



SINGAPORE PRISON SERVICE



SINGAPORE PRISON SERVICE

INSPIRE

INSPIRE

ANNUAL REPORT 2013

"The Star Thrower" (or "starfish story") is part of a 16-page essay of the same name by Loren Eiseley (1907-1977). It relates the account of an elderly man who spotted a young boy flinging stranded starfishes back into the ocean one at a time.

The old man observed, "But there must be tens of thousands of starfish on this beach. I'm afraid you won't really be able to make much of a difference."

The boy bent down, picked up yet another starfish and threw it as far as he could into the ocean. Then he turned, smiled and said, "It made a difference to that one!"

SINGAPORE PRISON SERVICE ANNUAL REPORT 2013



VISION

AS CAPTAINS OF LIVES, WE INSPIRE EVERYONE, AT EVERY CHANCE, TOWARDS A SOCIETY WITHOUT RE-OFFENDING.

MISSION

AS A KEY PARTNER IN CRIMINAL JUSTICE, WE PROTECT SOCIETY THROUGH THE SAFE CUSTODY AND REHABILITATION OF OFFENDERS, CO-OPERATING IN PREVENTION AND AFTERCARE.

REHAB

IS A COMMITMENT TO OUR PROGRAMMES AND SERVICES WITHIN THE SYSTEM TO SUPPORT INMATES WHO HAVE PROVEN THAT THEY HAVE THE INHERENT DESIRE TO CHANGE.

RENEW

IS A COMMITMENT AN INMATE MAKES TO CHANGE HIS/HER LIFE FOR THE BETTER. LOOKING BEYOND THEIR IMPRISONMENT, THEY DEMONSTRATE A WILLINGNESS AND DESIRE TO RENEW THEIR LIVES.

RESTART

IS A COMMITMENT TO GARNER THE SUPPORT OF THE COMMUNITY. THROUGH THE CARE NETWORK, OUR OFFENDERS ARE GIVEN OPPORTUNITIES TO RESTART THEIR LIVES.

CONTENTS

DIRECTOR'S FOREWORD 2

AS CAPTAINS OF LIVES

- DIRECTORATE MEMBERS 6
- SPS RE-VISIONING: SETTING NEW FRONTIERS 8
- WHAT DOES INSPIRE MEAN TO ME 12

WE INSPIRE

- ENHANCED SUPERVISION: INVOLVING HOME TEAM AGENCIES IN OFFENDERS' THROUGH-CARE 20
- A PICTORIAL IN THE MAKING OF CAPTAINS OF LIVES 25
- A LIFE INSPIRED: SUCCESS STORY OF A REFORMED EX-OFFENDER 31
- THE YELLOW RIBBON PROJECT: A DECADE OF INSPIRING LIVES 33
- INSPIRED TO INSPIRE: VOLUNTEERING ONE'S PAST TO CHANGE ANOTHER 38

EVERYONE AT EVERY CHANCE

- OPERATIONS DIVISION 42
- STAFF DEVELOPMENT DIVISION 46
- REHABILITATION AND REINTEGRATION DIVISION 50
- CORPORATE SERVICES DIVISION 54
- INTELLIGENCE DIVISION 58
- STRATEGIC PLANNING DIVISION 62
- PSYCHOLOGICAL & CORRECTIONAL REHABILITATION DIVISION 66
- CORPORATE COMMUNICATIONS & RELATIONS BRANCH 70
- PROVOST BRANCH 72
- STAFF INSPECTORATE BRANCH 74
- CLUSTER A 76
- CLUSTER B 80
- CLUSTER C 84
- OPERATIONS & SECURITY COMMAND 88

AGAINST RE-OFFENDING

- STATISTICS 94
- ALMANAC 111

Director's Foreword



The Singapore Prison Service (SPS) took a big step to become a correctional service in 2013. The Enhanced Supervision Scheme which started late in 2012, went into full swing in 2013, providing casework to drug offenders after they were released. This was a major development in our capabilities, like adding airpower to an army. No more do we rely just on our actions inside the prisons to rehabilitate someone. We have since extended our rehabilitation efforts beyond the prison walls, into the community. With our involvement since 2011 in pre-imprisonment community-based alternatives to jail sentences, and in 2013 this foray into post-imprisonment casework, we had morphed from merely being a prison service, to become a correctional service.

This change was further cemented in November 2013 with the introduction of the Prisons Act amendments in Parliament to make provisions for released persons to come under mandatory aftercare. With the Act passed in January 2014, it is now hardcoded in law for released persons to come under the aftercare of the SPS. We have responsibility over offenders not just during their time in prisons, but also after their release, for their reintegration and rehabilitation. This is exactly what a correctional service does.

And the SPS is not alone in this work of aftercare. The SPS and the other 100-odd agencies in the CARE Network took another step towards closer partnership, by having the first ever CARE Network workplan seminar. We now have joint workplans where we work in co-

ordination for our common goal of rehabilitation of released persons. We also celebrated 10 years of the Yellow Ribbon Project by launching a commemorative book which not merely articulated the history of the Yellow Ribbon Project, but also sketched out the blueprint for its future.

But a correctional service is not just about rehabilitation. It is also about safe and secure prisons. The SPS's professionalism in this area took another stride forward when we conducted a major risk review exercise to surface gaps and then addressed the gaps.

