

What were the achievements that you had accomplished during your appointment as Chairman of Board of Visiting Justices and Board of Inspection (BOVJ & BOI)?

For the achievements that were attributed to me, or may be attributed to me, they were the collective achievements of the BOVJ & BOI. The board had 79 Visiting Justices who are committed volunteers and had contributed significantly to the board's achievements. As Chairman, I set the strategic direction and framework for the members. I also introduced the semi-annual board meetings for BOVJ & BOI in April 2005. The meetings provided opportunities for Visiting Justices to get together, share their experiences and learn from each other, and also to know the management and officers from the Singapore Prison Service (SPS). The interaction promoted a lot of understanding and proved to be an ideal platform for Visiting Justices to provide feedback and suggestions to SPS. The meetings allowed SPS to share with Visiting Justices on new initiatives that were implemented in prison. Through the dialogue sessions with Commissioner, Visiting Justices could seek clarifications on the initiatives that were implemented. I strongly believed that when volunteers understand and know more about the vision and mission of SPS, they would see greater meaning in their work and become more committed.

The Inmates' Families Support Fund (IFSF) was set up by Visiting Justices in collaboration with Singapore Corporation of Rehabilitative Enterprises (SCORE) in 2008. IFSF provides financial assistance to inmates' families, especially children of inmates, to cope with the incarceration of their loved ones. The Inmates' Caring Act through Remittance of Earnings (iCARE) is an innovative scheme implemented by IFSF. Under the scheme, 1:1 matching incentive would be given to inmates' families when inmates remit their savings from work allowances to their families. The act of home remittance would strengthen the bonds between inmates and their families, and more importantly, families



would continue to support inmates in their reintegration when inmates make an effort to show their care and love in a tangible way. IFSF receives strong support from the Visiting Justices and their circle of friends. The donors had great faith in the work of IFSF and had donated generously to IFSF. They see the positive impact of iCARE on both the inmates and their families.

Since 2009, BOVJ & BOI had work together with SPS to arrange for study visits to other correctional institutions in overseas jurisdictions to learn and to share experiences. The response for the study visits were overwhelming. Study visits were organised to Hong Kong & Macao in 2009, Beijing in 2011, and Sydney in 2014.

Over the years, BOVJ & BOI had become a valued partner to SPS in making a difference to inmates' lives, and assisting SPS on achieving its vision and mission.

Could you share with us on your sentiments regarding SPS's developments during your 18 years of service as a Visiting Justice since 1999?

It had been a privilege for me to witness the significant transformational developments which had taken place since 1999. During my visits to institutions in 1999, invariably, overcrowding situations were observed in institutions. The musters would invariably be higher than the capacity of the institutions. That was the kind of challenge that former Director of Prisons, Chua Chin Kiat, and his management team were confronted with. The overcrowding situation coupled with ageing facilities had also contributed to low staff morale. There was no other alternative to improve the situation than to reform and transform the prison service.



We cannot talk about the development of SPS without mentioning about the making of the "Captains of Lives". It was not an easy task to change the philosophy from a custodial and security institution mindset, where inmates were securely locked away to protect the public from harm, to a philosophy of rehabilitation and reintegration. Inevitably, there were skeptics. For SPS, the management team had to embrace the change in philosophy or the problem would deteriorate. Overcrowded prisons would potentially posed safety and security problems for inmates and prison officers. Through my conversations with Chin Kiat, I understood the frustration and difficulties he encountered when embarking on the transforming of SPS towards rehabilitation and reintegration. He and his team persisted with the transformation, to give inmates a second chance, to equip them with skills so as to increase their chances of employability upon release, reintegrate into society and hopefully not re-offend again. The results had been quite dramatic where recidivism rate in early 2000 was over 40% and the current slightly over 20%. To Chin Kiat and his team, failure was not an option.

Another significant development of SPS is the set-up of Kaki Bukit Centre Prison School where young inmates who were keen to study were given the opportunity to attend classes at the school. The initiative had proven to be a huge success where most of the inmates who participated in the study programme had completed their 'O' and 'A' Level education. All of us who are associated with SPS are very proud of the Prison School.

In keeping with SPS's steady progression, the importance of third party oversight on operations and policy matters were

recognised. To assure the public that the systems and processes were transparent and robust, the Life Imprisonment Review Board & The President's Pleasure Review Board, and Long Imprisonment Review Board were set up to provide independent review on the suitability of release for long term serving inmates. Also, six Institutional Disciplinary Advisory Committees/Institutional Disciplinary Review Committees were set up to review cases where inmates had committed major offences which warrant corporal punishment. It had been an honour for me to serve as chair of these boards and IDAC / IDRC 1 since their inception.

SPS has won many accolades over the years, and most notably, the Best Employers Award. The award is evident by having more talented and passionate officers to join the service and also retaining them. I am very impressed by the current batch of officers that we have. They are professional, committed, and they take their work very seriously. In fact, I will not have been able to discharge my roles without the support of the staff and officers of SPS. I have had the opportunity of working with four Commissioner of Prisons, starting with Chua Chin Kiat, Ng Joo Hee, Soh Wai Wah, and now Desmond Chin. I must say that I am very impressed by their passion and commitment to rehabilitate and reintegrate inmates into society. Desmond Chin is a career Prison Officer and is the first for a long time, to be appointed as the Commissioner.

His deputy, Shie Yong Lee, is also a career Prison Officer. That is an indication of the quality of the officers that SPS is able to attract right from the beginning.

What do you envisage about SPS's progression in 2035?

It is difficult to predict what the world will be like in 2035. Certainly, it will be quite a different world. SPS's transformation since 1999 was very successful, and another phase of transformation will be required moving into 2035. I believe that this second phase of transformation has to start now.

Probably, and very likely, there will be a lot more elderly inmates, and SPS has to equip itself with facilities within the cells to cater for the elderly inmates. With better tools we can detect more accurately inmates with mental health and/or psychiatric issues. This group of inmates will likely increase. Beside the change in age profile, I think the inmates' profile may also change. Very likely, we are going to see inmates who will be incarcerated because of cybercrimes or financial crimes. The anticipation of these trends will be important for SPS. The challenges will be different and perhaps more complex. However, having seen how SPS has transformed successfully over the past 18 years, I am confident that SPS will be successful in managing the next phase of transformation.

At the 2016 Corporate Advance, former Commissioner of Prisons, Soh Wai Wah, shared about the ideology of 'prisons without walls' and 'prisons without guards'. The manpower crunch in Singapore will continue to be a challenge. So, the concept of 'prisons without walls' and 'prisons without guards' will surely be worth working towards. I encourage the management of SPS to make this not just a dream or an aspiration, but to make it a reality.

While SPS have spent much effort in working with the community to provide in-care and after-care for inmates, SPS should continue to build bridges with external organisations and leverage on the assets in the community to help achieve SPS's vision and mission. I am confident that SPS will be an institution of world repute, an institution that other correctional institutions in other parts of the world will want to benchmark with.

What advice would you give to other Visiting Justices?

When we become a volunteer, we should take our voluntary work seriously, if not, more seriously than our work. We must be passionate and believe in what we are doing. Without passion, I don't think we are able to serve well. I urge all my fellow Visiting Justices to continue to commit

time and effort to serve. As long as we can make a difference, even to one life, that is rewarding in itself. The work of Visiting Justices is special as compared to other voluntary work, because it is only Justices of Peace who can be appointed as Visiting Justices and have that privilege to visit the correctional institutions. The group of people (inmates) have made mistakes in the course of their lives, and certainly, we should play our part to help them turn their lives around.



