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## **SCORE corporate profile**

Singapore Corporation of Rehabilitative Enterprises (SCORE) was established on 1 April 1976 to take on the role of providing employment and vocational training for inmates. Over the years, SCORE has expanded its role in aftercare support, such as employment assistance service for ex-inmates and co-ordination of aftercare services through the CARE Network.

As part of Singapore's correctional system, SCORE sees its role in enhancing the employability of offenders and creating a seamless throughcare environment for the effective reintegration of offenders back to society.

Increased employability is crucial to lowering recidivism rates. Gainful employment gives ex-offenders the opportunity to earn a living, support their families and occupy their time in meaningful ways. SCORE aims to increase the employment potential of inmates and ex-offenders by equipping them with the necessary knowledge, employability skills and good work attitudes; and by encouraging and educating more employers to employ ex-offenders.

In partnership with our community partners, SCORE helps to bring awareness to the difficulties faced by ex-offenders on their journey of rehabilitation. Through greater awareness, SCORE hopes to create a conducive environment for ex-offenders to reintegrate back to society; a community that actively participates in helping ex-offenders, and a society that believes in giving second chances.

*building bridges*

*changing lives*

### **Our Mission**

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

### **Our Vision**

We build bridges of hope for offenders and their families.

We contribute to a safer community by successfully reintegrating offenders.

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

## chairman's message



**Mr Kong Mun Kwong**

Chairman, SCORE

PBM, BBM, JP

2004 has been an eventful year for SCORE. During the year, the main focus of our work was on the following two areas:

1. The relocation and commissioning of SCORE facilities in the new Changi Prison Complex, Cluster A.
2. The launch of the Yellow Ribbon Charity Fund Programme to mobilise the community to participate in the rehabilitation and reintegration of ex-offenders.

### **CPC Cluster A – New Opportunities, New Beginnings**

Months of preparation planning and hard work culminated in the move of the Changi Prison, Jalan Awan Prison and the Moon Crescent Prison/Reformative Trainee Centre into the New Changi Prison Complex (CPC) Cluster A during the first half of 2004. This was then followed by months of trials, testings and commissionings as staff struggled to resolve new problems posed by the integration of both old and new machineries and equipment, and also to get themselves acclimatised to the new environment/systems. The successful transition of our training and workshop facilities is due in no small part to the efforts and cooperation we received from Prisons staff, our industrial partners and customers. I would especially like to thank all of them for their understanding and patience during the period.

CPC Cluster A saw the realisation of SCORE's latest and third core industry with the setting up of the Food Hub. (The key reason for selecting food as a core industry was the many job opportunities available to inmates within this industry when they are released. Inmates who are trained in the food trades also enjoy a very wide variety and range of job choices.) Workshops in one institution within Cluster A were specially fitted with infrastructures for food manufacturing and production. SCORE invested in a brand new bakery that increases our production capacity and improves the range and quality of our products. With this expanded operation, we are now better able to fulfil our new role of an OEM manufacturer to support the food SMEs.

## chairman's message

In addition, SCORE had collaborated with NTUC Foodfare to take over the operation of the Central Kitchen in Cluster A since February 2004. The kitchen prepares 8,000 meals everyday for inmates in Cluster A, Tanah Merah Prison and Changi Women's Prison/Drug Rehabilitation Centre. The kitchen programme imparts food catering skills to the inmates employed. (The ITE Skill Certificate courses in food preparation are partly carried out in this kitchen.) Since taking over the kitchen operations, SCORE and NTUC Foodfare have encouraged greater effort and professionalism in the preparation of more nutritional and healthier meals to inmates.

The laundry was also completely refurbished. New equipment and processes were added and introduced with the aims to enlarge the capacity and improve the efficiency of the older equipment. We are pleased to be able to report that the new integrated systems have now resulted in greater operational savings and enhanced efficiency.

### **Vocational Training**

An initiative that has resulted from the move into Cluster A is the introduction of evening vocational training classes. The new security system within Prison has allowed SCORE to start making use of non-office hours to conduct vocational training for inmates. We are thus able to train more batches of inmates at any one time, and also maximise the utilisation of training facilities and resources. New courses like residential air-conditioner maintenance, etc. were also introduced.

The training kitchen from Selarang Park Drug Rehabilitation Centre was also moved into the Cluster A Food Hub. With better-equipped kitchen training facilities, we are now able to train inmates in more realistic settings.

### **Collaboration with Local Enterprises**

With the setting up of newer production facilities, SCORE is now better equipped to support and partner the development and growth of Singapore's SMEs. A key principle for SCORE's business operation is the "Principle of Collaboration". This is to support the private sector businesses by providing them with an opportunity to outsource their labour intensive processes. SCORE can serve SMEs best as an OEM manufacturer producing basic products that are then further value added externally by any SMEs before they are sold to consumers. Through such an operating model, SCORE can play an active role in the support of private businesses and SMEs in Singapore and hopefully help to lessen any exodus of SMEs and their operations to lower cost countries.

To bring the cooperation to an even higher level, SCORE intends to form more joint venture partnerships with SMEs for such basic OEM manufacturing. Not only will this provide possible future employment opportunities to ex-inmates, the SME partners will bring in the latest market relevant skills and technologies that will better prepare and train inmates for subsequent reintegration and assimilation back into the external work environment. The joint co-operations recently with NTUC Foodfare and a large local flour mill are good examples of this.

“ SCORE can therefore play a role in the larger national effort of mobilising the community into action, creating a Singapore that is compassionate and where Singaporeans are encouraged to care more for one another. And along the way, forging greater bonds within the community and strengthening our sense of national belonging. ”

### **Mobilising the Community into Action**

The rehabilitation and reintegration of ex-offenders could only be better served if the whole community is involved. SCORE can therefore play a role in the larger national effort of mobilising the community into action, creating a Singapore that is compassionate and where Singaporeans are encouraged to care more for one another. And along the way, forging greater bonds within the community and strengthening our sense of national belonging.

In 2004, the CARE Network partners launched the Yellow Ribbon Charity Fund. Prison Department and SCORE co-chair the national CARE Network Committee and SCORE served as the secretariat. Inspired by a popular song from the 70's, the project was organised to raise the community's awareness of the difficulties faced by ex-offenders and their families. Through better awareness and understanding, we hope there will be greater and wider acceptance and second chances offered to ex-offenders. Mobilising the community into action is the goal of the Yellow Ribbon Project. We encourage more of the community to take up the responsibility of helping ex-offenders and their families.

In October 2004, a series of activities were organised. The launch of the project was marked by a Charity Concert held at the Singapore Indoor Stadium. The event was graced by President S. R. Nathan and Mrs Nathan. President Nathan also officiated the launch of the Yellow Ribbon Charity Fund. The Yellow Ribbon Project was a success. Under the Yellow Ribbon Project, our second Community film called "Coming Home" was also launched. The film was subsequently promoted and screened by Community Centres and Clubs as well. Participations from the general public and organisations were high, and we received many positive responses. Over 300,000 yellow ribbon packs were distributed, with 120 new employers registering with SCORE's Employment Assistance Unit to offer more jobs to ex-offenders. SCORE would also like to take this opportunity to specially thank President S. R. Nathan for his personal contribution to the Charity Fund and also his continued assistance in our rehabilitation programmes after the launch.

### **Future Plans**

With the shift to Cluster A completed, we are now in detail planning for the future Clusters B and C. To assist SCORE manage this process better, we are undertaking a review of our proposed Industrial activities in these clusters. In particular, SCORE will need to strengthen her core industries and to identify the anchor businesses within each of these industries that will support our rehabilitation and employment needs in the long term. Once this is completed, SCORE will be better able to dovetail her present and long-term requirements as well as to work more closely and strategically with the identified industry partners.

Finding good and supportive industry partners for SCORE has remained a challenging task.

## chairman's message

### Financials

The moving into Cluster A has impacted our income in three ways, namely: expenses incurred for the removal; the write-off old fixtures and fittings; and lower income due to interruptions during the relocation period. Higher cost from higher rates of depreciation of expensive new machineries will be a feature in the accounts for the next few years. The 2004 operating deficit was \$3.81m as against \$1.87m for the previous year. However with the contribution from the investment income the net deficit for 2004 was \$1.96m. This was lower than the previous year's surplus of \$1.25m. (A sum of \$8.34m was invested into new machineries for the workshops in 2004. As at year's end, SCORE's reserves stood at \$38.6m.) SCORE is confident that with the increase in overall production efficiency and capacity, the increase in revenues generated in future will enable her to reduce very substantially the present operating deficit.

### Acknowledgements

The successes in 2004 would not have been possible without the support of many people. I would like to thank my colleagues on the Board and the members of SCORE's various Committees for their valuable contributions and insights; the Ministry of Home Affairs and the Singapore Prison Service for their continued support and cooperation; and our industry partners, customers, employers and the VWO organisations for sharing our vision and belief in giving second chances to our inmates. Lastly, the staff of SCORE for their efforts and contributions that really helped to make SCORE what it is today.



**Mr Kong Mun Kwong**  
Chairman



## members of the board



**Chairman**  
**Mr Kong Mun Kwong** PBM, BBM, JP

Mr Kong is Deputy Chairman of Cathay Organisation Pte Ltd, NTUC Foodfare Catering Pte Ltd and the Raffles Junior College (Board of Governors). He is also the Chairman of Seacare Holdings Ltd and directors of public listed and private companies. Mr Kong has business interests in Singapore and throughout the region. Mr Kong is actively involved in community work for more than 20 years including being in the Home Nursing Foundation, Tampines Changkat CCC, the Tampines Town Council and the North-East Community Development Council. Mr Kong joined SCORE's Board in 1991 and was appointed Chairman in 1996.



**Deputy Chairman**  
**Dr Choong May Ling** PPA(P)

Dr Choong May Ling is Deputy Secretary (Security) in the Ministry of Home Affairs. She began her career in the Ministry of Health, and has held various senior positions in the Ministry of Education, Ministry of Finance, Ministry of Communications and Information Technology, and Ministry of Information, Communications and the Arts before joining MHA on 1 Dec 2003. Dr Choong is also a member of the CISCO Board. She was appointed to the SCORE Board as the Deputy Chairman on 5 Jan 2004.



