



GOING BEYOND WEARING THE YELLOW RIBBON

Extending the call for continued support, the Yellow Ribbon Project (YRP) believes that it takes a collective effort from the local community to sustain an inclusive environment for reforming ex-offenders.

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

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



CHALLENGING NON-ACCEPTANCE — YELLOW RIBBON PRISON RUN 2015

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

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

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

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



ENHANCING REHABILITATION THROUGH MUSIC

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

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

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



A NEW HORIZON - AN ART EXHIBITION

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

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

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

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



DRIVING FOR SECOND CHANCES

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

CELEBRATING SECOND CHANCES AWARDS CEREMONY 2015

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

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

SUCCESS STORY

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

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

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

The YRP has garnered much support from the community to support the rehabilitation and

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

Reflections



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

ASP 1 Surendran S/O Sundramurthi
Staff Officer (Programme),
Cluster A Programme

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

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



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

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

AMY POEHLER



PARTNERING TOGETHER

UNIT REVIEWS



OPERATIONS DIVISION (OPS DIV)

AT THE HEART OF SINGAPORE PRISON SERVICE'S WORK

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

ROLES AND FUNCTIONS

OPS DIV OVERSEES DAY-TO-DAY MANAGEMENT OF ALL OPERATIONAL MATTERS, ENSURES SPS'S OPERATIONAL READINESS FOR SOUND MANAGEMENT OF CONTINGENCIES, AND REVIEWS OPERATIONAL POLICIES TO MEET THE DEMANDS AND EXPECTATIONS OF A TRANSFORMING SPS AND THE FUTURE.



KEY WORKPLAN INITIATIVES

ENSURING SPS'S CONTINGENCY READINESS

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

EXPANSION OF IN-HOUSE MEDICAL FACILITIES

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

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

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



UNIT HIGHLIGHTS

COMMAND, CONTROL AND COMMUNICATION (C3) SYSTEM IN COMMAND CENTRE

Operations Planning Branch had collaborated with Defence Science and Technology Agency (DSTA) on the conceptualisation of the C3 system. This system, when ready, will be an automated information system to facilitate, enhance and connect the command, control and communication activities and operations at various command levels during peacetime and crisis situations.

ENHANCED RISK SCREENING TOOL

The security risk classification of inmates will adopt a more evidence-based approach, by incorporating a SPS-developed screening tool into the existing classification tool. The revised security classification will better assess an inmate's risk of committing institutional offences, and pave the way for a more effective allocation of inmates to the respective regimes. The new inmate allocation policy based on the new screening tool will also pave the way for the provision of specialised regimes according to the different security classification of inmates.

IMPLEMENTATION OF IKIOSK

The iKiosk, which allows inmates to perform certain administrative and routine activities on their own, was commissioned in FY2015. Through the iKiosk, inmates will be able to receive broadcast announcements, put up requests and check the status of their requests. The iKiosk will also have the capability to allow the inmates to print out their letter forms, redeem their privileges for good behaviours, etc. The iKiosk, when fully operational, will enable officers to focus on performing other more value-added tasks.

KEY WORKPLAN INITIATIVES (CONTINUED)

IMPROVING MEDICAL EFFICIENCY AND CARE

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

ESTABLISHMENT OF WORKPLACE SAFETY AND HEALTH FRAMEWORK

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

INTRODUCTION OF EXTERNAL PLACEMENT SCHEME

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

under SPS's legal custody and will be subject to conditions and restrictions. They may be recalled to prisons if their condition improves.

ADVANCING OPERATIONS WITH TECHNOLOGY

Leveraging on technology will propel SPS forward to achieve operational excellence. To meet the challenges of the future, Ops Div has been working closely with the Office of Chief Science and Technology Officer (OCSTO) at the Ministry of Home Affairs (MHA) and SPS Technology Branch to explore the use of technology for day-to-day ground operations. From the conceptualisation and design stages, several projects have moved onto the trial stage, with the possibility of incorporating these technologies into daily operations. These projects include the:

- Human Behaviour Early Detection System;
- Automated Equipment Handling System;
- Multi Biometric Enrolment System; and
- Inmates' Telephone System.



STAFF DEVELOPMENT & FINANCE DIVISION (SDFD)

DEVELOPING OUR PEOPLE AS OUR KEY ASSET, OPTIMISING OUR FINANCES AS OUR KEY RESOURCE

SDFD strives to be a valued partner of each business unit in Singapore Prison Service (SPS); working together to achieve organisational excellence through sound Human Resource (HR) strategies and financial plans to meet her changing needs.

KEY WORKPLAN INITIATIVES

ENHANCING STAFF COMPETENCIES

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

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

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

ROLES AND FUNCTIONS

SDFD OVERSEES THE REVIEW OF ALL STAFFING, TRAINING, AND PERSONNEL POLICIES, AS WELL AS ENSURES OPTIMAL FUND UTILISATION IN THE DEPARTMENT.