What would be the guiding principles that you uphold when volunteering your service?

I believe that service to others and the community is the best work of life. As volunteers, we should never say that we had done enough, no matter how long we have served. For as long as we are able, fit, healthy, and enjoy what we are doing, we should continue to serve because the job is never done. There will always be people in the community who need help. It is really a privilege and an honour to serve others than to be served, and we should not look at it as a sacrifice. Besides giving our time, expertise and effort, we should also be generous when it comes to giving. The conventional thinking is to ask people to give until it hurts, but if every time you give and feel hurt, you are not likely to enjoy giving. When we give, we must give until it does not hurt and giving becomes second nature to us. For those of us who have, we should help the have-nots and those who never will have. Those of us who have a voice, must lend our voice to those without a voice. This will promote an inclusive and caring society. There are a lot of individuals and organisations who need help and if we are able to help, let's do our part!

Contributions to Singapore Prison Service Boards & Committees

Board of Visiting Justices & Board of Inspection (BOVJ & BOI)	Member, 1999 – 2000 Vice-Chairman, 2001 – 2004 Chairman, 2005 – Feb 2017
Life Imprisonment Review Board & The President's Pleasure Review Board (LIRB & TPRB)	Chairman, 2005 – present
Institutional Discipline Advisory Committee 1 (IDAC 1)	Chairman, 2008 – 2012
Inmates' Families Support Fund (IFSF)	Chairman, 2008 – Feb 2017
Long Imprisonment Review Board (LORB)	Chairman, 2014 – present

Thank you for discharging your role as Chairman of the Board of Visiting Justices with distinction. You had safeguarded the rights of inmates and helped set high standards for the staff. You had been fair-minded, showing a deep understanding of issues inside the prisons. Your leadership had transformed the way the Board of Visiting Justices contributed,

particularly in the setup of the Inmates' Families Support Fund. Both inmates and staff, and the prison system as a whole, had benefited from the outstanding manner you carried out your duties. On behalf of Singapore, thank you!

- Former Commissioner of Singapore Prison Service, Mr Soh Wai Wah



Contributions to Social Sector

Singapore Jaycee	President, 1968
Singapore Children's Society	Chairman, 1978 – present
Asian Institute of Management Alumni of Singapore	President, 1979 – 1980
Bartley Secondary School Advisory Committee	Chairman, 1979 – 2005
JCI Senators Club Singapore	President, 1982
Rotary Club of Singapore	President, 1984 – 1985
Community Chest	Vice-Chairman, 1994 – 2000
National Council of Social Service	Vice-President, 1994 – 2000
Board of Visitors to Woodbridge Hospital	Board Member, 1994 – 2004
Ministry of Community Development, Youth and Sports' Juvenile Homes Community Link Committee	Chairman, 2000 – 2004
Panel of Disciplinary Committee, Public Service Commission	Member, 2000 – 2006
Singapore's ASEAN Commission on the Promotion and Protection of the Rights of Women and Children	Representative, 2010
Charity (Social Service) Sub-Committee, Singapore Totalisator Board	Chairman, 2011
SG50 Steering Committee and Partnership Committee	Co-Chairman, 2013

In all my years of knowing Mr Koh Choon Hui, he is very much the same warm and genial person as when I first met him in 1999 as a Board of Visiting Justice (BOVJ), and more recently as Chairman BOVJ/BOI. Mr Koh has been highly effective in the way he guides his 79-member Board. They have provided us with constructive feedback and wise counsel. It has been our privilege to have worked with Mr Koh

and his Board in providing independent oversight over prison operations and programmes. We wish Mr Koh every success and the best of health as he continues to make a difference in the lives of those he serve.

- Commissioner of Singapore Prison Service, Mr Desmond Chin



Choon Hui, a respected leader of community and social services sectors in Singapore for more than 30 years and was appointed Chairman of the Board of Visiting Justices & Board of Inspection in 2005. He has led the Board with distinction, greatly improving the communication between the Visiting Justices (VJs) and the prison officers through regular communications and meetings.

He set up the Inmates' Families Support Fund (IFSF) which provides a platform

for VJs and friends to give financial assistance to the inmates' families. Through the iCARE project, a dollar to dollar matching programme of IFSF, the inmates are able to help to alleviate the financial needs of their families, bringing pride to the inmates and improving bonding with their families.

We would miss Choon Hui's leadership and would build on the strong foundation laid by him to carry out our duties diligently with compassion.

We would like to thank Choon Hui for his services and send him our best wishes on his retirement.



- Vice-Chairman of Board of Visiting Justices & Board of Inspection, Mr Phillip Tan Eng Seong

I have known Choon Hui for almost 20 years. I have had the privilege of being his partner during prison visits and every visit was a new experience. He has a great understanding and knowledge of the Singapore prison system. To him, prisoners are generally just people who have had a misadventure. Those who had attended his BOVJ & BOI meetings would come off with a better understanding of what matters in prison life and what necessary adjustments need to be made to improve it. The setting up of the Inmates' Families Support Fund, a worthy cause, and the support it receives indicates the respect and appreciation he enjoys from his peers. It is sad that he has decided to step down. It will be a loss to his peers and the prison service. So friend and guide, adieu.



- Member of Board of Visiting Justices & Board of Inspection, Mr S Puhaindran

I have known Choon Hui since the 1990s as a fellow board member of the National Council of Social Service and the Board of Visiting Justices and Board of Inspection. It has been a pleasure serving on these Boards under his dedicated leadership. With his insightful and engaging yet determined ways, Choon Hui has been able to positively engage regulators, fellow board members and management such that new insights, initiatives and programmes have resulted to the benefit of the beneficiaries and particularly the inmates and their families within the Prison Service. I wish him well in his future engagements.



- Member of Board of Visiting Justices & Board of Inspection, Ms Frances Cheang Chin Neo



SINGAPORE PRISON SERVICE
 PROJECT COMMENCEMENT CEREMONY
 REFURBISHMENT OF CLUSTER A
 INSTITUTION A4 FOR NEW CWP
 Friday, 28 October 2016

PUSHING FORTH TOGETHER

UNIT REVIEWS

OPERATIONS DIVISION

ROLES AND FUNCTIONS

OPERATIONS DIVISION MANAGES THE KEY PROCESSES OF OPERATIONS AND SECURITY, OVERSEEING THE SAFE AND SECURE CUSTODY OF ALL INMATES.