**Member**  
**Mr Ahmad Khalis Bin Abdul Ghani**

Mr Ahmad Khalis is a lawyer and partner with Wong, Khalis and Partners. He was appointed to the SCORE Board with effect from 14 Nov 2000. Mr Khalis provides SCORE with expert advice on all legal matters. He is a Member of Parliament for Hong Kah GRC since 3 November 2001. Mr Khalis is also an Adviser to Keat Hong Grassroots Organizations since November 2001 and the Chairman of the Malay Programmes Advisory Committee since 2002. He is also a member of the National Library Board and Adviser to National Transport Workers' Union.

## members of the board



### Member

#### **Mr Peter Boo Song Heng**

Mr Boo is the Founder Director of Songxing Investment Holdings Pte Ltd and Group of companies in Singapore and Malaysia. He has a Diploma in Mechanical Engineering from the Singapore Polytechnic and is a member of the Singapore Institute of Directors. Mr Boo is a member of SCORE's Industry & Development Committee providing directions in industrial matters and a Board Member of ISCOS. He is also the Chairman of RE Holdings Pte Ltd and the Mechanical Engineering Advisory Committee of Ngee Ann Polytechnic and a Council Member of the Singapore Polytechnic Entrepreneur's Club.



### Member

#### **Mr Chua Chin Kiat** PPA(P), PBS, PPA(P)(L)

Mr Chua was appointed as Director of Prisons and a SCORE Board Member on 1 Nov 1998. He had an illustrious career in the Singapore Police Force, which he joined in 1977. Prior to his appointment as Director of Prisons, Mr Chua had been the Director of the Criminal Investigation Department. A President's cum SAF Scholar, he holds a Mathematics and Computer Science Degree from the University of Aston in England. With Mr Chua on the SCORE Board, the Prisons Department and SCORE continue to work hand in hand, combining efforts to rehabilitate inmates.



### Member

#### **Dr Chua Yong Hai** PBM, BBM, JP

Dr Chua Yong Hai is the Chairman of Stanbridge International Pte Ltd. He is also the Chairman of International Mezzanine Fund Management Ltd and Asia Pacific Investment Co Ltd. Dr Chua holds a Bachelor of Science (1<sup>st</sup> Class Honours) in Applied Chemistry and a graduate diploma in Business Administration from the then University of Singapore, and a PhD in Chemical Engineering from the University of New South Wales. He is Singapore's non-resident High Commissioner to Namibia and Swaziland.

Dr Chua was appointed to the SCORE Board on 14 Nov 2003.



**Member**  
**Mrs Goh Mui Hong**

Mrs Goh Mui Hong has been an active member of the Investment & Finance Committee since February 1999. She currently heads ST Asset Management Ltd, a fund management company. She has been an invaluable member of the Committee with her experience and knowledge of the financial markets. She has a Masters of Business Administration and a Masters of Science (Business). Mrs Goh was appointed to the SCORE Board on 14 Nov 2003.



**Member**  
**Mr Harun Bin Abdul Ghani**

Mr Harun Bin Abdul Ghani was appointed Political Secretary to the Minister for Home Affairs in 1989. In 1980, he was awarded the Pingkat Berkebolehan (Efficiency Medal); in 1985 – the Pingkat Bakti Masyarakat (Community Service Medal) and the Singapore School Sports Council Meritorious Award; in 1988 – the Certificate of Honour (Singapore National Co-operative Federation); and in 1989 – the Pingkat Perhidmatan Masyarakat (Social Service Medal).

In the August 1991 General Elections, he was elected one of four Members of Parliament for the Hong Kah Group Representation Constituency (GRC). He was re-appointed Political Secretary to the Minister for Home Affairs in September 1991. In the General Election 1997, he was once again elected as a Member of Parliament for Hong Kah GRC and re-elected as Political Secretary to Minister for Home Affairs. In November 2001, he retired.

Mr Harun Bin Abdul Ghani has been a trustee at ISCOS since 1990.



**Member**  
**Mr Koh Juan Kiat**

Mr Koh Juan Kiat is the Executive Director of the Singapore National Employers Federation and the Executive Director of the Singapore Business Federation. He was the former Executive Director of the National Productivity Board. With his experience in training and manpower issues, and involvement with companies, he advises and provides inputs in these areas and engages employers to support the goals of SCORE. He has a Bachelor of Engineering (Mechanical) Honours Class I from Monash University. Mr Koh was appointed on the SCORE Board on 14 Nov 2003.

## members of the board



**Member**  
**Mr Lau Wah Ming**

Mr Lau is at present the Secretary to the Cabinet and Secretary to the Prime Minister. He also holds the concurrent appointment of Deputy Secretary (Special Duties) in the Ministry of Law. Mr Lau studied engineering in New Zealand as a Colombo Plan scholar, and has a Bachelor of Engineering (Electrical) Honours, from the University of Canterbury, New Zealand. He also holds a Masters Degree in Business Administration, NUS and has attended the Executive Management Programme in INSEAD, France.

He had worked previously in the Economic Development Board and the Ministries of Finance, Defence, Education, National Development and Communications. Mr Lau has served for more than 30 years in the public service and is keen to share his experience and expertise where relevant with SCORE.



**Member**  
**Mr Siew Heng Kwok**

Mr Siew Heng Kwok was appointed to the SCORE Board on 14 Nov 03. He has been a member of SCORE's Establishment Committee since February 2001 and is currently its Chairman. Mr Siew also chairs the ad hoc Job Evaluation Working Committee, and provides valuable insight and guidance on various aspects of human capital management in SCORE. Mr Siew was the Vice-President for Personnel and Industrial Relations at the Overseas Union Bank before he left in mid 2001. Currently, he is an independent management/training consultant and an associate lecturer with the Singapore Institute of Management. He also volunteers his services at various VWOs. Mr Siew has a Bachelor of Engineering (Mechanical) from the University of Singapore, a Masters of Business Administration from St Mary's University (Canada) and a Graduate Diploma in Social Work from the National University of Singapore.



**Member**  
**Mr Tan Gek Suan**

Mr Tan is the Managing Director of the Hussmann Tempcool Group of Companies. He was the President of the Association of Small and Medium Enterprises (1994 – 1996). He is currently the Chairman of the School Advisory Committee of Sembawang Secondary School and also Chairman of SCORE's Committee on Industry and Development. Mr Tan was a graduate of the Singapore Polytechnic with a Diploma in Mechanical Engineering and he is a member of the American Society of Heating, Refrigeration and Air-conditioning Engineers (ASHRAE), the Refrigeration Service Engineers Society (RSES) of USA and the International Institute of Refrigeration (IIR).



**Member**  
**Mr Tan Hup Foi**

Mr Tan is the Deputy President of SMRT Corporation Ltd and holds directorship in several companies within or related to the SMRT Group. Mr Tan is also the Chairman of the Industrial and Services Co-operative Society (ISCOS), which was set up by SCORE in 1989. Appointed to the Board in 1997, Mr Tan has made invaluable contributions, including the successful business and marketing collaboration between SCORE and ISCOS. Concurrently, he also holds appointments in various councils/boards, amongst which are the Chairman of the Asia-Pacific Division of the International Association of Public Transport (UITP), Vice President of the UITP, Chairman of Ngee Ann Polytechnic and Trustee of the Singapore National Employers' Federation. A Colombo Plan Scholar, Mr Tan has an Honours degree in Engineering from Monash University in Australia and a Master of Science in Industrial Engineering from the National University of Singapore. He was awarded the Public Service Medal (P.B.M.) in 1996.



**Member**  
**Mr Eddie Yong**

Mr Eddie Yong is the Director of Marketing and Business Development at Far East Organization. He is presently the Deputy Chairman of SCORE's Committee on Industry and Development. Mr Yong was appointed to the Board in 1997. He is a veteran and has been a key member of the consultancy team of many landmark industrial developments in Singapore. His experience in marketing put him in a good position to contribute to SCORE's own marketing efforts. He has a Bachelor of Science (Honours) in Urban Estates Management and a Master of Science (Property) from the National University of Singapore. He is currently a member of the Management Council of Real Estate Development Association in Singapore and member of many professional bodies in Singapore and UK. He is also a certified Property Manager by the USA Institute of Real Estate Management (IREM).

## SCORE's committees

1 February 2004 - 31 August 2005

### ESTABLISHMENT COMMITTEE

The Committee advises the Board on all aspects of human resource policies and practices, which includes manpower requirements, terms of employment, recruitment, promotions and conditions of services, termination, dismissal and disciplinary control of officers in the Corporation.

#### Chairman

Mr Siew Heng Kwok  
Retired Human Resource Professional

#### Members

Mr Chua Eu Liam  
Retired Human Resource Professional

Mr Lee How Sheng  
Senior Director, Human Resource Division  
Ministry of Home Affairs

Mrs Peggy Quah  
Vice-President, Human Resources  
DBS Bank

Mr Simon Sim  
General Manager, Touch Community Services

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

Mr Jason Wong  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

#### Secretary

Mrs Ling-Saw Wei Ying  
Manager (HR & Admin)  
Singapore Corporation of Rehabilitative Enterprises

### COMMITTEE ON INDUSTRY AND DEVELOPMENT

The Committee on Industry and Development assists in the identification and establishment of external mirror industries so as to ensure continued employment and training for inmates and their families. The committee reviews existing industries and proposes new industries that the Corporation can develop so as to provide relevant work training and experience to inmates.

