



**SINGAPORE
PRISON SERVICE**
CAPTAINS OF LIVES
REHAB • RENEW • RESTART



REACHING
NEW HEIGHTS
SINGAPORE PRISON SERVICE

ANNUAL
REPORT
2017

VISION

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

MISSION

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

SHARED VALUES IN CORRECTIONS

Synergy

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

Vigilance

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

Integrity

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

Care

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

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COMMISSIONER'S FOREWORD

The Singapore Prison Service (SPS) operationalised the Pre-Release Centre and implemented the Enhanced Supervision Scheme (ESS) as a precursor to the Mandatory Aftercare Scheme in 2012, marking the start of our efforts in structured aftercare supervision. Five years since, 'Reaching New Heights' highlights the key milestones for 2017, as SPS continues to deepen our capabilities in corrections.

Transforming Infrastructure, Transforming Inmates

'Prison Without Guards' and 'Prison Without Walls' were cornerstone initiatives launched in 2017 to optimise resource deployment within prisons and expand rehabilitation beyond our physical walls. In October last year, Changi Women's Prison moved into Institution A4, where various new technologies are being introduced to enhance operational effectiveness and efficiency, while ensuring safety and security. SPS is constantly innovating and leveraging technology to be a world-class correctional agency.

SPS continues to refine our risk screening techniques and assessment approaches in line with international standards. This ensures that rehabilitation programmes work well towards imparting offenders with the motivations and skills to lead pro-social lives that are free from drugs and crime.

SPS also recognises the importance of skills training to prepare inmates for re-entry into the workforce. In addition to broad-based Workforce Skills Qualification (WSQ) Training for inmates, the first phase of WSQ Advanced Training commenced in May 2017 and will be completed in mid-2018. Over 300 inmates will attain the WSQ Advanced Certification, which will better their employment prospects and empower them to realise their potential.



'Deepening Collaborations, Realising Transformation'
- Guest of Honour, Mr K Shanmugam at SPS-SCORE
Corporate Advance 2017

Soaring Abroad, Staying Ahead

On the international front, SPS was conferred the International Corrections and Prisons Association (ICPA) Correctional Excellence Award for developing and implementing the 'Enhanced Supervision Scheme - An Evidence-Informed Throughcare Approach for High-Risk Offenders Before and After Release'. The ESS has validated our throughcare approach to corrections - investing in both incare and aftercare programmes reduces recidivism while increasing motivational levels and employment rates of offenders. SPS was also elected to serve on the ICPA Board at the 19th ICPA Conference in London, United Kingdom in October last year.



Commissioner of Prisons receiving the Correctional
Excellence Award at ICPA 2017

Ripples of Change at Every Level

The coming years will see SPS further developing capabilities within and strengthening collaborations beyond, especially in the areas of family interventions and volunteer befriending. While advanced

infrastructure, technological breakthroughs and the best programmes may be effective force multipliers, they are at best enablers that must be championed by our Captains of Lives - officers who believe in a shared vision, and our Yellow Ribbon ambassadors - volunteers who passionately believe in second chances.

In 2018, we can look forward to a series of events to commemorate 15 years of the Yellow Ribbon Project (YRP). Since 2004, the YRP has served to create awareness, generate acceptance and inspire community action towards second chances for ex-offenders and their families. SPS works closely with the community in helping to reduce re-offending and helping ex-offenders reintegrate into society. SPS is fortunate to have volunteers from various organisations partnering us in the challenging but rewarding work of rehabilitation and reintegration of offenders. We are deeply appreciative of their contributions.

Let us continue to inspire one another to develop deeper convictions in the meaningful work we do. A small change can have an enormous and far-reaching effect. When we do our part well, we will positively impact offenders, their families, employers, and society, for a safer Singapore.

Desmond Chin

Commissioner of Prisons
Singapore Prison Service

DIRECTORATE MEMBERS



Desmond Chin
Commissioner of Prisons



Shie Yong Lee
Deputy Commissioner of Prisons /
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Terrence Goh
Director, Operations



Cecilia Chew
Director, Staff Development



Lee Kwai Sem
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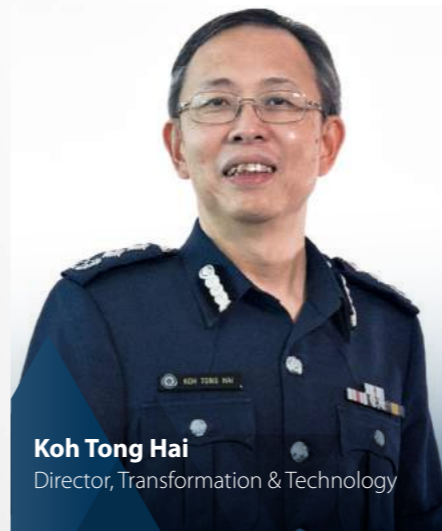
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Director, Transformation & Technology



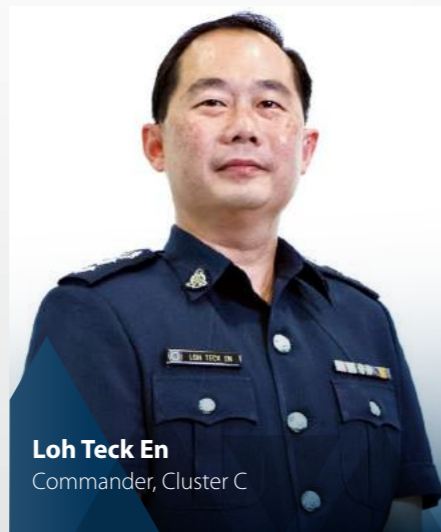
Carolyn Kan
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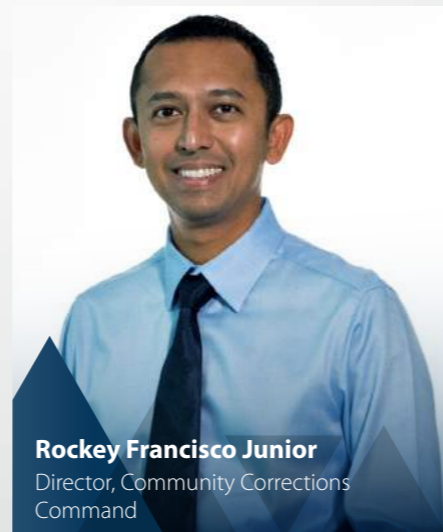
Matthew Wee
Commander, Cluster A



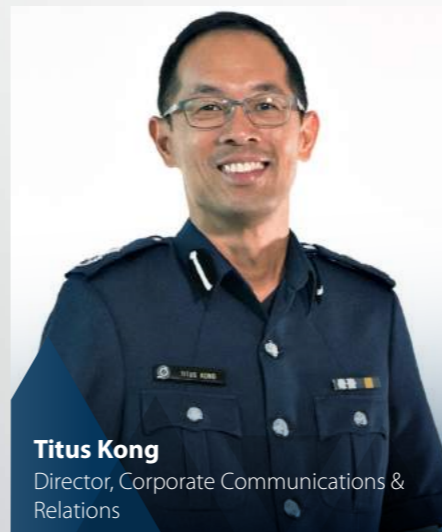
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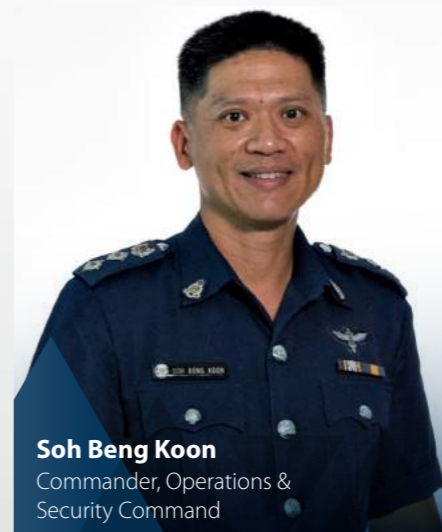
Loh Teck En
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Titus Kong
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Soh Beng Koon
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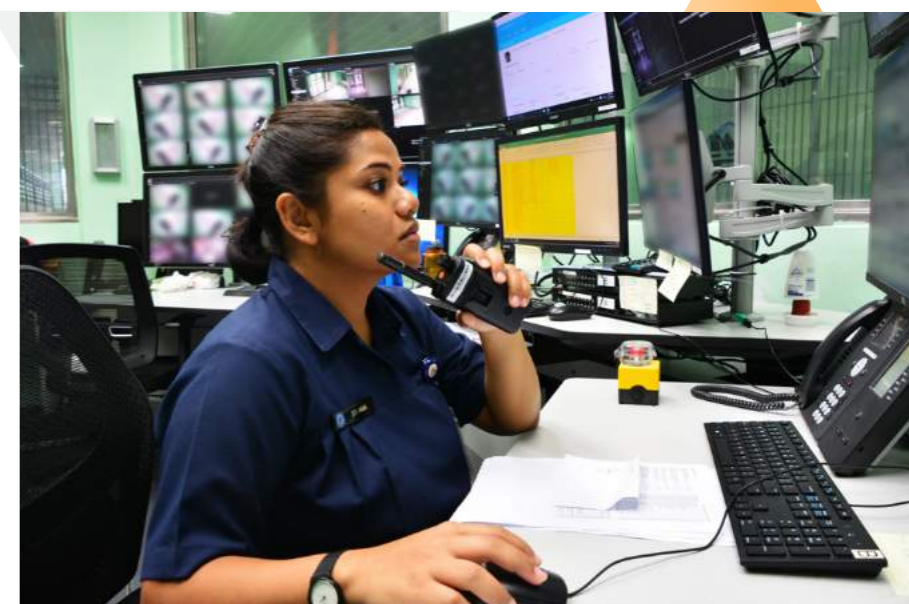
Tan Eng Keong
Director, Provost

PRISON WITHOUT GUARDS – TRANSFORMATION & TECHNOLOGY

'Prison Without Guards' is a transformed operational concept introduced by the Singapore Prison Service (SPS). Firstly, we leverage technology for greater automation, empowering officers to engage in higher-order work. Secondly, SPS utilises an overall risk assessment framework to allocate inmates to the various institutions, and differentiate the regimes they are assigned to according to their risks and needs.

In the 'transformed' Housing Units (HUs), we maintain inmate discipline and order through the use of CCTVs and supported by the Command, Control, Communication, Computer and Intelligence Management System (C4i). C4i interacts with multiple systems to extract critical data and facilitate information flows between officers in the control centre and officers on the ground. Full digital CCTV coverage also enables officers to shift from routine guarding duties to focus on more value-adding work, such as inmate engagement.

The Intelligence-Driven Dynamic Security (IDDS) HU operating model is another core component of the transformed HU that harnesses data in the operations and rehabilitation processes. We use data analytics to enhance our surveillance systems and risk management capabilities, translating intelligence into usable and actionable information that helps officers on the ground make more informed operational decisions on a day-to-day



Housing Unit Control Centre

basis. Officers can access the information at their fingertips via the Prison Operations & Rehabilitation System (PORTS) II mobile tablet devices. This marks a shift from manual supervision to an intelligence-aided system that maintains discipline and order in the institutions.

Technology such as the Digitalisation of Inmate Rehabilitation and Corrections Tool (DIRECT) also reduces inmate reliance on staff, helping us to roll out differentiated rehabilitation programmes to each individual inmate electronically based on their risks and needs. The DIRECT system works together with business analytics engines to engage inmates through tablets pre-loaded with various applications, even inside their cells. They can use the system to undertake e-learning on their own and read their electronic letters, among other things – this empowers them to take greater ownership of their own rehabilitation. It also serves as an operational control tool in inmate management, incorporating the progressive privileges function for inmates. The data gathered over time allows SPS to monitor trends in inmate behaviour, enabling improved decision-making and situational awareness.



Inmate using e-Letters in DIRECT

Other technologies that optimise key operational processes in the transformed HU include the new-generation Integrated Security Systems (ISS), Digital Rehabilitation Records Management System (DRRMS) and Millimetre Wave Body Scanner (MWBS). Together, these initiatives achieve safe and secure prison environments, operational effectiveness and efficiency, and greater rehabilitation opportunities for inmates.



