

BUILDING BRIDGES,  
CHANGING LIVES



The puzzles featured on our front cover contains the names of all the staff in SCORE. It symbolizes that each person is a part of the puzzle and plays an important role in achieving our common vision of "Building Bridges and Changing Lives".



The main colour scheme of our logo is green which reflects a healthy and clean approach to a changed life as offenders undergo rehabilitation.

The four inter-linked arms represent the collaborative partnerships with our stakeholders namely, offenders, their families, the authorities and the community which underpins our rehabilitation strategy. The arms are curved in a clockwise direction to signify our joint mission in helping offenders return to society as responsible and contributing members.

The white circle in the centre represents our steadfast commitment to the role of initiating, implementing and effectively monitoring our rehabilitation programmes.

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## OUR MISSION

We rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

## OUR VISION

We build bridges of hope for offenders and their families.

We contribute to a safer community by successfully reintegrating offenders.

We exemplify and lead in creating a more compassionate society that offers second chances.



# CHAIRMAN'S MESSAGE - THE YEAR IN RETROSPECTION

## In Partnership with the Business Sector

In the year under review, SCORE continued to receive strong support from our industry partners. By outsourcing their labour-intensive services to SCORE, these companies provide offenders with the opportunity to be imbibed with good work ethics and learn relevant skills that would prove useful in the workplace after their release. In response, SCORE on the other hand, has constantly reviewed and positioned its industries and trainings to match the ever-changing market demands.

One such example of mutual assistance and close collaboration was our recent innovative pilot project with the National Healthcare Group (NHG) hospitals in linen leasing which we believe is the first of such large-scale projection in Singapore. It was initiated in June 2006 as part of SCORE's continued efforts to improve and provide quality linen services to the healthcare sector. The pilot project's initial objectives were successfully achieved and concluded in December 2006. We are now working with NHG to extend the leasing project to more linen items. We are also actively discussing similar projects with other hospital groups based on NHG's experiment.

*“SCORE understands that there is an important need to keep up closely with the fast changing Singapore economy and to prepare and train offenders in contemporary market-relevant skills.”*

The year also saw our Central Kitchen at Changi Prison Complex’s Cluster A successfully obtaining the Food Shop (Catering) License from the National Environment Agency (NEA). Henceforth, the Central Kitchen would be able to expand their new customer base to include the staff of Prisons, SCORE and others, externally. In line with the new development, the variety of training that offenders undergo prior to working in the Central Kitchen is also increased in order to provide better quality and a wider range of products to our customers. As for our Bakery, we have continued to work closely with our partners to expand the range of bakery products from muffins to croissants and specialty breads for sale in higher quality supermarkets, retail outlets and food outlets.

SCORE understands that there is an important need to keep up closely with the fast changing Singapore economy and to prepare and train offenders in contemporary market-relevant skills. Matching skills training with each inmate’s changing education profile is another challenge. These are resolved partially through the subcontract production services that SCORE provides to many local small and medium enterprises (SMEs). This is a mutually beneficial arrangement. Through subcontracting work, the offender’s skills are kept relevant and there is also a steady stream of business contracts for SCORE. For the SMEs, they are able to lower their costs of production by outsourcing their most labour-intensive production processes to SCORE. The growing post-print industry is an example. I am pleased to say that its activities and revenue have contributed 10.5% to the total subcontracting services’ revenue just two years after its commencement.

To provide a higher level of skills to offenders, SCORE also experimented with a digital media unit in 2005 as a small pilot project. Inmates in the digital media unit have undertaken creative work in animation, website design and programme, post-production video editing, design and copy writing work. The pilot had worked well and response from partners and clients had been positive. Since 1st January 2007, the digital media unit has become a full-fledged business unit as part of SCORE's Industries Division.

### In Partnership with the Public Sector

In 2006, not only did we expand the Place and Train Scheme in Landscaping to more trainees, we also partnered with the Building and Construction Authority (BCA) to extend it for the construction industry. WDA and NTUC continued to fund and support the Scheme as it has proved to be useful in helping offenders gain the necessary market-relevant skills and to encourage them to stay on stable jobs with suitable employers. SCORE has hopes to expand this Scheme further to other sectors in the near future as well.

*“Moving forward, SCORE will continue to seek to provide a greater variety of quality throughcare services for the seamless transition of offenders from incarceration to the real workplace.”*

Three Career Resource Centres (CRCs) were set-up in 2006 with the support of the Singapore Prison Service, in Institution A5 at Cluster A, Admiralty West Prison (AWP) and Changi Women's Prison/DRC (CWP/D). The CRCs provide the platform for the provision of Vocational Guidance Services by staff, inmate stewards and volunteers. These services are crucial especially in the pre-release phase so that offenders are able to better understand and to position themselves for the dynamic external job market. With the CRCs and the Inmate Intranet, our online job portal service is now also extended to serve pre-release offenders as well as ex-offenders. Moving forward, SCORE will continue to seek to provide a greater variety of quality throughcare services for the seamless transition of offenders from incarceration to the real workplace.

## In Partnership with the Community Sector

The CARE Network welcomed a new member, the Ministry of Community Development, Youth and Sports (MCYS) into the group in March 2006. By working closely with MCYS, the Network hopes to synergize our efforts in engaging the youth and ex-offenders' families.

As a key community engagement initiative under the CARE Network, the Yellow Ribbon Project has in the last three years enjoyed the widespread support of the public. It is most encouraging to note that in a recent public perception survey commissioned by CARE Network, the results showed that at least 75% of the 1,012 respondents surveyed, were aware of YRP. In 2006, the YRP sought to actively include many ex-offenders in various events as our ambassadors. In the coming years, the goal of the Project is to continue to build community acceptance and garner greater action through fostering more partnerships with the community. Our inmates and ex-offenders must also be encouraged to live up to the second chances given to them by becoming more responsible and to contribute as members of our society.

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## Financial Performance

The year 2006 had been a very challenging year. However, with tight cost control measures, increased sales revenue in several business units, and a better performing equity market, our net deficit was reduced from \$2.50m to \$0.62m. Overall revenue from the Industries Division climbed from \$23.06m to \$23.95m.

## In Appreciation

SCORE commemorated its 30th Anniversary in 2006. Throughout the years, it has always done its best to innovate and improve its operations and services in order to continue fulfilling its mission of rehabilitating and reintegrating offenders in spite of the constant changes brought about by the changing profiles of offenders and the external market environment.

However, all these could not have been accomplished without our Partners, Programmes and People. I would

like to take this opportunity to express my heartfelt appreciation to the past and present members of the Board and the various committee members for their unstinting support and contributions, the Ministry of Home Affairs and the Singapore Prison Service for their guidance and partnership, and members of the CARE Network, partner organizations of the Yellow Ribbon Project, industry partners and employers for their belief and efforts in creating a more inclusive society that offers second chances. Lastly, to the staff at SCORE, both past and present, my personal thanks for your dedicated efforts and passion in making things happen for offenders and their families.

In conclusion, I would like to quote a Chinese saying by Confucius,

*Analects VI:28*

己 欲 立, 而 立 人

jǐ yù lì, ér lì rén.

self desire establish, also establish others.

Therefore, as we strive for a better life for ourselves and our families, let's not forget offenders and their families and let's do our part to "Build the Bridges and Help Change Lives!"



KONG MUN KWONG  
CHAIRMAN

# 30 YEARS OF BUILDING BRIDGES & CHANGING LIVES!

The Singapore Corporation of Rehabilitative Enterprises (SCORE) plays a key role in the Singapore correctional system. Over the last 30 years, SCORE has enhanced the employability of offenders and facilitated a seamless throughcare environment for the effective reintegration of offenders back to society.

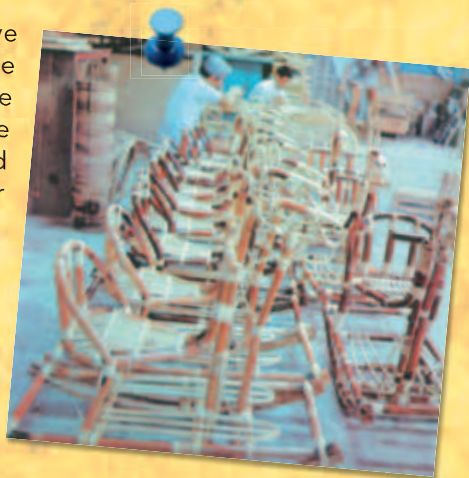
Its origins date back to 7 November 1975, when it was established under the provisions of the SCORE Act, as a statutory board to bring about the rehabilitation of offenders.

## Work Rehabilitation

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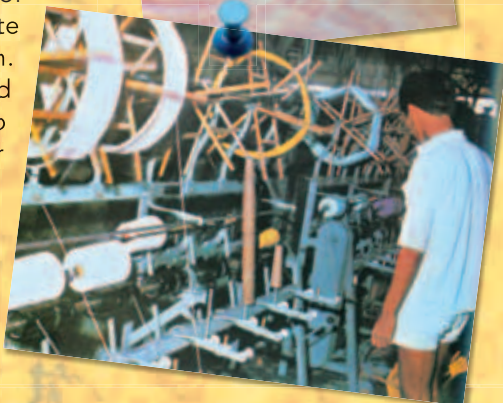
On 1 April 1976, it officially took over the operations of the prison industries. With this development, the prison industries was no longer seen as a means to occupy an offender's time but rather as a tool for rehabilitation through inculcating good work ethics. As much as possible, working conditions should mirror the typical work environment outside of the prison to facilitate smooth reintegration. Therefore, it has worked in close partnership with the private sector to provide work in various market-relevant industries. Some of the early traditional industries include laundry, printing,



Mass production of traditional cane furniture was phased out in the late 1980s.



Carving of rosewood Furniture in the Rosewood Workshop in 1977.



Spinning of woollen yarn in the old knit-wear manufacturing workshop.

“Ultimately, the desired result and greatest reward is to see families re-united and lives rebuilt, not only improving the well-being of ex-offenders and ex-addicts, but that of society as a whole.”

- Mr Wong Kan Seng  
Minister for Home Affairs

(Extracted from Foreword of 'SCOREcard: 25years of Changing Lives')



News articles featuring SCORE's contributions during the SARS crisis.

book-binding, woodwork, timber seasoning, cane work, tailoring, upholstery, metalwork, spray-painting and footwear manufacturing. In the subsequent years, the focus was on the upgrading of workshop facilities, restructuring of traditional industries and improving the productivity of the inmate workforce. In recent years, operations have been streamlined and in 2002, the Industries Division re-structured itself into its current strategic core business units namely, linen, food and subcontracting services. Laundry, a traditional industry, had also evolved and now plays a vital role in the health-care sector. During the SARS crisis in 2003, its laundry supervisors and inmate workers displayed selfless courage in the execution of their duties. As a result, SCORE was awarded the President's Certificate of Commendation for its contributions Today, it continues to strive for operational excellence.

One significant milestone was when the bakery achieved the Hazard Analysis Critical Control Point (HACCP) Certification in June 2005.

## Vocational Rehabilitation

As part of SCORE's continued efforts in enhancing the employability of offenders, the Vocational Training Unit was established in 1982. The creation of a formal vocational training scheme gave offenders the opportunity to acquire nationally recognized trade qualifications during incarceration. By 1985, four core courses were conducted namely, electrical wiring, general welding, pipe-fitting and barbering. In the subsequent years, the variety of courses was expanded. SCORE also attained the Approved Training Centre (ATC) status to conduct National Institute of Technical Education Certificate (NITEC), ITE Skills Certificate (ISC), National Skills Recognition System (NSRS) courses and On-Job-Training (OJT) programmes for offenders.

Besides job specific skills, offenders are also trained in generic employability skills like IT skills, supervisory skills, Quality Circle (QC) and Facilitation Training. In order to help offenders secure jobs even before their release, the Vocational Guidance Services Unit was set up in 2005 to provide job-readiness training and other job-related services. Today, SCORE provides training for nearly 4,100 inmates which is about double the number of inmates trained six years ago.



The welding course conducted in 1985.

## Employment Assistance & Aftercare

In the mid-1980s, it was apparent that there was a gap in aftercare work that needed to be filled. Hence, the SCORE (Amendment) Act was passed in 1987 to expand SCORE's functions to include the provision of rehabilitative and aftercare services to offenders before and after their discharge from custody. Thereafter, the Job Placement Unit (which has been re-named as the Employment Assistance Unit or EAU) was set up to provide job placement for offenders under the community-based programmes like the Work Release



Twilight Kitchen Community  
Film Posters

Scheme. In 1988, the scope of the Job Placement Unit was further expanded to provide job referral services to ex-offenders. In recent years, EAU has continued to innovate and improve its services by setting up an online job portal. Working hand-in-hand with various partners, job fairs were held inside prison institutions and place-and-train schemes were piloted to help offenders secure jobs at the crucial pre-release phase. It has also continued to actively engage employers through network sessions or visits. Since year 2000, it has seen the number of employers nearly double to 2,072 in 2006. With the establishment of the Aftercare Support Unit in 1990, SCORE was also able to facilitate the provision of quality half-way care services to drug offenders.

## Community Reintegration

Focusing on rehabilitation and aftercare efforts alone will not be adequate, as most offenders ultimately will have to return to their families and the community. There is a need to prepare the general public and especially potential employers to accept offenders back into the workplace. Hence, in May 2000, the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network was formed to improve the effectiveness of

rehabilitation and throughcare services for ex-offenders. As a founding member, SCORE has supported the Network by heading the Secretariat since February 2003. In the same year, CARE Network launched Singapore's first community film, entitled "Twilight Kitchen" to change the mindset of potential employers and the community towards offenders. This was followed by the launch of the nation-wide community awareness campaign, the Yellow Ribbon Project in 2004.



