INSPECTORATE & REVIEW DIVISION

ROLES AND FUNCTIONS

IRD PROVIDES OBJECTIVE ASSURANCE THAT THE DEPARTMENTS RISK MANAGEMENT, GOVERNANCE AND INTERNAL CONTROL PROCESSES ARE OPERATING EFFECTIVELY WHILE PROVIDING CONSULTING SERVICES TO STAKEHOLDERS FOR IMPROVING OPERATIONAL EFFICIENCY AND EFFECTIVENESS.

UNLOCKING THE STRATEGIC VALUE OF INTERNAL AUDIT – STEPS TO OUR TRANSFORMATION

Inspectorate And Review Division (IRD) has been relentless in implementing effective risk management controls and governance processes through a systematic, disciplined approach, and close collaborations with various stakeholders.

KEY WORKPLAN INITIATIVES

Strengthening Staff Competency in Light of Evolving Risk Landscape

IRD organised and conducted two Workshops on 11 August 2016 and 25 October 2016 at Geylang Bahru's Prison Link Centre for the auditors from the respective Divisions and Clusters. The workshops, which comprise lectures, group discussions, and role playing gave participants a better understanding of the phases of risk based auditing. It also enhanced the capabilities of the department's internal auditors by strengthening their level of competency and professionalism.

Apart from the in-house workshops, IRD auditors and Cluster auditors attended a two day course on Effective Audit Engagement organised by the Institute of Internal Auditors Singapore (IIAS). Through the course, our auditors learnt techniques that enabled them to manage challenging situations more effectively as they communicated their audit findings to stakeholders during audit engagements.

Enhancing Professional Exchange

SPS appointed a three-man team led by Director IRD to conduct a review of the inspection mechanism of Hong Kong Correctional Services Department (HKCSD) from 29 February 2016 to 4 March 2016. It was another step towards co-operation in enhancing professional exchange.

Some of the key recommendations shared with our Hong Kong compatriots focused on reviewing their audit methodology and model as they move beyond a compliance-based approach and adopt ISO 9001:2015 certification which places greater emphasis on risk-based auditing.

These recommendations were targeted at strengthening their preparation and included sharing the competency framework IRD adopted as it embarked on a similar transition.

The audit trip broadened horizons and the team from IRD was inspired by the many good practices witnessed in HKCSD as well.

IRD has also been involved in working with other government agencies with enhancing their audit/inspection capabilities and to develop a strong risk based framework. In April 2016 and November 2016, Director IRD chaired meetings at SPS HQ with counterparts from MSF and SCDF to share IRD's audit methodology and Risk Management Framework.

Making the Most of External Audits

IRD has also continued to participate in the Areas of Commonalities Team - Persons in Custody (ACT - PIC) Audit. This committee comprises auditors and inspectors from Home Team agencies who hold persons in custody. The committee jointly audits the procedures and processes across the various Home Team Agencies in managing persons in custody. SPS's expertise in the safe custody of offenders has placed it in the position of being the lead agency in this committee. The findings from the joint audits are reported at MHA through the Operational Risk Management Committee meetings. The audits have enabled IRD to benchmark SPS's standards of audit/inspection with other Home Team Agencies and has proven to be a useful platform to identify new solutions and potential risks.

UNIT HIGHLIGHTS

Strengthening Our Risk Culture

In line with MHA's direction for Home Team Agencies to raise the level of risk awareness and develop a risk culture, IRD has commenced with a quarterly e-newsletter which is sent to the entire department. The newsletter highlights key audit findings and shares best practices which arise from the IRD's quarterly audits. Along with the e-newsletter, IRD also sends out quarterly articles on the aspects of audits and inspections, as well as their purpose. These initiatives have helped other SPS Divisions/Units to better appreciate the value of audits and to garner support and cooperation for IRD's auditors.

Leveraging on Close Calls – Proactive Risk Management

This FY has seen the reporting and tracking of near miss incidents that come IRD's purview. This has been a natural step as part of IRD's role in monitoring risk. To encourage staff to be more receptive to using the near-miss platform, IRD recognised the need to instill a culture of being unafraid to share/surface mistakes. With this in mind, IRD has since started sending quarterly broadcasts to all officers which feature near-miss incidents that have occurred in other sectors/industries.

Continual Improvement of Risk Management Processes

In July 2016, IRD refined its 'Risk Matrix', as a risk assessment tool. The 'Risk Matrix' was benchmarked against risks collated from the Home Team Departments and Statuary Boards. The tool was simplified and made more user friendly, and IRD aspires for it to yield better results in realistic risk identification.

CORPORATE COMMUNICATIONS & RELATIONS DIVISION (CCRD)

ROLES AND FUNCTIONS

CCRD OVERSEES STRATEGIC COMMUNICATIONS FOR SPS – INCLUDING INTERNAL COMMUNICATIONS, SOCIAL MEDIA, MEDIA RELATIONS, CORPORATE RELATIONS, DIGITAL MEDIA AND QUALITY SERVICE MANAGEMENT.

COMMUNICATING OUR BRAND AS CAPTAINS OF LIVES

As custodians of the SPS brand, CCRD is the foremost advocate of SPS's correctional efforts. Through integrated and data-driven communications we seek to shape, maintain and defend external and internal perceptions of SPS.

KEY WORKPLAN INITIATIVES

Building Advocacy Strength and Brand Defence

CCRD understands that our officers, or Captains of Lives (COLs), are the driving force behind SPS's continued success as an organisation. Our COLs serve as ambassadors and influencers within the organisation and in the public sphere. In recognising this, CCRD developed the Employee Advocacy framework for social media. Fifty COLs were identified and engaged to help expand SPS's reach on social media by re-sharing our content on their personal social media networks. Apart from sharing, our team also trained these COLs to defend and promote SPS in the online space.

With SPS's involvement with community-based corrections, coupled with an increasingly complex media landscape, it is important to identify, pre-empt and respond to potential issues and crises.

Against this backdrop, CCRD works closely with COLs to reinforce the organisation's overall contingency preparedness. We collaborated with the Operations Planning Branch on a first ever Crisis Contingency Tabletop Exercise (TTX) to enhance and align processes and coordination within and across the Operations and Communications workstreams, ensuring that our team is prepared and ready to face the challenge for crises and contingencies.

Enhancing Collaboration through Internal Communications

Communication is key to engaging our employees. To support this, CCRD developed the SPS Internal Communications Guide, a modular reference of institutional knowledge and best practices to assist the SPS leadership in planning and executing internal communications initiatives more effectively and strategically.

CCRD also commenced a review committee on the revamp of SPS's intranet COLours to better support COLs in their day-to-day work, and to enable more effective internal communications. To ensure that COLs have an influence in fostering SPS's culture of internal communication, a series of focus groups discussions and surveys were conducted with COLs. The review of the current iteration of COLours has been completed.

Optimising Community Outreach through Technology

To maximise community outreach, CCRD is using data analytics for community engagement. For the Yellow Ribbon Prison Run, we boosted the event's visibility and engagement rate through targeted advertisement placement. This resulted in an impressive number of first-time registrations, despite various competing races on the same weekend.

Geo-mapping technologies were also used, with CCRD working with community partners to identify geographical concentrations for more effective/strategic placements of advertisements and SPS messages on platforms at bus stops to drive and increase public reach.

UNIT HIGHLIGHTS

Building Leadership's Communications Capabilities

To ensure SPS leadership is equipped to manage media and the public in conveying the role, function – and eventual evolution – of SPS, CCRD conducted two communications workshops.

Over a period of three days, participants went through a specially designed course, which included extensive role-plays for communication with internal and external audiences, as well as the media. They were also informed about the changing media landscape and increased public expectations.

Incorporating Quality Service Management into Frontline Communications

To better coordinate our communications with our stakeholders, which include the family members of inmates, other government organisations and members of the public, CCRD welcomed the Quality Service Management (QSM) team into the fold in 2016.

As part of this effort, QSM has crafted messages for SPS' various units to front, as well as promoted best practices in managing public feedback – both of which have been aligned to SPS' corporate messages. QSM is also in the early stages of implementing a Customer Relationship Management (CRM) interface which would improve efficiency in feedback management.

Inspiring Delegations to Promote Second Chances

To foster greater information-sharing in the evolving field of corrections and inspire community acceptance of ex-offenders in other countries, the Corporate Relations team facilitated more than 60 professional exchanges, involving close to 2,000 local and foreign visitors. This included our correctional agency counterparts from six countries, such as Fiji and the Czech Republic. The team also hosted at key events like the Asian Prisons Lockdown Challenge (APLC), the Asian Conference of Criminal and Operations Psychology (ACCOP) and the iconic Yellow Ribbon Prison Run.

PROVOST DIVISION

ROLES AND FUNCTIONS

PROVOST DIVISION CONDUCTS INVESTIGATIONS INTO DISCIPLINARY BREACHES AND COMPLAINTS BY STAFF, INMATES OR MEMBERS OF PUBLIC. IT ALSO OVERSEES AND WORKS CLOSELY WITH PROVOST BRANCHES FROM CLUSTERS A, B, C AND COMC FOR INVESTIGATIONS INTO BREACHES BY INMATES AND COMPLAINTS AGAINST STAFF.

ON THE OTHER HAND, COMC PROVOST BRANCH IS PRIMARILY TASKED WITH THE INVESTIGATION AND PROSECUTION OF SUPERVISEES BREACHING CONDITIONS UNDER THE MANDATORY AFTERCARE SCHEME.

IMPARTIAL, THOROUGH, COMPETENT

Provost Division safeguards public confidence in SPS with investigations-trained officers who approach investigations with an impartial outlook while conducting thorough investigations with an unyielding approach, regardless of whether the cases involve staff or inmates. To ensure independence in investigations, Provost Division reports directly to the Deputy Commissioner of Prisons.

SPS Provost Officers are trained alongside various law enforcement officers by the Home Team School of Criminal Investigation (HTSCI). With this concurrent learning platform, the officers also augment their skills and knowledge with courses offered by other renowned practitioners in the field of investigation.

The Division has also developed competencies in polygraph, computer forensics, and crime scene processing to support the three pillars of investigations, namely 'Interview, Intelligence and Forensics'.

KEY WORKPLAN INITIATIVES

Previously known as Provost Branch, SPS Provost was re-organised into Provost Division with effect from 9 May 2016. With this new organisational structure, the Division can now achieve higher investigative independence and standardisation of practices, harnessing of new capabilities, enhancing team synergy and knowledge management.

While the Division's *esprit* de corp had been strengthened, the session also ended with much joy and laughter.

In working towards a more robust and independent adjudication system, two non-Provost SPS Superintendents were appointed permanent Independent Adjudicating (IA) Officers with effect from 1 June 2016. This bolsters SPS's investigative efforts as we continue to ensure that our investigative processes are extensive/in-depth, impartial, and without fear or favour.

Working with the various stakeholders within the Provost fraternity, a Provost Retreat was conducted for Provost Division stakeholders for the sharing of knowledge, experience or challenges faced while discharging their duties as investigation officers.

The sharing session was a fruitful one with participants gaining useful knowledge and skills. To top off the event, a fun-filled archery session was conducted to determine who was accurate and skilful enough to hit the bull's eye.

UNIT HIGHLIGHTS

Provost Retreat 2016
Provost Division also took the lead in designing and testing PORTS II Discipline System to streamline work processes and increase work productivity. PORTS II Discipline System was officially implemented on 23 May 2016, and had successfully taken over full operations from its predecessor (PORTS).

CLUSTER A

ROLES AND FUNCTIONS

CLUSTER A IS RESPONSIBLE FOR INMATES WITH THE LONGEST SENTENCES, HIGHEST SECURITY AND GREATEST NEEDS. AS THE FIRST CLUSTER, WE BUILD ON OUR PIONEERING EFFORTS AND COLLECTIVE EXPERIENCE TO SHAPE THE FUTURE FOR SPS.

THE A TEAM

We are "The a Team" - united to achieve a common Mission and Vision in Cluster A, for SPS and Singapore. Our work is no solo effort. We work as a team and look out for each other. The lower case 'a' breaks away from traditional manuscript (and mind-sets) to represent creativity and innovation of Cluster A officers. It signifies that we constantly think out of the box and do our work more creatively, overcoming challenges in a variety of situations.

The three words "Alpha, Agile and Awesome" form the tagline which represents the qualities of each officer, every team and collectively, Cluster A. The "Alpha" signifies Cluster A to be the first and the beginning of Clusterisation in SPS. We are pioneers and pathfinders. We will continue to forge ahead and pave the way for new solutions to transform the way we work.

To be "Agile" is to be nimble and flexible when dealing with new situations and never be entrenched by a fixed mindset. We are adaptable and constantly challenge our assumptions so we are never square!

And "Awesome" simply means excellence in everything we do, be it work or play. We are simply AWESOME!

KEY WORKPLAN INITIATIVES

Enforcing Safe and Secure Custody
These key initiatives were implemented to strengthen our operational readiness:

* Ultra Violet (UV) Scanning System at the Cluster Main Entrance/Exit for enhanced vehicular screening capabilities.

* Upgrading of Institution A3's Institutional Operations Room (IOR) as a prototype for enhanced crisis management capabilities.

* Colour-Coding of secured passageway for enhanced contingency response.

* Operationalised the Assisted Living Housing Unit or ALHU in Institution A5 to better manage inmates with mobility issues.

The a Team – SPS Athletics Meet 2016, 6 Nov 2016, ITE East College

Cluster A 12th Anniversary & Staff appreciation celebration – A5 Auditorium.

The a Team responding to a contingency exercise in Institution A1.

Rehabilitation for a Safe Singapore

To better facilitate inmates' rehabilitation and improve their readiness for change, we have:

- Pioneered the Looking Forward (LF) Programme to increase the motivational level of inmates to change via purposeful engagement between officers and inmates.

- Regular volunteers' engagement and volunteers' appreciation event to strengthen our relationship with volunteers.

- Basic Music Programme to provide inmates with theoretical and practical music knowledge and expose them to different genres of music and musical instruments.

- Salvation Army Family Programmes to strengthen the bond between the inmate and their children.

- YRCP 2.0 Rekindling Families programme.

- Workplace Literacy Course and Basic English Conversational Course to prepare them for Pre Release Programme.

The a Team facilitating inmates' rehabilitation and improving their readiness for change.

Enhancing Infrastructure Readiness

Renovating & Retrofitting work has commenced to create a vibrant workplace for staff and to improve our operational capabilities.

- Motivational decals for an inspiring and engaging workplace.

- New paintwork for interior and exterior of Administration Block.

- Various retrofitting works to improve workplace safety and create conducive environments for staff and volunteers.

Motivational decals around Cluster A; Cluster A cafeteria.

The a Team teambuilding and tropical fruits day.

UNIT HIGHLIGHTS

Strengthening The a Team

A happy and engaging workplace is key to unlocking The a Team's full potential and achieving our mission and vision. Here's how we play:

- Birthday Celebrations
- Tropical Fruits Days
- The Girdle Run
- Teambuilding activities
- Commander's Cup Soccer Competition
- Bowling Competition

- Institutional Team Bonding and 'Makan' Sessions
- Our "Yummy Garden" – a community garden initiative by staff
- Festive Celebrations
- Cluster A's Anniversary

CLUSTER B

ROLES AND FUNCTIONS

CLUSTER B SERVES A UNIQUE ROLE IN SPS AS THE BEGINNING AND THE END OF A MALE INMATE'S INCARCERATION.

Commander's Run - A team that runs together, stays together.

B-ING THE CHANGE

Cluster B comprises five institutions: Institution B2 is the Admission Centre for all remanded and convicted inmates while Institution B4 is the designated Pre-Release Centre for inmates serving the tail-end of their sentences. Institution B5 is a Drug Rehabilitation Centre (DRC) which houses first and second timer drug offenders, and higher-risk inmates are housed at Institution B1, a maximum-security prison; Institution B3 houses the warehouse and Call Centre and both facilities serve the needs of all the Institutions in Cluster A, B and C.

Champions for 6 years!

KEY WORKPLAN INITIATIVES

B1: First Steps Programme (FSP)

First Steps Programme (FSP) is an Institution B1 initiative developed by B1 officers to garner interest, develop self-awareness, and to encourage inmates to start contemplating the positive effects of change. FSP's core philosophy is based on the assumption that reflective thinking could encourage introspection of the self, thus providing an avenue where individuals could question of their offending behaviour and develop a need for personal change. It seeks to bring awareness to the participant's offending cycle, impact of offending to themselves and social circle, and drive them from pre-contemplation to contemplation in the trans-theoretical model of change. There are four modules in the FSP programme which aims to develop this personal change: Me, Family, Change and Stress. As part of involving inmates into the value chain, officers from Institution B1 trained inmate facilitators to deliver the four modules. By going through these modules, inmates would be able to gain insights to their offending behaviour and come up with positive plans to become a better person.

Commander B and former Supt B3 serving Ice Kachang to Cluster B staff and volunteers.

All smiles as the Cluster B Management takes charge of the Ice Kachang stall.