Looking forward, 2014 will not be a mere continuation of the SPS's journey as a correctional service. It will also be the start of a fresh five-year strategic plan through which we will see our prisons technologically transformed and community corrections expanded. And in line with our new vision statement launched in 2013, we will see even more in the community inspired to join in the work of eradicating recidivism in Singapore.

SOH WAI WAH

Director of Prisons
Singapore Prison Service

WE HAVE RESPONSIBILITY OVER OFFENDERS NOT JUST DURING THEIR TIME IN PRISONS, BUT ALSO AFTER THEIR RELEASE, FOR THEIR REINTEGRATION AND REHABILITATION. THIS IS EXACTLY WHAT A **CORRECTIONAL SERVICE** DOES.



AS CAPTAINS OF LIVES

In all that we **do** and all that we **are**

Directorate Members



▲ TOP ROW, FROM LEFT:

SOH WAI WAH
DIRECTOR OF PRISONS

DESMOND CHIN
DEPUTY DIRECTOR OF PRISONS/
CHIEF OF STAFF

STANLEY TANG
DIRECTOR, OPERATIONS

DELPHINE LEE
DIRECTOR, STAFF DEVELOPMENT

TERRENCE GOH
DIRECTOR, REHABILITATION &
REINTEGRATION

LAM CHER SOON
DIRECTOR, CORPORATE SERVICES



▲ MIDDLE ROW, FROM LEFT:

KOH TONG HAI
DIRECTOR, INTELLIGENCE

LEE KWAI SEM
DIRECTOR, STRATEGIC PLANNING

TIMOTHY LEO
DIRECTOR, PSYCHOLOGICAL &
CORRECTIONAL REHABILITATION

CHIEW HOCK MENG
DIRECTOR, TRANSFORMATIONAL
PROJECTS

CHIAM JIA FONG
DIRECTOR, PROVOST



< BOTTOM ROW, FROM LEFT:

