



# BUILDING THE FUTURE OF CORRECTIONS

 **CLUSTER A**  
SINGAPORE PRISON SERVICE

## Transforming Corrections Through Innovation

Mr Terrence Goh  
Deputy Commissioner (Operations & Rehabilitation)  
Singapore Prison Service

SingHealth-Duke NUS Quality & Innovation Day • 12 March 2021

# This is what Prisons is like Today

- Purpose-built prisons and differentiated regimes/programmes to cater to different security risks and rehabilitation needs of inmates
- Community partners and volunteers working alongside prison officers
- More offenders serving their sentences in the community
- Use of technology and data analytics to support our operations
- One of lowest recidivism rates in the world



# But this was not what it was like in the Past...



- Non-Purpose Built Prisons refurbished from Colonial Barracks and Buildings
- Overcrowded
- Staff play largely custodial role
- Little purposeful engagement of inmates
- High Staff Turnover
- High Recidivism





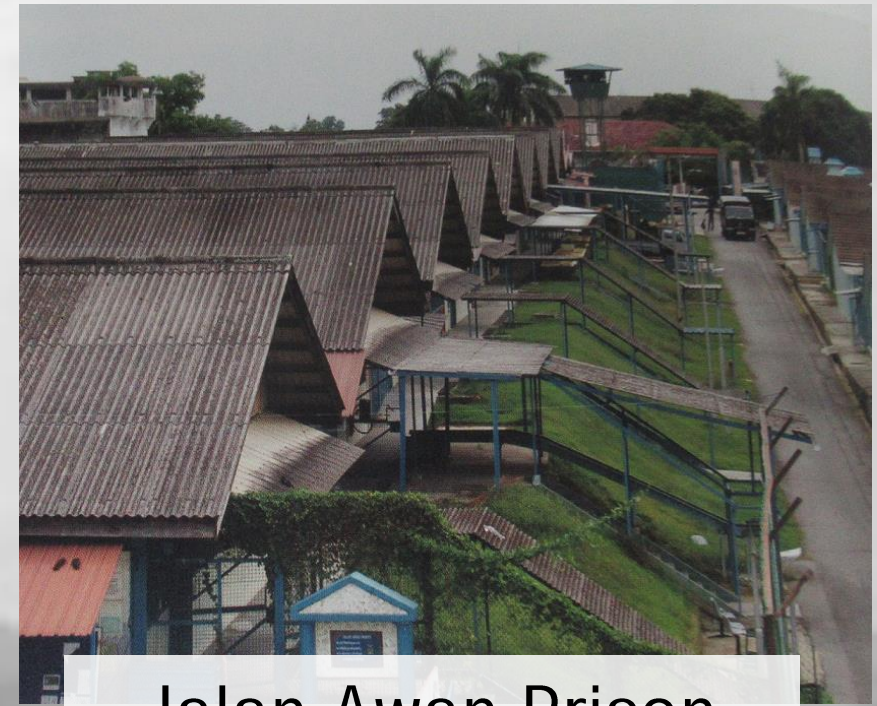
Admiralty West Prison



Queenstown Remand Prison



Sembawang Prison



Jalan Awan Prison

Cluster A



Institution A3



Institution A4



Cluster B



Institution B1



# Our Identity

# CAPTAINS OF LIVES

REHAB • RENEW • RESTART



**PASSION IS KEY**  
FOR OFFICERS  
SECURITY • HUMANITY • REHABILITATION



