



BUILDING BRIDGES, CHANGING LIVES

SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ANNUAL REPORT 2012

# BUILDING BRIDGES CHANGING LIVES

ANNUAL REPORT 2012





## OUR LOGO

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

The four inter-linked arms represent the four important elements in our total rehabilitation strategy: the offenders, the family, the authorities and the community. The arms curved towards a clockwise direction signify our helping the inmate return to society as a useful citizen. The arms are linked, signifying the collective responsibilities of the four elements in the total rehabilitation process.

The white circle in the centre represents SCORE's key role in initiating, implementing and monitoring our rehabilitation programmes.



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“ TO ERR IS HUMAN, TO LEARN FROM YOUR MISTAKE AND CHANGE, TAKES COURAGE AND DETERMINATION. EVERYBODY SHOULD HAVE THAT CHANCE TO MAKE THAT CHANGE.

MR BRYAN TAN  
OPERATIONS DIRECTOR  
AEON EARTH

”

*Aeon Earth is a one-stop shop for the removal, asset recovery, recycling and scrap disposal of IT equipment with environmental liability in mind. Since 1 May 2011, Aeon Earth has been leasing one of SCORE's workshops at Cluster B5 Level 5 for their computer recycling operations. Through this work programme, inmates gain invaluable skills in the IT recycling and remarketing sector. The experience they gain will increase their employment opportunities in the green industry after their incarceration.*



# OURJOURNEYTOGETHER



VISION, MISSION, VALUES

CORPORATE PROFILE



## OUR VISION

WE BUILD BRIDGES OF HOPES FOR OFFENDERS AND THEIR FAMILIES.

WE CONTRIBUTE TO A SAFER COMMUNITY BY SUCCESSFULLY REINTEGRATING OFFENDERS.

WE EXEMPLIFY AND LEAD IN CREATING A MORE COMPASSIONATE SOCIETY THAT OFFERS SECOND CHANCES.

## OUR MISSION

WE REHABILITATE AND HELP REINTEGRATE OFFENDERS TO BECOME RESPONSIBLE AND CONTRIBUTING MEMBERS OF SOCIETY.

## OUR HOPE VALUES

### **HONOUR**

WE LIVE UP TO THE HIGHEST STANDARDS OF INTEGRITY

### **ONENESS**

WE WORK AS ONE TEAM

### **PEOPLE ORIENTED**

WE SERVE OTHERS TO THE BEST OF OUR ABILITY

### **ENTERPRISING**

WE THRIVE IN SCARCITY AND SEE OPPORTUNITIES IN CRISIS



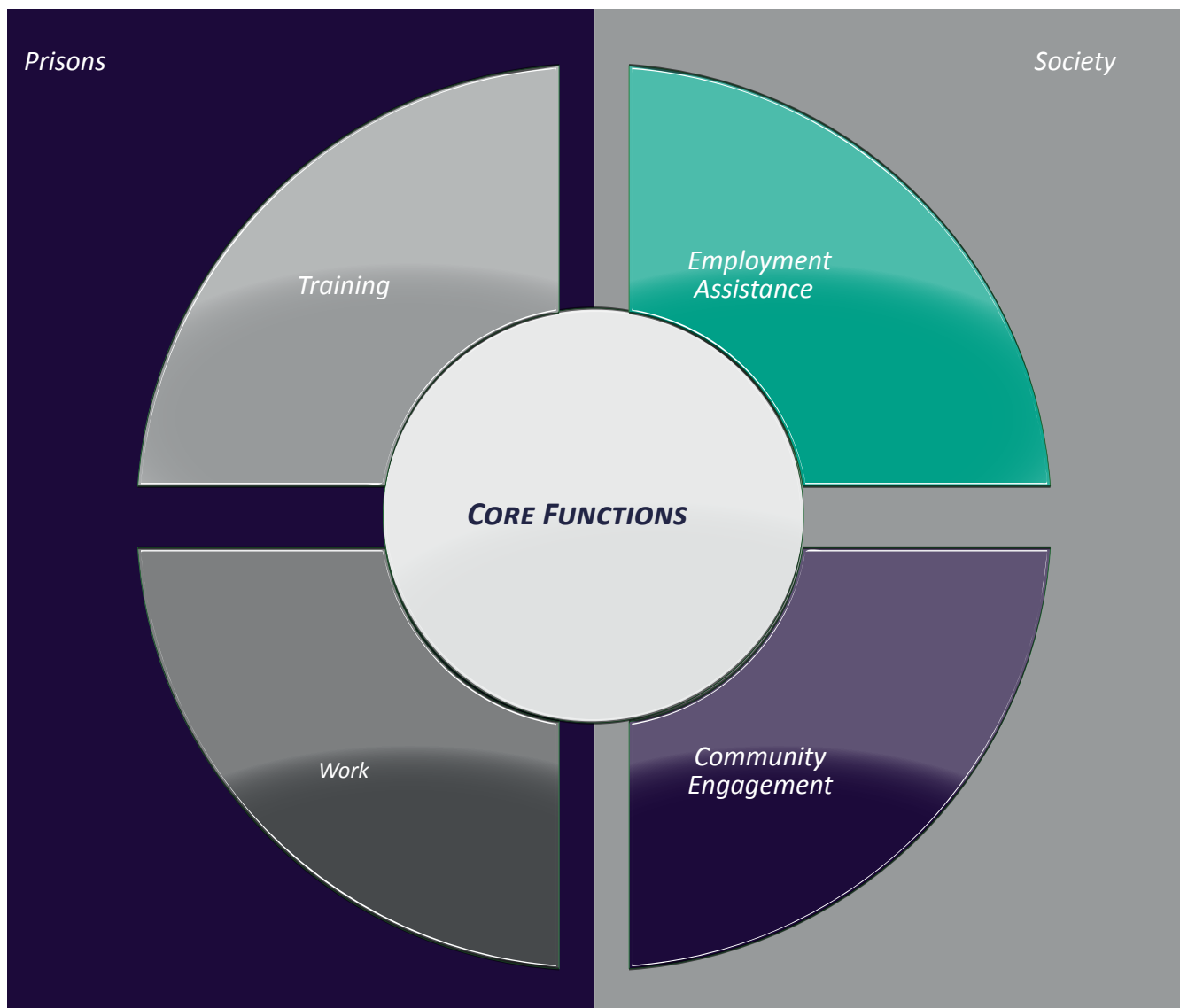
## CORPORATE PROFILE

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

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

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

### OUR CORE FUNCTIONS









# OURJOURNEYTOGETHER



CHAIRMAN'S MESSAGE



## CHAIRMAN'S MESSAGE

For many ex-offenders, being given a second chance may be the critical impetus they need to turn their lives around. At SCORE, we take it as our job to deliver this critical impetus to them.

Towards this, our vision and mission were framed and upon these principles and values the manner in which we responded to challenges in the past as well as our efforts moving forward, were shaped. Not only have we equipped offenders with life skills so that they are able to turn over a new leaf for the better, we have actively engaged the community so that when they are released, the supportive environment substantially lowers their vulnerability to turn their journey back to a life of crime.

### A MULTIFACETED APPROACH

With increasing uncertainty in the global economy, SCORE's operating landscape is evolving. In turn, SCORE has kept abreast of these changes to address these complexities. Prisons and SCORE have also been facing a more challenging inmate profile. As of December 2012, close to 50% of the local inmate population had been incarcerated more than five times, much higher than in the past years. These recalcitrant inmates tend to have higher recidivism rates. This is why SCORE has taken a multifaceted through-care approach to tackle rehabilitation and reintegration.

### EMPOWERING OFFENDERS WITH SKILLS

SCORE has developed a structured training pathway to better prepare offenders for work. It is linked to specific industries so that inmates are trained to progressively build skills to take up jobs they offer. It is also aligned with WDA's Workforce Skills Qualification (WSQ) framework, assuring employers that inmates are trained in the same skills as any other job seekers in Singapore. In 2012, SCORE trained 5,800 inmates through 19,788 training places, with each inmate attending at least 3 skills training. There was a 14% increase in the number of inmates trained, when compared with 2011.

SCORE also manages work programme across eleven Prison institutions which provides relevant work training and realistic work environment during inmates' incarceration. In 2012, SCORE employed approximately 3,100 inmates daily in its various workshops with overall employment rate maintained at 82% despite the slowdown in business activities due to uncertain global economy.

We also help offenders secure a job before release and provide them with case management support to enable them to stabilise and stay on the job after they have started work. Of the 1,394 offenders who started work, 57% stayed on the job for at least 6 months. This is a testament to the work done by SCORE to inculcate offenders with not just the work skills but also work ethics so that they are better prepared for employment after release.

### STRENGTHENING PARTNERSHIPS

SCORE realises that strengthening the capabilities of the aftercare sector and turning community goodwill into action is a critical success factor in the reintegration journey of ex-offenders. As the secretariat of both the CARE Network and Yellow Ribbon Project, SCORE is positioned to take the message of second chance to the very heart of the community.

In 2012, SCORE went deeper into its engagement with the business community by forging new partnerships with Singapore International Chamber of Commerce (SICC) and Singapore Chinese Chamber of Commerce & Industry (SCCCI). This allowed SCORE to tap on their reservoir of member companies to offer job opportunities to inmates. Our collaboration with SCCCI also led to a joint initiative to train and place female ex-offenders. Moving forward, SCORE plans to work with other trade associations to continue to generate more employment opportunities for ex-offenders.

In collaboration with Singapore Prison Service, SCORE implemented the ninth year of the Yellow Ribbon Project (YRP) with the theme "Will". Through this campaign, 257 community partners came forward to support the YRP, in the form of volunteerism, donations, sponsorship of events and joint collaborations.

SCORE continues to support Prisons in the Community Outreach Project (COP), which was started in September 2011. It has thus far over 40 grassroots constituencies onboard to provide support to families of recently incarcerated inmates. Inmates are briefed of the COP once they are identified to be residing in the constituencies taking part in COP, and should they choose to opt into the programme, the grassroots in their area are ready to lend a supportive hand to their families.

### INNOVATING FOR EXCELLENCE

SCORE has come far in her 36 years, but we do not rest on our laurels. We are always looking for opportunities to innovate because we believe we can always do better. One of the innovations we showcased in 2012 was our bakery's Long Shelf Life Bread. This project went on to win the commendation award for Home Team Product Innovation of the Year at the Home Team Innovation Festival 2012.

As we aim to be a responsible corporate citizen, SCORE also believes in promoting 'green' initiatives whilst carrying out our mission. For our laundry's water-saving initiative, the Water Recycling Plant, we were presented the Watermark Award by the Public Utilities Board. The monetary savings which resulted as a reduction of water usage was able to be redirected back into inmate rehabilitation. In addition, SCORE laundry also successfully achieved the recertification of ISO 9001:2008.

### ACKNOWLEDGEMENT

The Board went through a renewal in September 2012. On behalf of SCORE, I would like to thank Mr Kong Mun Kwong and our ex-Board Members for their counsel over the past years. Their contributions to SCORE have been invaluable, and we will continue to build on and strengthen the solid foundations they have built.

I would also like to put on record our deepest appreciation to the Ministry of Home Affairs, the Singapore Prison Service, SCORE's various Committees, CARE Network members, voluntary welfare organisations, trade unions, employers, industry and community partners and our Yellow Ribbon Project supporters for all their assistance. I would also like to personally thank SCORE management and staff for their hard work and dedication.

With the commitment put in by everyone, I am confident that SCORE can achieve even greater success in her efforts to rehabilitate and reintegrate offenders.

**MR CHNG HWEE HONG**  
**CHAIRMAN SCORE**











# OURJOURNEYTOGETHER



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 a Board Member of Singapore Television Twelve Pte Ltd.

Mr Chng holds a Bachelor of Science (Hons) in Applied Chemistry from 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**

Deputy Chairman (Appointed in 2012)

Ms Goh Soon Poh is currently the Deputy Secretary (Policy) of the Ministry of Home Affairs. In addition, Ms Goh is a Board Member of the Casino Regulatory Authority.

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



**MR ABDUL ROHIM BIN ARIF**

Member (Appointed in 2012)

Mr Abdul Rohim Sarip is the President of the Singapore Malay Chamber of Commerce & Industry and a lawyer and managing partner of A. Rohim Noor Lila & Partners. He is also a Board Member of Malay Heritage Foundation, Institute of South East Asian Studies and Caasa Raudha Women's Home.

Mr Abdul Rohim holds a LLB (Hons) from 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. 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 E-CHING**

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**

Member (Appointed in 2009)

Mr Chay Wai Chuen is currently the non-resident High Commissioner to Sri Lanka and Independent Director at Frasers Commercial Trust.

He graduated with a Bachelor in Social Science (Hons) in Economics and Statistics from the University of Singapore and was Research Scholar at the University of Singapore where he did a Masters in Social Science (International Economics). He was also a Commonwealth Scholar at the University of Sussex where he graduated with a Master of Arts (Development Economics). He is also a Reservist graduate of the Singapore Command and Staff College. He had also attended the Advanced Management Program at Harvard Business School. He was also a Member of the Public Accounts Committee of Parliament for more than 13 years.


**PROF DAVID CHAN**

Member (Appointed in 2012)

Prof David Chan is Director of the Behavioural Sciences Institute and Professor of Psychology at Singapore Management University.

He has received numerous international 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 journal articles over 2000 times. He has served as Editor and 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.


**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 Management Board 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.





**MR PETER ONG**

Member (Appointed in 2012)

Mr Peter Ong is Assistant Editor at Lianhe Zaobao, Singapore Press Holdings.

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



**MR SIEW HENG KWOK**

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.



**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.



**MS TAN POH HONG**

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 holds a Bachelor of Science (Hons) in Estates 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.




**MR THIAGARAJAN S/O SUBRAMANIAM**

Member (Appointed in 2012)

Mr Thiagarajan s/o Subramaniam is the Director of Ong Teng Cheong Labour Leadership Institute and the Executive Secretary of the Union of Power and Gas Employees. He is also Director at SAI Free Clinic.

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


**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 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.

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.