B5: EDRR Expansion

The expansion of the Enhanced Drug Rehabilitation Regime (EDRR) saw a re-alignment of existing resources to better serve DRC inmates across the various risk groups. The expansion of the EDRR to the low-moderate risk DRC inmates included infrastructure improvements, re-regimentation of processes and implementation of Transformational Environment (TE). TE was inspired and adapted from therapeutic communities used for rehabilitating drug offenders overseas. In addition TE incorporates psychological and correctional theories such as social learning and desistance theory. There was also a consistent effort to ensure all inmates flow through the regime as a congruent rehabilitation journey where they would progress through

various milestone activities and participate in communal activities to promote pro-social interactions. The heightened staff engagement and the implementation of TE had allowed more self-regulation by inmates to facilitate behavioural changes and empower them to take charge of their own rehabilitation.

B3: SPS Call Centre

With the move of Changi Women's Prison (CWP) to Institution A4, the SPS Call Centre at CWP was relocated to Institution B3. Institution B3 worked closely with the various stakeholders to ensure that the relocation process was smooth. With the relocation of Call Centre to Institution B3, the inmates housed at B3 would now have more opportunities to acquire new and higher value-adding skills to better prepare them for reintegration to the society after their release.

B4: Low Intensity (LI) Pre-release Programme Revamp

The LI pre-release programme was reviewed to incorporate some elements of the High Intensity (HI) and Moderate Intensity (MI) pre-release programmes. Some of the new initiatives included adopting a cohort system where specific Personal Supervisors (PSes) were assigned to each release cohort, PSes conducting Motivational Primer programmes for

selected inmates, showing motivational videos to inmates, job placement for inmates by ISCOS and SCORE, and incorporating a Reintegration Needs Assessment interview so that PSes could better identify the inmates' reintegration needs. A qualitative study conducted by pre-university interns showed preliminary positive feedback from the inmates.

UNIT HIGHLIGHTS

Commander's Monthly Run
The monthly Commander's Run was introduced in Cluster B since January 2016. This idea was mooted by Commander B who, besides having a passion for running, wanted an informal and simple initiative that could bring staff together on a regular basis. With strong commitment from Commander and support from the Superintendents and Assistant Commanders, a running culture was developed among Cluster B staff. The positive feedback and strong staff turnout for the monthly runs is a testament to its success. We hope to

continue this in years to come and embed a running DNA in Cluster B!

Challenge Shield Lunch Celebration
Cluster B organised a special lunch treat on 1 June 2016 to celebrate the winning of the Commissioner's Challenge Shield for six consecutive years. Staff were treated with an array of local delights such as Ice Kachang, Putu Piring and western delights such as Truffle Fries. The Cluster B management rolled up their sleeves and served Ice Kachang to the staff to appreciate the hard work put in by the Cluster Bees.

Visit by Political Office Holders (POHs) @ Institution B2, B5 and Cluster B Registry
Minister for Home Affairs and Minister for Law, Mr. K Shanmugam, visited Cluster B on 7 March 2016. This was his first official visit to Cluster B after his appointment as the Minister for Home Affairs in October 2015. Minister K Shanmugam visited Institution B2, B5 and Cluster B Registry. During the visit, he was briefed on the operations undertaken by each Institution and Unit. The visit ended with a dialogue session with the ground officers held at the Cluster B multi-purpose hall.

CLUSTER C

ROLES AND FUNCTIONS

CLUSTER C IS MADE UP OF THREE UNIQUE STANDALONE INSTITUTIONS.

TRANSFORMING OFFENDER ENGAGEMENT

Changi Women's Prison (CWP), which is the only prison institution for women inmates, Tanah Merah Prison (TMP), which operates the Prison School and the Reformative Training Centre for young offenders, as well as the Admiralty West Prison (AWP) which houses foreign and short sentence inmates.

KEY WORKPLAN INITIATIVES

Implementation of Revised RT Regime at TMP – All Hands on Board

The move of Reformative Training Centre (RTC) from Institution A4 to Tanah Merah Prison in March 2016 marked the start of the revised Reformative Training (RT) regime, where greater emphasis is given to collaboration between officers and specialists, incare rehabilitation programmes and aftercare casework.

A new feature of the revised regime is the monthly communal meetings, where Personal Supervisors and Correctional Rehabilitation Specialists meet with a group of Reformative Trainees under their collective charge to address behavioural and communal living issues, and to develop more effective inter-personal relationships. This runs alongside the tiered Psychology-based Correctional Programmes for

Reformative Trainees, and aims at giving them a greater sense of involvement and ownership in their rehabilitation journey.

Family programme is another key feature introduced to encourage family involvement in Reformative Trainees' rehabilitation. Joint family sessions help Reformative Trainees better understand and communicate with their loved ones through various activities. Reformative Trainees are also given the opportunity to attend Workforce Skills Qualification (WSQ) courses to aid them in finding and holding a job upon release.

To strengthen aftercare support, the regime extended casework management to all Reformative Trainees released on supervision by assigning caseworkers to track their progress during the first few

months of their return to the community. Those who require additional pro-social support are paired up with befrienders. Reformative Trainees who are recalled are put through the 'Back on Track' programme as a move to increase recallee engagement.

Recognising the importance of staff in facilitating the success of the regime, training is enhanced for staff working with Reformative Trainees. Both officers and Correctional Rehabilitation Specialists attend monthly Shared Learning Platforms to learn and share relevant knowledge and skills required in working with Reformative Trainees. Staff are also trained in Restorative Practice to engage Reformative Trainees in ways which motivate and inspire them towards hope and change.

Transitional Planning for CWP's Move to Institution A4

To enable the operationalisation of the concept of 'Prisons without Guards', CWP has been actively working with Cluster A Transitional Planning team to review work processes and pilot trials in preparation for its move to Cluster A.

The new operating environment involves a transformed Housing Unit system, which would harness on technology to run its operations. Selected routines would be taken over by technology, so that officers can focus on more value-added work with inmates, such as intelligence gathering, counselling and purposeful interaction. For example, the Digitisation of the Inmates' Rehabilitation and Corrections Tool (DIRECT) and the Millimetre Wave Body Scanner (MWBS) will be piloted at CWP, prior to the move.

UNIT HIGHLIGHTS

Procurement of Millimetre Wave Body Scanner for CWP

The Millimetre Wave Body Scanner (MWBS) was procured in January 2017 for CWP as the latest security equipment in SPS to be deployed for contraband screening. Unlike X-ray screening, the MWBS works on millimetre wave energy to image and detect concealed objects underneath a person's clothing, including non-metallic items. The system has the capability to auto-detect and alert the duty officer for any abnormalities. The MWBS would complement the current strip search process by enabling faster, more accurate and non-invasive contraband screening.

Inspiring Positivity in RTC

Formerly known as "Morning Routines", Changi 83.4 helps Reformative Trainees kick-start their day with an inspiring audio clip. Each clip provides them with a positive quote, an encouraging word, and includes questions to help them reflect as they go about their daily activities in RTC. To further inspire hope and change, monthly inspirational talks were held where ex-offenders and local celebrities such as Gurmit Singh are invited to share their personal life stories of change. Volunteers are also present to engage the Reformative Trainees in smaller groups during these monthly talks.

Celebrating Achievements in AWP

AWP is well-known for its culture of innovation to transform the correctional setting. It has won the Outstanding Institution Awards and the Star and Gold Award during SPS 3i convention 2016. In addition, AWP's Garden was one of 24 organisations to clinch the Gold Achievement Award in the Community in Bloom Competition 2016 organized by National Parks. As part of AWP's work plan, a CCTV hardware refresh project was completed in November 2016, and a set of mobile Under Vehicle Surveillance System (UVSS) was installed in AWP's sally port, enhancing AWP's operations and security.

COMMUNITY CORRECTIONS COMMAND (COMC)

ROLES AND FUNCTIONS

COMC OVERSEES THE SUPERVISION, REHABILITATION AND REINTEGRATION OF OFFENDERS AND EX-OFFENDERS IN THE COMMUNITY.

DOING PRISON WORK IN THE COMMUNITY

COMC is the operational unit dedicated to the supervision, rehabilitation and reintegration of offenders and ex-offenders in the community. Besides overseeing the various community-based programmes at the tail-end of an inmate's sentence and the Mandatory Aftercare Scheme after an inmate is released, COMC also manages offenders placed on Day Reporting Orders (DRO) as part of the courts' community-based sentencing options. COMC also manages two facilities - the Lloyd Leas Community Supervision Centre (LLCSC) and the Community Rehabilitation Centre (CRC). Together with the community partners, volunteers and other Home Team agencies, COMC works towards reducing re-offending by helping ex-offenders reintegrate successfully into the community.

KEY WORKPLAN INITIATIVES

Implementation of Day-Release Scheme

The Day-Release Scheme (DRS) allows non-high risk pure first timer DRC inmates to serve their detention in the community after they have completed their interventions in the Drug Rehabilitation Centre (DRC). Under this scheme, offenders are given opportunities to pursue their studies or to work in the community during the day while reporting back to LLCSC at night. The DRS inmates would be assigned Reintegration Officers (ROs) who would work closely with Case Managers and SCORE Job Coaches on reintegration matters.

COMC received its first batch of male and female offenders emplaced on DRS in March 2016 and September 2016 respectively. DRS seeks to minimise disruption to their lives, mitigate the risk of contamination and allow offenders greater ownership of their reintegration journey.

on 28 April 2016. SPMS maintains all basic information pertaining to supervisees emplaced on the various community-based programmes. TRS is managed by SCORE and tracks all skills training extended to offenders. This data is then linked to JBMS which is utilised for job matching and placement. CMS facilitates the case management and tracking of each supervisee's progress, while CCOS allows SPS to better manage the curfew supervision and urine testing of our supervisees.

UNIT HIGHLIGHTS

2016 was a rewarding year as COMC staff received prestigious awards such as, Outstanding Captains Of Lives (OCOL) and Community in Bloom (CIB).

2016 OCOL Award Recipient:
CW1 Chua Chee Horng
The OCOL award is given to SPS officers who have displayed exceptional passion and dedication in their work as COLs, and serves to inspire others to do likewise.

Having reached his twelfth year in service, CW1 Chua Chee Horng hopes to continue working diligently with supervisees, guiding them to make better decisions, and overcome the hurdles that hinder

their reintegration in the community. He felt that the award was recognition for the best efforts put forth by his team of officers and specialists in the Enhanced Supervision Scheme.

2016 Community in Bloom
Bronze Award Recipient:
COMC Gardening Committee
Presented at the Singapore Garden Festival, the biennial Community in Bloom (CIB) Awards recognise and reward efforts of Singapore's gardening groups to improve standards of their gardens and to foster a love for gardening to others in the community.

After the move to LLCSC in March 2015, SSGT Bruce Tong and 10 fellow gardening enthusiasts helped to returf the bare grounds of the compound outside their working hours. They traded tips on planting different flowers and vegetables to spruce up the work environment for staff. Wooden benches and concrete tiles were also recycled from the former Selarang Park Community Supervision Centre. Besides the award recognition and green working environment, the Committee also regularly share the fruits of their labour (produce from the gardens), with their fellow COMC colleagues.

Operationalisation of Offenders Rehabilitation Management System

The Offenders Rehabilitation Management System (ORMS) is a suite of online web applications for the management of offenders in the community. Comprising five sub-systems that are interconnected, ORMS serves as a repository for offender data from the offender's pre-emplacement phase through to the end of his aftercare phase. Supervisee Profile Management System (SPMS), Training System (TRS) and Job Bank Management System (JBMS) were commissioned on 31 December 2015. Community Corrections Operations System (CCOS) and Case Management System (CMS) were subsequently commissioned

OPERATIONS & SECURITY COMMAND (OSC)

ROLES AND FUNCTIONS

OSC OVERSEES AND MANAGES THE EXTERNAL FACILITIES AND SERVICE TOUCH POINTS ACROSS SPS.

SPS Visit Operations Handover Ceremony
4 January 2017
BureauServe

ENFORCE SAFE AND SECURE CUSTODY, MAINTAIN VIGILANCE AND FACILITATE REHABILITATION

The units in OSC perform varied but important functions within the Changi Prison Complex (CPC) as well as externally. For the most part, OSC works in the background by transforming corrections through providing close support to the Clusters and ensuring that security is enforced and operational processes are well managed.

KEY WORKPLAN INITIATIVES

Enhancing Training Safety and Effectiveness, and Ensuring Operational Excellence

The Singapore Prisons Emergency Action Response Force *(SPEAR) constantly explores ways to enhance its operational capabilities to perform its core functions of responding to prison contingencies and performing high-risk escort duties. The unit also invests itself in training safety and effectiveness. The Non-Projectile Firing Training System is one such initiative rolled out and it will ensure the safety of officers participating in contingency exercises without compromising effectiveness and realism.

SPEAR is also the quality controller for core tactical skills used by SPS officers in ground operations. The unit focuses on refining policies pertaining to tactical and operational matters.

* SPEAR Force was re-organised and placed under HQ Operations Division with effect from 1 Jan 2017 onwards.

Transforming the Physical and Dynamic Security of External Operations

As part of continuous efforts to raise operational capabilities and level of professionalism, Prison External Operations (PEO) has increased its surveillance capabilities at the restructured hospitals where inmates are conveyed to on a regular basis.

PEO also works closely with the restructured hospitals to conduct annual Joint Fire and Escape Evacuation Exercises so as to be operationally ready for any contingencies.

The continuous use of technology has allowed the unit to enhance its operational capabilities. The successful implementation of the Vehicle Tracking and Surveillance System (VTSS) tracks and monitors our resources across the island. This serves to ensure safe and secure movement of our inmates at external locations.

Additionally, PEO spearheaded a tripartite collaboration between Prisons, Police and State Courts in the installation of a Video-Conference facility within the State Courts Lock-Up premise for a more efficient court mention processes and this also enhances custodial security and supervision.

**Adapting to New Threats
for a More Secure Complex**

CPC Security manages the perimeter security and access controls of CPC. Besides ensuring the safe and secure custody of inmates, another core function of the unit is to mitigate external threats such as acts of terrorism against the Complex. This is done through the effective use of technology and well trained Prison staff and Auxiliary Police Officers. New technology and procedures are continually being adopted to counter the ever changing landscape of global security threats.

The unit has also acquired new equipment to assist patrol officers in carrying out their duties more effectively. The three-wheeled electric stand-up vehicle, an all-electric, zero-emission surveillance vehicle for use by patrol staff ensures that the perimeter area is well protected by officers.

**Enhancing the Visit Experience
through New Initiatives and Systems**

The Prison Link Centres (PLC) are key visitor touch points in SPS and provide an integral platform in facilitating the rehabilitation and reintegration of inmates. One of the major milestones in 2016 was the award of a tender to outsource the Visit Operations, Call Centre, and Visit Shop services to an external service provider. The outsourcing was driven by a need to improve overall resource allocation and to free up critical manpower for re-deployment to other areas in SPS. The tender award was followed by an intense transition phase during which recruitment, training and renovation works were carried out. The outsourcing of PLCC and Call Centre services commenced on 1

November 2016. Separately, the effective dates of commissioning for the Visit Shop, PLC Geylang Bahru, PLC Jurong, Tanah Merah Cluster, and Admiralty West Prison would be on 2 January 2017, mid-August 2017 and 1 October 2017, respectively.

Concurrently, the Prison Link Centres embarked on upgrading their systems and infrastructure to enhance the overall visitor experience. The introduction of keyless lockers at PLCC is one initiative with the intent of helping visitors safe-keep their valuables without the hassle and risk of holding onto a key during visitation.

The tele-visit system requirements were also reviewed and a tender was awarded

to replace the existing system. The new system will provide greater flexibility as a resource for visit and courtroom functions. The enhancements include the upgrading of camera capabilities to high-definition so that visitors can better enjoy their visit with their incarcerated loved ones.

Lastly, the requirements of the online portal for registering and managing visitors [Visit Management System (VMS)] were reviewed and enhanced. VMS III is intended to simplify some of the back-end work procedures and improve efficiency, thereby improving visitors' overall experience at the visit centres.

UNIT HIGHLIGHTS

Asian Prisons Lockdown Challenge

SPEAR organised the Asian Prisons Lockdown Challenge (APLC) in April 2016. The APLC is a biennial event that commenced in 2010. APLC 2016 saw six teams, including two international teams from Macau and Thailand, displaying their capabilities and pitting their skills

against one another in various intense challenges which revolved around responding to contingencies within prison. It was a hard fought event and SPEAR did SPS proud by emerging as the overall champion for the third time!

