

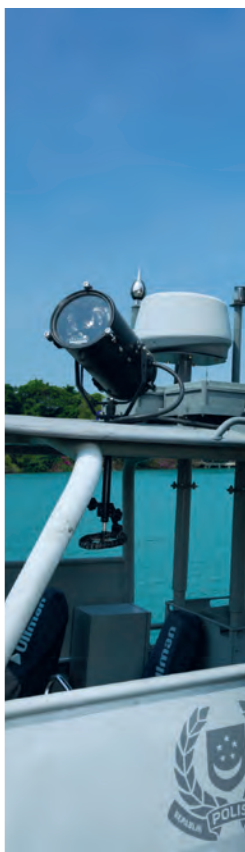
SAFEGUARDING EVERY DAY

Singapore Police Force Annual 2015



MORE THAN JUST THE CALL OF DUTY

We go above and beyond
to keep our people,
our community and our
home safe.





MISSION

To prevent, deter and detect crime

VISION

To make Singapore the safest place in the world







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COMMISSIONER'S REPORT

2015 was an intense year for Singapore and the Singapore Police Force (SPF).

A BUSY SG50

Beyond the SG50 celebrations, Singapore hosted the 28th Southeast Asian (SEA) Games, the 8th ASEAN Para Games, and held our 12th General Election.

2015 also marked the passing of our founding Prime Minister Mr Lee Kuan Yew. Faced with an unprecedented outpouring of emotion, the SPF worked alongside other government agencies to enable Singaporeans to come together to mourn his passing.

In January 2015, our officers stepped up to assist in disaster victim identification for the tragic crash of AirAsia flight QZ8501 in Indonesia. In the aftermath of the devastating Nepal earthquake, our officers provided humanitarian assistance to the quake victims and survivors.

Above these many demanding deployments, we continued with our day-to-day duty of safeguarding Singapore, working tirelessly towards our vision of making Singapore the safest place in the world. I am proud to note that despite the intense tempo of operations in 2015, we worked together as one Force to achieve the missions set for us.



We owe it to Singapore and Singaporeans to have a Force that is ready to overcome these challenges. That is why one of my key priorities as Commissioner is to prepare our Force for the future.

Hoong Wee Teck

Commissioner of Police, Singapore Police Force



The transformation of Singapore into the safe and secure country it is today did not come about by chance. It was a result of the hard work of generations of good men and women in blue who worked alongside the community to prevent, deter and detect crime in our island-state.

CRIME REMAINS UNDER CONTROL

Singapore was ranked top in the Gallup Global Law and Order Report 2015 and The Economist's Safe Cities Index 2015 in terms of personal safety. This was an achievement made possible by the concerted commitment and dedication of our officers to keep Singapore safe and secure.

In 2015, the rising trend of online commercial cybercrime led to a 4% increase in the overall crime rate in Singapore. Notably, violent property crimes in our city-state registered a 20-year low in 2015.

We in the SPF remain committed to tackling commercial crime head-on through public education and will continue to work closely with our international law enforcement counterparts. In one such operation in December 2015, 43 members of a China-based fraud syndicate targeting Singaporeans were arrested through joint investigations between the SPF and the Ministry of Public Security of the People's Republic of China.

KEY ACHIEVEMENTS IN 2015

The SPF rolled out a number of new operational capabilities in 2015. Our new Police Operations Command Centre, with its enhanced sense-making and communications tools, officially opened in April. Our Police Coast Guard also commissioned new Patrol Interdiction Boats and a new generation of high speed interceptors to enhance maritime security protection and response capabilities.

On the community front, the Community Policing System, or COPS, was implemented across all 35 Neighbourhood Police Centres and has fostered closer police-community partnerships. The traffic fatality rate fell from 2.83 per 100,000 persons in 2014 to 2.73 in 2015. As part of our efforts to make the roads even safer, the Traffic Police launched the "Use Your RoadSense" initiative that made extensive use of social media to reach out to motorists.

PREPARING OUR FORCE FOR THE FUTURE

Remaining future-ready is key to our continued success. As we move ahead from SG50, we face a world with complex security challenges. Technology-enabled crime and terrorism are but some of the challenges we will face. We owe it to Singapore and Singaporeans to have a Force that is ready to overcome these challenges. That is why one of my key priorities as Commissioner is to prepare our Force for the future.

The new Cybercrime Command under the Criminal Investigation Department will front our efforts to combat the threat of technology-enabled crime and ensure our frontline units are equipped with the necessary skills to investigate cybercrime cases.

In levelling up our capabilities to counter the threat of terrorism, we will deploy more sensors, and use crowdsourcing and data analytics to allow us to better make sense of fast-developing situations. We are also working on enhancing our initial response to a terrorist attack. More importantly, we will work with the community to prepare and train them to help themselves and others in the event of an attack.

Keeping Singapore safe is challenging work, and we need the right people with the right commitment to do it. That is why we are enhancing the Police scheme of service. By providing improved learning and development opportunities, and allowing officers to deepen their expertise in their areas of specialisation, we want to develop Police officers who can overcome the challenges of the future. By unifying the two schemes of services into one, we provide seamless and faster progression for all officers.

The transformation of Singapore into the safe and secure country it is today did not come about by chance. It was a result of the hard work of generations of good men and women in blue who worked alongside the community to prevent, deter and detect crime in our island-state. I am proud to lead a group of officers who are committed to continuing that good work.

When the late Mr Lee Kuan Yew last addressed the Home Team in 2011, he reminded us to never forget the fundamentals which brought us to where we are today, and to always take pride in our mission of keeping Singapore safe and secure. These are important messages for all of us to keep in mind, as we continue the never-ending work of safeguarding Singapore every day.

**MORE
THAN
JUST
AN
OFFICER
ON THE
GROUND**





ORGANISATION STRUCTURE

As at 1 January 2016

DEPUTY COMMISSIONER (Investigations and Intelligence)
MR TAN CHYE HEE

STAFF DEPARTMENTS

Administration
and Finance
Department

DAC
Lee Chwee Huat

Inspectorate
and Compliance
Office

AC
Lee Chin Ek

Internal Affairs
Office

AC
Paramjit Singh

International
Cooperation
Department

DAC
Chua Chee Wai

Manpower
Department

SAC
Tan Hung Hooi

Operations
Department

DCP
Lau Peet Meng

Planning and
Organisation
Department

SAC
Teo Chun Ching

SPECIALIST STAFF DEPARTMENTS

Commercial
Affairs
Department

Mr David Chew

Criminal
Investigation
Department

DCP
Tan Chye Hee

Police
Intelligence
Department

SAC
Florence Chua

SPECIALIST AND LINE UNITS

Airport Police
Division

AC
Cheong Chee Ming

Gurkha
Contingent

AC
Mark Lindsay
Ross Forman

Home Team
School of Criminal
Investigation

SAC
Soh Kee Hean

Police Coast
Guard

SAC
Hsu Sin Yun

Public Transport
Security
Command

DAC
Lee Su Peng

Security
Command

AC
Lim Chee Pheng

Special
Operations
Command

AC
David Scott Arul

COMMISSIONER OF POLICE
MR HOONG WEE TECK

DEPUTY COMMISSIONER (Policy)
MR LIM KOK THAI

DEPUTY COMMISSIONER (Operations)
MR LAU PEET MENG

Police Licensing
and Regulatory
Department

AC
Jessica Kwok

Police Logistics
Department

SAC
Cheang
Keng Keong

Police National
Service
Department

DAC
Manimaran
Pushpanatan

Police
Technology
Department

Mr Tay Yeow Koon

Public Affairs
Department

AC
Wilson Lim

Service Delivery
Department

AC
Maria Oh

Volunteer Special
Constabulary

DAC
Chua Chuan Seng

Central Division ('A' Div)

DAC Daniel Tan

Clementi Division ('D' Div)

AC Gerald Lim

Tanglin Division ('E' Div)

DAC Tan Chia Han

Ang Mo Kio Division ('F' Div)

AC Lian Ghim Hua

Bedok Division ('G' Div)

AC Alvin Moh

Jurong Division ('J' Div)

DAC Koh Wei Keong

Traffic
Police

AC
Sam Tee

Training
Command

SAC
Loy Chye Meng

6 Land
Divisions

**MORE
THAN
JUST
A JOB**





ADMINISTRATION AND FINANCE DEPARTMENT

By

Deputy Assistant Commissioner of Police
Lee Chwee Huat
Director, Administration and Finance Department

The Administration and Finance Department (A&F) upholds the fiduciary responsibilities of the Force in the areas of administration, finance and procurement. This is done through our continuous efforts of improving our services to support frontline units in their daily operations, enhancing governance and improving work productivity.

SUPPORTING FRONTLINE OPERATIONS

We were deeply involved in providing back-end support to many major Police operations in 2015, such as the passing of the late Mr Lee Kuan Yew, the Nepal earthquake mission, the 28th Southeast Asian Games, SG50 events and the General Election (GE). Our procurement officers were put on standby to process various types of unforeseen requests arising from these operations. Our finance officers also had to process an exceptionally high volume of Police Operationally-ready National Servicemen (PNSmen) Make-Up-Pay (MUP) timely and accurately. The volume of such payments processed in 2015 was the highest over the last six years. It was 17% more than 2014, higher than the number of MUP processed in 2010 when the Singapore Youth Olympic Games was held, and in 2011 when both the GE and the Presidential Election were held.

We also rolled out a number of initiatives to strengthen frontline operations. All ageing mail screening equipment across the units were replaced with new ones to enhance our screening of all incoming mails and parcels for bombs and biological or chemical agents, thereby ensuring the safety of our officers in the current operating climate. The current warrant card held by all Police officers, Volunteer Special Constabulary officers, Full-time Police National Servicemen (PNSF), PNSmen and Auxiliary Police officers was replaced by a newly designed warrant card with effect from 1 March 2016. As part of the new design, the new warrant card has enhanced security features to prevent identity fraud. The mass warrant card replacement exercise was carried out over three months, involving more than 10,000 officers. We will continue this exercise for the PNSmen in 2016.

We consolidated the payment of utilities, cleaning and horticulture for all staff departments located within the Police Headquarters. We also streamlined the Force-wide certification process for the engagement of foreign interpretation services, relieving units of unnecessary administration. In addition, we tested a new method to certify the engagement of security services so as to enable prompt payment to the service providers. These exercises helped to improve work efficiency, thereby allowing officers to use their precious time for more productive purposes.

STRENGTHENING GOVERNANCE

To enhance the overall governance on the Collector of Public Monies regime, we implemented a new regime for the collection of public monies and utilised an automated system to process the nominations for the various delegated roles.

We had worked with relevant units to aggregate the demands of welfare-related goods and services such as wreaths and hampers, corporate cards of places of interest, sports medals and trophies. These efforts reaped economies of scale in our procurements and at the same time, complied with government procurement requirements.

To enhance the competency of the procurement and finance community, we initiated the conduct of self-assessment in the areas of finance, procurement, fixed asset management, latest policies and procedures, as well as recent audit lapses. The questions were crafted in our operating context so that the officers could better appreciate the relevancy of the issues we face.

LOOKING AHEAD

Going forward, we will be leveraging technology to automate administration and finance processes. The new Police Warrant Card System is one such system designed to automate the current manual processes from application, production, issuance, billing, collection, payment and even to retirement of the warrant cards. We will also progressively streamline financial processes, consolidate finance payments, strengthen fixed asset management and aggregate demands of purchases to increase work efficiency and effectiveness. Finally, we will remain steadfast in our efforts to strengthen governance by diligently monitoring risk areas in administration, finance and procurement management.



HIGHLIGHTS



1. Audit Marksmanship

We achieved an "A" grade in the Ministry of Home Affairs Audit with a score of 99.81%, the highest for the department so far.



2. Internal Standards Certification

We had achieved the certification of ISO 9001:2008 on Quality Management System which reflected the quality of our work processes.



3. Building Competencies

We initiated the conduct of self-assessment for finance and procurement officers to validate their knowledge in the areas of finance, procurement and fixed asset management.

INSPECTORATE AND COMPLIANCE OFFICE

By

Assistant Commissioner of Police
Lee Chin Ek
Director, Inspectorate and Compliance Office

In 2015, our work on improving Governance, Risk Management and Compliance (GRC) in the Singapore Police Force (SPF) remained top of our agenda, even when resources and attention had to be stretched to ensure that major events in 2015 were safe and secure amidst a resurgent terrorism threat.

The passing of Singapore's founding Prime Minister Mr Lee Kuan Yew in March was an emotional one and evoked a reflection of what had been done by our Pioneer leaders for Singapore and its people. GRC had in fact been instituted by our Pioneer leaders in a way similar to how our government and the wider public service were organised. They were based on the principles of meritocracy, pragmatism, integrity, service and excellence. These values guided us in navigating the challenges we had faced to achieve our missions successfully.



AUGMENTING RISK MANAGEMENT FOR 28TH SOUTHEAST ASIAN (SEA) GAMES AND OPERATIONS SENSING

In 2015, the Inspectorate and Compliance Office (InCO) was tasked to provide inputs on Risk Management for the 28th SEA Games to ensure mission success for the event. This was an exceptionally challenging task considering the scale and complexity of events for the Games. InCO's risk management know-how was put to the test. Starting from scratch, we reviewed daily operational risks rigorously to identify any additional risk exposures.

In the run up to the Games, we leveraged our 'InConnect' publication to remind our officers to take care of their firearms and communication equipment so that they remain mission ready. In May 2015, we launched an e-booklet entitled 'SCAN' (Spot Hazards, Consider Consequences, Analyse and Notify Management), that was designed to help officers watch out for risks encountered during the SEA Games operations and policing duties.

Contrary to popular belief that auditors are the adversaries, our auditors were on the ground performing operations to highlight areas that may require attention. We are glad that the SPF has done well in the SEA Games operations, and that InCO officers contributed directly to real work that matters.

ENHANCING PROFESSIONALISM IN AUDITS

Through our review on the conduct of audits, we rolled out the Internal Audit Charter that governs the manner in which audits are conducted by InCO and the ethical foundation expected of us. With the guidance of a former Senior Assistant Auditor-General, we developed a set of guidelines on the documentation of audit evidence mirroring those adopted by the Auditor-General's Office (AGO) and professional audit firms. The guidelines serve to improve the standards of our audit reports and can stand up to scrutiny by independent parties if ever called upon to do so.

THE FUTURE LIES IN COMPUTERISED AUDIT TOOLS AND DATA ANALYTICAL TECHNIQUES

InCO is starting 2016 strong as we will be working hard to reach the next milestone on the use of automated analytical review methods to augment both risk management and reporting efforts and audits. We will be delving more into automated test scripts to compare different sources of data, expand the audit sample coverage, improve the confidence level of our audit findings, increase productivity in audit work and reduce audit fatigue. InCO will also be piloting operational risk indicators aimed at predicting the likelihood of high-risk occurrences. Through this initiative, we aim to facilitate proactive and timely supervisory and management interventions.



Risk Based Internal Audit Seminar for Leaders of SPF and ICA

21 Jul 2015



HIGHLIGHTS



1. Improved Performance for Financial Compliance Audits

The Ministry of Home Affairs Internal Audit Division conducted finance and procurement audits at the various SPF units. With the help of Police National Servicemen in re-inspections, the SPF made improvements and achieved an aggregated audit score of 'A' despite an intensive year.



2. SPF-ICA Joint Audit Seminar

Through collaborations with InCO's counterparts from the Immigration and Checkpoints Authority (ICA) and the Ministry of Home Affairs, an Audit Seminar was organised for SPF and ICA leaders in July. At this seminar, our SPF and ICA participants benefitted from the sharing by Mr Lee Eng Bok, a former Senior Assistant Auditor-General, on his views and experiences in improving governance and making improvements in the context of AGO Audits.



3. GRC Roadshows at Specialist Units

Several roadshows were held for SPF's specialist units. This was a joint effort between InCO, Internal Affairs Office (IAO) and Training Command (TRACOM). Topics on GRC, IAO cases and training safety were shared. The roadshow ended with a dialogue session with the SPF leaders. Apart from the positive feedback from the participants, more requests for such engagements were also received.

INTERNAL AFFAIRS OFFICE

By

Assistant Commissioner of Police
Paramjit Singh
Director, Internal Affairs Office

INTEGRAL PART OF THE ECOSYSTEM

The Internal Affairs Office (IAO) was established in 2011 with special investigators dedicated to investigating officers of the Singapore Police Force (SPF) who have broken the law or committed serious misconduct in the course of their duty.

SPF officers are expected to display the highest level of integrity and moral values and it is critical that we never lose the trust of the public. The SPF takes a serious view on acts of misconduct committed by our officers when there is an abuse of power or when the officer's integrity is in question.

In order to foster greater public trust and confidence, the IAO is an integral part of the ecosystem and its effectiveness is crucial in ensuring that every complaint is treated with thoroughness, impartiality and fairness.

SWIFT ACTION, IMPARTIALITY AND FAIRNESS

IAO is committed to taking swift and firm action against rogue and errant officers involved in a range of disciplinary offences such as Neglect of Duty or Misconduct when exercising police powers or performing their duty. Where appropriate, these officers will face criminal or disciplinary proceedings. Therefore, the IAO is continuously striving to improve our internal investigation processes to enhance transparency and fairness.

When conducting investigations, it is also important that the officers are treated fairly. All allegations are subjected to thorough investigations as we take a serious view of any abuse or false allegations against the officers. SPF officers under investigation should not be subjected to any undue pressure or unjust treatment. With the support from the Manpower Department (MPD), these officers are able to receive psychological support which is crucial for helping them through the investigations.

Through streamlining our processes, we introduced tighter investigation timelines and timely updates to the officers undergoing the investigations and their supervisors. This ensures that every case does not exceed the timelines or compromise on quality. For this, special tribute must be paid to the commendable efforts of the teams of IAO Special Investigators led by Chief Special Investigators Supt Lim Chan Huat and DSP Sim Ngin Kit and to the pool of IAO support officers led by Mr Paul Tan.

STRENGTHENING THE FRAMEWORK

The Independent Review Panel (IRP) was established by the Ministry of Home Affairs to strengthen the Home Team's system for reviewing internal investigations of wrongdoings or misconduct by Home Team members.

The IAO is a critical pillar in this framework as we work closely with the IRP to review relevant cases under investigation. The IRP review ensures that IAO's investigations are independent, robust and fair.

EQUIPPING OURSELVES

The IAO is equipped to remain ahead of the curve. We are continuously building new strategic alliances with partners to provide IAO with more independent investigative capabilities. We have also conducted an inaugural trending study of the cases to complement the existing information sources about our systems and people.

FACTORS TO OUR SUCCESS

People are IAO's key assets. IAO special investigators are ingrained with the right attitude, temperament and aptitude for the delicate job of internal investigations. Each one of them has been steadfast in exacting the standards and expectations required.

Our partners are equally crucial to IAO's effectiveness. We are grateful to many partners in the SPF who have contributed to the upholding of the Police values, in particular, the strong partnership with the Inspectorate and Compliance Office and MPD. Through our collaborative efforts, various initiatives were implemented to imbue the right values in our officers.

Above all, trust is fundamental. We are humbled by the trust placed upon the IAO which has enabled us to perform our duties with pride, confidence and without fear.

SPF'S CORE VALUES

Courage

We are willing to risk our lives, if necessary, in order to safeguard our society. We also have the moral courage to seek and speak the truth, and to set wrongs right.

Loyalty

We are loyal to the nation, to the Home Team, to the SPF community, and to our own beliefs and ideals.

Fairness

We are fair in our dealings with people, irrespective of their race, religion, gender, age, standing in life and irrespective of whether they are victims, suspects or convicts. We also apply the same standard to the members of the SPF.

Integrity

We never forsake our ethics in order to attain our objectives. Our actions are guided by our principle, not expediency.



HIGHLIGHTS



A Proactive Approach

To better understand the root causes, a team of IAO officers led by DSP Bernard Pong conducted an in-depth analysis of cases in the past three years. The study complemented existing sources of information which was important in shaping strategies to prevent incidents of serious misconduct or malfeasances.

DSP Pong's team also developed 53 new case studies and identified typologies in these cases. This was an important milestone in knowledge management and literature development to improve the training regime for Police officers.

INTERNATIONAL COOPERATION DEPARTMENT

By

Deputy Assistant Commissioner of Police
Chua Chee Wai
Director, International Cooperation Department

The world has become increasingly connected. Transnational crimes, such as cybercrime, human-trafficking and terrorism, are major challenges for enforcement agencies around the world.

INTERNATIONAL COOPERATION DEPARTMENT (ICD) CONNECTS SINGAPORE POLICE FORCE TO THE WORLD

Fighting crime can no longer be done domestically. It is important to work with foreign enforcement agencies to keep the Singapore Police Force (SPF) ahead of the criminals. As the gateway for SPF that connects the dots with various foreign enforcement agencies, ICD has been proactively identifying opportunities that provide the windows for collaborations and cooperation. On ICD's part, relationship-building is anchored on mutual benefit and trust. ICD has also developed various engagement policies and activities that underpin our common resolve to fight crime together.

These are achieved through the three main divisions of ICD: International Policy Division (IPD), International Operations Division (IOD), and the Protocol and Administrative Services Division (PASD). At the Police-to-Police level, we work closely with foreign enforcement agencies and police attachés based in foreign embassies. Examples of our strong cooperation and collaborations are as follows:

INCREASE IN FOREIGN VISITS AND EXCHANGES

In 2015, ICD saw a 30% increase in foreign delegates visiting SPF as compared to 2014, culminating in the deepening of relations, exchanging of good practices and information with foreign enforcement agencies, thereby strengthening SPF's operational capabilities.

BILATERAL MEETINGS, CONFERENCES AND WORKING TRIPS

The flurry of activities comprising several established annual bilateral meetings, liaison meetings, ASEANAPOL conferences, INTERPOL Annual Heads of National Central Bureau meetings, INTERPOL General Assembly and overseas working trips with our various strategic partners resulted in codifying best practices and collaborations amongst the various jurisdictions.

