



SINGAPORE
PRISON SERVICE

BUILDING THE FUTURE OF CORRECTIONS

SINGAPORE PRISON SERVICE ANNUAL REPORT 2018

CAPTAINS OF LIVES
REHAB • RENEW • RESTART



 **CLUSTER A**
SINGAPORE PRISON SERVICE



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.

COMMISSIONER'S FOREWORD



An Endless Pursuit for Excellence

The Singapore Prison Service (SPS) has come a long way to become the correctional agency it is today. Our two-year recidivism rates had dropped over the years from 44.4% for the release cohort of 1998 to 23.7% for the release cohort of 2016.¹ Although the low and stable recidivism rate is admirable by international correctional standards, we should not rest on our laurels. In our continuous bid to strive for excellence and uphold our standards as a credible, progressive and forward-looking service, we have embarked on a new journey to achieve our next wave of transformation through our masterplan 'Corrections 2025'.

There are three key strategies under 'Corrections 2025' – 'Prison Without Guards', 'Prison Without Walls: Expanding Community Corrections', and the 'Learning Prison'.

'Prison Without Guards' harnesses technology to improve the way prison operations are run, and enable our staff to carry out their mission more effectively. 'Prison Without Walls: Expanding Community Corrections' seeks to reduce re-offending and enable the successful reintegration of offenders through robust aftercare schemes and programmes.

¹ Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.



COMMISSIONER'S FOREWORD

“

At the heart of all these new initiatives are our staff – the Captains of Lives. They play a central role in all our correctional efforts. At SPS, we believe in developing our staff and motivating them to realise their fullest potential. Correctional work has evolved over the years, both within and beyond the prison walls, and is becoming more complex. It is imperative to upskill our Captains of Lives to keep pace with the rapidly changing operating landscape and be future-ready.

”

The ‘Learning Prison’ is the most recent key strategy introduced in 2018, and it seeks to transform our prisons from a place of incarceration to a place of transformation. One of the initiatives we had introduced in the past year was ‘My Action Plan’, involving the use of an interview guide and planner to encourage inmates to take greater ownership of their rehabilitation through a process of reflection, facilitated by Prison Officers. Another initiative that involved our Prison Officers doing higher-order work was the conduct of motivational programmes at the onset of the inmates’ sentences. These initiatives are supported by the use of tablets, which allow the inmates to learn at their own pace and give them opportunities to apply what they learn. Doing time does not have to be a waste of time.

Our People, Our Strength

At the heart of all these new initiatives are our staff – the Captains of Lives. They play a central role in all our correctional efforts. At SPS, we believe in developing our staff and motivating them to realise their fullest potential. Correctional work has evolved over the years, both within and beyond the prison walls, and is becoming more complex. It is imperative to upskill our Captains of Lives to keep pace with the rapidly changing operating landscape and be future-ready.

15 Years of the Yellow Ribbon Project

2018 also marked the 15th year of the Yellow Ribbon Project. What started off as a modest initiative has grown and evolved into a national movement. Last September, we organised the 10th edition of our Yellow Ribbon Prison Run. In the same month, we hosted the inaugural Singapore-United Nations Office on Drugs and Crime (SIN-UNODC) Training Workshop, together with our Yellow Ribbon Conference.



COMMISSIONER'S FOREWORD

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SPS is committed to enforcing the safe and secure custody of inmates, and rehabilitate them for a safe Singapore. We will continue to augment our operations and evidence-informed programmes to provide a safe and rehabilitative environment for the inmates. The work we do is meaningful and the change we inspire has the potential to impact the lives of many.

”

Over five days, we hosted more than 450 representatives from 16 Asian and Pacific Island countries. SPS also organised the fifth edition of the biennial Asian Prisons Lockdown Challenge, with a record number of 11 jurisdictions participating. SPS will continue to forge stronger partnerships with our overseas counterparts to co-create the future of corrections. SPS will continue to forge stronger partnerships with our overseas counterparts to co-create the future of corrections.

Our Commitment

SPS is grateful for the continuous support of our partners in the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, voluntary welfare organisations, religious groups, halfway houses, volunteers, befrienders, and members of Committees and Boards. It is through our joint efforts that SPS is able to support the inmates' transition from prison back into the community.

SPS is committed to enforcing the safe and secure custody of inmates, and rehabilitate them for a safe Singapore. We will continue to augment our operations and evidence-informed programmes to provide a safe and rehabilitative environment for the inmates. The work we do is meaningful and the change we inspire has the potential to impact the lives of many. May we all continue to inspire everyone, at every chance, towards a society without re-offending.

Desmond Chin

Commissioner of Prisons
Singapore Prison Service



DIRECTORATE MEMBERS

From left to right:

Shie Yong Lee
Deputy Commissioner
(Policy &
Transformation)
of Prisons

Desmond Chin
Commissioner
of Prisons

Terrence Goh
Deputy Commissioner
(Operations &
Rehabilitation)
of Prisons



From left to right:

Caroline Lim
Commander,
Cluster A

Benjamin Chia
Commander,
Cluster B

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

Tan Eng Keong
Commander,
Cluster C

DIRECTORATE MEMBERS

From left to right:

Soh Beng Koon
Commander,
Operations
& Security
Command

Lee Kwai Sem
Director,
Rehabilitation
& Reintegration
Division

Timothy Leo
Director,
Psychological
& Correctional
Rehabilitation
Division



From left to right:

Koh Tong Hai
Director,
Operations
Division

Vincent Chew
Director,
Intelligence
Division

Lam Mong Teng
Director,
Provost
Division

DIRECTORATE MEMBERS

From left to right:

Foo Ee Lin

Director, Strategic
Planning Division

Titus Kong

Director, Corporate
Communications &
Relations Division

Chiew Hock Meng

Director, Logistics &
Finance Division

Cecilia Chew

Director, Staff
Development Division



From left to right:

Loh Teck En

Director,
Transformation
& Technology
Division

Carolyn Kan

Director,
Inspectorate &
Review Division



BUILDING CORRECTIONS



01 Transforming
Our Prison
Operations



02 Life Beyond
Prison Walls



03 Enhancing
Rehabilitation



04 Our Staff,
Our Strength



05 Our Volunteers
& Community
Partners



06 15 Years of Yellow
Ribbon Project

TRANSFORMING OUR PRISON OPERATIONS

2018 marked significant milestones in the transformation of our prison operations. New technology initiatives were piloted to strengthen our operational effectiveness, and custodial operations were consolidated at the Changi Prison Complex.



Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of National Development, Ms Sun Xueling being briefed by then-Commander Cluster A, Mr Matthew Wee, on the Automated Muster Checking using facial recognition technology during her visit to Institution A4 on 21 June 2018.

“

AS INSTITUTION A4 OFFICERS PILOT THE NEW CONCEPT OF 'PRISON WITHOUT GUARDS', VALUABLE LESSONS LEARNT AND FEEDBACK FROM THEIR EXPERIENCES WILL ENHANCE THE SYSTEMS AND PAVE WAY FOR FUTURE IMPLEMENTATION IN OTHER INSTITUTIONS. THE TRANSFORMATION JOURNEY WILL CONTINUE AS WE CONTINUE TO IMPROVE AND FURTHER INNOVATE THE WAY WE OPERATE, TO BE MORE EFFECTIVE AND EFFICIENT.

”

Then-Institution A4 Superintendent, SUPT1A Lam Mong Teng

PILOT OF NEW TECHNOLOGY INITIATIVES

The operational concept of a 'Prison Without Guards' began its pilot in October 2017 at Institution A4, the only women's prison in Singapore. The technology initiatives which were progressively introduced included:

1. Automated Security Equipment Cabinet (ASEC) which enables multiple officers to draw and return security equipment simultaneously;
2. Digital Rehabilitation Records Management System (DRRMS) which automates the tracking of inmates' attendance for work, counselling and rehabilitation programmes using Near Field Communications (NFC) readers and wrist-tags worn by inmates;
3. Digitalisation of Inmate Rehabilitation & Corrections Tool (DIRECT) which is a suite of applications developed and deployed in shared tablets for inmates to access; and
4. Automated Muster Checking which uses facial recognition technology to verify inmates' identity with the records in the database.



Ms Sun Xueling being briefed by an officer on the use of the Digital Rehabilitation Records Management System (DRRMS) during her visit.

Apart from the pilot at Institution A4, SPS had also trialled and implemented new technologies in other prison institutions to develop the 'Prison Without Guards' concept and transform the way SPS operates. Examples of these technologies include the Human Behaviour Detection System (HBEDS) and Digitalisation of Inmate Rehabilitation & Corrections Tool (DIRECT).

TRIAL OF HUMAN BEHAVIOUR DETECTION SYSTEM (HBEDS)



Screenshots of HBEDS prototype system.

In collaboration with the MHA Office of the Chief Science and Technology Officer, the HBEDS prototype was trialled at Institution B2 from May to December 2018. Using video analytics, the HBEDS alerts our officers to abnormal activities, such as fights in the prison cells. By enhancing SPS's surveillance and monitoring capabilities, we can better ensure the safety and security of inmates under our custody.

The prototype is undergoing further fine-tuning to improve on its accuracy before its full implementation.

INTRODUCTION OF THE AUTOMATED SECURITY EQUIPMENT CABINET (ASEC)

The ASEC is a self-service security equipment cabinet that automates the process of equipping officers at the start and end of their shifts. The system allows for several officers to draw their equipment at the same time. The time taken to equip our officers has now been significantly reduced. Piloted at Institution A4 since January 2018, ASEC will be rolled out across all institutions by 2020.



Officer drawing security equipment using ASEC.

IMPLEMENTATION OF DIGITALISATION OF INMATE REHABILITATION & CORRECTIONS TOOL (DIRECT)

The DIRECT tool includes a suite of applications developed and deployed in shared tablets for inmates to access. These applications include e-books, e-news, e-letters and e-learning. DIRECT aims to enhance security and operational efficiency of the institutions, improve communication between inmates and their families, and support the rehabilitation of inmates.



Inmate using DIRECT e-Letters to communicate with his family.

**THE
TRANSFORMED
HOUSING UNIT**

CONSOLIDATION OF CUSTODIAL OPERATIONS IN THE EASTERN PART OF SINGAPORE

Move of Admiralty West Prison to Institution Tanah Merah 2

Another development in 2018 was the move of Admiralty West Prison (AWP) to Institution Tanah Merah 2 (TM2), where the Changi Women's Prison used to operate before its shift to Cluster A in 2017. With this move, all prison institutions in Singapore have now been consolidated in the eastern part of the island, within close proximity to the Changi Prison Complex and the new SPS Headquarters.



