



SINGAPORE  
PRISON SERVICE



# TRANSFORMING CORRECTIONS

ANNUAL REPORT 2016





# VISION, MISSION AND VALUES



## VISION

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



## MISSION

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



## VALUES

### Synergy

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

### Vigilance

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

### Integrity

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

### Care

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

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## SHINING AS ONE

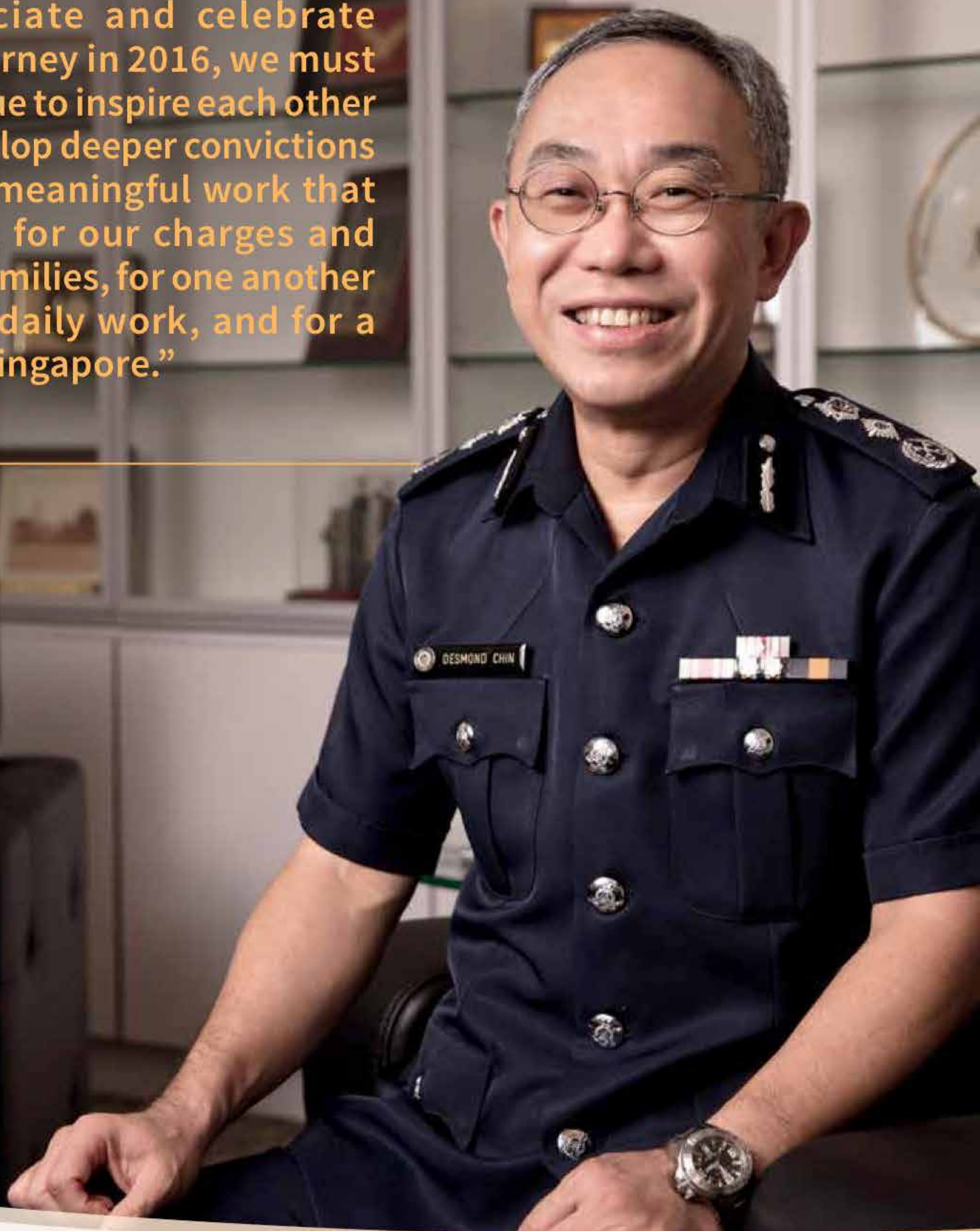
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# COMMISSIONER'S FOREWORD

“...while we recognise, appreciate and celebrate our journey in 2016, we must continue to inspire each other to develop deeper convictions in the meaningful work that we do, for our charges and their families, for one another in our daily work, and for a safer Singapore.”



'Transforming Corrections' highlights the role of Singapore Prison Service (SPS) as a correctional agency, as we seek to develop new capabilities to transform the correctional landscape in Singapore, and in so doing, contribute to a safe and secure home for Singaporeans. 'Transformation' recognises the role of change and technology in our daily work and collaborative efforts within the Home Team; and 'Corrections' reinforces the importance of safe and secure custody and rehabilitation in prison and the community. This publication serves to provide a glimpse into several of the milestones in SPS's transformative journey.

In working towards transforming Singapore's correctional landscape, 2016 saw SPS embarking on several initiatives of change. In April 2016, we embarked on adopting a new set of organisational core values (Synergy, Vigilance, Integrity, Care, or Shared Values In Corrections) with a view to better serve and exemplify SPS's evolving (or transforming) organisational profile and mission.

#### Prison Without Guards

We upgraded our technological infrastructure and information systems to be more operationally efficient and to have better integration with our inmate assessment tools/data, as well as with our Home Team counterparts. We sought ways to infuse our ground operations with more tactical use of intelligence and data analytics. We also began the refurbishment of Institution A4 which acts as a blueprint for SPS's vision of a technologically advanced prison that operates 'without guards'.

Having a 'prison without guards' does not literally mean that inmates would be left totally unsupervised, and to their own devices. Rather, we will leverage on intelligence and state-of-the-art

surveillance/analytical technology, so that critical resources could be re-deployed from the institutions for the development of other areas of work within SPS's evolving operational landscape. This has to happen without compromising our high standards of safety and security. More crucially, adopting this concept would also mean that officers would have to re-think and adjust their expectations of existing operational norms. It would be important to keep an open mind, be receptive to learning new skills/concepts, and in so doing, propel SPS forward and grow as Captains of Lives (COLs).

#### Prison Without Walls

In community corrections, we aspire to be a correctional agency that does not solely operate within the traditional confines of the prison setting, but one that is committed to providing structured community reintegration for offenders, an area that is crucial in reducing recidivism. Moving towards a prison 'without walls', SPS's Community Corrections Command processed its first batch of Day Release Scheme offenders in March 2016 (males) and September 2016 (females). As part of the full implementation of the Mandatory Aftercare Scheme (MAS), the Selarang Halfway House was operationalised in January 2017 to receive its first batch of MAS supervisees.

#### Prevention, Rehabilitation & Reintegration

SPS would be well placed to reduce offending both upstream and downstream, through various collaborations with our community partners and other government agencies. Other than saving us significant resources, a falling incarceration rate would significantly reduce family dislocations that occur as a result of incarceration. This in turn would have a positive impact in reducing crime and re-offending, and making Singapore safer.

#### A Word of Appreciation

While we harness technology and forge ahead in correctional work, it is our people – staff, community partners, and volunteers – who are instrumental in making everything come together. Thus, it is important for all COLs to remember that it takes a concerted effort to be successful in impacting and reducing recidivism in Singapore. We appreciate our community partners and volunteers. These partnerships would be ever more crucial as SPS takes on a bigger rehabilitative role in the community. Of special note, we would like to thank retiring Chairman of the Board of Visiting Justices, Mr Koh Choon Hui, for his unwavering support and important contributions to SPS's Boards and Committees. We also want to extend our warmest welcome to Mr Phillip Tan as he takes over as the Chairman of the Board of Visiting Justices from 1 March 2017.