STRENGTHENING OUR OPERATIONAL IMPERATIVES

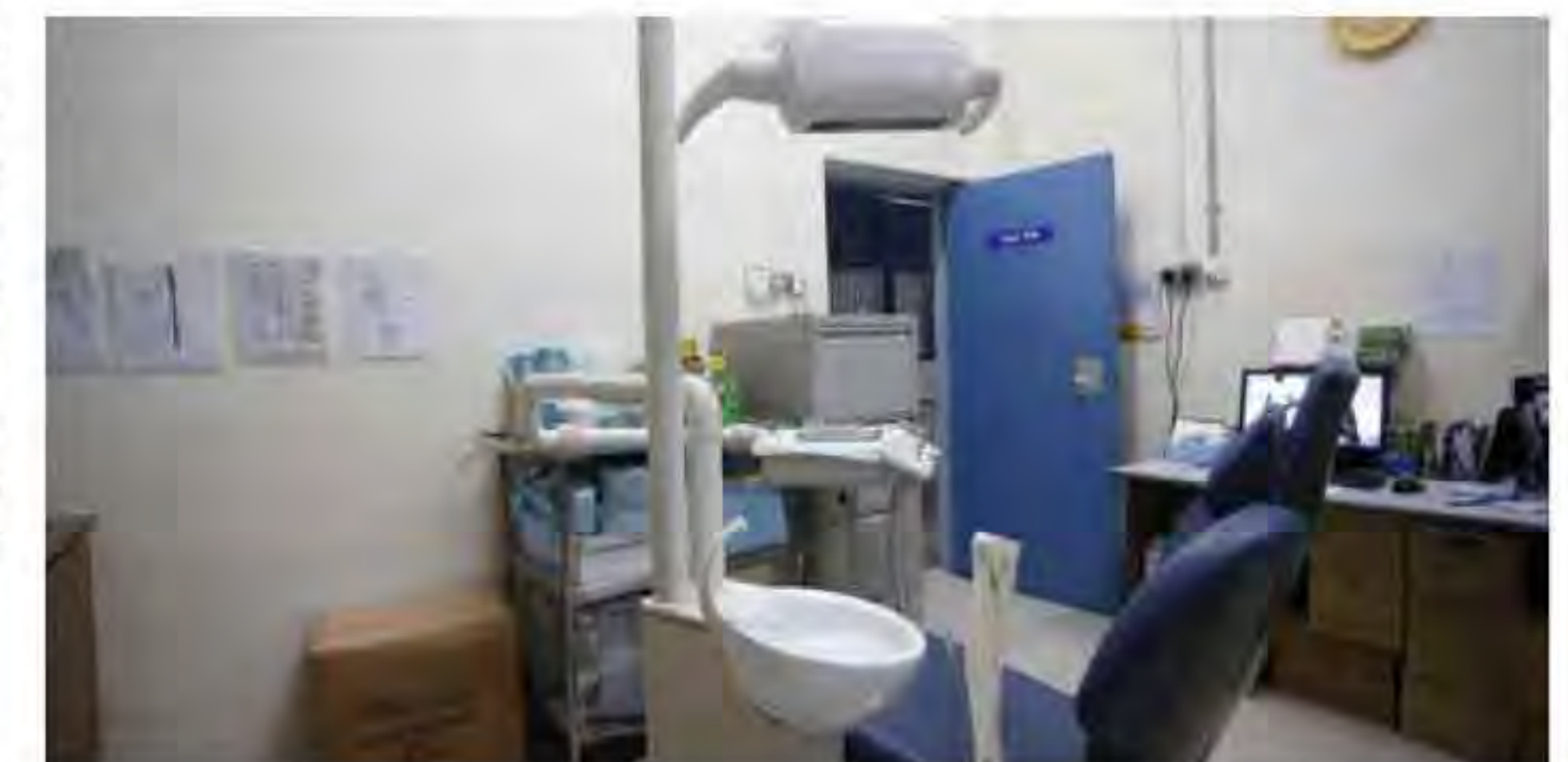
SPS's Operations Division oversees the management of SPS's daily operations. It ensures that SPS's institutions are operationally ready and prepared to respond to contingencies. To strengthen SPS's dynamic operating environment and maximise operational learning and sharing, Operations Division works closely with ground units to review and develop operational policies and capabilities. This ensures that SPS maintains and upholds high operating standards.

Operations Division oversees day-to-day management of all operational matters, ensures SPS's operational readiness to deal with contingencies. We review and develop operational policies and capabilities to ensure SPS is always ready to meet challenges and able to stand up to public and international scrutiny. To strengthen our dynamic operational environment and maximise operational learning and sharing, we work closely with the ground units so as to enhance our operational practices and procedures. This is done through after action reviews, feedbacks, regular meetings, forums, drills, community of practice and we ensure that the information is communicated to all ground staff.

KEY WORKPLAN INITIATIVES

Review of Operational Practices

Operations Division conducts regular reviews of our policies and practices to ensure that both operational procedures and the relevant guidelines remain suitable, adequate, effective and efficient. One of the main focal areas for our reviews in 2016 was the safety and security of our prisons. The reviews took into consideration lessons learnt from past incidents and near misses, and incorporated suggestions and feedback from the ground. Operations Division also scanned the horizon for global trends and practices that can help put SPS in good stead to face future challenges. Another dimension which we also considered in our reviews was how to improve our policies and practices so that they meet international best practices. In addition, creating a dignified environment for our inmates so that rehabilitation can take place while not compromising on operational safety and efficiency continues to be the bedrock that underlines our policies and procedures.





Building SPS Contingency Response Capabilities

Over the last two years, improvements were made to the conduct of contingency exercises. For example, institutions were exposed to scenarios that required them to manage incidents with multiple and wide-ranging issues. This had sensitised the ground to the complexity and interdependence of issues that surround the mitigation of prison disturbances. Institutions were given the flexibility to pause exercises so that learning could take place there and then. Incorrect responses

by the staff in reacting to the incidents were identified during exercises and stopping the exercises allowed learning exchange. Doubts faced by the officers were addressed on the spot and this promoted a proactive learning culture.

In 2016, Operations Division continued to engage the Clusters in the planning of exercises to make them more realistic and reflective of the operational terrain. This year's focus was also on building up the capability of the incident

commanders. Superintendents, 2nd/Deputy Superintendents and Head Operations across institutions were given training to play the role of exercise evaluators. Alongside Operations Planning Officers and experienced associate evaluators, they were given opportunities to observe first-hand how fellow Superintendents and Head Operations manage a contingency. Positive feedback was received as the change in perspective enabled them to observe best practices in other institutions, which served as valuable takeaways.



In 2016, a HQ Operations Command Exercise was conducted for HQ staff units. Staff were tested on their response to the management of issues pertaining to prison disturbances. Inter-unit coordination and collaboration were also assessed as part of the Exercise objectives. Staff officers who were newly posted to HQ had found the Exercise useful as they had no experience with regard to their new roles.



UNIT HIGHLIGHTS

Pilot of PORTS II Mobile Device

The PORTS II mobile device pilot was conducted at three prison institutions in 2016. The objective of the pilot was to allow the ground staff to test the device and provide feedback to improve both operational and technical requirements

before its full implementation to other institutions. Operations Division, together with Technology Branch, worked with the piloting institutions to collect feedback and improvements to the deployment of these devices. The intended outcome of

the mobile device is to allow staff to access PORTS II for inmate case management and also perform operational and logistical tasks in a more efficient and productive manner.

STAFF DEVELOPMENT & FINANCE DIVISION (SDFD)*

*SDFD was renamed as Staff Development Division (SDD) with effect from 1 April 2017 onwards.