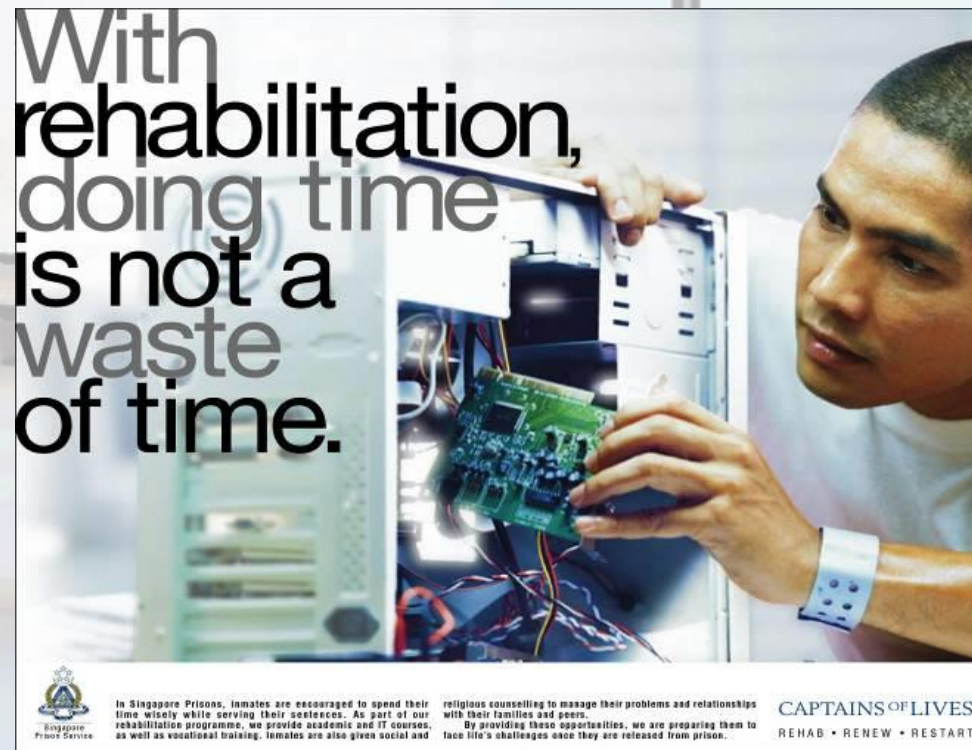
Our mission in life is to get criminals out of prison.

Singapore Prison Service

Singapore Prisons is not just about protecting society through the safe custody of offenders. It is also about protecting society by rehabilitating and helping offenders to reintegrate into society again.

With our progressive inmate management approach and rehabilitation programmes, we aim to steer inmates on the right path back into society as responsible citizens. No wonder, we pride ourselves as 'Captains of Lives' of offenders.

**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART



With rehabilitation, doing time is not a waste of time.

Singapore Prison Service

In Singapore Prisons, inmates are encouraged to spend their time wisely while serving their sentences. As part of our rehabilitation programme, we provide academic and IT courses, as well as vocational training. Inmates are also given social and religious counselling to manage their problems and relationships with their families and peers. By providing these opportunities, we are preparing them to face life's challenges once they are released from prison.

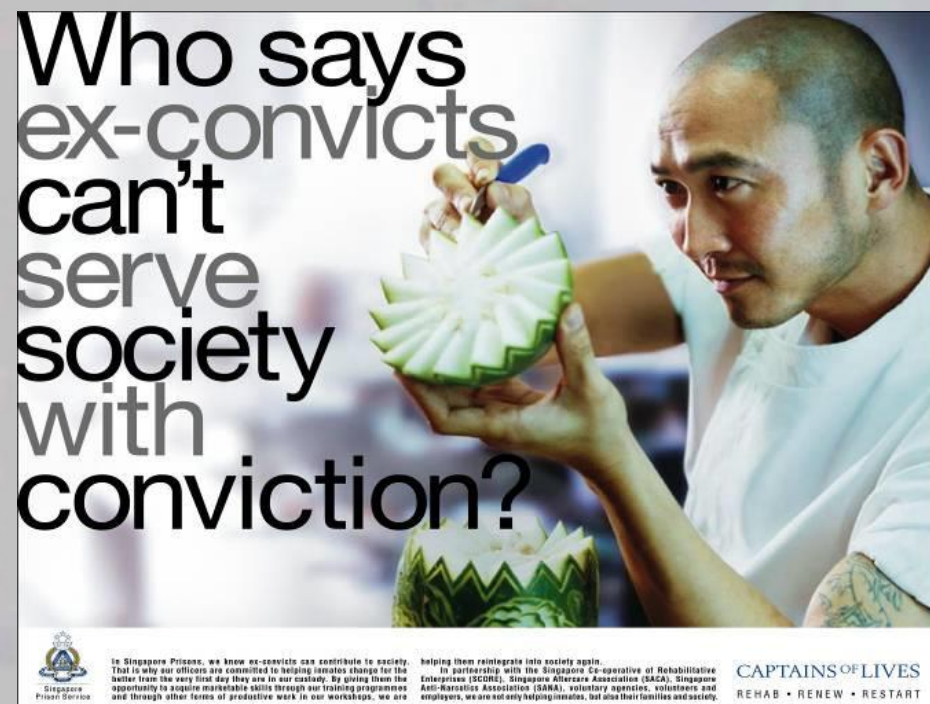
**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART



A MOMENT'S WEAKNESS LED HIM ASTRAY. YOUR STRENGTH COULD GET HIM BACK ON TRACK.



