



**SINGAPORE
PRISON SERVICE**

RESILIENCE IN CORRECTIONS

ANNUAL REPORT 2020



**SELARANG PARK
COMPLEX**

CAPTAINS OF LIVES
REHAB • RENEW • RESTART

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

We work with unity and a common purpose to achieve the best results.

We build on each other's strengths to realise our fullest potential.

We collaborate with the community and strategic partners for a safe Singapore.



Vigilance

I exercise rigour in my work to ensure it is always excellent and can withstand scrutiny.

I am alert and ready for both present and future challenges.

I remain relevant amidst change and seek out opportunities to secure the success of SPS.



Integrity

I have the courage and conviction to do the right thing without fear.

I walk the talk.

I display exemplary conduct and competence in my personal and professional life to uphold public trust and the reputation of SPS.



Care

We care for the well-being of our fellow officers and help each other to be resilient.

We practise self-care so that we are good Captains of our own lives.

We care for the well-being of our inmates, while being firm disciplinarians, to inspire change in them.

COMMISSIONER'S FOREWORD

Our Captains of Lives have been resilient and agile in ensuring the secure custody and effective rehabilitation of offenders, in an unprecedented year of the global COVID-19 pandemic.

Keeping Our Prisons Safe

Operating in a close and dense environment, we took many precautionary measures in the early onset of COVID-19, to safeguard the health and safety of our inmates, staff and partners. Singapore Prison Service (SPS) also worked with our partners to develop alternative forms of engagement so that inmates' rehabilitation needs would continue to be met. The support of our community partners has been strong and unwavering. The inmates and their families were co-operative and understanding towards the introduction of new Safe Management Measures and changes in interactions.

Amidst this global pandemic, SPS continues to push new frontiers in corrections.

The war against COVID-19 continues, and our collective efforts have kept our inmates, staff and partners safe in such uncertain times.

Preventing Re-offending

Amidst this global pandemic, SPS continues to push new frontiers in corrections. For example, the number of supervisees in the community had increased by 42% in 2020 and completion rates remained high at about 90%. This is a testament to the

hard work of our Captains of Lives and community partners. This policy of allowing suitable inmates to be placed on community-based programmes is based on evidence that community corrections is effective in preventing re-offending, as inmates are better supported in terms of reintegration while under such programmes. I am happy to report that our 2018 two-year recidivism rate has reached an all-time low of 22.1% – about 8 in 10 of the inmates released in 2018 did not re-offend.



Recidivism rate at an all-time low

About 8 in 10 of the inmates released in 2018 did not re-offend.



A new beginning at SPC

Operationalisation of the Selarang Park Complex marks an exciting new chapter for SPS!



Building New Capabilities

SPS remains steadfast in realising our transformation strategies of 'Prison Without Guards', 'Prison Without Walls', and 'Learning Prison'. The pandemic has accelerated the adoption of technology in our work, even as we redesign our work processes and leverage automation and analytics for greater operational effectiveness.

The new Selarang Park Complex (SPC)—integrated with key technologies—was officially opened by Mr K Shanmugam, Minister for Home Affairs and Minister for Law. In SPC, we bring together incare and aftercare facilities under one complex, deepening our capabilities in community corrections. We remain active in learning and sharing knowledge with our community partners and international counterparts via virtual

platforms. This has helped us to stay connected, updated and agile in our correctional knowledge.

Celebrating Partnerships

SPS and our partners witnessed various milestones in 2020.

We celebrated the 20th Anniversary of the Community Action for the Rehabilitation of Ex-offenders (CARE) Network, and 20 fruitful years of the National Youth Achievement Award (NYAA) programme in prisons. We are reminded of the solid foundation that many before us have laid, and we are immensely grateful to our volunteers, employers and community partners, for supporting us in our cause.

In 2020, we also bade farewell to our former Commissioner, Mr Desmond Chin, who retired from SPS. I would like

"We are reminded of the solid foundation that many before us have laid, and we are immensely grateful to our volunteers, employers and community partners, for supporting us in our cause."



Associate Professor Muhammad Faishal Ibrahim, Minister of State for Home Affairs and National Development and key CARE Network partners at the 20th Anniversary event.

to extend SPS's deepest appreciation to Mr Desmond Chin, for his strong leadership and contributions to SPS over the years.

Emerging Stronger

The past year has been unprecedented and surreal. We are encouraged by the resilience and dedication of our staff, volunteers and partners. Our inmates and ex-offenders had also contributed back to society through various Yellow Ribbon initiatives like mask-making for migrant workers

and baking of cookies for frontline workers from healthcare institutions and Home Team departments.

Together, we have emerged stronger, and we look forward to another exciting year of transforming lives and contributing to a safer Singapore.

Shie Yong Lee
Commissioner of Prisons

DIRECTORATE MEMBERS



01 ▶ Shie Yong Lee
Commissioner of Prisons

02 ▶ Terrence Goh
Deputy Commissioner
(Operations & Rehabilitation)
of Prisons

03 ▶ Daniel Tan
Deputy Commissioner
(Policy & Transformation)
of Prisons

04 ▶ Rocky Francisco Junior
Director,
Operations Division

05 ▶ Karam Singh
Director,
Psychological & Correctional
Rehabilitation Division

06 ▶ Caroline Lim
Director,
Rehabilitation &
Reintegration Division

07 ▶ Carolyn Kan
Director,
Risk Management &
Assurance Division

08 ▶ Koh Tong Hai
Director,
Intelligence Division

09 ▶ Lam Mong Teng
Director,
Provost Division

10 ▶ Rafidah Bte Suparman
Director,
Corporate Communications
& Relations Division

11 ▶ Loh Teck En
Director,
Logistics & Finance Division

12 ▶ Foo Ee Lin
Director,
Strategic Planning Division
Director,
Staff Development Division

13 ▶ Soh Beng Koon
Director,
Transformation &
Technology Division

14 ▶ Titus Kong
Commander,
Cluster A

15 ▶ Benjamin Chia
Commander,
Cluster B

16 ▶ Tan Eng Keong
Commander,
Cluster C

17 ▶ Ong Pee Eng
Commander,
Operations &
Security Command

18 ▶ Karen Lee
Director,
Community
Corrections Command

HIGHLIGHTS OF THE YEAR/2020

SPS Annual Report 2020 consists of the following six Feature Articles:

- 1 Key Leadership Change
- 2 Emerging Stronger Together
- 3 Pursuing Operational Excellence
- 4 Co-Creating Corrections
- 5 Strength in Unity
- 6 Paying It Forward



Click on the highlight you are interested in
to go to the related Feature Article.

KEY LEADERSHIP CHANGE

Ms Shie Yong Lee took over Commissioner Desmond Chin as the new Commissioner of Prisons in 2020. SPS is grateful for Commissioner Chin's leadership and contributions, and will continue to give our full support to Ms Shie, as she guides the organisation towards greater heights.



GIVING HIS ALL

Commissioner Desmond Chin

"It's important to always do our best, so that when it's all been said and done, we can look at the Book of Life and know that **we have given our all**."

Quote by Commissioner Chin,
from Change of Command Ceremony 2020.

Commissioner Chin joined SPS in 1990 as a prison officer at the then-Jalan Awan Drug Rehabilitation Centre. He went on to hold key posts including Superintendent of the then-Bedok Reformative Training Centre and Chief Executive Officer of the then-Singapore Corporation of Rehabilitative Enterprises (now known as Yellow Ribbon Singapore). He was appointed Commissioner of Prisons in 2016.

Under his leadership, SPS made significant strides in advancing its correctional science knowledge and delivering rehabilitative services

that impacted the lives of inmates, ex-offenders, and their families. SPS attained the Singapore Quality Award (Special Commendation) for the second time in 2019, in recognition of its commitment to organisational excellence. On the international front, SPS is recognised by the International Corrections and Prisons Association (ICPA) as a key thought-leader on correctional matters, with Commissioner Chin serving on the ICPA Board since 2017. Commissioner Chin retired from SPS in 2020, after 30 stellar years of service. SPS wishes him the very best in his future endeavours.



SCALING GREATER HEIGHTS

Ms Shie Yong Lee

"We stand on the shoulders of giants, our predecessors, who have laid a good, solid foundation and uplifted our profession, so that **we can envision bolder, go further and reach higher.**"

Speech by Ms Shie,
at Change of Command Ceremony 2020.

Before her appointment as the Commissioner of Prisons, Ms Shie held appointments including Deputy Commissioner of Prisons with concurrent appointment as Chief-of-Staff, Commander of Cluster B and Deputy Director (Civil Defence & Rehabilitation) in the then-Policy and Operations Division in the Ministry of Home Affairs.

Ms Shie Yong Lee was a key driver of SPS's transformational projects. She was instrumental in implementing the

Learning Prison initiatives to develop staff for future-ready operations and saw through the introduction of the Mandatory Aftercare Scheme to provide community support to ex-offenders in staying crime-free as they reintegrate into society. During her tenure as Commander of Cluster B, she was involved in setting up the Pre-release Centre in Cluster B to address high-risk offenders' needs through the greater involvement of families and the community.

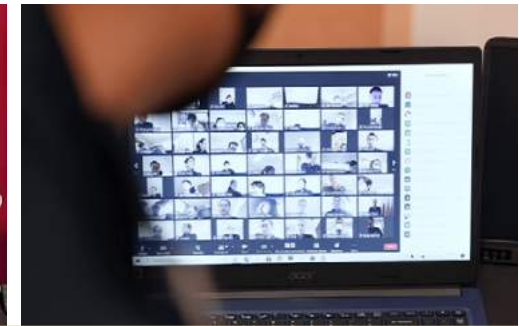


CHANGE OF COMMAND CEREMONY

The Change of Command Ceremony took place via a hybrid format in September 2020. Hosted on Workplace @ Facebook, 700 over attendees came together to appreciate Commissioner Chin for his three decades of dedication, with many earnestly typing emotional farewells and sincere well-wishes for him. The event started with a photo montage of Commissioner Chin throughout his service and concluded with a tear-jerking tribute video.

In his farewell address, Commissioner Chin spurred everyone to “bring light to those who are lost – transforming their lives not just for better, but for good; and not just within our shores but beyond”.

The Command Mace was handed to Ms Shie Yong Lee, as a symbolic gesture of her taking over the office as the new Commissioner of Prisons. SPS is confident that Ms Shie will guide the organisation to scale greater heights.



While the event was hosted live on Workplace @ Facebook for SPS staff, the event was also witnessed by guests from MHA, SPS, and YRSG on Zoom.



Commissioner Chin handing the Command Mace to Ms Shie Yong Lee, the new Commissioner of Prisons.



Deputy Commissioner (Operations & Rehabilitation) Terrence Goh unveiling the display of SPS rank insignias as a memento to Commissioner Chin.



Deputy Commissioner (Policy & Transformation) Daniel Tan handing the Message House to Commissioner Chin. Handcrafted by inmates, it contained heartfelt messages from our Captains of Lives to Commissioner Chin.

EMERGING STRONGER TOGETHER

Notwithstanding the operational challenges from COVID-19, SPS has adapted quickly and emerged stronger. SPS has continued its rehabilitation work in a safe and timely manner. This is only possible because of the daily vigilance, teamwork, and dedication of all staff, partners, and volunteers.





"Glad to hear our Captains of Lives continued to ensure that rehabilitation programmes were not unduly disrupted during the Circuit Breaker, through the use of technology. These are challenging times, particularly so for ex-offenders as they seek to reintegrate into society and find employment."

Facebook post by Associate Professor Muhammad Faishal Ibrahim,
Minister of State, Ministry of Home Affairs and Ministry of National Development

SAFE ENVIRONMENT FOR ALL



Inmate undergoing PCR swab test.

SPS implemented precautionary measures to safeguard the health and safety of all inmates and personnel, particularly given the close and dense prison environment.

All new admission inmates are segregated for 14 days away from the general inmate population. They undergo Polymerase Chain Reaction

(PCR) swab tests upon admission and at the end of the segregation period, before they are allowed to join the general population. Through such measures, SPS successfully detected and swiftly contained six COVID-19 positive inmate new admission cases in 2020. These inmates were managed at a separate facility and had since recovered.



Staff donning PPE.

SPS also implemented other measures to prevent the spread of COVID-19 within the prisons. All inmates have their temperature taken twice daily and must wear masks when they are out of their cells, except when they are performing strenuous activities.

Staff must wear full Personal Protective Equipment (PPE) when interacting with

new admissions and any suspected cases in prisons. Operational staff are deployed on separate split teams to minimise cross-team contamination in case of a positive COVID-19 case. Routine PCR swab testing is also conducted for operational staff for the purpose of sentinel surveillance. In 2020, over 16,500 swab tests were conducted for our staff and inmates.

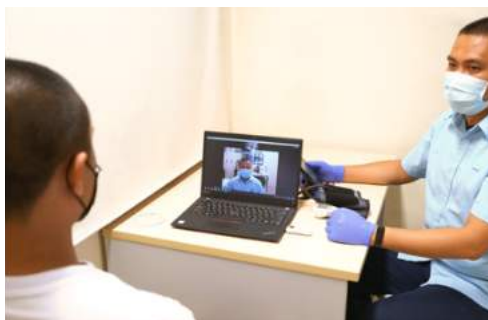
LEVERAGING TECHNOLOGY

Against the backdrop of COVID-19, SPS leveraged technology to facilitate essential activities in a safe manner. SPS worked with Home Team Science & Technology Agency (HTX) and the Courts to facilitate court hearings virtually via internet platforms like Zoom without inmates having to leave Changi Prison Complex. A total of 24 Video Conferencing (VC) booths were set up across Clusters A, B and C for this purpose. SPS facilitated over 4,700 court hearings via Zoom video conferencing in 2020.

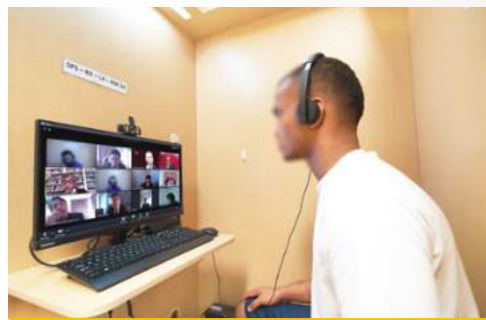
In accordance with the Ministry of Health's National Telemedicine and GovTech's Cybersecurity Guidelines for teleconferencing, SPS also

embarked on a Telemedicine trial. Under this trial, SPS implemented Telemedicine for straightforward medical follow-up cases on-site within the prison premises.

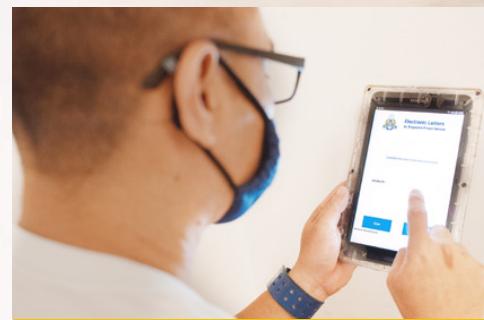
During the Circuit Breaker period, SPS leveraged various platforms to allow inmates to maintain contact with their loved ones. With the cessation of visits, SPS replaced visits with telephone calls to inmates' next-of-kin. Mobile phones were deployed to support the calls, and the Visit Management System was enhanced to allow the booking of phone calls. SPS also increased the quota of outgoing e-letters for inmates from four to six between April and September 2020.



Inmate using telemedicine in the presence of a Staff Nurse.



Inmate attending a virtual court hearing.



Inmate sending e-Letters to his loved ones via a mobile tablet.



Inmate attending a virtual family programme.

CONTINUING REHABILITATION

Virtual Engagement

From April to June 2020, all physical engagement programmes involving teachers, vendors, volunteers and counsellors were suspended in accordance with national advisories on COVID-19. To ensure continuity, rehabilitation programmes were converted into digital formats and inmates learnt through pre-recorded videos and worksheets. Prison School also introduced virtual platforms to

ensure that lessons could continue for the students. To better facilitate virtual sessions, prison officers stepped up as facilitators with the use of worksheets. This helped to enhance inmates' understanding and made sessions more productive. Where necessary, virtual conferencing was also used to facilitate intervention sessions for inmates in prisons, as well as supervisees in the community.