Green Mark Award

PLCC was also awarded the Green Mark Gold PLUS Award by the Building & Construction Authority (BCA) in January 2016 after it had met all requirements such as the installation of high efficiency unitary air-conditioners and energy-efficient LED lights.
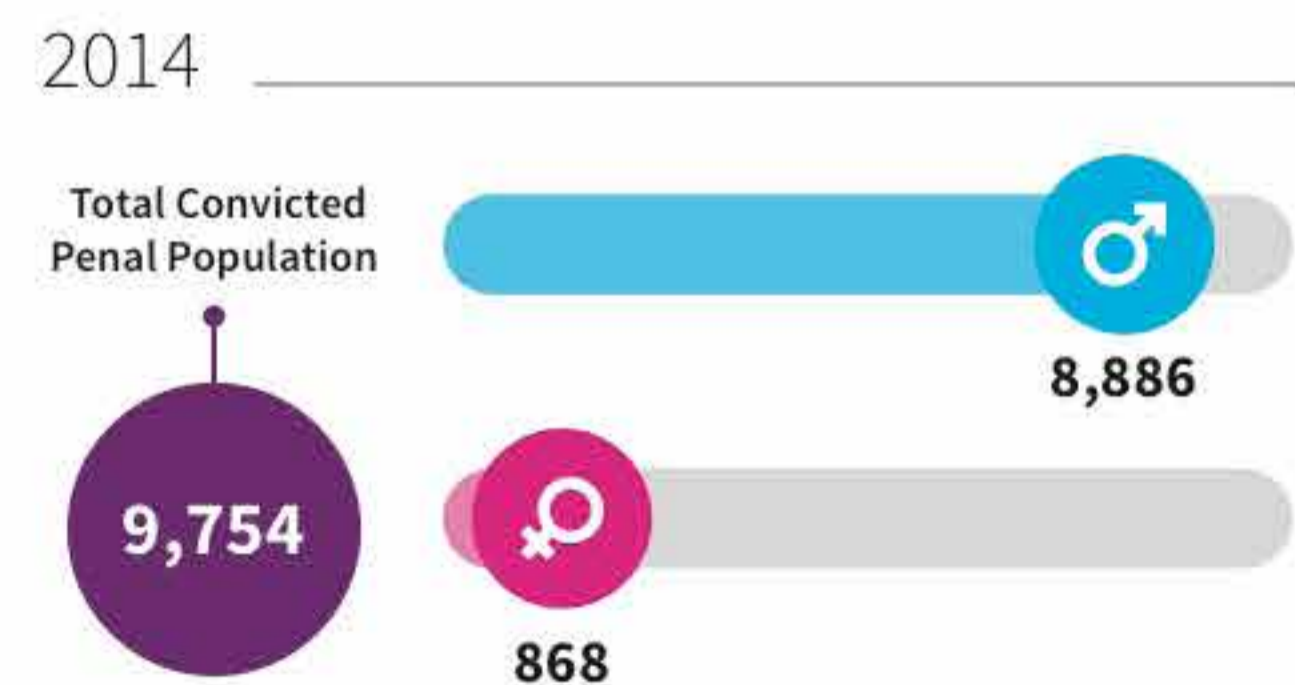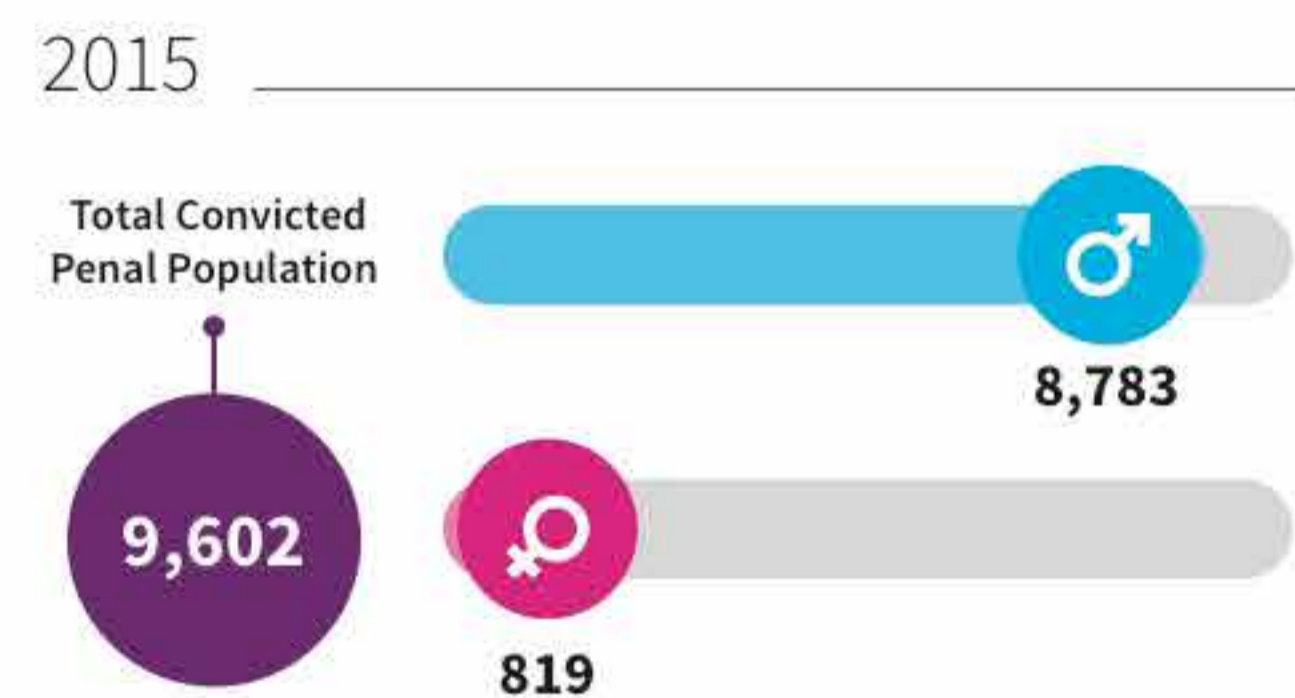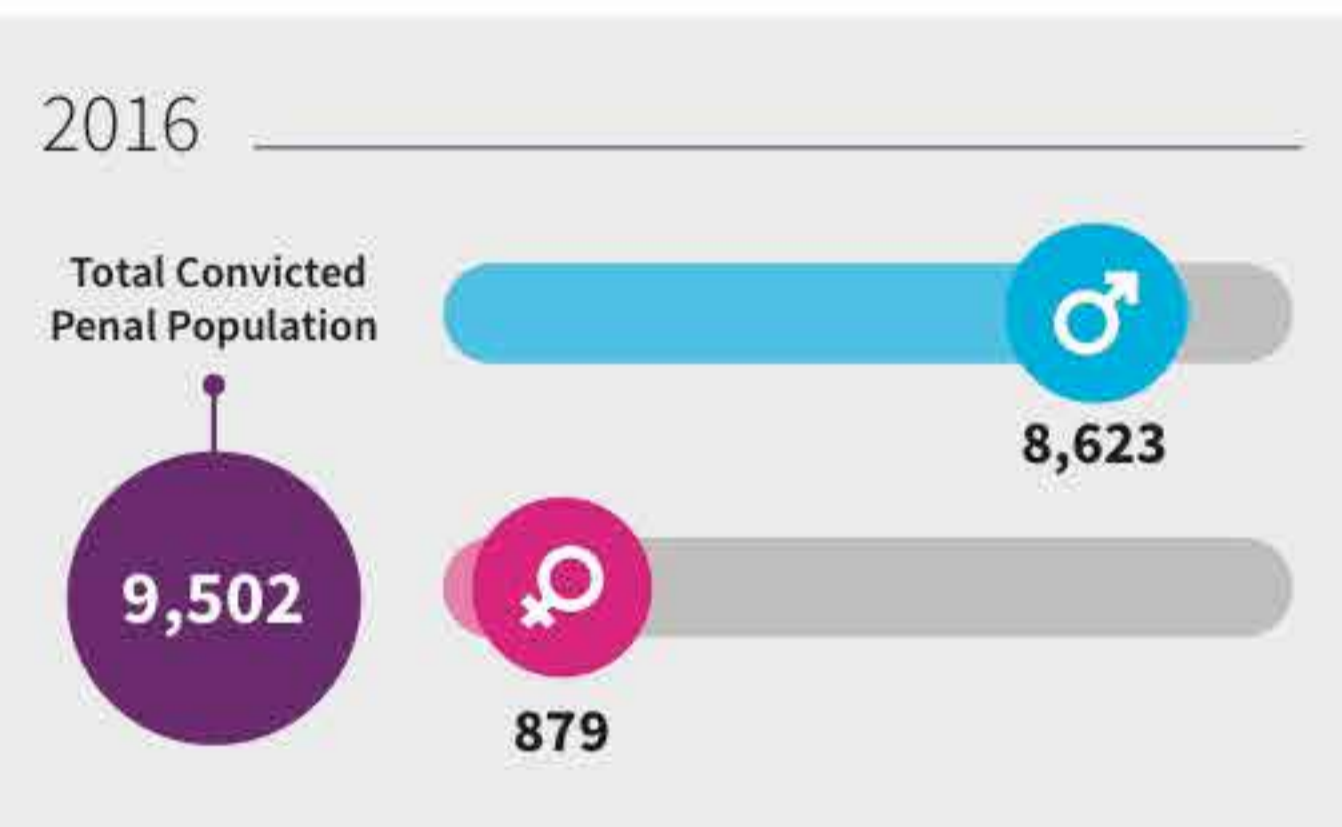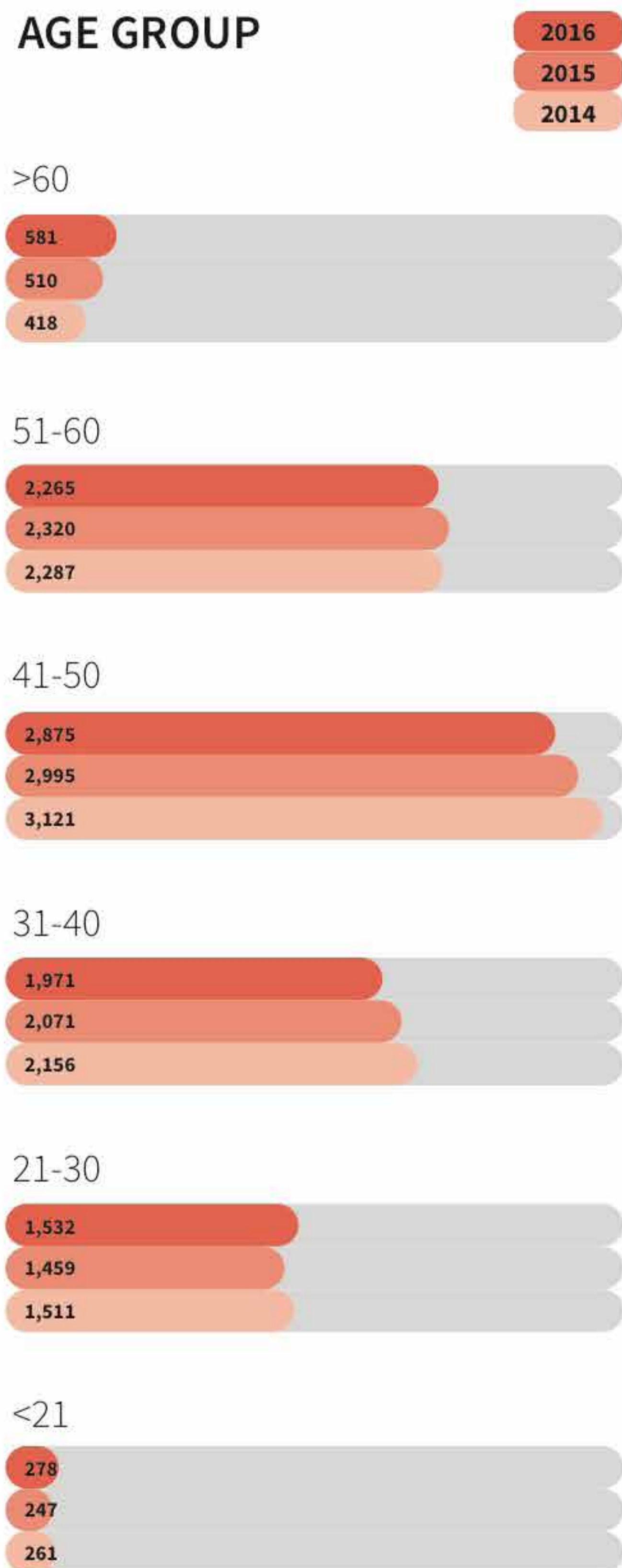
SHINING
AS ONE

STATISTICS / ALMANAC

CONVICTED PENAL INMATE POPULATION[1]

| AS AT 31 DECEMBER OF EACH YEAR

GENDER

2016

Total Convicted Penal Population
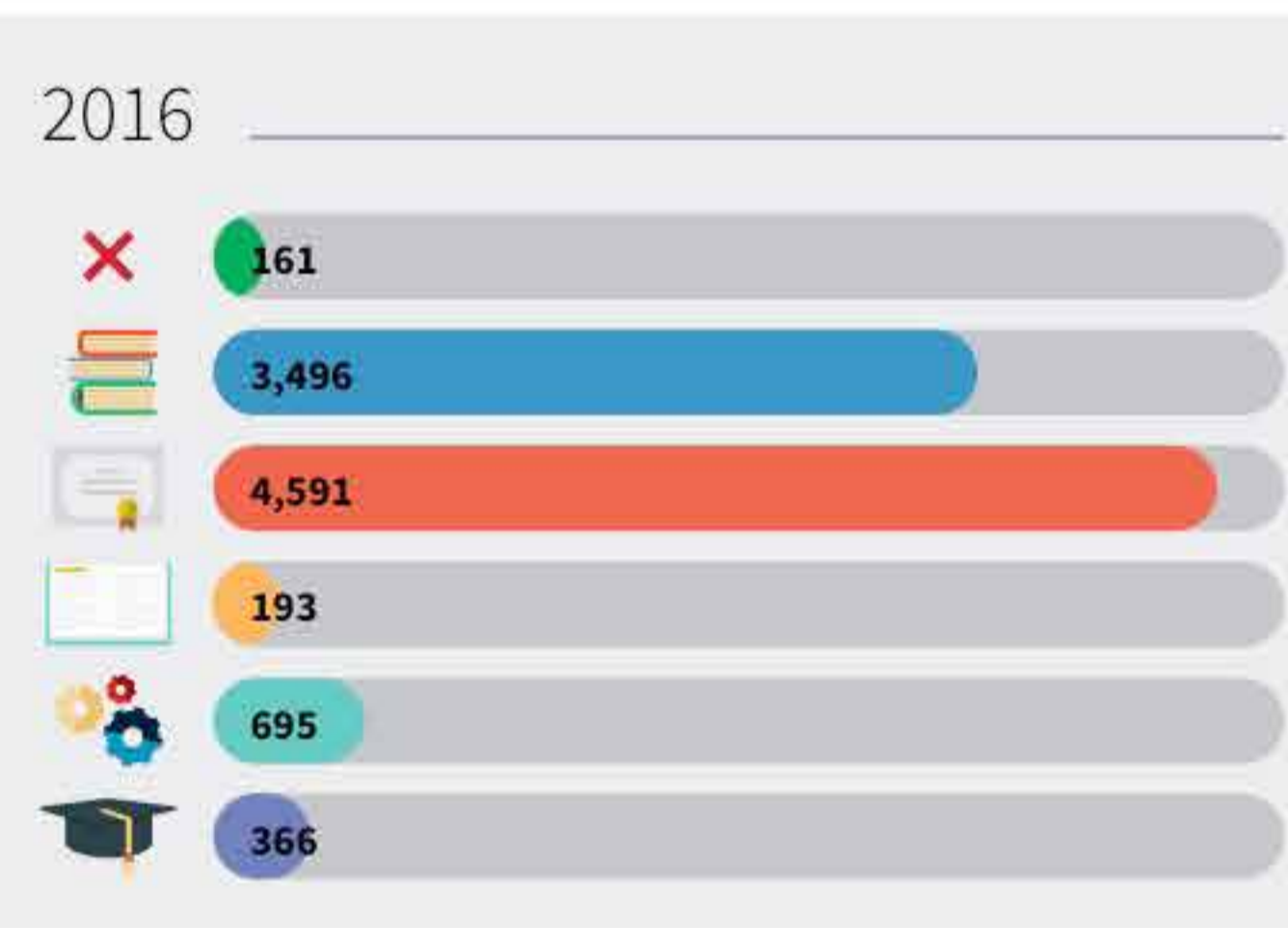
♂ 8,623

9,502

♀ 879

2015

Total Convicted Penal Population

♂ 8,783

9,602

♀ 819

2014

Total Convicted Penal Population

♂ 8,886

9,754

♀ 868

AGE GROUP

2016
2015
2014

>60
581
510
418

51-60
2,265
2,320
2,287

41-50
2,875
2,995
3,121

31-40
1,971
2,071
2,156

21-30
1,532
1,459
1,511

<21
278
247
261

EDUCATION LEVEL[2]

| ✗ No Education | Primary | Secondary |
| Pre – U | Vocational | Tertiary & Above |

2016
✗ 161
(Primary) 3,496
(Secondary) 4,591
(Pre-U) 193
(Vocational) 695
(Tertiary) 366

2015
✗ 157
(Primary) 3,652
(Secondary) 4,665
(Pre-U) 158
(Vocational) 657
(Tertiary) 313

2014
✗ 155
(Primary) 3,811
(Secondary) 4,686
(Pre-U) 146
(Vocational) 644
(Tertiary) 312

MAIN OFFENCE GROUP[3]

2016
2015
2014

Commercial Crimes
508
488
537

Crimes Against Person
607
560
575

Crimes Against Public Order
147
129
174

Customs Offences
215
88
171

Drug Offences
6,666
6,675
6,527

Immigration Offences
123
134
184

Property Crimes
1,005
1,136
1,238

Traffic Offences
72
73
69

Other Offences[4]
159
319
279

[1] Convicted penal inmate population refers to the number of inmates who have already been charged and are within the inmate population as at the end of the respective year.