2016 was also a significant year as SPS underwent a leadership transition. It was under former Commissioner Mr Soh Wai Wah's leadership that SPS began its foray into community corrections and we marked our journey towards operational and technological excellence. We would like to extend our heartfelt appreciation to Mr Soh for his dedication, commitment and many contributions to SPS.

Exciting times lie before us, and while we recognise, appreciate and celebrate our journey in 2016, we must continue to inspire each other to develop deeper convictions in the meaningful work that we do, for our charges and their families, for one another in our daily work, and for a safer Singapore.

#### Desmond Chin

Commissioner of Prisons  
Singapore Prison Service



# DIRECTORATE MEMBERS



**Desmond Chin**  
Commissioner of Prisons



**Shie Yong Lee**  
Deputy Commissioner of Prisons /  
Chief-of-Staff



**Terrence Goh**  
Director, Operations



**Cecilia Chew**  
Director, Staff Development



**Lee Kwai Sem**  
Director, Rehabilitation & Reintegration



**Chiew Hock Meng**  
Director, Logistics & Finance



**Vincent Chew**  
Director, Intelligence



**Benjamin Chia**  
Director, Strategic Planning



**Timothy Leo**  
Director, Psychological &  
Correctional Rehabilitation



**Koh Tong Hai**  
Director, Transformation & Technology



**Chiam Jia Fong**  
Director, Inspectorate & Review



**Matthew Wee**  
Commander, Cluster A



**Chow Chee Kin**  
Commander, Cluster B



**Phang Seok Sieng**  
Commander, Cluster C



**Rocky Francisco Junior**  
Director, Community Corrections Command



**Soh Beng Koon**  
Commander, Operations &  
Security Command





# SIGHTING NEW ADVENTURES

FEATURE ARTICLES





# CHANGE OF COMMAND CEREMONY



**23 September 2016 – SPS Change of Command Ceremony – Another momentous milestone for SPS, where then-Deputy Commissioner Mr Desmond Chin assumed command of the service on 1 October 2016. Mr Chin took over from outgoing Commissioner Mr Soh Wai Wah, who assumed the role of Principal and CEO of Singapore Polytechnic.**

The event took place at the Prison Link Centre (Changi), and was graced by Mr Leo Yip, Permanent Secretary (Home Affairs), Permanent Secretary (Prime Minister's Office) and Permanent Secretary (National Security and Intelligence Co-ordination). Also present were 211 guests comprising Officers from the Ministry of Home Affairs (MHA) Boards and Committees, MHA Headquarters, Home Team counterparts, community partners, vendors and SPS Officers.

Mr Soh took the stage and gave his heartfelt thanks to all who had served with him during his tenure as Commissioner of Prisons since 2010. Mr Soh urged officers to render their fullest support to the incoming Commissioner.

What Mr Soh did not mention in his speech was how he had been pivotal in leading his men, the Captains of Lives, in transforming Singapore's correctional landscape. Mr Soh's leadership saw amendments to the Prisons Act, the concept of 'Throughcare', and the inception of the Community Corrections Command. These initiatives gave rise to the Mandatory Aftercare Scheme, Conditional Remission System, and the establishment of SPS's Pre-Release Centre, which extended SPS's scope of work beyond the prison walls and into the community.



Incoming Deputy Commissioner, Ms Shie Yong Lee, then took to the stage to present Mr Soh with a special memento on behalf of SPS. The memento was a ceramic SPS Crest handcrafted by inmates from the Visual Arts Hub, and framed with SPS's Vision and Mission Statements, which were reviewed during Mr Soh's term of leadership.

Incoming Commissioner, Mr Chin, was then invited on stage to receive the Command Mace from Mr Soh, and thereafter led the SPS Officers who were present in the recital of the Prison Officers' Pledge.

Mr Chin joined the service in 1990 and had held several key leadership positions before, including that of the Director of Operations and CEO SCORE. He was also heavily involved in SPS's key decision-making moments and had contributed significantly to the success of the service.

Looking forward, Mr Chin "painted" the next lap ahead for SPS as comprising major infrastructural works such as the Selarang Park Complex, which would further strengthen SPS's expanded community corrections efforts, and

refurbishment works at Clusters A and B to support prison operations and to run effective rehabilitation programmes. Mr Chin also spoke of the technological improvements to be made within SPS's institutions in the near future.

Mr Chin moved on to emphasise that the next "S" curve would be the prevention of offending and re-offending by working upstream with the Courts, Attorney-General's Chambers (AGC) and Home Team counterparts, and downstream with community partners, Voluntary Welfare Organisations (VWOs) and families. This collaborative effort with stakeholders would minimise family dislocations and maximise the use of SPS's resources, thus contributing to a safe and secure Singapore.

The event concluded with a lunch reception where Mr Soh, Mr Chin, and the guests mingled together before bidding farewell to Mr Soh. With the change of command and a new leader on board, the work continues. In the words of Mr Chin, SPS will strive "to build an exemplary Correctional Service that transforms the life of every offender that passes through our hands".



# VALUES AT THE CORE



In the pursuit of ensuring the secure custody and rehabilitation of inmates, SPS started reviewing its Vision and Mission in 2012. The new Vision and Mission were unveiled in 2013 and 2015, respectively.

As a correctional agency, SPS, entrusted with an expanded role in aftercare and community corrections, also embarked on the journey to review its core values of HEART (Honour, Excel, Agile, Respect and Teamwork) in 2015. On 27 April 2016, SPS unveiled its new core values “Shared Values In Corrections – SVIC (Synergy, Vigilance, Integrity and Care)” at the SPS-SCORE (Singapore Corporation of Rehabilitative Enterprises) Corporate Advance 2016.



## A TIMELY CHANGE OF HEART VALUES IN TRANSFORMING CORRECTIONS

Since 2001, the HEART values have guided and served SPS well in its transformation journey, and even helped SPS in achieving the Singapore Quality Award with Special Commendation (SQASC), the highest accolade in the business excellence journey, in 2012. With the HEART values already firmly embedded in SPS’s Captains of Lives (COLs) for more than a decade, why did SPS review and change the values?

With the change in the Vision and Mission for SPS, and its expanded role as a correctional agency in today’s volatile and challenging environment, it is timely to give the current staff a voice to create core values as it seeks to develop new capabilities in

transforming the correctional landscape in Singapore, thereby contributing to a safe and secure home.

In 2016, as SPS crosses the mid-point of the decade, and addresses the challenges in the next lap of its transformation journey, the new Shared Values in Corrections (SVIC) will continue to provide the guiding principles for COLs and drive their behaviour towards realising the Vision and Mission for SPS as a progressive and forward-looking correctional agency.

## LAUNCHING SPS’S SHARED VALUES IN CORRECTIONS (SVIC)

A series of HEART Labs (focus group discussions), online surveys, and consultations involving SPS’s Leadership Group and Staff have led to the creation of the new core values. The values capture the relationships of SPS both internally and externally, resonate with each and every COL, and are consistent throughout SPS. Through evolving to meeting the changing operating environment, SPS can remain abreast of the global correctional landscape.





### “S – Synergy”

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

First, the value “Synergy” describes a high level of connectedness and close collaboration between SPS and its stakeholders (internal and external) with teamwork as the foundation. It also implies that by working together and placing the needs of SPS before self, where the whole is greater than the sum of its parts, COLs can continue to persevere and scale greater heights.

From incare to aftercare and community corrections, it is essential for SPS Staff to be united as one team and work closely within the department, and also with external stakeholders and strategic community partners to ensure safe and secure custody and the rehabilitation of inmates.



### “V – Vigilance”

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

Second, the value “Vigilance” describes the ever-ready level of alertness of COLs in performing their duties, and displaying vigilance towards threats and opportunities. Without vigilance, the safety and security of the inmates, SPS staff and the prisons will be compromised.

