documentation review, high-risk external escort system review and external escort compliance audit. This independent inspectorate team looked into whether SPS's risk management processes were sufficiently robust, whether SPS comprehensively covered its key risk areas and whether risk management procedures were followed on the ground. The review outcomes assisted IRD in knitting a more robust safety net for all.





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 newsroom 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 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 HIGHNESS 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.





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.



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.

ROLES & FUNCTIONS

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

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.

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).

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.





Ensure the **safe and secure custody and discipline** of its charges as well as efficient operations of the institutions

Inspire **change** through the **personal conduct of its officers and the effective implementation of rehabilitation programmes**

CLUSTER 'A' DECADE OF BEING

“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.

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.



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:

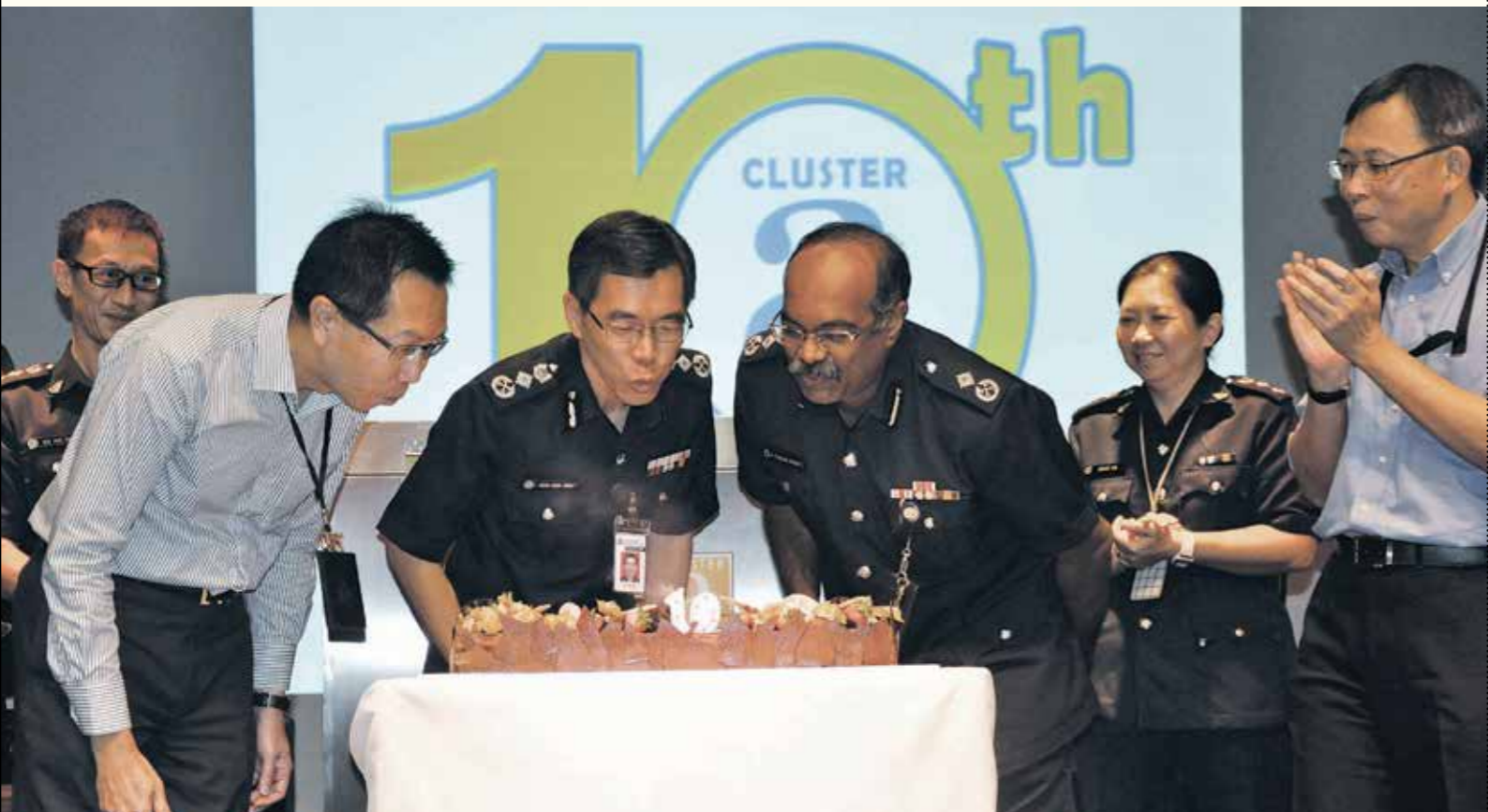
- (i) The Parents-Officers Meeting between RTC staff and specialists as well as offenders' parents aims to provide parents with information necessary to support Reformative Trainees (RTs) both during and after their time at the RTC. The first of these monthly sessions was held in August 2014.
- (ii)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



“Many thanks to our dedicated Captains of Lives, who help to look after and rehabilitate our inmates so that they can get back on the right path again.”

DPM TEO CHEE HEAN



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.





Serve a unique role in SPS as the **beginning** and **end** of a male inmate's incarceration journey

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."





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, offenders 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.

Family support is integral to inmates' reintegration, and is also of utmost importance in officers' journeys as Captains of Lives.

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

B5 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. B5 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 the 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.





Specialise in various regimes for the effective management and rehabilitation of all inmates in its custody

CATALYST FOR MANAGING AND ENHANCING REINTEGRATION POTENTIAL THROUGH DIVERSIFIED APPROACHES

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.

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

