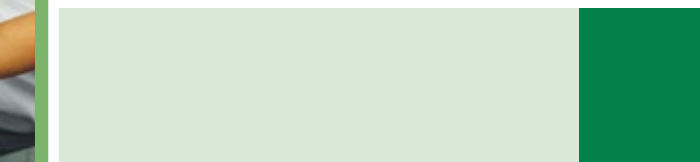


# BUILDING BRIDGES CHANGING LIVES

ANNUAL REPORT 2013



## **Corporate Profile**

Singapore Corporation of Rehabilitative Enterprises was established as a statutory board under the Ministry of Home Affairs in 1976. SCORE plays an important role in the Singapore correctional system through the provision of rehabilitation and aftercare services to inmates and ex-offenders, hence contributing to a safer Singapore. SCORE adopts a multi-faceted approach to rehabilitation and reintegration focusing on training, work programme, employment assistance, development of aftercare sector and community engagement.

One of its key community engagement initiatives is the Yellow Ribbon Project. The synergy achieved enhances the employability of ex-offenders, and prepares them for their eventual reintegration into the community.

**Singapore Corporation of Rehabilitative Enterprises (SCORE)**

407 Upper Changi Road North 20km (with Prison HQ Complex) Singapore 507658

Email: [SCORE\\_Contact\\_Us@SCORE.gov.sg](mailto:SCORE_Contact_Us@SCORE.gov.sg)

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



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# 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

# MISSION

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

# VALUES

- Honour** We live up to the highest standards of integrity
- Oeness** We work as a team
- People-oriented** We serve others to the best of our ability
- Enterprising** We thrive in scarcity and see opportunities in crisis





# CHAIRMAN'S MESSAGE

## A Landmark Year

In many ways, 2013 represented a landmark year for SCORE, with a series of breakthroughs for an organisation growing in scope and relevance every year. Chief among these was our Singapore Quality Class (SQC) Star certification, which affirmed our commitment in organisational excellence. At the same time, SCORE was also recertified as a People Developer organisation, displaying our belief in the value of our staff and our efforts in engaging and developing them.

The year also saw another key milestone for the aftercare sector, as we celebrated the tenth anniversary of the Yellow Ribbon Project (YRP). This landmark entails ten years of raising awareness, encouraging acceptance and inspiring action to facilitate the rehabilitation of ex-offenders and reintegration back into the community. In addition, 2013 marked the first full year within the tenure of the new SCORE Board, following a renewal in September 2012. Over the course of the year, my colleagues in the Board have provided much guidance and support to the organisation, and I look forward to their continued advice, expertise and assistance in the years ahead.

## Challenges and Opportunities

Despite the improvements made and achievements garnered in the past year, we must be mindful not to rest on our laurels. Various challenges stand in the way of further breakthrough improvements. A tougher inmate profile, with an ageing population and a greater proportion of repeat offenders, poses as a major challenge in SCORE's rehabilitative efforts. The shift in Singapore's economy towards more service-focused and technology-intensive industries is a key concern for the more traditional business enterprises in SCORE as well.

At the same time, developments within SCORE's operating landscape provide room for growth. A stronger working relationship has been fostered with the Ministry of Home Affairs (MHA), through closer cooperation and collaborations, such as the on-going Task Force on Drugs. We also deepened our collaboration with our key partner, the Singapore Prison Service (SPS), as well as other aftercare agencies.

Externally, the tight labour market further aids our employment assistance efforts through increasing willingness to hire on the part of employers. Last but not least, the passion of SCORE staff is a unique strength, as they are ardent supporters of the rehabilitation mandate, and often go beyond the call of duty in aid of our clients.

The scale of SCORE's business operations plays a large part in development and growth, having generated almost S\$200 million in revenue over the last 5 years, including approximately S\$42.6 million in 2013. While it is challenging to expand our efforts in rehabilitation while maintaining a healthy bottomline, we must never lose sight of our mission.

## More than 35 Years of Building Bridges and Changing Lives

At SCORE, our mission is to rehabilitate and help reintegrate offenders to become responsible and contributing members of the society. We believe that every willing ex-offender can change if given the right support, and we want to extend this opportunity to them, through equipping them with pro-employment attitudes and skills to re-enter the workforce and society. Similarly, we must ensure that the community is ready and willing to accept them and give them the opportunity to start afresh.

It is essential not to lose sight of SCORE's rehabilitation mandate, in spite of the numerous challenges faced and the complexities of managing SCORE's industries. In this aspect, SCORE has done well in 2013, in each of our three focal areas. For the dedicated SCORE officers, though, this is only the beginning. Even more initiatives will be put in place in 2014 and beyond, extending our support to every ex-offender as well as their families.

## Preparing Inmates to be Productive Employees

In preparing inmates for work under realistic conditions, SCORE manages 57 workshops across the Prison institutions, allowing more than 3,000 inmates to be engaged in work programmes daily. Training is also provided to equip inmates with generic employability and specific vocational skills. We have also adjusted the traditional workshop setting to include more service-related workshops, in line with the demands of the economy, e.g. with call centres and centre for the recycling of electronic parts and IT hardware components.

In 2014 and beyond, SCORE will be furthering our efforts through placing greater emphasis on the rehabilitative value of work inside our workshops, and increasing the portability of skills picked up. In achieving these, a rehabilitation-focused workshop will be piloted in SCORE Laundry, while the Training Kitchen and Restaurant, which will be launched is expected to provide targeted training for the hospitality industry.

A realistic work environment is contingent upon keeping up with market trends and expectations, and SCORE will continue our diversification efforts in the coming year. Of particular note is the expansion of research and development of new products at SCORE Bakery, with intensified efforts on artisanal, festive and other products, in line with developments within the industry.

### **Ensuring Seamless Re-Entry to Community**

The best efforts of SCORE in preparing inmates for employment will be for nought without appropriate attention being paid to the re-entry process. Employment assistance and retention support are key elements that SCORE employ in facilitating reintegration and reducing recidivism. In 2013, SCORE provided employment assistance services to more than 2,100 inmates before they were released, with 81% of them staying on the job for three months and 59% for six months. SCORE continues to work closely with employers in meeting their manpower needs, and consistently seeks to increase the number of employers in our job bank.

Re-entry into the community is a two-way process, requiring both a supportive correctional system and an inclusive society. At the SCORE Appreciation Awards (SAA) 2013, the efforts of 65 organisations and individuals in support of the cause were recognised, with the pinnacle 'Bridge of Hope' award being presented to Singapore Totalisator Board & Singapore Pools for their contribution to our work.

In 2014, SCORE seeks to advance the re-entry process through influencing employers to adopt inclusive work practices. These good human resource practices include structured orientation for new staff, regular engagement and job rotations, aimed at aiding ex-offenders assimilate more smoothly into their work environment and thereby contributing productively in their respective workplaces.

### **Building a Vibrant Aftercare Community**

The garnering of community support takes place on multiple fronts, and various aftercare agencies have important roles in the rehabilitative process. In 2013, SCORE restructured its Community Partnerships & Aftercare Division into the CARE Network Office, a move aimed at driving the development and growth of the aftercare sector. The inaugural CARE Network Workplan Seminar was also conducted, where participants from 56 aftercare organisations came together to "strengthen" throughcare. SCORE continued to reach out to the public through events such as the Home Team Festival 2013, and the 15th Annual Small and Medium Enterprises (SMEs) Conference and 16th Infocomm Commerce Conference organised by the Singapore Chinese Chamber of Commerce & Industry.

The tenth anniversary celebrations for the Yellow Ribbon Project included a commemorative publication and the eagerly-anticipated Yellow Ribbon Prison Run, which saw a turnout of more than 10,000 runners supportive of our cause. However, we recognised that while the community can provide a conducive environment for ex-offenders to change, the ultimate change agent is the individual ex-offender, and true change has to come from within. At the Yellow Ribbon Celebrating Second Chances Awards Ceremony, reformed offenders who made significant contributions to the cause were acknowledged, with the handing out of achievement awards to 140 ex-offenders who have stayed drug and crime free for at least 3 years.

For the upcoming year, aftercare sector planning will be advanced through the development of a core competency framework and roadmap to build aftercare capabilities. The Yellow Ribbon Project will also seek to enhance community engagement efforts to enable clients and their families to start anew, through partnering with the community to build an eco-system of supportive citizens working for the cause.

### **Acknowledgement**

SCORE has come a long way in the past 37 years, and every year, we move a step closer to our goal of an inclusive and supportive society for ex-offenders, and this would not be possible without the efforts and assistance of supportive organisations and individuals within our eco-system – MHA, Singapore Prison Service, SCORE's Board of Directors, the members of various SCORE Committees, CARE Network partners, voluntary welfare organisations (VWOs), trade unions, chambers of commerce, employers, grassroots organisations, industry and community partners, and the numerous supporters of the Yellow Ribbon Project. The overwhelming support has allowed us to progress through the years, and we eagerly anticipate their continued support in furthering our cause.

On a personal note, I would like to thank the SCORE management and staff for their dedication and commitment to our mission. SCORE employees are an extraordinary and diverse band of individuals, united by their staunch belief in our common cause of rehabilitation and reintegration, and it is to their credit that we are still going strong after all these years. In particular, I would like to thank our outgoing Chief Executive Officer, Mr. Teo Tze Fang, and congratulate him on how far he has brought the organisation through his visionary leadership. Although Mr. Teo's direction and strategic mind will be sorely missed, the legacy of his actions will continue to benefit SCORE for decades to come.

Finally, on behalf of everyone at SCORE, I would like to extend a warm welcome to our incoming CEO, Mr. Stanley Tang. Mr. Tang is a newcomer to SCORE but certainly not new to the correctional sector, having served in the Singapore Prison Service previously. His experience and know-how provide much assurance for the future, and we are sure that he can contribute much to SCORE and our mission. With his guidance and the passion of our staff, I am confident that we can enjoy even more successes and breakthroughs in the year ahead.

## Board of Directors



### MR CHNG HWEE HONG

*Chairman (Appointed in 2012 and Board Member since 2009)*

Mr Chng Hwee Hong joined the SCORE Board in 2009 and was appointed Chairman of the Board in 2012. He previously held the posts of Executive Director of Haw Par Corporation Limited, member of the Singapore Sichuan Trade and Investment Committee and Board Member of Singapore Television Twelve Pte Ltd.

Mr Chng holds a Bachelor of Science (Hons) in Applied Chemistry from the University of Singapore and a Graduate Diploma in Business Administration from the same institution. He also holds a Graduate Diploma in Business Studies from University of Chicago and Singapore National Productivity Board.



### MS GOH SOON POH PPA (P)

*Deputy Chairman (Appointed in 2012)*

Ms Goh Soon Poh is currently the Deputy Secretary (Policy) of the Ministry of Home Affairs.

Ms Goh holds a Bachelor of Arts (Hons) in Economics from the University of Cambridge.



### MR ABDUL ROHIM SARIP

*Member (Appointed in 2012)*

Mr Abdul Rohim Sarip, a lawyer of 24 years standing, is the Managing Partner of A. Rohim Noor Lila & Partners. Apart from serving in the legal profession, he is also active in community work and promoting entrepreneurship. He is the Vice Chairman of the Singapore Business Federation and the Immediate Past President of the Singapore Malay Chamber of Commerce and Industry.

He sits as committee member of Advisory Council on Community Relations in Defence (ACCORD), Medifund and Medishield Life Review Committee and Casa Raudha Women Home. He has travelled extensively, leading business missions to Uzbekistan, China, Indonesia, Turkey, Brunei, Philippines and Malaysia. He has also delivered papers in conferences in Uzbekistan and Malaysia as well as Singapore.

He holds a Bachelor of Laws (Hons) from the National University of Singapore.



### MR ALVIN LIM CHOON TEE

*Member (Appointed in 2009)*

Mr Alvin Lim Choon Tee is the Chief Executive Officer of Bizlink Centre Singapore Ltd. An established and well-respected social entrepreneur, he is a strong advocate of employment as a transformational tool for disadvantaged groups.

He is also an active District Councillor of the North East CDC and also a Board Member for SATA CommHealth.

Mr Lim graduated as the overall top student with a Bachelor in Business Administration (with Distinction) from Royal Melbourne Institute of Technology in conjunction with Singapore Institute of Management.



### MS CHARLENE CHANG

*Member (Appointed in 2012)*

Ms Charlene Chang is Director, Community Relations and Engagement at the Ministry of Culture, Community and Youth. Prior to this, she served in the Ministries of National Development, Manpower and Trade and Industry, as well as the former Trade Development Board.

Ms Chang graduated with a Bachelor of Laws (2nd Upper Hons) from the National University of Singapore.



### MR CHAY WAI CHUEN PBM

*Member (Appointed in 2009)*

Mr Chay Wai Chuen is Independent Director at Frasers Commercial Trust, and Chairman of its Audit Risk and Compliance Committee. He first worked as Economist at the Monetary Authority of Singapore, and was formerly CFO and Director of Supply Chain at NTUC Fairprice. He had also attended the Advanced Management Program at Harvard Business School. He was also a Member of Parliament for 18 years, having been Public Accounts Committee member, Chairman of Tanjong Pagar Town Council and Government Parliamentary Committee Chairman for Transport. He was also a NUS Council Member.

He graduated in Economics and Statistics from the University of Singapore, and was Research Scholar in Economics, where he did Masters in Social Science. He was also Commonwealth Scholar at the University of Sussex earning M.A (Development Economics). He is a reservist graduate of the Singapore Command and Staff College.



### PROFESSOR DAVID CHAN

*Member (Appointed in 2012)*

Professor David Chan is Lee Kuan Yew Fellow, Professor of Psychology & Director of the Behavioural Sciences Institute at Singapore Management University, and Adjunct Principal Scientist at A\*STAR.

He has received numerous international scholarly awards and he is the first non-American to receive the Distinguished Early Career Contributions Award from the Society for Industrial and Organizational Psychology. His works have been cited in over 3,000 times in various disciplines. He has served as Editor or Board Member on several journals. He is consultant or Board Member to several organizations in Singapore and United States. He is Elected Fellow of several international psychological associations. He is a recipient of the Outstanding Volunteer Award presented by the Ministry of Social and Family Development.



### DR KEE KIRK CHIN

*Member (Appointed in 2010)*

Dr Kee Kirk Chin is the Chairman and CEO of publicly-listed Apex Healthcare Berhad. A keen supporter of the arts, Dr Kee is also Chairman of the Advisory Committee of the Singapore National Youth Orchestra, a National Project of Excellence under the auspices of the Ministry of Education.

Dr Kee graduated as a medical doctor from the University of Cambridge. He also holds a Master of Arts and a Master of Business Administration.

## Board of Directors



### **MR PETER ONG**

*Member (Appointed in 2012)*

Mr Peter Ong started his career in the advertising industry. He joined Lianhe Zaobao, the Chinese flagship newspaper of Singapore Press Holdings as a reporter cum feature writer in 1993, rose through the ranks to become Associate Editor of the paper in 2014.

Mr Ong graduated from the National University of Singapore with a Bachelor of Arts (Hons) degree.



### **MR THIAGARAJAN S/O SUBRAMANIAM**

*Member (Appointed in 2012)*

Mr Thiagarajan s/o Subramaniam is the Director of the Ong Teng Cheong Labour Leadership Institute. He is concurrently the Executive Secretary of the Union of Power and Gas Employees as well as the Amalgamated Union of Statutory Board Employees. His other responsibilities in the labour movement include being on the Board of the NTUC Eldercare Cooperative Pte Ltd.

He holds a Bachelor of Arts (Hons) from Monash University.



### **MR SIEW HENG KWOK PBM**

*Member (Appointed in 2003)*

Mr Siew Heng Kwok is an active volunteer at various voluntary welfare and social service organisations. Prior to his current position as an independent management and training consultant, Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank.

Mr Siew holds a Masters in Business Administration from St Mary's University (Canada), a Bachelor of Engineering (Mechanical) from the University of Singapore, and a Graduate Diploma in Social Work from the National University of Singapore. He is a recipient of the Public Service Medal in 2013.



### **MR WAN SHUNG MING**

*Member (Appointed in 2012)*

Mr Wan Shun Ming is the Director of Tin Sin Goldsmiths Pte Ltd. Mr Wan holds a Master of Science in Engineering from the University of Illinois. He is a recipient of the Service to Education Award from the Ministry of Education.