"Having lessons taught over a virtual platform was a completely different experience for me. Although it reduced the physical interactions between teachers and students, it was the best solution amidst the COVID-19 pandemic. I am truly appreciative of the teachers and officers."

John (pseudonym),
Inmate student, Prison School



CONTINUING REHABILITATION

A Collective Effort

During the Circuit Breaker period, SPS worked with various Social Service Agencies (SSAs*) to deliver religious programmes through videos, and distributed supplementary materials.

In Phase Two of the re-opening post Circuit Breaker, core rehabilitation and religious programmes were progressively resumed. SPS monitored the situation and worked closely with our community partners to ease our

measures gradually and cautiously. Safe Management Measures were observed throughout the conduct of the programmes and classes.

In October and November 2020, SPS worked with community partners to organise virtual family bonding sessions in celebration of Children's Day. A total of six sessions were conducted together with Centre for Fathering and The Salvation Army.

*These SSAs were:

1 Buddhist Fellowship	6 Roman Catholic Prison Ministry (RCPM)
2 Christian Counselling Services	7 SANA Christian and Hindu Religious Group Volunteers (RGV)
3 Family and Inmates ThRoughcare Assistance Haven (FITRAH)	8 Sikh Welfare Council (SIWEC)
4 Muneeswaran Temple Society (MTS)	9 Singapore Buddhist Federation (SBF)
5 Prison Fellowship Singapore (PFS)	10 The Hindu Centre (THC)



Inmates watching pre-recorded religious programmes.



Family members interacting with their incarcerated loved ones during a family bonding programme for Children's Day.

PURSuing OPERATIONAL EXCELLENCE

Operational excellence serves as the bedrock of the SPS. SPS constantly anticipates opportunities, develops new capabilities, and leverages technology to strengthen our operational effectiveness.





“The Selarang Park Complex signals an important step in the transformation of Prisons. Improvements in infrastructure, coupled with the considered use of technology, will help our officers and our community partners as they help offenders rehabilitate and reintegrate into society.”

Speech by Mr K Shanmugam,
Minister for Home Affairs and Minister for Law,
at Official Opening of Selarang Park Complex in 2021

SELARANG PARK COMPLEX

A New Beginning

The full operationalisation of Selarang Park Complex (SPC) in September 2020 was a key milestone for SPS as we bring together in-care and aftercare facilities in one complex. SPC is designed to provide a rehabilitative environment that leverages technology

for greater operational efficiency and effectiveness. It also has the infrastructural capability to support rehabilitation and reintegration programmes, as well as provide vocational training opportunities for inmates and supervisees.

“The open environment in S1 is definitely refreshing as it brings us closer to nature—we are able to feel the fresh air, sunshine and rain. **This whole new setting is meaningful in our rehabilitation journey;** to reflect on our actions, motivate us, and change to be a better person.”

Wan (Pseudonym),
Inmate at Institution S1

“Our volunteers were greatly appreciative and thankful for this new environment which is well equipped with tech equipment to aid our volunteers in their sharing. It is a privilege to be the first group of volunteers experiencing this new environment.”

Mr Wong Yong Wei,
Integrated Ministry Coordinator,
Prison Fellowship Singapore



SPC comprises the following key facilities:



SELARANG PARK COMPLEX

The Move

"It is heartening to see how close we are as a family, as we come forth to support one another. I look forward to the journey ahead as we continue to inspire, motivate and collaborate with one another. United we stand as one."

Ms Shoba Rajandram,
Correctional Rehabilitation Specialist, Drug Rehabilitation Centre

"Even though SPC is an entirely new terrain, the training that I received prior to the move allowed me to be prepared for what is to come."

Mr Karthigeyan s/o Ramachadaran,
Cluster Control Centre Officer, Cluster C

The move to SPC was a long but fulfilling journey for all staff involved. The Community Corrections Command shifted its operations and supervisees from Lloyd Leas Community Supervision Centre to Selarang Park Community Supervision Centre and S2 in July 2020. Cluster

C effected the transfer of inmates from Tanah Merah 2 (TM2) and B5 to Institution S1 over a period of three days in September 2020. This move was only possible with the teamwork and dedication of all officers involved, including strong support from the supporting divisions and units.



Inmates at TM2 waiting to be transferred to Institution S1.



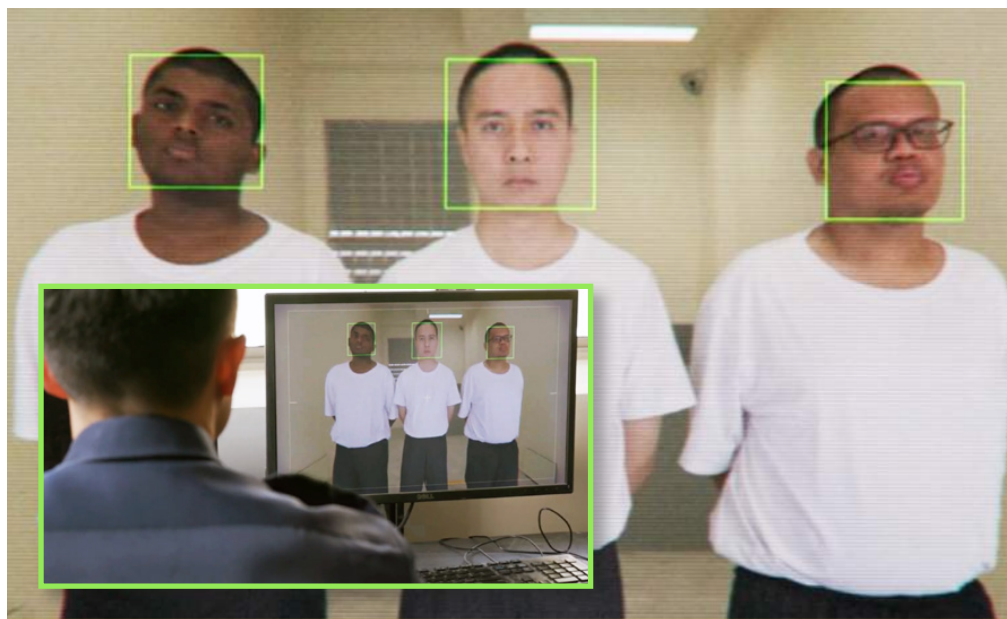
Inmates alighting from Black Maria and proceeding into Institution S1.

FACIAL RECOGNITION TECHNOLOGY

In the drive to become a smart prison, SPS has embarked on the usage of facial recognition & video analytics technology since 2019. At Selarang Park Complex (SPC), Facial Recognition technology can be used for automating inmate headcount checks, and for controlling access to

various locations within the complex. Facial Recognition is now used to authenticate staff entry into the SPC. Additionally, when paired with Near Field Communication devices, it helps to facilitate selected inmates' and supervisees' unescorted movements in the secured passageways.

RE-ENACTMENT BY ACTORS



Inmates in the midst of headcount check with Facial Recognition technology.



Staff using Facial Recognition technology to gain access to the complex.



Inmate scanning his wrist tag to facilitate unescorted inmate movement in the secured passageway.

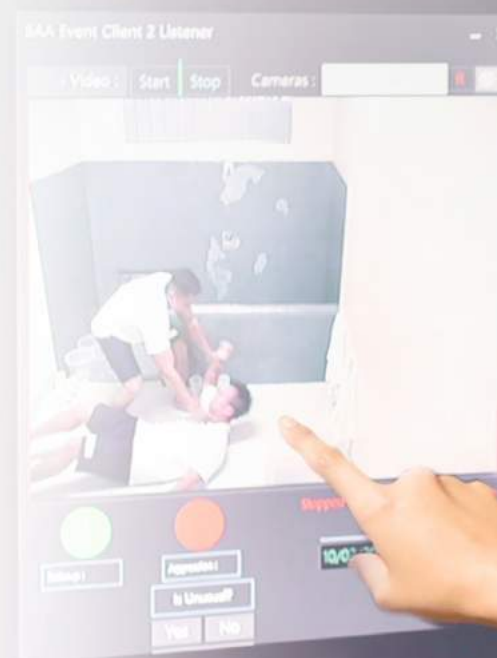
PROJECT DRAGONFLY

RE-ENACTMENT BY ACTORS



Video surveillance is a necessary security technology for a correctional facility as it allows officers to detect and mitigate security incidents in the prison environment. SPS is in the process of replacing the older analog cameras with full high definition Internet Protocol based CCTV

cameras to cover areas where inmates frequently access. These CCTVs paired together with video analytics will aid in the detection of aggressive and abnormal activity by inmates. There are plans for all prison institutions to be equipped with digital cameras and video analytics capability.



ROBOTIC PROCESS AUTOMATION

"With the help of RPA, my colleagues and I have more time to communicate with the inmates, understand their challenges and identify resources to better address their needs. **I am glad for the opportunity to impact the inmates' lives.**"

Ms Liew Wan Rong Charlotte,
Executive (Programme), Cluster B

SPS is adopting Robotic Process Automation (RPA) to lower the number of man-hours needed for manual and routine clerical processes. It entails the deployment of software robots called 'bots'. RPA has been used to automate routine work like updating and screening of inmates' information. RPA has also been used to send customised text messages to the family members of inmates, as well as to collate their

responses where required. As part of SPS's overall RPA strategy, over 100 use-cases that would potentially benefit from RPA have been identified. Staff from various units also attended training to consider how they may incorporate RPA into their work. RPA allows SPS to be more efficient in our work. For officers on the ground, it means having more time for purposeful interaction with the inmates under our care.

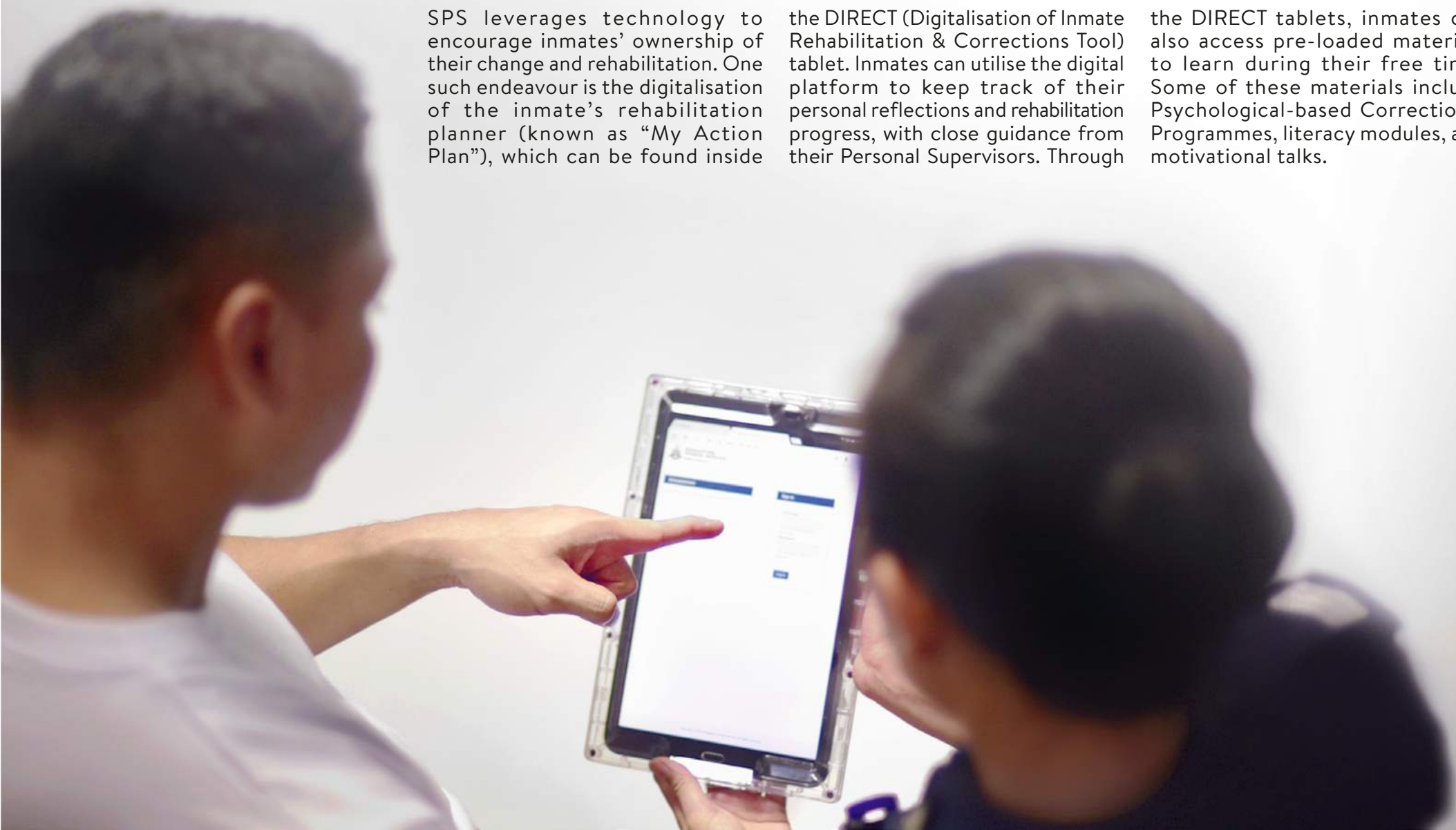
RPA
Robotic Process Automation

DIGITALISING INMATE'S LEARNING & REHABILITATION

SPS leverages technology to encourage inmates' ownership of their change and rehabilitation. One such endeavour is the digitalisation of the inmate's rehabilitation planner (known as "My Action Plan"), which can be found inside

the DIRECT (Digitalisation of Inmate Rehabilitation & Corrections Tool) tablet. Inmates can utilise the digital platform to keep track of their personal reflections and rehabilitation progress, with close guidance from their Personal Supervisors. Through

the DIRECT tablets, inmates can also access pre-loaded materials to learn during their free time. Some of these materials include Psychological-based Correctional Programmes, literacy modules, and motivational talks.



FOOD WASTE DIGESTOR

As part of SPS's effort to use resources more efficiently and improve energy efficiency, we have installed food waste digestors at the central kitchens. This initiative allows SPS to play a small part in reducing

carbon footprint, reduce usage of trash bags and lower operating costs from lower haulage fees. These digestors employ biotechnological solutions to break down food waste for safe disposal.

What are we **minimising** by using the Food Waste Digestors?



HOSTILE VEHICLE MITIGATION BARRIER

The Transit Centre is the main gateway for heavy vehicles entering Changi Prison Complex (CPC). The modus operandi employed by terrorists using heavy vehicles overseas to ram at targets of interest showed a need to review the security protection of the complex.

CPC Security has since installed Hostile Vehicle Mitigation barriers and gates system at Transit Centre vehicle scanning lanes and gates to have the capability to stop large vehicles from entering the complex without clearance approval. These barriers are crash-rated and have the capacity to withstand high impact.