Rehabilitation data captured via DRRMS

Intelligent Logistic Item Dispenser System (iLIDS) Technology Trial

iLIDS is a self-service kiosk for inmates to purchase canteen items with their weekly allowance. Using the new inmate wrist tags embedded with a Near Field Communications chip, iLIDS allows inmates to purchase canteen items instantly from the kiosk, automatically deducting the cost of purchase from their account. This does away with the administrative processes of collating inmates' purchase orders, making payment and distributing the canteen items. The development of iLIDS started in August 2017 and has been on trial at Institution B3 since March 2018.



iLIDS - Self-service kiosk for inmates to purchase canteen items

HIGHLIGHTS IN FY2017



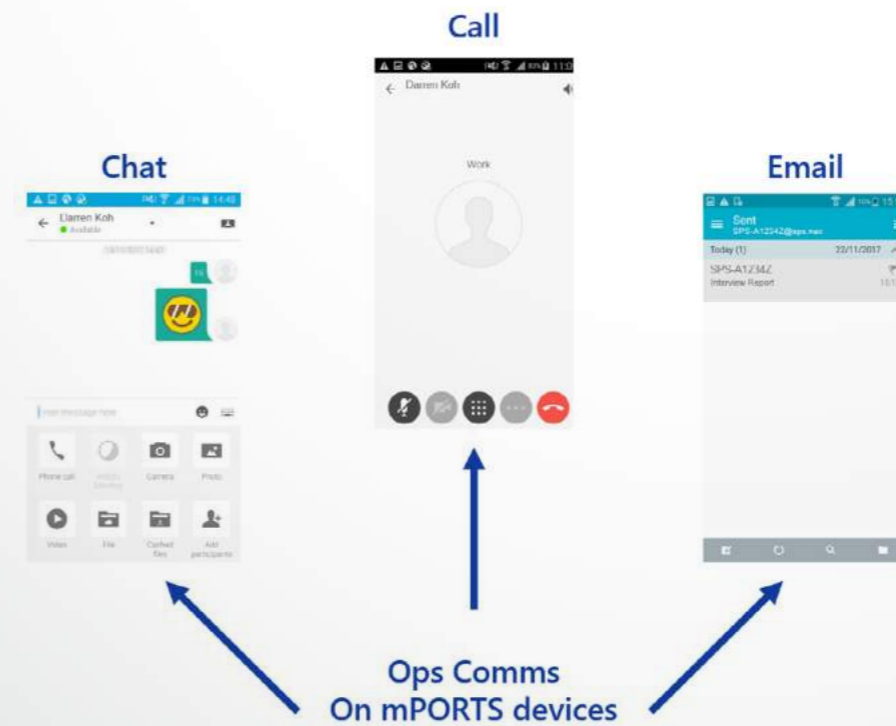
Officer performing security check using MWBS



Officer using ASEC to draw security equipment

'Prison Without Guards' Pilot at Institution A4

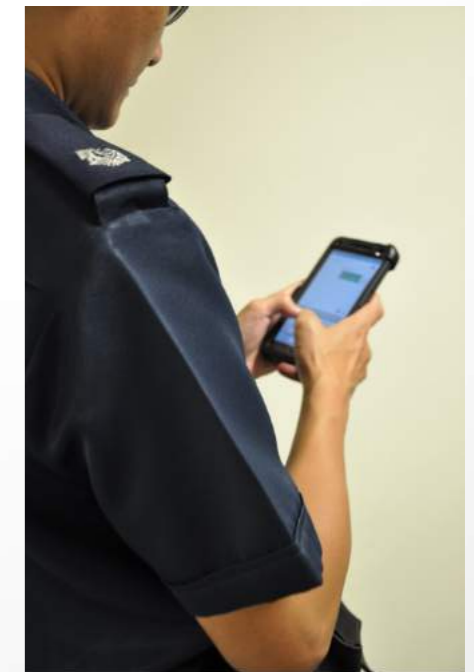
The 'Prison Without Guards' initiative was piloted at Institution A4 since October 2017, following the relocation of inmates from the old Changi Women's Prison. We have rolled out a comprehensive suite of technology, including PORTS II (and mobile PORTS II), a new-generation ISS, DIRECT, DRRMS, MWBS, full CCTV surveillance coverage and the IDDS HU operating model. Other technologies such as Facial Recognition for remote mustering and detection of unauthorised access, and Automated Security Equipment Cabinet (ASEC) will be piloted at A4 later in 2018.



Full Implementation of Operations Communication Applications (Ops Comms)

Ops Comms is a suite of applications installed in mobile PORTS devices and computers that allow officers to make audio calls, send messages, create group chats

and enable file transfers and emails within SPS. It aims to support officers by providing an additional mode of communication, facilitating communication with multiple users, allowing mass broadcast of information and enabling information sharing with pictures.



Officer using Ops Comms on mobile PORTS device

Ops Comms was introduced to officers at Institutions A1, A2, B4 and Tanah Merah Prison during the first phase of implementation in January 2018, before being rolled out to remaining institutions from April 2018 onwards.

▲ PRISON WITHOUT WALLS – FULL SPECTRUM COMMUNITY CORRECTIONS

▲ WHAT IS 'PRISON WITHOUT WALLS'?

The phrase 'Prison Without Walls' describes the future of community corrections — extending the scale and scope of corrections in the community in an effective, efficient and safe manner. It underscores the Singapore Prison Service's (SPS) efforts to undertake rehabilitation and reintegration in the community, while minimising the risks involved through appropriate supervision. It is a deliberate strategy towards achieving SPS's Mission and Vision of reducing re-offending for a safe Singapore.

▲ WHY EMBARK ON 'PRISON WITHOUT WALLS'?

Rehabilitated and reintegrated ex-offenders are less likely to re-offend and cause harm to the community, their families and themselves. Research has shown that the post-release phase is a crucial period for ex-offenders as they face challenges and pressures upon returning to their families, employers and the community. As such, they require support and step-down arrangements to support them in their rehabilitation and reintegration, especially after a long period of incarceration. Community corrections provides this support and step-down arrangement, giving ex-offenders a better chance of staying crime and drug-free when back in the community.



▲ NOT A COMPLETELY NEW CONCEPT TO SPS

SPS started the Work Release Scheme in 1985. Since then, SPS has come a long way in its efforts to bring its rehabilitation, reintegration and supervision work into the community. Traditionally, community corrections had been confined to working with inmates at the tail-end of their sentences. Two developments fundamentally changed the scope of community corrections in SPS.

The first of these was the implementation of Community Based Sentencing in 2011, which includes the Day Reporting Order (DRO) administered by SPS. Offenders on DRO are not incarcerated. Instead, they report to SPS officers in the community on stipulated dates for counselling and rehabilitation programmes. This pushed SPS's work upstream without involving incarceration.

The second change occurred in 2014. As more Long Term (LT) inmates were being released, SPS recognised the need for more scaffolding and support after a long incarceration period. The Prisons Act was amended, giving SPS the authority


to provide LT inmates, among others, mandatory aftercare following their release. This extended SPS's community corrections even beyond the inmate's release date, into a post-release phase.



Phase 1 Topping Out Ceremony for the new Selarang Park Complex


To oversee these changes in scope and scale, SPS set up the Community Corrections Command (COMC) in 2014. COMC is a dedicated operational command that tasks both uniformed officers and civilian specialists to carry out rehabilitation, reintegration and supervision work in the community. As part of SPS's throughcare approach, COMC oversees different programmes in the community for both drug and penal offenders. The diagram below shows our approach to community corrections in the areas of rehabilitation, reintegration and supervision.


Our Approach to Community Corrections



Rehabilitation in Real Life Setting


- Counselling at community facilities such as Work Release Camps and Halfway Houses
- Work or study in the day, returning in the evenings to community facilities for counselling and programmes





Reintegration into the Community

- Case management: assess and plan for intervention, working with families and community partners
- Collaboration with government agencies and community partners





Supervision in the Community

- Suitability assessments
- Case discussions and monitoring
- Tagging
- Urine tests
- Reporting sessions
- Recall / re-arrest protocols



▲ 'PRISON WITHOUT WALLS' - THE FUTURE OF COMMUNITY CORRECTIONS

What then, after having completed programmes in prison, is the future of community corrections? We are likely to see more offenders placed on community-based programmes and supervision. There will also likely be more SPS officers, both uniformed and specialists, out working in the community to assist in their reintegration.

However, we will need to address two challenges. Firstly, it is unlikely that the number of officers in the community will increase proportionately to the number of offenders out in the community. Secondly, we need to enhance our processes – doing our work better, smarter and differently, to achieve lower recidivism rates where change is sustained and offenders do not re-offend.

SPS will be looking at the areas shown in the diagram below, as well as ways to better leverage technology and community partnerships, so as to implement community corrections more effectively, efficiently and safely. Ultimately, 'Prison Without Walls' will help SPS realise its vision of a society without re-offending, for a safer Singapore.

Future of Community Corrections



▲ CHANGI WOMEN'S PRISON TO INSTITUTION A4 – A NEW BEGINNING

2017 marked an exciting year of transition for Changi Women's Prison (CWP). On 15 October 2017, inmates were transferred to the newly refurbished Institution A4 in Cluster A, which was retrofitted with the latest technologies. This was not just a physical move, but also a shift in Singapore Prison Service's (SPS) mental model for rehabilitation practices.

▲ THE EVOLUTION OF THE WOMEN'S PRISON IN SINGAPORE (ROSE LODGE – CWP – A4)



Old CWP

From 1965 to 1994, female inmates were housed in the semi-open Rose Lodge. The environment resembled a school in the olden days, and the inmates were taught farming and gardening.

CWP was opened as a state-of-the-art prison in 1994. It housed all categories of female offenders, and also served as a Drug Rehabilitation Centre and Reformatory Training Centre.

Over the years, CWP's infrastructure began to decline with age. It also started to fall behind Clusters A and B in the Changi Prison Complex in terms of technology and mode of operation. Hence, it was timely for a transformation of the last lock-and-key prison in Singapore. CWP was chosen to spearhead SPS's push towards building a Smart Prison.

▲ A NEW WOMEN'S CORRECTIONAL FACILITY

The layout of housing units in Institution A4 was deliberately planned to facilitate greater interaction between staff and inmates. Wall colours were carefully selected for their psychological impact, while common spaces are decked with motivational decals based on core values of Empathy, Mutuality, Affirmation, Responsibility and Independence (EMARI) to inspire the inmates.



Inmate individual counselling session with Officer and Correctional Rehabilitation Specialist



Officer and Correctional Rehabilitation Specialist conducting briefing on EMARI values

Crucially, we have used technology to transform Institution A4, automating selected routines so as to free officers to engage in higher-order work. For example, in place of routine guarding duties, officers can devote more time to collaborate with various stakeholders in rehabilitative work and have more purposeful interactions with inmates, such as reinforcing pro-social skills and positive behaviours.



Inmate using DIRECT tablet

The Digitalisation of Inmates Rehabilitation and Corrections Tool (DIRECT) allows automated screening of newspapers and inmates' letters. This enhances security by lowering the chances of contraband smuggling, while reducing the time needed to process hardcopy letters. In addition, inmates are also empowered to take ownership of their rehabilitation with self-directed learning using the DIRECT tablets.

▲ WHAT'S NEXT FOR INSTITUTION A4?

Institution A4 will be spearheading the use of more new technologies, such as the Automated Security Equipment Cabinets for staff to draw security equipment through biometric authentication, facial recognition technology for access control, and electronically-administered intervention for inmates through DIRECT.

We will also continue to develop our officers' expertise in gender-responsive rehabilitation work. They can expect regular skills upgrading and will be equipped with more sophisticated skillsets to work with families and the community, to effect lasting and profound changes in the inmates' lives.

▲ REFLECTIONS

"The only constant amidst the myriad of infrastructural and operational changes is the commitment and passion of our officers – women officers are ready for more initiatives to come!"

– SUPT Irene Lee, Officer-in-Charge Housing Unit, Institution A4



Unescorted inmate movement

"Many things are better here in A4 as compared to in CWP. Apart from physical environment improvements, the culture here also feels more peaceful. Operations seem to be more systematic and efficient. We can have increased engagement with the officers. Overall, the culture has changed for the better."

– DRC inmate at Institution A4



Programme session conducted in purpose-built classroom with beanbags

"Having more multi-purpose rooms in Institution A4 allows for scheduling of more programmes for the inmates. The beanbag room gives a more relaxed vibe and is especially popular and conducive for certain programmes. The Digital Rehabilitation Records Management System helps in tracking inmates' attendance in the various programmes. These man-hour savings translate to greater partnerships between the specialists and the officers in the inmates' rehabilitation."

– MX12 Vanessa Ng Wan Ning, Correctional Rehabilitation Specialist, Correctional Rehabilitation Services Branch (Women)

▲ ACCURATE ASSESSMENT, RIGHT REHABILITATION

"Helping to allocate scarce resources more effectively and efficiently while protecting our communities, forensic risk assessment has come to be a cornerstone of forensic practice."

- (Brown & Singh 2014)

Conducting accurate offender risk assessment and providing effective rehabilitation are the hallmarks of a world class correctional system. In 2017, the Singapore Prison Service (SPS) made significant progress in these two areas to promote offenders' rehabilitation and reintegration outcomes, and to protect public safety.

▲ DEFINING ASSESSMENTS IN SPS

Conducting accurate offender risk assessment is critical to SPS's Mission and Vision as it informs the intensity and method of rehabilitation and management for offenders during their time in prison and the community. This allows us to achieve optimal rehabilitation and reintegration outcomes through the provision of appropriate intervention dosages that target specific criminogenic factors in manners which offenders will best respond – this is known as the Risk-Needs-Responsivity model (Andrews & Bonta 2007).

In assessing offenders' risk, we consider a variety of factors that are scientifically proven to be linked to recidivism. To ensure accuracy, SPS utilises instruments that are evidence-informed, statistically

robust and empirically-supported. This combines various forms of risk screening techniques and assessment approaches within a comprehensive risk management framework to match inmates to the multitude of rehabilitation and reintegration services we have available, depending on which they will benefit the most from.

In addition, given that risk, need and responsivity factors change over time, we conduct follow-up assessments to ensure accuracy and timeliness in catering to inmates' intervention needs. Psychologists, correctional rehabilitation specialists and prison officers in SPS who are involved in the risk assessment framework are given quality training and supervision to ensure the fidelity of assessments.

The area of offender risk assessment also saw significant achievements in 2017. We created a psychological risk assessment manual to ensure that our practices are consistent and adhere to best practices. We also developed a supplementary guide to help psychologists detect and integrate pathological personality traits associated with violence in their risk assessment of violent offenders.

