



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



REACHING
NEW HEIGHTS
SINGAPORE PRISON SERVICE

ANNUAL
REPORT
2017

VISION

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

MISSION

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

SHARED VALUES IN CORRECTIONS

Synergy

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

Vigilance

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

Integrity

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

Care

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

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Almanac

COMMISSIONER'S FOREWORD

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

Transforming Infrastructure, Transforming Inmates

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

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

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



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

Soaring Abroad, Staying Ahead

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



Commissioner of Prisons receiving the Correctional
Excellence Award at ICPA 2017

Ripples of Change at Every Level

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

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

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

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

Desmond Chin

Commissioner of Prisons
Singapore Prison Service

DIRECTORATE MEMBERS



Desmond Chin
Commissioner of Prisons



Shie Yong Lee
Deputy Commissioner of Prisons /
Chief-of-Staff



Terrence Goh
Director, Operations



Cecilia Chew
Director, Staff Development



Lee Kwai Sem
Director, Rehabilitation & Reintegration



Chiew Hock Meng
Director, Logistics & Finance



Vincent Chew
Director, Intelligence



Benjamin Chia
Director, Strategic Planning



Timothy Leo
Director, Psychological &
Correctional Rehabilitation



Koh Tong Hai
Director, Transformation & Technology



Carolyn Kan
Director, Inspectorate & Review



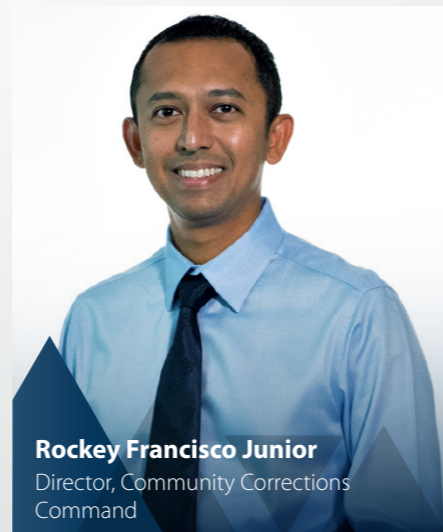
Matthew Wee
Commander, Cluster A



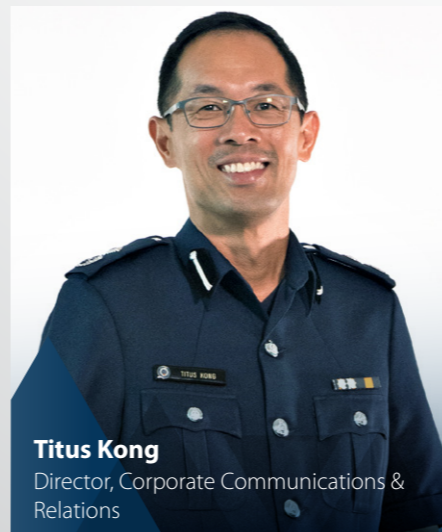
Chow Chee Kin
Commander, Cluster B



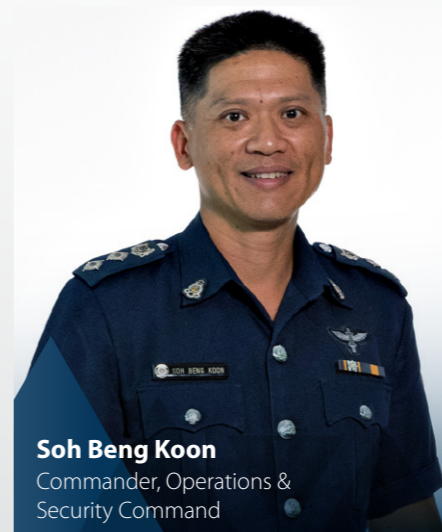
Loh Teck En
Commander, Cluster C



Rocky Francisco Junior
Director, Community Corrections
Command



Titus Kong
Director, Corporate Communications &
Relations



Soh Beng Koon
Commander, Operations &
Security Command



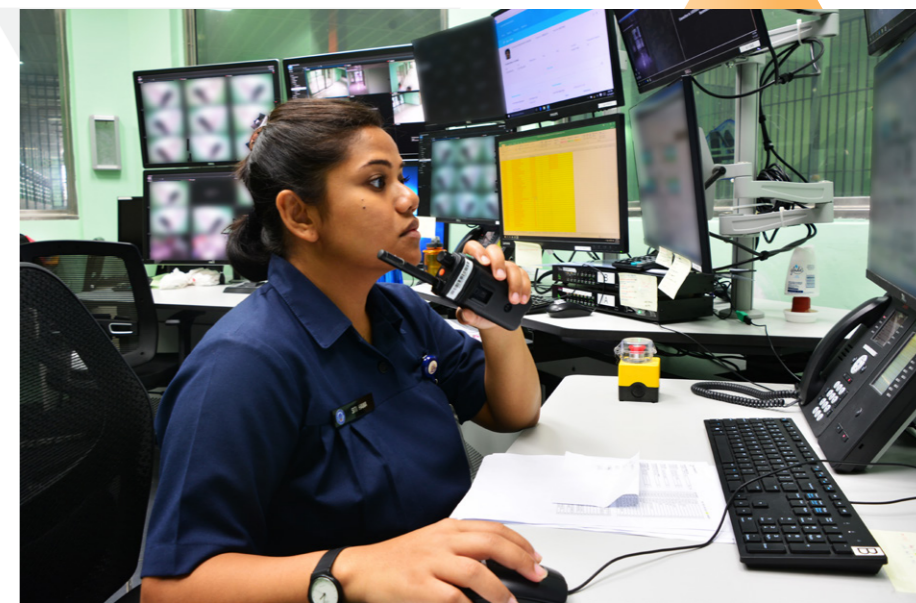
Tan Eng Keong
Director, Provost

PRISON WITHOUT GUARDS – TRANSFORMATION & TECHNOLOGY

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

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

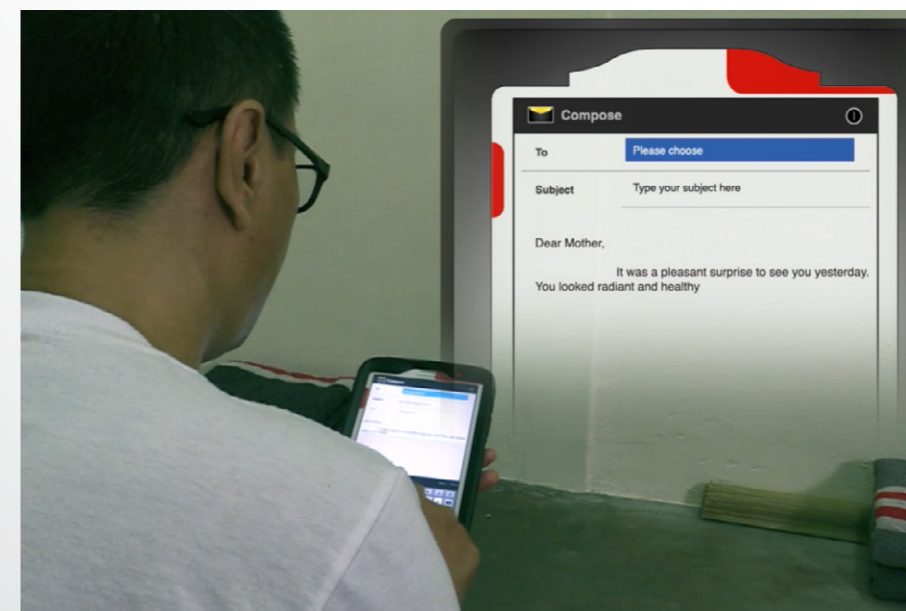
The Intelligence-Driven Dynamic Security (IDDS) HU operating model is another core component of the transformed HU that harnesses data in the operations and rehabilitation processes. We use data analytics to enhance our surveillance systems and risk management capabilities, translating intelligence into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



Housing Unit Control Centre

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

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



Inmate using e-Letters in DIRECT