SIGNIFICANT CASES SOLVED THROUGH JOINT OPERATIONS AND COLLABORATIONS

The SPF conducted numerous joint operations with many of our foreign counterparts to tackle transnational crime. In one of these

cases, SPF had worked with our regional counterparts to arrest the syndicate leader who was responsible for the use of counterfeit casino chips in Singapore. 19 others were also charged in court for their involvement in criminal activities and casino chips worth more than S\$1 million dollars were seized during the course of investigations. This case epitomised the strong collaboration which SPF enjoys with our strategic counterparts in fighting transnational crime.

APPOINTMENT OF ASSISTANT COMMISSIONER ANSELM LOPEZ TO THE INTERPOL EXECUTIVE COMMITTEE

The Commissioner of Police led a delegation comprising officers from the Ministry of Home Affairs and the SPF to the 84th INTERPOL General Assembly in Kigali, Rwanda. The delegation canvassed support for Assistant Commissioner of Police (AC) Anselm Lopez, who was successfully elected as the Delegate for Asia in the INTERPOL Executive Committee. As an Executive Committee delegate member, AC Anselm Lopez will contribute his experience and knowledge to the INTERPOL Executive Committee that sets INTERPOL's organisational policy and direction.

Cooperation and collaborations with SPF's foreign counterparts would not have been possible without their support and assistance. On this note, SPF expresses our utmost gratitude to them.

MOVING FORWARD

With the emergence of new crimes and more sophisticated criminals that operate beyond traditional state boundaries, there is a need for ICD to adopt a proactive and forward-looking foreign engagement strategy. ICD aims to further promote police cooperation and continue leveraging foreign and international capabilities by enhancing our outreach. This will be done through more annual exchanges and liaison meetings, as well as reviewing and establishing more Memorandum of Understanding and agreements to strengthen our links with strategic global partners for better policing cooperation.

The SPF looks forward to hosting the 37th ASEANAPOL Conference in 2017 in Singapore. The conference will gather the 10 ASEANAPOL member countries, dialogue partners and observers from 15 other countries and organisations to strengthen relations and develop strategies in combating crime within ASEAN.

These initiatives will culminate in the proactive development of competencies, enhanced access to international network, and shared learning and new strategies to keep SPF ahead in a world of unabated security threats and uncertainties. ICD will continue to spearhead SPF's international efforts and cooperation with foreign counterparts to keep criminals at bay.



HIGHLIGHTS



1. Strengthening Ties with the Royal Brunei Police Force

The conferment of the Distinguished Service Order on Yang Mulia, Dato Paduka Seri Hj Bahrin bin Md Noor, Commissioner of Royal Brunei Police Force (RBPF) on 27 January 2015 by His Excellency, Dr Tony Tan Keng Yam, President of the Republic of Singapore serves to recognise his significant contributions in fostering bilateral cooperation and reaffirm the close ties the SPF has with the RBPF.



2. INTERPOL Events

The 22nd INTERPOL Asian Regional Conference was successfully held in Singapore in conjunction with the inauguration of the INTERPOL Global Complex for Innovation, and the INTERPOL World event during the period from 13 to 17 April 2015. A total of 160 delegates from various law enforcement agencies came together to discuss ways to coordinate efforts to combat transnational crime.

MANPOWER DEPARTMENT

By

Senior Assistant Commissioner of Police
Tan Hung Hooi
Director, Manpower Department

ENHANCEMENTS TO THE AWARDS AND DISCIPLINE FRAMEWORK IN SPF

In 2015, two significant changes were made to the awards framework. First, officers who have demonstrated the core values of courage, loyalty, integrity and fairness, can be nominated for a new category under the Commissioner of Police's (CP) High Commendations. 20 officers were the first to receive High Commendations under this category in 2015.

Second, regular officers may now include their Police reservist service to qualify for a Police service medal. This would enable Police reservists who later sign on as regulars to receive their service medals in a timelier manner.

Following amendments to the Police Force Act in 2015, changes were made to the discipline framework. First, officers holding the rank of Deputy Assistant Commissioner and above would be appointed to serve as one of two Commanding Officers in an appeal committee led by CP. The committee's main function is to consider appeals filed by officers who are disciplined by the Police Disciplinary Board (PDB).

Next, the current Defending Officers (DO) system will be centrally managed and professionalised with formal appointment and training. It is a step taken to recognise the effort and work of senior Police officers who step forward to take on the role of a DO.

One new PDB process is the Disciplinary Case Disclosure Conference (DCDC) which was introduced to mirror the State Courts' criminal case disclosure conference (CCDC). Like the CCDC, the DCDC intends to foster greater transparency and in the long term, enable processes to be more streamlined and efficient.

ENSURING SUFFICIENT MANNING AND PROVIDING CARE TO OUR OFFICERS DURING MAJOR OPERATIONS

2015 was an exceptionally intensive year for the Singapore Police Force (SPF). Our officers were heavily engaged in various large scale operations, both planned and unplanned ones. During these operations, the Manpower Department (MPD) worked very closely with various Land Divisions and other SPF units to ensure the effective deployment of our officers and sufficient manning on the ground.

Besides the efficient deployment and management of our tight manpower resources, providing care to officers was also of utmost priority. For example, unit para-counsellors were activated to provide support and encouragement to officers to motivate them. To better mitigate challenging situations that could affect the officers' morale, the psychologists also

conducted morale sensing amongst officers on the ground. From the feedback gathered, the psychologists were able to put forth recommendations to better manage current and potential morale-challenging situations amongst the officers. In addition to the deployment of psychologists, resource materials, posters and brochures were also disseminated to the officers to educate them on coping strategies and skills to deal with operational stress.

The Unit Welfare Officers (UWOs) also played an equally crucial role in ensuring the well-being of our officers. While MPD ensured that welfare-related supplements were adequate to complement operational demands, UWOs assisted in the prompt distribution of those supplements to officers which was important in helping to reduce their fatigue level. From energy bars to Vitamin C supplements and isotonic drinks, they kept officers invigorated and helped sustain our officers' morale and resilience during these major operations and events.

To meet the manpower demands of the various operations and events, MPD worked closely with various groups of officers including the Heads of Manpower, UWOs and unit para-counsellors, just to name a few. Through MPD's collaborative efforts with the various groups of officers on manpower planning, psychological and welfare support, we were able to achieve effective resourcing and deployment of officers that contributed to the success of the various operations and events. All these contributed to doing real work that matters and reiterated the importance of human resource work – working with people for the people!





HIGHLIGHTS



1. Recruiting Mid-Career Community Policing Officers

As part of MPD's efforts to keep the SPF workforce sustainable, mid-career Community Policing Officers were recruited and the Posting and Training Roadmap was customised to cater to their different needs and career motivations.



2. Enhancing Onboarding Processes

Starting from the point of recruitment to equipping and induction briefings, the onboarding processes were enhanced to improve employee experience so that officers are better able to understand how the Force functions and contribute more effectively.



3. Setting Up Para-counsellor Committee

As part of the enhancement efforts of the SPF CARE Programme, roles and responsibilities amongst the unit para-counsellors are made more distinct so that they can be more involved and empowered to manage the SPF Para-counselling Programme.

OPERATIONS DEPARTMENT

By

Deputy Commissioner of Police
Lau Peet Meng
Director, Operations Department

In March 2015, Singapore mourned the loss of her founding father, Mr Lee Kuan Yew.

It was an emotional moment for every Singaporean, and more so for members of the Singapore Police Force (SPF), who had to hold the grief in their hearts to answer the call of duty, executing it to the standards that Mr Lee would have expected no less from our Police officers.

On the first day of the Lying in State (LIS) at Parliament House, the overwhelming response from members of the public to pay their last respects to Mr Lee Kuan Yew saw the LIS extending to 24 hours, and subsequently round the clock over the next four days. The Padang was transformed overnight to accommodate the ever-growing crowd. The extended LIS meant an instant doubling of the manpower required for the operation. A total of 15,000 Police officers were deployed over seven days, marking it as one of the highest manpower deployment in SPF's history.

As the nation came together to mourn her founding father, the various line and support units similarly rallied as one to accomplish the mission required of them. Owing to the intensity of the operations, many officers worked round the clock for seven days with little rest. Yet, there were no complaints, but only suggestions on how the operations could be improved as officers kept a watchful eye, constantly adapting to the changing ground situation. In fact, many officers from various units wanted to do their part and volunteered to support the operations in different ways. The SPF was truly a Force for the Nation, and we were at our best - camaraderie, motivation and all.

On the last day of the State Funeral, close to 2,000 Police officers lined the route of the funeral procession – over 15km from Parliament House to the University Cultural Centre (UCC), followed by 24km from UCC to Mandai Crematorium to help manage the large crowds and to ensure the smooth flow of the convoy. As the heavy downpour accompanying Mr Lee's last journey fell down on our officers, they stood unwavering, saluting Mr Lee for the last time as his gun carriage drove past. Despite the prolonged and extensive scale of operations, officers remained focussed on their mission and executed their tasks with distinction.

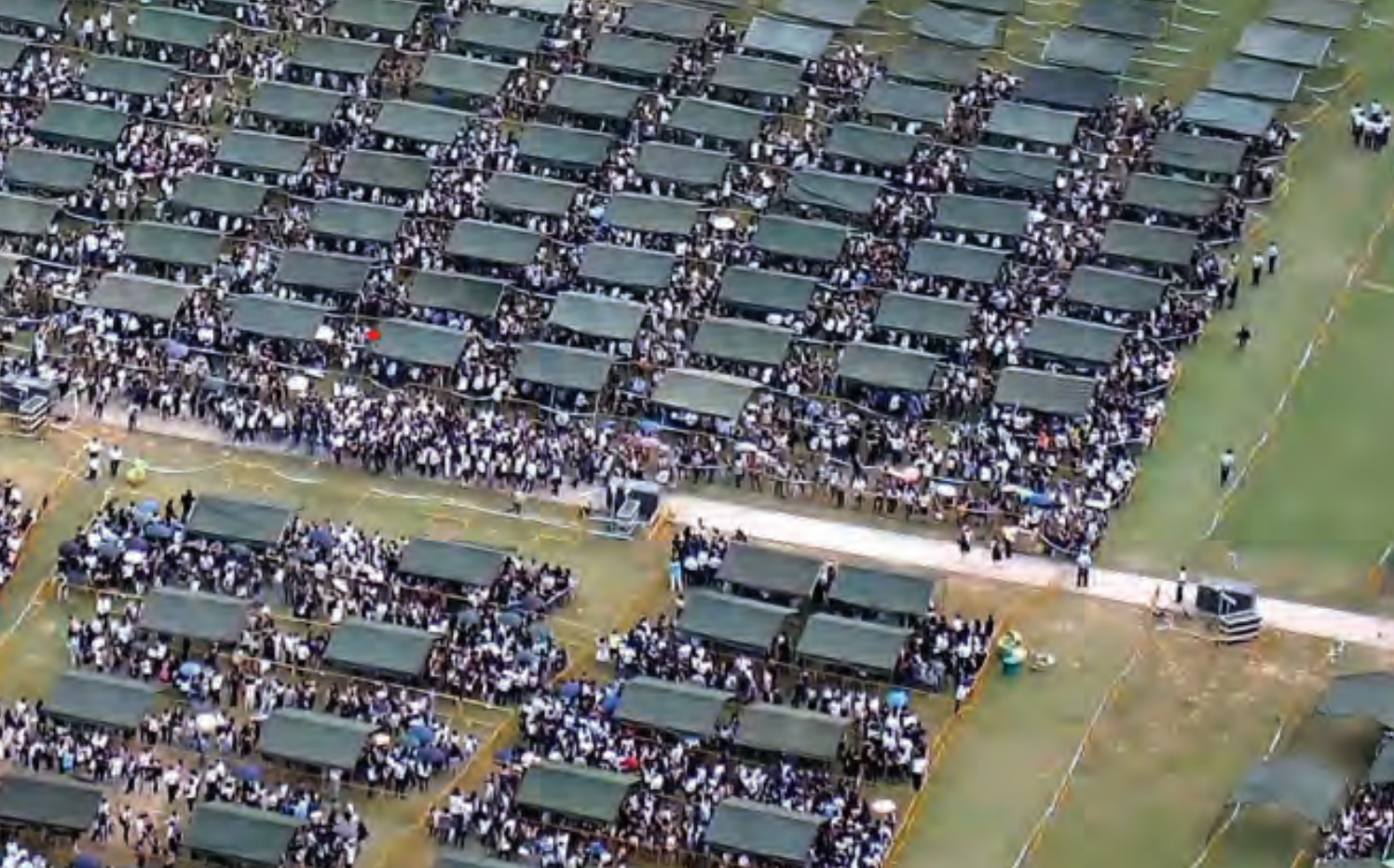


Though Mr Lee has left us, his convictions, values, and love for Singapore remain with us. After the rain, the sky turned brighter. Like what the late Mr Lee said, "There's a glorious rainbow that beckons those with the spirit of adventure. And there are rich findings at the end of the rainbow." The SPF's Operations Department will continue to strive with our officers to look at the horizon, follow that rainbow and ride it. The best is yet to be.



There's a glorious rainbow that beckons those with the spirit of adventure. And there are rich findings at the end of the rainbow.

- Singapore's founding Prime Minister
Mr Lee Kuan Yew



HIGHLIGHTS



1. Transition to Community Policing System (COPS)

The COPS achieved a full transition in April 2015. Under COPS, there will be greater outreach to the community, SPF's most important partner. In the Global Law and Order 2015 report, Singapore had topped the poll on personal security and on the public's personal experience with crime and law enforcement.



2. Roll-Out of Police Cameras (PolCam)

At the end of 2015, 8,600 HDB blocks and Multi-Storey Carpark had been installed with 52,000 cameras. The remaining 1,400 HDB blocks and Multi-Storey Carpark will have 13,000 cameras installed by mid-2016. These cameras have helped enhance SPF's crime fighting capabilities. The footages have helped solve 791 cases as at end December 2015. From second half of 2016 onwards, PolCam 2.0 will witness an expansion of cameras into town and neighbourhood centres, hawker centres, and key pedestrian linkways to and from transportation nodes.



3. Official Opening of Police Operations Command Centre (POCC)

POCC, which had commenced operations from November 2014, was officially opened in April 2015 by Prime Minister Lee Hsien Loong. The new building has enhanced SPF's real-time incident management and sense-making capabilities. Moving on, there are plans to further strengthen POCC's interoperability with other Home Team Command Centres.

PLANNING AND ORGANISATION DEPARTMENT

By

Senior Assistant Commissioner of Police
Teo Chun Ching
Director, Planning and Organisation Department

STRATEGIC PLANNING AND CAPABILITIES BUILDING

In 2015, the Planning and Organisation Department (P&O) continued to spearhead the Singapore Police Force's (SPF) strategic thinking and planning through various initiatives.

As a discipline, Knowledge Management (KM) requires rigorous formal training and perhaps even lifelong learning. A two-day KM workshop was conducted for officers to grasp key elements of the KM Roadmap for the Singapore Public Sector, explore various practical issues involved in aligning KM projects to support business and to kick-start and sustain KM movements in the SPF.

2015 was a challenging year in terms of operations tempo. To ensure that lessons learnt from major deployments could be captured, P&O formed learning historian teams during the 28th Southeast Asian (SEA) Games and General Election (GE) operations. Learning Histories aim to use stories to pass on knowledge and wisdom so that officers may adapt lessons learnt to new conditions and develop insights of their own in managing major deployments. The Learning Histories comprise officers' experiences which were shared through interviews and observations. As opposed to the typical "best practices" manner of presentation, this collection of individual pieces of history captures not just the actions but also the rationale and approach taken by the officer, allowing readers to gain an in-depth understanding.

To further capture more tacit knowledge from experienced leaders and domain experts, P&O also developed a handbook to guide the new Land Division Commanders in their roles. The handbook seeks to give Commanders a flavour of what is required of them and how to be effective in their work. Following its success, P&O is developing a similar package for Commanding Officers in Neighbourhood Police Centres.

To align officers to the organisation's strategies, P&O organised the annual Workplan Seminar which highlighted SPF's key achievements and workplans for the year ahead. In conjunction with SG50, SPF's exhibition showcased the evolution of the Force since independence and retired officers were specially invited in appreciation of their service.

PROMOTING A CULTURE OF INNOVATION IN SPF

The Home Team Festival 2015 is a biennial Home Team (HT) level event which aims to showcase HT's capabilities and innovations, and recognise HT officers' outstanding achievements in innovations. In conjunction with the HT Festival, P&O organised the SPF Innovation Awards Ceremony, where a total of 94 SPF innovation teams received their awards from the Commissioner of Police. The SPF continued to show improvements in the area of innovation. In 2015, SPF obtained a total of one Platinum, two Gold, one Silver and two Commendation Awards at the Ministry of Home Affairs (MHA) 3i Awards. On the back of these achievements, P&O will continue its efforts to encourage a culture of innovation in SPF.

MOVING FORWARD

P&O will revamp SPF's knowledge management portal, CREATE. The new CREATE 2.0 will include collaboration features that allow ideas to be harvested Force-wide and for officers to have shared ownership over the way SPF operates. Officers will be able to comment on knowledge documents or share best practices with respect to a particular procedure. This tempers doctrine with the voices of operational reality. Additionally, officers will be able to share images and videos related to procedures or trainings which would then serve as quick job aids.

As part of P&O's efforts to drive strategic planning, capability building and organisational development in the SPF, P&O works closely with units across the Force to develop a Policing Model of the future. This will enable SPF to achieve our desired outcomes and transform our operating effectiveness and capabilities to be ready for the operating environment in time to come.



The SPF continued to show improvements in the area of innovation. In 2015, SPF obtained a total of one Platinum, two Gold, one Silver and two Commendation Awards at the Ministry of Home Affairs (MHA) 3i Awards.



HIGHLIGHTS

P&O worked closely with MHA and Attorney-General's Chambers to develop two legislations to provide Police with the right legal levers to address issues on different fronts.



1. Police Force Act Amendments

The amendments to the Police Force Act (PFA) were passed in Parliament in March 2015 and came into effect in June 2015. The PFA is the main legislative instrument that provides for powers, organisation and disciplinary procedures of the SPF. These amendments strengthen the operational effectiveness of the SPF as a whole, prevent abuse of SPF items and streamline internal processes.



2. Liquor Control (Supply and Consumption Act)

The Liquor Control (Supply and Consumption) Act came into force on 1 April 2015. The Act regulates the supply and consumption of liquor in public places to minimise public disorder and disamenities arising from drinking in public. In particular, the consumption of liquor is not allowed in all public places from 10.30 pm to 7 am daily.

POLICE LICENSING AND REGULATORY DEPARTMENT

By

Assistant Commissioner of Police
Jessica Kwok
Director, Police Licensing and Regulatory Department

The Police Licensing and Regulatory Department (PLRD) regulates various licensing regimes, namely public entertainment, supply of liquor, massage establishments, second-hand goods dealers, arms and explosives, house to house and street collections, private lotteries, private security industry and the Auxiliary Police Forces.

In support of the Force's mission to prevent, deter and detect crime, PLRD ensures the effective regulation of the various sectors under its purview through the formulation of clear and consistent regulatory policies, setting standards and requirements for the sectors, and ensuring compliance to them. In addition, there is also constant engagement and consultation with key stakeholders of these licensing regimes. The following are two initiatives that were launched in 2015 with the aim of improving the standards of the private security industry.

INDUSTRY CONSULTATION ON GRADING EXERCISE

Security agencies are audited annually by PLRD. This compulsory assessment grades the agencies' operational capabilities and the training it has put in place for their officers. It also incorporates an assessment by the Ministry of Manpower on employment and human resource practices. Security agencies are then given feedback on areas where improvements can be made. The results of these assessments, published annually on PLRD's website can be used as a basis for consideration by clients when procuring security services.

With the incorporation of Progressive Wage Model (PWM) requirements as a new licensing condition on 1 September 2016, security agencies will also be assessed on their compliance with PWM requirements as part of the Grading Exercise. PLRD took the opportunity to review and enhance the current Grading System holistically to address the needs of the industry and the buyers.

In September 2015, PLRD conducted the inaugural industry consultation to seek views from stakeholders including relevant government agencies, unions, associations, and security agencies in the review of the annual Security Agency Grading Exercise. A total of 107 security agencies participated in the review.

Changes to the grading format and criteria were made following the consultation exercise. The industry was informed of the changes during an outreach session in January 2016. Suggestions raised during the consultation exercise will also be further reviewed and considered for implementation in future grading exercises.

As the Grading Exercise is an effective tool in ensuring that security agencies continuously improve their standards, PLRD will constantly review and enhance the Grading Exercise to ensure its relevance and effectiveness.

AUXILIARY POLICE OFFICERS (ENFORCEMENT)

There are five Auxiliary Police Forces (APFs) in Singapore, namely Certis CISCO APF, AETOS APF, SATS APF, Installations APF and Pulau Bukom APF. Today, Auxiliary Police Officers (APOs) are deployed for a range of functions, including protecting sensitive installations, supporting Police's deployment at major events and deployment for commercial security such as cash logistics.

As there is an increasing demand by government agencies for APOs to perform various enforcement duties, there is a need to have a pool of trained officers to take on the enforcement roles so that APOs can focus on security deployment to better support the Ministry of Home Affairs (MHA) and Singapore Police Force (SPF). On 1 October 2015, MHA and SPF piloted a new scheme of APO termed as APO (Enforcement). Currently, these officers are only offered by AETOS and Certis CISCO APFs.

Officers under the APO (Enforcement) scheme do not carry firearms and do not have the powers of arrest. However, they have to undergo a mandatory basic training which covers modules on law and police procedures, recognising terrorist threats, crowd and traffic control and handling of incidents. In addition, they also receive training in Police Unarmed Tactics.

The functions that officers under the APO (Enforcement) scheme can perform include enforcing rules for government agencies, security screening, guarding and patrolling, in addition to crowd control and event security.