### **MR SOH WAI WAH PPA(E), PPA(P), PBS,**

*Member (Appointed in 2010)*

Mr Soh Wai Wah is the Director of the Singapore Prison Service, since 1 Jan 2010.

He graduated with a Bachelor of Arts degree in Economics from the University of Cambridge, UK on a Singapore Police Force Overseas Scholarship. He also holds a Master of Science (Criminal Justice) from Michigan State University.

He was awarded the Public Administration (Silver) Medal in 2000 and the Public Administration (Gold) Medal in 2009.



### **MR YEO MENG HIN**

*Member (Appointed in 2012)*

Mr Yeo Meng Hin is the Senior Vice President of Human Resources Asia Pacific at DHL Global Forwarding Management (Asia Pacific) Pte Ltd.

An experienced HR generalist with deep foundations in Industrial Relations, Compensation & Rewards Management and Change Management, Mr Yeo has held leadership positions in local as well as regional roles with work experiences in a wide array of industries including hospitality, fast food, professional services, property, financial services, retail, financial advisory and logistics.

Mr Yeo holds a Master of Business Administration from University of Phoenix, a Bachelor of Arts (Economics) from the National University of Singapore and a Graduate Diploma in Personnel Management. He is also a certified Compensation Professional and a Global Remuneration Professional.



### **MS TAN POH HONG PPA (E), PPA (P), PBM, PBS**

*Member (Appointed in 2006)*

Ms Tan Poh Hong is the CEO of the Agri-Food and Veterinary Authority (AVA).

Ms Tan is also a member of the Liquor Licensing Board.

She holds a Bachelor of Science (Hons) in Estate Management from the National University of Singapore, and a Master of Business Administration (Distinction) from New York University. She is a recipient of the International Management Action Award, the Public Service Medal and the Public Administration Medal.



## Committees

### TRAINING COMMITTEE

<b>CHAIRPERSON</b>	Mr Thiagarajan S/O Subramaniam	Director Ong Teng Cheong Labour Leadership Institute	
<b>MEMBERS</b>	Professor David Chan	Director, Behavioural Sciences Institute, SMU Professor Psychology, School of Social Sciences, SMU	Singapore Management University
	Mr Abdul Karim s/o Shahul Hameed	Deputy Director (Rehabilitation & Reintegration)	Singapore Prison Service
	Mr Gary Goh Choon Siah	Deputy CEO	Employment and Employability Institute
	Mr Leow Tze Wen	Managing Director	Citystate Management Group Holdings
	Ms Lien Siaou-Sze	Senior Executive Coach	Mobley Group Pacific
	Mr Michael Teng	Assistant Secretary-General	Singapore Manufacturing Federation (SMF)
	Mr Ng Kok Siong	Chief Financial Officer	CapitaMalls Asia Limited
	Mr Teo Tze Fang	CEO	SCORE
<b>SECRETARY</b>	Mr Ravi S/O Subramanian	Director Reintegration Division	SCORE

### ESTABLISHMENT COMMITTEE

<b>CHAIRPERSON</b>	Mr Siew Heng Kwok	Board Member	SCORE
<b>MEMBERS</b>	Mr Yeo Meng Hin	Senior Vice President, Human Resources, Asia Pacific	DHL Global Forwarding
	Ms Jennifer Tan Hwee Meng	Senior Director (Human Resource Division)	Ministry of Home Affairs
	Mr Lim Kian Kok	Director	Directioneering Singapore Pte Ltd
	Mr Nicholas Sim	Director	PeoplePlus Consulting Pte Ltd
	Mr Rohaizan Mustaffa	Committee Member	SCORE
	Mr Teo Tze Fang	CEO	SCORE
<b>SECRETARY</b>	Ms Lina Lim	Senior Assistant Director Human Resource	SCORE

### INVESTMENT & FINANCE COMMITTEE

<b>CHAIRPERSON</b>	Mr Chay Wai Chuen	Board Member	SCORE
<b>MEMBERS</b>	Ms Florence Tan-Nguyen (Tan Mon Ching Florence)	Senior Tax Consultant	Kinetica Pte Ltd
	Mr Khoo Tiam Hock Vernon	Chairman & CEO	Flagship Corporation Far East Pte Ltd
	Mr Oh Wee Khoon	Founder & Managing Director	Sobono Energy Pte Ltd
	Mr Soh Tze Churn Jack	Director	CBMA Investment Pte Ltd
	Mr Teo Tze Fang	CEO	SCORE
<b>SECRETARY</b>	Mr Alan Oh	Deputy Director Corporate Services	SCORE

## Committees

# INDUSTRY & DEVELOPMENT COMMITTEE

<b>CHAIRPERSON</b>	Dr Kee Kirk Chin	Chairman / CEO	Apex Healthcare Berhad
<b>CO-CHAIRPERSON</b>	Mr Wan Shung Ming	Director	Tin Sing Goldsmiths Pte Ltd
<b>MEMBERS</b>	Mr Alvin Lim Choon Tee	CEO	Bizlink Centre Singapore Ltd
	Mr Dominic Cho Lok Yee	Senior Group Account Manager (Marketing, Display)	Singapore Press Holdings
	Ms Jannie Wan Peck Fong	Deputy Director Site Assessment & Licensing Department Food Establishment Regulation Group	Agri-Food & Veterinary Authority of Singapore
	Mr Ng Kok Siong	Chief Financial Officer	CapitaMalls Asia Limited
	Mr Rodney Seah Boon Kheng	Managing Director	Ascendo Consulting Pte Ltd
	Mr Stanley Tang Soong Jing	Director Operations	Singapore Prison Service
	Mr Tan Kay Keng	Assistant Director (Ops-Hygiene) Environmental Health Department	National Environment Agency
	Mr Teo Tze Fang	CEO	SCORE
<b>SECRETARY</b>	Ms Rosanna Yam	Director Business Enterprise & Industry	SCORE

# INDUSTRY BUSINESS COMMITTEE

<b>CHAIRPERSON</b>	Dr Kee Kirk Chin	Chairman / CEO	Apex Healthcare Berhad
<b>MEMBERS</b>	Mr Alvin Lim Choon Tee	CEO	Bizlink Centre Singapore Ltd
	Mr Wan Shung Ming	Director	Tin Sing Goldsmiths Pte Ltd
	Mr Teo Tze Fang	CEO	SCORE
<b>SECRETARY</b>	Ms Rosanna Yam	Director Business Enterprise & Industry	SCORE

# AUDIT & RISK MANAGEMENT COMMITTEE

<b>CHAIRPERSON</b>	Ms Tan Poh Hong	Chief Executive Officer	Agri-Food & Veterinary Authority of Singapore
<b>MEMBERS</b>	Mr Abdul Rohim Bin Sarip	Lawyer and Managing Partner	A Rohim Noor Lila & Partners
	Ms Charlene Chang E-Ching	Director (Community Relations and Engagement)	Ministry of Community Development, Youth and Sports
	Mr Hor Siew Fu	Chief Financial Officer	Albedo Limited
	Mr Peter Ong	Associate Editor, Lianhe Zaobao	Singapore Press Holdings
	Mr Tan Seng Chuan	Director	Agape Employment Services Pte Ltd
<b>SECRETARY</b>	Mr Stephen Goh	Secretary	SCORE

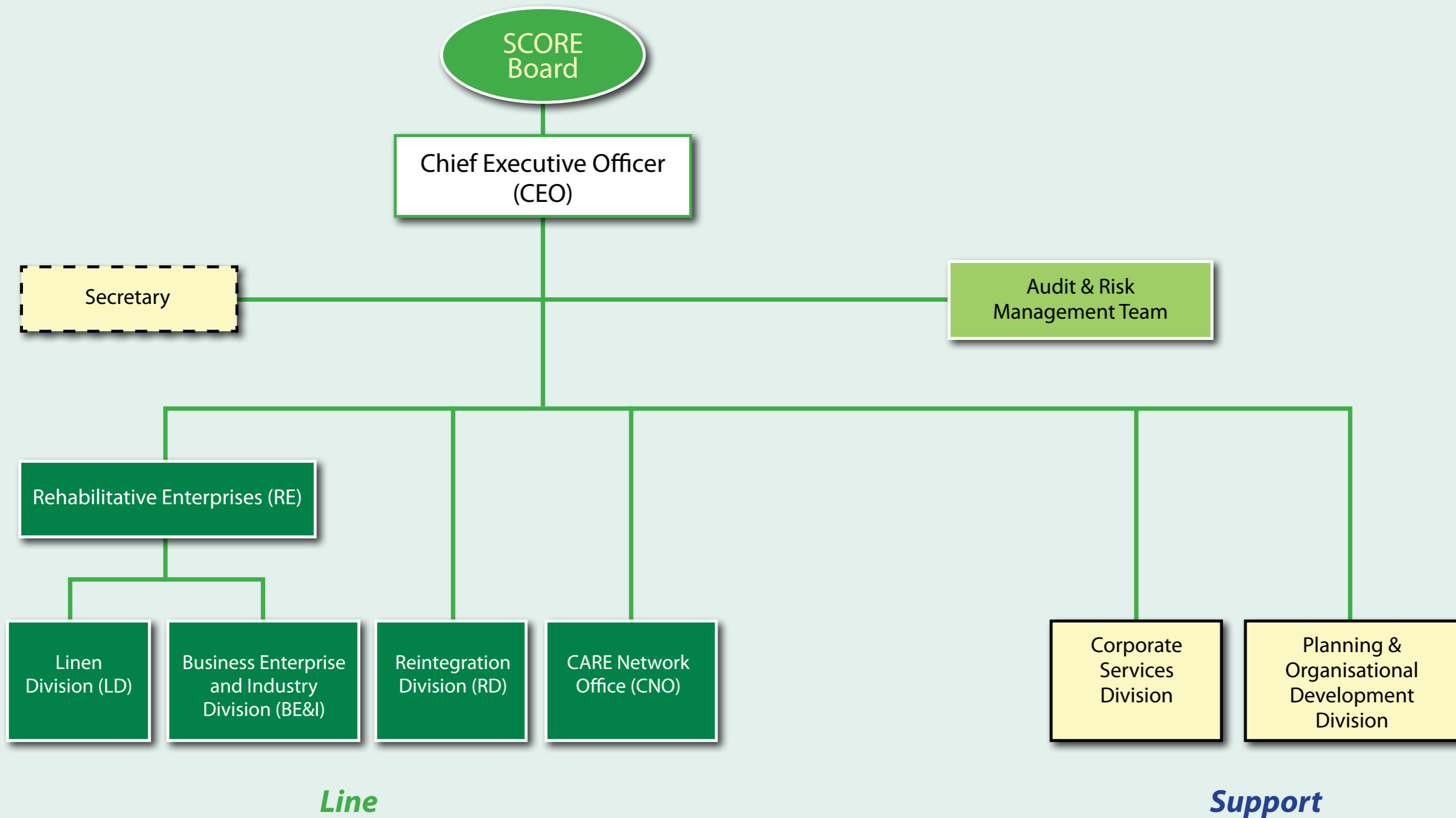
# INFO-COMM & TECHNOLOGY COMMITTEE

<b>CHAIRPERSON</b>	Mr Alvin Lim Choon Tee	CEO	Bizlink Centre Singapore Ltd
<b>MEMBER</b>	Ms Lien Siaou-Sze	Senior Executive Coach	Mobley Group Pacific

We would like to acknowledge the contributions of the following Committee Members who have completed their term of service.

Mr Eddie Yong	Industry & Development Committee
Mrs Goh Mui Hong	Investment & Finance Committee
Mr Ho Ah Chuan	Training Committee
Mr Lakshmanan s/o Seenivasakan	Training Committee
Ms Peggy Quah	Establishment Committee
Mr Richard Chia	Industry & Development Committee
Mr Tan Khieng Sin	Industry & Development Committee

# Revised Organisational Chart w.e.f. 1 Jan 2014





## SENIOR LEADERSHIP

### FRONT ROW

(from left to right, seated)

**Goh Siok Seng Stephen**  
Secretary

**Teo Tze Fang**  
Chief Executive Officer

**Lim Leong Kiat**  
Senior Director,  
Rehabilitative Enterprises

### BACK ROW

(from left to right, standing)

**Loh Teck En**  
Director, Corporate Services Division

**Loh Chew Eng Shirley**  
Director, Linen Division

**Karen Tan**  
Director, Planning & Organisational  
Development Division

**Tan Meng Choo Leonie**  
Director, CARE Network Office

**Yam Chui Mei Rosanna**  
Director, Business Enterprise &  
Industry Division

**Ravi s/o Subramanian**  
Director, Reintegration Division

### NOT IN PHOTO:

**Lau Wei Peng Patrick**  
Chief Operating Officer  
(till November 2013)



## UNIT HEADS

### FRONT ROW

(from left to right, seated)

**Lee Ngee Chew Kenny**  
Senior Assistant Director,  
Audit & Risk Management

**Puah Ping Hui**  
Senior Assistant Director, Business  
Enterprise & Industry Division

**Oh Sy Woei Alan**  
Deputy Director, Corporate Services  
Division – Finance & Administration

**Juliana Abd Khalik**  
Deputy Director, Reintegration  
Division

**Saw Tin Soo Tina**  
Senior Assistant Director, Corporate  
Services Division – Finance &  
Administration (Finance)

**Cher Choon Hing**  
Senior Assistant Director,  
Linen Division

### BACK ROW

(from left to right, standing)

**Low Chen Wei John**  
Assistant Director, Reintegration  
Division – Planning & Employer  
Engagement

**Arputhasamy Nathan**  
Assistant Director, Reintegration  
Division – Job Retention Support

**Yeo Wan Xin**  
Assistant Director, Planning &  
Organisational Development Division

**Low Chen Xiang Freddy**  
Assistant Director, Reintegration  
Division – Employment Assistance

**Chua Cheok Hwee Paulin**  
Assistant Director, Business Enterprise  
& Industry Division – Food Services

**Lina Lim**  
Senior Assistant Director, Corporate  
Services Division – Human Resource

### Jason Ng

Assistant Director,  
Linen Division

**Foo Seck Guan Kenneth**  
Assistant Director,  
CARE Network Office

### NOT IN PHOTO:

**Sho Fee Leng**  
Senior Assistant Director, CARE  
Network Office – Sector Planning &  
Development Unit

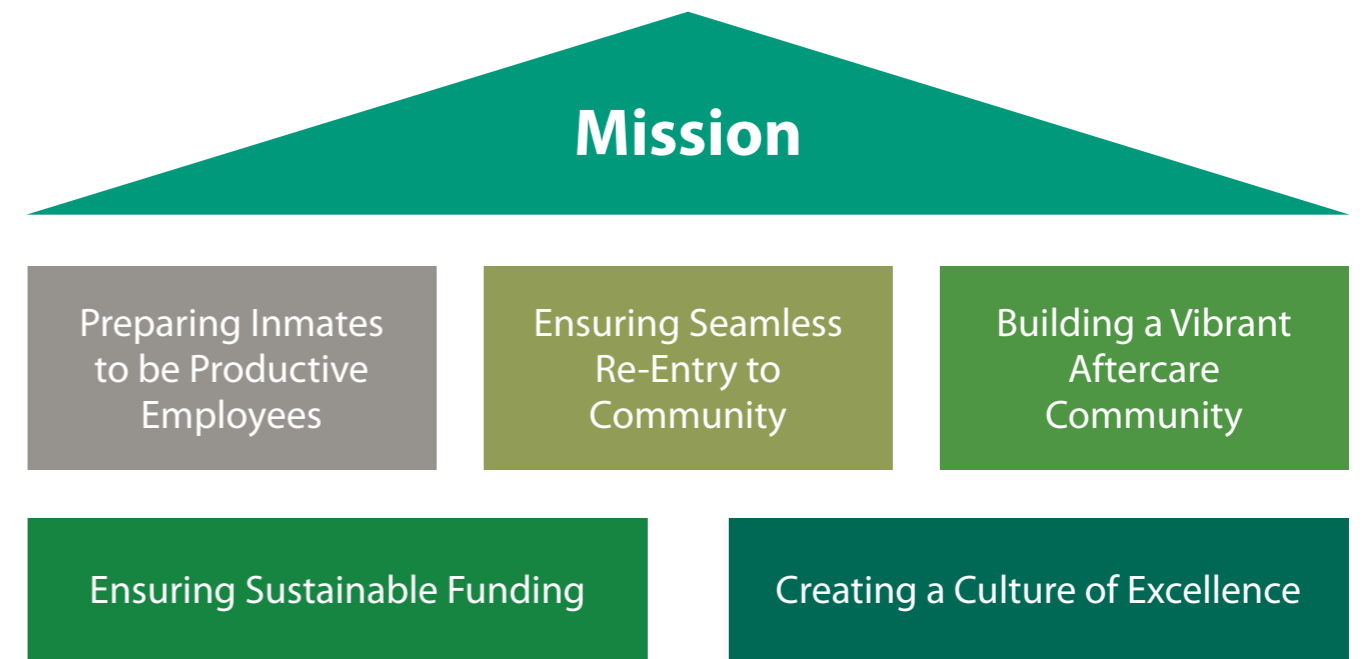
**Lisa Tan**  
Assistant Director, Corporate Services  
Division – Human Resource

**R Vijayan**  
Assistant Director, Linen Division

# STRATEGIC FRAMEWORK

SCORE believes that ex-offenders, when given the right support and opportunities, can be successfully reintegrated to society and make a positive contribution to their families and the community

## Strategic focal areas



SCORE adopts a structured approach in achieving its mission, and in helping an ex-offender's rehabilitation journey.