#### Chairman

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

#### Dy Chairman

Mr Eddie Yong  
Director, Marketing & Business Development  
Far East Organization

#### Members

Mr Peter Boo Song Heng  
Director, Songxing Investment Holdings Pte Ltd

Mr Chan Tien Lok Daniel  
Chairman, IPS Group of Companies

Mr Chia Poh Pheng Richard  
Consultant

Ms Angie Khoo  
Deputy Head (Incare Planning & Development)  
Prison Programme Branch

Mr Huang Kok Kee Michael  
Marketing Consultant

Mr Lau Wah Ming  
Secretary to Cabinet / Secretary to Prime Minister  
Cabinet Office / Prime Minister's Office

Dr Benji Ng  
Executive Director, Financial Planning Association of Singapore

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

Mr Tan Khieng Sin  
Managing Director, Frezfruta Jam Manufacturing Pte Ltd

Mr Tay Eng Hoe  
Managing Director, ECS Computers (Asia) Pte Ltd

Mr Jason Wong  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

#### Secretary

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

## INVESTMENT & FINANCE COMMITTEE

The Investment and Finance Committee advises the Corporation on financial and funding policies, which also include managing of investments in shares and bonds. The committee provides advice and monitors the Corporation's investments in Rehabilitative Enterprises and other industries.

### Chairperson

Mrs Goh Mui Hong  
President & CEO, ST Asset Management Pte Ltd

### Members

Mr Tan Jee Say  
Partner, HiGREEN Investment Management Company  
HiGREEN Capital

Mr Freddie Yeo  
Director, Isco Coal Pte Ltd

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

Mr Jason Wong  
Chief Executive Officer  
Singapore Corporation of Rehabilitative Enterprises

### Secretary

Ms Helen Lee  
Finance Manager  
Singapore Corporation of Rehabilitative Enterprises

## COMMITTEE ON TRAINING

The Committee on Training identifies and recommends training programmes for offenders that will facilitate their reintegration into the national workforce. The committee also assists in securing employment opportunities in the various sectors of the Singapore economy that matches the competencies of the offenders and their training.

### Chairman

Mr Koh Juan Kiat  
Executive Director, Singapore National Employers Federation

### Dy Chairman

Mr Lee Van Chong  
Managing Director, Seacare Manpower Services Pte Ltd

### Members

Mrs Jeanette Barth-Chan  
Managing Director, Corplan Pte Ltd

Ms Angie Khoo  
Deputy Head (Incare Planning & Development)  
Prison Programme Branch

Mr Ho Mun Wai  
Divisional Director, Continuing Education and Training  
Institute of Technical Education

Ms K Thanalechthimi  
President  
National University Hospital Employees' Union (NUHEU)

Mr Tan Suan Kuan  
Vice President (RESBU), Ascendas Services Pte Ltd

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

### Secretary

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

## SCORE's management team



**Mr Jason Wong**  
Chief Executive Officer



**Mr Stephen Goh**  
Secretary



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



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



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



**Mr Tan Theng Liang**  
Senior Manager (Subcontract &  
Leased Workshop)



**Mr Edward Wong**  
Senior Manager  
(Employment Assistance Unit)



**Mr Tham Wing Kheong**  
Senior Manager (Linen Services)



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





**Ms Helen Lee**  
Finance Manager



**Mrs Ling-Saw Wei Ying**  
Manager (Human Resource)



**Mr Jimmy Lee**  
Manager (Vocational Rehabilitation)



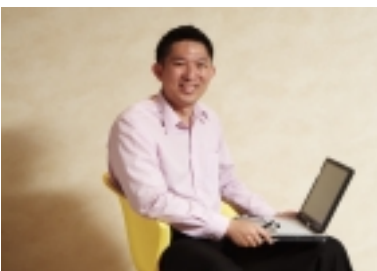
**Mr Cher Choon Hing**  
Manager (Linen Services)



**Ms Esther Chong**  
Manager (Food Services)



**Mr Eruandee Prayitna**  
Manager (Technology)



**Mr Royson Poh**  
Manager (Sales & Marketing)

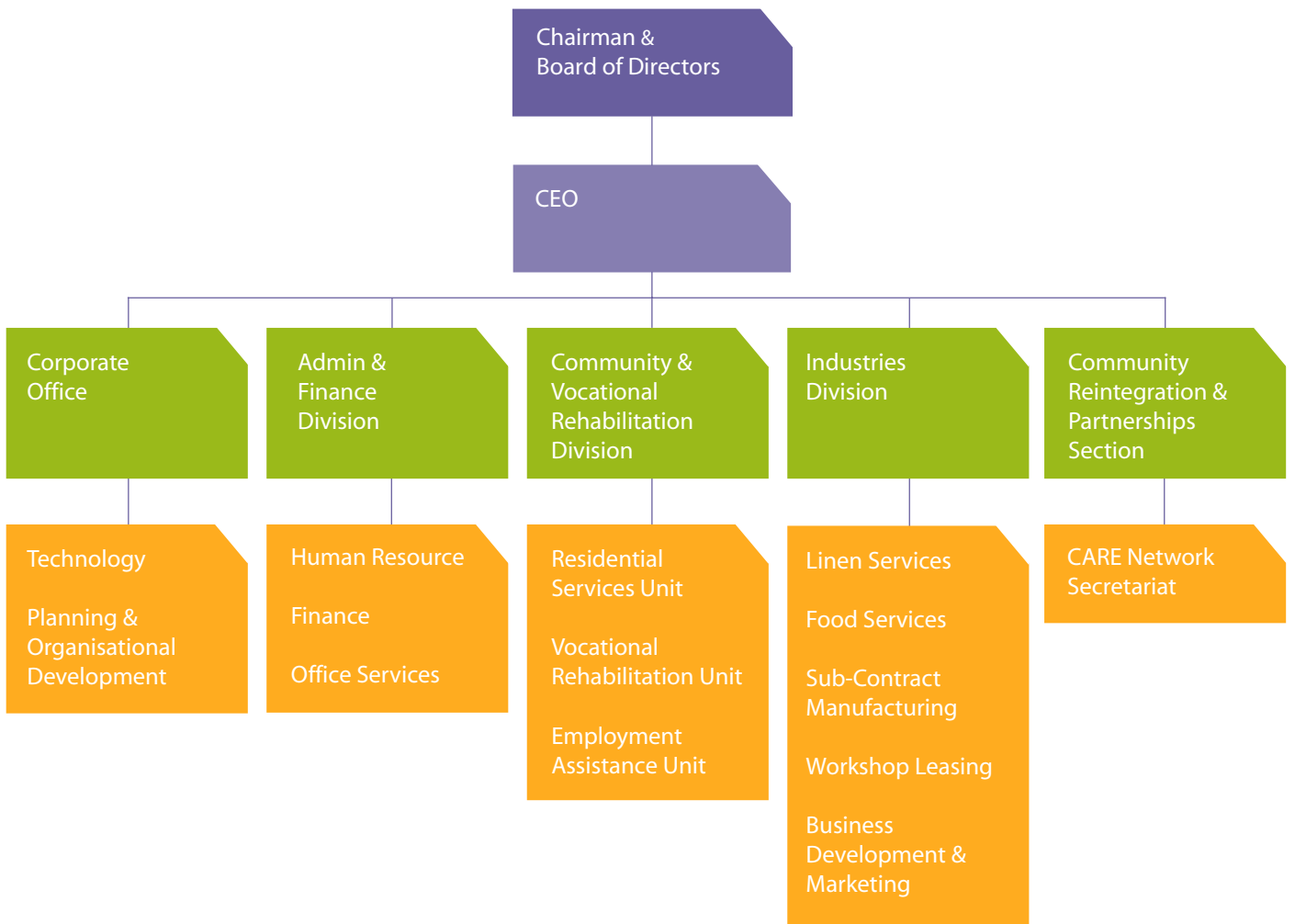


**Mr Kenny Lee**  
Assistant Manager (Linen Services)



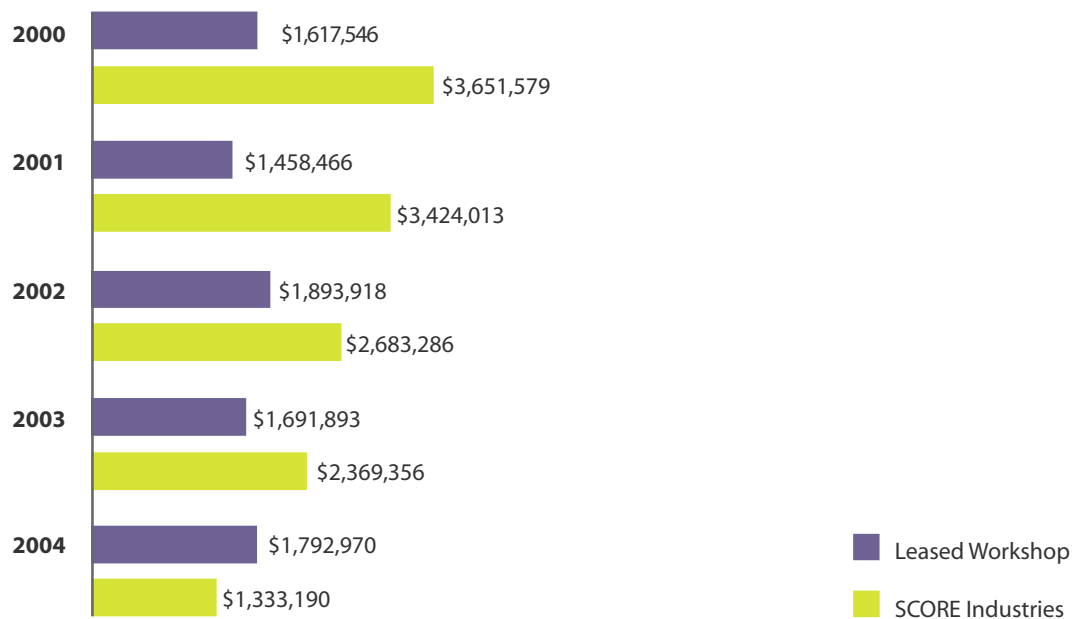
**Ms Puah Ping Hui**  
Assistant Manager (Sales & Marketing)

