



**SINGAPORE
PRISON SERVICE**

PURSUING *Excellence* **IN CORRECTIONS**

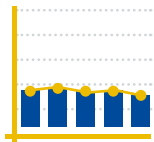
SINGAPORE PRISON SERVICE ANNUAL REPORT 2019

CAPTAINS OF LIVES
REHAB • RENEW • RESTART

COMMISSIONER'S FOREWORD

FY2019 marked another challenging, yet fulfilling year for the Singapore Prison Service (SPS). The two-year recidivism rate for the 2017 release cohort remained low and stable at 24.0%. In October 2019, we were conferred the Singapore Quality Award with Special Commendation. These achievements affirmed the direction we took twenty years ago when our Captains of Lives (COL) vision was first articulated – that society can be better protected if we are successful in the rehabilitation of offenders. We must therefore continue in our journey towards excellence in corrections for a safe and secure Singapore.

SPS is committed to making our prisons a place of transformation. We want every prisoner to take ownership of their own rehabilitation journey, and leave the prison system a better person than when he or she first entered – equipped with the right skills, right values and right mindset to return to society as responsible citizens, with the support of their families and the community. Our transformation strategies of 'Prison Without Guards', 'Learning Prison' and 'Prison Without Walls: Expanding Community Corrections' will continue to guide us in our journey towards Corrections 2025.



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Conferred the **Singapore Quality Award with Special Commendation**



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The work of rehabilitation and reintegration goes beyond the prison walls. We owe a debt of gratitude to our volunteers, employers and community partners, whose passion and commitment continue to inspire us in our ongoing transformation. We are also extremely thankful for the support of the public in lending a hand to give our ex-offenders second chances. Together, we can change the lives of our offenders and their families, not just for the better, but for good.



Keeping our prisons safe and secure remains our priority. In FY2019, we sharpened our operational capabilities by adopting cutting-edge technologies, such as the Human Behaviour Detection System and Facial Recognition System. We also enhanced our operational readiness. Our specialised units, the Singapore Prison Emergency Action Response (SPEAR) Force and the Prison Negotiation Unit (PNU), had participated in international competitions to exchange best practices and benchmark our standards against our counterparts from other jurisdictions.

Our staff continue to play an integral role in the achievement of our COL vision. We must continue to equip our officers with the necessary skills and knowledge to be effective COLs. To this end, we have implemented various initiatives to achieve professional accreditation for the training conducted by Singapore Prison Training Institute through a collaboration with the Singapore University of Social Sciences.



CLICK HERE TO WATCH A VIDEO ON THE SINGAPORE PRISON SERVICE

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Mr Desmond Chin

Commissioner of Prisons
Singapore Prison Service

DIRECTORATE MEMBERS

1 Desmond Chin

Commissioner of Prisons

2 Shie Yong Lee

Deputy Commissioner
(Policy & Transformation) of
Prisons

3 Terrence Goh

Deputy Commissioner
(Operations & Rehabilitation)
of Prisons

4 Timothy Leo

Director,
Psychological & Correctional
Rehabilitation Division

5 Lee Kwai Sem

Director,
Rehabilitation & Reintegration
Division

6 Koh Tong Hai

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7 Chiew Hock Meng

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Logistics & Finance Division

8 Vincent Chew

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Intelligence Division

9 Cecilia Chew

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14 Foo Ee Lin

Director,
Strategic Planning Division

15 Loh Teck En

Director,
Transformation & Technology
Division

16 Soh Beng Koon

Commander,
Operations & Security Command

17 Tan Eng Keong

Commander,
Cluster C

18 Carolyn Kan

Director,
Inspectorate & Review Division

19 Lam Mong Teng

Director,
Provost Division



Highlights OF THE YEAR



2019

SPS Annual Report 2019 consists of the following five Feature Articles:

- 1 Pursuing Excellence
- 2 Enhancing Operations
- 3 Advancing Throughcare
- 4 Strength in Unity
- 5 Unlocking the Second Prison



Won Singapore Quality Award with Special Commendation

Won 30th Annual Crisis Negotiation Competition at Texas



'Learning Prison' initiatives

Received tremendous support from the community through the Yellow Ribbon Project



onboard Yellow Ribbon Community Project



Launched Virtual Intervention System

Won Team Obstacle Course and Open Air Initiated Resolution in Mock Prison Riot at West Virginia



10,000 participants for Yellow Ribbon Prison Run



Enhanced staff development initiatives



Hosted numerous learning visits for different jurisdictions



Pursuing EXCELLENCE



To inspire everyone towards a society without re-offending, the Singapore Prison Service (SPS) constantly seeks new ways to manage our processes, people and beneficiaries better. Using the Business Excellence (BE) Framework, we compare ourselves against other best-in-class organisations to improve our business performance and develop a correctional model that works for Singapore. We have reaped good results. Our prison system remains one of the safest in the world. Our prison population has also reduced considerably, from a one-time high of 18,000 in 2002, to 12,000 today. We are committed in our pursuit of excellence to reduce recidivism for a safe and secure Singapore.



Our prison population has reduced considerably, from a one-time high of **18,000** in 2002, to **12,000** today.



[CLICK HERE TO WATCH A VIDEO ON OUR BUSINESS EXCELLENCE JOURNEY](#)





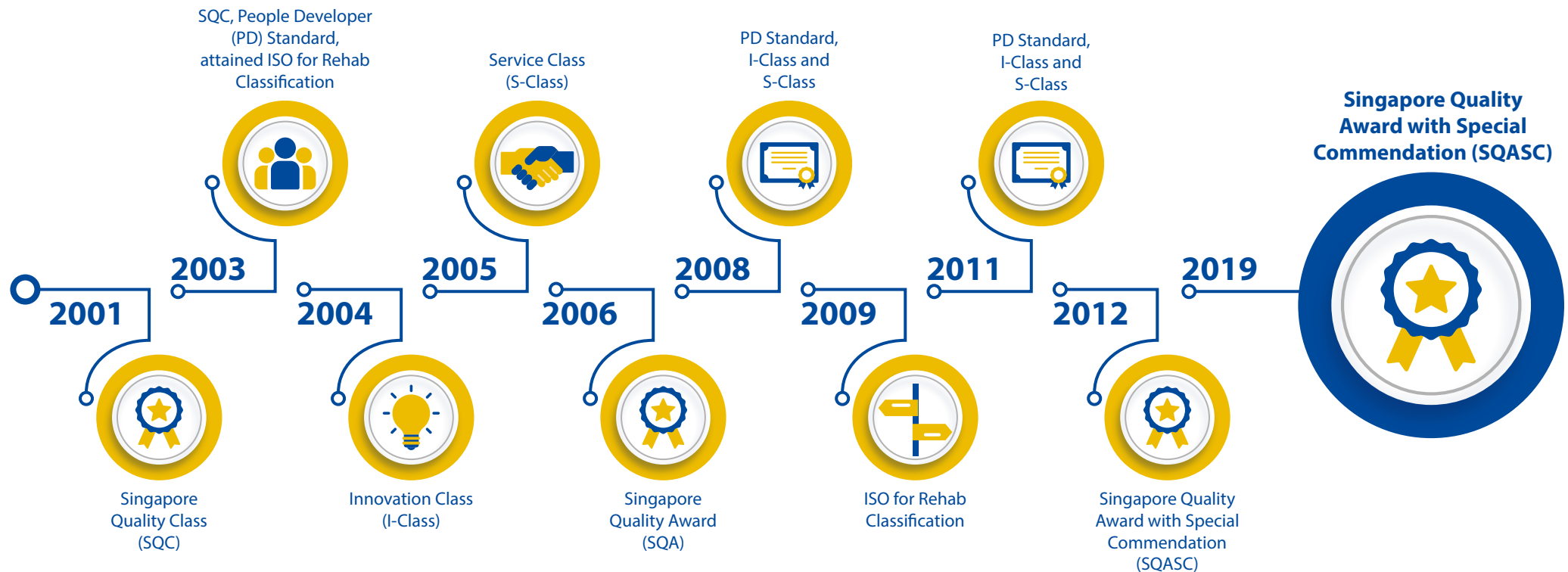
We have made tremendous progress. But to get to the next breakthrough, we must challenge ourselves to transform. In other words, we do not want to be satisfied with just this progress. We want to stretch it further because lives are at stake – it is not just the lives of the present generation of offenders, but the lives of the next generation.

Speech by Mrs Josephine Teo, Minister for Manpower and Second Minister for Home Affairs, at SPS-SCORE Corporate Advance 2019



OUR COMMITMENT TO EXCELLENCE

Since 2000, SPS has adopted the BE Framework to assess our management systems, identify key strengths and address areas for improvement. The BE Framework has helped us put in place a systematic approach to augment our business performance. Together as a cohesive, enterprising and dedicated team of Captains of Lives (COLs), we have achieved the following milestones.



Clinching the SQASC for the second time reaffirmed the direction SPS had undertaken more than two decades ago – that rehabilitation is the way to go for the long-term good of our offenders, their families and the society.



Commander (Cluster C) Mr Tan Eng Keong highlighting key Cluster C's achievements to the SQASC Assessors.



From writing the Application Report, consolidating documentary evidences, and facilitating the site visits from 8 to 10 July 2019, our COLs played a critical role in the successful renewal of the SQASC.



Director (Community Corrections Command) Mr Rockey Francisco Jr conducting a sharing session on expanding community corrections for the SQASC Assessors.





Senior Assistant Director (Correctional Rehabilitation Services Branch, Women) Ms Charlotte Stephen giving a presentation to the SQASC Assessors on SPS' approach towards drug rehabilitation.



Staff who were interviewed by the SQASC Assessors on SPS' organisation culture.



An inmate from Institution TM1 sharing his experiences with the SQASC Assessors.



An inmate from Institution B4 sharing with a SQASC Assessor on how he had learnt patience through art.





With a visionary and resolute leadership, the organisation has evolved from a traditional custodial role of keeping Singapore safe by manning the prison to a global leader in shaping the correctional landscape. There is a strong purpose driven culture observed by its Captains of Lives (COLs) towards a common purpose – Rehab, Renew and Restart.