Inmates being processed at Institution TM2.



Inmates walking through the passageway of AWP one final time.



Institution TM2 is situated within close proximity to the Changi Prison Complex and the new SPS Headquarters.



Official Opening Ceremony of SPS HQ by Minister for Home Affairs & Minister for Law, Mr K Shanmugam.

NEW SPS HEADQUARTERS

Another significant event in 2018 was the shift of the SPS Headquarters (HQ). The new location, situated just next to the Changi Prison Complex, enables better command and control, and enhances readiness in responding to contingencies. In addition, with offices boasting an open concept, staff are now better able to collaborate both within and across units. The new SPS HQ was officially opened by the Minister for Home Affairs & Minister for Law, Mr K Shanmugam, on 11 January 2019.



Minister for Home Affairs & Minister for Law, Mr K Shanmugam, with Commissioner of Prisons, Mr Desmond Chin, overlooking the Changi Prison Complex from the rooftop of the new SPS HQ building.

CHANGI PRISON WALL – A SYMBOL OF SPS'S JOURNEY



A 180-metre stretch of the Changi Prison wall, gate and two corner turrets have been gazetted as a national monument since February 2016. For prison officers, these structures, built in 1936, serve as a reminder of how the Service has continued to innovate and transform itself over the years.

The fifth edition of the **Asian Prisons Lockdown Challenge** in 2018 saw a record of

57
participants



from **11**
different
jurisdictions.

ASIAN PRISONS LOCKDOWN CHALLENGE

SPS continued to forge regional ties with our correctional counterparts through the organising of the biennial Asian Prisons Lockdown Challenge (APLC). The fifth edition of the challenge in 2018 saw a record of 57 participants from 11 different jurisdictions. Besides engaging in friendly competitions, participants also shared their challenges faced in managing inmates, as well as the unique environment which each of the jurisdictions operated within. At the end of the competition, all participants left with a better understanding of how their counterparts coped with their respective challenges, and a keener sense of the correctional landscape across the region.



Congratulations to the winning team of APLC 2018: Hong Kong Correctional Services Department!

HIGHLIGHTS FROM APLC 2018

“

I WAS FORTUNATE TO HAVE A TEAM OF SUPPORTIVE CLUSTER B COMRADES WITH ME. IT WAS THE CONSTANT MOTIVATION, AND THE DESIRE TO ACHIEVE GLORY FOR CLUSTER B THAT PULLED US THROUGH THE APLC COMPETITION. THE COMPETITION ALSO ALLOWED ME TO MEET COUNTERPARTS FROM OTHER COUNTRIES, AND WE FORGED NEW FRIENDSHIPS AND ALSO EXCHANGED CONTACTS FOR FUTURE NETWORKING.

”

Institution B1 Housing Unit Officer, RO2 Lau Zheng Hong



Representatives from the 11 participating jurisdictions at APLC 2018, from left, Bangladesh, Fiji, Hong Kong, Singapore, Indonesia, Kiribati, Republic of Korea, Macau, Sri Lanka, Solomon Islands and Thailand.



Participants breaching a chained door and scaling a high wall as part of the 'Specialist' event, which comprised a series of tough obstacles and challenges.



Participants going through the gruelling 'Operation Man Down' event, during which the team was required to quell an attack during a high-risk inmate transport, and evacuate casualties back to the safe zone.



MINISTER FOR MANPOWER & SECOND MINISTER FOR HOME AFFAIRS' VISIT TO SPEAR BASE

Minister for Manpower & Second Minister for Home Affairs, Mrs Josephine Teo, visited the Singapore Prisons Emergency Action Response (SPEAR) Force base on 13 July 2018. SPEAR Force officers demonstrated the use of Close Quarters Restraint Techniques (CQRT) to restrain violent inmates and the suppression of a riot situation by storming into a Housing Unit.



Minister for Manpower & Second Minister for Home Affairs, Mrs Josephine Teo, trying out the FN303 launcher (left), which is the primary weapon system used by the SPEAR Force during prison contingencies, as well as the FN303 pistol (right), a more compact version of the launcher.



SPEAR Force officers demonstrating the use of CQRT to restrain a non-compliant and violent 'inmate'.



SPEAR Force officers demonstrating the suppression of a riot situation.

LIFE BEYOND PRISON WALLS – EXPANDING THE SCALE AND SCOPE OF COMMUNITY CORRECTIONS

Community corrections is about supervision and rehabilitation beyond the prison walls, in the community. Research has shown that rehabilitation is more effective when carried out in real-life settings and that support is most important during post-release. This is especially crucial for offenders who have been incarcerated for a long period.

The shift from the interim Selarang Halfway House (SHWH) at Lloyd Leas Community Supervision Centre to the newly purpose-built SHWH at Selarang Park Complex was completed in November 2018.



Some of the common challenges ex-offenders face include:



Securing accommodation



Sustaining employment



Rejecting peers of negative influence



Reconciling with family



Adjusting back to a fast-paced society

Hence, a period of close supervision and support when they re-enter the community is necessary for sustained change.

PURPOSE-BUILT SELARANG HALFWAY HOUSE AS PART OF MANDATORY AFTERCARE SCHEME

The Mandatory Aftercare Scheme (MAS) was implemented in 2014 as a structured post-release regime to provide the necessary supervision and support for selected ex-offenders. Under MAS, they undergo urine testing, curfew and electronic monitoring, as well as casework and counselling.

During the initial phase of MAS, ex-offenders are required to stay at the Selarang Halfway House (SHWH), managed by the Yellow Ribbon Industries (YRI), a subsidiary under the Singapore Corporation of Rehabilitative Enterprises (SCORE). The SHWH phase aims to support ex-offenders by providing a semi-structured environment during their transition back to society. It caters to ex-offenders of all races and religions, with dedicated accommodation blocks for male and female residents.



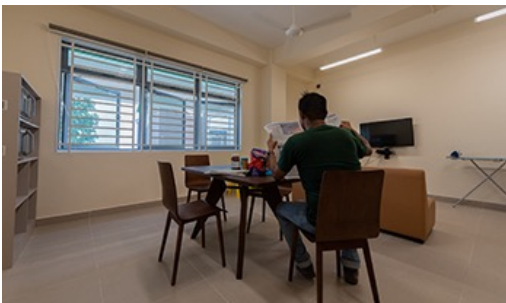
Reintegration Officers and Correctional Rehabilitation Specialists from Community Corrections Command (COMC) work alongside many other community partners to provide supervision and support for ex-offenders.



SHWH provides a safe and secure temporary accommodation for ex-offenders.



With five blocks of accommodation, SHWH is able to receive up to 576 ex-offenders emplaced on MAS.



The design of the SHWH mirrors that of a HDB flat. The common living area promotes interaction with fellow residents, allows access to daily home appliances, and provides a place for supervisees to rest after work.



Each room, which can accommodate up to either four or eight residents, is brightly decorated and equipped with lockers for safe-keeping of belongings.

“
THE DEVELOPMENT OF SELARANG HALFWAY HOUSE IS A FURTHER BIG STEP IN OUR EFFORTS TO IMPROVE THE REHABILITATION AND REINTEGRATION OF OFFENDERS. WE HAVE SOUGHT TO MAKE THE ENVIRONMENT CONDUCIVE FOR REHABILITATION AND REINTEGRATION, BUT STILL SECURED.

”

Minister for Home Affairs & Minister for Law, Mr K Shanmugam,
at a visit to SHWH on 11 January 2019

WHAT'S NEXT?

With legislative changes such as the amendments to the Reformative Training legislation and the Misuse of Drugs Act, there will be about 4000 supervisees in the community by 2025, twice the number we have today. SPS will expand our community corrections efforts through a greater use of technology. New initiatives such as video conferencing and "SHARE" (Self-Help And Reward E-application) will be used to complement casework and counselling.

SPS will also strengthen our throughcare approach to have better oversight of each offender's

reintegration journey. In order to facilitate a seamless transition, the same group of staff will support offenders from their incarceration to their rehabilitation in the community. At the same time, Community Corrections Command is working towards strengthening family and community involvement in the rehabilitation process.

With the expansion of the scale and scope of community corrections, we hope to see more ex-offenders desisting from crime and drugs, achieving our Vision of a society without re-offending.



WHAT IS SHARE?

(Self-Help And Reward E-application)

Customised mobile application that allows ex-offenders to access community resources and reinforce learning in the community.



Key features:

- Rehabilitation e-resources, including notes and plans made by offenders during incarceration
- One-stop portal for community resources
- Centralised job database
- Online check-in and case recording
- Video call function

EXTENDING THROUGH-CARE IN THE COMMUNITY

ENHANCING REHABILITATION TO REDUCE RE-OFFENDING

Singapore Prison Service adopts a differentiated approach towards rehabilitation. Through various programmes and specialised regimes, interventions are tailored to address inmates' risks and needs. Recent legislative amendments have allowed us to better calibrate regimes at our Reformatory Training Centre (RTC) and Drug Rehabilitation Centre (DRC).



115 inmates received the National Youth Achievement Award (NYAA) at the presentation ceremony at Institution Tanah Merah 1 on 13 April 2018.

YOUNG OFFENDERS – REVISED REFORMATIVE TRAINING REGIME

The Reformative Training (RT) regime is a form of early intervention in the offending cycle for young offenders below the age of 21. By addressing their rehabilitation needs effectively, we increase these offenders' chances of returning to society as responsible and contributing citizens from a young age.

Since 31 October 2018, the minimum detention period at the Reformative Training Centre (RTC) was reduced from 18 months to six or 12 months. Day release options were expanded to allow RT inmates to be released for employment, and attend educational courses or other approved activities. At the same time, there is greater flexibility in recalling RT inmates back to prison during their supervision period, depending on their progress in the community.

These recent changes complement programmes previously introduced in May 2016, such as basic, intermediate and advanced family programmes to facilitate increased family involvement, as well as career guidance and employment preparation programmes.



Award recipients showcasing their graduation performance to family members and guests at the presentation ceremony.

DRUG OFFENDERS – AMENDMENTS TO MISUSE OF DRUGS ACT

With more evidence-based rehabilitation and aftercare support for drug abusers, the Misuse of Drugs Act (MDA) was amended to strengthen rehabilitation, while maintaining a tough stance against drugs. Third-time and above drug abusers will now be channelled to the Drug Rehabilitation Centre (DRC) instead of serving a long-term imprisonment (LT) sentence. Concurrently, the maximum detention period at the DRC has been extended from three to four years, and supervision by CNB can be up to five years, instead of the current two years.