TO STAY OUT OF PRISON, ALL HE NEEDS IS A BREAK.



Who says ex-convicts can't serve society with conviction?

Singapore Prison Service

In Singapore Prisons, we know ex-convicts can contribute to society. That is why our officers are committed to helping inmates change for the better from the very first day they are in our custody. We provide them the opportunity to acquire marketable skills through our training programmes and through other forms of productive work in our workshops. We are helping them reintegrate into society again.

In partnership with the Singapore Co-operative of Rehabilitative Enterprises (SCORE), Singapore Alternative Association (SAGA), Singapore Anti-Narcotics Association (SANA), voluntary agencies, volunteers and employers, we are not only helping inmates, but also their families and society.

**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART



**PASSION IS KEY**  
FOR OFFICERS  
SECURITY • HUMANITY • REHABILITATION



We're trained to look for the sparkle. Not just the flaw.

Singapore Prison Service

In Singapore Prisons, we believe offenders deserve a second chance in life. To help inmates renew and restart their lives, it is essential our officers look beyond their flaws and see the goodness in them.

Through purposeful interactions with the inmates, our officers aim to influence and steer inmates on to become responsible citizens.

**CAPTAINS OF LIVES**  
REHAB • RENEW • RESTART



**PASSION IS KEY**  
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# From a Song to a Movement... Unlock the Second Prison



By JANCE TAI

WOULD you like to come on stage and sing your hit song, the master of ceremonies asked Hollywood legend Tony Orlando. Now 79, he obliged and walked up the stage at the Singapore Prisoners last week.

The crowd of inmates waited for him to sing his famous song 'The Yellow Ribbon' based 'The One That Got Away', a global anthem of acceptance, hope and forgiveness.

The song was his and he was the song, but not that day.

He took the microphone and asked the inmates, who were performing for him minutes ago, to sing one of their songs - 'Heart and Soul' - again, but he playfully chimed in with impromptu lyrics during breaks in the song.

"What we did just now was to improvise and create our own movement that is totally ours, something that came out of the spirit of each other," he explained to the inmates later.

"I didn't come in to sing my hit, I sang part of your hit."

It was this same spirit that propelled the success of the Yellow Ribbon song that starts with, "I'm coming home, I've done my time. Now I've got to know what it and isn't mine."

It became the Evergreen hit as everyone found something in it after its release in 1973.

More importantly, many prisoners, including Singapore's, carried or modelled their rehabilitation programmes after the symbolic yellow ribbon.

At the start, the lonely word was a cheer for American prisoners of war returning from Vietnam, Laos and Cambodia.

Later, it has been applied to anyone returning home after a crisis, with yellow ribbons appearing up on trees during warzone or when someone is missing or held against their will.

In the Philippines, for example, supporters tied yellow ribbons

## Mr Yellow Ribbon and his anthem of hope

Crooner Tony Orlando lends his voice to Singapore prisoners' performance



Mr Tony Orlando (holding microphone) sang with the inmates of a Singapore prison. His hit song, 'The Yellow Ribbon' based 'The One That Got Away', inspired the Yellow Ribbon Project, which champions second chances for former offenders by urging society to accept them. (PHOTO: KUN LEE/STOMP)

charts and sold three million records within three weeks of its release in 1973.

Mr Orlando told The Straits Times that the song allowed him to effect social change.

"It allowed me to go round the world to visit prisoners, take millions of dollars for different charities and start programmes that are vitally important for offenders and their families," he said.

"My whole purpose is to take my career and turn it into good, so that it is worthwhile."

And the message that has kept him on the road for the past 40-plus years is one that speaks of second chances.

He holds strongly to this philosophy, especially after meeting prisoners worldwide. He once met a prisoner nicknamed "Blackbeard" from a prison in California who was serving a life sentence.

"He said to me, Tony, I was bad for only five minutes, I was never bad after that five minutes and for that five minutes I am sorry for it my whole life."