Feedback from SQASC Assessors

25 YEARS OF
BUSINESS
EXCELLENCE
AWARDS DINNER

HELD IN

sg singapore
Smart Nation
Smart Made Possible

ORGANISED BY

SQA
GOVERNMENT
EXCELLENCE

Enterprise
Singapore



SPS Directorate Members, with the SQASC Secretariat team, at the 25th Business Excellence Awards Dinner.

OUR INTERNATIONAL ENGAGEMENTS

International engagements provide platforms for countries to come together to share their expertise, knowledge, and experiences. These engagements facilitate mutual learning and continuous improvement to uplift our correctional standards collectively. SPS is committed to contributing to the international corrections community

through our active participation in overseas exchanges, sharing sessions and hosting of visits. In FY2019, SPS hosted numerous learning visits for foreign delegates to help them understand SPS' correctional model in areas of offender management, prison operations, as well as rehabilitation and reintegration of offenders.

SPS WAS PRIVILEGED TO HOST THE FOLLOWING JURISDICTIONS:

- 1 5th Brunei Darusaalam-Singapore Joint Training Annual Exchange Programme Participants
- 2 Abu Dhabi Police
- 3 a. Bangladesh Cabinet Division
b. Bangladesh Jail
- 4 Department of Justice and Community Safety, Victoria
- 5 Dr Diana Johns from University of Melbourne
- 6 House of Blessing Foundation, Thailand
- 7 Japan Narcotics Control Department
- 8 National Anti-Drugs Agency, Malaysia
- 9 National Narcotics Control Commission, People's Republic of China
- 10 a. Peru's National Commission for Development and Life Without Drugs
b. Anti-Drugs Directorate of the National Police of Peru
- 11 Saudi Arabia Police Officers
- 12 Vice President of Republic of Maldives and Maldives Government
- 13 Yellow Ribbon Prison Run Foreign Delegates
 - a. Correctional Services of Solomon Island
 - b. Department of Prison Management, Vietnam
 - c. Fiji Corrections Service
 - d. Hong Kong Correctional Services Department and The Society of Rehabilitation and Crime Prevention
 - e. Macao Correctional Services Bureau
 - f. Malaysian Prisons Department
 - g. Prison Service of the Czech Republic
 - h. Thailand Institute of Justice



SPS plays the role of Joint Secretariat with Hong Kong Correctional Services Department for the Asia and Pacific Conference of Correctional Administrators (APCCA) and maintains regular participation by contributing conference papers and presentations. The 39th APCCA was hosted by Colonel Damdintseren, Chief of Mongolia's General Executive Agency of Court Decision, at Mongolia.

The International Corrections and Prisons Association (ICPA) Conference is one of the world's largest

international corrections events attended annually by participants from over 70 countries. Commissioner of Prisons Mr Desmond Chin, who currently serves on the ICPA Board of Directors, has been working with other ICPA Board Members to help steer the global corrections community towards greater professionalism through sharing of best practices and deepening partnerships.

SPS was honoured to be given the opportunity to share our experiences with the international community at the ICPA Conference hosted by the

Argentine Federal Penitentiary Service at Buenos Aires, Argentina. Mr Amrin Amin, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health, spoke at an ICPA plenary session where he provided insights on how Singapore tackled the issue of re-offending. Additionally, Ms Caroline Lim, Commander (Cluster A), and Ms Cheryl Wong, Lead Specialist (Correctional Rehabilitation Services Branch, DRC), conducted workshop sessions on SPS' expanding community corrections and SPS' management and rehabilitation of drug abusers respectively.



SPS' delegation, led by Commissioner of Prisons Mr Desmond Chin, at the 39th APCCA in Mongolia.



Singapore's delegation, led by Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health, Mr Amrin Amin, at the 21st ICPA Conference in Argentina.

Enhancing OPERATIONS



Operational excellence serves as the bedrock of the Singapore Prison Service (SPS). To ensure that we are ever ready to deal with all types of contingencies, we constantly sharpen our tactical skills, leverage technology as a force multiplier, and develop purpose-built equipment to enable our Captains of Lives to carry out our mission effectively.



SINGAPORE PRISON EMERGENCY ACTION RESPONSE (SPEAR) FORCE

SPS' tactical unit, SPEAR Force, participated in the Mock Prison Riot 2019 in West Virginia, USA. This competition was organised by the West Virginia Division of Corrections and Rehabilitation and the West Virginia Corrections Training Foundation. Despite the stiff competition from about 40 other teams, the team of five SPEAR officers emerged victorious in two out of five events – the Team

Obstacle Course, which required the team to clear 17 obstacle courses in the fastest time possible, and the Open Air Initiated Resolution, which tested the team's response to a hostage situation.



[CLICK HERE TO WATCH A VIDEO ON THE SPEAR FORCE](#)



The Mock Prison Riot requires the participants to accomplish tasks with whatever equipment on hand within a short period of time. It was also a great opportunity to learn, improve and benchmark against our international counterparts.

SSGT Toe Hengli, SPEAR Operator



PRISON NEGOTIATION UNIT (PNU)

In January 2020, PNU, together with officers from the Singapore Police Force (SPF)'s Crisis Negotiation Unit, emerged first amongst 40 participating states and countries in the 30th Annual Crisis Negotiation Competition held in Texas, USA. This achievement validated PNU's capability and readiness in managing crisis situations. This annual competition held at Texas State University allowed the team to put their negotiation skills to the test, as they competed in a simulated prolonged hostage incident and gained valuable feedback from experienced evaluators. The team also gained the opportunity to learn from negotiators from other agencies.

The synergy between SPS and SPF was due to the common language and principles used in crisis management. These were crucial to the team's success in the competition.

DSP 2 Josephine Overee, Assistant Team Leader, PNU



THE TRANSFORMED HOUSING UNIT

Under the key strategy of 'Prison Without Guards', technology has been identified as a game-changer in enhancing our operational capabilities.

FACIAL RECOGNITION SYSTEM (FRS)

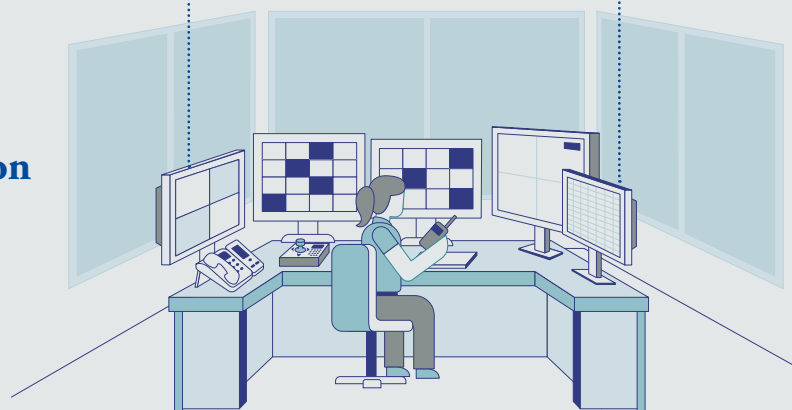
Institution A4 has implemented the use of facial recognition to conduct headcount checks since August 2019. FRS matches the inmate's facial biometrics with the inmate's picture and cell allocation, thus allowing for the time taken for headcount checks to be reduced by about 30 minutes.



FRS allows the ground staff to spend more time on rehabilitation such as facilitating 'My Action Plan' for the inmates.

SGT 2 Liu Fang of A4 HU3

Illustration portrays a Housing Unit Control Centre



HUMAN BEHAVIOUR DETECTION SYSTEM (HBEDS)

SPS is piloting and evaluating HBEDS, which uses advanced video analytics and Artificial Intelligence (AI) system learning to detect aggressive and abnormal acts by analysing real-time video feeds and correlating them with behavioural patterns that indicate such behaviours. Prompt alerts are then sent to officers to enable timely intervention.

Under HBEDS, SPS had initiated two projects with the Home Team Science and Technology Agency (HTX) – the Advanced Video Analytics To detect AggRession (AVATAR) and Video Analytics to Detect Abnormal behaviour (VADAR).

AVATAR is used to detect fights in the cell. It was successfully trialled in one Housing Unit at Institution B2 in 2018 and is scheduled for implementation at Institution S1 within the Selarang Park Complex.

VADAR is currently on trial at Institution Tanah Merah 1 (TM1). It focuses on detecting abnormal behaviour at common areas such as the inmate passageway and courtyards.

Both AVATAR and VADAR minimise security risks while maximising operational effectiveness. With the use of HBEDS, officers will be better able to detect anomalies and intervene quickly, thus keeping our inmates safe and secure.

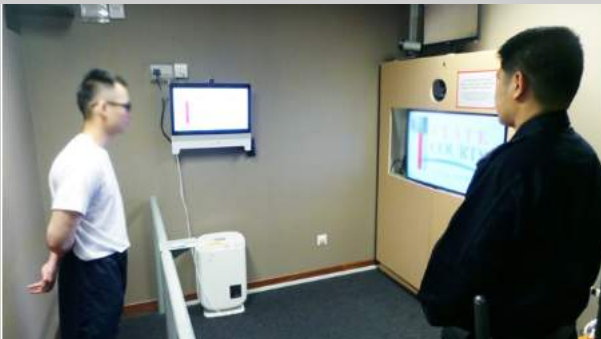


In October 2019, SPS hosted the Ministry of Home Affairs' (MHA) update to the Public Service Commission (PSC). The visit provided an overview of SPS' and SCORE's transformation efforts, with a focus on the newly implemented technologies that enhance operational and rehabilitation capabilities. The visit was attended by the PSC members as well as MHA Senior Management.

NEW STATE COURTS LOCK-UP

The State Courts Lock-Up (SCLU) was moved from the old State Courts to the new State Courts Towers since 9 December 2019. Featuring integrated security systems and full CCTV surveillance for a safer operating environment, the new Lock-Up has an increased capacity for effective segregation of Persons-In-Custody (PICs).

Equipped with additional video conferencing facilities, the new State Court Towers enable more inmates from the Changi Prison Complex to have their court sessions and lawyer interviews via video link. This technology also allows court interpreters and defence counsels to communicate with inmates and provide quick consultation, contributing to a more efficient process.





