



**SINGAPORE
PRISON SERVICE**



COLLABORATION

ANNUAL REPORT 2015



COLLABORATION

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

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VISION

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

MISSION

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

SHARED VALUES IN CORRECTIONS

SYNERGY

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

VIGILANCE

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

INTEGRITY

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

CARE

1. We care for the well-being of our fellow officers and help each other to be resilient.
2. We practise self-care so that we are good Captains of our own lives.
3. We care for the well-being of our inmates, while being firm disciplinarians, to inspire change in them.

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COMMISSIONER'S FOREWORD

We have crossed the mid-way point of this decade. It is an opportune moment to reflect on the journey the Singapore Prison Service had taken during this period.

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

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

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

Internationally, our standing also grew steadily throughout this period. Since speaking at a UN conference in 2010 and hosting ICPC in 2011, an increasing number of

international publications were written about us as we shared at various international platforms on our Yellow Ribbon Project, our research and evaluation findings on throughcare and our use of technologies.

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

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

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

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

SOH WAI WAH
Commissioner of Prisons
Singapore Prison Service



SOH WAI WAH
COMMISSIONER OF PRISONS



DESMOND CHIN
DEPUTY COMMISSIONER OF PRISONS



SHIE YONG LEE
CHIEF OF STAFF / DIRECTOR,
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ROCKEY FRANCISCO JUNIOR
DIRECTOR, COMMUNITY CORRECTIONS COMMAND



VINCENT CHEW
COMMANDER, OPERATIONS & SECURITY COMMAND

“ Imaginations shared
CREATE COLLABORATION,
and collaboration
CREATES COMMUNITY,
and community inspires
SOCIAL CHANGE. ”

TERRY TEMPEST WILLIAMS



STRIVING TOGETHER

FEATURE ARTICLES



UNVEILING OF SPS'S NEW MISSION

8

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

THE CALL FOR CHANGE

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

The new Mission significantly identifies SPS as "a correctional agency". This term does not only validate the work SPS has been doing, it also instils a continued sense of purpose and re-dedicates SPS officers to maintain their utmost professionalism as they ensure the secure custody of inmates under their charge, and rehabilitate them.

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



SPS'S MISSION

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

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

“As a correctional agency”

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

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

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

“we enforce secure custody of offenders and rehabilitate them”

Second, the Mission articulates the work SPS does.

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

The safety and security of the prison system is paramount to the work SPS officers do and it lays the foundation for SPS's strategic plans to be carried out. Should there be a breach in the safety and security of the institutions, external escorts or the prison system in general, SPS officers would have fallen short of the mission, regardless of how effective rehabilitation



efforts may be. Similarly, a correctional agency fixated with only ensuring the safe and secure custody of inmates would have failed in its duty to provide suitable, targeted and calibrated rehabilitation programming for inmates, and reintegrate them into the community upon their release. Thus, SPS's mission is two-fold; one without the other would not be sufficient to realise her mission.

“for a safe Singapore”

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

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

THE MEANING OF SPS'S MISSION

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

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

Reflections



I believe the mission statement aptly sums up the work that we do. Besides ensuring the safe and secure custody of the inmates under my charge, I have a part to play in helping them to be better citizens and develop positive thinking habits. Without security, there cannot be rehabilitation; and without rehabilitation, nothing can be secured.

CW 1 Rudy Khairon Bin Daiman
Senior Personal Supervisor,
Tanah Merah Prison, Cluster C

Having a Vision and Mission is not just for organisations – it's key to one's own pursuit of excellence in life. I believe that with passion and determination, we can make a difference in someone's life, regardless of race, language or religion.

Sgt Mian Bin Mohammed
Estate Management Officer,
Cluster A Corporate Services



FORGING AHEAD IN CORRECTIONS

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



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

The Colonial Prisons (1819 – 1945)

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

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

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

Changi Prison – Singapore's 72nd National Monument

Changi Prison began operations on 4 January 1937. It was initially built to accommodate about 600 inmates, covering 13 acres of land. Being a maximum security prison, it was surrounded by a 3,000 foot long and 24 foot high concrete wall.

During the Second World War (1942-1945), Changi Prison was used by the Japanese Army to house civilian internees & POWs. After the surrender of the Japanese Army, Changi Prison was once again used to house civilian prisoners.

On 15 February 2016, the National Heritage Board gazetted the Changi Prison Entrance Gate, Wall and Turrets as a National Monument in remembrance of Singapore's wartime experience.