He concluded emphatically: "My all have five minutes of bad time. All of us. And all of us deserve another look."

The prisoner later played for Mr Orlando what he said was some of the greatest songs he had heard. That is why, as a single himself, he approves of the music programmes offered by the Singapore Prison Service which train inmates to sing and write songs.

A group of Singapore prisoners played for Mr Orlando last Monday. That night, ex-offender turned artist Nicholas Lee, 50, sang alongside Mr Orlando at a concert at Marina Bay Sands.

At Mr Lee's behest the lyrics of the Yellow Ribbon song to this reporter, he said it took him back to the day of his release in 2005.

"The day was dark and the exit of me under the was so odd, until the bus headed out to the sunlight and I saw my parents," he said. (jstai@stomp.com.sg)



# Launching the Yellow Ribbon Project



# Various Yellow Ribbon Project Events

YR Community Arts Exhibition



**Yellow  
Ribbon  
PROJECT**

Help Unlock the Second Prison



YR Songwriting Competition



YR Culinary Competition



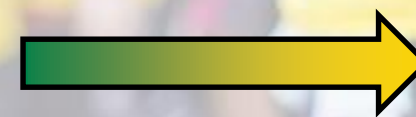
YR Prison Run



**SCORE**

Singapore  
Corporation of  
Rehabilitative  
Enterprises

*Building Bridges, Changing Lives*



**Yellow  
Ribbon**



**sg** Beyond Second Chances



# Countries that have adopted Yellow Ribbon



YR Run in Fiji



YR Run in Czech Republic



# Changing our Mental Models

- Prison Without Guards
- Prison Without Walls
- Learning Prison



**Learning Prison**  
Encouraging inmates to be proactive, empowered learners



**Captains of Lives** Rehab, Renew, Restart



**Prison Without Guards**  
Leveraging technology for operations



**Prison Without Walls**  
Expanding Community Corrections



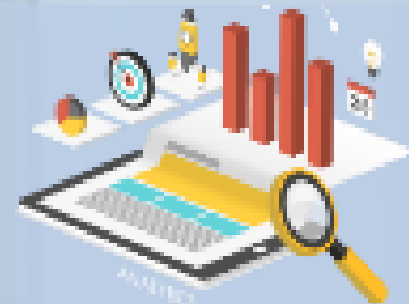
**‘Prison Without Guards’ harnesses technology and business intelligence to transform operations for better management of offenders**

## ARTIFICIAL INTELLIGENCE



**A.I. augments SPS’s surveillance and detection capabilities, enabling swift response to contingencies and quick identification of inmates (via facial recognition)**

## AUTOMATION



**Digitalisation of routine processes and robotic process automation for selected services help free up staff to perform higher order rehabilitative or operational work**

## TECH-DRIVEN OPS SYSTEMS



**Incorporating technology to enhance effectiveness of operational processes and also upgrading existing tech systems with newer capabilities and functions**