COMPARTMENTALISED INMATE TRANSPORTER (CIT)

SPS launched the CIT to provide a safer and more efficient mode of transportation for inmates. Previously, inmates with infectious diseases were transported individually, and the vehicle had to be decontaminated after each use. The new CIT is able to transport multiple inmates simultaneously in an isolated and secure manner. Moreover, it has an automated decontamination system, which minimises the downtime before its next use.



[CLICK HERE TO WATCH A
VIDEO ON THE CIT](#)

Advancing THROUGH CARE



The Singapore Prison Service (SPS) has continuously augmented our evidence-informed approach towards rehabilitation and reintegration. In 2019, SPS launched new initiatives to enhance our incare and aftercare programming efforts. This section elaborates on the legislative amendments, 'Learning Prison' initiatives, as well as other incare and aftercare developments. Collectively, they demonstrate SPS' pursuit of excellence in corrections.



MDA AMENDMENTS

MISUSE OF DRUGS ACT (MDA) AMENDMENTS

Under the rehabilitation regime, abusers undergo rehabilitation programmes such as



**Psychology-based
Correctional
Programmes**



Family Programmes



Skills Training

As a result of the MDA amendments, SPS saw the admission of third time and above pure drug abusers who do not face other concurrent criminal charges entering the Drug Rehabilitation Centre (DRC) instead of being sentenced to Long-Term imprisonment.

Under the rehabilitation regime, abusers undergo rehabilitation programmes such as psychology-based correctional programmes, family programmes and skills training. After completing the treatment and rehabilitation in the DRC, the abusers are allowed to be placed on a Community-Based Programme (CBP), where they can be emplaced in a Halfway House, on a Day Release Scheme or a Residential Scheme.

Upon completion of the CBP, abusers will progress to the supervision phase, during which they are required to report regularly to the Central Narcotics Bureau (CNB) for urine or hair testing. The maximum duration of supervision was increased from two to five years to ensure drug abusers receive sustained support for successful reintegration into society.

Singapore continues to maintain a tough stance against drug abuse. The amendments move towards a more calibrated approach to better target abusers who do not face concurrent criminal charges to help them break the cycle of addiction more effectively and better reintegrate into society. This better serves our goal of reducing drug abuse in Singapore.



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'LEARNING PRISON' INITIATIVES

MY ACTION PLAN (MAP)

MAP is a structured planning tool that guides inmates in charting their goals and journey of change throughout their incarceration. It encourages inmates to take greater ownership of their rehabilitation, and complements the efforts of Personal Supervisors in facilitating the inmates' learning and change.



MAP helps me to reflect on how I spend my time in prison. I feel more motivated to take ownership of my change.

Sharing by an inmate on his experience with MAP



'LEARNING PRISON' INITIATIVES

LOOKING FORWARD (LF)

LF is a motivational programme attended by newly-admitted inmates. The programme guides inmates to examine the reasons for their offending behaviours and strengthen their resolve for change. Facilitated by Prison Officers, it provides a structured and open platform for meaningful interactions between Prison Officers and inmates. Gradual building of rapport and trust between both parties leads to a more purposeful relationship, which in turn enhances the safe management of inmates.

...
"Responsible husband" and "doting father" – these are the words that an inmate hopes his family will use to describe him in future. Inmates go through such reflection activities during LF classes.



I want to say 'thank you' to the officer who guided me. My LF group taught me how to handle my problems the right way, how important my family is to me, and how important I am to my family.

Sharing by an inmate who completed LF





'LEARNING PRISON' INITIATIVES

FAMILY INTERVENTIONS AND REINTEGRATION SUPPORT TEAM (FIRST)

SPS embarked on a pilot project called FIRST which entailed co-opting inmates' families as the source of motivation to help inmates change. FIRST Family Case Managers work with community partners and agencies such as the Ministry of Social and Family Development (MSF) to provide case management support for inmates' families so that they can in turn support the inmates' rehabilitation. Since July 2018, over 100 inmates and their families have benefited from FIRST.

SPS is expanding FIRST by collaborating with MSF and Social Service Agencies to provide case management for families impacted by incarceration, taking into consideration the reintegration needs of inmates. Case conferences will also be facilitated to better support the inmates' families, who in turn support the inmates.



Since July 2018,
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Expanding FIRST by collaborating
with MSF and Social Service
Agencies to
provide case
management





'LEARNING PRISON' INITIATIVES

THROUGH CARE VOLUNTEER FRAMEWORK (TVF)

Introduced in 2019, the main idea behind TVF is about extending the prosocial support provided by volunteers and the Social Service Agencies (SSAs) to inmates from incare to aftercare. We achieve this by working with our existing CARE Network partners to conduct interest-based activities such as support group, craftwork, and tea appreciation for the inmates.

Singapore After-Care Association (SACA), Singapore Anti-Narcotics Association (SANA) and Industrial & Services Cooperative Society Limited (ISCOS) were the first few SSAs to pilot such programmes under the TVF with SPS.

INCARE DEVELOPMENTS

TRANSFORMATIONAL ENVIRONMENT (TE)

The TE for sexual violence and general violence offenders was officially launched in 2019 at Institutions A1 and B1. The TE enhances the effectiveness of programmes for such inmates by synergising the contributions of Prison Officers and Specialists in creating a structured and prosocial environment to effect change. Apart from structured psychology-based programmes, there are platforms, such as weekly community meetings, to help increase these inmates' ability to make decisions collaboratively, learn from their mistakes and process their behaviours.

Photo credit: Ministry of Home Affairs

INCARE DEVELOPMENTS

LEARNING HUB

SPS believes that inmates have the capacity to make positive contributions. For example, they can leverage their existing skills to help in the rehabilitation and reintegration of other inmates.

The Learning Hub at Institution A1 was set up with this objective in mind. Officially launched in 2019, the Learning Hub has allowed inmate-teachers with proficiency in specific topics to conduct in-house courses for their fellow inmates. Starting out with only a Basic English Course, the scope of programmes has since expanded to include courses such as Intermediate English, Basic Letter Writing, and IT Literacy. Feedback was largely positive – the inmate-students said they were inspired to acquire new knowledge, while the inmate-teachers felt thankful to be given the opportunity to help fellow inmates. The inmate-teachers also reflected that the teaching experience gained could benefit them at their future workplaces upon their release.



The best part of being a Learning Hub inmate-teacher is that I can grow together with others. It is very rewarding to know that I have made a positive difference to the lives of my fellow inmates.

Sharing by an inmate-teacher from A1 Learning Hub



An inmate-teacher starting his class on Basic English Course at the Learning Hub.



INCARE DEVELOPMENTS

NATIONAL YOUTH ACHIEVEMENT AWARD (NYAA)

SPS facilitates the NYAA programme for Reformative Trainees and other young offenders to encourage them to learn values and skills through community service, sports, adventure activities and workshops. The photo shows an inmate award recipient sharing his experience of the NYAA programme with Associate Professor Dr Muhammad Faishal Ibrahim, Senior Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Education.



INCARE DEVELOPMENTS

EARLY READERS PROGRAMME

SPS collaborated with New Life Stories, a Social Service Agency, to enhance the ongoing Early Readers Programme in Institution A4. This programme allows female inmates to connect with their children through reading. In addition, New Life Stories worked with female inmates to pen original stories which were subsequently printed into storybooks. These books were then presented to their children during an open visit in December 2019.

Staying connected through stories

This page presents a snippet of an original story, "Mia Bear and Papa Bear", written by a female inmate as she reflected on the importance of family and how her own father has never given up on her. This project is made possible for the female inmates at Institution A4 through a collaboration with New Life Stories.

Interested to read "Mia Bear and Papa Bear" in full? Check out the interactive version of our report!

Photo credit: New Life Stories



She thought about Papa Bear and the little hut they shared. They did not have much, but they always had each other.

Mia regretted what she had done. She missed Papa Bear so much but was afraid that Papa Bear would be angry with her.

A few weeks passed and Mia decided to slowly make her way back home.

When she reached the edge of the woods, she saw a familiar sight, and tears start to fall down her cheeks. It was Papa Bear.

12

Papa Bear had been waiting for her since the day she left. Mia fell into Papa Bear's arms and apologised for her selfishness.

Papa Bear whispered in a soft voice, "I always knew that you would come back. Papa never gave up on you."

13



14

INCARE DEVELOPMENTS

DUAL INCARCERATED PARENTS PROGRAMME

Cluster A and The Salvation Army introduced the Dual Incarcerated Parents Programme to provide outreach and social support to children who are affected by the incarceration of both parents. Through this programme, incarcerated parents learnt useful skills to enhance their relationships with each other and their children. These skills include tailoring their parenting style to match their child's personality and enhancing communication through better understanding of both verbal and non-verbal cues. This programme also offers opportunities for incarcerated parents to bond with their children through activities.



This boy harbours a quiet dream – for his “best family” to reunite and better their lives, leaving behind the prison walls for good.



INCARE DEVELOPMENTS

COMMUNITY AND FAMILY DAY FOR PSYCHIATRIC HOUSING UNIT (PHU) INMATES

The first-ever Community and Family Day for PHU inmates was held in August 2019 at Institution A3. Inmates, their family members, Prison Officers, psychiatrists, nurses and therapists from Institute of Mental Health (IMH) gathered together with their caseworkers and community partners. Family members learnt more about mental illnesses, the psychiatric intervention their loved ones received in PHU, and the various community support available for caregivers. More importantly, the event provided an avenue for the family members to discuss post-release plans for their loved ones for continuity of care. The event ended with inmates presenting the clay sculptures that they had done as part of their intervention classes to their family members.



AFTERCARE DEVELOPMENTS

HALFWAY HOUSE SERVICE MODEL SERVICE AGREEMENT (HSM SA)

Halfway House (HWH) partners are crucial in providing halfway care and reintegration support for inmates emplaced on Community-Based Programmes. The HSM SA signing ceremony was held on 11 December 2019 to renew the Service Agreement between SPS and the HWH partners. The new 2-year HSM SA marked 11 years of close partnership between SPS and the HWH partners since October 2010.



SPS and Halfway House partners at the HSM SA Signing Ceremony on 11 December 2019.