1970s
SPS's responsibilities increased with her involvement in the custodial care and rehabilitation of drug inmates.

1974
A Prisons Re-Organisation Committee was set up by the Ministry of Home Affairs to review the system of rehabilitation, industrial training and work discipline. A new classification system was adopted to aid in inmate management and differentiated treatment.

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

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

1946
The Singapore Prison Service was institutionalised as a Department.

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

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

Post-Colonial Times (1946 to 1970)

Rehabilitation (1970s)

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

1995
The Prisons Halfway House Scheme was implemented to allow amenable inmates without strong family support to spend the last stage of their detention at the halfway houses.



1999
"Captains of Lives" was unveiled together with SPS's new vision and revised mission statement.

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

A new rehabilitation framework was also introduced to detail the programmes at each phase of an inmate's incarceration – in-care, halfway care, and aftercare.

Reintegration (1985 – 1999)

forge
fɔ:dʒ
verb
gerund or present participle: forging

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

Start of the Millennium (2000s)



2000

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

The Home Detention scheme was also introduced.

2004

The Yellow Ribbon Project was launched to engage the community in giving ex-offenders a second chance at life and to inspire a ripple effect of concerted community action to support ex-offenders and their families. Held annually, it has become a model for similar campaigns in other countries.



Cluster A, the first cluster in Changi Prison Complex, was operationalised. It consists of five purpose-built institutions, each with several self-sufficient Housing Units.

2010

The Halfway House Service Model was implemented.

Cluster B was officially opened. As the second cluster of purpose-built institutions, Cluster B houses the admission and pre-release centre for Changi Prison Complex.



The Yellow Ribbon Community Project (YRCP) was expanded from a pilot grassroots initiative, as part of the Committee on the Prevention of Re-offending (CPR) recommendations. YRCP provides community support and assistance to the families of inmates, which can help to reduce re-offending and prevent intergenerational patterns of incarceration.



2011

SPS was tasked to supervise first-time and low-risk offenders under the Community Based Sentencing initiative. For the first time, SPS supervised offenders who were neither given a custodial sentence nor incarcerated in a prison or detention centre.

2012

SPS collaborated with Central Narcotics Bureau (CNB) to implement the Enhanced Supervision Scheme (ESS), where drug offenders with higher risk have to undergo compulsory aftercare support and supervision.

The Pre-Release Centre (PRC) was also set up to equip inmates with skills and knowledge required for their reintegration before release.



2013

SPS launched a new vision: "As Captains of Lives, we inspire everyone, at every chance, towards a society without re-offending."

2014

The Community Rehabilitation Centre (CRC) was launched to help first-time young male drug offenders.

The drug rehabilitation regime was enhanced to provide differentiated programming pathways for offenders with different profiles.

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

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

Under MAS:

Selected groups of offenders with drug offences or antecedents are provided with in-care programmes and opportunities in aftercare for gradual reintegration back into society.

Under CRS:

Inmates released from prisons at the two-thirds mark of their sentence will be subjected to the basic condition of not re-offending during the remission period.

Now (2015)



2015

SPS adopted a new mission: "As a correctional agency, we enforce secure custody of offenders and rehabilitate them, for a safe Singapore."

Reflections



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

SCW 1 Charles Sundaram S/O Chinniah
Cluster Control Centre,
Cluster A Operations

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

S/Sgt Sri Idayu Binte Abdul Latip
Registry Support Officer,
Cluster B Registry



ALL HANDS ON DECK

MANY ROLES. A COMMON VISION AND MISSION.

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

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

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



AT THE CORE OF THE ORGANISATION

Institutional Staff – examples include PSEs, HUOs, OC HUs, Head Ops, Superintendents, etc.

The institutional staff are the primary points of contact with the inmates. These frontline officers manage and interact with inmates on a daily basis and form the pillars which support the rest of the organisation. As Personal Supervisors (PSEs), they play the dual role of ensuring the safe and secure custody of inmates in the Housing Units (HUs) while facilitating their rehabilitation. To achieve this, teamwork both within the HU and with other units is essential.

SUPPORTING SMOOTH OPERATIONS WITHIN INSTITUTIONS

Cluster and Command Staff units – examples include CS, Intel, SD, etc.