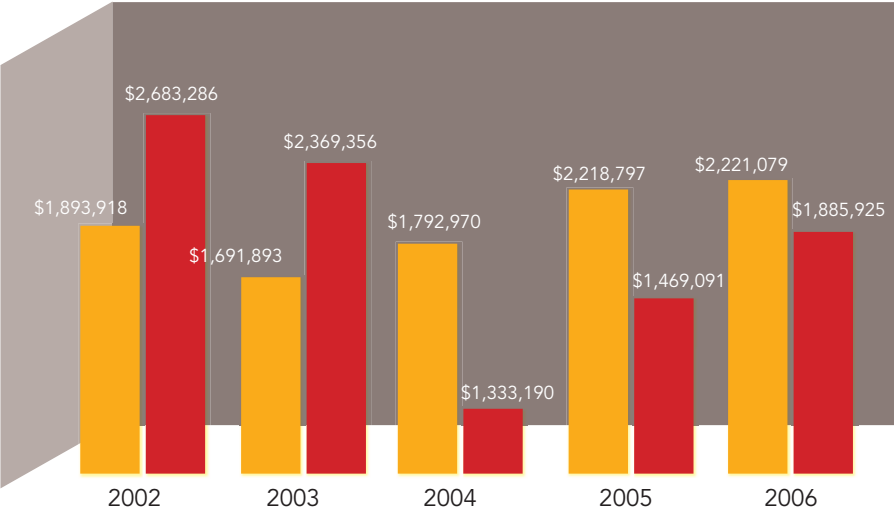
Yellow Ribbon Packs 2004 and 2005.

SCORE owes its achievements over the past 30 years to the invaluable support of its partners, employers, volunteers, board members, management and staff - both past and present. We hope many more will join us in "building bridges and changing lives" of ex-offenders and their families for the years to come.

# PERFORMANCE INDICATORS

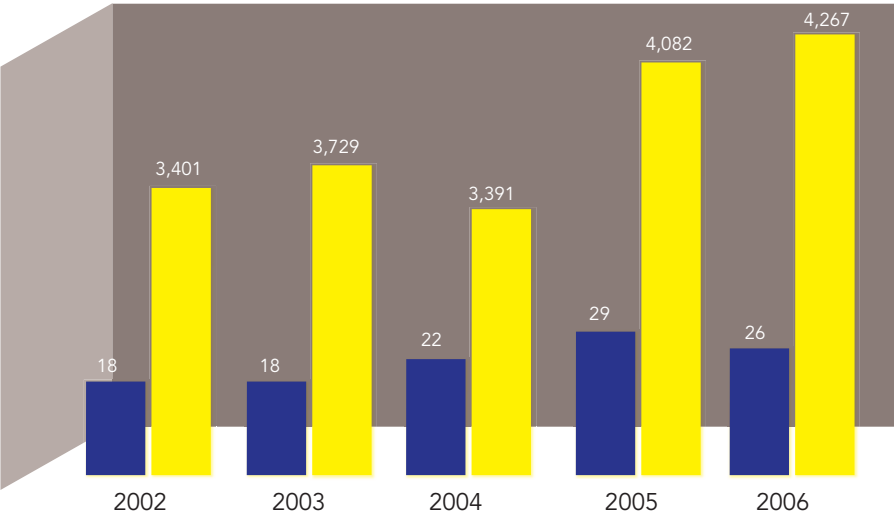
## PROFITABILITY

Leased Workshop   SCORE Industries



## TRAINING FOR INMATES

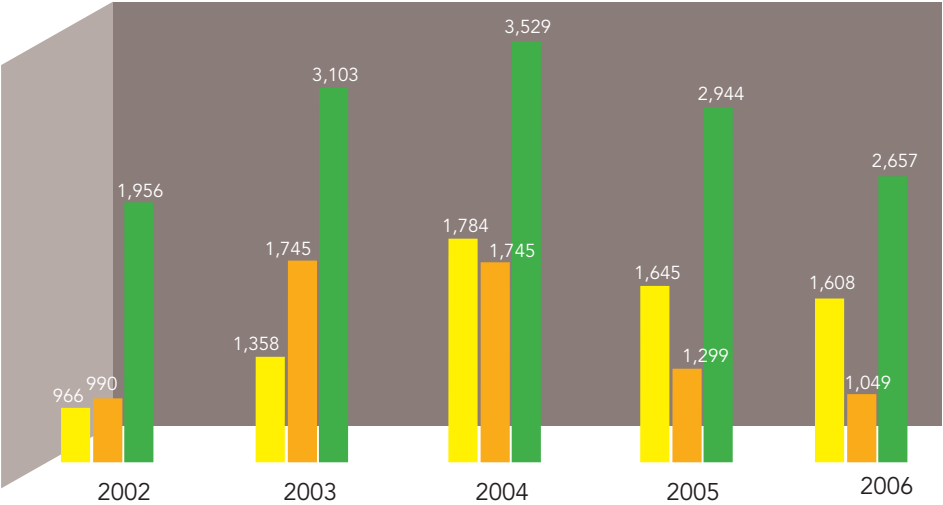
Types of Courses   No. of Inmates Trained



# PERFORMANCE INDICATORS

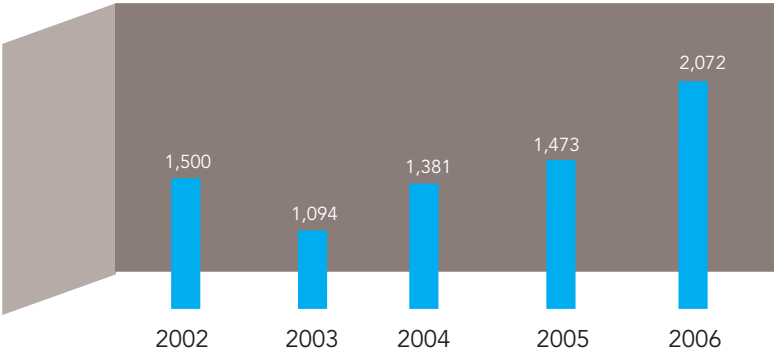
## EMPLOYMENT ASSISTANCE

Inmates Assisted under the Community-Based Rehabilitation Schemes\*  
Ex-Inmates Assisted\*\*      Total Assisted



\* Community-Based Rehabilitation Schemes refers to Home Detention Scheme, Work Release Scheme and Half-way Houses.  
\*\* For 2006, ex-inmates comprised of direct releasees participating in Job Fairs (608) and walk-ins (441).

## COMPANIES IN JOB BANK



# BOARD OF DIRECTORS

*SCORE sincerely thanks Mr Ahmad Khalis Bin Abdul Ghani, Mr Peter Boo Song Heng and Mr Lau Wah Ming who have served invaluable on the SCORE Board from year 2000 to 2006. We wish them all the very best in their future endeavors.*

Mr Kong Mun Kwong, BBM(L),  
BBM, PBM, JP  
Chairman  
(Appointed on 1 August 1996 and Board  
member since 1991)

Mr Kong holds directorships in both private and public commercial companies in Singapore and Malaysia. Over a span of 35 years, he has developed business interests in Singapore as well as the region. Mr Kong has also served in a variety of community groups for more than 20 years. They include organizations like the Home Nursing Foundation, Raffles Junior College, National Trade Union Congress (NTUC) Cooperatives, Community Development Council, Town Council and the Strata Title Board among many other charities and grassroots committees.



Dr Choong May Ling, PPA(P)  
Deputy Chairman  
(Appointed on 5 January 2004)

Dr Choong currently serves as the Deputy Secretary for Security in the Ministry of Home Affairs. She began her civil service career in the Ministry of Health. She has since held various senior positions in the Ministry of Education, Ministry of Finance, Ministry of Communications and Information Technology, and Ministry of Information, Communications and the Arts before joining the Ministry of Home Affairs on 1 December 2003. She has also been concurrently appointed to the board of the National Environment Agency with effect from 1 July 2006.





Mr Chua Chin Kiat, PPA(E), PPA(P) (L),  
PPA(P), PBS  
Member  
(Appointed on 1 November 1998)

Mr Chua joined the Singapore Police Force in 1977. Prior to his current appointment as Director of Prisons, he served as the Director of the Criminal Investigation Department and the Director of Operations in the Police HQ. A President's cum Singapore Armed Forces Scholar, he holds a Mathematics and Computer Science Degree from the University of Aston in England. The appointment of Mr Chua to the SCORE Board has enabled both Prisons Department and SCORE to focus and align their efforts in the rehabilitation of inmates.



Dr Chua Yong Hai, JP, BBM, PBM  
Member  
(Appointed on 14 November 2003)

Dr Chua is the Chairman of Allco (Singapore) Ltd and Asia Pacific Investment Company Ltd. He holds a Bachelor of Science Degree (1st Class Honours) in Applied Chemistry, a Graduate Diploma in Business Administration from the then University of Singapore, and a PhD in Chemical Engineering from the University of New South Wales. He is also Singapore's non-resident High Commissioner to Maldives.

**Mrs Goh Mui Hong**  
**Member**  
**(Appointed on 14 November 2003)**

Mrs Goh is the President and Chief Executive Officer of ST Asset Management Ltd, Group President and Chief Executive Officer of Vertex Venture Holdings Ltd, which specializes in managing funds invested in a wide spectrum of assets including public and private equities, bonds, loans, currencies and venture capital. She has drawn from her experience and knowledge of the financial markets to contribute as the Chairperson of SCORE's Investment and Finance Committee. She holds a Bachelor Degree in Accountancy, Masters in Business Administration and a Masters in Science (Business).



**Mr Koh Juan Kiat, PPA(P), PBM**  
**Member**  
**(Appointed on 14 November 2003)**

Mr Koh is the Executive Director of the Singapore National Employers Federation and the Executive Director of the Singapore Business Federation. As the Chairperson of SCORE's Training Committee, he provides advice to the Board by drawing from his experience in training and manpower issues. He also taps on his involvement with various companies to engage employers to support the mission of SCORE. He holds a Bachelor Degree (Honours Class I) in Engineering (Mechanical) from Monash University.





**Mr Siew Heng Kwok**  
Member  
(Appointed on 14 November 2003)

Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank before he left in mid-2001. He is currently an independent management/training consultant and an associate trainer/lecturer with the Singapore Institute of Management. Mr Siew not only chairs SCORE's Establishment Committee, he also actively volunteers his services at various voluntary welfare and social service organizations. He holds a Bachelor Degree in Engineering (Mechanical) from the National University of Singapore, Masters in Business Administration from St Mary's University (Canada) and a Graduate Diploma in Social Work from the National University of Singapore.



**Mr Tan Gek Suan**  
Member  
(Appointed on 14 November 1997)

Mr Tan is the Managing Director of the Hussmann Tempcool Group of Companies. He currently chairs SCORE's Industry and Development Committee and the School Advisory Committee of Sembawang Secondary School. He holds a Diploma in Mechanical Engineering from the Singapore Polytechnic. Mr Tan is a Life Member of the American Society of Heating, Refrigeration and Air-conditioning Engineers (ASHRAE), the Refrigeration Service Engineers Society (RSES) of USA and the International Institute of Refrigeration (IIR) and also a member of the International Institute of Ammonia Refrigeration (IIAR).

**Mr Tan Hup Foi, PBM**  
**Member**  
**(Appointed on 14 November 1997)**

Mr Tan is the Chairman of Ngee Ann Polytechnic Council and a Board member of Charity Council. He is also the Honorary Vice-President of International Public Transport Association (UITP) and the Honorary Chairman of UITP's Asia-Pacific Division. Mr Tan was the Chief Executive of Trans-Island Bus Services Ltd and the Deputy President of Singapore Mass Rapid Transit Corporation Ltd. A Colombo Plan Scholar, Mr Tan holds a 1st Class Honours Degree in Engineering from Monash University in Australia and a Masters in Science (Industrial Engineering) from the National University of Singapore.



**Mr Eddie Yong**  
**Member**  
**(Appointed on 14 November 1997)**

Mr Yong is the Chief Operating Officer of Corporate Leasing Business Group and Director of Marketing and Business Development at Far East Organization. He has drawn from his vast experience in marketing to contribute to SCORE's own marketing efforts. He holds a Bachelor Degree (Honours) in Science (Urban Estates Management) and a Masters in Science (Property) from the National University of Singapore. He is currently a member of the Management Council of Real Estate Development Association in Singapore and member of many professional bodies in Singapore, UK and USA.





**Mr Mohamad Maidin Bin Packer Mohd**  
Member  
(Appointed on 1 September 2006)

Mr Mohamad Maidin was a journalist for Berita Harian from 1977 till 1988, when he was appointed as Political Secretary at the Ministry of Communications and Information till 1991. He served as the Parliamentary Secretary for the Ministry of Information and the Arts (1991-1997), Senior Parliamentary Secretary for the Ministry of Education (1997-2001) and Senior Parliamentary Secretary for Ministry of Home Affairs and the Ministry of the Environment (2001-2006) before stepping down in May 2006. He also served as the Member of Parliament for Aljunied GRC from 1991 to 1997 and subsequently for Marine Parade GRC from 1997 to 2006. He is now the President and Executive Director of Eco Industrial and Environmental Engineering Group.



**Ms Tan Poh Hong, PBM**  
Member  
(Appointed on 1 September 2006)

Ms Tan is the Deputy Chief Executive Officer (Estates and Corporate) of the Housing and Development Board. Ms Tan is concurrently a board member of EM Services Pte Ltd. Prior to this, she has served on the Boards of the Central Provident Fund and Cleantech Services Pte Ltd. Ms Tan is also a recipient of the International Management Action Award and Public Admin Medal (Silver).

**Mr George Huang Chang Yi**  
**Member**  
(Appointed on 1 September 2006)

Mr Huang is the Managing Director of Amoy Canning Corporation (S) Ltd. He is actively involved in several committees and holds key appointments which includes, Honorary Consul-General of the Federal Democratic Republic of Ethiopia, Honorary Business Ambassador, Queensland Government-Australia to Singapore, Chairman – Membership & External Affairs Committee, Singapore Chinese Chamber of Commerce & Industry and Vice Chairman, Business Practices Committee, Consumer Association of Singapore. Mr Huang holds a Bachelor Degree of Arts from the University of Canterbury, New Zealand.