## SCORE organisational chart

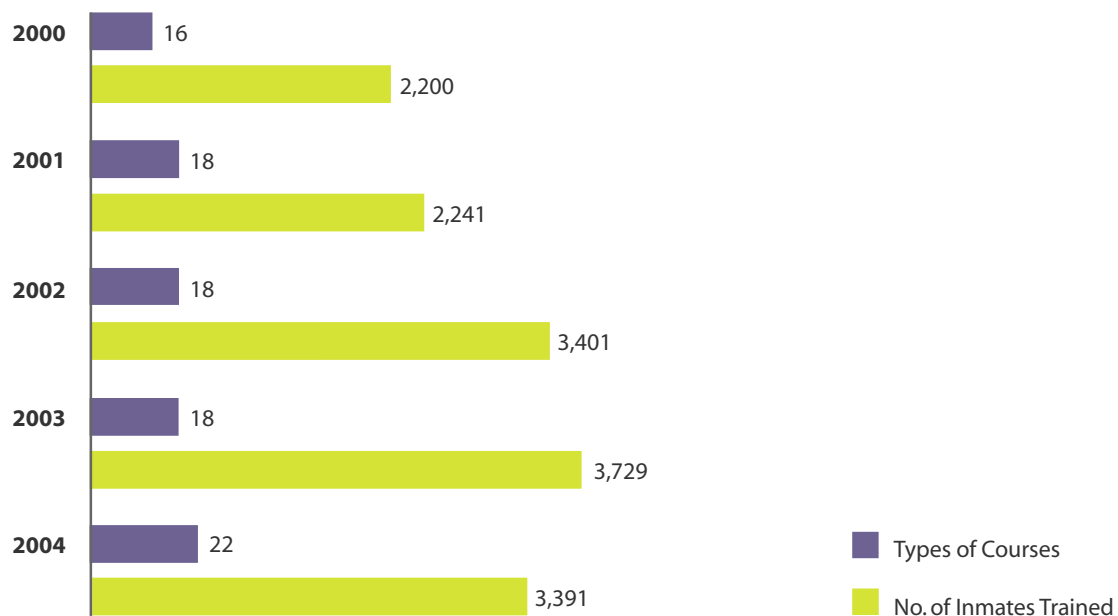


## performance indicators

### PROFITABILITY

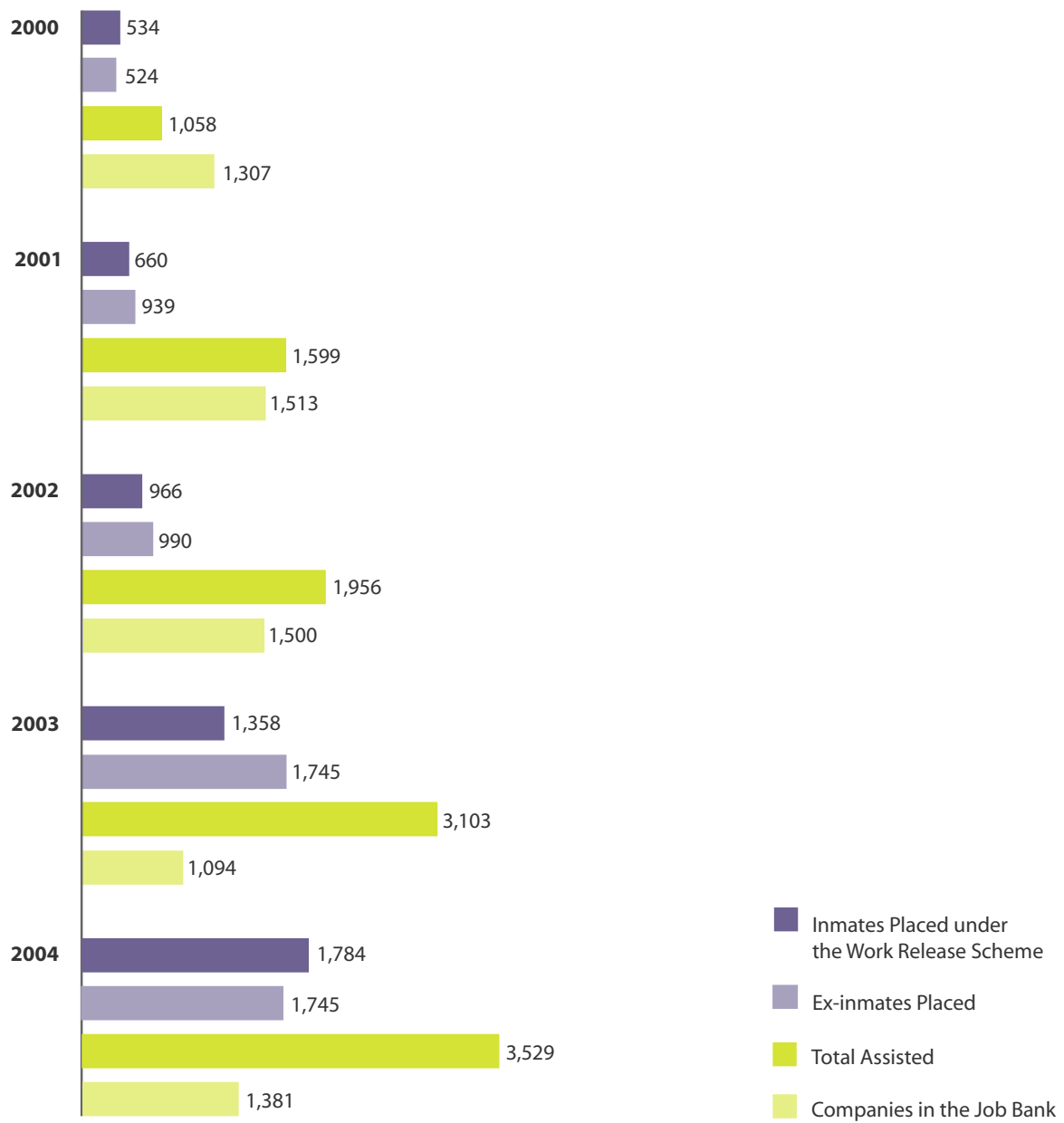


### TRAINING FOR INMATES

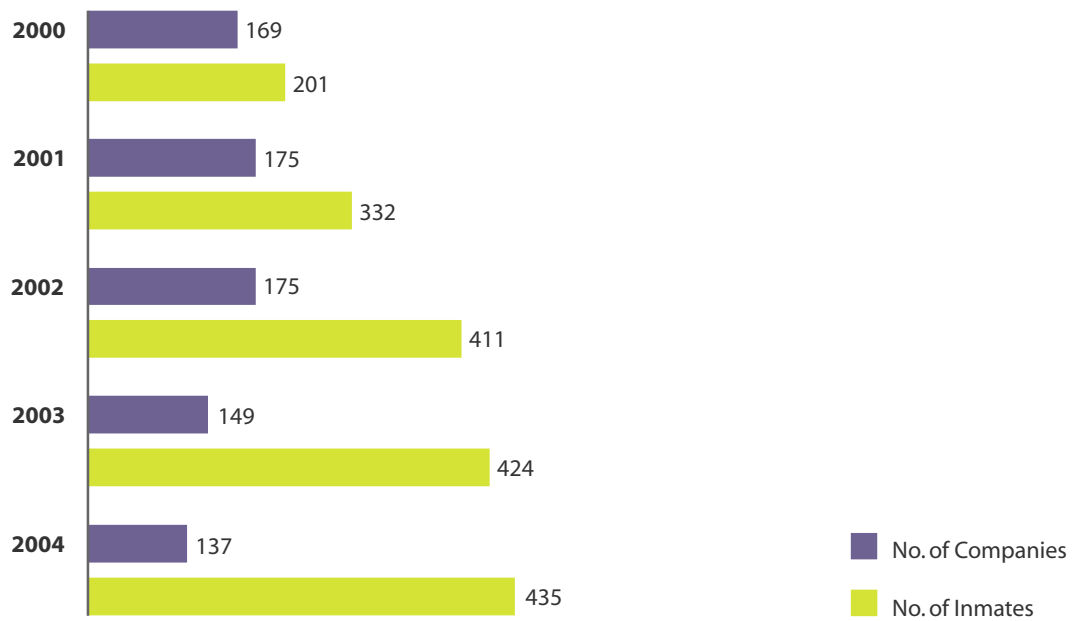


## performance indicators

### JOB/PLACEMENT EMPLOYMENT ASSISTANCE



### CORPORATE ADOPTION SCHEME





our community partners

# in partnership with the community

At SCORE, we work hand-in-hand with the community in our dedicated efforts to rehabilitate and reintegrate ex-offenders. By involving our community partners, better community resources and ideas can be channelled into aftercare and rehabilitation efforts. Community acceptance acts as a powerful motivation for ex-offenders to value a second chance at life and walk towards a brighter future.

## our community partners



Guests-of-Honour President S R Nathan and Mrs Nathan graced the Yellow Ribbon Charity Concert, which was supported by a 5,000-strong audience.

### YELLOW RIBBON PROJECT 2004

In 2004, the Community Action for the Rehabilitation of Ex-Offenders (CARE) Network's member agencies<sup>1</sup> launched the inaugural Yellow Ribbon Project (YRP). The YRP is a nation-wide drive conceptualised to raise the awareness of the Singapore community towards the needs of ex-offenders in their difficult journey towards leading normal lives. This was done through the engagement and partnership with various government agencies, grassroots, private and religious organisations.

In line with its vision to "Offer Hope, Confidence and Opportunities for Reformed Ex-offenders", CARE Network and its strategic partners embarked on the organising of the inaugural YRP to educate the community on the needs of ex-offenders and their families and how they can help to unlock the Second Prison.

### Keys to Unlocking the Second 'Prison'

*"I'm really still in prison and my love, she holds the key, a simple yellow ribbon's what I need to set me free..."*

The lines above from the 70's hit "Tie a Yellow Ribbon Round the Ole Oak Tree" aptly describes the ex-offender's helplessness and need for the acceptance and forgiveness from his loved ones and the community to set him free.

We believe that offenders often encounter two prisons. The first is the physical prison and prison officers hold its key. However, it is a matter of time before their release from this first prison. Once released, the ex-offender enters into a second 'prison', which subjects them to psychological and social imprisonment. The "she" who holds the key to the second 'prison' are the ex-offenders' family, friends, neighbours, employers, colleagues, volunteers, religious groups and the community at large. In other words, ordinary Singaporeans, the community, hold the keys to unlocking the doors of this second 'prison'.