ROLES AND FUNCTIONS

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



STRENGTHENING OUR HR STRUCTURE AND EQUIPPING OUR STAFF FOR THE TRANSFORMATION JOURNEY AHEAD

SDFD strives to be a valued partner of each unit in 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

As a Correctional Agency, SPS has increasingly adopted more evidence-based approaches towards correctional work both within and outside the prison walls. Hence, it is important that our officers are equipped with new competencies that would enable them to be more effective in their jobs. The following courses are intended to achieve this objective:

- **Equipping all Uniformed Officers with Core Correctional Practices Knowledge**

The Prison Staff Training School (PSTS) has worked with the PCRD to develop the basic Core Correctional Practice (CCP) knowledge which was first delivered to the new trainee cohort in July 2015. Starting from FY2017, the CCP principles will be incorporated into the uniformed officers' trainings. Some of the core CCP principles include:

- Anti-criminal modelling and reinforcement
- Effective use of authority
- Effective use of community resources
- Problem solving skills
- Effective interpersonal relationships



- **Maximising Opportunities to Support Transformation Training**

Maximising Opportunities to Support Transformation (MOST), is a course to equip our officers to be effective in steering offenders towards pro-social living in their communities. In collaboration with PCRD, PSTS has conducted a total of seven training sessions for 158 officers working in the Transformational Environment such as the Pre-Release Centre (PRC), Drug Rehabilitation Centre (DRC) and Changi Women's Prison (CWP), since its first run in 2013. The knowledge and skills attained in the MOST course empowers Personal Supervisors (Casework), who qualify as authorities and guides in the change process, to be role models of

lifestyle and identity change. On top of imparting knowledge to officers, the MOST training also provides hands-on learning which enhances retention of the training objectives in learners. The sessions, which employs the EDGE framework (Educate, Demonstrate, Guide and Experience), comprises classroom training, coaching and onsite assessment. The MOST training syllabus and competency framework are structured around three areas, namely Foundational abilities, Knowledge and Skills. There are plans to extend this training beyond the Transformational Environment to Personal Supervisors (Casework) in Cluster A in 2017.



Reviewing Human Resource Strategies

• **Strategic Workforce Plan**

The Strategic Workforce Plan (SWP) is a Ministry of Home Affairs (MHA) driven initiative, which seeks to articulate the right staff structure, right size and skills needed for SPS's workforce to meet current and future challenges, as well as to arrive at an optimal workforce structure that is sustainable and able to support SPS in achieving her desired operational outcomes.

The SWP team was formed in September 2015, comprising officers from SDFD and SPD, to work with MHA on the implementation of SWP.

The SPS workforce has since been tagged by way of a Home Team Job Family model developed by the Human Resource Department (HRD), to segment the workforce by the work they perform. The intent is to determine the optimal staff structure, given that more technology-based solutions and intel-driven operations would shape the work that we do. SPS has also commenced work with the consultants in September 2016 and is in the process of conducting analysis on the current workforce. An implementation roadmap on what this optimal workforce structure would be has been targeted to be formulated by December 2017.



• **Enhanced Retirement Planning Framework**

The Enhanced Retirement Planning Framework is an initiative launched on 1 October 2016 by the Staff Well-being Branch (SWB) to better support officers in retirement planning. Targeted at the Home Affairs Uniformed Services (HUS) officers with less than five years

to retirement, the framework provides a structured pathway programme which offers Pre-Retirement Seminars, co-sponsorship on course fees, financial planning and career transition courses, potential post-retirement employment opportunities and post-retirement engagement programmes. Since its launch, four Pre-Retirement seminars

that reached out to 225 officers have been conducted to get participants started on their retirement plans. The seminars were well received and saw many who expressed their gratitude towards SPS for going the extra mile to better prepare them for retirement!

UNIT HIGHLIGHTS

To further foster good health and wellbeing amongst staff, SWB enhanced its outreach to provide more opportunities to encourage healthy lifestyle in the workplace. These initiatives include Health talks, Basic Health Screening sessions, Food for Thought and Trampoline sessions. One of the most recent initiative by SWB is the Weight

Loss challenge, aimed at helping staff with above-average BMI (>25) to work towards the healthy BMI range (18.5 to 24.9) by adopting a healthier lifestyle. To aid participants with this change, 12 workshops and six workout sessions have been planned over a year starting from October 2016, to equip participants with

tools and resources to make permanent lifestyle changes, namely through physical activity, improving diet nutrition and creating the awareness of mental well-being. Forty-one lucky participants were chosen to embrace this weight loss challenge where the top few contenders would be awarded with attractive prizes!

REHABILITATION & REINTEGRATION DIVISION (RRD)

ROLES AND FUNCTIONS

RRD PLANS AND PROVIDES FOR REHABILITATION, REINTEGRATION AND AFTERCARE PROGRAMMES FOR CURRENT AND OUTGOING OFFENDERS.



ADVANCING SPS'S CORRECTIONAL EFFORTS

Made up of three branches, namely Rehabilitation Policy & Planning, Programme Management, and Community & Family Policy, RRD oversees the rehabilitation efforts of SPS and facilitates the eventual reintegration of offenders to the community. RRD also works closely with other Home Team departments and community partners to advance SPS's standing and development in the field of Corrections.



KEY WORKPLAN INITIATIVES

Halfway House Service Model

The Halfway Houses provide key community support and play an instrumental role in facilitating the successful reintegration of offenders into society.

In 2010, the Halfway House Service Model (HSM) was implemented to create a structured residential aftercare framework for offenders undergoing community based programmes at the Halfway Houses during the tail-end of their sentences. At present, there are eight Halfway Houses on the HSM – Breakthrough Missions, Green Haven, HEB-Ashram, Jamiyah Halfway House,

Pertapis Halfway House, Teen Challenge, The Helping Hand, and The Turning Point.

RRD conducts regular reviews of the HSM to ensure that it remains robust and relevant in supporting the halfway houses' work of reintegrating ex-offenders to society.

The HSM was subsequently reviewed and HSM 2.0 was implemented in 2013 to introduce a secular basic curriculum across the halfway houses. The HSM underwent a further review to enhance its programme and operations and HSM 3.0 was implemented in 2017.



PORTS II Rehab System

It was a collaborative effort as representatives from various stakeholder units across SPS provided their inputs on how the Prison Operations and Rehabilitation System II (PORTS II) Rehabilitation module could improve their respective areas of work. Eventually, the PORTS II/Rehabilitation system was commissioned on 30 September 2016.

Consisting of nine sub-modules, it seeks to aid staff in better managing and optimizing work processes, as well as to support and bring efficiency to the daily demands of rehabilitation operations. The enhancement of the 'Inmate Rehabilitation Overview' and 'Personal Route Map' sub-modules are examples of how data was streamlined for more operational efficiency.



The 'Inmate Rehabilitation Overview' module provides a one-stop access to offenders' current incarceration records. Information such as the offenders' risk levels, assessment results, programme enrolment, emplacement dates, and history of referrals, appeals, and requests could be easily retrieved.

With the 'Personal Route Map' module, offenders would be automatically charted for rehabilitative programmes based on their eligibility, risk profile, needs and categories. Staff would then be able to track the relevant programmes available for offenders at

various stages of their incarceration. Interviews conducted with charges could be documented by staff. Similarly, staff would be able to submit progress reports and view the status of programmes which the offenders were charted for.



UNIT HIGHLIGHTS

Operationalisation of Selarang Halfway House

The upcoming Selarang Halfway House slated for completion in 2019 will operate within a purpose-built facility located within the future Selarang Park Complex. In the interim, operations of the Halfway House has commenced in January 2017 at the Lloyd Leas Community Supervision Centre.

The Selarang Halfway House is a transitional residential facility which seeks to provide a structured step-down environment to support and facilitate the supervision and reintegration of ex-offenders undergoing the Mandatory Aftercare Scheme (MAS).

Other than providing a safe and supportive environment, the working ethos of the Selarang Halfway House targets MAS ex-offenders based on their risks and needs. It ensures a continuity of care for offenders to better facilitate their reintegration to society. As of March 2017, the Selarang Halfway House has received 10 residents.