The strategic framework outlines SCORE's strategic focal areas in order to fulfil its mission.

- **Preparing inmates to be productive employees**
- **Ensuring seamless re-entry to community**
- **Building a vibrant aftercare community**
- **Ensuring sustainable funding**
- **Creating a culture of excellence**



**BUILDING  
BRIDGES  
CHANGING  
LIVES**

# PREPARING INMATES TO BE PRODUCTIVE EMPLOYEES



SCORE bakery chef coaching inmates in the workshop.

At the heart of what SCORE does is preparing inmates to re-enter the workforce by imparting market-relevant job skills and work ethics. Inmates are channelled to appropriate programmes in different phases of their incarceration to enhance their employability.

**“The WSQ training in F&B operations has given me confidence and allowed me to be more competent on the job at Swiss Bake Pte Ltd.”**

*- An ex-offender placed with Swiss Bake Pte Ltd by SCORE*

# Preparing inmates to be productive employees

## IMPARTING WORK ETHICS THROUGH WORK

Work programme for inmates is administered through commercially-run business units within prisons. It aims to cultivate positive work ethics, expose inmates to the rigours of work, and to develop their teamwork and communication skills.

SCORE's work programme is administered via the following:

### **Business operations owned and managed by SCORE**

These businesses include laundry and linen services, food services, business outsourcing and warehousing.

### **Business operations set up by private sector companies under the Private Sector Participation Scheme**

The private sector companies provide management, equipment, technical expertise while SCORE and Prisons manage the discipline and facilitate the rehabilitation of the inmates. Some of these business operations include food manufacturing, electronic and electrical manufacturing, post-print production, call centre operations and IT recycling.

## Expanding Inmate Employment Numbers

SCORE Laundry introduced the three-shift working arrangement in April 2013, which created more employment opportunities for inmates. Instead of operating with two shifts, the laundry now operates three shifts with slightly shorter hours. By optimising laundry operating hours, this has resulted in cost savings and enhanced productivity for SCORE Laundry.

With a bigger pool of trained inmate workers, SCORE Laundry is now better equipped to handle contingencies when they occur.

## Showcasing Inmates' Capabilities

At the Prisons-SCORE Corporate Advance held in April 2013, SCORE showcased a static display designed by inmates which comprised a refrigerator compressor and its various components at the exhibition. As part of SCORE's work programme, the parts are semi-assembled in one of the business outsourcing workshops where the final products are supplied to renowned refrigerator manufacturers. This is a testament that inmates are able to meet the quality standards of the market.



Static display designed by inmates at Prisons-SCORE Corporate Advance 2013.

## Delivering Quality Services to Customers

SCORE Laundry successfully concluded its first-year surveillance audit after an ISO 9001:2008 recertification exercise for the provision of linen and laundry services. The new ISO certification is valid till 2015.

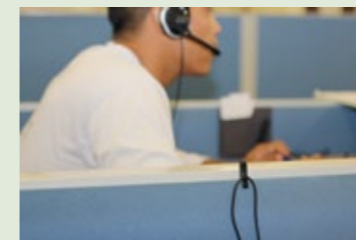
In appreciation of the quality services provided to Jurong Health Services, SCORE was recognised at the Jurong Health Services - Alexandra Hospital Quality 360 Appreciation Award ceremony in November 2013.

### **LAUNDRY & LINEN SERVICES**



SCORE Laundry is one of the largest laundries in Singapore. It has been operating this laundry business for more than 35 years. It serves about 90% of the acute public and private hospitals and processes an average of 42 tons of linen per day. SCORE Laundry employs more than 600 inmates daily.

### **BUSINESS OUTSOURCING & INDUSTRIAL SPACE LEASING**



SCORE works closely with small and medium enterprises (SMEs) to undertake sub-contracting jobs in electronics sub-assembly, quality inspection, post-print production, data entry services and call centre services. In 2013, Business Outsourcing & Industrial Space Leasing unit provided employment to an average of 1,090 inmates daily.

Under the Private Sector Participation Scheme, a total of 24 workshops were leased to our business partners where an average of 980 inmates was employed in 2013 daily.

### **TRANSIT CENTRE & WAREHOUSE**



SCORE manages the Transit Centre & Warehouse within the Changi Prison Complex to provide smooth distribution of meals and logistical supplies to the prison institutions. Inmates working in the warehouses are equipped with basic warehousing skills that will be useful when they are employed in logistics or manufacturing sectors upon release.

In 2013, the unit employed an average of 80 inmates daily.





## Preparing inmates to be productive employees

### FOOD SERVICES



SCORE Food Services manages two Central Kitchens, a Catering Kitchen and a HACCP (Hazard Analysis and Critical Control Points) certified Bakery within the Changi Prison Complex. The two Central Kitchens serve a daily average of 23,600 meals to inmates and 1,200 staff. Catering Kitchen, on the other hand, provides catering services for corporate events and private functions.

SCORE Bakery is an OEM (Original Equipment Manufacturer) provider and produces sandwich loaves and artisanal products. It supplies products to industry players like confectioneries, restaurants, neighbourhood bakeries and caterers. During festive periods, SCORE Bakery produces a wide range of festive goodies that are handmade by inmates.

Food Services unit provided employment to an average of 500 inmates in 2013.

## EQUIPPING INMATES WITH INDUSTRY-RELEVANT SKILLS

SCORE's training is aligned to the Singapore Workforce Development Agency's framework. It ensures that our training is always relevant and provides employers with greater confidence when hiring. Furthermore, it enables inmates to upgrade their skills and qualifications upon release.

Training courses are offered in three areas: generic employability skills; broad industry skills; and occupational skills. In 2013, the courses offered include:

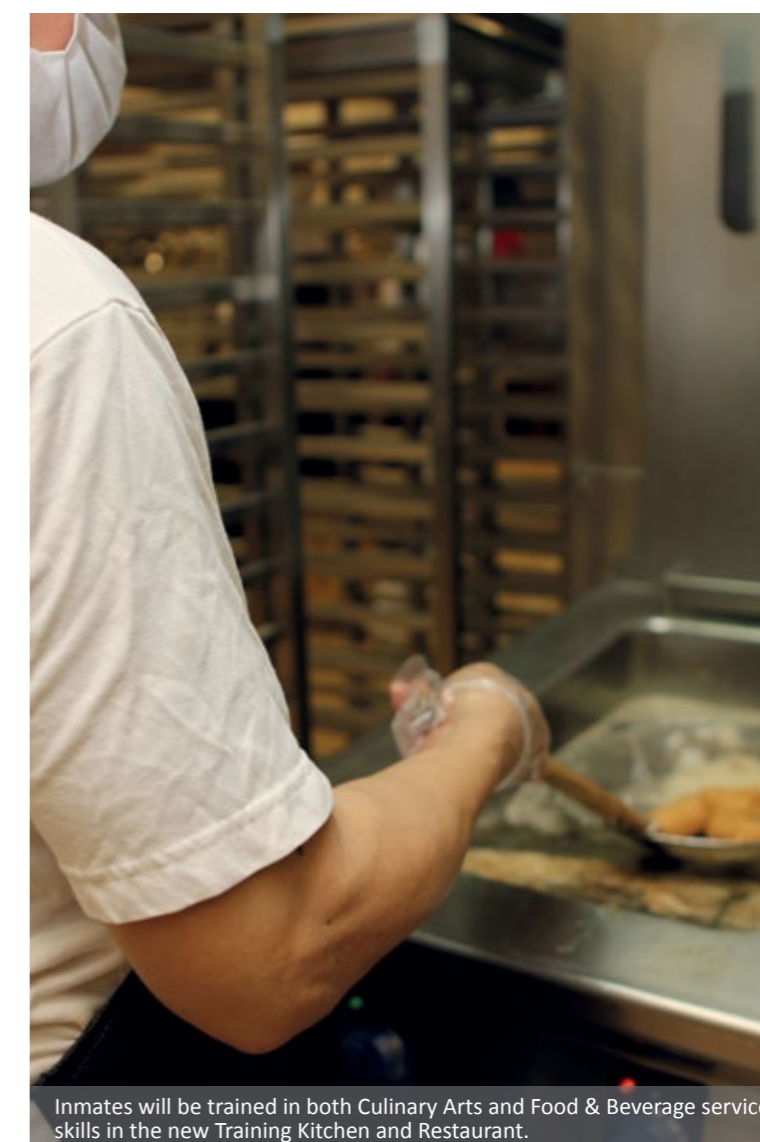
<b>Occupational Skills Training</b>	<ul style="list-style-type: none"> <li>WSQ Interact with and Serve Food &amp; Beverage Guests</li> <li>WSQ Maintain Food &amp; Beverage Service Environment</li> <li>WSQ Prepare &amp; Serve Coffee &amp; Tea</li> <li>WSQ Prepare Non-alcoholic Beverage</li> <li>WSQ Follow Food &amp; Beverage Hygiene and Safety Policies &amp; Procedures</li> <li>WSQ Maintain Food &amp; Beverage Production Environment</li> <li>WSQ Prepare Mise En Place 1</li> <li>WSQ Maintain Safe and Secure Working Environment</li> <li>WSQ Demonstrate Basic Dry Heat Cooking Methods</li> <li>WSQ Perform Warehouse Operations</li> <li>WSQ Perform Stock Control &amp; Housekeeping Operations</li> <li>WSQ Use Hand Tools</li> <li>WSQ Operation Basic Measuring Devices</li> <li>WSQ Forklift Operations (Theory)</li> <li>NITEC Electronics</li> </ul>
<b>Broad Industry Skills</b>	<ul style="list-style-type: none"> <li>WSQ Certified Service Professional (CSP)</li> <li>WSQ Apply Quality Systems</li> <li>WSQ Apply Teamwork in the Workplace</li> <li>WSQ Apply Workplace Safety &amp; Health Policy</li> <li>WSQ Apply 5S Techniques in Manufacturing</li> </ul>
<b>Generic Employability Skills</b>	<ul style="list-style-type: none"> <li>Workplace Literacy &amp; Numeracy</li> <li>ES-WSQ Develop Personal Effectiveness</li> <li>ES-WSQ Communicate &amp; Relate Effectively at Workplace</li> <li>ES-WSQ Maintain Personal Presentation &amp; Employability</li> <li>Basic IT Training</li> </ul>

In 2013, 5,896 inmates were trained through 22,504 training places, with each inmate attending an average of four skills training as compared to an average of three skills training in 2012.

### Collaboration with Strategic Partners

In 2013, SCORE collaborated with Singapore Workforce Development Agency and Singapore Prison Services in the setting up of the Training Kitchen and Restaurant inside the Changi Prison Complex to train inmates in both Culinary Arts and Food & Beverage (F&B) service skills. The training facility will be located at Institution B4 where pre-release inmates are prepared for employment before they re-enter the society. This initiative will help enhance the employability of inmates and prepare them to take up suitable jobs upon release. At the same time, growing demand for trained manpower in the hospitality industry can be met as well.

Among the training offered include WSQ Maintain Food & Beverage Production Environment, WSQ Follow Food & Beverage Safety and Hygiene Policies and Procedures, WSQ Maintain Food & Beverage Service Environment, WSQ Prepare and Serve Coffee & Tea and WSQ Interact with and Serve Food & Beverage Guests.



Inmates will be trained in both Culinary Arts and Food & Beverage service skills in the new Training Kitchen and Restaurant.

# ENSURING SEAMLESS RE-ENTRY TO COMMUNITY

The transition from in-care to aftercare is a critical phase in the reintegration journey of an ex-offender. SCORE coordinates the valuable support of employers, partners and donors to ensure that the transition is a seamless one.

Employment is one key factor for an ex-offender's successful reintegration into the community. SCORE adopts an integrated approach in employment to ensure that ex-offenders not just secure a job, but stabilise and grow in their careers.



Besides employment, families also play an important part in the successful reintegration of ex-offenders.

**“The job coaches from SCORE have been encouraging and helping me to stay focused at my new workplace. They keep me on the right track to meet work targets and expectations.”**

*- An ex-offender placed with Fitterlab Engineering Pte Ltd by SCORE*

## Ensuring seamless re-entry to community



Employers at a placement exercise held in prisons.

## STAYING GAINFULLY EMPLOYED

### Expanding Partnerships with Employers

Equipped with the work experience and training provided in Prisons, ex-offenders ultimately need to be gainfully employed as they re-enter and reintegrate into the community. SCORE's programmes and services targeted at enhancing ex-offenders' employability would be futile if employers are not receptive to hiring them. As part of its employer engagement strategy, SCORE partners with trade associations like Singapore Chinese Chamber of Commerce & Industries (SCCCI) to actively engage employers to offer fair and market-rate employment opportunities for ex-offenders.

The total number of employers registered with SCORE job bank has increased by 419 to 3,876 in 2013. This represents a 12% increase when compared with 2012. Most of these employers are from the Hospitality (25%), Manufacturing (17%) and Logistics (11%) industries.

To better understand employers' manpower requirements, SCORE regularly engages and works closely with them to forecast their manpower needs and offer differentiated services to help meet this demand. As part of SCORE's on-going efforts in encouraging employers to embrace fair employment practices, employers who create fair employment and career opportunities to ex-offenders are recognised at various corporate and national award platforms.

### Leaving Prisons Employed

At SCORE, we believe that securing a legitimate job is key to an ex-offender's successful reintegration to the community. Hence, we assist them to secure jobs by arranging an average of 4 to 6 placement exercises with suitable employers, inside Prisons before their release.

In 2013, 99% of the 2,123 offenders assisted by SCORE secured a job before release.

### Helping Ex-Offenders Remain Employed

To help reduce barriers to employment, SCORE provides job retention support to help ex-offenders address their work reintegration challenges during the initial six months after their release. Job Coaches serve as a single point of contact and work closely with employers and ex-offenders to resolve their work, financial and other social issues.

In 2013, 1,651 ex-offenders who received employment assistance from SCORE were offered job retention support to help them stabilise and stay on the job. About 84% of the ex-offenders assisted have started work, with 81% and 59% of them staying on the job for 3 months and 6 months respectively.

### Appreciating Support from Employers and Community Partners

Post release support from the community is integral to the successful reintegration of ex-offenders. SCORE works closely with its community partners to ensure the reintegrative needs of ex-offenders are adequately addressed. The annual SCORE Appreciation Awards seek to recognise the invaluable contributions of various partners who have supported SCORE's mission, helping ex-offenders to turn over a new leaf.



A total of 65 awards were given out to organisations and individuals at the SCORE Appreciation Awards 2013

In 2013, the SCORE Appreciation Awards was held at The National Community Leadership Institute (NACLI). The theme for the award ceremony, "Inspiring Hope Beyond Hiring", was aimed at recognising employers and supervisors who have created a supportive work environment to facilitate ex-offenders' transition into the workforce. Such supportive work environment has helped many ex-offenders stabilise and stay on the jobs.

Over 250 guests including employers, business and community partners, and representatives from government agencies attended the award ceremony. A total of 65 organisations and individuals were recognised for their contributions and support in furthering SCORE's mission. Then Acting Minister of Manpower, Mr Tan Chuan-Jin, graced the event as Guest of Honour.