SPS also implemented a unified risk assessment report template with enhanced features to benefit both the readers and writers of the reports. In addition, we also underwent training from various subject matter experts, such as on violent and sexual offending risk assessment tools; so as to keep up with new developments.



Psychologists, Correctional Rehabilitation Specialists and Prison Officers in SPS conduct accurate risk assessments to ensure that rehabilitation and management of offenders are well-informed and in line with core principles recommended in international literature

▲ PROVIDING THE RIGHT REHABILITATION IN SPS

In SPS, we provide inmates different regimes and programmes based on their specific risks and needs, which is in line with international best practice on offender assessment and rehabilitation.

Programmes such as the Enhanced Drug Rehabilitation Regime and revised Reformatory Training Regime have specific assessments, processes, and programming that cater to the specialised rehabilitation needs of drug and youth offenders respectively. SPS also recognises that rehabilitation takes place in the day-to-day interactions between officers and inmates. Hence, officers on the ground are trained on the 7 Habits of Effective Captains of Lives to use in their daily interactions with inmates. For example, officers are encouraged to engage and motivate offenders purposefully, which in turn positively influences their motivation for change.



Training on SPS's '7 Habits' was rolled out across organization to align our staff's values with SPS's rehabilitation efforts



In 2017, a new gender responsive women's prison was born with increased efforts to incorporate gender responsive approaches in the rehabilitation techniques and daily operations at Changi Women's Prison

To enhance rehabilitation efforts, SPS developed the Catch It, Check It, Change It, Cast It (4C) programme to incorporate gender-responsive approaches for rehabilitation. Additionally, SPS conducted the Gender-Responsive Intelligence-Driven Dynamic Security Integrated Training to enhance officers' knowledge and ability to handle gender-responsive needs at Institution A4, leading to a new gender-responsive women's prison.

Overall, SPS ensures accuracy and timeliness to facilitate inmates' rehabilitation and reintegration outcomes, and to protect public safety through having assessment and rehabilitation practices guided by research and evidence-informed principles.



Offenders of varying profiles are provided with differentiated regimes and programmes to cater to their specialized rehabilitation needs

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Andrews, D. A., & Bonta, J. (2010). *The psychology of criminal conduct* (5th ed.). Providence, NJ: Matthew Bender & Company, Inc.

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▲ CORRECTIONAL PRACTICES – 7 HABITS OF EFFECTIVE COLS

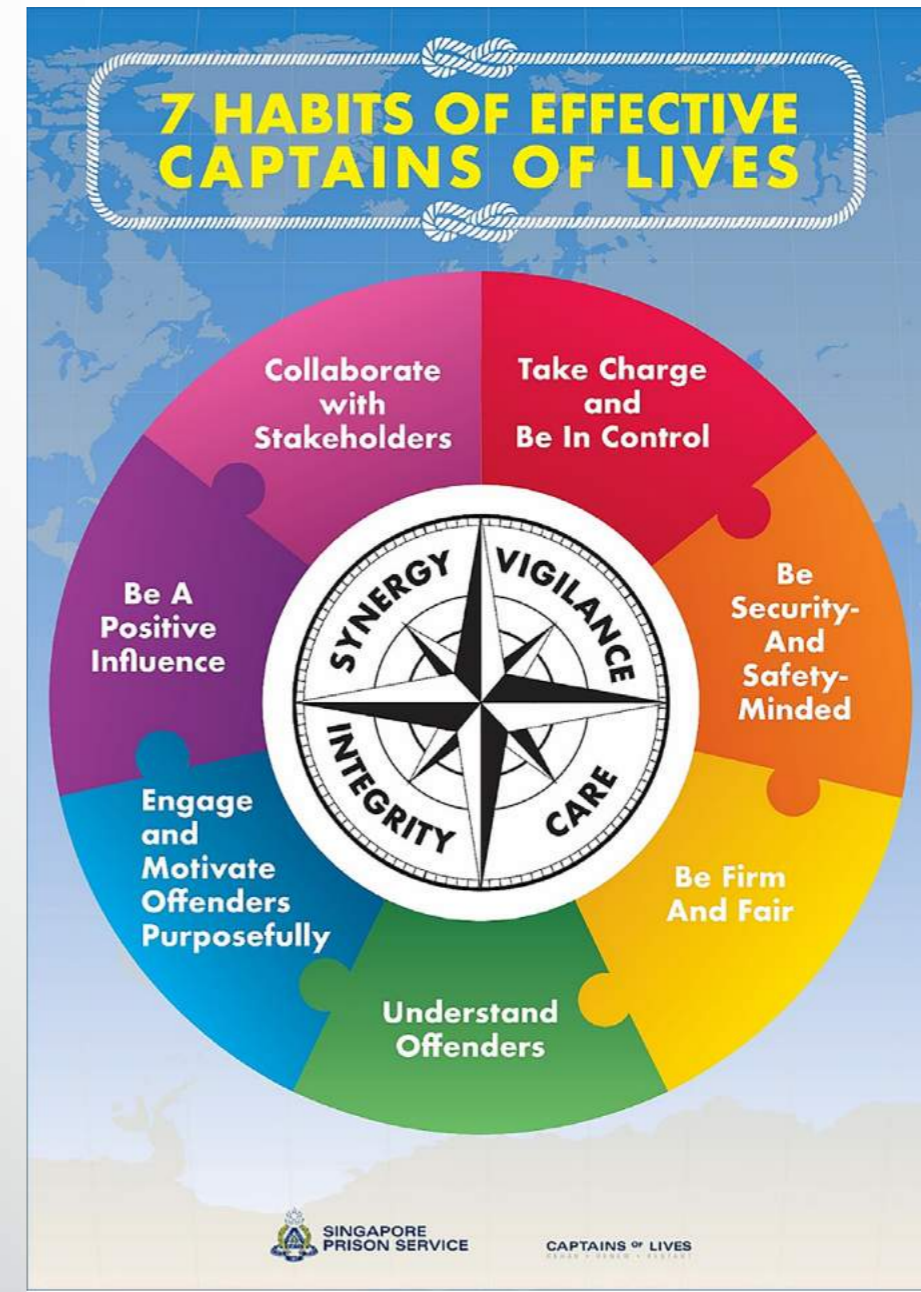
Stephen Covey's acclaimed book, '7 Habits of Highly Effective People', has guided readers all over the world on how to achieve personal effectiveness. But what are the seven habits that can make Captains of Lives (COLs) more effective in their roles?

▲ DEVELOPING STAFF, DEVELOPING ORGANISATION

Following the unveiling of the new Vision, Mission, and Core Values in recent years, Singapore Prison Service (SPS) recognised the development of staff competencies as a key driving force to scale even greater heights. Previously, there were six Jailcraft Principles, introduced in 2009, to guide COLs in inmate management. Over the years, with leaner manpower, more complex inmate profiles and greater public scrutiny; what is required of COLs has also evolved.

In a 'Prison Without Guards', officers have moved from being prison wardens to an expanded role as correctional officers. This is paired with the vision of a 'Prison Without Walls', where officers have expanded spheres of influence in the community. COLs work closely with external stakeholders and key partners to better equip inmates for reintegration with society, leading to reduced recidivism.

Underpinned by the Core Values of Synergy, Vigilance, Integrity and Care, these are the seven habits that SPS officers need to internalise to become effective COLs. The shift from 'principles' to 'habits' highlights the need for all COLs to put these actions into practice daily and in every aspect of their work.



▲ LIFE HACK: HOW TO MAKE NEW HABITS

We all know how difficult it is to break a bad habit, form a new habit, or achieve a new year resolution – be it a commitment to stop procrastinating, eat more healthily, or finally taking up that self-enrichment class. In rolling out the '7 Habits of Effective COLs', we took multiple approaches to ease COLs into learning and forming the new habits.

To start, we widely circulated messages and collaterals, such as pocket-sized cards, handbooks, posters and magnets, to COLs as visual prompts to help them **remember** the '7 Habits'.

However, merely remembering the habits would not necessarily translate into behavioural transformation. We needed to help COLs develop a deeper

understanding of what each habit entails for them to translate theory into action. We did this through e-Learning modules, demonstration videos and quizzes to consolidate learning.

The final step was to put their understanding to **practice**. COLs underwent relevant skills training during their regular ongoing training sessions. The '7 Habits' served as a guide during the staff coaching sessions to highlight actual behaviours that are consistent with the '7 Habits'. This was complemented with role plays and case studies to help solidify the learning. These exercises ensured that the skills will be part of COLs' second nature when dealing with inmates on the ground, becoming a true habit.



▲ IS THAT IT? I WANT MORE!

While practicing these '7 Habits' will serve to maintain a safe and secure prison environment, inspire change in inmates, and help ex-offenders desist from crime and drugs; there will always be more difficult cases that may require specialised knowledge and a deeper understanding of relevant skillsets. We have also identified a series of external trainings to further develop the competencies of COLs.

Like how the Jailcraft Competencies have helped to frame SPS's coaching and outline what was required of all COLs, the '7 Habits of Effective COLs' now incorporates the renewed vision, mission, and values. It will prepare COLs for the future, driving SPS to greater heights.





SYNERGIES THROUGH COMMUNITY PARTNERSHIPS – AGENCIES SPECIALISING IN FAMILY WORK

Recognising family as an important protective factor for the successful rehabilitation and reintegration of offenders, the Singapore Prison Service (SPS) works closely with community agencies specialising in family work to facilitate interim family support services and programmes for those in need. One such agency is the Association of Muslim Professionals (AMP).



Ms Siti Nurshafiqah

In March 2017, SPS embarked on a partnership with AMP to run the Development and Rehabilitation Programme (DRP) for 150 inmates in the Drug Rehabilitation Centre. The DRP aims to provide a structured and holistic reintegration programme. Ms Siti Nurshafiqah binte Abdul Kadir, 26, is one of the case officers on this programme.

Shafiqah follows the inmates over a period of 12 to 18 months, starting from a Personal Development Programme during the incare phase that focusses on topics such as life-skills, financial literacy, parenting and family management. During this phase, Shafiqah and her team would engage the inmates' families, raising awareness of the importance of their support in the successful rehabilitation journey of their loved ones. Families in need would be assisted through economic empowerment and socio-educational programmes.

Ali* and his family were beneficiaries of this programme. Ali was the sole breadwinner of his family of eight and was holding four jobs before he was arrested. He thought that he could stay alert to work longer hours by consuming drugs. Through the programme, he learnt important life-skills, financial planning, and the availability of social assistance his family could tap on. As part of nurturing the family's intergenerational resilience, Shafiqah worked out the children's caregiving arrangements and assisted Ali's wife in seeking employment.

When Ali was released in August 2017, Shafiqah continued to address his reintegration needs. This included referring Ali and his wife for marital counselling to help resolve conflicts that occurred during his adjustment after release. AMP would hold monthly support group sessions which Ali and his family could attend and meet other beneficiaries of the programme.

As it was the first time Shafiqah worked directly with an offender, she was apprehensive and unsure of what to expect. "Initially, I was anxious and uneasy as I was about to meet a group of people of varied backgrounds and profiles. However, through the workshops and individual counselling sessions, I realised that I had much to learn from them as well. It gives me a sense of satisfaction to be able to help them and their families, like Ali's, and witness first-hand how they are able to change for the better. I hope I can continue to guide and assure them that they are able to turn their lives around," said Shafiqah.



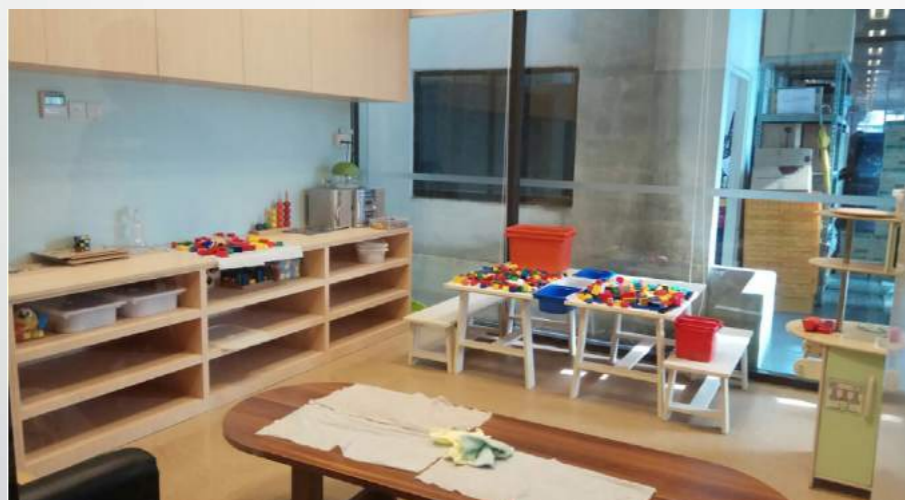
SPS Volunteers Awards Ceremony 2017

AMP
SINGAPORE

* Name has been changed to protect the inmate's identity.