K CHANDRA KUMAR
COMMANDER, CLUSTER A

SHIE YONG LEE
COMMANDER, CLUSTER B

PHANG SEOK SIENG
COMMANDER, CLUSTER C

VINCENT CHEW
COMMANDER, OPERATIONS AND
SECURITY COMMAND



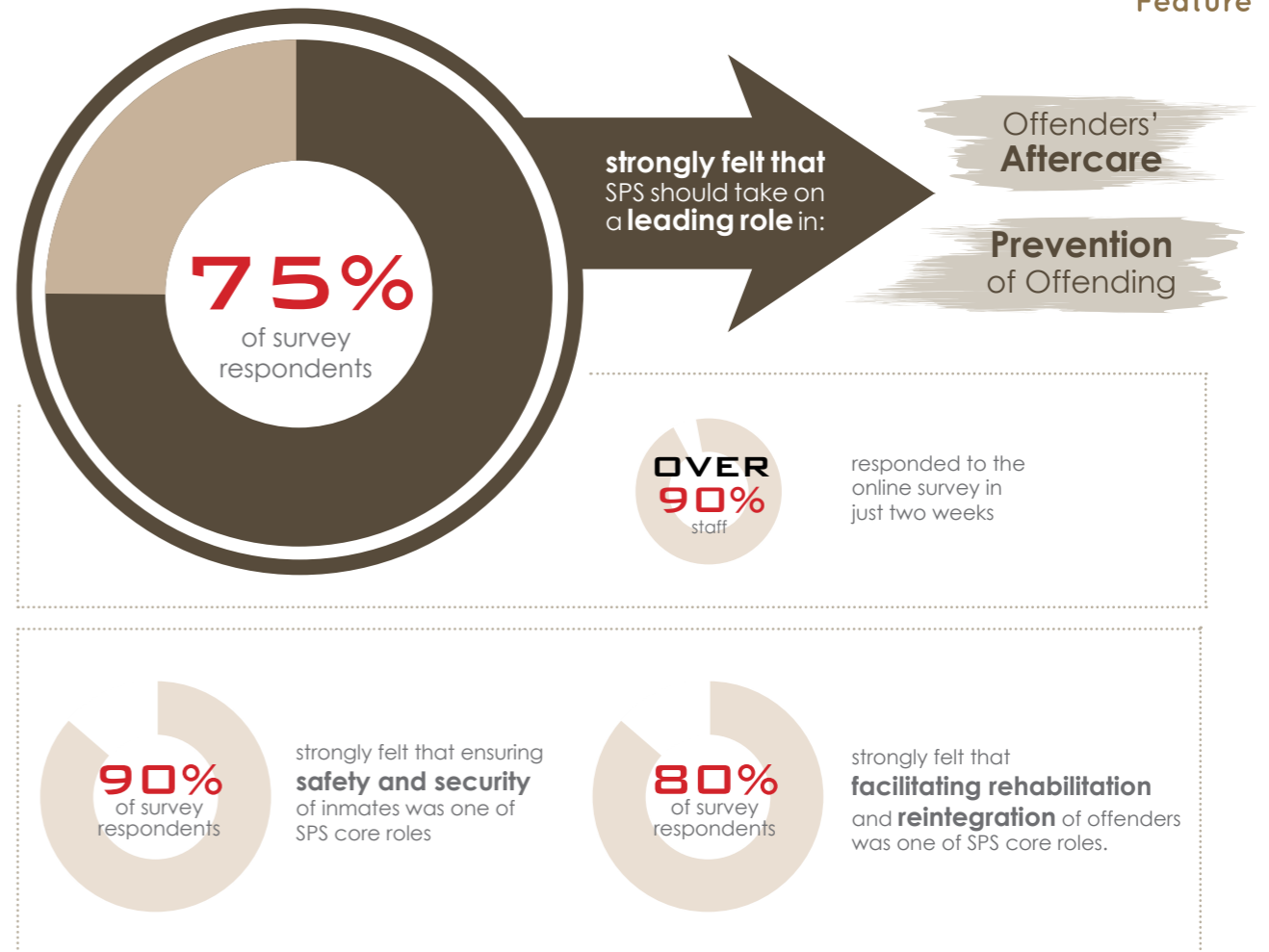
SPS RE-VISIONING SETTING NEW FRONTIERS

Taking a trip down memory lane, when SPS' vision statement was first crafted in 1999, the department was grappling with fundamental issues such as overcrowding, staff recruitment and retention difficulties, as well as a lack of rehabilitative programmes. Today, with a state-of-the-art prison complex, professionally trained officers who are publicly recognised as Captains of Lives, and a myriad of initiatives to help offenders return to society as reformed and responsible citizens, the SPS is no longer what it was.

The many accolades conferred on the department in recent years serve as further recognitions of the department's transformation. The one achievement we are especially proud of arrived in 2012 when the SPS was awarded the Singapore Quality Award with Special Commendation, indicating that the department could claim to be an exemplary prison system. It was, therefore, timely to re-look at the vision statement and assess if it was still relevant.

Everyone Matters

The re-visioning exercise began in October 2012 with the launch of an online survey open to all staff. In just two weeks, the survey garnered more than 2,200 responses, representing over 90 per cent of the department's staff strength. The survey was followed by eight Mission Vision (MV) Debates sessions where around 200 participants took time off their busy work schedules to discuss the points of contention arising from the survey in greater detail, as well as to craft their own vision statements. Subsequently, another 550 officers took part in five MV Rallies where they were presented with a list of suggested vision statements and challenged to critique them.



The MV Debates and Rallies gave participants the opportunity to catch up with old friends, make new ones, have fun together, and most importantly, express their aspirations for the future. The exciting ice-breaker activities, which included having attendees form an orchestra personally conducted by Director of Prisons during the MV Rallies, clearly warmed the officers up as they shared their opinions eagerly. The participants' enthusiasm and excitement at being part of this historic milestone was clear for all to see.