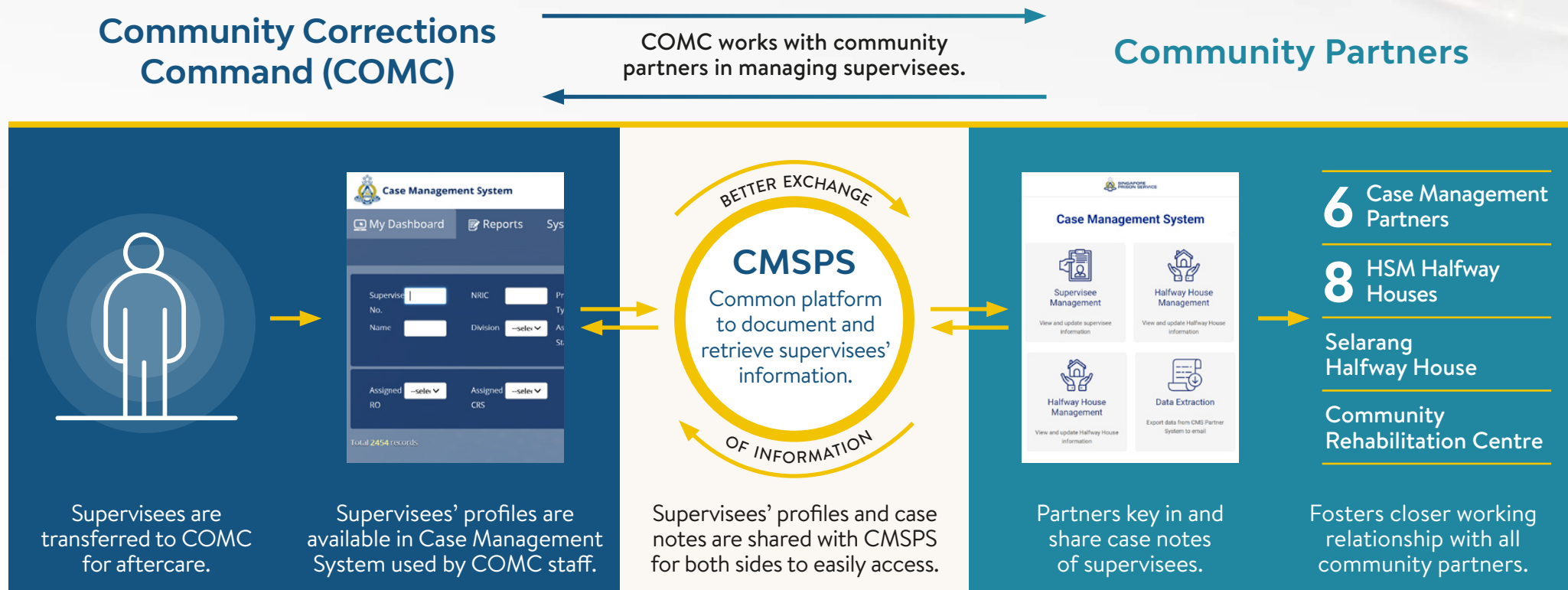


CO-CREATING CORRECTIONS

SPS collaborates and co-creates correctional opportunities with our partners, both local and international, to ensure that we remain connected, updated, agile and current in our correctional knowledge.



CASE MANAGEMENT SYSTEM PARTNER SYSTEM



Community Corrections Command (COMC) collaborates with community partners such as Halfway Houses and Case Management Partners to manage supervisees in the community. This usually entails sharing of information on supervisees and notes of engagement sessions,

as well as planning for intervention efforts.

To improve these processes, the Case Management System Partner System (CMSPS) was rolled out in June 2020. With CMSPS, an extension of the existing Case Management System used by COMC officers, community

partners now share a common database via a secured internet platform to document and retrieve information and case notes of supervisees under their charges. It also has an in-built feature to alert and remind community partners at regular intervals to submit their case notes.

The implementation of CMSPS fosters a closer working relationship between COMC officers and community partners. This prompt exchange of information allows for better planned and coordinated intervention in the eventual reintegration of supervisees in the community.

FAMILY INTERVENTIONS AND REINTEGRATION SUPPORT TEAM

Since July 2018, the Family Interventions and Reintegration Support Team (FIRST) pilot project has seen over 100 inmates and their families benefitted from the close support given by Correctional Rehabilitation Specialists and Prison Officers, together with community partners. Their financial and social situations have improved, familial bonds strengthened, and inmates see their families as a source of motivation for their rehabilitation.

The project was selected as one of the recipients of the Home Team

Operational Excellence Award 2020. This validated the efforts of the team.

SPS has since expanded FIRST by collaborating with the Ministry of Social and Family Development (MSF) and Family Service Centres (FSCs) to continue to provide family case management, programmes and activities to stabilise, strengthen and maintain relationships between inmates and their families, for successful reintegration.

“The blindfolded obstacle course allowed me to see a different view of my daughter. It’s a great bonding session for building mutual trust and respect. **The minute my daughter recognised my voice shouting “I love you”, and started moving towards me, my tears nearly drop.** This made me realise how important I am in her life... my daughter is an inseparable figure in my life.”

Daniel (pseudonym),
Inmate, Beneficiary of FIRST





The Family Interventions & Reintegration Support Team (FIRST)
 Top (from left) : Angeline Chua, Jeraldine Tan, Charlotte Stephen;
 Bottom (from left) : Charlene Chia, Nuraishah Abdullah, William Soh
 Note: This photo was taken pre-COVID.

"Family interventions in prisons or in the community can be challenging but also the most rewarding. Hearing a child share her happiness after hearing her father say "I love you" for the first time was a heart-warming reminder of the positive impact of our efforts."

Ms Charlene Chia,
 Correctional Rehabilitation Specialist,
 Psychological and Correctional Rehabilitation Division

"The greatest satisfaction that one could have was to witness a strained relationship improving. FIRST had definitely benefitted not only the inmates but had also created a positive ripple effect on the inmates' family members as well."

Mr Abdul Hafiz,
 Senior Personal Supervisor, Cluster A

"It is a rare opportunity to see him in person and bond with him, along with our children. I get to understand his struggles and understand that I play a part in making him a better person."

Ms Sarah (pseudonym),
 Family member, Beneficiary of FIRST



Inmate discussing reintegration plans with his family during a joint family session.

THROUGH CARE VOLUNTEER FRAMEWORK

The Throughcare Volunteer Framework (TVF) initiative provides for the continuity of pro-social support for inmates from incare to aftercare. SPS piloted three TVF programmes with our Community Action for the Rehabilitation of Ex-offenders (CARE) Network partners, Singapore After-Care Association (SACA), Singapore Anti-Narcotics Association (SANA) and the Industrial & Services Co-Operative Society Ltd (ISCOS) in 2019; with other agencies such as REACH Youth and Awful Grace

coming on board subsequently. Some of the activities conducted to build rapport between volunteers and inmates were tea appreciation and decoupage (the art of decorating an object by gluing paper cut-outs and other decorative elements). Most of the participants gave positive feedback and had benefitted from the support of the volunteers when they were released back to the community. SPS is expanding TVF to more inmates with the involvement of all our religious volunteers in 2021.

“Changing is never easy as you have to let go of everything in the past. But being transparent, and having someone to confide in, opens up many opportunities to make our lives better”

David (pseudonym),
Inmate participant, ISCOS ‘Kawan-Kawan’ (Friends) TVF Programme





“Strong family and community support is critical in their rehabilitation journey. The road is tough, but I am heartened to see Singapore Prison Service, Yellow Ribbon Singapore, our community partners and volunteers walking with inmates, ex-offenders and their families, giving them the support they need. I hope many more can show support to inmates and ex-offenders.”

Facebook post by Associate Professor Muhammad Faishal Ibrahim,
Minister of State, Ministry of Home Affairs
and Ministry of National Development

ADVANCING OUR CORRECTIONAL KNOWLEDGE

Research on Desistance

SPS conducts research studies regularly to ensure that our policies and practices are evidence-informed. Findings from our studies are shared with our internal and external stakeholders through various platforms such as e-mail broadcasts, posters, and webinars. These engagements help to galvanise efforts from various fronts to rehabilitate our offenders and enhance their chances of successful reintegration.

Desistance has been a focal area of SPS research where we sought to understand why and how ex-offenders stay away from crime. In 2020, SPS conducted a key research to understand what helped ex-offenders desist from offending for a longer period (i.e., more than five years). These findings add value to our work by identifying areas to target to improve longer-term rehabilitation and reintegration outcomes. Read on to find out more!

What is **desistance**?

Desistance is defined as the stopping of offending behaviours. It is a process with many ups and downs, and many individuals reoffend before they fully desist.



Three factors which are indicators of progress to the desistance process

What are some factors that aid **long-term** desistance?



SUSTAINED MOTIVATION
AND SENSE OF AGENCY



POSITIVE SHIFTS
IN THINKING



GREATER
SOCIAL CAPITAL



POSITIVE
LIFESTYLE CHANGES

What are some **key findings**?

Important factors for the process of desistance include:



HIGH DEGREE OF
SELF-EFFICACY



PROSOCIAL
RELATIONSHIPS

ADDITIONAL FOR FEMALE EX-OFFENDERS:



Emotional
connectedness with
significant others



Motivation to
change for family
and children



ADVANCING OUR CORRECTIONAL KNOWLEDGE

Online Webinars

Notwithstanding the travel restrictions in the past year, SPS remained active at international platforms to strengthen our correctional knowledge and share our experiences. SPS attended and presented at various platforms:

- 14th United Nations Congress on Crime Prevention and Criminal Justice (Crime Congress);
- Thematic Session 1, 3rd Interseasonal Meeting of the 63rd Commission on Narcotic Drugs (CND);
- International Association for Correctional and Forensic Psychology webinar; and
- International Corrections & Prisons Association webinars.

“Excellent presentation by your national expert on harm prevention approach.”

Russian delegation at the 63rd Commission on Narcotic Drugs, regarding the presentation on the ‘Singapore’s Approach to Address Challenges on Drug Treatment and Health Services’

“I enjoyed the sharing of the topic from an international and local perspective, and found that the dialogue with the desistors made the webinar personal and not just academic.”

Ms Jeslyn Ng,
Correctional Rehabilitation Specialist,
Psychological and Correctional Rehabilitation Division



Hosts and speakers at the inaugural Yellow Ribbon Webinar.

In December 2020, SPS organised the inaugural Yellow Ribbon Webinar on the topic Desistance: Beyond Recidivism. The webinar was graced by Associate Professor Muhammad Faishal Ibrahim, Minister of State for Ministry of Home Affairs and Ministry of National Development, and attended by close to 300 representatives from various government agencies, community partners, and institutes of higher learning.

Professor Fergus McNeill, a leading researcher from the University of Glasgow, was invited to share his research and knowledge on desistance. SPS also shared the key findings and applications of our local desistance studies. The webinar closed with a sharing by two desistors — Mr Rahman Sanip and Mr Jabez Koh. This webinar was the first of a series of Yellow Ribbon Webinars that aim to share knowledge and generate discussion to enhance the rehabilitation and reintegration of offenders.

CELEBRATING CARE NETWORK 20TH ANNIVERSARY

"I hope that we can continue to work hard and rally the community to provide integrated support for ex-offenders. **Together, we can bring hope and positivity to their lives.**"

Facebook post by President Halimah Yacob, after gracing the production named "Ripples".

CARE Network (CN) celebrated its 20th Anniversary in 2020. A line-up of exciting activities was rolled out to appreciate its beneficiaries and partners who supported and journeyed with ex-offenders for the last two decades. Looking back on past achievements and milestones, the anniversary also communicated the envisioned transformation of aftercare in the coming years.

"Ripples"

As a tribute to all the professionals and volunteers who have worked tirelessly to make Second Chances for ex-offenders possible, CN collaborated with second-year Nanyang Polytechnic Diploma in Social Work students to stage a drama production named "Ripples". The event was organised on 18 January 2020, and graced by President Halimah Yacob.



The Nanyang Polytechnic students in action, depicting volunteers who persevered to change a neighbourhood community's perception towards ex-offenders.

CN+ Together: A Network of Opportunities

An inaugural Year-End Appreciation Event was held on 11 December 2020 to commemorate CN 20th Anniversary. In light of COVID-19, a hybrid format was adopted. The theme of the event was “CN+ Together – A Network of Opportunities”. It was graced by Associate Professor Muhammad Faishal Ibrahim, Minister of State for

Ministry of Home Affairs and Ministry of National Development. The event was attended by 109 people from various agencies who came together to celebrate this significant milestone. The event renewed everyone’s commitment to give hope, confidence and opportunities to ex-offenders, more so during a crisis.



Participants from various agencies came together to commemorate CN 20th Anniversary via a hybrid format.



A CN commemorative video that highlighted CN’s past achievements and the community’s efforts was showcased. The video was filmed in collaboration with LaSalle’s students, which featured CN’s Co-chairs, ground caseworkers and beneficiaries.



A CN Digital Publication was launched with the theme “Celebrating the Past, Envisioning the Future”. The Publication captured the progress update of new initiatives that were piloted recently. It also announced future plans to empower the CN community to co-create better opportunities for their beneficiaries.



HOPE • CONFIDENCE • OPPORTUNITIES

The hallmark event also saw the official launch of CN’s refreshed logo. The logo conveys CN’s commitment to evolve with time and the desire to forge ahead as a collective venture. The added element of a swirl symbolises CN’s collective efforts and wrap-around care for the beneficiaries. The tagline of CN was also added to raise awareness for the vision of CN.

STRENGTH IN UNITY

At SPS, our people are our greatest strength. Rain or shine, our Captains of Lives, volunteers and community partners work together to support inmates and ex-offenders in their journey of change.





EMPOWERING OUR PEOPLE

As SPS pushes on towards Corrections 2025, our people will remain the key to our success. SPS has in place the Coaching framework to develop our officers and unleash their fullest potential. In 2020, the framework was revised to include creating Coaching Advocates, enhancements on training for coaches,

and rewards and recognition systems. Acknowledging the need to have difficult but meaningful conversations, the Coaching Handbook was updated to guide coaches on applying the GROW model in their coaching conversations, with a focus on the 7 Habits of Effective Captains of Lives.

"I feel more confident as a coach and can have coaching conversations with my colleagues anytime, anywhere."

Mr Abdul Hafiz,
Senior Personal Supervisor, Cluster A

"We used to think that coaching is a formality and a tedious process, but now we know that coaching is more about building the trust and relationship."

Mr Neo Ming Feng,
Officer-in-Charge (Housing Unit), Cluster B

TRAINING TECHNOLOGY

“Virtual training engages the trainees with realism safely. The technology allows trainees to immerse themselves in the operating environment. We can then review the recorded sessions to facilitate the reflections, learning and discussions for training to be effective.”

Mr Venu Arsh,
Senior Trainer, Singapore Prison Training Institute

SPS leverages technology to train our prison officers. The Singapore Prison Training Institute (SPTI) developed the Virtual Reality (VR) Scenario-based Training System in 2019, to provide an immersive training environment. Using VR, trainees can participate in virtual contingency exercises with different scenarios and

stakeholders, in a safe yet realistic environment. In 2020, learning was further enhanced through gamification. The Mobile Interactive Training Application (MITA) spurred trainees' motivation to learn, and accelerated their learning through retention and immediate application of knowledge.

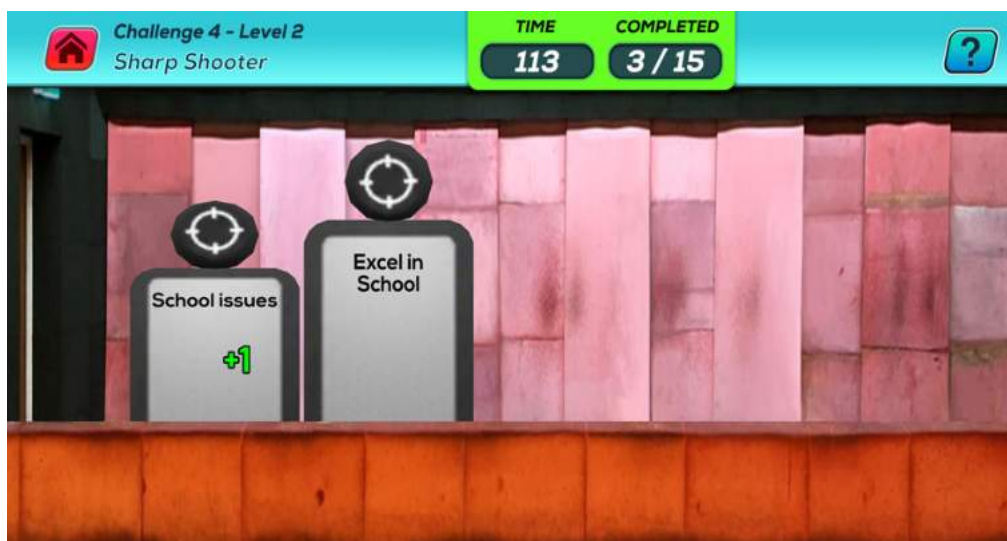




Screenshot from one of the virtual scenarios (inmates during recreation in the yard).



MITA's Opening Screen.



One of the challenges trainees undergo in MITA.



Progress map of the completed challenges in MITA.