[2] As declared by inmates upon admission.
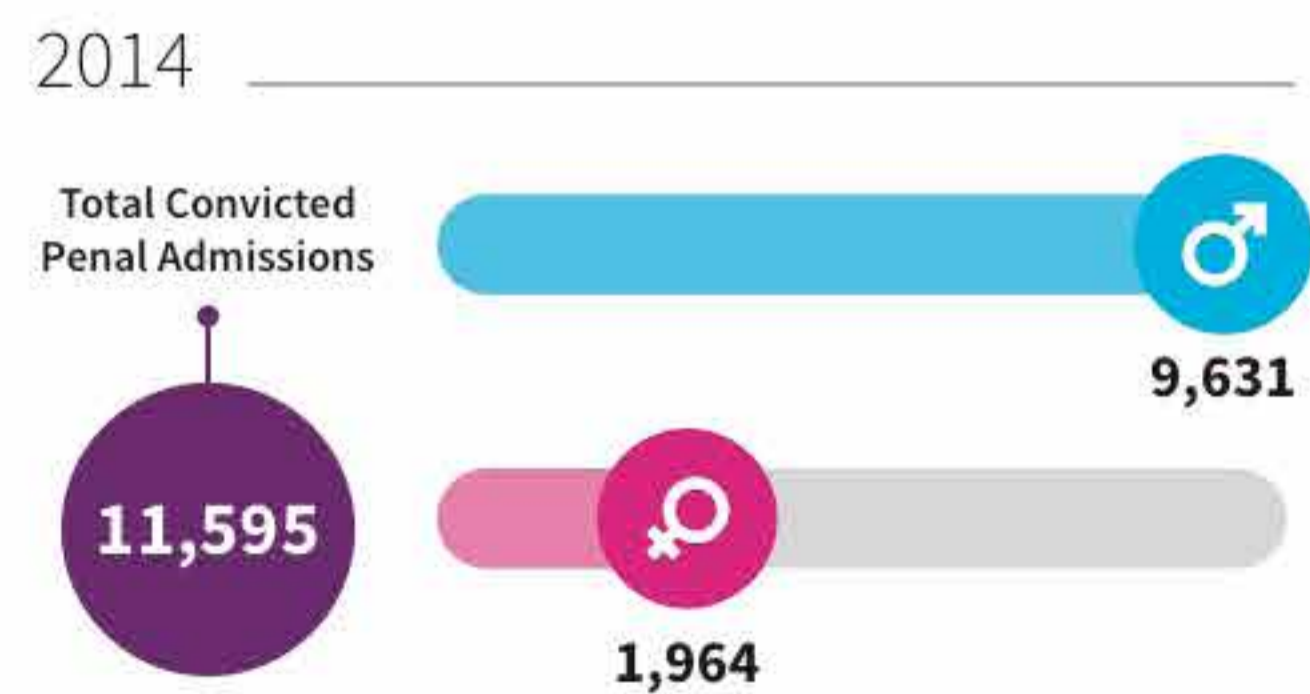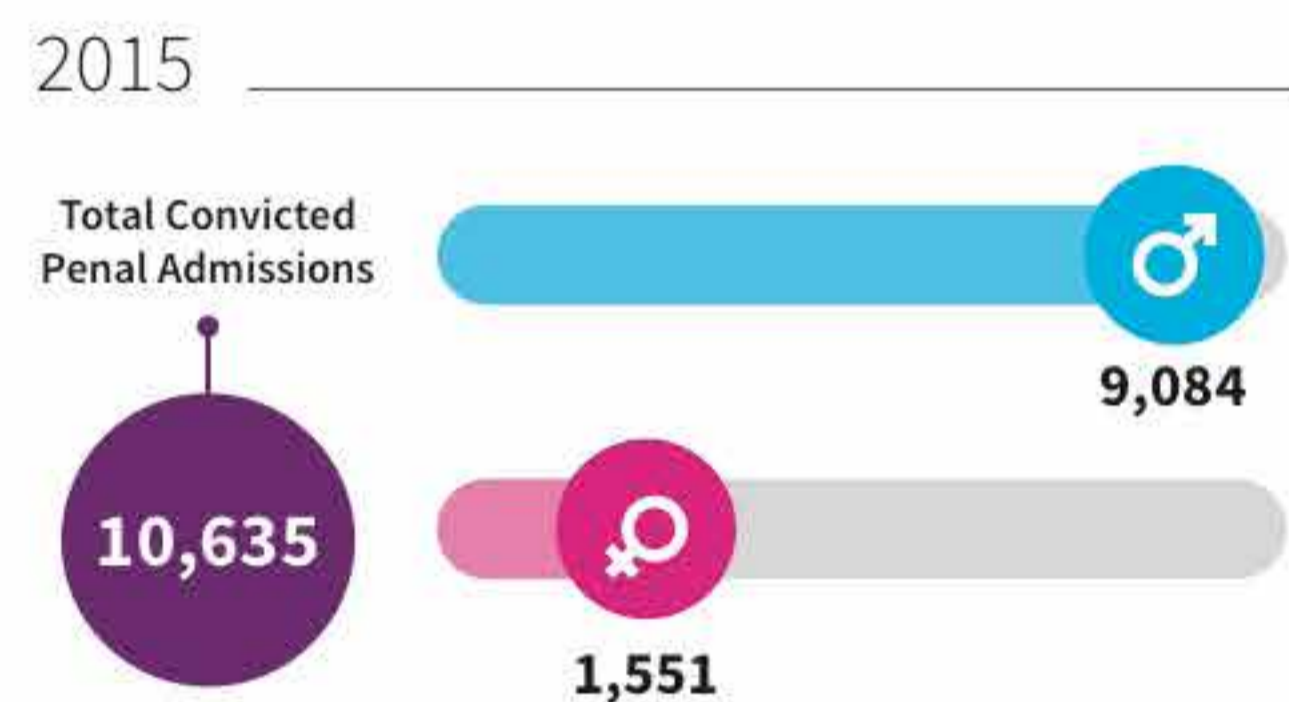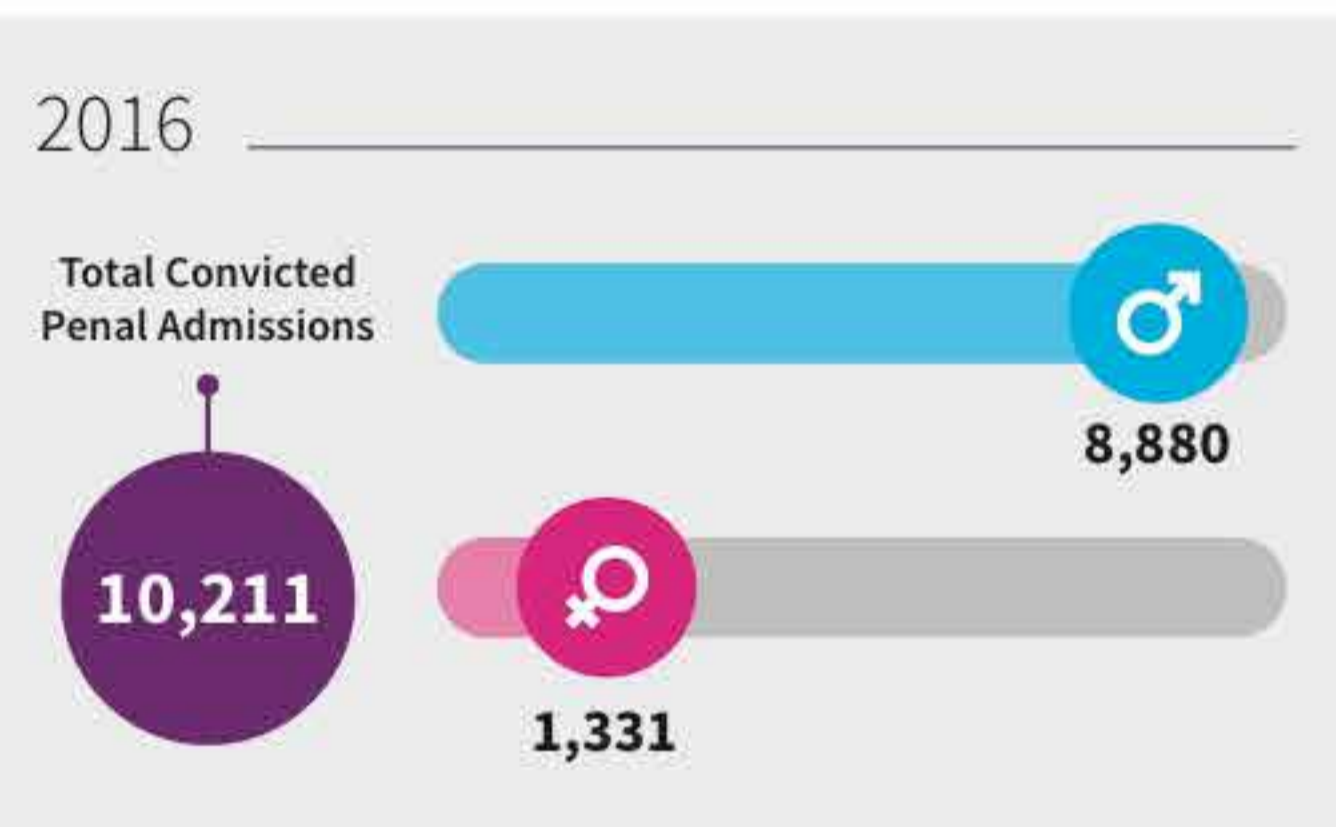[3] Inmates are tracked based on index (i.e. most serious) offence.
[4] Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.
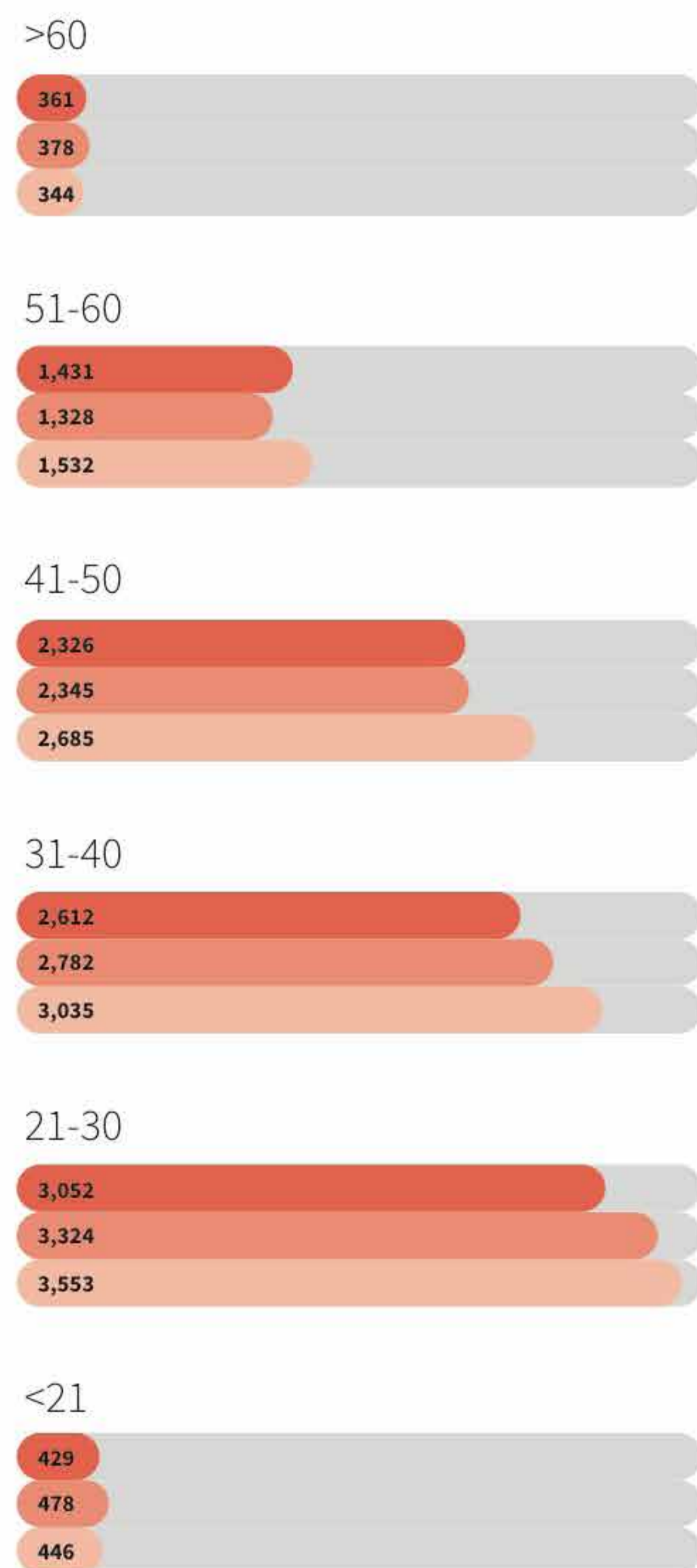
CONVICTED PENAL ADMISSIONS[5]
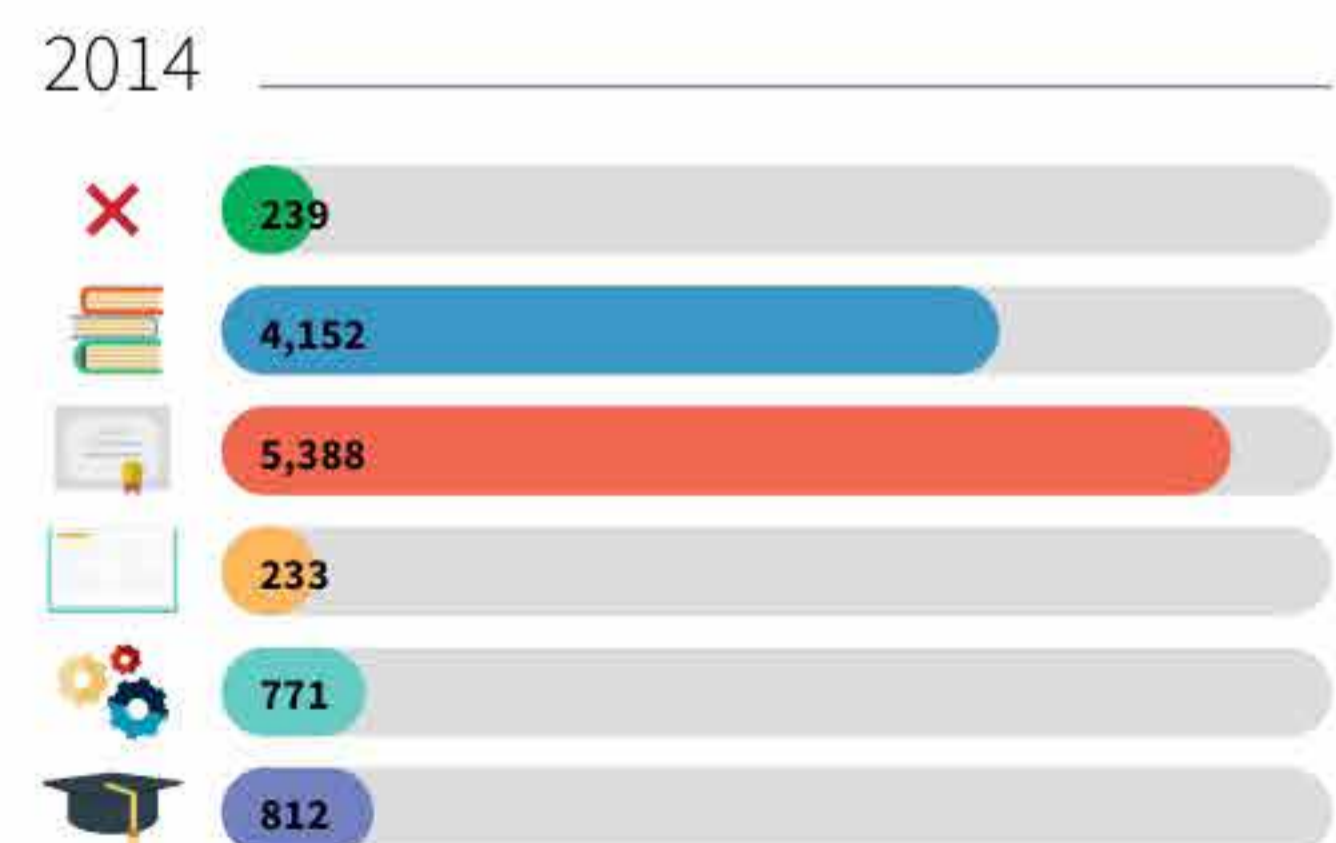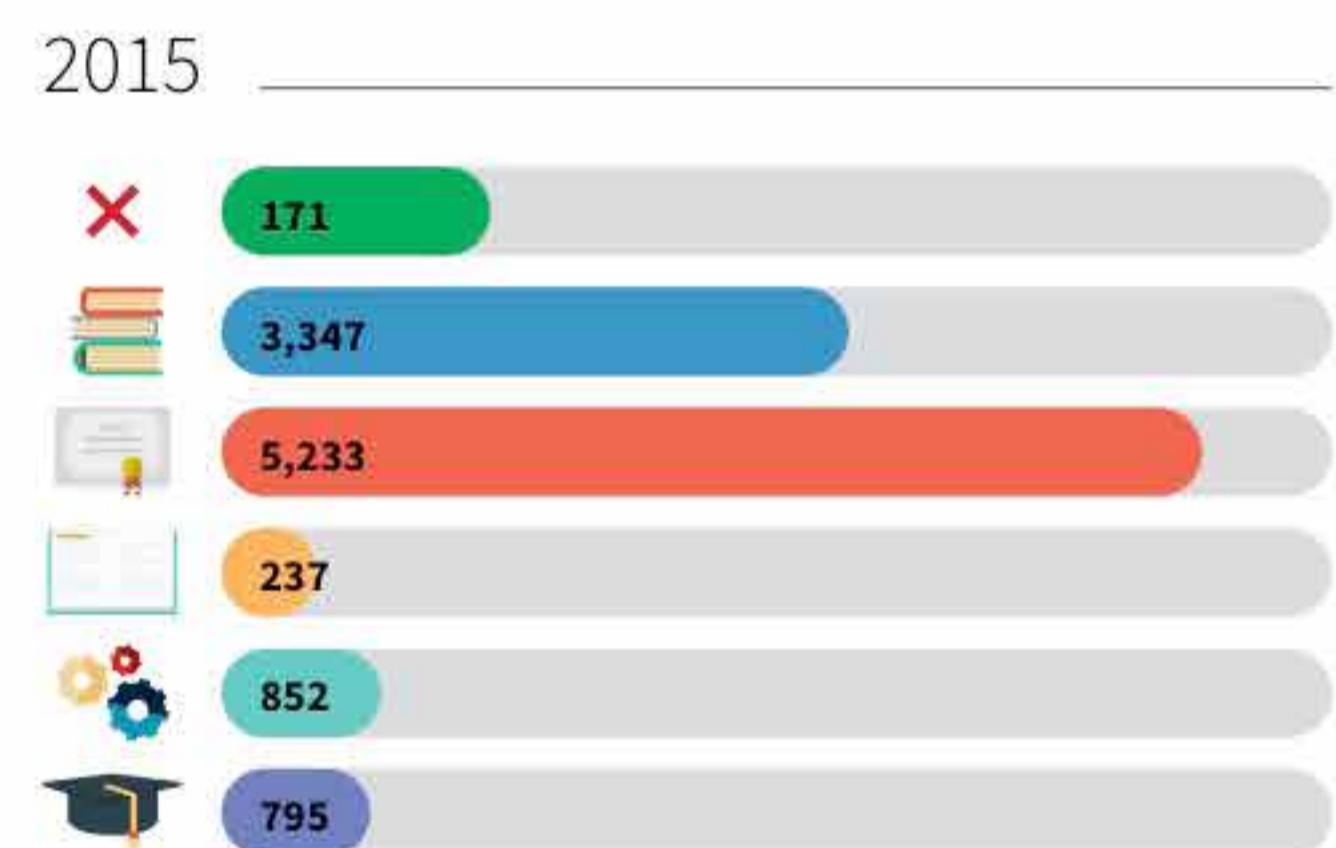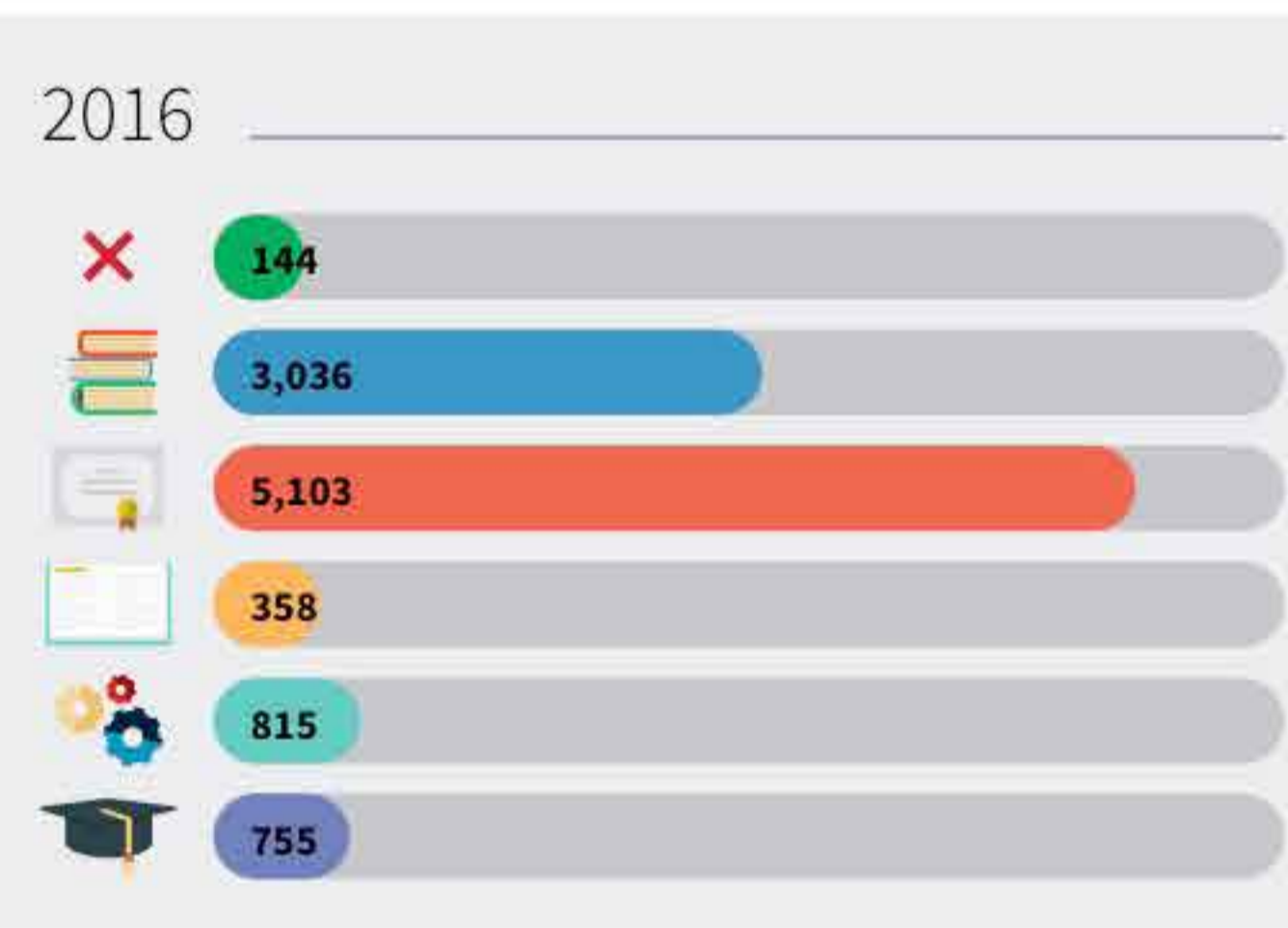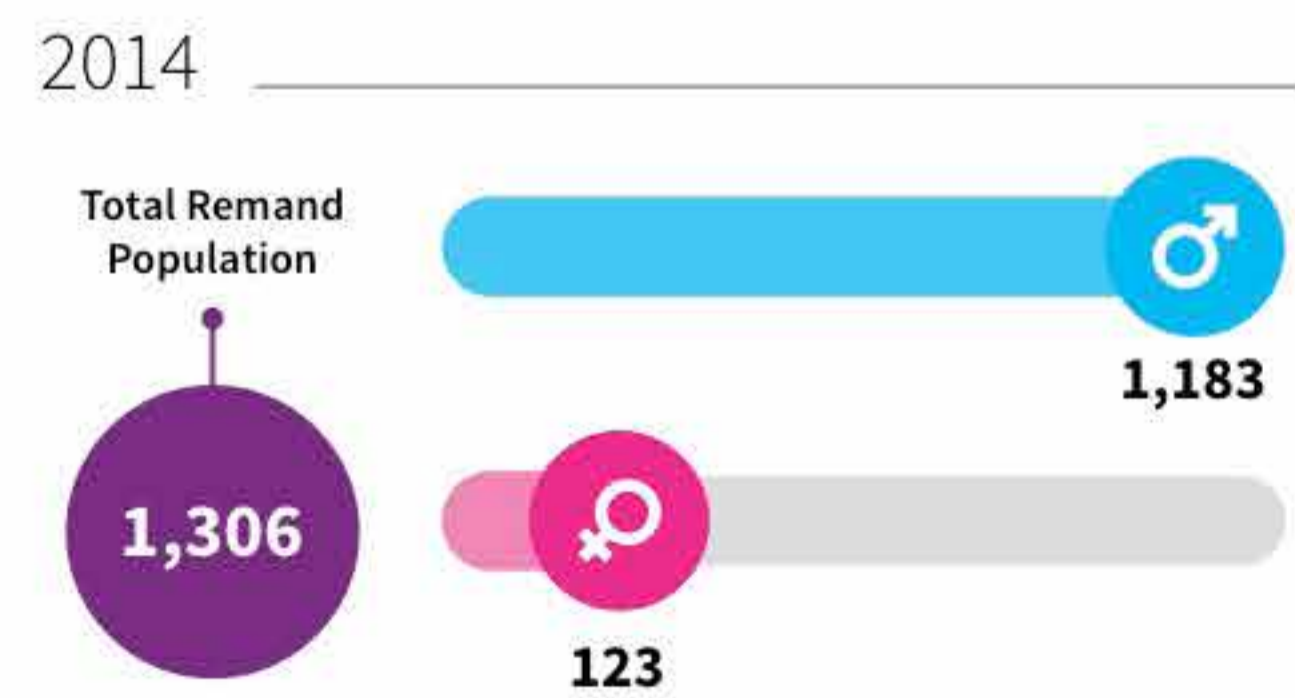
| AS AT 31 DECEMBER OF EACH YEAR

