

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



Rehabilitation data captured via DRRMS

Intelligent Logistic Item Dispenser System (iLIDS) Technology Trial

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

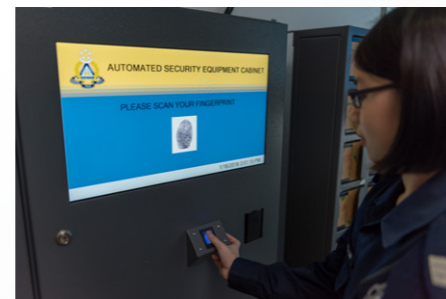


iLIDS - Self-service kiosk for inmates to purchase canteen items

HIGHLIGHTS IN FY2017



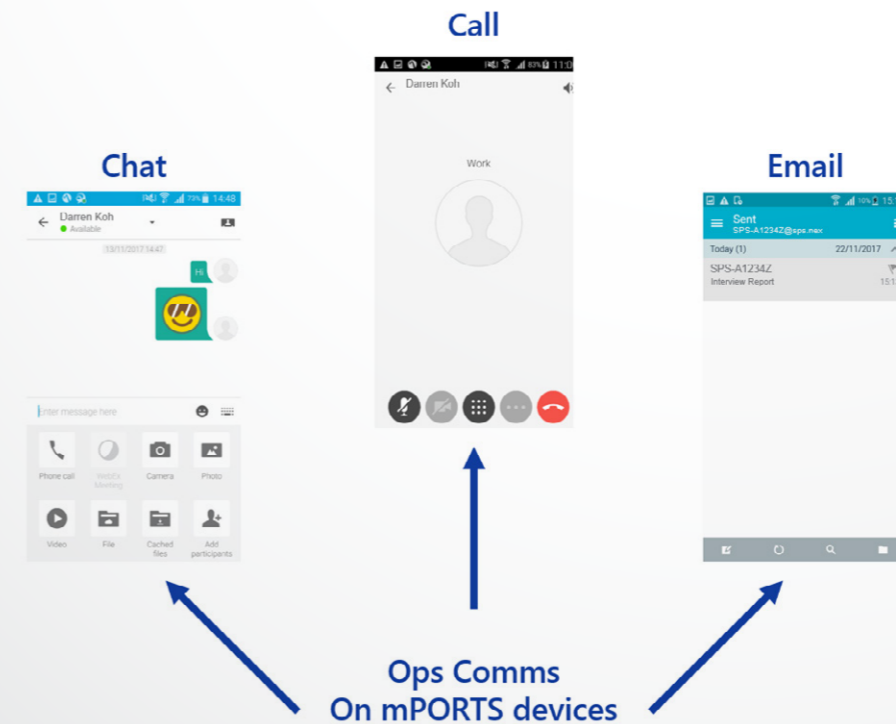
Officer performing security check using MWBS



Officer using ASEC to draw security equipment

'Prison Without Guards' Pilot at Institution A4

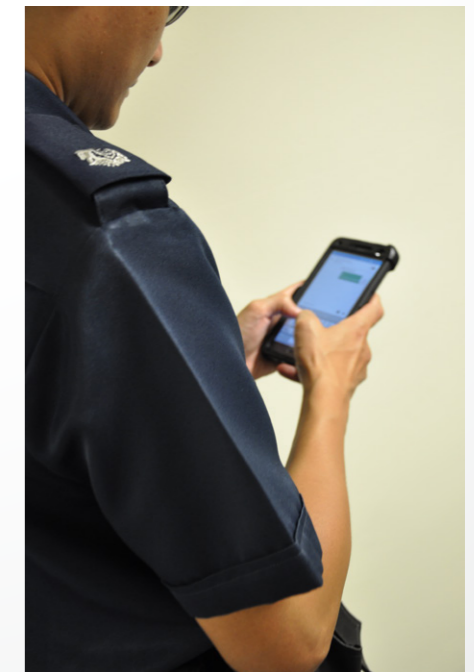
The 'Prison Without Guards' initiative was piloted at Institution A4 since October 2017, following the relocation of inmates from the old Changi Women's Prison. We have rolled out a comprehensive suite of technology, including PORTS II (and mobile PORTS II), a new-generation ISS, DIRECT, DRRMS, MWBS,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