## Ensuring seamless re-entry to community

### MOBILISING COMMUNITY RESOURCES

The reintegration journey is a complex one, where ex-offenders may experience multiple and complex issues as they transit back into the society. In addition to providing employment assistance, SCORE mobilises support from the wider community to provide stability and support to them after their release.

#### Revision of Halfway House Service Model

The Halfway House Service Model (HSM) was implemented in October 2010 and provided a framework of consistent and dedicated programmes based on stipulated service requirements.

The revised HSM was signed in October 2013 by all eight halfway houses (Ashram Halfway House, Breakthrough Missions, Green Haven, Jamiyah Halfway House, Pertapis Halfway House, Teen Challenge, The Helping Hand, The Turning Point) participating in the scheme. Under the revised HSM, halfway houses will receive more funding support to work with ex-offenders on meeting their reintegration needs. Moving forward, SCORE will be working closely with the management of these halfway houses to level up the competencies of their staff, maintain standards of halfway house resident management, as well as facilitate the process of cyclical maintenance for the halfway houses.



Signing of the revised Halfway House Service Model by eight participating halfway houses.

#### Yellow Ribbon Fund

The Yellow Ribbon Fund was set up in 2004 to provide funding assistance towards the provision of rehabilitative and aftercare services to both inmates and ex-offenders during and after their release. Families and children who are affected by incarceration also stand to benefit from this fund.

In 2013, the Yellow Ribbon Fund raised more than \$2.2 million at various fund-raising platforms as well as from well-meaning organisations and individuals. A total of \$1.1 million was disbursed for programmes and services to help ex-offenders and their families prepare for the life ahead after incarceration. To date, these programmes have benefited more than 2,300 beneficiaries.

#### Singapore Academy of Law Charity Concert 2013

Since 2011, Singapore Academy of Law has been supporting aftercare programmes and initiatives by the Yellow Ribbon Fund. The key highlight of this collaboration in 2013 was the one-night charity concert "The LeX Factor – Law Has Talent" where distinguished members of the judiciary and law fraternity came together to support the Yellow Ribbon STAR (Skills Training Assistance to Re-start) Bursary. This bursary provides financial help to ex-offenders who wish to acquire education and skills-training to enhance their employability.

This collaboration has raised more than \$300,000 for the YRF STAR Bursary in 2013. It has also helped to influence key members of the Singapore judiciary system to take on a more balanced and rehabilitative approach.



Singapore Academy of Law raised more than \$300,000 for the Yellow Ribbon Fund STAR bursary.

#### New Computer Training Lab for Jamiyah Halfway House

In 2013, Group LP118 from the AsiaWorks Leadership Programme partnered with the Yellow Ribbon Project to support Jamiyah Halfway House's programme for their residents. Their sponsorship of \$67,000 went into the setting up of a new computer training lab, as well as funding of computer training programme for its residents. The initiative will help equip residents with basic computer literacy skills necessary for their job search.

# BUILDING A VIBRANT AFTERCARE COMMUNITY

A vibrant aftercare community promotes sharing of best practices, knowledge, resources and success stories to create a sustainable and professional eco-system for the reintegration of ex-offenders, facilitating their transition from prisons to society to be as seamless as possible.



A Commemorative Publication, The Courage to Believe was launched to mark the 10th anniversary of Yellow Ribbon Project.

**“I was introduced to different in-care and aftercare services available for ex-offenders through the CARE Network Attachment Programme. This programme has given me insights into the work and challenges of other community partners. It is also an excellent opportunity to network, hence improving my own repertoire of information and referral services for ex-offenders!”**

*Chua Yee Hui  
Social Services Executive (Children & Family), ISCOS  
Participant of CARE Network Attachment Programme*

## Building a vibrant aftercare community



### ENHANCING PROFESSIONALISM IN AFTERCARE SECTOR

#### Inaugural CARE Network Workplan Seminar

SCORE organised the inaugural CARE Network Workplan Seminar in April 2013. Themed "Strengthening Throughcare - Working as One", the workplan seminar brought together 220 participants from 56 voluntary welfare organisations, religious organisations, grassroots organisations, community groups and government agencies to discuss the strategies for strengthening throughcare.

At the seminar, the upcoming challenges and trends in the aftercare landscape, and how the aftercare workers and volunteers can collaborate to overcome them were discussed. A training competency framework aimed at increasing the professionalism of both social workers and volunteers was also introduced. In addition, the participants shared on their upcoming initiatives, programmes and best practices.

Formed in May 2000, the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network was set up to improve the effectiveness of rehabilitation of ex-offenders in Singapore. As the secretariat of CARE Network, SCORE plays a strategic role in the development of the aftercare sector by providing leadership, direction, and platforms to engage and energise the community partners.



#### CARE Network Learning Journey

SCORE organised the CARE Network Learning Journey in November 2013. A total of 77 participants from 34 different voluntary welfare organisations, government agencies and religious groups attended this half-day learning journey. Singapore Prison Service shared on their experience in supervising high risk offenders in the community, and their role in supporting a seamless reintegration of ex-offenders back to the society. Through the sharing, participants were able to understand the different risk assessments and community interventions for ex-offenders.

#### CARE Network Attachment Programme

The yearly CARE Network Attachment Programme was organised for the third time to provide an overview of the rehabilitation and reintegration landscape in Singapore. Hosted by member agencies, the attachment programme was extended to all community agencies to deepen their understanding of the types of rehabilitative programmes and services offered by the agencies in the aftercare sector. Held over a period of seven days, a total of 33 aftercare and social workers from 22 agencies attended the attachment programme.

### CELEBRATING 10 YEARS OF YELLOW RIBBON PROJECT

The year 2013 marked the tenth anniversary of the Yellow Ribbon Project. Moving into the next decade of campaigning, the Yellow Ribbon Project will continue to generate awareness, promote acceptance and inspire to encourage the community to help unlock the second prison for ex-offenders.



As one of CARE Network's key initiative, the Yellow Ribbon Project was launched in 2004 as a community engagement campaign aimed at changing society's mindset in giving ex-offenders a second chance in life.

The Yellow Ribbon Project is strategic to the overall mission of reducing recidivism rates and contributing to a safer and secure Singapore.

The Yellow Ribbon Project aims to:

- Create awareness of the need to give second chances to ex-offenders
- To generate acceptance of ex-offenders and their families into the community
- To inspire community action to support the rehabilitation and reintegration of ex-offenders.

## Building a vibrant aftercare community



Participants warming up at the starting line at the Yellow Ribbon Prison Run 2013.

### The Giant Human Yellow Ribbon Formation

In 2013, the Yellow Ribbon Project organised its flagship event, the Yellow Ribbon Prison Run. Since its launch in 2009, the event has grown from an annual participation rate of 5,500 to 10,000 in 2013. The run also attracted brands such as Pokka, Seiko, Tiger Balm and Active Network to sponsor the event. Through the run, many Singaporeans were able to learn more about the reintegration issues faced by ex-offenders and be inspired to play their part in helping ex-offenders reintegrate seamlessly to the society.

In 2013, history was made in the Singapore Book of Records, as 1,230 runners came together to form the Giant Human Yellow Ribbon Formation. Through this attempt, more than \$130,000 was raised for the Yellow Ribbon Fund via donations from organisations, clubs and societies. The strong show of support from all walks of the community is testament to how the message of the campaign has permeated into the hearts and minds of the community.

### Yellow Ribbon Community Art Exhibition

In 2013, the Yellow Ribbon Project co-organised the seventh Yellow Ribbon Community Art Exhibition with the Singapore Art Museum. The two-week long exhibition in July saw a total of 61 inmates' original artworks on display. This included an art installation of a prison door, which was created by inmates in collaboration with renowned contemporary artist Mr Steve Lawler. A total of \$17,000 was raised from the sale of the artworks.



Making history with the Giant Human Yellow Ribbon Formation.

### Yellow Ribbon Celebrating Second Chances Awards Ceremony

In October 2013, the Yellow Ribbon Celebrating Second Chances Award Ceremony was held to commend 140 ex-offenders who stayed drug and crime free for a minimum period of three years. Graced by Ms Indraneel Rajah, Senior Minister of State for Law and Education, she was also joined by other VIPs to launch the Yellow Ribbon 10th Anniversary Commemorative Publication – The Courage to Believe, to mark the 10-year journey of advocating for Second Chances.



Ms Indraneel Rajah, Senior Minister of State for Law and Education addressing the audience at the Celebrating Second Chances Awards Ceremony.

### Yellow Ribbon Commemorative Publication – The Courage to Believe

The Yellow Ribbon 10th Anniversary Commemorative Publication, The Courage to Believe, was launched in 2013 to mark the 10 year journey of advocating for second chances for ex-offenders. The publication chronicles the inception of the Yellow Ribbon Project, the journey of the campaign and success stories of ex-offenders. The book will be used as an advocacy tool to outreach and educate the next generation.

### New Logo for 10th Anniversary

To celebrate the Yellow Ribbon Project's 10th Anniversary, a new logo was also commissioned through an online contest. Targeted at the young, the activity engaged the online community through Facebook, Instagram and the website over a two-week period. The activity received a total of 15 entries. The winning logo, which was designed by a polytechnic student, was used across the YRP's 10th Anniversary Campaign. This activity provided the younger supporters an opportunity to own the campaign and build greater brand affinity.

### Yellow Ribbon Volunteer's Marketplace – A Community Supported Initiative

To engage newly recruited volunteers for the Yellow Ribbon Project, a group of motivated and young volunteers organised two runs of the Yellow Ribbon Volunteer's Marketplace in 2013. The platform outreached to 100 volunteers and matched 82 interested individuals to 14 aftercare agencies. This allowed the new volunteers to deepen their understanding on the reintegration issues faced by ex-offenders, and be suitably matched in their areas of interest and skills to meet the needs of the aftercare sector.

# CREATING A CULTURE OF EXCELLENCE

SCORE is committed to excellence through continuous learning and improvement as an organisation and for its people.



SCORE was awarded the Singapore Quality Class (SQC) STAR by SPRING Singapore

“My two - week attachment to Hong Kong’s Society of Rehabilitation and Crime Prevention (SRACP) was truly an eye-opener. My counterparts in SRACP were very welcoming and generous in sharing their knowledge and experience with me. Now, I have a better understanding on the social issues faced by ex-offenders in Hong Kong. I look forward to more similar knowledge sharing platforms between SCORE and SRACP.”

*Karen Tay*  
Manager, Research & Programme Development  
Reintegration Division  
SCORE



# Creating a culture of excellence

## BUILDING A STRONGER ORGANISATION

### Achieving SQC STAR

SCORE was awarded the Singapore Quality Class (SQC) STAR by SPRING Singapore, following a recertification exercise in May 2013. It also successfully renewed its certification for People Developer.

SCORE first attained its SQC certification in 2010. This SQC STAR certification in 2013 marks another milestone in SCORE's business excellence journey as it is only awarded to existing SQC organisations which have scored at least 550 points, and demonstrated higher levels of performance in their SQC assessment.

It is a testament to the many improvements that has been made in SCORE to better deliver its mission to reintegrate and rehabilitate ex-offenders.

### Exchange Programme with Hong Kong SRACP

Recognising the value of learning from our counterparts in other jurisdictions, SCORE initiated an exchange programme with Hong Kong's Society of Rehabilitation and Crime Prevention (SRACP) to facilitate mutual sharing and learning.

SCORE sent a small team led by two member of the senior management to Hong Kong in August 2013, to learn more about SRACP and how they deal with the challenges and constraints resulting from an operating environment bearing strong similarities to SCORE's, as well as their various programmes and services. SRACP reciprocated by attaching four of its staff in two separate trips to SCORE, before SCORE sent two more staff to learn more about their employment assistance and community engagement efforts.

Through reflection on a similar organisation and its strategies in organisational structure, funding model, aftercare and community engagement, SCORE gained fresh insights into its operating model, and programmes and services currently offered. At the same time, the exchange programme has helped SCORE officers to better appreciate the efficacy of the programmes and services for the ex-offenders, as well as the vital role the community plays in furthering SCORE's mission.



Staff with delegates from Hong Kong's Society of Rehabilitation and Crime Prevention.

### Continual Emphasis on Staff Development

Leadership is the learning focus in 2013. A select group from the senior and middle management team attended several leadership training modules. They include:

- Non-Profit Management Programme for the 21st Century (NPM21)
- Effective Team Leadership
- Real Leadership
- Out-of-the-Box Leadership
- Effective Leadership in Turbulent Times

For junior management level officers in the supervisory positions, SCORE continued to introduce the course *Critical Skills for New Managers*. This is a well-received training programme which imparts participants with the essential skills required to be an effective manager.

### Revised Organisational Structure

In a bid to enhance coordination of operations and improve long-term planning and efficiency, a revised organisational structure was conceptualised, and put in effect on 1 Jan 2014.

In order to increase the rehabilitative focus and value of work and business operations, two of the operational divisions, namely Business Enterprise and Industry Division and Linen Division, will be grouped under Rehabilitative Enterprises. As the operations of the new SCORE Halfway House (SHWH) would be delayed, the HWH division shall be co-opted into an expanded Planning and Organisational Development (P&OD) division. The expanded P&OD division will focus on strategic planning and undertake new functions such as business excellence and lean management.

A newly created Audit & Risk Management Team team shall undertake duties including issues such as business continuity planning, internal audits and workshop safety. It will also provide staff support for the Audit & Risk Management Committee, which reports to the SCORE Board.

## RECOGNISING EXCELLENCE

Awards at different levels are given to staff and teams to recognise good performance and inspire staff towards a culture of excellence.

Type of Award	Name of Recipient/Project
<b>National Day Award: The Public Administration Medal (Bronze)</b>	Mr Loh Teck En
<b>National Day Award: The Commendation Medal</b>	Mr Arputhasamy Nathan
<b>National Day Award: The Efficiency Medal</b>	Mr Leong Kwek Chin Kenny
<b>National Day Award: The Long Service Medal</b>	Mr Teo Tze Fang Mr Chin Foo Khuin Mr Wong Ying Kit
<b>Minister for Home Affairs National Day Award (Individual)</b>	Mr Sekher S/O Balakrishnan

## Creating a culture of excellence

<b>Minister for Home Affairs National Day Award (Team)</b>	SCORE (together with five other public organisations) For excellent teamwork and commitment in implementing a comprehensive approach in Singapore's fight against drugs and drug abuse.
<b>HOPE Award 2013</b>	Ms Hoon Lang Ms Shereen Asiah Bai Binte Mohd Ismail
<b>Quality, Service and Safety Awards (Group)</b>	1 <sup>st</sup> : Ensuring Safety at Laundry – Linen Division  2 <sup>nd</sup> : Cost Reduction in Recruitment Processes – Human Resource Departments  3 <sup>rd</sup> : Improvement of Work Processes at A2 Level 7 workshop – Business Enterprise & Industry Division
<b>Quality, Service and Safety Awards (Individual)</b>	Kong Mun Kwong Award winner: Mr Paul Teng  Other individual award winners: Mr Adam Mr Gabriel Peter Mr Marc Chong
<b>Principal Innovation Project Awards</b>	1 <sup>st</sup> : Systematic and Proactive Preventive Maintenance – Linen Division  2 <sup>nd</sup> : Addressing Problem of Non-Conformance Coffee Packs – Business Enterprise and Industry Division  3 <sup>rd</sup> : Review Procurement and Payment Processes – Corporate Services Division
<b>Innovative Project Award</b>	Project: Extending the Useful Life of Press Cushion – Linen Division
<b>Esprit De Corp Award</b>	3-Team Working Arrangement – Linen Division  Programmable Logic Controller Change for Laundry 1 Workshop at A5 – Linen Division, Reintegration Division, Human Resource Department  Daily Rated Employees Joint Project – Linen Division
<b>SCORE Star Service Award</b>	Mr See Yong Hock

<b>Special Commendation Award</b>	Mr Chang Kwang Poon David Mr Chong Kok Loon Marc Ms Chua Ah Siew Abby Mr Huzair Hyder S/O Abdul Rahman Ms Lu Wai Yee Fiona Mr Li Jing Mr Muhammad Zhuhri Bin Mohamed Jambari Mr Ng Aeng Peng Ms Nurliana Binte M Rosli Ms Tai Junni Mr Tan Vincent Mr Teng Jie Hui Paul Mr Yim Weng Fatt
<b>Celebration of Wins</b>	Project : <ul style="list-style-type: none"> <li>Maintenance Programme for Two Continuous Batch Washers – Linen Division</li> <li>Selection of Logistics Partner for Transit Centre &amp; Warehouse contract – Business Enterprise &amp; Industry Division</li> <li>ISO 9001:2008 First Year Surveillance Audit – Linen Division</li> <li>Home Team Festival &amp; Completion of Operations Manual for SCORE Halfway House – Planning &amp; Organisation Development Division</li> </ul>
<b>35 Years SCORE Long Service Award</b>	Ms Grace Bernadette Vincent Suppiah Mr See Yong Hock
<b>30 Years SCORE Long Service Award</b>	Mr Ali Bin Aman Mr Fong Kah Foon Mr Ho Kok Beng
<b>25 Years SCORE Long Service Award</b>	Mr Arputhasamy Nathan Mr Harith Bin Abdul Rahman
<b>20 Years SCORE Long Service Award</b>	Mr Ramli Bin Anan
<b>15 Years SCORE Long Service Award</b>	Mr Amir Bin Abu Bakar Mr Ang Tian Whatt Mr Lee Ngee Chew Kenny
<b>10 Years SCORE Long Service Award</b>	Mr Leong Kwek Chin Kenny Ms Loh Chew Eng Shirley Mr Premchand S/O Bhagwandas B S
<b>5 Years SCORE Service Award</b>	Mr Ananthan Jothi Mr Choi Kuai Seng Mr Goh Chye Beng Mr Jin Zishen Leslie Mr Kusaini Bin Yakob Ms Man Peck Leng Connie Mr Tan Kuan Hwee Ms Yam Chui Mei Rosanna

# ENSURING SUSTAINABLE FUNDING

As a self-funded statutory board, SCORE pursues profit-for-purpose to fund its rehabilitation activities by developing strategic partnerships, managing processes and resources efficiently and delivering quality products and services.