An inmate award recipient sharing her experience of the National Youth Achievement Award (NYAA) programme with Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health, Mr Amrin Amin. Each year, SPS facilitates the NYAA programme for Reformative Trainees and other young offenders to encourage them to develop self-reliance, perseverance, and responsibility through community service, sports, adventure activities and skills workshops.

MOVING TOWARDS A 'LEARNING PRISON'

As part of SPS's transformation, 'Learning Prison' initiatives were implemented since 2018 to cater to the wider offender population. These initiatives seek to transform the way rehabilitation is done in prisons, whereby inmates are encouraged to be proactive, and become more empowered learners. To support more sustainable and lasting change, two initiatives were rolled out in 2018 – 'My Action Plan' and conducting rehabilitation programmes earlier on in the inmates' sentences.

Other initiatives under 'Learning Prison' include better matching of inmates to work programmes, enhancing vocational skills training and academic upgrading, and strengthening family support for inmates' rehabilitation and reintegration.



Inmates attending the bakery and hairdressing workshops at Institution A4, Singapore's only women's prison.

'LEARNING PRISON' INITIATIVES

REHABILITATION PROGRAMMES CONDUCTED FROM ONSET OF INCARCERATION INSTEAD OF AT TAIL-END OF SENTENCE

- To maximise inmates' learning opportunities and sustain lasting change, contributing to safety and security in prison.
- Programmes include literacy programmes, motivational programmes, psychology-based correctional programmes and enhanced family programmes.



Inmate with his family during an open visit, as part of a family programme.

'LEARNING PRISON' INITIATIVES

'MY ACTION PLAN' (MAP) TO EMPOWER INMATE OWNERSHIP OF THEIR REHABILITATION

- Inmates charting their action plan for self-improvement and rehabilitation with guidance from officers.
- Officers will regularly review inmates' progress on their rehabilitation goals and facilitate their rehabilitation and reintegration.



Inmate holding a 'My Action Plan' booklet.



'Learning Prison' initiatives aim to enhance the employability of inmates through vocational skills training such as ITE certification in laundry operations.

**INSPIRING
LASTING CHANGE**

INTRODUCTION OF DIPLOMA COURSE FOR PRISON SCHOOL STUDENT-INMATES

In addition to 'O', 'N', and 'A' Levels, inmates serving their sentence at the Prison School at Institution Tanah Merah 1 can now pursue a Diploma in Business Practice (International Supply Chain Management). SPS and Ngee Ann Polytechnic (NP) signed a Letter of Understanding in November 2018 to deliver three runs of the course. Since October 2018, lecturers from NP have commenced teaching the course modules in prison, and students who are due for release can continue at NP after their release. The introduction of this diploma course will enhance the inmates' employability in the logistics sector, and offer them the opportunity to work for logistics companies and supply chain solution providers in the future.



SPS and Ngee Ann Polytechnic at the signing ceremony for the Diploma in Business Practice (International Supply Chain Management) held on 19 November 2018. From left: Mr Clarence Ti (Principal, Ngee Ann Polytechnic), Mrs Anna Yap-Too (Senior Director, SkillsFuture & Director, School of Business & Accountancy), Mr Tan Eng Keong (Commander, Cluster C), and Ms Shie Yong Lee (then-Deputy Commissioner/Chief-of-Staff, Prisons).



Mr Wong Yew Fei, one of the NP lecturers at the Prison School, speaking with a student-inmate enrolled in the Diploma course in Business Practice (International Supply Chain Management).

OUR STAFF, OUR STRENGTH

Singapore Prison Service was recognised as one of Singapore's Best Employers for the fifth time in 2018. The Aon Best Employer Award was a testament to SPS's commendable efforts in attracting and developing talents, engaging employees, while maintaining a focus on effective leadership within the organisation. Achieving this accolade does not mean that we can now rest on our laurels. On the contrary, we will continue to forge ahead and anticipate future challenges in our operating landscape.



Director, Staff Development Division, Ms Cecilia Chew (third from right), receiving the Aon Best Employer Award on behalf of SPS.

As part of the larger Home Team Transformation 2025, SPS is also implementing Corrections 2025, our transformation plan which encompasses 'Prison Without Guards', 'Learning Prison', and 'Prison Without Walls'. An organisation is only as good as its people. Thus, what remains key in enabling us to realise our ongoing transformation is our staff, who embody our Vision to be Captains of Lives.

'Learning Prison' initiatives encapsulate our staff's desire to motivate inmates to take greater ownership of their rehabilitation. Our staff are also committed to learning new skills and upgrading themselves to become even more effective at their work. Towards this end, SPS has embraced the spirit of continuous learning as a key Human Resources (HR) strategy to ensure that our staff's capabilities stay relevant and they remain equipped to serve as good role models to the inmates under their charge.

The development of the Competency Framework, which contains behavioural indicators and courses curated for the various functional roles in the organisation, is one of the many ways that SPS invests in our staff. This framework is a developmental roadmap for staff, with tiered competency behavioural indicators for each designation, contextualised to the competencies required for each unit to achieve its mission. Our staff also attend external courses, in-service training and e-learning at their own pace to upskill themselves.



Our Captains of Lives are at the centre of Corrections 2025, SPS's transformation plan which includes 'Learning Prison', 'Prison Without Guards' and 'Prison Without Walls'.



Institution A5 Housing Unit Officer, RO1 Sushminder Singh, completing an e-learning course at his work station. E-learning allows our Captains of Lives to learn at their own pace.

As part of SPS's drive to enhance professionalism, the Learning and Development Subsidy (LDS) scheme was rolled out in 2017, enabling officers to seek out accredited courses, academic subscriptions, or sustainable fitness on their own, tailoring training to the individual. LDS allows officers to proactively pursue professional and personal growth that is relevant to their work, so that our officers can perform their current and future roles.

“

**MY FITNESS HAS IMPROVED
IMMENSELY AND I ACHIEVED MY
BEST IPPT RESULT IN MY
6 YEARS OF SERVICE.**

”

CW1 Muhammad Syahiid Bin Mohamed Yunos, Cluster C
(CW1 Syahiid used LDS for Anytime Fitness gym membership)

In order to be future-ready and well-prepared for our transformation journey, SPS continues to focus on our staff's growth and development, equipping them to inspire change in the inmates. Our staff is our strength, and together, we make SPS stronger.

“

TAKING THIS COURSE EQUIPPED ME WITH THE LEADERSHIP CAPABILITIES TO ENGAGE AND BUILD AN EFFECTIVE TEAM AND STEER THEM TO MEET THE GOALS OF THE UNIT AND DEPARTMENT.

”

CW2 Reminor Salimin, SPEAR Force
(CW2 Reminor used LDS to pursue the Professional Diploma in Leadership & People Management)



Officers gathering for a photo inside the Institution TM2 after completing the move from Admiralty West Prison.



Teamwork makes the dream work!

OUR VOLUNTEERS – SYNERGY THROUGH COMMUNITY PARTNERSHIPS

Our volunteers and community partners perform diverse roles, ranging from volunteering in the throughcare spectrum, to contributing their expertise in the MHA-appointed committees and advisory boards. SPS recognises the importance of our volunteers and community partners in complementing our efforts in rehabilitation and reintegration. Various events and ceremonies were organised to show our appreciation to them for their unwavering support and contributions.



Unveiling of the Yellow Ribbon Community Project booster packs, an initiative by the Singapore Anti-Narcotics Association and Singapore Prison Service, sponsored by the Heartwarmers Volunteer Group, the Inmates' Families Support Fund and the Yellow Ribbon Fund. Each booster pack came with about \$50 worth of vouchers and food items, and included an origami butterfly with a message to motivate the families of offenders. The Community Chest would subsequently co-ordinate the distribution of 900 of these packs by grassroots volunteers.

YELLOW RIBBON COMMUNITY PROJECT VOLUNTEERS

The Yellow Ribbon Community Project (YRCP) is a grassroots-led initiative which aims to provide proactive support and assistance to the families of offenders. Trained grassroots volunteers visit the families of recently admitted inmates to render assistance, such as linking them to the relevant social support networks. The YRCP has grown from eight participating grassroots divisions in 2010, to 75 at the end of 2018, with more than 1,000 volunteers and over 10,000 families benefitting.



Ms Suzana Binte Ahmad, YRCP Champion for Tampines Changkat Division, receiving the Five-Year Long Service Award on behalf of the Division. Letters of Appointment to new Yellow Ribbon Champions were also presented at the annual event on 15 September 2018.

The YRCP has grown from **eight** participating grassroots divisions in 2010, to **75** at the end of 2018,



with more than **1,000** volunteers and over **10,000** families benefitting.

“

YRCP VOLUNTEERS ARE CRITICAL IN REKINDLING THE ESTRANGED RELATIONSHIPS, POINTING THE OFFENDERS' FAMILIES TO VARIOUS COMMUNITY RESOURCES, AND PROVIDING THEM WITH EMOTIONAL SUPPORT.

”

Minister for Home Affairs & Minister for Law,
Mr K Shanmugam, at the YRCP Awards & Appreciation Luncheon

SINGAPORE PRISON SERVICE VOLUNTEERS

Currently, SPS has more than 1,900 volunteers and works with over 40 community partners who dedicate their time and energy to help in rehabilitating and reintegrating offenders and ex-offenders. These volunteers and community partners play an important part in supporting offenders, ex-offenders, and their families and children who are affected by their loved ones' incarceration. They conduct programmes and services such as Religious Counselling, Befriending, Family-Bonding, and Tuition. For their steadfast commitment and contributions, these volunteers and community partners were recognised during the annual Singapore Prison Service Volunteers Awards Ceremony held on 23 November 2018.

Currently, SPS has more than



1,900

volunteers

&



40

community partners



“

MANY OF YOU HAVE MADE PERSONAL SACRIFICES TO DEDICATE YOUR TIME AND ENERGY TO HELP OFFENDERS GET THEIR LIVES BACK ON TRACK. YOUR WORK CAN BE CHALLENGING AND FRUSTRATING. YET, YOU HAVE PRESSED ON, BECAUSE YOU BELIEVE THAT ALL OF US CAN PLAY A PART TO REBUILD HOPE AND EMPOWER LIVES.”