COLLABORATION STORIES



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

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

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

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



KEY WORKPLAN INITIATIVES (CONTINUED)

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

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

CARE FOR THE STAFF

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

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

UNIT HIGHLIGHTS

SPH IINK AWARDS

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

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

While getting nominated and winning the silver award engendered greater awareness on the meaningful work undertaken by COLs, it also celebrated the success of a tripartite collaboration among the media agency, SPS Recruitment and the COLs who were featured in the photo-essays.





ROLES AND FUNCTIONS

AS PART OF SPS'S THROUGH-CARE APPROACH, RRD PLANS AND PROVIDES REHABILITATION AND REINTEGRATION PROGRAMMES AND SERVICES FOR INMATES DURING THEIR INCARE AND AFTERCARE PHASES.



REHABILITATION & REINTEGRATION DIVISION (RRD)

FORGING AHEAD IN THROUGH-CARE

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

KEY WORKPLAN INITIATIVES

IMPLEMENTATION OF THE REVISED INHALANT ABUSER REGIME

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

GPS TAGGING FOR SELECTED INMATES

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

BEFRIENDING PROGRAMME

At pre-release, selected inmates are matched with volunteer befrienders, under the Befriending Programme. These befrienders serve as pro-social support to help the inmates develop and sustain a pro-social network and lifestyle. In September 2015, the Befriending programme was expanded to include more Pre-Release and also Drug Rehabilitation Centre (DRC) inmates.



UNIT HIGHLIGHTS

DAY RELEASE SCHEME FOR DRUG REHABILITATION CENTRE INMATES

The Day Release Scheme (DRS) which was implemented in 2016 is a step-down arrangement for suitable first timer DRC inmates after they have completed their intervention programmes in the DRC.

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

STRUCTURED RELEASE PREPARATION PROGRAMME

A structured Release Preparation Programme was implemented in April 2015. The purpose of the Release Preparation Programme is to prepare releasing inmates for reintegration back into their families and the community.

It aims to equip inmates with useful problem-solving and coping skills to handle the immediate issues that they will face upon their release. The programme comprises classroom-based sharing sessions, joint family sessions, one-to-one reintegration needs assessment, and information and referral services, if required.

KEY WORKPLAN INITIATIVES (CONTINUED)

YELLOW RIBBON COMMUNITY PROJECT

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

In FY2015, the YRCP Next-of-Kin (NOK) Visit was piloted to encourage NOKs to visit inmates who have not received visits or letters for the past year. YRCP volunteers participating in the project will conduct house visits to encourage the NOKs to rekindle familial bonds and support the inmates' reintegration journey either through visits or writing of letters. The restoration of familial bonds will help to strengthen the inmates' pro-social support scaffolding upon their release and motivate them to stay crime-free.

COLLABORATION STORIES



SUPT 1A RAFIDAH BINTE SUPARMAN (Senior Assistant Director)
Programme Management Branch/ Rehabilitation & Reintegration Division

In recent years, we have collaborated with the Central Narcotics Bureau (CNB) to implement various initiatives, such as the enhanced drug rehabilitation regime, the Community Rehabilitation Centre, and the Enhanced Supervision Scheme. Even though CNB and SPS have different missions, our common goal for a drug-free Singapore helped us foster a strong working relationship.

This experience of working with CNB has highlighted the importance of SPS to understand the objectives of our partners, and agree on common goals at the onset when we embark on any shared initiatives. Support from our senior management and effective collaborations within SPS were also key to success. Kudos to the RRD, COMC and Cluster staff who worked very hard, displayed exceptional teamwork, provided support for one another, and collaborated effectively to implement these initiatives successfully!



ROLES AND FUNCTIONS

L&TD CREATES
**A SAFE AND CONDUCTIVE
 WORK ENVIRONMENT,
 ADVANCES SPS WITH
 STRATEGIC USE
 OF TECHNOLOGY
 AND STRENGTHENS
 GOVERNANCE
 IN RESOURCE MANAGEMENT.**



LOGISTICS & TECHNOLOGY DIVISION (L&TD)

WORKING COLLECTIVELY TO DELIVER QUALITY KEY SUPPORT SERVICES

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

KEY WORKPLAN INITIATIVES

A LIVEABLE AND WORKABLE BUILT ENVIRONMENT

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

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

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

ENTERPRISE WIRELESS INFRASTRUCTURE

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

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



UNIT HIGHLIGHTS

GOING GREEN FOR A MORE SUSTAINABLE FUTURE

L&TD actively supported the achievement of several major milestones in SPS's go-green journey in FY2015. Some of the environmental sustainability accolades attained include – Green Mark District Award (Gold) for CPC; Water Efficient Building (Gold) for Tanah Merah Prison and Changi Women's Prison; and the implementation of a Water Efficiency Management System. Through the effective coordination and engagement on energy and environmental issues with the relevant stakeholders, SPS has contributed progressively towards achieving a more sustainable future.