HIGHLIGHTS



1. Commencement of the Spa Services Industry Forum

In 2015, PLRD initiated the Spa Services Industry Forum, a formal platform for industry stakeholders to share initiatives and ways to uplift the image and public perception of the industry. The Forum, chaired by Director PLRD, comprises representatives from the Ministry of Manpower, Singapore Workforce Development Agency, CaseTrust, Spa and Wellness Association Singapore and Spa Association Singapore.



2. Review of APOs' Training Syllabus

Every APO has to undergo at least six weeks of residential APO Basic Training before being deployed. With the aim of improving APOs' competencies, PLRD spearheaded the revamp of the training course together with Singapore Workforce Development Agency, Operations Department, Airport Police Division, Training Command, Special Operations Command, Central Division, Tanglin Division and Auxiliary Police Forces. The revised course is now more structured based on APOs' core competencies. These include patrolling and guarding, performing crowd and traffic control, recognising terrorist threats and incident management.



3. Implementation of Security PWM

With effect from 1 September 2016, compliance with PWM requirements will be incorporated as a licensing condition for Security Agencies and Security Officers. PLRD conducted several outreach sessions in 2015 to engage both security agencies, as well as security services buyers on PWM implementation. PLRD also sent out emplacement letters to security officers to encourage them to obtain the necessary training qualifications in order to qualify for their desired PWM grade, ranging from Security Officer grade to Chief Security Officer grade.

POLICE LOGISTICS DEPARTMENT

By

Senior Assistant Commissioner of Police
Cheang Keng Keong
Director, Police Logistics Department

2015 was a high tempo year that saw the Singapore Police Force (SPF) managing several high-signature operations and events amidst the daily policing work. As one of the key support departments for SPF's frontline operations, Police Logistics Department (PLD) was closely involved in the planning and execution of these key operations and events. Together with our operational users and logistics community at the frontline units, we are proud to have contributed to SPF's successful execution of these operations and events.

EQUIPPING SPF FOR SUCCESS

There were several significant operations in 2015, such as the passing of the late Mr Lee Kuan Yew, the 28th Southeast Asian (SEA) Games, the SG50 islandwide celebrations and the General Election (GE). The scale of these events were considerably larger than what we usually experienced and challenged PLD's forward planning, supply chain management and response capabilities to handle last minute logistical demands.

Executing forward planning and threading all requirements with SPF's operational users were the core duties of the Logistics Operational Division (LOD). It worked closely with PLD's four asset groups, namely the Automotive Engineering Management Division (AEMD), Police Logistics Base (PLB), Force Armament Base (FAB) and Infrastructure Development Management Division (IDMD) to meet operational requirements for each operation and event.

Besides the setting up of a Logistics Cell to monitor logistics support for each operation/event, PLD teams were also required to recce and plan logistics requirements with users and contractors, in addition to conducting checks to ensure the structural integrity of infrastructures.

The successful execution of these major operations and events is testament to the close operational-logistics integration and sound forward planning capability, as well as the strong partnership with various players in the supply chain management. I am heartened to note that PLD and all our logistics counterparts at the frontline had successfully met the various demands, equipped officers with the necessary operational equipment and armament, and provided the infrastructures such as the Command Posts, Police Watch Towers and Mobile Crash Barriers which were essential for the operations.



POLICE TRANSFORMATION PROGRAMME

PLD also supported the SPF's Police Transformation Programme, which encompassed procedural and policy reviews, and a new Visual Identity System (VIS) for better public and internal communications. In particular, PLD implemented the VIS on most Police vehicles, boats, infrastructures and uniform. Moving forward, PLD will progressively implement the VIS on all assets and uniform.

CONCLUDING REMARKS

2015 had been a challenging and fulfilling year for the SPF. For PLD, it meant having to finalise operational requirements with users and to ensure logistical support were provided at the shortest possible turnaround time for large-scale operations. It stretched and tested our planning capabilities and supply chain management.

While most logistical work is done behind the scenes and appears 'unglamorous', PLD is aware of our key purpose to equip our frontline officers with the necessary equipment and infrastructures



to ensure operational success. As all Incident Commanders would know, logistics defines the operational limits. We are committed in our endeavour to provide timely logistical support for SPF's operations, be it in the daily policing work, or during major events.

As challenging as it might have been, the SPF had nonetheless handled the major operations and events in 2015, on top of safeguarding every day, with flying colours. PLD is proud to have played a part in ensuring SPF's success.

HIGHLIGHTS



Woodlands Divisional Headquarters

To ensure we provide mission-critical logistical support, PLD leveraged Design Thinking to understand users' requirements. This methodology was applied in the design phase of the Woodlands Division Headquarters project, where design layouts were developed from customers' and operational users' perspectives.

POLICE NATIONAL SERVICE DEPARTMENT

By

Deputy Assistant Commissioner of Police
Manimaran Pushpanatan
Director, Police National Service Department

Since its inception in 1975, Police National Service (PNS) officers have augmented regular officers to deliver the mission of the Singapore Police Force (SPF). Currently the SPF boasts over 5,000 Full-time Police National Servicemen (PNSF) and 30,000 Police Operationally-ready National Servicemen (PNSmen). To this day, PNS officers continue to play a vital role in frontline and support functions across SPF units.

2015 is especially significant as the SPF celebrated its 40th year of Police National Service (PNS40) during the 2015 Annual Police Dinner (APD).



IMPLEMENTATION OF PNS MASTER PLAN

Under the PNS Master Plan, there are three broad action plans to optimally harness National Service (NS) resources in SPF and to prepare PNS officers for the heightened tension and National Emergency roles of maintaining security and public order. NS resources will be restructured to improve effectiveness, command and control, people-connect, and to increase leadership opportunities. Furthermore, NS resources will be focussed on operational roles, optimising deployment of PNS officers at Land Divisions, and making the NS experience more meaningful.

As part of the initiative to increase leadership opportunities for PNS officers, the Special Constable/Sergeant (SC/Sgt) promotion timeline was brought forward from the current 12th month mark to ninth month mark, with less bias on education and more emphasis on performance. This seeks to provide opportunities for non-'A' level/Diploma holders and PNSFs in service vocations (PES C and below) with exceptional performance to be promoted to SC/Sgt.

PNS officers will soon be able to contribute to the SPF mission through an increased number of leadership positions and specialisations. This is achieved with the formation of Protective Security Command (ProCom) in 2016, as well as the planned build-up of PNSmen troops in the Special Operations Command (SOC) and Public Transport Security Command (TransCom) capabilities.

In addition, human resource support for PNS officers will be continuously improved so that PNS officers will be better engaged and recognised to feel Instrumental, Recognised and Professional. The newly launched National Service Full-time (NSF) of the Year

Award and the upgraded HomeTeamNS Sembawang Clubhouse are some illustrations.

The Voluntary Extension of Service scheme for PNSmen was introduced on 1 June 2015 to provide more avenues for former PNSmen to continue contributing to the SPF beyond the statutory age¹ of 40 years for Police officers and 50 years for Senior officers. The scheme allows the SPF to capitalise on the expertise and experience of the former PNSmen who can serve as mentors and trainers. With the introduction of short-term contracts for NSF, PNSFs can extend their full-time NS stint beyond their Operationally Ready Date. Through the short-term contracts, PNSFs will receive pay and recognition similar to that of a regular officer.

OPERATION (OPS) ARROW I AND II

2015 witnessed the evolution of the roles performed by troopers from the traditional Key Installation Protection Unit (KINS). KINS Troopers went beyond their core duty of protecting critical infrastructure and performed high visibility patrols at various 'soft' targets.

As part of Ops Arrow I and II, KINS Troopers conducted intensified Cluster Patrols during the 28th Southeast Asian Games and the SG50 Golden Jubilee celebrations to project Police presence, deter potential terrorist threats and enhance the security of vulnerable soft targets throughout Singapore. These patrols, in public entertainment outlets, shopping belts and tourist attractions, showcased how KINS Troopers have contributed to a safe and secure Singapore. The troopers shared that Ops Arrow I and II provided them with greater operational exposure vis-à-vis traditional in-situ protection roles and deployments.

¹ Statutory age refers to the Statutory Run-Out-Date (SROD) age of 40 (for Police officers) and 50 (for Senior officers), the maximum allowable age for a NSman to be recalled.



HIGHLIGHTS



1. Introduction of NSF of the Year Award

The NSF of the Year Award recognises the contributions and commitment of PNSFs. The award was introduced and presented at the 2015 Annual Police Dinner by Deputy Prime Minister Mr Teo Chee Hean to five deserving PNSFs.



2. Revamped HomeTeamNS Sembawang Clubhouse

The newly revamped HomeTeamNS Sembawang clubhouse officially reopened in September 2015, after undergoing a \$4 million major refurbishment. The revamped clubhouse features renovated guest rooms, an upgraded gym, and more barbeque facilities for PNSmen and their families to enjoy.



3. Leadership Group Engagement

As part of the initiative to better engage PNSFs, Unit Deputy Commanders share with each new batch of enlistees at TRACOM on the importance of National Service and its role towards the SPF mission and nation-building. Commanders and Directors also engage every newly posted PNSF to their unit as part of the induction programme.

POLICE TECHNOLOGY DEPARTMENT

By

Mr Tay Yeow Koon
Director, Police Technology Department

2015 was a fulfilling yet challenging year for the Police Technology Department (PTD). As PTD continues to develop new capabilities and enable technologies in line with the Operations Technology Vision (OTV), PTD's support in the many major deployments throughout the year was no less significant. This showcased our officers' resilience and dedication to the PTD's mission to provide effective and timely Infocomm Technology (ICT) support, solution and services. Below are some of PTD's significant achievements in 2015.

A YEAR OF MAJOR OPERATIONS

Throughout the various major operations, PTD was responsible for providing effective technological solutions and ensuring their functionality. This included the set-up and management of equipment such as walk-through metal detectors and closed-circuit television (CCTV) cameras, as well as ensuring the operational effectiveness of all the ICT systems. PTD officers were often one of the first units to be deployed for the set-up phase, and in carrying out the recovery phase after the operation had concluded, it was also one of the last units to stand down.

From deploying and managing ICT systems outfield for prolonged periods of time to managing the PTD Cell from command centres to ensure all systems are operational round the clock, PTD's uniformed and civilian officers remain steadfast in their duties. Despite the various challenges faced during the operations, PTD officers were not deterred and performed well under pressure. Through this challenging period, we saw the professionalism of PTD officers, exemplary teamwork and their dedication to fulfil PTD's mission. In addition, the various operations also allowed PTD officers to get a first-hand experience on how PTD worked seamlessly internally and externally to compliment Police operations behind the scenes.

Despite the hectic schedule due to the numerous ICT support requirements in the major operations, it did not hamper our capacity to continue evolving the (CSi)³ capabilities¹, a key component in pursuing the OTV and our focus in PTD.

UNIFIED SURVEILLANCE PLATFORM (USP)

The surveillance capability is a key component in the OTV. Effective surveillance requires a proliferation of CCTV cameras, or ground sensors, to provide the command post with real-time situation picture and awareness of incidents. This year, we have made significant progress in our Unified Surveillance Platform (USP) to support real-time incident management which further enhances the SPF's sense-making capabilities.

USP leverages a network of cameras islandwide for video surveillance, covering iconic locations, crime hot spots and HDB estates for crime deterrence and detection, incident management and investigations. We added 135 Full High Definition (HD) cameras in Geylang as part of the Public Camera Zone (PCZ) development. Moving forward, we will continue to install an estimated 200 additional PCZ cameras.

Apart from PCZ, Police Cameras (PolCam) have proven useful in helping to deter and solve crimes. Since 2012, the SPF has processed more than 1,700 valuable footages from PolCam and this has assisted in the solving of 790 crime cases as of December 2015. We also managed to equip 8,600 HDB blocks with PolCam (Police Cameras at entry/exit points of HDB blocks) as of end December 2015.

PTD also explored new technology to improve our network of cameras. In November 2015, we operationalised six Hawk Eye Remote Observation System (HEROS) cameras at high strategic locations overseeing key iconic locations. These are long range cameras providing good detection within 1km of critical locations, complementing the PCZ with accurate real-time situation overview to incident commanders. During the operation to support the State Funeral of the late Mr Lee Kuan Yew, these HEROS cameras provided real-time, high quality video footages of the queue at Padang and its surrounding areas. This had enabled the SPF to effectively appreciate the fluid ground situations, thereby managing this massive operation successfully.

¹ (CSi)³ is a framework to develop new capabilities and enabling technologies to combat terrorism and to prevent, deter and detect crimes more effectively. It will serve as a force multiplier for the Police, transforming the way SPF manages incidents; and allow the highest level of information sharing with the investigation and intelligence community both internally and externally with other government agencies.

² The MHA Communications Network 2 (MCN2) is a mission-critical radio communications infrastructure that is used by SPF, SCDF and SAF for Command and Control Operations.



HIGHLIGHTS



1. Trial of Portable Wireless Broadband Hotspot Data, Video and MCN2 Voice

In 2015, PTD and Operations Department embarked on an innovation project called "Trial of Portable Wireless Broadband Hotspot for Data, Video and MHA Comms Network 2 (MCN2)² Voice." It is a dedicated, portable wireless broadband network that can be set up at locations with a large crowd. Instead of depending on telco networks which will be congested in crowded areas, users will be able to use the network to seamlessly stream data and video.



2. Domain Awareness System (DAS)

The first phase of DAS (a collaboration project with New York City Police Department and Microsoft) was recently commissioned within nine months. This system will further enhance the SPF's real-time, predictive sense-making capabilities. In the first phase, DAS will feature geo-spatial display of real-time information, user defined rules for five different scenarios, including counter-terrorism.



3. Importance of Crowdsourcing

"i-Witness" was enhanced to allow the public to submit information including photos and videos directly to the SPF through the revamped "Police@SG" app as well as the SPF internet <http://www.police.gov.sg>. The enhancement improved usability, extended scalability and capacity to support surge in public submissions of large videos and pictures during major incidents. This crowdsourcing capability is a major avenue to tap on the millions of sensors from the members of public to support the SPF's mission to prevent, deter and detect crime.

PUBLIC AFFAIRS DEPARTMENT

By

Assistant Commissioner of Police
Wilson Lim
Director, Public Affairs Department

SAFEGUARDING SPF'S REPUTATION

Public Affairs Department (PAD) plays a crucial role in managing and enhancing the Singapore Police Force's (SPF) reputation. From internal communications to news media to public communications, we work in close collaboration with internal units and departments and external partners to safeguard SPF's reputation within and beyond the Force.

BUILDING PUBLIC TRUST AND CONFIDENCE

To keep with the times and establish SPF's social media standing, PAD's New Media team has utilised social media platforms like Facebook, Twitter and Instagram to boost SPF's online engagement and maintain positive perceptions. We create and share digital content that promotes the SPF's reputation, as well as to reach out, educate and engage a larger community. The SPF Facebook page had 447,080 followers by 31 December 2015 and had the highest number of followers amongst all government agencies in Singapore. This can be attributed to PAD's strategic approach of galvanising people with shared values. These included posting of festive greetings and videos produced by the department on crime prevention, providing timely crime updates and featuring extraordinary stories of our dedicated officers.

COMMUNICATION IS KEY

PAD led the internal and public communications efforts for the major security operations in the eventful 2015. We provided comprehensive support to sustain the SPF's reputation as a force for the nation, working closely with the various Police units and departments, as well as our counterparts from other government agencies, to ensure that important information was released promptly to the media and public on multiple platforms.

PAD also worked hard at driving internal communications to officers by highlighting the good work done by the frontline and behind the scenes work of the various units and departments. This sustained the officers' morale when the operation tempo was high, kept all officers updated on the daily ground situation and underlined the important role each and every officer played towards contributing to the overall mission success.

SPF SG50 PIONEERS APPRECIATION NIGHT

SPF SG50 Pioneers Appreciation Night was the centrepiece in the SPF's SG50 Golden Jubilee celebrations. PAD was honoured to organise this special celebratory event which paid tribute to the contributions of the SPF's pioneer generation of Police officers, as part of a series of events organised by the Home Team to celebrate 50 years of nation-building.

Held at the newly-refurbished Capitol Theatre on 31 July 2015, this choice venue is a significant national icon that resonates deeply with many Singaporeans, especially with the pioneers.

Members of the SPF senior management, invited guests and fellow SPF officers gathered to honour the significant contributions of some 645 pioneer officers who had selflessly dedicated their lifetime to lay the foundation for a safe and secure Singapore. Former Police Commissioners present included Mr Ng Joo Hee, Mr Khoo Boon Hui and Mr Tee Tua Ba.

The neo-classical architectural theatre which was restored to its original grandeur set the stage for the evening. Second Minister for Home Affairs and Trade and Industry Mr S Iswaran, who was the Guest-of-Honour, launched "Guilty As Charged", a new e-book by The Straits Times and the SPF that features 25 high-profile cases since 1965 and showcases the professionalism of our Police officers. Pioneer officers were presented with commemorative Home Team SG50 medallions from members of SPF senior management.

In conjunction with the event, we produced an SG50 tribute video to celebrate the contributions of the pioneer officers. We also published 'Setia Dan Bakti', an SG50 Special Edition of the *Police Life* Magazine which all guests received. This magazine pays tribute to these pioneer Police officers who laid a solid foundation for our modern Police Force and through their memories and insights, we hope that the present generation of officers will emulate their resilient spirit in the face of present day policing challenges and continue to build on the legacies left behind by them. The event also saw the premiere of the movie '1965' which narrates the period of Singapore's struggles towards independence through the lens of a young Police inspector.

The evening was a montage of memorable and heartwarming moments, especially for our pioneer officers who reunited with long-lost colleagues and reminisced about many scenes from the movie '1965'. Our months of hard work and preparation coming to fruition was extremely fulfilling.

Setia Dan Bakti 50 Years of Loyalty and Service



THANK YOU POLICE PIONEERS



HIGHLIGHTS



1. Instagram Drives Online Engagement

To help build SPF's unique branding, we launched the SPF Instagram account in June 2015, utilising Instagram to stir online engagement with behind the scenes photographs of the SPF officers. It attracted about 7,800 followers by December 2015.



2. Former Combined Operations Room (fCOR) Exhibition

Parliamentary Secretary for Home Affairs Mr Amrin Amin officially opened the fCOR exhibition at Pearl's Hill Terrace on 19 October 2015, as part of the Home Team's SG50 celebrations. Working together with the National Heritage Board and the Heritage Development Unit (MHA), this exhibition honoured the pioneer officers who managed the riots of the 1950s and 1960s and later, where they answered all of Singapore's 999 emergency calls.



3. Police Radio Patrol Car Exhibit

We overhauled a vintage Volkswagen Beetle in late 2014 to celebrate the heritage of the iconic police radio patrol car that plied the streets from the late 1960s till mid-1980s. Commissioner of Police Mr Hoong Wee Teck unveiled the exhibit at the Police Headquarters on 28 April 2015 as part of SG50 celebrations and it has since mesmerised many visitors to the Police Heritage Centre, Home Team Festival 2015 and SG50 commemorative events.

SERVICE DELIVERY DEPARTMENT

By

Assistant Commissioner of Police
Maria Oh
Director, Service Delivery Department

In 2015, the Service Delivery Department (SDD) continued to spearhead initiatives that would enhance the Singapore Police Force's (SPF) service standards. The Service Management Framework and Future Customer Experience (SMF-FCE) project was one of the key initiatives.

SERVICE MANAGEMENT FRAMEWORK AND FUTURE CUSTOMER EXPERIENCE (SMF-FCE)

SPF was one of the eight pilot agencies identified by Public Service Division (PSD) to participate in the consultancy study for the Service Management Framework (SMF). This framework goes beyond training, organisation structure, human resource policy, innovation and technology. First, it aims to provide leaders of service organisations at all levels with a guide for developing and improving their service strategies, as well as to equip them with knowledge and directions on how to implement them. Second, it provides a map for systematic training and competency-building within organisations and across the public sector. Third, it sets desired levels of outcomes in each component, in order to guide diagnosis and intervention efforts for ongoing service improvements.

PSD had engaged the services of consultants to validate the SMF for the pilot agencies and to develop it into a practical tool applicable for agencies across the Public Service. The consultants used the framework as a basis to perform gap analysis and deliver a customised service improvement blueprint and implementation roadmap for each pilot agency. SPF leveraged PSD's pilot consultancy study to develop the SPF's Future Customer Experience with focus on the following areas: identifying customers' needs, wants and expectations (Customer Insights); review current and expected experience based on existing service delivery standards (Strategic Insights); recommend blueprint and action plan that resonates with SPF's brand pillars (Alignment and Validation).

As part of the project, SDD conducted an internal customer segment hypothesis study which involved interviews and discussions with SPF officers to better understand the challenges faced by the officers in their interactions with our customers. SDD also conducted a customer survey to capture the public's sentiments on our services and their expectations of SPF's current and future services such as the self-service initiatives.

SDD conducted a SPF service visioning workshop which led to the conceptualisation of the service vision for the future state of SPF. Two key priorities were identified - the experience of victims involved in voluminous crime and the engagement and effectiveness of crime prevention education.

Following the identification of the key priorities, SDD conducted focussed interviews with members of public who had interacted with SPF in the area of voluminous crimes to gather their views on SPF's general investigations and crime prevention education.

Finally, four half-day design thinking workshops were held with staff departments and line units for combined ideation, prioritisation, prototyping and blue-printing.

The results of the study proved useful in helping SDD to shape the Service Transformation Plan to enhance SPF's future service delivery to the public.

CONCLUSION

With the constantly changing operating environment and increasing demand on the SPF, SDD will continue to work towards enhancing our service delivery standards to uphold our professionalism in fulfilling the SPF's mission.



SPF was one of the eight pilot agencies identified by Public Service Division (PSD) to participate in the consultancy study for the Service Management Framework (SMF). This framework goes beyond training, organisation structure, human resource policy, innovation and technology.



HIGHLIGHTS



1. Service Transformation Plan

The Service Transformation Plan strives for a multi-channel approach to deliver a more customer-centric experience in future. The Plan involves reviewing and redesigning processes and service flow, leveraging technology and developing the necessary infrastructure and systems to transform SPF's service delivery to the public.



