



**SCORE**

Singapore  
Corporation of  
Rehabilitative  
Enterprises

*Building Bridges, Changing Lives*

**ANNUAL REPORT 09**

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**Help Make a Difference**

*Building Bridges, Changing Lives*



## 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.

## Our Mission

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

## Our HOPE Values

### Honour

We live up to the highest standards of integrity

### Oneness

We work as one team

### People-Oriented

We serve others to the best of our ability

### Enterprising

We thrive in scarcity and see opportunities in crisis



## Corporate Profile

**Singapore Corporation of Rehabilitative Enterprises (SCORE)** was established as  
 a statutory board under the Ministry of Home Affairs on 1 April 1976.

**SCORE** plays an important role in the Singapore correctional system by creating a safe  
 and secure Singapore through the provision of rehabilitation and aftercare services  
 to inmates and ex-offenders.

**SCORE** seeks to enhance the employability of offenders and prepare them for their  
 eventual reintegration into the national workforce, by focusing on four main building blocks  
 to reintegration, namely, training, work, employment assistance and community engagement.



## Chairman's Message



Mr Kong Mun Kwong  
BBM(L), BBM, PBM, JP  
Singapore Rehabilitative  
Corporation Enterprise

### Opportunities in Crisis

2009 saw the Singapore economy going through a brief recession arising from the global financial crisis. **SCORE**, like many other enterprises, was affected. **SCORE** faced increased difficulties in securing employment for released offenders and sustaining the workload for inmates within Prisons. **SCORE** then planned for the worst, and took the opportunity to increase her training outreach and to review the strategies of all our enterprises. We believe that these moves have then enabled **SCORE** to achieve a credible set of results for the year.

2009 saw **SCORE** achieving the highest ever total sales revenue in her enterprises. This in turn was accompanied by the highest ever number of training places made available to our inmates, followed by a significant increase in the number of employers registered with **SCORE** offering support in employment.

### Preparing Inmates for Work

Being able to obtain and then to hold down a job is a key strategy in preventing re-offending by ex-offenders. As most inmates are lowly skilled, there is therefore a great need to help level up inmates' mindsets and skills so that they are able to find employment more readily when released. In 2009, **SCORE** had provided a total of 8,537 vocational and employability skills training places to 3,567 inmates. Compared to 2008, the total number of training places had increased by 65%. **SCORE** also provided practical work opportunities for an average of 2,946 inmates in our different enterprises in Prisons. For this, we are very grateful for the collaboration efforts and financial support from the Singapore Workforce Development Agency (WDA) and other corporate and community partners.

### Preparing Inmates for Growth in Logistics Industry

To successfully prepare inmates for employment after release, **SCORE** continually monitors all external growth industries where there are good employment prospects and jobs are plentiful for ex-offenders. In 2009, through the support of community organizations like the Peter Tan Organisation, a new Logistics Training Centre was set up. The centre is an Approved Training Centre within Prisons for the conduct of the Institute of Technical Education Skills Certificate (ISC) in Logistics Operations training. Inmates there first undergo training in logistics operations, followed by on-the-job practical training Changi Prison Complex (CPC) warehouse jointly operated by **SCORE** and our logistic partner CLF Express. Such a "train-work-place" teaching model will help inmates to prepare themselves better for reintegration with the external job markets. Similar "train-work-place" models have been implemented for the food and digital media industries.

### New Opportunities in the New Cluster B

The newly opened Cluster B has provided **SCORE** with more opportunities for reorganization, new training and integration work programmes. Cluster B offers inmates' increased employment in the growing food and beverage industry by the creation of a dedicated block of food manufacturing workshops. With the "Food Hub", inmates are able to gain skills training and practical work experience over a wide range of skills in the food industry. In Cluster B, we are also able to centralize all inmate pre-release preparation activities. This facilitates a more holistic approach to all work reintegration programmes and greater effectiveness in preparing inmates imminent for release.

### Setting High Quality Standards in **SCORE**

As part of **SCORE**'s continuous effort to improve her service standards, **SCORE**'s laundry obtained the ISO 9001:2008 certification. In 2009, the **SCORE** bakery also achieved the HACCP re-certification. Both the bakery and catering kitchens achieved grade "A" from NEA for its hygiene and cleanliness. These certifications are an important recognition of the quality, standards, robust systems and processes for both our linen and food services.