<sup>1</sup> The Community Action for the Rehabilitation of Ex-offenders (CARE) Network brings together various community and government organisations responsible for the rehabilitation of reforming offenders. They are namely, Singapore Prison Service (Prisons), Singapore Corporation of Rehabilitative Enterprises (SCORE), National Council of Social Service (NCSS), Industrial and Services Co-operative Society Limited (ISCOS), Singapore After-Care Association (SACA), Singapore Anti-Narcotics Association (SANA) and Ministry of Home Affairs (MHA).



The Yellow Ribbon Project was a resounding success. Some 14,000 people attended and participated in the events and activities, their interest sparked by media coverage.



The Song-Writing Competition showcased ex-offenders' musical talent.



Local and foreign celebrities and talented ex-offenders made the Charity Concert a success.



### Goals of Yellow Ribbon Project – The 3 'A's

The goals of the YRP are:

- To create **A**wareness of giving second chances to ex-offenders.
- To generate **A**cceptance of ex-offenders and their families into the community.
- To inspire **C**ommunity **A**ction to support the rehabilitation and reintegration of ex-offenders.

To convey the message of the YRP, a series of events were held between 2 and 16 October 2004.

### Song-Writing Competition 2004

The Song-Writing Competition was organised for all inmates and ex-offenders, with the aim of showcasing and recognising their musical potential and creativity. A total of 319 entries were received. During the finals of this competition, the top finalists were asked to perform "live" in front of a panel of celebrity judges. The winner from each of the four language categories not only won cash prizes but also received the opportunity to record their songs in the Yellow Ribbon Project Commemorative CD launched in October 2004 in conjunction with the Yellow Ribbon Charity Concert.

### Charity Concert

The inaugural Charity Concert, hosted by Mediacorp artistes, Sharon Au and Gurmit Singh, brought together on stage talented ex-offenders and local and overseas celebrities. The concert showcased talents of the ex-offenders and highlighted their desire to change. The 5,000 strong crowd who turned up at the Singapore Indoor Stadium certainly showed their support towards ex-offenders and their families. President S R Nathan and Mrs Nathan were Guests-of-Honour at the event. Spirited performances at the concert included the winning songs of the Song-Writing Competition and performances from celebrities like TENSION, Anson Hu, Azrina and Tay Peng Hui.

The concert was organised with the aim to increase awareness of ex-offenders' reintegration needs and to raise funds for the newly established Yellow Ribbon Fund (YRF) that will support rehabilitation-related programmes and services for the benefit of inmates, ex-offenders and their family members. The YRF was official launched by President Nathan during the concert. Ten rehabilitation ambassadors from the business, arts and sports arena were also appointed by the President to spread the message of second chances.

## our community partners



The movie premiere of 'Coming Home' attracted a 6,500-strong audience.

### **Wear-A-Yellow-Ribbon Activity**

For a week in October, we asked the nation to don Yellow Ribbons to show their acceptance and support for ex-offenders and their families. In all 141 public and private organisations heeded our call. Besides bringing awareness to the community, the activity also helped to raise about \$254,000 for the Yellow Ribbon Fund from the sale of the ribbon packs.

### **Movie Premiere of 'Coming Home' – A Community Film**

Filmed in the midst of the heartlands, 'Coming Home' ties together the stories of three people who have done their time in prison, and are now soon to be released. But coming home may not be as easy as it sounds.

'Coming Home' was a joint production between CARE Network, Gateway Entertainment and the Media Development Authority (MDA) of Singapore. It was the first Community Film to be funded under MDA's "Local Content Commissioning Scheme". The local celebrity cast included artistes like Moses Lim, Irene Ang, Rick Tan, Melody Chen and Aaron Aziz.

The alfresco-styled premiere of 'Coming Home' was held at the open space opposite Khatib MRT station. A 6,500 strong crowd joined Minister of State (Ministry of Trade and Industry) & Mayor (Central Singapore CDC) Mr Heng Chee How at the screening. This was followed by several more public screenings, and the movie was well received by the audience. In March 2004, 'Coming Home' reached an even wider audience when it was telecasted over TCS Channel 5.

### **Prison Open House**

Over 1,000 members from community organisations, volunteer groups, employers, policy-makers and students toured various prison institutions during the Prison Open House. These tours were organised to help convey the importance of acceptance and offering ex-offenders second chances to these target groups. Besides highlighting the efforts and achievements of ex-offenders, volunteers, counsellors and prison officers in the rehabilitation process, these tours also instilled in the community a heightened awareness of the needs of ex-offenders and their families and initiated ideas on how they could support ex-offenders in their rehabilitation process.

Nationwide, Singaporeans and organisations heeded the call to wear Yellow Ribbons as an expression of their support.



Some 200 employers checked out the inmates' potential at the Skills and Talents Showcase.



Mr Koh Juan Kiat at the Skills and Talents Showcase.

### Welcome Home, Releasees Activity

Fifty Singapore Anti-Narcotics Association (SANA) volunteers from different walks of life were mobilised to greet some 209 ex-offenders as they were released from the different prisons across the island during 11 – 16 October. Volunteers handed each releasee a 'survival kit' comprising of daily essential items like a bottle of mineral water, a bus guide and information on aftercare services rendered by VWOs and self-help groups. Volunteers shook hands with releasees to symbolise community's acceptance of them back into society. They encouraged the releasees not to return to their old ways and were on hand to provide counselling and assistance to those who needed help.

### Skills Competition & Talent Showcase

This event was a showcase of the skills and talents of the inmate population. With the support and involvement of the Singapore National Employers' Federation (SNEF) and NTUC Income, 200 current and prospective employers were invited to the event held at the Kaki Bukit Centre Prison School. The aim was to encourage employers to offer second chances to ex-offenders, by means of training and work opportunities. The inmates impressed the guests with their Quality Circle projects in electronics, IT, multi-media and cooking skills, products from the Prison's Business Development Unit (BDU) and SCORE. Employers who had strongly supported reintegration efforts by hiring ex-offenders were also recognised at the event.

### Drug Free Mission Possible Certificate Presentation 2004

This was the second time that the Presentation Ceremony jointly sponsored by SCORE and National Council Against Drug Abuse (NCADA) had been held following the inaugural event in year 2000. Ex-drug abusers who had stayed drug free for 3, 5, 10 and 15 years were presented Certificates of Achievement. In addition, the Certificate of Merit Achievement Award and Certificate of Outstanding Achievement were awarded to those who had not only remained drug free but had made significant contributions back to the society through community work, like setting up elderly welfare homes. The objective of the ceremony was to encourage ex-drug abusers by highlighting success stories through community and family support and to bring the message of hope to others. Two hundred and four recovered individuals received certificates in recognition of their efforts in remaining drug free after their release from incarceration or completion of their stay at halfway houses. Twenty-six individuals and organisations received the NCADA Awards for their contribution towards the anti-drug cause. Senior Minister of State (Ministry of Home Affairs) Assoc Prof Ho Peng Kee was the Guest-of Honour at the event.

## our community partners



Close to \$700,000 was raised for the Yellow Ribbon Fund.

In all, the Yellow Ribbon Project was a resounding success. In total, 13,624 people attended or participated in the various events and activities. Over 327,365 ribbons were sold or distributed to about 141 organisations and 2,756 inmates also took the opportunity to send yellow ribbons home to seek forgiveness from their loved ones. There was also ample media coverage of events and issues relating to the reintegration of ex-offenders. The awareness created encouraged public-spirited individuals to write to the forum pages of several newspapers to express their support. The project also yielded response from the public in terms of concrete help as 120 employers were newly registered. In addition, the ripple effect continues on through joint partnerships and other awareness and fund-raising events initiated by the community in aid of YRP/YRF. At the year's end, the Yellow Ribbon Fund had collected \$697,891.77.

### Plans for YRP 05

It will take time for the message of second chances to take hold in the community. And more needs to be done to encourage the community to take ownership of reintegration efforts. Hence, the reach of YRP 2005 will be enlarged to bring the acceptance message to a wider audience, as well as to get those involved last year to take action in more substantive ways. Such as providing employment and training opportunities, partnering CARE Network members and aftercare agencies as volunteers in the development and delivery of services for ex-offenders and their families, and inspiring community initiated fund-raising efforts. The anchor events for YRP 05 would mainly be held over two weeks in September 2005.

It is our hope that through involving community partners in our work, more community resources and ideas would be tapped and channelled to aftercare and rehabilitation efforts.

At the end of 2004, SCORE added 381 new companies to its job bank, bringing the total to 1,381 companies.



Mr Jason Wong, CEO, SCORE , addressing potential employers at the employers tea session.

## **PARTNERSHIP WITH EMPLOYERS**

### **Recruitment of New Companies**

One of the key segments of the community SCORE tries to engage is the employers. As part of its continued efforts to source and recruit new employers for a bigger pool of job vacancies in a wide range of jobs, the Employment Assistance Unit (EAU) added 381 new companies into the job bank. Most of the new companies recruited were the direct result of the publicity generated from the Yellow Ribbon Project. As at end 2004, the number of companies registered in EAU job bank was 1,381.

### **Engaging the Employers**

With the aim of building closer rapport between SCORE and employers, a tea session for employers was held in April 2004. A total of 63 employers from 42 companies attended the event. The event provided the opportunity for employers to share their experiences in employing offenders and ex-offenders and strengthened the partnership between EAU and employers.

Moving ahead, EAU plans to organise seminars for potential, new and existing employers. Visits to prison institutions will also be conducted for new and existing employers to view SCORE's workshops and training facilities so as to help them have a better understanding of the rehabilitative processes offenders undergo while serving their sentence.



our programmes

# on the road

to rehabilitate and reintegrate

SCORE gets ex-offenders ready for work and ready for life. Work is a key aspect in preparing ex-offenders to return to society as useful and contributing members. We provide vocational skills training and impart good work ethics through work programme to enhance employability.