Besides AMP, SPS works closely with other community agencies that run family programmes and provide family support services, including:

Family Programmes	Fei Yue Community Services and Lakeside Family Services run Family Programmes that seek to maintain and strengthen relationships between the inmates and their families. The aim is for the period of incarceration to not be detrimental to the family.	
Family Resource Centre (FRC)	The FRCs at Prison Link Centre (Changi) were set up to address the needs of inmates and their family members while the former are in prison, especially if they are not aware of the community resources available. The two FRCs are run by Fei Yue Community Services and Nexus Family Resource Centre.	
Project Relate	Singapore Children's Society (SCS) conducts Project Relate, a 11-week family programme that aims to heal and strengthen family ties between inmates and their children. The programme begins with weekly group sessions on parenting and culminates in a two-hour visit for incarcerated parents, children and their caregivers. SCS conducts two runs of Project Relate each year at selected institutions.	
Kids in Play	The Salvation Army Prison Support Services – Kids in Play (KIP) aims to strengthen the relationship between inmates and their children, and keep inmates motivated through family support. KIP conducts two sessions of Family Bonding Programmes in various institutions each year during the June and December school holidays. Volunteers with KIP also run a playroom within Prison Link Centre (Changi) every weekday to engage the children of inmates.	
Date with Dad & Family CARE	Focus on the Family Singapore runs integrated Family Programmes in prisons, helping incarcerated parents reconcile and reconnect with their families. Programmes like Date with Dad and Family CARE strengthen relationships between incarcerated fathers and their children.	



KIP playroom



Initiative for Incarcerated Mothers and Affected Children (IIMAC)	Singapore After-Care Association runs the IIMAC, which serves as a bridge between incarcerated mothers and their families. The programme provides an avenue for the mothers to relay concerns about their children. IIMAC also looks into the safety of the child and assesses caregiving arrangements through home visits.	
Fairy Godparent Programme	As part of efforts to prevent intergenerational offending, Industrial & Services Co-operative Society (ISCOS), together with Yellow Ribbon Fund (YRF), started the YRF-ISCOS Fairy Godparent Programme (FGP). The FGP provides academic assistance in the form of tuition and bursary awards, conducts parenting workshops and organises activities for children of incarcerated parents.	
Yellow Brick Road	The Yellow Brick Road Programme was developed with the aim to reduce the detrimental effects of incarceration and burden on families and children of inmates through the provision of case management services for families, structured workshops and enrichment activities for the children.	
Children Support Programme	The CapitaLand-YRF Children Support Programme seeks to nurture the development of cognitive and social-emotional skills among children of offenders. The two-year pilot programme aims to support 100 children from 3-12 years of age. This programme involves a system-level intervention with participation from multiple agencies, including SPS, CARE Network partners, Family Services Centres, Yellow Ribbon Community Project (YRCP) volunteers and other Voluntary Welfare Organisations (VWOs).	
New Life Stories	New Life Stories conducts self-awareness and resilience-building workshops for incarcerated mothers, with the aim to nurture resilience and empower them to be a better mother.	



Family bonding programme

THE YELLOW RIBBON PROJECT – SECOND CHANCE, INSPIRE CHANGE

TAKE THAT CHANCE, MAKE YR CHANGE – YELLOW RIBBON PRISON RUN (SUNDAY, 17 SEPTEMBER 2017)

The ninth edition of the Yellow Ribbon Prison Run (YRPR) saw about 7,000 runners, 180 volunteers and 50 organisations coming together in a show of support for second chances. As part of the run, the 'Run for Second Chances' movement saw 13 corporations raise a total of \$123,956 for the Yellow Ribbon Fund.



This year, the Yellow Ribbon Project (YRP) rolled out a volunteer-based First Aider Marker initiative, in collaboration with the Ministry of Home Affairs (MHA). More than 300 first aid-trained participants donned a black armband with a red cross to denote their ability to provide first aid assistance to fellow participants. This pilot initiative aimed to improve safety at the mass sporting event, and served as an additional medical safety measure put in place during the YRPR.



Guest of Honour Deputy Prime Minister Teo Chee Hean said, "We must open up our hearts, reach out to, and also help them, in whatever ways we can, to feel back at home in the community. We want our citizens, our people – even if they have had some difficulties in the past – to be able to have a chance to come back and make something of their lives. This is a very important aspect of being Singaporean."



Yellow Ribbon Prison Run 2017

▲ FOR BETTER ENDINGS AND NEW BEGINNINGS – YELLOW RIBBON COMMUNITY ART EXHIBITION (7 TO 21 OCTOBER 2017)

The Yellow Ribbon Community Art Exhibition (YRCAE), held at SAM at 8Q, marked the eighth year of partnership between YRP and Singapore Art Museum (SAM). The YRCAE is a platform for inmates to reach out to the community and mend family relationships, while showcasing their talents, creativity and artistic inclinations.

Themed "For Better Endings and New Beginnings", the exhibition highlighted inmates' resolve in righting past wrongs, and starting anew with their loved ones. The exhibition showcased a total of 108 artworks created by inmate artists on different mediums, such as canvas, ceramics and sculptures; providing a window into the artists' inner struggles and resolve to forge a brave new path ahead.

"With this event, we hope to encourage greater acceptance of second chances through the adoption of artworks, and among those who come to view the artworks. We want everyone to appreciate the talent that the inmates have," said DSP Cheong Wee Ling, Vice-Chairperson for the YRCAE Committee.



Yellow Ribbon Community Art Exhibition 2017



▲ YELLOW RIBBON CELEBRATING SECOND CHANCES AWARDS CEREMONY (SATURDAY, 4 NOVEMBER 2017)

Organised by the CARE Network, the Yellow Ribbon Celebrating Second Chances (C2C) Awards Ceremony aims to recognise and celebrate the efforts of ex-offenders who have stayed crime and drug-free.

Into its sixth edition, last year's ceremony saw awards being presented to 197 ex-offenders who have turned their lives around and successfully reintegrated into the community.

Guest of Honour, Parliamentary Secretary for Ministry of Home Affairs and Health, Mr Amrin Amin, commended the award recipients for their resilience and achievements, saying, "Rehabilitation and recovery begins with you, and you must stay the course. Today is an important milestone in your lives as we are here to celebrate your success. You have shown that it is possible to turn your lives around."



Guest of Honour, Mr Amrin Amin at the awards ceremony

▲ SUCCESS STORY

Mr Tan Han Lay, an award recipient of the Merit Achievement (Bronze) Award, has stayed crime and drug-free since his release in 2010.

With the unconditional support from his wife, Mr Tan spent time rebuilding his life. He now runs his own company where close to 40 per cent of his employees are ex-offenders. He believes that they too can rebuild their lives if they are given a second chance. Mr Tan aspires to be someone who can go forth and extend a helping hand to ex-offenders.

Apart from his family, Mr Tan remembers the help provided by the community in his rehabilitation journey. He is especially grateful to the Teen Challenge for providing counselling support and opportunities for skills training, which enhanced his employability and enabled him to get back on his feet. Today, Mr Tan and his wife actively volunteer as prison counsellors to support the inmates.



Mr Tan Han Lay receiving the Merit Achievement (Bronze) Award from Guest of Honour, Mr Amrin Amin

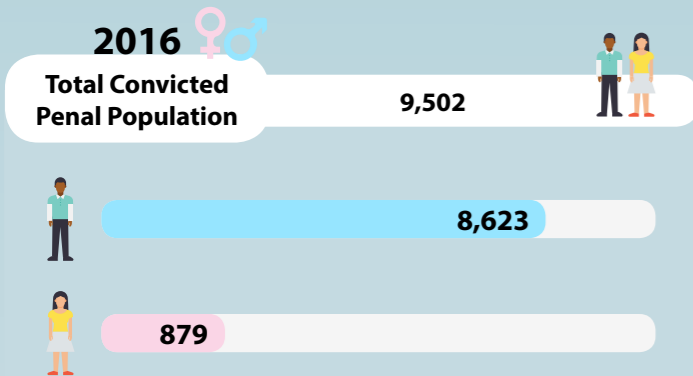
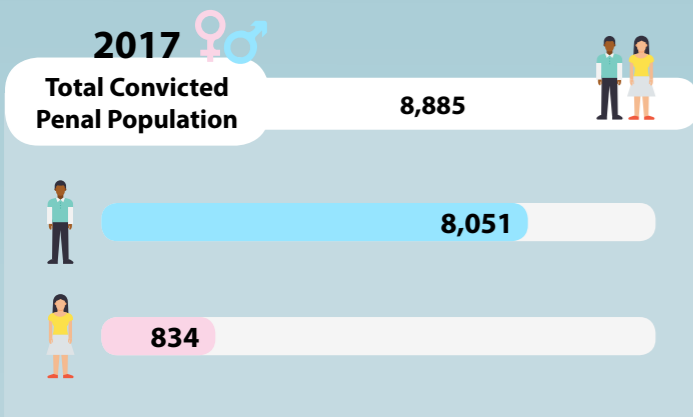
STATISTICS

Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.

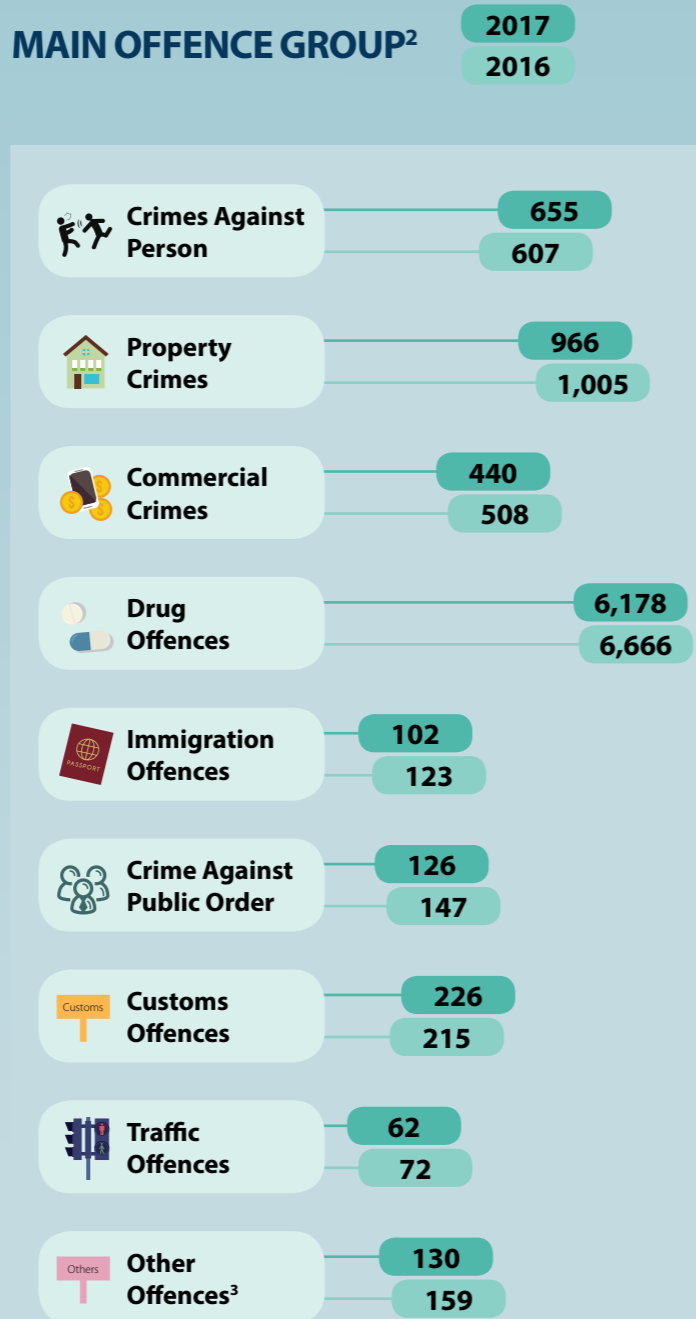
Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.

CONVICTED PENAL INMATE POPULATION¹ as at 31 December of each year

GENDER



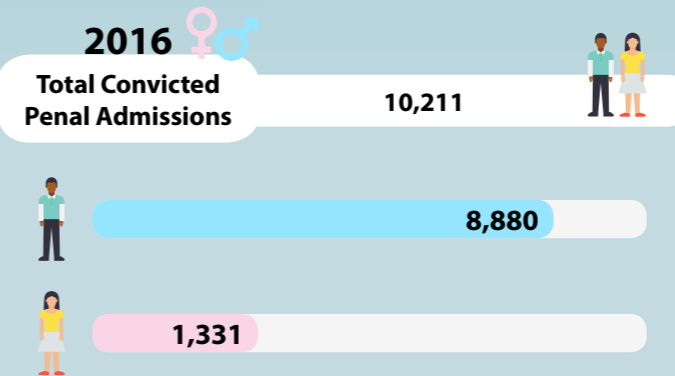
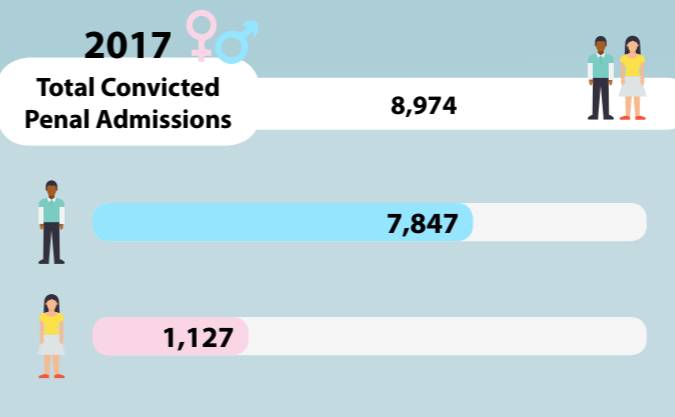
MAIN OFFENCE GROUP²