The Members who retired from the Board on completing their term of office on 1 September 2012 were:

**MR KONG MUN KWONG** (Chairman)

**MR ABDUL HALIM BIN SELAMAT**

**MRS GOH MUI HONG**

**MR ROY QUEK HONG SHENG**

**MR TAI WEI SHYONG** (Deputy Chairman)

**DR CHUA YONG HAI**

**MR GEORGE HUANG CHANG YI**

**MR TAN GEK SUAN**







# OURJOURNEYTOGETHER



COMMITTEES



## TRAINING COMMITTEE

<b>CHAIRPERSON:</b>	<b>MR THIAGARAJAN S/O SUBRAMANIAM</b>	Director Ong Teng Cheong Labour Leadership Institute
<b>VICE CHAIRPERSON</b>	<b>MR LAKSHMANAN S/O SEENIVASAKAN</b>	Director, Business Development Capital Development Pte Ltd
<b>MEMBERS:</b>	<b>PROF DAVID CHAN</b>	Director, Behavioural Sciences Institute, SMU Professor Psychology, School of Social Sciences, SMU Singapore Management University
	<b>MR ABDUL KARIM S/O SHAHUL HAMEED</b>	Deputy Director Rehabilitation & Reintegration Singapore Prison Service
	<b>MR HO AH CHUAN</b>	Principal Consultant Gritti Consulting
	<b>MR GARY GOH CHOON SIAH</b>	Deputy CEO Employment and Employability Institute
	<b>MR LEOW TZE WEN</b>	Managing Director Citystate Management Group Holdings
	<b>DR MICHAEL TENG</b>	Assistant Secretary-General Singapore Manufacturing Federation (SMF)
	<b>MR NG KOK SIONG</b>	CFO CapitaMalls Asia Limited
	<b>MR TEO TZE FANG</b>	CEO SCORE
	<b>MR PATRICK LAU</b>	COO SCORE
<b>SECRETARY:</b>	<b>MR RAVI S/O SUBRAMANIAN</b>	Director Reintegration SCORE



## ESTABLISHMENT COMMITTEE

<b>CHAIRPERSON:</b>	<b>MR SIEW HENG KWOK</b>	Board Member SCORE
<b>MEMBERS:</b>	<b>MR YEO MENG HIN</b>	Senior Vice President, Human Resources, Asia Pacific DHL Global Forwarding
	<b>MR NICHOLAS SIM GHEE HAU</b>	Director PeoplePlus Consulting Pte Ltd
	<b>MS JENNIFER TAN HWEE MENG</b>	Senior Director (Human Resource Division) Ministry of Home Affairs
	<b>MS PEGGY QUAH</b>	Manager Office of Human Resources National University of Singapore
	<b>MR ROHAIZAN MUSTAFFA</b>	HR Director (ASEAN) DuPont Company (Singapore) Pte Ltd
	<b>MR TEO TZE FANG</b>	CEO SCORE
	<b>MR PATRICK LAU</b>	COO SCORE
<b>SECRETARY:</b>	<b>MS CHERYL LEE</b>	Senior Assistant Director Human Resource, SCORE

## INVESTMENT & FINANCE COMMITTEE

<b>CHAIRPERSON:</b>	<b>MR CHAY WAI CHUEN</b>	Board Member SCORE
<b>MEMBERS:</b>	<b>MRS GOH MUI HONG</b>	President & CEO ST Asset Management Ltd
	<b>MR OH WEE KHOON</b>	Founder & Managing Director Sobono Energy Pte Ltd
	<b>MR KHOO TIAM HOCK VERNON</b>	Chairman & CEO Flagship Corporation Far East Pte Ltd
	<b>MS FLORENCE TAN-NGUYEN</b>	Senior Tax Consultant Kinetica Pte Ltd
	<b>MR TEO TZE FANG</b>	CEO SCORE
	<b>MR PATRICK LAU</b>	COO SCORE
<b>SECRETARY</b>	<b>MR ALAN OH</b>	Deputy Director Finance & Administration SCORE



## INDUSTRY & DEVELOPMENT COMMITTEE

<b>CHAIRPERSON:</b>	<b>DR KEE KIRK CHIN</b>	Group Managing Director Apex Healthcare Berhad
<b>MEMBERS:</b>	<b>MR LIM CHOON TEE ALVIN</b>	CEO Bizlink Centre S'pore Ltd
	<b>MR WAN SHUNG MING</b>	Director Tin Sing Goldsmiths Pte Ltd
	<b>MR EDDIE YONG</b>	Executive Director Investment Properties & COO, Corp Real Estate
	<b>MR RICHARD CHIA</b>	Consultant
	<b>MR TAN KHIENG SIN</b>	Director Frezfruta Jam Manufacturing Pte Ltd
	<b>MR STANLEY TANG SOONG JING</b>	Director Operations Singapore Prison Service
	<b>MS JANNIE WAN PECK FONG</b>	Assistant Director Site Assessment & Licensing Division Food Establishment Regulation Department Agri-Food & Veterinary Authority of Singapore
	<b>MR TAN KAY KENG</b>	Manager (Ops-Hygiene) Environmental Health Department National Environment Agency
	<b>MR TEO TZE FANG</b>	CEO SCORE
	<b>MR PATRICK LAU</b>	COO SCORE
<b>SECRETARY</b>	<b>MS ROSANNA YAM</b>	Director Business Enterprise & Industry SCORE



## INDUSTRY BUSINESS COMMITTEE

<b>CHAIRPERSON:</b>	<b>DR KEE KIRK CHIN</b>	Group Managing Director Apex Healthcare Berhad
<b>MEMBERS:</b>	<b>MR LIM CHOON TEE ALVIN</b>	CEO Bizlink Centre S'pore Ltd
	<b>MR WAN SHUNG MING</b>	Director Tin Sing Goldsmiths Pte Ltd
	<b>MR TEO TZE FANG</b>	CEO SCORE
	<b>MR PATRICK LAU</b>	COO SCORE
<b>SECRETARY</b>	<b>MS ROSANNA YAM</b>	Director Business Enterprise & Industry SCORE

## AUDIT AND RISK MANAGEMENT COMMITTEE

<b>CHAIRPERSON:</b>	<b>MS TAN POH HONG</b>	Chief Executive Officer Agri-Food & Veterinary Authority of Singapore
<b>MEMBERS:</b>	<b>MS CHARLENE CHANG E-CHING</b>	Director (Community Relations and Engagement) Ministry of Culture, Community and Youth
	<b>MR HOR SIEW FU</b>	Chief Financial Officer Cosmosteel Holdings Limited
	<b>MR TAN SENG CHUAN</b>	Director Agape Employment Services Pte Ltd
	<b>MR ABDUL ROHIM BIN SARIP</b>	Lawyer and Managing Partner A Rohim Noor Lila & Partners
	<b>MR PETER ONG</b>	Assistant Editor, Lianhe Zaobao Singapore Press Holdings
<b>SECRETARY</b>	<b>MR STEPHEN GOH</b>	Secretary SCORE





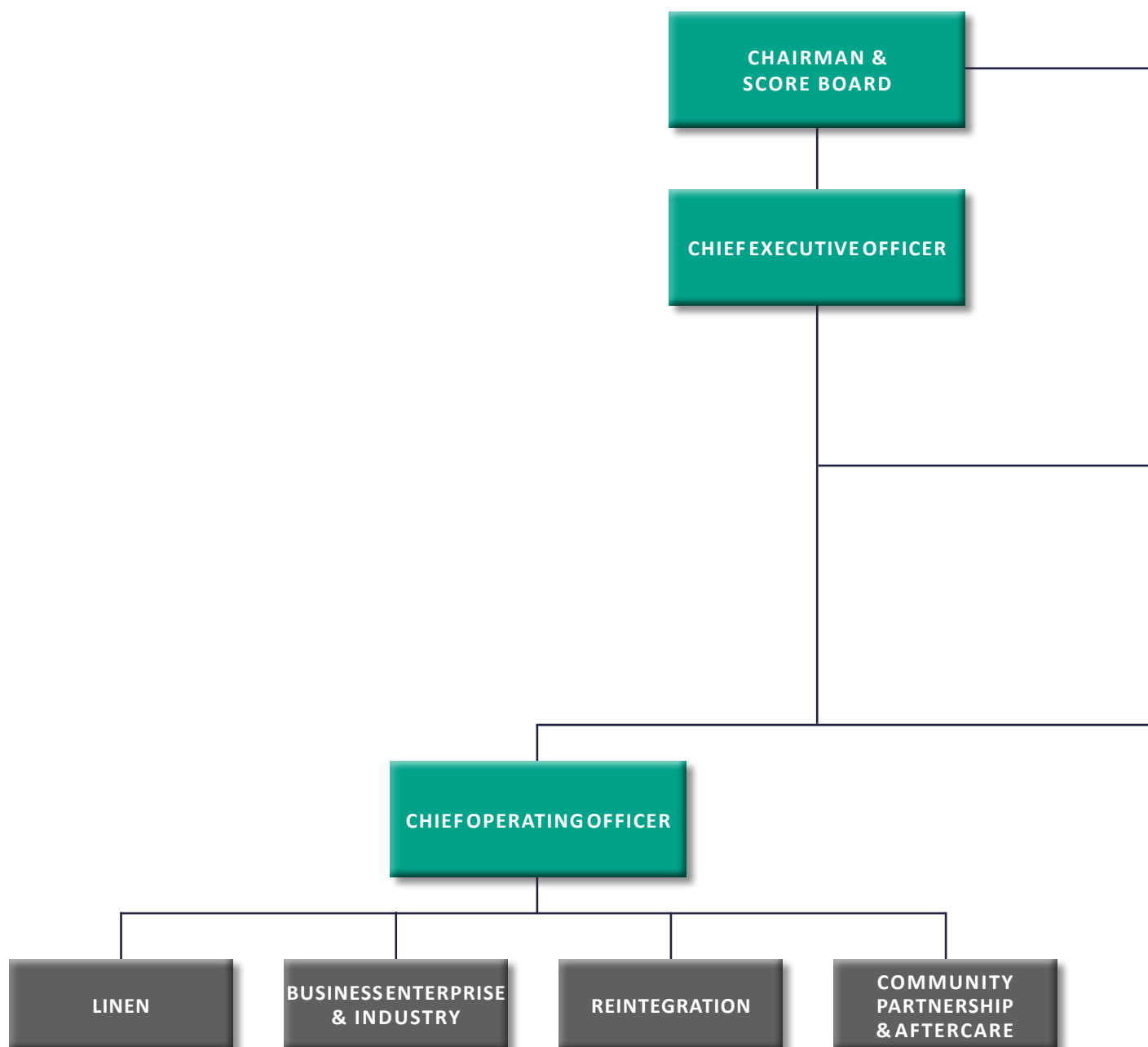


# OURJOURNEYTOGETHER

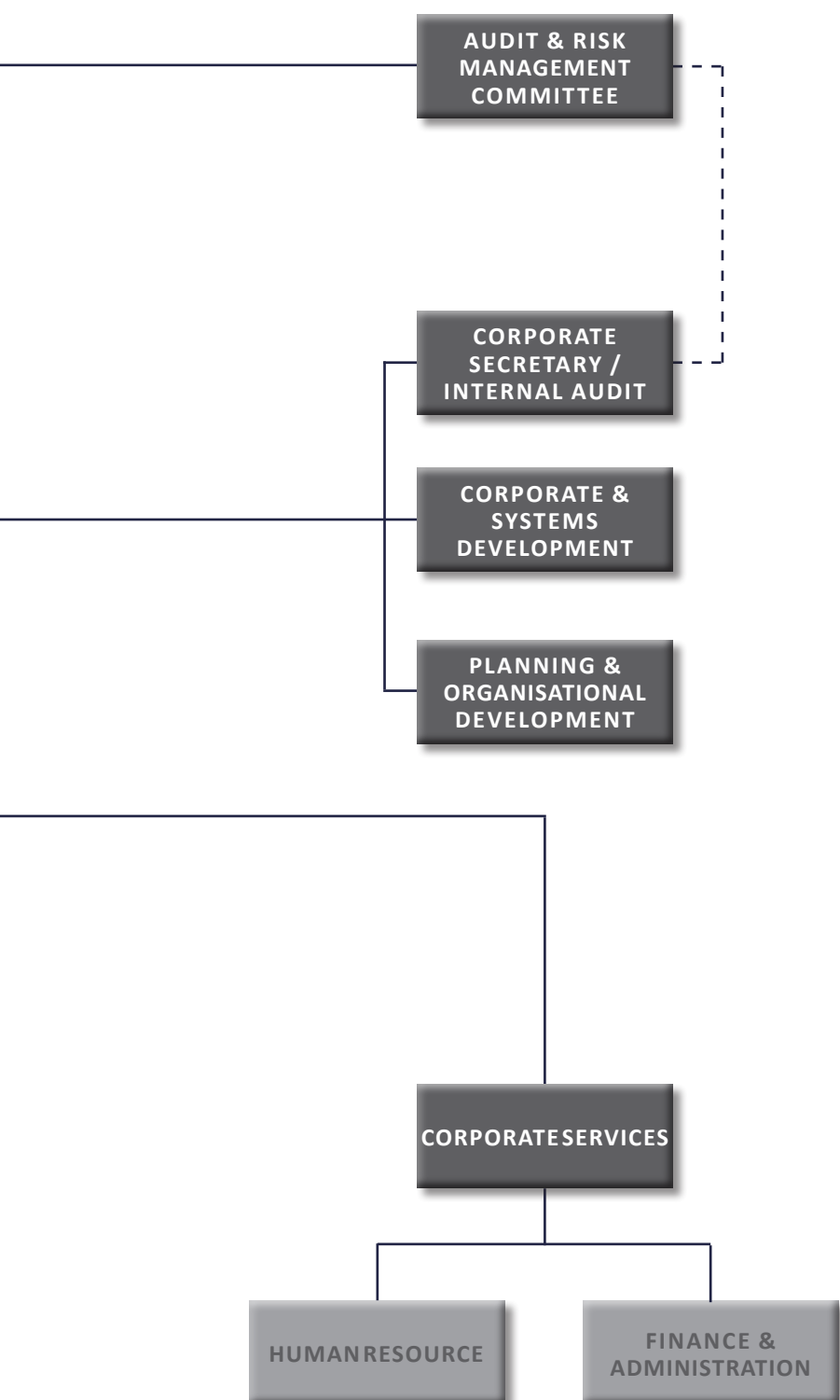


## ORGANISATIONAL CHART















# OURJOURNEYTOGETHER



MANAGEMENT TEAM

UNIT HEADS



# MANAGEMENT TEAM



***Front Row***  
***(From left to right, Seated)***

**LAU WEI PENG PATRICK**  
Chief Operating Officer

**TEO TZE FANG**  
Chief Executive Officer

**GOH SIOK SENG STEPHEN**  
Secretary

***Back Row***  
***(From left to right, Standing)***

**OH SY WOEI ALAN**  
Deputy Director, Finance  
& Administration

**LEE CHUEN MEING CHERYL**  
Senior Assistant Director,  
Human Resource

**TAN MENG CHOO LEONIE**  
Deputy Director, Community  
Partnerships & Aftercare Division

**YEO WAN XIN**  
Assistant Director, Planning &  
Organisational Development

**LOH CHEW ENG SHIRLEY**  
Director, Linen Division

**YAM CHUI MEI ROSANNA**  
Director, Business Enterprise  
& Industry Division

**LIM LEONG KIAT**  
Director, Corporate &  
Systems Development

**RAVI S/O SUBRAMANIAN**  
Director, Reintegration Division



# UNIT HEADS



**Front Row**  
**(From left to right, Seated)**

**CHER CHOON HING**  
Senior Assistant Director,  
Linen Division

**PUAH PING HUI**  
Senior Assistant Director, Business  
Enterprise & Industry Division

**JULIANA BINTI ABDUL KHALIK**  
Deputy Director,  
Reintegration Division

**SAW TIN SOO TINA**  
Senior Assistant Director, Finance  
& Administration – Finance

**LEE NGEE CHEW KENNY**  
Senior Assistant Director, Corporate  
& Systems Development

**Back Row**  
**(From left to right, Standing)**

**NG WOON MING JASON**  
Assistant Director, Linen Division

**LIM PECK HWEE LINA**  
Assistant Director, Human Resource

**LOW CHEN XIANG FREDDY**  
Assistant Director,  
Reintegration Division  
– Employment Assistance

**LIM YEN KWUN LYNETTE**  
Assistant Director, Community  
Partnerships & Aftercare  
Division – Aftercare

**HENG KEE POOH EDMUND**  
Assistant Director, Reintegration  
Division – Planning &  
Employer Engagement

**CHUA CHEOK HWEE PAULIN**  
Assistant Director, Business  
Enterprise & Industry  
Division – Food Services

**R VIJAYAN**  
Assistant Director, Linen  
Division – Laundry Operations

*Not in photo:*

**MOK KUM FATT GARY**  
Assistant Director, Business  
Enterprise & Industry Division  
– Business Outsourcing &  
Industrial Space Leasing