Cluster and Command staff units are essential support systems for the institutions to operate effectively and efficiently, acting as the link between HQ and the different institutions. For example, the Cluster and Command staff units ensure that rehabilitation programmes are catered to inmates' needs, records are kept in order, systems and equipment are functioning normally, and training for staff are held regularly. All these efforts contribute to smooth operations within the institutions, and also helps free up time for the institutional staff to focus on the direct management of inmates.



PROVIDING A SAFE HARBOUR

Halfway Houses

Halfway Houses act as a transitional home to help inmates reintegrate back into society. In collaboration with SPS under the Halfway House Service Model, Halfway Houses provide structured rehabilitation and case management services, ensuring continuity of care to address the inmates' reintegration needs. The Halfway Houses provide inmates, who may not have strong family support, an environment that is conducive for staying crime-free.



There are many other functions that all come together in achieving SPS's Mission and Vision: the visit staff helping to foster family ties; the procurement, finance and logistics officers making sure that processes run like clockwork; etc.

The need for constant and close collaboration among the different divisions, and across stakeholders is important, as the work of each individual affects the other. With everyone working together, committed and ready to perform their tasks to the best of their abilities, SPS is able to harness synergies so that the whole is greater than the sum of its parts.

Reflections

CHARTING THE DIRECTION

HQ Staff Units – examples include Operations Division, Rehabilitation & Reintegration Division, etc.

The various divisions based in SPS Headquarters (HQ) oversee and chart directions on how SPS carries out her Mission and Vision. These include operational, rehabilitation and other corporate functions. These divisions are at the forefront of strategic planning and policy development, analysing current and future trends to assess and propose new initiatives. They also evaluate existing initiatives and monitor daily operations carried out in the institutions. Working in close collaboration with the Cluster and Command staff units, as well as external partners and agencies, they ensure that all departments operate in an optimal fashion towards achieving the organisational Mission and Vision.

SERVING TO PROTECT

OSC – examples include SPEAR, PEO, CPC Security, etc.

Ensuring safety and security during daily operations, the Operations & Security Command (OSC) oversees and manages shared facilities and services. This includes facilitating inmates' external movements, deploying security forces around Changi Prison Complex (CPC) and other external secured facilities, as well as maintaining SPS's elite force for swift response to incidents where necessary. Their continued vigilance in safety and security allows for smooth operations and forms the basis for enabling rehabilitation within the institutions and secured facilities.

WORKING TOGETHER FOR A COMMON PURPOSE

Volunteers and Community Partners

The task to reintegrate an inmate back into society will be difficult if solely entrusted upon the shoulders of SPS officers. The community also plays an integral role in changing the lives and futures of inmates who want to turn over a new leaf. SPS's volunteers and community partners support the rehabilitation and reintegration of inmates in a wide variety of areas, such as through religious counselling, befriending, imparting skills and knowledge, and supporting the inmates' families in the community. The support of volunteers and community partners is crucial in guiding the inmates towards a crime-free life.

REHABILITATING OFFENDERS, INSIDE AND OUTSIDE OF PRISON

Personal Supervisors (Casework), Correctional Rehabilitation Specialists (Incare/Aftercare) & Reintegration Officers

Beyond ensuring the safe and secure custody of inmates, SPS officers work relentlessly to support the inmates' journey starting from the incare phase to the aftercare phase. At the Pre-Release Centre, Personal Supervisors (Casework) and Correctional Rehabilitation Specialists (CRS) engage the inmates extensively by addressing their criminal thinking, encouraging them to rebuild relationships with their families, and instilling positive values in their everyday lives. After the inmates' release, the CRS and Reintegration Officers work closely to guide and counsel them, while ensuring strict adherence to supervision conditions. With multiple parties involved, a high level of collaboration is required to ensure seamless transition from the inmates' pre-release phase to their aftercare phase.

BUILDING AN ALLIANCE FOR SUCCESS

Home Team Partners & CARE Network Partners

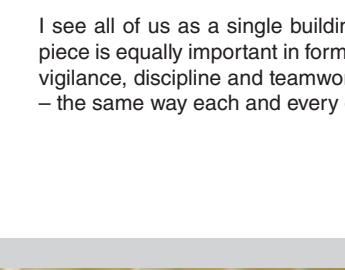
Home Team and Community Action for Rehabilitation of Ex-offenders (CARE) Network partners share a common cause with SPS in security and rehabilitation. As such, SPS collaborates with these partners extensively through joint initiatives. For example, under the Enhanced Supervision Scheme for high-risk drug inmates, SPS works closely with the Central Narcotics Bureau (CNB) to ensure that inmates placed under drug supervision are effectively managed, so as to prevent their relapse. As part of the CARE Network, SPS is able to pool resources and coordinate activities among the other partners to effectively engage the community and carry out rehabilitation and reintegration initiatives such as the Yellow Ribbon Community Programme.