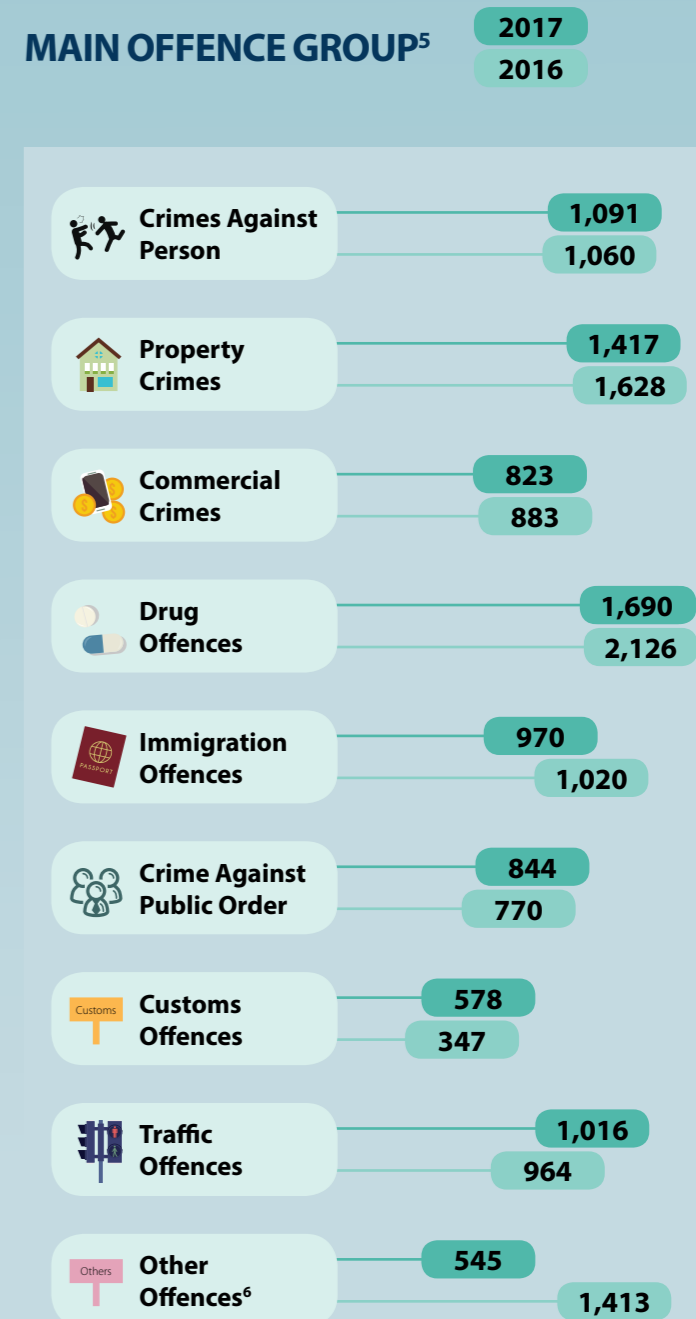
¹ Convicted penal inmate population refers to the number of inmates who have already been charged and are within the inmate population as at the end of the respective year.
² Inmates are tracked based on index (i.e. most serious) offence.
³ Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.

CONVICTED PENAL ADMISSIONS⁴ as at 31 December of each year

GENDER



MAIN OFFENCE GROUP⁵



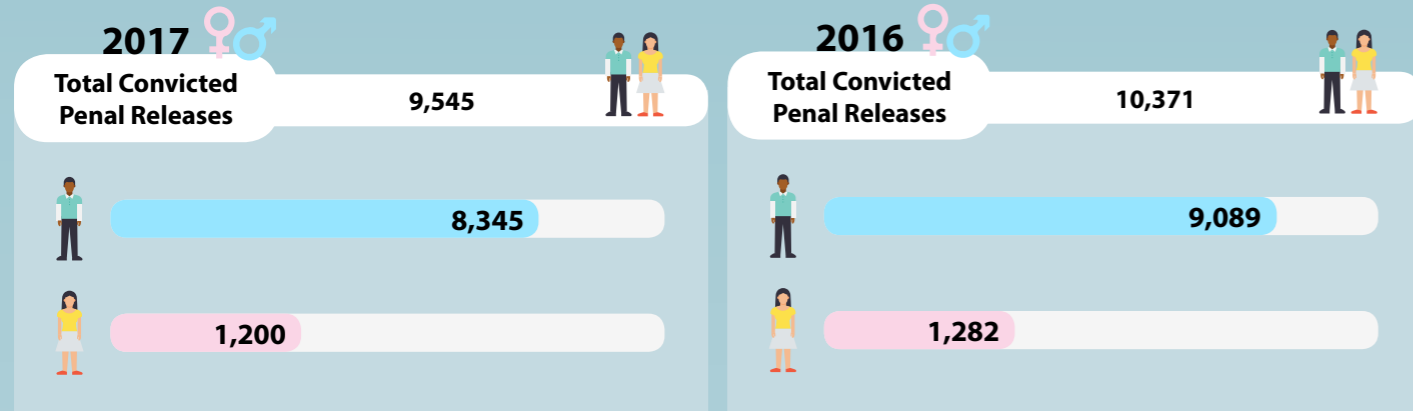
⁴ Convicted Penal Admission figures refers to the number of inmate admissions for the calendar year.
⁵ Inmates are tracked based on index (i.e. most serious) offence.
⁶ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.

CONVICTED PENAL RELEASES

as at 31 December of each year

Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.

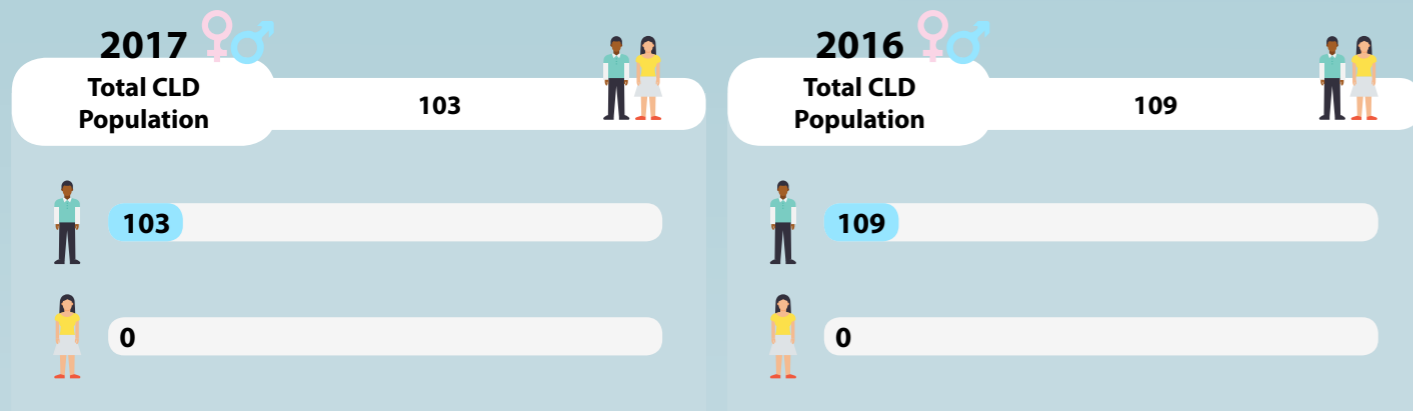
GENDER



CRIMINAL LAW DETAINEE (CLD) POPULATION⁷

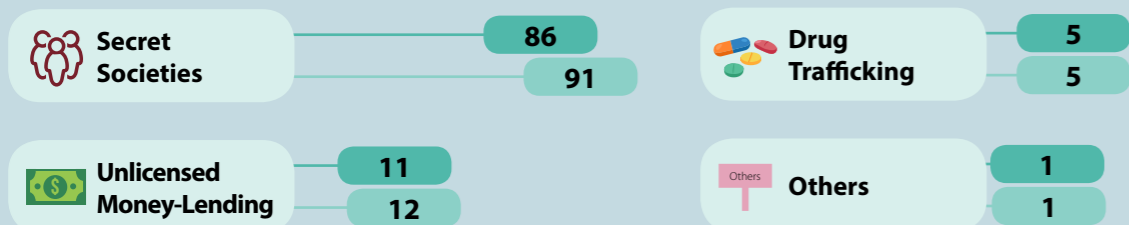
as at 31 December of each year

GENDER



TYPE OF CRIMINAL ACTIVITY

2017
2016

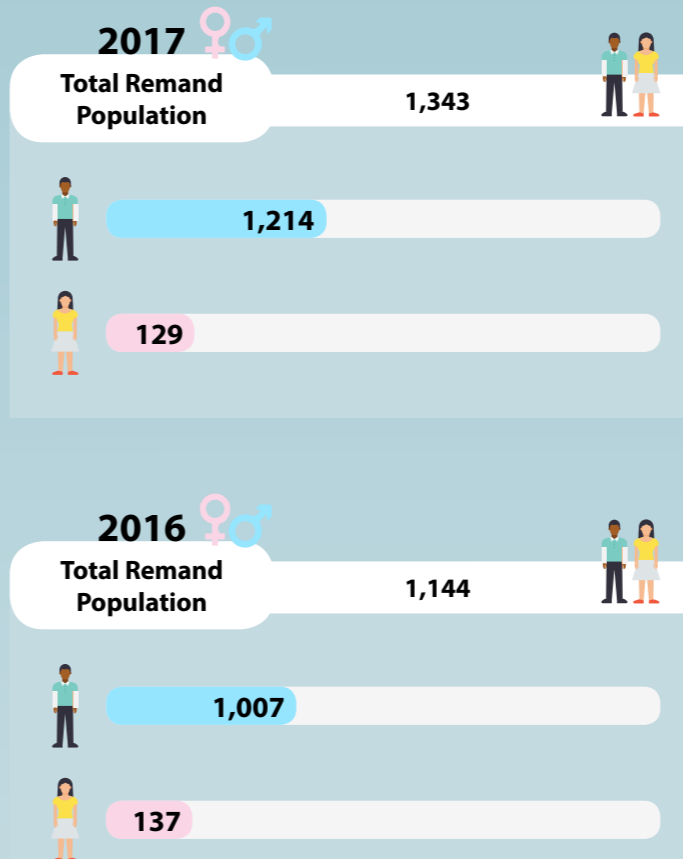


⁷The CLD population refers to the number of persons detained under the Criminal Law (Temporary Provisions) Act and are among the population as at the end of the respective year.

REMAND POPULATION⁸

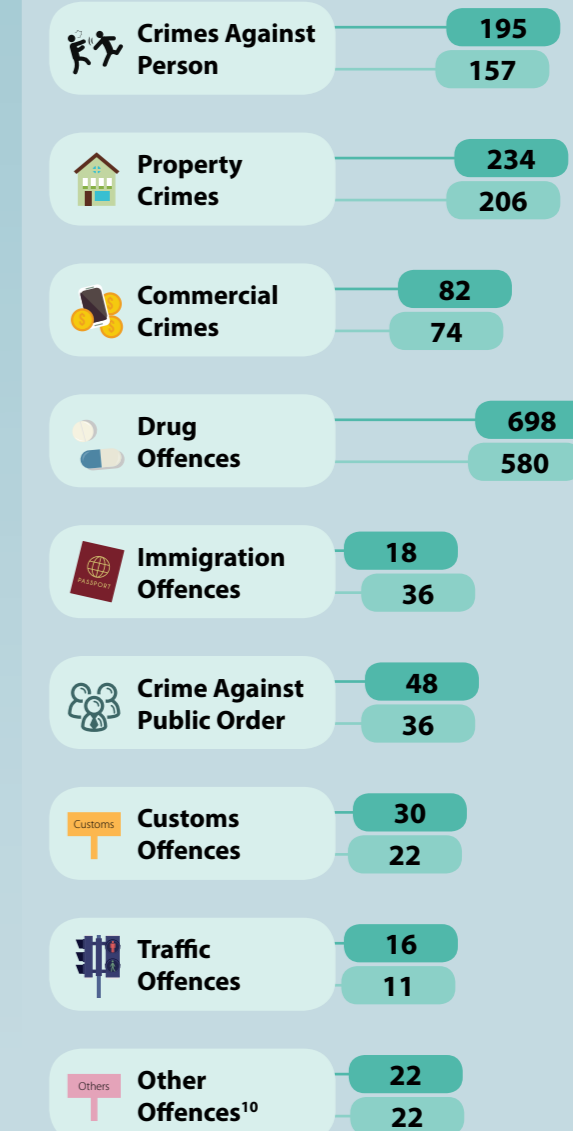
as at 31 December of each year

GENDER



MAIN OFFENCE GROUP⁹

2017
2016



⁸Remand population figures refer to the number of remand inmates who are within the prison population as at the end of the respective year.

⁹Inmates are tracked based on index (i.e. most serious) offence only.