AFTERCARE DEVELOPMENTS

VIRTUAL INTERVENTION SYSTEM (VIS)

VIS was introduced in August 2019 for offenders undergoing community supervision under the Community Corrections Command (COMC). Prior to the use of VIS, Reintegration Officers and Correctional Rehabilitation Specialists had to conduct their interviews with their supervisees in person, either at the supervisees' work sites or the Neighbourhood Police Centres. Scheduling was often a challenge for both the staff and supervisees.

With the advent of VIS, our staff could now conduct their sessions via video conferencing. Both staff and supervisees now spend less time travelling for their sessions, and staff are able to reach out to more supervisees in a day. VIS also benefits supervisees with tight work schedules as they can now have sessions in between their working hours at their convenience. They have also been observed to be more at ease and responsive during these sessions.



VIS has really helped me a lot as I have no money to move around, sometimes not enough to even take bus... I believe VIS can really help others too.

Sharing by a supervisee undergoing community supervision



A Correctional Rehabilitation Specialist using the VIS to check in on her supervisee.



Strength IN UNITY



At the Singapore Prison Service (SPS), our staff, volunteers and community partners are our greatest strength. Together, they support inmates in their journey of change and strengthen their family bonds, thus contributing to a safer Singapore.



We celebrate our community spirit and collective achievement, as we grow from strength to strength, united by our common mission.

*Speech by Mr Amrin Amin, Senior Parliamentary Secretary,
Ministry of Home Affairs and Ministry of Health,
at SPS Volunteers Awards Ceremony 2019*



OUR CAPTAINS OF LIVES (COLS)

SPS' public communications campaign, taglined 'Turning Sentences into New Chapters', sought to educate the public on the multifaceted roles of our COLs.



**INTERESTED TO JOIN US AS A COL?
CLICK HERE TO FIND OUT MORE!**



TURNING SENTENCES INTO NEW CHAPTERS

As Captains of Lives, we inspire offenders to write new chapters in their lives.

Follow us @CaptainsOfLives



www.sps.gov.sg



As a Reintegration Officer, I prepare offenders for their return to the community.



As a Personal Supervisor, I provide a safe environment for the offenders, and support their change process incare.



As a Correctional Rehabilitation Specialist, I support inmates in their rehabilitation through evidence-informed interventions.

CAPTAINS OF LIVES
REHAB • RENEW • RESTART



STAFF DEVELOPMENT INITIATIVES

PROFESSIONAL ACCREDITATION OF OFFICERS

SPS develops our COLs to deepen their correctional competencies and unlock their potential.

The Singapore Prison Training Institute (SPTI) has collaborated with the Singapore University of Social Sciences (SUSS) to accredit SPS courses that can help our officers earn a university degree. These courses include the Prison Officer Course, Chief Personal Supervisor Course, Maximising Opportunities to Support Transformation (MOST), and Effective Practices In Community Supervision (EPICS). By attending these courses, our COLs can deepen their correctional competencies and at the same time accumulate credits to pursue higher academic qualifications. The accreditation process is expected to be fully completed in June 2020.



STAFF DEVELOPMENT INITIATIVES

ENHANCED '7 HABITS OF EFFECTIVE CAPTAINS OF LIVES' TRAINING

As part of the 'Learning Prison' strategy, SPS enhanced the '7 Habits of Effective Captains of Lives' training to include additional modules from MOST, and equip officers with more skills to conduct 'My Action Plan' and 'Looking Forward'.¹ This further ensures that officers receive the necessary training to perform rehabilitation work effectively.

¹ Maximising Opportunities to Support Transformation (MOST) is a developmental course to equip officers with a set of evidence-informed effective practices for more purposeful staff-inmate interactions and behavioural management. 'My Action Plan' and 'Looking Forward' are two 'Learning Prison' initiatives that SPS implemented in 2019.



STAFF DEVELOPMENT INITIATIVES

CAREER TRANSITION AND RETIREMENT PLANNING

Besides a fulfilling career, SPS also supports our COLs in exploring new horizons upon their retirement.

SPS collaborated with the MHA Career Resource & Transition Office (CRTO) and other Home Team Departments to enable our retiring officers to have easy access to career transition resources and seek job opportunities via their mobile devices through platforms like Workplace and MHA's Career Transition Microsite.

Officers with one year to retirement are also eligible for the Career Accelerator (ACCEL) Programme introduced across the Home Team. The programme features one-on-one coaching sessions with certified career coaches to support retiring officers in their career transition.





I am happy to see our Captains of Lives in good spirits. We are blessed to have officers who uphold high standards of professionalism and serve with a sense of mission.

Facebook Post by Ms Sun Xueling, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of National Development, after a dialogue session with Prison Officers

OUR VOLUNTEERS

SPS is grateful to our 2,400 volunteers who play a crucial role in providing prosocial support to the offenders. The annual SPS Volunteers Awards Ceremony was held at The Star Performing Arts Centre on 11 October 2019. A total of 351 awards were presented to our volunteers in recognition of their contributions to the rehabilitation and reintegration of offenders. Organisations which have actively supported our cause also received tokens of appreciation.



Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health, Mr Amrin Amin showing his appreciation to the volunteers for providing prosocial support to the inmates.



HEAR FROM OUR VOLUNTEERS



INTERESTED TO JOIN US AS A VOLUNTEER? CLICK HERE TO FIND OUT MORE!



Award Category	No. of awards given out
Long Service Award 3 years	114
Long Service Award 5 years	151
Long Service Award 10 years	59
Gold Award 15 years and beyond	27
Tokens of Appreciation to Social Service Agencies	45



YELLOW RIBBON COMMUNITY PROJECT (YRCP)

The YRCP is a grassroots-led initiative that has provided proactive support and assistance to inmates' families since 2010. Through this programme, grassroots volunteers engage the families of newly-admitted inmates to help them link up with the relevant Social Service Agencies (SSAs) in the community. This brings stability to the families, which in turn helps the inmates focus on their rehabilitation.

The YRCP Annual Awards and Appreciation Luncheon (AAL), graced by Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat, was held at the Singapore Expo on 23 November 2019. YRCP booster packs containing grocery vouchers were prepared and distributed to 1,200 families of inmates. For families with school-going children, each child received a school bag containing essential stationery items and a voucher for school shoes. The

school bag also included a handwritten letter from the incarcerated parent, as a form of encouragement to the child. The booster packs and school bags were sponsored by the Heartwarmers Volunteer Group, the Inmates' Families Support Fund, and the Yellow Ribbon Fund.

As of 1 December 2019, over 1,000 grassroots volunteers had participated in the YRCP, and close to 12,000 families had benefited from it.



Unveiling of the YRCP booster packs by Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat. The YRCP booster packs were subsequently distributed to 1,200 families of inmates.





I am happy to announce that since October this year, all 89 grassroots divisions have come on board the Yellow Ribbon Community Project...

This growth would not have been possible if not for you, our volunteers and partners.

Speech by Mr Heng Swee Keat, Deputy Prime Minister and Minister for Finance, at the Yellow Ribbon Community Project Annual Appreciation Luncheon 2019

BOARD OF VISITING JUSTICES AND BOARD OF VISITORS

The Board of Visiting Justices and Board of Visitors are appointed by the Minister for Home Affairs. They conduct regular inspections of the prisons, drug rehabilitation centres and community rehabilitation centre to ensure that the basic welfare of inmates are taken care of. On 15 January 2020, Commissioner of Prisons, Mr Desmond Chin, led a delegation consisting of 15 members from both boards on a study trip to

Kuala Lumpur, Malaysia. The visit was organised to enable the visitors to gain a broader perspective of correctional systems, understand how inmates' welfare issues were managed in Malaysia and learn best practices. The delegation was hosted by the Malaysian Prisons Department and the National Anti-Drug Agency of Malaysia (NADA).



Hosted by the Malaysian Prisons Department and NADA, the Singapore's delegation, led by Commissioner of Prisons Mr Desmond Chin, visited the NADA facility, Klinik Cure & Care Sungai Besi.



RETIRING MEMBERS OF SPS BOARDS & COMMITTEES IN FY2019

SPS would like to extend our appreciation to the following members of MHA Boards and Committees for their service rendered over the years.

BOARD OF VISITING JUSTICES & BOARD OF INSPECTION

Mr Phillip Tan Eng Seong 1 Jan 2003 – 29 Feb 2020 <i>Chairman</i>	Mr Izzuddin s/o Taherally Sareewalla 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Lim Huan Chiang 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Ng Cheng Huat 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Prof Teo Cheng Swee 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Phang Tai Heng 17 Jun 1994 – 29 Feb 2020 <i>Member</i>
Mr Chandra Mohan s/o K Nair 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Dr Kee Wei Heong 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Lim Joo Kwan 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Shriniwas Rai 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Dr S. Vasoo 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr David Alexander Ong Liang Bong 1 Mar 2012 – 29 Feb 2020 <i>Member</i>
Mr Chia Ah Sah Roger 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Koh Lian Huat 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Dr Loh Soo Ann 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Sim Hong Boon 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr David Wong Chin Huat 1 Jan 2003 – 29 Feb 2020 <i>Member</i>	Mr Teo Choon Hock 1 Mar 2018 – 29 Feb 2020 <i>Member</i>
Mr Chng Beng Guan 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Alex Lee Ka But 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Prof Low Cheng Hock 1 Jan 2003 – 29 Feb 2020 <i>Member</i>	Mr Tan Kok Hiang Henry 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Tan Kian Hoon 1 Mar 2010 – 29 Feb 2020 <i>Member</i>	
Mr Ajaib Haridass 1 Jan 2003 – 29 Feb 2020 <i>Member</i>	Mr Leow Peng Kui 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Steven Ng Yan Huay 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Dr Teng Su Ching 1 Mar 2006 – 29 Feb 2020 <i>Member</i>	Mr Chua Thian Poh 1 Mar 2012 – 29 Feb 2020 <i>Member</i>	

BOARD OF VISITORS (COMMUNITY REHABILITATION CENTRE)

Mr N K Rajarh
19 May 2014 – 31 Aug 2019
Member

REFORMATIVE TRAINING CENTRE REVIEW COMMITTEE

Mr Alex Lee Ka But 1 Mar 2010 – 29 Feb 2020 <i>Chairman</i>	Mr Chandra Mohan s/o K Nair 1 Mar 2012 – 29 Feb 2020 <i>Member</i>	Mr Izzuddin s/o Taherally Sareewalla 1 Mar 2010 – 29 Feb 2020 <i>Member</i>
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Unlocking THE SECOND PRISON

... The Yellow Ribbon Project seeks to engage the community in giving ex-offenders second chances at life. Through the various events organised in 2019, we hope to inspire a ripple effect of concerted community action to support ex-offenders and their families.