GENDER

2016
Total Convicted Penal Admissions

♂ 8,880

10,211

♀ 1,331

2015
Total Convicted Penal Admissions

♂ 9,084

10,635

♀ 1,551

2014
Total Convicted Penal Admissions

♂ 9,631

11,595

♀ 1,964

ADMISSION AGE GROUP[6]

2016
2015
2014

>60
- 361
- 378
- 344

51-60
- 1,431
- 1,328
- 1,532

41-50
- 2,326
- 2,345
- 2,685

31-40
- 2,612
- 2,782
- 3,035

21-30
- 3,052
- 3,324
- 3,553

<21
- 429
- 478
- 446

EDUCATION LEVEL[7]

| ✕ No Education | ≡ Primary | Secondary |
| Pre – U | Vocational | Tertiary & Above |

2016
- ✕ 144
- Primary 3,036
- Secondary 5,103
- Pre-U 358
- Vocational 815
- Tertiary & Above 755

2015
- ✕ 171
- Primary 3,347
- Secondary 5,233
- Pre-U 237
- Vocational 852
- Tertiary & Above 795

2014
- ✕ 239
- Primary 4,152
- Secondary 5,388
- Pre-U 233
- Vocational 771
- Tertiary & Above 812

MAIN OFFENCE GROUP[8]

2016
2015
2014

Commercial Crimes
- 883
- 923
- 1,306

Crimes Against Person
- 1,060
- 1,043
- 1,004

Crimes Against Public Order
- 770
- 608
- 635

Customs Offences
- 347
- 305
- 612

Drug Offences
- 2,126
- 2,097
- 1,899

Immigration Offences
- 1,020
- 1,408
- 2,023

Property Crimes
- 1,628
- 1,773
- 2,044

Traffic Offences
- 964
- 921
- 905

Other Offences[9]
- 1,413
- 1,557
- 1,167

[5] Convicted Penal Admission figures refers to the number of inmate admissions for the calendar year.
[6] Age as at admission.