LOGISTICS & TECHNOLOGY DIVISION (L&TD)*

*L&TD was renamed as Logistics & Finance Division (L&FD) with effect from 1 April 2017 onwards.

ROLES AND FUNCTIONS

TO OVERSEE THE THREE MAJOR AREAS OF FUNCTIONAL SUPPORT IN SPS: TECHNOLOGY; INFRASTRUCTURE AND LOGISTICS.



L&TD Team-Bonding

BUILDING THE LOGISTICS, INFRASTRUCTURE AND TECHNOLOGICAL FOUNDATION FOR SPS

L&TD creates a safe and conducive work environment, advances SPS with strategic technology use and strengthens governance in resource management.

KEY WORKPLAN INITIATIVES

Life Cycle Management (LCM) of Critical Systems and Equipment

2016 marked the start of an important journey in the renewal of key systems and equipment in the prisons, particularly those in Cluster A which have been operating for the past 12 years. One ongoing project is the replacement of its Computer Room Air Conditioning System (CRAC) in Cluster A which will be completed by 2018. Another project to be rolled out is the overhaul of the major air conditioning system throughout Cluster A which will take place in late 2017. Concurrently, planning had started to progressively replace all other outmoded systems and equipment. Examples of these systems and equipment are the water pumps, mechanical ventilation system and fire alarm system. Above all, Infrastructural Development Branch started a new initiative to future-proof the infrastructure and critical equipment in SPS by leveraging technology to transform critical equipment care and add resiliency to the utilities distribution networks.



Officer using Mobile PORTS II (mPORTS) devices

Offender Rehabilitation Management System (ORMS)

At the aftercare front, two additional platforms had been added to the Offender Rehabilitation Management System (ORMS). Vital to SPS's towards "Prison Without Walls" are the Case Management System (CMS) and Community Corrections Operations System (CCOS).

The Case Management System provides a common platform where information on an offender's progress in the aftercare phase is made readily available. It contains modules that capture and

manage all offenders' information such as accommodation, employment, families, movements and volunteer log files. The system caters to officers, case workers and other stakeholders working beyond the prison walls and enabling them to be more effective in community corrections.

The Community Corrections Operations System manages the discipline and supervision of offenders in the aftercare phase. The system has modules for discipline management, curfew management and management of urine test schedule for offenders.



Close-up of mPORTS



Officer using Mobile PORTS II (mPORTS) devices

Vehicle Replacement Programme FY15-FY17

As part of the three-year vehicle replacement programme to support operational needs, three new inmate vans and one Black Maria bus had been added to the existing fleet of vehicles.

Strengthening Procurement & Finance Competency

To strengthen SPS's procurement and finance competencies, Logistics Branch continued to work with Finance & Administration Branch to develop relevant topics to educate officers through customised procurement courses. Periodic broadcasts had also been a regular feature to keep officers abreast of the latest directives and guidelines.



SPS Vehicles

Review and Redesigning of Operation Vest and Uniform

A key project undertaken by the Logistics Branch was the review aimed to redesign the operation vests worn by escort staff to capitalise on wearable technologies, and to improve the quality of staff uniform in terms of functionality and comfort. The new operation vest will be able to hold items such as the body worn camera, communication devices, and handcuffs

while ensuring a balance of load across the body and lightening the bulk of the weight on the officers' utility belt.



Prototype of Operation Vest

UNIT HIGHLIGHTS

PORTS II (Mobile PORTS II & Devices Business Intelligence)

Developed to replace the existing PORTS as the main information management system of SPS's core functions and businesses, PORTS II had been split into five individual systems - Operations, Registry, Intelligence, Discipline and Rehabilitation - to best meet the requirements of each specific business domain within SPS's operations.

Apart from the data that officers are able to access from PORTS II, the latest Business Intelligence System allows for sense-making of the data and converting them into meaningful operational information dashboards. This enables Commanders to derive actionable intelligence and take more swift action to address operational issues.

On the ground, the introduction of mobile devices to all officers allows them access to up-to-date information and data capturing on the go.

Public Sector Taking the Lead in Environmental Sustainability (PSTLES) 2.0

Led by the Infrastructural Development Branch, SPS completed the replacement of the normal water fittings with water-efficient ones for Cluster A, B and C. A five percentage point in water saving had also been achieved as compared to the baseline of water consumption in 2013 used by PSTLES. Significantly, SPS had also met PSTLES's target of five percent water saving for all government agencies between 2015 and 2020. Meanwhile, the branch looks forward to the replacement

of existing lightings with energy-efficient ones commencing in September 2017 and completing by May 2018.

PUB Watermark Award 2017

The PUB Watermark Award was introduced in 2007, to recognise individuals and organisations for their outstanding contributions and commitment to protect and raise awareness of Singapore's precious water resources. It is the highest award from the Public Utilities Branch (PUB).

SPS has the social responsibility to do our part in water conservation. This year, SPS was recognised for its contributions towards raising awareness about water and water conservation.

INTELLIGENCE DIVISION

ROLES AND FUNCTIONS

PLAN, DEVELOP AND MANAGE INTELLIGENCE OPERATIONS AND ENSURE THE TIMELY DISSEMINATION OF INFORMATION TO RELEVANT PARTIES.



EVER VIGILANT

Intelligence Division (ID) works tirelessly behind the scenes to gather, analyse and disseminate relevant information to support operations, facilitate effective decision-making, and prevent undesirable incidents from occurring.

Officers from ID work in close collaboration with fellow staff, external counterparts, as well as community partners and volunteers to contribute towards the successful rehabilitation of inmates.



KEY WORKPLAN INITIATIVES

Expansion of Intelligence-Driven Dynamic Security Operating Model

Following the positive feedback from the initial phase of the trial of the Intelligence-Driven Dynamic Security (IDDS) operating model in FY2015, ID expanded the trial in both breadth and depth to include more institutions and housing units within participating institutions, as well as officers from the ground.

ID also developed and rolled out the Intelligence Business Analytics (IBA) tool to facilitate better sense-making by officers involved in the IDDS trial. This enables officers to better identify emerging trends and conduct quick analysis of the daily situation reports.



Developing and Strengthening Relevant Skillsets

ID continually enhances the skills and capabilities of Intelligence Officers (IO) through training. ID was involved in the initiative to develop a Home Team-level course for IOs to give officers a better appreciation of the work of their Home Team Intelligence counterparts and lay the foundations for better inter-agency collaboration.

Selected officers from ID also attended Intelligence-related courses conducted by SPS' counterparts, such as the Basic and Intermediate Field Intelligence Officers' Course and the Crime Pattern Analysis Course, to widen their exposure and develop their skills in the area of intelligence work.