CIO 100 HONOUREE 2015

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

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

IMPROVING INTERNAL PROCUREMENT PROCESSES

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

KEY WORKPLAN INITIATIVES (CONTINUED)

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

VEHICLE REPLACEMENT PROGRAMME (FY2015–FY2017)

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

PROCUREMENT AND FINANCE

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

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

COLLABORATION STORIES



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

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

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

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

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



ROLES AND FUNCTIONS

**INTELLIGENCE OFFICERS
PLAN, DEVELOP
AND MANAGE INTELLIGENCE
OPERATIONS
IN ORDER TO ENSURE THAT
THE RIGHT INFORMATION
GETS TO THE RIGHT PEOPLE
AT THE RIGHT TIME.**



INTELLIGENCE DIVISION (ID)

VIGILANTLY WATCHING FOR POTENTIAL HOTSPOTS

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

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

KEY WORKPLAN INITIATIVES

TRIAL OF INTELLIGENCE-DRIVEN DYNAMIC SECURITY OPERATING MODEL

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

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

With the completion of the trial, the operating model would be evaluated with the view for it to be further enhanced and extended to other institutions in the future.



UNIT HIGHLIGHTS

LEVERAGING ON NEW TECHNOLOGIES

ID explored various new technologies to gather and analyse information more effectively so as to maximise manpower efficiency. In addition, ID also partnered other Home Team agencies and units to jointly look into technologies that could be implemented for better synergies across the agencies.

BROADENING OUTREACH AND ENGAGEMENT

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

KEY WORKPLAN INITIATIVES (CONTINUED)

ENHANCING SKILLS AND COMPETENCIES TO MEET CHALLENGES

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

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

STRENGTHENING COLLABORATION WITH STRATEGIC PARTNERS

No intelligence agency can maximise its effectiveness in isolation. In order to better support SPS's operational and rehabilitative efforts in the aftercare arena, ID stepped up collaboration with external partners and agencies to enhance the aftercare intelligence structure. ID engaged other Home Team agencies on training and development activities, and also worked together with external agencies for joint operations, and strengthened information exchange with relevant agencies.

COLLABORATION STORIES



CW 1 FARITS BIN MOHAMED YUSOF (Chief Personal Supervisor)
Complex Medical Centre/ Institution A1/ Cluster A

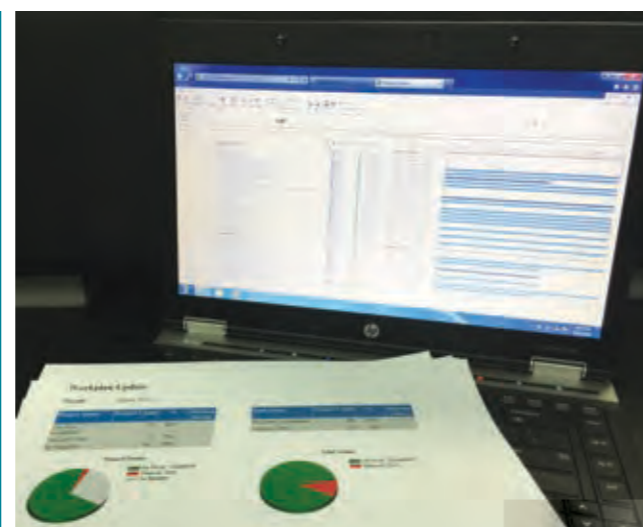
I have been working in SPS for 16 years. My journey as a COL began with an attachment at Tanah Merah Prison. After completing training, I was posted to Selarang Park Drug Rehabilitation Centre for 8 years as a Senior Personal Supervisor, before subsequently assuming the role of a Reintegration Officer in managing inmates on Work Release Scheme. As a Reintegration Officer, I worked closely with SCORE officers in managing inmates' needs, and monitor their work performance and overall attitude. I am currently a Chief Personal Supervisor at the Complex Medical Centre, where I work together with medical staff to manage inmates on medical observation.

In the course of my career, I have learnt that as a COL, it is important to be committed and enthusiastic in my daily duties, while being professional and tactically proficient. Regardless of my posting, I have always found meaning in my job as I am able to make a difference in the inmates' lives, and create a positive impact in their journey towards rehabilitation and reintegration.



ROLES AND FUNCTIONS

SPD FORMULATES AND MONITORS MAJOR DEPARTMENTAL PLANS, PROMOTES SERVICE, OPTIMISATION, INNOVATION AND ORGANISATION DEVELOPMENT EFFORTS AND MONITORS SPS'S PERFORMANCE THROUGH STATISTICAL METHODOLOGIES.