Inmates working in a data-entry workshop will be able to apply basic computing skills.

## **SCORE Food Services Latest Collaboration**

SCORE collaborated with a leading food company to set up a Bakery supplying products such as filled buns for army institutions, and frozen pizzas for local supermarkets. The workshop also successfully attained HACCP (Hazard Analysis and Critical Control Points) certification in October 2013. Inmates employed at this workshop get to acquire market-relevant baking skills as well as gain valuable experience working in a HACCP-certified facility.

## **Extension of Existing Contract**

SCORE successfully renewed a leased contract with an air-conditioner retailer that operates a call centre in Cluster B at the Changi Prison Complex. Inmates are given the opportunity to acquire valuable customer service skills such as handling of calls, and basic knowledge in maintenance of air-conditioners.

## **Expanding Data Entry Services**

This year, SCORE signed a Service Level Agreement with a statutory board, Vital Shared Services, to provide data entry services for their clients. Inmates get to apply basic computing skills in their everyday work, helping to diversify the type of skills that inmates can acquire during incarceration.

## **Ensuring Stability in SCORE Laundry Services**

In 2013, SCORE Laundry adopted a comprehensive maintenance programme to ensure continual stability and reliability in its operations. An independent consultant from Australia was engaged, where a good overall assessment of health for the SCORE laundry plant and equipment was given. Recommendations for the change of the Programmable Logic Controller (PLC) of the Continuous Batch Washer systems were also made. The PLC systems were successfully replaced in October 2013. In 2013, there has been no major equipment breakdown and maintenance costs are 2% lower as compared to 2012. With better maintenance, delivery timeliness to hospitals has also improved by 6%.

“Thank you so much for going the extra mile. We are impressed with SCORE Laundry’s excellent and prompt service delivery. Well done, and keep it up.”

*Sister Beh  
Nursing Manager, Changi General Hospital*

# SCORE CARES



SCORE staff posing for a photograph after some bowling fun.

Apart from transforming lives of ex-offenders, SCORE strives to cultivate an organisation which is socially responsible in four key areas: community, environment, staff and safety.



Staff joined the children from Make-a-wish Foundation in a pizza-making workshop.

## **Community Outreach Volunteer Experience (COVE)**

Since 2012, SCORE has adopted Make-a-Wish Foundation (MAWF) as its main beneficiary.

A fund-raiser was organised at the beginning of 2013, where a total of \$6,085 was raised. In addition, the COVE committee, in collaboration with the Go Green committee, collected unused and recyclable items from staff and sold these items at the SCORE Mini Carnival held in November 2013. The proceeds from the fund-raising and the mini-carnival were donated to MAWF while unsold items were donated to the Salvation Army.

Staff also joined the children from MAWF in a fun-filled day in which they participated in a pizza-making workshop in November 2013.



CEO with staff at the "Running Man" activity at Punggol Waterway Park.

### Furthering the Go Green Message

In 2013, five Go Green activities were organised with the aim to raise awareness on current environmental issues and encourage eco-friendly daily habits.

One such event was the annual Earth Hour celebrations in March 2013. A competition was held where staff submitted entries to compete for the top prize for the "best-decorated recycling bin" using only recycled materials. To encourage staff to reduce their carbon footprint by cutting down on dairy consumption, a vegetarian lunch held in the dark with candle lights was also organised.

The committee also collaborated with Staff Well Being Committee (SWBC) to organise the "Running Man" in August 2013 at the Punggol Waterway Park. In addition to reminding staff to appreciate what nature has to offer, the importance of team-bonding was also emphasised through the games and activities conducted.

### Focus on Staff Well-Being

The Staff Well-Being Committee aims to promote work-life integration to help staff forge friendships at work while attaining work-life balance at the same time. Opportunities for bonding are created through family day events and team-building activities. The committee also organises joint activities with the Singapore Prison Service.

A total of nine activities were held in 2013, allowing staff from different divisions to come together beyond work. The committee organised four festive celebrations, which included Chinese New Year, Hari Raya, Deepavali and Christmas in collaboration with the Singapore Prison Service.

A family event, "SCORE Excursion - SEA Aquarium @ Sentosa", was held to facilitate the family bonding for staff in May 2013. A perennial favourite among SCORE staff, two bowling sessions were organised in June and December 2013. The latter was the SCORE Year-End Party where SCORE staff came together to celebrate the achievements for 2013.

### Staff Welfare

In appreciation of the work SCORE staff put in on a daily basis to achieve SCORE's mission, SCORE implemented the following new welfare initiatives in 2013:

- **Free Cluster Lunch**  
Lunch at Clusters' cafeterias is now free for SCORE staff.
- **Blue Sky Day**  
One Friday in each quarter selected as "Blue Sky Day" to encourage staff to go home on time.
- **Free two-year Civil Service Club (CSC) Membership**  
Staff are entitled to a two-year complimentary CSC membership where they get to use CSC's facilities at a discounted price.
- **Corporate Rates at Q&M Dental Group**  
Staff enjoy corporate rates for their dental services from all the dental clinics under the Q&M Dental Group.

### Safety Committee

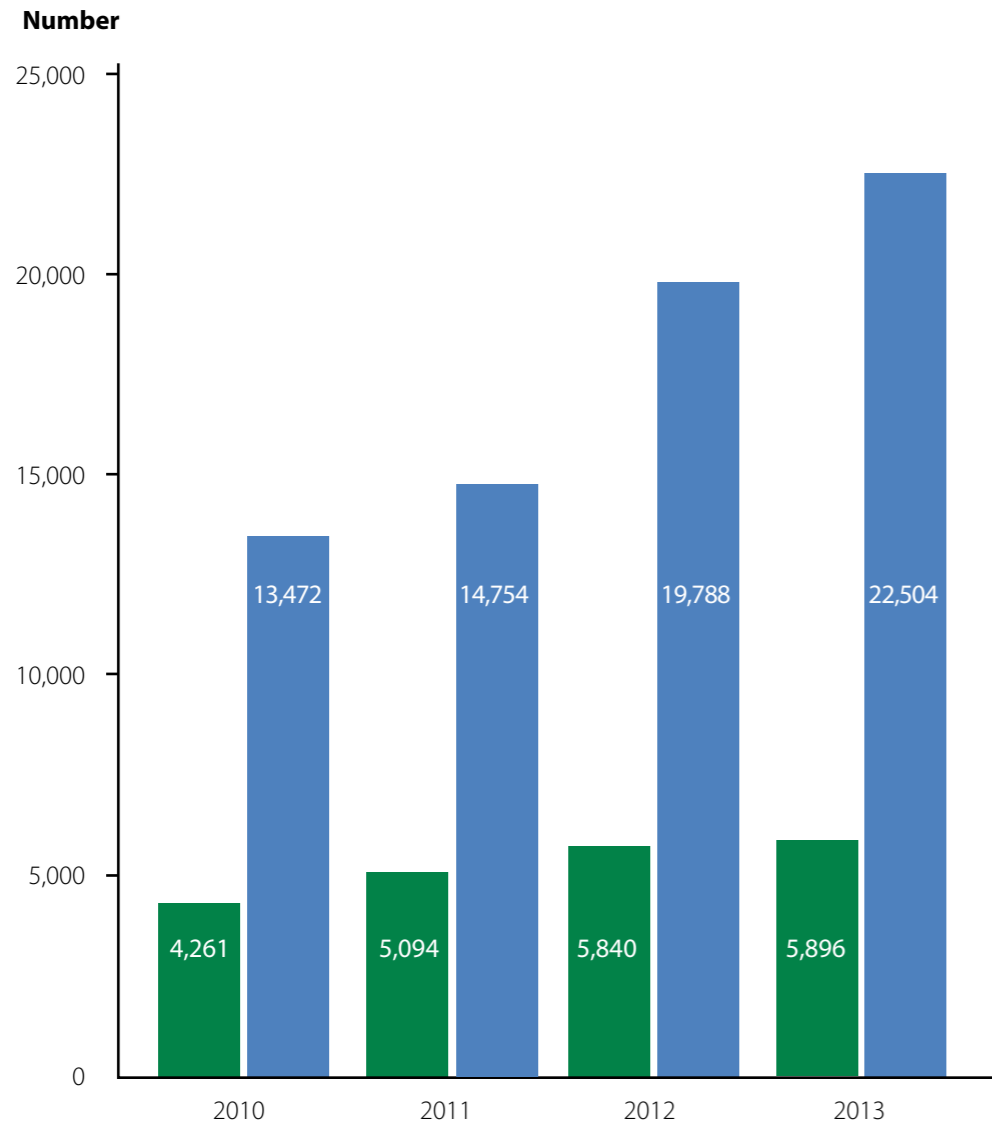
The Safety Committee, set up in 2012, oversees issues relating to employees workplace safety and health. In addition to conducting safety audits in SCORE workshops, headquarters and halfway houses, the committee works closely with other divisions to ensure the safety mindset is ingrained in the daily work of all SCORE officers. In 2013, human resource department worked with the Safety Committee to arrange for all workshop supervisors to attend the 'Develop a Risk Management Implementation Plan' (bizSAFE Level 2) training. This training covers the concept of Risk Management and its methodology, as well as the Code of Practice on Workplace Safety & Health Risk Management (RMCP). The Safety Committee also organised a Safety Awareness Briefing for staff to gain awareness about the Workplace Safety & Health Act and Risk Management Regulations.

The graphic features a dark green background on the right side, which is divided into a top and bottom section by a horizontal line. On the left side, there is a light green background. A large, semi-transparent green circle is centered on the right side, overlapping the horizontal line. Inside this circle, there is a faint, circular collage of various images, including what appears to be a group of people, a person in a hard hat, and other industrial or professional scenes. Overlaid on the right side of the circle is the text "PERFORMANCE HIGHLIGHTS" in a bold, white, sans-serif font, arranged in two lines.

# **PERFORMANCE HIGHLIGHTS**

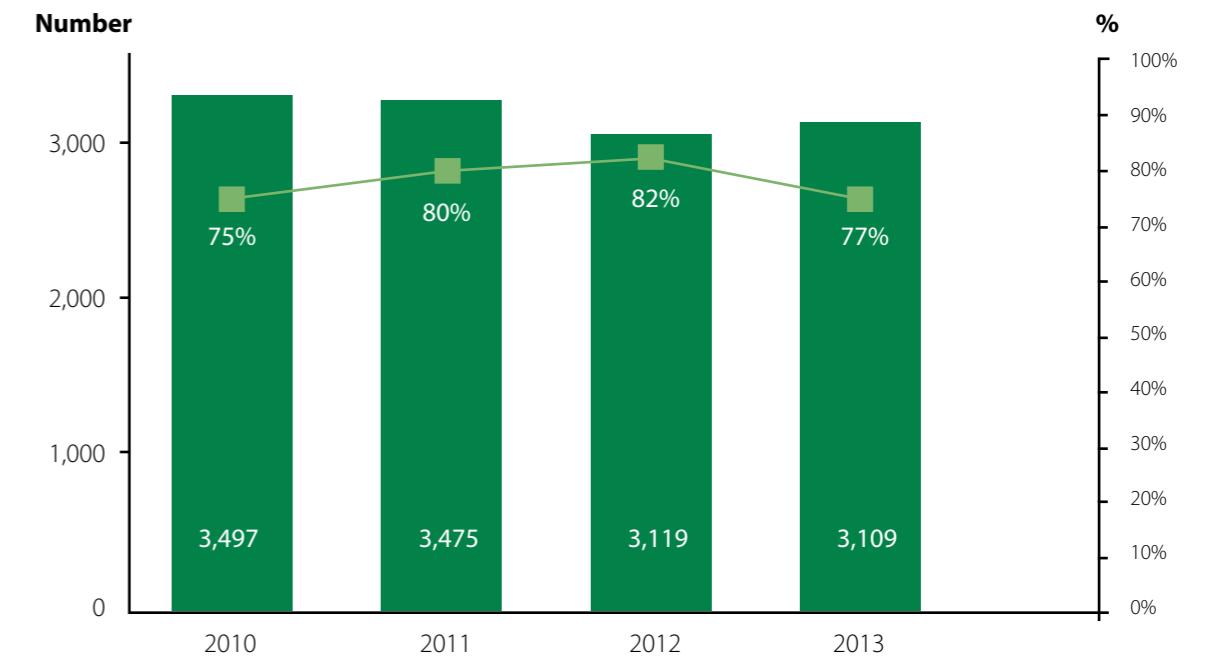
**PREPARING INMATES TO BE PRODUCTIVE EMPLOYEES**

■ No. of inmates trained  
 ■ No. of training places



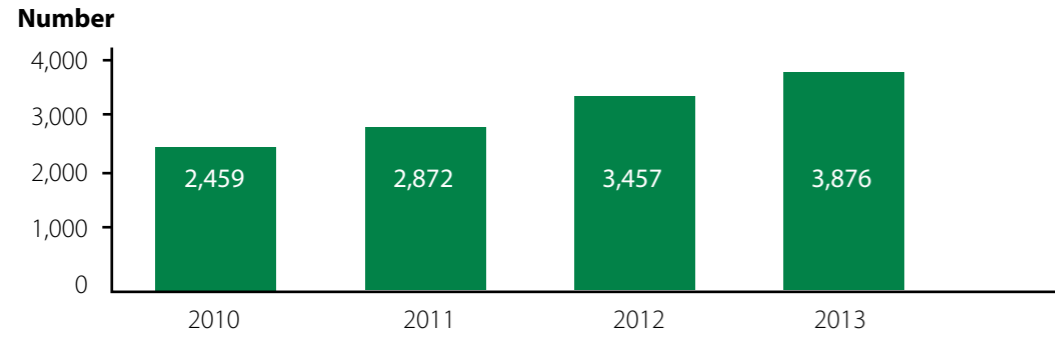
**PREPARING INMATES TO BE PRODUCTIVE EMPLOYEES**

■ No. engaged in work programme daily  
 ■ Percentage of inmates engaged out of those employable