”

Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health,
Mr Amrin Amin, at the SPS Volunteers Awards Ceremony

VOLUNTEER APPRECIATION LUNCHEONS

The Clusters also organised annual appreciation luncheons to thank their volunteers for contributing at the respective Clusters. These events also served as a platform for feedback and dialogue.



Inmates presenting tokens of appreciation to the volunteers at an appreciation luncheon.

COMMITTEES AND ADVISORY BOARDS

The Board of Visiting Justices and Board of Visitors are appointed by the Minister for Home Affairs to carry out regular inspections of the prisons in Singapore to ensure that the basic welfare of prisoners is adhered to. An Appreciation Luncheon was organised for former Chairman of the Board of Visitors (Drug Rehabilitation Centres & Anti-Inhalant Abuse Centres), Mr P O Ram, on 28 November 2018 for his 39 years of sterling service to the Board. Mr P O Ram was first appointed as a member in 1979 and became Chairman in 2003. He had worked with six Directors/Commissioners of Prisons – Mr Quek Shih Lei, Mr Tee Tua Ba, Mr Poh Geok Ek, Mr Ng Joo Hee, Mr Soh Wai Wah and Mr Desmond Chin, and had seen the transformation of the DRC and Inhalant Abuser regimes over the years.

“

ALTHOUGH MR P O RAM'S PERIOD OF SERVICE IN THE BOARD HAS COME TO A CLOSE, HE CONTINUED TO SERVE IN VARIOUS CAPACITIES IN OTHER BOARDS, COMMITTEES AND ORGANISATIONS AND HE IS RECOGNISED AS A VALUED SOURCE OF THE TRUE SPIRIT OF GIVING BACK TO SOCIETY WHICH HAS ALWAYS CHARACTERISED HIM.

”

Chairman of the Board of Visitors (Drug Rehabilitation Centres & Anti-Inhalant Abuse Centres), Mr Patrick Chin



“

MR RAM SERVED WITH DISTINCTION. HE WAS CANDID BUT NEVER BOORISH; DIRECT BUT ALWAYS COURTEOUS TO STAFF AT ALL LEVELS. I HAVE ENJOYED WORKING WITH MR RAM IMMENSELY. HIS CANDOUR AND WIT MAKE FOR DELIGHTFUL COMPANY. HE HOLDS A VERY SPECIAL PLACE OF HONOUR IN OUR HEARTS AND IN SPS. WE WISH HIM THE VERY BEST IN HIS FUTURE ENDEAVOURS.

”

Commissioner of Prisons, Mr Desmond Chin

LETTER TO SPS, PENNED BY MR P O RAM

In 1977, the Misuse of Drugs Act (Act) was amended, empowering the Minister to appoint Advisory Committees, and the amended Act came into force in 1978. By virtue of the amendment, the Board of Visitors was formed. The purpose of the Board is to ensure the welfare of the inmates in the various approved institutions. The functions and duties of Members of the Board are provided for in the Rules and Regulations made under the Act.

The newly-formed Board of Visitors consisted of members who were mostly from the various religious boards. I was then the Chairman of the Hindu Advisory Board and was appointed as a Committee Member of the Board. Dr Sen Gupta from SATA was appointed as the Founding Chairman. I believe the initial Board had a total of 15 members, including the Chairman.

As members, it was our duty to inspect the various rehabilitation institutions, namely the Telok Paku DRC, Jalan Awan DRC, Sembawang DRC and Khalsa Centre DRC. The female inmates were housed separately at Moon Crescent DRC. The basic function of the Board was to ensure that the welfare provided to the inmates was satisfactory. The age profile of the inmates held in the various DRCs ranged from 20 years to even 70 years, and the

popular drugs consumed then were cannabis, heroin, morphine, codeine and opium.

Over a period of time, the number of inmates began to swell and, at one point, exceeded 11,000. Relapse cases were common, which contributed to the increase in the number of inmates, together with some who were back for the ninth time. However, the relapse cases and hardcore addicts had to undergo a longer period of treatment and rehabilitation of up to two years. As a member, I had seen various innovative techniques being applied in their treatment and rehabilitation. As a result, the number of inmates began to decline from the late 1990s. The effectiveness of the treatment and rehabilitation had produced amazing outcomes on multiple fronts.

Members were rotated to visit the centres at least once a month. We were given free access to the inmates and to investigate in order to ensure the welfare of inmates was not compromised, especially in areas of food, hygiene, physical exercise, medical and dental care, visiting rights and writing of letters to their family members or relatives, and attending religious classes as well as education and skills courses. Some of the



Appreciation Luncheon organised for former Chairman of the Board of Visitors (Drug Rehabilitation Centres & Anti-Inhalant Abuse Centres), Mr P O Ram, on 28 November 2018.



Mr P O Ram engaging in a dialogue with the Beijing Municipal Bureau of Justice & Beijing Prison Administration Bureau. Mr P O Ram jointly led a BOVJ and BOV delegation on a study visit to Beijing and Thailand. The purpose of the study visit was to allow the members to gain a broader perspective of correctional systems, and understand how inmates' feedback and welfare issues were managed in other jurisdictions.



Director-General, Pol.Col. Naras Savestanan, presenting a token of appreciation to Mr P O Ram during a courtesy call at the Thailand Department of Corrections.

inmates who were held in the institutions for long periods were able to complete their 'O' and 'A' Levels there. Our thorough inspection very often saw us taking issue with the Superintendents in areas which were found wanting. However, remedial action on the shortcomings uncovered was always swift and immediate and to our satisfaction.

As a Board, we met once every six months or so to exchange views. In the late 1990s, our meet-ups were held at one of the institutions with a briefing by the Superintendents on the progress of their respective institutions. Later, around 2005, the meetings were held at Prison HQ as the institutions merged and the inmates were housed in the prison premises. By now, the number of inmates had dwindled to about 1,000.

I would like to congratulate the present and past Commissioners of Prisons for the effective measures taken at rehabilitation and reintegration which saw the drop in the number of inmates held in the institutions. Their efforts at finding jobs for them upon their release and the follow-up actions taken are highly commendable as they augur well for the inmates and speak much about the Prison Service as a progressive organisation.

I must add that the progress made in the rehabilitation and treatment of inmates is the biggest contributing factor to the success in the fight against the blight caused by the growth of drug consumption in Singapore. Those who have taken advantage of the Prison's efforts to rehabilitate them now have a second chance at starting their lives afresh.

As the last of the pioneer members to leave the Board, I must thank the past members for the enthusiasm and professionalism with which they had served the Board. May I also thank all the present members for their voluntary service and to wish them all the best for the future.

RETIRING MEMBERS OF SPS BOARDS & COMMITTEES IN FY2018

We would like to extend our appreciation to the following members of MHA Boards and Committees for their service in the past years.

S/N	Name	Period of Appointment	Appointment	SPS Board/ Committee
1	Mr P O Ram	1979 - 2018	Chairman	Board of Visitors (Drug Rehabilitation Centres and Anti-Inhalant Abuse Centres)
2	Ms Han Yah Yee	2016 - 2018	Member	
3	Ms Tina Hung	2004 - 2018	Member	
4	Dato' Dr Derek Goh Bak Heng	2008 - 2018	Member	
5	Mr Chng Beng Guan	1988 - 2018	Member	
6	Mr Teo Chong Tee	2001 - 2018	Chairman	Employment Release Advisory Committee & Home Detention Advisory Committee
7	Mr David Wong Chin Huat	2004 - 2018	Chairman	Home Detention Advisory Committee
8	Mr Ng Kok Siong	2014 - 2018	Member	
9	Dr Neo Yu Wei	2016 - 2018	Member	
10	Mr Sim Hong Boon	2010 - 2018	Chairman	Institutional Discipline Advisory Committee
11	Mr Alfonso Ang Cheng Ann	2008 - 2018	Vice Chairman	
12	Mr Jaffar Bin Mohd Kassim	2008 - 2018	Vice Chairman	
13	Mr Eddie Lee Choy Peng	2014 - 2018	Member	
14	Mr Ng Cheng Huat	2008 - 2018	Member	

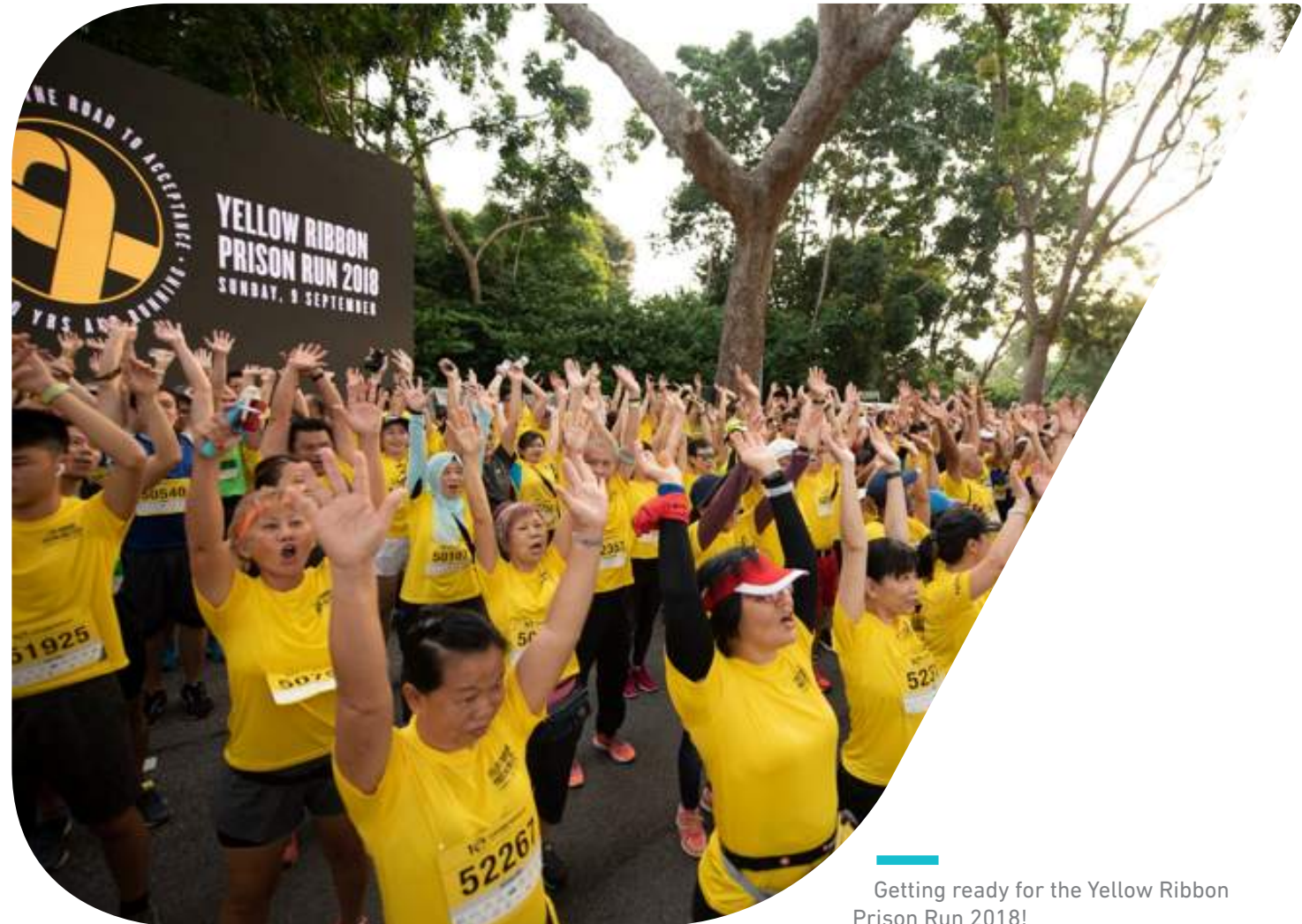
RETIRING MEMBERS OF SPS BOARDS & COMMITTEES IN FY2018

We would like to extend our appreciation to the following members of MHA Boards and Committees for their service in the past years.