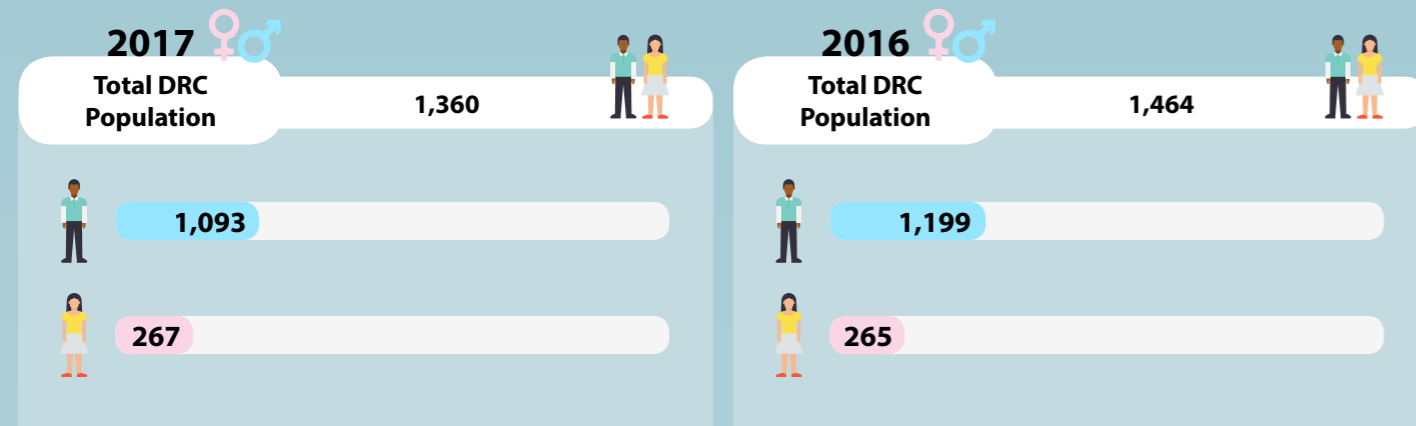
¹⁰Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.

DRC INMATE POPULATION (SINGAPORE CITIZENS AND PERMANENT RESIDENTS)¹¹

as at 31 December of each year

Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.

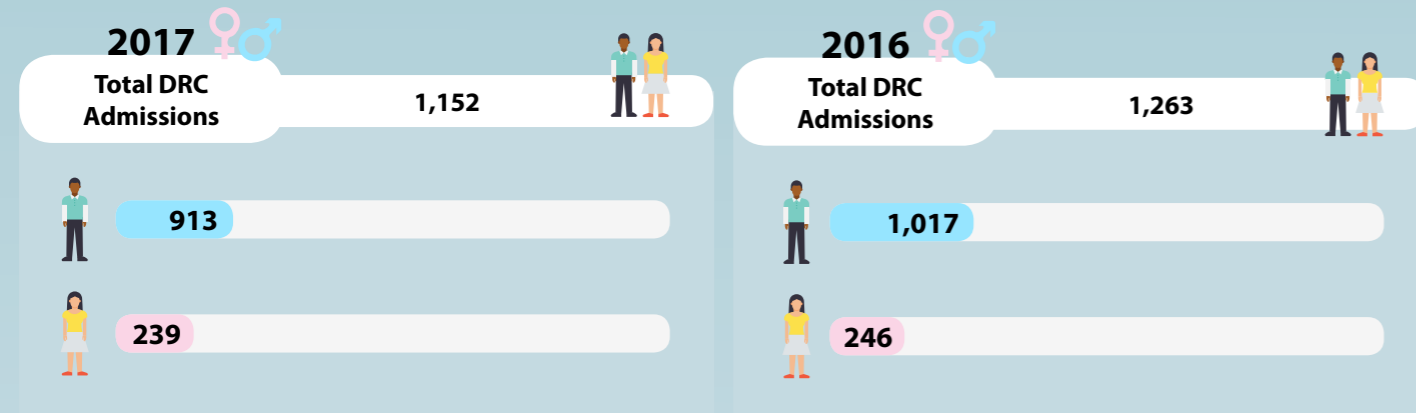
GENDER



DRC INMATE ADMISSIONS¹²

as at 31 December of each year

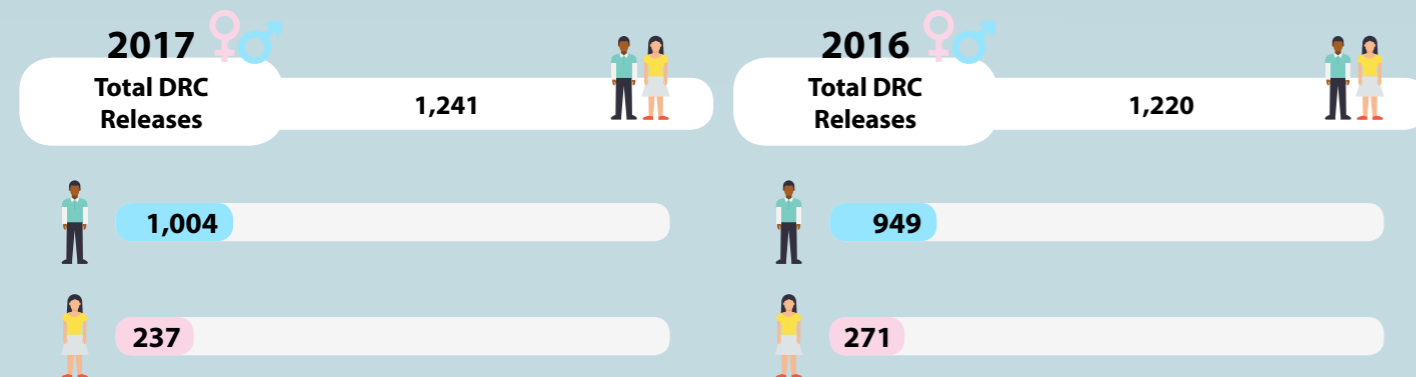
GENDER



DRC INMATE RELEASES

as at 31 December of each year

GENDER



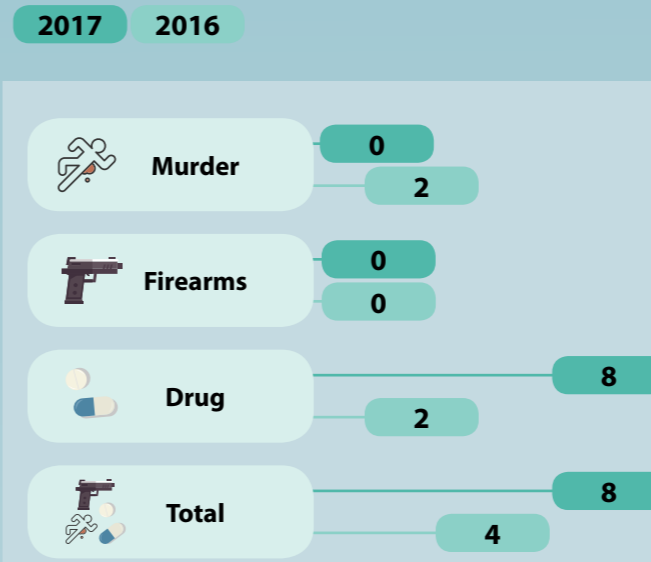
¹¹The DRC Regime is meant for local inmates only. The figures refer to the number of DRC inmates who are among the inmate population as at the end of the respective year.

¹²The figures refer to the number of DRC admissions for the calendar year.

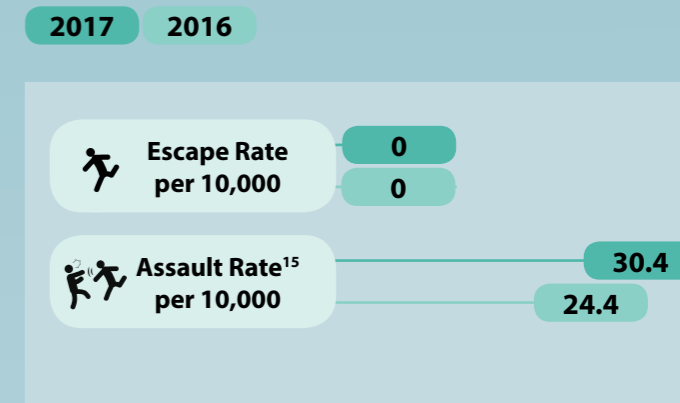
NUMBER OF CAPITAL EXECUTIONS

as at 31 December of each year

Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.



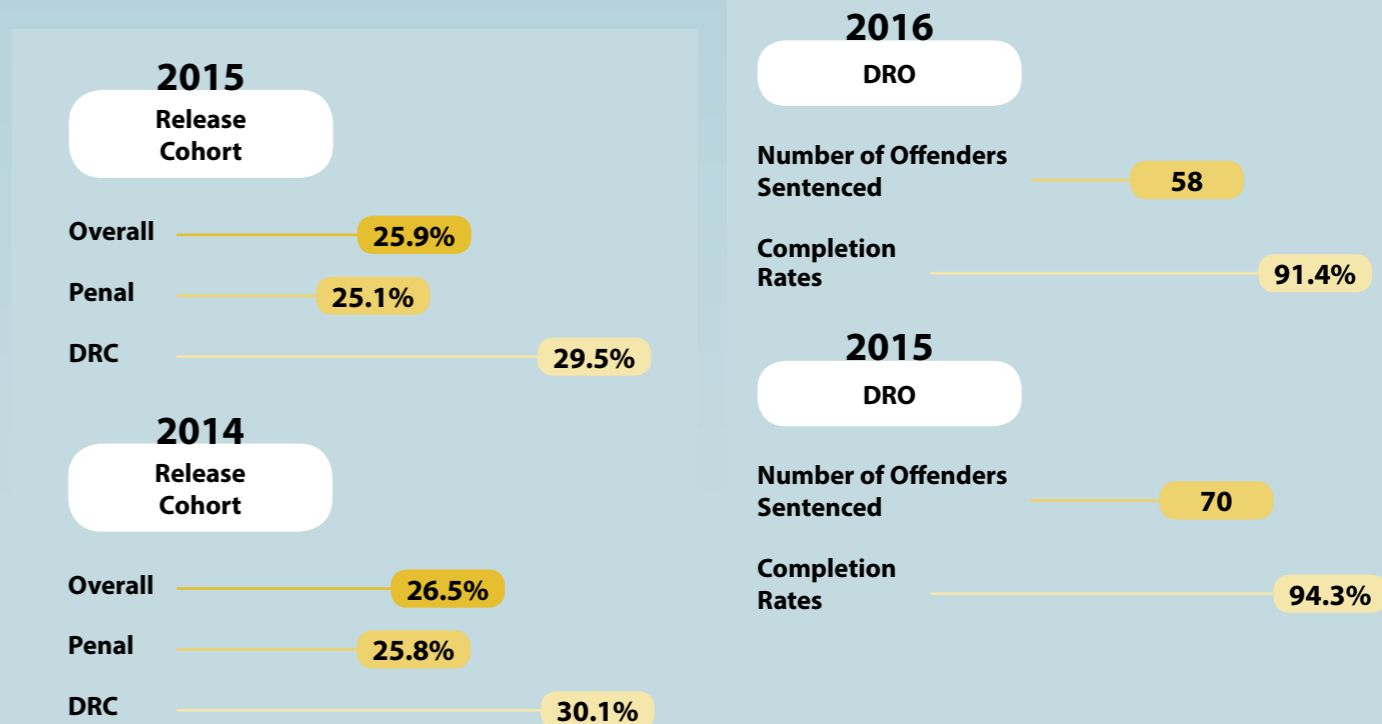
MAJOR INCIDENTS¹⁴



DAY REPORTING ORDER (DRO)¹⁶

as at 31 December of each year

RECIDIVISM RATES¹³



¹³Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

¹⁴Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

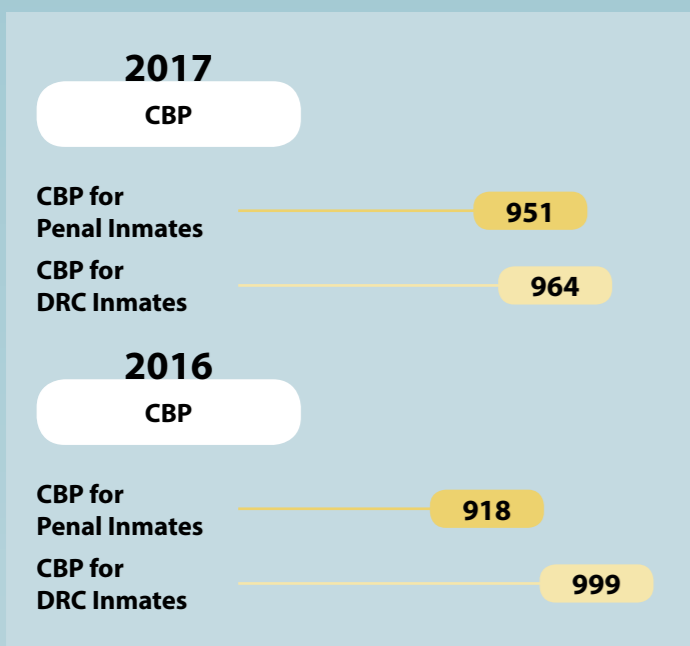
¹⁵The assault rate refers to assault cases perpetrated by inmates and who are charged under aggravated prison offences. Such cases would include any attack by inmates on prison officers, or assaults by inmates on fellow inmates, in which serious injuries are sustained by the victim(s).

¹⁶Day Reporting Order (DRO), a Community-Based Sentencing (CBS) option introduced in the Criminal Procedure Code 2010, is administered by SPS whereby an offender reports to a Day Reporting Centre for counselling and rehabilitation programmes instead of serving a sentence in prison. Sentencing numbers and completion rates are provided up to end 2016 as DRO sentences take three to 12 months for completion.