CARE Network Member Agencies:



Successful rehabilitation requires collective conviction in the power of second chances. Working alongside other COLs who hold this common belief invigorates me, and inspires me to continue doing the best I can to rehabilitate inmates positively and sustainably.

MX 11 Nur Asyikin Binte Hamzah
Lead Specialist (Women),
Psychological and Correctional Rehabilitation Division



I see all of us as a single building block in a cohesive whole; where each and every piece is equally important in forming a sound structure. As a Duty Ops Officer, I display vigilance, discipline and teamwork in ensuring security within Changi Prison Complex – the same way each and every one of my fellow COLs does.

S/Sgt Sani Bin Samat
Duty Ops Officer (Transit Centre),
CPC Security, Operations and Security Command



We should not underestimate the importance of our work. Through the exceptional work we put in each day quietly and diligently, we are making a difference in the lives of the inmates and the community. What we do helps inmates successfully reintegrate into society and break the cycle of re-offending.

ASP 1 Tan Yew Chuan
Staff Officer (Tactics and Development),
SPEAR Force, Operations and Security Command



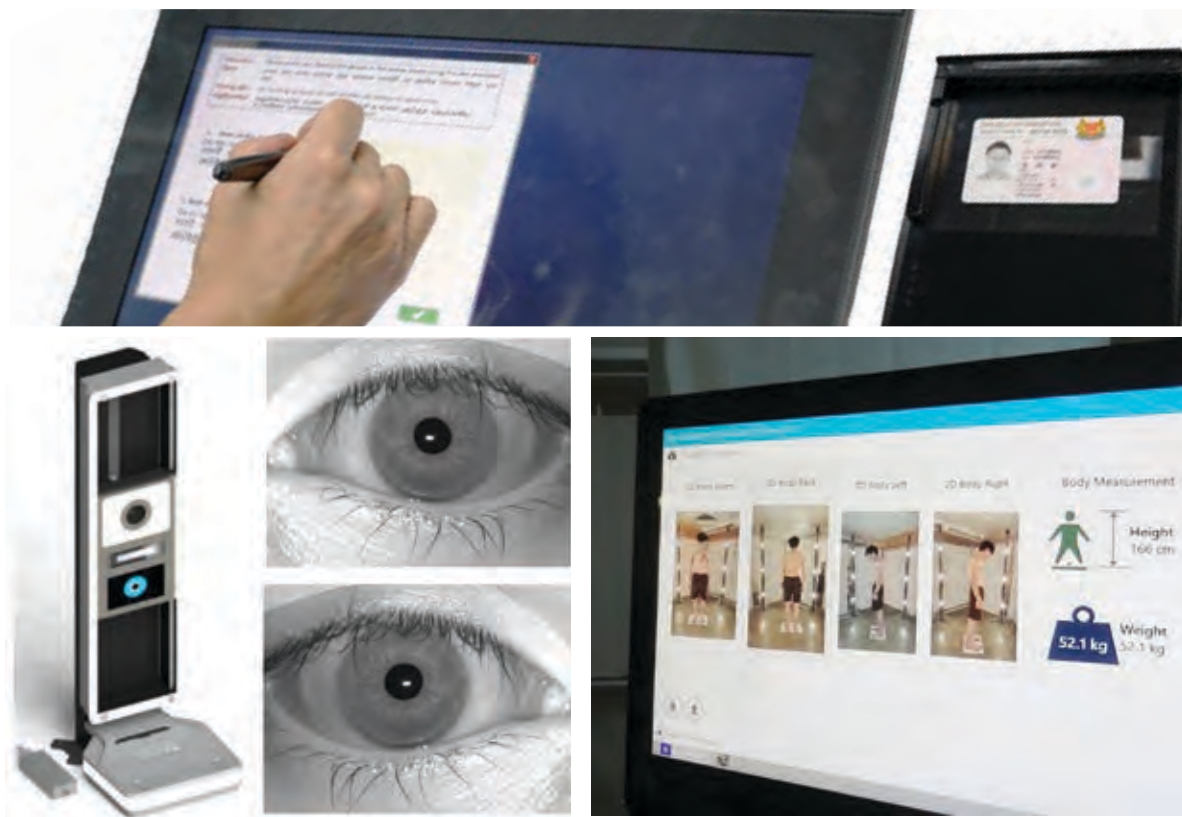
TECHNOLOGY, OUR NEW FRONTIER



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

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

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



TECHNOLOGICALLY TRANSFORMED HOUSING UNIT

The Housing Unit (HU) is the basic, integrated and self-contained accommodation facility within Changi Prison Complex. The implementation of the Integrated Security System with keyless access and surveillance in 2004 re-defined the way the HU was operated in the past. As part of the new Technology Roadmap, the HU will undergo further technological transformation, to be equipped with more sense-making capabilities and greater automation. Several trials were conducted, and the results of these implementations and collaborations between SPS and key stakeholders were encouraging.

To enhance the security and surveillance of inmates while utilising less manpower, SPS collaborated with the Office of the Chief Science and Technology Officer (OCSTO) to conduct trials for a Human Behaviour Early Detection System. This system provides round-the-clock monitoring of prison cells and automatically alerts officers on duty upon the detection of any abnormal behavior, allowing officers to ensure the safe and secure custody of inmates while freeing them up to perform other work.

Another project that SPS embarked on was the Multi-Biometric Enrolment System trial, also in collaboration with OCSTO. This is an integrated enrolment system that digitally records multi-biometric data from finger and palm prints to iris and facial

images, as well as 3D body images to capture body markings and facilitate anthropometry profiling. With the use of the system, time taken for the enrolment process will be significantly reduced, contributing to a greater optimisation of manpower resources.

ENHANCED INMATE MANAGEMENT AND REHABILITATION

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

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

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

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

CORRECTIONS IN THE COMMUNITY

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

To overcome this, SPS developed the Offender Reintegration Management System (ORMS) that captures all aftercare arrangements by her officers and stakeholders, allowing them to have a holistic

picture of the various rehabilitation efforts as they collaborate with each other to successfully reintegrate the ex-offender.