S/N	Name	Period of Appointment	Appointment	SPS Board/ Committee
15	Dr Kee Wei Heong	1999 - 2018	Chairman	Drug Rehabilitation Centre Review Committee
16	Mr Mohamad Bin Ahmad	2011 - 2018	Member	
17	Mr Tan Swee Oon	2004 - 2018	Member	
18	Mr Andrew Low Thian Khye	2004 - 2018	Member	
19	Dr Ong Thiew Chai	2004 - 2018	Member	
20	Dr K Narendran	2004 - 2018	Member	
21	Prof Low Cheng Hock	2005 - 2019	Vice Chairman	Life Imprisonment Review Board/ The President's Pleasure Review Board Long Imprisonment Review Board
		2014 - 2019	Vice Chairman	
22	Dr Prem Kumar Nair	1996 - 2019	Chairman	Anti-Inhalant Abuse Centre Review Committee
23	Dr Ng Kok Hoe	2017 - 2019	Member	
24	Mr Mohd Anuar Yusop	2002 - 2019	Member	

15 YEARS OF YELLOW RIBBON PROJECT

2018 marked 15 years of the Yellow Ribbon Project's journey with the community to garner acceptance and support for ex-offenders and their families. In the month of September, both local and international communities came together in a strong show of support for second chances.



Getting ready for the Yellow Ribbon Prison Run 2018!

10 YEARS AND RUNNING – ON THE ROAD TO ACCEPTANCE

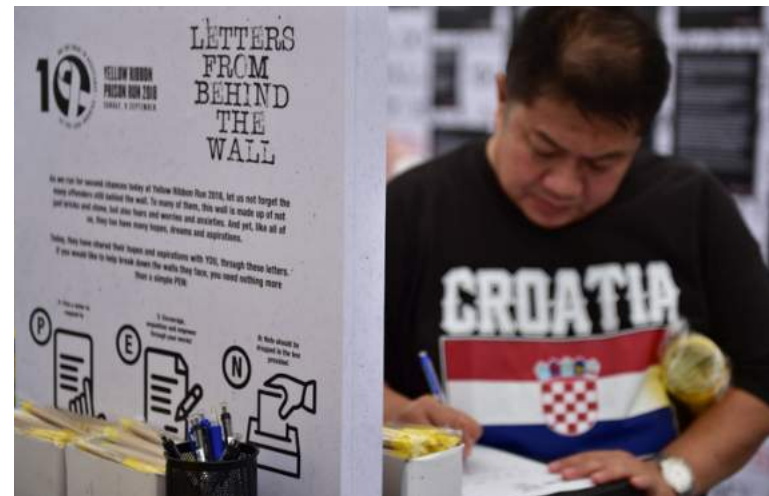
On 9 September 2018, the tenth edition of the Yellow Ribbon Prison Run was organised. Four-member teams made up of ex-offenders from the CARE Network took part in the 'Run for Second Chances' fund-raising event, and managed to raise \$141,255 from corporate and individual sponsors. Since the inaugural run held in 2009, \$1,062,755 have been raised in total for the Yellow Ribbon Fund to support programmes and services for ex-offenders and their families.



Energetic runners showing their belief in the offenders' ability to change for the better.



Minister for Trade and Industry, Mr Chan Chun Sing (third from right) gracing the opening of the event, with (from left) Mr Desmond Chin (Commissioner of Prisons), Mr Cheam Tiong Pheng (Organising Committee Chairperson), Mr Chng Hwee Hong (Chairman SCORE), and Mr Chow Chee Kin (then-CEO SCORE).



A member of the public penning down a note of encouragement to the inmates.

UNODC
representatives and
65 officials
from **16** Asian
and Pacific Island
countries attended
the SIN-UNODC
Training Workshop.



SIN-UNODC TRAINING WORKSHOP ON CORRECTIONAL REHABILITATION

The inaugural Singapore–United Nations Office on Drugs and Crime (SIN-UNODC) Training Workshop on Correctional Rehabilitation was one of the activities in 2018 commemorating 15 years of the Yellow Ribbon Project.

The Training Workshop, held on 4 and 5 September 2018, focused on the UNODC's work in offender rehabilitation programmes and SPS's evidence-informed practices aimed at reducing recidivism. Attended by UNODC representatives and 65 officials from 16 Asian and Pacific Island countries, the workshop provided a platform for the exchange of best practices among correctional experts, prison officers, researchers and practitioners. Besides strengthening SPS's partnerships at the international level, the workshop also contributed to Singapore's standing and credibility in the field of correctional rehabilitation. The workshop was jointly sponsored by UNODC and the Singapore Government under the Singapore Co-operation Programme administered by the Ministry of Foreign Affairs.¹

¹The Singapore Co-operation Programme was established in 1992 to bring together various technical assistance programmes under a single framework, enabling Singapore's development experience to be shared with other countries.



Organisers and sponsors for the inaugural SIN-UNODC Workshop, from left, Ms Muriel Jourdan-Ethvignot (UNODC), Ms Karen Peters (UNODC), Mr Musaab Al-Janabi (Qatar), Mr Radi Sowayed Al-Ajami (Qatar), Mr Desmond Chin (SPS), Ms Valérie Lebaux (UNODC), Mr Timothy Leo (SPS), and Ms Cheng Shi Min (MFA).



Mr Tamanitoakula Mesulame Rakuro, from Fiji, sharing the points raised by his group during a discussion.

YELLOW RIBBON CONFERENCE 2018

The Yellow Ribbon Conference was held from 6 to 8 September 2018 with 'Creating Ripples of Change at Every Level' as its theme. Graced by Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health, Mr Amrin Amin, the conference was attended by over 450 local representatives and international delegates who came together to share best practices and strengthen collaboration. More than 50 corrections-related topics were presented, adding to the depth and quality of the conference. Apart from the plenary and workshop sessions, of which many were led by SPS, the international delegates experienced a prison visit, which provided further insights into SPS's work in the area of offender custody and rehabilitation.



Keynote speaker, Professor Harvey Milkman (Professor Emeritus, Department of Psychology, Metropolitan State University of Denver), leading a workshop session on working with youth criminal conduct and substance abuse treatment for adolescents. He also shared innovative approaches in his work with adolescent offenders in his keynote address titled 'The Iceland Model for Turning Around Teen Substance Abuse'.



Conference attendees consulting keynote speaker, Dr Nick Wilson (Clinical Psychologist, Principal Advisor, Department of Corrections in New Zealand), who spoke about a coordinated approach to in-care and aftercare offender assessment. Dr Wilson also led a workshop session on working effectively with offenders and supervisees in intervention and supervision.



Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health, Mr Amrin Amin, giving his welcome address at the Yellow Ribbon Conference 2018.

“

POLICY MAKERS, PRACTITIONERS AND RESEARCHERS NEED TO STRENGTHEN PARTNERSHIPS, TALK AND LISTEN TO ONE ANOTHER TO UNDERSTAND ISSUES AT A WIDER AND DEEPER LEVEL.

”

Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health, Mr Amrin Amin



Mr Ole Hessel (Director of High:five, Denmark) giving his keynote address on his organisation's work with companies to create jobs and prepare ex-offenders to reintegrate back into the workforce.

YELLOW RIBBON COMMUNITY ART EXHIBITION - TRANSITIONS: CROSSROADS & CHOICES

The 11th Yellow Ribbon Community Art Exhibition (YRCAE) marked another year of partnership between the Yellow Ribbon Project and the Singapore Art Museum. Held from 22 to 30 September 2018 at Raffles City Singapore, the exhibition was themed 'Transitions: Crossroads & Choices'. The 78 art pieces on display were the result of a year's worth of planning and collaboration between inmates and their artist mentors. There was also a special display titled 'The Invisible Victims of Incarceration', featuring illustrations by children of inmates and ex-offenders who had been assisted under the CapitaLand-YRF Children Support Programme.

“

I RECENTLY VISITED THE CHANGI WOMEN'S PRISON. DURING THE VISIT, I MET MANY OF THE INMATES AND THEY TOLD ME THAT THE SUPPORT OF THEIR FAMILIES IS REALLY SOMETHING THAT KEEPS THEM GOING IN THE RECOVERY PROCESS.

”

Mdm Halimah Yacob, President of Singapore

REHABILITATING INMATES
THROUGH ART



One of the art pieces, titled 'Papa!', illustrated the inmate artist's yearning to be present for his son.



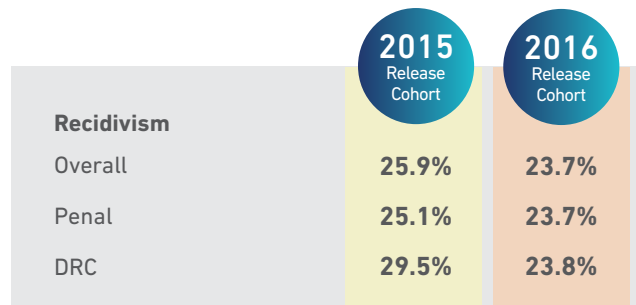
A showcase of pottery pieces designed and sculpted by inmates.