ONWARDS, CAPTAINS OF LIVES

When the first COVID-19 case was reported in Singapore, Well-Being & Personnel Branch (WPB) recognised the possible impact it might have on staff morale and devised drawer plans to keep spirits high. With the restriction on team bonding activities and staff interactions, WPB implemented various initiatives to provide morale-boosting assurance to officers, from the distribution of various welfare-related items to working with vendors for webinars on topics related to health, well-being and social matters.

With mental health being a precursor to overall well-being, the Operational Psychology Branch (OPSYB) created mental wellness guides and infographics to increase staff's

resilience to cope with changes brought about by COVID-19. To increase the accessibility of support, correctional rehabilitation specialists assigned to every prison institution provided ground staff

with tailored resources on coping and motivational messages, as well as one-to-one intervention for staff where necessary. Online learning opportunities and infographics were provided to staff to promote

peer support. OPSYB also launched a virtual Wall of Appreciation to encourage staff to express affirmation, spread positivity and build morale in the difficult months after COVID-19 hit Singapore.






Distribution of various welfare-related items.



Mental wellness guides and infographics.



Virtual Wall of Appreciation.

A photograph of Mr Desmond Tan, a man with short dark hair, wearing a blue patterned short-sleeved shirt and a black face mask. He is seated at a dark table, looking towards the camera with a slight smile. On the table in front of him are a clear plastic water bottle, a blue thermal bottle, and a nameplate that reads "Desmond Tan". His arms are crossed. The background is a plain light-colored wall. The image is framed by a dark blue overlay with abstract light trails in the corners.

"Prison Volunteers play a key role in helping offenders assimilate back to society and not re-offend. Despite the challenging year due to COVID-19, our volunteers went the extra mile to ensure that the offenders were able to go through rehabilitation programmes in a safe manner. Thank you, Volunteers, for believing and supporting the offenders in their reintegration journey."

Facebook post by Mr Desmond Tan,
Minister of State, Ministry of Home Affairs
and Ministry of Sustainability and the Environment

YELLOW RIBBON COMMUNITY PROJECT

From its humble beginning in 2010 with just eight participating grassroots divisions, the Yellow Ribbon Community Project (YRCP) has expanded to a total of 89 divisions today. There are now more than 1,200 volunteers. Since its inception, more than 15,000 families of inmates have benefited from the services provided by the YRCP volunteers.

YRCP grassroots volunteers play an important role by providing pro-social support to inmates' families through regular home visits. They help to check on the general welfare of the families and their living environment on the

offenders' behalf. When the home visits ceased in view of the COVID-19 Safe Management Measures, YRCP volunteers continued to keep in touch with families through regular phone calls.

At the virtual YRCP Awards and Appreciation event on 28 November 2020, grassroots volunteers were recognised for their contributions and support towards the families of inmates and ex-offenders. The event was graced by Associate Professor Muhammad Faishal Ibrahim, Minister of State, Ministry of Home Affairs and Ministry of National Development.

"Your effort in keeping up the engagement, providing immediate support to the families of the offenders and helping them access government and community assistance, is crucial to stabilise the family situation quickly and minimise further disruptions to their daily lives."

Speech by Associate Professor Muhammad Faishal Ibrahim,
Minister of State, Ministry of Home Affairs and Ministry of National Development
at YRCP Awards and Appreciation 2020



Associate Professor Muhammad Faishal Ibrahim gracing the YRCP Awards and Appreciation event 2020.



Virtual 'thank you' banner for YRCP volunteers.

SPS VOLUNTEERS

"The effective rehabilitation of offenders and their successful reintegration into society are instrumental in preventing re-offending. As prison volunteers, you are key to these efforts."

Speech by Mr Desmond Tan,
Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment, at SPS Volunteers Award Ceremony 2020

Volunteers play an important role in the rehabilitation journey of inmates and ex-offenders as well as their families. This year, SPS volunteers went the extra mile by working closely with community partners to ensure that inmates are still able to receive rehabilitation materials despite the Circuit Breaker period. They did it by sending pre-recorded videos and worksheets into the prisons for the inmates. Special arrangements were also made to allow some volunteers to maintain contact with the inmates through e-letters and phone calls.

To recognise the commitment of our volunteers, the SPS Volunteers Award Ceremony was held on 17 December 2020 over a virtual platform. Graced by Guest-of-Honour Mr Desmond Tan, Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment, 370 award recipients were accorded the Long Service Award.

A volunteer from the Centre for Fathering, a non-profit organisation, conducting a parenting workshop for inmates.

RETIRING MEMBERS OF SPS BOARDS & COMMITTEES IN FY2020

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

Home Detention Advisory Committees

Designation	Name	Period of Appointment
Member	Mr Lim Soon Hock	1 Sep 2014 – 31 Aug 2020
Member	Mr Naseer Bin Ghani	1 Sep 2014 – 31 Aug 2020
Member	Dr Hairil Rizal Bin Abdullah	1 Nov 2016 – 31 Aug 2020
Member	Mr Rajaram Ramiah	1 Sep 2018 – 31 Aug 2020

Institutional Discipline Advisory Committees

Designation	Name	Period of Appointment
Vice-Chairman	Mr Wahab Yusoff	1 Apr 2011 – 31 Aug 2020
Member	Mr Anthony Thng Bock Boh	1 Sep 2014 – 31 Aug 2020
Member	Mr Leslie Chew Kwee Hoe	1 Sep 2014 – 31 Aug 2020
Member	Mr Tan Hsuan Boon	1 Sep 2014 – 31 Aug 2020
Member	Dr Abdul Razakjr Bin Omar	1 Nov 2016 – 31 Aug 2020
Member	Mr Gopala Krishnan	1 Nov 2016 – 31 Aug 2020
Member	Mr Koh Wai Kit	1 Nov 2016 – 31 Aug 2020
Member	A/P Wong Yunn Chii	1 Nov 2016 – 31 Aug 2020

Life Imprisonment Review Board / The President's Pleasure Review Board / Long Imprisonment Review Board

Designation	Name	Period of Appointment
Chairman	Mr Koh Choon Hui	1 Aug 2005 – 28 Feb 2021
Member	Mr Alex Lee Ka But	1 Mar 2011 – 28 Feb 2021
Member	Mr Eric Wong Ngiam Chin	1 Mar 2017 – 28 Feb 2021

External Placement Review Board

Designation	Name	Period of Appointment
Member	Mr Lakshmanan s/o Seenivasakan	1 Jul 2014 – 30 Jun 2020
Member	Dr Graham Gerard Ong-Webb	1 Jul 2016 – 30 Jun 2020

Mandatory Aftercare Advisory Committee

Designation	Name	Period of Appointment
Vice-Chairman	Mr Low Siew Joon	1 Jul 2014 – 30 Jun 2020
Member	Mr Imram Bin Mohamed	1 Jul 2014 – 30 Jun 2020

Board of Visitors (Drug Rehabilitation Centres and Anti-Inhalant Abuse Centres)

Designation	Name	Period of Appointment
Member	Mr Baey Seng Kah Henry	15 Apr 2009 – 31 Aug 2020
Member	Dr Brian N B Shegar	15 Apr 2009 – 31 Aug 2020
Member	Mr Sean Goh Su Teng	15 Apr 2009 – 31 Aug 2020

Employment Release Advisory Committee & Home Detention Advisory Committee 1

Designation	Name	Period of Appointment
Member	Mr Soh Tze Churn	1 Nov 2016 – 31 Aug 2020

Anti-Inhalant Abuse Centre Review Committee

Designation	Name	Period of Appointment
Member	Mr Satwant Singh s/o Sarban Singh	1 Mar 2014 – 28 Feb 2021

LEADING FROM THE HEART

Visiting Justice Mr Phillip Tan Eng Seong

"Not everyone in Prisons are big crooks. They are ordinary citizens and play the roles of sons, daughters, brothers, sisters and parents to others. They have been placed in difficult situations and environments at some point in their lives. **We must look beyond their crimes and see goodness in every single one of them.**"



2003–2017

*Vice-Chairman,
Board of Visiting Justices &
Board of Inspection (BOVJ & BOI)*

2004–2014

*Chairman,
Home Detention
Advisory Committee 3*

2008–present

*Chairman,
Institutional Disciplinary
Advisory Committee 2*

2017–2020

*Chairman,
Board of Visiting Justices & Board
of Inspection (BOVJ & BOI)*

*Chairman,
Inmates' Families
Support Fund (IFSF)*

Living by his personal motto "to add happiness and value to people's lives", Mr Tan has truly exemplified this with his invaluable service and contributions to SPS.

Over the past 17 years, Mr Tan has held the Chairmanship of several boards and committees. Mr Tan served as Chairman, Board of Visiting Justices & Board of Inspection (BOVJ & BOI) from 2017 to 2020. The BOVJ & BOI comprises Justices of the Peace, appointed by the Minister for Home Affairs to carry out regular inspections of the prisons in Singapore to ensure that the basic welfare of prisoners is taken care of.

Aside from SPS Boards & Committees, Mr Tan has been active in the social service sector and has served in numerous organisations. For example, he was the Vice-chairman of Yellow Ribbon Fund (YRF) from 2004 to 2005 and Chairman from 2006 to 2014. He

has also been the current Chairman of Community Chest since 2013.

For all his contributions and commitment to charity work, Mr Tan has received many awards and accolades. In particular, Mr Tan received the following National Day Awards:

2017

Meritorious Service Medal (PJG)

2007

Public Service Star (Bar) [BBM (L)]

1997

Public Service Star (BBM)

1991

Public Service Medal (PBM)

As former Chairman of BOVJ & BOI and former Chairman of IFSF, could you share some key contributions and initiatives introduced during your tenure?



Tributes to Mr Phillip Tan



Ms Shie Yong Lee,
Commissioner of Prisons

“In all our years of working with Mr Tan, he has consistently been a strong advocate for rehabilitation and supporting the inmates, ex-offenders and their families.”

SPS is immensely grateful to Mr Phillip Tan for his many years of active volunteerism in the Board of Visiting Justices.

In the carrying out of BOVJ duties, Mr Tan has treated every inmate with respect and concern, their requests and complaints have been heard and appropriate action taken by SPS to address the issues of concern. Mr Tan is a man of many ideas, conviction, and has a bias for action. He has always provided SPS with good feedback for improvement. There were also occasions when Mr Tan, himself, convinced on the need to help an inmate's family, had reached out to do so on his own accord and using his own resources or contacts.

In all our years of working with Mr Tan, he has consistently been a strong advocate for rehabilitation and supporting the inmates, ex-offenders and their families. He has been a strong supporter of the Inmates' Families Support Fund (IFSF) which was set up by the BOVJ in 2008. Under the Inmates' Caring Act through Remittance of Earnings (iCARE) scheme, IFSF would match dollar to dollar for

inmates who remit their allowances earned in prison to help their families. This not only helps the families financially but also helps inmates cultivate a sense of responsibility towards their families. The IFSF BOVJ has been tireless in raising funds for inmates' families and Mr Tan has also personally led the fundraising efforts and saw to it that the Fund would support every good project surfaced. More recently, in 2019, the IFSF supported giving financial assistance to families of inmates under SPS's gang renunciation programmes. IFSF has also supported the giving out of emergency funds to inmates who are released, providing financial and temporary aid before they get their first pay cheque.

Mr Tan is also a very strong supporter of the Yellow Ribbon Project and the giving of second chances to inmates and their families. During his tenure as Chairman of Yellow Ribbon Fund, he established the YRF STAR Bursary and helped raised funds to assist SPS's Prison School inmates to further their education after release, including up to

tertiary education. He is a firm believer in giving the ex-offenders an education or skills so that they can have better jobs, and be able to sustain theirs and their families' livelihood. Many of the YRF Bursary beneficiaries have become professionals and many more continue to give back to society out of gratitude of having received help from passionate volunteers like Mr Tan.

Mr Tan strikes me as a gracious man, who always chooses to see the good in people; he sees the cup half full and not half empty. He is aware of the limitations but focuses on creating opportunities and mobilising resources to an area of community need. When he is convinced of a need, he will spare no time, jump out of his seat, quick as lightning, fierce as a lion, and act on the worthy cause tenaciously.

The SPS, our inmates and families have truly benefited from Mr Phillip Tan's active volunteerism. Knowing Mr Tan's passion for the cause of helping those in need, he will continue to be active in serving, and we wish him all the best in his future adventures.

Mr Desmond Chin,
Former Commissioner of Prisons



"I have always enjoyed Phillip's candour, fellowship and wisdom. He has been an invaluable help to SPS and the Home Team."

I have known Phillip since 2006 when I was in SCORE (now known as YRSG), where he was the Chairman of the Yellow Ribbon Fund (YRF). He and the YRF team worked very hard and raised the fund's reserves from \$1.2 million to \$5.2 million. New schemes like the YRF Emergency Fund and STAR Bursary Awards were implemented with great success.

Phillip subsequently become the Chairman of SPS's Board of Visiting Justices and Board of Inspection from 2017 to 2020. He has an innate ability to get to the nub of any complex issue and provide sensible and effective solutions.

I have always enjoyed Phillip's candour, fellowship and wisdom. He has been an invaluable help to SPS and the Home Team.

Mr Lee Tzu Yang,
Chairman of BOVJ & BOI



"He was as tough with fellow Visiting Justices as he was with Prison officers. I thank him for much learning and wish him all the best."

My memory is hazy as to the year I first met Phillip Tan at a mutual friend's house. I remember in my settling back after being away from home, the interest in serving the prison and ex-inmates communities was influenced by two individuals — Phillip and Koh Choon Hui — who were role models.

How we treat those who falter in our midst will mould our sense of

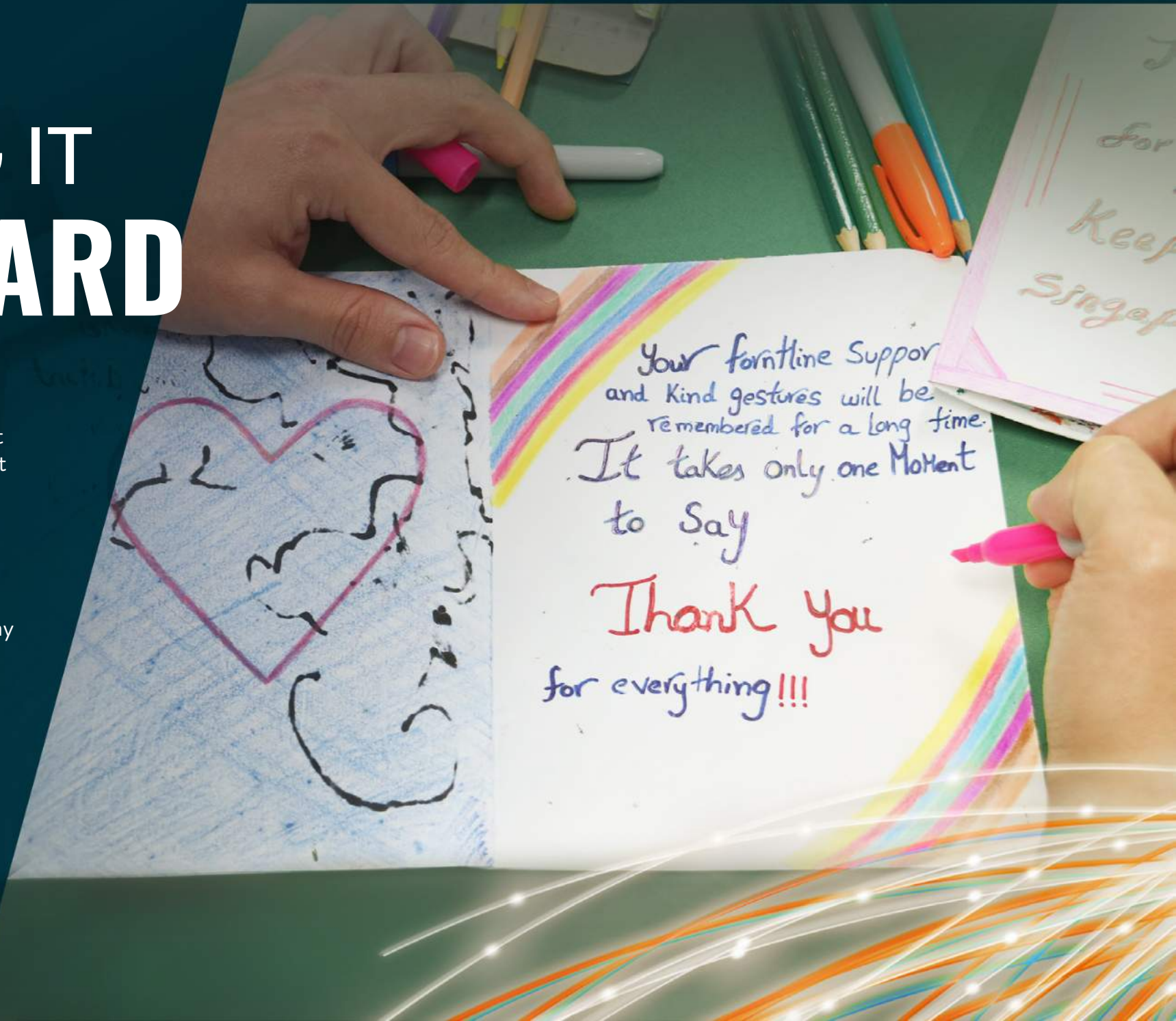
mutualism and value as people. Phillip was not afraid to call this, which at times did not endear him to others. He was as tough with fellow Visiting Justices as he was with Prison Officers. I thank him for much learning and wish him all the best for good health and future endeavours.