TRANSFORMING THE FUTURE

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



Reflections



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

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

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

ASP 2 Lim Wei Jiat
Staff Officer (Information System Programme),
Technology Branch, Logistics and Technology Division





Today's Singapore Prison Service (SPS) is only possible with the hard work and contributions of her pioneers. SPS's pioneers have played a key role in enforcing secure custody of offenders and rehabilitating them over the years. They are also Captains of Lives who have personally trained, moulded and inspired generations of officers up to this day.

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

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

WHAT ARE SOME HIGHLIGHTS OF YOUR CAREER WITH SPS?

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

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

Mr Suppiah Mahalingam (SM): As a Housemaster at the then Bedok Reformative Training Centre, I enjoyed overseeing Reformative Trainees and even organising sports activities for them. I am also grateful for the opportunity to represent SPS at a United Nations Asia and Far East Institute (UNAFEI) for the Prevention of Crime and the Treatment of Offenders course for a few months in Japan.

HONOURING OUR PIONEER STAFF

CHANGI PRISON



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

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

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

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

HOW HAS SPS EVOLVED IN TERMS OF HER COLLABORATIVE EFFORTS?

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

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

ES: The Yellow Ribbon Project (YRP) is a good example of how SPS and other partners in the CARE Network have engaged the community in the reintegration of ex-offenders. Through YRP, we engaged the public and corporate companies to give ex-offenders a second chance. Going forward, the government could further

leverage on non-government organisations (e.g. voluntary and religious) to strengthen throughcare efforts.

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

WHAT ADVICE DO YOU HAVE FOR SPS OFFICERS TODAY?

LY: I would like to relate a story on personal mastery. When Microsoft Word was being adopted by SPS, I had been using a different programme known as WordPerfect. As the two programmes were incompatible, staff officers using Microsoft Word would have to save their documents in WordPerfect so that

I could read them. I reflected on this and realised that this could not continue, with Microsoft Word being the dominant programme moving forward. I took three days of leave to familiarise myself with Microsoft Word, going through all its different features and functionalities until I was familiar with the programme. Hence, my advice to all officers is to continuously learn and upgrade themselves, regardless of the rank or position that they hold.

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

SM: It is not an easy job dealing with individuals who are in prison against their will. I would encourage officers to be motivated to take up new challenges, and think of how they can contribute more in their daily work to bring SPS to the next level.

Reflections



A continual focus on organisational development and learning has moulded us into thinking officers who continuously upgrade ourselves. I will apply these practices at work by being a valued resource and trusted friend to my colleagues, and a positive role model to my supervisees.