**FOO SECK GUAN KENNETH**  
Assistant Director, Community  
Partnerships & Aftercare Division  
– Community Engagement







# OURJOURNEYTOGETHER



OUR STRATEGY FRAMEWORK

OUR INCARE PROGRAMMES

OUR COMMUNITY ENGAGEMENT & AFTERCARE SERVICES

OUR PEOPLE & CORPORATE ACHIEVEMENTS





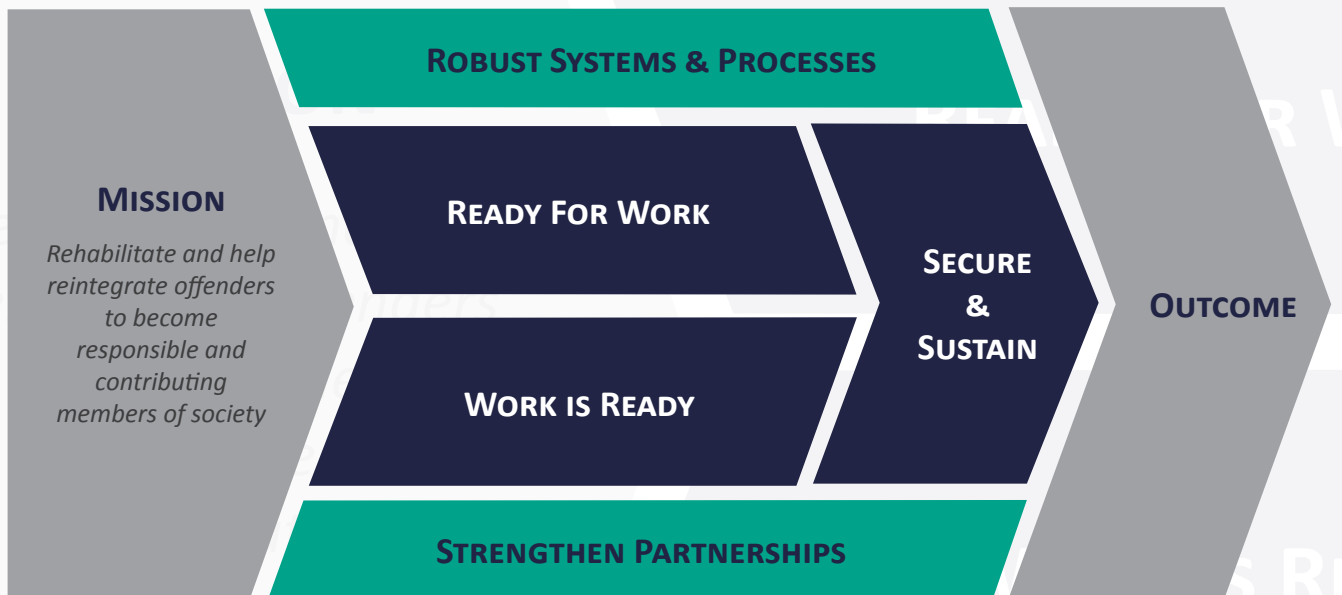




***OUR***

***STRATEGY  
FRAMEWORK***







# STRATEGY

## FRAMEWORK

Offenders, when given the right support and opportunities, can be successfully reintegrated to society and become contributing members of their families and to Singapore. In this respect, SCORE adopts a structured approach to help in the offender's rehabilitation journey.

This approach has five key thrusts as follows:

- a. Training and preparing offenders to be "Ready for Work";
- b. Engaging employers to ensure that "Work is Ready" for offenders;
- c. Helping offenders "Secure and Sustain" in their employment; and
- d. "Strengthening Partnerships" with the community to provide aftercare support; and
- e. Ensuring "Robust Systems & Processes".







A person wearing a white lab coat is seated at a desk, interacting with a computer monitor. Their right hand is pointing at a 'WordArt Gallery' window on the screen, while their left hand rests on a keyboard. The monitor is a CRT model with 'AF715' and 'L.T. Lab 2 Monitor 4' visible on its bezel. The background is a plain, light-colored wall.

# ***OUR INCARE PROGRAMMES***



# EQUIPPING

## OFFENDERS WITH SKILLS

Ready for work focuses on enabling the job readiness of offenders to better prepare them to enter the workforce. Many offenders are lowly educated with limited work experience. To help them, SCORE has developed a structured training pathway to better prepare offenders for work. This training pathway is linked to specific industries like Logistics, Manufacturing and Hospitality; so that inmates could be trained to progressively build the skills to take up jobs in

these industries. These industries are targeted by SCORE and there are low barriers to entry and huge demand for manpower. Using this structured training pathway, SCORE trained 5,840 inmates through 19,788 training places, with each inmate attending at least 3 skills training in 2012. There is a 15% increase in the no. of inmates trained, when compared with 2011. A total of 30 courses were conducted and these include:

LEVEL OF COMPETENCIES	MODULES
<b>Occupational Competencies</b>	<ul style="list-style-type: none"> <li>• WSQ Perform Warehouse Operations</li> <li>• WSQ Perform Stock Control &amp; Housekeeping Operations</li> <li>• WSQ Use Hand Tools</li> <li>• WSQ Operate Basic Measuring Devices</li> <li>• WSQ Forklift Operation (Theory)</li> <li>• WSQ Interact with Customers</li> <li>• WSQ Maintain Professional Image</li> <li>• WSQ Sell Products &amp; Services</li> <li>• WSQ Interact with &amp; Serve F&amp;B to Guests</li> <li>• WSQ Maintain F&amp;B Service Environment</li> <li>• NITEC in Electronics</li> <li>• ISC in Food Preparation</li> <li>• OJT in Laundry (Flat Iron)</li> </ul>
<b>Industry Competencies</b>	<ul style="list-style-type: none"> <li>• ES WSQ Develop Personal Effectiveness</li> <li>• ES WSQ Maintain Personal Presentation &amp; Employability</li> <li>• ES WSQ Communicate &amp; Relate Effectively at the Workplace</li> <li>• ES WSQ Workplace Safety &amp; Health</li> <li>• WSQ Certified Service Professionals</li> <li>• WSQ Apply Teamwork in Workplace (COS)</li> <li>• WSQ Apply Quality Systems (COS)</li> <li>• WSQ Apply 5S Techniques in Manufacturing (COS)</li> <li>• WSQ Apply Workplace Safety &amp; Health Policy (COS)</li> <li>• ES WSQ Adapt to Change</li> <li>• ES WSQ Apply Emotional Competence to Manage Self at the Workplace</li> <li>• ES WSQ Information &amp; Communication Technologies</li> <li>• Introduction to IT (In-house)</li> <li>• Microsoft Excel (In-house)</li> <li>• Train the Trainer Programme</li> </ul>
<b>Foundational Competencies</b>	<ul style="list-style-type: none"> <li>• Computer Adaptive Test</li> <li>• Workplace Literacy &amp; Numeracy</li> </ul>



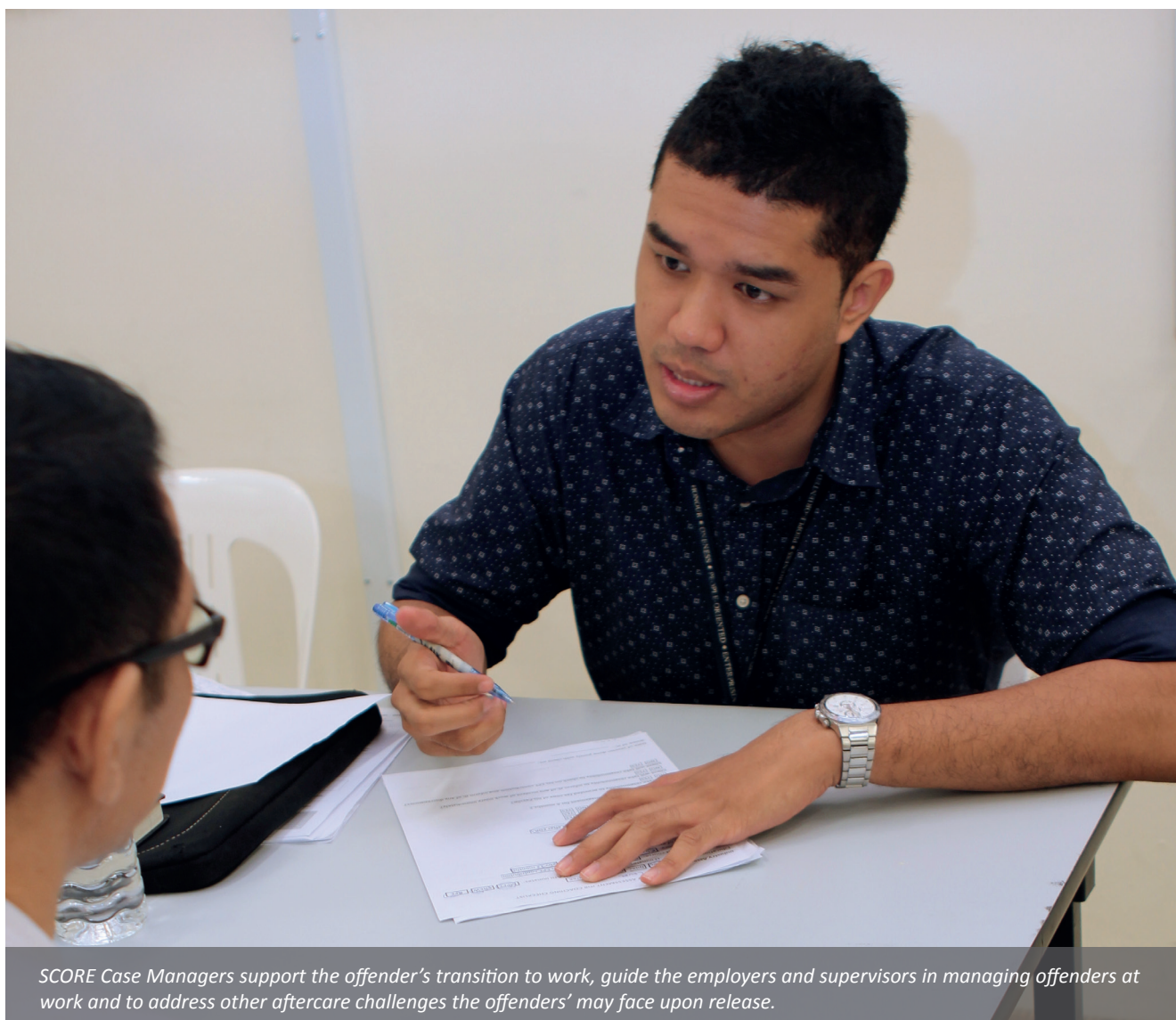
# MINDSET

## CHANGE INTERVENTIONS

Many employers have given feedback on the poor mindset of offenders at work. They have expressed that possessing the right mindset towards work is crucial for the offenders to successfully reintegrate into the mainstream workforce. Given the feedback of employers, efforts to enhance the employability of offenders will be futile if it is not complemented with interventions to address their mindset. At present, there are no specific programmes to influence the mindset of the offenders. As such, SCORE wants to develop a customised mindset change programme to address the gaps the employers have raised.

As part of this effort, SCORE reviewed the case reports of offenders it had placed in jobs for the past 3 years to identify common reasons and factors behind those offenders who

had successfully stayed on the job beyond 6 months. Besides this, SCORE has also interviewed 50 ex-offenders who have remained gainfully employed and stayed away from crime & drugs for more than 5 years. The reviews and interviews revealed 3 key behaviours commonly demonstrated by ex-offenders who have done well at work. Ex-offenders who have done well at work and stayed away from crime & drugs have demonstrated personal responsibility in owning their change, demonstrated responsibility towards others who had given them support and led a regulated life everyday to remain focussed on their efforts to change. Based on these findings, SCORE will be developing a mindset change programme in 2013 to impart the right values and skills to motivate the offenders to embrace and perform the 3 key behaviours.



*SCORE Case Managers support the offender's transition to work, guide the employers and supervisors in managing offenders at work and to address other aftercare challenges the offenders' may face upon release.*



“ SCORE MANAGES WORK PROGRAMME ACROSS 11 PRISON INSTITUTIONS WITH THE PURPOSE OF PROVIDING RELEVANT TRAINING AND REALISTIC WORK ENVIRONMENT DURING INMATES' INCARCERATION. THROUGH THIS, THEY ARE ABLE TO GAIN PRACTICAL WORK EXPERIENCE AND MARKETABLE SKILLS BEFORE RE-JOINING THE WORKFORCE. ”



# SECURING A JOB

## BEFORE RELEASE

Gainful employment is a critical factor leading to successful reintegration for offenders. SCORE aims to help offenders requiring assistance to secure a job before their release. An average of 4 to 6 placement exercises, where employers

interview short-listed offenders in Prisons, are conducted monthly. In 2012, 2,330 offenders were provided with skills training and employment assistance. Out of the 2,330 assisted, 1,707 (73%) secured a job before they are released.

### WORK PROGRAMME

SCORE manages work programme across 11 Prison institutions with the purpose of providing relevant training and realistic work environment during inmates' incarceration. Through this, they are able to gain practical work experience and marketable skills before re-joining the workforce. SCORE's work programme aims to enhance offenders' employability skills, as well as instill positive work ethics and values.

The core business operations under the SCORE work programme are broadly categorised into:

- a. Business operations owned and managed by SCORE. These businesses include food services, laundry and linen services, business outsourcing and digital media. SCORE is not protected or given any preferential treatment by the government and competes openly for commercial and government contracts.
- b. Business operations set up by private sector companies under the Private Sector Participation Scheme (PPS). Some of such business operations are in areas of food manufacturing, electronic and electrical manufacturing, post-print production, call centre operations, garment manufacturing and IT recycling. The private sector companies provide management, equipment, technical expertise while SCORE & Prisons Department manage the discipline and welfare of the inmates.

In 2012, 3,200 offenders were given work opportunities in the various business operations in Prisons. This represents an average employment rate of 82% of all eligible offenders.



## FOOD SERVICES

SCORE Food Services manages two central kitchens, a catering kitchen and a HACCP-certified bakery within the

Changi Prison Complex. The two central kitchens serve a daily average of 23,000 meals to inmates.



*SCORE operates two central kitchens and serve a daily average of 23,000 meals to inmates.*

SCORE Bakery is an OEM manufacturer and supplies products to industry players like confectioneries, restaurants and caterers. This is the 5th year that the bakery has achieved an “A” grading from Agri-Food and Veterinary Authority of Singapore (AVA). This is testimony to the tight control of processes and the stringent training of inmates.

In addition, SCORE Bakery is constantly innovating new products. We have recently introduced new products such as macaroons, bread sticks, herbs ciabatta, mini ciabatta and soft bread. The

introduction of these new products provides inmates the opportunity to be trained in a greater variety of skills.