2. Municipal Services Delivery Project

SDD represented SPF in the Municipal Services Delivery Project. The Project aims to remove the complexity of reporting municipal services feedback and provide citizen-centric service so as to improve the living environment for Singaporeans.

VOLUNTEER SPECIAL CONSTABULARY

By

Deputy Assistant Commissioner of Police
Chua Chuan Seng
Commander, Volunteer Special Constabulary

The Volunteer Special Constabulary (VSC) comprises volunteers from all walks of life who join the Singapore Police Force (SPF) to support our daily frontline operations and major events. Apart from regular uniformed duties, the VSC officers also perform plainclothes and specialist staff roles.

ALWAYS READY

The VSC completed yet another challenging year in 2015, contributing almost 292,000 man-hours to the SPF. Our VSC officers are highly motivated and ready when called for duty, to the extent of many taking leave from work to support the SPF's operational needs. 2015 was a busy year for SPF and our VSC officers played a key role in augmenting their regular counterparts in routine deployment such as patrol duties and supporting their units in major events throughout the year.

RECOGNISING THE VOLUNTEERS AND THEIR FAMILIES

To support the SPF in all operations, our VSC officers make sacrifices in their personal and work commitments. They are valued assets of the SPF and it is important that their contributions and sacrifices are appreciated.

Four VSC officers were honoured with the Minister for Home Affairs National Day Award (HT Volunteers) for their dedicated service on 5 August 2015. This is the fifth year that the VSC officers are honoured at the Ministry level for their outstanding contributions to the Home Team.

In addition, on 17 November 2015, 14 VSC officers received the Pingat Bakti Setia (Polis) long service medal. This is the highest accolade accorded to a VSC officer for serving 25 years of dedicated service. This is the third year that the VSC officers are honoured at the State level for their outstanding contributions to the Force.

VSC also recognises that family support is a vital pillar for the officers' high level of commitment and contribution to the SPF. As part of the VSC culture, officers and their families are invited to events that are specially organised to thank them for their sacrifices. One such event was the VSC Family Day - Movie Night which saw almost 400 VSC officers and their family members participating.



ENSURING COMMITMENT

We continue to recognise officers who have served more than 350 hours annually with the VSC Commitment Awards. Into its fourth year of implementation, 319 officers received the VSC Commitment Award on 17 March 2015.

The average VSC volunteer hours per officer remained commendable in 2015, with every active officer contributing an average of about 30 hours per month which is almost twice the minimum required service of 16 hours per month.

INCREASING RECRUITMENT

In furthering our outreach efforts at attracting students and working adults, decentralised VSC recruitment events were conducted alongside the SPF's recruitment events. Through roadshows in heartland malls, exposition venues and tertiary institutions, the VSC Recruitment Taskforce was able to recruit 53 more officers into our fold.

HOME TEAM VOLUNTEER NETWORK

The Home Team Volunteer Network (HTVN) continues to provide publicity and visibility for the VSC through its outreach programmes. A Home Team Volunteers booth was set up for VSC officers at the Home Team Festival 2015. Held at the Singapore Expo from 13 to 15 November 2015, VSC officers conducted self-defence mini-workshops and crime prevention talks for the visitors.



HIGHLIGHTS



First VSC Community Policing Unit (CPU) in Clementi Division

The implementation of the VSC CPU at the four Neighbourhood Police Centres under Clementi Division marked another milestone for the VSC. The numerous ground engagements had brought the VSC officers closer to the community and they are now familiar faces in the neighbourhoods.

COMMERCIAL AFFAIRS DEPARTMENT

By

Mr David Chew
Director, Commercial Affairs Department



Source: Hangzhou Public Security Bureau. Reproduced with permission.

MUTUAL EVALUATION OF SINGAPORE BY THE FINANCIAL ACTION TASK FORCE

The Financial Action Task Force¹ (FATF) evaluated Singapore in 2016 for its compliance with FATF standards in combating money laundering, terrorist financing and other associated threats to the integrity of the international financial system. The Inter-Agency Committee, comprising the Ministry of Home Affairs, the Monetary Authority of Singapore, the Attorney-General's Chambers and other government agencies, was tasked to deal with the evaluation and commenced preparations several years ago.

The Commercial Affairs Department (CAD), the principal Singapore Police Force unit dealing with the evaluation, stepped up its efforts to proactively detect and investigate money laundering cases. The CAD also increased our engagements with our foreign counterparts and other Singapore law enforcement agencies to sensitise them to the importance of conducting money laundering investigations, as well as to increase its outreach to both public and private sector entities.

A desk-based review of Singapore's Anti-Money Laundering and Counter-Financing of Terrorism (AML/CFT) regime by the FATF commenced in May 2015, and on-site discussions were held in November and December 2015. Singapore's FATF Mutual Evaluation report will be discussed in June 2016 at the FATF Plenary meeting.

COOPERATION WITH CHINA COUNTERPARTS TO CRIPPLE A TRANSNATIONAL SCAM SYNDICATE

In 2015, SPF collaborated with the Ministry of Public Security (MPS) of the People's Republic of China (PRC) to solve a spate of credit-for-sex scams targeting victims in Singapore. Through the social media platforms, male victims were lured with unsolicited offers for massage services, and even sexual services. Once they agreed to meet the females, they were persuaded to purchase online card credits to prepay for their services and were then coerced, often by male members of the same syndicate, into purchasing more card credits. Over 12 months, 1,203 cases were reported and the losses were about S\$2.9 million.

¹ The Financial Action Task Force (FATF) is an inter-governmental body established in 1989 to set standards and promote effective implementation of legal, regulatory and operational measures for combating money laundering, terrorist financing and other related threats to the integrity of the international financial system. It is a "policy-making body" which works to generate the necessary political will to bring about national legislative and regulatory reforms in these areas.



These cases were committed by criminal syndicates based overseas. The parties whom victims had been talking to online were never in Singapore. This posed a challenge to the investigations of the crime. The CAD sought the assistance of the PRC's MPS and conducted joint investigations. In December 2015, the eight-month long joint efforts culminated in an operation in mainland China, where 43 syndicate members were detained.

The crippling of this transnational syndicate demonstrated the common resolve of the two police forces to work together to clamp down on criminals who hide behind the anonymity of the internet to prey on victims across borders. The CAD will continue to work with its foreign counterparts and provide available information on crime so that timely actions can be taken against foreign syndicates targeting victims in Singapore.

HIGHLIGHTS



1. Motor Insurance Fraud

In 2015, investigations by CAD led to the prosecution of 59 persons for motor insurance fraud cases involving staged accidents or fictitious passengers.



2. Suspicious Transaction Reports and Others

In 2015, the Suspicious Transaction Reporting Office (STRO), as the Financial Intelligence Unit (FIU) of Singapore, received a 5% increase in the total number of Suspicious Transaction Reports (STRs). For the year, STRO received 30,511 STRs, 76,823 Cash Movement Reports (CMRs), and 378,498 Cash Transaction Reports (CTRs) from casinos and precious stones and metals dealers.

The STRO continues to maintain close working relationships with its foreign enforcement counterparts. The number of spontaneous provision of information by STRO increased by 4% with the dissemination of 402 financial intelligence reports to foreign FIUs. At the same time, STRO also processed 195 Requests for Assistance from foreign FIUs which was 19% more than in 2014.

CRIMINAL INVESTIGATION DEPARTMENT

By

Deputy Commissioner of Police
Tan Chye Hee
Director, Criminal Investigation Department

AN EVENTFUL YEAR FOR CID

2015 was a hectic year for the Criminal Investigation Department (CID). Beyond the security operations for major events, CID's Disaster Victim Identification (DVI) teams were deployed in three overseas missions to assist in the identification of victims in the AirAsia flight QZ 8501 crash incident and for the earthquakes in Nepal and Sabah. Despite the short turnaround time, CID officers responded immediately to the call of duty and worked alongside our foreign law enforcement counterparts in the DVI efforts. Their duties spanned from collecting fingerprints, DNA samples and dental records of victims, to gathering information from the next-of-kins. Considering the challenging conditions, our CID officers remain focussed on their mission and their professionalism won praise and respect from their foreign counterparts. On the emotional level, CID officers were able to provide closure to families of the deceased through our work at ground-zero.

CID – THE “CUTTING-EDGE” IN CRIME FIGHTING

Beyond these deployments, CID successfully solved many high profile cases. In June last year, investigative acumen and swift action on the ground by investigators from CID and Bedok Division resulted in the arrest of three Myanmar nationals before they could commit murder. As Singapore's elite investigation outfit, CID led the investigations into three rare shooting incidents at Shangri-La Hotel, Khoo Teck Puat Hospital and Tuas Checkpoint. 2015 marked the first time that the Police were called in to investigate an epidemic outbreak, following a report lodged by the Singapore General Hospital (SGH). Despite the unfamiliar, highly technical and complex issues in epidemiology and virology, CID put together a detailed investigation report that received compliments for its quality and depth from the Attorney-General's Chambers (AGC), the Ministry of Health (MOH) and the Ministry of Home Affairs (MHA).

Other than solving crimes, 2015 saw CID making good progress in fighting syndicates. In May 2015, CID investigated the first syndicate under the newly-enacted Remote Gambling Act where 11 members of an illegal bookmaking syndicate dealing with online horse betting, lottery and soccer betting were arrested. In August 2015, a syndicate dealing with the sales of counterfeit computer parts and mobile phone accessories was busted, seizing items with an estimated street value of more than S\$2.6 million dollars. CID worked closely with the Land Divisions and Police Intelligence Department to conduct islandwide anti-loansharking operations in 2015. For the second straight year, more than 1,000 persons were arrested in these operations.



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HIGHLIGHTS



1. Laws to Tackle New Investigative Demands

On the legislation front, CID was actively involved in formulating new laws such as the Remote Gambling Act, the Prevention of Human Trafficking Act and the Organised Crime Bill. These legislations provide Police with the necessary levers to fight highly complex transnational organised syndicates, remote gambling and other forms of crimes.



2. Strategic Action Plan on Cybercrime

The establishment of the CyberCrime Command within CID in 2015 marked an important milestone in the development of SPF's cybercrime capabilities. The operationalisation of the dedicated CyberCrime Response Teams (CCRTs) within the Land Divisions also equipped frontline units with the necessary investigative and forensic capabilities to operate in the increasingly complex cybersecurity landscape.



3. Police Force Act (PFA) Amendments

Amendments to the PFA empowered the crime scene and technology Home Team Specialist Scheme (HTSS) forensic specialists to secure, search and seize evidence, and perform forensic examination at crime scenes, among other powers. The forensic specialists play a crucial role in strengthening the robustness of Police investigation through the gathering and analysis of evidence.



4. Investigation Technology Master Plan

Leveraging technology to address future challenges, CID commenced work on transformational capabilities that would enhance business process automation and enable analytics-based decision-making in SPF's investigations. These would facilitate investigations in the field and reduce unnecessary administrative processes, enabling officers to focus on conducting quality investigations.

POLICE INTELLIGENCE DEPARTMENT

By

Senior Assistant Commissioner of Police
Florence Chua
Director, Police Intelligence Department

Guided by our motto “Never Surprised”, the Police Intelligence Department (PID) remains prepared and vigilant in the face of ever-present and evolving criminal activities and threats. We cannot afford to take a backseat and let our guard down. Rather, we need to constantly re-invent and enhance our capabilities to stay ahead of criminals.

ROLE OF INTELLIGENCE IN MAJOR OPERATIONS

2015 was an exceptional year for the Singapore Police Force (SPF) for we were involved in an unprecedented number of major operations. As the key intelligence unit supporting SPF, PID coordinates our resources to manage and analyse a myriad of information, and provide tactical intelligence to support Police operations. The provision of timely intelligence to Police management on crime and public order incidents help to facilitate the forward deployment of SPF's operational and tactical resources. Our contribution ensured that the events were conducted smoothly without any major incidents.

INTELLIGENCE SUPPORT IN CRIME FIGHTING

Above and beyond ensuring the security of major events, PID remains committed in providing useful intelligence to prevent, deter and detect crime in our daily work. PID continues to provide strong and swift support to other SPF units in cracking down on criminal syndicates. Through Intel probes, the identities of the four South American suspects who stole more than \$120,000 in foreign currencies from a money changer at Mustafa Centre were traced within a short timeframe. Intel also provided timely information which led to the arrest of the two Vietnamese subjects who were responsible for the islandwide thefts of excavator parts at construction worksites worth an estimated value of S\$122,000.

UNLICENSED MONEY LENDING (UML)

Despite the challenge of countering the ever-evolving tactics by UML syndicates, PID has continued to clamp down on UML syndicates and harassers to provide a safer environment for fellow Singaporeans. Together with the Criminal Investigation Department (CID), a series of joint enforcement operations were conducted and we successfully crippled several UML syndicates. Our collective efforts contributed to the decline in UML harassment cases by 1,534 cases (-26.6%): from 5,763 cases in 2014 to 4,229 cases in 2015. The number of UML-related harassment cases registered a ten-year low in 2015 through concerted efforts by Police and our partners. This is a reflection of SPF's stance of having zero tolerance against UML harassment and to assure Singaporeans that no effort will be spared to keep the pressure on the UML syndicates.





HIGHLIGHTS



1. Relocation of Intelligence Training School

The Intelligence Training School (ITS) was relocated from the Old Police Academy to the Police Cantonment Complex and was officially opened on 7 April 2015. One new improvement with the new training facility is the ability to provide real-time role-play and recording, which allows course participants to have timely assessment of their performance by trainers so that they can make immediate improvement. The improved training environment would enhance the operational capabilities of our officers.



2. Champion of Innovation

PID obtained three Gold Awards and one Silver Award at the FY14 SPF In-House Team Excellence Symposium (TES). One key highlight was leveraging Visual Analytics to facilitate crime analysis and to monitor crime trends of concerns. This is an example of how PID continues to innovate and leverage technology to drive operational efficiency.



3. Strengthening Strategic Partnerships

PID continues to work with external intelligence agencies through liaison efforts. Bilateral visits to foreign law enforcement and intelligence agencies enable us to forge greater partnerships at both strategic and tactical levels to combat crime.

AIRPORT POLICE DIVISION

By

Assistant Commissioner of Police
Cheong Chee Ming
Commander, Airport Police Division

Singapore Changi Airport is the only international airport in Singapore and remains one of the busiest in the world. The mission of the Airport Police Division (APD) is to protect the Singapore civil aviation against crime.

SECURING CHANGI AIRPORT

With the constant evolution of threats confronting the aviation sector and the world, APD is constantly reviewing our security processes, and developing new strategies and capabilities to meet both current and future challenges. We also work closely with the airport community to strengthen our security framework.

OPERATIONAL READINESS AND EFFICIENCY

To enhance our aviation security capability and contingency readiness, APD was involved in a number of contingency exercises with the airport community and other government agencies to ensure operational readiness in responding to any emergency situation.

At the frontline, APD officers continued to demonstrate a high level of vigilance to safeguard the Changi Airport. Daily operations are conducted at all three terminals to keep Changi Airport's Transit safe from undesirable persons and activities.

APD officers were deployed in a number of major security events and operations such as the 28th Southeast Asian (SEA) Games and the General Election 2015. Our officers also supported the Nepal earthquake relief operation.

CRIME FIGHTING IN CHANGI AIRPORT

In 2015, Changi Airport handled a record number of 55.4 million passengers and 1.85 million tonnes of cargo. Despite the 2.5% increase in passenger movements over the previous year, there was no major security or law and order incident.

The overall crime rate remains low with a total of 413 crime cases reported in 2015, despite the record number of passenger volume. APD has seen continued success in curbing theft from overhead compartment on-board aircrafts. There were two

cases of theft from overhead compartment in 2015. This is a marked decrease of 78% compared to 2014 where there were nine cases and a significant drop of 95% from the 39 cases in 2013. This success is attributed to the swift action against such crime and APD's efforts in engaging the stakeholders through our Community Safety and Security Programme.

PEOPLE – OUR MOST VALUED ASSETS

In September 2015, APD was informed of the Division's attainment of an 'A' grading in the FY2014 Unit Award Scheme (UAS). This achievement marks the 11th consecutive year that APD has attained this award, and it is largely attributable to the involvement and dedication of our officers. APD officers have also continuously made the Division proud by attaining prestigious service quality awards through the years. In 2015, two APD officers bagged the Gold and Bronze award in Changi Airport's 'Outstanding Service Staff of the Year' award category. Three APD officers also won the PS21 Star Service Award and MHA Star Service Award for providing excellent service at Changi Airport.

ENGINEERING THE FUTURE

With the plan for the expansion of Changi Airport underway, it is necessary to ensure sufficient capacity to meet future demands. With the building of Terminals 4 and 5, APD plans to enhance its crime fighting capabilities by leveraging technology to detect threats. One such example is the upcoming implementation of the Automated Biometric and Behavioural Screening Suite (ABBSS) in Terminal 4. The ABBSS system has facial recognition features and is able to provide real-time identification of suspects and criminals.

Planning ahead for our capacity needs is a fundamental part of managing the security of Changi Airport for the long term. APD will strive to enhance our capability in pursuit of organisational excellence as well as forging strong alliances with our partners in order to meet the mounting expectations that lie ahead.



HIGHLIGHTS



1. AvSec Organisation of the Year

APD clinched the Gold Award for the Aviation Security (AvSec) Organisation of the Year 2015 at the 2nd Biennial AvSec Symposium in Dubai, United Arab Emirates.



2. Threat Oriented Passenger Screening Integrated System (TOPSIS) Forum 2015 – Silver Award

APD was presented with the Silver award at the TOPSIS Forum 2015. In addition, 10 Individual Awards were also presented to our officers for their commitment and contributions to the TOPSIS programme in the past year.



3. Promoting Active Lifestyle in APD

APD was one of the recipients of the “Most Active Unit” award from the Police Sports Association and SPF Health Award (Platinum). APD is proud of our officer, SC/SGT Marah Moehammad Ishraf, who represented Singapore in the Singapore Rugby 7s Team at the 28th SEA Games. The team clinched the Bronze medal at the Games.

HOME TEAM SCHOOL OF CRIMINAL INVESTIGATION

By

Senior Assistant Commissioner of Police
Loy Chye Meng
Director, Home Team School of Criminal Investigation

OUR ACHIEVEMENTS FOR 2015

AN EVENTFUL YEAR

With the increased interest for crime investigation knowledge and skills from officers of the Home Team as well as other government law enforcement agencies, the Home Team School of Criminal Investigation (HTSCI) continued to conduct an array of investigation-related courses last year. In spite of several major events that took place, HTSCI's courses remained heavily subscribed.

SIGNIFICANT HIGHLIGHTS

HTSCI successfully hosted 15 Bruneian Police Officers for the 'Post-blast Investigation' course from 16 to 30 April 2015. Apart from gaining theoretical knowledge, the course participants were put through a simulation exercise which required them to sieve through debris while donning personal protective equipment. This process involved detailed examination and required sheer perseverance, which strongly aligns with HTSCI's mission of being "practice-oriented". Their strong participation is testament to the rigorous nature of our course. The course also provided an excellent platform for our officers to network with their foreign counterparts.

A significant development that took place last year was the reconstituted Board of Management of HTSCI (BOM), chaired by Deputy Commissioner of Police (Investigations and Intelligence), Tan Chye Hee. BOM also saw new members on board, comprising the Director of Commercial Affairs Department, Director of Investigation Division (Central Narcotics Bureau), Senior Director (Development Programmes and Projects, Home Team Academy), Director of Enforcement Division (Immigration and Checkpoints Authority) and the Deputy Director of Investigations (Casino Regulatory Authority). The reconstituted BOM held its inaugural meeting on 30 April 2015 at the City Campus of HTSCI, located at the Criminal Investigation Department.

In June 2015, the newly renovated HTSCI city campus at the Police Cantonment Complex was ready for use. The city campus came equipped with unrestricted Wi-Fi to facilitate the teaching of social media tracing and cybercrime investigations. This facility enabled course participants and trainers to access relevant online materials and statutes as well as case laws which helped to enhance their learning experience. Foreign trainers who conducted lessons in HTSCI courses also appreciated the facility as it enabled them to keep abreast with their work emails.



TWO SPECIALISED COURSES HELD

Always striving to be a premier training institute, HTSCI organised two courses, namely the 'Video-Recorded Interview' (VRI) and the 'Disaster Victim Identification' (DVI), in the last quarter of 2015. The VRI course was conducted by trainers from the Australian Federal Police (AFP) and the DVI course was conducted by trainers from the INTERPOL.

The seven-day VRI course, held between 28 September 2015 and 6 October 2015, was attended by 18 officers from the Singapore Police Force, the Central Narcotics Bureau and the Corrupt Practices Investigation Bureau. Officers learned the finer points of conducting interviews in a video-recorded environment and experienced role playing and practical sessions.

Following the completion of the VRI course, a three-day DVI course was held from 11 November 2015 in the HTSCI City Campus. 37 participants attended the course conducted by INTERPOL trainers from Brazil, Canada, Jordan and the United Kingdom. A table-top exercise was subsequently held on 18 November 2015 where participants reinforced their specialised knowledge in the area of DVI.

REVISION OF CURRICULUM

The year 2015 also saw the revision of curriculum for the HTSCI Basic Investigation Course (HTBIC) and the Intermediate Investigation Course (IIC). The HTBIC now comes with an online pre-course discussion on the application of laws and a field trip to the Health Sciences Authority to better appreciate the value of forensic evidence, among others. The IIC now focusses on death investigations and trainees have to go through six different death investigation scenarios to learn the finer points of both on-scene investigations and preparation for coroners' inquiries. In addition to multiple-choice questions, participants were also put through



practical assessment and short essay questions to test their acquired knowledge. IIC participants' learning experience was also enhanced with a visit to the Coroner's Court where the State Coroner educated the participants on the importance of having a thorough investigation and preparation for a Coroner's Inquiry.

CONCLUSION

2015 has been a busy but fulfilling year for HTSCI, knowing that many officers have enhanced their expertise which will contribute to serving the community better. At the end of the year, HTSCI also saw the moving on of our founding Director, Senior Assistant Commissioner Loy Chye Meng, and we extend a very warm welcome to our new Director, Senior Assistant Commissioner Soh Kee Hean in the New Year.