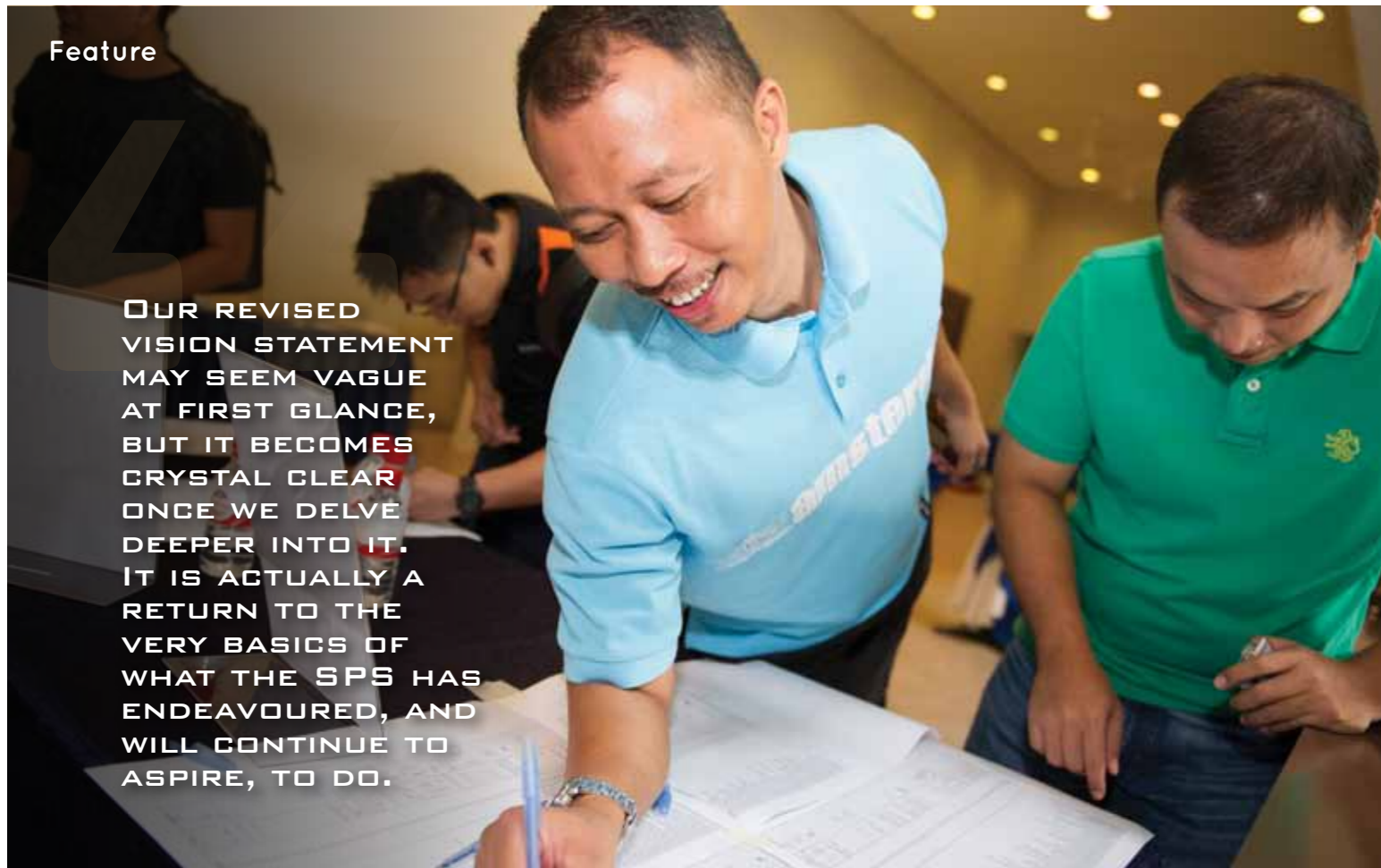
Tension in Diversity

The diverse views shared by the survey respondents, as well as the MV Debates and MV Rallies participants, were of immense help to the re-visioning team. However, they were also challenging for the committee. A significant proportion of the staff felt very comfortable with the existing vision statement. Even though they acknowledged that the department has progressed tremendously since 1999, they did not see a need for the vision statement to change. There were also some who dismissed the suggested vision statements as being too idealistic.

Instead of being discouraged, such views reinforced the team's belief that the department's vision statement had to be revised. The fact that a sizeable number of staff felt comfortable with the then vision statement meant that it had to be changed. An organisation's vision statement encapsulates the collective dream of its staff – something which is desirable but not usually immediately attainable. A good vision statement, therefore, is one which is discomfiting and creates tension by describing an ideal which appears unrealistic. However, it inspires at the same time because it portrays an end state which is worth striving for.

Unveiling our Future

When the revised statement was proudly unveiled by SUPT Foo Ee Lin, Chairperson of the SPS Visioning team, at the 2013 Prisons-SCORE Corporate Advance, it was clear that the revised statement fit the above description perfectly. One may question how it is possible for us to inspire everyone at every chance. This, undoubtedly, is a challenge, given the number of interactions we have with different people every day. However, if we were to look at the question from



OUR REVISED VISION STATEMENT MAY SEEM VAGUE AT FIRST GLANCE, BUT IT BECOMES CRYSTAL CLEAR ONCE WE DELVE DEEPER INTO IT. IT IS ACTUALLY A RETURN TO THE VERY BASICS OF WHAT THE SPS HAS ENDEAVOURED, AND WILL CONTINUE TO ASPIRE, TO DO.

EXCLUSIVE WITH THE DIRECTOR OF PRISONS:

HIS THOUGHTS, OUR DREAM



WHEN DID YOU DECIDE THAT A NEW VISION WAS NEEDED?

"I was ambivalent when I first initiated a discussion at the Leadership Circle on whether we should have a new vision statement. Then one after another, officers rose up to speak about how they felt comfortable with the earlier vision statement, how they found it so agreeable. That was when I knew we needed a new vision statement."

WHAT DO YOU THINK ABOUT THE VISIONING PROCESS?

"It is important that we had a process that was as inclusive as possible. So, I am happy that we launched the revisioning exercise with a survey involving every staff in SPS. I also found the MV rallies very invigorating. I remember at one of these sessions, there was a lively discussion on a draft version which contained the words 'we inspire everyone'. Many officers decried how unrealistic and farfetched it sounded. It dawned on me then that we had to very clearly explain to our staff that was exactly how a vision statement should sound, to be audacious and unrealistic, so that our imagination and aspiration can be stretched and we feel the creative tension that a good vision statement should generate."

a different perspective, how then do we decide who and when to inspire, if we do not seek to inspire everyone at every chance? As true blue Captains of Lives, we should seek to always be inspiring to all whom we come into contact with.

Similarly, one may feel that a society without re-offending is about as realistic as building castles in the air. However, as a prison service entrusted with the safe custody and rehabilitation of offenders, creating a society without re-offending is precisely what we have been striving towards since day one. Our efforts to reform and help offenders reintegrate back into society have all been geared towards helping them lead a crime-free life.

Our revised vision statement may seem vague at first glance, but it becomes crystal clear once we delve deeper into it. It is actually a return to the very basics of what the SPS has endeavoured, and will continue to aspire, to do. This makes it a vision statement for the ages, as it will remain relevant and representative of the department's work in the foreseeable future. So, let us all, as Captains of Lives, inspire everyone, at every chance, towards a society without re-offending.



WHAT DO YOU LIKE ABOUT THE NEW VISION STATEMENT?

"What is most obvious is how audaciously broad in scope it is, seeking to inspire not just inmates but also society at large to play their part in rehabilitation. What is less obvious is that it is equally applicable to a warder seeking discipline and order in his housing unit. The vision challenges all housing unit staff to attain such a goal by inspiring good behaviour among inmates, and not just be reliant on disciplinary measures."