Vigilance is a value that distinguishes SPS and sets us apart as a correctional agency. There is a constant state of intentional engagement with the mission amidst a changing operating landscape. COLs exhibit future-ready competencies for a forward-looking correctional agency, and take the lead in the frontier of aftercare rehabilitation.



### “I – Integrity”

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

Third, the value “Integrity” describes and defines the way COLs relate to themselves, one another, inmates and the community, where they adhere to moral and ethical principles.

As SPS moves towards a “Prison Without Walls” and “Prison Without Guards”, it is even more imperative that COLs embrace integrity at all levels, display fairness, humanity and professionalism which is fundamental to the core businesses of SPS.

### “C – Care”

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

Fourth, the value “Care” is unique to the work of SPS, as it portrays the responsibility of COLs in their work of safety, security and rehabilitation. As COLs, they care for their colleagues, the inmates and the community, and will look out for each other, stand together with their colleagues in times of difficulty, and continue to be firm disciplinarians while inspiring change in the inmates under their charge.



## EVOLUTION IN TRANSFORMING CORRECTIONS

Mr Desmond Chin, then-Deputy Commissioner of Prisons, shared at the SPS-SCORE Corporate Advance 2016 that the change in values represents an evolution of the work SPS does, and not a revolution. They represent SPS's hope to exceed the current standards of excellence, and the shared identity of COLs in the light of SPS's Vision and Mission. It is imperative that COLs live out the values and seek to be living testimonies that inspire change within their circles of influence.

Moving forward, SPS's Shared Values In Corrections (Synergy, Vigilance, Integrity and Care) represent who we are, what we stand for, and will be the guiding principles that drive staff towards realising the Vision and Mission for SPS as a progressive and forward-looking correctional agency in the next lap of the transformation journey.

## REFLECTIONS

**“To me, SVIC not only serves as a guiding principle to us - Captains of Lives, but also motivates us to be the best that we can be. It constantly reminds me to espouse these values, to be a dedicated officer and provide quality care towards our beneficiaries.”**

– CW1 Ng Shu Juan Sabrina, Operations Planning Officer, Operations Planning, Operations Division



**“As a growing officer under SPS, my view of the Shared Values In Corrections (SVIC) can be described, using the analogy of our SPS uniform:**

**Synergy – The Ops Belt: Leverage on all the available powers and use them wisely.**

**Vigilance – The Rank Insignia: With the powers bestowed on our shoulders, the great responsibility shall be in line with our department.**

**Integrity – The Collar Pin: You can determine how and who you want to be known as by your own values.**

**Care – The Name Tag: Behind every name is an officer who is walking together with you, as a band of brothers.”**

– S/Sgt Renganathan Gopalakrishnan, Senior Personal Supervisor, Cluster B, Institution B4





# INTENSIFYING COMMUNITY COLLABORATION; REDUCING INTERGENERATIONAL OFFENDING



When her husband, Peter was convicted, Mary was in a state of disbelief and despair. “I felt great pain after my husband was taken away. He was the breadwinner of our family and it was difficult to handle everything myself. Things like sending our children to school, paying bills, taking care of the family – they had become my responsibility. And the loneliness of not having anyone to rely on broke my heart every night”, Mary revealed pensively.<sup>1</sup>

<sup>1</sup> Names have been changed to protect identities.

Whenever a custodial sentence is meted out, we only think about the plight that is imminent to the accused – how he will be taken away from society to face his punishment, and too often we forget that his family will suffer just as much, if not more.

Recognising that families are affected when their loved ones are incarcerated, a group of men and women give their time and hearts to visit the inmates’ families voluntarily, providing them with hope and a helping hand while their loved ones are behind bars. These people comprise volunteers of the Yellow Ribbon Community Project (YRCP).



The YRCP is a grassroots-led initiative that aims to provide proactive support and assistance to the families of prison inmates. Grassroots volunteers will visit the families of newly-admitted inmates to render assistance, such as linking them to the available social support networks. This benefits and stabilises the families who are affected by the inmate’s incarceration, and also allows the inmate to focus on his rehabilitation.



## THE JOURNEY OF A THOUSAND MILES BEGINS WITH A SINGLE STEP

The YRCP started in September 2010 as the Community Outreach Project (COP). Since its implementation in 2010, the YRCP has expanded from eight participating divisions to a total of 68 today. From fewer than 60 trained grassroots volunteers in 2010, the number of volunteers has grown steadily to nearly 900 today to effectively reach out to more than 5,000 families of offenders.

In YRCP, the newly admitted inmates will be briefed on the programme. After an

inmate gives his/her consent to participate in the programme, YRCP volunteers will visit his/her family to find out about their needs and concerns. Where applicable, YRCP volunteers will work together with the families to direct them to community support groups such as the Residents’ Committees, Family Service Centres and Community Development Councils, for further assistance. Families are also encouraged to attend the Meet-the-People Sessions to raise their concerns.



## A LITTLE HELP GOES A LONG WAY

Feeling strongly about children who are affected by their parents' incarceration, Ms Norina, a YRCP volunteer since 2012, recalls how her little gesture had gone a long way to ease the worries of Mary, whose husband was doing time in prison. "In many cases, the family members

suffer more than the inmate, in terms of financial hardship, emotional distress and ostracism by neighbours, friends and relatives", Ms Norina explained. "Even though my contributions were just a simple act of distributing food rations and linking the family to the Social Service

Office, these have helped to ease Mary's financial worries and emotional distress", she recounted. Through the efforts of Ms Norina and her team of YRCP volunteers, Mary has managed to secure a job, and her family has gained access to various programmes at the local community club.

## YRCP 2.0 – THE NEXT LAP

Building on the encouraging progress over the past few years, SPS is now embarking on YRCP 2.0 to intensify community collaboration and reduce inter-generational offending. The enhanced version has enabled the YRCP volunteers to make a greater impact on the lives of ex-offenders and their families in the following areas:

### a. Rekindle familial bonds:

Some inmates have not been visited by their families for a long time. Upon their request, SPS will arrange for YRCP volunteers to facilitate the reconciliation process between inmates and their families, and encourage the families to visit their loved ones in prison. This first step towards family reconciliation will go a long way to support the inmate's rehabilitation process.

more likely to follow in the footsteps of their incarcerated parents. International studies have also shown that the imprisonment of the parent who is the primary caregiver can be a traumatic episode for the children. Children of offenders with a lack of parental care may become insecure, struggle with self-identity, and end up mixing with the wrong company of friends. These factors increase their risk of crime involvement. These findings emphasise the need for early interventions for such children at risk.

### b. Provide positive pro-social support:

Beyond linking the families of inmates to community resources, the YRCP volunteers also link the families to various community programmes organised by the grassroots. This will widen the social support network available to these families. In addition, the volunteers can serve as befrienders to the ex-offenders when they are released from prison. The enhanced social support will help in reintegrating the ex-offenders into society.

Volunteers with the YRCP are now helping to identify children of inmates who may require support in their studies or counselling, and connect them with suitable community programmes via the CARE Network Children Support Programme. The CARE Network Children Support Programme seeks to nurture the development of cognitive and social-emotional skills among children of inmates and ex-offenders. The two-year pilot programme targets 100 children from 3-12 years of age. This new programme involves a system-level intervention with participation from multiple agencies,



including SPS, YRCP volunteers, CARE Network agencies and other Voluntary Welfare Organisations (VWOs).

The various programmes under the CARE Network Children Support Programme will create a stable family and home environment for the children to build self-confidence and reduce the negative effect of parental incarceration. These programmes involve the following components to specifically target the social-emotional and language-cognitive developmental needs of the children.

### i. Mentorship Programme:

Under this programme, suitable adults are assigned as mentors to all children referred. The mentors serve as a positive role model, providing the children with the emotional support and guiding them to identify goals to meaningfully shape their lives.

### ii. Bonding and Enrichment Activities:

Bonding and enrichment activities

involving parents, caregivers and mentors, are conducted for all children to develop their social and communication skills and raise their self-esteem.