HIGHLIGHTS



The Quest for Enhanced Knowledge

In March 2015, HTSCI commissioned a bespoke programme 'Management of Fraud Investigation' which was conducted by the City of London Fraud Training Academy, benefitting 15 officers from the Commercial Affairs Department, the Corrupt Practices Investigation Bureau and the Attorney-General's Chambers.

POLICE COAST GUARD

By

Senior Assistant Commissioner of Police
Hsu Sin Yun
Commander, Police Coast Guard

The terrorist attacks in Paris and Jakarta showed that terrorism remains an imminent threat to Singapore. Being the law enforcer of the sea, the Police Coast Guard (PCG) provides the first and the most important line of border defence against such threats which could have catastrophic consequences on our homeland security. It is imperative that PCG stays vigilant and is always ready to safeguard our borders to achieve zero intrusions in our waters which is crucial for the security, survival and success of Singapore.

PREVENTING INTRUSION

We have been working rigorously round the clock to achieve PCG's mission in preventing, deterring and detecting crime in Singapore's territorial waters. There has been a two-fold leap in the arrest of illegal immigrants, from 46 persons in 2014 to 94 persons in 2015. Our officers remained alert to the presence of suspicious boats in our waters. This is evident from the 35% increase in the number of "chase aways" from 7,483 vessels in 2014 to 10,067 in 2015, translating to about 28 "chase aways" on a daily basis. In terms of boat checks, our officers conducted an average of about 50,000 boat checks each year.

We continued relentlessly to keep maritime crime to a minimum. We smashed three syndicates that were involved in the pilferage of Marine Gas Oil. The number of successful joint operations mounted with our partners such as Singapore Customs and the Immigration and Checkpoints Authority increased significantly from eight in 2014 to 22 in 2015. Our operations extended inwards along the coastlines through the Coastal Security Patrol Force (CSPF) to project a strong police presence to deter illegal smugglers. This year saw a total of 79 arrests of undesired offenders due to the CSPF patrols.

Our border security efforts were complemented by coastal hardening solutions. In October 2015, canal cagings were set up in the western coastal region and more will be installed across the island by July 2016 to further harden our coastline. Floating sea barriers were also installed islandwide to deter and delay intruders. We persisted in developing our operational capabilities to stay ahead of maritime challenges. In 2015, we commissioned faster crafts which will boost our interception capabilities. We have also enhanced the surveillance on the northern coastline which helped in detecting intrusions through equipping boat-mounted Electro-Optic cameras on our patrol boats and installation of radar systems at remote surveillance sites.

ENHANCING GOVERNANCE

We have strengthened the competency and proficiency of our officers to enhance their effectiveness. We initiated the Tactical Coxswain Course in 2015 and trained 16 crew commanders to be qualified tactical coxswains. We have also increased the Proficiency Maintenance Training for every PCG operational officer. With these enhancements, the training hours for each officer increased tremendously from 96 hours in 2014 to 180 hours in 2015.

We have tightened our internal processes to ensure that we carry out our mission with professionalism and discipline. Boat accidents have decreased from 27 cases in 2014 to 26 cases in 2015 and "at fault" vehicle accidents have decreased from 10 cases in 2014 to seven cases in 2015. In total, 14 internal audits were conducted in 2015 to ensure that our internal processes were sound and thorough.

IMPROVING WORKLIFE

To motivate our officers to give their best in their work, we pressed on with renovation projects to improve their work environment. The completed refurbishment of Gul Regional Base saw an improvement in the operational workflow and an optimisation of the compound area. In terms of equipping our officers, ballistic resistance vests were issued to our Special Task Squadron (STS) officers.

Moving forward, the redesigned PCG Command Centre (POLCOM) and the new Lim Chu Kang Regional Base will be completed in 2016. 2016 will also see the operationalisation of the STS's armoury, the installation of floating pontoons at Gul Regional Base and the renovation works to the multi-purpose hall at the PCG Headquarters.



HIGHLIGHTS



1. Naming and Commissioning Ceremony of the Patrol Interdiction Boat and 2nd Generation PK Class High Speed Interceptor – 21 July 2015

On 21 July 2015, PCG marked a significant milestone with the commissioning of our new Patrol Interdiction Boats (PIB) and 2nd Generation PK Class High Speed Interceptors (2nd Generation PK). Mr Teo Chee Hean, Deputy Prime Minister and Coordinating Minister for National Security and Mrs Teo Chee Hean, named and commissioned the new PIB – PT68 “Altantic Ray” and 2nd Generation PK – PK21 “White Marlin”. These vessels will augment PCG’s policing efforts towards making Singapore’s territorial waters the safest waters in the world.



2. Command Visits to PCG 2015

Mr Amrin Amin, Parliamentary Secretary for Home Affairs and Mr Leo Yip, Permanent Secretary for Home Affairs visited PCG in 2015. At the end of the command visits, Mr Amrin Amin extended his gratitude to PCG: “To our brave men and women of PCG, thank you for keeping Singapore safe. Well done!”

Mr Leo Yip commended PCG’s progress over the past 20 years and encouraged PCG to continue to stay vigilant in combating maritime threats in securing Singapore’s waters. He shared the following: “Keep our maritime domain safe and secure. Singapore and Singaporeans rely on PCG to do this. Keep up the good work!”



3. Good Arrests

PCG raided three syndicates that were involved in the pilferage of 286 metric tonnes of Marine Gas Oil, arresting 30 Indonesians, seven Filipinos, one Indian and one Burmese and seizing one tugboat, as well as cash amounting to \$183,210.

PUBLIC TRANSPORT SECURITY COMMAND

By

Deputy Assistant Commissioner of Police
Lee Su Peng
Commander, Public Transport Security Command

Despite a busy year with many planned and unplanned major deployments, the Public Transport Security Command (TransCom) officers continued to make high number of arrests in the public transport system. Out of the total of 428 arrests made, 313 (i.e. 73%) were through the skilful behavioural observation and assessment of the commuters by our Full-time Police National Servicemen (PNSF) on patrol. These proactive arrests consist of persons wanted for various offences, drug addicts and persons in possession of offensive weapons or unaccounted properties. Every arrest made is one less criminal out in the public transport system. The presence of TransCom foot patrol officers and their keen eye to pick out suspicious persons from the crowd serves to amplify the deterrence effect against any would-be terrorist planning for an attack in our public transport system.

AT THE OPERATIONAL FRONT

2015 proved to be a busy and challenging year operationally for TransCom as we were involved in various large scale security and crowd management deployments. Besides the usual annual highlights such as the National Day Parade, F1 Singapore Grand Prix and the Marina Bay Singapore Countdown, the busy operational calendar for the year saw notable inclusions such as the 28th Southeast Asian (SEA) Games as well as the SG50 Golden Jubilee Weekend celebrations.

A "Free Rides Day" for the entire public transport system was declared in conjunction with National Day and this saw massive crowds at Mass Rapid Transit (MRT) stations, especially near the Marina Bay area. The crowd build-up at Bayfront MRT

station during dispersal reached unprecedented levels which required the joint crowd control efforts of TransCom, Clementi Division, Special Operations Command and the 2nd People's Defence Force from the Singapore Armed Forces. It was through the hard work of the officers on the ground and their close coordination that enabled the effective management of crowd movement.

Besides the planned deployments, TransCom sprang into action for unforeseen operations in 2015. In March, on the first and last nights of the Lying in State for our founding Prime Minister Mr Lee Kuan Yew, the MRT system ran non-stop overnight for the first time in the 28 years of MRT operations. In addition to the deployment at key MRT stations near the Parliament House, TransCom officers were also deployed to patrol the entire public transport network overnight. Both our frontline officers and support staff pulled in extended shifts and additional hours. TransCom's Police National Servicemen also volunteered to be recalled for duties with a day's notice to support the additional manpower demands at the frontline.

On 7 July 2015, the largest train service disruption in the 28 years of MRT operation in Singapore occurred when train services from North South and East West Lines came to a complete stop during the evening peak period, affecting some 300,000 commuters on their way home from work. Due to the sheer scale of disruption, Police resources from all Land Divisions as well as the Traffic Police and the Special Operations Command were deployed in addition to the TransCom officers. With direct viewing of all the MRT closed-circuit television (CCTV) cameras and having a direct link with Land Transport Operations Centre (LTOC), TransCom played a key role in the coordination between SPF units during the incident to ensure that Police resources were deployed at critical areas to manage the crowd, and with LTOC for the channelling of buses to ease overcrowding at some bus stops and interchanges. The crowd management operation was well executed with no major crowd disorder. Kudos to all the officers!



TransCom played a key role in the coordination between SPF units during the incident to ensure that Police resources were deployed at critical areas to manage the crowd...



HIGHLIGHTS



1. Equipping TransCom PNSFs with Taser X26

With effect from 1 June 2015, TransCom had begun equipping the Group Leader of each Foot Patrol Group (FPG) with the Taser X26 to provide a wider range of force options when dealing with incidents. TransCom is the first unit in the SPF to equip PNSFs with Tasers.



2. National Service Full-time (NSF) of the Year Award 2015

Special Constable/Sergeant William Tin from TransCom's Patrol Team 'B' was awarded the NSF of the Year Award at the Annual Police Dinner held at the Istana.



3. Solving a Series of Bus Card Validators Thefts

A series of bus card validator thefts on public buses were reported in the early months of 2015. TransCom's probes led to the successful arrest of two male subjects who stole a total of eight bus card validators.

SECURITY COMMAND

By

Assistant Commissioner of Police
Lim Chee Pheng
Commander, Police Security Command

Security Command (SecCom) has been providing close protection to the late Mr Lee Kuan Yew since 1959 when he became the first Prime Minister of the self-government administration in Singapore on 3 June 1959.

Mr Lee had full trust and confidence in his team of personal security officers (PSO) who protected him for over five decades. Be it locally or overseas, PSOs were always by his side. However, this came to an end at 0318 hrs on 23 March 2015, when the duty team witnessed his passing, in the presence of his immediate family members.

Though the team members were greatly saddened by Mr Lee's passing, there was no time for grieving and they had to keep their emotions in check. They remained composed and went about executing their tasks. On the request of the family, a select group of the team's PSOs formed the Coffin Bearer Party and wasted no time in rehearsing for the task as the casket would arrive at Sri Temasek a few hours later. Thereafter, they spent the next few days training with the Singapore Armed Forces on the ceremonial procedures to load and unload the coffin from the gun carriage, in preparation for the casket movement from Sri Temasek to Parliament Building and its arrival at Mandai Crematorium.

Other team members were deployed to ensure the safety and security of the casket at Sri Temasek and the Parliament House, and to hold vigil at the Lying in State (LIS). Past and present members of the team were also made pallbearers, of whom many were invited to hold vigil at the LIS at Parliament House and attend the State Funeral held at the University Cultural Centre.

The whole of SecCom also came together as one to execute the deployment plan under Ops White Light (Enhanced), working closely with internal and external agencies to make arrangements for logistical and welfare support, and plan for manpower deployment for scheduled and ad hoc events. This also included the escorting of foreign dignitaries coming to pay their last respects. A few PSOs voluntarily shortened or cancelled their leave and reported for duty. It was heartening to see many PSOs performing their tasks effectively under minimal or no supervision and working long hours without rest. The PSOs' commitment and dedication were particularly critical as the events on the ground were unpredictable. Some of our protectees were still walking the ground at Padang at 5 am!

For the very first time, SecCom had to deploy all our available PSOs on the last day of the State Funeral, despite having an additional 53 Security Liaison Officers augmented from the Police Coast Guard and the various Land Divisions.

In the eulogies delivered by the Prime Minister and Dr Lee Wei Ling at the private funeral service, they acknowledged the contributions of Mr Lee's close protection team who went beyond the call of their duty to look after the late Mr Lee with tender care and for being an integral part of his life, especially in the last five years.

The close-protection journey with the late Mr Lee was never an easy one. SecCom took pride in living up to his expectations and ensuring an incident-free protection to Singapore's Founding Father for more than five decades. SecCom will always bear in mind a personal advice from the late Mr Lee to all PSOs - "Always expect the Unexpected".



Always expect the Unexpected.

- Singapore's founding Prime Minister
Mr Lee Kuan Yew



HIGHLIGHTS



1. 28th Southeast Asian (SEA) Games Medallist

SecCom's Senior Station Inspector Siva brought honour to Singapore and the SPF when he won a Silver Medal for Pistol Shooting at the 28th SEA Games. The achievement was a result of long hours of training for many months leading up to the competition, in addition to his work commitments.



2. Heroes of Zero – 28th SEA Games

While athletes compete hard to increase their medal tallies at the 28th SEA Games, SecCom's PSOs worked hard to achieve a 'Zero', or an incident-free SEA Games, for our protectees, athletes and spectators. Kudos to our SecCom's heroes who clinched a 'Zero'!



3. Aircraft Training Facility

The Aircraft Training Facility, a mock-up modelled after an aircraft, was operational from 26 October 2015. The facility is fully ballistic proof and allows a 360-degree shoot, enabling SecCom's Air Marshals to integrate operational shooting and tactics training in a realistic environment.



4. Spirit of Giving

Since 2013, SecCom has been celebrating the spirit of giving by collaborating with the Boys' Brigade to collect food items and an assortment of beverages, all of which are generously donated by PSOs for the annual Boys' Brigade Share-a-Gift project.

SPECIAL OPERATIONS COMMAND

By

Assistant Commissioner of Police
David Scott Arul
Commander, Special Operations Command

2015 was a year to remember for the Special Operations Command (SOC). It was a year packed with many significant events that required the extensive deployment of SOC Forces.

MAJOR DEPLOYMENTS

- State Funeral of our founding Prime Minister where SOC officers were at times deployed for up to 36 hours;
- 28th Southeast Asian (SEA) Games saw SOC deploying three SOC units - Police K-9, Police Tactical Unit (PTU) and Special Tactical and Rescue Unit (STAR) - together for the first time, alongside other line units such as, Airport Police Division (APD), Tanglin Division ('E' Division) and Public Transport Security Command (TransCom), to provide a co-ordinated deterrence, detection and response capability;
- General Election 2015 saw PTU troops deployed at various locations islandwide, together with our Reconnaissance Team, ready to counter any threats to public disorder; and
- SG50 Golden Jubilee Weekend celebrations was one of the largest deployments by SOC, with more than 370 officers deployed over a period of three days.

DEVELOPMENT PROJECTS ROLL-OUT

Despite the increased operational deployments, SOC continued to roll out a number of new key projects which greatly enhanced SOC's operational capabilities and readiness.

Following the Little India riot in December 2013, the Public Order Master Plan was conceptualised in mid-2014 to strengthen and introduce new capabilities into SOC. Key achievements in 2015 included:

- Formation of the Reconnaissance Team specialising in tactical ground intelligence to support the SOC tactical forces;
- Upgrading of the existing water cannon team to Tactical Support Specialists (TSS) with 24/7 operational readiness and Notice-to-Move (NTM) of 15 minutes as compared to previous NTM of two hours;
- Successful recruitment, training and equipping of 144 PTU officers;

In 2015, the much anticipated P4.1 less lethal anti-riot weapon was operationalised for PTU. P4.1 will greatly enhance the PTU's operational capabilities in engaging rioters at closer range and in close quarters within high rise buildings.

To improve public order management for SOC and all the Singapore Police Force (SPF) units, we developed the Public Order Doctrine (POD) and the Public Order Use of Force Doctrine (POUFD). The POD focusses on the management of public order incidents while the POUFD focusses on the application of force options during tactical and public order incidents.

In addition to the development of the public order management doctrines, SOC trainers also helped to train all the Land Division trainers in early 2015 so that these trainers can conduct public order management training for their frontline officers to enhance SPF's public order first responder capabilities.

SOC has also achieved another milestone with the official opening of the Home Team Tactical Centre (HTTC) by Minister for Home Affairs and Law, Mr K Shanmugam on 26 October 2015. Housing new facilities which enable realistic and complex tactical trainings, the HTTC will be an especially relevant training ground for officers in light of recent terror attacks that dominated international headlines.

Over the years, SOC officers have become better trained, both physically and mentally, and are also better equipped. Despite these achievements, SOC will press on to improve our capabilities to fulfil SOC's mission - protect our nation and support our frontline officers.





HIGHLIGHTS



1. Increased K-9 Activations

The increased understanding and confidence in our Police dogs' capabilities by the Land Division officers and other Home Team partners led to a 23% increase in K-9 activations since 2013. Besides enhancing SPF's crime fighting capability, the deployments of the Police dogs also contribute to increased public awareness, trust and confidence in the SPF.



2. Disaster Relief

On 26 April 2015, 17 SPF United Nations Peacekeeping Force (UNPKF) officers were deployed in an overseas disaster relief operation in Nepal. They were part of the 126 officers deployed in the Home Team contingent, working with the Nepalese authorities and other international agencies to carry out a range of disaster relief operations such as search and rescue missions, recovery operations, identifying and providing humanitarian aid to disaster victims. The contingent concluded its operation on 7 May 2015 after Nepal entered its recovery phase.

TRAFFIC POLICE

By

Assistant Commissioner of Police
Sam Tee
Commander, Traffic Police

It was a busy and hectic year for the Traffic Police (TP) in 2015. Like most Singapore Police Force (SPF) units, TP experienced a high tempo of operations with multiple major operations. 2015 was also a challenging year due to an expanding road network, vehicle growth and the roll-out of our new digital fixed speed cameras.

In spite of these challenges, the road traffic situation saw an encouraging improvement in 2015. Traffic fatalities fell for a fifth consecutive year, from 155 in 2014 to 151 in 2015. The fatality rate per 100,000 population correspondingly declined to 2.73 from 2.83 in 2014.

TP has a vision for our 5.5 million road users – the motorists, cyclists and pedestrians. We envision an environment that is safe for all road users and we continually strive towards it. While we continue to maintain law and order on our roads, we also want to engage the public to achieve safer roads for all.

COMMUNITY-CENTRED ENGAGEMENT

In 2015, we decided to involve our fellow road users in a conversation to improve road safety. We created more platforms such as dialogues for road users, and raised the awareness that everyone plays a significant part to create a culture where road users are responsible for each other's safety. We named it the 'Use Your RoadSense' movement.

Under this movement's umbrella, we formed the Traffic Community Policing (TCOP) Unit, a new but familiar unit under the charge of our Patrol Unit. Operating in a similar fashion to the Neighbourhood Police Centre's Community Policing Unit, TCOP branches out to different areas of Singapore, engaging the community, neighbourhood, and its residents on traffic-related matters. Together with local stakeholders, they strive to improve traffic issues at the localised level.

IMPROVING THE ROAD SITUATION THROUGH WORK THAT MATTERS

TCOP officers are required to identify certain problem areas, and work with the local community stakeholders and relevant agencies to introduce a solution to rectify the issues.

One such example involves the safeguarding of local elderly residents at Upper Boon Keng Road, a known hot spot for accidents involving elderly pedestrians. Our TCOP officers engaged the nearby community centre to address and gather feedback regarding the safety concerns of residents. We then worked closely with the Land Transport Authority on implementing potential road engineering improvements to the area. A change was then successfully introduced to that stretch of road – road humps were built to deter vehicles from speeding, and this allowed pedestrians to have more time to cross the road. Owing to this deterrence, motorists in turn have more reaction time to the pedestrians crossing that particular stretch of road.

The changes were small, but the gratification was great. When a life can be saved, either through improvements to road structures or through better road practices, TP then deems that it has advanced our mission of safer roads.

Everyone plays a part in creating a better RoadSense culture for ourselves. With the necessary engagement and education, we can work with members of public to safeguard our roads and ensure the safety of our loved ones.



The changes were small, but the gratification was greater. When a life can be saved, either through improvements to road structures or through better road practices, TP then deems that it has advanced our mission of safer roads.



HIGHLIGHTS



1. 'Use Your RoadSense' Movement

TP embarked on a new movement to inculcate a self-aware and community-centred culture for road users. Through dialogues and social media platforms like Facebook, we intend to have public conversations and co-create solutions that can lead to safer roads for all.



2. Class 3C Licence

This is a new class of licence which allows the holder to drive all Class 3 vehicles except light goods vehicles and mini buses. S Pass and other work pass holders who need to drive these vehicles must take the practical driving test to obtain the full Class 3 licence.



3. Mobile Communication Device (MCD) Driving

Expanding on the old handphone driving offence, motorists today are not allowed to hold a MCD and use any of its function while the vehicle is in motion.



4. New Fixed Speed Cameras

New fixed speed cameras were installed islandwide to deter and detect motorists who breach the road speed limits. The cameras work day and night, rain or shine and can detect up to 32 vehicles in a single shot.

TRAINING COMMAND

By

Senior Assistant Commissioner of Police
Loy Chye Meng
Commander, Training Command

TRACOM'S CONTRIBUTIONS TO NATIONAL EVENTS

2015 will be remembered as the year of major events. Like all Singapore Police Force's (SPF) units, TRACOM did our part to support the National events.

State Funeral of Mr Lee Kuan Yew

Training Command (TRACOM) was honoured to lead the Police Guard-of-Honour for the State Funeral of our founding Prime Minister, Mr Lee Kuan Yew, in March 2015. TRACOM instructors also trained and prepared various Police ceremonial groups such as the vigil guards and coffin pallbearers to ensure perfect drill precision, synchronisation of every movement and the highest level of discipline were displayed during the funeral proceedings.

28th Southeast Asian (SEA) Games

During the 28th SEA Games in June 2015, TRACOM supported SPF's intensive islandwide operations by augmenting the manpower of the various SPF units. A total of 255 Regular officers and 113 Full-time Police National Servicemen from TRACOM participated in this major operation.

General Election (GE) 2015

For the GE held on 11 September 2015, TRACOM officers were deployed to escort the ballot boxes from nine Group Assistant Returning Officer (GARO) Centres to the 832 Polling Stations. After the election result had been announced by the Returning Officer, the officers also had to escort the ballot boxes and papers from the 163 Counting Centres to the Supreme Court. The entire operation which saw a total of 1,185 TRACOM officers deployed was planned and successfully executed by TRACOM. Our officers played an important role in ensuring the integrity of the ballot papers and were proud to have contributed to the smooth running of Singapore's electoral proceedings.