**Mr Roy Quek**  
**Member**  
(Appointed on 1 September 2006)

Mr Quek is the Director of Strategic Planning & Research in the Ministry of Community Development, Youth & Sports. He is concurrently the Director of the National Population Secretariat in the Prime Minister's Office. Prior to his current appointments, Mr Quek was with the Ministry of Defence and the Ministry of Education. He has also served on the Boards of Ngee Ann Polytechnic and Nanyang Academy of Fine Arts. Mr Quek is a member of the Leadership Council at St. Joseph Institution International School.



# SCORE'S COMMITTEES

1 SEPTEMBER 2006 – 31 AUGUST 2007

## ESTABLISHMENT COMMITTEE

### Terms of Reference

- To advise on SCORE's human resource policies and practices with the view of developing staff potential and attracting new talents and expertise;
- To approve SCORE's manpower requirements, terms of employment, recruitment, promotion and conditions of services; and
- To exercise the powers of the Corporation with regard to the termination of appointment, dismissal and disciplinary control of officers of SCORE.

### Chairman:

Mr Siew Heng Kwok  
Management / Training Consultant

### Members:

Mr Chua Eu Liam  
Retired Human Resource Professional

Mr Koh Siong Ling  
Senior Director, Human Resource  
Ministry of Home Affairs

Mrs Peggy Quah  
Senior Vice-President, Human Resources  
DBS Bank

Mr Simon Sim  
General Manager  
Touch Community Services

Mr Rohaizan Mustaffa  
HR Director (ASEAN)  
DuPont Company (Singapore) Pte Ltd

Mr Desmond Chin  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

### Secretary:

Mrs Joanne Ong  
Assistant Manager (Human Resource)  
Singapore Corporation of Rehabilitative Enterprises

## INVESTMENT AND FINANCE COMMITTEE

### Terms of Reference

- To advise on SCORE's financial and funding policies;
- To manage SCORE's investments in shares and bonds; and
- To advise and monitor SCORE's investments in Rehabilitative Enterprises and other industries.

### Chairperson:

Mrs Goh Mui Hong  
President and Chief Executive Officer  
ST Asset Management Ltd

### Members:

Mr Tan Jee Say  
Managing Director  
Diesel Power Pte Ltd

Mr Freddie Yeo Eng Hock  
Chief Executive Officer and Director  
ISCO Group

Mr Chua Joo Hock  
Executive Vice-President  
Vertex Management (II) Pte Ltd

Mr Desmond Chin  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

### Secretary:

Ms Helen Lee  
Finance Manager  
Singapore Corporation of Rehabilitative Enterprises

## TRAINING COMMITTEE

### Terms of Reference

- To identify and recommend training programmes for offenders that will facilitate their reintegration into the national workforce, taking into account the following:
  - (a) current and future jobs in SCORE's industries and the employment opportunities in the external private and public sectors;
  - (b) national plans and initiatives on continuing adult education and training;
  - (c) training provided by SCORE, adult training programmes offered by public and private organisations, the Prisons academic programme, with a view to develop an integrated system for offender training;
- To advise on the establishment of an Adult Learning Centre for offenders in the New Changi Prison Complex;
- To assist in securing employment opportunities in the various sectors of the Singapore economy, which match offenders' competencies and training; and
- To advise on national or other funding schemes that could be tapped to fund SCORE's training programme for offenders.

### Chairman:

Mr Koh Juan Kiat  
Executive Director  
Singapore National Employers Federation

### Deputy Chairman:

Mr Lee Van Chong  
Managing Director  
Seacare Manpower Services Pte Ltd

### Members:

Mrs Jeanette Barth-Chan  
Managing Director  
Corplan Pte Ltd

Mr Soh Beng Koon  
Deputy Head Programme (Programme Management)  
Singapore Prison Service

Mr A C Ho  
Director  
Organisational Consulting Centre For  
Effective Leadership

Mr Lim Pan Hong  
Assistant Engineer  
Hitachi Cable (S) Pte Ltd

Mr Tan Suan Kuan  
Assistant General Manager  
Regional Investment Keppel Land International Ltd

Mr Abdul Halim Bin Abdul Kader  
Chief Executive Officer  
Taman Bacaan Singapore

Mr Chong Weng Foo  
Divisional Director (Continuing Education and Training)  
Institute of Technical Education

### Secretary:

Mr Achuthappa K  
Divisional Manager  
(Community & Vocational Rehabilitation)  
Singapore Corporation of Rehabilitative Enterprises

## INDUSTRY AND DEVELOPMENT COMMITTEE

### Terms of Reference

- To assist in the identification and establishment of external mirror industries in order to ensure continued employment and training for offenders and their families;
- To advise on the infrastructural development of the New Changi Prison Complex in view of the needs and requirements of SCORE's industries and given the security and operational constraints;
- To review existing industries and to propose new industries that SCORE can develop to provide relevant work training and experience to offenders;
- To assist in identifying suitable industries for the purpose-built Half-way House and to advise on the development of workshops and facilities for such industries; and
- To advise on the development and future strategy for the growth of SCORE's core industries i.e. Linen, Food and Sub-contracting Services.

### Chairman:

Mr Tan Gek Suan  
Managing Director  
Hussmann Tempcool (S) Pte Ltd

### Deputy Chairman:

Mr Eddie Yong  
Chief Operating Officer  
Corporate Leasing Business Group &  
Director (Marketing and Business Development)  
Far East Organization

**Members:**

Mr Chan Tien Lok Daniel  
Chairman  
IPS Group of Companies

Mr Richard Chia  
Consultant

Mr Soh Beng Koon  
Deputy Head Programme (Programme Management)  
Singapore Prison Service

Mr Huang Kok Kee Michael  
Marketing Consultant

Dr Benji Ng  
Executive Director  
Financial Planning Association of Singapore

Mr Tan Chor Khoo, Vincent  
Managing Director  
Select Catering Services Pte Ltd

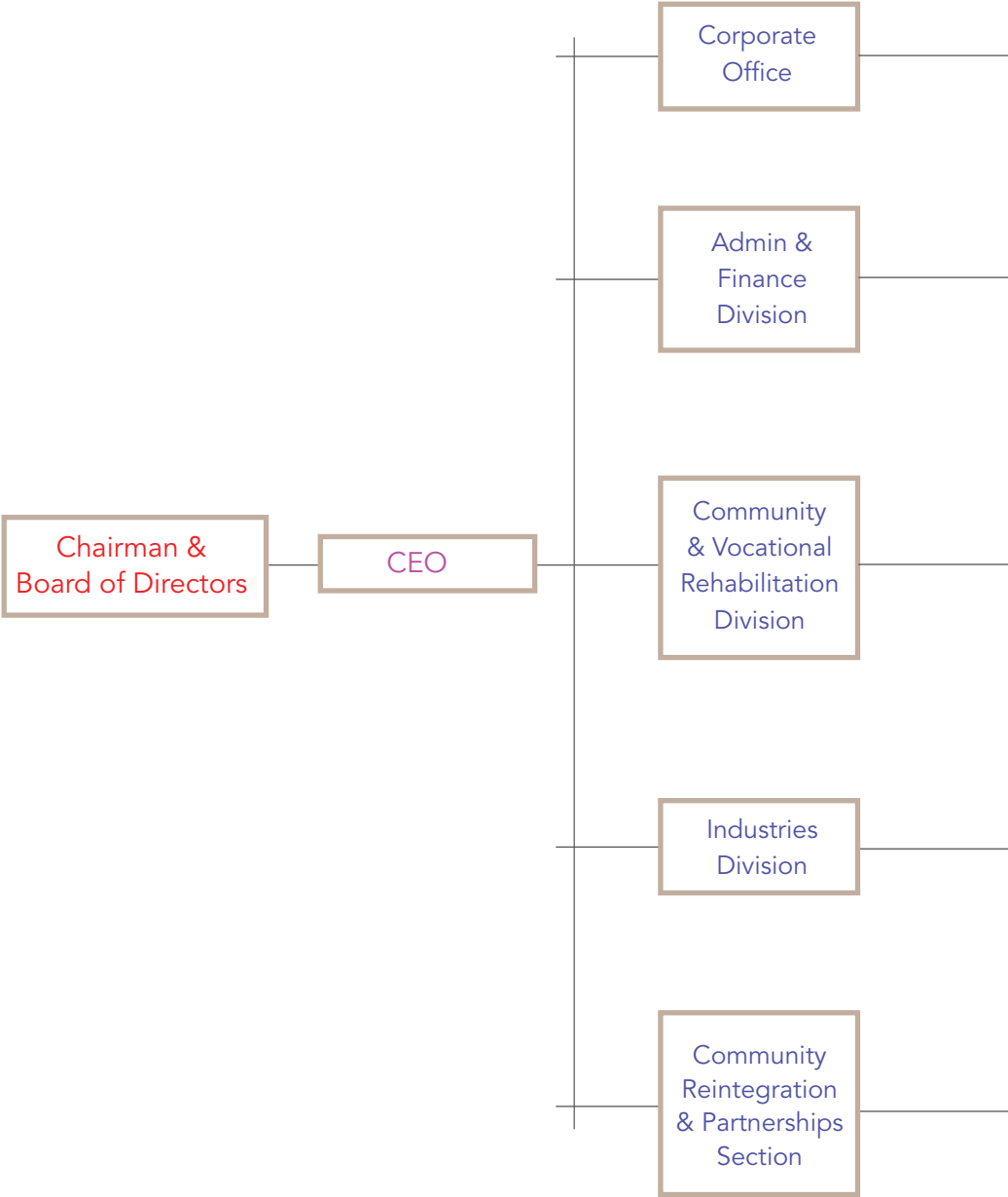
Mr Tan Khieng Sin  
Managing Director  
Frezfruta Jam Manufacturing Pte Ltd

Mr Desmond Chin  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

**Secretary:**

Mr Patrick Lau  
Divisional Manager (Industries)  
Singapore Corporation of Rehabilitative Enterprises

# ORGANISATIONAL CHART





# MANAGEMENT TEAM



**Mr Desmond  
Chin Kim Tham**  
Chief Executive Officer



**Mr Stephen Goh**  
Secretary



**Mr Achuthappa K**  
Divisional Manager  
(Community &  
Vocational Rehabilitation)



**Mr Tan Theng Liang**  
Senior Manager  
(Linen Leasing)



**Mr Cher Choon Hing**  
Manager  
(Linen Services)



**Ms Helen Lee**  
Finance Manager



**Ms Esther Chong**  
Manager  
(Employment Assistance)



**Mr Jimmy Lee**  
Manager  
(Vocational Rehabilitation)  
(Term of service was from 18  
October 2004 to 27 August 2006)



**Mr Ravi s/o Subramanian**  
Senior Manager  
(Vocational Rehabilitation)  
(Term of service starts  
14 August 2006)



**Mr Patrick Lau**  
Divisional Manager  
(Industries)



**Mrs Shirley Loh**  
Senior Manager  
(Industries)



**Mr Vincent Chan**  
Senior Manager  
(Community Reintegration  
& Partnerships)



**Mr Eruandee Prayitna**  
Manager  
(Technology)



**Mr Royson Poh**  
Manager  
(Subcontract & Leasing)



**Ms Jennifer Lim**  
Manager  
(Food Services)  
(Term of service was from  
29 June to 6 March 2007)



**Mrs Ling-Saw Wei Ying**  
Manager  
(Human Resource)  
(Term of services was from  
1 June 2000 to  
11 September 2006)



**Mr Kenny Lee**  
Assistant Manager  
(Linen Services)



**Mrs Joanne Ong**  
Assistant Manager  
(Human Resource/Admin)  
(Term of service starts 14 August 2006)



**Ms Puah Ping Hui**  
Assistant Manager  
(Subcontract & Leasing)

"If you are willing to put your trust in them, they will honour it."

- Mr Joshua Hua  
Managing Director, Syntech Engineers &  
Rehabilitation Ambassador (Employer)

"My boss accepts me and doesn't condemn me for my past. I am grateful for that... what is most important is their (ex-offenders) willingness to get on with life."

- An ex-offender & employee of Syntech Engineers

"I was very pleased with the quality of work given by the inmates. All whom I met were very ready to learn and thrilled at the opportunity to do work at a professional level .... I was impressed with their enthusiasm and creativity which also extended to many props and costumes. I look forward to more creative work with them."

- Ms Peggy Ferroa  
Writer/Director  
Yellow Ribbon Concert,  
September 2006

### Because You Believe

I don't want to wander aimlessly  
I want to search for a new direction and  
start anew  
Putting behind a once hopeless life  
I will brave the future with confidence  
Because you believe...

You believe that I will change  
You've given me hope to start anew  
Thank you for helping me find my way  
I'll treasure it and not disappoint you  
Because you believe

- Translated from lyrics of the winning entry  
for the Yellow Ribbon Song Writing  
Competition 2006 (Chinese Category)  
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# Givers of Hope Partners

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# STRENGTHENING COMMUNITY PARTNERSHIPS

Community partnership is one of the strategic focal areas under SCORE's rehabilitation strategy. We recognize that most offenders under our care will one day return back to their families and the society. Hence, we actively seek to involve government agencies, schools, voluntary welfare organizations (VWOs) and private companies in events and programmes that help ex-offenders and their families cope with incarceration and facilitate reintegration.

Our community partners, through their encouragement and support, give offenders and their families the hope for a brighter future.

## COMMUNITY ACTION FOR THE REHABILITATION OF EX-OFFENDERS (CARE NETWORK)

Formed in May 2000, the CARE Network brings together the following government and community agencies in the provision of coordinated through-care for ex-offenders:

- Ministry of Home Affairs (MHA)
- Singapore Prison Service (Prisons)
- National Council of Social Service (NCSS)
- Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Industrial and Services Co-operative Society Limited (ISCOS)
- Singapore After-Care Association (SACA)
- Singapore Anti-Narcotics Association (SANA)

In March 2006, the Ministry of Community Development, Youth and Sports (MCYS) joined the CARE Network as an official member. This new addition will enable CARE Network to identify opportunities and leverage on each others' capabilities in areas such as:

- Engagement of ex-offenders' families;
- Preventive work with young offenders and youths-at-risk; and
- Sharing of expertise and best practices.



## CARE Network Retreat

The inaugural CARE Network retreat was held on 7 and 8 February 2006 and involved participants from various agencies like MCYS, Community Development Councils (CDCs), Family Service Centres (FSCs), VWOs, Halfway Houses (HWHs) and employers. The participants came together to review the Network's priorities and to discuss about their future directions and strategies for the next 3 years.