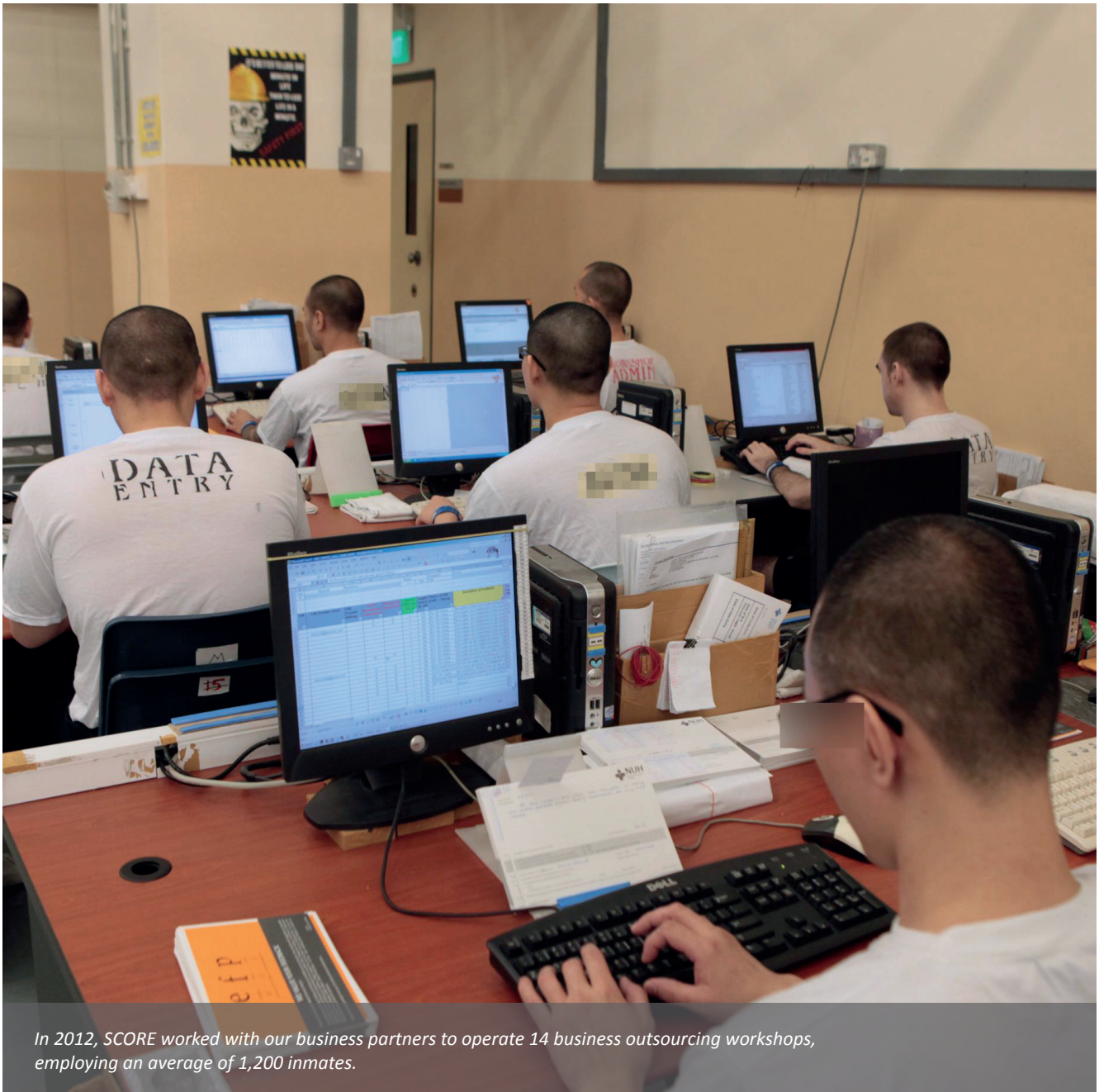
SCORE also provides catering services to external customers for their personal occasions and corporate events. Our customers are from government agencies and statutory boards, private companies and individual households. Such catering events provide offenders with a chance to be exposed to a wider range of cooking techniques and to improve their culinary skills.



# BUSINESS OUTSOURCING & INDUSTRIAL SPACE LEASING

In 2012, SCORE collaborated with our business partners to operate 14 business outsourcing workshops and employed an average of 1,200 inmates. The work done in these workshops is wide-ranging and includes post-print production, packaging, data entry services, the assembly of LCD panels for laptops and assembly of laminate chips for catalogues.

In 2012, two of the business outsourcing workshops were audited by a US conglomerate's headquarters on work process in the assembly of LCD products, and surpassed the audit requirements. This achievement is an indication that offenders working in SCORE workshops are efficient and can meet commercial productivity standards.



*In 2012, SCORE worked with our business partners to operate 14 business outsourcing workshops, employing an average of 1,200 inmates.*

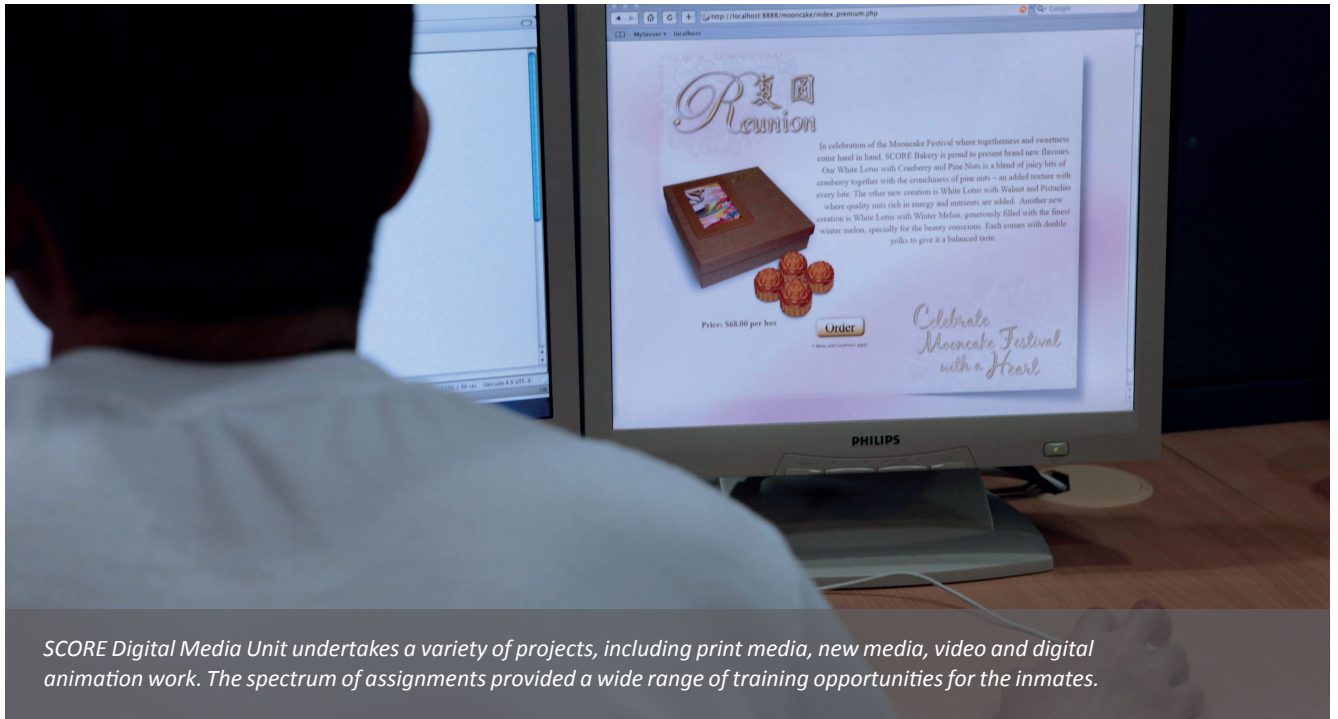
Under the Private Sector Participation Scheme (PPS), a total of 24 workshops were leased to our business partners where an average of 950 inmate workers were employed. In 2012,

SCORE set up three food workshops and one data-archiving workshop in Prisons. These provide opportunities for our inmates to be trained with the relevant market skills.



## SCORE DIGITAL MEDIA (SDM)

In 2012, SDM worked on course documentation for ITE to endorse SDM as a Certified On-the-Job Training Centre (COJTC) for multimedia courses.



## TRANSIT CENTRE & WAREHOUSE



The centralization of all logistical items at Cluster B warehouse was successfully done in phases and was completed in December 2012. With the integration, logistical needs for both Cluster A&B institutions are supported from the central warehouse. To level up inmates' industry skills, a total of 17 inmates were also trained in Basic Warehousing Skills in 2012.



## LAUNDRY & LINEN SERVICES

SCORE Laundry is a purpose-built healthcare laundry plant that possesses operational capabilities to allow daily washing of an average of 42 tons of soiled linen from all acute major hospitals in Singapore. To wash and process 42 tons of linen per day, SCORE Laundry uses 407,000 m3 of water (an equivalent of 163 Olympic size swimming pools of water) yearly. In this instance, there is a huge potential for water conservation. This led SCORE Laundry to be awarded the prestigious Watermark Award in 2012.

### STEAM MANAGEMENT

The steam management system which was commissioned in November 2011 has been beneficial in the year 2012. The laundry currently experiences a reduction of 10% in fuel usage. This translates to an annual saving of \$360,000 in fuel cost.

### ISO RE-CERTIFICATION

The ISO 9001:2008 is an international standard related to quality management system. With the certification, it ensures that SCORE Laundry has a robust quality management system. SCORE Laundry first obtained the ISO certification in 2008. In 2012, SCORE Laundry successfully achieved the recertification of ISO 9001:2008. This is testament to the quality management system in place for the production of clean linen.



*SCORE Laundry is a purpose-built healthcare laundry plant that possesses operational capabilities to allow daily washing of an average of 42 tons of soiled linen from all acute major hospitals in Singapore.*



A close-up photograph of a hand holding a blue banknote. The word 'SPECIMEN' is printed vertically in red on the right side of the note. The hand is positioned over a glass containing a yellow liquid. The background is a plain, light-colored surface.

# ***OUR COMMUNITY ENGAGEMENT & AFTERCARE SERVICES***





WEAR-A-YEAR



Yellow  
Ribbon  
FUND

Help Unlock the Second Prison

SECOND SCHEDULE

HOUSE AND STREET COLLECTIONS ACT (CHAPTER 128)  
STREET COLLECTIONS (NATIONAL COUNCIL OF  
PRISONS) NOTIFICATION 2003.

CERTIFICATE OF AUTHORITY

Passport No.	
Name of NCSS Member*	
Fund (YRF)	



# CASE

## MANAGEMENT SERVICES

It is insufficient to merely find employment for offenders. It is equally important to ensure they stay on the job and remain gainfully employed. The role of a case manager is to support offenders' transition to work, provide guidance and support to new employer in managing offenders at work and to address any other social challenges offenders' may face upon release. The case managers support the offender's

transition to work, guide the employers and supervisors in managing offenders at work and addresses other aftercare challenges the offenders may face upon release. Under the case manager's supervision, for the 1,522 offenders who secured a job in 2012, 83% and 57% of them stayed on the job for at least 3 months and 6 months respectively.

### EMPLOYER ENGAGEMENT

SCORE actively engages the business community to ensure there are adequate employment opportunities for offenders. SCORE works with Singapore Workforce Development Agency, Employment & Employability Institutes and Trade Associations to target potential employers to offer jobs to offenders.

In 2012, SCORE partnered Singapore International Chambers of Commerce (SICC) and Singapore Chinese Chambers of Commerce & Industries (SCCCI) to tap on the member companies to offer job opportunities to inmates. The partnership with SICC has helped SCORE to engage Hotels to hire ex-offenders, which were previously unaware of how ex-offenders can be alternative source of manpower for its businesses amid the tight local labour market. SCCCI had partnered SCORE to pilot an initiative names Project SEED, aimed at training and placing female ex-offenders in jobs in the

service sector. This pilot project embraces a holistic approach to address both employment and other aftercare needs of the female ex-offenders. Through this initiative, SCCCI had mobilised its network of partners and resources to provide skills training, employment opportunities and other support services to reintegrate the female ex-offenders into the workforce and community. SCCCI has also constantly showcased SCORE's services at its various events to garner interest of its member companies in offering jobs to ex-offenders.

The total number of employers registered with SCORE job bank has increased by 585 to 3,457 in 2012. This represents a 20% increase when compared with 2011. Most of these employers are predominantly from the Logistics (15%), Manufacturing (16%) and Hospitality Industries (25%).



*THE CASE MANAGERS SUPPORT THE OFFENDER'S TRANSITION TO WORK, GUIDE THE EMPLOYERS AND SUPERVISORS IN MANAGING OFFENDERS AT WORK AND ADDRESSES OTHER AFTERCARE CHALLENGES THE OFFENDERS MAY FACE UPON RELEASE. UNDER THE CASE MANAGER'S SUPERVISION, FOR THE 1,522 OFFENDERS WHO SECURED A JOB IN 2012, 83% AND 57% OF THEM STAYED ON THE JOB FOR AT LEAST 3 MONTHS AND 6 MONTHS RESPECTIVELY.*





# SCORE

## APPRECIATION AWARDS

The SCORE Appreciation Awards (SAA) is held annually to recognise the invaluable contribution of various partners, especially partners from the business community, whom have supported SCORE in the rehabilitation and reintegration of offenders.

The key objectives of SAA 2012 are to:

- a) Recognise the contributions of partners and employers through the SCORE Awards;
- b) Recognise the efforts of individuals who have contributed to the work reintegration of offenders; and
- c) Provide a platform for partners to network, learn and share best practices.

The theme for the award ceremony was 'Embracing Inclusiveness; Appreciating U'. It recognises the inclusive work practices of employers and supervisors of companies partnering SCORE to offer jobs to offenders. It also seeks to commemorate employers' efforts in creating a supportive work environment at work to facilitate offenders' reintegration into the workplace.

SAA 2012 saw 56 partners/individuals recognised for their contributions in the rehabilitation and reintegration

of offenders. Partners like the Tripartite Alliance for Fair Employment Practices (TAFEP) and Singapore National Employment Federation (SNEF) had also set up booths at the event to showcase their programmes and services to employers attending the event. A total of approximately 250 guests comprising of employers, business & community partners and government agencies turned up, with Deputy Secretary-General, National Trades Union Congress & Senior Minister of State, Prime Minister's Office, Mr Heng Chee How, gracing the event as the Guest of Honour.





# CARE NETWORK

## DEVELOPMENT OF THE AFTERCARE SECTOR

As the secretariat to the CARE Network, SCORE plays a key role in the development and capability building for the aftercare landscape. Formed in May 2000, Community

Action for the Rehabilitation of Ex-Offenders (CARE) Network was formed to improve the effectiveness of rehabilitation of ex-offenders in Singapore.

## CARE NETWORK ATTACHMENT PROGRAMME

In 2012, CARE Network focused primarily on building capabilities in the aftercare sector. The CARE Network Attachment Programme was organised in the month of July 2012. This programme was conducted to provide an understanding and appreciation of the work of agencies in the incare and aftercare. A total of 40 participants from 19 agencies benefitted from this programme.

*“Being part of the CARE Network learning journey in 2012 gave me an opportunity to know and understand the efforts made by various community agencies to help an ex offender.”*

*The talk by ISCOS, the visits to SACA, SANA, the National Addictions Management Services clinic, Girls' Home, a housing shelter for ex inmates, the Prison's pilot pre-release centre at Cluster B4 and a drug half way home were invaluable. The visits provided volunteers like me an opportunity to learn firsthand the support services available and meet those who work within these agencies.*

*I have gathered information from shelter to employment, education to skills training and services to help battle addiction which I have shared with the volunteer organisation at which I serve.”*

*Ms Yashodhara, Vice-Chairman of Hindu Centre*

## CARE NETWORK CORPORATE TRAININGS

In 2012, the CARE Network conducted three corporate trainings to strengthen the understanding among the community partners in Singapore's rehabilitation landscape. The training enhanced the professionalism of the aftercare workers and provided a networking platform to build rapport

among the rehabilitation and aftercare agencies. On average, a total of 166 participants from 44 different voluntary welfare organisations, religious groups and government agencies attend the training.



CARE Network Learning Journey.



# HALFWAYHOUSE

## SERVICE MODEL

Halfway House Service Model (HSM) was implemented in October 2010 and provided a framework for a consistent and dedicated programme based on stipulated service requirements. 2012 marked the second year since its implementation. The completion rate for HSM year 1 was 79.7% and a total of 444 inmates were employed in the programme this year.