Bonding Lunch for Visiting Justices in December 2019, featuring Mr Phillip Tan (centre), Mr Desmond Chin (to his left), and Mr Lee Tzu Yang (to his right)

PAYING IT FORWARD

The Yellow Ribbon Project (YRP) took on a different but equally meaningful format in 2020. Inmates and ex-offenders continued to spread awareness of the YRP by participating in a series of initiatives to give back and pay it forward to the community.



APPRECIATING THE FRONTLINE WORKERS

As the nation rallied to tackle the COVID-19 pandemic in 2020, inmates and ex-offenders contributed their part to encourage and appreciate the frontline workers.

In March 2020, inmates from Cluster A baked 6,000 packets of cookies for frontline workers from healthcare institutions and Home Team agencies. Recipients included healthcare workers across 13 national and community hospitals, as well as staff from the National Centre of Infectious Diseases (NCID), Immigration and Checkpoints Authority and Singapore Police Force. These cookies were delivered

by residents from SPS's halfway house partners – The Helping Hand, Green Haven, HEB-Ashram and Teen Challenge (Singapore).

Inmates from Cluster B and Cluster C also unleashed their creativity and artistic flair by designing colourful cards and penning heartfelt messages for healthcare workers from NCID, Tan Tock Seng Hospital (TTSH), and Changi General Hospital (CGH).

Through these initiatives, inmates and ex-offenders were given the opportunity to show their appreciation to the 'Guardians' amongst us, in their own ways.

"I feel very proud to be a part of this initiative, as I can see many frontliners who are doing good work and taking on extra duties to make sure that everything is moving in an orderly manner. I pray for their safety and thank them for their sacrifices."

Mr Siva,
Resident from The Helping Hand



Inmates baking batches of cookies.



Completed packets of cookies ready for delivery.



Heartfelt messages on handcrafted heart-shaped origamis for healthcare workers from CGH.



Handwritten cards with words of encouragement for healthcare workers from TTSH and NCID.

SEWN WITH LOVE



Inmate volunteers sewing reusable masks.



Resident volunteers from SHWH sewing reusable masks.

As part of our efforts to give back to the community during the COVID-19 pandemic, women inmates from Institution A4 in the Changi Prison Complex and residents from Selarang Halfway House (SHWH) volunteered to sew 1,500 reusable masks to be distributed to migrant workers living in dormitories. Their contributions were part of a partnership with CYC

Made to Measure “Masks for Migrants” project. The project took place during the Circuit Breaker period, from April to June 2020.

In August 2020, in collaboration with CapitaLand for their #CareKitWithLove initiative, women inmates also sewed more than 1,400 mask pouches for special needs children from the Rainbow Centre.

“I am truly grateful to be able to volunteer in sewing the mask pouches. It may be a small humble contribution, but I am contented to be able to do something for the community, while in prison.”

Jane (pseudonym),
Inmate volunteer

“It feels great to be able to show how much we care for our nation by volunteering through the Mask for Migrants project.”

Mr Aman (pseudonym),
Resident from SHWH

GIVING BACK TO THE COMMUNITY



Mr Jabez Koh leading by example in delivering 150 YRP care packs.

"I am happy to see that the care pack has a mask and hand sanitiser, which are essential items I can use during this period."

Ms Rahamat,
Recipient of a Yellow Ribbon Project care pack

"During my incarceration, what struck me was that **all the volunteers, whether it was rain or shine, they will always be there for us.** Hence, I told myself that one day when I am out, I too want to give back to society."

Mr Jabez Koh,
Founder and Managing Director, Infinite Transport Pte Ltd



Mr Jabez and his team from the Infinite Transport Pte Ltd in action.

In the heat of the COVID-19 pandemic, inmates and ex-offenders came together to give back to the community.

In April and May 2020, inmates from the Changi Prison Complex repurposed 400 pieces of Yellow Ribbon Industries Pte Ltd-owned blankets for use at the Singapore EXPO, one of the community care facilities for COVID-19 patients.

In July 2020, residents of Selarang Halfway House (SHWH) packed 150

Yellow Ribbon Project care packs, which were distributed by Infinite Transport Pte Ltd – a delivery company founded by an ex-offender, Jabez Koh – to senior citizens from Kembangan-Chai Chee Senior Activity Centre. The care packs contained items that could be used to keep the elderly safe and well protected, during the nation's fight against COVID-19.



"This year marks a key milestone, as we celebrate the 20th year of NYAA in Prisons. To each one of you who embarked on your NYAA journey, you can be proud of yourselves for making this effort to change. Your NYAA experience will stand you in good stead, and I look forward to you making a positive impact on our society."

Speech by President Halimah Yacob,
NYAA 2020 Ceremony





RECIPE OF CHANGE

As the financial year 2020 drew to a close, the Yellow Ribbon Culinary Competition (YRCC) 2021 was held as the inaugural Yellow Ribbon event kicking off 2021's year of second chances.

Reflecting on an unprecedented year in rehabilitating inmates, YRCC 2021 was themed "Recipe of Change", inspired by the community's resilience to overcome the disruptions caused by the COVID-19 pandemic and the drive within inmates to develop their own recipes for change during their rehabilitation journey.

YRCC 2021 saw 38 recipes from the inmate participants in the Changi Prison Complex. Participants also underwent a two-day culinary training programme with professional chef mentors from the Singapore Chefs' Association.

While 12 finalists emerged as top contenders and culinary talents, the highlight of the competition was the opportunity for these inmates to prepare their stand-out meals for their

families, which were delivered directly to their homes.

The winning dish, 'Bee Hoon Biryani with Fish Masala', was announced during the Grand Finale event on 25 February 2021 by Ms Low Yen Ling, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry, Chairperson of Mayors' Committee & Mayor, South West District.



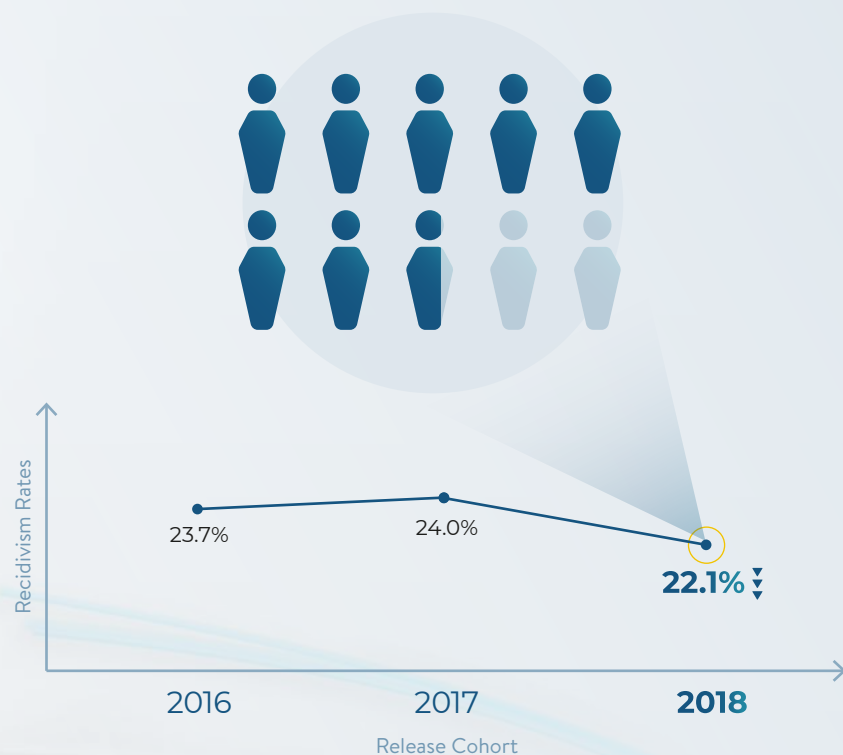
Winning Dish of YRCC 2021.

STATISTICS

Summary and Key Highlights

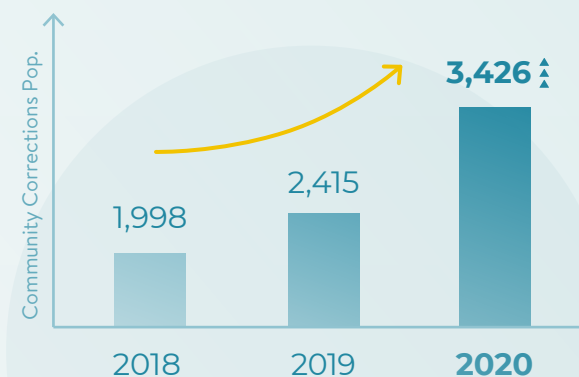
Low and Stable Recidivism Rate

About 8 out of 10 inmates who were released in 2018 did not return to prison within 2 years of release.



More Inmates Undergoing Community Corrections

An increasing number of inmates undergo rehabilitation in the community while still being supervised by SPS.



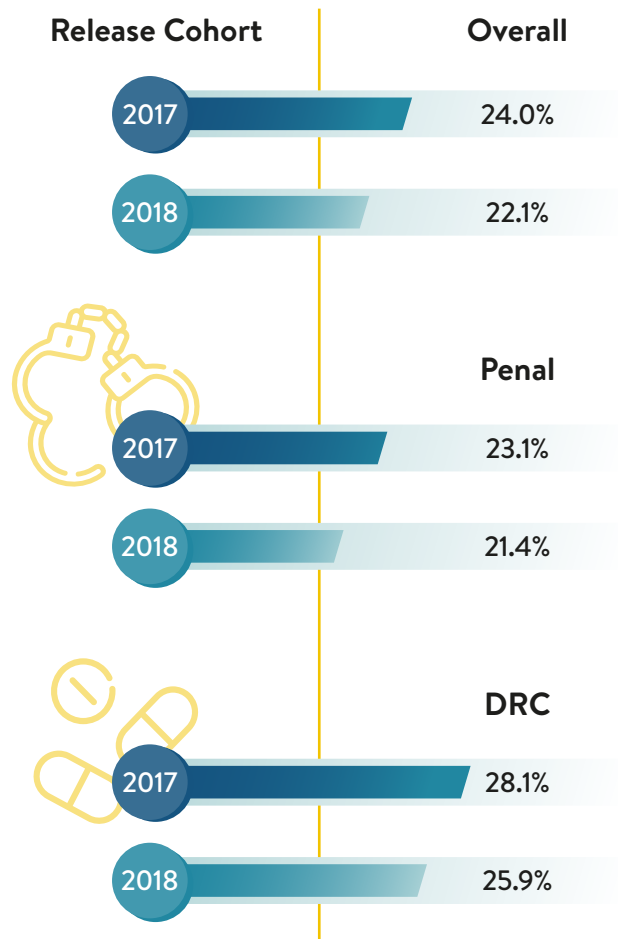
Completion rates of community corrections¹ remain high, exceeding 90% in 2020.



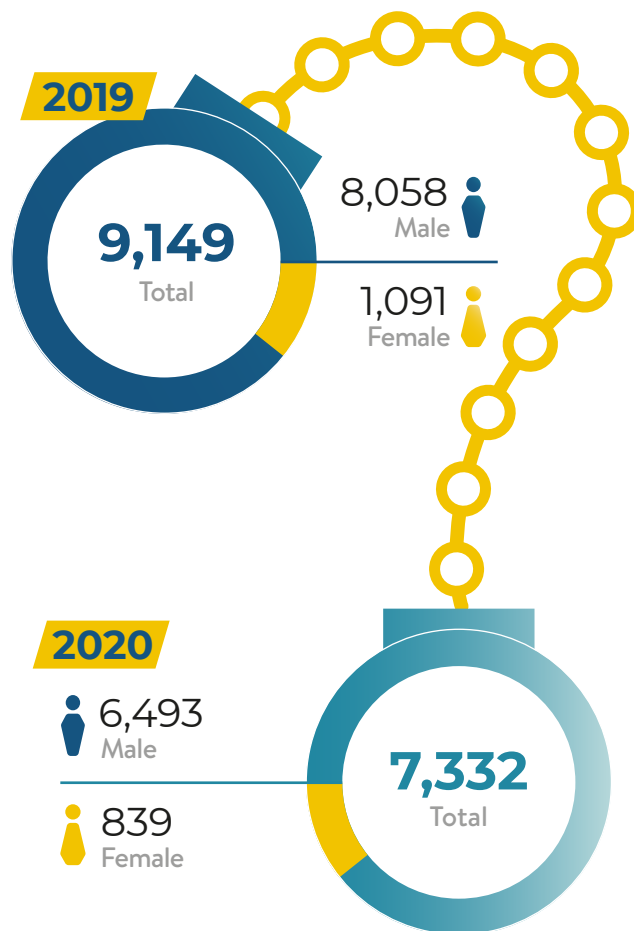
¹ The types of community corrections managed by SPS are Community-Based Programmes (CBPs), Community-Based Sentences (CBS), and Mandatory Aftercare Scheme (MAS).