## our programmes



In providing seamless throughcare, SCORE emphasises the value of work in preparing ex-offenders to return to society.



Food preparation courses at training kitchen.

### REHABILITATION THROUGH WORK

Work is recognised as one of the key components in preparing offenders to return to society as useful and contributing citizens. Along this line, SCORE administers various training to inmates to enhance their employment potential and help them reintegrate into the work environment. Inmates also participate in the work programme which helps them acquire work skills in the workshops. The work programme gives inmates work experience and inculcates in them positive work attitudes.

### VOCATIONAL TRAINING

In 2004, the Vocational Rehabilitation Unit (VRU) focused on providing offenders with relevant training in two broad areas – vocational skills and employability skills training.

In the past year, VRU continued to face the challenge to be nimble in responding to changing skills demands of the Singapore economy. Economy restructuring is happening all the time, with new industries and new jobs emerging, and thus, both offenders and ex-offenders need to constantly upgrade their knowledge and skills and learn new skills to meet the fast-changing industry needs. VRU took a closer look at its mix of courses, with a view to offer more courses that lead to national certification. Following this review, VRU introduced three new courses – the PC Driving Test programme which commenced in January 2004, the ISC in Residential Air-Con & Maintenance in July 2004 and the Universal Internet Certification Course started in November 2004. These courses are certified or endorsed by national bodies such as the Institute of Technical Education and/or the Infocomm Development Authority.

A total of 3,391 training places, 1,024 for vocational skills and 2,367 for employability skills training, were offered in 2004. This was 11% lower than the 3,820 achieved in 2003. The decline was largely due to the suspension of some training courses due to relocation of several training facilities to the new Changi Prison Complex (CPC) in early 2004.



In 2004, SCORE offered some 3,391 training places, 1,024 for vocational skills and 2,367 for employability skills training.



The outreach of IT training was increased with inmates as IT trainers.



New training facilities included a Training Kitchen at Institution A3.

## **New Training Initiatives**

In 2004, VRU implemented several new initiatives in its journey towards the rehabilitation of offenders and to better prepare them for work upon release.

### **Enhanced Personal Route Map**

VRU had jointly worked with Prisons on the pilot implementation of the Enhanced Personal Route Map (EPRM) for offenders at Selarang Park Drug Rehabilitation Centre (DRC) and Changi Women Prison/DRC. The EPRM helps to identify the treatment gaps of the offenders and allows prison officers to chart the route map for offenders to close the treatment gaps identified. The enhanced version put a greater emphasis on vocational needs analysis of the offender.

### **In-sourcing – Inmates as IT Trainers**

To encourage offenders to be part of the value chain, VRU embarked on an initiative of engaging offenders conversant in IT skills to train their fellow offenders in the PC Driving Test (PCDT) programme. This initiative helped to reduce training cost and at the same time, increased the outreach of IT training. It also provided a good opportunity for inmate-trainers to build up valuable teaching and instructional skills, especially in designing lesson plans, preparation of course books and presentation materials. This project was first implemented in Kaki Bukit Centre and later in the year at Changi Women's Prison/DRC and CPC Cluster A. A total of 716 offenders have benefited from the training conducted by the inmate IT Trainers.

## **New Training Facilities**

In 2004, new training facilities were set up with the operationalisation of CPC Cluster A. The potential for employment was a key consideration in determining the type of training to be implemented in the new prison complex. As a result, the following training facilities were set up:

- a. Training Kitchen at Institution A3
- b. Electrical Wiring Training Workshop at Institution A4
- c. Residential Air-conditioning & Maintenance Training Workshop at Institution A4
- d. 3 IT Labs at Institution A4

## our programmes



SCORE will introduce a fast track programme for the Electronics course offered by ITE.

### **Funding for Training Courses**

VRU had managed to secure funding/support from the National Trade Union Congress (NTUC), Singapore National Employers Federation (SNEF) and the National Environment Agency (NEA) to conduct Work Skills Training Programme, Self-Employment Training and Basic Food Hygiene Course respectively. A total of 964 offenders benefited from this sponsorship.

### **Future Plans in Vocational Training**

#### **Basic Vegetarian Cooking**

The Singapore Buddhist Federation (SBF) has expressed an interest in conducting a course on vegetarian cuisine for the offenders. VRU has worked with SBF to develop the detailed lesson plan and the skills standards for the course. The trained offenders upon their release would be placed to work in vegetarian food outlets. The pilot run of the course would commence in early 2005.

#### **NITEC in Electronics – Fast Track**

VRU would be adopting a modified version of the fast track programme for the Electronics course, offered by the ITE which would allow the offenders to complete the course within 1 year instead of 2 years. This will enable SCORE to train more offenders in the programme and optimise the training facility. VRU would commence the fast track programme in May 2005.

4,200 inmates are employed at our work programme at any one time. SCORE's work programme provides employment for inmates, imparts skills and inculcates positive work ethics.



The new laundry at Changi Prisons Complex now offers greater capacity.



Sub-contracting workshops now occupy a total of 10 workshops at CPC Cluster A.



## WORK PROGRAMME

The work programme managed by SCORE Industries provides employment for inmates, imparts them vocational and employability skills and inculcates in them positive work ethics. The work programme also contributes to the overall security of the prison by meaningfully occupying the inmates. In 2004, the work programme employed about 4,200 inmates at any one time. As a self-funded statutory board, SCORE also uses surplus generated from the work programme to fund all its rehabilitation and reintegration initiatives.

### Linen Services

SCORE operates one of Singapore's largest laundries serving primarily the restructured hospitals. In April 2004, SCORE moved its laundry from Moon Crescent Prison to its new premises at Changi Prison Complex (CPC) Institution A5. The new plant is designed for a larger capacity and better efficiency to meet the increased requirement of our customers. It occupies a total of seven workshops space on three different levels and employs about 800 workers on three shifts. The new workshop has put in place many new measures in accordance to the Ministry of Health guidelines. With rehabilitation in mind, the SCORE laundry exercise promoting inmate workers to Trainee Supervisors and foremen of the workshop. This gives them more opportunities to be involved in managing output and meeting customers' expectation, therefore giving them wider exposure and work experience.

### Sub-contracting Services

SCORE operates as a subcontractor to both the MNCs and SMEs on an ad hoc and long-term contract basis. Work done varies from the assembly of compressor parts, water meters and printers, bending of copper pipes, de-fleshing of computer parts, fabrication of concrete piles and slabs, to various types of packaging jobs including hampers and beverage items like coffee and cereal. SCORE trains and supervises the inmates, and ensures that work is carried out as specified under the subcontract arrangement.

In 2004 the subcontracting workshops in Jalan Awan Prison moved over to CPC Cluster A to take up occupancy in Institution A2. They occupied a total of 10 workshops in Cluster A, and employed 1,200 inmates.

## our programmes



The new bakery now offers increased capacity and work opportunities.



SCORE and NTUC Foodfare collaborate to operate the Central Kitchen in CPC Cluster A.



SCORE and North-East CDC organised the Iron Chef Competition – Prisons Category.

The Printing workshop and Tailoring workshop that were located at Changi Prison were successfully shifted to Selarang Park Drug Rehabilitation Centre (DRC) and Tanah Merah Prison respectively in February 2004.

In July 2004, two of our Strategic Business Units (SBUs), Sub-contracting and Multi-Industries were merged and formed to the Sub-contracting SBU. The Printing workshop was leased out to a private company, Sin Lee Stationery. The Tailoring workshop was also absorbed under the Sub-contracting SBU.

### Food Services

SCORE relocated its bakery from Moon Crescent Prison to CPC Institution A3 in June 2004. The new bakery manufactures white and wholemeal sandwich loaves, buns and dinner rolls for private sector enterprises, hospitals, government institutions, and sandwich manufacturers. With a larger capacity, the new bakery is able to provide training and work opportunities for more inmate workers.

SCORE, in collaboration with NTUC Foodfare, started operating the new CPC Cluster A Central Kitchen in February 2004. The kitchen supplies meals to 8,000 inmates from Tanah Merah Prison, Changi Women's Prison/DRC and Cluster A daily.

In July 2004, SCORE together with North-East Community Development Council (CDC) organised the first North East Iron Chef Competition – Prisons Category. The objectives were to create awareness and garner support of the community in the rehabilitation of offenders and showcase offenders' culinary skills. A total of 22 teams from the various prisons participated. The winning team participated and won the top prize in the Iron Chef Competition – Open Category.

### Leased Workshops

Private enterprises set up workshops in Prisons/Drug Rehabilitation Centres and engage inmates as their production workforce. These firms provide equipment, expertise and work opportunities, while SCORE and the Prisons Department manage the welfare and discipline of the inmates. With this partnership, inmates learn useful skills and gain important work experience that will later help them reintegrate, and contribute back to society. In 2004, 24 workshops were leased to local SMEs. They employed more than 1,500 inmates in the various institutions in manufacturing and assembly work.

In 2004, 24 workshops were leased to SMEs, employing more than 1,500 inmates in manufacturing and assembly work.



Logistics operations for workshops are supported by the Transit Centre at Cluster A, which acts as the sole access point for incoming and outgoing materials for improved security.

### **Workshop Operations**

The Workshop Operations Unit supports the logistics operations for all workshops including the Transit Centre (TC) at Changi Prison Complex Cluster A. The TC acts as the sole access point for incoming and outgoing materials of Cluster A. The operation improves security by ensuring a clear separation between internal and external trucks. The TC also facilitates the screening of incoming and outgoing materials.

Direct access into Cluster A by external vehicles are minimised for security reasons. External vehicles would deliver their goods and materials at the TC external platform for security screening and X-ray. Goods and materials would be transported in standard trolleys for ease of handling. Goods and materials from external vehicles are unloaded at the TC external platform. Those that have undergone security screening would be transferred to Internal Prisons Trucks for transportation to respective destination blocks within Cluster A.

### **Quality Circle for Inmates**

Inmate workers are encouraged to learn and put in practice problem solving skills and contribute ideas for workplace improvements. The 3<sup>rd</sup> run of Quality Circle Members Course was conducted for 20 inmates from the Bakery and Cluster Kitchen in 2004. Through the 2-day course, inmates learnt about the PDCA cycle and basic tools and techniques of quality improvement.