## BUSINESS MOBILITY

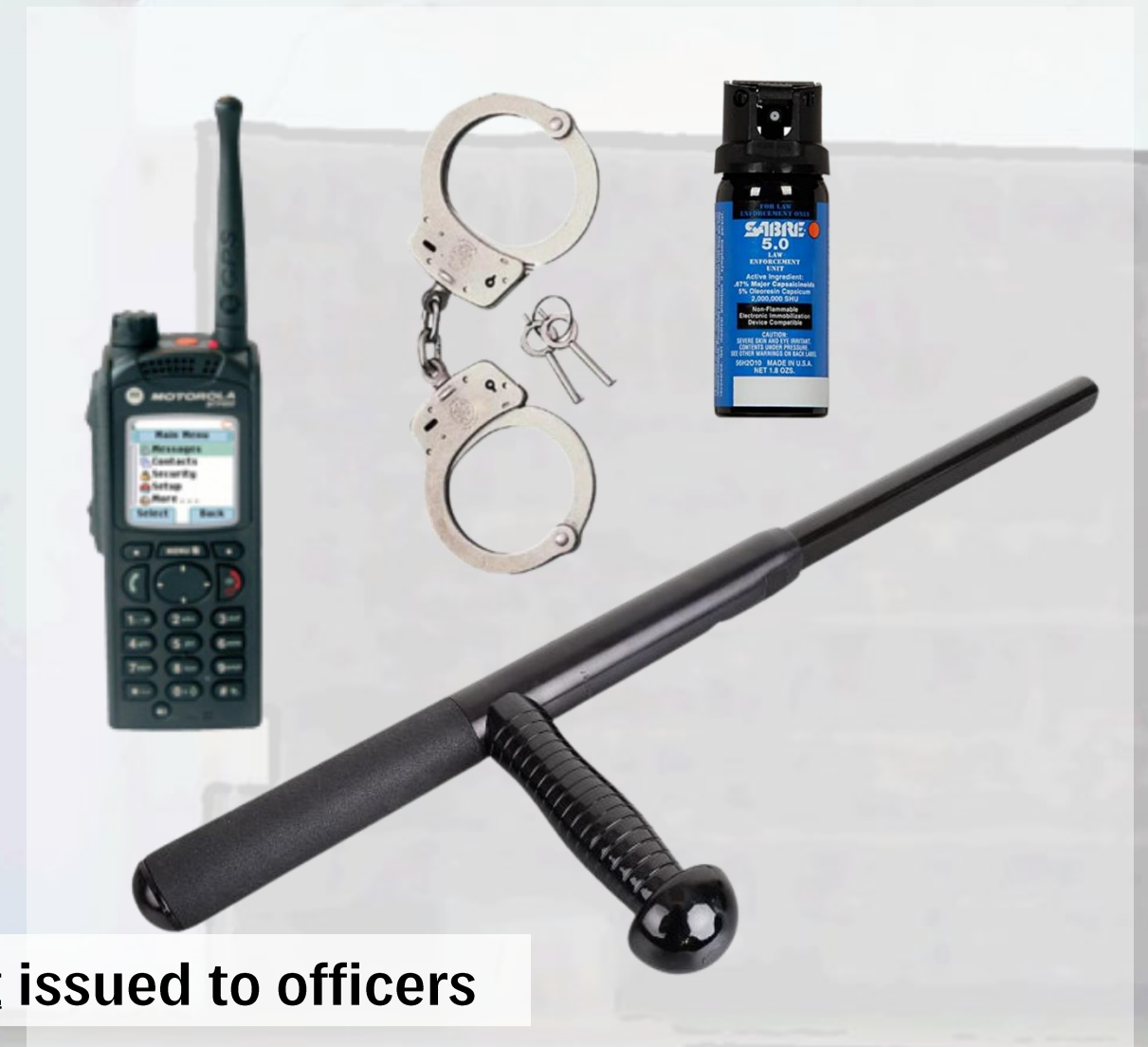


**Mobile applications and devices enable remote learning by inmates and supervisees, facilitate working on-the-go for staff, and improve service delivery for beneficiaries**

# Prison Without Guards



**Automated Security Equipment Cabinet (ASEC) to improve efficiency of drawing and returning security equipment**



**Security Equipment issued to officers**

# Prison Without Guards

Tele-medicine to support reduction of inmate movement out of the prisons



# Adapting to COVID-19 using Technology & Digitalisation



HELPING INMATES KEEP UP

Many inmates don't have experience writing e-mails. Learning how to be comfortable with technology is powerful for them, especially when they are looking for a job after coming out of prison. Many of them also want to know the kind of challenges we face when we are released and how they can cope.

MR SUNNY SWEET, 31, a former offender who has written to inmates through e-letters. He is now studying at Nanyang Technological University.

The tablets are connected to a secure internal network. Three to four inmates share one tablet for a few hours each day. By 2019, all inmates should have access to these tablets, says the Singapore Prison Service. ST PHOTO: LIM YACHEN

## Inmates get mail from home on tablets

Six-month trial also allows them to read e-books and catch up on current affairs

Ng Huiwen

Every day after dinner, Ishak (not his real name) uses a tablet to read and write letters to his family, catch up on the news and study for his upcoming O levels.

In between revising, he plays a few mini games pre-installed on the tablet or reads an e-book.

Such a routine is now possible for the 34-year-old, who is serving 20 years behind bars for drug trafficking.

He is one of about 800 inmates here, across four prison institutions, who can now access a suite of mobile applications on shared tablets as part of a six-month trial by the Singapore Prison Service (SPS).