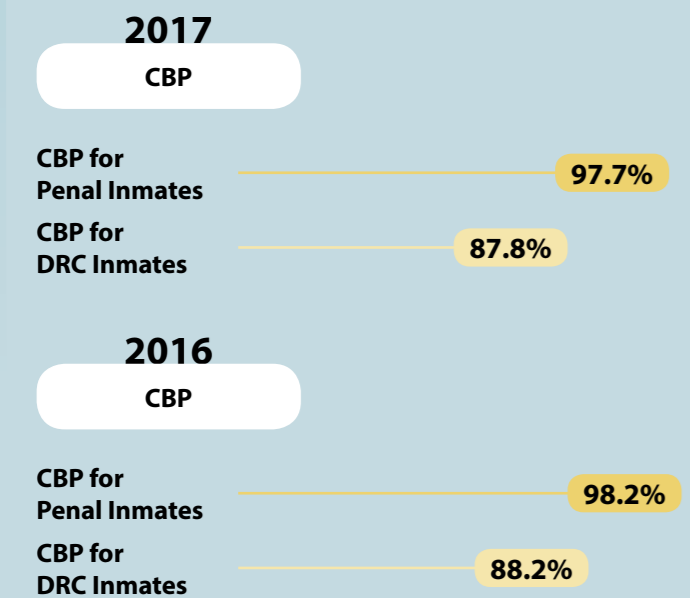
COMMUNITY-BASED PROGRAMMES (CBP)

as at 31 December of each year

EMPLACEMENT NUMBER



COMPLETION RATES

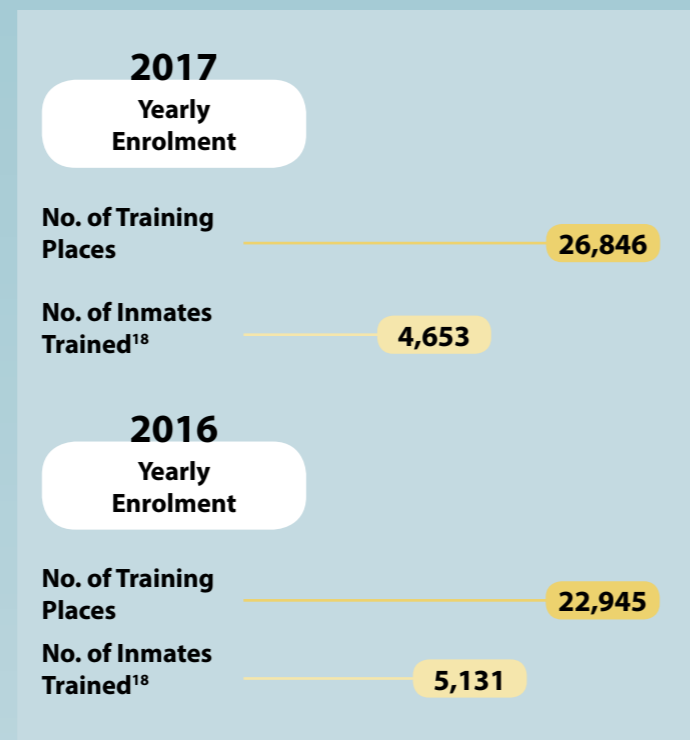


Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.

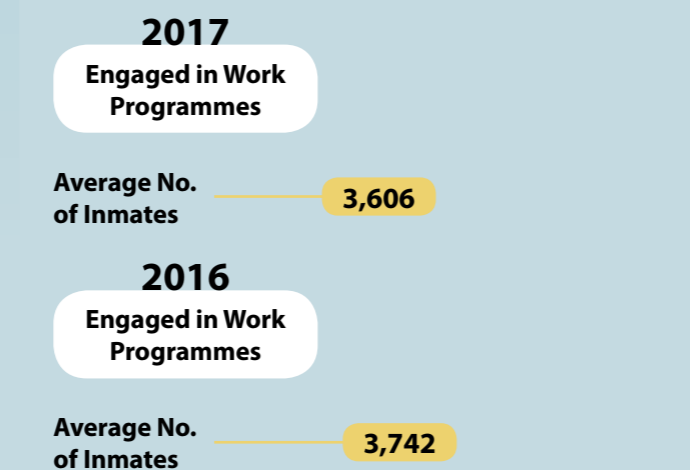
VOCATIONAL PROGRAMMES

as at 31 December of each year

EMPLOYABILITY SKILLS TRAINING¹⁷



WORK PROGRAMMES¹⁹



¹⁷ Employability Skills Training Programmes are provided by SPS and SCORE to equip inmates with relevant job skills. SPS and SCORE's training system is aligned to Workforce Singapore's WSQ framework. Examples of training offered includes Workplace Literacy and Numeracy (WPLN), Employability Skills, Certified Service Professional (CSP) and Certified Operations Specialist (COS). Vocational skills training such as the National ITE Certificate (NITEC) in Electronics, WSQ Operate Forklift and Certificate in Generic Manufacturing (CGM), WSQ Retail Operations and WSQ Hotel Accommodation and Services were also conducted.

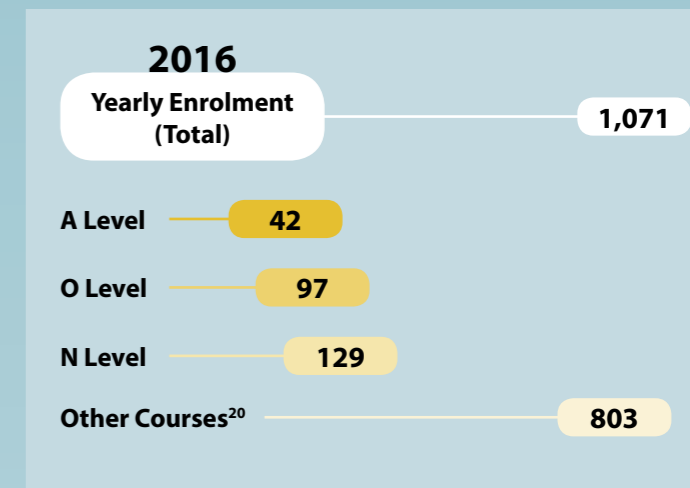
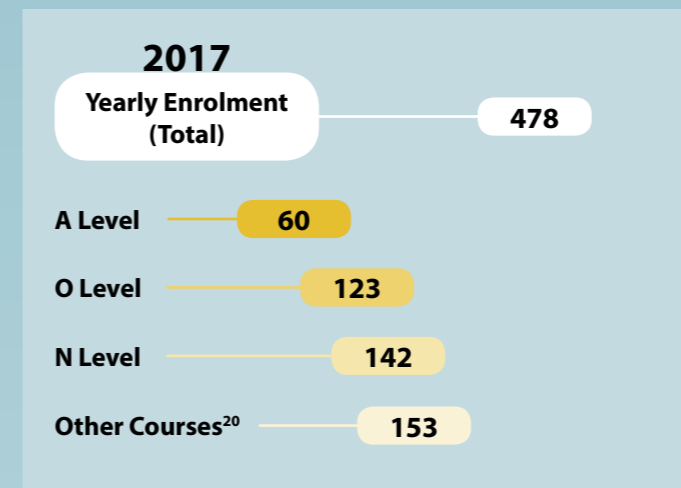
¹⁸ Inmates may attend more than one training course.

¹⁹ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, positive work ethics and values are inculcated by immersing inmates in realistic work environments within prisons.

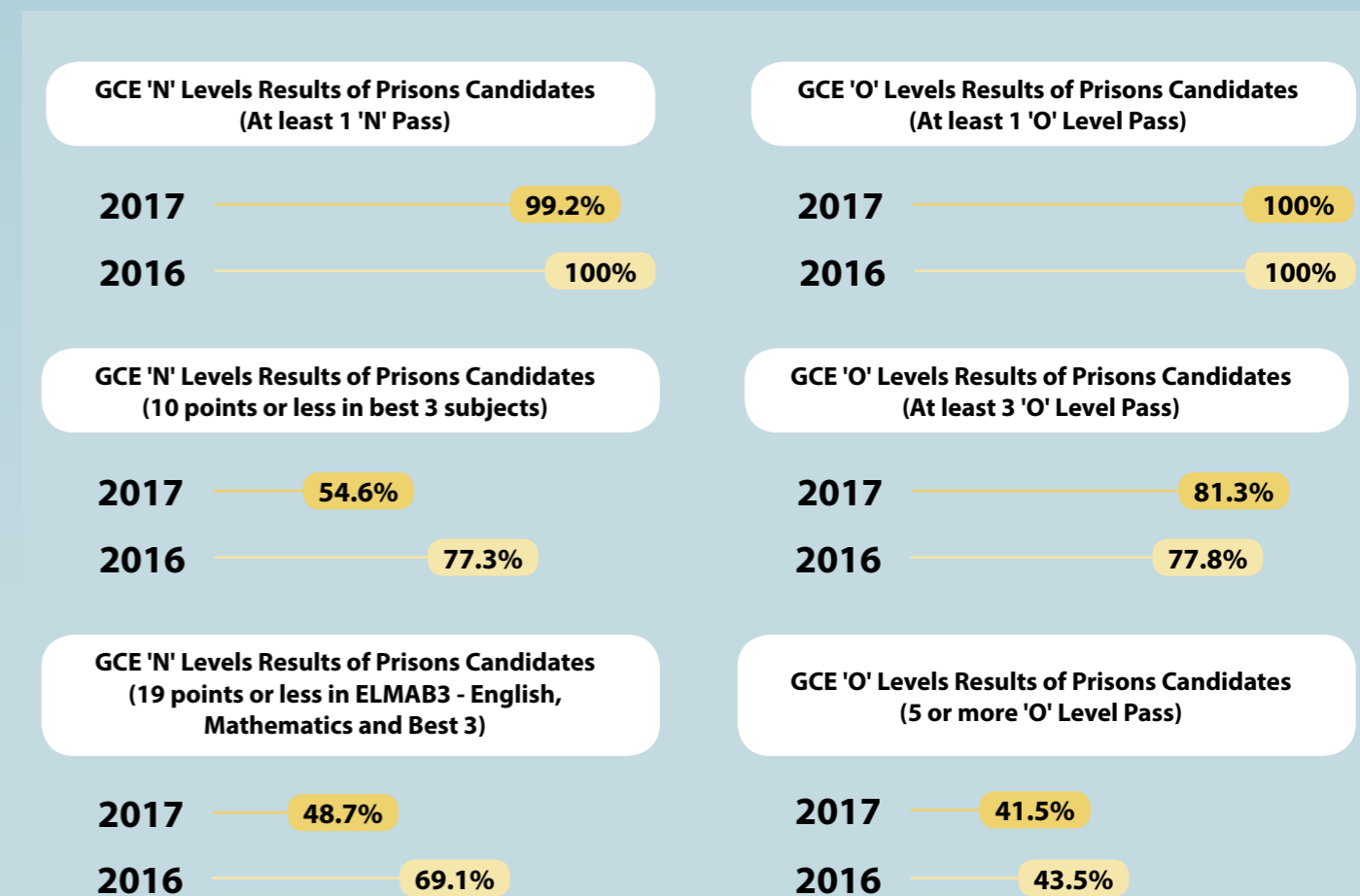
ACADEMIC PROGRAMMES

as at 31 December of each year

Please refer to the '2017 SPS Annual Statistics Release' on our website at <http://www.sps.gov.sg> for detailed statistics.



ACADEMIC RESULTS



²⁰ Other courses include short term courses such as English literacy classes and basic education programmes (primary to secondary level). Some classes offered previously under Other Courses are now reclassified under Employability Skills Training programmes.



ALMANAC

NATIONAL LEVEL

NATIONAL DAY AWARDS

PUBLIC ADMINISTRATION MEDAL (BRONZE)

SUPT 1A Lim Ai Lian Caroline
SUPT 1A Soh Beng Koon
MX 10 Foh Hui Peng

COMMENDATION MEDAL

SUPT 1A Toh Gek Choo
SUPT 1A Wee Lian-Chyuan Wilfred

EFFICIENCY MEDAL

ASP 2 Mohamed Norzalan Bin Nordin
SCW 2 Tan Chye Thiam
SCW 2 Zulkifli Bin Zakaria
SCW 1 Koh Chai Hock
CW 2 Syed Malakus Salleh Bin Syed Hussin
CW 1 Kong Oi Mei
CW 1 Muhammad Faisal Bin Haron
CW 1 Sani Bin Samat
CW 1 Sathiasseelan S/O Thurasingam
S/Sgt Poh Tien Soo
MX 14 Surrender Singh S/O Jagdish Singh

LONG SERVICE MEDAL

SUPT 1A Hia Yee Huang Grace
SUPT 1A Hoo Poh San Kelvin
SUPT 1A Kan Hsueh Yee Carolyn
SUPT 1A Lam Mong Teng
SUPT 1A Sze Chuck Huang
SUPT 1 Abd Razak Bin Ahmad
SUPT 1 Goh Keng Chye Eugene
SUPT 1 Hanizamal S/O Mahmood
SUPT 1 Yap Hong Hock Harry
SUPT 1 Zai Siew Leong Thomas
DSP 2 Christina Tay Bee Lan
DSP 2 Gerard Edwin Gibson
DSP 2 Hon Tin Chee
DSP 2 Lim Boon Leong Andrew
DSP 2 Ng Keng Kun
DSP 2 Shahlan Bin Rashid
DSP 1 It Yock Chian
DSP 1 Mohamed Ali Bin Ismail
DSP 1 Saiful Ali Bin Rizman Ali