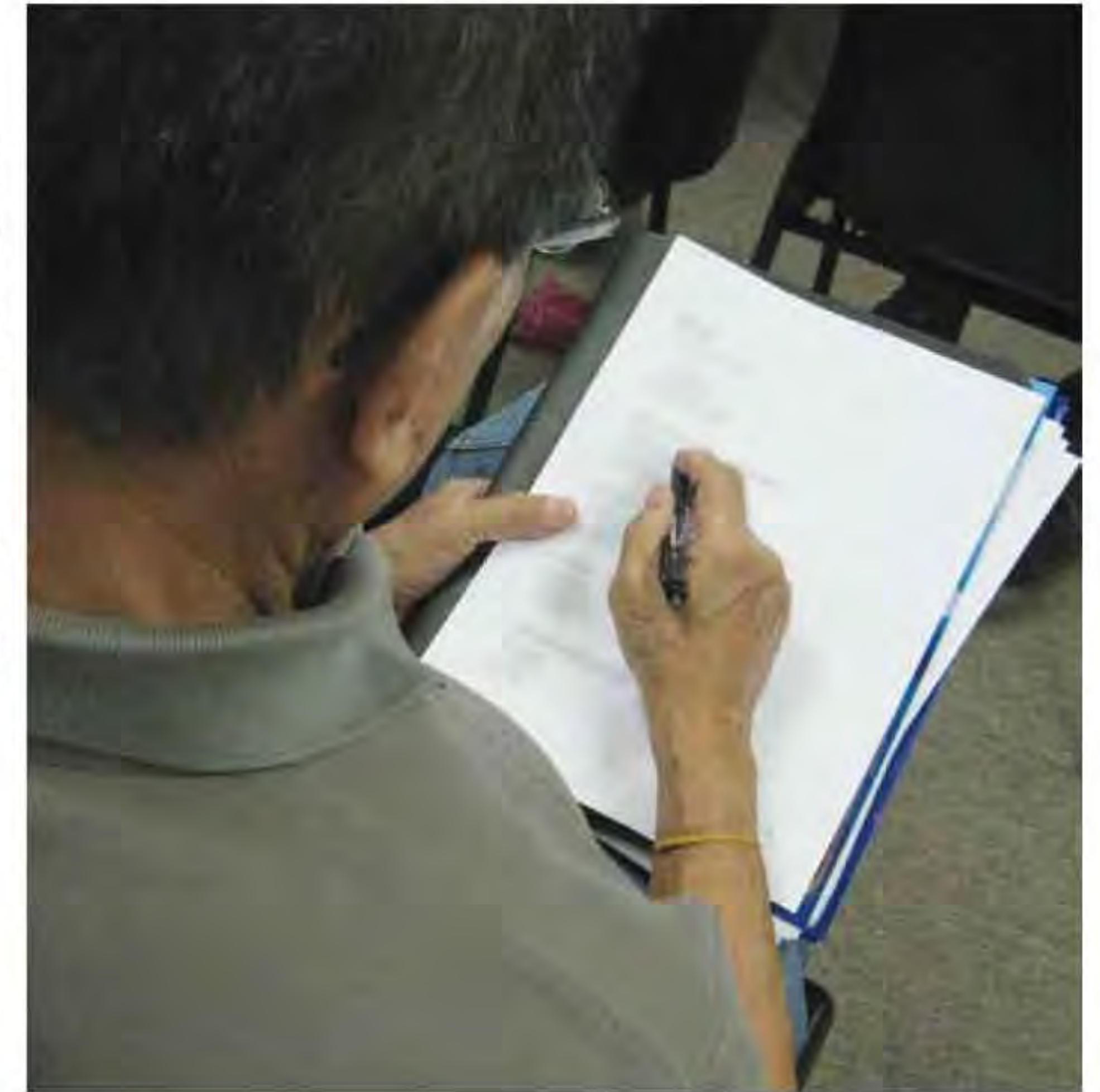
ID also sent officers for Business Analytics-related courses and conferences to develop Business Analytics capabilities within ID.



Strengthening Collaboration with Strategic Partners and External Agencies

ID stepped up collaboration with external agencies and strategic partners to better support SPS's transformational journey in corrections. ID intensified its efforts in information exchange and joint operations with strategic partners in view of the SPS's expanding efforts in the aftercare arena.

ID also enhanced engagement with external agencies to strengthen networks for information and knowledge exchange. For example, ID hosted a short attachment programme to better understand each other's operating terrain and challenges.



UNIT HIGHLIGHTS

Engaging Partners

ID proactively held regular briefing sessions for both internal and external partners such as counsellors, volunteers and contractors. The purpose of these

briefing sessions is to share strategies for more effective communication with inmates to aid our partners in their respective areas of work.

STRATEGIC PLANNING DIVISION (SPD)

ROLES AND FUNCTIONS

STRATEGIC PLANNING DIVISION (SPD) INTERTWINES PLANNING EFFORTS IN THE DEPARTMENT WITH RESEARCH AND DATA ANALYSIS TO DRIVE A FORWARD-LOOKING ORGANISATION.



REDEFINING FRONTIERS IN CORRECTIONS, REJUVENATING THE PULSE OF THE ORGANISATION

It also aspires towards organisational excellence through the formulation of organisational development policies and initiatives.

KEY WORKPLAN INITIATIVES

Refining and Rolling Out Our Transformation Plan

The SPS Transformation Plan was refined in FY2016 and it established SPS's Operating Model for the future, which encapsulates "Differentiated Intelligence-driven Regimes", "Full Spectrum Community Corrections" and "Life-cycle Management of Offenders".

As part of the Home Team Key Performance Indicators Framework, SPD formulated the SPS KPIs under the domains of (i) Operational Excellence, (ii) Operational Preparedness, (iii) Operational Capabilities for the Future, (iv) Strong Community

Partnerships, and (v) High-Performing Home Team, to track and assess SPS's progress in her transformation journey.

Deep Dive into the Transformation Plan

With the Transformation Plan to guide SPS's direction into the future and the Workplan set out each year, it is also important to remember that the roll out and implementation process is key to achieving the desired outcomes.

The corporate planning processes are reviewed and enhanced with creative design

for the various key corporate planning events, such as the Directorate Retreat, Corporate Retreat, Corporate Advance and Roadshows, to bring about greater engagement of the senior leaders and middle management, and deliberation on the potential risks and pitfalls during the implementation of the various initiatives. Through the enhanced corporate planning process, the Leadership Group gained insights on new capabilities to pursue, and developed actionable plans across the short to medium-term to drive the successful implementation of the Workplan initiatives in SPS's transformation for the future.