WHAT IS THE RESPONSE YOU EXPECT FROM THE STAFF TO THE NEW VISION STATEMENT?

"I hope that the new statement will be like a fresh gust of wind that will propel us to a higher level of commitment towards our mission. The statement is highly personal and provokes a reflective response from each individual staff. Will each of us seize every chance every day, no matter who we are talking to, to inspire the other person? One year on to the launch of the new vision statement, I hope all of us will take time to reflect on whether we had lived up to its challenge, and how else we can do so."

WHAT DOES INSPIRE MEAN TO ME?

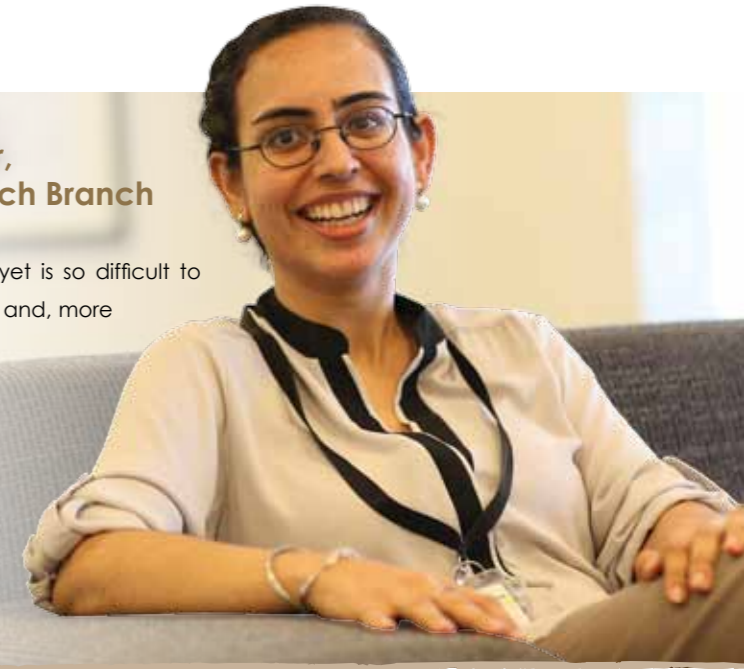
Just as the words “operations” and “rehabilitation” were key tenets of the previous vision, “inspire” reflects the new normal that SPS aspires towards, and represents a dream that has been deliberately left both vague yet clear.

While the call is unmistakable, our new vision covers a scope so wide that it creates a tension and demands every ounce of passion from each and every officer and partner in the community. We interviewed 16 officers across all ranks and positions to share what their views on the revised vision were. As you read through the article, take a minute to think what your response would be to these questions.

1 What does “inspire” in our vision mean to you?

HTS 11 Jasmin Kaur, Senior Assistant Director, Correctional Research, Correctional Research Branch

To inspire can mean so much to someone who receives and yet is so difficult to bring across. To me it simply means the ability to motivate others and, more importantly, for oneself to go further than ever imagined.



CW1 Phung Yin Lei, Team Leader, Prison Link Centre

Personally, I believe that the word “inspire” means to be a better person. If we are inspired, we will inspire those around us. I try to seek opportunities in my daily life to improve my character, educate myself and, most importantly, make myself feel good!

SCW1 Mohamad Safrin Bin Saptu, Chief Personal Supervisor, A3

Inspire, to me, involves changing the way people think and feel about themselves so that they will want to take positive actions. The best way to inspire others is to have interest in not only what you do, but to also recognise your staff and take the opportunity to see them grow and change. I would share my personal stories of my journey in SPS. This would help my staff to avoid repeating the same mistakes I have made in the past, and to be optimistic in scaling towards greater heights.



2 How has working toward this vision of inspiring others changed your perspective and approach towards your job?



DSP1 Ng Tiong Choon, Manager Building and Maintenance, Infrastructure Development Branch

"Inspiring others" are great words with great meanings. However, I often ask myself, "Before I can inspire others, am I inspired myself?" This thought forces me to consistently seek out the deeper meaning and purpose in my work, and enables me to have the correct perspective in my daily grind. It reminds me to always put my best foot forward at work before expecting others to do so.

MX12 Norriyanah Binte Omar, DRO Manager, Community-Based Interventions Services Branch

This new vision makes me pay more attention to myself, to take a pause and reflect on my interactions with offenders. These reflections help me to be more self-aware, and keep track of what I have learnt and keep me inspired. By doing this, I hope that I get better at what I do, and will be able to contribute a little more towards the people I interact with, whether it be colleagues or offenders.



RO2 Tann Yi Ru, Senior Reintegration Officer, Selarang Park Community Supervision Centre

Handling Reformative Trainees (RTs) on supervision demands a lot of determination and resilience. The vision of inspiring others as well as experiencing the hard work that has been put in by my fellow colleagues encourages me to put in more effort to motivate those under my charge to work harder and progress during supervision. At work, when I communicate with RTs on supervision, I show appreciation for their efforts in adhering to the tough supervision conditions. I commend them when they present themselves as sensible and respectable individuals. I do hope that by doing so, they would be inspired to continue on their change journey.