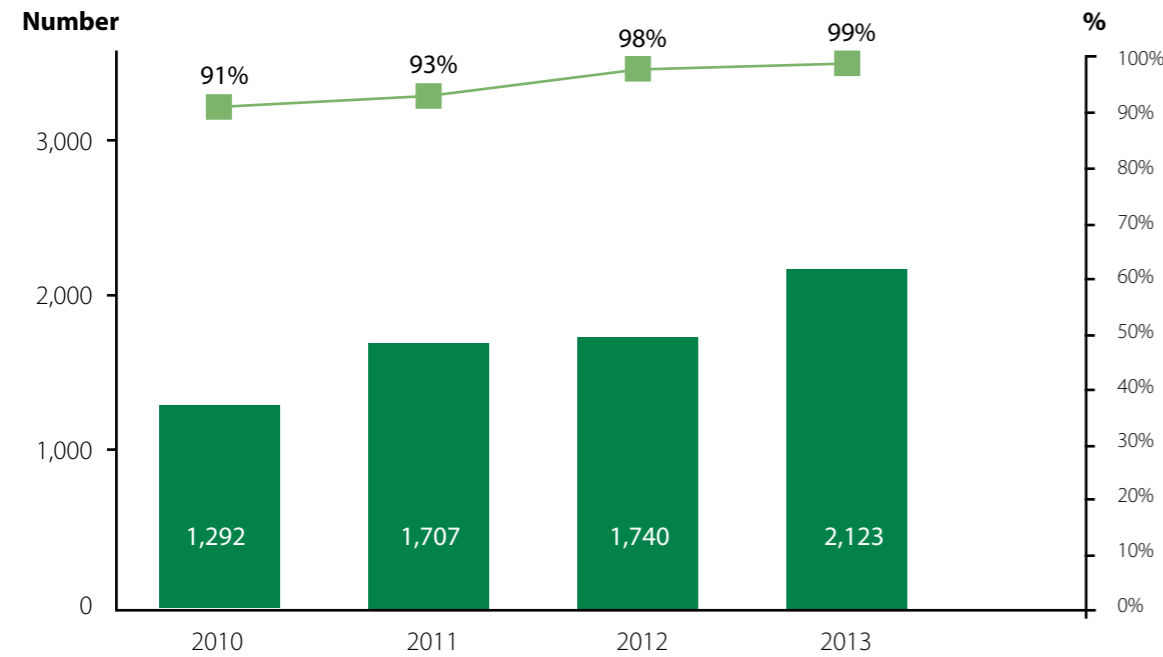


## ENSURING SEAMLESS RE-ENTRY TO COMMUNITY

■ No. of employers registered

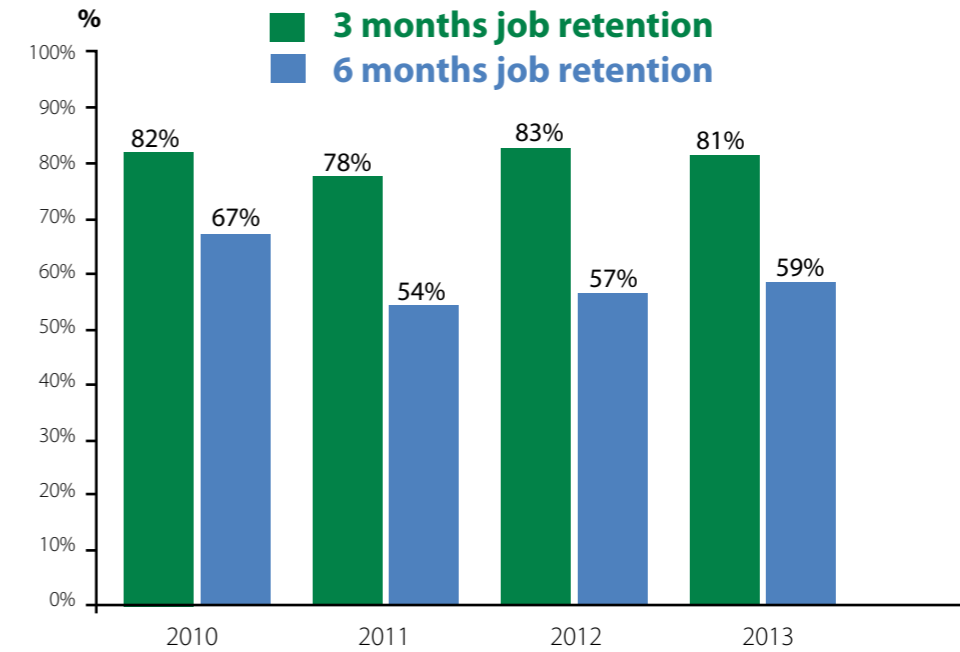


■ No. of inmates assisted with employment before release  
 ■ Percentage of inmates securing jobs before release



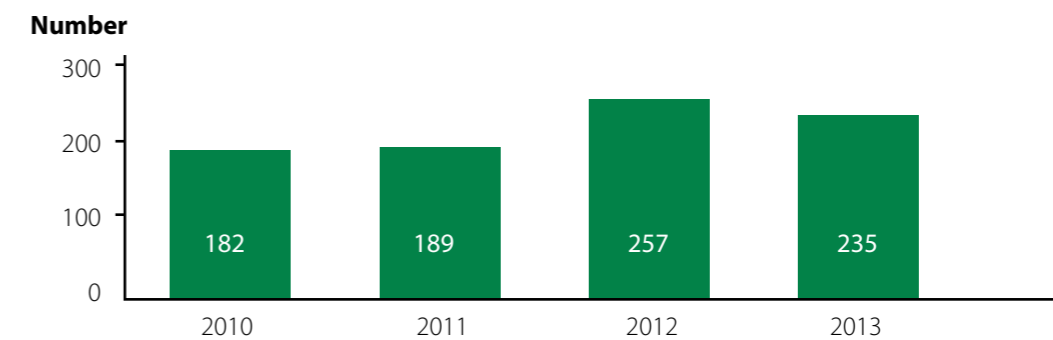
Inmates assisted with employment will undergo industry assessment and job-matching, before they attend placement exercises, where they will be interviewed by potential employers.

## ENSURING SEAMLESS RE-ENTRY TO COMMUNITY

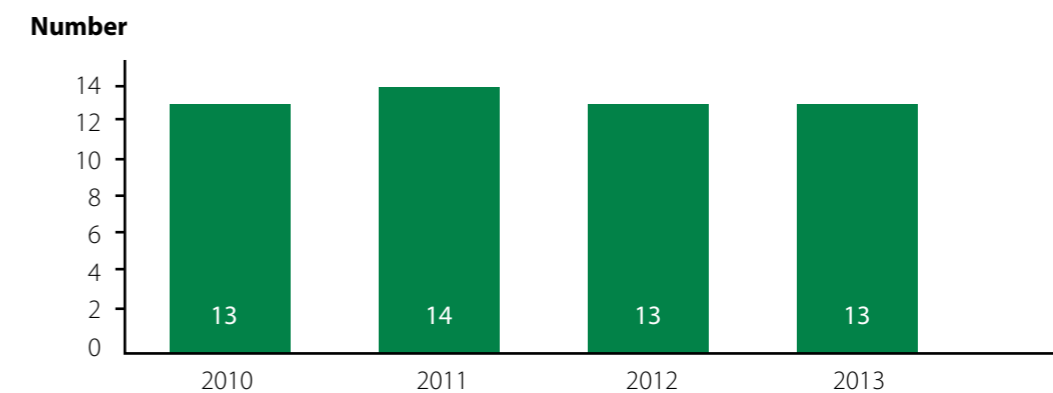


## BUILDING A VIBRANT AFTERCARE COMMUNITY

■ No. of community partners

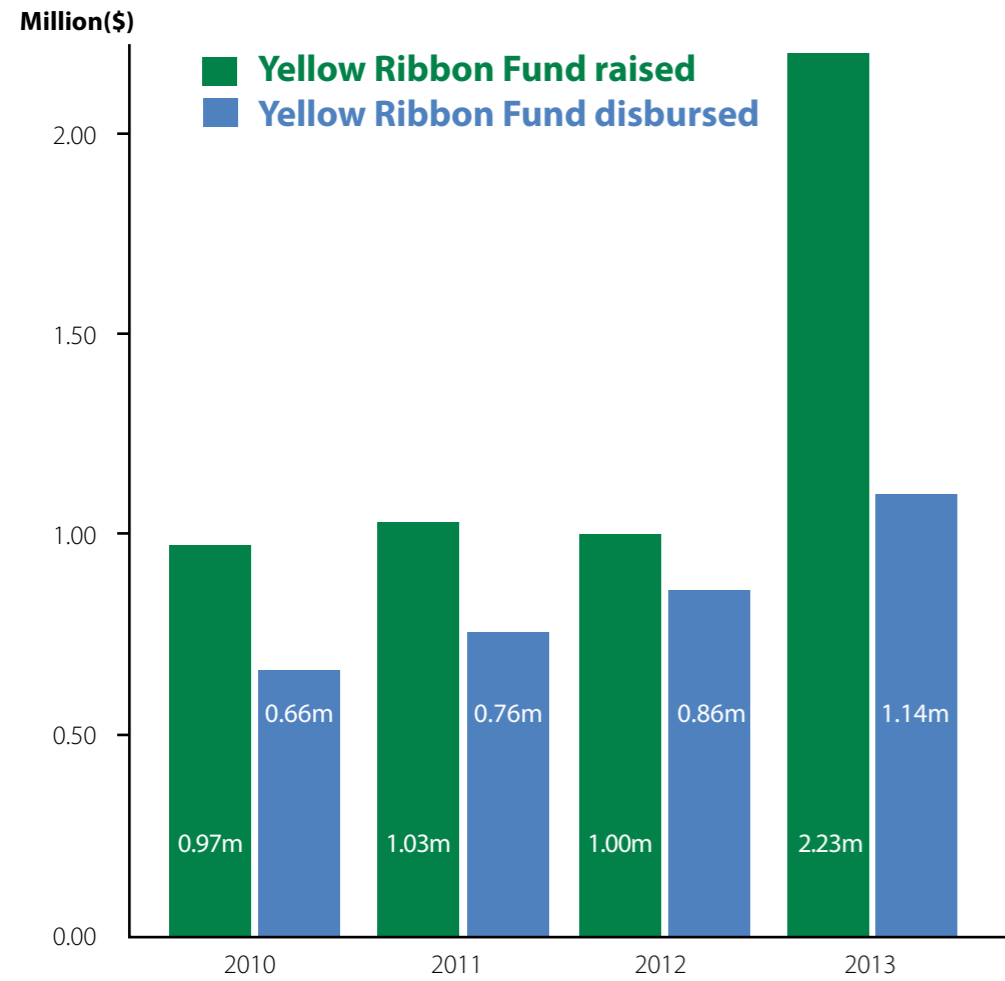


■ No. of programmes funded by Yellow Ribbon Fund



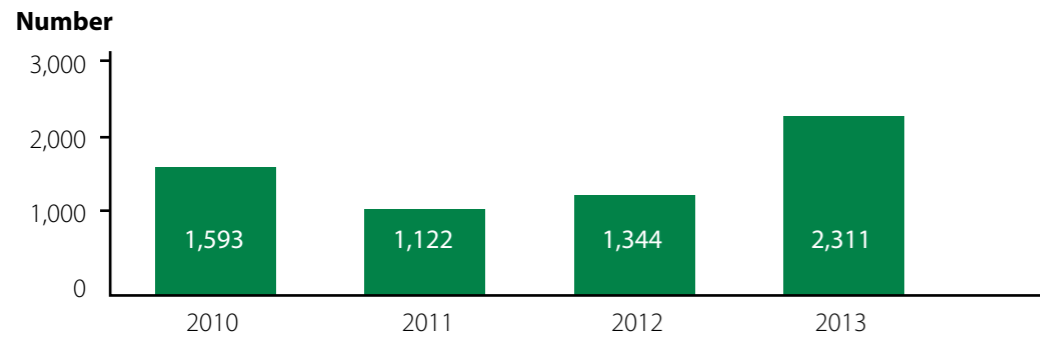


**BUILDING A VIBRANT AFTERCARE COMMUNITY**



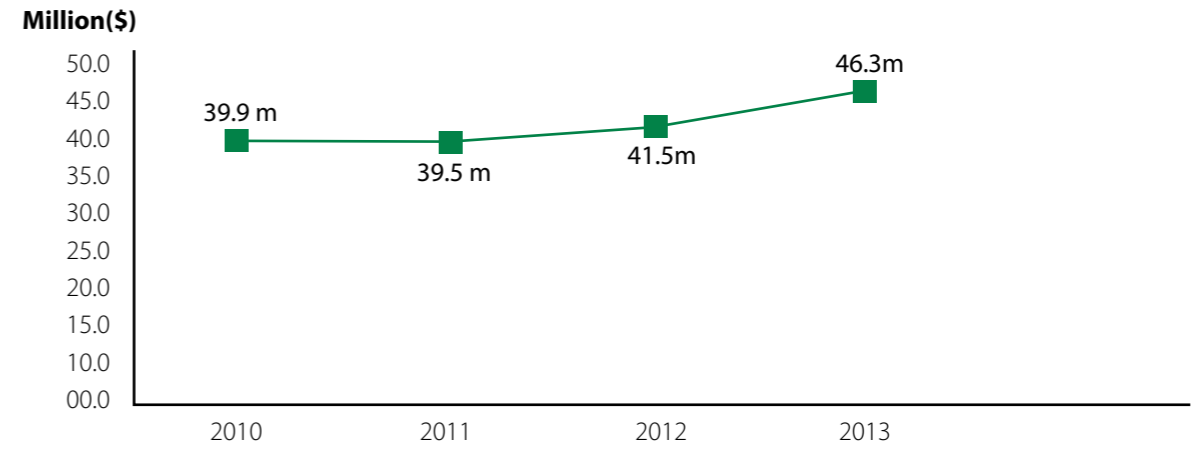
\* Figures reported for 2013 are unaudited.  
The 2010-2012 figures reported here are audited figures.

**No. of beneficiaries of Yellow Ribbon Fund**

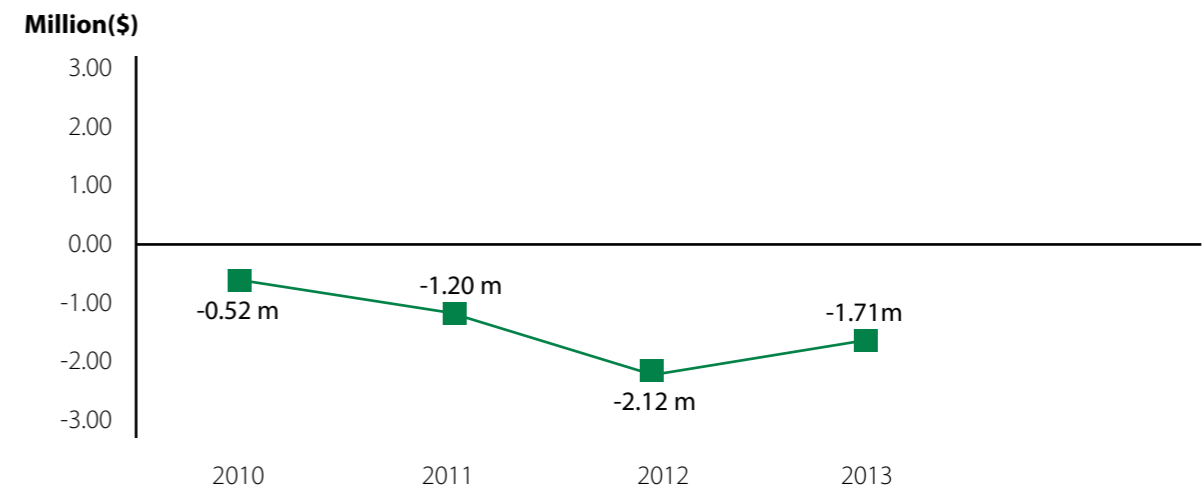


**ENSURING SUSTAINABLE FUNDING**

**Operating income**



**Surplus / deficit**





# **FINANCIAL STATEMENTS**

### **SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY**

#### **FINANCIAL STATEMENTS**

*For the financial year ended 31 December 2013*

### **SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY**

#### **FINANCIAL STATEMENTS**

*For the financial year ended 31 December 2013*

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## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### STATEMENT BY THE BOARD

For the financial year ended 31 December 2013

In our opinion,

- (a) the accompanying financial statements of the Singapore Corporation of Rehabilitative Enterprises ("Corporation") and consolidated financial statements of the Group are properly drawn up in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the "Act") and Singapore Statutory Board Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Group and the Corporation as at **31 December 2013**, and of the results, changes in equity and cash flows of the Group for the financial year ended on that date;
- (b) proper accounting and other records have been kept; and
- (c) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the financial year have been in accordance with the provisions of the Act.