In 2004, inmates from the various SCORE workshops completed 10 Quality Circle Projects that enhanced the efficiency and productivity at the workshops. Four of these teams were selected to present to potential employers at the Yellow Ribbon Project – Skills Competition & Talent Showcase exhibition. Five teams also participated in the Inmates WITS Convention jointly organised by Prisons and SCORE. These teams succeeded in securing two Silver and three Bronze Awards.

## our programmes



On the job training and employability skills training prepare ex-offenders for reintegration.

### **REINTEGRATION THROUGH THE COMMUNITY**

Reintegration of ex-offenders is a multi-faceted issue. Once released from the prisons, ex-offenders need the help of family, friends, employers, community organisations and the society at large to help them stay on the right path.

### **EMPLOYMENT ASSISTANCE**

SCORE's Employment Assistance Unit (EAU) assists offenders emplaced on the various work release schemes and released offenders to successfully reintegrate into society through employment. This is because a stable job would make them financially independent and restore their sense of self-worth and respect, and as a result, reduce their chances of re-offending.

In 2004, EAU assisted a total of 3,529 offenders/ex-offenders as compared to 3,103 in 2003. This 14% increase is mainly due to an increase in the number of offenders emplaced on the Home Detention Scheme.

### **Corporate Adoption Scheme (CAS)**

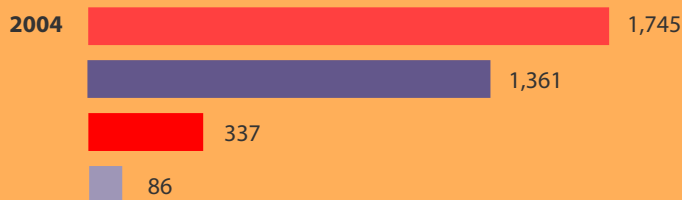
Implemented in 1992 as an extension of SCORE's Employment Assistance Services, CAS encourages employers to play a more active role in assisting offenders to reintegrate into society by appointing mentors within the companies to provide personalised attention and guidance to offenders attached to these companies. By doing so, it facilitates an offender's assimilation into the work environment. Currently, there are 137 companies participating in the CAS.

In 2004, SCORE's Employment Assistance Unit assisted 3,529 offenders/ex-offenders, a 14% increase over the previous year.



Community acceptance includes employment assistance.

### Offenders Assisted in 2004



**Total: 3,529**

- Ex-offenders seeking employment assistance after their discharge
- Penal offenders emplaced under the Home Detention Scheme
- Penal offenders emplaced under the Work Release Scheme
- Drug offenders emplaced under the CBR Scheme

### Future Plans in Employment Assistance

In conjunction with the Yellow Ribbon Project, a job fair will be organised within a prison institution for pre-release offenders in 2005. The idea behind the job fair involves gathering employers and related service agencies (various self-help groups and national training agencies) to provide the pre-release offenders with information on jobs and training opportunities available as well as the various community assistance services that they can tap on upon their release. The job fair will offer offenders a meaningful experience in filling out job applications, attending interviews, as well as a chance to secure a job prior to their release.

## our programmes



SCORE facilitates the setting up of halfway houses.

### **HALFWAY HOUSE PROGRAMME**

SCORE's Residential Services Unit (RSU) facilitates the establishment of halfway houses, coordinates the Prisons Halfway House Scheme, and works towards enhancing the programmes of halfway houses. The Prisons Halfway House Scheme, started in April 1995, allows amenable inmates of Drug Rehabilitation Centres (DRCs) and Prisons without strong family support, to spend the last stage of their detention at halfway houses. The Halfway House Scheme was subsequently extended to inmates sentenced to long term imprisonment in 2002 and penal inmates under the Work Release Scheme in 2003. Managed by voluntary welfare organisations, halfway houses provide counselling, work therapy and moral/religious support, as well as food and accommodation, to offenders who cannot find accommodation or who do not have the necessary family support. As at 31 December 2004, there were a total of 351 inmates under this Scheme at 11 halfway houses.

RSU also provides financial assistance to halfway houses and other aftercare agencies such as the Singapore Anti-Narcotics Association (SANA) and the Singapore After-Care Association (SACA).

### **Purpose-Built Cluster Halfway House Complex (PBC)**

The Creative People Group (CPG) and Carter Goble Associates (CGA) were appointed consultants to ascertain the future needs of halfway houses in Singapore as well as develop operational and management guidelines for inclusion in the architectural space programme of the proposed PBC. Based on the projected population of inmates at halfway houses, the proposed sizing and configuration of the residential facility was developed.

### **Developing the Core Competencies of Halfway House Staff**

Clients with drug abuse problem undergoing treatment at halfway houses have to be properly guided. As such, it is important for halfway house staff to be adequately trained as quality training translates into better treatment outcomes. The increased emphasis on provision of addiction counselling over the years means that halfway house staff needs to acquire the relevant knowledge, skills and attitudes. A common framework to equip halfway house staff with the competencies in addiction counselling was developed. The framework will provide a means towards building skills in areas of competency and at the same time, allow progression in knowledge acquisition.





Senior Minister of State (Law & Home Affairs), Associate Professor Ho Peng Kee was the guest of honour for the Futsal cum Sports Carnival 2004

### **Futsal cum Sports Carnival**

The annual SCORE Futsal cum Sports Carnival was organised in August/September 2004 to promote sports as an alternative to drugs. The finals of the futsal, mini-basketball and ladies netball tournaments were held on 12 September 2004 at the Toa Payoh Sports Hall. Senior Minister of State (Law & Home Affairs), Associate Professor Ho Peng Kee was the Guest-of-Honour for the event. In the futsal finals, Bukit Batok RC won the coveted NCADA Challenge Trophy. The ladies from Women Against Drug Abuse (WADA), SANA won the ladies netball final, whilst Breakthrough Missions won the 3-On-3 mini-basketball tournament. Overall, the event was well received and continued to achieve the objective of promoting sport as an alternative to drugs.

### **Financial Assistance to Aftercare Agencies**

As part of SCORE's financial assistance to the halfway houses on the Halfway House Scheme, \$50,910 was given to 11 halfway houses under the SCORE Financial Assistance Scheme 2004.

In addition to the above, RSU nominated seven halfway houses, SANA and SACA for President's Challenge 2004. Of these, the President's Challenge Charities Fund Allocation Committee accepted the nominations for five halfway houses and SANA. The total amount received was \$327,000.

### **Future Plans in Residential Programme**

#### **Halfway House Retreat**

A retreat for halfway houses will be organised to see how halfway houses can better meet the rehabilitation and reintegration needs of offenders in view of the changing drug situation, drug of abuse and profile of abusers. The retreat will also include the crafting of a common halfway house vision/mission and help identify strategic focal areas and key initiatives to meet the needs of current and future clients.

## our programmes



Eleven halfway houses are under SCORE's financial assistance scheme.



SCORE works with the CARE Network to provide seamless throughcare.

### **Review of the Monitoring and Evaluation System**

The existing system of monitoring and evaluating the halfway houses has been in place since 2001. A review of the system will be conducted in order to ensure its continued relevance amidst recent changes to community rehabilitation schemes and the aftercare needs of recovering individuals.

### **Purpose-Built Cluster Halfway House Complex**

The second phase of the consultancy service will commence. This will involve reviewing and assessing the various management and operational concepts and functional requirements of the proposed complex, including the preferred methods of resident management and operating conditions.

### **Upgrading Works and Cyclical Maintenance**

Two halfway houses, Darul Islah and Teen Challenge, will be undertaking minor upgrading and cyclical maintenance works at their premises. RSU will assist to put up the submission for capital funding on behalf of these two halfway houses and work closely with them to ensure minimal disruption to their programme while renovation is in progress.

### **CASE MANAGEMENT FRAMEWORK**

To ensure better follow-up in aftercare services, the Case Management Framework (CMF) was set up under the CARE Network. Aftercare Case Managers (ACMs) from SACA and SANA will start seeing the clients two months before their release and continue for six months in the aftercare. Under the CMF, the ACM and client will identify the aftercare needs of the client in reintegrating well. They will then draw up an Individualised Service Plan (ISP) that charts out the resources required to meet these needs. The ACM will source for resources from other agencies for services that they do not provide. They will ensure that any follow-up required is attended to.

For the period 1 March 2001 to 31 December 2004, more than 1,400 inmates have volunteered for the CMF. Out of those who volunteered for the CMF, more than 1,100 have reached the sixth month mark. More than 600 or an average of 58% completed the six-month aftercare phase of CMF thus far.

More than 1,400 inmates volunteered for the Case Management Framework (CMF) for the period 1 March 2001 to 31 December 2004. 58% have completed the six-month aftercare phase of CMF.



SCORE provides integrated and comprehensive aftercare to set ex-offenders on the right track.

## **NATIONAL AFTERCARE FRAMEWORK**

SCORE's mission is to rehabilitate and help reintegrate ex-offenders to become responsible and contributing members of society. SCORE has also identified 'Seamless Throughcare and Integrated Aftercare' as one of our strategic focal areas for 2003 – 2005. In line with this mission and focus, in September 2003, SCORE initiated the conceptualisation of a National Aftercare Framework (NAF) that would address the reintegration needs of discharged offenders.

NAF will be an overall plan for the provision of integrated and comprehensive aftercare services and programmes for ex-offenders and their families in Singapore. The NAF will reflect the consensus amongst the stakeholders<sup>1</sup> on key areas that required special attention and strategic planning. NAF seeks to assist stakeholders as they develop their strategic direction over the period of 2005 – 2010. It will also serve to enable stakeholders to channel funds to initiate or develop services that would address the aftercare needs of ex-offenders as well as their families.

The 3<sup>rd</sup> draft of the NAF Preliminary Report was completed in August 2004 and was presented at CARE Network Dialogue 2/2004. As NAF required the joint efforts of various agencies, a consultative approach was adopted. The Preliminary Report was presented to 24 agencies to seek their feedback. Sixteen discussion sessions were conducted with 24 aftercare agencies, related government organisations and academia.