President Halimah Yacob, accompanied by Mr Amrin Amin (Senior Parliamentary Secretary, Ministry of Home Affairs & Ministry of Health) and Mr Desmond Chin (Commissioner of Prisons), viewing the 'Bridge of Hope', one of the art pieces featured in YRCAE 2018.

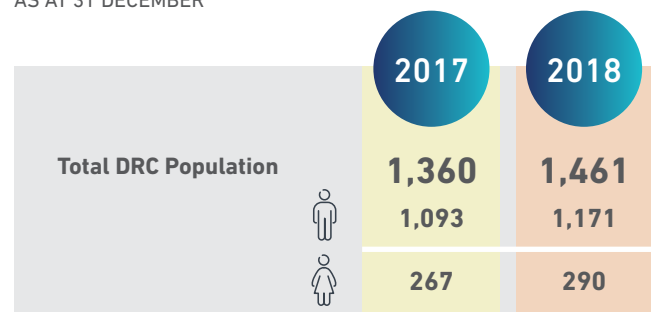
STATISTICS

Recidivism Rates¹



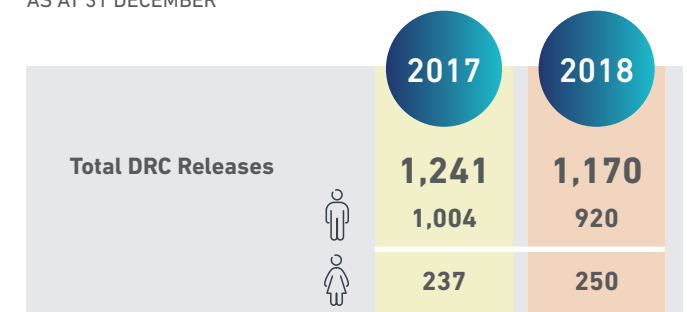
DRC Population²

AS AT 31 DECEMBER



DRC Releases

AS AT 31 DECEMBER



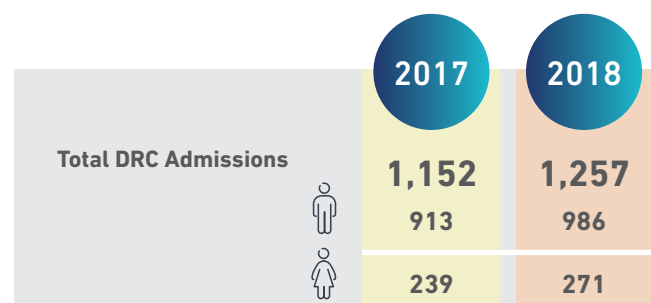
Total Offender Population In Prisons and In The Community

AS AT 31 DECEMBER



DRC Admissions³

AS AT 31 DECEMBER








¹ Recidivism rate is defined as the percentage of local inmates detained, convicted and imprisoned again for a new offence within two years from their release.

² The DRC Regime is meant for local inmates only. The figures refer to the number of DRC inmates who are among the inmate population as at the end of the respective year.

³ The figures refer to the number of DRC inmate admissions for the calendar year.









Convicted Penal Population⁴

AS AT 31 DECEMBER

	2017	2018
Total Convicted Penal Population	8,885	8,781
 8,051	8,051	7,892
 834	834	889
Main Offence Group⁵		
 Crimes Against Person	655	705
 Property Crimes	966	970
 Commercial Crimes	440	447
 Drug Offences	6,178	6,030
 Immigration Offences	102	64
 Crime Against Public Order	126	149
 Customs Offences	226	220
 Traffic Offences	62	58
 Other Offences ⁶	130	138

Convicted Penal Admissions⁷

AS AT 31 DECEMBER

	2017	2018
Total Convicted Penal Admissions	8,974	9,471
 7,847	7,847	8,335
 1,127	1,127	1,136
Main Offence Group⁸		
 Crimes Against Person	1,091	1,282
 Property Crimes	1,417	1,465
 Commercial Crimes	823	771
 Drug Offences	1,690	1,958
 Immigration Offences	970	735
 Crime Against Public Order	844	909
 Customs Offences	578	501
 Traffic Offences	1,016	1,271
 Other Offences ⁹	545	579

⁴ Convicted penal 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.

⁵ Inmates are tracked based on index (i.e. more serious) offence.

⁶ Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.

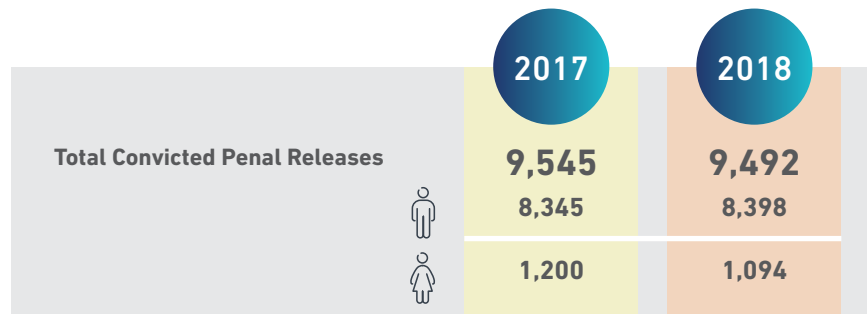
⁷ Convicted Penal Admission figures refers to the number of inmate admissions for the calendar year.

⁸ Inmates are tracked based on index (i.e. most serious) offence.

⁹ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.

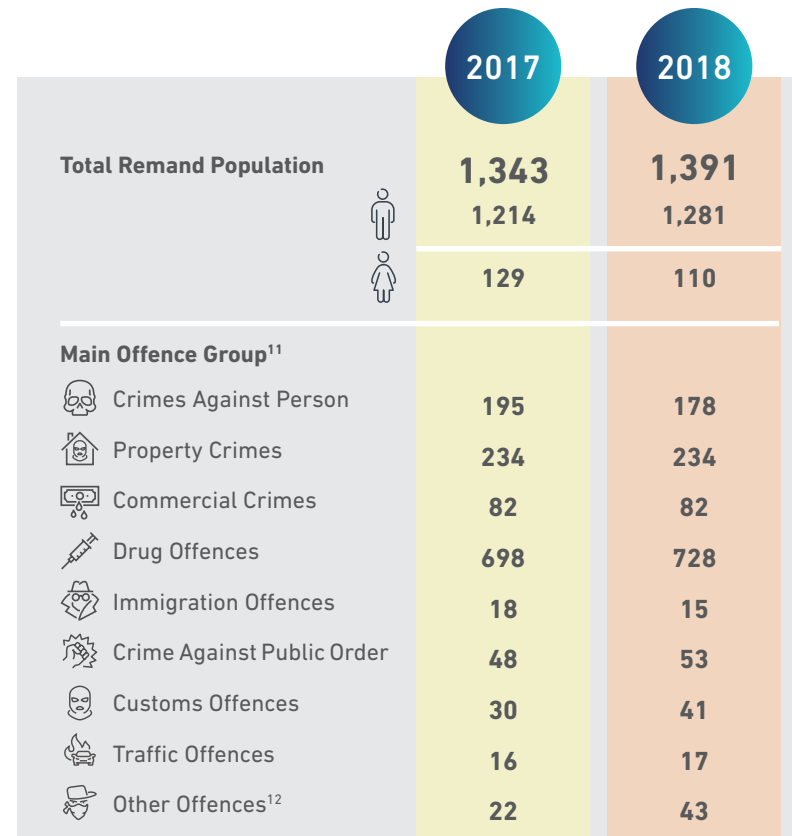
Convicted Penal Releases

AS AT 31 DECEMBER



Remand Population¹⁰

AS AT 31 DECEMBER



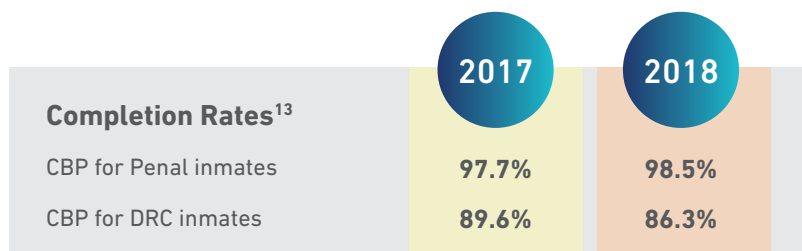
¹⁰ Remand population figures refer to the number of remand inmates who are within the prison population as at the end of the respective year.

¹¹ Inmates are tracked based on index (i.e. most serious) offence.

¹² Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.

Emplacement and Completion Rates for Community-Based Programmes (CBP)

AS AT 31 DECEMBER



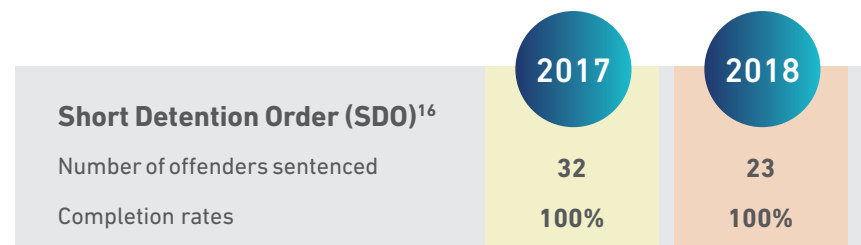
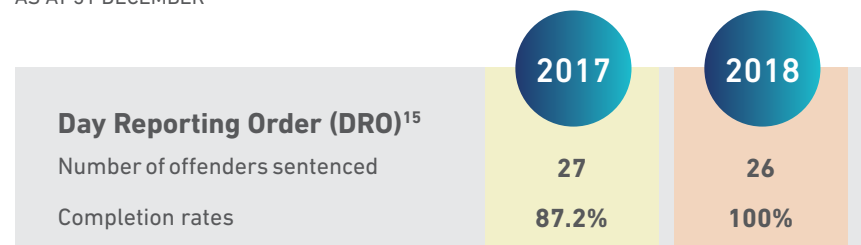
Emplacement and Completion Rates for Mandatory Aftercare Scheme (MAS)¹⁴

AS AT 31 DECEMBER



Sentencing Numbers and Completion Rates for Community-Based Sentences (CBS)

AS AT 31 DECEMBER



¹³ The completion rate for DRC inmates as at 31 December 2017 has been amended to 89.6%. The variance of 1.8 percentage points was due to data transference errors. The amended completion rate and accompanying footnotes have been reflected in previous years' Annual Stats Releases in the SPS website.