**CLICK HERE TO WATCH THE
YELLOW RIBBON PROJECT SUMMARY VIDEO**





Ex-offenders will face many challenges. There will be headwinds. But with the right support, we can make their lives better. This is all about making lives better.

Speech by Mr K Shanmugam, Minister for Home Affairs and Minister for Law, at CARE Network Seminar 2019

Yellow Ribbon Culinary Competition



With the theme 'My Family Recipe', the Yellow Ribbon Culinary Competition, organised in collaboration with the Singapore Chefs' Association, served as a platform for participants to express their creativity by cooking unique dishes inspired by their loved ones. The competition was held on 1 July 2019, and graced by Mr Chee Hong Tat, Senior Minister of State, Ministry of Trade and Industry and Ministry of Education. This event also created an opportunity for inmates to strengthen their bonds with their families. The inmates honed their culinary skills while training for the competition, thus enhancing their employability in the Food & Beverage sector.

Yellow Ribbon Songwriting Competition

In collaboration with the Composers & Authors Society of Singapore (COMPASS), the Yellow Ribbon Songwriting Competition was held on 27 June 2019 and graced by Ms Sun Xueling, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of National Development.

Inmates went through structured coaching by industry professionals prior to the selection of entries for the finals. The theme 'Stronger Together' allowed inmates to express their desire to change and hope for a better future through music.

**"All the wrongs from my distant past
The past I have learnt, reshaping me now
I want to be there for you, now on
The shoulder that you can lean on"**

Verse from the winning song, 'Closer to the Sky'



**CLICK HERE TO WATCH THE MUSIC
VIDEO FOR 'CLOSER TO THE SKY'**



Yellow Ribbon Community Art & Poetry Exhibition

Jointly organised with Singapore Art Museum (SAM) and Sing Lit Station (SLS), the Yellow Ribbon Community Art & Poetry Exhibition (YR CAPE) served as a platform for inmates to reflect and showcase their talents through visual arts and poetry. Ms Sim Ann, Senior Minister of State, Ministry of Communications and Information and Ministry of Culture, Community and Youth launched the exhibition at School of the Arts Singapore (SOTA) Gallery on 31 August 2019. The weeklong exhibition displayed 23 poems and 100 art pieces crafted by inmates aligned to the theme 'Moving Forward Together'.



Yellow Ribbon Celebrating Second Chances Awards Ceremony

The Yellow Ribbon Celebrating Second Chances Awards Ceremony on 12 October 2019 at Star Gallery, Star Performing Arts Centre, celebrated the achievements of 134 released persons. Mr Amrin Amin, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of Health, graced the event. The ceremony celebrated achievements such as successful upgrading of skills or education, staying gainfully employed and contributing to their families and society.



Yellow Ribbon Prison Run

Graced by President Halimah Yacob, the 11th edition of the Yellow Ribbon Prison Run was held on 15 September 2019. A record of 10,000 participants ran the distance to demonstrate their support for second chances.



A record of **10,000** participants ran the distance to demonstrate their support for second chances





To the ex-offenders standing amongst us, please know that we are on this journey with you, beyond this run. If you have the resolve to change, the community will work together with you to support your reintegration.

Words of Encouragement from President Halimah Yacob at the Yellow Ribbon Prison Run 2019

Community-Led Exhibitions

Yellow Ribbon Project is honoured to have received support from various organisations and individuals to help unlock the second prison. In 2019, there were two community-led projects by Julie's and Palm View Primary School, demonstrating their acceptance of ex-offenders and the creation of a more inclusive Singapore.

Julie's 'Best of You' x Yellow Ribbon Project Exhibition 2019

Julie's has been supporting the Yellow Ribbon Project since 2014. As part of their 'Best of You' movement, Julie's held their first joint exhibition with Yellow Ribbon Project at Our Tampines Hub from 19 September to 22 September 2019. With the theme 'A New Life Reimagined', the exhibition incorporated inspirational stories, art pieces by ex-offenders and interactive activities such as the 'Colours at Play' workshop conducted by Mr Barry Yeow, an established ex-offender artist-mentor.



Palm View Primary School's 'Art from the Heart' Exhibition

Palm View Primary School has adopted Yellow Ribbon Project as its Community Involvement Programme since 2015. Through their Artizenry Programme, they collaborate with Yellow Ribbon Project in producing paintings to raise funds for the Yellow Ribbon Fund. The Artizenry Programme is part of the school programme to develop in their students a sense of empathy through a better understanding of the Yellow Ribbon Project. As a show of support for second chances, 220 Primary 3 students worked in teams to produce paintings for display at the 'Art from the Heart' exhibition from 4 November to 10 November 2019 at Buangkok Square Mall.



STATISTICS

RELEASE

Recidivism Rates¹

Overall



Penal



DRC



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

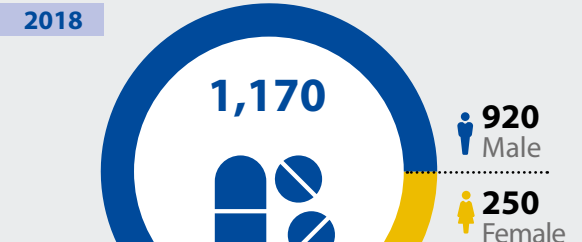
Releases – Convicted Penal Releases

Total Convicted Penal



Releases – DRC Releases

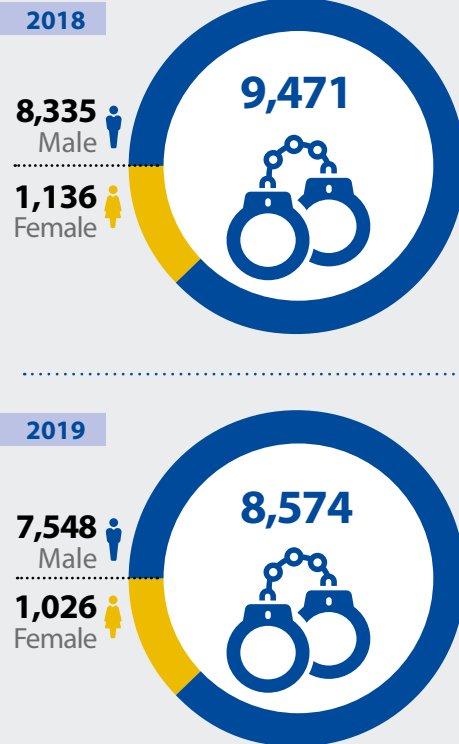
Total DRC Releases



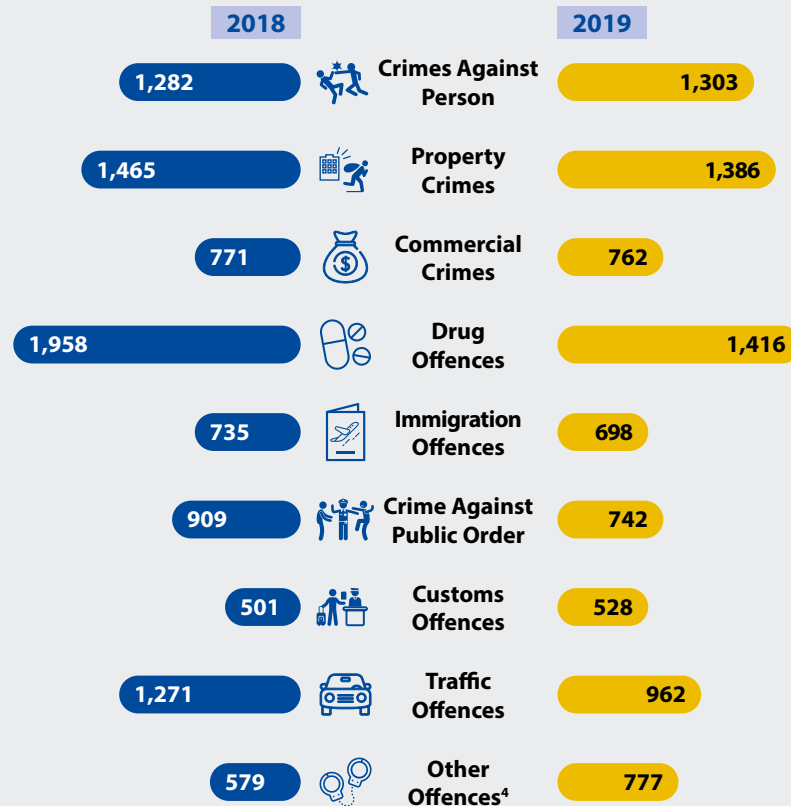
ADMISSION

Convicted Penal Admissions as at 31 December 2019²

Total Convicted Penal Admissions



Main Offence Group³



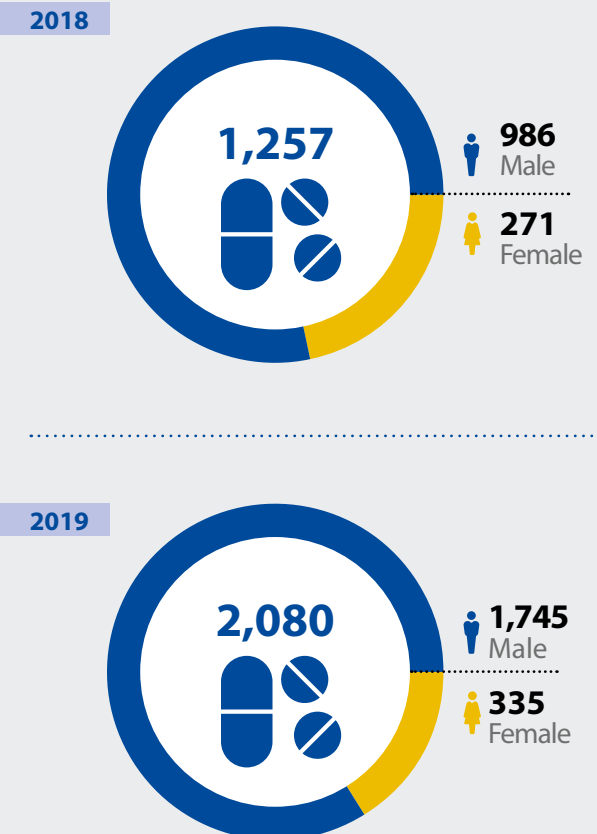
² Convicted Penal Admission figures refers to the number of inmate admissions for the calendar year.