CW 1 Arulkumar S/O Krishnadas
Reintegration Officer,
Community Supervision and Rehabilitation Branch, Community Corrections Command

I am inspired by the good work of our pioneer staff who have contributed much and built a strong foundation for today's SPS. Their selfless sharing of knowledge, experiences and skills has helped us in our journey in becoming a world-class correctional agency. Taking over the baton from them, I am motivated to work harder and bring SPS even closer to our goal.

CW 2 Toh Chee Leong
Statistics Officer,
Organisational Performance and Statistics Branch, Strategic Planning Division



We would not be the world class organisation we are today without the immense contributions of yesterday's heroes. Our pioneers have paved the path for us, enabling us to reach greater heights. A BIG salute to our pioneers!

CW 2 Shahril Bin Mahnoh
Operations Planning and Development Officer,
Cluster B Operations



REACHING OUT FROM WITHIN; OUR VOLUNTEERS, OUR COMMUNITY PARTNERS



"Coming together is a beginning; keeping together is progress; working together is success." – Henry Ford

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

COMING TOGETHER

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

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

KEEPING TOGETHER

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

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

Working with families of the incarcerated ones is challenging and complex. Ms Tan recalled how one of the families she engaged remained unresponsive despite her good intention to render assistance to them. Similarly, a YRCP volunteer from McPherson Division, Mr Manjeet Singh S/O Kernial Singh, faced similar challenges during some of his engagements when his clients refused to receive help. Nonetheless, their training, experience and dedication



have enabled them to effectively and patiently carry out the necessary engagements. To date, more than 800 grassroots volunteers have been trained and equipped with the necessary knowledge and skills to conduct proactive outreach to inmates' families.

Receiving sincere gratitude from the families is a form of recognition of the efforts put in by volunteers such as Ms Tan and Mr Manjeet. Such affirmation gives them a sense of fulfilment in knowing that they have helped to make a difference. Their engagement went beyond lending the inmates' families a listening ear and providing them the necessary referrals. It also involved inspiring the families to make a difference to the lives of other inmates' families who might be facing a similar plight. Ms Tan recounted the story of how a late YRCP beneficiary joined YRCP as a volunteer, hoping to make a difference despite having to deal with her husband's incarceration. With strong family support, her husband managed to successfully reintegrate into society and is gainfully employed with a full-time job. Since YRCP's launch, more than 3,000 families have benefitted from the project across the 65 participating divisions nationwide.

Inmates lacking family support are not neglected either. Mr Anuar Matnawi, 54 years old, befriends drug inmates during both incare and aftercare, providing pro-social support as well as a source of motivation to reduce re-offending. Being an ex-offender who is currently maintaining a drug-free lifestyle, Mr Anuar is able to better relate to the inmates and foster good rapport to guide the inmates under his purview.

Under the Befriending programme, a befriender will engage an inmate over a period of 16 months— ten months during incare and six months in aftercare, so as to provide positive guidance through their

engagements. Such engagements will allow inmates to be meaningfully occupied upon their release and have a pro-social support network, enabling them to reintegrate successfully into society.

Despite Mr Anuar's sincere dedication and intention, he encountered challenges in winning the hearts of the inmates under the Befriending programme. Mr Anuar recalled how some of them were sceptical of his befriending efforts, given that he was once an inmate. Despite the criticisms, Mr Anuar took the comments positively, knowing that he had personally made a difference in the lives of inmates who took his advice and eventually changed for the better. On top of his life experiences, Mr Anuar, like other befrienders, went through the Basic Befriending Training, which enhanced his skills to better engage the inmates. Since the launch of the programme in 2010, there are currently more than 270 befrienders; compared to just 38 befrienders during its inception.

The dedication of volunteers like Ms Tan, Mr Manjeet, and Mr Anuar, has contributed significantly to the reintegration efforts by SPS beyond the prison walls.

WORKING TOGETHER

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

SPS appreciates and recognises the dedication and commitment of her volunteers. In 2015, SPS organised

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

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

Reflections



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

ASP 1 Lim Hui Juian
Housing Unit Officer,
Changi Women's Prison, Cluster C

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

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



The journey from rehabilitation to reintegration into the community is a challenging one. The YRCP and Befriending programmes are good platforms for the community to render their support for ex-offenders. Knowing we have the support of the community comforts, encourages and helps me in my work at Community Corrections Command.

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