SPS as an International Thought Leader on Corrections

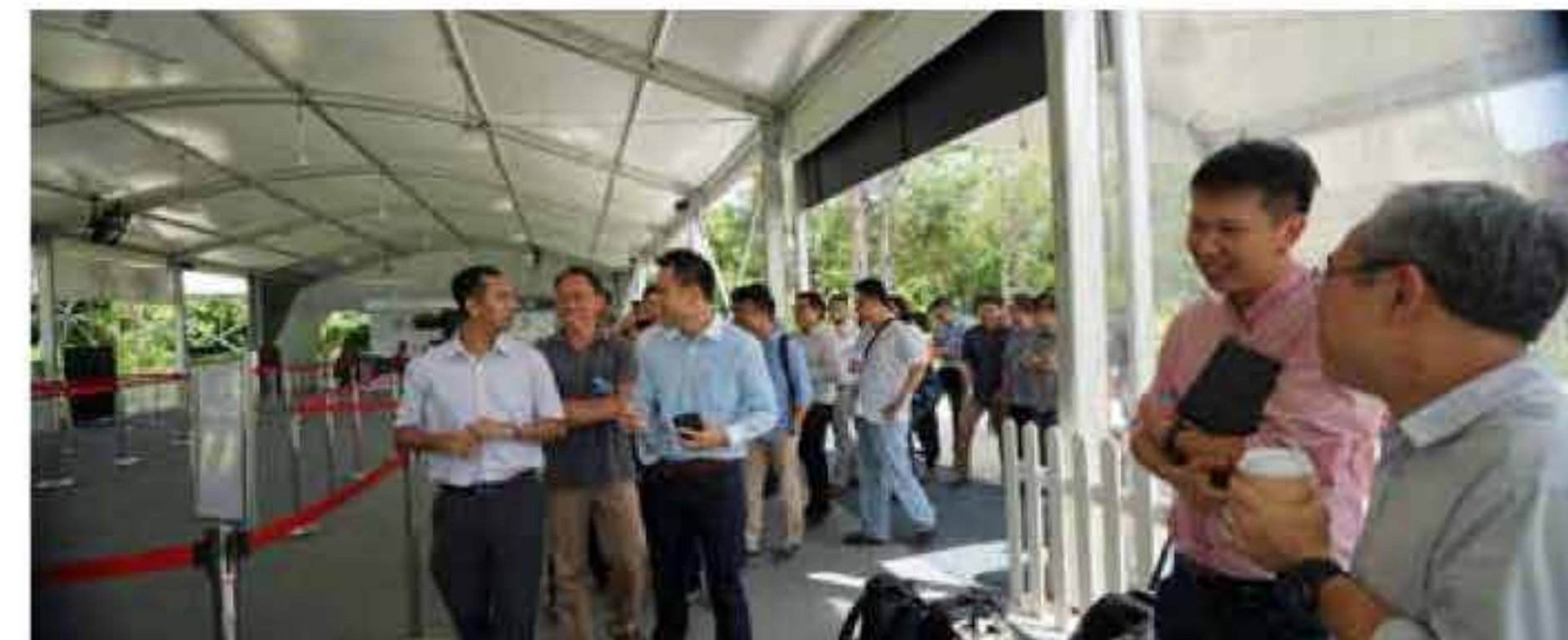
SPS has built a strong international reputation characterised by operational excellence, effective rehabilitation, successful community engagement and quality research. SPS's use of research and evidence-based practices stands out particularly in the international correctional community. As a Thought Leader in Corrections, SPS will continue to showcase her work in the Asian and Pacific Conference of Correctional Administrators (APCCA), International Corrections and Prisons Association (ICPA) Annual Conference and other notable correctional conferences to share her experience with the international corrections community.

Evaluating the Heart of SPS: Organisational Health Survey 2016

The Organisational Health Survey (OHS) was conducted in August 2016, with 93 per cent of SPS staff providing their responses. The survey sought to understand staff sentiment across the organisation in various domains such as of Staff Engagement, Leadership and Culture, and Operations and Safety. SPS performed well and fared better than the norms across national, public service and Home Team levels, which is a testament to the commitment of the organisation to its people. More importantly, with the Home Team gearing up towards Transformation 2025, the results are an affirmation that SPS is better prepared for the upcoming challenges.

Strengthening Capabilities in Project Management

As part of the Home Team Transformation 2025, SPS is looking to enhance existing functional capabilities through various developmental projects. It is thus vital that projects are completed on time and within budget so that SPS has the necessary capabilities to deal with future challenges. Currently, information on Project Management exists in silo in different divisions. SPD thus led a course to impart the fundamentals of good project management to build department capability in the management of extensive projects. Through information sharing, engagement activities and discussion, participants gained a deeper understanding of the processes involved.



Re-evaluating Supervisee to Specialist Allocations

Aftercare has become part of the core work of SPS. One of the issues faced by Correctional Rehabilitative Specialists (CRS) was travelling time, as they were often allocated supervisees located at a substantial distance from their homes. To resolve this, SPD looked into a model to better streamline the distribution of supervisees to CRSes. The model takes into consideration various factors such as the CRS's existing workload and the distances both from the supervisee's accommodation and the CRS's accommodation to the location where counselling sessions are held. This would transform existing processes to be more efficient, allowing CRSes to utilise their time more effectively to engage the supervisees under their charge.



UNIT HIGHLIGHTS

Metamorphosis in Motion: Data Science Branch and Organisation Development Branch

SPD has seen much transformation in the past two years. 2015 saw the introduction of Resource Planning Branch (RPB), while 2016 saw the creation of the Data Science Branch (from the old Organisational Performance and Statistics Branch (OP&S) and the reallocation of the Service Excellence (SE) arm of Organisation Development and Service Excellence Branch (ODSE) to Corporate Communications and Relations Division (CCRD).

Apart from being the custodian of the department's statistics, DSB's role has expanded to draw upon the wealth of data accrued by the department to model, predict, and analyse trends. With these changes, SPD's functions would be better streamlined to chart the future of the organisation.

Redefining Visualisation of Data: Business Intelligence System

In September 2016, the Business Intelligence (BI) system officially went live. Drawing data from various sources such as Prison Operations and Rehabilitation System II (PORTS II), BI

transforms raw data into presentable, easy-to-understand insights. These representations are usually in the form of a dashboard, where users can easily access and view data critical to them. For example, a user in SPD would be able to conveniently monitor admission numbers across the department.

This initiative was designed to transition the department towards a data-driven culture. Users would have access to data to help them make more cogent decisions in streamlining and improving work processes.

PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION (PCRD)

ROLES AND FUNCTIONS

PCRD DELIVERS PSYCHOLOGY-BASED CORRECTIONAL PROGRAMMES (PCP) AND SERVICES, CONDUCTS CORRECTIONAL RESEARCH AND REHABILITATION EVALUATION, AND CONDUCTS EVIDENCE-BASED TRAINING FOR STAFF AND INMATES.



SUPPORTING TRANSFORMATION THROUGH EVIDENCE AND RESEARCH

PCRD is made of a team of dedicated Psychologists and Correctional Rehabilitation Specialists (CRS) who support the transformation of corrections. Its services, which include rehabilitation programmes for offenders and training for staff, are informed by research and evidence and in support of the vision and mission of SPS. PCRD conducts correctional research and evaluation of its own services and programmes to ensure effectiveness and for on-going improvements.



KEY WORKPLAN INITIATIVES

Evaluation of the Enhanced Supervision Scheme:

A Throughcare Approach

In 2012, SPS implemented the Enhanced Supervision Scheme (ESS), an evidence-informed throughcare rehabilitation approach, with the objective of reducing re-offending in high-risk offenders.

Offenders on ESS undergo two phases – the incare and aftercare phase. During the incare phase, offenders are housed at the Pre-Release Centre (PRC) for ten months, an environment designed to be conducive for rehabilitation. At the PRC, they attend programmes such as the Integrated Criminogenic Programme (ICP), skillstraining, and other reintegration programmes, designed to address the offenders' multiple risk and needs, as well as issues they might

face upon release. Case-coordinators are also assigned to work with the offenders to facilitate their return into the community. Thereafter, in the aftercare phase, offenders would receive community correctional rehabilitation, which includes casework management, individual counselling, and community supervision.

An evaluation study was conducted by the Rehabilitation Evaluation Branch to examine the effectiveness of ESS and the offenders' experience of the regime. The evaluation study compared a sample of high-risk male offenders who were placed on ESS with two comparison groups, one which received only aftercare intervention and another from past cohorts prior to the commencement of ESS.

The results of the evaluation indicated lower recidivism rates for the sample of offenders who were placed on ESS. In addition, the offenders who underwent ESS also showed reduction in the criminal attitudes and attitudes supportive of substance misuse, improvements in psychosocial functioning as well as a greater potential to reintegrate successfully into the community. In all, the findings highlighted the importance of having a throughcare approach and providing interventions that target criminogenic needs of the offenders.