To enhance Halfway House (HWH) staffing capabilities, the 8 HSM HWHs were invited for a study trip to United States together with Prisons, SCORE and MHA to find out more about their rehabilitation facilities. 5 out of the 8 HWHs sent representatives for the 11 day trip which took place in Jun 2012. This included visits to Delancy Street Foundation, Montgomery County Pre-Release and Re-Entry Centre as well as Volunteers of America.



Halfway House delegates, together with Prisons, SCORE and MHA staff at Delancy Street Foundation.

*"It was an eye-opening experience to be able to witness what others are doing in the other part of the world to help a similar group of clientele (drug abusers and offenders) rehabilitate back into the society."*

*Mr Freddy Wee, Deputy Director of Breakthrough Missions Halfway House*



# YELLOW RIBBON PROJECT

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

Over the years, the YRP had grown considerably beyond a community engagement campaign and into a national level campaign that has garnered a significant level of awareness and community support.

Each year the YRP engages different sectors of the community to garner their support for the work to reintegrate ex-offenders. These sectors include corporations (public and private), grassroots organisations, community organisations (religious groups, clubs & societies), schools, and also well-meaning individuals.

In 2012, 257 community partners came forward to support the YRP. The support came in the form of volunteerism, donations, sponsorship for events, and joint collaborations. There were also 120 companies who expressed interest to offer employment opportunities to ex-offenders through the campaign.

Themed "Will", the 9th year of the YRP strung together a series of meaningful activities to generate public acceptance and inspire community action. As a result, the YRP outreached to 31,887 members of the public. The highlight was the Yellow Ribbon Prison Run that saw a record turnout of 10,000 participants since its inception.

## NEW MEDIA ENGAGEMENT

The YRP utilises a multitude of media platforms to maintain mindshare and outreach to the community. As at 2012, there were about 50,000 followers on the YRP facebook page.

Leveraging on the popularity of mobile phone applications, the YRP launched its first mobile application for smart phone users to get the latest updates and information on YRP.

## YELLOW RIBBON FUND

The Yellow Ribbon Fund (YRF) is the first national charitable fund devoted to provide financial support and implement reintegration programmes for ex-offenders and their families. In 2012, YRF garnered a total of \$1,202,975.02 through the

generosity of its donors and its various fund raising efforts. \$875,060.52 was disbursed for programmes and services to help ex-offenders reintegrate into the society, reconcile with their families and find hope in a new beginning.

## GOLFERS WHO MADE A DIFFERENCE

The third Yellow Ribbon Fund Golf Tournament and Dinner was held at the Singapore Island Country Club (SICC). A group of volunteers led the organising committee to support YRF and the event successfully raised \$386,354.



*I FEEL THAT YRF IS A VERY WORTHY CAUSE. THE EX-OFFENDERS FACED MANY OBSTACLES AFTER THEIR RELEASE AND THEY NEED THE SUPPORT FROM ALL OF US AND A SECOND CHANCE OF MAKING GOOD. I WAS APPROACHED TO HELP AS THE TOURNAMENT DIRECTOR FOR THE YRF CHARITY GOLF EVENT SINCE 2008 AND THE OPPORTUNITY TO HAVE PLAYED A PART IN YRF IN HELPING THE EX-OFFENDERS TO UNLOCK THE SECOND PRISON IS TRULY REWARDING FOR ME.*

MR FRED WONG, TOURNAMENT DIRECTOR OF THE ORGANIZING COMMITTEE



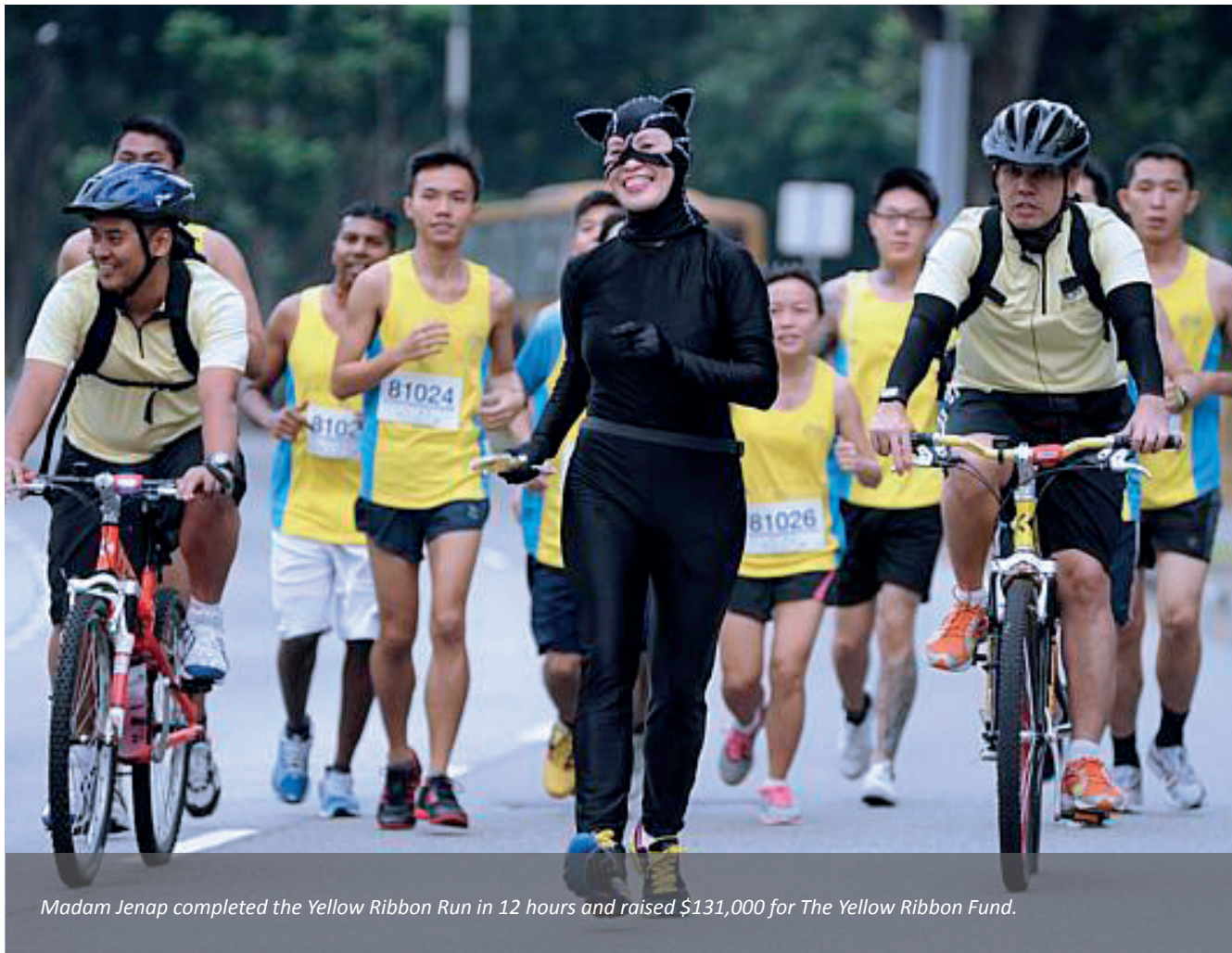


## CATWOMAN'S DUSK TO DAWN CHALLENGE

Themed “The Road to Acceptance”, the fourth Yellow Ribbon Prison Run was held on 16 September 2012 and was officially flagged off by Guest of Honour, Mr Tan Chuan-Jin, Acting Minister for Manpower and Senior Minister of State for Ministry of National Development.

Smashing records once again, the run received the support of sponsors, supporters, volunteers and over 10,000 participants

who joined in the cause on the road to acceptance. Taking a twist, our Yellow Ribbon Champion, Madam Jenap Said also pledged her support for ex-offenders by embarking on a marathon 12 hours before the official flag-off at The Yellow Ribbon Prison Run 2012. She completed the run in 12 hours and raised \$131,000 for The Yellow Ribbon Fund.



*Madam Jenap completed the Yellow Ribbon Run in 12 hours and raised \$131,000 for The Yellow Ribbon Fund.*



## INSPIRING THE NEXT GENERATION

Inspired by the Yellow Ribbon message after attending the Yellow Ribbon Community Art Exhibition, a group of students from Raffles Girls School adopted Yellow Ribbon Fund as

their beneficiary through the Citi-YMCA Youth for Causes programme. The team organised a charity concert and street sales and raised a total of \$21,351.27 for the YRF.



*Inspiring the next generation.*

# PROGRAMMES AND SERVICES

## YELLOW RIBBON FUND STAR BURSARY PROGRAMME

Launched in 2010, the Yellow Ribbon Fund STAR (Skills Training Assistance to Re-start) Bursary aims to provide bursaries to financially-needy ex-offenders for vocational and skills training to help them achieve employment and self-sufficiency. Currently, there are 20 students benefitting

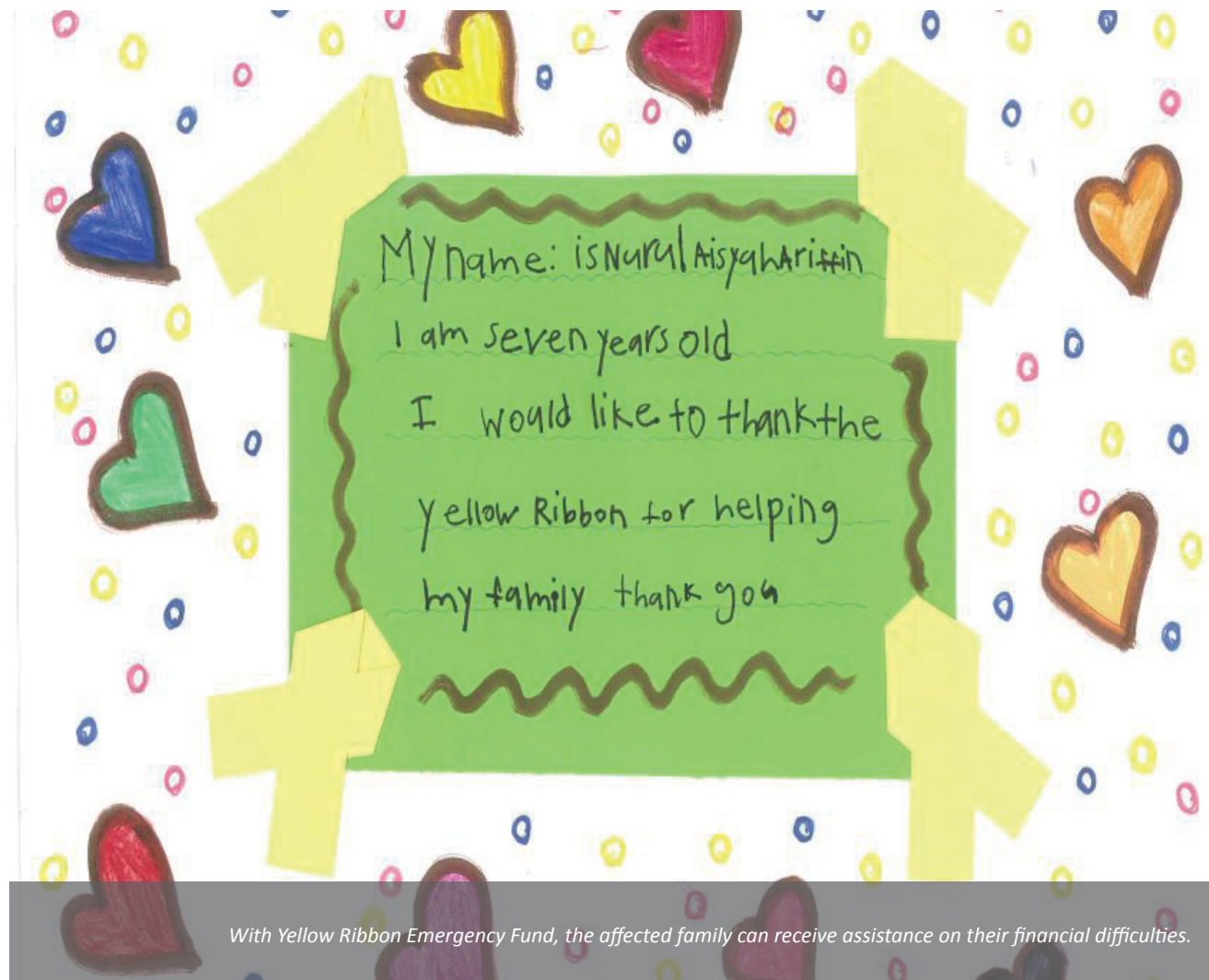
from this programme and a total of \$127,199.64 has been disbursed to support the students in their studies. While the road to reintegration is difficult, the students were given this second chance to rewrite their biographies and set themselves with new identities.



## YELLOW RIBBON EMERGENCY FUND

When a sole bread winner of a family is incarcerated, his or her family often faces a mountain of difficulties and hurdles. With Yellow Ribbon Emergency Fund, the affected family can receive assistance on their financial difficulties. In 2012, the Yellow Ribbon Emergency Fund supported 771 ex-offenders and 103

families, providing them with \$80,010.88 of emergency cash aid to tide over personal and family crisis. Together with six administrators, the Yellow Ribbon Fund has given \$265,689.88 since 2006 to help those in financial difficulties.







# ***OUR PEOPLE & CORPORATE ACHIEVEMENTS***







## LONG SHELF-LIFE BREAD

SCORE Bakery's "Long Shelf Life Bread" project received a commendation award for the Home Team Product Innovation of the Year at the Home Team Innofest Award 2012. In collaboration with the Food Innovation and

Resource Centre, the long shelf life bread can last up to six months and is useful in emergency situations when food is scarce. This exemplifies SCORE's commitment to innovation and continuous excellence.



The Long Shelf Life Bread project team at the Home Team Innovation Festival 2012.



## WATERMARK AWARD FOR LAUNDRY

In September 2012, SCORE was presented the Watermark Award by the Public Utilities Board (PUB). This award is presented by PUB annually to recognize individuals and organizations for outstanding contributions and commitment towards protecting and raising awareness of Singapore's precious water resources. Since the setup of the water recycling plant, the team optimally recycled used water and managed to achieve approximately 55% savings of water yearly.

On behalf of SCORE, CEO SCORE Mr Teo Tze Fang recieved the Watermark Award from Ms Grace Fu (Minister, Prime Minister's Office, Second Minister for the Environment & Water Resources and Foreign Affairs) at the Singapore Environment & Water Awards Ceremony 2012.



*SCORE was presented the Watermark Award at the Singapore Environment & Water Awards Ceremony 2012.*



## OUR HR PHILOSOPHY

Our people are at the core of our journey to social inclusion of offenders. In all our endeavours, we are governed by our HOPE values of Honour, Oneness, People-oriented and Enterprising.

SCORE is committed to provide equal and diverse opportunities for our people to grow, and we encourage the holistic development of our officers. We maximise our collective impact in the rapidly-changing environment, facilitate creativity and learning along the way, and have fun in the process of working together. We enable our people to deliver their best, realize their full potential and fulfil their career aspirations.

Whilst a career in SCORE is demanding, we encourage our staff to achieve a balance between work and life so that they will have an exhilarating journey with us. To support them

in their personal growth, we have a wide range of benefits and programmes including flexible working hours, flexible benefits, family-care and parent-care leave, study leave, birthday day-off, time-off for sports, health care services as well as recreational activities.