KEEPING TRAINING RELEVANT AND ENGAGING

Over the past year, TRACOM has been constantly updating its curriculum in tandem with operational changes to keep training relevant and useful for our officers.

With the recent terror attacks in Paris and Indonesia, the Police Officers Basic Course (POBC) topic on 'The Threat of Terrorism' was updated to take into consideration the rapid spread of Islamic State of Iraq and Syria (ISIS) which has heightened security threat levels in Singapore. Emerging terror tactics such as 'Lone Wolf' as well as the dangers of self-radicalisation have been included to sensitise trainees to these heightened threat situations.

To cater for mid-career professionals looking for a career switch

and to effectively boost manpower on the ground, TRACOM worked together with MPD to pilot a customised training course for these mid-career entrants to prepare them as Community Policing Officers (CPO) in the Neighbourhood Police Centres (NPCs). Aspiring CPO entrants underwent an accelerated four-month, non-residential training course comprising POBC, elements of Neighbourhood Police Centre-Ground Response Force module and other training packages to equip them for their new job.

The pilot programme has been a success and plans are in place to recruit more mid-career professionals with a view to conduct another training run in the third quarter of 2016.

To support the new initiative to recruit civilian community wardens to attend to high impact noise nuisance cases in the community, TRACOM also conducted a pilot run of the Community Warden Basic Course. The Community Warden programme was developed as part of the overall Community Dispute Management Framework led by the Ministry of Culture, Community and Youth (MCCY). To enable them to perform their roles, the course equipped them with knowledge in basic law, mediation and self-defence skills. This initiative would free up police resources for other law and order incidents, while enhancing the ground response to noise nuisances through a whole-of-government approach.

KEEPING POLICE DEFENCE TACTICS (PDT) SIMPLE AND USEFUL

Following the decision to replace the T-baton to the Straight Extendable Baton (SEB), TRACOM also revised the PDT techniques, making it more intuitive for officers to execute them. Officers now only need to internalise 34 steps under the new Police Unarmed Tactics (PUT) and SEB curriculum as compared to 67 steps under the previous PUT and T-Baton curriculum. The revised PDT curriculum has been implemented since August 2015 for all new recruits and the line units. The rest of the serving officers will be trained progressively in FY2016.





OUTSOURCING OF IPPT AND RELATED FITNESS TRAINING

With the aim of freeing up precious trainer resources to focus on higher value training, TRACOM has successfully outsourced the conduct of Individual Physical Proficiency Test (IPPT) and related fitness training to a private vendor, Force 21 Equipment Pte Ltd, over the next four years. Force 21 will conduct fitness tests such as IPPT, Alternative Aerobic Fitness Test and Sub-maximal Physical Fitness Test, non-course fitness training such

as Remedial Training and IPPT Preparatory Training, as well as course fitness training such as POBC, Senior Officers Basic Course (SOBC) and others.

With the outsourcing of physical training, our field instructors have since been re-deployed to cover higher value training such as scenario-based exercises as well as other types of skills training that involve firearms and defence tactics.

HIGHLIGHTS



1. 20th World Police Band Concert

In November 2015, the SPF Band took part in the two-day event in Ho Chi Minh City together with four other police bands from Japan, the United States of America and Vietnam.



2. Preventing Heat Injuries: Handheld Heat Stress Monitors

In February 2015, TRACOM trialled the Wet Bulb Globe Temperature (WBGT) heat stress monitor for three months at the Home Team Academy. The results were very encouraging; readings were location specific and more accurate as compared to the NEA website, and the monitors can be constantly monitored without downtime. This had enabled the trainers to make training modifications as WBGT rose and was an effective, preventive measure to protect trainees against heat illness. With this successful trial, all units will be equipped with heat stress monitors.

CENTRAL DIVISION (‘A’ DIVISION)

By

Deputy Assistant Commissioner of Police
Daniel Tan
Commander, Central Division

REAL WORK THAT MATTERS – SOLVING THE ‘MOBILE AIR’ CHEATING CASE

Sim Lim Square has been a haven for buyers and sellers of electronic goods. Unfortunately, it also has the dubious reputation of housing several errant retailers known for overcharging unsuspecting customers. Our officers have been frequently called upon to mediate such disputes. While many of the complaints were settled through civil recourse, several cases required closer scrutiny.

Investigation Officers (IOs) were tasked to compile police reports from Sim Lim Square and interviews were conducted with the victims. Armed with our findings, the Attorney-General's Chambers (AGC) was consulted and prima facie evidence of cheating was established. In November 2014, a team of IOs raided the retail premises of Mobile Air, one of the errant retailers identified during the course of investigation. From the seized transaction records, closed-circuit television (CCTV) footages, computers and several handphones, our IOs meticulously scrutinised the evidence and matched their original owners through thorough verifications.

The errant retailer's ruse was to lure potential victims with attractive handphone prices. After a victim had made payment and signed the sales contract, the Mobile Air staff will amend the sales contract by adding additional new items not agreed at the point of transaction. Thereafter, the staff would demand more payment from the victim while withholding the handphone and the initial payment. The victim would be left in a lurch as they would stand to lose the initial payment as well as the handphone if the additional payment demands were not met. Victims who protested were also verbally threatened by these errant retailers.

Slowly but surely, the IOs put together the evidence against Mobile Air. In May 2015, we were able to arrest and charge the owner of Mobile Air and his four staff. ‘Brazen fraud’ and ‘thuggish behaviour’ were some of the words used by the Deputy Public Prosecutor to describe the actions of the five men convicted of cheating and other charges in November 2015.

Prosecuting the accused was tricky as Mobile Air had assumed the guise of a legitimate business and this façade of legitimacy allowed them to defraud a total of 25 victims. While the imprisonment of these cheats closes this case, the message to would-be fraudsters is clear – you can't hide from us. The Police will use its extensive resources to deal with those who veil their actions under the guise of legitimacy.

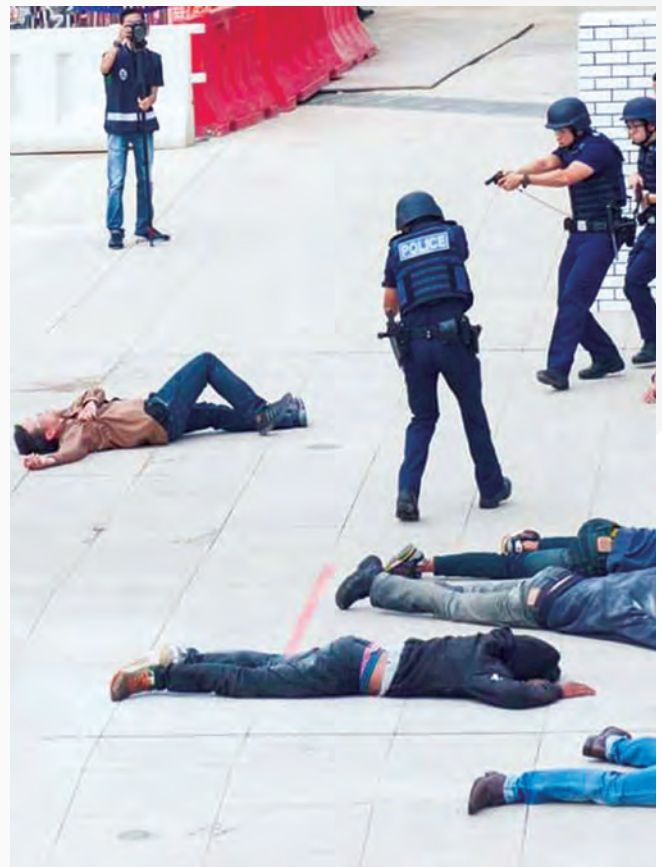
PURPOSE DRIVEN – COMMAND AND CONTROL FOR THAIPUSAM OPERATIONS

The Police deployment during Thaipusam marked a first for ‘A’ Division in 2015 when we took over the full Command and Control (C2) of Police operations for the event. This was a departure from previous years where the C2 element was shared between several Land Divisions (LDs).

Prior to 2014, the Police deployment was collectively managed by all LDs where each LD was assigned a sector along the procession route. In 2014, ‘A’ and ‘E’ Divisions took over the C2 for their respective boundaries and the reduction of command posts from six to two reduced costs by nearly 32% and achieved manpower savings by nearly 4%.

We took this a step further in 2015 where a leaner one LD model drove down costs by a further 25%. Notwithstanding, ‘A’ Division officers were strategically deployed as Sector-in-Charge, alongside officers from other LDs sent to augment our strength for the event to ensure consistency and effectiveness in managing crowd, traffic and procession matters.

We were heartened that our new model of operations resulted in significant manpower savings of almost 13%, providing respite in what proved to be a ‘deployment-heavy’ year.





HIGHLIGHTS



1. Awards

'A' Division clinched the 1st runners-up spot in the Best NS Operationally-Ready Unit Competition. 'A' Division also clinched the SPF National Serviceman (NSman) of the Year Award and National Service Full-time (NSF) of the Year Award. For the second year running, 'A' Division won the 2nd runners-up spot in the Best Land Division Competition.



2. Launch of Outstanding Warrant of Arrest Enquiry System

On 28 December 2015, 'A' Division launched the Outstanding Warrant of Arrest Enquiry System (OWAES). OWAES is an additional channel for members of public to check for outstanding Warrants of Arrest (WA) issued against them for various offences by various agencies. In addition to this improvement to our service, OWAES also enhances the effectiveness and efficiency of our operations. The 24/7 availability and automation means less resources are required to deal with enquiries, as well as to enforce WAs when informed Defendants surrender themselves.



3. Regional Lock-up

The Regional Lock-up (RLU) Facility at 'A' Division was launched on 4 February 2015 with the extension of its custodial operations to house accused persons investigated by 'D' Division and the law enforcement agencies it supports. This project explores the viability of regionalising Persons-in-Custody facilities in order to achieve resource optimisation for SPF.

CLEMENTI DIVISION (‘D’ DIVISION)

By

Assistant Commissioner of Police
Gerald Lim
Commander, Clementi Division

Clementi Division has made significant strides in raising crime awareness and inculcating a proactive mindset among the foreign workers to tackle crime concerns.

TRAINING NEW LEADERS

A key initiative is the appointment of the “Foreign Worker Ambassadors” at the dormitories within our jurisdiction. The Foreign Worker Ambassadors, also known as Captains, assist the Police and Community Leaders to disseminate crime awareness advisories to their peers and colleagues. These Ambassadors are carefully selected by their respective dormitories based on their exemplary conduct and sense of responsibility. The participating dormitories included the Jurong Penjuru Dormitories 1 & 2, Avery Lodge, Terusan Lodge and Cassia @ Penjuru.

Before they are appointed as Ambassadors, these selected foreign workers are required to attend a half-day training session conducted by the officers of Jurong East Neighbourhood Police Centre (NPC). As part of the training, the officers will impart crime prevention knowledge and advisories related to foreign workers and their dormitories.

The number of Ambassadors has grown steadily over the years; from a humble 34 members in 2012 to the current 124 in 2015. On the back of this positive development, dormitories are continually encouraged to identify suitable foreign workers as Foreign Worker Ambassadors.

INCULCATING STRONG VALUES THROUGH SPORTS

“Community Shield” is the latest joint collaboration under the umbrella of the Foreign Worker Ambassadors initiative with the Cassia @ Penjuru Dormitory, Jurong Town Corporation (JTC) and Jurong East NPC.

This collaboration leverages sports and the facilities at Penjuru Recreation Centre to help foreign workers keep fit and channel their energy towards a positive cause. Through this sporting initiative, foreign workers are given the opportunity to socialise and make new friends.

The first edition of the Community Shield kicked off at Penjuru Recreation Centre on 22 August 2015. A total of 12 teams from the neighbouring dormitories participated in various sports such as cricket, badminton, volleyball and bodybuilding. The teams competed over three weekends, culminating in the finals held on 6 September 2015.

On 20 September 2015, the Foreign Worker Ambassadors’ Appreciation Day cum official launch of the Community Shield was held at Penjuru Recreation Centre. The event was attended by the various stakeholders comprising the Foreign Worker Ambassadors, Community Shield participants, dormitory operators, representatives from the National Environmental Agency, Jurong Town Council, Little India Shophouse Association, grassroots leaders from Ayer Rajah Constituency and Jurong East NPC. To promote a more cohesive and inclusive community, a special volleyball match was held during the event between the foreign workers and local community stakeholders.

Trophies were presented to the winners of the Community Shield by Deputy Commander of Clementi Division, Deputy Assistant Commissioner Gwee Aik Chiong, and the General Managers from SembCorp Marine and Keppel Corp. The overall champion went to Cassia @ Penjuru Dormitory. Mr Teoh Soo Huat, Operation Manager of Cassia @ Penjuru Dormitory, received the Challenge Trophy from the Guest-of-Honour, Ms Foo Mee Har, Adviser to Ayer Rajah Grassroots Organisations and Member of Parliament for West Coast Group Representation Constituency (GRC). Ms Foo also presented certificates of appointment to the newly appointed Foreign Worker Ambassadors.

REGULAR ENGAGEMENTS

Foreign Worker Safety and Security Watch Group (SSWG) Meeting

Engagements between Jurong East NPC, grassroots leaders of Ayer Rajah Constituency, dormitory operators and the managing agents of Penjuru Recreation Centre are conducted monthly. Through such engagements, the various stakeholders have a constructive platform for the sharing of feedback and suggestions to improve the safety and security of the foreign workers and residents in the Ayer Rajah area.

Operation Night Sky

As part of our continuous efforts to deter and detect crime, as well as prevent potential public order incidents in the dormitories, Operation *Night Sky*, which is a joint collaboration between Clementi Division and the Singapore Customs, is conducted monthly. The operations involve room-to-room visits and perimeter patrols at foreign worker dormitories. Officers also educate the foreign workers on crime prevention, possession and purchasing of contraband cigarettes, and advise them against public consumption of alcohol beyond the stipulated time of 10.30 pm. All these on-going efforts have contributed to a safer environment for everyone.



HIGHLIGHTS



1. Clementi NPC

In 2015, 'D' Division organised the first ever Delta Citizenry (DC) Community Engagement Day to celebrate the growth of the DC family to 13 Watch Groups. DC is a Resident's Watch Group formed in 2010 with the objective of building a connected community to strengthen the safety and security of their neighbourhood. During the event, DC members had the opportunity to know each other better through team-bonding activities. The event also witnessed the birth of a new record in the Singapore Book of Records for the "Largest Word formation using Tissue Boxes" when the participants came together to form the crime prevention message "EVERYONE CAN PLAY A PART IN CRIME PREVENTION" using 401 tissue boxes.



2. Bukit Merah West NPC - Henderson Bikers

In late 2014, Bukit Merah West (BMW) NPC's Community Policing Unit (CPU) officers came across bicycles that were earmarked for disposal at various condominiums in Sentosa Cove. Assessing the bicycles to be still functional and recyclable, our officers sought permission from the various condominiums to donate these bicycles for charity. CPU officers then liaised with Scootz bicycle shop to repair and refurbish these bicycles and paid for the services through donations from BMW officers.

In January 2015, we launched the "Henderson Bikers" group with the donation of more than 60 bicycles to Henderson Residents' Committee (RC) and low-income youths residing in the area.

TANGLIN DIVISION (‘E’ DIVISION)

By

Deputy Assistant Commissioner of Police
Lu Yeow Lim
Commander, Tanglin Division

2015 has been a busy but fruitful year for Tanglin Division. In addition to the major Force-wide deployments, Tanglin Division was called upon to support a great number of security deployments for events such as the SG50 celebrations and Istana Open House. To top it off, Tanglin Division was tasked to manage all security and public order issues during the historic China-Taiwan Summit at the Shangri-La Hotel in November 2015.

DOING REAL WORK THAT MATTERS

For the historical meeting between China and Taiwan, Tanglin Division was responsible for the overall security coverage and contingency responses.

One of the key reasons Singapore was chosen as the venue for this meeting was our reputation for a high degree of public order brought about by a capable Police Force. Due to the sensitive nature of the event, the details of the meeting were only revealed to Tanglin Division four days before the event. Despite the extremely tight timeline, our officers stepped up to the challenge with vigour and efficiency.

To safeguard the foreign dignitaries, Tanglin Division officers had to coordinate the security measures while adhering to the requisite protocols requested by officials. In addition to officers being deployed to perform security checks on personnel and vehicles entering the Shangri-La Hotel, public order engagement teams were on standby to swiftly respond to any protestors and to prevent any situation from escalating. Our officers worked tirelessly and demonstrated commendable tact and sensibility in striking a fine balance between providing a safe and secure environment while adhering to the various protocol requirements.



As expected, the historic Summit attracted world-wide attention with huge numbers of international media personnel converging at the Shangri-La Hotel. Well aware that Singapore's reputation was at stake, especially with the potential for public order threats, our officers were driven to ensure a successful security operation that would showcase the professionalism, proficiency and dedication of the Singapore Police Force.

EQUIPPED TO SUCCEED

The success of such a high-profile event on short notice can be attributed to the skills, expertise and strong commitment of our Police officers. Security plans that would normally take four months to organise had to be put in place in just four days. Tanglin Division's officers displayed their resourcefulness and agility in adapting to the plans accordingly. Our officers demonstrated their professionalism in performing their duties which enabled them to excel, even in the face of overwhelming odds.



The success of such a high-profile event on short notice can be attributed to the skills, expertise and strong commitment of our Police officers.



HIGHLIGHTS



1. Arrest of One Subject for a Series of Housebreaking and Theft by Night

Since April 2015, there had been a spate of reported break-ins at the private estates along Merryn Road, Shrewsbury Road and Westlake Avenue. With little evidence left at the crime scenes, our officers rigorously scoured the vicinity for closed-circuit television (CCTV) footages for images of the suspect(s). Through a combination of resilience, tenacity of purpose, the use of DNA profiling, and close collaboration with our counterparts from the Immigration & Checkpoints Authority, the suspect was identified and swiftly apprehended. On 17 June 2015, the accused was charged and convicted of nine counts of Housebreaking and Theft by Night. The accused was eventually sentenced to five years imprisonment.



2. Arrest of Three Suspects for a Series of Shop Theft

Between July and August 2015, several cases of Shop Theft were reported at a few major shopping centres. After extensive reviews of CCTV footages and close collaboration with the Police Intelligence Department, three Vietnamese suspects were identified and subsequently arrested at Changi Airport as they were preparing to depart with the loot. Over 400 pieces of apparel were recovered, amounting to more than \$21,000. On 9 September 2015, three suspects were charged and convicted in Court. They were sentenced to eight months imprisonment each.



3. Arrest of Four Suspects for a Series of Theft from Person

Sometime in early October 2015, a spate of Theft from Person within the confines of restaurants at popular shopping centres was reported. The victims were left baffled as their belongings had literally disappeared under their noses. Our officers scrutinised the crime scenes for clues, doggedly trawled over many hours of CCTV footages, and worked closely with the Police Intelligence Department to establish the identities of the suspects. On 9 October 2015, an operation was called and four Indonesian suspects were apprehended. They were charged in Court for 12 counts of Theft with Common Intention. They were convicted and sentenced to 14 months imprisonment each.

ANG MO KIO DIVISION (‘F’ DIVISION)

By

Assistant Commissioner of Police
Lian Ghim Hua
Commander, Ang Mo Kio Division

2015 was a challenging but successful and meaningful one for Ang Mo Kio Division. Our officers were proud to have played a part in ensuring that the significant events of 2015 proceeded safely throughout what was a very special year for Singapore. Amidst these challenges, our officers continued to keep the jurisdiction under Ang Mo Kio Division safe and secure for our community through their daily efforts.

Our operational successes in 2015 can be attributed to two key ingredients – our community and our officers.

OUR COMMUNITY – INFORMED, ACTIVE AND READY

As a “heartland” division serving more than 1.5 million residents, we placed strong emphasis on partnering the community to fight crime and terrorism.

We empowered our community with the necessary knowledge to safeguard themselves against crime. We continued to widen our outreach efforts through various channels which included roadshows, exhibitions, talks, crime prevention displays, multimedia as well as social media. To tackle the rise in scams, a current crime concern, we conducted over 220 talks, exhibitions and roadshows to raise awareness within the community on how to avoid becoming victims of such scams.

We engaged our community to play an active role in keeping their neighbourhoods safe. We continued to grow our network of Citizens on Patrol (COP) groups and we are pleased that, today, we have more than 180 active COP groups looking out for the safety of their neighbourhoods. Many residents have also stepped forward to join our Vehicles on Watch programme

which has been implemented in more than 74 car parks within Ang Mo Kio Division. We have also empowered conservancy workers in five town councils to be on the alert for crimes by providing them with the relevant crime prevention training.

We partnered our community in exercises to build their readiness and resilience to respond to contingencies. In 2015, we were glad to have the opportunity to carry out contingency preparedness exercises with our partners at Yishun Bus Interchange, Khoo Teck Puat Hospital, Seletar Mall, Institute of Technical Education (ITE) College Central, residential heartlands and foreign worker dormitories, amongst others.

OUR OFFICERS – DEDICATED, PROFESSIONAL AND UNITED

To get ready for the various major operations, our officers dedicated themselves to long hours of planning, coordination, training and exercises. These tireless efforts eventually culminated in the successful operations which were physically and mentally demanding, but at the same time, meaningful and fulfilling for our officers.

Our officers from different units, including our Police National Service (PNS) and Volunteer Special Constabulary contingents, also came together to support one another in fulfilling the mission. They demonstrated a strong sense of unity bounded by a common purpose; a willingness to work across boundaries for a bigger mission that they believed in; and a spirit of care for fellow officers which carried them through the challenging times.

WORKING TOGETHER TO SAFEGUARD EVERY DAY

We are grateful for the support from the community in our fight against crime and terrorism. We will continue to work hard to earn the trust and support of the community in our journey to safeguard every day.