³ Inmates are tracked based on index (i.e. most serious) offence.

⁴ Examples of "Other Offences" include National Registration Offences, National Service Related Offences, and Telecommunication & Computer Related Offences.

DRC Inmate Admissions as at 31 December 2019⁵

Total DRC Admissions



⁵ The figures refer to the number of DRC inmates admissions for the calendar year.

POPULATION

Total Offender Population in Prisons and in the Community as at 31 December 2019

2018

1,998
Community
Corrections10,809
In-care

12,807



2019

2,415
Community
Corrections10,570
In-care

12,985

Convicted Penal Inmate Population as at 31 December 2019⁶

Total Convicted Penal Population

2018

7,892
Male889
Female

8,781



2019

7,259
Male819
Female

8,078

Main Offence Group⁷

2018

705

Crimes Against
Person

2019

701

970

Property
Crimes

862

447

Commercial
Crimes

448

6,030

Drug
Offences

5,420

64

Immigration
Offences

59

149

Crime Against
Public Order

145

220

Customs
Offences

271

58

Traffic
Offences

39

138

Other
Offences⁸

133

⁶ Convicted penal inmate population refers to the number of inmates who have already been charged and are within the inmate population as at the end of the respective year.⁷ Inmates are tracked based on index (i.e. most serious) offence.⁸ Examples of "Other Offences" include National Registration Offences, National Service Related Offences and Telecommunication & Computer Related Offences.

POPULATION

DRC inmate population
as at 31 December 2019⁹

2018

1,171
Male

290
Female

1,461

2019

1,938
Male

371
Female

2,309

⁹ 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.

Remand population
as at 31 December 2019¹⁰

Total Remand Population

2018

1,281
Male

110
Female

1,391

2019

1,044
Male

91
Female

1,135

Main Offence Group¹¹

2018

178



Crimes Against Person

2019

205

234



Property Crimes

209

82



Commercial Crimes

98

728



Drug Offences

489

15



Immigration Offences

10

53



Crime Against Public Order

44

41



Customs Offences

28

17



Traffic Offences

14

43

Other Offences¹²

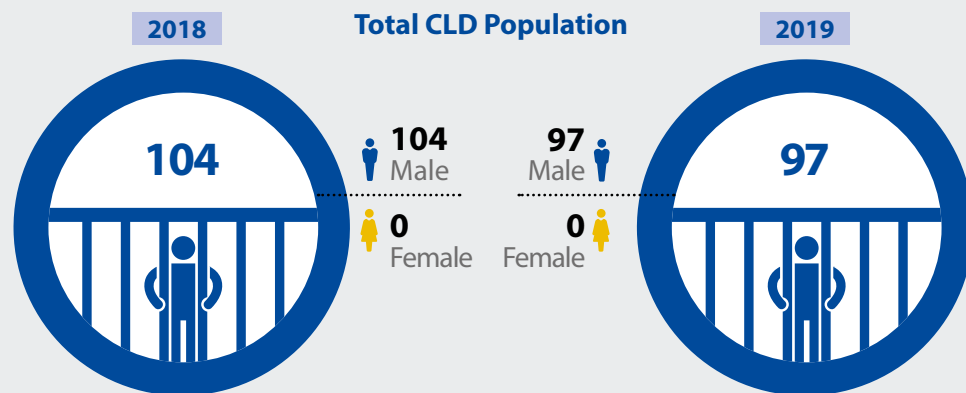
38

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.

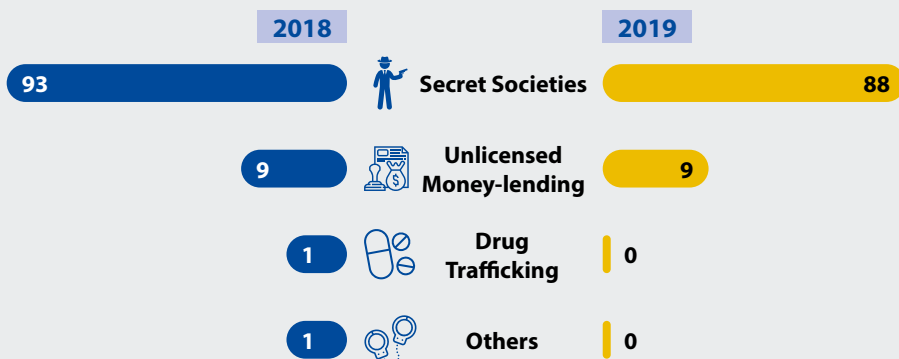
¹¹ Inmates are tracked based on index (most serious) offence only.

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

POPULATION

Criminal Law Detainee (CLD) Population
as at 31 December 2019¹³

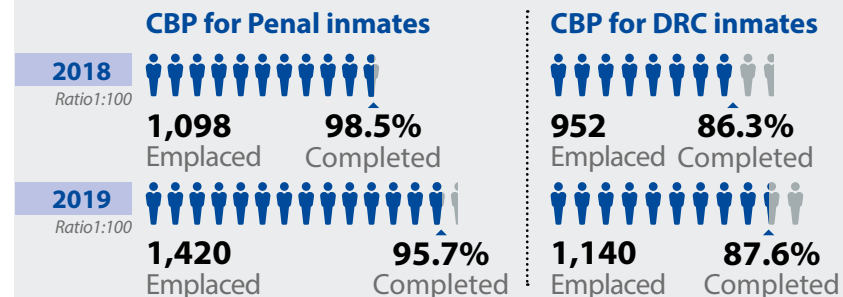
Type of Criminal Activity



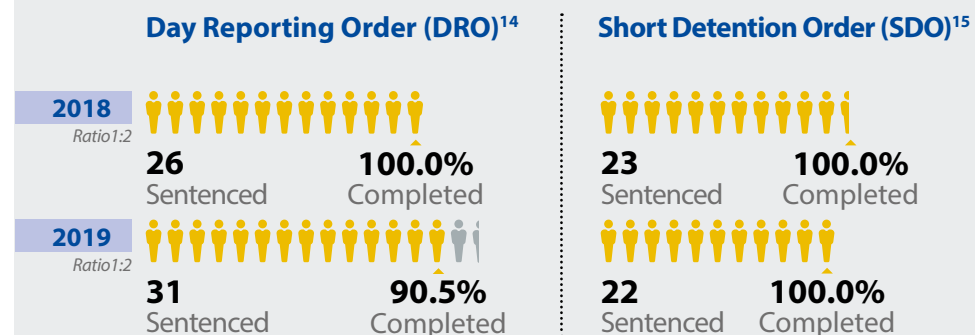
¹³ The CLD population refers to the number of persons detained under the Criminal Law (Temporary Provisions) Act and are still under detention as at the end of the respective year.

OTHER KEY INDICATORS

Emplacement and Completion Rates for Community-Based Programmes (CBP) as at 31 December 2019



Sentencing Numbers and Completion Rates for Community-Based Sentences (CBS) as at 31 December 2019



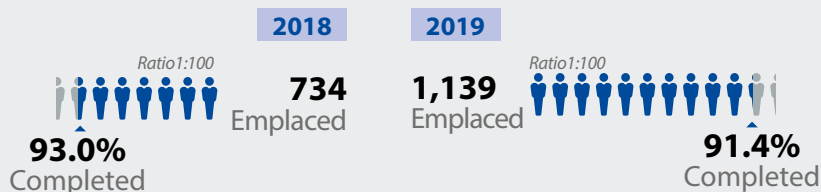
¹⁴ A Day Reporting Order is a Community-Based Sentencing option introduced in the Criminal Procedure Code 2010, whereby an offender reports to a day reporting centre for counselling and rehabilitation programmes, instead of serving a sentence in prison.

¹⁵ 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.

OTHER KEY INDICATORS

Employment and Completion Rates for Mandatory Aftercare Scheme (MAS)¹⁶ as at 31 December 2019

Mandatory Aftercare Scheme

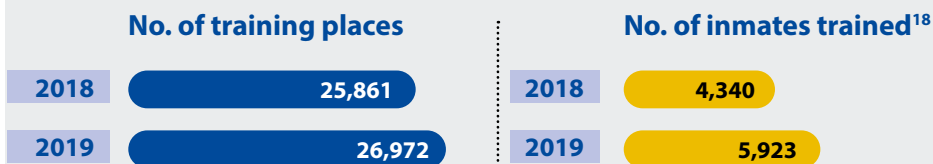


¹⁶ With the amendment of the Prisons Act in 2014, selected ex-offenders who are at higher risk of re-offending or who need more support in their reintegration will be placed on the Mandatory Aftercare Scheme (MAS). The MAS is a structured aftercare regime that gradually reintegrates selected ex-offenders into society through progressive arrangements. It aims to support ex-offenders in staying crime-free and prevent them from re-offending.

Vocational Programmes as at 31 December 2019

Employability Skills Training¹⁷

Yearly Enrolment



¹⁷ Employability Skills Training programmes are provided by SPS and SCORE to equip inmates with relevant job skills. SPS and SCORE's training system is aligned to Workforce Singapore's Workforce Skills Qualifications (WSQ) framework. Examples of training offered include Workplace Literacy (WPL), Employability Skills, Certified Operations Professional (COP) and Certified Operations Specialist (COS). Vocational skills training such as the WSQ Operate Forklift and Certificate in Generic Manufacturing (CGM), WSQ Retail Operations, and WSQ Hotel Accommodation and Services were also conducted.

¹⁸ Inmates may attend more than one training course.