As a result of this review, an additional objective was added to the current objectives of CARE Network:

- To mobilize and facilitate the community to take action toward rendering appropriate support services to help ex-offenders and their families reintegrate into the society.

The other existing objectives are:

1. To improve the quality of rehabilitative services through knowledge-sharing.
2. To build awareness and understanding of the rehabilitative process amongst the general public.
3. To increase efficiency by reducing duplication of work and services between member agencies.
4. To create a seamless transfer for offenders from incarceration to aftercare.

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Following the retreat, sub-committees were also formed to look into three focal areas:

- Strengthening families of ex-offenders;
- Enhancing aftercare professionalism; and
- Strengthening the community involvement of ex-offenders.

## YELLOW RIBBON PROJECT 2006: WIDENING THE REACH, DEEPENING THE MESSAGE

Encouraged by the positive community support garnered since 2004, an unprecedented number of ex-offenders responded to the call to step forward to be the messengers of second chances. They shared their hopes and dreams at various activities and events, describing their struggles, desire to change and celebrating each others' achievements. One of the main highlights of the campaign was the production of the nationally televised docu-drama, entitled "Turning Points", which featured four real-life success stories of ex-offenders who made good.

## ON THE YRP 2006 TRAIL

22 March & 1 November

In March and November 2006, with the support of North West and North East Community Development Councils (CDCs), 2 job fairs were held to help pre-release inmates secure employment upon their release. A total of 35 employers offered employment opportunities to more than 600 inmates. The CDCs provided training on basic interview techniques and resume writing and the NTUC ran behavioural modification workshops for participants.

“We may not change the world right here and now, but we can, and do, change people’s lives ... It is about giving hope to people. It is about making a difference to their lives in a very basic way.”

- Mr Zee Yoong Kang

Director, NTUC Job Recreation Department &  
Chief Executive Officer, NTUC Learning Hub

*Quote extracted from ‘The Straits Times - Commentary’, 10/11/06*

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### Month of June

Inmates were able to showcase their talents and express themselves through a wider variety of mediums in the inaugural Creative Festival. The festival included the 3rd Song Writing and the first-ever Poetry Competition. The Poetry Competition received overwhelming response both from the inmates as well as the community. Four hundred poems were received reflecting on the themes of reconciliation, acceptance and forgiveness. Their simple heartfelt prose touched many people in the community.



Mr Lee Wei Song, Guest-of-Honour, Song Writing Competition 2006.

*"Making use of their language abilities, to me it's a gift. They are already winners if they manage to make use of this gift."*

- Dr Catherine Lim, well-known local author

Guest-of-Honour, Poetry Competition,

1 June 2006



### Month of September

The signature Wear-A-Yellow-Ribbon activity continued to receive wide-spread support through the simple message of acceptance and second chances spread by every wearer. Over the course of the campaign, more than 320,000 yellow ribbon packs were distributed with the support of 88 organizations. They included our corporate partners like Baleno, Evergreen Stationery, Hard Rock Café, Roti Mum, SMRT and Channel News Asia.



### 1st Three Weekends of September

Manned by about 190 volunteers over 3 weekends, the Yellow Ribbon Roadshows were held to spread the second chances message to 9 heartland locations all over Singapore. Ninety-thousand message cards with words of encouragement to ex-offenders were also collected from the roadshows and various organizations.



### 10 September

Celebrating Second Chances, organized in partnership with NCADA, is an expansion of the Drug-Free: Mission Possible event. It commended the achievements of 323 ex-offenders who had stayed crime and drug-free for a certain number of years. Certificates of Merit and Outstanding Achievement were presented to 29 ex-offenders for their significant contributions to society. Thirty-two organizations were also recognized for their commitment to offering second chances. SCORE's prestigious Bridge of Hope Award was presented to NParks in recognition of their support in the 'Project Green Beacon', a Place and Train programme targeting the landscaping industry.



Asso. Prof. Ho Peng Kee, Senior Minister of State for Law and Home Affairs, Guest-of-Honour for Celebrating Second Chances, addressing the recipients.

## 22 September

A 6,000-strong audience and 50,000 TV viewers watched the Yellow Ribbon Concert which explored the true meaning of hope, forgiveness and second chances. The 30 inmates who sang, danced and acted alongside well-known local celebrities like Koh Chieng Mun and Mark Lee, impressed the crowd with their multi-talented performance.



His Excellency, Mr S R Nathan, President of Singapore, together with members of the CARE Network, gracing the Yellow Ribbon Concert.

## 23 – 24 September

Held in the heart of Orchard Road, the Yellow Ribbon Fair spread the message of second chances through the inmates' art exhibition, performances and booths set up by various rehabilitation and aftercare agencies. One key highlight was the sale of 7,000 croissants made by 29 inmate volunteers from SCORE's Bakery as part of their contributions back to society. The raw materials were sponsored by our partners. A total of about \$11,000 was raised for the ST School Pocket Money Fund. DPM & Minister for Home Affairs, Mr Wong Kan Seng, also launched the Home Team 10th Anniversary Medallion at the Fair, with all sales proceeds going to the Yellow Ribbon Fund (YRF).



Guest-of-Honour DPM and Minister for Home Affairs, Mr Wong Kan Seng, proudly showing the Yellow Ribbon croissant made by the inmates from SCORE Bakery, at the Yellow Ribbon Fair.

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## 27 September

As part of the continual efforts to promote the discussion of the needs and gaps in rehabilitation and reintegration efforts, a 2nd Yellow Ribbon Conference was held in 2006. It was attended by 530 participants and stakeholders which generated a lot of ideas on issues ranging from criminal justice, international rehabilitation trends, strengthening families, engaging employers and ex-offenders' social responsibilities.



The Honourable, Chief Justice of Singapore, Mr Chan Sek Keong announced the need for the courts to review sentencing guidelines at the Yellow Ribbon Conference.

*"... The punishment imposed  
should achieve a societal purpose  
and cannot be an end in itself."*

*- His Honorable, Chief Justice*

*Mr Chan Sek Keong &*

*Guest-of-Honour, Yellow Ribbon Conference*



The Yellow Ribbon Fair at Prison Link Centre - Changi (PLCC) showcased inmates' talents and provided educational information on the rehabilitation process.

30 September

In contrast to the Fair held at Orchard Road, the Fair at Prison Link Centre – Changi (PLCC) saw 46 inmates anchoring most of the performances, display of talents and vocational skills. The prison tours also offered visitors an opportunity to better understand the rehabilitation that offenders undergo during incarceration. The “Forest of Hope” Community Art Mural made up of the 90,000 message cards from the community, and wishes and hopes of inmates was unveiled.



*“Yellow Ribbon is attracting good following among Singaporeans. I hope it will continue to grow.”*

- Mr Tharman Shanmugartnam, Minister for Education  
& Second Minister for Finance  
Guest-of-Honour, Yellow Ribbon Fair @ PLCC

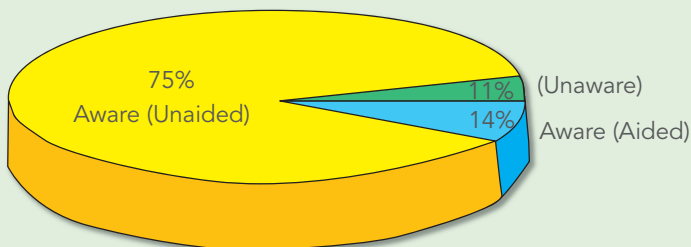
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#### Other YRP 2006 Trivia:

- SCORE's Employer Job Bank had 202 new registrants during the months of September and October;
- In the month of September, 110 new volunteers signed up with Prisons, SACA and SANA in September; and
- A recent Public Perception Survey showed that at least 75% of the 1,012 respondents were aware of the YRP.

Awareness of Yellow Ribbon Project



## YELLOW RIBBON FUND

The Yellow Ribbon Fund (YRF) was established in June 2004. The Fund contributes to the development and implementation of reintegration programmes for ex-offenders, and support programmes for families of ex-offenders.

### Fundraising Report Card

The YRF garnered proceeds from well-wishers totaling \$1,082,585 in 2006.

Highlights include:

- Inaugural partnership with the National Cadet Corps which raised \$159,705 for family programmes;
- Signature Wear-A-Yellow-Ribbon activity raised \$361,816;
- SCORE's board members, staff and commercial partners raised \$30,000 in celebration of SCORE's 30th Anniversary; and
- Launch of "Gifts & Wishes", a range of merchandize handcrafted by prison inmates, to showcase their talents whilst raising funds.



Young ones can play a part too!



Over 200 volunteers from PricewaterhouseCoopers actively supported the Wear-A-Yellow-Ribbon Activity.



Students from the National Cadets Corps participating in the Wear-A-Yellow-Ribbon activity.

Dr Arthur Beng, Chairman,  
NCC presents a cheque of  
\$158,000 to YRF, witnessed  
by Minister for Defence  
Mr Teo Chee Hean.



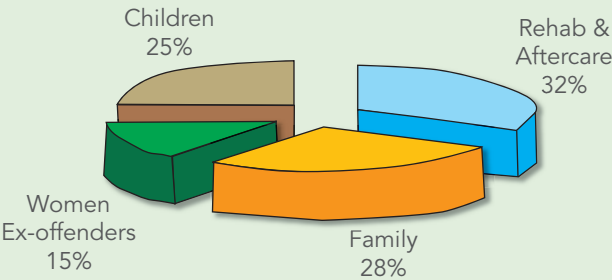
“Your donations have opened up another door  
in my life. I’ll cherish this second chance  
you’ve bestowed upon me. Thank you  
for believing in me.”

- Ms Joyce (not her real name)  
YRF Beneficiary

Fund Disbursement

In 2006, the YRF Committee disbursed close to \$404,000 to 17 programmes and services by 10 aftercare agencies. For more information on YRF’s audited financial statements, please visit its website at [www.yellowribbon.org.sg](http://www.yellowribbon.org.sg).

Fund Allocation - 2006



List of Beneficiaries of the Yellow Ribbon Fund - 2006

Organisation / Agency	Programme / Service	Allocation
The Ashram	Specialised Individual and Family Counselling	\$8,400
Christian Care Services	Residential Programme for substance abusers who are not covered under the CBR Scheme of Prisons (walk-ins or non-mandated clients)	\$38,880
Pertapis HWH	My Family Biz	\$10,125
	Visit & Learn Program	\$11,340
	Marriage Enrichment Program	\$11,633
	Residential HWH Program for Non-Mandated Clients	\$38,880
Taman Bacaan Female HWH	IT Training Workshop	\$2,400
	Programme for Non-mandated/ Walk-in Clients	\$19,440
The Turning Point	Aftercare Support for Ex-Residents of The Turning Point	\$6,000
	IT Training Workshop	\$2,400
Prisons Fellowship Singapore	Back to Genesis: Evidence-Led Faith-Based Rehabilitation	\$30,416
Singapore After-Care Association	Client Re-Integration And Family Services (CRAFS)	\$77,600
Singapore Anti-Narcotics Association	Parent and Children Enrichment Programme (PACE)	\$14,487.50
	Women Against Drug Abuse (WADA)	\$28,800
The Salvation Army	Kids in PAUS (Central)	\$24,477.50
	Kids in PAUS (Changi)	\$64,779.50
WE Foundation (CAMP)	Drop-In Centre	\$13,900
TOTAL		\$403,958.50

## PARTNERSHIPS WITH EMPLOYERS



Employers networking over tea-break.



The Amazing race - NP style!

A total of 143 employers participated in the Employers' Network and two institutional group visits were conducted in 2006. These events gave employers an insight into offenders' rehabilitation needs and share best practices in the management of ex-offenders. The Employment Assistance Unit (EAU) was also successful in recruiting 592 new companies into its job bank. This brings the total number of companies to 2,072 or a 28.9% increase over 2005's figures.

## PARTNERSHIPS WITH SCHOOLS

Jointly organized with Ngee Ann Polytechnic (NP), the Sports Carnival 2006 was held on 10 December 2006. Various games were played, ranging from futsal, netball, basketball, to the Amazing Race which engaged Halfway House (HWH) residents and their families in an exciting, fun-filled event. The Helping Hand HWH team were the double champions of the Ho Peng Kee Cup (Futsal) and 3-on-3 basketball tournaments. Many NP students commented that it was a meaningful way to promote sports and a healthy lifestyle to ex-offenders, and expressed their support for next year's games.



This is the inaugural year that netball has been played during the Sports Carnival.



Chairman, SCORE with our enthusiastic student volunteers from Ngee Ann Polytechnic.

# INMATES PARTNERING THE COMMUNITY – THE PERSONAL COMPUTER (PC) REFURBISHMENT PROJECT

The pioneering PC Refurbishment Project enabled 130 needy families to own a PC. At the same time, it helped inmates from Institution A3 of Cluster A to develop their sense of social responsibility by volunteering their skills for a charitable cause. Spearheaded by Prisons and SCORE, it could not have been achieved without the generous support of our donors from the Ministry of Manpower, Singapore Polytechnic, SingTel, Jebesen & Jebesen, Superseed, Microsoft, US Navy and Federal Express.



Transporting the old, broken & used PCs.



Inmates troubleshoot and test the PC's motherboard, memory RAM, hard disk drive, ROM, monitors, keyboards and mouse before replacing and installing the necessary operating systems (donated by Microsoft) or hardware.

Inmates conduct a final round of tests and quality control checks before delivery.

## WORDS OF THANKS:



"I am so happy ... Now I can learn so many things which I never could have before cause my parents couldn't afford a computer. With the things I learn from this computer, I can teach those who don't have one or even get them to come and learn with me so that nobody would be left behind in this technology."

- Sec 2 Student from  
Yishun Secondary School

"We want to thank all Prisons and SCORE officers who have encouraged and supported us. This experience has taught us that through united effort from everyone, we can still contribute to the public."