[7] As declared by inmates upon admission.
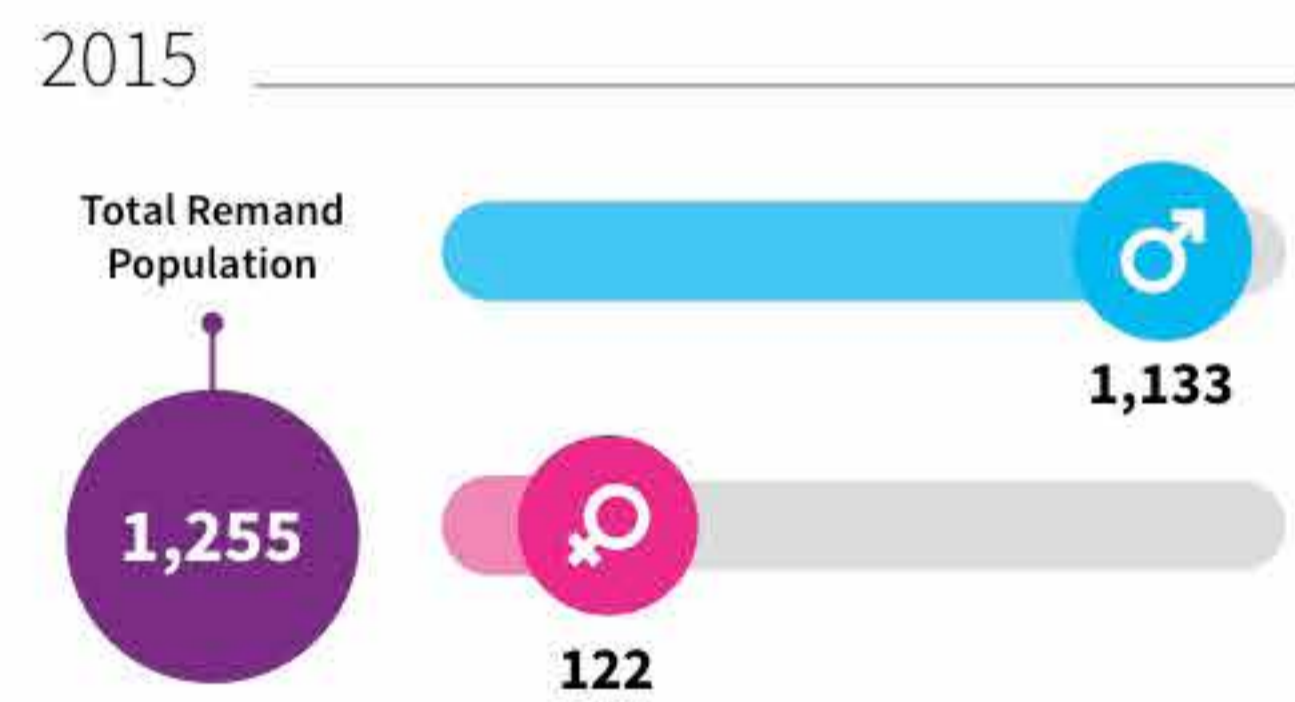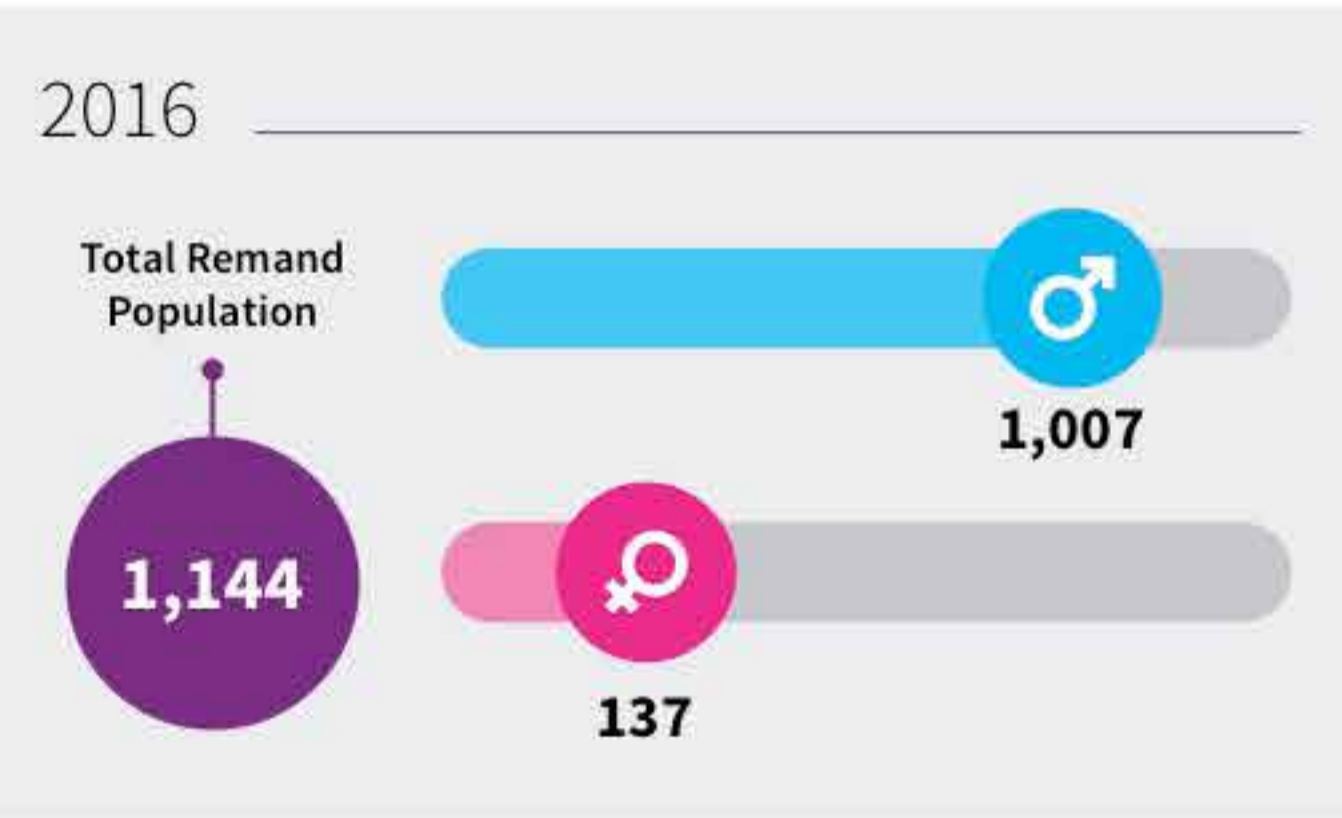[8] Inmates are tracked based on index (i.e. most serious) offence.
[9] Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.
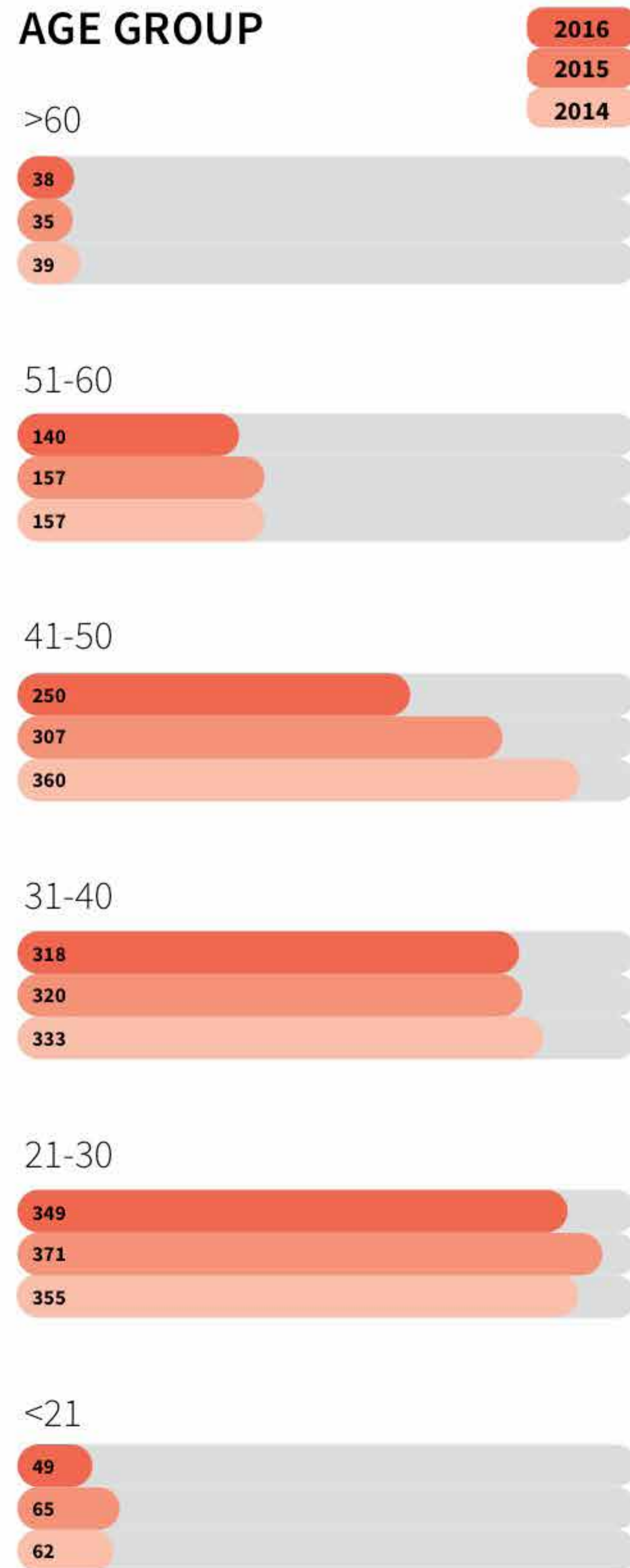
REMAND POPULATION[10]
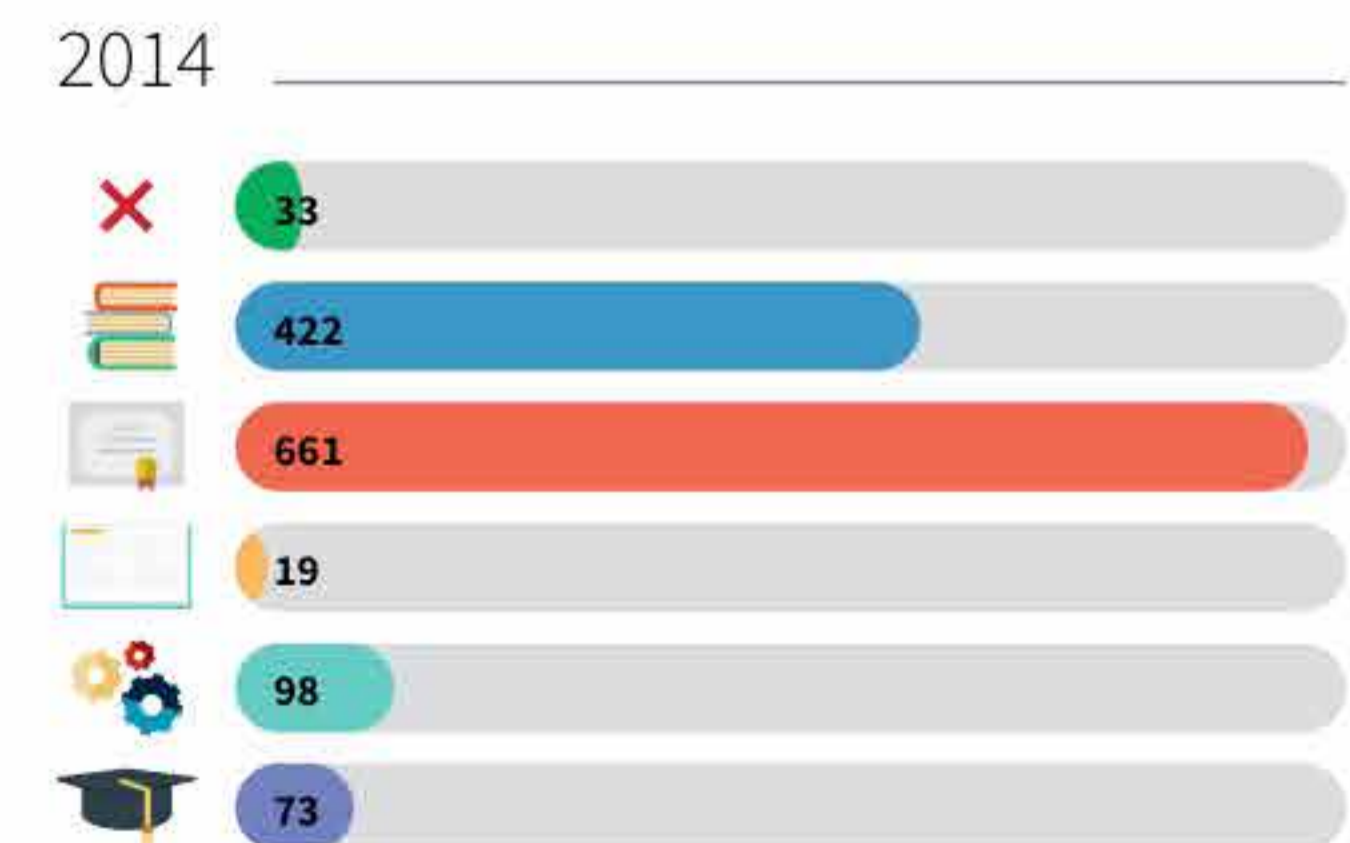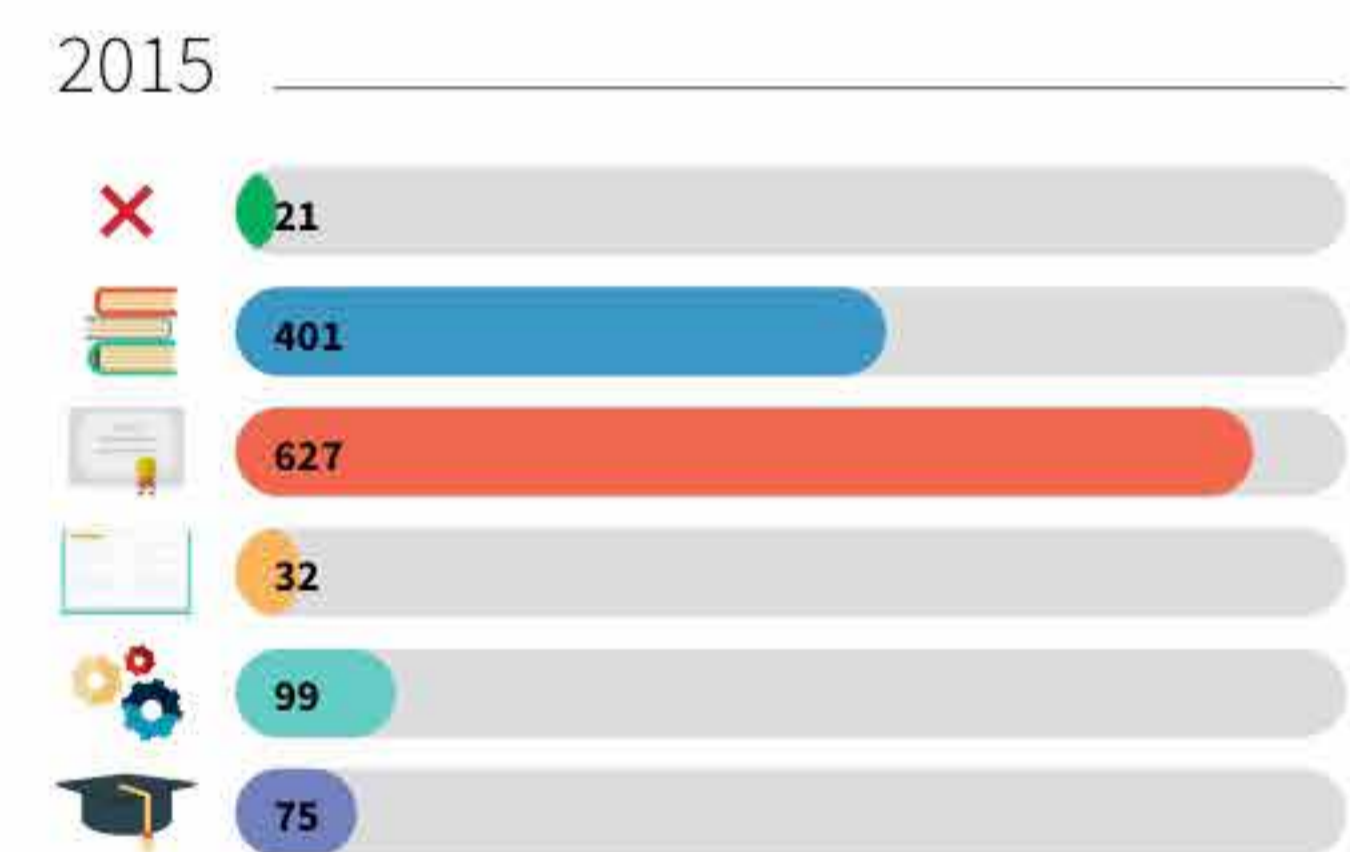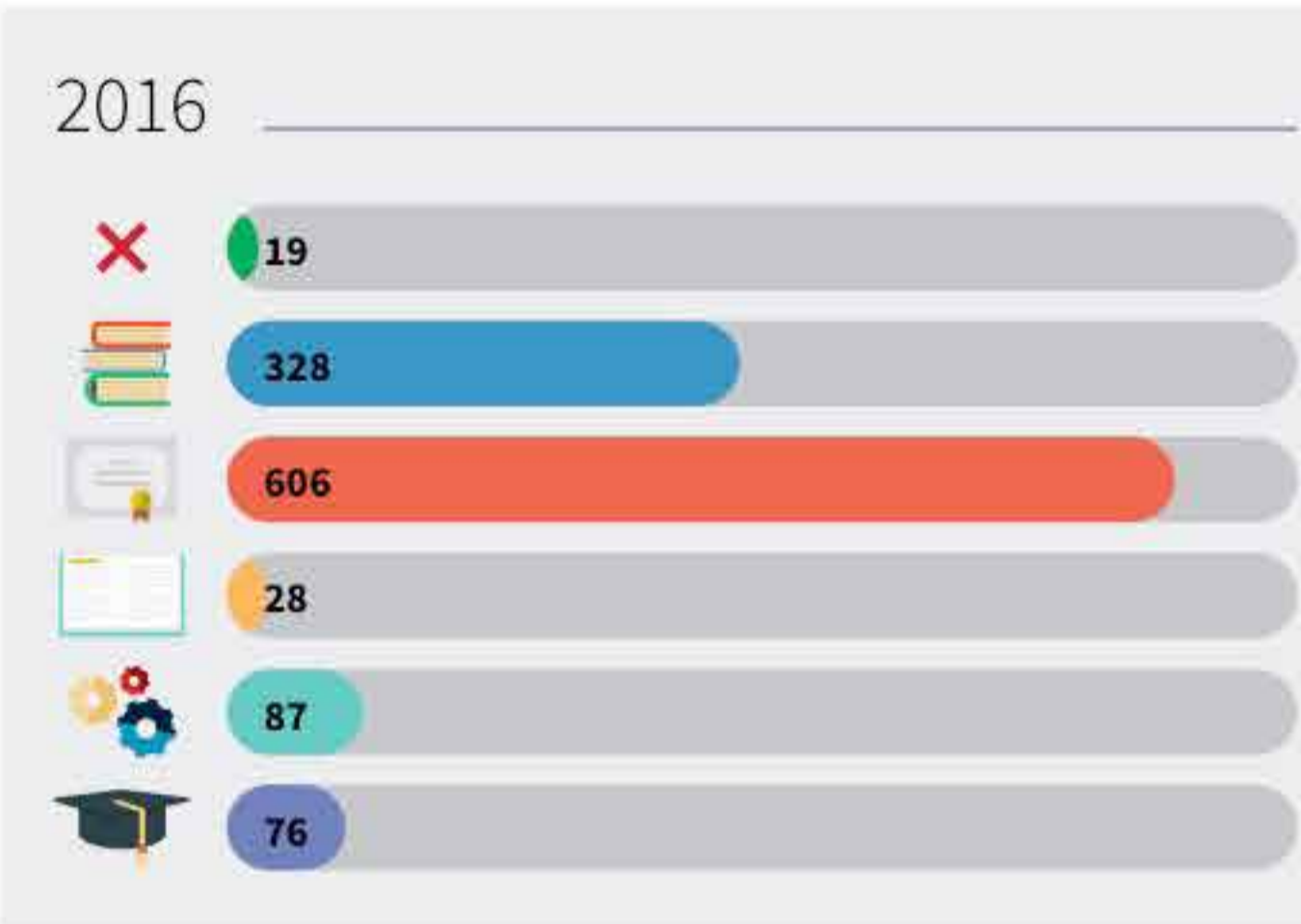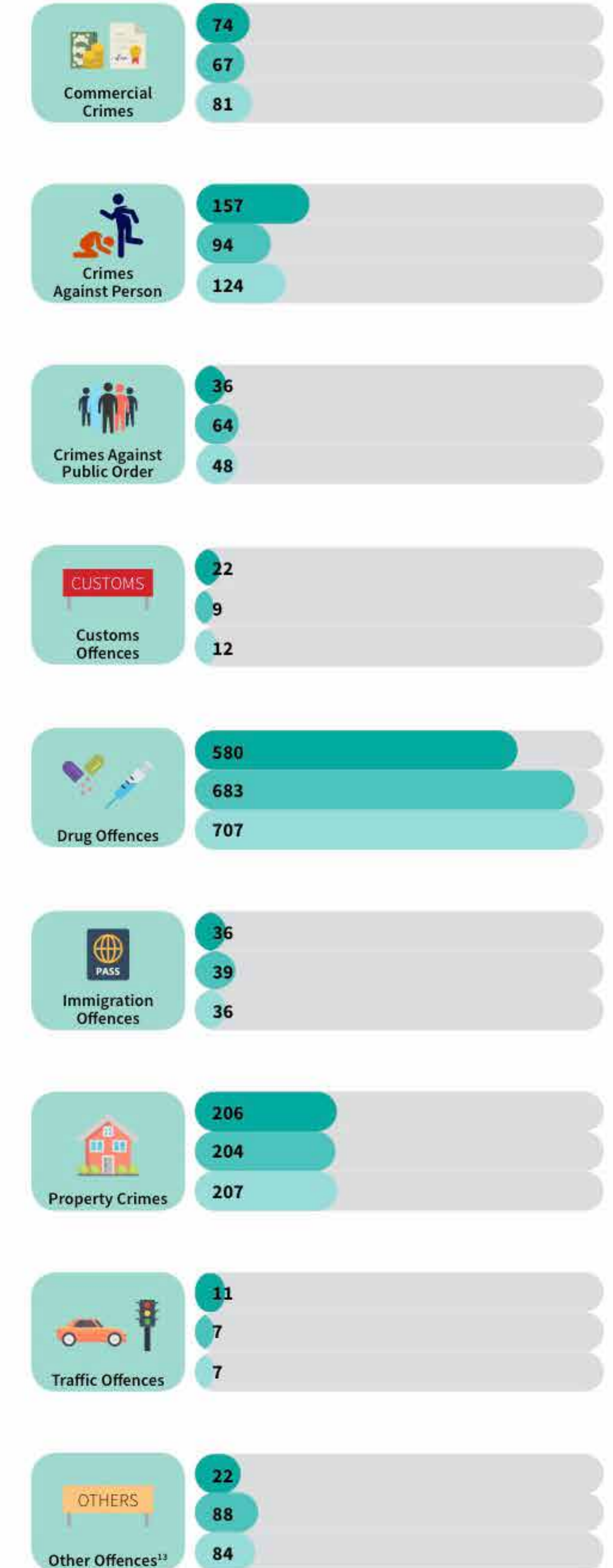
| AS AT 31 DECEMBER OF EACH YEAR