3 Can you share an instance when you have been inspired by a particular incident or person at work? OR Can you share an instance when you have inspired a particular inmate/person at work?

ASP1 Rossheema Binte Haniff, Programme Management Executive, Programme Management Branch

During my time as a Housing Unit Officer (HUO) at Changi Women's Prison (CWP), I was always willing to lend a listening ear. Once, while having lunch with my family, an ex-inmate walked up to me and shook my hand. She thanked me for motivating her, and shared that she took my advice to maintain good ties with her family members. Her daughter, who was also in CWP and under my care then, soon came over and shared that they were both encouraging and looking out for each other to stay away from negative peers. They told me that they will always remember the words that I reiterated, "No one can really help you to change, but yourself". I was heartened to see that I have made a positive impact in someone's life and that my words of advice have been an inspiration to others.



SCW2 Loh Kee Wei, Cluster Control Centre (CCC) Officer, Cluster B

Personally, I was inspired by Superintendent Ang Xiao Kiang (retired) during my stint in Jalan Awan Drug Rehabilitation Centre (DRC), as he was able to change the culture and staff morale by inspiring the men through his speech and action. He addressed and resolved staff concerns regarding operational issues through his regular Superintendent rounds. He also raised staff morale through quarterly dialogues and his participation in the many staff bonding activities with the rest of the institution. Ensuring staff well-being was another key area that he was renowned for and, most importantly, he always stood by his officers when the need arose.



SGT Augustino S/O Chinnapan, SPEAR Operator, SPEAR Force

In my five years of service, I have been inspired by several incidents and people. The most memorable one was in Tanah Merah Prison (TMP), where I met ASP Mohamed Norzalan Bin Nordin (currently in B3). I am grateful to have the chance to learn a lot about inmate subculture and management of difficult inmates from him. He inspired me to be a better and more proficient officer.



**SUPT1 Lee Chee Kwong,
Senior Assistant Director, Operations Policy & Development,
Operations Policy & Development Branch**

In 2008, when I was the Head of Public Affairs, I had the opportunity to visit Fiji with Mr Desmond Chin (then CEO SCORE) and Ms Leonie Tan (also from SCORE) to be the official guests at Fiji's launch of the Yellow Ribbon Project. The event was graced by the Prime Minister of Fiji, and we saw firsthand the impact of YRP beyond our shores. I was deeply inspired by this episode as I witnessed personally how a project which started in Prisons, in collaboration with SCORE, was able to change and improve the lives of prisoners living as far away as Fiji. It reminded me of how SPS, in our continuing efforts to become a better organisation, can not only help our own prisoners but also prisoners worldwide.



**SUPT1 Justin Paul Vikneswaran,
Superintendent, B3**

There are times when I receive positive acknowledgement from staff and inmates about my dealings with them. These not only give me a warm fuzzy feeling but it also serves to reinforce my conviction towards my job.



4 Apart from our vision, our HEART values (representing Honour, Excel, Agile, Respect and Teamwork) guide us in our daily work. Which HEART value resonates most strongly with you in this quest to inspire everyone?

**SSG Nagarajan S/O Rajagopal,
Operations Management Officer,
Operations Management Branch**

I believe that Honour is an important HEART value that would help in my quest to inspire others as we must be accountable for each and every one of our actions at the end of the day.

**CPL Goh Jun Hong,
Personal Supervisor,
Admiralty West Prison**

The particular HEART value that resonates with me is "Respect". In my opinion, the ideal way one should earn his respect is by showing respect to others and not by demanding it. In order for us to discipline our inmates, we must be exemplary in both words and actions.



**MSO Gr VII Vimalathacheni D/O R Gopalan,
Personal Assistant to DDP/COS**

To all the staff in SPS: Each of us has a role here. It does not matter how small or how big the role is. What matters most is that you believe in yourself and take pride in what you do. I wish all staff and SPS many great successes ahead!

5 Any last words of inspiration for our staff and SPS?

**ASP2 Muhammad Raizaluddin Bin Abdul Razak,
Housing Unit Officer, Tanah Merah Prison**

When we work on the ground, we must portray ourselves positively so that we can be a positive influence to our inmates. To be able to do that, we must have a strong definite sense of purpose in everything we do. We must walk the talk and not just make use of words alone to inspire them. There will definitely be times when you feel like you are losing your passion on the job. But before we do, we have to think back on why we embarked on this profession in the first place. That is to be a Captain of Lives in the lives of offenders under our charge.



**SSG Sri Murni Binte Mohamad Saleh,
Work Programme Officer,
Changi Women's Prison**

I wish to say to all our officers that whatever roles we are undertaking to create an exemplary Prison System, we should never stop inspiring each other.





WE INSPIRE

Offender **change**
and community **action**



ENHANCED SUPERVISION

Involving Home Team Agencies in Offenders' Throughcare

The rehabilitation of offenders into responsible citizens requires massive efforts from multiple stakeholders. The CARE Network partners such as SCORE, SACA, SANA and ISCOS, halfway houses and our community partners, such as the various religious organisations and grassroots partners, have traditionally contributed towards these rehabilitation efforts. Expanding the stakeholders to include Home Team agencies such as the Singapore Police Force (SPF) and Central Narcotics Bureau (CNB) would be a natural extension. The Enhanced Supervision Scheme for Long Term Imprisonment (LT) offenders is one such initiative which involves our Home Team colleagues.