STRATEGIC PLANNING DIVISION (SPD)

DRIVING ORGANISATIONAL PERFORMANCE THROUGH DATA, PLANNING AND OPTIMISATION

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

KEY WORKPLAN INITIATIVES

TRANSFORMING OPERATIONS AND CAPABILITIES FOR THE FUTURE

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

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

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

ENHANCEMENT OF SPS WORKPLAN AND PROJECTS MONITORING CAPABILITY

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

CONSULTANCY STUDY ON BUSINESS ANALYTICS

SPD embarked on a consultancy study to explore the application of Business Analytics (BA) in SPS. BA involves iterative data exploration, which focuses on developing new insights and understanding an organisation's performance. As part of SPS's twin focus on custody and rehabilitation, BA can be used in a myriad of ways; for example, BA can be used to predict future risk trends so that SPS can better allocate resources and develop a more targeted approach in managing inmates.



UNIT HIGHLIGHTS

OPTIMISATION THROUGH RESOURCE PLANNING BRANCH

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

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

ENHANCING TOUCHPOINT MANAGEMENT CAPABILITY

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

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

KEY WORKPLAN INITIATIVES (CONTINUED)

PROMOTING A RISK MANAGEMENT CULTURE

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

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

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

A JOURNEY OF ACCEPTANCE

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

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

COLLABORATION STORIES



S/SGT MUSTAFA KAMAL BIN FASALUL RAMAN

(Senior Personal Supervisor)
Institution A3/ Cluster A

Razly (not his real name) has been in prison many times since his youth, mostly for drug-related offences. He is married and has a 10-year-old son who is suffering from dyslexia and ADHD. As the main breadwinner for his family, he was regretful when he was imprisoned in 2012, and was concerned that his wife would not be able to manage the household expenses and his son's medical and tuition fees.

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

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



ROLES AND FUNCTIONS

PCRD PROVIDES PSYCHOLOGICAL CORRECTIONAL PROGRAMMES AND SERVICES, CONDUCTS CORRECTIONAL RESEARCH, EVALUATES THE EFFECTIVENESS OF REHABILITATION EFFORTS AND DELIVERS EVIDENCE-INFORMED TRAINING FOR STAFF AND INMATES IN SUPPORT OF SPS OPERATIONS.

PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION (PCRD)

INSPIRING CHANGE. REDEFINING DESTINIES.

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

KEY WORKPLAN INITIATIVES

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

STRAT-G is an automated risk screening tool to be used on all adult convicted inmates.

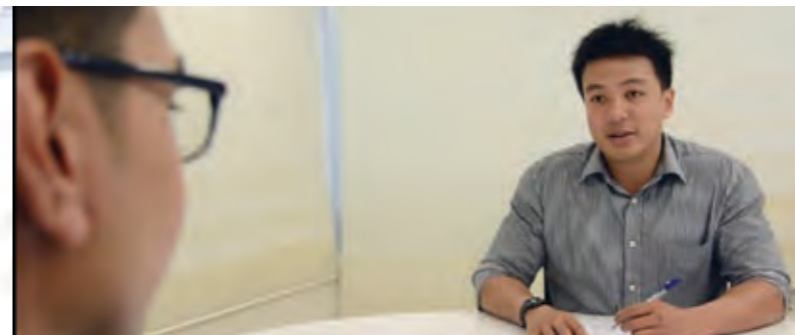
PCRD developed STRAT-G using factors empirically linked to re-imprisonment in the international literature. The factors significantly related to re-offending were then applied on local inmate data to develop an automated tool that will predict general re-offending within a two-year time period in Singapore.

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

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

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

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



UNIT HIGHLIGHTS

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

MOTIVATIONAL PRIMER WORKBOOK: LOOKING FORWARD

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

YOUTH TIERED PROGRAMMES FOR REFORMATIVE TRAINEES

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

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

The Youth Tiered Programmes commenced in March 2015.

KEY WORKPLAN INITIATIVES (CONTINUED)

MAXIMISING OPPORTUNITIES TO SUPPORT TRANSFORMATION (MOST) TRAINING

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

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

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

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

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

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

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

COLLABORATION STORIES



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

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

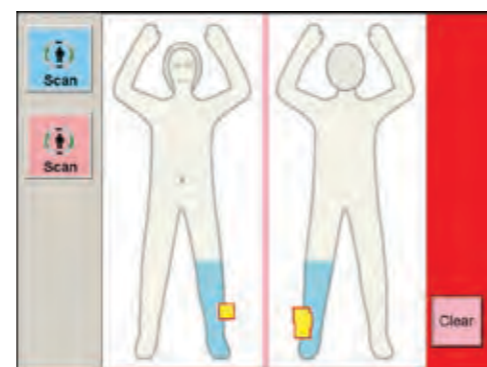
One of the biggest challenges I faced was balancing between practical constraints, while ensuring the survey methodology was sound. For example, the team faced difficulties in ensuring consistency across the survey responses. We managed to resolve this after prolonged discussions, with each sub-committee member informing their recommendations with their own unique perspectives.