On behalf of the Board,



**Ong Hwee Hong**  
Chairman

Singapore

Date: **24 MAR 2014**



**Tan Poh Hong** (Ms)  
Chairperson  
Audit & Risk Management Committee

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

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### Report on the Financial Statements

We have audited the accompanying financial statements of the **Singapore Corporation of Rehabilitative Enterprises ("Corporation")** and its subsidiary ("**Group**") set out on pages **69 to 95** which comprise the consolidated statements of financial position of the Group and statement of financial position of the Corporation as at **31 December 2013**, and the consolidated statements of comprehensive income, statements of changes in equity and statement of cash flow of the Group and the Corporation for the financial year then ended, and a summary of significant accounting policies and other explanatory notes.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298) (the "Act") and Singapore Statutory Board Financial Reporting Standards ("SB-FRS"), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's 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 evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud and error. In making those risk assessments, the auditor considers internal control 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 the 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.

### Opinion

In our opinion, the consolidated financial statements of the Group and the statement of financial position of the Corporation are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, of the state of affairs of the Group and the Corporation as at 31 December 2013, and the results, changes in equity and cash flows of the Group for the financial year ended on that date.

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

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### Report on Other Legal and Regulatory Requirements

#### Management's responsibility for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provision of the Act.

#### Auditor's Responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

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

#### Opinion

In our opinion:

- the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the year are, in all material aspects, in accordance with provisions of the Act; and
- proper accounting and other records have been kept, including records of all assets of the Corporation whether purchased, donated or otherwise.

**Audit Alliance LLP**

Public Accountants and Chartered Accountants Singapore

Date: **24 MAR 2014**

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2013

		The Group	The Corporation	
	Note	2013	2013	2012
		S\$	S\$	S\$
<b>OPERATING INCOME</b>				
Funding from strategic partner		4,317,860	4,317,860	2,803,348
Leasing income	4	3,897,402	3,897,402	3,622,231
Miscellaneous		28,300	28,300	41,786
Sales of goods		3,066,027	3,066,027	3,093,133
Sales of services		34,973,946	34,973,946	31,935,191
		<b>46,283,535</b>	<b>46,283,535</b>	41,495,689
<b>LESS: OPERATING EXPENSES</b>				
		<b>49,447,191</b>	<b>49,442,293</b>	44,455,897
<b>Operating deficit</b>		<b>(3,163,656)</b>	<b>(3,158,758)</b>	(2,960,208)
<b>NON-OPERATING INCOME</b>				
Gain on disposal of property, plant and equipment		12,575	12,575	3,828
Income from investments	5	613,486	613,486	613,862
Interest income from bank deposits		116,350	116,350	119,767
Sponsorship from strategic partners		835,282	835,282	286,076
		<b>1,577,693</b>	<b>1,577,693</b>	1,023,533
<b>LESS: NON-OPERATING EXPENSES</b>				
Amortization of investment in bonds		60,459	60,459	73,207
Consultancy fees (project)		59,599	6,255	112,287
		<b>120,058</b>	<b>66,714</b>	185,494
<b>Non-operating surplus</b>		<b>1,457,635</b>	<b>1,510,979</b>	838,039
<b>Deficit for the year</b>		<b>(1,706,021)</b>	<b>(1,647,779)</b>	(2,122,169)
<b>OTHER COMPREHENSIVE DEFICIT</b>				
Financial assets, available-for-sale				
Fair value gains (losses)		15,475	15,475	(135,325)
Other comprehensive surplus (deficit)		15,475	15,475	(135,325)
<b>TOTAL COMPREHENSIVE DEFICIT</b>		<b>(1,690,546)</b>	<b>(1,632,304)</b>	(2,257,494)

The accompanying notes form an integral part of these financial statements

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### CONSOLIDATED OPERATING EXPENDITURE STATEMENT

For the financial year ended 31 December 2013

	Note	The Group	The Corporation	
		2013	2013	2012
		S\$	S\$	S\$
Advertising		44,217	44,217	55,439
Allowance for doubtful debts		5,707	5,707	3,444
Audit fees		43,500	43,000	42,000
Board members' allowance		155,625	155,625	129,375
Depreciation of property, plant and equipment		1,279,056	1,279,056	1,822,496
Distribution costs		3,143,530	3,143,530	2,963,960
Entertainment		12,185	12,185	33,090
General office expenses		1,879,501	1,879,501	1,475,306
Grant, contributions and donations		267,494	267,494	215,200
Inmates earnings		2,408,087	2,408,087	2,303,385
Inmates training costs		3,933,102	3,933,102	2,684,238
Provision for linen loss		133,272	133,272	132,252
Maintenance of office and workshops		1,012,613	1,012,613	954,097
Manpower costs	6	13,748,812	13,748,812	11,823,001
Material / production costs		16,067,379	16,067,379	14,214,022
Office rental		287,640	287,640	226,128
Other operating expenses		200,739	196,341	284,567
Property, plant and equipment written off		26,561	26,561	94
Staff training		207,816	207,816	173,076
Staff welfare		335,026	335,026	339,777
Travelling		93,220	93,220	63,539
Utilities		4,162,109	4,162,109	4,517,411
		<b>49,447,191</b>	<b>49,442,293</b>	44,455,897

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

For the financial year ended 31 December 2013

	Note	The Group	The Corporation	
		2013	2013	2012
		S\$	S\$	S\$
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	7	7,544,072	7,101,937	14,395,260
Held-to-maturity financial assets	8	500,000	500,000	1,006,663
Trade and other receivables	10	8,362,218	8,362,218	6,214,977
Inventories	9	638,503	638,503	558,469
Other current assets	11	207,548	207,425	194,253
		<b>17,252,341</b>	<b>16,810,083</b>	22,369,622
<b>Non-current assets</b>				
Available-for-sale financial assets	12	3,113,780	3,113,780	3,068,305
Held-to-maturity financial assets	8	14,601,664	14,601,664	10,122,459
Investment in subsidiary	13	-	500,000	10,000
Property, plant and equipment	14	3,858,173	3,858,173	3,886,552
		<b>21,573,617</b>	<b>22,073,617</b>	17,087,316
		<b>38,825,958</b>	<b>38,883,700</b>	39,456,938
<b>Total assets</b>				
<b>EQUITY AND LIABILITIES</b>				
<b>Current liabilities</b>				
Trade and other payables	15	9,605,455	9,604,955	8,545,889
		<b>9,605,455</b>	<b>9,604,955</b>	8,545,889
<b>Equity</b>				
Capital account	16	1,662,262	1,662,262	1,662,262
Fair value reserve	17	3,280	3,280	(12,195)
Accumulated surplus	18	27,554,961	27,613,203	29,260,982
		<b>29,220,503</b>	<b>29,278,745</b>	30,911,049
		<b>38,825,958</b>	<b>38,883,700</b>	39,456,938
<b>Total equity and liabilities</b>				

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2013

The Group	Capital account	Fair value reserve	Accumulated surplus	Total
	S\$	S\$	S\$	S\$
<b>2013</b>				
<b>Beginning of financial year</b>	1,662,262	(12,195)	29,260,982	30,911,049
Total comprehensive surplus / (deficit) for the year	-	15,475	(1,706,021)	(1,690,546)
<b>End of financial year</b>	<b>1,662,262</b>	<b>3,280</b>	<b>27,554,961</b>	<b>29,220,503</b>
The Corporation	Capital account	Fair value reserve	Accumulated surplus	Total
	S\$	S\$	S\$	S\$
<b>2013</b>				
<b>Beginning of financial year</b>	1,662,262	(12,195)	29,260,982	30,911,049
Total comprehensive surplus / (deficit) for the year	-	15,475	(1,647,779)	(1,632,204)
<b>End of financial year</b>	<b>1,662,262</b>	<b>3,280</b>	<b>27,613,203</b>	<b>29,278,745</b>
<b>2012</b>				
<b>Beginning of financial year</b>	1,662,262	123,130	31,383,151	33,168,543
Total comprehensive deficit for the year	-	(135,325)	(2,122,169)	(2,257,494)
<b>End of financial year</b>	<b>1,662,262</b>	<b>(12,195)</b>	<b>29,260,982</b>	<b>30,911,049</b>

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2013

	Note	The Group 2013 S\$	The Corporation 2012 S\$
<b>Cash flows from operating activities</b>			
Deficit for the year		<b>(1,706,021)</b>	(2,122,169)
Adjustments for:			
Depreciation	14	<b>1,279,056</b>	1,822,496
Property, plant and equipment written off		<b>26,561</b>	94
Amortisation of bonds		<b>60,459</b>	73,207
Gain of disposal of property, plant and equipment		<b>(12,575)</b>	(3,828)
Income from investments	5	<b>(613,486)</b>	(613,862)
Interest income from bank deposits		<b>(116,350)</b>	(119,767)
Operating deficit before working capital changes		<b>(1,082,356)</b>	(963,829)
Change in operating assets and liabilities			
Inventories		<b>(80,034)</b>	64,572
Trade and other receivables		<b>(2,147,241)</b>	365,857
Other current assets		<b>(13,296)</b>	(127,177)
Trade and other payables		<b>1,069,566</b>	921,544
Cash generated from / (used in) operations		<b>(2,253,361)</b>	260,967
<b>Net cash generated from/ (used in) operating activities</b>		<b>(2,253,361)</b>	260,967
<b>Cash flows from investing activities</b>			
Dividend income received	5	<b>127,683</b>	183,584
Interest income received		<b>602,153</b>	550,046
Investment in subsidiary	13	-	(10,000)
Proceeds from disposal of property, plant and equipment		<b>18,326</b>	3,828
Proceeds from disposal of held-to-maturity financial assets		<b>1,000,000</b>	1,865,000
Proceeds from disposal of available-for-sale financial assets		<b>970,000</b>	-
Purchase of bonds and investments		<b>(6,033,000)</b>	-
Purchase of property, plant and equipment	14	<b>(1,282,989)</b>	(320,950)
<b>Net cash generated from / (used in) investing activities</b>		<b>(4,597,827)</b>	2,271,508
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(6,851,188)</b>	2,532,475
<b>Cash and cash equivalents at beginning of financial year</b>		<b>14,395,260</b>	11,862,785
<b>Cash and cash equivalents at end of financial year</b>	7	<b>7,544,072</b>	14,395,260

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

These notes form an integral part of and should be read in conjunction with the accompanying 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.

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

The principal activities of its subsidiary are set out in Note 13.

### 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 have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and comply with Singapore Statutory Board Financial Reporting Standards ("SB-FRS"), including related Interpretations (Int SB-FRS) promulgated by the Accountant-General and the provisions of the Singapore Corporation of Rehabilitative Enterprises Act (Chapter 298).

The preparation of financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Corporation's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 2(b).

#### Interpretations and amendments to published standards effective in 2013

On 1 January 2013, the Corporation adopted all the new or revised SB-FRSs ("INT SB-FRS") and SB-FRS Guidance Notes that are mandatory for application from that date and relevant to its operations. Changes to the Corporation's accounting policies have been made as required, in accordance with the relevant transitional provisions in the respective FRS and INT FRS

The adoption of these new or revised SB-FRSs, INT SB-FRSs and SB-FRS guidance notes do not result in any substantial change to the Corporation's accounting policies or any significant impact on these financial statements for the current or prior years.

# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

### 2. Significant accounting policies (continued)

#### (b) Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Corporation and the cost of the item can be measured reliably.

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any.

Any estimated costs of dismantling and removing the property, plant and equipment and reinstating the site to its original condition (reinstatement costs) are capitalised as part of the cost of the property, plant and equipment.

Depreciation of property, plant and equipment is calculated using a straight line method so as to write off the cost, less the residual value, of the assets over their estimated useful lives. The annual rates of depreciation are as follows:

Furniture, fixture and fittings	
Furniture, fixtures and fittings	10 years
Computer software, hardware & equipment	3 years
Plant, equipment and machinery	
Plant, equipment and machinery	8 to 10 years
Office equipment	3 years
Motor vehicles	5 years

Property, plant and equipment costing less than S\$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 no longer in use.

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed, and adjusted as appropriate, at each statement of financial position date.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of assets is included in the statement of comprehensive income in the year the asset is derecognised.



## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (c) Investment in subsidiary

Investments in subsidiary are carried at cost less accumulated impairment losses in the Corporation's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in the statement of comprehensive income.

##### (d) 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.

###### (ii) Loan and receivables

Loan 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 later than 12 months after the statement of financial position date, which 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.

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For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (d) Financial assets (continued)

###### (a) Classification (continued)

###### (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 presented as non-current assets unless management intends to dispose of the assets within 12 months after the statement of financial position 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 consolidated statement of comprehensive income.

###### (b) Recognition and derecognition

Financial assets are recognised on the statement of financial position when the Corporation becomes a contractual party to the contractual provisions of the financial instruments. Purchases and sales of investments are recognised on trade-date – the date on which the Corporation commits to purchase or sell the assets.

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 statement of financial position date. For quoted financial assets without an active market and for unquoted financial assets, the Corporation establishes fair value by using valuation techniques.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (d) Financial assets (continued)

###### (d) Impairment of financial assets

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

###### (i) Investments 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 is measured as the difference between the acquisition cost and the current fair value, less any impairment loss previously recognised in the statement of financial position is removed from the fair value reserve within equity and recognised in the statement of financial position. The impairment losses recognised in the statement of financial position on equity investments are not reversed through the statement of comprehensive income 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 statement of comprehensive income, the impairment loss shall be reversed, with the amount of the reversal recognised in the consolidated statement of comprehensive income.

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

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 consolidated statement of comprehensive income.

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 consolidated statement of comprehensive income.

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For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (d) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. An allowance for impairment of trade receivables is established when there is objective evidence that the Corporation will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance is recognised in the consolidated statement of comprehensive income.

##### (c) Inventories

Inventories from food services unit are carried at the lower of cost and net realisable value. Cost is 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.

Linen inventories purchased for the purpose of providing linen leasing services to hospitals are stated at cost determined on a weighted average basis. The cost of linen is amortised, on a first-in-first-out basis, over the period of useful life once it is put into circulation. The amortisation rates are as follows:

Towels	12 months
Other linen	18 months

##### (f) Trade and other payables

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

##### (g) 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.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (h) Revenue recognition

- (i) Income from services is taken into account when services have been rendered.
- (ii) 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.
- (iii) Interest income on bank deposits is recognised on the accrual basis.
- (iv) Dividend income is recognised when received and refund of dividend tax withheld is recognised upon the receipts of the Annual Dividend Statement or the subsidiary income tax certificates.

##### (i) Employee benefits

###### (i) Defined contribution plans

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

###### (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 annual leave as a result of services rendered by employees up to the statement of financial position date.

##### (i) Impairment of non-financial assets

The carrying amounts of the Corporation's non-financial assets subject to impairment are reviewed at each statement of financial position 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.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (i) Impairment of non-financial assets (continued)

An impairment loss is charged to the statement of comprehensive income 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 estimate 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.

##### (k) Provision for other liabilities and charges

Provision are recognised when the Corporation has a present obligation (legal or constructive) as a result of past events, 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.

##### (l) Leases

###### Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are taken to the statement of comprehensive income on a straight-line basis over the year of the lease.

When an operating lease is terminated before the lease year has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the year in which termination takes place.

##### (m) Grants

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

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 2. Significant accounting policies (continued)

##### (n) Currency translation

###### (i) *Functional and presentation currency*

Items included in the financial statements of the Corporation are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The financial statements are presented in Singapore Dollars, which is the Corporation's functional and presentation currency.

###### (ii) *Transactions and balances*

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the statement of financial position date are recognised in the statement of comprehensive income.

##### (o) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Corporation and its subsidiary as at the statement of financial position date. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Office. Consistent accounting policies are applied to like transactions and events in similar circumstances.

In preparing the consolidated financial statements, transactions and balances between group entities are eliminated.

##### (p) New accounting standards and interpretations

At the date of authorisation of these financial statements, the Corporation has considered and anticipated that any other SB-FRSs, INT SB-FRSs and amendments to SB-FRS that were issued but effective only in the future periods will not have a material impact on the financial statements of the Corporation in the period of their initial adoption.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 3. Accounting estimates, assumptions and judgments

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Corporation's accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### (a) *Key sources of estimation uncertainty*

The key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

###### (i) *Depreciation on Property, Plant and Equipment*

The costs of property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management's estimates of the useful lives of these property, plant and equipment are disclosed in note 2(b). Changes in the expected usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore, future depreciation charges could be revised. The carrying amount of property, plant and equipment and the depreciation charge for the year are disclosed in note 14 to financial statements.