### iii. Tuition and Education Support:

To promote language-cognitive development, tuition support is provided for children who face difficulties in their academic performance. This is supplemented by the provision of

bursaries and other financial support to encourage these children to strive for good academic performance.

### iv. Parenting Skills Workshop and Support Groups:

To support the children's developmental growth, parents and caregivers are engaged through parenting skills workshops and support groups to improve their parenting abilities to raise their children.

## EQUIPPING THE VOLUNTEERS FOR YRCP 2.0

Mr Sam Tan, a YRCP volunteer since 2012, has this to say about YRCP 2.0, "Family plays a key role in an inmate's rehabilitation and reintegration. Thus, it is important to give support to the family. What I like about YRCP 2.0 is that we are trained to handle sensitive situations when dealing with inmates' families. This has enabled us to make a difference in every broken

family that has been brought back together successfully." In the past, YRCP volunteers would only need to attend basic YRCP training. With the introduction of YRCP 2.0, the volunteers are now required to attend YRCP 2.0 developmental training that would equip them with necessary skill-sets and knowledge to perform their new roles effectively. The new training covers

practical steps on how YRCP volunteers can:

- Encourage families to maintain regular contact with inmates;
- Encourage families to participate in pro-social activities; and
- To assess the well-being of the children.



## TOGETHER WITH THE COMMUNITY

As SPS develops into a correctional agency, community collaboration with the YRCP volunteers becomes even more crucial as it makes reintegration smoother for the inmates and their families. With the enhanced YRCP 2.0, it intensifies the community collaboration and also reduces inter-generational offending. This in turn contributes to a safe and secure home for Singaporeans.





# ANOTHER STEP IN OUR AFTERCARE EFFORTS



In 2016, the Community Corrections Command (COMC) was busy gearing up efforts to implement the Mandatory Aftercare Scheme (MAS) on a full-scale basis. Under full MAS, ex-offenders upon their release will stay in a Halfway House for up to six months as part of scheme that spans up to 24 months. MAS comprises three phases, namely the Halfway House phase, the Home Supervision phase and the Community Reintegration phase.

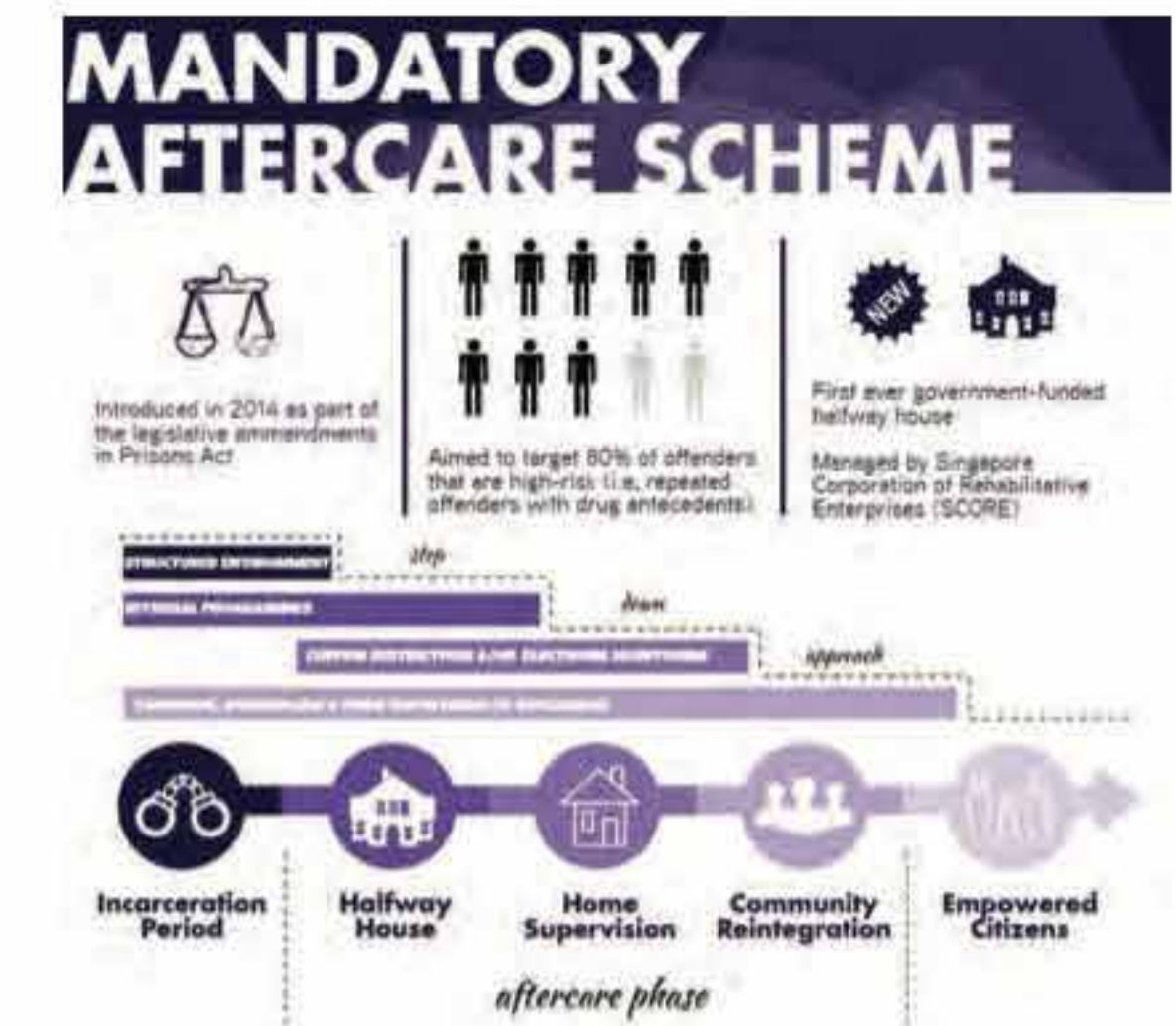
## Selangor Halfway House

Selangor Halfway House (HWH) at Cosford Road is a key component in the implementation of full MAS. While awaiting completion of the future Selangor Park Complex, the interim facility at Cosford Road was set up to accommodate ex-offenders emplaced on MAS during the HWH phase. The HWH is managed by the Singapore Corporation of Rehabilitative Enterprises (SCORE). It was operationalised in January 2017 to welcome its first batch of ex-offenders.

The HWH provides shelter and facilitates supervision such as curfew monitoring and urine testing by COMC. Its purpose is to facilitate the gradual reintegration of these ex-offenders by providing them with step-down aftercare support to ease their transition from prison into the community.

During the ex-offenders' stay in the HWH, they will receive assistance in seeking employment and participate in other programmes to aid in their reintegration. Correctional Rehabilitation Specialists and Reintegration Officers from COMC will also be deployed to address their criminogenic needs and supervise them, respectively. Close partnership and collaboration between SCORE and COMC Officers is crucial to facilitate the gradual reintegration of these ex-offenders into the community.

Prior to the completion of the HWH phase, a multi-disciplinary team will conduct a holistic assessment of the ex-offenders' conduct, progress, and response towards rehabilitation and supervision, to assess their suitability for progression to the next phase.



When the ex-offenders progress to the Home Supervision and Community Reintegration phases, they will continue to attend mandatory counselling sessions. Depending on their progress and reintegration needs, they will be required to adhere to curfew hours, be electronically monitored, and undergo urine tests (where applicable).

## Moving Ahead...

The operationalisation of MAS is a significant step in community corrections and these efforts are part of SPS's transformation into a correctional agency. Leveraging on the synergy between Home Team agencies and community partners, SPS would continue to steer and support ex-offenders in their rehabilitation and reintegration journey, to reduce reoffending for a safer and more secure Singapore.