The Enhanced Supervision Scheme for Long Term Imprisonment (LT) offenders with higher risks was implemented in November 2012. As of end 2013, over 400 supervisees have been emplaced on this scheme since its inception. The supervisees are supported in the community by Prisons' Correctional Rehabilitation Specialists who meet them regularly for one-to-one counselling and case management. This is necessary to ensure that offenders are provided with skills and knowledge to cope with the complexities of life outside prison and stand on their own two feet again. To help them lead a more disciplined life in the community, these



supervisees are subject to electronic monitoring with curfew, on top of their regular urine reporting to CNB officers. Without these support, these offenders with higher risks are more likely to re-offend and eventually return back to prison.

Working Together with CNB on Drug Supervision

For three different groups of professionals, namely the CNB officers, Reintegration Officers and Prison Specialists, to work together to realise the goal of Enhanced Supervision is not an easy feat. The ability to understand one another's operating terrain and complement how the others work is fundamental to a successful collaboration. For example, when a supervisee with weak socio-family support is referred to a shelter for temporary accommodation, he can worry less about meeting his housing needs and concentrate on reporting regularly for his urine tests and looking for a stable job.

On the ground, it is encouraging to see CNB supervision officers, Correctional Rehabilitation Specialists and Reintegration Officers come together to share observations of their charges and discuss supervision tactics to manage their supervisees' reintegration more effectively. For example, there was a case of a supervisee who turned up for his counselling session intoxicated. The Correctional Rehabilitation Specialist immediately



alerted the CNB supervision officer to these tell-tale signs of possible alcohol abuse. If left unaddressed, this could lead to a return to drug abuse. In this particular case, the Specialist worked with the CNB supervision officer to tighten the supervision conditions and arrest his downward spiral.

This collaboration between Prisons and CNB officers did not happen by chance. Joint trainings, regular team meetings at working levels and the exemplary leadership displayed by both organisations' senior management set the tone for this Home Team collaboration.


Making Interventions

CAPTAINS OF LIVES


ASP1 CHNG KUOK LEONG

Despite my short stint in service, my experience in B5 has been a very enriching one. I am particularly amazed and inspired by the dedication and efforts of our ground staff, from taking care of our inmates' daily necessities to helping to stimulate their impetus to change for the better. Influenced by their tireless commitment, I am spurred to excel in my duties.

As Captains of Lives, we make a difference not only in our inmates' lives, but also to the people around them. Seeing ex-offenders recover from their drug addiction and earning an honest living after their release reinforces my belief that our actions have cascading effects on their lives and on the society.



ASP2 KOO QIHUI, CLAIRE



I was in the Changi Women's Prison Special Handling Unit. Once, there were several Reformative Trainees who did not qualify to study. One of them could not even write the letters of the alphabet.

My housing unit staff and I brought some assessment books for the girls to share and self-study. After a month, I was pleased to see that they had copied the questions from the assessment books so that everyone could have a go. One even helped her cellmate learn the ABCs!

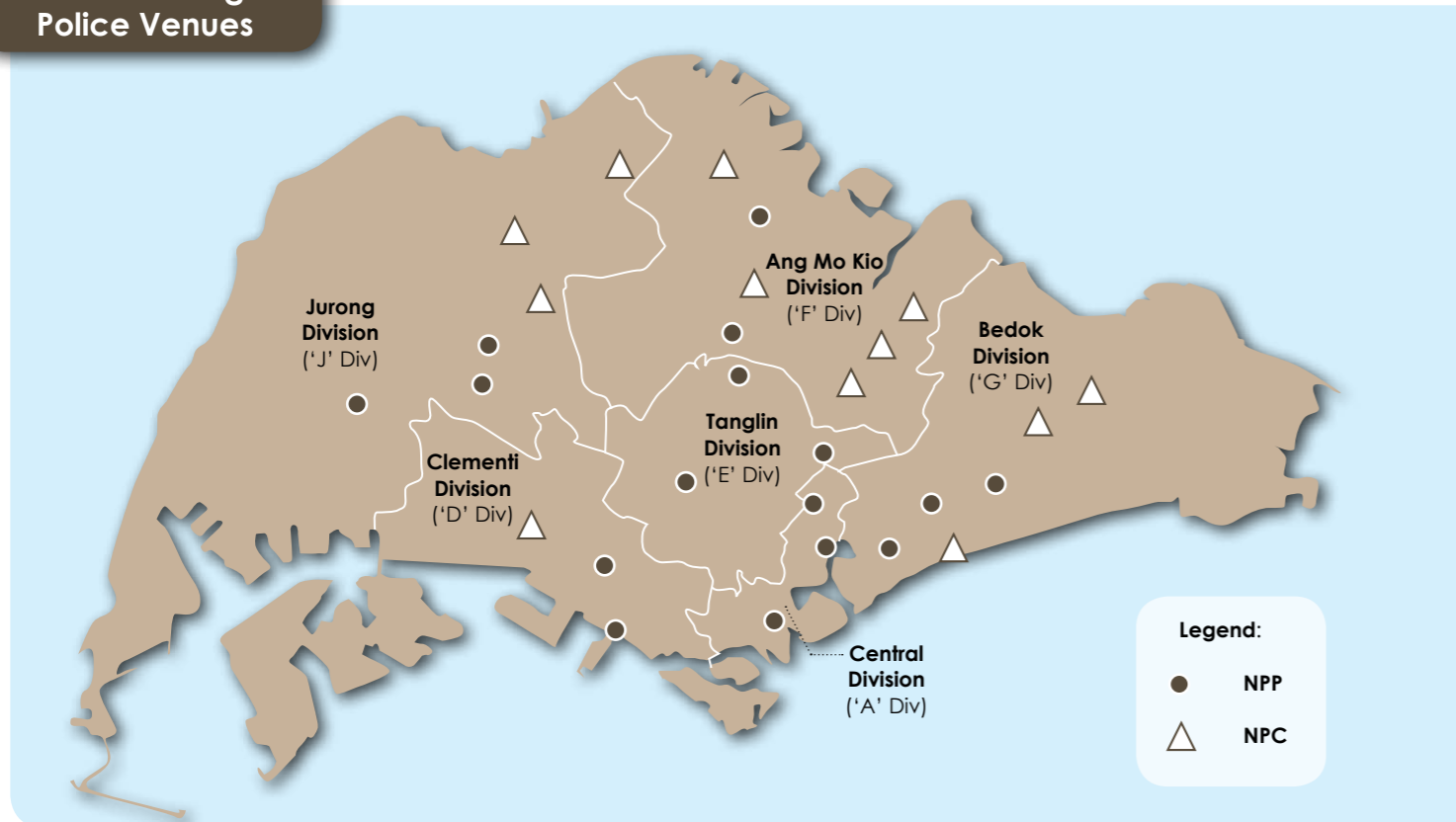
So, what does it mean to be a Captain of Lives?