¹⁴ With the amendment of the Prisons Act in 2014, selected ex-offenders who are at higher risk of re-offending or who need more support in their reintegration will be placed on the Mandatory Aftercare Scheme (MAS). The MAS is a structured aftercare regime that gradually reintegrates selected ex-offenders into society through progressive arrangements. It aims to support ex-offenders in staying crime-free and prevent them from re-offending.

¹⁵ A Day Reporting Order is a Community-Based Sentencing option introduced in the Criminal Procedure Code 2010, whereby an offender reports to a day reporting centre for counselling and rehabilitation programmes, instead of serving a sentence in prison.

¹⁶ A Short Detention Order is a Community-Based Sentencing option introduced in the Criminal Procedure Code 2010, whereby an offender is detained in prison for a period not exceeding 14 days.




Criminal Law Detainee (CLD) Population¹⁷

AS AT 31 DECEMBER

	2017	2018
Total CLD Population	103	104
 103		
 0		
Type of Criminal Activity		
 Secret Societies	86	93
 Unlicensed Money-lending	11	9
 Drug Trafficking	5	1
 Others	1	1

Number of Judicial Executions

AS AT 31 DECEMBER

	2017	2018
Executions		
 Murder	0	2
 Firearms	0	0
 Drugs	8	11
Total	8	13

Major Incidents¹⁸

	2017	2018
Major Incidents		
Escape Rate per 10,000	0	0
Assault Rate per 10,000 ¹⁹	30.4	39.1

¹⁷ The CLD population refers to the number of persons detained under the Criminal Law (Temporary Provision) Act and are among the population as at the end of the respective year.

¹⁸ Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

¹⁹ The assault rate refers to assault cases perpetrated by inmates 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).

Vocational Programmes

AS AT 31 DECEMBER

Employability Skills Training²⁰

	2017	2018
Yearly Enrolment		
No. of training places	26,846	25,861
No. of inmates trained ²¹	4,653	4,340

Work Programmes²²

	2017	2018
Engaged in Work Programmes		
Average No. of Inmates	3,606	3,352

Academic Programmes

AS AT 31 DECEMBER

	2017	2018
Yearly Enrolment		
Other Courses ²³	153	166
GCE N-Level	142	206
GCE O-Level	123	95
GCE A-Level	60	66
Total	478	533

²⁰ 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 Workforce Skills Qualifications (WSQ) framework. Examples of training offered include 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.

²¹ Inmates may attend more than one training course.

²² Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline and positive work ethics and values are inculcated by immersing inmates in a real work environment within prisons.

²³ 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.

Academic Results

	2017	2018
GCE N-Level Results of Prisons Candidates (At least 1 'N' Pass)	99.2%	100%
GCE N-Level Results of Prisons Candidates (10 points or less in best 3 subjects)	54.6%	64.4%
GCE N-Level Results of Prisons Candidates (19 points or less in ELMAB3 - English, Mathematics and Best 3)	48.7%	56.7%
GCE O-Level Results of Prisons Candidates (At least 1 O-Level Pass)	100%	100%
GCE O-Level Results of Prisons Candidates (At least 3 O-Level Pass)	81.3%	81.7%
GCE O-Level Results of Prisons Candidates (5 or more O-Level Pass)	41.5%	34.5%

AWARDS

National Level

National Day Awards

Rank	Name	Award	Rank	Name	Award
SAC Gr 8	Shie Yong Lee	Public Administration Medal (Silver)	S/SGT	Ravindran S/O Doraisamy	Efficiency Medal
SUPT 1A	Kan Hsueh Yee Carolyn	Public Administration Medal (Bronze)	SGT 2	Juber Bin Atan	Efficiency Medal
SUPT 1A	Lam Mong Teng	Public Administration Medal (Bronze)	CW 2	Chong Kum Leong	Efficiency Medal
MX 10	Tan Ai Ling	Public Administration Medal (Bronze)	CW 2	Siow Meng Hai	Efficiency Medal
SUPT 1A	Choo Wei Liang Timothy	Commendation Medal	CW 2	Mohammad Faizan Bin Kairoman	Efficiency Medal
SUPT 1A	Loo Sook Nee	Commendation Medal	MX 12	Chen Lifei	Efficiency Medal
SUPT 1A	Chan Kai Yuen	Commendation Medal	SAC Gr 8	Goh Leng Chuang Terrence	Long Service Medal
SUPT 1A	Tan Bin Kiat	Commendation Medal	SUPT 1A	Law Chee Kiang	Long Service Medal
ASP 2 (R)	Goh Chiung Yang	Efficiency Medal	DSP 2	Dennis Kochukutty	Long Service Medal
SCW 1	Martin Liew Kok Seong	Efficiency Medal	ASP 2	Malikie Bin Kasmawi	Long Service Medal
SCW 1	Chan Seok Ling	Efficiency Medal	SCW 2	Koh Chian Ming	Long Service Medal
SCW 1	Lee Kek Wee	Efficiency Medal	SCW 1	Yong Lee Shiam	Long Service Medal
CW 2	Rose Lee @ Nur Roselinda Lee	Efficiency Medal	CW 2	Phoon Jee Kiong	Long Service Medal
CW 2	Chia Yun Seng	Efficiency Medal	CW 2	Faris Bin Mohamed	Long Service Medal
CW 2	Tan Chuan Chee	Efficiency Medal	CW 1	Koh Choon San	Long Service Medal
CW 2	Johari Bin Selamat	Efficiency Medal	CW 1	Choo Sau Mei	Long Service Medal
CW 2	Tan Chin Lee	Efficiency Medal	CW 1	Mohd Zaid Bin Hasn	Long Service Medal
CW 2	Satvinder Singh S/O Suchar Singh	Efficiency Medal	S/SGT	Anthony Gui Tajor	Long Service Medal
S/SGT	Sinniah Naidu S/O V Marimuthu	Efficiency Medal	S/SGT	Nasir Bin Dofri	Long Service Medal

Public Service Transformation Exemplary Service Excellence Award

Rank	Name
CW 2	Lim Siew Hoon Helen

Ministry Level

Minister for Home Affairs National Day Award (Individual)

Rank	Name
DSP 1	Ravichandran S/O Ambalavanar
SCW 1	Kwok Hoe Khuen
SCW 1	Lim Choon Leong
SCW 1	Tan Ting Kang
CW 2	Masjannah Binte Jumadi
CW 2	Lim Leong Huat
CW 2	Ng Bee Peng
CW 2	Kumarasan S/O Ramasamy
S/SGT	Sandaran S/O Sidampram

Minister for Home Affairs Operational Excellence Award

Rank	Name	Project
SUPT 1A	Lam Mong Teng	Successful Execution of Ops Voyage – Move of Changi Women's Prison to Institution A4, Cluster A
SUPT 1A	Chua Sio Ping	
SUPT 1A	Toh Gek Choo	
SUPT 1	Doris Seah Hui Shee	
SUPT 1	Seu Mun Chung	
SUPT 1	Hamisah Bte Tomari	
SUPT 1	Low Sok Funn June	
SUPT 1	Tok Eng Seng	
SUPT 1	Liew Mye Fong Irene	
DSP 2	Teo Wei Qian Paula	
DSP 2	Siti Mariam bte Hassan	
DSP 1	Liow Zee Ping	
ASP 2	Muhammad Hafidz Bin Johari	
ASP 2	Lim Shu Yu Gladys	
ASP 2	Nur Hannah Wang @ Wang Yu Han Debbie	
ASP 2	Lim Hui Juian	
ASP 2	Hu Jingrui, Lynette	
ASP 2	Nuha Binte Jalal	
ASP 1	Liang Xiaowen	
ASP 1	Oh Kaijun	
ASP 1	Wong Zi Yan, Kellyn	
ASP 1	Venu Arsh	
RO 2	Nurul Hazirah Binte Abdul Halim	
RO 2	Toh Siew Choo	
RO 1	Zulkifli Bin Zakaria	
RO 1	Wong Tian Lee	
SCW 2	Fauziah Bte Pareed	
SCW 1	Kiu Mei Fern	

Ministry Level

Minister for Home Affairs Operational Excellence Award

Rank	Name	Project
CW 2	Tan Siok Wan Lydia	Successful Execution of Ops Voyage – Move of Changi Women's Prison to Institution A4, Cluster A
CW 2	Raniza Binte Roslan	
CW 2	Masjannah Binte Jumadi	
CW 2	Yeo Yan Ting	
CW 1	Ong Yen Ni	
CW 1	Yeo Teck Chye	
CW 1	Chow Li Jen	
CW 1	Cheang Wei Ting	
CW 1	Norherdawati Binte Samshul Bahri	
CW 1	Norhaya Binte Isnain	
CW 1	Junaidah Binte Omar	
S/SGT	Mazuin Binte Musa	
S/SGT	Nurhida Binte Buang	
S/SGT	Hafidzah Binte Ithnin	
S/SGT	Hong Li Ying	
SGT 3	Anisah Rahziah Binte Abdul Rahman	
DSP 2	Dennis Kochukutty	Management of High Risk Inmates (Special Ops)
DSP 1	Woon Wei Khoon	
DSP 1	Wahab Bin Hamid	
DSP 1	Kuhernesh S/O Nithyaseelan	
ASP 2	Foo Kok Hun	
ASP 2	Seah Liang Cong Melvin	
ASP 2	Neo Teck Teng	
ASP 2	Seri Zawani Binte Mohamed Zakariah	
ASP 2	Rajashekar Karnagaran	
ASP 1	Venu Arsh	
ASP 1	Rohaizad Bin Mohamed Athmad	
ASP 1	Tan Yew Chuan	
ASP 1	Oh Kaijun	

Minister for Home Affairs Operational Excellence Award

Rank	Name	Project
RO 2	Loh Kee Wei	Management of High Risk Inmates (Special Ops)
RO 1	Muhammad Salik Bin Sidik	
SCW 2	Tan Boon Kwee	
SCW 1	Jeyaudin S/O Mohd Shareef	
SCW 1	Tan Ting Kang	
CW 2	Tan Kyim Hiong Eddie	
CW 2	Mohamed Khalid Bin Mohamed Idris	
CW 2	Fardin Bin Samian	
CW 2	Irwan Kurniawan Bin Rahmat	
CW 2	Mohamed Israq Bin Mohamed Salim	
CW 2	Yeo Bo Li	
CW 1	Selva Seelan S/O Ramalinggam	
CW 1	Nor Azmi Bin May	
CW 1	Leong Lai Fong	
CW 1	Suderman Bin Ali	
CW 1	Mohammad Sharil Bin Abdullah	
CW 1 (R)	Kuah Boon Siong	
S/SGT	Sundraganesh S/O Sitharam	
S/SGT	Georag S/O Chinnakannu	
S/SGT	Muhammad Hazali Bin Hamid	
S/SGT	Teo Gek Yan	
S/SGT	Muhammad Rusydi Bin Miswan	
S/SGT	Mohammad Rezal Rezza Bin Aziz	
SGT 2	Muhammad Syahid Bin Hosni	
SGT 2	Joel Ng Teh Yuan	
HTS 11A	Ferroa Wayne Vincent	
HTS 12	Sarah Lavinia Joseph	
HTS 12	Cindy Toh Ser Hui	
HTS 12	Leow Yan Ling	
MX 12	Noorunnisa Binte Abdul Rahim	
MX 12	Azyan Suhaili Binte Azhar	