## REFLECTIONS

"It is a challenging and humbling experience working with inmates, especially with the ex-offenders in the community. This is where I'm able to see their true selves, and journey the ups and downs of life together with them. Having gone through the Enhanced Supervision Scheme for the past three years, I am better prepared to manage high risk ex-offenders under MAS. I look forward to work with more community partners with MAS."

- MX12 Nurhafizawati Binte Hussain (Correctional Rehabilitation Specialist, Community Corrections Command/Community Rehabilitation & Reintegration Branch)



"Since working in COMC, I have realised how important aftercare support is to meet the rehabilitation and reintegration needs of ex-offenders. While it is a challenge to work with a diverse pool of ex-offenders on MAS, it has been rewarding to witness their change in the community. I am able to witness their growth and see them apply what they have learnt during their incarceration phase."

- DSP1 Armand Abdul Aziz Bin Hj Rais (Manager/Reintegration Officer), Community Corrections Command/Community Rehabilitation & Reintegration Branch



# TRANSFORMING CORRECTIONS TRANSFORMING PEOPLE



Over the last three years, SPS has expanded beyond the prison walls and into the community. To gear up for the transformation, Captains of Lives (COLs) who forms a critical part of the change process, were trained and engaged to put their best step forward. Only through the alignment of staff with the organisation's vision and mission can SPS's transformation be at full throttle. With the shift towards establishing SPS as a Correctional Agency in 2014, much was done to ensure cohesion between SPS's new areas of operations, staff expectations and mindsets.

As the key asset of the organisation, SPS staff have been engaged throughout the process of change, and to be enthused in embarking on our organisational transformation. The following Officers have shared their views and take on SPS's evolution, and their advice to fellow colleagues as we embark on this transformational journey as Captains of Lives – transforming corrections and transforming people for the betterment of society.

Name	Award
<b>SUPT1A Rocky Francisco Junior, Director (COMC)</b>	<b>Public Administration Medal (Bronze)</b> The Public Administration Medal was instituted in 1963 and is awarded to officers for outstanding efficiency, competence and industry.
<b>MX11 Teo Chuan Ann, Assistant Director, Correctional Assessment Planning (PCRD)</b>	<b>MHA Operational Excellence Award</b> <i>For the Development of STRAT-G Business Analytics Tool</i> The MHA Operational Excellence Award recognises officers, teams and agencies that have achieved exceptional operational outcomes in joint projects or had displayed efficiency and competency in major operations, cases and projects.
<b>ASP1 Nuha Binte Jalal, Housing Unit Officer (CWP)</b>	<b>MHA Star Service Award</b> The MHA Star Service Award recognises officers who deliver outstanding service to members of the public.
<b>ASP1 Nur Hannah Wang, Housing Unit Officer (CWP)</b>	<b>HALO Sponsorship</b> The Home Affairs Learning & Growth Opportunities Programme (HALO) is deemed as the most prestigious scholarship award, as it is the only scholarship award that offers suitable junior officers direct emplacement onto SPO scheme upon graduation. This award offers full sponsorship of course fees and full pay throughout the approved duration of studies. Officers sponsored under HALO may pursue a course of study from one of the local universities (i.e. NUS, NTU, SMU or SUTD) or SIT's Bachelor of Arts (Hons) in Criminology and Security.
<b>CW2 Chua Chee Horng, Reintegration Officer (COMC)</b>	<b>Outstanding Captains of Lives Award</b> Outstanding individual officers who have excelled in their work and who best exemplify the Shared Values In Corrections – SVIC (Synergy, Vigilance, Integrity, Care) in their daily lives, within and outside the department.
<b>CW2 Elammaran S/O Marimuthu, Chief Personal Supervisor, Cluster B4</b>	<b>Efficiency Medal</b> The Efficiency Medal was instituted in 1969 and is awarded to officers for exceptional efficiency or exceptional devotion to duty or for work of special significance.

## 1. IN YOUR OPINION, HAS SPS 'TRANSFORMED' INTO A CORRECTIONAL AGENCY?

### Rockey Francisco Junior

SPS has certainly transformed over the years and one area that we are moving towards is community corrections. Corrections in the community will expand in the coming years and SPS has been gearing up ourselves for this. The set-up of Community Corrections Command is one example, where Reintegration Officers and Correctional Rehabilitation Specialists are brought together under one single command for a more coordinated

approach to supervision and case management in the community.

### Nuha Binte Jalal

To me, SPS is still in transition to becoming a correctional agency. We have many policies in place, such as more emphasis on rehabilitation, more in-care programmes to address offenders' needs, and an increase in aftercare programmes and support. However, staff support of these policies plays an important and crucial part. Staff must see themselves as part of the solution, instead of mere caretakers. This will take time, but I believe we are already moving in this direction.

### Elammaran S/O Marimuthu

Yes. When I first joined the service, initiatives such as Community Based Programmes, the Pre-Release Centre and 'throughcare' were unheard of. We have now evolved into an organisation that believes in doing more than just locking up the offenders. We have recognised that the community does play a vital role in the offender's reintegration to society. In addition, I have seen how staff were inspired by SPS's mission and vision and joined the service because they wanted to be involved in making a difference in the lives of the offenders, which was rarely seen back in those days. We have come a long way now.



## 2. HOW HAS THE SHIFT TOWARDS BEING A 'CORRECTIONAL AGENCY' CHANGED YOUR PERSPECTIVE AND APPROACH TOWARDS YOUR JOB?

### Teo Chuan Ann

I am more inclined to see my job as part of the throughcare approach that benefits both officers and beneficiaries.

### Elammaran S/O Marimuthu

In the past, our daily job required us to ensure that bread and butter issues in prison were managed properly, without having much hold on what more could be done for them. Now, I find that we have greater responsibility in changing the mindset of the offenders. With all the initiatives put in place, we have to undergo training and at the same time, encourage offenders to undergo programmes with positivity and determination.



### Chua Chee Horng

Now, we are no longer just 'guards'. We need to guide, inspire and influence offenders both in prisons and in the community. Given the chance to work with offenders under community supervision, more effort and time are needed to enable them to take sole ownership and responsibility of their lives and to motivate them to remain crime free. As compared to the past, the perception on discipline has shifted beyond good behaviour within prison to good conduct in the community.

## 3. AS A CORRECTIONAL OFFICER, WHAT QUALITIES RESONATE MOST STRONGLY IN YOU THAT SHOULD GUIDE OFFICERS IN THEIR DAILY WORK?

### Rockey Franciso Junior

Our new core values of Synergy, Vigilance, Integrity and Care, should guide officers in their daily work as correctional officers.

### Nuha Binte Jalal

To me, officers need to have a sense of security, sense of urgency and in tandem with these, a good corrections officer should also be able to display compassion and a lot of patience in order to help inmates overcome the challenges they face.



### Nur Hannah Wang

Officers must have the belief and passion that guide them in the work that they do, as passion is the key that drives one through challenges and setbacks. Passion also enhances motivation and determination for better outcomes.

## 4. IN YOUR OPINION, WHAT MORE WOULD YOU LIKE TO SEE IN THE DEPARTMENT'S EFFORTS IN ENHANCING THE CORRECTIONAL LANDSCAPE IN SINGAPORE?

### Rockey Franciso Junior

In our Transformational Plans, there will be many exciting developments in the

coming years – from infrastructure projects to technological enhancements and policy reviews. We will be busy for the next few years. But one area of interest for me is community partnerships, because we cannot accomplish our mission alone. We will need the support of the larger eco-system to effectively rehabilitate and reintegrate an ex-offender because it is the community that the ex-offender must return to.

### Teo Chuan Ann

As SPS adopts more evidence based practices, I would like to see more collaboration between SPS and academic institutions to leverage on their expertise, thus extending the boundaries of correctional studies and interventions.

### Nur Hannah Wang

The boundaries for SPS should be pushed along the idea of a prison without walls. Seeing how women offenders are most often the primary caregivers for their children and elderly parents, I am looking forward to see how rehabilitation and reintegration efforts can place them back into society so that the family unit can be best restored.