My biggest takeaway from the collaboration was a first-hand experience of how individuals from multiple agencies can come together, and leverage each other's strengths for a successful outcome.



ROLES AND FUNCTIONS

TP DRIVES KEY PROJECTS THAT AIM TO TRANSFORM THE WAY SPS RUNS PRISON OPERATIONS TO REAP SIGNIFICANT GAINS IN OPERATIONAL EFFICIENCY AND EFFECTIVENESS.



TRANSFORMATIONAL PROJECTS (TP)

PAVING THE WAY FOR TECHNOLOGICALLY TRANSFORMED HOUSING UNITS

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

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

KEY WORKPLAN INITIATIVES

TRANSFORM HOUSING UNIT OPERATIONS WITH TECHNOLOGIES

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

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

Millimetrewave Body Scanners (MWBS) to simplify search process

The POC successfully demonstrated the capability of MWBS to detect contrabands during searches while simplifying the process and reducing the time required. Officers in the transformed HU will be supported with MWBS to enhance their security capability in contraband detection while achieving high throughput during searches.



UNIT HIGHLIGHTS

SELARANG PARK COMPLEX

The brand new Selarang Park Complex will house several facilities, including the future Institution S1 (pre-release prison), Institution S2 (prison for foreigners and other short sentences inmates), and the Purpose-Built Halfway House. The design phase for the project had been completed in 2015. The construction is expected to begin in 2016.

KEY WORKPLAN INITIATIVES (CONTINUED)

Facial recognition technology to identify attempts of unauthorised access

The POC ascertained the capability of using facial recognition to detect any unauthorised attempt made to enter a controlled zone. This technology is expected to relieve operational load in the HU Control Centre and officer's intervention is only required when any unauthorised attempt is detected.

Near Field Communication (NFC) technology as a identification means to digitise inmates' programming

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

Biometrics to verify and account for inmates during muster checks

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

COLLABORATION STORIES



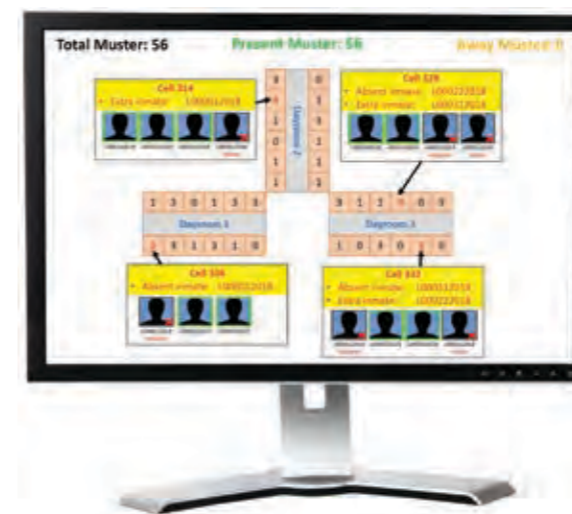
RO 2 LIN ZHIYE (Housing Unit Officer)
Tanah Merah Prison/ Cluster C

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

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

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

When the CARElderly residents visited TMP, the boys put on a visually stunning performance that was well received. After the event, we sat down with the boys and talked about what they learnt, and I could feel the pride emanating from the boys. This has inspired me to continue contributing actively towards NYAA endeavours.

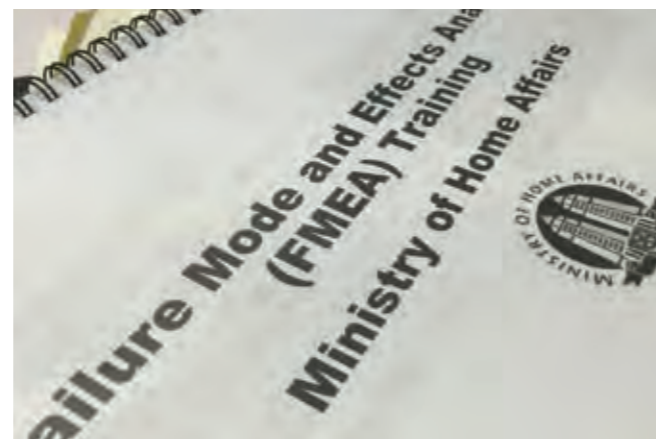




ROLES AND FUNCTIONS

IRD IS AN INDEPENDENT UNIT THAT OVERSEES THE **RISK MANAGEMENT AND INTERNAL AUDIT FUNCTIONS** TO ENSURE THAT **KEY RISKS** ARE BEING MANAGED APPROPRIATELY AND THAT THE VARIOUS INTERNAL CONTROLS ARE OPERATING EFFECTIVELY.