To develop our staff as well-rounded individuals, we provide them with opportunities to take their career to further heights and invest in different platforms to maximise their potential. These platforms include leadership assessment and programmes, job rotation, overseas study trips, education sponsorship, as well as targeted learning and development. During the course of their career, our people experience a host of enriching and exciting opportunities for growth and advancement.

## RESPONSIBLE CORPORATE CITIZENRY

SCORE strives to cultivate an organisation which is responsible to the society we live in. This commitment is fostered through two dedicated committees which look into

the areas of community outreach and volunteerism as well as care for the environment.

### COMMUNITY OUTREACH VOLUNTEER EXPERIENCE (COVE)

This committee drives initiatives to build a culture of volunteerism and community concern in SCORE. In 2012, SCORE adopted Make-a-Wish Foundation (MAWF) as its main beneficiary.

A fund-raiser was organised at the beginning of the year, where a total of \$5,864 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 a SCORE Mini Carnival held in November 2012. The proceeds from the fund-raising and the mini-carnival were donated to MAWF while items that were not sold at the carnival were donated to the Salvation Army.

SCORE staff also joined children from MAWF in a fun-filled day in which they participated in a cookie-baking workshop and were treated to a balloon sculpting activity.



SCORE Fun Fiesta with beneficiaries from Make-A-Wish Foundation.



## GO GREEN

This committee organises and implements events/programs to encourage staff to take positive action for the environment. In 2012, 4 activities were organised with the aim to raise awareness on current environmental issues and encourage eco-friendly habits.

One such event is the Earth Hour celebration on 22 March 2012. Staff were encouraged to reflect upon their go green

habits and commit to following a good go green practice for the year. Staff were also treated to a nature walk at Hort Park in August 2012. The activity not only enlightened staff on nature but encouraged team-bonding as staff were separated into groups to perform mini-activities during the walk.



## CARING FOR OUR PEOPLE

Besides developing professional excellence in our staff and ensuring responsible corporate citizenry, SCORE also looks into their physical, mental and social well-being. Two

committees, namely the Staff Well Being Committee (SWBC) and Safety Committee, were set-up for this purpose.

### STAFF WELL-BEING COMMITTEE

This committee promotes work-life integration programmes to help staff form friendships and attain work-life balance. Opportunities for bonding are created through family day events and team-building activities. The committee also organises joint activities with Singapore Prisons Service and the Home Team.

A total of 10 activities were held this year, allowing staff from different divisions to come together beyond work.

This included a ukulele lunch-time session for staff to let loose and have fun while learning a musical skill, as well as a bowling tournament to promote teamwork and sportsmanship. At the end of the year, staff came together to celebrate the achievements for 2012 and toast to the new year during the year-end party. During the event, SCORE discovered many talented individuals with its inaugural 'SCORE Idol' competition.



## SAFETY COMMITTEE

This committee oversees workplace safety and health. Besides conducting safety audits in our workshops, headquarters and halfway houses, the committee also organised an emergency preparedness training programme at SCDF for staff to learn safety techniques, as well as a workplace safety and health talk for staff to gain awareness about the Workplace Safety & Health Act and Risk Management Regulations. In addition,

safety committee members and workshop supervisors attended a risk assessment training to familiarise themselves with the concept of Risk Management and its methodology. The training helped raise awareness on the Code of Practice on Workplace Safety & Health Risk Management (RMCP) among participants as well.

# RECOGNISING

## OUR STAFF

TYPE OF AWARD	NAME OF RECIPIENT / PROJECT
National Day Award: The Public Administration Medal (Silver)	Mr Teo Tze Fang
National Day Award: The Commendation Medal	Mr Ravi S/O Subramanian
National Day Award: The Efficiency Medal	Ms Shariffa Bagham D/O Abdul Razak
National Day Award: The Long Service Medal	Mr Arputhasamy Nathan Mr Tan Yew Lim Mr Harith Bin Abdul Rahman
Minister for Home Affairs National Day Award	Ms Yam Chui Mei Rosanna
MHA 3i Award: Home Team Innovation Activist (Commendation)	Mr Tan Yew Lim
MHA 3i Award: Home Team Product Innovation of the Year (Commendation)	Project : Long Shelf Life Bread
HOPE Award	Ms Waida Bte Jumaat Ms Man Peck Leng Connie
Esprit De Corp Award	Project : Long Shelf Life Bread
SCORE Star Service Award	Mr Low Chen Wei John
Special Commendation Award	Mr Poo Ah Ee Mr Muhammad Faiz Bin Abdul Kader Mr Choi Kuai Seng
Celebration of WINS	Project : i. Yellow Ribbon Culinary Programme by CPA ii. CARE Network Learning Journey/Corporate Advance 2012 by CPA iii. 2012 Accomplishments by Planning & Organisational Development Division iv. 2012 Accomplishments by Human Resource Division
30 Years SCORE Long Service Award	Mr Tan Yew Lim Mr Tan Wee Thuan David Ms Shariffa Bagham D/O Abdul Razak
20 Years SCORE Long Service Award	Mr Shamshulbahri Bin Ismail
5 Years SCORE Service Award	Mr Harish Kumar Janak Shah Mr Mohamed Adhha Bin Jimari Mr Kuganathan A/L K Narayanasamy Mr Teo Buck Chai Richard Mr Tan Shon Chin Patrick Mr Chen Chin Keong Mr Jaafor Bin Ahmad Mr Muhammad Faiz Bin Abdul Kader Mr Ahmad Bin Markani



# TRAINING

## HIGHLIGHTS

### LEADERSHIP

In line with the findings from the 2011 Organisational Health Survey, the learning focus for 2012 was leadership. The middle and senior management team benefitted from a 360° Feedback exercise conducted in February as they were able to learn about the strengths and weakness of

their individual leadership style for self-development. For the junior management level, staff in supervisory positions were identified to attend a programme on Critical Skills for New Managers, which taught participants the essential skills required to be an effective manager.

### SERVICE

In 2012, emphasis was also placed on service excellence. In line with the implementation of the SCORE Service Excellence framework, HR rolled out 2 modules of the WSQ Service Excellence training programme. One module was conducted for managerial level staff and its objective was to set up and

implement work practices and procedures to support service innovation in the organisation. The other module benefitted supervisory level staff as they learnt how to lead a small service team and proactively work with organisational line management to improve service delivery.

# NEW HR

## INITIATIVES

### SCORE EMPLOYEE VALUE PROPOSITION

As part of organisational branding and strengthening leadership values, SCORE developed its very own Employee Value Proposition (EVP). SCORE's EVP is based on 2 important principles, namely, that staff are SCORE's most valuable asset and that we build our collective success around a relationship in which the needs of SCORE and its staff are mutually satisfied.



### WELFARE INITIATIVES FOR SCORE STAFF

In recognition of the hard work that SCORE staff put in on a daily basis to achieve SCORE's mission, HR rolled out new welfare initiatives to reward and motivate them. SCORE Happy Hour was introduced early in the year as a quarterly

platform for staff to come together and catch up over some good food. To engage the staff working in the Prison complex, quarterly lunch sessions were also arranged for them to interact and dine with CEO and COO.

Other welfare initiatives introduced are as follows:

- Free Fruits Day: Held once a quarter to encourage healthy eating habits.
- Welfare Pack: Given to staff during their peak period and consists of items such as Vitamin C tablets, biscuits and drinks to energise staff.
- SCORE Bread Promotion: Various flavours of SCORE bread are offered to staff at a discounted rate.







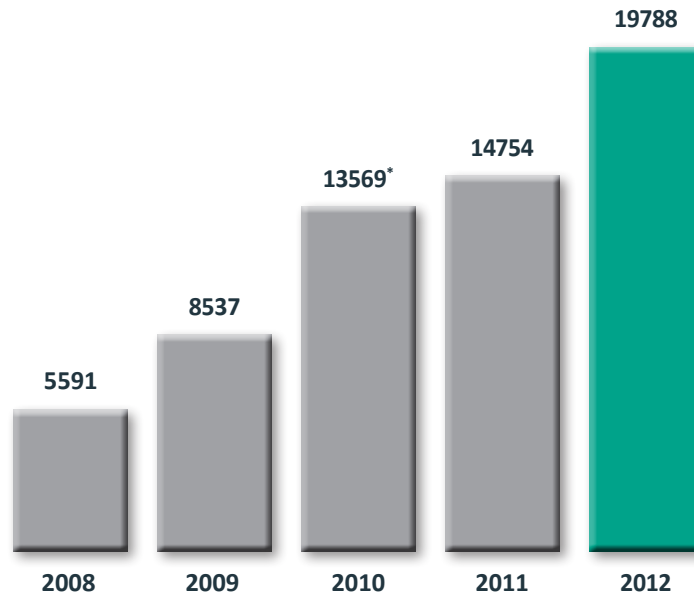
# OURJOURNEYTOGETHER



2012 PERFORMANCE HIGHLIGHTS

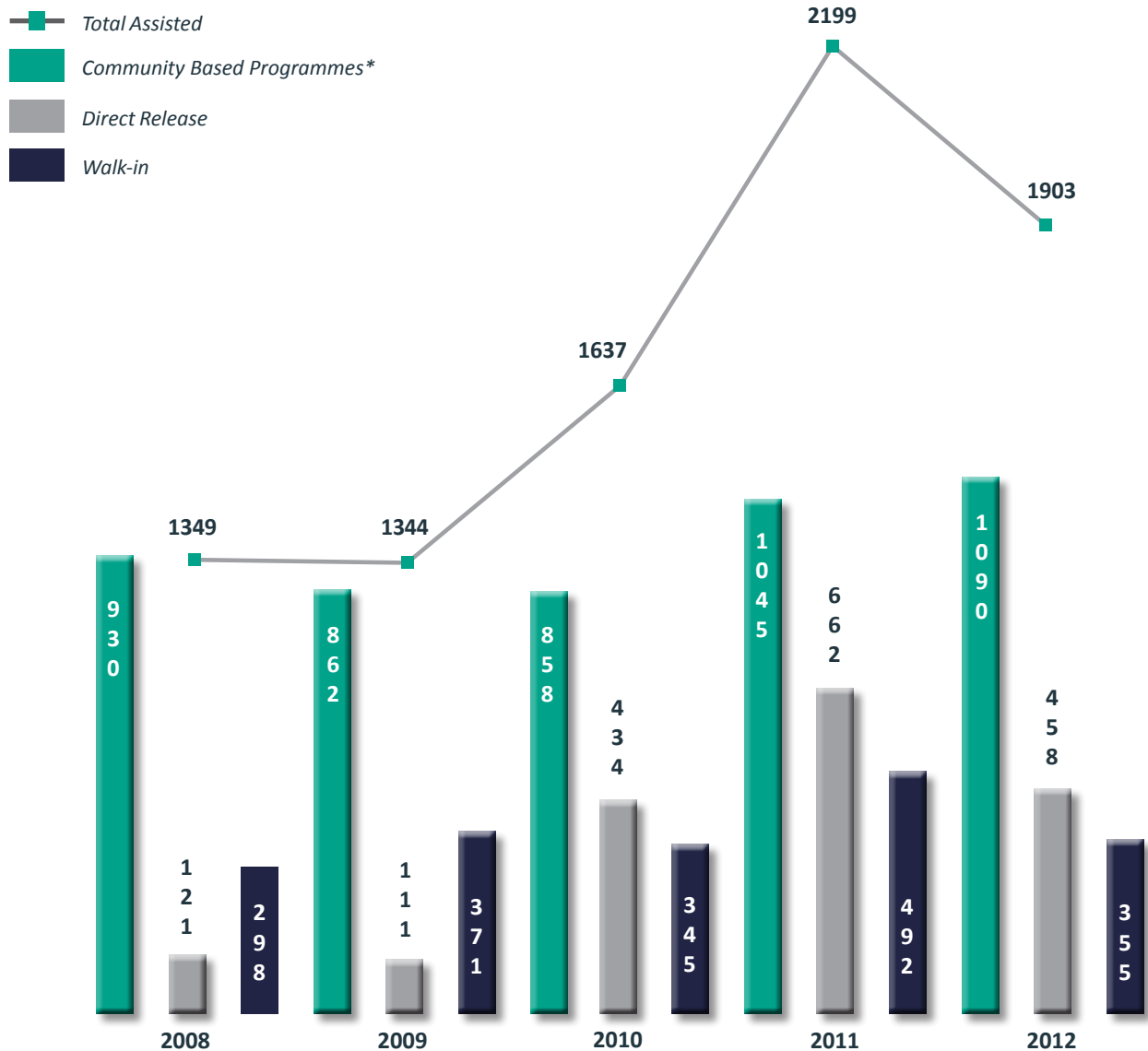


## TRAINING PLACES



\*SCORE WAS ABLE TO INCREASE THE TRAINING PLACES DUE TO FUNDING SECURED FROM OTHER AGENCIES.

## INMATES AND EX-OFFENDERS ASSISTED WITH JOBS\*

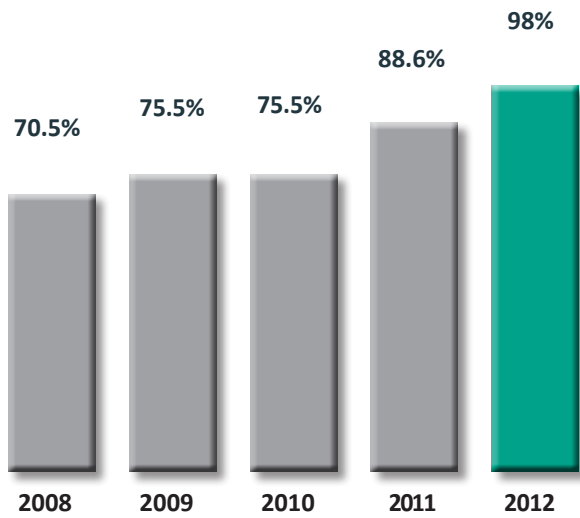


\*INMATES WERE PROVIDED EMPLOYMENT ASSISTANCE IN TERMS OF JOB-MATCHING AND INTERVIEWS.

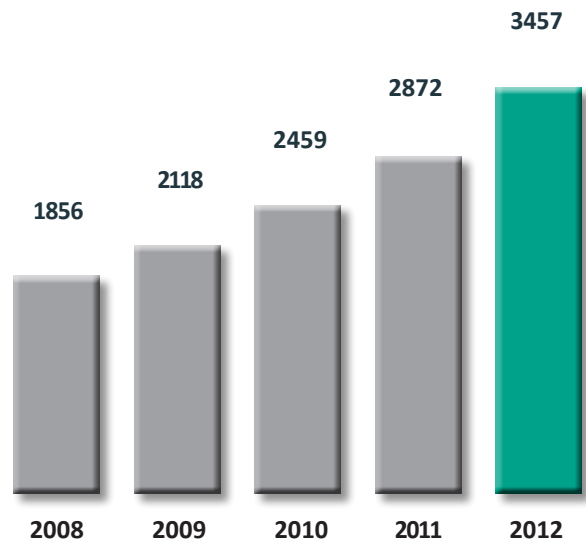
\*COMMUNITY-BASED PROGRAMMES REFERS TO HOME DETENTION SCHEME, WORK RELEASE SCHEME AND HALFWAY HOUSE SCHEME.