2009 also saw **SCORE** commission the Region's first-ever large-scale prison laundry water recycling plant. The plant will help to save about 77 Olympic size swimming pools of fresh water per year. Together with the earlier conversion of our boilers (to become gas fired), the water recycling plant is part of **SCORE**'s commitment to become an environmentally responsible organization.

**SCORE** also regularly monitors feedback from her customers and industry partners to check and assess her service performance. These were carried out on behalf of **SCORE** by external, independent surveying firms. The results of our last customer satisfaction survey in 2007 showed 96% of **SCORE**'s customers expressed overall satisfaction with **SCORE**'s products and services. In 2010, **SCORE** will again be embarking on another service excellence analyses and survey to garner feedback from our customers so that we can take more pro-active steps to improve further.

### Ensuring that Employment is Available

As at 31 Dec 09, **SCORE** has a job bank of 2,118 recorded employers (as compared to 1,856 employers in 2008) who are willing and continue to offer ex-offenders second chances for employment. It is important to continually nurture and grow this pool of public-minded employers who do not discriminate and who are willing to go the extra mile for our ex-offenders.

### Securing Jobs for Inmates and Ex-Offenders

In 2009, 2,023 inmates and ex-offenders were assisted by **SCORE** to secure jobs. For the first time, thirteen inmates were placed in a new industry; as PSA Lashing Specialist, Marine Safety Equipment Servicing and Harbourcraft workers. In 2009, there had been encouraging progress, with 81% of the 700 ex-offenders that were case-managed successfully staying on the job for at least 3 months after release.

### Promoting Community Acceptance

The year saw inmates and ex-offenders take on greater roles in community engagement efforts through various community service projects. The Yellow Ribbon Project 2009 took on the theme, of "Giving Back" to promote community acceptance and second chances for ex-offenders. One key project in line with the theme was the Tribute of Love luncheon for 520 less privileged elderly and children. 120 inmates, ex-offenders and volunteers helped to cook and serve the meals. Individual ex-offenders too did their part to give back. Mr Hanniel Choong, an ex-offender raised a total of \$50,000 for the Yellow Ribbon Fund through the inaugural Yellow Ribbon Prison Run. It is **SCORE**'s hope to continue to encourage more ex-offenders to come forward and take the conscious step to restart their lives and become contributing members of society.



### Financial Performance

As a self-funding statutory board, **SCORE** continues to rely solely on the funding from its industries' revenues and training sponsorship to provide its core functions of rehabilitation and meeting its own operating expenses. In FY2009, we have performed better than the previous year. Despite the poorer economic situation, **SCORE** was able to achieve a modest surplus of \$152,786 (as compared to the loss of \$1.25m in 2008). This was due primarily to higher sales and cost-effective management measures that had been put in place, while increasing our rehabilitation activities.

### Challenges Ahead

The recommendations in early 2010 by the Economic Strategies Committee highlighted the nation's new economic growth challenges and the need to increase Singapore's national productivity by 1 to 2%. More Singaporean workers would need to possess multiple skill sets, technological know-how and be willing to multi task. These new directions must also be applied to our inmates, and their training. We need to generally level up all inmates' skills both at the basic and foundational levels before providing the suitable and motivated ones with opportunities for higher level and multiple skill training. Training must also include inculcating positive mindsets and attitudes.

In view of the many external changes that are taking place, the **SCORE** Board has formed a main Strategic Planning Committee and 3 sub-committees comprising of key Board members and external experts. The Committees will help chart out **SCORE**'s route-map for the next 10 years so as to better position **SCORE** to match the external market challenges and the changing external demands of the job market with the rehabilitation needs of inmates. The final recommendations of the committee are expected to be submitted to the Board of Directors in the third quarter of 2010.