SPS is moving towards becoming "prisons without guards", where leveraging technology to automate routine work processes and deliver differentiated rehabilitation to inmates is key.

The tablets are connected to a secure internal network and can be used by inmates in their cells. Three to four inmates are issued one tablet to share for a few hours each day.

By 2019, all inmates should have access to these tablets, said Superintendent of Prisons Seu Mun Chung, SPS' assistant director of technology developments.

He added that feedback will be gathered from inmates and prison officers when the trial ends in September.

Ishak, who has spent eight years behind bars, told The Straits Times during an exclusive visit to Tanah Merah Prison, that electronic access to his letters means he hears from his family more frequently.

"At first, I couldn't believe that I was allowed to use a tablet. Previously, with hard copy letters, my family members would need to have some free time to sit down and write to me. But now, they can send letters to me using their phones, on the bus, while they are going to work," he said.

Sending and receiving e-letters takes only about four days, while handwritten ones could take several weeks, he added.

TIME SAVED continued on B2



- Digital Rehabilitation
- Video Courts
- Internet televisits
- Engaging Community Partners
- Staff Recruitment

# Prison Without Walls

## Supporting Rehabilitation and Reintegration Through Community Corrections

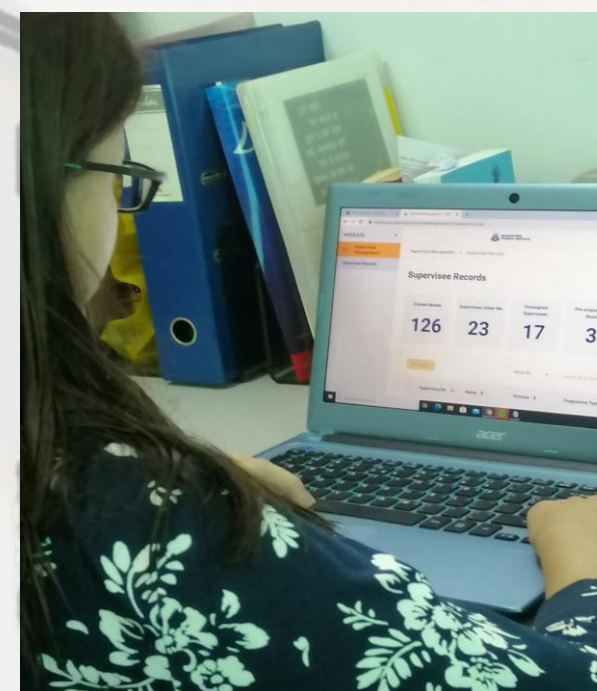


Community Action for the Rehabilitation of Ex-offenders (CARE) Network to co-ordinate aftercare efforts of various community agencies

Mobile app for supervisees in the community to access customised e-resources, keep track of their progress, and look for job opportunities and community support



Digital case management system to allow community partners to access inmate information and share updates with Prisons



Help Unlock the Second Prison



- Create **Awareness** of giving second chances to ex-offenders;
- Generate **Acceptance** of ex-offenders and their families in the community;
- And inspire community **Action** to support rehabilitation and reintegration of ex-offenders

# A Learning Prison

## Education Masterplan

Education for all; Reformed lives through learning

Every living space a learning space



- \* Increasing access to learning or education
- \* Increasing and expanding teaching or learning resources
- \* Infusing a culture of learning

Every inmate a unique learner

- \* Beyond academic and certifications
- \* Considering individual's goals, needs and abilities
- \* Providing differentiated pathways for inmates and allowing criss-crossing of pathways



Learning in and beyond Prison



- \* Motivating suitable inmate profiles to pursue further education
- \* Supporting learning beyond prison
- \* Co-creating possibilities with partners



# A Learning Prison

‘Learning Prison’ encourages proactive, empowered learning so as to support sustainable and lasting individual change



**Enhance Inmates' Employability Potential**



**Looking Forward**



**Family Interventions and Reintegration Support Team (FIRST)**



**My Action Plan (MAP)**

A promotional image featuring three individuals smiling against a backdrop of a city skyline at dusk. On the left is a man with glasses wearing a light blue shirt. In the center is a man in a dark blue police uniform with a sergeant's rank insignia on his shoulder. On the right is a woman with a bindi, wearing a grey top. The background shows a city with buildings and a road with light trails.

# VISION

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