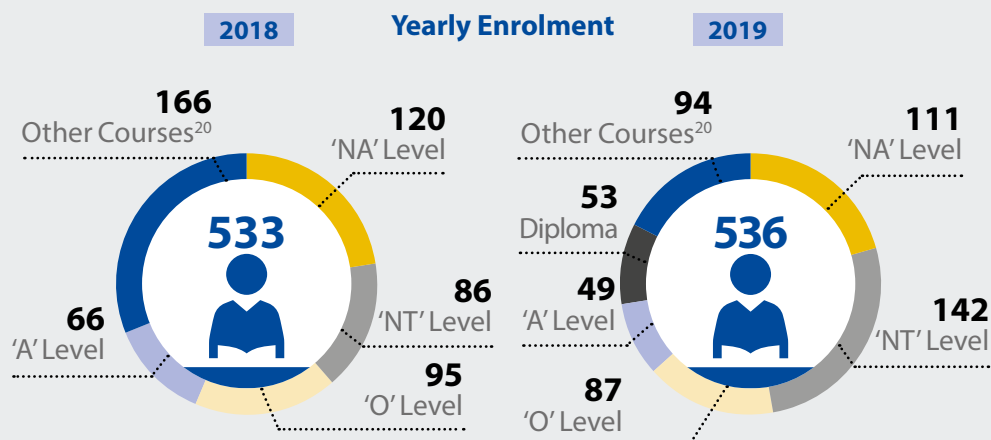
Work Programmes¹⁹

Engaged in Work Programmes



¹⁹ 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.

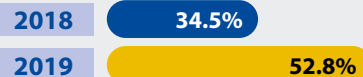
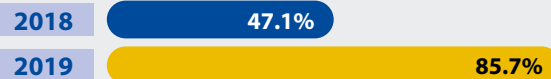
Academic Programmes



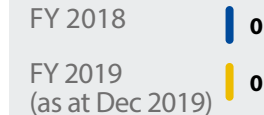
²⁰ Other courses include short-term courses such as English literacy classes and basic education programmes (primary to secondary level). Some classes offered previously under Other Courses are now reclassified under Employability Skills Training programmes.

OTHER KEY INDICATORS

Academic Results

GCE 'NA' Level Results of Prison Candidates
(At least 1 'NA' Pass)GCE 'NA' Level Results of Prison Candidates
(19 points or less in ELMAB3 – English, Mathematics and Best 3)GCE 'NA' Level Results of Prison Candidates
(5 'NA' passes)GCE 'NT' Level Results of Prison Candidates
(At least 1 'NT' pass)GCE 'NT' Level Results of Prison Candidates
(3 'NT' passes)GCE 'O' Level Results of Prison Candidates
(At least 1 'O' Level Pass)GCE 'O' Level Results of Prison Candidates
(At least 3 'O' Level Passes)GCE 'O' Level Results of Prison Candidates
(5 or more 'O' Level Passes)GCE 'A' Level Results of Prison Candidates
(Pass in GP + 2 H2)GCE 'A' Level Results of Prison Candidates
(Pass in GP + 3 H2 + 1 H1)Major Incident²¹

Escape Rate per 10,000

Assault Rate²² per 10,000

²¹ Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

²² The assault rate covers 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).

Number of Judicial Executions as at
31 December 2019

Executions



ALMANAC

NATIONAL LEVEL

National Day Awards

Rank	Name	Award	Rank	Name	Award	Rank	Name	Award
SAC Gr 9	Lee Kwai Sem	PPA (Silver) (Bar)	SSGT	Sakila Binte Abdul Rahman	Efficiency Medal	CW 2	Mazhairy Bin Othman	Long Service Medal
SUPT 1A	Soh Yen Li	PPA (Bronze)	AC Gr 9	Kong Ling Chieh Titus	Long Service Medal	CW 2	Zulkefli Bin Hamzah	Long Service Medal
SUPT 1A	Chua Cheng Wah	PPA (Bronze)	DAC Gr 9	Loh Teck En	Long Service Medal	CW 2	Siow Meng Hai	Long Service Medal
SUPT 1A	Karen Lee Tze Sein	PPA (Bronze)	SUPT 1A	Jimmy Lee Keng Ann	Long Service Medal	CW 2	Liew Sook Fun	Long Service Medal
SUPT 1A	Kevin Hoon Kay Ming	Commendation Medal	SUPT 1A	Soh Ming Koon	Long Service Medal	CW 2	Lim Sze Hoay	Long Service Medal
SUPT 1A	Loh Hong Wai	Commendation Medal	SUPT 1	Mohamed Farik Bin Omar	Long Service Medal	CW 2	Wan Cheok Weng	Long Service Medal
MX 10	Troy Jack Thevathasan	Commendation Medal	SUPT 1	Zainal Abidin Bin Riduwan	Long Service Medal	CW 2	Fardin Bin Samian	Long Service Medal
DSP 2	Tan Gek Eng	Commendation Medal	SUPT 1	Lee Poh Huat Adrian	Long Service Medal	CW 2	Chiew Yaw Choy	Long Service Medal
RO 1	Pang Suh Ling	Efficiency Medal	MX 10	Lim Siew Lin Doris	Long Service Medal	CW 1	Mahad Ridzuan Bin Mohd Zin	Long Service Medal
SCW 1 (R)	Lim Moh Leong	Efficiency Medal	DSP 2	Mohammad Ismael Bin Abdull Rahman	Long Service Medal	CW 1	Subramaniam s/o Sisu Pal	Long Service Medal
SCW 1	Mahenthiran s/o Rajanthiram	Efficiency Medal	DSP 2	Siti Mariam bte Hassan	Long Service Medal	CW 1	Mohamed Reza Bin Mohamed	Long Service Medal
SCW 1	Kiu Mei Fern	Efficiency Medal	DSP 1	Hing Chiow Hock Vincent	Long Service Medal	CW 1	Jasni s/o Abdul Rayman	Long Service Medal
SCW 1	Siow Kent Fung	Efficiency Medal	DSP 1	Satwinder Singh	Long Service Medal	CW 1	Tan Boon Pheng	Long Service Medal
SCW 1	Ismail Bin Ibrahim	Efficiency Medal	DSP 1	Vinod Jenardhanan	Long Service Medal	CW 1	Soong Seng Veng	Long Service Medal
SCW 1	Ong Teck Meng Jesmond	Efficiency Medal	ASP 1	Manisekaran s/o Ramasamy	Long Service Medal	CW 1	Tan Wei Peng	Long Service Medal
CW 2	Chan Yock Wah	Efficiency Medal	RO 1	Ng Choon Boon Gabriel	Long Service Medal	CW 1	Ng Chew Lan	Long Service Medal
CW 2	Lee Yuen Nam @ Hady Muhammad Lee	Efficiency Medal	RO 1	Yang Ling Yong	Long Service Medal	SSGT	Mohammad Faizal Bin Sahad	Long Service Medal
CW 2	Sow Sek Heng	Efficiency Medal	RO 1	Jacob Raja s/o Rajamani	Long Service Medal	SSGT	Shanmuganathan s/o Rengasamy	Long Service Medal
CW 2	Sim Keh Soon	Efficiency Medal	SCW 2	Sor Tiong Lin	Long Service Medal	SSGT	Lim Bee Hong	Long Service Medal
CW 2	Wong Loo Sun	Efficiency Medal	SCW 1	Mohamad Safrin Bin Saptu	Long Service Medal	SSGT	Chan Siew Ling	Long Service Medal
CW 2	Mohamed Israq Bin Mohamed Salim	Efficiency Medal	SCW 1	Ally d/o Kannan	Long Service Medal	SSGT	Ramakrishna s/o Appa Rao	Long Service Medal
CW 2	Khairudin Bin Kamsan	Efficiency Medal	SCW 1	Lee Wen Chyi	Long Service Medal	SSGT	Amardass s/o Ratinasamy	Long Service Medal
CW 2	Lim Hwee Tien	Efficiency Medal	CW 2	Terrence D'Silva	Long Service Medal	SSGT	Mohamed Juffri Bin Idris	Long Service Medal
CW 1	Mohamad Ridzal Bin Abdul Razak	Efficiency Medal	CW 2	Gunaseelan s/o Churian	Long Service Medal	SSGT	Khong Moh Fun	Long Service Medal
SSGT	Rajenderan s/o Palani Thevar Raman	Efficiency Medal	CW 2	Amir Hamzah Bin Hambari	Long Service Medal	SGT 2	Chong Kar Po	Long Service Medal

NATIONAL LEVEL

Public Sector Transformation Award

Rank	Name	Award Title
CW 2	Tay Han Meng Andrew	Exemplary Innovator Award
CW 1	Ramesh s/o Christ Arokiamathan	Exemplary SkillsFuture @ Public Service Award

MINISTRY LEVEL

Minister for Home Affairs National Day Award (Individual) 2019

Rank	Name
DSP 2	Sulaiman Bin Mohd Salleh
MX 11A	Wong Li Ling Karen (Huang Liling Karen)
CW 2	Sharin Bin Abdul Rahman
CW 2	Alan Koh Siang Kee
CW 2	Kannan s/o Kunasaykaran
SSGT	Nur Muhammad Khir Bin Abas
SSGT	Muhammad Khaifiroz Bin Rozlan
SSGT	Nazri Bin Abdul Aziz
SSGT	Pichappan Balasubramaniam

Minister for Home Affairs National Day Award (Team) 2019

Rank	Name	Award	Project
SUPT 1A	Ng Tanny	MHA NDA (Team) 2019	HUS Scheme Review
SUPT 1A	Zai Siew Leong Thomas	MHA NDA (Team) 2019	
SUPT 1A	Lee Kong Wee	MHA NDA (Team) 2019	
SUPT 1	Foo Yue Xuan Hatsuee	MHA NDA (Team) 2019	
MX 10	Ong Lay Hoon, Karen	MHA NDA (Team) 2019	
DSP 2	Tan Gek Eng	MHA NDA (Team) 2019	
MX 11A	Lim Xuefen	MHA NDA (Team) 2019	Review of Drug Policy and Public Communications
SUPT 1A	Karen Lee Tze Sein	MHA NDA (Team) 2019	
MX 11A	Loi Wen Hui Tannie	MHA NDA (Team) 2019	
ASP 2	Ou Kaiming	MHA NDA (Team) 2019	
MX 12	Tan Daesia Minhue	MHA NDA (Team) 2019	