GENDER

2016
Total Remand Population

♂ 1,007

1,144

♀ 137

2015
Total Remand Population

♂ 1,133

1,255

♀ 122

2014
Total Remand Population

♂ 1,183

1,306

♀ 123

AGE GROUP

2016
2015
2014

>60
- 38
- 35
- 39

51-60
- 140
- 157
- 157

41-50
- 250
- 307
- 360

31-40
- 318
- 320
- 333

21-30
- 349
- 371
- 355

<21
- 49
- 65
- 62

EDUCATION LEVEL[11]

| No Education | Primary | Secondary |
| Pre – U | Vocational | Tertiary & Above |

2016
- ✗ 19
- Primary 328
- Secondary 606
- Pre-U 28
- Vocational 87
- Tertiary 76

2015
- ✗ 21
- Primary 401
- Secondary 627
- Pre-U 32
- Vocational 99
- Tertiary 75

2014
- ✗ 33
- Primary 422
- Secondary 661
- Pre-U 19
- Vocational 98
- Tertiary 73

MAIN OFFENCE GROUP[12]

2016
2015
2014

Commercial Crimes
- 74
- 67
- 81

Crimes Against Person
- 157
- 94
- 124

Crimes Against Public Order
- 36
- 64
- 48

Customs Offences
- 22
- 9
- 12

Drug Offences
- 580
- 683
- 707

Immigration Offences
- 36
- 39
- 36

Property Crimes
- 206
- 204
- 207

Traffic Offences
- 11
- 7
- 7

Other Offences[13]
- 22
- 88
- 84

[10] Remand population figures refer to the number of remand inmates who are within the prison population as at the end of the respective year.

[11] As declared by inmates upon admission.

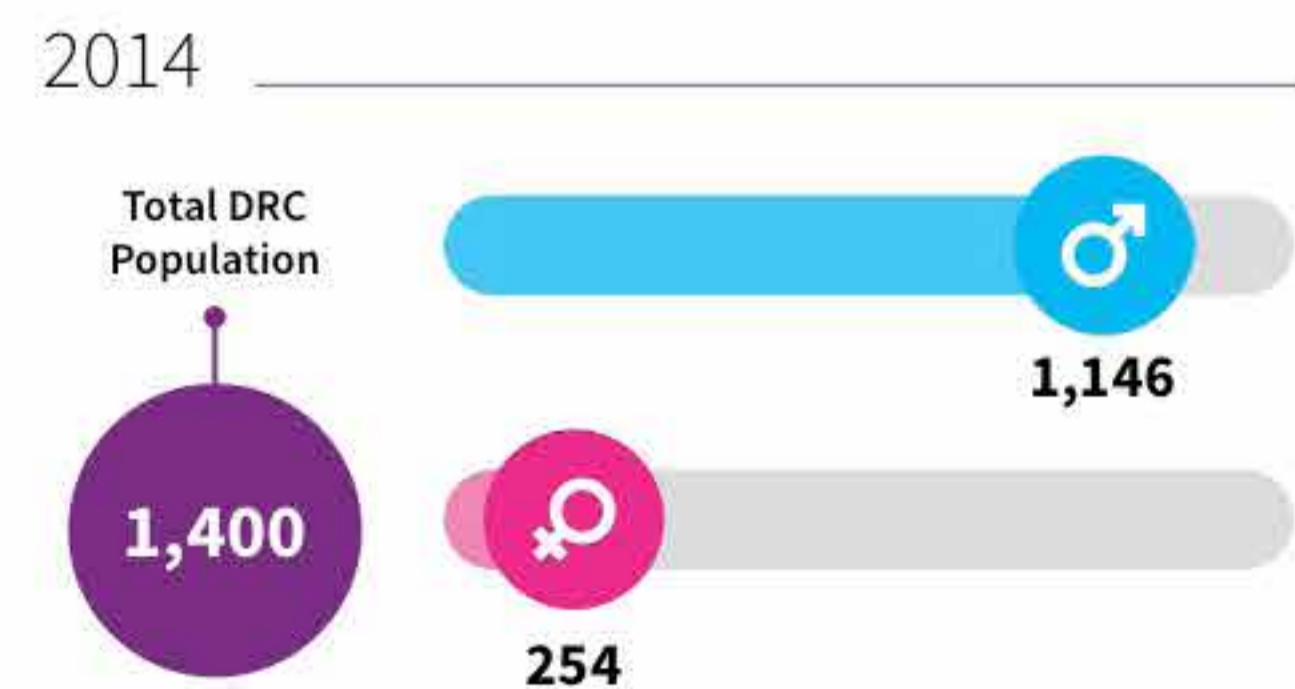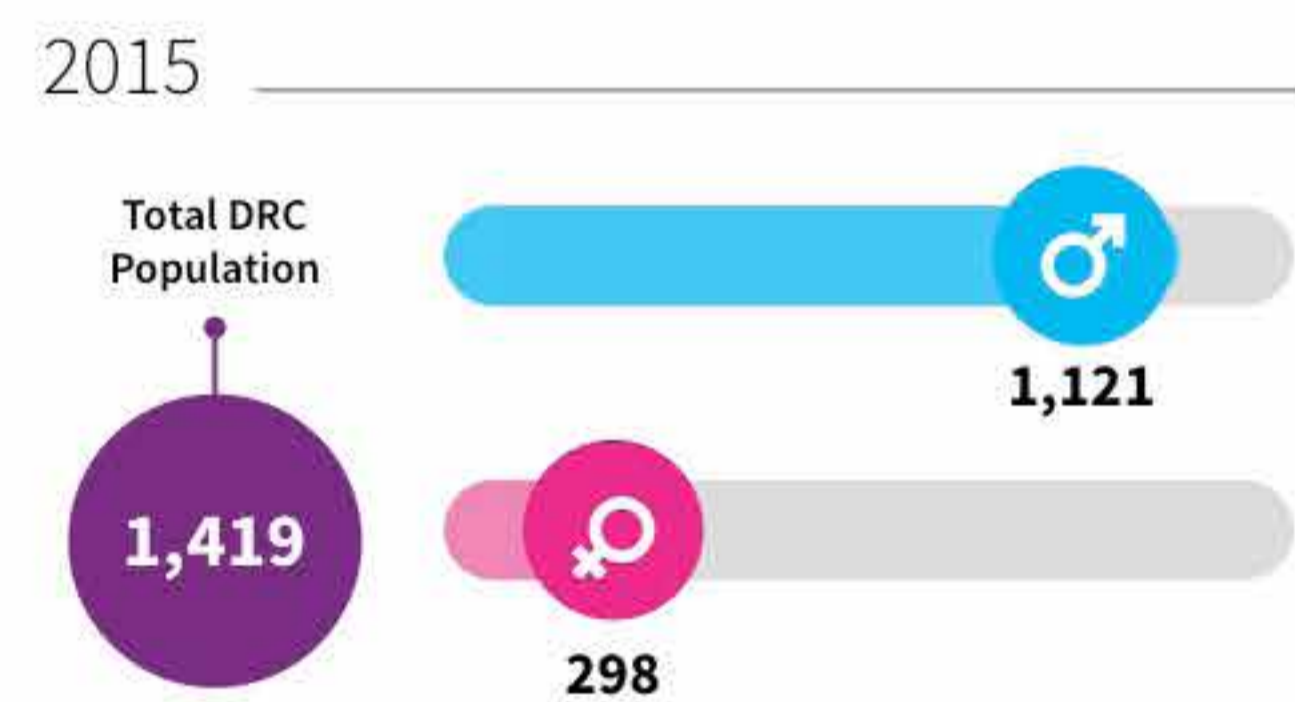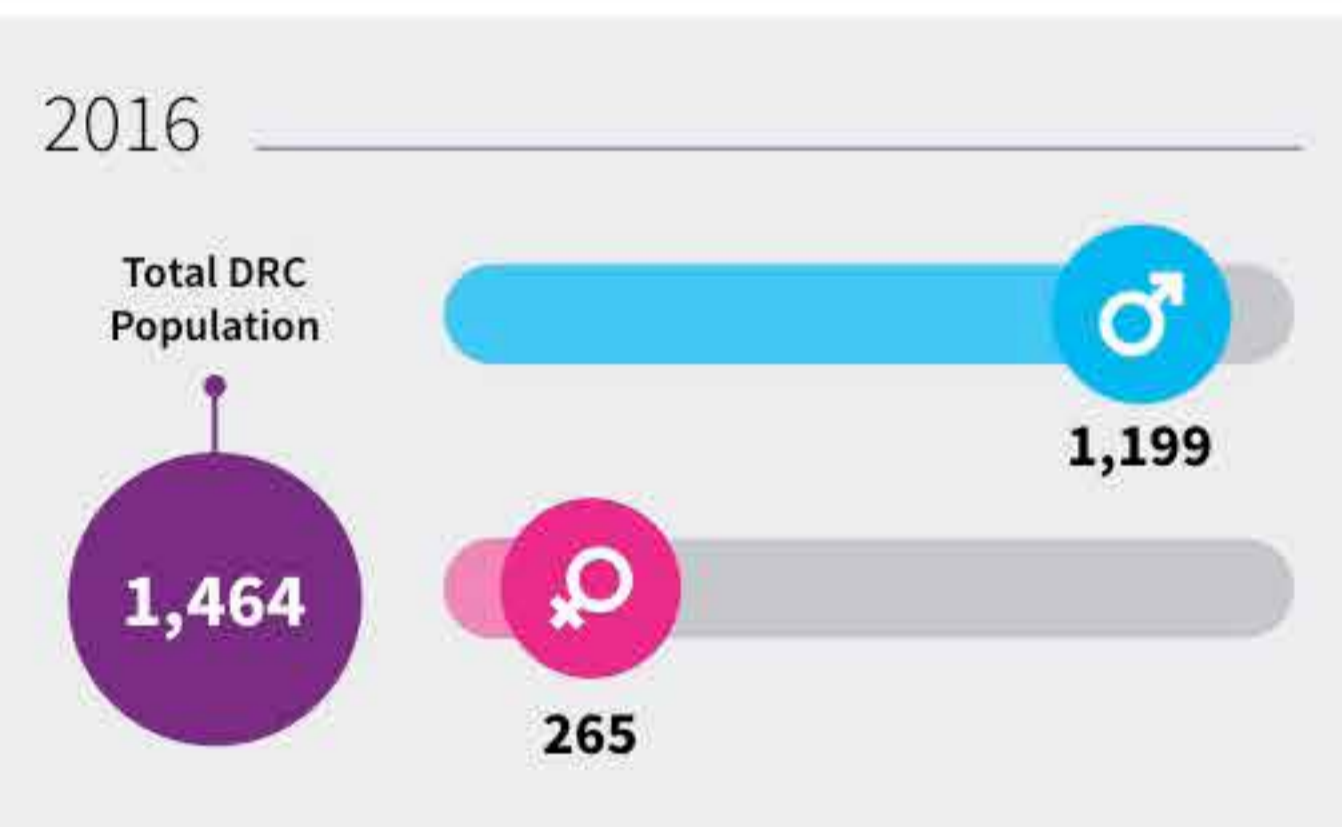[12] Inmates are tracked based on index (most serious) offence only.

[13] Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.
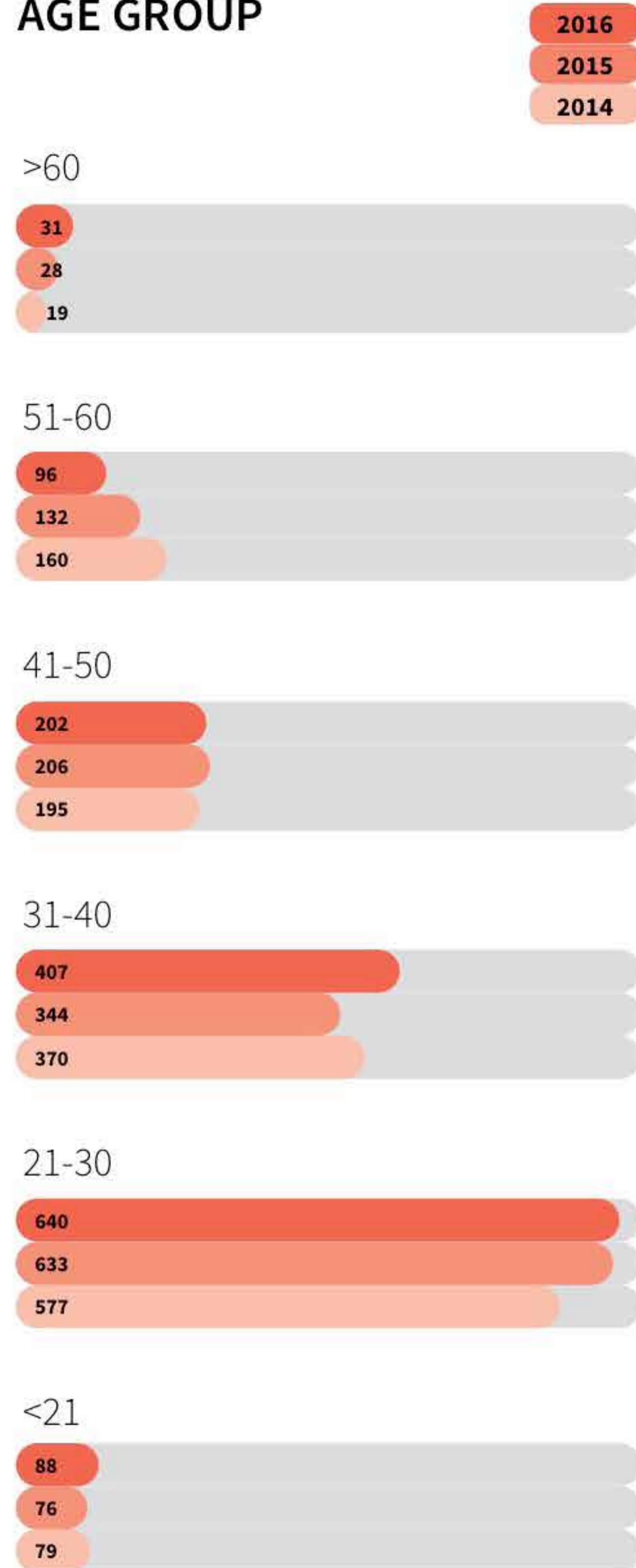
DRUG REHABILITATION CENTRE (DRC) INMATE POPULATION[14]
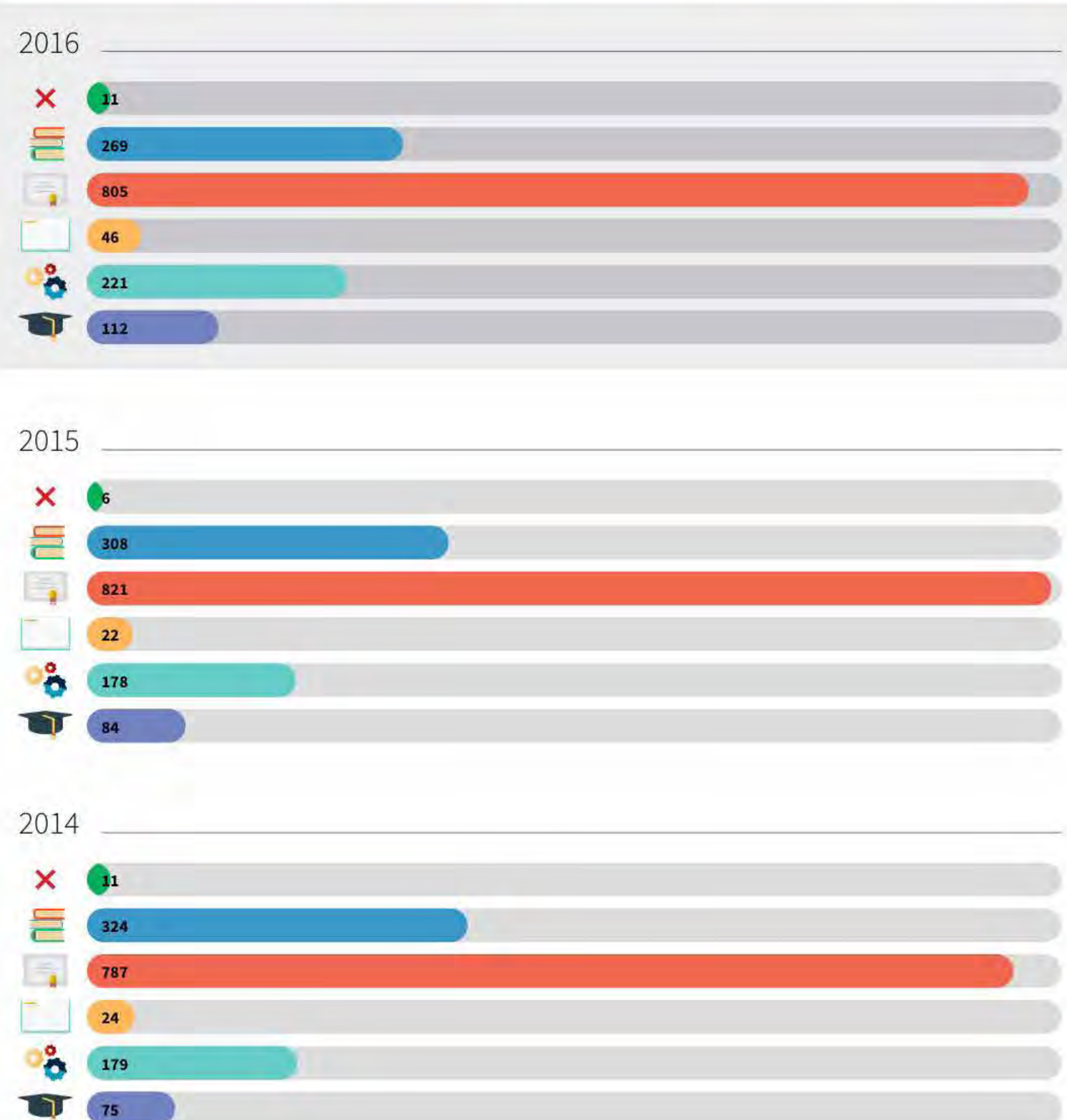
| AS AT 31 DECEMBER OF EACH YEAR