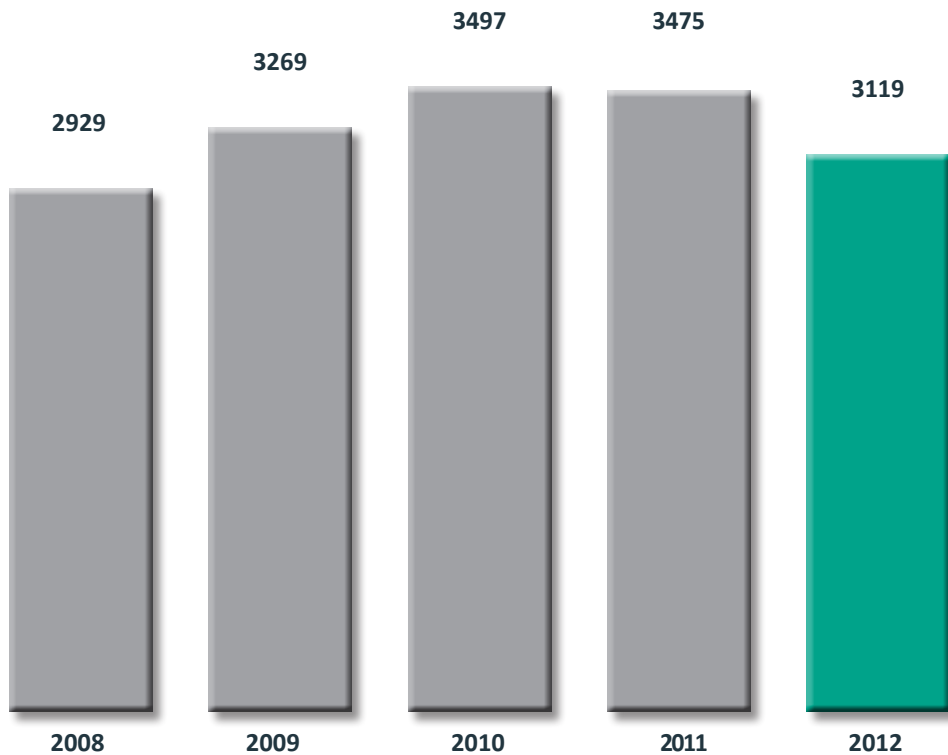
## OFFENDERS SECURE JOBS



## COMPANIES IN JOB BANK



## WORK PROGRAMME IN THE PRISON

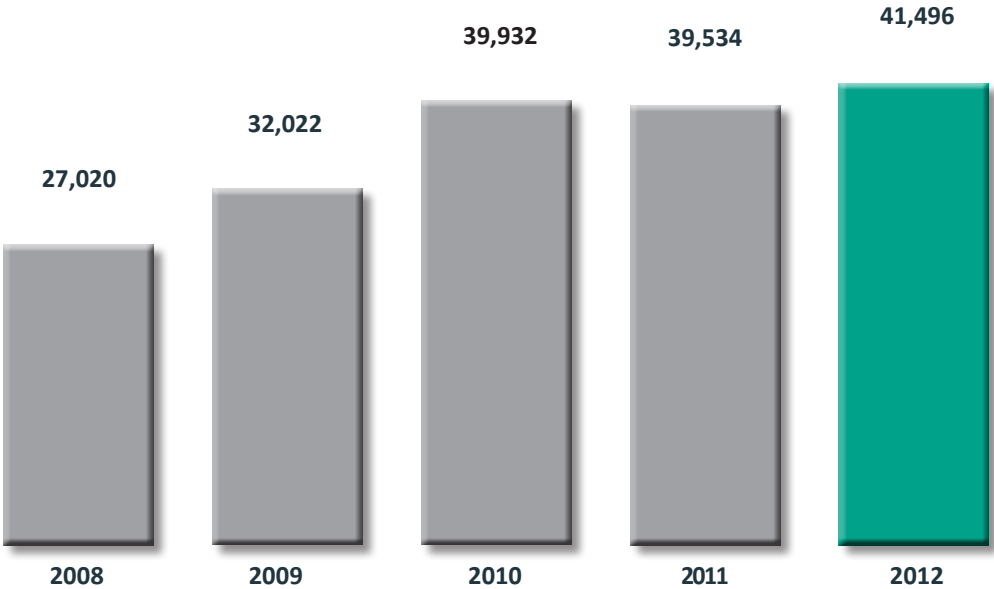




PROFITABILITY

Operating Income

(\$'000)



Surplus/Deficit

(\$'000)

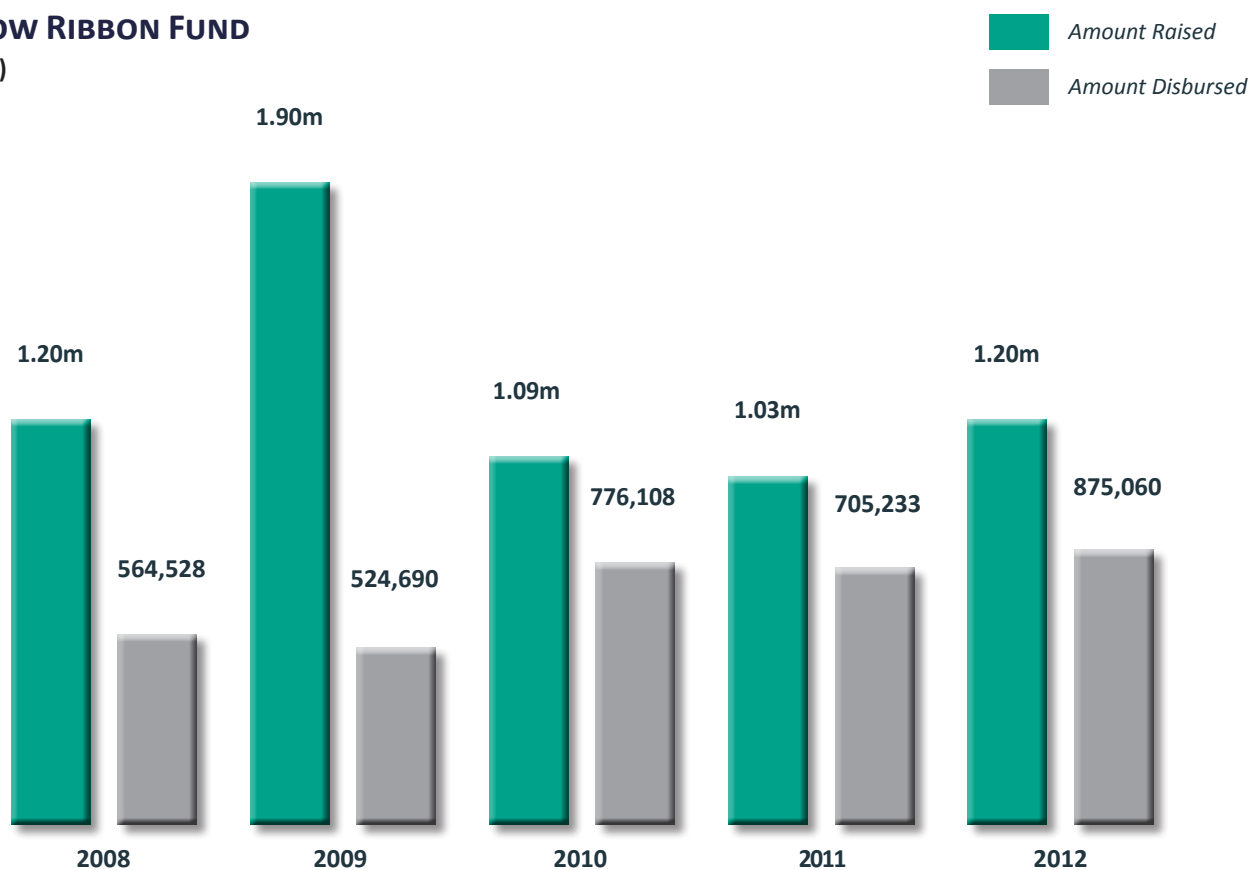
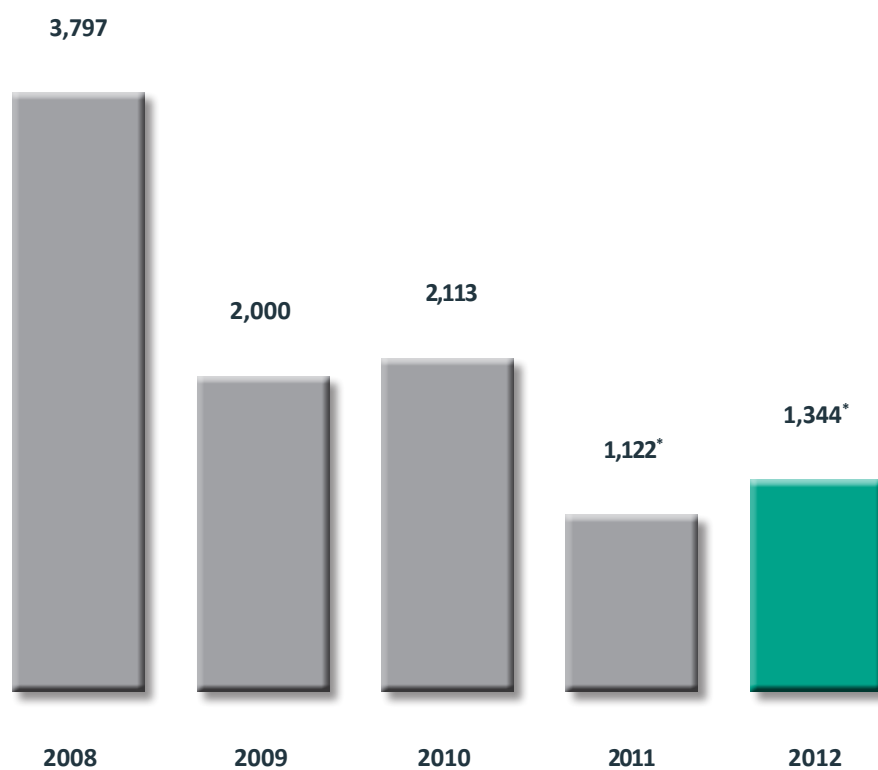


\*DUE TO A ONE-TIME ADJUSTMENT IN ACCOUNTING TREATMENT FOR PERFORMANCE BONUS AMOUNTING TO \$643,000.  
N.B: CERTAIN COMPARATIVE FIGURES HAVE BEEN RECLASSIFIED TO CONFORM TO THE CURRENT YEAR'S PRESENTATION.



**YELLOW RIBBON FUND**

(\$)

No. of Beneficiaries from Yellow Ribbon Fund

\*THE NUMBERS SOLELY TAKES INTO ACCOUNT UNIQUE INDIVIDUALS







# OURJOURNEYTOGETHER



FINANCIAL STATEMENTS







# **SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")**

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## **FINANCIAL STATEMENTS**

*For the financial year ended 31 December 2012*

**AUDIT ALLIANCE  
CERTIFIED PUBLIC ACCOUNTANTS**



(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

*For the financial year ended 31 December 2012*

[illegible]74



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)


## STATEMENT BY THE BOARD

*For the financial year ended 31 December 2012*

In our opinion,

- (a) the accompanying financial statements of the Singapore Corporation of Rehabilitative Enterprises ("Corporation") 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 Corporation as at **31 December 2012**, and of the results, changes in equity and cash flows of the Corporation 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,

  
**CHNG HWEE HONG**  
Chairman

  
**TAN POH HONG (MS)**  
Chairperson  
Audit & Risk Management Committee

Singapore,

Date: 19 March 2013



**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")** set out on pages **4 to 28** which comprise the statement of financial position as at **31 December 2012**, and the statement of comprehensive income, statement of changes in equity and statement of cash flow of 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 financial statements 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 Corporation as at 31 December 2012, and the results, changes in equity and cash flows of the Corporation 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:

- (a) 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
- (b) 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  
Certified Public Accountants

Singapore,

Date: 19 March 2013



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2012

	Note	2012 S\$	2011 S\$
<b><u>OPERATING INCOME</u></b>			
Funding from strategic partner		2,803,348	2,203,257
Leasing income	4	3,622,231	3,234,298
Miscellaneous		41,786	51,806
Sales of goods		3,093,133	3,410,409
Sales of services		31,935,191	30,634,238
		<b>41,495,689</b>	<b>39,534,008</b>
<b><u>LESS: OPERATING EXPENSES</u></b>		<b>44,455,897</b>	<b>41,558,523</b>
Operating deficit		<b>(2,960,208)</b>	<b>(2,024,515)</b>
NON-OPERATING INCOME			
Gain on disposal of property, plant and equipment		3,828	10,505
Income from investments	5	613,862	629,734
Interest income from bank deposits		119,767	111,364
MHA Core Innovation Fund		-	240,000
Sponsorship from strategic partners		286,076	-
		<b>1,023,533</b>	<b>991,603</b>
<b><u>LESS: NON-OPERATING EXPENSES</u></b>			
Amortization of investment in bonds		73,207	106,098
Consultation fees (project)		112,287	60,750
		<b>185,494</b>	<b>166,848</b>
Non-operating surplus		<b>838,039</b>	<b>824,755</b>
Deficit for the year		<b>(2,122,169)</b>	<b>(1,199,760)</b>
<b><u>OTHER COMPREHENSIVE INCOME</u></b>			
Financial assets, available-for-sale			
Fair value losses		(135,325)	(190,612)
Fair value losses recycled to income statement		-	(3,750)
Other comprehensive deficit		(135,325)	(194,362)
<b>TOTAL COMPREHENSIVE DEFICIT</b>		<b>(2,257,494)</b>	<b>(1,394,122)</b>

THE ACCOMPANYING NOTES FROM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

AUDITOR'S REPORT - PAGE 76 — 77



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## OPERATING EXPENDITURE STATEMENT

For the financial year ended 31 December 2012

	Note	2012 S\$	2011 S\$
Advertising		55,439	47,327
Allowance for doubtful debts - trade		3,444	6,613
Audit fees		42,000	37,400
Board members' allowance		129,375	110,430
Depreciation of property, plant and equipment	14	1,822,496	2,263,509
Distribution costs		2,963,960	2,800,384
Entertainment		33,090	20,404
General office expenses		1,475,306	1,204,574
Grant, contributions and donations		215,200	151,413
Inmates earnings		2,303,385	2,264,979
Inmates training costs		2,684,238	1,811,879
Provision for linen loss		132,252	140,856
Maintenance of office and workshops		954,097	1,047,357
Manpower costs	6	11,823,001	9,677,895
Material / production costs		14,214,022	14,607,050
Office rental		226,128	191,130
Other operating expenses		284,567	125,388
Property, plant and equipment written off		94	31,601
Staff training		173,076	198,614
Staff welfare		339,777	191,902
Travelling		63,539	70,826
Utilities		4,517,411	4,556,992
		<b>44,455,897</b>	<b>41,558,523</b>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## STATEMENT OF FINANCIAL POSITION

For the financial year ended 31 December 2012

	Note	2012 S\$	2011 S\$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	14,395,260	11,862,785
Held-to-maturity financial assets	8	1,006,663	1,872,520
Trade and other receivables	10	6,214,977	6,580,834
Inventories	9	558,469	623,041
Other current assets	11	194,253	67,076
		<u>22,369,622</u>	<u>21,006,256</u>
<b>Non-current assets</b>			
Available-for-sale financial assets	12	3,068,305	3,203,630
Held-to-maturity financial assets	8	10,122,459	11,194,809
Investment in subsidiary	13	10,000	-
Property, plant and equipment	14	3,886,552	5,388,193
		<u>17,087,316</u>	<u>19,786,632</u>
<b>Total assets</b>		<u><b>39,456,938</b></u>	<u><b>40,792,888</b></u>
<b>EQUITY AND LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	15	8,545,889	7,624,345
		<u>8,545,889</u>	<u>7,624,345</u>
<b>Equity</b>			
Capital account	16	1,662,262	1,662,262
Fair value reserve	17	(12,195)	123,130
Accumulated surplus	18	29,260,982	31,383,151
		<u>30,911,049</u>	<u>33,168,543</u>
<b>Total equity and liabilities</b>		<u><b>39,456,938</b></u>	<u><b>40,792,888</b></u>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2012