## 5. ANY LAST WORDS OF INSPIRATION FOR OUR STAFF TO KEEP UP WITH THE CHANGING LANDSCAPE OF CORRECTIONS IN SPS?

### Rockey Franciso Junior

These are exciting times for SPS. As a correctional agency, our mission is clear – we enforce secure custody of offenders and rehabilitate them. And we do this for a safer Singapore for ourselves, our children, and our community. Let's embrace our core values (Synergy, Vigilance, Integrity and Care), work together and accomplish our mission every day.



### Teo Chuan Ann

Stay true to what motivated us to be Captain of Lives.

### Nuha Binte Jalal

Every great change has to start from a belief. Every offender can change, but we need to be the ones to believe in them.

### Nur Hannah Wang

Keep an open mind and always be ready to accept changes.

### Elammaran S/O Marimuthu

Being in a noble profession, we are given the opportunity to make a difference in the offenders' lives. Even though there are tough days where we feel that our efforts may not be paid off, do not give up. Think of the many more opportunities and many more lives that can be changed.

### Chua Chee Horng

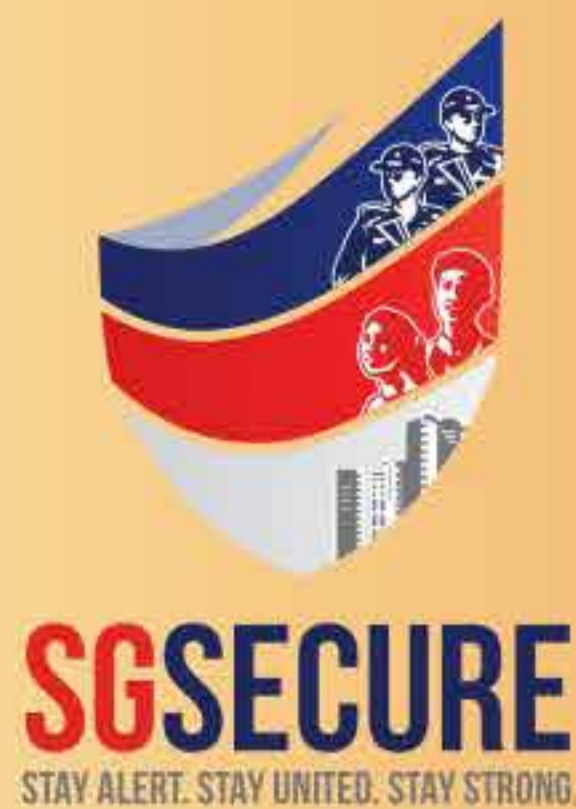
Treat each offender as a unique individual and explore the possibility of individualised interventions as we constantly keep ourselves updated with new knowledge and practices. Each small step will help offenders in attaining their goals.







# SGSECURE



Global terrorism is a phenomenon that has engulfed the world intensely over the past decade. In Singapore, we observed the arrests of individuals in Batam, Indonesia for plotting a rocket attack on Marina Bay. Similarly, Singapore was listed as a member country in the anti-ISIS coalition by ISIS's English-language magazine. Against this backdrop, Singapore faces many potential and realistic threats which could adversely affect our nation's cherished peace and stability. It is thus crucial for Singaporeans to be ready to respond together as a nation, in the event of terrorist attacks occurring on our shores.

The terrorists would seek to cripple our society and way of life through instilling fear, crushing our confidence, and causing disarray and division to our social fabric. In order to prevent this, effective response plans must be put in place to ensure a robust community crisis management framework that enables citizens to remain united when coping with such adverse events and to be resilient in recovery. Although no amount of preparation can ever prepare one fully to cope with the aftermath of a terror attack, a certain level of preparedness will go a long way to minimise the level of anxiety and trauma experienced. Thus, the cornerstone of our counter-terrorism strategy must be the strengthening of community vigilance, cohesion, and resilience.

## SPS's Role in SGSecure



SGSecure is our community's response to the terror threat. On a national level, the SGSecure movement seeks to sensitise, train, and mobilise the community to play a part to prevent and cope with terrorist attacks. It is a call to action for all Singaporeans to unite and safeguard our way of life.

Staff of SPS too play a part in this movement both on and off duty. As a department, SPS remains ever vigilant through conducting table top and contingency exercises regularly. Such exercises increase the department's preparedness in managing and responding to contingencies or potential incidents in our institutions while keeping our intervention plans, operational concepts, and incident management proficiencies, robust and effective.

### Psychological First Aid

Our Psychologists and Correctional Rehabilitation Specialists from the Psychological & Correctional Rehabilitation Division (PCRD) also contributed to the SGSecure movement. They were involved in training members of the public on 'Psychological First Aid' (PFA). Within the context of a terrorist attack, PFA involves providing victims with practical care and support, better understanding of their basic needs and concerns, and how best for victims to help themselves. These would ensure that they feel safe and more connected with others, have access to social, physical, and emotional support, and regain a sense of control by being able to help themselves. The PCRD Specialists were instrumental in developing the SGSecure PFA training material and

conducting training sessions for members of the public and grassroots members. The ongoing community training is co-organised by the People's Association and training has already begun in March 2017. Separately, 83 Specialists were also assigned to respective constituencies in Singapore as leaders and members of Human Emergency Assistance and Response Teams (HEART Teams). They are tasked to prepare their constituencies for possible attacks, plan for psychological crisis interventions (which include PFA and other services) should an attack happen, and aid in post-attack recovery interventions.

### Involvement as Captains of Lives

From the perspective of SPS Officers working on the ground, Officers have a responsibility to be vigilant to their surroundings and the inmates under their charge. This includes



observing anomalies in inmate behaviours or infrastructural damages which may suggest subversive elements. Unusual behaviours may include sympathising with terrorists and their causes, influencing others to support religious extremism, or any display of insignias or symbols in support of terrorist groups. Should such observations be detected, Officers are obligated to report the information so that prompt, pre-emptive action could be taken.

As the ultimate aim of terrorism would be to create sharp and violent divisions within our nation, Officers also have to safeguard Singapore's multi-racial and multi-religious social fabric by being role models to the inmates. This can be achieved through their daily interactions with colleagues of different ethnicity/faiths and by being an advocate for racial and religious cohesion.

During conflict resolution between inmates, Officers shall remain firm and fair, without

portraying biasness towards any race or religion. In the event of an actual terror incident, Officers can assist to allay the inmates' concerns and to advise them to stay calm and not spread rumours that may otherwise cause unnecessary alarm.

**Involvement as Citizens of Singapore**

Even when off duty, SPS Officers can apply the same attitude or ethos adopted by SPS in our social lives/interactions with others by staying alert, looking out for



signs of radicalisation among family, friends and colleagues or suspicious items, vehicles or behaviour, and to report such observations to the authorities or relevant law enforcement agencies. Adopting a 'kampong' spirit, i.e. a spirit of cohesiveness, sharing, and caring, as well as learning more about different cultures, ethnic backgrounds and religious practices in Singapore, will help us be more sensitive, tolerant, and appreciative of our fellow Singaporeans.

As Captains of Lives, we must also be responsible citizens. Other than being equipped with first aid skills through regular recertification and training, it will be beneficial for Officers to be familiar with the "Run, Hide, Tell" advisory in response to a terrorist attack, and to be an advocate in sharing our knowledge with family, friends and neighbours.

In staying vigilant and prepared for the future, it is important to recognise that counter-terrorism and the corresponding response in the event of an attack requires a concerted effort from all Singaporeans. Every Captain of Lives must therefore play their part to ensure Singapore remains safe, secure, and a best home for everyone.