IRD ALSO **COORDINATES** THE REVIEW OF **PRISON STANDING ORDERS** BY RESPECTIVE STAFF UNITS.



INSPECTORATE AND REVIEW DIVISION (IRD)

STAYING RELEVANT AND WORKING TOGETHER TO MAKE IT RIGHT

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

KEY WORKPLAN INITIATIVES

BUILDING RISK MANAGEMENT CAPABILITY

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

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

OUR JOURNEY TOWARDS A RISK MANAGEMENT CULTURE

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

IRD embarked on a risk management strategy that would promote Near Miss reporting. IRD worked with Organisation Development and Service Excellence Branch (ODSE) to communicate and broadcast Near Miss messages to encourage officers to report Near Miss events, which could potentially escalate into an incident if not dealt with.



UNIT HIGHLIGHTS

COLLABORATION WITH EXTERNAL AUDITORS

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

ORGANISATION EXCELLENCE AWARD 2015

For the second year running, IRD was awarded the "Highest SSS Implementation Ratio Award" and "Best SSS Contribution Award" for HQ Staff Unit. This award recognised IRD's ongoing commitment to innovation.

CLOSING THE GAPS: FORGING A COLLABORATIVE ALLIANCE

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

COLLABORATION STORIES



S/SGT YEO TECK CHYE (Security & Inspection Officer)
Operations Management & Planning / Cluster A

I am a Security & Inspection officer and my unit conducts regular audits at the workshops within Cluster A. On one occasion, we met the external partner's workshop supervisors to share our findings and recommendations concerning the placement of potentially dangerous tools in the workshop.

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

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

KEY WORKPLAN INITIATIVES (CONTINUED)

RENEWED COMPETENCY FRAMEWORK

IRD's revised auditing approach from compliance to risk-based, and its new risk management function necessitated a new competency framework. In 2015, IRD developed a new framework that defined a comprehensive set of competencies for internal auditors and risk managers. The new framework will be an important milestone in recruiting, appraising and developing SPS officers.



ROLES AND FUNCTIONS

CCRB OVERSEES STRATEGIC COMMUNICATIONS, MEDIA RELATIONS, INTERNAL COMMUNICATIONS, SOCIAL MEDIA MANAGEMENT, ISSUES PREPAREDNESS AND MANAGEMENT, AS WELL AS PROTOCOL AND VISIT MATTERS.



CORPORATE COMMUNICATIONS AND RELATIONS BRANCH (CCRB)

STEWARDS OF THE SINGAPORE PRISON SERVICE'S REPUTATION

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

KEY WORKPLAN INITIATIVES

ADAPTING AND ADVANCING IN THE COMMUNITY

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

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

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

ENHANCING INTERNAL COMMUNICATIONS, CONNECTING COLS

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

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

One such trailblazing initiative was the COLbook. The COLbook is SPS's very own social network on the SPS intranet system. The new communication platform serves as a staff engagement tool to encourage knowledge sharing and foster connected communities. This allows COLs to play active roles in contributing to the internal communication culture, thus promoting collaboration and synergy.



Singapore Prison Service honours volunteers

Ng Huiwen with certificates of appreciation. "These offenders are a part of our society that is often neglected and yet needs help. They are also the most genuine students," said Mr Tan, who hopes to dispel the common misconception that inmates are merely and unwilling to learn. "Seeing their earnest desire to study is an inspiration for me. It takes a lot of courage for them to reach out to me and seek help."



friendship programme, said SPS's senior director of community and family engagement, Mohamed Farid. Over a duration of 10 months, trained volunteers interact with inmates through letters and visits to provide additional emotional support before and after their release. One of the 270 active volunteers on the programme is Mr Ahmad Osman, 47, who has been a volunteer for the Prison Service



UNIT HIGHLIGHTS

ENCOURAGING ADVOCACY THROUGH SOCIAL MEDIA

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

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

APPRECIATING OUR PIONEERS

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

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

WORKING TOGETHER AS ONE HOME TEAM

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

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

KEY WORKPLAN INITIATIVES (CONTINUED)

SUPPORT COLLABORATION THROUGH STRATEGIC PARTNERSHIPS

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

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

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

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

COLLABORATION STORIES



CW 1 DZULKARNAIN BIN JUMAHAT (Programme Officer)
Programme/ Cluster B

As a Programme Officer, part of my job involves scheduling interviews, classes and briefings for inmates at B4 HU4. This entails working with various partners and vendors to ensure that the inmates and rooms are available.

To perform my job effectively, I work with all our partners to forecast the schedule for the entire year to facilitate pre-booking and minimise any clashes. Doing this well in advance meant there would be ample time to reschedule, if necessary. As such, our partners are able to conduct their sessions promptly and effectively. As our partners contribute to the mission and vision of SPS, it is important to be thoughtful and communicate effectively to ensure a smooth collaboration.