	Capital account	Fair value reserve	Accumulated surplus	Total
	S\$	S\$	S\$	S\$
<b>2012</b>				
<b>Beginning of financial year</b>	1,662,262	123,130	31,383,151	33,168,543
Total comprehensive loss deficit 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>
<b>2011</b>				
<b>Beginning of financial year</b>	1,662,262	317,492	32,582,911	34,562,665
Total comprehensive deficit for the year	-	(194,362)	(1,199,760)	(1,394,122)
<b>End of financial year</b>	<b>1,662,262</b>	<b>123,130</b>	<b>31,383,151</b>	<b>33,168,543</b>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## STATEMENTS OF CASH FLOW

For the financial year ended 31 December 2012

	Note	2012 S\$	2011 S\$
<b>Cash flows from operating activities</b>			
Deficit for the year		(2,122,169)	(1,199,760)
Adjustments for:			
Depreciation	14	1,822,496	2,263,509
Property, plant and equipment written off		94	185,723
Amortisation of bonds		73,207	164,254
Gain of disposal of property, plant and equipment		(3,828)	(10,505)
Income from investments	5	(613,862)	(629,734)
Interest income from bank deposits		(119,767)	(111,364)
Operating (deficit) / surplus before working capital changes		(963,829)	662,123
Change in operating assets and liabilities			
Inventories		64,572	(149,020)
Trade and other receivables		365,857	(47,862)
Other current assets		(127,177)	(17,573)
Trade and other payables		921,544	(1,688,179)
Cash generated from / (used in) operations		260,967	(1,240,511)
<b>Net cash generated from/ (used in) operating activities</b>		260,967	(1,240,511)
<b>Cash flows from investing activities</b>			
Dividend income received	5	183,584	108,431
Interest income received		550,046	632,667
Investment in subsidiary	13	(10,000)	-
Proceeds from disposal of property, plant and equipment		3,828	10,505
Proceeds from disposal of held-to-maturity financial assets		1,865,000	3,360,000
Proceeds from disposal of available-for-sale financial assets		-	300,000
Purchase of bonds and investments		-	(4,664,750)
Purchase of property, plant and equipment	14	(320,950)	(2,355,018)
<b>Net cash generated from / (used in) investing activities</b>		2,271,508	(2,608,165)
<b>Net increase / (decrease) in cash and cash equivalents</b>		2,532,475	(3,848,676)
<b>Cash and cash equivalents at beginning of financial year</b>		11,862,785	15,711,461
<b>Cash and cash equivalents at end of financial year</b>	7	14,395,260	11,862,785



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

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.

### 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 2012

On 1 January 2012, the Corporation adopted the new or revised FRS and Interpretations to FRS (INT FRS) that are mandatory for application from that date. 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 following are the new or amended FRS and INT FRS that are relevant to the Corporation:

Amendments to SB-FRS 1	Presentation of Items of Other Comprehensive Income
------------------------	---

The adoption of the above FRS or INT FRS did not result in any substantial changes to the Corporation's accounting policies or any significant impact on these financial statements.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 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 balance sheet date.

An item of property, plant and equipment is derecognised upon 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 income statement in the year the asset is derecognised.

#### (c) Investment in subsidiary

Investments in subsidiary are carried at cost less accumulated impairment losses in the Corporation's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit and loss.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 2. Significant accounting policies (continued)

#### (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 balance sheet 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.

##### (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 balance sheet date.

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



## SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

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

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

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

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

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

###### (b) *Recognition and de-recognition*

Financial assets are recognised on balance sheet 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 balance sheet date. For quoted financial assets without an active market and for unquoted financial assets, the Corporation establishes fair value by using valuation techniques.

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

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

###### (i) *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 income and expenditure statement – is removed from the fair value reserve within equity and recognised in the income and expenditure statement. The impairment losses recognised in the income and expenditure statement on equity investments are not reversed through the income and expenditure statement until the equity investments are disposed.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 2. Significant accounting policies (continued)

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

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

##### (i) *Investments available-for-sale financial assets (continued)*

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

##### (ii) *Impairment of loans and receivables and held-to-maturity 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 income and expenditure statement.

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

#### (e) 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 income statement.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 2. Significant accounting policies (continued)

#### (f) 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 follow:

Towels	12 months
Other linen	18 months

#### (g) 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.

#### (h) Cash and cash equivalents

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

#### (i) Revenue recognition

- (i) *Income from services is taken into account when services have been rendered.*
- (ii) *Dividend income is recognised when received and refund of dividend tax withheld is recognised upon the receipts of the Annual Dividend Statement or the subsidiary income tax certificates.*
- (iii) *Interest income on bank deposits is recognised on the accrual basis.*
- (iv) *Income from sale of goods under the industrial and workshop activities is recognised upon passing title to the customers which generally coincides with the delivery or acceptance.*



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 2. Significant accounting policies (continued)

#### (j) 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 balance sheet date.

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

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

An impairment loss is charged to the income and expenditure statement unless it reverses a previous revaluation, in which case, it will be charged to equity. An impairment loss is reversed if there has been a change in the 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.

#### (l) 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.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 2. Significant accounting policies (continued)

#### (m) 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 income statement 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.

#### (n) Grants

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

#### (o) 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 balances sheet date are recognised in the income statement.

#### (p) New standards and interpretations not yet adopted

New standards, amendments to standards and interpretations that are not yet effective for the year ended 31 December 2012 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Corporation.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 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 balance sheet 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.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 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

	2012 S\$	2011 S\$
Dividend income from equity shares	183,584	108,431
Interest from bonds	430,278	521,303
	<u>613,862</u>	<u>629,734</u>

### 6. Manpower costs

	2012 S\$	2011 S\$
Manpower cost allocation – funding from strategic partner	426,621	409,800
Central provident fund contributions	1,332,233	1,116,573
Salaries, wages and bonuses	10,064,147	8,151,522
	<u>11,823,001</u>	<u>9,677,895</u>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

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## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 7. Cash and cash equivalents

	2012 S\$	2011 S\$
Cash at bank and with AGD	9,295,260	6,546,285
Fixed deposits with financial institutions	5,100,000	5,316,500
	<b>14,395,260</b>	<b>11,862,785</b>

At the balance sheet 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 0.90% to 1.25% (2011: 1.03% to 1.05%) 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 0.60% to 0.67% (2011: 0.2521% to 0.6090%) 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

	2012 S\$	2011 S\$
Quoted bonds at amortised cost		
Maturing within 1 year	1,006,663	1,872,520
Maturing after 1 year	10,122,459	11,194,809
	<b>11,129,122</b>	<b>13,067,329</b>

The fair values of the bonds at the balance sheet date are as follows:

Quoted bonds	<b>11,905,767</b>	<b>13,598,547</b>
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The Government Securities bear interest ranging from 2.159% to 4.830% (2011: 2.159% to 4.830%) per annum with maturity dates ranges from 6 June 2013 to 18 March 2021 (2011: 1 July 2012 to 18 March 2021).



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

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## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

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

The Corporation Securities bear interest ranging from 3.265% to 5.000% (2011: 3.265% to 5.000%) per annum with maturity dates ranges from 27 March 2019 to 1 April 2021 (2011: 21 May 2012 to 19 February 2021).

### 9. Inventories

	2012 S\$	2011 S\$
Inventories carried at cost		
-Raw materials	133,396	166,685
-Linen	425,073	456,356
	<u>558,469</u>	<u>623,041</u>

### 10. Trade and other receivables

	2012 S\$	2011 S\$
Trade receivables		
-third party	3,115,294	3,173,982
Accrued receivables	2,414,904	2,682,425
Allowance for doubtful debts:		
Balance brought forward	(118,273)	(118,323)
Bad debts written off against allowance	-	50
Balance carried forward	(118,273)	(118,273)
Trade receivables – net	<u>5,411,925</u>	<u>5,738,134</u>
Non-trade receivables	647,677	700,000
Interest receivables	155,375	142,700
	<u>6,214,977</u>	<u>6,580,834</u>

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.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

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## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

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

Trade and other receivables are denominated in Singapore Dollars.

### 11. Other current assets

	2012 S\$	2011 S\$
Deposits	1,400	7,646
Prepayments	192,853	59,430
	<u>194,253</u>	<u>67,076</u>

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 balance sheet date.

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

	2012 S\$	2011 S\$
Beginning of financial year	3,203,630	2,637,492
Add: Purchase of financial asset, available-for-sale	-	1,060,500
Fair value losses recognised in equity	(135,325)	(190,612)
Disposal/redemption	-	(300,000)
Fair value loss recycled to income statement on derecognition	-	(3,750)
End of financial year	<u>3,068,305</u>	<u>3,203,630</u>

### 13. Investment in subsidiary

	2012 S\$	2011 S\$
Beginning of financial year	-	-
Add: Purchase of shares in subsidiary @ S\$1 per share	10,000	-
End of financial year	<u>10,000</u>	<u>-</u>



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## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 13. Investment in subsidiary (continued)

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

The subsidiary was incorporated on 29 August 2012 and has not commenced operations as at balance sheet date.

### 14. Property, plant and equipment

	<u>Furniture, fixtures and fittings</u> S\$	<u>Plant, equipment and machinery</u> S\$	<u>Motor vehicles</u> S\$	<u>Total</u> 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>
<b>2011</b>				
<b>Cost</b>				
At 1 January 2011	3,065,358	18,493,422	71,170	21,629,950
Additions	4,350	2,350,668	-	2,355,018
Disposal	-	(1,250,799)	-	(1,250,799)
<b>At 31 December 2011</b>	<b>3,069,708</b>	<b>19,593,291</b>	<b>71,170</b>	<b>22,734,169</b>
<b>Accumulated depreciation</b>				
At 1 January 2011	1,898,226	14,178,147	71,170	16,147,543
Depreciation charge	301,515	1,961,994	-	2,263,169
Disposal	602	(1,065,678)	-	(1,065,076)
<b>At 31 December 2011</b>	<b>2,200,343</b>	<b>15,074,463</b>	<b>71,170</b>	<b>17,345,976</b>
<b>Net book value at 31 December 2011</b>	<b>869,365</b>	<b>4,518,828</b>	<b>-</b>	<b>5,388,193</b>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

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## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 15. Trade payables and other payables

	2012 S\$	2011 S\$
Trade payables	2,377,050	2,722,420
Non-trade payables	506,486	233,982
Accruals	5,403,838	4,390,005
Amount owing to subsidiary	10,000	-
Deposits received	220,799	250,222
Others	27,716	27,716
	<u>8,545,889</u>	<u>7,624,345</u>

The carrying amounts of trade and other payables approximate their fair value at the balance sheet 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.

### 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:

	2012 S\$	2011 S\$
Beginning of the year	123,130	317,492
Losses incurred during the year	<u>(135,325)</u>	<u>(194,362)</u>
End of the year	<u>(12,195)</u>	<u>123,130</u>



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 18. Accumulated surplus

Of the S\$29,260,982(2011: S\$31,383,151) in the accumulated surplus, S\$4,639,274 (2011: S\$6,011,236) has been utilised for the purchase of fixed and other non-liquid assets or committed for future projects.

### 19. Contingent Liabilities

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

	2012	2011
	S\$	S\$
Bankers' guarantees issued on behalf of third parties	264,675	262,177
Bankers' guarantees in respect of service contracts	180,375	180,375
	<u>445,050</u>	<u>442,552</u>

### 20. 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.

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 balance sheet date is as follows:



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(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 20. Financial risk management (continued)

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

	2012 S\$	2011 S\$
By business segments		
Leasing	782,825	717,547
Sub-contracting	708,247	559,000
Bakery	519,721	390,460
Food services	759,707	1,400,099
Laundry	2,393,176	2,399,942
SCORE digital media	3,210	26,996
Transit centre	207,822	244,090
Others	37,217	
	<b>5,411,925</b>	<b>5,738,134</b>

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

Of this outstanding amount, S\$4,143,531 (2011: S\$4,761,678) are owed by institutional clients and hospitals or covered by a Banker's Guarantee (BG). The analysis of their aging as at balance sheet date is as follows:

	2012 S\$	2011 S\$
Past due 0 to 30 days	750,786	867,334
Past due 31 to 90 days	182,463	219,222
Past due more than 90 days	30,347	160,793
	<b>963,596</b>	<b>1,247,349</b>

*Financial assets that are impaired*

The carrying amount of trade receivables individually determined to be impaired as at the balance sheet date is S\$118,273 (2011: S\$118,273). The movements in the related allowance for impairment are disclosed in note 10 to the financial statements.

	2012 S\$	2011 S\$
Trade receivables – gross amount	118,273	118,273
Less: Allowance for impairment	(118,273)	(118,273)
	<b>-</b>	<b>-</b>

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



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(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 20. Financial risk management (continued)

#### (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 balance sheet date.

#### (d) Price risk

At the balance sheet 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 equity shares prices at the reporting date would increase/(decrease) equity by the following amount:

	2012 S\$	2011 S\$
Financial assets, available-for-sale	<u>306,830</u>	<u>320,363</u>

This analysis assumes that all other variables remain constant.



# SINGAPORE CORPORATION OF REHABILITATIVE ENTERPRISES ("CORPORATION")

(Established under the Singapore Corporation of Rehabilitative Enterprises Act)

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2012

### 21. Related party transactions

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

(a) *Key management's remuneration*

Key management personnel compensation is as follows:

	2012	2011
	S\$	S\$
(i) Board members' remuneration	129,375	110,430
(ii) Other key management members' remuneration		
Short-term employee benefits	576,398	564,770
	<u>705,773</u>	<u>675,200</u>

### 22. 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.

### 23. 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 of 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.

### 23. Fair value of financial assets and liabilities (continued)

(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.







# OURJOURNEYTOGETHER



PARTNER US



## PARTNER US IN OUR JOURNEY TOGETHER TO HELP OFFENDERS BECOME CONTRIBUTING MEMBERS OF SOCIETY.

Programmes & Services	Contact Person	Contact No.	Email Address
<b>Training and Employment (Reintegration Division)</b>			
<b>Sponsorship of Offenders' Training</b>	Ms Juliana Bte Abdul Khalik Deputy Director	6214 2820	Juliana_Abd_Khalik@score.gov.sg
<b>Employ Ex-offenders</b>	Mr Edmund Heng Assistant Director	6214 2818	Edmund_Heng@score.gov.sg
<b>SCORE Work Programme (Business Enterprise and Industry Division &amp; Linen Division)</b>			
<b>Laundry &amp; Linen Leasing Services</b>	Mr Cher Choon Hing Senior Assistant Director	6513 1617 9787 2443	Cher_Choon_Hing@score.gov.sg
<b>Central Kitchen, Food Catering &amp; Bakery Services</b>	Ms Paulin Chua Assistant Director	6214 2847 9722 1191	sales@score.gov.sg
<b>Business Outsourcing &amp; Industrial Space Leasing</b>	Ms Puah Ping Hui Senior Assistant Director	6513 1685 9689 1941	sales@score.gov.sg
<b>Logistics, Special Projects &amp; Administration</b>	Ms Waida Bte Jumaat Senior Manager	6513 1633 8448 4471	sales@score.gov.sg
<b>Community Engagement (Community Partnership and Aftercare Division)</b>			
<b>Participate in Yellow Ribbon Project Activities, Donate to Yellow Ribbon Fund or Other Joint Collaborations</b>	Mr Kenneth Foo Assistant Director	6513 3597	Kenneth_Foo@score.gov.sg