**Development of
Aftercare Management Model
for Serious Crime Offenders**

Serious crime offenders, defined as those who have committed serious violent offences against other persons, have different risks and needs as compared to the general population of offenders. They might also pose and face unique challenges upon their release into the community.

As such, PCRD, in collaboration with COMC, formed a workgroup comprising of Reintegration Officers (RO), Correctional Rehabilitation Specialists and psychologists to develop the Aftercare Management Model, which aims to manage the risks of serious crime offenders on full Mandatory Aftercare Scheme (MAS) and maximise their potential for reintegration.

The three pillars of success of the Aftercare Management Model lie in the structures, personnel and information management. Upon their release, serious crime offenders undergo a supervision structure monitored by their RO, which consists of GPS tagging and urine supervision. Additionally, Correctional Rehabilitation Specialists from COMC will provide case management services to facilitate these offenders' reintegration as part of a case management structure. The psychologists will provide assessment and intervention during the incare phase and also provide training and consultation to the ROs and Correctional Rehabilitation Specialists in the aftercare phase to help manage the risks and needs of these offenders.

The framework recognises the importance of preventing overlaps in services provided through clearly defined roles for the personnel. It also emphasises the importance of information exchange between the psychologists, ROs and Correctional Rehabilitation Specialists in order to ensure a successful case management for the serious crime offenders.

PCRD has developed aftercare resources for COMC to utilise, in a bid to ensure continuity in the knowledge and tools that these offenders learnt during their incare programmes. Additionally, PCRD has conducted training for COMC to familiarise them with the literature, work and resources to use with serious crime offenders.

Moving forward, PCRD and COMC will continue to collaborate within the Aftercare Management Model to further develop the framework while recognising the need for research to guide transformation.



UNIT HIGHLIGHTS

PCRD's Contribution to the Revised Reformatory Training Regime

Following the move to Tanah Merah Prison on 6 March 2016, the Reformatory Training Centre (RTC) transitioned to the revised Reformatory Training (RT) regime. PCRD played a significant role by contributing research evidence to help shape the policies and practices for the regime. In the revised RT regime, processes such as assessment and intervention as well as the environment in RTC are evidence-informed. For example, the RT Regime operates on concepts inspired by Therapeutic Communities to help shape and provide an environment conducive for youth offenders' rehabilitation. Additionally, empirically supported assessment, such as evidence-based tools, are used to guide decision-making in the allocation of PCP to the offenders and their eventual placement in the community.

PCRD also developed the youth PCPs, The Youth Tiered Programme, based on research evidence, theories of adolescent offending, and evidence-informed principles and best practices. Evaluation measures, such as the Correctional Practice Checklist (CPC), are put in place to monitor the progress of the revised RT regime.

Sharing Singapore's Evidence-informed Rehabilitation Internationally

PCRD had the opportunity to share its research findings on SPS rehabilitative efforts at various platforms locally and internationally in 2016. Notably, PCRD had presented the outcome findings of ESS at conferences such as the International Corrections and Prisons Association (ICPA) and the Asian Conference of Criminal and Operations Psychology (ACCOP). In particular, PCRD also

shared its experience of operationalizing evidence-informed principles in SPS at ICPA, including having our publication accepted for ICPA's inaugural "Advancing Corrections" journal.

Learning Fest 2016

PCRD held its inaugural Learning Fest 2016 on 29 September 2016. The event aimed to promote learning among Correctional Rehabilitation Specialists, Psychologists and officers by providing a platform for the various branches, communities of practice and research groups to showcase their contributions, new developments and practice research. Learning Fest 2016 also served as a great opportunity for PCRD to strengthen their partnership with other divisions in SPS, such as COMC and officers working in transformative environments, through the sharing of knowledge and skills.

TRANSFORMATIONAL PROJECTS (TP)*

*TP was renamed as Transformation & Technology Division (T&TD) with effect from 1 April 2017 onwards.

ROLES AND FUNCTIONS

TP DEVELOPS NEW CONOPS TO ADDRESS CURRENT AND FUTURE CHALLENGES, LEVERAGING ON NEW TECHNOLOGIES TO ACHIEVE GREATER EFFICACY IN SPS'S GROUND OPERATIONS.

THE UNIT ALSO WORKS CLOSELY WITH OTHER DIVISIONS AND CLUSTER UNITS TO ACHIEVE THE TRANSFORMED CONOPS.



LAYING THE CORNERSTONE FOR TECHNOLOGICALLY TRANSFORMED HOUSING UNITS

Transformational Projects Office was created in December 2013 and comprised a Director and two Staff Officers. This year, we welcomed our new Director, SAC Gr9 Koh Tong Hai and Deputy Director, SUPT 1A Kuai Ser Leng.

The unit drives key projects in SPS that aim to transform its Concept of Operations (CONOPS) to reap significant gains in operational efficiency and effectiveness to meet the key challenges of the future.



KEY WORKPLAN INITIATIVES

Developments Toward 'Prison Without Guards'

One key challenge facing SPS in the years ahead is the leaner and older workforce. To overcome this challenge, SPS explored the usage of various technologies to automate and re-engineer existing processes while maintaining, if not improving, operational effectiveness.

Through the greater use of technology, the technologically transformed housing units (HU) concept will enhance intelligence and sense-making capabilities in ensuring order and discipline. More information will be available to officers on the ground to help them make decisions. It is envisioned that data, in addition to officers' instinct and experience, will derive better decisions.

The refurbished Institution A4 will be the first pilot for Transformed HU. When it is ready in September 2017, it will be the pilot site where SPS sees the full-scale implementation of new technologies such as the Millimeter Wave Body Scanner, facial recognition to identify unauthorised access, biometrics to verify and account for inmates during muster checks, and Near Field Communication (NFC) attendance records tracking system.



NFC Attendance Records Tracking

While these technologies are piloted in Institution A4, SPS can also expect to see full roll out of the NFC attendance records tracking system in 2018.

Digitalisation of Inmates Rehabilitation and Corrections Tool (DIRECT)

DIRECT aims to digitally transform the way SPS manages inmates and rehabilitates them while enhancing operational security and increasing opportunities for inmate rehabilitation. DIRECT comprises many applications that will work together with business analytics engines to allow inmates to carry out a wide spectrum of inmate-related processes and rehabilitation programmes via self-service using tablets. A

few of these applications include e-letters, e-rehabilitation programmes, e-training, etc. SPS can expect to see the full roll out of DIRECT in 2019.



M2A



Automated Security Equipment Cabinets (ASEC)

The Automated Security Equipment Cabinets (ASEC) will be piloted in Institution A4. Instead of Institution Control Centre (ICC) officers having to issue equipment to staff, this system allows staff to draw equipment through self-service and biometric authentication. Integrity of the system and equipment would be checked by ICC officers periodically. This system helps to increase efficiency and efficacy of the security issuance process during normal operations and contingencies.



UNIT HIGHLIGHTS

Refurbishment of Institution A4

The tenders were awarded in October 2016 and the refurbishment works had started in November 2016. Upon completion, the refurbished Institution A4 will see the full-scale test-bedding of new technologies.

Selarang Park Complex

The tender for the construction of the brand new Selarang Park Complex (SPC) was awarded in June 2016. The demolition of old buildings in Selarang Park Community Supervision Centre had commenced since July 2016, followed by the construction of new facilities in SPC.

Phase One, which includes Selarang Halfway House and SPF K-9 Base, is scheduled to commence operations by end 2018. The remaining buildings in Selarang Park Complex are set to commence operations by end 2019.