- Institution A3 Inmate  
Volunteer

## ENGAGEMENT WITH FOREIGN AND LOCAL DIGNITARIES

In 2006, SCORE hosted or received a total of 13 groups of foreign and local visitors. The objectives of these visits were mainly focused on understanding our journey in rehabilitation work, to exchange ideas and share best practices.



(Left & Below)  
Familiarisation visit by new  
Board members of SCORE  
and ISCOS.





Visit by Director, Finance Division, Ministry of Home Affairs.

No.	Date	Organisation/ Visitors	Country
1	8 February 2006	Hong Kong Correctional Service Department	Hong Kong
2	3 March 2006	Judge David Carruthers, Chairman of Parole Board	New Zealand
3	26 April 2006	Mr Andy Lim, Chairman, ISCOS and Ms Freda Tham, Executive Director, ISCOS	Singapore
4	30 May 2006	Malaysian Prison Officers on a 5-day attachment programme with Singapore Prison Service	Malaysia
5	15 August 2006	Mr Haim Messing, Director General, Israel Anti-Drug Authority (IADA)	Israel
6	1 September 2006	Participants of ASEAN-China Cooperative Operations in Response to Dangerous Drugs (ACCORD) Task Force Meeting on 'Demand Reduction' and 'Civil Awareness'	ASEAN Countries
7	4 October 2006	Group Parliamentary Committee (GPC) and Resource Panel	Singapore

No.	Date	Organisation/ Visitors	Country
8	13 October 2006	Mr Chan Kwok Mun, Director, (Finance Division) Ministry of Home Affairs & Staff from Finance Division	Singapore
9	7 November 2006	Brunei Prison Officers on a 5-day attachment programme with Singapore Prison Service	Brunei
10	23 November 2006	Familiarisation Visit by new Board Members of SCORE and ISCOS	Singapore
11	28 November 2006	Shenzhen Legal Aid Department, Shenzhen Justice Bureau	Shenzhen, China
12	1 December 2006	Tuan Haji Sabran Bin Napiah, Director General, National Anti Drug Agency (NADA)	Malaysia
13	29 December 2006	Officials from Job & New Skill Support Team, Suwon Branch, Korea Rehabilitation Agency	Korea

" No matter how dark our past is, with a second chance, our future is brighter than before. "

- Admiralty West Prison Inmate

" It's very tough to secure a job when we are labelled an ex-convict. I'm grateful to every employer who comes into prison to offer us a job, because they are helping not only us, but also our families. "

- Ex-offender

Sales coordinator at a fashion apparel store

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## Time Spent

It's not the night I have to bear, it's not the days I have to serve.  
By time I wait, while I am lost.  
It's the weight of sin I have to bear, the ones I love, but fail to serve.  
By time I know, I'm in a loss.  
These are the seals upon my heart, that's trapped within a hardened shell.  
Hiding a shame I'll never tell.  
But enter this shell, a grain of sand.  
Layered coating of lesson learned, reflections of itself back then.  
A new found grace, polished with faith, patience reveals a glow within.  
A beautiful pearl as black as sin.  
In fear of thunder, there's promise of rain  
For every loss, a hidden gain. Faith and patience: remedies for pain.  
So to my Lord, I do repent. To my love, I'll make amends  
For all my sins, my faults. Amen.  
To gain what's lost, when time was spent.

- Winning entry for the Yellow Ribbon Poetry Competition 2006  
(English Category)

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A photograph of a workshop or factory setting. In the foreground, there are stacks of long, thin wooden beams or rods. A large, light-colored, textured object, possibly a piece of machinery or a mold, is visible on the left. In the background, there are more wooden beams and some machinery. The overall scene is industrial and focused on wood processing.

Bridges of Hope

# Programmes

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# REHABILITATION PROGRAMMES

## WORK PROGRAMME

SCORE's Industries Division administers the work programme for inmates in Prisons and Drug Rehabilitation Centres (DRCs) in realistic work settings. The main role of the programme is not only to provide employment to inmates but also to impart training in vocational and employability skills and positive work ethics. The SBUs are namely, Linen Services, Food Services, Subcontracting Services, Industrial Space Leasing and Digital Media Services.

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SCORE operates 11 subcontracting workshops servicing both SMEs and MNCs.



SCORE linen services processes 40 tons of linen daily.

## Linen Services

In 2006, SCORE successfully secured the extension of the current 5-year laundry-washing contract with the National Healthcare Group (NHG) and SingHealth hospitals for another year.



Inmate supervisors are trained to support in overseeing production and quality.

In mid-2006, SCORE and NHG hospitals jointly piloted a project to test the effectiveness and reliability of the linen leasing model for 6 months. A Protém Committee, comprising key members from both SCORE and NHG, was set up to coordinate and manage all aspects of the project, from the work

processes to the product range. The pilot project was successful in delivering a consistent supply of linen to NHG hospitals. SCORE will be looking to expand the product range and market linen leasing to other hospitals in the near future.



Manufacturing process of bread loaves.



## Food Services

SCORE's Bakery achieved the Hazard Analysis Critical Control Point (HACCP) certification in 2005. This had generated increased customer confidence and interest in our new range of bread and pastry products in 2006. One such innovative product was the Yellow Ribbon-shaped croissant that was launched at the Yellow Ribbon Fair.



The Central Kitchen at Cluster A also obtained a Food Shop (Catering) License from the National Environment Agency in late 2006. This will enable the Central Kitchen to extend its services to staff and members of the public.

SCORE believes that by integrating market-relevant training with practical work in prison workshops, offenders will be better prepared for employment after release. Hence, the training provided for inmates prior to working at Central Kitchen was expanded in 2006. It now includes the basic food preparation course, food hygiene course and industrial skills training courses such as vegetarian cooking.



Food being prepared at Central Kitchen at Cluster A.

### Subcontracting Services

In 2006, with the support of our partners, we operated 11 subcontracting workshops that provided work and training for more than 900 inmates. We also added 14 new customers to our list of clients. They were mainly from the printing industry and the services provided include the folding, collating and letter shopping of printed materials.



We also specialize in:

- Manufacturing and Assembly;
- Quality Control;
- Bulk breaking and Packaging; and
- Data-entry and other administrative processes.

### Industrial Space Leasing

In 2006, a total of 27 workshops were leased to private firms, which provided gainful employment for more than 1,600 inmates. More job opportunities would be made available for inmates, with the completion of the 24 new workshops at Cluster B (Changi Prison Complex) in 2009.

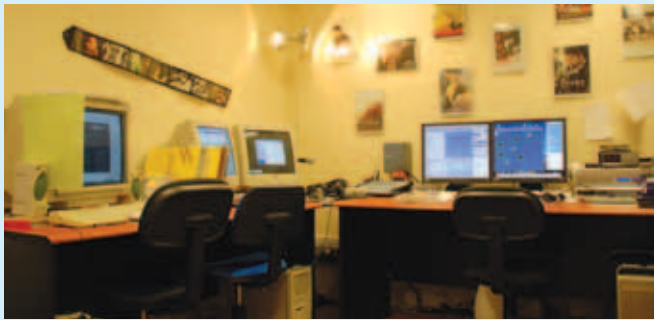
*"What we are doing is also part of the social service, just like the social enterprises out there. If we can work hand-in-hand with SCORE and Prisons, we can be successful doing our business inside... We basically operate a subcontracting business, we teach inmates how to operate high-skilled machinery and some of the companies that we work with are willing to hire them after release. In this way, all of us will benefit, including the inmates."*

- Mr Andrew Peh  
Jireh Industries

Industrial Space Leasing Customer

## Digital Media Services

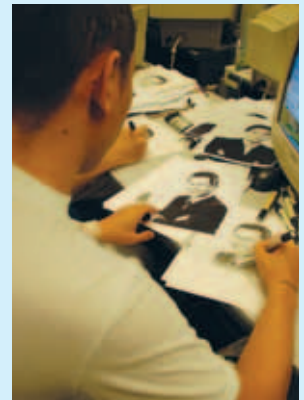
SCORE's Digital Media (SDM) unit was set up in February 2005 within Cluster A of the Changi Prison Complex. Today, its clientele has expanded beyond internal customers to include many private companies. Most of the 35 inmates employed by SDM do not have any prior IT background. They acquire their skills on the job and from fellow inmates and volunteers. However, with the right attitude and a willingness to learn, many of them were able to acquire valuable market-relevant experience.



Video production and post-production facilities.

SDM excels in:

- Graphic designs for brochures, annual reports, magazines and flyers;
- Building and maintenance of websites, databases and programming systems;
- Video production and post-production services including marketing and corporate videos and video montages; and
- 3D animation designs for logos, flash clips, short feature films, presentations and creation of game characters.



Portraits of our Board members and management drawn by inmates from SDM.

## VOCATIONAL TRAINING PROGRAMME

SCORE's Vocational Rehabilitation Unit (VRU) equips inmates with the relevant training so as to enhance their employability and help them reintegrate into the work environment. The training provided can be categorized into two broad areas; namely, vocational and employability skills training.

In 2006, a total of 26 courses were conducted for 4,267 inmates. This represents an increase of 4% compared to 2005.



SCORE's trainer conducting the ISC in Food Preparation Course.

The types of courses provided include:

### 1. Vocational Skills Training

- a. NITEC in Electronics
- b. NITEC(i) in Offset Printing
- c. ISC in Electrical Wiring
- d. ISC in Residential Air-conditioning & Maintenance
- e. ISC in Food Preparation
- f. NSRS in Industrial & Commercial Cleaning
- g. NSRS in Landscaping
- h. Basic Food Hygiene
- i. Principles in Baking
- j. Hairtsyling & Barbering
- k. COJTC at Laundry (Flat Iron)

### 2. Employability Skills Training

- a. IT & Basic Web Design
- b. Job Readiness
- c. Quality Circle
- d. Supervisory Skills
- e. Theory of Constraint (TOC)

*"...For people who are uneducated, without skills, SCORE will eventually lead these people into training, giving them a second lease to life."*

*- Cluster A Prison Inmate*

The key highlights for 2006 under Vocational Training include:

### Expansion of Place and Train Scheme

In 2005, SCORE collaborated with NParks, WDA (Workforce Development Agency) and NTUC to pilot a National Skills Recognition System (NSRS) in Landscape Technician Training named, 'Project Green Beacon'. From the original batch of 48 inmates, this Scheme has since expanded to benefit 105 inmates in 2006.

In 2006, SCORE also partnered with the Building and Construction Authority (BCA) to expand the Place and Train Scheme to the Construction industry. Through this collaboration, 14 inmates benefited from the training for the Tradesman Certificate in Fire Sprinklers Installation and the Certificate of Successful Completion (CSC) in Tower Crane Operations.

Recognizing that there are benefits in helping inmates secure jobs upstream, SCORE will continue to explore the possibility of expanding the Place and Train scheme to other growth industries. Industries that have been identified together with potential partners include retail, hairstyling and arc welding.

### Expansion of NSRS in Industrial and Commercial Cleaning

VRU introduced two new modules on Quality Service and Clean Sanitary Fixtures, Fittings and Toilet Floors to the NSRS in Industrial and Commercial Cleaning in 2006. The current four modules include Clean Carpet, Clean Hard Floor, Clean Furnitures & Furnishings and Clean Vertical Surfaces, Ceiling and Glass. With this enhancement to the course, it has helped to equip the 47 trainees with a comprehensive set of competencies, which will enhance their employability in the cleaning industry.

### Basic Web Design Course Conducted by Inmate Trainers

Inmates who were proficient in both IT and Web Design skills were selected to develop course modules and to impart these skills to their fellow inmates. In order to improve their delivery of the course, the inmates underwent additional training in facilitation skills. These Inmate Trainers successfully trained 28 inmates in Basic Web Design.



Inmate undergoing NSRS in Industrial and Commercial Cleaning Course.



# NEWSFLASH:

## Inaugural 'Green Thumbs' Landscape Skills Contest organized by the National Parks Board (NParks) on 11 November 2006

'Green Thumbs' is an inaugural contest for landscape workers in Singapore to showcase their landscape skills and abilities. Individuals & teams are judged on criteria such as quality management of worksite, pruning, planting and turfing skills, quality and timeliness of end result and teamwork.



Guest-of-Honour, Prime Minister  
Lee Hsien Loong chatting  
with Mr Lai.



### Plantings of plants:

#### Individual Category

Mr Lai, currently employed at a landscaping company, clinched the 2nd prize in the planting of plants, individual category. He planted 80 potted plants in a plot of land in 45 minutes. Together with the first batch of 81 other graduates, Mr Lai, a participant of Project Green Beacon, received his Workforce Skills Qualifications (WSQ) Certificate in Landscape Operations from Prime Minister Lee Hsien Loong at the same event.

#### Team Category

The team from Crystalene Landscape Design Planners, comprising 5 ex-offenders won the 3rd prize in the Team Category.

## VOCATIONAL GUIDANCE SERVICES (VGS)

The Vocational Guidance Services (VGS) was introduced in 2005 to proactively help inmates secure jobs during the pre-release phase. This will enable them to leave the prison and report for a stable job immediately. VGS offers services such as job needs assessment, job portal training, job readiness training and industry talks. Inmates are taught to apply for jobs through an online job portal, where employers would post job vacancies. In 2006, SCORE set-up Career Resource Centres (CRCs) in Institution A5 at Cluster A, Admiralty West Prison (AWP) and Changi Women Prison/DRC (CWP/D) to facilitate the provision of VGS.

A total of 511 pre-release inmates utilized VGS in 2006. Out of those who posted job applications, 111 inmates secured an interview with an employer before their release.



Inmates browsing the library and utilising the PCs to access career-related information at the Cluster A Career Resource Centre.

"I have been in and out of prison five times since I was 18 years old. Every time I was released, I found myself going back to prison soon because I had no skills and could not get a job. I have been able to find employment since I was released in 2000 and this is the longest time (6 years) I have not been back to the prison."

- Mr Sim (not his real name)

Beneficiary of Food Preparation Course & EAU



## EMPLOYMENT ASSISTANCE UNIT (EAU)

SCORE's Employment Assistance Unit (EAU) helps secure employment for inmates and ex-offenders to aid in their reintegration. In 2006, EAU assisted a total of 2,657 inmates and ex-offenders.