Release

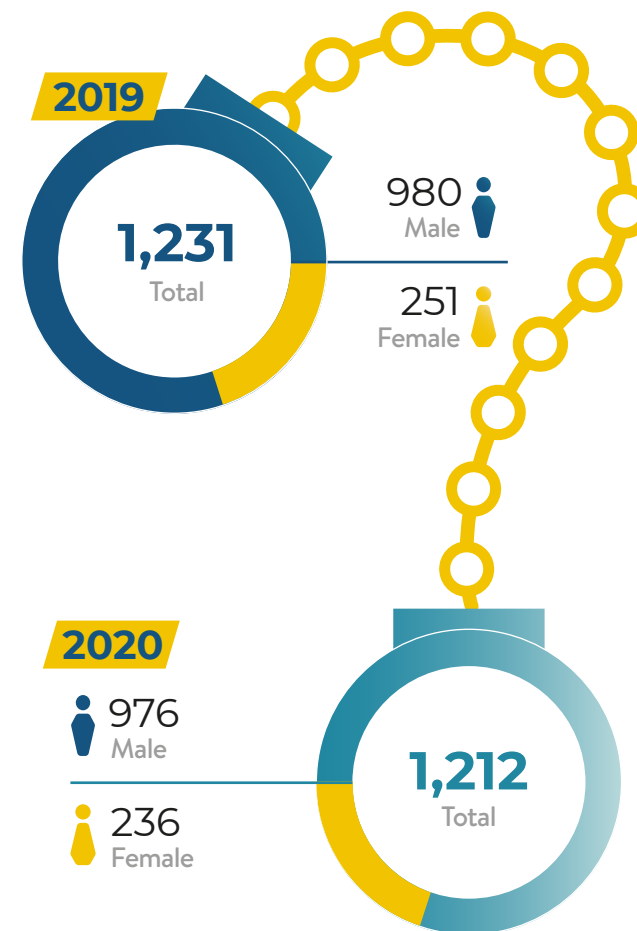
Recidivism Rates²



Convicted Penal Releases



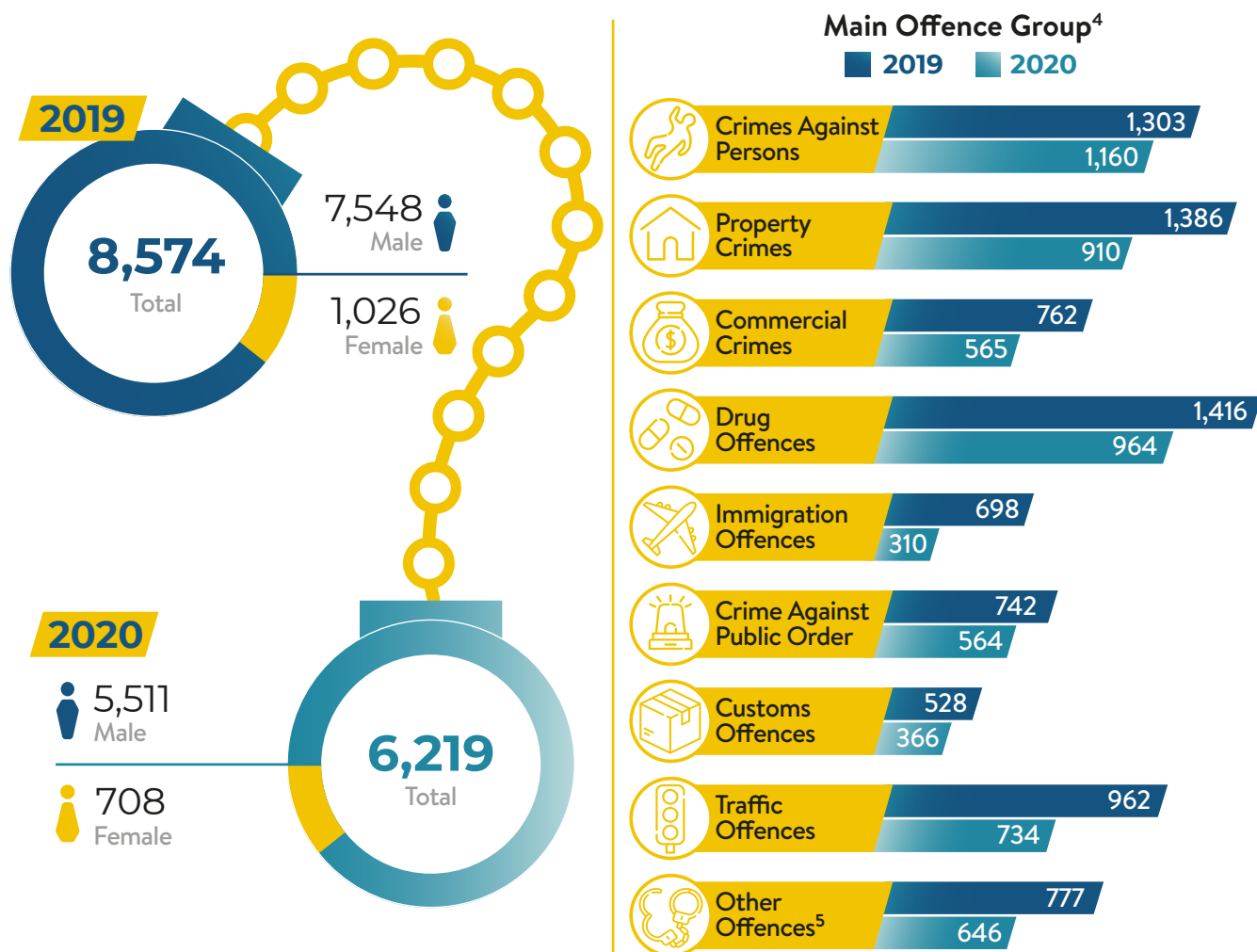
DRC Releases



² Recidivism rate is defined as the percentage of local offenders under the custody of the Singapore Prison Service, who were subsequently detained or sentenced to imprisonment or day reporting order within two years of release into the community. This definition has been applied to the 2018 release cohort onwards.

Admission

Convicted Penal Admissions³

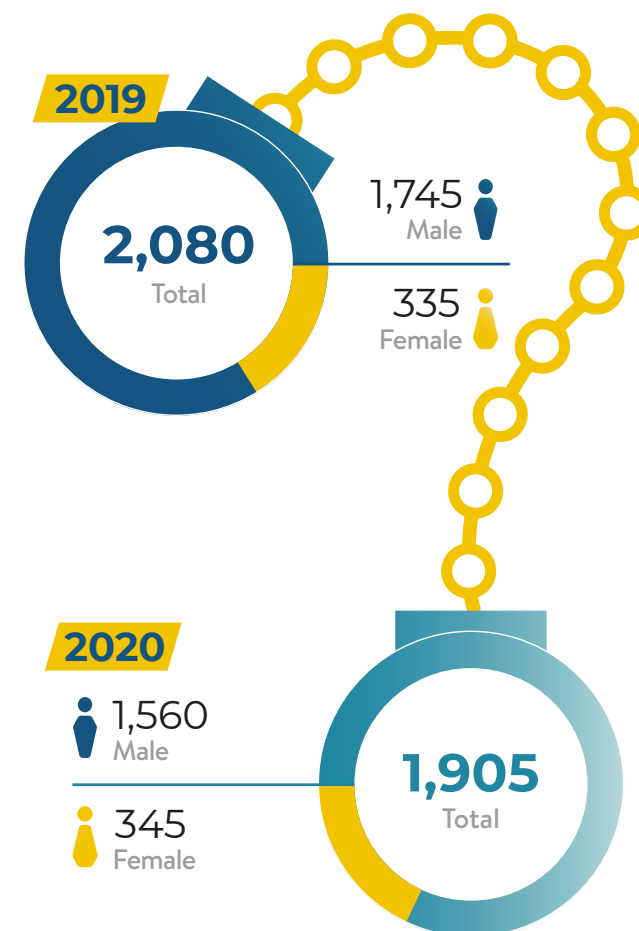


³ Convicted penal admission figures refers to the number of persons admitted to serve a prison sentence in the respective calendar years.

⁴ Inmates are grouped according to their aggravated (i.e., most serious) offence.

⁵ Examples of "Other Offences" include National Registration offences, National Service related offences and telecommunication & computer-related offences.

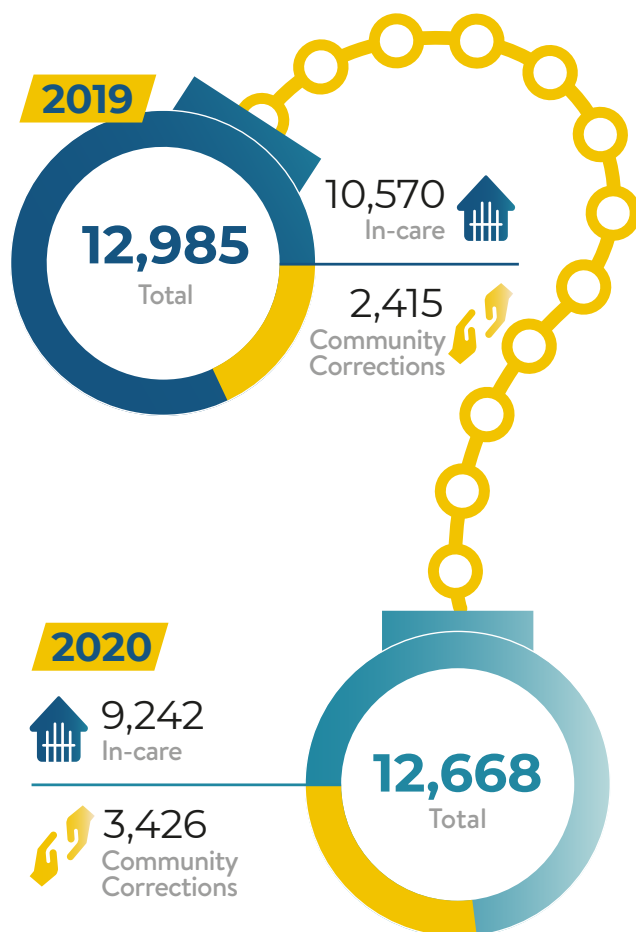
DRC Inmate Admissions⁶



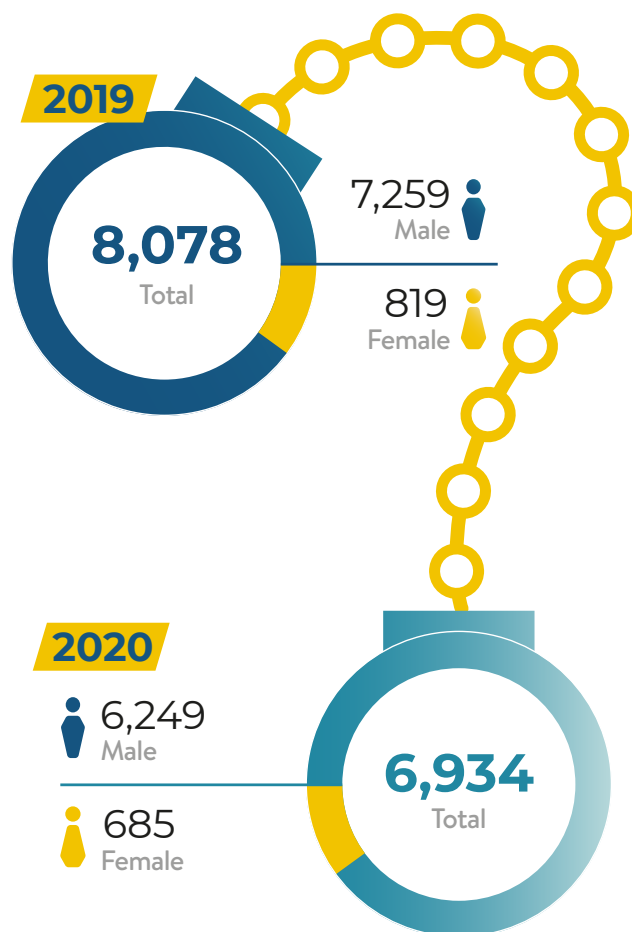
⁶ The figures refer to the number of persons admitted to DRC in the respective calendar years.

Population

Offender Population in Prisons and in the Community⁷

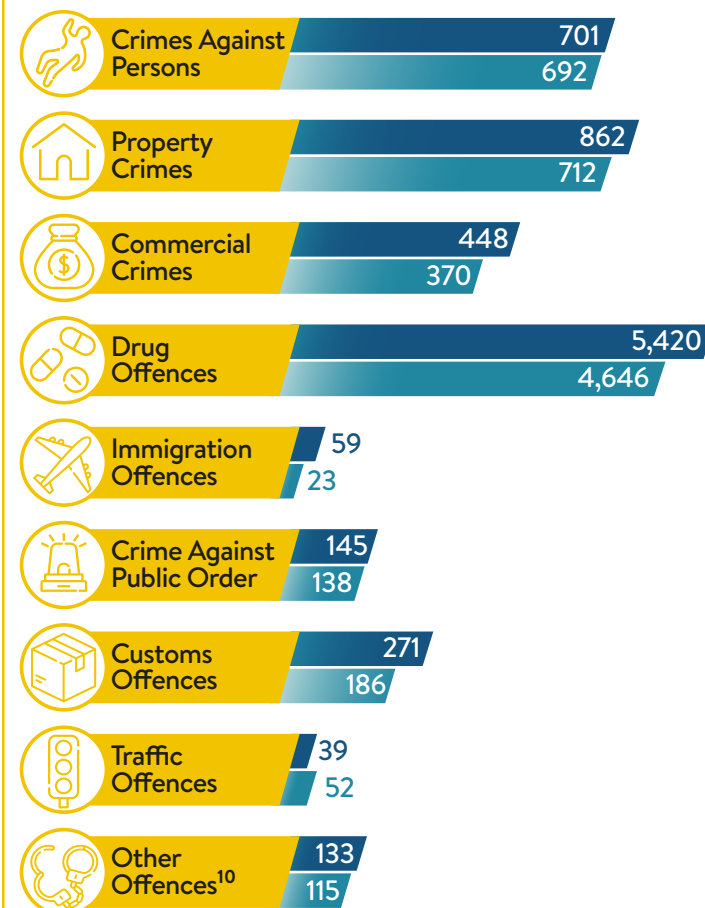


Convicted Penal Inmate Population⁸



Main Offence Group⁹

■ 2019 ■ 2020



⁸ Convicted penal inmate population refers to the number of sentenced inmates who were in SPS's custody on 31st December of the respective years.

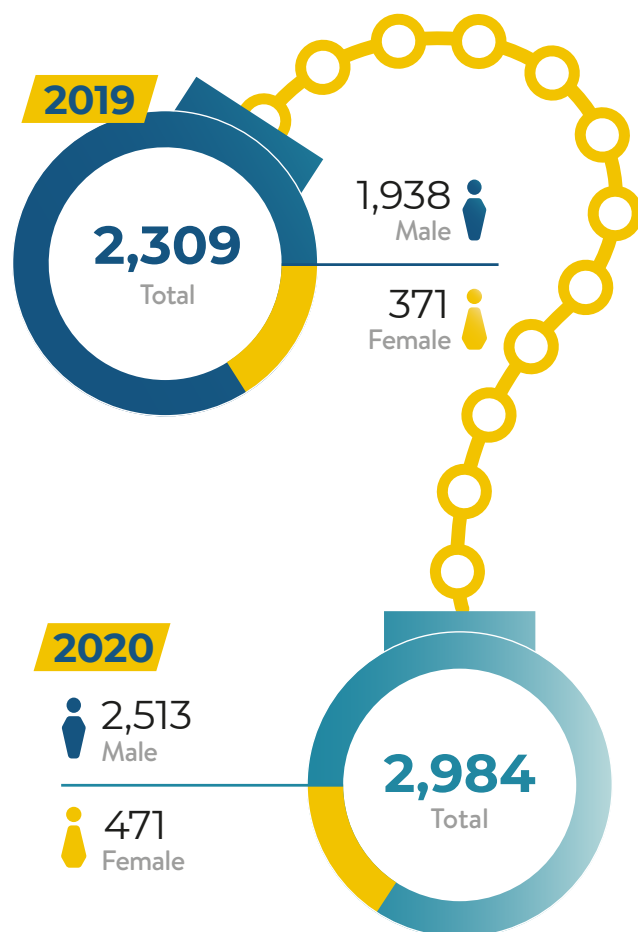
⁹ Inmates are grouped according to their aggravated (i.e., most serious) offence.

¹⁰ Examples of "Other Offences" include National Registration offences, National Service-related offences and telecommunication & computer-related offences.

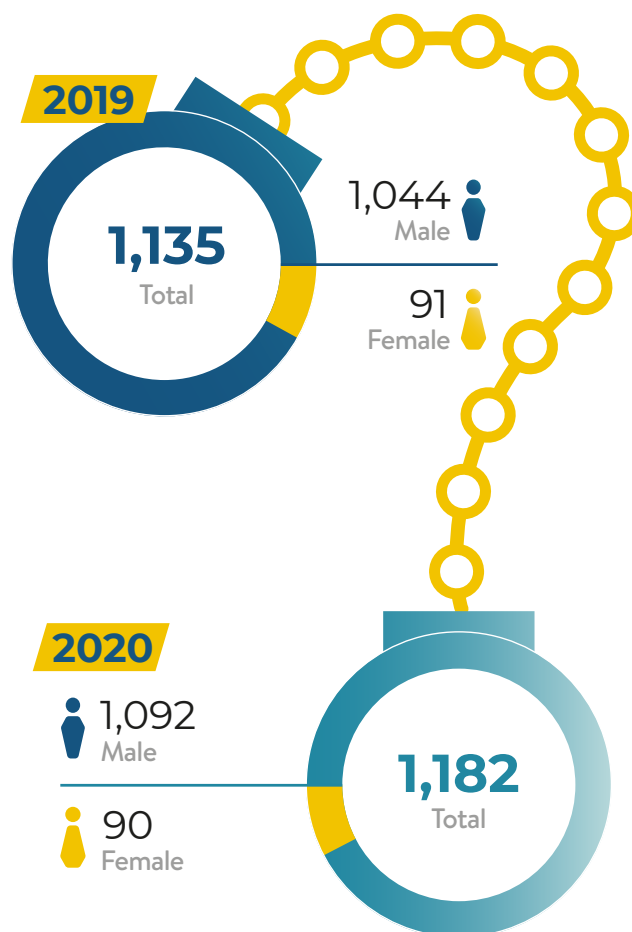
⁷ The figures are correct as at 31st December of the respective years.