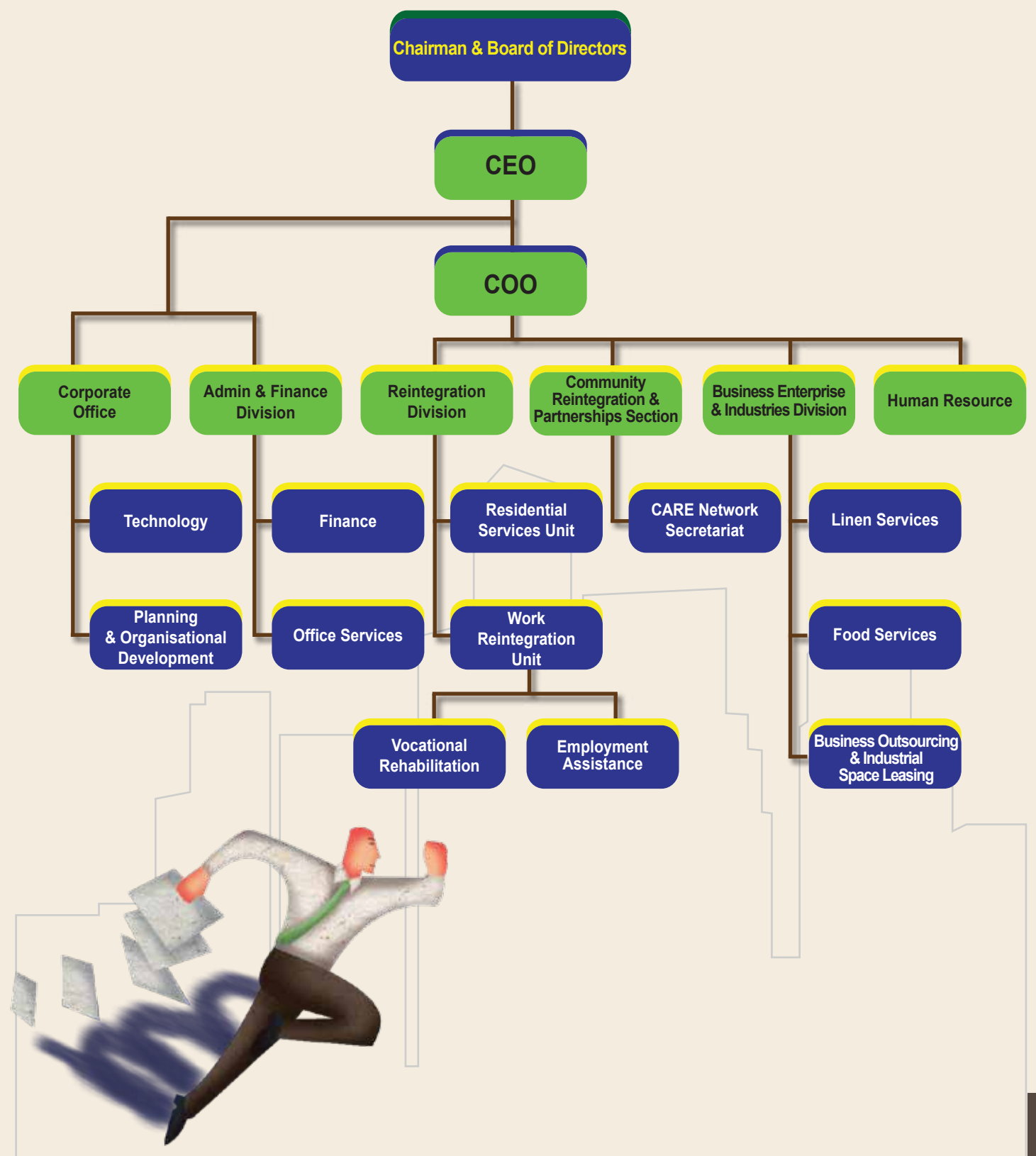
### Word of Thanks

Lastly, all these achievements would not have been possible without the continued support of the Ministry of Home Affairs, the Singapore Prison Service, the members of the **SCORE** Board and its various Committees, CARE Network partners, employers, industry and community partners and our Yellow Ribbon Project supporters. Their generous support, contributions and encouragement have helped **SCORE** to make a difference in the lives of offenders, their families and the community at large. As an organization, **SCORE** has developed a distinct culture through her values (HOPE) and her staff's dedication. **SCORE**'s achieving of the Singapore Quality Class and People Developer Awards by SPRING mark a new milestone in her pursuit for excellence. I am proud of all the **SCORE** staff and the partners that have contributed to make our vision that much closer to reality. Thank you.