ROLES AND FUNCTIONS

PROVOST BRANCH CONDUCTS INVESTIGATIONS INTO DISCIPLINARY BREACHES AND COMPLAINTS MADE BY INMATES, STAFF, AND MEMBERS OF PUBLIC.

PROVOST BRANCH

IMPARTIAL. THOROUGH. COMPETENT.

Provost Branch safeguards public confidence in Singapore Prison Service (SPS) by having competent officers who conduct impartial and thorough investigations into complaints made against SPS officers and inmates alike.

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

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

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

KEY WORKPLAN INITIATIVES

MANDATORY AFTERCARE SCHEME (MAS)

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

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

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



UNIT HIGHLIGHTS

ADJUDICATION TRIBUNALS - CONTINUOUS LEARNING

Provost Branch worked with its consultant, Mr Abdul Khalik Bin Abdul Latiff, to share on the topic of Adjudication Tribunals.

In brief, the topic on Adjudication Tribunals involves the principles of illegality, irrationality and procedural impropriety in judicial review.

Participants of the workshop included the Superintendents of the respective institutions, officers from Operations Management Branch, the OC Provosts and staff of Provost Branch.

The workshop was delivered with panache and the participants walked away with greater knowledge and confidence in the conduct of Adjudication Tribunals.

COLLABORATION STORIES



CW 1 RASHIDAH BINTE ABDUL RAZAK (Intel Officer)
Changi Women's Prison/ Cluster C

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

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

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

KEY WORKPLAN INITIATIVES (CONTINUED)

PORTS II DISCIPLINE SYSTEM

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

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

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

With the implementation of the Discipline System due in 2016, Provost Branch and other users of the system will be better placed to manage inmates' discipline during their period of incarceration.

PROVOST INVESTIGATORS' CIRCLE

Working with the various stakeholders in the Provost fraternity, namely the Provost Officers of Clusters A, B, C and COMC, Provost Branch organised the Provost Investigators' Circle in August 2015.

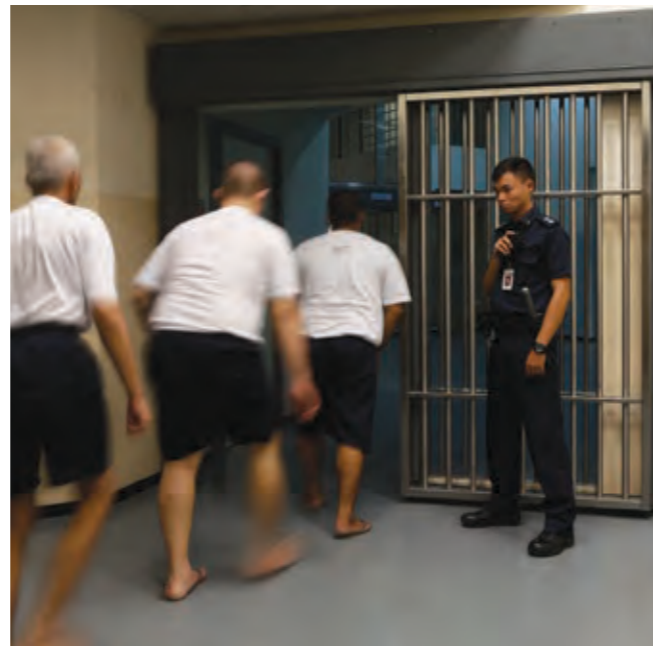
The Provost Investigators' Circle is an event where each unit in the Provost fraternity shares their investigative experiences and knowledge gained from courses that they had attended.

The sharing session was fruitful as the participants learnt best practices from one another and gained useful knowledge and skills. To top off the event, a fun-filled mini-team building session at Pasir Ris park was conducted to strengthen the Provost *esprit de corp*.



ROLES AND FUNCTIONS

CLUSTER A ENSURES THE SAFE AND SECURE CUSTODY OF ITS INMATES AS WELL AS THE EFFICIENT OPERATION OF THE INSTITUTIONS. IT ALSO INSPIRES CHANGE THROUGH A TRANSFORMATIONAL ENVIRONMENT IN CLOSE PARTNERSHIP WITH THE COMMUNITY AND VOLUNTEERS.



CLUSTER A

CLUSTER A: THE DECADE AHEAD

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

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

KEY WORKPLAN INITIATIVES

OPERATIONAL EXCELLENCE

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

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

Since its inception, the TRC has played a key role in achieving the following deliverables:

- Identification, formulation and implementation of the yearly tactical training plan;
- Standardisation of the tactical training methodology and delivery;
- Recruitment and management of new tactical trainers; and
- Sharing of lessons learnt to enhance the tactical readiness and proficiency of ground staff.