Ministry Level

Minister for Home Affairs Operational Excellence Award

Rank	Name	Project
SUPT 1	Nikki Abdullah @ Won Tien Li	Conceptualisation and Implementation of Work Release Pilot for Long Term (LT) Imprisonment Inmates
SUPT 1	Teo Huey Lip	
DSP 2	Lin Shujun	
DSP 2	Yuen Mann Shy Diana	
DSP 2	Sameeyul Ameen S/O Haji Sulaiman	
DSP 2	Chng Kuok Leong	
DSP 1	Tay San Mei	
DSP 1	Tan Eng Cheay	
DSP 1	Lim Kai Wei	
DSP 1	Rina Arip Wee	
DSP 1	Ang Sok Hui Amanda	
ASP 2	Goh Chee Sheng	
ASP 2	Song Zuowei Patrick	
ASP 2	Ang Jin Jian	
ASP 2	Eng Wee Heng	
ASP 1	Muhammad Sadiq bin Sa'ad	
SCW 2	Loh Kong Yew	

Minister for Home Affairs Operational Excellence Award

		Project
SCW 1	Koh Chai Hock	Conceptualisation and Implementation of Work Release Pilot for Long Term (LT) Imprisonment Inmates
CW 2	Mohamed Khalid Bin Mohamed Idris	
CW 2	Ronald Avery	
CW 1	Nazia Binte Ismail	
CW 1	Arulkumar S/O Krishnadas	
CW 1	Sanmugam S/O Balakrishnan	
RO 2	Wong Ying Kit	
S/SGT	Mohamad Yasin Bin Omar	
SGT 2	Terence Singh S/O J Devinder Singh	
MX 10	Wong Hui Hannah	
MX 11A	Haslindah Binte Shonib	
MX 11A	Wong May Ying	
MX 11	Shen Shanshan Christina	
MX 12	Suryanti Binte Mohamed Shahril	
MX 12	Auyang Seh Yew Harry	
MX 12	Phua Xue Wei	
DSP 2	Kiu Cher Han	Home Team Foundation Course
DSP 1	Long Ying Ying	

Home Team Innovation Award

Rank	Name	Award Title
MX 12	Ng Wan Ning Vanessa	Champion Category (Silver)
CW 2	Zulkiflee Bin Sarip	Champion Category (Silver)
SUPT 1	Eugene Goh Wei Lieang	Champion Category (Commendation)

Ministry Level

Home Team Achievement Award

Rank	Name	Project
HTS 9	Melvinder Singh	Screening Tool: Risk Allocation Technique (STRAT) - Drugs
MX 11	Toh Weisheng Mark	
MX 11	Lee Kit Ying	
MX 12	Phua Hong Ling	
MX 9	Chew Li-Hwa	Strategic Workforce Planning Project, Manpower Modelling Initiative, and Skills Transformation & Development Task Force
AC Gr 9	Chia Jin Ming Benjamin	
SUPT 1A	Tan Eng Keong	
SUPT 1A	Tung Kai Lee Patricia	
SUPT 1	Ng Kailin	
DSP 2	Kwa Beng Hwee	
DSP 1	Ryan Tan Ser Leong	
ASP 2	Tan Wei Chiang, Benjamin	
MX 10	Tan Ai Ling	
MX 10	Ong Lay Hoon, Karen	
ASP 2	Ng Tow Wee	Secretariat Team of the "Dadah Itu Haram" Campaign

Ministry of Home Affairs Star Service Award

Rank	Name
SCW 1	Desmond Kwok Hoe Khuen
CW 2	Mohamed Nazrie Bin Wahid
CW 2	Lim Siew Hoon Helen
CW 2	Masjannah Bte Jumadi
CW 1	Alex Lee
CW 1	Murthy S/O Muthu
SGT 3	Rosezaimie Bin Roselan
SGT 3	Kamalaveni Chandran
S/SGT	Muhd Rizal K Ismail
S/SGT	Ann Ang Meng Kim

Home Team Training Excellence Award

Rank	Name	Award Title
ASP 2	Theepan Prakash S/O Ravintheran	Merit Award (Individual)
HTS 12	Leow Yan Ling	Merit Award (Individual)
DSP 1	Wong Mei Fen Joyce	Merit Award (Training Unit) - Senior Prison Officer Course and Prison Officer Course
ASP 2	Teng Song Guan	
ASP 1	Felicia Chee	
CW 2	Chen Lifen Joann	
CW 1	Rohaizat Bin Roslan	

Ministry Level

Home Team Innovation Award

Rank	Name	Project	Award Title
DSP 2	Sim Jing Xin Cem	Introducing Urban Farming to Instil Virtues & Skills among DRC Offenders	Project Category (Gold)
ASP 2	Chew Siew San		
ASP 1	Muhammad Fadzly Bin Abdul Rani		
CW 2	Goh Yan Xiu @ Yusri Goh		
CW 2	Teo Chung Nee Patrick		
CW 1	Fitria Asri		
S/SGT	Fha Izzun Adzim Ibni Rosnan		
S/SGT	Tsang Siu Yeung		
SGT 3	Aaron Koh Tat Hin		
SGT 3	Abdullah Nashrun Abdul Rahman		
SGT 3	Muhammad Nurhamizzan Bin Mohd Aris		
MX 12	Quah Feng Ling		
MX 12	Kelvinder Singh		
MX 12	Azyan Suhaili Binte Azhar		
MX 12	Li Yuen Ching		
MX 12	T Saraniah		
ASP 2	Soh Hong Ping		
CW 1	Muhamad Gazali Bin Yazid		
CW 1	Noor Azhar Bin Mohamed Yusoff		
S/SGT	Muhamad Nor Hasmi Bin Abu Bakar		
S/SGT	Cheng Wee Beng		
S/SGT	Muhammad Hafiz Bin Abdul Rahim		
S/SGT	Ong Kian Nam Shaeril Gidd		
HTS 11A	Cheng Xiang Long		
HTS 11	Quentin Lee Yuen-Hong		
HTS 11	Rashida Binte Mohamed Zain		
HTS 11	Yasmin Ahamed		
HTS 12	Yeung Hoi Yan Jessie		
HTS 12	Natasha Lim Ke Xiu		
MX 12	Chey Pei Jun, Clarice		

Ministry Level

Home Team Innovation Award

MX 10 DSP 2 DSP 1 ASP 2 MX 12 MX 12 MX 12 MX 12 MX 12 MX 12 MX 13	Charlotte Stephen Overee Josephine Juliana Joelle Tan Nurazura Binte Mohamed Jani Tan Yi Ling, Jesslyn Shoba Rajandram Ng Wan Ning Vanessa Chua Zijun, Angeline Amanda Tang Jing Qing Premala D/O Mariappan Low Yan Jie Elizabeth	Educate Model Interactions (EMI) Resource Guide	Project Category (Commendation)
SUPT 1 DSP 2 DSP 2 DSP 1 ASP 2 SCW 2 SCW 1 SCW 1 CW 2 CW 2 CW 2 CW 1	Chan Chon Tze Terry Tan Kok Beng Sameeyul Ameen S/O Haji Sulaiman Sameeyul Ameen Norman Bin Mohd Zain Eng Wee Heng Azman Bin Tahar Muhammad Irsham Bin Samat Ang Yong Wee Tay Han Meng Andrew Lim Chee Beng Tan Ngee Kng Sani Bin Samat	Enhance Staff Safety Processes in the Community	Project Category (Commendation)
DSP 1 DSP 1 DSP 1 SCW 2 SCW 1 CW 2 CW 2 CW 2 CW 1 S/SGT S/SGT S/SGT	Armand Abdul Aziz bin Hj Rais Kwa Hock Beng Steven Lim Chwee Leong Koh Chian Ming Ebi Ang Chiew Har Azhari Bin Shafif Khairul Bin Sanif Muhammad Faisal Bin Haron Kwek Lian See Kass Amir Hamzah Bin Jaffar Ramakrishna S/O Appa Rao Rajeswari D/O Chandramurthi	Streamlining of Monitoring Process for Compliance Checks on Curfew Violations	Project Category (Commendation)

Ministry Level

Home Team Innovation Award

SUPT 1 CW 2 CW 2 CW 1	Muhammad Ibrahim Bin Abdul Rahman George Ong Sai Hooi Abdul Hakim Bin Mohd Zakaria Mohammad Nuzaihan Bin Jaapar	The Swim Jog Run Tri-Factor Series	Project Category (Commendation)
CW 1 CW 1 S/SGT S/SGT SGT 2 SGT 2 SGT 2 SGT 2 SUPT 1 ASP 1 CW 2 CW 2 SGT 2 SGT 2	Nur Muhammad Hafiz Bin Bulat Muhammad Suhaimi Bin Mohammad Ali Muhammad Ilham Firdaus Bin Mohd Ali Muhammad Khairul Azhar Bin Dahlan Muhammad Isa Bin Kemut Poobalan Loganathan Mohamad Khairul Azhar Bin Ismail Muhammad Fadzli Bin Zulkifli Kalaivanan S/O Visvalingam Tan Yee Boon Jayrius Murali Dharan S/O N Gopal Mohamed Rahadian Bin Mohamed Kassim Turai Visunathan Danny Kumar Joseph	AWP Life-Saving Programme	Dare-To-Try

Department Level

Outstanding Captains of Lives Award

Rank	Name
ASP 2	Lim Hui Juian
SCW 1	Lau Tai Leong
SCW 1	Koh Chai Hock
CW 2	A Mariadas S/O Arokiasamy
CW 2	Al-Hannan B Mohamad
CW 2	Choo Chee Wah
MX 13	Siti Fatimah Binte Mohamad Nor

Most Improved Unit Award

Institution B2

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