# ADVOCATING SECOND CHANCES

In 2016, the Yellow Ribbon Project (YRP) took an extended step as part of its outreach strategy to engage the man on the street. This wider approach resulted in a series of new engagements for the year and the opportunity to induct new partners. Engagement activities were brought closer to the heartlands, schools and workplaces to encourage more public participation. Through the new approach the YRP seeks to help create a more inclusive community, one that will lead to a safer and more secure Singapore.

## We Run as a Team — Yellow Ribbon Prison Run 2016

As the signature activity for the campaign, the event outreached to a wider audience by evolving the 6km fun run into a 5km fun walk that saw more than 4,000 participants and 40% new participants.<sup>1</sup> The new walk provided participants a less strenuous option and allowed the YRP to reach out to even more people who wished to pledge their support for Yellow Ribbon through the activity. As a result, the activity saw a total of 9,000 participants crossing the finishing line, showing their collective support for the cause.



*"During the Yellow Ribbon Prison Run (YRPR), I ran into several of my ex-charges. They were sharing with me on their new jobs, or courses that they were pursuing. Moments like these remind me of what YRP can offer to our ex-offenders and their families, that is, hope for a better future. It takes time and commitment from many folks to organise the YRPR and I am grateful for their contribution. I am also glad that our run can help to raise awareness of YRP and make a difference for someone,"* said Ms Patricia Tung, Chairperson of YRPR Committee 2016.

As part of the 'Run for Second Chances' Movement, 13 organisations and 16 strong advocates stepped forward to help raise a total of \$123,670 for the Yellow Ribbon Fund in support of the movement. The movement illustrated the many helping

hands from employers, colleagues, families, friends, officers and volunteers all playing their part to support the ex-offender in their reintegration journey.

*"I feel that inmates and ex-offenders usually develop low self-esteem. They lose confidence in themselves and feel useless for landing themselves in prison and burdening their families. Others have difficulties communicating and expressing themselves, possibly due to issues that they have been suppressing since prior to incarceration and where education was not given enough importance. After release, ex-offenders face stigmatisation by the public and difficulties finding employment due to their past. It is important to create public awareness by spreading the good word of giving second chances and not judge. We need to get the public to genuinely erase the stigma and*

*not generalise that ex-offenders will never change. With the right support, they can get back on track,"* said Ms Siti Hawa, a Prison Officer who took part in the 'Run for Second Chances' Movement at the YRPR 2016.

### Ripple Effects in Czech Republic

Beyond the shores of Singapore, the inspiration from the Singapore's YRPR was realised in the central European nation of Czech Republic as part of the prestigious Prague International Marathon. As one of the top few running events in Europe, the Yellow Ribbon Run in Prague was organised by a consortium of like-minded organisations led by the Prison Service of the Czech Republic. The event organisers rallied organisations and the man on the street to support the Yellow Ribbon campaign and to build an inclusive society.

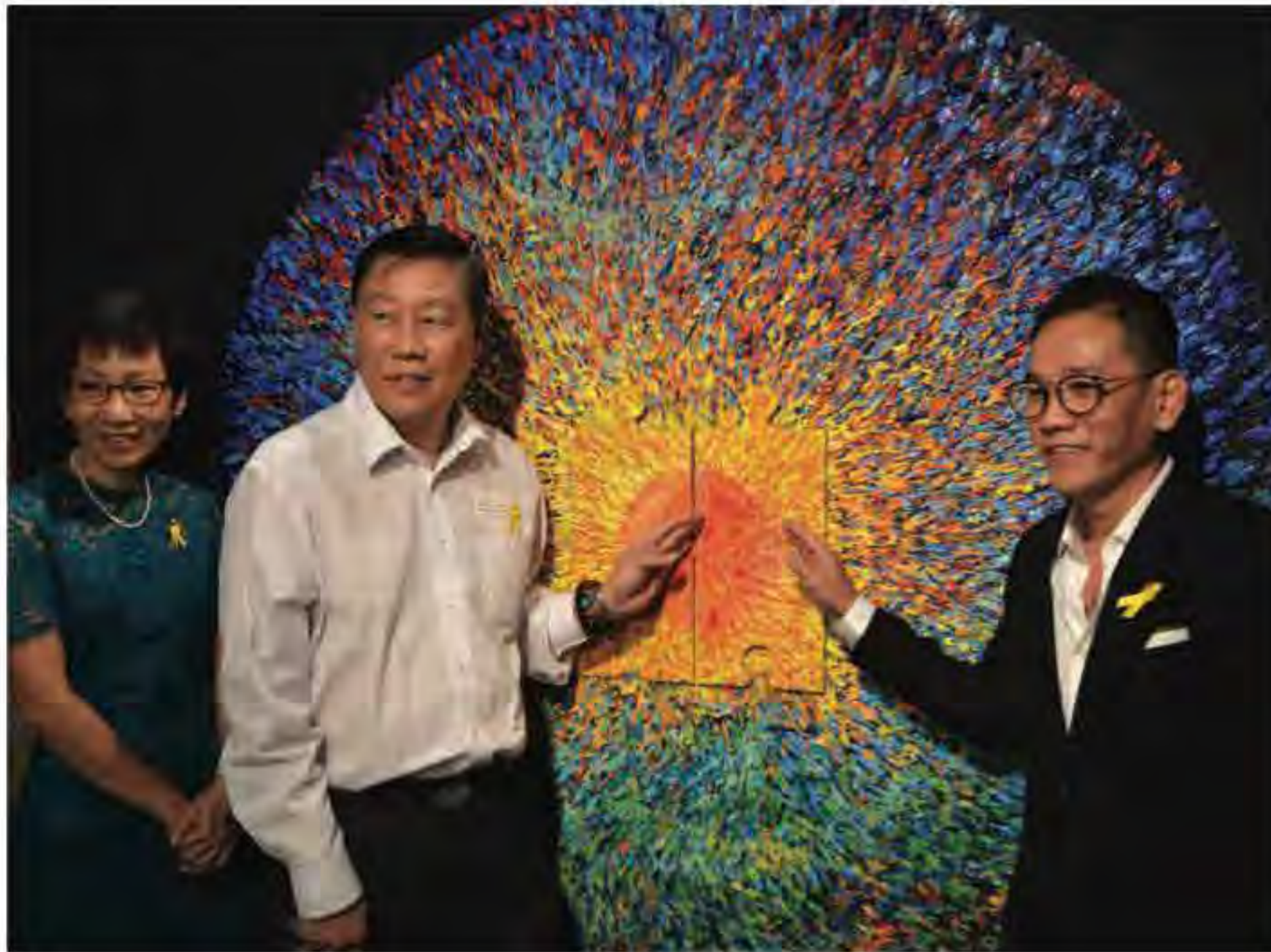
<sup>1</sup> The percentage increase is based on figure comparison with the number of YRPR participants in 2015.



### Enhancing Rehabilitation through Music

Music is a universal language that expresses feelings and thoughts, and a tool to help inmates to express their hopes and aspirations. Jointly organised with the Composers and Authors Society of Singapore (COMPASS) for the third year, the Yellow Ribbon Song Writing Competition allowed inmates to take their first step towards the local music industry.

*"When the inmates were showcasing their talents on the stage at the Song Writing Competition finals, many of us were fascinated by the songs written by them. With a little help from the COMPASS musicians, they surprised many of us by producing such inspiring and powerful songs! I could see that their loved ones were all so proud to watch them perform on that day. At the Tribute of Love session, some family members were close to tears when the inmates dedicated their achievements to them. I was so glad to be given the opportunity to organise the Yellow Ribbon Song Writing Competition and Tribute of Love 2016, and I don't mind doing it again,"* said Mr Chua Cheng Wah, Chairperson of YRP Song Writing Competition 2016.