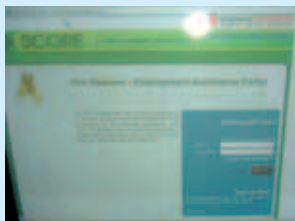
### Clients Assisted in 2006

Offenders placed under the various Community-Based Rehabilitation Schemes (E.g. Home Detention Scheme, Work Release Scheme and Half-Way Houses)	1608
Ex-offenders placed	1049*
<b>Total</b>	<b>2657</b>

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\*Ex-offenders placed include 608 direct releasees who participated in Job Fairs, and 441 walk-in clients.



## Online Job Portal

The online job portal, set up for ex-offenders in 2005, was extended to pre-release inmates in April 2006. Through the portal, employers were able to register their companies and post job vacancies online. Job seekers on the other hand, were also able to post their resumes online and apply for suitable positions on their own. As at 31 December 2006, 924 employers have registered and 710 job vacancies have been posted online. 856 ex-offenders have used the portal which 629 have posted their resumes online.

## Sharing Sessions by Ex-offenders and Employers

In 2006, 12 sharing sessions were organised for about 600 inmates to help them prepare to re-enter the workforce. Ex-offenders were invited to share on the challenges and experiences faced during reintegration, while employers shared on their expectations of employees.

Moving forward, SCORE will continue to seek new ways to enhance offenders' employability in partnership with government and community agencies. One such proposal is to organize a series of industry-specific job preparation exercises, which is an enhanced version of the generic job fairs. Under the new focused approach, offenders will be assessed and matched to a suitable industry, even before being interviewed by a potential employer. Participants will also be provided with generic employability skills training specific to the industry. Through such job preparation exercises, offenders will be able to increase their chances of securing a job even before their release.

## 60 AFTERCARE PROGRAMMES

### Halfway House (HWH) Programme

SCORE's Residential Services Unit (RSU) facilitates the establishment and coordination of Halfway Houses (HWHs) participating in the Prisons HWH Scheme. Under this Scheme, amenable offenders from the Drug Rehabilitation Centres (DRCs) and Prisons, who lack family support, are allowed to spend the last stage of their detention at 11 participating HWHs. They are:

- Breakthrough Missions
- Christian Care Services
- Green Haven
- Jamiyah Halfway House (Darul Islah)
- Pertapis Halfway House
- Taman Bacaan Female Halfway House
- Teen Challenge
- The Ashram
- The Hiding Place
- The Turning Point
- The Helping Hand



*“Our staff have benefited immensely from the training sponsorships that RSU managed to secure. With their guidance and assistance, we are able to continue to provide quality programmes and services to our clients.”*

*- Mr Fazal Rahman  
Administrator Pertapis HWH*

The HWHs’ services include counselling, vocational therapy, and moral or religious support. SCORE conducts an annual Monitoring and Evaluation (M&E) exercise of all 11 HWHs. It uses six criteria to assess their performance, namely:

- Completion rate;
- Relapse rate;
- Quality of programmes and activities;
- Quality of staff;
- Post-HWH aftercare services; and
- Residents’ satisfaction.

For the assessment year 2006, HWHs made encouraging improvements in five out of the six areas. 98% of HWH residents completed the programme. In addition, the rate of relapse, measured within 2 years upon release, was reduced by 8 percentage-points and stands at 5.21%.

## Developing the Core Competencies of HWH Staff

Key HWH staff were recommended to attend various upgrading courses in 2006. Conferences and courses attended include:

- National Volunteerism and Philanthropic Centre Conference on “Doing Good, Doing Well: A Winning Formula”;
- 2nd Asia Pacific Institute of Addictions Conference on “Many Roads, One Journey: Helping Families and Individuals Recover From Addictions;
- Basic Counselling I and II by Agape Counselling Centre;
- Gambling Addiction – Assessment, Brief Interventions and Community Referrals series by Ministry of Community Development, Youth and Sports (MCYS); and
- Certified Substance Abuse Counsellor (CSAC) course by Association for Professional Substance Abuse Counsellors (APSAC).

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The knowledge gained from these courses helped to improve the service delivery and competency of HWH staff, which resulted in better treatment outcomes for ex-offenders.

## Financial Assistance to Aftercare Agencies

In 2006, the President’s Challenge disbursed \$647,000 to the various HWHs, SANA, SACA and the Yellow Ribbon Fund (YRF). \$79,000 was also disbursed through SCORE’s Financial Assistance Scheme and corporate donations for the various HWHs’ fund-raising activities.

"Sometimes individual talks to you, keeps in touch with you, to find out where you are, whether you've found a job. To have a talk face to face with you.... You can pour out, you can tell your needs, and the person with the experiences would know where to channel you to... Actually aftercare is very personal to us...because they show us that we are still being accepted, you know?"

- CMF Client

### Case Management Framework (CMF)

The Case Management Framework (CMF) is one key through-care initiative pioneered by the CARE Network. Under the programme, Aftercare Case Managers (ACMs) from SACA and SANA chart out an Individualized Service Plan (ISP) together with offenders. They follow-up and assist ex-offenders with reintegration issues ranging from family, financial, employment and accommodation from the pre-release to the aftercare phase. Surveys conducted with CMF clients reveal that they have benefited from the programme and are more prepared to deal with their recovery issues.

In 2006, 90% or 1,010 out of 1,124 cases referred by Prisons, volunteered to sign up for CMF and were assisted by ACMs from SACA and SANA.



"My wish for SCORE is to remain relevant for another 30 years and beyond and for our staff to continue to be committed and enthusiastic to SCORE's mission."

- Mr Stephen Goh  
Secretary

"SCORE's vision and mission is unique and noble. I am proud to have served SCORE for 25 years. Thank you SCORE and may you continue to grow...Building more bridges and Changing Lives."

- Ms Shariffa Bagham Abdul Razak  
Corporate Support Officer  
Community Reintegration & Partnerships

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"Happy 30th Anniversary! Let's continue to believe in inmates, believe in ourselves and believe in one another."

- Mr Royson Poh  
Manager  
Subcontract & Leasing

"Wishes for SCORE... Success, Creative,  
Onward, Rebuilt & Educate."

- Mr Anthony Ang  
Workshop Instructor (KBC)  
Vocational Rehabilitation



# People

## Engineers of Hope

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# STAFF STRENGTH

The staff strength of SCORE as at 31 December 2006 was 118.

## STAFF TRAINING / LEARNING FOCUS

SCORE was re-certified for having met the People Developer Standards (PDS) in January 2006. As SCORE continues to build a learning organization, we hope to provide our staff with a good variety of learning opportunities.

In-house briefings on financial regulations, security and IT awareness were conducted to equip staff with some of the fundamental knowledge required in their work. Learning & Sharing Sessions, Unit Sharing Sessions, Learning Visits, Study Trips and Project Work, were also held regularly for staff development and growth.

*"I have benefited from the in-house briefings. I feel that the sharing and procedures learnt would prove especially useful in my daily work."*

*- Feedback from Participant*

## Study Trips

No.	Date	Name of Officer(s)	Conference/Study Visit	Location
1	July 2006	Cher Choon Hing Tan Theng Liang Tan Yew Lim Chin Foo Khuin Mohd Jani Tay Bong Sia	Study trip to Medilaud Laundry.	Kuala Lumpur, Malaysia
2	July 2006	Jimmy Lee	3rd Guangdong – Hong Kong Prison Forum.	Guangzhou, China
3	October 2006	Desmond Chin	International Corrections and Prisons Association (ICPA) Conference.	Vancouver, Canada
4	November 2006	Lim Hui Koon	'Asian & Pacific Conference of Correctional Administrators' (APCCA).	Auckland, New Zealand

*“The APCCA provided useful update on the current state of rehabilitation, reintegration and community engagement in the Asian and Pacific region, as well as the future plans of APCCA members.”*

*- Ms Lim Hui Koon  
Executive officer  
Community Reintegration & Partnerships*

## INNOVATION AND CREATIVITY

The ‘CAT’ Team  
representing  
SCORE at  
the MHA 31  
Convention.



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### Ministry of Home Affairs (MHA) 31 Convention

The MHA 31 Convention was held at SCDF HQ on 2 November 2006. SCORE's WITs 'CAT' Team led by Mr Ong Hock Kin and facilitated by Mr Tan Theng Liang, impressed the judges and audience with their technical knowledge and interpretation of Service Quality. They clinched the consolation prize with their project, "Bravo 501". The innovative Career Resource Centre project was also presented by VRU at the Convention and showcased to the Permanent Secretary (MHA) during the tour of the Inno-Maze.

Ms Sharon Lee and Mr Yah Khin Boon won the MHA 31 Best Idea Award for their suggestion on "Employer Training Support Evaluation Form". Mrs Joanne Ong won an Outstanding Ideas Contributor Award for achieving the highest number of suggestions that were implemented.

# AWARD RECIPIENTS FOR 2006

## Minister's National Day Award

Mr Ng Boon Lam was the recipient of the Minister for Home Affairs National Day Award 2006. This award recognises officers for their outstanding efficiency and competency in administrative and/or operational areas of work.



DPM and Minister for Home Affairs, Mr Wong Kan Seng (left) presents the award to Mr Ng Boon Lam (right).



Mr Amir Bin Abu Bakar (left) receives the SLF Educational Tours Award for Model Workers from Mr John De Payra (right) President, National Trades Union Congress.

## Singapore Labour Foundation (SLF) Educational Tours Award for Model Workers 2006

The Singapore Labour Foundation (SLF) Educational Tours Award for Model Workers is presented to workers in recognition of their outstanding work performance, exemplary conduct, good work attitude and contributions to the labour movement and the community. In 2006, the recipient was Mr Amir Bin Abu Bakar. He joined the other award recipients on an educational tour to China in September.

## Star Service Award



The Star Service Award was implemented to recognize and reward officers who have consistently demonstrated high standards of service excellence in the public service. By identifying role models who display exemplary performance in service delivery, the Star Service Award hopes to encourage quality customer service, thereby raising the public service's standards.

The Star Service Award 2006 was awarded to Mr Adam Bin Ahmad for demonstrating high level of service excellence to both external as well as internal customers. He went on to win the MHA Star Service Award at Ministry level.

**What Good Service Means to Mr Adam Bin Ahmad,  
MHA Star Service Award 2006 Recipient:**

*"To take ownership of whatever duties or job given ...and to try to value-add to ensure that all angles are covered."*

**His Secret to Good Service:**

*"To be open-minded and to take every obstacle and see it as an opportunity to leave a good impression. For example, when facing a customer complaint, I will try to appease the customer and take immediate action. There should be no finger pointing regardless of the cause. The important thing is to solve the problem at hand first."*

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## Chairman SCORE Award



The Chairman SCORE's Award was created to recognise and reward staff that have consistently displayed excellent work performance in their area of work.

In 2006, Mr Ong Hock Kin (far left) was the recipient of this prestigious award.



Mr Arputhasamy Nathan and Mr Royson Poh receiving the CEO's Individual Award.

## CEO's Individual Award

CEO's Individual Award was introduced to recognise staff who had worked towards the accomplishment of a common departmental and organisational goal. These individuals had achieved a desired results in special operations and events. This year, three recipients received the award.

They were:

No.	Name	Initiative
1	Mr Arputhasamy Nathan	Effectively managed the Exhibitors' Sub-Committee at the AWP Job Fair
2	Mr Saravanan S/O Perumal	Provided Outstanding Service Quality
3	Mr Royson Poh	Initiated the Set-up of a Customer Database and Quotation System

## CEO's Team Award

CEO's Team Award was introduced in 2004 to recognise staff who worked as a team towards the accomplishment of a common organisational goal. Recipients had to display good teamwork and achieved desired results as a team in special operations or events. A total of 11 teams were conferred the CEO's Team Award for the following projects:

No.	Project / Event
1	Operationalising the Green Beacon Project
2	Increasing Operational Efficiency in Linen Services
3	Organising the Job Fairs at Cluster A and Admiralty West Prison
4	Setting-Up of Vocational Guidance Services and Career Resource Centres
5	Operationalising the Bakery Sunlight Project
6	Increasing Sales and Improving Operations in Subcontracting Services
7	Organising the Wear-A-Yellow-Ribbon Activity
8	Achieving Re-certification in People Developer Standards
9	Organising the Dining Behind Bars Luncheons
10	Producing the Yellow Ribbon Croissants for Charity Sale
11	Producing and Marketing the 'Gifts and Wishes' Merchandise

### Long Service Award

The Long Service Award is presented to staff in recognition of their years of dedicated service. The 2006 award recipients were as follows:



Ms Tan Lai Beng (far right) receives the Long Service Award for 25 years of service from Chairman, SCORE, Mr Kong Mun Kwong (right).

No.	Name of Officer	Division	Number of years
1	Ms Najimunnisa Bte Shahabuddin	Office Services	10
2	Ms Annie Leong	Finance	10
3	Mr Chin Foo Khuin	Linen Services	15
4	Mr Cher Choon Hing	Linen Services	15
5	Ms Tan Lai Beng	Finance	25
6	Mr Tan Jui Paw	Industries	25
7	Ms Lee Geok Buay	Finance	25

## 30TH ANNIVERSARY CELEBRATIONS

In conjunction with our 30th Anniversary and in celebration of our commitment to the message of second chances, SCORE management, partners and staff rallied together to raise \$30,000 for the Yellow Ribbon Fund (YRF). The target was achieved through the contribution of partners, pledge cards and the 'Project All Star Ice Cream Float'.



Mr Kong Mun Kwong, Chairman SCORE, presented the cheque of \$30,000 to Mr Phillip Tan, Chairman YRF Committee (middle) at the Year End Party 2006.

### Project All Star Ice Cream Float

The Prisons - SCORE Family Day 2006 was held at Palawan Beach, Sentosa. One of the highlights of the programme was when Prisons and SCORE's management teams participated in the "Project All Star Ice Cream Float" to give away ice-cream floats at a donation of \$2 to raise funds for beneficiaries of the YRF. As part of SCORE's 30th Anniversary Celebrations, every donation was matched by a donation of equal amount from SCORE.