Population

DRC Inmate Population¹¹

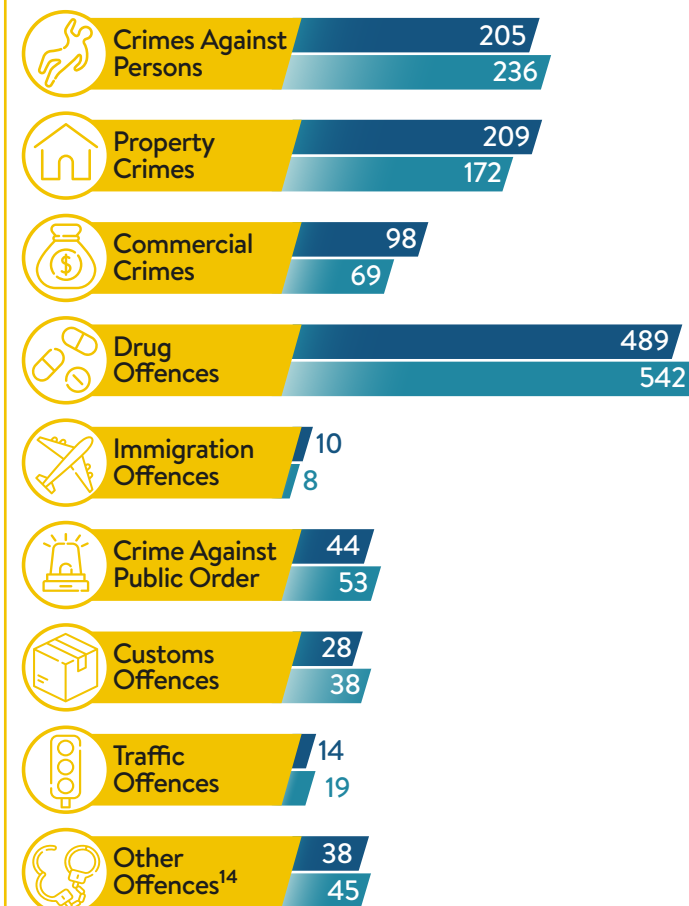


Remand Population¹²



Main Offence Group¹³

■ 2019 ■ 2020



¹¹ The DRC regime is meant for local inmates only. The figures refer to the number of DRC inmates who were in SPS's custody on 31st December of the respective years.

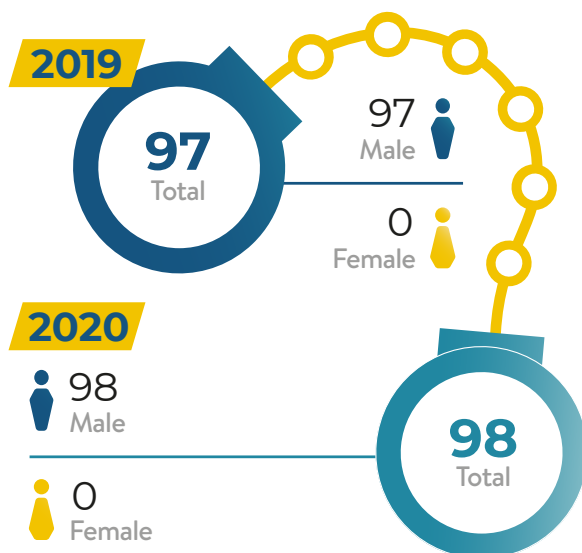
¹² Remand population figures refer to the number of remand inmates who were in SPS's custody on 31st December of the respective years.

¹³ Inmates are grouped according to their aggravated (i.e., most serious) offence.

¹⁴ Examples of "Other Offences" include National Registration offences, National Service-related offences and telecommunication & computer-related offences.

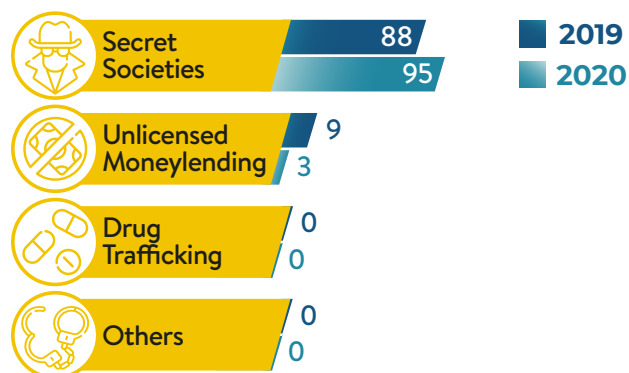
Population

Criminal Law Detainee (CLD) Inmate Population¹⁵



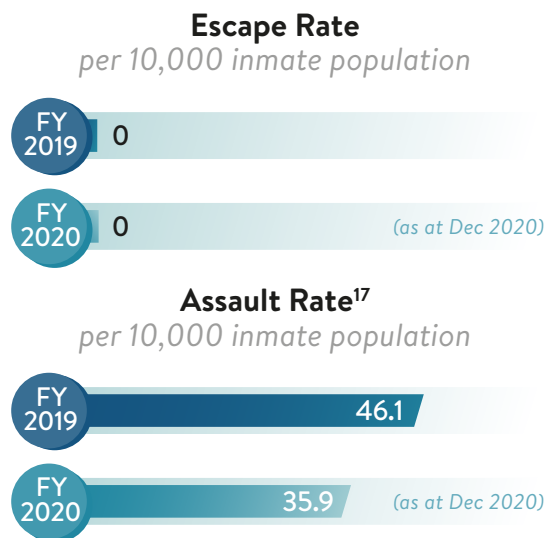
¹⁵ The CLD population refers to the number of persons detained under the Criminal Law (Temporary Provisions) Act and were in SPS's custody on 31st December of the respective years.

Type of Criminal Activity



Other Key Indicators

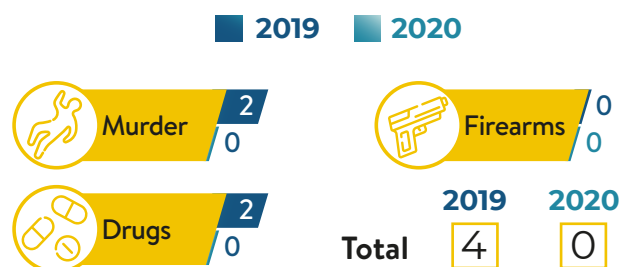
Major Incidents¹⁶



¹⁶ Major incidents are measured per fiscal year (FY) as published in the annual Budget Book.

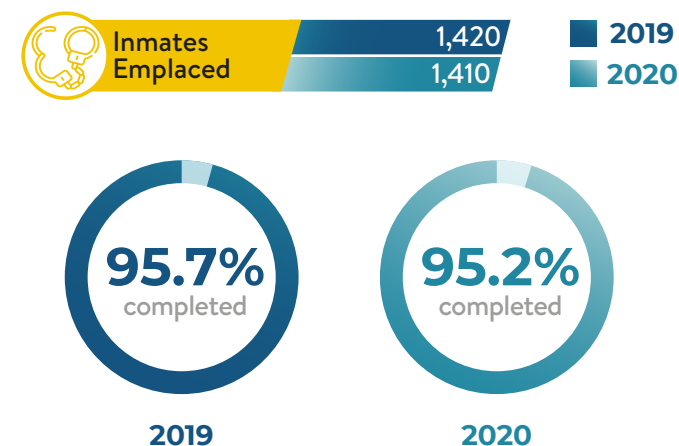
¹⁷ This covers assault cases perpetrated by inmates who are charged under aggravated prison offences. Such cases would include any attack by inmates on prison officers, or assaults by inmates on fellow inmates in which serious injuries are sustained by the victim(s).

Number of Judicial Executions

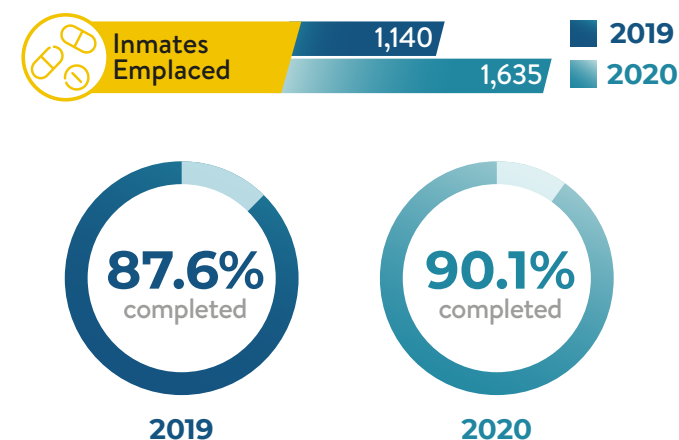


Emplacement and Completion Rates of CBP

CBP for Penal Inmates



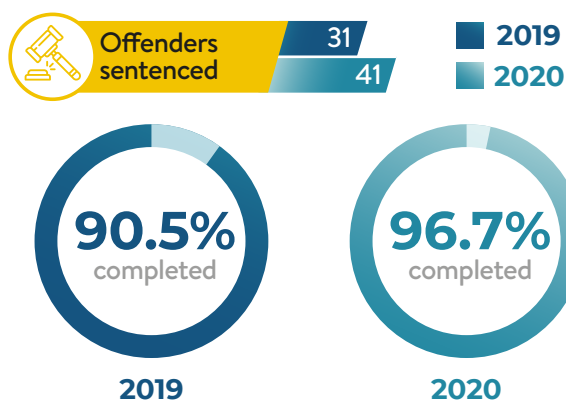
CBP for DRC Inmates



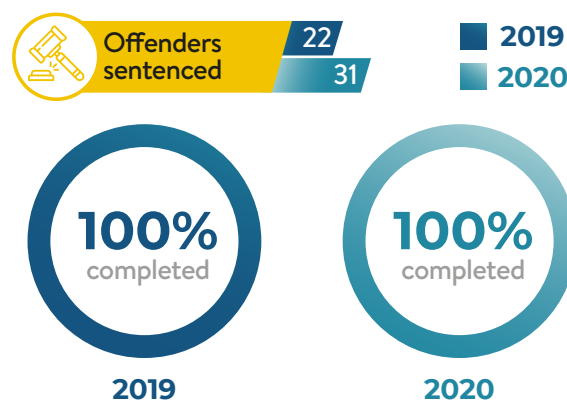
Other Key Indicators

Sentencing Numbers and Completion Rates for CBS (Managed by SPS)

Day Reporting Order (DRO)¹⁸



Short Detention Order (SDO)¹⁹



¹⁸ 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.

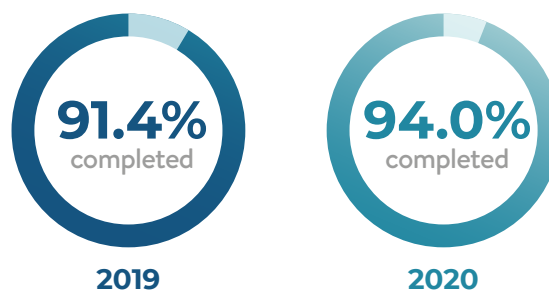
¹⁹ A Short Detention Order is a community-based sentencing option introduced in the Criminal Procedure Code 2010, whereby an offender is detained in prison for a period not exceeding 14 days.

Emplacement and Completion Rates for MAS

Mandatory Aftercare Scheme²⁰

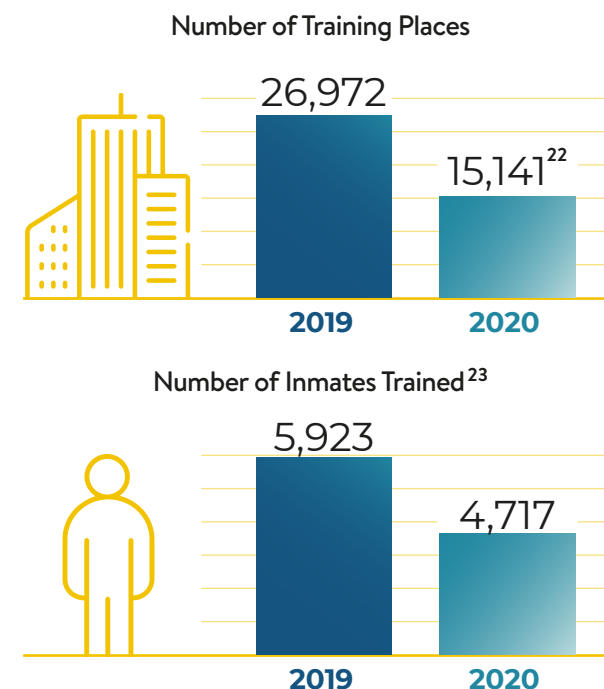


²⁰ With the amendment of the Prisons Act in 2014, selected ex-offenders who are at higher risk of re-offending or who need more support in their reintegration will be placed on the Mandatory Aftercare Scheme (MAS). The MAS is a structured aftercare regime that gradually reintegrates selected ex-offenders into society through progressive arrangements. It aims to support ex-offenders in staying crime-free and prevent them from re-offending.



Vocational Programmes

Employability Skills Training²¹



²¹ Employability Skills Training Programmes are provided by SPS and YRSG to equip inmates with relevant job skills. SPS and YRSG'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.

²² Skills training was suspended during the Circuit Breaker period and resumed from July 2020, with SMMs in place.

²³ Number of unique inmates – inmates may attend more than one training course.

Other Key Indicators

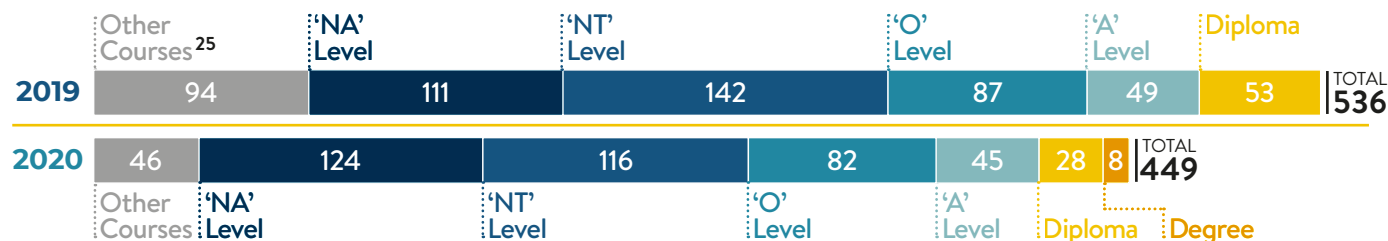
Work Programmes²⁴



²⁴ Work programmes aim to impart vocational and employability skills through on-the-job training. Discipline, positive work ethics and values are inculcated by immersing inmates in a real work environment within prisons.

Academic Programmes

Yearly Enrolment



²⁵ 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. NITEC courses were temporarily suspended in 2020 and will resume in 2021. The impact of COVID-19 and decrease in demand for English literacy classes had also contributed to the decreased enrolment for 2020.