**MR KONG MUN KWONG**  
 CHAIRMAN

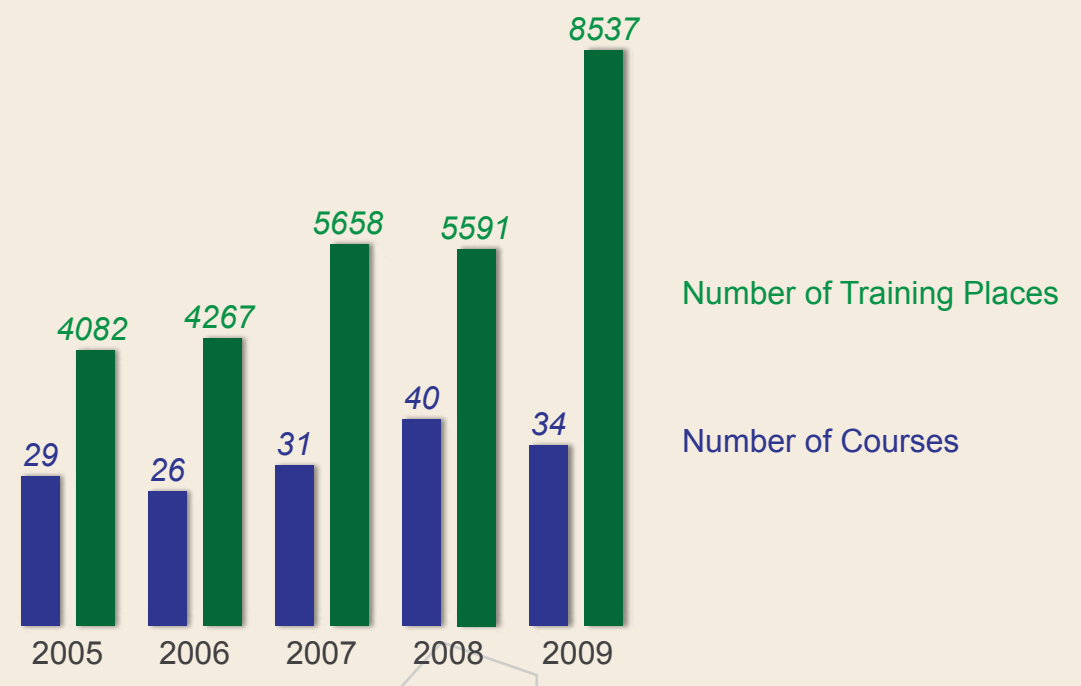


## Organisational Chart

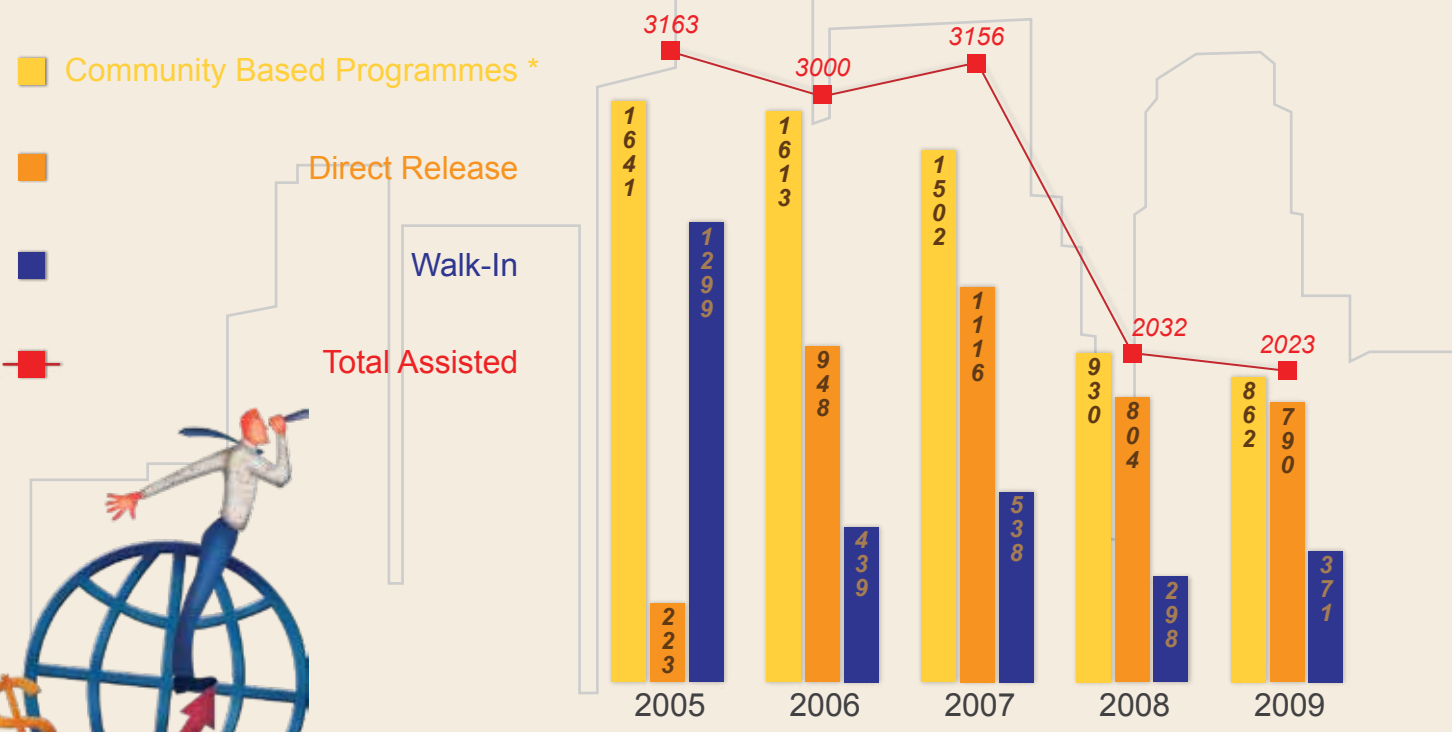


# Performance Highlights

## TRAINING

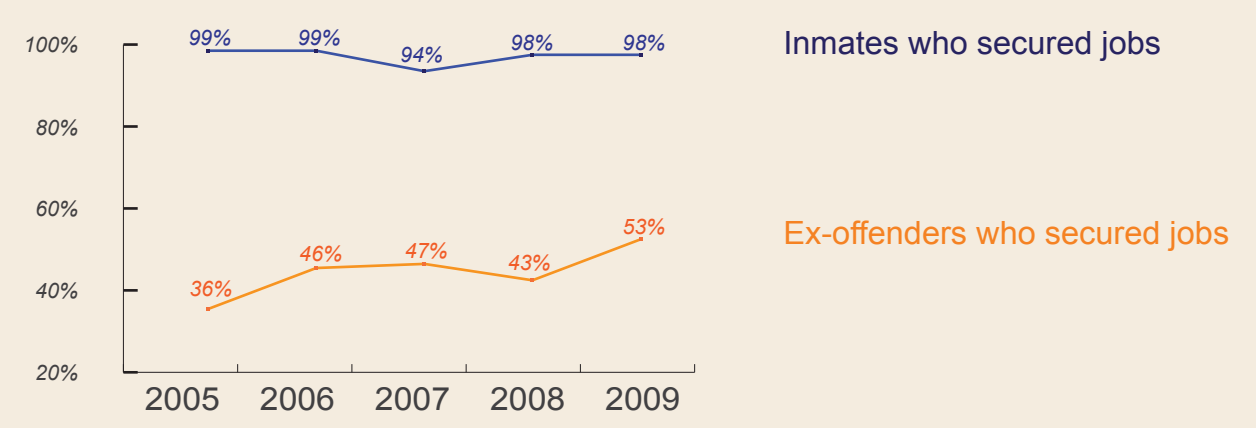


## INMATES ASSISTED (JOBS)

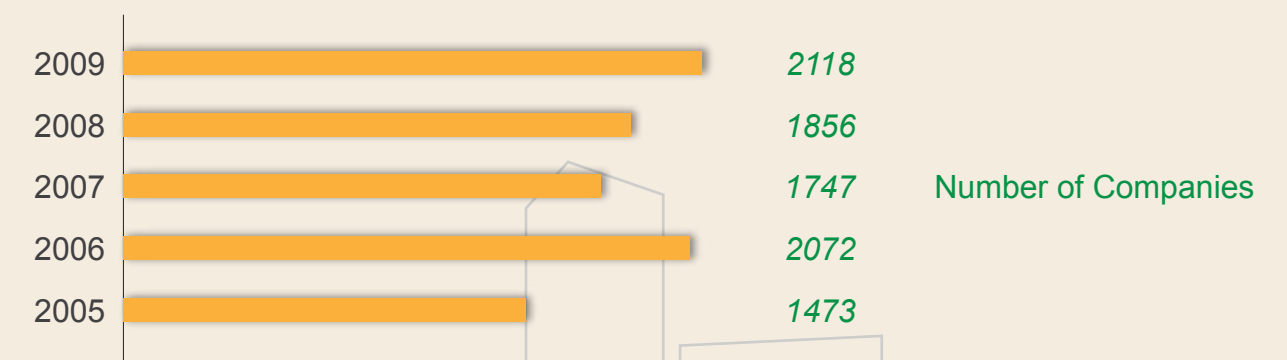


\* Community Based Programmes Schemes refers to Home Detention Scheme, Work Release Scheme and Half-way House Scheme.

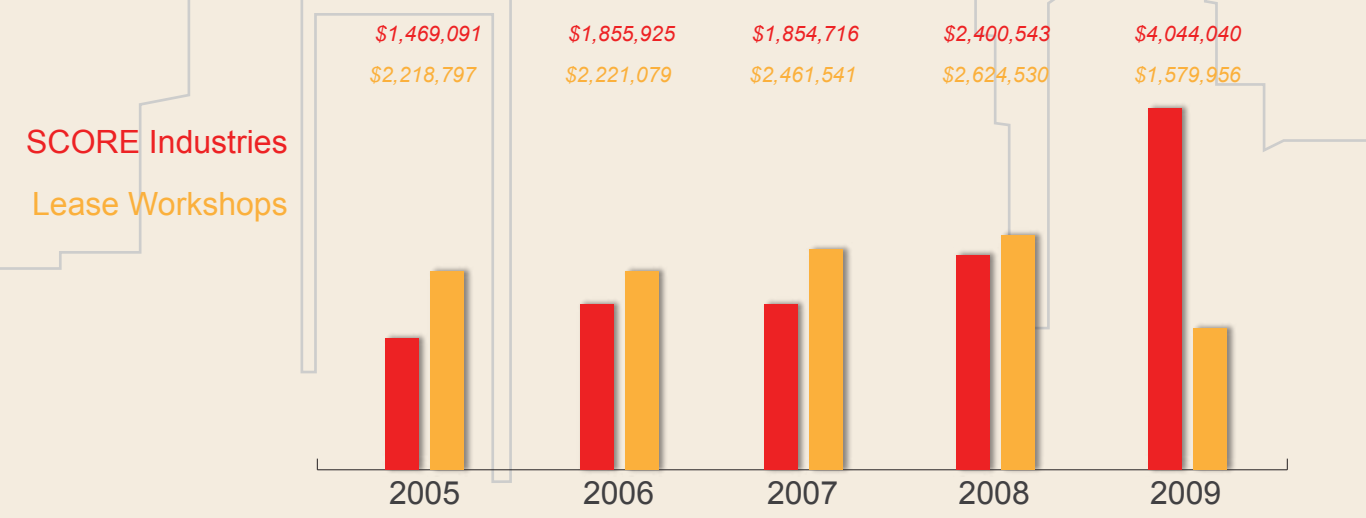
## SECURE JOBS



## COMPANIES IN JOB BANK



## PROFITABILITY



## 2009 Highlights

### Enhancing Employability

- The operationalization of Changi Prison Complex (CPC) Cluster B, provided **SCORE** with the opportunity to further enhance inmates' employment before release through the following:
  - Set-up of centralized pre-release & pre-employment centre at Institution B4.
  - Set-up of Logistics Training Centre in Institution B4.
  - Set-up of a dedicated Food Hub which provides inmates with the opportunity to work in food-related workshops and to gain useful skills in food production.
- 65% increase in the number of training places offered and taken up (from 5,591 to 8,537 training places).
- Despite the economic downturn, there was a 14% (262 employers) increase in the number of new employers recruited in 2009.
- **SCORE** Laundry attained ISO 9001:2008 certification.