Dinner & Dance (D & D) 2006

SCORE celebrated its 30th year of “Building Bridges, Changing Lives” during the Dinner & Dance (D&D) held on 4 November 2006 at Gardenasia, amidst the lush natural landscape of Sungei Buloh Nature Reserve.



Chairman, SCORE cutting SCORE’s 30th Birthday cake.

The theme for D&D 2006 was “Around the World”. True to the theme, many of our staff exercised their creativity and came, some with spouses or partners, dressed in very colourful or elaborate international costumes.



The winners of the Best Dressed Couple for the night were Mr Ravi Subramanian (Punjabi suit) and Ms Sharon Lee (Chinese cheongsam).



# Audited Financial Statements

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<b>82</b>	Cash Flow Statement
<b>84</b>	Notes to the Financial Statements

# INDEPENDENT AUDITORS' REPORT TO THE CHAIRMAN OF SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

We have audited the accompanying financial statements of the Singapore Corporation of Rehabilitative Enterprises ("Corporation") set out on pages 3 to 18, which comprise the balance sheet as at 31 December 2006, and the income and expenditure statement, statement of changes in capital and reserve accounts and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

## Management's Responsibility for the Financial Statements

The Corporation's management are responsible for the preparation and fair presentation of these financial statements in accordance with Singapore Financial Reporting Standards and the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## 76 Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENT AUDITORS' REPORT TO THE CHAIRMAN OF  
SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

(continued)

## Opinion

In our opinion,

- (a) the financial statements are properly drawn up in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Corporation as at 31 December 2006 and the results, changes in capital and reserve accounts and cash flows of the Corporation for the year ended on that date;
- (b) proper accounting and other records have been kept;
- (c) the financial statements are prepared on a basis similar to that adopted for the preceding year; and
- (d) the financial statements are in agreement with the accounting and other records.

During the course of our audit, nothing came to our notice that caused us to believe that the receipt, expenditure and investment of moneys and the acquisition and disposal of assets by the Corporation during the year have not been in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298).

Singapore, 27 March 2007



LO HOCK LING & CO.  
CERTIFIED PUBLIC ACCOUNTANTS

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Balance Sheet as at 31 December 2006

	Notes	2006 \$	2005 \$
<u>EQUITY</u>			
Capital account	4	1,661,262	1,661,262
Fair value reserve	5	23,700	( 140,034 )
Accumulated surplus	6	<u>34,874,137</u>	<u>35,496,139</u>
Total equity		<u>36,559,099</u>	<u>37,017,367</u>

### REPRESENTED BY

#### NON-CURRENT ASSETS

Property, plant and equipment	7	11,578,023	13,660,866
Investments	8	13,540,450	12,839,901
Associated company	9	64,000	-
		25,182,473	26,500,767

#### CURRENT ASSETS

Inventories	10	128,658	127,512
Trade receivables	11	5,988,464	6,880,687
Other receivables	12	475,828	315,165
Short term investments		1,495,000	501,217
Fixed deposits with financial institutions	13	6,014,463	5,550,543
Cash and bank balances		288,622	663,102
		14,391,035	14,038,226

#### LESS CURRENT LIABILITIES

Trade payables		1,450,157	1,829,552
Other payables	14	1,564,252	1,692,074
		3,014,409	3,521,626

Net current assets 11,376,626 10,516,600

Total net assets 36,559,099 37,017,367

The accompanying notes form an integral part of these financial statements.

  
KONG MUN KWONG  
CHAIRMAN

  
DESMOND CHIN  
CHIEF EXECUTIVE OFFICER

27 March 2007

27 March 2007

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Income and Expenditure Statement for the year ended 31 December 2006

	<u>Notes</u>	<u>2006</u> \$	<u>2005</u> \$
<u>OPERATING INCOME</u>			
Leased workshops' labour charges	15	2,966,537	2,833,480
Miscellaneous		48,496	20,257
Rental income		1,004,293	747,220
Sale of goods		2,167,653	1,993,356
Sale of services		17,758,704	17,463,561
		23,945,683	23,057,874
<u>LESS: OPERATING EXPENSES</u>			
Advertising		45,123	58,717
Allowance for doubtful debts - trade		156,079	-
Audit fee		27,000	28,500
Bad debts written off:			
- trade		-	179,181
- non-trade		112	-
Board members' allowance		41,375	38,973
Community awareness project		119	131,442
Depreciation on property, plant and equipment	7	2,312,339	2,225,529
Distribution costs		962,892	938,210
Entertainment		16,328	22,678
General office expenses		523,927	544,399
Grant, contributions and donations		199,777	172,114
Inmates earnings		3,342,268	3,191,075
Inmates training costs		183,173	248,145
Liquidated damages		184,314	73,470
Maintenance of office and workshops		305,208	324,996
Manpower costs	16	6,577,184	7,083,385
Material costs		6,591,949	6,935,235
Obsolete stocks written off		-	681
Office rental		105,416	111,150
Other operating expenses		184,194	286,956
Property, plant and equipment written off		8,168	70,458
Staff training		153,453	237,976
Staff welfare		112,225	94,153
Travelling		93,316	83,634
Utilities		3,569,685	3,133,013
		25,695,624	26,214,070
Operating deficit		( 1,749,941 )	( 3,156,196 )

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Income and Expenditure Statement for the year ended 31 December 2006

(continued)

	<u>Notes</u>	<u>2006</u> \$	<u>2005</u> \$
<u>NON-OPERATING INCOME</u>			
Gain on disposal of property, plant and equipment	17	-	89,240
Income from investments		884,958	754,623
Interest income from bank deposits		162,196	64,850
Sponsorship for strategic partner		101,155	20,000
		1,148,309	928,713
<u>LESS: NON-OPERATING EXPENSES</u>			
Amortisation of investment in bonds		-	160,554
Consultation fees (project)		20,370	61,363
Loss on sale of equity shares		-	55,367
		<u>20,370</u>	<u>277,284</u>
Non-operating surplus		<u>1,127,939</u>	<u>651,429</u>
Deficit for the year		( <u>622,002</u> )	( <u>2,504,767</u> )

The accompanying notes form an integral part of these financial statements.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Statement of Changes in Capital and Reserve Accounts for the year 31 December 2006

	<u>Capital account</u> \$	<u>Fair value reserve</u> \$	<u>Accumulated surplus</u> \$	<u>Total</u> \$
Balance as at 31 December 2004	1,661,262	( 1,063,558 )	38,000,906	38,598,610
Available-for-sale investments:				
- Net fair value changes	-	408,212	-	408,212
- Transferred to income and expenditure account on disposal	-	515,312	-	515,312
Deficit for the year	-	-	( 2,504,767 )	( 2,504,767 )
Balance as at 31 December 2005	1,661,262	( 140,034 )	35,496,139	37,017,367
Available-for-sale investments:				
- Net fair value changes	-	( 2,700 )	-	( 2,700 )
- Transferred to income and expenditure account on disposal	-	166,434	-	166,434
Deficit for the year	-	-	( 622,002 )	( 622,002 )
Balance as at 31 December 2006	<u>1,661,262</u>	<u>23,700</u>	<u>34,874,137</u>	<u>36,559,099</u>

The accompanying notes form an integral part of these financial statements.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Cash Flow Statement for the year ended 31 December 2006

	<u>Note</u>	<u>2006</u> \$	<u>2005</u> \$
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>			
Deficit for the year	(	622,002)	( 2,504,767 )
Adjustments for:			
Amortisation of bonds	(	2,702)	160,554
Depreciation on property, plant and equipment		2,312,339	2,225,529
Property, plant and equipment written off		8,168	70,458
Provision for linen loss		123,000	72,000
(Gain)/loss on sale of equity shares	(	258,769)	55,367
Gain on disposal of property, plant and equipment		-	( 89,240 )
Income from investments	(	623,487)	( 754,623 )
Interest income from bank deposits	(	162,196)	( 64,850 )
Reversal of provision for unutilised leave	(	1,066)	( 9,150 )
Operating surplus/(deficit) before working capital changes		773,285	( 838,722 )
Increase in inventories	(	1,146)	( 25,468 )
Decrease/(increase) in trade receivables		892,223	( 1,228,706 )
(Increase)/decrease in other receivables	(	178,959)	6,423
(Decrease)/increase in trade payables	(	379,395)	272,269
(Decrease)/increase in other payables	(	281,756)	2,670
Cash generated from/(used in) operations		824,252	( 1,811,534 )
Tax refunded		67,333	-
Net cash from/(used in) operating activities		891,585	( 1,811,534 )

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Cash Flow Statement for the year ended 31 December 2006

(continued)

	<u>Note</u>	<u>2006</u> \$	<u>2005</u> \$
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>			
Dividend income		88,182	219,366
Interest income		650,864	590,494
Investment in associated company	(	32,000)	-
Proceeds from disposal of property, plant and equipment		-	89,240
Proceeds from maturity of bonds and disposal of investments		5,127,323	8,606,325
Purchase of bonds	(	6,398,850)	( 3,007,650)
Purchase of property, plant and equipment	(	237,664)	( 1,297,579)
Net cash (used in)/from investing activities	(	<u>802,145</u> )	<u>5,200,196</u>
Net increase in cash and cash equivalents		89,440	3,388,662
Cash and cash equivalents at beginning of the year		<u>6,213,645</u>	<u>2,824,983</u>
Cash and cash equivalents at end of the year	18	<u>6,303,085</u>	<u>6,213,645</u>

The accompanying notes form an integral part of these financial statements.

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# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

The following notes form an integral part of the financial statements.

### 1. CORPORATE INFORMATION

The main office of Singapore Corporation of Rehabilitative Enterprises (the "Corporation"), established under the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298), is located at 407 Upper Changi Road North, 20km (within Prison HQ Complex), Singapore 507658.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of Preparation

The Corporation presents its financial statements in Singapore dollars, which is also its functional currency. These financial statements are prepared in accordance with the historical cost convention except as disclosed in the accounting policies below, and comply with Singapore Financial Reporting Standards (FRS) and the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298).

During the financial year, the Corporation adopted all the applicable new/revised FRSs which are effective on or before 1 January 2006. The adoption of these new/revised FRSs did not have any material effect on the Corporation's financial statements and did not result in substantial changes to the Corporation's accounting policies.

#### (b) FRS and INT FRS not yet effective

The Corporation has not applied any new FRS or INT FRS (Interpretations of Financial Reporting Standards) that has been issued as at the balance sheet date but is not yet effective. The management do not anticipate the adoption of the new FRS and INT FRS in future financial periods to have any material impact on the Corporation's financial statements in the period of initial application.

#### (c) Associated Company

An associated company is one in which the Corporation has a long-term equity interest of not less than 20% and not more than 50% and where there is management participation. Details of the associated company are set out in note 9.

Investment in associated company is held on a long term basis and stated at cost less impairment loss, if any.

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

Notes to the Financial Statements for  
the year ended 31 December 2006

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any. Depreciation is calculated on the straight line basis so as to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

Furniture, fixtures and fittings	10 years
Plant, equipment and machinery	3 to 10 years
Motor vehicles	5 years

No depreciation is charged for projects-in-progress.

Property, plant and equipment costing less than \$500 each are charged to the income and expenditure statement in the year of purchase.

Fully depreciated assets are retained in the financial statements until they are written off.

(e) Financial Assets

A. Classification

The Corporation classifies its financial assets in the following categories: held-to-maturity investments; loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the investments are acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date, with the exception that the designation of financial assets at fair value through profit or loss is not revocable.

(i) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Corporation has the positive intention and ability to hold to maturity.

Held-to-maturity investments are recognised initially at fair value plus transaction costs, and subsequently carried at amortised cost using the effective interest method.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (e) Financial Assets (continued)

##### A. Classification (continued)

###### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Corporation provides money, goods or services directly to a debtor with no intention of trading the receivable. They are included in current assets, except for those maturing more than 12 months after the balance sheet date. They are classified as non-current assets.

Loans and receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. Receivables with a short duration are not discounted.

###### (iii) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months from the balance sheet date.

Available-for-sale financial assets are recognised initially at fair value plus transaction costs, and subsequently carried at fair value. Unrealised gains and losses arising from changes in fair value of these financial assets are recognised directly in the fair value reserve within equity.

When available-for-sale investments are sold or impaired, the accumulated fair value adjustments in the fair value reserve within equity is recognised in the income and expenditure statement.

##### B. Recognition and derecognition

Financial assets are recognised on the balance sheet when the Corporation becomes a contractual party to the contractual provisions of the financial instrument. Purchases and sales of investments are recognised on trade-date, that is, the date on which the Corporation commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Corporation has transferred substantially all risks and rewards of ownership.

##### C. Determination of fair value

The fair values of quoted financial assets are based on bid price as at balance sheet date. For quoted financial assets without an active market and for unquoted financial assets, the Corporation establishes fair value by using valuation techniques.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (e) Financial Assets (continued)

##### D. Impairment of financial assets

The Corporation assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

##### (i) Impairment of available-for-sale financial assets

A significant or prolonged decline in the fair value of an available-for-sale equity investment is considered in determining whether the investment is impaired. If any such evidence exists, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the income and expenditure statement – is removed from the fair value reserve within equity and recognised in the income and expenditure statement. Impairment losses recognised in the income and expenditure statement for equity investments are not reversed through the income and expenditure statement until the equity investments are disposed.

If impairment loss has been recognised on debt instruments classified as available-for-sale, and subsequent to the impairment recognition the fair value increases, and the increase can be objectively related to an event occurring after the impairment loss was recognised in the income and expenditure statement, the impairment loss shall be reversed, with the amount of the reversal recognised in the income and expenditure statement.

##### (ii) Impairment of loans and receivables and held-to-maturity investments

If there is objective evidence that an impairment loss on loans and receivables or held-to-maturity investments carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate (i.e. the effective interest rate computed at initial recognition of these financial assets). The carrying amount of the asset shall be reduced either directly or through the use of an allowance account. The amount of the loss shall be recognised in the income and expenditure statement.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the income and expenditure statement.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (f) Inventories

Inventories are stated at the lower of cost and net realisable value, cost being determined on a weighted average basis. Net realisable value is estimated selling price less anticipated cost of disposal and after making allowance for damaged, obsolete and slow moving items.