EDUCATION LEVEL[15]

| No Education | Primary | Secondary | Pre – U | Vocational | Tertiary & Above |

GENDER

2016

Total DRC Population: 1,464

♂ 1,199
♀ 265

2015

Total DRC Population: 1,419

♂ 1,121
♀ 298

2014

Total DRC Population: 1,400

♂ 1,146
♀ 254

AGE GROUP

2016
2015
2014

>60
31
28
19

51-60
96
132
160

41-50
202
206
195

31-40
407
344
370

21-30
640
633
577

<21
88
76
79

Education Level

2016
✕ 11
≡ 269
🖺 805
▭ 46
⚙ 221
🎓 112

2015
✕ 6
≡ 308
🖺 821
▭ 22
⚙ 178
🎓 84

2014
✕ 11
≡ 324
🖺 787
▭ 24
⚙ 179
🎓 75

[14] The DRC Regime is meant for local inmates only. The figures refer to the number of DRC inmates who are among the inmate population as at the end of the respective year.
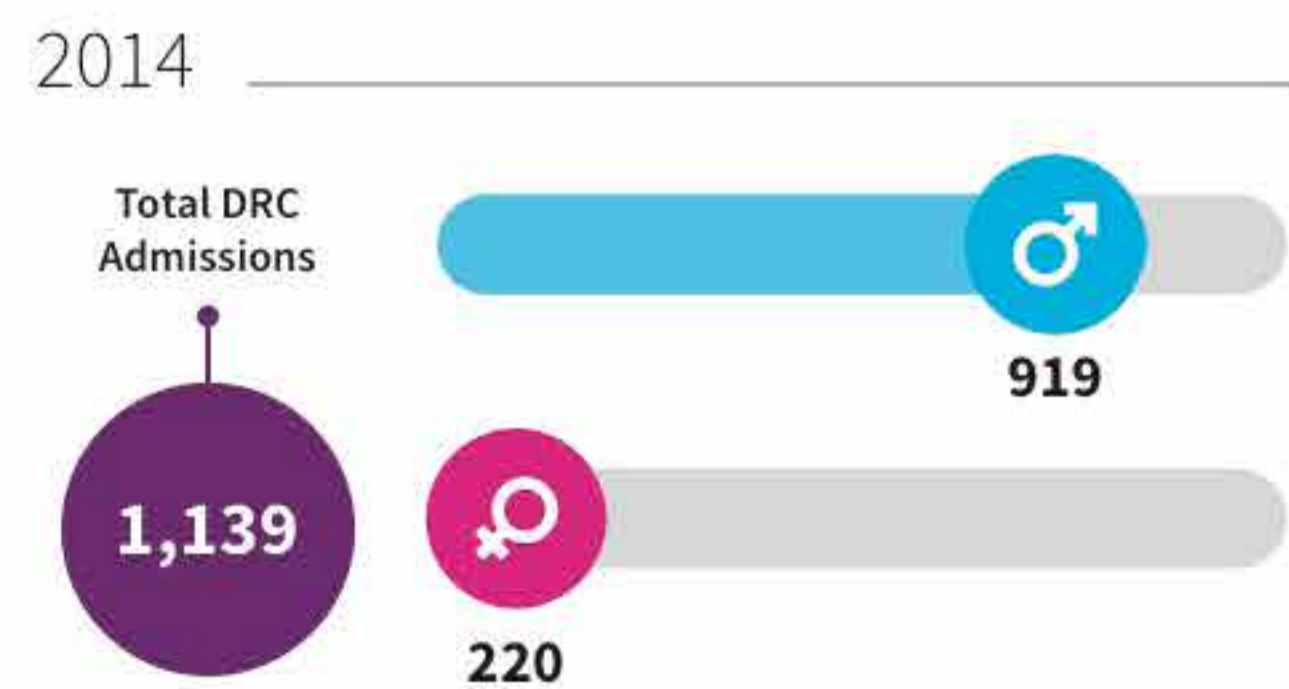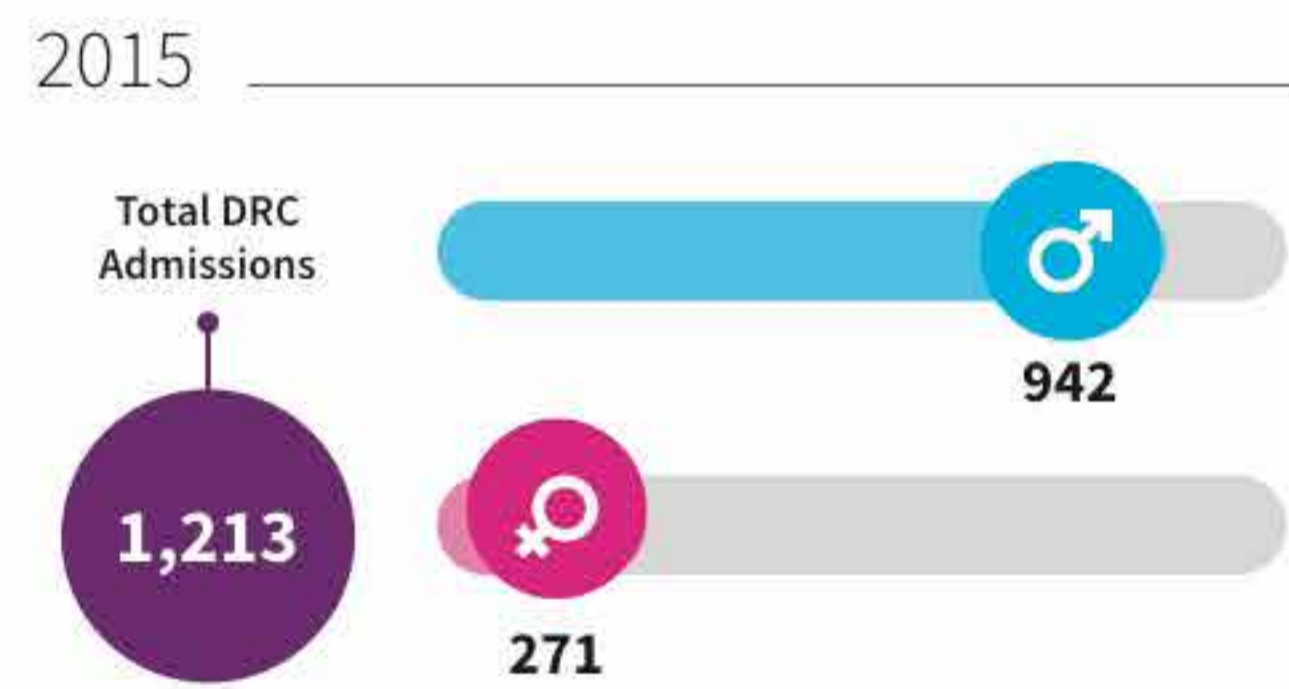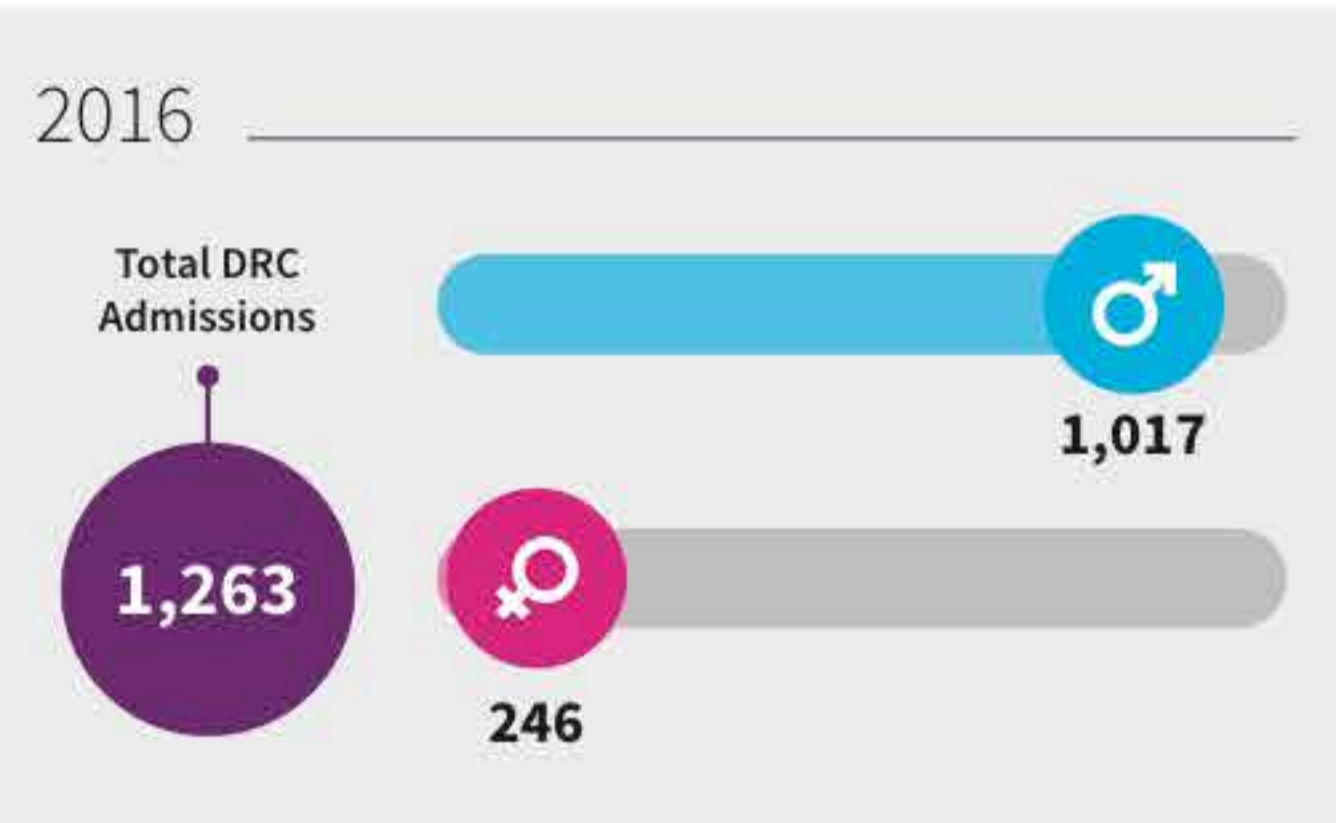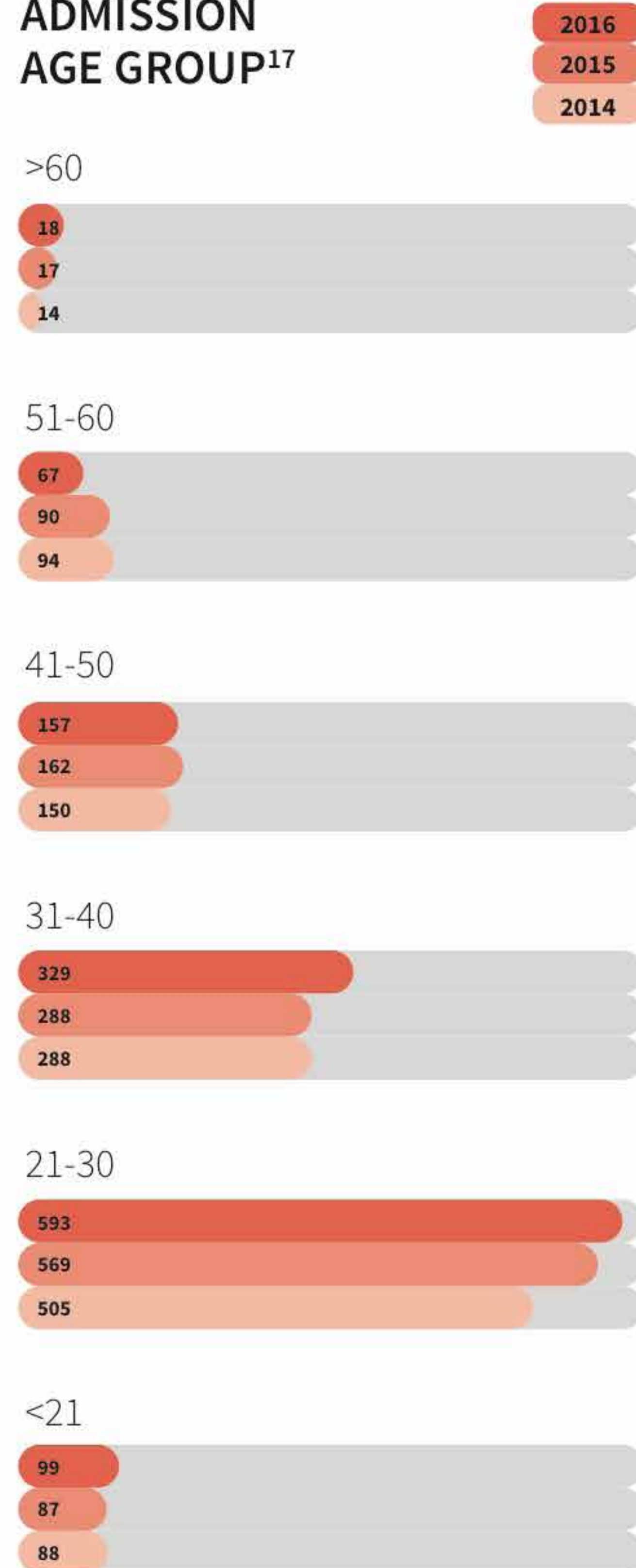
[15] As declared by inmates upon admission.

DRC INMATE ADMISSIONS[16]

I AS AT 31 DECEMBER OF EACH YEAR

GENDER

2016

Total DRC Admissions

♂ 1,017
1,263
♀ 246

2015

Total DRC Admissions

♂ 942
1,213
♀ 271

2014

Total DRC Admissions

♂ 919
1,139
♀ 220

ADMISSION AGE GROUP[17]

2016
2015
2014

>60
18
17
14

51-60
67
90
94

41-50
157
162
150

31-40
329
288
288

21-30
593
569
505

<21
99
87
88

EDUCATION LEVEL[18]

No Education	Primary	Secondary	Pre – U	Vocational	Tertiary & Above

2016

No Education: 11
Primary: 220
Secondary: 683
Pre – U: 43
Vocational: 200
Tertiary & Above: 106

2015

No Education: 4
Primary: 247
Secondary: 712
Pre – U: 23
Vocational: 148
Tertiary & Above: 79

2014

No Education: 11
Primary: 253
Secondary: 639
Pre – U: 19
Vocational: 151
Tertiary & Above: 66

[16] The figures refer to the number of DRC inmates admissions for the calendar year.
[17] Age as at admission.

[18] As declared by inmates upon admission.