UNIT HIGHLIGHTS

CHANGE OF COMMAND

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

CELEBRATING SG50 IN PRISON

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

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

VOLUNTEER APPRECIATION LUNCHEON

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

The volunteers were treated to song performances by the PAC inmates, as well as the SPS Band and Samba Troopers. In addition, Sgt Ibrahim Bin Hashim from Institution A3 entertained the volunteers with a magic show. Mr Anil Singh, CEO of Agape Connecting People Pte Ltd, who runs a call centre in Institution A2, shared about how volunteers had brought hope to the inmates by encouraging them to believe in themselves.

KEY WORKPLAN INITIATIVES (CONTINUED)

REHABILITATION INITIATIVES

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

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

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

ENERGY AND WATER SAVING INITIATIVES

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

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

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

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



ROLES AND FUNCTIONS

CLUSTER B UNDERTAKES A UNIQUE ROLE IN SPS AS IT IS THE BEGINNING AND END OF A MALE INMATE'S INCARCERATION JOURNEY.



CLUSTER B

BE THE BEST WE CAN BE

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

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

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

KEY WORKPLAN INITIATIVES

CHANGE OF COMMAND CEREMONY

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

SAFE AND SECURE CUSTODY

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

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

Enhancing Security & Operational Efficiency To enhance security and operational efficiency as part of its risk management strategy, Cluster B initiated an innovative idea to hire an external service provider to conduct Loading Bay operations. This significantly reduced security risks by dispensing off the need to have worker inmates in unsecured areas such as the loading bays. The operation was initially piloted at both institutions B1 and B3. After careful evaluation, it was subsequently introduced cluster wide in October 2015.



UNIT HIGHLIGHTS

C/SPS SPORTS CHALLENGE SHIELD

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

PRO-P FOR REMANDEES

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

TRIALS ON TECHNOLOGICAL ADVANCEMENTS-HUMAN BEHAVIOUR EARLY DETECTION SYSTEM (HBEDS) AND MULTI BIOMETRIC ENROLMENT SYSTEM (MBES)

HBEDS, a system aimed to detect minor disturbance and medical related incidents, was piloted in Institution B2. Cluster B Registry also piloted the MBES in June 2015, aimed to reduce the admission processing time, and digitalise biometric and personal data. The successful completion of the trials meant that Cluster B was poised to leverage on the latest technology to aid and improve SPS's operations.

KEY WORKPLAN INITIATIVES (CONTINUED)

REHABILITATION FOR A SAFE SINGAPORE

A Holistic Approach to Moderate Intensity (MI) Pre-Release Programme To reach out to other pre-release inmates who are not eligible for the High Intensity (HI) pre-release programme, Cluster B introduced the MI pre-release programme for pre-release inmates with moderate risk. Some of the key features of the MI programme included Motivational Primer, Point System and involvement of family members during the inmate's graduation ceremony.

Motivational Primer encourages inmates to work through their ambivalence and resistance towards behavioural change. Point System, which was adopted from the HI programme, includes several rehabilitation elements that encourage positive behaviour. An example is allowing inmates to redeem a phone call with their loved ones. About 428 inmates benefitted from the initiative in 2015.

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

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

Enhanced Recallee Regime In August 2015, Cluster B put together an Enhanced Recallee Regime, targeting Drug Rehabilitation Centre (DRC) and penal inmates who were recalled from Community Based Programme

(CBP) due to misconducts and serious disciplinary infractions. The regime is divided into three phases – Deterrence, Reflection and Pre-Release.

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

PILLARS AND FOUNDATION: OUR CAPTAINS OF LIVES (COLS)

Recognising the importance of adopting healthy lifestyles and building strong cohesion among COLs, Cluster B organised a series of events, including "Cluster B Discovery Walk" and "Cluster B 7-A-Side Football Tournament".

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

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



ROLES AND FUNCTIONS

CLUSTER C
OVERSEES THE
OPERATIONS
OF ITS THREE
INSTITUTIONS
– CWP, TMP
AND AWP;
AND IS
SUPPORTED
BY THE VARIOUS
STAFF UNITS.



CLUSTER C

PREPARED FOR THE FUTURE

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

KEY WORKPLAN INITIATIVES

CENTRALISATION OF REFORMATORY TRAINEES AT TMP

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

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

REVIEW OF PROCEDURES AT CWP MEDICAL CENTRE

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

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



UNIT HIGHLIGHTS

BODY WORN CAMERA TRIAL IN CWP AND AWP

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

ENHANCEMENT TO CLUSTER C OPERATIONAL CAPABILITIES

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

KEY WORKPLAN INITIATIVES (CONTINUED)

DEVELOPING 'CWP MOVE TO A4' PLAN

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

HANDOVER OF AWP KITCHEN OPERATIONS

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

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

COLLABORATION STORIES



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

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

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

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