In respect of work-in-progress and manufactured inventories, cost includes raw materials, direct labour and appropriate proportion of manufacturing overheads.

#### (g) Trade and Other Payables

Trade and other payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

#### (h) Cash and Cash Equivalents

Cash and cash equivalents consist of cash and bank balances and fixed deposits which are subject to insignificant risks of changes in value. Cash equivalents are stated at amounts which they are convertible into cash.

#### (i) Revenue Recognition

(i) Income from services is taken into account when services have been rendered.

(ii) Dividend income is recognised when received and refund of dividend tax withheld is recognised upon the receipt of the Annual Dividend Statements or the subsidiary income tax certificates.

(iii) Interest income on bank deposits is recognised on the accrual basis.

(iv) Income from sale of goods under the industrial and workshop activities is recognised upon passing title to the customers which generally coincides with the delivery or acceptance.

#### (j) Employee Benefits

##### (i) Defined Contribution Plans

The Corporation makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as compensation expenses in the same period as the employment that gave rise to the contributions.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

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## Notes to the Financial Statements for the year ended 31 December 2006

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

#### (j) Employee Benefits (continued)

##### (ii) Short-term Compensated Absences

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for employee entitlements to annual leave as a result of services rendered by employees up to the balance sheet date.

#### (k) Impairment of Non-Financial Assets

The carrying amounts of the Corporation's non-financial assets subject to impairment are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.

An impairment loss is charged to the income and expenditure statement unless it reverses a previous revaluation, in which case, it will be charged to equity. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

#### (l) Provisions

Provisions are recognised when the Corporation has a present obligation (legal or constructive) as a result of past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made of the obligation.

#### (m) Grants

Government grants and contributions from other organisations for the establishment of the Corporation are taken to the capital account.

### 3. PRINCIPAL ACTIVITIES

The principal activities of the Corporation are to rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### 4. CAPITAL ACCOUNT

This amount represents the value of assets amounting to \$1,443,262 taken over from the former Prison Industries and a capital grants of \$218,000 received from the Singapore Government for the establishment of the Corporation.

### 5. FAIR VALUE RESERVE

Fair value reserve records the cumulative fair value changes of available-for-sale financial assets until they are derecognised or impaired.

### 6. ACCUMULATED SURPLUS

Of the \$34,874,137 (2005: \$35,496,139) in the accumulated surplus \$12,050,394 (2005: \$13,788,378) has been utilised for the purchase of fixed and other non-liquid assets or committed for future projects.

### 7. PROPERTY, PLANT AND EQUIPMENT

	Furniture, fixtures and fittings \$	Plant, equipment and machinery \$	Motor vehicles \$	Total \$
<u>Cost</u>				
At 1 January 2005	2,488,246	16,132,780	257,816	18,878,842
Additions	392,238	905,341	-	1,297,579
Disposal	-	( 37,397 )	( 186,646 )	( 224,043 )
At 31 December 2005 and 1 January 2006	2,880,484	17,000,724	71,170	19,952,378
Additions	78,453	159,211	-	237,664
Disposal	( 1,192 )	( 293,167 )	-	( 294,359 )
At 31 December 2006	<u>2,957,745</u>	<u>16,866,768</u>	<u>71,170</u>	<u>19,895,683</u>
<u>Accumulated depreciation</u>				
At 1 January 2005	212,432	3,896,866	109,460	4,218,758
Charge for the year	257,801	1,925,576	42,152	2,225,529
Disposal	-	( 21,330 )	( 131,445 )	( 152,775 )
At 31 December 2005 and 1 January 2006	470,233	5,801,112	20,167	6,291,512
Charge for the year	291,306	2,006,799	14,234	2,312,339
Disposal	( 716 )	( 285,475 )	-	( 286,191 )
At 31 December 2006	<u>760,823</u>	<u>7,522,436</u>	<u>34,401</u>	<u>8,317,660</u>

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

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## Notes to the Financial Statements for the year ended 31 December 2006

### Carrying amount

At 31 December 2006	<u>2,196,922</u>	<u>9,344,332</u>	<u>36,769</u>	<u>11,578,023</u>
At 31 December 2005	<u>2,410,251</u>	<u>11,199,612</u>	<u>51,003</u>	<u>13,660,866</u>

### 8. INVESTMENTS

<u>2006</u>	<u>2005</u>
\$	\$

Investments comprise:

#### Quoted investment (Available-For-Sale)

Equity shares at fair value	323,700	4,528,520
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#### Quoted investment (Held-To-Maturity)

Bonds at amortised cost	14,711,750	8,812,598
Less: Quoted bonds maturing in the next financial year classified as short-term investments	( 1,495,000 )	( 501,217 )
Total bonds	<u>13,216,750</u>	<u>8,311,381</u>
Total investments	<u>13,540,450</u>	<u>12,839,901</u>

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Investment consists of equity shares and bonds are managed by the Investment & Finance Committee set up by the Corporation.

<u>2006</u>	<u>2005</u>
\$	\$

Fair values of quoted investments

Equity shares	323,700	4,528,520
Bonds	<u>14,846,088</u>	<u>9,034,581</u>
	<u>15,169,788</u>	<u>13,563,101</u>

Details of the bonds are as follows:

<u>2006</u>	<u>2005</u>
\$	\$

Government securities	5,278,720	4,811,380
Corporate securities	<u>9,433,030</u>	<u>4,001,218</u>
	<u>14,711,750</u>	<u>8,812,598</u>

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

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## Notes to the Financial Statements for the year ended 31 December 2006

The Government Securities bear interest ranges from 2.52% to 5.07% (2005: 3.50% to 5.07%) per annum and maturity date ranges from 1 March 2007 to 1 September 2016 (2005: 1 March 2007 to 1 September 2016).

The Corporate Securities bear interest ranges from 3.01% to 5.25% (2005: 3.18% to 5.0%) per annum and maturity date ranges from 16 April 2007 to 6 September 2011 (2005: 21 December 2006 to 6 September 2011).

### 9. ASSOCIATED COMPANY

	<u>2006</u>	<u>2005</u>
	\$	\$
Unquoted equity shares at cost	<u>64,000</u>	<u>-</u>

Name of company	Principal activities	Country of incorporation/ Place of business	Percentage of shareholding		Cost of investment	
			<u>2006</u>	<u>2005</u>	<u>2006</u>	<u>2005</u>
			%	%	\$	\$
Sauces Pte. Limited	catering services for the inmates, manufacturing, processing and packaging of pastes and sauces and other edibles generally for the food and beverage industry	Singapore	32	-	64,000	-

The associated company was incorporated in the Republic of Singapore on 1 September 2006. As at the balance sheet date, this associated company has yet to close its first set of financial statements. Accordingly, the results of this associated company have not been incorporated in the Corporation's income and expenditure statement for the year ended 31 December 2006.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

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## Notes to the Financial Statements for the year ended 31 December 2006

### 10. INVENTORIES

	<u>2006</u> \$	<u>2005</u> \$
Inventories carried at cost		
Raw materials	121,798	121,337
Work-in-progress	6,740	3,141
Manufactured articles	120	3,034
	<u>128,658</u>	<u>127,512</u>

### 11. TRADE RECEIVABLES

	<u>2006</u> \$	<u>2005</u> \$
Trade receivables	4,362,866	4,959,848
Amount owing by associated company	<u>7,309</u>	<u>-</u>
	4,370,175	4,959,848
Less: Allowance for doubtful debts		
- Current year's allowance	<u>156,079</u>	<u>-</u>
	4,214,096	4,959,848
Accrued receivables	<u>1,774,368</u>	<u>1,920,839</u>
	<u>5,988,464</u>	<u>6,880,687</u>

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### 12. OTHER RECEIVABLES

	<u>2006</u> \$	<u>2005</u> \$
Deposits	10,889	9,096
Interest receivables	160,179	117,462
Non-trade receivables	9,686	61,369
Prepayments	249,033	20,184
Tax refundable	<u>46,041</u>	<u>107,054</u>
	<u>475,828</u>	<u>315,165</u>

### 13. FIXED DEPOSITS WITH FINANCIAL INSTITUTIONS

All fixed deposits mature within one year and bear interest at 3.0500% to 3.3125% (2005: 2.9375% to 3.1250%) per annum.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

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## Notes to the Financial Statements for the year ended 31 December 2006

### 14. OTHER PAYABLES

	<u>2006</u>	<u>2005</u>
	\$	\$
Accruals	1,475,166	1,553,692
Advance from government for payments to halfway houses	-	20,529
Amount owing to associated company	32,000	-
Deposits received	13,386	81,395
Others	<u>43,700</u>	<u>36,458</u>
	<u>1,564,252</u>	<u>1,692,074</u>

### 15. LEASED WORKSHOPS' LABOUR CHARGES

These are charges for inmates services rendered to firms under the Private Sector Participation Scheme.

### 16. MANPOWER COSTS

Manpower costs included the following for the years ended 31 December:

	<u>2006</u>	<u>2005</u>
	\$	\$
Central Provident Fund contributions	627,549	688,464
Salaries, wages and bonuses	<u>5,949,635</u>	<u>6,394,921</u>
	<u>6,577,184</u>	<u>7,083,385</u>

### 17. INCOME FROM INVESTMENTS

	<u>2006</u>	<u>2005</u>
	\$	\$
Amortisation of investment in bonds	2,702	-
Dividend income from equity shares	94,502	259,087
Gain on sale of investments	258,769	-
Interest from bonds	<u>528,985</u>	<u>495,536</u>
	<u>884,958</u>	<u>754,623</u>

### 18. CASH AND CASH EQUIVALENTS

Cash and cash equivalents in the cash flow statement comprise the following balance sheet amounts:

	<u>2006</u>	<u>2005</u>
	\$	\$
Fixed deposits with financial institutions	6,014,463	5,550,543
Cash and bank balances	<u>288,622</u>	<u>663,102</u>
	<u>6,303,085</u>	<u>6,213,645</u>

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### 19. CAPITAL COMMITMENTS

Capital commitments not provided for in the financial statements:

	<u>2006</u>	<u>2005</u>
	\$	\$
Approved by the Board and contracted for	<u>279,713</u>	<u>-</u>

### 20. CONTINGENT LIABILITIES

	<u>2006</u>	<u>2005</u>
	\$	\$
Guarantees in respect of sales contracts not provided for in the financial statements	<u>568,750</u>	<u>507,209</u>

### 21. FINANCIAL RISK MANAGEMENT

The main risks arising from the Corporation's financial statements are market risk, credit risk, interest rate risk and liquidity risk. The Corporation/Investment & Finance Committee reviews and agrees on policies for managing each of these risks and they are summarised below:

#### (i) Market risk

The Corporation has investments in quoted equity shares and bonds, which are subject to market risks as the market values of these investments are affected by changes in market prices. The Corporation manages its exposure to market risks by maintaining portfolio of equities with different risk profiles. These amounts are managed by the Investment & Finance Committee of the Corporation.

#### (ii) Credit risk

Credit risk arising from the inability of the counterparty to meet the terms of the Corporation's financial contracts is generally limited to the amounts, if any, by which the counterparty's obligations exceed the obligations of the Corporation. It is the Corporation's policy to enter into financial instruments with a diversity of creditworthy counterparties. Therefore, the Corporation does not expect to incur any material losses on its risk management or other financial instruments.

The carrying amount of trade and other receivables, fixed deposits and cash and bank balances represent the Corporation's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk. Surplus are placed with reputable banks and/or invested in equity shares and bonds.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES

( Established under the Singapore Corporation of Rehabilitative Enterprises Act )

## Notes to the Financial Statements for the year ended 31 December 2006

### (iii) Interest rate risk

The Corporation has cash balances placed with reputable banks and financial institutions which generate interest income for the Corporation. The Corporation manages its interest rates risks by placing such balances on varying maturities and interest rate terms.

### (iv) Liquidity risk

In the management of liquidity risks, the Corporation monitors and maintains a level of cash and cash equivalents deemed adequate by the Management to finance the Corporation's operations and mitigate the effects of fluctuation in cash flows.

## 22. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Disclosure on the nature of financial instruments and their significant terms and conditions that could affect the amount, timing and certainty if future cash flow is presented in respective notes to these financial instruments, where applicable.

The following methods and assumptions are used to determine the fair value of each of these financial instruments for which it is practicable to estimate that value:

### (i) Cash and bank balances, fixed deposits, and other receivables and payables

The carrying amounts of these amounts approximate fair value due to their short-term nature.

### (ii) Trade receivables and trade payables

The carrying amounts of these amounts approximate their fair value because these are subject to normal trade credit terms.

### (iii) Quoted investments

The fair value of quoted instruments is estimated based on quoted market prices for these investments.

### (iv) Unquoted investments

Unquoted instruments whose fair values cannot be reliably measured are carried at cost subsequent to initial recognition.



The gift of HOPE, ACCEPTANCE and LOVE is priceless to reforming offenders and their families.

You can make an impact, more than you know, by making a contribution to the YELLOW RIBBON FUND.

Your gift will go towards funding wholesome rehabilitation and reintegration programmes, aimed to help ex-offenders and their families reconcile and find hope in a new beginning. Your opened heart will support reformers in starting afresh, and give comfort to their families.

### MY GIFT TO THE YELLOW RIBBON FUND

I am pleased to make a one-time donation of:

<input type="checkbox"/>	\$1,000	<input type="checkbox"/>	\$800
<input type="checkbox"/>	\$500	<input type="checkbox"/>	\$200
<input type="checkbox"/>	\$100	<input type="checkbox"/>	\$50
<input type="checkbox"/>	\$20	<input type="checkbox"/>	Other amount: \$ _____

Name	:	Dr/Mr/Mrs/Mdm/Ms*
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Please make your cheque payable to “**Yellow Ribbon Fund**” and enclose within this mailer.

To contribute to the Yellow Ribbon Fund via credit card, progress package or ERS, do visit [www.donation.org.sg](http://www.donation.org.sg)

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c/o Singapore Corporation of Rehabilitative Enterprises (SCORE)  
407 Upper Changi Road North  
20km (within Prison HQ Complex)  
Singapore 507658

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