It means working together despite limitations and constraints to help inmates reintegrate and remain offence free. It means to help the girl who could not spell, to be able to spell more than just her name.

CAPTAINS OF LIVES



SPS Counselling at Police Venues



Counselling sessions held at NPCs and NPPs in the various Police Divisions, clockwise from left:

- Jurong Police Division**
Hong Kah South NPP, Bukit Batok NPP, Bukit Panjang NPC, Choa Chu Kang NPC, Woodlands NPC.
- Ang Mo Kio Police Division**
Yishun North NPC, Nee Soon South NPP, Ang Mo Kio North NPC, Teck Ghee NPP, Serangoon NPC, Hougang NPC, Sengkang NPC.
- Bedok Police Division**
Tampines NPC, Changi NPC, Chai Chee NPP, Kampung Ubi NPP, Marine Parade NPC, Mountbatten NPP.
- Central Police Division**
Kallang NPP, Kampong Glam NPP, Kreta Ayer NPP.
- Clementi Police Division**
Pasir Panjang NPP, Alexandra NPP, Clementi NPC.
- Tanglin Police Division**
Cairnhill NPP, Bishan NPP, Potong Pasir NPP.

Accessible and Sharing Resources

Although counselling sessions and group work for supervisees are beneficial in helping them stay clean from drugs, ensuring that these services are accessible to the supervisees is of paramount importance. If the supervisees have to incur excessive time and transport costs to receive these services, their motivation to utilise these services would be reduced.


To make our counselling services more accessible to these supervisees, we had to find suitable venues which are near to transport nodes in the heartlands. Therefore, aside from working hand in glove with CNB, our other Home Team partner, SPF, has also supported this Scheme by allowing us to use the various Neighbourhood Police Centres (NPCs) and Neighbourhood Police Posts (NPPs) across Singapore as counselling venues. This makes a significant difference to many supervisees. Rahul, a supervisee, shares, "Although I have to report for urine tests at Jurong Division Headquarters, I can now attend my counseling sessions at Bukit Batok NPP which is nearer my home."

By mid-2014, there will be a total of 16 Neighbourhood Police Posts (NPPs) and 12 Neighbourhood Police Centres (NPCs) across the country hosting individual counselling or group counselling sessions. Instead of merely providing counselling venues, SPF plays an important role in ensuring that these sessions are conducted in a safe and secure environment. Revamped NPPs designated for use by community partners and voluntary welfare organisations were also piloted by SPF in December 2013. Prisons will collaborate with SPF on the use of the community zones within the revamped NPPs, such as West Coast NPP and Radin Mas NPP, to conduct casework and counselling sessions.

Enhancing Employment Opportunities for the "High Risk" Group

LT offenders with higher risks often have complex needs and face entrenched socio-economic difficulties. Some of them

CW1 TAN YU MENG JEREMY



Being able to help others change for the better is not something that many professions can offer. That is why I chose to be a Captain of Lives.

I remember a reserved inmate who would always avoid the officers. Despite his attitude, I persisted in engaging him. His resistance finally broke down, and he admitted that he needed assistance as he had marital problems. I referred him for counselling.

A few years later, I met him in a shopping centre. He shared with me that my little gesture had helped to salvage his marriage.

As a Captain of Lives, it gives me joy to see people transform from inmates to responsible citizens. My efforts may not be able to create a change in the lives of all the offenders I meet, but if I can make a difference in some lives, I would be satisfied.

CAPTAINS OF LIVES