To get ready for the various major operations, our officers dedicated themselves to long hours of planning, coordination, training and exercises.



HIGHLIGHTS



1. Best Land Division (PNS)

We are proud to have been named Best NS Operationally-Ready Unit in recognition of the operational readiness, professionalism, and administrative excellence of our PNS officers. It is also noteworthy that one of our officers clinched the National Service Full-time (NSF) of the Year Award.



2. Sporting Glory

We attained the PSA Most Active Unit Award for the 4th consecutive year in 2015, a testament to our strong sporting culture. Our Division clinched awards in various sporting arenas, including Track and Field, Sea Sports and Shooting.



3. Service Champions

We maintained a strong culture of service excellence and high standards of service delivery. 2015 saw our officers receive one MHA Distinguished Star Service Award, two MHA Star Service Awards, two PS21 Star Service Awards and 359 Excellent Service Awards.



4. Innovation Excellence

We continued with our efforts to improve the effectiveness of our operations, crime prevention and training through innovation. Our innovation efforts were recognised with one MHA 3i Silver Award, and one Gold, two Silver and two Bronze awards at the SPF In-House TES 2015.

BEDOK DIVISION (‘G’ DIVISION)

By

Assistant Commissioner of Police
Alvin Moh
Commander, Bedok Division

2015 was a high tempo and eventful year for Bedok Division. With the strong support from our strategic partners, Bedok Division was able to remain steadfast and vigilant in all security deployments mounted in 2015.

KEY EVENT IN BEDOK DIVISION IN 2015

'G' Division was tasked with the mission of ensuring law and order for more than 80 events in nine sports over a period of 17 days at the National Stadium, Singapore Indoor Stadium, OCBC Arena and OCBC Aquatic Centre during the 28th Southeast Asian (SEA) Games. The soccer semi-finals and final which were held at the National Stadium within the Singapore Sports Hub were particularly noteworthy as they attracted more than 30,000 spectators for each game.

The key challenge to the deployments for three highly anticipated soccer matches was to ensure the safety and security of the players, the working staff and the large number of spectators. Each game saw more than 200 officers deployed with conscientious efforts rigorously applied in all aspects to ensure that our mission was carried out without causing any undue disruption or delay to the three matches.

With the excellent coordination between the various workforces including our dedicated Police Operationally-ready National Servicemen (PNSmen) and Volunteer Special Constabulary (VSC) officers, 'G' Division was able to execute the task successfully.

EXCELLED IN COMMUNITY POLICING

Harvesting the fruits from the good working relationships with the community that had been built over the years, 'G' Division continued to build on this strength to fight crime alongside the community. Between 2014 and 2015, we introduced more than 20 crime prevention initiatives while solving crime and security problems across the seven Neighbourhood Police Centres (NPCs) of 'G' Division.

Owing to the strong collaborative efforts, we were able to reduce crime rate in our community precincts. All our seven NPCs achieved the Gold Award in the Community Safety and Security NPC Award 2015, which is the highest attainable award in the NPC Excellence Awards. The awards are only given out to the top 12 NPCs with outstanding Neighbourhood Watch Zone performance each year.

LOOKING AHEAD

'G' Division strongly believes that officers are our most important asset. Every individual officer plays a key role in contributing to the division's success in safeguarding the community, creating a safe and secure home for those who stay, work and study within our jurisdiction.

After an exciting 2015, 'G' Division's focus will be on creating a better and healthier workplace for all our officers. We will continue to engage our officers actively through regular sessions between command level officers and individual teams and units. We also aim to develop our officers to their fullest potential through the various training platforms and exercises.

With a highly motivated and disciplined team of officers and a community committed to the same cause, we will strive for an even higher standard of performance and excellence. 'G' Division officers will serve the public to the best of their abilities, and be the leader that the community looks up to. Together, we will continue to make a difference!



All our seven NPCs achieved the Gold Award in the Community Safety and Security NPC Award 2015, which is the highest attainable award in the NPC Excellence Awards.



HIGHLIGHTS



1. Best Land Division

Bedok Division won the Best Land Division award in 2015. The Best Land Division Competition (BLDC) was first introduced in 1996 to recognise the Police Land Divisions for their outstanding performance. The intent of the BLDC is also to encourage a culture of healthy competition, greater divisional esprit-de-corps and a heightened sense of mission-mindedness.



2. Vehicles on Watch Scheme

Leveraging on the in-vehicle cameras, the Vehicles on Watch (VOW) Project was introduced in 2014 to combat Thefts from Vehicles. The VOW started initially with approximately 400 members of public volunteers covering over 40 carparks in Bedok Division's jurisdiction. Now, there are more than 1,300 members of public volunteers on board the VOW Project covering over 91 carparks in Bedok, Changi, Geylang, Marine Parade, Pasir Ris and Tampines, with the list still expanding. With the VOW Project, residents can look forward to safer carparks and safer neighbourhoods.

JURONG DIVISION (‘J’ DIVISION)

By

Deputy Assistant Commissioner of Police
Koh Wei Keong
Commander, Jurong Division

Jurong Division covers the largest number of foreign workers staying in dormitories and second largest number of public housing households. To enhance our efforts to keep our community safe and secure, we have introduced a series of crime prevention and engagement programmes.

Two of our main initiatives that were launched in 2015 were the inaugural Juliet Dormitories Cricket League and the "ShopWatch" Community Safety and Security Programme (CSSP).

ENGAGEMENT STRATEGIES FOR FOREIGN WORKERS

‘J’ Division endeavours to be a Centre of Excellence in engagement strategies for foreign workers. To fulfil this vision, our Division has developed “Project Alliance”, an engagement plan that aims to achieve three key objectives - reduce crime, reduce social dis-amenities and prevent public disorder involving foreign workers.

One of the key thrusts of Project Alliance is the engagement of foreign workers through sports. From our engagements with the foreign workers, we learnt that cricket is popular within their community in Singapore. The inaugural Juliet Dormitories Cricket League, organised in collaboration with the Singapore Contractors Association Limited (SCAL) and involving participants from eight purpose-built dormitories, was successfully held on 27 September 2015 at the SCAL Recreation Centre. Through the League, we aim to leverage foreign workers to support our officers in spreading crime prevention messages more effectively while strengthening the cohesion among the workers.

As part of our outreach efforts, we also approached the participating dormitories’ management to nominate workers to take part in crime prevention activities. This included crime prevention and safety roadshows where they would assist the Police in explaining crime prevention messages to the other foreign workers in their native language. Players from participating teams also served as the Police’s Foreign Worker Ambassadors (FWA) and joined our officers for patrols at their respective dormitories. The FWA acted as a conduit to build rapport between our officers and the foreign residents.

Through these innovative programmes, our Division will continue to engage the foreign worker community to build a trusting and harmonious relationship.

COLLABORATING WITH CORPORATE PARTNERS TO REDUCE CRIMES

As part of our continuous effort to reduce shop theft, ‘J’ Division spearheaded the “ShopWatch” CSSP to involve corporate partners in creating greater deterrence against crimes at shopping districts.

This programme aims to augment the presence of the staff through the use of the ShopWatch Vest and ‘ASK’ protocol. Indirectly, the shoppers will be made aware that there are personnel keeping vigil within the premises of the retail outlets to deter potential property offences.

Three Sheng Siong supermarket outlets in Woodlands were selected to pilot the programme. The staff received training on basic safety procedures and protocols from our officers and the trained staff will don the vest bearing the words “SHOPWATCH. May I help you?” to project their presence. The pilot programme proved to be successful as shop theft declined by 41.2%. This initiative was eventually rolled out to all 38 Sheng Siong outlets on 14 October 2015.

Our Division will continue to reach out to more corporate partners and encourage retailers to adopt a proactive approach in deterring and preventing shop theft.





HIGHLIGHTS



1. Crime Prevention and Awareness Guidebook

340,000 Crime Prevention and Awareness Guidebook were produced and distributed to the foreign workers. The objective is to educate foreign workers on how to safeguard themselves from being victims of crimes and to update them on Singapore laws.



2. Mobile COP Application (MOCA)

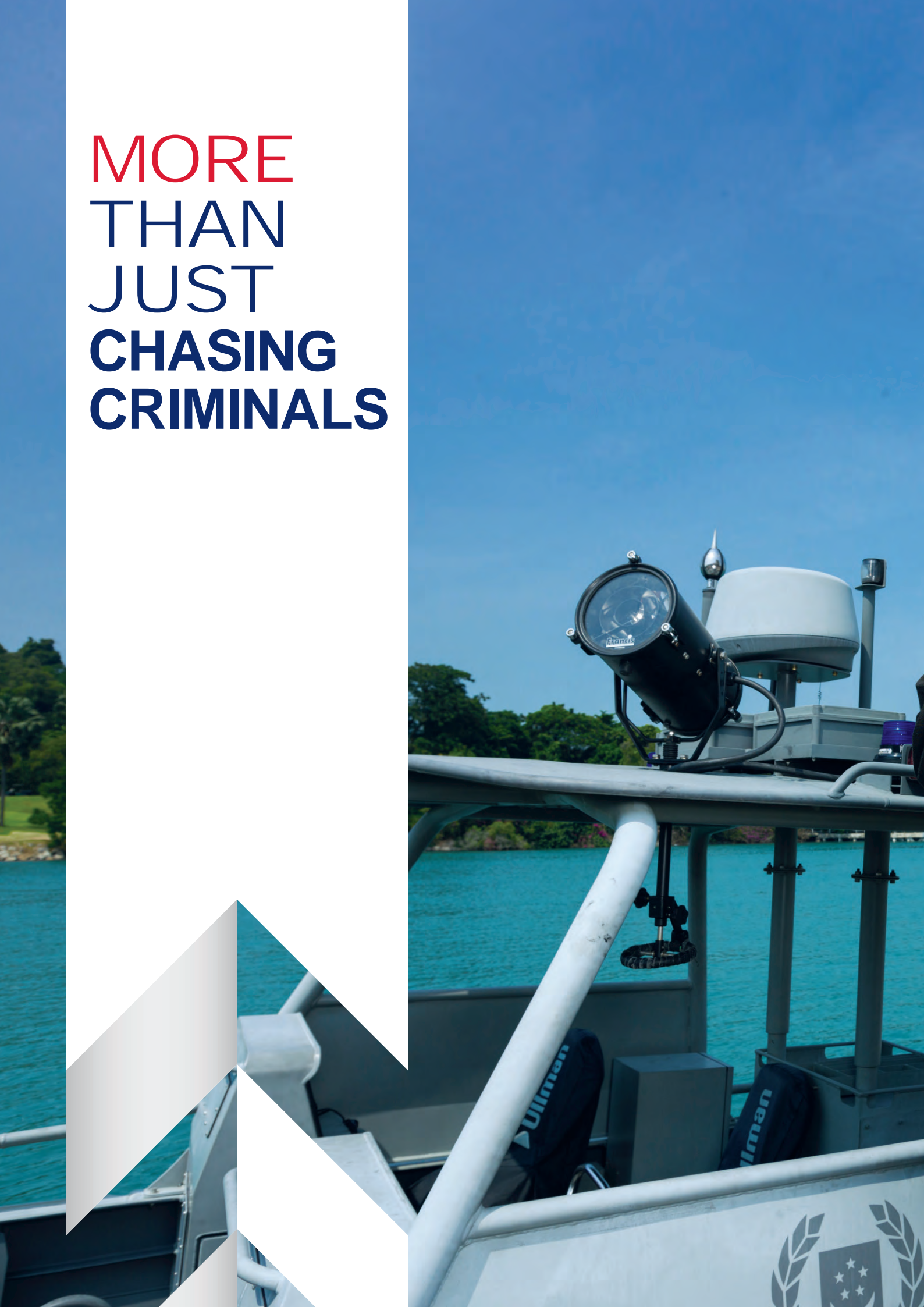
Collaborating with the Institute of Technical Education (ITE) College Central, 'J' Division developed MOCA, a handphone application whereby Citizens on Patrol (COP) members can organise patrol schedules, track completed patrols and receive timely crime advisories. This application thus reduces coordination hassle between the Police and COP members.



3. Outreach to Schools

'J' Division worked with various secondary schools to install a Crime Prevention Notice Board to broadcast crime-related messages and case studies on arrested students. With this initiative, more crime awareness messages can be disseminated to the students.

**MORE
THAN
JUST
CHASING
CRIMINALS**





POLICE

POLICE

WARNING

MARLIN

COMMUNITY POLICING SYSTEM (COPS)

By ASP Doreen Seah, 3 Operations Officer
Frontline Policing Division, Operations Department

In April 2015, all 35 Neighbourhood Police Centres (NPCs) successfully transited to the Community Policing System (COPS). COPS was initiated by the Singapore Police Force (SPF) in December 2012 to revamp the concept of frontline policing to better fight crime through technology. With COPS, officers will work more closely with the community to strengthen public's trust. Under COPS, NPCs' crime fighting capabilities are further enhanced through the formation of the new Crime Strike Force (CSF), Community Policing Unit (CPU) and more extensive use of technology.



CRIME STRIKE FORCE (CSF)

The CSF was established to enhance localised crime fighting capabilities. With this initiative, officers will focus on becoming

more familiar with the local terrain for crime fighting and establishing closer links with businesses and residents for intelligence gathering.



Community policing is a key pillar of SPF's strategy in keeping Singapore safe and secure. COPS has enabled SPF to go deeper and further in our community engagement in a myriad of ways. It has built a strong platform to ensure that we remain relevant and connected to what is going on within the community, so that we can better address the crime and security concerns on the ground.

- Deputy Commissioner of Police
Lau Peet Meng
Director, Operations Department



COMMUNITY POLICING UNIT (CPU)

The Community Policing Unit (CPU) was set up to cultivate more effective relations with the residents and community stakeholders and at the same time, project a more approachable outlook. Through foot and bicycle patrols, CPU officers develop closer relationships with the community and play a more active role in building community safety and security programmes.



TECHNOLOGICAL ENHANCEMENTS

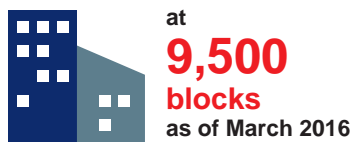
Under COPS, SPF installed a network of Police Cameras (PolCam) at HDB blocks and multi-storey car parks to aid in crime deterrence, detection and analysis. In addition, some existing Neighbourhood Police Posts (NPPs) were selected to be redesigned and automated. These new NPPs allow for 24/7 access to fully automated Police e-services as compared to the manned NPPs which are operational for only 12 hours a day. Residents may also use video-links to communicate with a Police officer during an emergency and may also make use of the community zone for approved activities.



Since its introduction in 1983, community policing has been the cornerstone of our policing success. It has allowed us to build trust and partnership with the community, essential factors in safeguarding Singapore. The Community Policing System builds on this strong foundation to make Singapore one of the safest place in the world.

- Senior Assistant Commissioner of Police
Teo Chun Ching
Director, Planning and Organisation Department

PolCams installed



Footages from these PolCams assisted in solving



1,023
cases
from May 2012 till March 2016

Safety and Security Watch Group (SSWG) Scheme

Implemented in:



Membership has grown steadily from:



1,052
member
buildings
in 2012

to



▲ 1,337
member
buildings
in 2015

Citizens on Patrol (COP)

Membership has increased steadily from



570
groups in 2012

comprising
more than

to



700
groups in 2015

14,000
members

Redesigned Neighbourhood Police Posts (NPPs)



9 redesigned
NPPs

with community, Police and
service zones.

Neighbourhood Watch (NWZs and NWGs)

The number of Neighbourhood Watch Zones (NWZs) has expanded from:



649
zones
in 2012

to



724
zones
in 2015

with more than

6,000
volunteers



4,000
in 2012

to



12,000
in 2015

Vehicles on Watch (VOW)

VOW has since been expanded to:



120
car parks
comprising



almost **1,600**
active members

Global Law and Order 2015 Report



Singapore topped the international poll on
sense of personal security, and the public's
personal experience with crime and law
enforcement.



BENEFITS SINCE COPS ROLL-OUT

With the aid of the new network of PolCam, several good arrests and cases have been solved by CSF officers. In addition, the SPF implemented ad hoc mobile cameras or Crime Control Surveillance Systems (CCSS) that can be directly deployed outside loan shark-affected units to deter and detect loan shark harassment. Since the launch of PolCam and CCSS in May 2012, the footages have been instrumental in generating investigative leads for CSF officers in solving loan shark harassment cases.

Positive feedback has been received from grassroots and residents on the increased Police presence within their community. There has also been a higher participation rate in community safety and security programmes such as the Safety and Security Watch Group (SSWG) where CPU officers collaborate with the business community to fight crime and counter-terrorism. Through engagements with building managers and security personnel, CPU officers were able to instil increased awareness, collaborating on target-hardening of their premises and conduct joint contingency readiness exercises.

The increased participation by the community in the various SPF volunteer schemes has a multiplier effect on promoting a greater sense of vigilance in the neighbourhood. One initiative that exemplifies this is the Citizens on Patrol (COP) programme which has been implemented islandwide. COP groups help augment Police presence by being the 'eyes and ears' for the Police during their patrols. They are alerted to the latest safety and security matters so that they can be on the lookout for suspicious characters in their estate. Another similar initiative is the Neighbourhood Watch Scheme where grassroots organisations and residents keep watch over their neighbourhood and notify the Police of any suspicious activities in their vicinity.

PLANS FOR THE FUTURE

Following the success of COPS, plans are ongoing to expand the coverage of Police cameras beyond Housing & Development Board (HDB) blocks and multi-storey car parks to public areas in HDB estates. This expansion is a continuation of the Police efforts to leverage technology to fight crime and protect the community. Under the expansion plan, Police will install cameras in places of high human traffic such as Neighbourhood and Town Centres, hawker centres, wet markets, neighbourhood facilities including polyclinics and sports complexes, and covered pedestrian walkways between HDB blocks and transportation nodes (e.g. Mass Rapid Transit stations and bus interchanges). This expanded network of closed-circuit television (CCTV) will enable better sense-making in combating crime, and maintaining law and order.

SPF will also be working closely with the Ministry of Home Affairs (MHA) to launch "SG Secure" - a new national movement to engage, sensitise, train, organise, mobilise and exercise the community to better protect ourselves from a terrorist attack. To safeguard our way of life, CPU officers will be trained to conduct customised programmes to increase vigilance within the community, targeting key domains such as the neighbourhoods, school institutions and workplaces.

With the successful COPS implementation, SPF is well-poised to protect our community from criminal harm, thus achieving our mission to prevent, deter and detect crime.

SAFEGUARDING OUR FUTURE AS ONE POLICE FORCE

By DSP Joseph Goh, Operations Officer,
Major Security Events Division, Operations Department

2015 will undoubtedly be one year remembered by every member of the Singapore Police Force (SPF) as a meaningful year packed with many significant events; some were planned, several took place simultaneously, from solemn to joyous occasions. Officers from all ranks rose to the challenge and carried out their duties with unwavering dedication and full resilience to achieve the mission. Never in recent history of Singapore have we seen that many major events happening within a year, some of which had to be concurrently executed, such as the Shangri-La Dialogue which coincided with the 28th Southeast Asian (SEA) Games. Every single regular officer was mobilised to support the operations in one way or another; Police Operationally-ready National Servicemen (PNSmen) were recalled and many Voluntary Service Constabulary (VSC) officers came forward to volunteer their time to perform duties at numerous deployments in this trying year. There were many first for these deployments – more venues being used with more people attending the events as compared to previous occasions, unprecedented scale of IT and logistical deployment, in addition to a leave freeze twice in a year.



28TH SOUTHEAST ASIAN (SEA) GAMES

Teamwork and a sense of mission would see SPF through the massive security requirements for the 28th SEA Games that was held from 5 to 16 June 2015. A total of 4,437 athletes and 2,037 team officials from the 11 National Olympic Committees (NOCs) participated in the Games. More than 17,000 volunteers and workforce were involved in managing the Games which saw a spectatorship of about 500,000 across 36 sports with over 402 events competing in 31 competition venues. This event was larger in scale than the 2009 Youth Olympic Games and took 18 months of preparatory work. This is also the first time a high-level security event was held at the Sports Hub. Operating in a new terrain saw its fair share of challenges which were overcome by close collaboration with various stakeholders such as Sport Singapore which was the lead agency for SEA Games, and the Singapore Armed Forces (SAF) that organised the Opening and Closing Ceremonies.

The operations for SEA Games was one of the longest, largest and most complex operations we had ever run in recent times, given that it was 25 days long, and that it was spread over the island at more than 80 venues including logistical hubs. At the peak of our deployments, more than 4,500 officers were deployed. Officers sacrificed their family time even though it was the school holidays to put in extra deployment hours to ensure that the Games went smoothly and that foreign participants left Singapore with a favourable impression. It was a sacrifice not in vain as the Games ran as planned, and officers received a pat on the back from the public for being security focussed and yet friendly in the execution of their duties.



JUBILEE WEEKEND CELEBRATIONS

The second half of the year saw intense preparations for the four-day islandwide Nation's Jubilee Weekend celebrations which culminated in the 50th National Day Parade on 9 August. For the first time, other than the Padang where the parade was held, celebration sites were set up around the Marina Bay area for more people to join in the celebration. It was estimated that at its peak, about 200,000 spectators were in the area. More than 3,000 officers were deployed during this period to ensure the celebrations were carried out safely.

The successful Jubilee Weekend celebrations operation was attributed not only to the good teamwork within the SPF but also with external agencies. Coordinating platforms were created to enable close inter-agency coordination for swift resolution of issues such as crowd management, traffic, safety and security, and contingency plans for train disruption. An integrated Command Post with the SAF was also set up to manage the complex ground operations. The integration had enabled better command and control of ground forces and decision-making, allowing for issues to be resolved quickly before developing into a state that could potentially dampen the celebratory mood.