### **Future Plans in NAF**

In second quarter of 2005, an NAF Working Group will be formed to identify the key focal areas, anchor projects and lead agencies to steer the implementation of NAF. Thereafter, the draft NAF masterplan will be completed for presentation at a closed-door forum to all agencies that were involved in the discussions. The final NAF report will be completed by third quarter of 2005.

<sup>1</sup> Agencies (government and voluntary welfare organisations) involved in the enforcement, treatment, rehabilitation and aftercare of ex-offenders.



our personnel

# staff training & development

At SCORE, our personnel are our greatest assets. We place emphasis on continuous learning and development, and seek to build a vibrant culture of teamwork and workplace creativity. We build upon our personnel's capabilities and develop their emotional intelligence, to enable them to contribute effectively towards the people whose lives we are rebuilding. SCORE takes pride in its role as a People Developer.

## our personnel



"7 Habits of Highly Effective People" training was conducted for recruits.



SCORE nurtures the spirit of teamwork and creativity.

### STAFF STRENGTH / CHANGES IN MANPOWER

The staff strength of SCORE as at 31 Dec 2004 was 132 compared to 127 at 31 Dec 2003. The Human Resource section plays an important role to streamline job scope and re-deployment of staff to maximise the utilisation of manpower.

### STAFF TRAINING / TRAINING FOCUS FOR 2004

In 2004, the staff underwent an average of 10 learning hours each as SCORE invested about \$151,787.91 (2.4% of payroll) on its staff training/learning programmes. As we seek to build a culture of teamwork and workplace creativity, staff's learning needs were identified based on the following 4 core competencies:

- Teamwork and Systems Thinking
- Creativity and Innovation
- Personal Effectiveness and Leadership
- Emotional Intelligence (EQ Skills)

We continued to introduce "7 Habits of the Highly Effective People" to new recruits to the organisation, so that everyone is able to speak and understand the language of "7 Habits". Training programmes such as "Brain Dancing" was introduced to inject fun and creativity and some managers also attended "Motivating People with EQ Strategic" to enhance their leadership capabilities. SCORE continues to be a certified organisation under the People Developer Scheme.

SCORE invested \$151,787 on its staff training/learning programmes in 2004. This amounted to 2.4% of payroll. The staff underwent an average of 10 learning hours each.



Learning and Sharing sessions emphasise “shared knowledge is power”.

### **Learning and Sharing Sessions**

SCORE started the “Learning and Sharing Sessions” in 2003. These sessions are informal gathering during lunch hours where staff had lunch together before the commencement of the sessions. The objectives in promoting learning and sharing are to encourage staff to want to learn and share information freely; to change mindsets from one of “individual knowledge is power” to “shared knowledge is power”; demonstrate to staff the importance management places on continuous learning and sharing of knowledge; and promoting team spirit. In 2004, we continued to hold such sessions frequently. And staff shared experiences, interesting insights, overseas visits, study trips and book reviews.

### **Study Trip to China**

In May 04, CEO SCORE led a team of SCORE and Prisons staff on a study trip to China. They visited Prisons and grassroots units (rehabilitation) in Shanghai and Nanjing, and participated in healthy exchange of experiences and ideas. The group was impressed by the advances in Chinese Prison management, and the commitment and involvement of the grassroots units in helping ex-offenders reintegrate back to the community.

## our personnel



SCORE WITS Convention was held at Aloha Loyang Resort.

### INNOVATION AND CREATIVITY

#### SCORE WITS Convention 2004

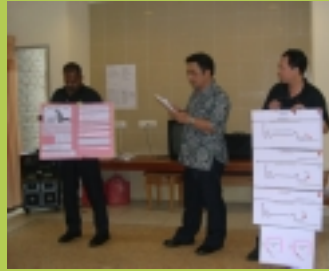
In line with the efforts to encourage staff to “think out-of-the-box”, SCORE literally brought our 2004 WITS Convention out-of-the-office. For the first time in awhile, SCORE brought the annual event that celebrates creativity and innovation to an outdoor location – Aloha Loyang Resort on 5 Jul 2004. It proved to be a refreshing change for everyone.

Surprises were aplenty with the various teams attempting less orthodox means of presenting their projects that included a guest appearance of a mermaid. All the teams moved away from using the conventional Powerpoint and stretched their creativity. After a fierce round of competition, the results were as follows:

<u>WITs Team</u>	<u>Team Leader</u>	<u>Award</u>
Collaborators	Jessie Wong	\$500 (Gold)
JAPs	Ong Hock Kin	\$300 (Silver)
Unison	David Tan	\$300 (Silver)
HR WITzards	Christina Wong	\$100 (Bronze)
Scobees	Ho Kok Beng	\$100 (Bronze)
Pointers	Loo Guat Sim	\$100 (Bronze)
Office Services	Toh Teng Ser	\$100 (Bronze)
iPOD	Ng Chen Hoon	\$100 (Bronze)

Participants of the convention also had chance to express their creativity in the outdoors. Staff rolled up their sleeves and headed for the beach to relive childhood experiences of building sandcastles. Designs ranged from a fortress, complete with a moat and cannon, to a ship that was poised to take us to the future. The winning team had the theme: “SCORE – being the bridge for offenders to turn over a new leaf”. At the Ministry level 3-I ED WITS Convention, the “Collaborators” did the organisation proud by clinching a Bronze award.





Thinking-out-of-the-box was the order of the day at the WITS Convention.

## Mystery Lunch

In early 2004, a 3-I Team was formed to champion innovation in the organisation. "Mystery Lunches" were organised to encourage participants to come up with far-fetched and crazy ideas, and not to shy away from sharing these ideas because you never know what useful solutions may come out of them. The participants surprised each other with the funny and wild ideas that came up during the session.

## EXPANDING OF ROLES AND TEAMWORK

### Industrial Officer Scheme

On 1 Jul 04, four Supervisors (Production) were selected for the pilot phase of the Industrial Officer Scheme. It was an initiative that aims to further enhance the working relationship between SCORE and Prisons. The pilot was conducted in selected SCORE workshops in CPC Cluster A.

The four officers were re-designated as Industrial Officers and donned new uniform to signify their new role. In addition to ensuring the smooth operation of the workshop and meeting production targets with quality output, they were also responsible for the safe and secure custody of inmates. The Industrial Officers took on the functions of conducting muster checks, controlling and issuing of tools and equipment to inmates. The Industrial Officers would be working closely with Prison Officers on operations/security/inmate discipline-related matters.

### Job Rotation

In Jun 04, SCORE started job rotation among the Corporate Support Officers. Staff are more dedicated to their job if they are challenged and excited and are able to see the relevance of their work to the vision and mission or the organisation. Job rotation is one ways to help the staff derive greater job satisfaction, have a broader work experience and knowledge of SCORE. By taking on new job functions, staff also develop new skills, new perspectives, developing both personally and professionally. The organisation also utilises job rotation to develop staff with high potential, to help them gain breath of experience. We plan to introduce job rotation to other levels of the organisation.

## our personnel



Darts Competition



Bowling Tournament

### WORK LIFE BALANCE

The Staff and Social Recreation Committee organised a host of activities during the year. Activities include Bowling Tournament, Aerobics session, Darts Competition, Karaoke sessions, Cycling cum BBQ and a trip to Batam.

One of the highlights of the year must be the first ever on sea Dinner & Dance. On 11 Sep, 110 staff and their spouses board the Falcon Princess on an evening cruise to nowhere. The cruise was off on a "choppy" start, but once we got into the "sway" of things, staff feasted on a sumptuous dinner and relaxed under the starlit sky. The night drew to a close with hilarious entertainment and games.

Starting 1 Sep 04, SCORE also introduced the 5-day workweek along Public Service Division's guidelines to allow staff to have more recreational time to spend with their family.

### AWARD RECIPIENTS FOR 2004

#### CEO's Team Award

In 2004, a new award, CEO's Team Award was introduced to confer recognition to staff who worked as teams towards the accomplishment of organisational goals. Recipients had to display consistent and commendable performance in special operations or events. A total of 11 teams were conferred the CEO's Team Award. In addition, three teams that truly excelled were awarded the CEO's Team (Star) Award. The projects managed by the three teams were "Twilight Kitchen Project (Gala & Movie Premiere)", "SARS Management" and "Setting Up of Training Facilities at Cluster A".

#### Long Service Award

The Long Service Awards for 2004 were given out to the following staff in recognition for their years of dedicated service: Ms Helen Lee (25 years), Ms Suraya Sudhi (15 years) and Ms Atikah Abu Bakar (10 years).



Star Service Award 2004 winner  
Ms Suraya Bte Sudhi and ED-SSS  
Contributors Award winner Mr Ong  
Chwee Seng.

### **Chairman SCORE Award**

The Chairman SCORE Award was created to recognise and reward staff that have consistently displayed excellent work performance in their area of work. It is an award for staff that significantly contributes to or achieve in the efficiency and productivity of SCORE. This year, Ms Joanne Ong, Ms Najimunnisa Shahabuddin and Mr Rajaynthran Kasinathan received the Chairman SCORE Award.

### **Star Service Award**

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

Ms Suraya Bte Sudhi from Residential Services Unit received the Star Service Award 2004 for her dedication and effort in helping the halfway houses to improve their residential programmes, service delivery, performance and number of clients. The halfway houses, staff and residents have benefited from her assistance. She went on to be nominated for and won the Ministry of Home Affairs Star Service Award at ministry level.

### **Economy Drive - Staff Suggestion Scheme (ED-SSS)**

Ministry of Home Affairs implemented the Economy Drive – Staff Suggestion Scheme (ED-SSS) awards to award officers who have the highest acceptance or implementation ratio of suggestions. Selection criteria includes effectiveness and originality of suggestion, the degree of effort taken to come up with the suggestion, and most importantly, the amount of savings obtained are taken into consideration when selecting the nominees. Mr Ong Chwee Seng of Office Services was SCORE's recipient of the outstanding ED-SSS Contributors Award 2004.