ASP 1 Rozale Bin Marzuki
ASP 1 Suhaimi Bin Nasrain
SCW 2 Bala Muraly S/O Anchang @ Muthu
SCW 2 Fauziah Binte Pareed
SCW 2 Sabrina Tiyu @ Sabrina Abdullah Tiyu
SCW 2 Tan Boon Kwee
SCW 1 Elammaran S/O Marimuthu
SCW 1 Goh Siew Kiang Jaslin
SCW 1 Herjinder Kaur D/O Kaka Singh
SCW 1 Ismail Bin Ibrahim
SCW 1 Jeyaudin S/O Mohd Shareef
SCW 1 Lee Ai Lan
SCW 1 Martin Liew Kok Seong
SCW 1 Susan Yip
SCW 1 Tan Cheng Siang
SCW 1 Toh Siew Kee
SCW 1 Tong Guek Heong
SCW 1 Voon Min Yock
SCW 1 Wong Tin Seong
CW 2 Amran Bin Osman
CW 2 Charles S/O Pangkeas
CW 2 Mohamad Nizam Bin Supri
CW 2 Poo Foo Choon Woon
CW 2 Ramesh S/O Kanapathi
CW 2 Raymond Yin Wei Chiang
CW 2 Ronnie Lee Foo Heng
CW 2 Satvinder Singh S/O Suchar Singh
CW 2 Sow Siew Chian
CW 2 Sureshkumar S/O K Rajoo
CW 2 Teoh Hoe Seok
CW 2 Yong Lee Shiam
CW 2 Zainudin Bin Ismail
CW 2 Zulkifli Bin Osman
CW 1 Choo Geok Lay
CW 1 Gan Chun Hwa
CW 1 Henry Roy Aseervatham S/O Jacob Thambiah
CW 1 Kong Oi Mei
CW 1 Mohamed Noor Bin Mohamed Ismail
CW 1 Normah Binte Omar
CW 1 Roslayli Binte Embi
CW 1 Vijaya D/O R P Kalimuthu
S/Sgt Alexander S/O Arokiam @ Francis
S/Sgt Azlina Binte Matsiran
S/Sgt Krishnan S/O Sinnakolandai
S/Sgt Pichappan Balasubramaniam
S/Sgt See Guat Moy
S/Sgt Tan Kek Seng
S/Sgt Tan Phek Geik
S/Sgt Wendy Wong Mun Choo
Sgt 2 Gajer Badi S/O Narayanasamy
Sgt 2 Rohani Binte Adam

Sgt 2 Samsudin Bin Zainal
Cpl Nirmala D/O Packirisawmy

EXCELLENCE IN PUBLIC SERVICE AWARDS

PS21 STAR SERVICE AWARD

CW 1 Muhammad Faisal Bin Haron
S/Sgt Moy Wei Lun

PS21 STAR MANAGER AWARD

DSP 2 Ong Po Ling
SCW 1 Goh Wei Xiang

MINISTRY LEVEL

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

ASP 2 Tan Suan Lim Paul
SCW 1 Ng Peng Wai
CW 2 Cheng Mee Lan
CW 2 Poh Seng Tat
CW 1 Andy Tan Soon Peng
CW 1 Ronald Avery
CW 1 Varadarajan S/O Annamalai
S/Sgt Nor Wahyu Bin Ajmaain
S/Sgt Tan Yew Khiang Mike

MINISTER FOR HOME AFFAIRS OPERATIONAL EXCELLENCE AWARD

MANAGEMENT OF HIGH RISK INMATES (SPECIAL OPS)

DSP 2 Dennis Kochukutty
DSP 1 Lee Boon Kiat
DSP 1 Lee Hai Chuen
DSP 1 Woon Wei Khoon
ASP 2 Jasawirda Bin Wahid
ASP 2 Tan Xing Wei Leon
ASP 1 Oh Kaijun
ASP 1 Seah Liang Cong Melvin
SCW 1 Amly Bin Mohammad
SCW 1 Jeyaudin S/O Mohd Shareef

SCW 1 Muhammad Salik Bin Sidik
CW 2 Chong Sook Fong
CW 2 Mohamed Israq Bin Mohamed Salim
CW 2 Mohamed Khalid Bin Mohamed Idris
CW 2 Quek Pao Leon
CW 2 Tan Kyim Hiong Eddie
CW 2 Zulkifli Bin Osman
CW 1 Khairullah Bin Katamin
CW 1 Kuah Boon Siong
CW 1 Muhammad Noor Bin Farid
CW 1 Muhammad Sufian Bin Mohamed Rafik
CW 1 Nur Razadilah Binte Mohamed Abdul Razib
CW 1 Selva Seelan S/O Ramalinggam
CW 1 Syahina Binte Habib Elahi
S/Sgt Kuan Sim Hui
S/Sgt Mohammad Sufian Bin Minwar
S/Sgt Noor Iskandar Bin Johari Manta
Sgt 2 Gomati D/O Andiappan
Sgt 2 Lim Jason
Sgt 2 Muhammad Sallehin Bin Abdul Rakim
MX 12 Shazryyana Binte Hazlee

IMPLEMENTATION OF MAXIMISING OPPORTUNITIES TO SUPPORT TRANSFORMATION (MOST) TRAINING

DSP 1 Khoo Chok Ming Jeremy
HTS 11A Khairiyah Binte Kassim
MX 11 Gayathri D/O Rajeswara Sarma
MX 11 Shen Shanshan Christina
MX 11 Tan Keok Seng Charles
MX 11 Wong Wen Hui
HTS 11 Ferroa Wayne Vincent
MX 12 Azyan Suhaili Binte Azhar
MX 12 Lim Yifeng, Thomas
MX 12 Quah Feng Ling
MX 12 Shazryyana Binte Hazlee
MX 12 Shoba Rajandram
HTS 12 Leow Yan Ling
HTS 12 Quek Shimei Joylynn

IMPLEMENTATION OF HALFWAY HOUSE SERVICE MODEL 3.0

AC Gr 9 Rafidah Binte Suparman
SUPT 1A Foo Ee Lin
SUPT 1A Loo Sook Nee
SUPT 1 Fernandez Dominic Karl
SUPT 1 Phor Cai Juan Pamela
DSP 2 Koh Zhi Mian
DSP 2 Tan Wee Zi
DSP 1 Goh Yi Zhang

DSP 1 Long Ying Ying
MX 10 Mohamed Fazly Bin Mohamed Jamaludin
MX 11A Wong Jessie

DEVELOPMENT OF MOBILE PRISON OPERATIONS & REHABILITATION SYSTEM (PORTS) II

SAC Gr 8 Goh Leng Chuang Terrence
SUPT 1A Chan Kai Yuen
SUPT 1A Justin Paul Vikneswaran
SUPT 1A Kan Hsueh Yee Carolyn
SUPT 1A Ricky Eu Kok Keong
SUPT 1A Tan Bin Kiat
SUPT 1A Toh Gek Choo
SUPT 1A Veera Purumal S/O Meyappan
SUPT 1 An Koh Shian
SUPT 1 Goh Poh Kwang Paul
SUPT 1 Mohammad Fadly Bin Safie
SUPT 1 Seu Mun Chung
SUPT 1 Tan Chang Wei Elgin
SUPT 1 Teo Sze Ying
DSP 2 Giam Heng Leong Robin
DSP 2 Leow Wee Chin
DSP 2 Lim Boon Leong Andrew
DSP 2 Lim Tee Hock
DSP 2 Shahril Bin Abdul Ghani
DSP 2 Sulaiman Bin Mohd Salleh
DSP 2 Tan Chap Yong
DSP 1 Ang Keng Eng
DSP 1 Ang Wai How Jim
DSP 1 Chen Congyi
DSP 1 Chong Kwan Thye
DSP 1 Lee Xuan Chang
DSP 1 Lim Wei Jiat
DSP 1 Lim Zhaolun
DSP 1 Ng Yong Thye
ASP 2 Alicia Tan Hui Min
ASP 2 Chew Siew San
ASP 2 Lock Hun Yi
ASP 2 Mak Wai Keong
ASP 2 Yio Fenny
ASP 1 Hu Jingrui, Lynette
ASP 1 Seah Liang Cong Melvin
SCW 1 Tan Yu Hong Adrian
CW 2 Edwin Lim Kim Hiong
MX 12 Heng Jun Wei, Alex

OPERATIONALISATION OF DAY RELEASE SCHEME

AC Gr 9 Rafidah Binte Suparman
SUPT 1 Chan Chon Tze
SUPT 1 Fernandez Dominic Karl
SUPT 1 Nikki Abdullah @ Won Tien Li
SUPT 1 Phor Cai Juan Pamela
SUPT 1 Tan Chih Lan Geraldine
DSP 1 Choo Joon Piau

DSP 1 Hoo Hau Luen Ottilia
DSP 1 Long Ying Ying
ASP 2 Lim Kin Hui Gavin
ASP 2 Ou Kaiming
RO 2 Tan Ee Ping
SCW 1 Siow Yong Sin
CW 2 Liu Zhiqiang
MX 10 Charlotte Stephen

ORGANISATION OF THE 5TH ASEAN MINISTERIAL MEETING ON DRUG MATTERS (5TH AMND)

DSP 1 Eddy Asmara Bin Rahman
DSP 1 Ryan Tan Ser Leong
ASP 2 Tan Siang Leng
MX 11A Lau Kuan Mei

HOME TEAM ACHIEVEMENT AWARD

HOME TEAM SHOW AND FESTIVAL 2017

SAC Gr 9 Chiew Hock Meng
SUPT 1A Lim Lam Seng
SUPT 1A Sebastian Liew Kok Keong
SUPT 1 Low Sok Funn June
SUPT 1 Ng Kim Seng
SUPT 1 Nikki Abdullah @ Won Tien Li
DSP 1 Lim Zhaolun
ASP 2 Keonz Quek Yong Qiang
ASP 2 Tan Siang Leng
ASP 2 Tan Teck Kiat
RO 2 Chong Li Wei

HOME TEAM TRAINING EXCELLENCE AWARD

MERIT AWARD (INDIVIDUAL)

CW 2 Chen Lifan Joann
MX 11A Lau Kuan Mei

MERIT AWARD (TRAINING UNIT) - MAXIMISING OPPORTUNITIES TO SUPPORT TRANSFORMATION (MOST)

HTS 11A Khairiyah Binte Kassim
HTS 11 Ferroa Wayne Vincent
HTS 12 Cindy Toh Ser Hui
HTS 12 Leow Yan Ling
HTS 12 Sarah Lavinia Joseph

MERIT AWARD (TRAINING UNIT) - SENIOR PRISON OFFICER COURSE AND PRISON OFFICER COURSE

DSP 2	Song Yew Hean
DSP 1	Wong Mei Fen
ASP 2	Teng Song Guan
ASP 2	Theepan Prakash S/O Ravintheran
ASP 1	Chee Yi Tian Felicia
CW 2	Kuah Shiaw Long
CW 1	Rohaizat Bin Roslan
S/Sgt	Yeo Kian Hui, Dick

HOME TEAM SCIENCE & TECHNOLOGY EXCELLENCE AWARD

SCREENING TOOL: RISK ALLOCATION TECHNIQUE (STRAT) – REIMPRISONMENT AND SECURITY SCREENING (STRAT-G AND I-SCREEN)

AC Gr 9	Rafidah Binte Suparman
SUPT 1A	Kuai Ser Leng
SUPT 1A	Lee Chee Kwong
DSP 1	Rossheema Binte Haniff
DSP 1	Sabrina Binte Rosman
ASP 2	Tan Siang Leng
HTS 10	Jasmin Kaur
MX 11A	Valerie Goh
MX 11	Toh Weisheng Mark
MX 12	Benjamin Toh
MX 12	Lee Kit Ying
Mr	Adrian Goh
Ms	Phua Hong Ling
Ms	Pradeep Kaur

MINISTRY OF HOME AFFAIRS STAR SERVICE AWARD

DSP 1	Han Fu Yuan
RO 2	Muhammad Rahmat Bin Sulaiman
CW 2	Kirpal Singh
CW 1	Alex Lee Chee Hong
CW 1	Low Chee Siong
CW 1	Tan Wei Chuan
S/Sgt	Muhammad Zuhaili Bin Mohd Sulaiman
S/Sgt	Nor Wahyu Bin Ajmaain
Sgt 2	Masdjono Bin Abdul Aziz
Sgt 2	Zainul Arrifin Bin Nordin

HOME TEAM INNOVATION AWARD

CHAMPION CATEGORY (GOLD)

CW 1	Jasni S/O Abdul Rayman
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CHAMPION CATEGORY (SILVER)

ASP 1	Seah Liang Cong Melvin
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CHAMPION CATEGORY (COMMENDATION)

SUPT 1	Yee Kin Hoong Kenny
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PROJECT CATEGORY (SILVER)

Digital Rehabilitation Records Management System (DRRMS) Trial at Institution B3
Changi 83.4 Application

PROJECT CATEGORY (COMMENDATION)

Mobile Prison Operations & Rehabilitation System (PORTS) II
Orientation Animation Video
ECG Velcro Strap

▶ DEPARTMENT LEVEL

OUTSTANDING CAPTAIN OF LIVES AWARD

ASP 2	Nurazura Binte Mohamed Jani
SCW2	Loh Kok Jeng
CW 1	Goh Keng Kiong
CW 1	Nur Razadilah Binte Mohamed Abdul Razib
CW 1	Tan Norman @ Norman Abdullah Tan
MX 11	Sedrlyn Yap

MOST IMPROVED UNIT AWARD

Institution A2

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The committee would like to thank all those who have helped in one way or another to make this annual report possible. All information provided in this report is up-to-date and accurate as of 31 March 2018.



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PRISON SERVICE**
CAPTAINS OF LIVES
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