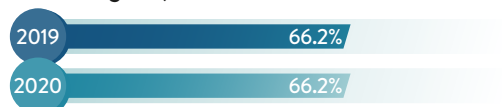
Academic Results of Prison Candidates

GCE 'NA' Level Results

At least 1 'NA' Pass



19 points or less in ELMAB3 – English, Mathematics and Best 3



5 'NA' Passes



GCE 'NT' Level Results

At least 1 'NT' Pass



3 'NT' Passes



GCE 'O' Level Results

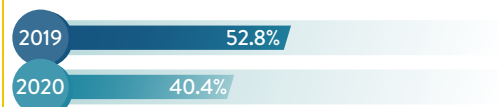
At least 1 'O' Level Pass



At least 3 'O' Level Passes

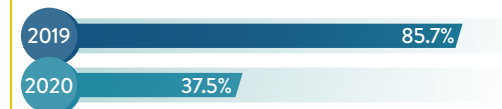


5 or more 'O' Level Passes

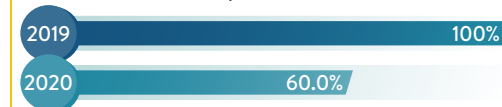


GCE 'A' Level Results

At least 2 H2 Passes + Pass in GP



3 H2 passes + 1 H1 (content-based subject) + Pass in GP





National Level

National Day Awards

Rank	Name	Award	Rank	Name	Award
COMR Gr 6	Chin Kim Tham Desmond	PPA (Gold)	CW 2	Tan Hock Guan	Efficiency Medal
SAC Gr 8	Goh Leng Chuang Terrence	PPA (Silver)	DSP 1	Teng Song Guan	Efficiency Medal
SUPT 1A	Faisal Bin Mustaffa	PPA (Bronze)	CW 1	Umaparen s/o Subramaniam	Efficiency Medal
SUPT 1A	Ricky Eu Kok Keong	PPA (Bronze)	CW 2	Zulkiflee Bin Sarip	Efficiency Medal
SUPT 1A	Toh Hong Chuan	PPA (Bronze)	RO 1	Abdullah Bin Eskak	Long Service Medal
AP 10	Yeo Connie	PPA (Bronze)	SSG	Ang Meng Kim Ann	Long Service Medal
SUPT 1A	Cheam Tiong Pheng	Commendation Medal	AC Gr 9	Chia Jin Ming Benjamin	Long Service Medal
HTS 10	Jasmin Kaur	Commendation Medal	SUPT 1A	Chong Fung Ping	Long Service Medal
DSP 2	Kiu Cher Han	Commendation Medal	CW 2	Chong Sook Fong	Long Service Medal
SUPT 1A	Lim Lam Seng	Commendation Medal	DSP 2	Choo Joon Piau	Long Service Medal
CW 2	Aloysius Ong Leong Hui	Efficiency Medal	DSP 1	Goh Ee Kar	Long Service Medal
ASP 2	Ang Kok Choon Daniel	Efficiency Medal	SSG	Goh Lay See	Long Service Medal
SCW 1	Anuar Bin Abdullah (De Rozario)	Efficiency Medal	CW 1	He Yet Lee	Long Service Medal
CW 2	Charles s/o Pangkeas	Efficiency Medal	SSG	Jordan Chua Poh Heng	Long Service Medal
SSG	Indra Gandhi d/o Gunasegaran	Efficiency Medal	CW 2	Jumariah Bte Jumahat	Long Service Medal
CW 2	Kang Hock Seng	Efficiency Medal	SUPT 1	Kalaivanan s/o Visvalingam	Long Service Medal
CW 2	Lim Boon Hwee	Efficiency Medal	CW 1	Kelana Bin Ali	Long Service Medal
RO 2	Mahendran s/o R Marimuthu	Efficiency Medal	SSG	Lai Kong Chan	Long Service Medal
SSG	Mohamad Sahar Bin Omar	Efficiency Medal	SCW 1	Lee Yue Heong	Long Service Medal
SGT 2	Mohamed Ishak s/o Mohamed Ibrahim	Efficiency Medal	DSP 1	Lim Cher Hiang	Long Service Medal
CW 1	Mohd Othman Bin Aman	Efficiency Medal	DSP 1	Loon Peng Seng	Long Service Medal
RO 2	Muhammad Salik Bin Sidik	Efficiency Medal	CW 1	Mohamad Bin Mansor	Long Service Medal
RO 1	Sow Siew Chian	Efficiency Medal	CW 2	Mohamad Hairul Bin Abdul Razak	Long Service Medal
CW 2	Sureshkumar s/o K Rajoo	Efficiency Medal	CW 2	Mohamed Rahadian Bin Mohamed Kassim	Long Service Medal
CW 2	Tan Chin Guan	Efficiency Medal	CW 2	Mohamed Ridzwan Bin Mohamed Ali	Long Service Medal
CW 2	Tan Heng Kuan	Efficiency Medal			

National Day Awards

Rank	Name	Award	Rank	Name	Award
SSG	Mohammad Firus Bin Razali	Long Service Medal	SCW 1	Tan Aik Tong	Long Service Medal
CW 2	Muhammad Rizal Bin Alias	Long Service Medal	CW 2	Tan Hock Guan	Long Service Medal
DSP 1	Ong Hock San	Long Service Medal	AC Gr 9	Tan Sin Heng, Daniel	Long Service Medal
CW 2	Palani s/o Amudalingam	Long Service Medal	DAC Gr 9	Tan Yeow Chong Simon	Long Service Medal
CW 1	Ramu s/o Krishnan	Long Service Medal	SUPT 1A	Tan Yew Teck	Long Service Medal
SUPT 1A	Ronald Pang In Tai	Long Service Medal	SSG	Teoh Eng Liang	Long Service Medal
CW 1	Saharil Bin Muntahar	Long Service Medal	CW 1	Tiang Siok Ting	Long Service Medal
CW 1	Selva Seelan s/o Ramalinggam	Long Service Medal	DSP 1	Tseng Chay Heng	Long Service Medal
SAC Gr 8	Shie Yong Lee	Long Service Medal	CW 2	Wong Mee Ling	Long Service Medal
ASP 2	Soh Chee Eng	Long Service Medal	RO 1	Yeo Kee Siang	Long Service Medal

Ministry Level

Minister for Home Affairs National Day Award (Individual) 2020

Rank	Name	Rank	Name
MX 11	Ahmad Hilmy Bin Pasuni	DSP 1	Raemi Bin Arifin
CW 2	Lim See Chuan	CW 2	Roslina Binte Abdul Rahim
SSG	Moy Wei Lun	CW 2	Seah Lee Ping Kenny
ASP 2	Narendran Krishnan	DSP 2	Thio Kok Sing

Operational Excellence Award 2020

Rank	Name	Project	Rank	Name	Project
DSP 2	Anderson Leong Say Shen	Achieving 1 st Place at the 30 th Annual Crisis Negotiation Competition, Texas State University	SUPT 1A	Chua Sio Ping Angeline	Family Interventions and Reintegration Support Team (FIRST) Initiative
DSP 1	Kelvin Chua Yeow Chong		MX 12	Chua Zijun, Angeline	
SUPT 1	Low Sok Funn June		DSP 2	Ephraim Goh Yang-Minn	
RO 2	Muhammad Salik Bin Sidik		RO 2	Fong Siang Soon, Anthony	
DSP 2	Overee Josephine Juliana		DSP 2	Hon Tin Chee Timothy	
CW 2(D)	Abdul Hafiz Bin Abdul Wahab	Family Interventions and Reintegration Support Team (FIRST) Initiative	CW 2	Junaidah Binte Omar	
MX 12	Chia Jing Ying Charlene		ASP 1	Kok Guan Hui	
SUPT 1A	Chiang Lye Choo Valerie		SUPT 1A	Lim May Ling Serena	

Operational Excellence Award 2020

Rank	Name	Project
CW 2	Lin Yingxiu	Family Interventions and Reintegration Support Team (FIRST) Initiative
CW 1	Mohamad Nazib Bin Suki	
SUPT 1A	Mohamed Farik Bin Omar	
CW 2	Mohammad Sharil Bin Abdullah	
SSG(D)	Mohd Zahri Bin Sinin	
SGT 3(D)	Muhammad Ashyruddien Bin Ali	
SSG	Muhammad Zuhaili Bin Mohd Sulaiman	
SUPT 1A	Ng Kailin	
CW 2	Noorazilah Binte Sahari	
CW 1	Nur Hairina Bte Sani	
MX 12	Nuraishah Binte Abdullah	
SSG	Nurjanah Binte Daud	
ASP 2	Phua Chin Kyong Lloyd	
SSG	Ragini d/o Anpazhahan	
MX 10	Soh Tee Peng William	
SUPT 1A	Tan Chun-Yuan Avryl	
MX 12	Tan Qian Ying Jeraldine	
ASP 1	Tan Yu Lian Elaine	
SUPT 1A	Teh Hwa Yong Derry	
SUPT 1A	Vimala d/o Maruthaiya	

Rank	Name	Project
MX 10	Wong Jessie	Family Interventions and Reintegration Support Team (FIRST) Initiative
CW 2	Yap Yan Yong	
SGT 3	Zaccheus Lee Kai Sen	
SUPT 1	Ang Wai How Jim	Operationalisation of the new State Courts Lock-up, Vidlink Centre and Courtlink capabilities at the new State Courts Tower
DAC Gr 9	Chan Kai Yuen	
DSP 2	Guoh Tjin Soon	
RO 1	Jacob Raja s/o Rajamani	
DSP 2	Lim Chi Yong Leonard	
RO 1	Lim Choon Leong	
DSP 2	Luo Shuzheng	
CW 1	Mohamed Abdullah	
SSG	Muhammad Imran Bin Kasmani	
SUPT 1	Sim Jing Xin Cem	
SSG	Suffian Bin Abdul Rahman	
RO 1	Tan Wee Kiat Alvin	
SUPT 1	Teo Huey Xiang	
SUPT 1	Tok Eng Seng	
SCW 1(D)	Yeo Chok Yean	
DAC Gr 9	Ong Pee Eng	Extradition of David James Roach (Nomination by MHA)

Ministry of Home Affairs Star Service Award 2020

Rank	Name	Award
SCW 1	Elammaran s/o Marimuthu	Star Service Award
CW 2	Mohammad Farhan Bin Mahmood	Star Service Award
CW 2	Sathiasseelan s/o Thurasingam	Star Service Award
SCW 1	Mustafa Bin Omar	Star Service Award
CW 1	Lew Wen Guang, Alan	Star Service Award
CW 1	Radzia Bte Masuni	Star Service Award
MX 12	Tan Heng Chian	Star Service Award
SGT 2	Lee Jia Min	Star Service Award

Home Team Training Excellence Award 2020

Rank	Name	Award
ASP 2	Venu Arsh	Home Team Trainer of the Year – Individual (Full-Time)
MX 11	Gayathri d/o Rajeswara Sarma	Home Team Trainer of the Year – Individual (Adjunct)
Unit	Singapore Prison Training Institute	Home Team Training Unit of the Year – Merit Award

Home Team Innovation Award 2020

CHAMPION CATEGORY

Rank	Name	Award Level	Project
ASP 2	Venu Arsh	Silver	Nil
MX 11A	Joyce Chan Pei See	Commendation	Nil

PROJECT CATEGORY

Rank	Name	Award Level	Project
SGT 2	Jasmine Goh Jie Min	Commendation	Family engagement session FormSG
CW 2	Liu Zhiqiang		
ASP 2	Mohamed Taufiq Bin Razali		
ASP 2	Mustarsyidah Bte Abdul Karim		
CW 2	Norisma Bte Kassim		
CW 2	Syed Mohd Idzwan Bin Syed Mohamed Noor		
CW 1	Abdul Rauff Bin Mohamed	Commendation	One RTC Command
MX 11	Ahmad Hilmy Bin Pasuni		
CW 2	Alan Koh Siang Kee		
SUPT 1A	Chua Cheng Wah		
MX 11	Daeng Norashida Binte Sahak		
SGT 3	Edlie Rahiezan Bin Rahim		
RO 2	Elisha Ng Wei Ming		
DSP 2	Gerard Edwin Gibson		
MX 12	Goh Sok Hui		
MX 11	Goh Zhi Wei Alvin		
MX 11	Ho Ying Ying Angeline		
RO 2	Huzaifah Bin Mustaffa		
MX 11A	Joyce Chan Pei See		
DSP 1	Lau Sow Chun Linda		
DSP 2	Lee Hai Chuen		
SGT 3	Lim Jing Kai, Kevin		
DSP 2	Lim Zhaolun		
MX 12	Liu Yuxi		
ASP 2	Lum Choi Hoong		
RO 2	Muhammad Hafiz Bin Samad		

Rank	Name	Award Level	Project
CW 2	Muhammad Syazwan Bin Hussain	Commendation	One RTC Command
MX 12	Nicholas Feng Jiayong		
MX 12	Norain'ni Binte Abd Aziz		
MX 12	Nurdelaila Binte Musa		
RO 1	Ong Teck Meng Jesmond		
MX 10	Soh Tee Peng William		
SUPT 1A	Teo Sze Ying		
MX 11A	Wong Li Ling Karen		
RO 1	Xu Yunrou		
HTS 11	Arvina d/o Manoo Naraindas	Commendation	Drug Needs Assessment Tool (PCRD)
-	Boennarti Budiman		
MX 11A	Chua Shu Hui		
HTS 12	Chua Wei Ling		
MX 11A	Chua Zhiren		
MX 11	Dhevani d/o Ramachandran		
MX 10	Goh Valerie Grace		
-	Goh Yi Sin		
HTS 10	Jasmin Kaur		
HTS 12	Kwek Sher Ling		
MX 10	Lau Kuan Mei		
MX 12	Lau Shi Ting		
MX 12	Noorunnisa Binte Abdul Rahim		
MX 12	T Saraniah		
MX 11A	Teo Chuan Ann		
MX 11A	Wong May Ying		
MX 11A	Wong Wen Hui		
-	Yap Jing Yun		
MX 12	Yvonne Yen		
SSG	Indra Gandhi d/o Gunasegaran	Commendation	Mobile Charging Cabinet
CW 1	Mohd Yusri Bin Mohd Yassin		
CW 2	Robin Ng Gek Tse		
RO 1	Syed Jufri Bin Syed Omar		

Home Team Innovation Award 2020

Rank	Name	Award Level	Project	Rank	Name	Award Level	Project
DSP 2	Buan Hui Ni	Commendation	Case Management System Partner System (COMC)	ASP 2	Liang Xiaowen	Commendation	Virtual Family Assistance Centre
HTS 11	Chen Jung Sing Desmond (HTX)			RO 1	Lim Hwee Tien		
ASP 1	Tan Yu Lian Elaine			HTS 11A	Lin Liangyu		
SUPT 1A	Fernandez Dominic Karl			MX 12	Manickavasagam Andre Paul Sundra		
HTS 11	Hong Leng Yoong (HTX)			ASP 1	Muhammad Haiqal Mohd Amin		
ASP 2	Huang Enci			MSO V	Muhammad Ridzuan Bin Mohamad Zainol		
DSP 2	Kannaki			MX 12	Nabilah Binte Ahmad		
ASP 2	Wong Zi Yan, Kellyn			MX 11	Normah Bte Hasan		
DSP 2	Kwa Hock Beng			MX 14	Nur Farzana Bte Yusope		
DSP 2	Lee Yong Se Elgar			MX 12	Ong Jiang Jiang Ace		
SUPT 1A	Lim May Ling Serena	Commendation	Virtual Family Assistance Centre	MX 12	Ong Jiang Shan		
ASP 1	Ong Yu Qing			HTS 11	Rashida Binte Mohamed Zain		
MX 12	Alicia Tan Jia Hui			MX 12	Seah Wei Ying		
SUPT 1	Ang Wai How Jim			SUPT 1	Siah Kheng Guan		
-	Boennarti Budiman			SUPT 1	Sim Jing Xin Cem		
-	Buvanisha Sagadevan			MX 12	Siti Adawiyah Bte Ismail		
DAC Gr 9	Chan Kai Yuen (HTX)			MX 13(I)	Siti Fatimah Binte Mohamad Nor		
SUPT 1A	Fernandez Dominic Karl			DSP 2	Tay Yan Lee Angeline		
-	Goh Ruo Ting			MX 12	Woo Wan Xin		
MX 12	Lee Shu Min, Marilyn			HTS 12	Yong Zhihao, Paul		
HTS 12	Leslie Chiang (HTX)						

Department Level

Outstanding Captains of Lives Award

Rank	Name	Rank	Name
SSG	Chow Chee Kin Thomas	RO 2	Ng Riying
CW 2	Khairul Bin Sanif	MX 12	Quah Feng Ling
CW 1	Leong Lian Der	DSP 1	Tan Teck Kiat
CW 2	Mohamad Ridzal Bin Abdul Razak		

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MX 15 D'Cruz Bruce Russell



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

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ASP 2	Simna Teo Wei Shan
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