MINISTRY LEVEL

Operational Excellence Award 2019

Rank	Name	Project	Rank	Name	Project
DAC Gr 9	Tan Yeow Chong Simon	SPS-NP Collaboration for inaugural Diploma in Business Practice course at Prison School	RO 1	Siow Yong Sin	Development and Implementation of Development and Reintegration Programme (DRP) ¹
SUPT 1A	Teo Sze Ying		MX 12	Farhanis Binte Ahmad	
SUPT 1	Goh Song Huat Edwin		CW 2	Liu Zhiqiang	
SUPT 1	Chew Kia Liang Adam		SSGT (D)	Imran Wahyudi Bin Subehan	
MX 10	Leong Sow Phong		MSO Gr VII	Gawri d/o Ramasamy	
SEO 1	Paruk s/o Kothari		SUPT 1A	Toh Hong Chuan	
RO 2	Chua Shi Qin		SUPT 1A	Toh Gek Choo	
SCW 1	Thai Chee Yong Ewen		SUPT 1	Tong Teck Hong	
SUPT 1A	Lim May Ling Serena		SUPT 1	Tok Eng Seng	
SUPT 1A	Chiang Lye Choo Valerie		SUPT 1	Teo Siew Hoon Magdalene	
SUPT 1A	Soh Yen Li	Development and Implementation of Development and Reintegration Programme (DRP) ¹	DSP 2	Quek Chun Ming	Centralisation of three Cluster Registries in SPS into the new Sentence Management Branch
SUPT 1A	Margaret Ngoi Ming Kin		DSP 2	Sim Hoon Peck	
SUPT 1A	Fernandez Dominic Karl		DSP 2	Lim Lay Khim	
SUPT 1	Ho Kim Teck		DSP 2	Guoh Tjin Soon	
SUPT 1	Nikki Abdullah @ Won Tien Li		DSP 2	Lim Soo Eng	
MX 10	Mohamed Fazly Bin Mohamed Jamaludin		DSP 1	Ang Keng Eng	
MX 10	Tan Peck Ling Irene		DSP 1	Chiang Mui Chin	
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DSP 2	Lin Ren'en Jonathan		DSP 1	Mohammed Taufik Bin Munawar	
MX 11A	Wong Jessie		DSP 1	Ong Hock San	
MX 11	Muzafar Muneer Bin Mustafa		ASP 2	Tay Jin Kiat Edmund	
MX 11	Kirk Hui Min Yvonne		ASP 2	Lock Hun Yi (Lu Hanyi)	
MX 11	Normah Binte Hasan		ASP 2	Ngiam Siow Wei June	
ASP 2	Muhammad Ali Bin Mochtar		ASP 2	Chia Geok Boey Angel	
ASP 2	Mohamed Taufiq Bin Razali				
ASP 1	Tan Yu Lian Elaine				

¹ DRP is a collaboration between SPS and the Association of Muslim Professionals (AMP) to support Malay/Muslim inmates and their families in the community.

MINISTRY LEVEL

Operational Excellence Award 2019

Rank	Name	Project
ASP 2	Seah Liang Cong Melvin	Centralisation of three Cluster Registries in SPS into the new Sentence Management Branch
ASP 2	Yang Zhizhong	
ASP 1	Thong Kiang Yong	
RO 1	Lim Choon Leong	
SCW 1	Abdul Rahim Bin Abdul Rahman	
SCW 1	Lee Yue Heong	
SCW 1	Tong Guek Heong	
SCW 1	Zoey Lee Pooi Fun	
CW 2	Noordimas Bin Yunus	
CW 2	Rosalie Chai	
CW 2	Yak En Siong	
CW 2	Cheng Mee Lan	
CW 2	Dui Siew Hua	
CW 2	Firzan Bin Muhammad	
CW 2	Kwok Khee Seng	
CW 1	Hoo May Yee	
CW 1	Lim Bee Hong	
CW 1	Mohamed Abdullah	
CW 1	Roslayli Bte Embi	
CW 1	He Yet Lee	
CW 1	Kong Oi Mei	
CW 1	Leong Lai Fong	
CW 1	Ng Chew Lan	
CW 1	Tay Boon Hee	
CW 1	Palani s/o Thangaveloo	
SSGT	Vickneswaran Mariappan	

Home Team Achievement Award

Rank	Name	Project
SUPT 1A	Ng Kheng Hong	Development of the Home Team Simulation System (HTS2) ²
SUPT 1	Kalaivanan s/o Visvalingam	
DSP 2	Lim Hoe Leong	
ASP 2	Ng Yit Woon	
ASP 1	Reuben James Leong WeiJie	
CW 2(D)	Ng Shu Juan Sabrina	Safeguarding Singapore's International Policy Space at CND
HTS 8	Leo Hee Sun Timothy	
MX 11A	Nur Asykin Hamzah	

Ministry of Home Affairs Star Service Award

Rank	Name	Project
ASP 2	Melvin Seah Liang Cong	MHA Distinguished Star Service Award
ASP 2	Nurazura Binte Mohamed Jani	MHA Star Service Award
ASP 1	Choo Kok Loong	
MX 12	Marlene Chua Hui Wen	
SCW 1	Syed Romadhan Syed Nazar	
SCW 1	Toh Siew Kee	
CW 2	Nur Razadilah Binte Mohd Abdul Razib	
SGT 3	Loh Chee Yeong	

² The HTS2 offers a realistic 3D experience for institutions to practise incident management in a simulated environment.

MINISTRY LEVEL

Home Team Training Excellence Award

Rank	Name	Project	Rank	Name	Project
ASP 2	Felicia Chee Yi Tian	Home Team Trainer of the Year (Full-Time) (Special Commendation)	DSP 2	Kiu Cher Han (Team Leader)	Home Team Training Unit of the Year (Special Commendation)
MX 12	Kathleen De Laure	Home Team Trainer of the Year (Adjunct) (Merit)	DSP 1	Harvinder Singh s/o Joginder Singh	
			MX 11	Nur Azkiya Binte Ahmad	
			ASP 2	Teng Song Guan	
			ASP 1	Sum Hwee Hong Ivan (Member)	
			CW 2	Andy Tan Soon Peng (Member)	

Home Team Innovation Award

Rank	Name	Award Level	Project Name	Rank	Name	Award Level	Project Name
CW 2	Tay Han Meng Andrew	Champion (Silver)	NA	MX 10	Charlotte Stephen	Commendation	Discovering Strength Within Self
SUPT 1	Louis Woo Choo Yan	Champion (Commendation)	NA	DSP 2	Overee Josephine Juliana		
SUPT 1A	Goh Wei Lieang Eugene	Silver	AVATAR – Human Behaviour Detection System	DSP 2	Joelle Tan		
DSP 2	Neo Ming Feng			MX 11	Tan Yi Ling, Jesslyn		
XT9	Benjamin Lee (from HTX)			ASP 2	Nurazura Binte Mohamed Jani		
XT6	Chandrasehar s/o Rajaseharan (from HTX)			MX 12	Ng Wan Ning Vanessa	Commendation	Project Water-Save
DSP 2	Rossheema Binte Haniff	Commendation	Art Therapy Programme	MX 12	Amanda Tang Jing Qing		
ASP 2	Narendran Krishnan			MX 12	Premala d/o Mariappan		
ASP 2	Fock Chin Wai			MX 12	Low Yan Jie Elizabeth		
SCW 1	Lim Chian Hong			HTS 12	Ang Ying Zhen		
SCW 1	Manograrajan s/o Nadarajan	Commendation	Art Therapy Programme	CW 1	Sahedah Binte Jalil	Commendation	Project Water-Save
CW 2	Irwan Bin Kamarudin			SUPT 1	Tan Ching Mei Lena		
CW 1	Muhammad Zulhimi Bin Mohamed Nadar			DSP 2	Tham Ai Jie		
SGT 3	Rosezaimie Bin Roselan			CW 2	Lee Yuen Nam @ Hady Muhammad Lee		
SGT 3	Ibrahim Bin Hashim			CW 2 (D)	Lau Han Heong Patrick		
SGT 3	Muhammad Syaaban Bin Nijal			CW 1	Koh Lian Boon Simon		
				SSGT	Ho Meng Chee		

MINISTRY LEVEL

Home Team Innovation Award			
Rank	Name	Award Level	Project Name
SSGT	Suryadarma Bin Mahmood	Commendation	Project Water-Save
SSGT	Mohammed Massuri Bin Mohamed Hashim		
SSGT	Muhammad Aqmal Bin Khamis		
SSGT	Tamilselvan s/o Nalayappan		
SGT 2	Leong Kok Sing		
SGT 2	Jerome Andre Bosco Pereira		
SGT 2	Muhammad Salleh Bin Zakaria	Commendation	Virtual Reality Training System
MX 11	Nur Azkiya Binte Ahmad		
DSP 2	Lee Kok Wee	Dare-To-Try	A1 Inmate Learning Hub
RO 2	Kwang Zhi Hao		
CW 1 (D)	Lew Wen Guang		
CW 1	Ng Kian Cheng Joseph		
SSGT	Ravinran s/o Vasu		

DEPARTMENT LEVEL

Outstanding Captains of Lives Award	
Rank	Name
ASP 2	Tan Yew Chuan
MX 12	Norain'ni Binte Abd Aziz
CW 2 (D)	Abdul Hafiz Bin Abdul Wahab
CW 2	Charles s/o Pangkeas
CW 2	Hing Su Wan
CW 2 (D)	Ho Yeow Nam
CW 2	Ang Kian Heng
Most Improved Unit Award	
Institution B4 and Institution TM2	

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RO 2

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RO 1

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from SCORE



*In picture, from left to right, top to bottom:
Khairi, Boon Hwee, Robin, Samuel, Jason, Yorklyn, Kia Yi.*



In picture, from left to right:
Seow Hwee, Qian Ning, Ee Hong, Amanda, Elvis, Yeng Hung.

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The Editorial Board wishes to express our appreciation to all who made this Annual Report possible.