###### (b) *Critical judgement made in applying accounting policies*

In the process of applying the Corporation's accounting policies, the management has been made certain judgements apart from those involving estimations, which have significant effect on the amounts recognised in the financial statements.

###### (i) *Allowance for Bad and Doubtful Receivables*

The impairment policy for bad and doubtful debts of the Corporation is based on the evaluation of collectability and ageing analysis of the accounts receivables and on management's judgement. A considerable amount of judgment is required in assessing the ultimate realisation of these receivables, including the current credit worthiness and the past condition of these customers were to deteriorate, resulting in an impairment of their ability to make payment, additional allowance will be required.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 3. Accounting estimates, assumptions and judgments (continued)

(b) Critical judgement made in applying accounting policies (continued)

(ii) Impairment of investments and financial assets

The Corporation follows the guidance of SB-FRS 39 in determining when an investment or financial asset is other-than-temporarily impaired. This determination requires significant judgement. The Corporation evaluates, among other factors, the duration and extent to which the fair value of an investment or financial asset is less than its cost; the financial health of and near-term business outlook for the investment or financial asset, including factors such as industry and sector performance, changes in technology and operational and financial cash flow.

#### 4. Leasing income

These are charges for inmates services rendered to firms and use of industrial space under the Private Sector Participation Scheme.

#### 5. Income from investments

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Dividend income from equity shares	127,683	127,683	183,584
Interest from bonds	485,803	485,803	430,278
	<b>613,486</b>	<b>613,486</b>	613,862

#### 6. Manpower costs

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Manpower cost allocation – funding from strategic partner	537,202	537,202	426,621
Central provident fund contributions	1,600,389	1,600,389	1,332,233
Salaries, wages and bonuses	11,611,221	11,611,221	10,064,147
	<b>13,748,812</b>	<b>13,748,812</b>	11,823,001

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 7. Cash and cash equivalents

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Cash at bank and with AGD	2,944,072	2,501,937	9,295,260
Fixed deposits with financial institutions	4,600,000	4,600,000	5,100,000
	<b>7,544,072</b>	<b>7,101,937</b>	14,395,260

At the statement of financial position date, the carrying amounts of cash and cash equivalents are denominated in Singapore Dollar and approximate their fair value.

All fixed deposits mature within one year and bear interest at 1.10% to 1.15% (2012: 0.90% to 1.25%) per annum.

Cash with Accountant-General's Department (AGD):

(a) Cash with the AGD refers to cash that are managed by AGD under Centralised Liquidity Management (CLM) as set out in the Accountant-General's Circular No. 4/2009 – Centralised Liquidity Management for Statutory Boards and Ministries.

(b) Cash with AGD und CLM are placed with high credit quality financial institutions.

(c) The interest rate of cash with AGD is from 0.57% to 0.67% (2012: 0.60% to 0.67%) based on interest earned to the average cash balance.

(d) A 50 basis points change in interest rates for Cash with AGD would not have a material impact on the net surplus for the year

#### 8. Held-to-maturity financial assets

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Quoted bonds at amortised cost			
Maturing within 1 year	500,000	500,000	1,006,663
Maturing after 1 year	14,601,664	14,601,664	10,122,459
	<b>15,101,664</b>	<b>15,101,664</b>	11,129,122

The fair values of the bonds at the statement of financial position date are as follows:

Quoted bonds	<b>15,315,061</b>	<b>15,315,061</b>	11,905,767
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## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 8. Held-to-maturity financial assets (continued)

The Government Securities bear interest ranging from 1.52% to 4.17% (2012: 2.159% to 4.830%) per annum with maturity dates ranges from 8 October 2014 to 18 March 2021 (2012: 6 June 2013 to 18 March 2021).

The Corporation Securities bear interest ranging from 1.875% to 5.6% (2012: 3.265% to 5.000%) per annum with maturity dates ranges from 25 November 2015 to 1 April 2021 (2012: 27 March 2019 to 1 April 2021).

#### 9. Inventories

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Inventories carried at cost			
-Raw materials	163,568	163,568	133,396
-Linen	474,935	474,935	425,073
	<b>638,503</b>	<b>638,503</b>	558,469

#### 10. Trade and other receivables

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Trade receivables			
-third party	4,617,593	4,617,593	3,115,294
Accrued receivables	2,203,326	2,203,326	2,414,904
Allowance for doubtful debts:			
Balance brought forward	(118,273)	(118,273)	(118,273)
Bad debts expense	(2,157)	(2,157)	-
Bad debts written off against allowance	118,273	118,273	-
Balance carried forward	(2,157)	(2,157)	(118,273)
Trade receivables – net	<b>6,818,762</b>	<b>6,818,762</b>	5,411,925
Non-trade receivables	1,326,013	1,326,013	647,677
Interest receivables	217,442	217,442	155,375
	<b>8,362,218</b>	<b>8,362,218</b>	6,214,977

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 10. Trade and other receivables (continued)

Concentrations of credit risk with respect to trade receivables are limited due to the Corporation's large number of customers who are covering a large spectrum of industries and having a variety of end markets in which they sell. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Corporation's trade receivables.

The carrying amounts of current trade and other receivables approximate their fair value.

Trade receivables are non-interest bearing and are generally on 30 days' terms.

Trade and other receivables are denominated in Singapore Dollars.

#### 11. Other current assets

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Deposits	1,400	1,400	1,400
Prepayments	206,148	206,025	192,853
	<b>207,548</b>	<b>207,425</b>	194,253

The carrying amounts of other current assets are denominated in Singapore Dollars.

The carrying amounts of other current assets approximate their fair values at the statement of financial position date.

#### 12. Available-for-sale financial assets

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
Beginning of financial year	3,068,305	3,068,305	3,203,630
Add: Purchase of financial asset, available-for-sale	1,000,000	1,000,000	-
Fair value gain/(losses) recognised in equity	15,475	15,475	(135,325)
Disposal/redemption	(970,000)	(970,000)	-
End of financial year	<b>3,113,780</b>	<b>3,113,780</b>	3,068,305

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 13. Investment in subsidiary

	The Corporation	
	2013 S\$	2012 S\$
Beginning of financial year	10,000	-
Add: Purchase of shares in subsidiary @ S\$1 per share	490,000	10,000
End of financial year	<b>500,000</b>	10,000

Details of the subsidiary are as follows:

Name of subsidiary	% of ownership	Country of business/ incorporation	Principal activities
YR Industries Pte Ltd	100%	Singapore	Laundry and employment agency
*Audited by Audit Alliance LLP			

The subsidiary was incorporated on 29 August 2012. There were no operating activities from its incorporation up to statement of financial position date. However, there were some consultancy fees incurred for the development of laundry related projects.

#### 14. Property, plant and equipment

##### The Group and Corporation

	Furniture, fixtures and fittings	Plant, equipment and machinery	Motor vehicles	Total
	S\$	S\$	S\$	S\$
<b>2013</b>				
<b>Cost</b>				
At 1 January 2013	3,185,249	19,723,165	71,170	22,979,584
Additions	18,637	1,264,352	-	1,282,989
Disposal	-	(166,750)	-	(166,750)
<b>At 31 December 2013</b>	<b>3,203,886</b>	<b>20,820,767</b>	<b>71,170</b>	<b>24,095,823</b>
<b>Accumulated depreciation</b>				
At 1 January 2013	2,503,881	16,517,981	71,170	19,093,032
Depreciation charge	301,215	977,841	-	1,279,056
Disposal	-	(134,438)	-	(134,438)
<b>At 31 December 2013</b>	<b>2,805,096</b>	<b>17,361,384</b>	<b>71,170</b>	<b>20,237,650</b>
<b>Net book value at 31 December 2013</b>	<b>398,790</b>	<b>3,459,383</b>	<b>-</b>	<b>3,858,173</b>

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 14. Property, plant and equipment (continued)

	Furniture, fixtures and fittings	Plant, equipment and machinery	Motor vehicles	Total
	S\$	S\$	S\$	S\$
<b>2012</b>				
<b>Cost</b>				
At 1 January 2012	3,069,708	19,593,291	71,170	22,734,169
Additions	115,541	205,409	-	320,950
Disposal	-	(75,535)	-	(75,535)
<b>At 31 December 2012</b>	<b>3,185,249</b>	<b>19,723,165</b>	<b>71,170</b>	<b>22,979,584</b>
<b>Accumulated depreciation</b>				
At 1 January 2012	2,200,343	15,074,463	71,170	17,345,976
Depreciation charge	303,538	1,518,958	-	1,822,496
Disposal	-	(75,440)	-	(75,440)
<b>At 31 December 2012</b>	<b>2,503,881</b>	<b>16,517,981</b>	<b>71,170</b>	<b>19,093,032</b>
<b>Net book value at 31 December 2012</b>	<b>681,368</b>	<b>3,205,184</b>	<b>-</b>	<b>3,886,552</b>

#### 15. Trade payables and other payables

	The Group 2013 S\$	The Corporation 2013 S\$	2012 S\$
	Trade payables	3,349,015	3,349,015
Non-trade payables	345,705	345,705	506,486
Accruals	5,499,329	5,498,829	5,403,838
Amount owing to subsidiary	-	-	10,000
Deposits received	383,690	383,690	220,799
Others	27,716	27,716	27,716
	<b>9,605,455</b>	<b>9,604,955</b>	8,545,889

The carrying amounts of trade and other payables approximate their fair value at the statement of financial position date.

Trade payables are non-interest bearing and are generally on 30 days' terms.

Other payables are unsecured, non-interest bearing and are normally settled on demand.

Trade and other payables are denominated in Singapore Dollars.

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For the financial year ended 31 December 2013

#### 16. Capital account

This amount represents the value of assets amounting to S\$1,443,262 taken over from the former Prison Industries and capital grants of S\$218,000 received from the Singapore Government for the establishment of the Corporation. In financial year 2009, the Corporation received S\$1,000 from the Minister for Finance as capital injection.

#### 17. Fair value reserve

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

Details are as follows:

	<b>The Group</b>	<b>The Corporation</b>	
	<b>2013</b>	<b>2013</b>	2012
	<b>S\$</b>	<b>S\$</b>	S\$
Beginning of the year	<b>(12,195)</b>	<b>(12,195)</b>	123,130
Gains (losses) during the year	<b>15,475</b>	<b>15,475</b>	(135,325)
End of the year	<b>3,280</b>	<b>3,280</b>	(12,195)

#### 18. Accumulated surplus

	<b>The Group</b>	<b>The Corporation</b>	
	<b>2013</b>	<b>2013</b>	2012
	<b>S\$</b>	<b>S\$</b>	S\$
Beginning of the year	<b>29,260,982</b>	<b>29,260,982</b>	31,383,151
Deficit during the year	<b>(1,706,021)</b>	<b>(1,647,779)</b>	(2,122,169)
End of the year	<b>27,554,961</b>	<b>27,613,203</b>	29,260,982

Of the S\$27,554,961 (2012: S\$29,260,982) in the accumulated surplus, S\$4,704,224 (2012: S\$4,639,274) has been utilised for the purchase of fixed and other non-liquid assets or committed for future projects.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 19. Contingent Liabilities

As at the statement of financial position date, the Corporation has bankers' guarantees which have not been provided for in the financial statements.

	<b>The Corporation</b>	
	<b>2013</b>	2012
	<b>S\$</b>	S\$
Bankers' guarantees issued on behalf of third parties	<b>265,869</b>	264,675
Bankers' guarantees in respect of service contracts	<b>180,375</b>	180,375
	<b>446,244</b>	445,050

#### 20. Joint ventures

As at statement of financial position date, the Corporation has the following joint ventures with the following companies:

- a) NTUC FoodFare Co-operative Ltd (NFC)
- b) CLF Express Pte Ltd

The above joint ventures were designed to facilitate the daily operational needs of the Corporation.

#### 21. Financial risk management

The main risks arising from the Corporation's financial statements are credit risk, interest rate risk, liquidity risk and equity price risk. The Corporation's management reviews and agrees on policies for managing each of these risks and they are summarised below:

- (a) *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 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 ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 21. Financial risk management (continued)

##### (a) Credit risk (continued)

The Corporation determines concentrations of credit risk by monitoring the business segment profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Corporation's trade receivables by business segments at the statement of financial position date is as follows:

	The Corporation	
	2013 S\$	2012 S\$
By business segments		
Leasing	933,063	782,825
Sub-contracting	720,101	708,247
Bakery	714,192	519,721
Food services	2,044,643	759,707
Laundry	2,136,141	2,393,176
SCORE digital media	-	3,210
Transit centre	252,909	207,822
Others	17,713	37,217
	<b>6,818,762</b>	<b>5,411,925</b>

##### The Corporation has trade receivables that are past due but not impaired

Of this outstanding amount, S\$4,612,593 (2012: S\$ S\$4,143,531) are owed by institutional clients and hospitals or covered by a Banker's Guarantee (BG). The analysis of their aging as at statement of financial position date is as follows:

	The Corporation	
	2013 S\$	2012 S\$
Past due 0 to 30 days	972,010	750,786
Past due 31 to 90 days	490,252	182,463
Past due more than 90 days	124,422	30,347
	<b>1,586,684</b>	<b>963,596</b>

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 21. Financial risk management (continued)

##### (a) Credit risk (continued)

Financial assets that are impaired

The carrying amount of trade receivables individually determined to be impaired as at the statement of financial position date is S\$2,157 (2012: S\$118,273). The movements in the related allowance for impairment are disclosed in note 10 to the financial statements.

	The Corporation	
	2013 S\$	2012 S\$
Trade receivables – gross amount	2,157	118,273
Less: Allowance for impairment	(2,157)	(118,273)
	<b>-</b>	<b>-</b>

Trade receivables that are individually determined to be impaired at the statement of financial position date relate to debtors that are in significant financial difficulties and have defaulted on payments.

##### (b) Interest rate risk

The Corporation does not have any interest-bearing financial liabilities. Its only exposure to changes in interest rates relates to interest-earning bank deposits. 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.

The interest rates and terms of maturity of financial assets of the Corporation are disclosed in the notes to the financial statements except for the bank balances.

##### (c) 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. Trade and other liabilities are due and payable less than 1 year at the statement of financial position date.

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### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 21. Financial risk management (continued)

- (d) Price risk

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

#### Sensitivity analysis

A 10% increase/(decrease) in the underlying bonds prices at the reporting date would increase/(decrease) equity by the following amount:

	<b>The Corporation</b>	
	<b>2013</b>	2012
	<b>S\$</b>	S\$
Financial assets, available-for-sale	<b>311,378</b>	306,830

This analysis assumes that all other variables remain constant.

#### 22. Related party transactions

The following transactions took place between the Corporation and related party during the financial year:

- (a) Key management's remuneration and allowance

Key management personnel compensation is as follows:

	<b>The Corporation</b>	
	<b>2013</b>	2012
	<b>S\$</b>	S\$
(i) Board members' allowance	<b>155,625</b>	129,375
(ii) Other key management members' remuneration Short-term employee benefits	<b>970,317</b>	576,398
	<b>1,125,942</b>	705,773

## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION") AND ITS SUBSIDIARY

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2013

#### 23. Capital Management

The primary objective of the Corporation is to safeguard its ability to continue as a going concern and to maintain an optimal capital structure. The Corporation monitors its cash flow, debt maturity profile, cost of funds and overall liquidity position on a continuous basis.

The Corporation is not subject to externally imposed capital requirements and there were no changes to the Corporation approach to capital management during the year.

#### 24. 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 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 and Unquoted investments

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

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

## PARTNER US

Area of Interest	Contact Person	Contact No.	Email Address
<b>Sponsorship of Offenders' Training</b>	Ms Juliana Abd Khalik	62142820	Juliana_Abd_Khalik@score.gov.sg
<b>Employment of Ex-offenders</b>	Mr John Low	65131534	John_low@score.gov.sg
<b>Laundry and Linen Leasing Services</b>	Mr Cher Choon Hing	65131617 97872443	Cher_choon_hing@score.gov.sg
<b>Food Catering &amp; Bakery Services</b>	Ms Paulin Chua	62142847 9722 1191	Sales@score.gov.sg
<b>Business Outsourcing and Industrial Space Leasing</b>	Ms Puah Ping Hui	65131685 96891941	Sales@score.gov.sg
<b>Collaboration with Yellow Ribbon Project / Yellow Ribbon Fund</b>	Mr Kenneth Foo	6513 3597	Kenneth_foo@score.gov.sg