### From Night to Light – Yellow Ribbon Community Art Exhibition

For the first time, the Yellow Ribbon Community Art Exhibition (CAE) was featured as part of the Singapore Night Festival and 42 inmates stepped up to the challenge to display their best art works. The exhibition at the festival saw an all-time high attendance of 21,000 over two weeks. Soaking in the theme, inmates presented their works through the theme of 'From

Night to Light' as part of their hopes to overcome their dark times through the glimmer of hope offered by their loved ones. This event is led by the Singapore Art Museum (SAM) curators and two YRP volunteers, Mr Kim Whye Kee and Mr Barry Yeow who were both ex-offender artists from the Visual Arts Hub.<sup>2</sup> They provided the inmates with technical guidance, creative consultations on their artworks and pushed them beyond their limits.



*"The theme for this year is to touch on the transformation and change that an inmate had to journey through to seek the silver lining at the end of it. This had inspired a total of 81 pieces of various art forms produced by the inmate artists to express their individual stories through their creation. I am proud to be part of this meaningful project,"* said Mr Edwin Goh, Chairperson of Yellow Ribbon Community Art Exhibition 2016.



### Yellow Ribbon Hope Exhibition

Reaching out to the heartlands, the YRP created a series of exhibitions and roadshows throughout the year to engage the man on the street near their residential areas. The interactive exhibition brought awareness to residents about the reintegration issues faced by ex-offenders and highlighted the importance of community support in reintegrating ex-offenders and helping their families in the heartlands. The exhibition featured an immersive experience such as a mock-up prison cell, SCORE Laundry and Bakery.

*"The Yellow Ribbon Hope Exhibition allowed us to reach out to a wider community in the heartlands. I am certainly glad to be involved in this committee as it had given me the opportunity to be part of the outreach project, which was indeed insightful,"* said Mr Raymond Ng, Chairperson of Yellow Ribbon Hope Exhibition 2016.

### Community Leadership Among Singapore Youths

Inspired by the messaging of the campaign, a group of spirited youths came together and invested time for a good cause while waiting for entry into university. The YRP recognises the importance of inculcating into the leaders of tomorrow, the message of not stigmatising ex-offenders, to give them equal opportunities and to offer second chances.

The youth-led project 'Non Guidicare', which also means 'Don't Judge' in Italian, was organized through a collaboration with Timbre, a SCORE employer who hosted the event at their venue, The Barber Shop. This collaboration of liked-minded people coming from all walks of life for a good cause is a model to exemplify a movement by the community, for the community. Mr Danny Loong, Co-founder of Timbre, and three ex-offenders came together to share

their story on how second chances had changed their lives to encourage more people in the community to support the Yellow Ribbon cause.

*"Being part of Yellow Ribbon Community Engagement Committee has been an enriching and heart-warming experience as the committee provided many opportunities to network with youths and spread the objectives of the Yellow Ribbon Project through them. It is truly heartening to see the positive responses and eagerness from our youth volunteers to aid in the acceptance of ex-offenders in our community,"* said Ms Kannaki Srinivasagan, Chairperson of Yellow Ribbon Community Engagement Committee.

<sup>2</sup> Visual Arts Hub, an art workshop setup inside prison as part of the art rehabilitation training for inmates.



# AN EMINENT VOLUNTEER & ACCOMPLISHED VISITING JUSTICE MR KOH CHOON HUI

PJG BBM(L) BBM PBM JP

Standing ovations have been few and far between at the Synergy Room. During the 24th Board of Visiting Justices and Board of Inspection (BOVJ & BOI) meeting held in November 2016, everyone in the room, stood on their feet and gave their heartfelt appreciation to Mr Koh Choon Hui who had announced that he would be stepping down as Chairman of BOVJ & BOI on 28 February 2017.

Mr Koh, 76, served as a Visiting Justice for 18 years since 1999. He had served as the Vice-Chairman from 2001 to 2004, and later appointed as the Chairman in 2005. The BOVJ & BOI comprise 79 Board Members who are Justices of the Peace appointed by the President of the Republic of Singapore under section 11(1) of the State Courts Act (Cap. 321). Under Mr Koh's leadership, the Board provided valuable insights and important counsel to the Singapore Prison Service (SPS) which contributed to SPS' reputation in the international corrections community, characterised by operational excellence and effective interventions grounded in evidence-based principles.



As Chairman of BOVJ & BOI, he spearheaded the Board's effort to contribute more to the cause of offender rehabilitation by setting up the Inmates' Families Support Fund (IFSF) in 2008. The initiatives under IFSF are the disbursement of vouchers and baby gift hampers to inmates' families, and matching incentive for families of local working inmates under the Inmates' Caring Act through Remittance of Earnings (iCARE) scheme. These initiatives focus on providing educational support for inmates' children, and basic financial assistance to inmates' families who are in crisis as a result of the incarceration of their loved ones. For example, inmates are encouraged to sign up for the iCARE scheme and matching incentives are given to their families after they remit home their work allowance. The iCARE scheme instils a sense of responsibility in inmates towards

their families and family bonds are further strengthened when inmates are making effort to show their care for their families in a tangible way. Since 2008, IFSF has provided assistance to more than 11,000 beneficiaries. Despite Mr Koh's busy work commitments, he also led the Institutional Discipline Advisory Committee 1 from 2008 to 2012, Life Imprisonment Review Board and The President's Pleasure Review Board since 2005, and the Long Imprisonment Review Board since 2014.

Besides SPS Boards and Committees, Mr Koh has also contributed significantly in various social causes in the community. A visionary stalwart of the social sector for more than four decades, Mr Koh nurtured several social service agencies. For example, as Chairman of Singapore Children's Society since 1978, he expanded

the charity forty fold over 38 years in bringing relief and happiness to children in need. Singapore Children's Society is recognised as a leading charity in Singapore and has won many national and regional awards. Under Mr Koh's stewardship, Singapore Children's Society pioneered many new services and programmes.

For Mr Koh's many contributions to the community, he had received various awards and accolades from different Ministries and Organisations. In particular, in 2014, Mr Koh received the Outstanding Volunteer Award from the Ministry of Social and Family Development. The National Day Awards of Meritorious Service Medal (PJG), Public Service Star (Bar) [BBM(L)], Public Service Star (BBM), and Public Service Medal (PBM) were conferred to him in 2011, 2001, 1991, and 1984 respectively.

The Ministry of Home Affairs and the Singapore Prisons Service (SPS) owe Mr Koh Choon Hui a debt of gratitude for his 18 years of sterling service on the Board of Visiting Justices (BOVJ) and Board of Inspection (BOI), first as a member from 1999 and then as Chairman from 2005. He had worked with no less than four Commissioners of Prisons.

During his tenure as Chairman, Mr Koh initiated many new practises to strengthen the work of the Boards. He started bi-annual Board meetings to be updated on Prisons policies and to review feedback received by Board members during their visits to the institutions. He also introduced a dialogue between the Board and Commissioner Prisons.

Mr Koh worked very hard to help inmates and their families. He established the Inmates' Families Support Fund in 2008 to

provide educational support for inmates' children and basic financial assistance to inmates' families in need. Mr Koh actively sought support from the BOVJs and his network of contacts to contribute to the Fund, which had benefitted more than 11,000 beneficiaries over the years.

Mr Koh also served as Chairman of three other SPS-related boards/committees viz Life Imprisonment Review Board & the President's Pleasure Review Board, and Long Imprisonment Review Board. These are very important boards/committees that provide an independent safeguard over the release of long-term prisoners who may continue to pose a risk to the public.

I am grateful to Mr Koh for his invaluable contributions. He is a source of great support and wise counsel to the SPS. He treats everyone with respect and courtesy. Our staff who work with him

closely on BOVJ matters have the highest regard for Mr Koh, and so do I.

I extend to Mr Koh our deep appreciation and gratitude, and send to him and his family our very best wishes. We are fortunate to have such a strong friend and staunch supporter of the work that we do.

- Permanent Secretary (Home Affairs) concurrently PS (Prime Minister's Office) and PS (National Security and Intelligence Co-ordination), Mr Leo Yip