### Integrated Aftercare

- Customized training for Halfway House Staff to equip them with key skills to facilitate inmate reintegration.
- 5 focal areas identified at the CARE Network Retreat 2009 include:
  - Developing a social support network for ex-offenders.
  - Strengthening families of ex-offenders.
  - Developing aftercare support for ex-offenders with special needs.
  - Developing the professionalism of the aftercare sector.
  - Coordination and integration of aftercare agencies.



- Extension of aftercare support to offenders with mental disabilities.
- \$577,952 disbursed by the Yellow Ribbon Fund, benefiting about 2,000 beneficiaries.
- Launch of Yellow Ribbon Fund STAR Bursary Award for deserving ex-offenders.

### Engaging the Community & Beyond

- 9 events organized for Yellow Ribbon Project 2009 with support from 1,691 volunteers. One key event was the inaugural Yellow Ribbon Run, which attracted more than 6,000 runners.
- \$1.92m raised for the Yellow Ribbon Fund.

### People Matters

- Launch of **SCORE** Values (HOPE).
- Introduction of new performance management framework.
- Enhanced leadership development programmes for management team and staff.



## Help Make a Difference

By partnering with **SCORE** in our rehabilitation and industrial services, you can be that Bridge of Hope for offenders and their families, giving them the encouragement and support towards a better future. Together, we can create a more compassionate society that offers second chances.

### How can you help support us?

How can you help?	Contact Person	Tel No.	Email address
<i>Sponsorship of Offenders' Training / Employ Ex-offenders</i>	<i>Ms Juliana Bte Abdul Khalik Senior Assistant Director, Work Reintegration Unit</i>	<i>6214 2820</i>	<i>Juliana_Abd_Khalik@score.gov.sg</i>
<i>Sponsorship of Offenders' Training</i>	<i>Ms Goh Bee Shan Assistant Director, Vocational Rehabilitation</i>	<i>6214 2818</i>	<i>Goh_Bee_Shan@score.gov.sg</i>
<i>Employ Ex-offenders</i>	<i>Mr Jason Ng Assistant Director, Employment Assistance</i>	<i>6513 1535</i>	<i>Jason_Ng@score.gov.sg</i>
<i>Laundry &amp; Linen Leasing Services</i>	<i>Mr Cher Choon Hing Senior Assistant Director, Business Enterprise &amp; Industry</i>	<i>6214 2824 &amp; 9787 2443</i>	<i>sales@score.gov.sg</i>
<i>Central Kitchen, Food Catering &amp; Bakery Services</i>	<i>Ms Rosanna Yam Deputy Director, Business Enterprise &amp; Industry</i>	<i>6214 2853 &amp; 9172 3744</i>	<i>bakery@score.gov.sg  score_catering@score.gov.sg</i>
<i>Business Outsourcing &amp; Industrial Space Leasing</i>	<i>Ms Puah Ping Hui Senior Assistant Director, Business Outsourcing &amp; Industrial Space Leasing</i>	<i>6214 2823 &amp; 9689 1941</i>	<i>sales@score.gov.sg</i>
<i>Digital Media Services</i>	<i>Mr Derrick Ong Business Account Manager, Business Outsourcing &amp; Industrial Space Leasing</i>	<i>6513 2258 &amp; 9173 3341</i>	<i>sales@score.gov.sg</i>
<i>Participate in Yellow Ribbon Project Activities or Other Joint Collaboration</i>	<i>Mr Kenneth Foo Senior Manager, Community Partnership &amp; Aftercare and YRP Secretariat</i>	<i>6513 3597 &amp; 9833 2863</i>	<i>Kenneth_Foo@score.gov.sg Facebook Page: Yellow Ribbon Project Singapore</i>

### Singapore Corporation Of Rehabilitative Enterprises (SCORE)

407 Upper Changi Road North, 20km (within Prison HQ), Singapore 507658

Tel: 6214 2801 Fax: 6546 7425

Email: [SCORE\\_Feedback@score.gov.sg](mailto:SCORE_Feedback@score.gov.sg)

For more information, visit

<http://www.score.gov.sg>

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