Full Implementation of Operations Communication Applications (Ops Comms)

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

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



Officer using Ops Comms on mobile PORTS device

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

▲ PRISON WITHOUT WALLS – FULL SPECTRUM COMMUNITY CORRECTIONS

▲ WHAT IS 'PRISON WITHOUT WALLS'?

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

▲ WHY EMBARK ON 'PRISON WITHOUT WALLS'?

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



▲ NOT A COMPLETELY NEW CONCEPT TO SPS

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

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

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

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



Phase 1 Topping Out Ceremony for the new Selarang Park Complex

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

Our Approach to Community Corrections

H

Rehabilitation in Real Life Setting

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



H

Reintegration into the Community

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



E

Supervision in the Community

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



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

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

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

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

Future of Community Corrections



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

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

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



Old CWP

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

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

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

▲ A NEW WOMEN'S CORRECTIONAL FACILITY

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

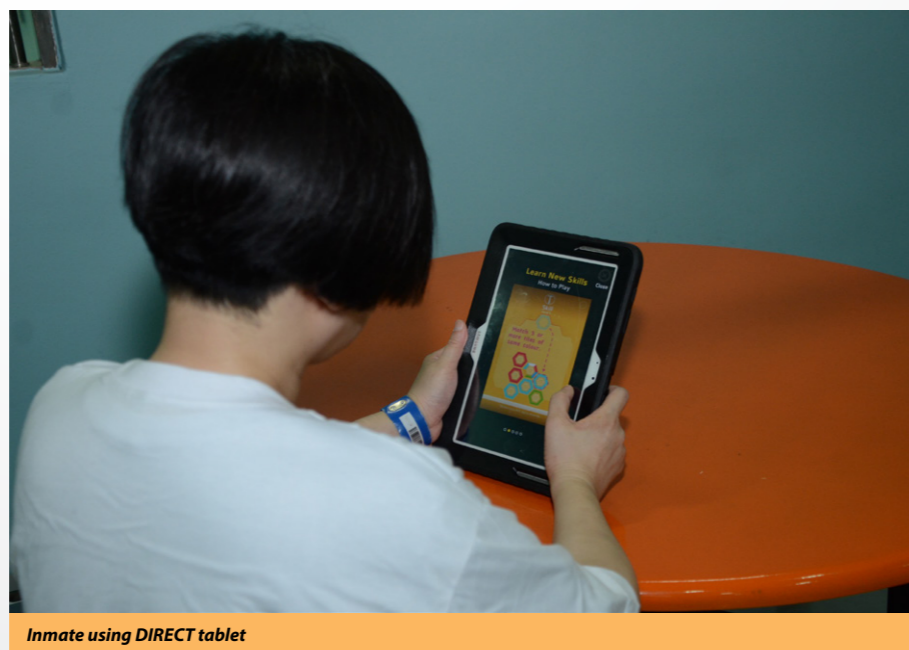


Inmate individual counselling session with Officer and Correctional Rehabilitation Specialist



Officer and Correctional Rehabilitation Specialist conducting briefing on EMARI values

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



Inmate using DIRECT tablet

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

▲ WHAT'S NEXT FOR INSTITUTION A4?

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

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

▲ REFLECTIONS

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

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



Unescorted inmate movement

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

– DRC inmate at Institution A4



Programme session conducted in purpose-built classroom with beanbags

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

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

▲ ACCURATE ASSESSMENT, RIGHT REHABILITATION

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

- (Brown & Singh 2014)

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

▲ DEFINING ASSESSMENTS IN SPS

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

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

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

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

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

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



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