GENERAL ELECTION (GE) 2015

Soon after the Jubilee Weekend celebrations, SPF was again called upon to ensure that the GE 2015 was conducted in a safe and secure manner for all the candidates and Singaporeans voting on polling day. The nation saw an unprecedented contest of all constituencies. There were a total of nine nomination centres, 47 rally sites and 832 polling stations. 65 rallies were held over the eight-day campaigning period, with a record number of 14 rallies taking place on the last night. On Polling Day itself, close

to 10,000 officers were deployed throughout the day at all polling stations, assembly centres and other key GE establishments.

The election period also coincided with the September school holiday period where once again officers had to make adjustments to their plans with family. With the understanding and unwavering support from their loved ones back home, our officers were able to carry out their duties diligently and without worries, and contributed to an important process that will help shape the future of Singapore in the years ahead.



8TH ASEAN PARA GAMES

The 8th ASEAN Para Games (APG) was the last highlight event to close off the eventful year. The APG was held from 3 to 9 December 2015 with a total of 336 events in 15 sports and disciplines featured in the Games. The APG operation was 11 days long (from 30 November to 10 December 2015) and was a culmination of six months of preparation. Though the scale of the operation was much smaller as compared to the 28th SEA Games, the challenges were entirely different. A key challenge for the operation was to conduct security screening of persons with special needs on a large scale basis. Security was paramount especially in light of a series of coordinated terrorist attacks in Paris on 13 November just one month before the Games. To ensure that security procedures facilitated the movement of the special needs persons, SPF consulted various stakeholders including the Chef-De-Mission at the planning stage. The operations proceeded smoothly and earned many praises from the participating athletes and officials.



UNSUNG HEROES

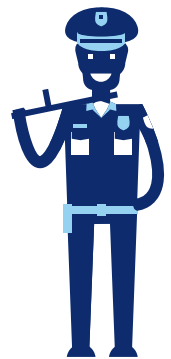
Logistical, IT and manpower needs for all the major deployments were at unprecedented scale and levels. In all the deployments, there were many officers working tirelessly behind the scenes to provide the necessary support to ensure the smooth running of the operations. For example, 163,174 meals were prepared

for officers during the SEA Games period as operations were carried out round the clock. During the GE, units were given a short lead time of typically less than 12-hours to equip rally sites with closed-circuit television (CCTV), command posts and crowd management barricades before the operations. The successes of these security operations were only possible with the strong support of officers from the Police Technology Department, the Police Logistics Department and the various staff units in the SPF. These unsung heroes worked tirelessly to ensure the prompt delivery of logistical and IT support required by these operations and that our officers' well-being were adequately taken care of.

SAFEGUARDING OUR FUTURE AS ONE POLICE FORCE

Year 2015 was a confluence of mixed emotions for the SPF officers, ranging from grieving with the nation to helping the nation come together in jubilation and in anticipation of the future. When called to uphold their duty, every SPF member rose up beyond that call. Every member has exemplified SPF's core values in each and every operation in this hectic year.

What marked 2015 would undoubtedly be the tremendous teamwork and unwavering commitment by officers to SPF's mission. Each and every SPF officer stood shoulder to shoulder to ensure mission success; giving Mr Lee the best possible send-off by continuing to live out the Public Service ethos Mr Lee espoused; that of being clean, efficient, effective and exceptional to face future challenges head-on. The future is bright for Singapore, and as one Police Force, we will continue to commit ourselves to safeguarding our nation for the many more 50 years to come.



CELEBRATING 40 YEARS OF POLICE NATIONAL SERVICE

By SUPT Michael Ang Choo Yang, Mr Tan Deyong
Police National Service Department

For 40 years, generations of Police National Service (PNS) officers have committed their time and resources to make Singapore one of the safest places in the world. Since its modest first intake of Full-time Police National Servicemen (PNSF) in 1975, more than 125,500 have completed their National Service (NS) obligations in the Singapore Police Force (SPF). PNS officers have indeed contributed towards making Singapore a country safe to live, work and play in.



ESTABLISHMENT OF FULL-TIME POLICE NATIONAL SERVICE

NS in the SPF was originally introduced as part-time in the Special Constabulary (SC) and the Vigilante Corps (VC) following the National Service Amendment Bill of 1967. It was only in the wake of the Laju Incident in 1974 that full-time Police National Service was implemented.

On 31 January 1974, foreign terrorists hijacked the ferryboat Laju at the Bukom jetty and held five crew members hostage, only releasing them after their safe passage to Kuwait was secured. This incident served as a grim reminder of the importance of vital installation security. With the SPF shouldering this responsibility, the sole use of regular Police officers would push its limited manpower to breaking point. Thus, full-time Police National Service was introduced as the solution to fulfil this vital role.

On 24 July 1975, the first intake of 200 male Singaporeans were enlisted to serve as PNSF for the Special Constabulary. Since that first historic day, PNS officers have stood shoulder to shoulder with their regular counterparts in a myriad of duties that include the protection of key installations, team policing, station duties and community patrols under the neighbourhood policing scheme.

THE EVOLVING ROLE OF PNS



PNS was originally meant to augment the regular officers of the SPF. However the deployment strategy was revamped after PNS officers proved themselves more than capable in their roles. Vertical Policing was introduced in 1979 to put the skills and experience of Police Operationally-ready National Servicemen (PNSmen) to good use. Under this scheme, PNSmen were deployed in teams of two to patrol the new high-rise Housing and Development Board (HDB) estates that were being developed all over Singapore, projecting an increased Police presence and ensuring the safety of citizens in their new homes.

The role of PNSmen evolved since then and was expanded to include both peacetime and emergency functions from 1988. During peacetime, PNSmen took on crowd control duties and crime preventive patrols, while being deployed to protect key installations during a National Emergency situation.



PNS TAKING THE LEAD

Over time, PNS officers were given even more defined roles, with the focus on specialisation, integration and operational readiness. In 1994, the National Service Key Installations and Protection Unit (NSKU) was formed and entrusted to protect key installations in Singapore. This unit proved their effectiveness when they were deployed to guard vital installations shortly after the 9-11 incident.

To further facilitate integration, specialisation and operational readiness of PNS officers, the Police National Service Department (PNSD) was established in 1995. New concepts and initiatives were introduced to invigorate and update the fundamental ideologies of Police National Service.

A string of deadly terrorist attacks in the next decade across the major cities of London, Madrid, and Mumbai exposed the inherent risk that faced public transport systems. In 2009, the Public Transport Security Command (TransCom) was officially commissioned to enhance the security of Singapore's public land transport network. Staffed primarily by PNS officers, TransCom manages all policing efforts throughout the entire public land transport network. Apart from projecting Police presence across trains, buses and stations, PNS officers also attend to incidents reported within the public land transport system.

PNSmen contributions are not limited to frontline operations. PNSmen in the Specialist Advisory Groups applied their civilian expertise and talents to further the mission of the SPF. Experts in the fields of auditing, education, human resource and various others are posted to vocations relevant to their civilian work where they share valuable knowledge and feedback to assist the SPF in developing and enhancing its capabilities.

Through the Voluntary Extension Scheme (VES), many PNS officers have also chosen to extend their services beyond what is required of them. Through this extension, PNSmen were able to contribute their expertise and experiences by serving as mentors and trainers beyond their statutory age¹.

¹ Statutory age refers to the Statutory Run-Out-Date (SROD) age of 40 (for Police officers) and 50 (for Senior officers), the maximum allowable age for a NSman to be recalled.

Numerous PNS officers have served the SPF and Singapore with distinction. We are proud that many of them are prominent members of our society. The Chief Justice of Singapore, Mr Sundaresh Menon, was an NS officer at the PNS Headquarters and the Traffic Police (TP). While at TP, he was part of a group whose work led to the introduction of legislations such as the seat belt regulation.



The work was not just interesting and fulfilling, but I felt challenged and privileged to be given such an opportunity.

- Chief Justice of Singapore
Mr Sundaresh Menon

Minister for the Environment and Water Resources, Mr Masagos Zulkifli Bin Masagos Mohamad, served as an Investigator in the Jurong Police Division. He recalled that he used to work 24-hour shifts so that cases would not go cold.



It was tough, but it made me more mature and taught me how to appreciate life.

- Minister for the Environment and Water Resources
Mr Masagos Zulkifli Bin Masagos Mohamad



THE FUTURE OF PNS

The PNS Master Plan was launched in 2014 to guide the development of PNS in view of changing societal needs. The key recommendations will see changes in the way PNS officers are deployed and will optimise the use of PNS resources to meet SPF's current and future operational needs.

Under the PNS Master Plan, the new Protective Security Command (ProCom) will take over the protection of Singapore's critical infrastructures from the Key Installation Protection Unit (KINS). PNS officers will also take up Community Engagement (CE) roles, educating the community on crime prevention at exhibitions and schools as well as engaging at-risk youths. We will

also implement more welfare, reward and recognition initiatives to recognise the important contributions of PNS officers.

Since its inception in 1975, PNS officers have committed themselves to delivering the mission of the SPF. Currently the SPF comprises over 5,000 PNSFs working tirelessly day and night, and over 30,000 well-trained PNSmen. PNS officers will continue to play a vital role serving the nation in frontline and support functions across units in the SPF.



PNS40 CELEBRATIONS

PNSD was given the honour to plan and execute the 2015 Annual Police Dinner (APD). Held on 3 June 2015 at the Istana, APD 2015 celebrated some of SPF's key milestones. The SPF celebrated 40 years of Police National Service by paying tribute to pioneers and seniors from the very first few batches for their commitment and invaluable contributions to the SPF.

Guest-of-Honour Dr Tony Tan Keng Yam, the President of the Republic of Singapore, launched the commemorative PNS40 coffee table book. The book contains a vast archive of photographs which were kindly contributed by past officers, giving one a glimpse into the earlier years of PNS. Complementing these photographs are quotes and stories from PNS officers who had served their NS in the SPF.

In addition, we produced a PNS40 Commemorative video to celebrate the journey of PNS. The video included interviews with PNS officers from the very first batch of PNS enlistees, as well as present day PNS officers. These interviews shared the officers' experiences with the viewers, providing an insight into the life of a PNS officer.

APNS40 microsite was also launched to celebrate the momentous year. The PNS40 microsite contained a timeline on the history of PNS, stories of various PNS officers' experiences in the SPF, and a softcopy of the PNS40 coffee table book was also made available for download.

APD 2015 saw the introduction of a new SPF award – the National Service Full-time (NSF) of the Year Award. Deputy Prime Minister Mr Teo Chee Hean presented the inaugural award which recognises the outstanding contributions and commitment of Full-time Police National Service officers. Other awards presented at the APD included the Best Land Division, Best NS Operationally-Ready Unit and NSman of the Year.



**MORE
THAN
JUST
MEN AND
WOMEN IN
UNIFORM**





SINGAPORE CRIME SITUATION

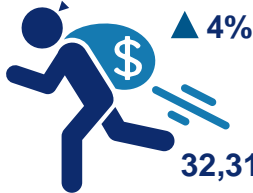
January - December 2015¹

The year 2015 saw an increase of **4%** in Overall Crime from **32,315** cases in 2014 to **33,608** cases. The increase was largely due to commercial crimes.

The crime rate² increased from **591** in 2014 to **607** in 2015, an increase of 16 cases per 100,000 total population. In terms of arrests, a total of **15,951** persons were arrested for Overall Crime in 2015, a decrease of **9.8%** from the preceding year.

Overall Crime

33,608 cases
in 2015



32,315 in 2014

Crime Rate

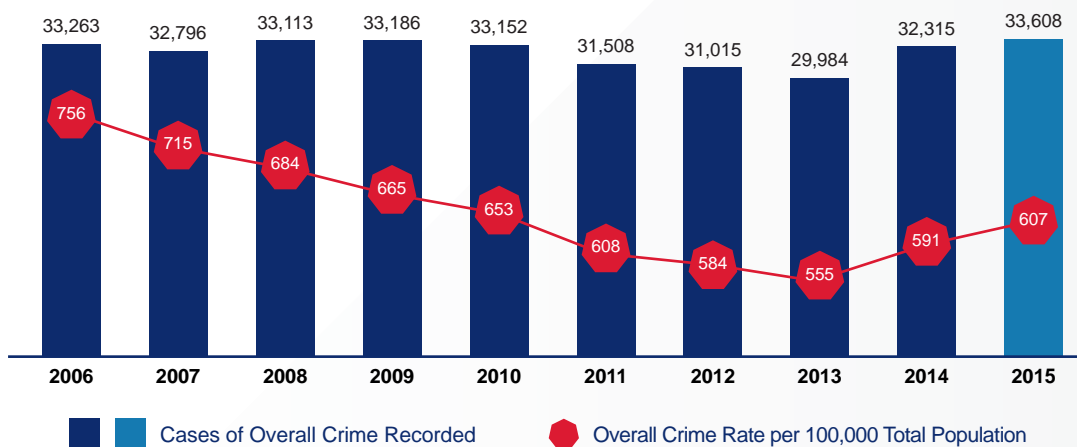
(Per 100,000 Total Population)

2015

607

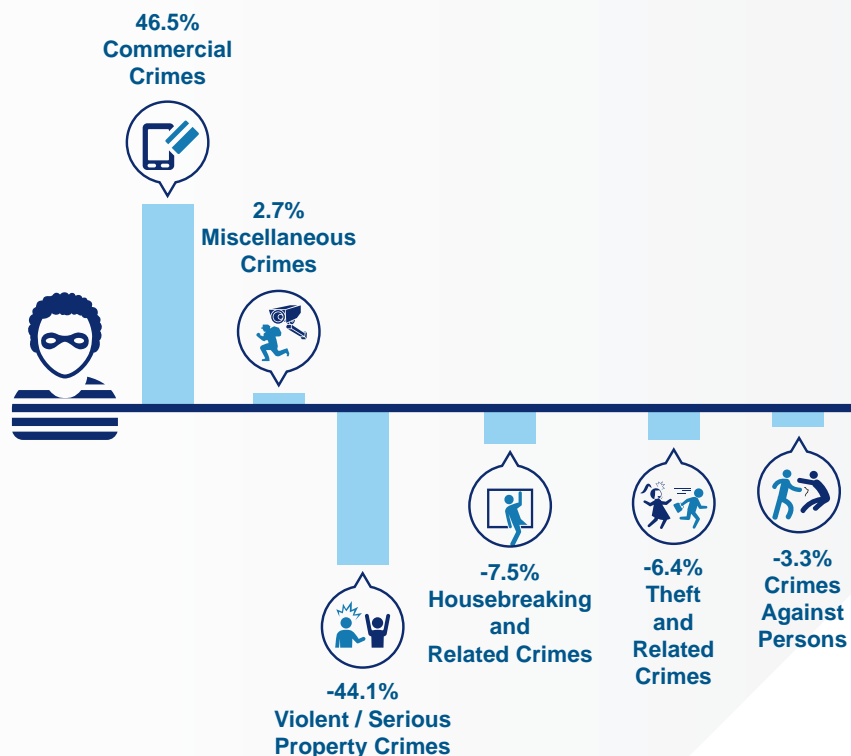
591

2014



Crime Classes³

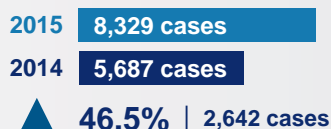
Two of the six crime classes recorded increases in 2015, namely Commercial Crimes (**46.5%**) and Miscellaneous Crimes (**2.7%**). The remaining four crime classes of Violent/Serious Property Crimes (**-44.1%**), Housebreaking and Related Crimes (**-7.5%**), Theft and Related Crimes (**-6.4%**) and Crimes Against Persons (**-3.3%**) registered decreases.



¹ Figures for 2015 are provisional.

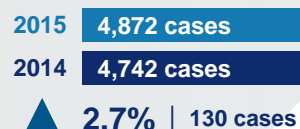
² Crime rate is calculated based on the number of cases recorded per 100,000 of the total population. Total population comprises Singapore residents and foreigners staying in Singapore for at least one year. Source of population: Department of Statistics.

³ Crime classes refer to the six classes of Crimes Against Persons, Violent/Serious Property Crimes, Housebreaking and Related Crimes, Theft and Related Crimes, Commercial Crimes, and Miscellaneous Crimes.



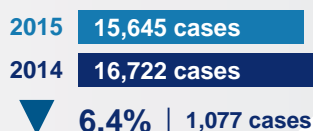
Commercial Crimes

- Comprises mainly cheating and related offences.
- Increases were mainly in cheating cases involving E-Commerce **(+508 cases or 30.5%)**. This is likely due to an increase in the number of Internet users who use online shopping facilities.
- “Credit-for-Sex Scam” was a new type of scam in 2014 which continued in 2015 with **1,203 cases** reported compared with **66** such cases in 2014. Total amount of money cheated was approximately **\$2.9 million**.
- “Internet Love Scam” cases increased by **185 cases (93.4%)** from **198 cases** in 2014 to **383 cases**.



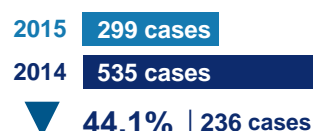
Miscellaneous Crimes

- Comprises various offences, including mischief, vandalism, bomb hoaxes and bringing prohibited items into Singapore.
- Larger increases were seen in Computer Misuse and Cybersecurity Act **(+81 cases or 41.1%)**, Corrosive and Explosive Substances and Offensive Weapons Act **(+57 cases or 14.7%)**, criminal trespass **(+45 cases or 13.8%)** and causing hurt by act which endangers human life **(+78 cases or 8.4%)**.



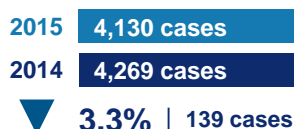
Theft and Related Crimes

- Offences include a variety of thefts such as shop theft, theft in dwelling, theft from motor vehicle, theft of motor vehicle, snatch theft and other thefts.
- Snatch theft was lowest in 20 years with **84 cases**.
- Theft of motor vehicle was lowest in 20 years with **303 cases**.
- Decreases in this crime class were mainly in snatch theft **(-81 cases or -49.1%)**, other thefts **(-667 cases or -18.2%)** and theft in dwelling **(-239 cases or -6.3%)**.



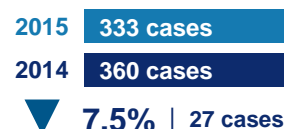
Violent / Serious Property Crimes

- Refers to crimes which involve the taking of money or property by force or means of threat against the victims. These include crimes where physical violence may not necessarily be involved e.g. cyber-extortion.
- Comprises mainly robbery and extortion / attempted extortion cases.
- Robbery was lowest in 20 years with **121 cases**.
- Decreases in crime class was mainly in robbery **(-109 cases or -47.4%)** and attempted extortion/extortion **(-126 cases or -41.4%)**. Majority of such cases were cyber-extortion cases. Cyber-extortion cases decreased by **170 cases (-66.1%)**.



Crimes Against Persons

- Refers to crimes where the victim is an individual and suffers bodily harm as a result of the crime.
- Except for murder which increased by **1 case (or 7.1%)**, four major offences under this crime class registered decreases. They were rioting **(-53 cases or -31.5%)**, serious hurt **(-37 cases or -7.2%)**, outrage of modesty **(-70 cases or -5.1%)** and rape **(-3 cases or -1.8%)**.
- Murder was third lowest in 20 years with **15 cases**.



Housebreaking and Related Crimes

- Lowest in 20 years.
- Housebreaking was lowest in 20 years with **248 cases**.
- Sharp decreases in housebreaking were due to fewer break-ins targeting residential premises **(-68 cases or -37.0%)**.

SINGAPORE CRIME SITUATION

January - December 2015

2015 AREAS OF INTEREST



▲ **30.5%**
508 cases

Cheating Cases Involving E-Commerce

- Cheating cases involving E-Commerce increased by 508 cases (30.5%) from 1,665 cases in 2014 to 2,173 cases in 2015. These were cases where victims fell prey to scams while buying or selling goods online. The victims would either fail to receive the goods they paid for or the payment for the goods they have shipped out.



▲ **1,722.7%**
1,137 cases

Credit-for-Sex Scam

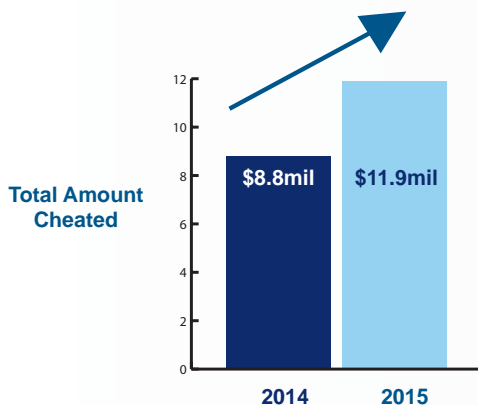
- Credit-for-Sex Scam reported an increase of 1,137 cases (1,722.7%) from 66 cases in 2014 to 1,203 cases in 2015. The victims and culprits communicated through smartphone messaging applications. WeChat was the dominant platform used. The victims would be offered escort or sexual services and meet-up points were arranged. They would then be requested to purchase Alipay / iTunes / MyCard credits before meeting up. However, culprit would fail to turn up.

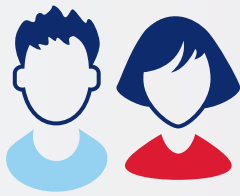


▲ **93.4%**
185 cases

Internet Love Scam

- Internet Love Scam cases saw an increase of 185 cases (93.4%), registering 383 cases in 2015. The total amount cheated was significantly higher, from S\$8.8 million in 2014 to S\$11.9 million in 2015.
- Such cases involved culprits who typically claimed to be from UK and targeted women who searched for love online through dating or social networks. Culprits maintained contact with victims via email or phone.
- The culprit would claim that he was coming to Singapore or would ask for the victim's hand in marriage. On the supposed day of arrival, the victim would receive a call from the suspect who claimed that he had been detained by the Customs for carrying excess cash, and he would ask the victim for money to secure his release.
- In another variation of the scam, the suspect would claim to be sending a parcel containing valuable items such as branded bags and watches. The suspect would then ask the victim to assist to clear the penalty charges imposed on the items.





▲ 0.03%
1 Youth

Youths⁴ Arrested

- A total of 3,121 youths were arrested in 2015 compared to 3,120 in 2014, a marginal increase of 1 person arrested. Youth offenders accounted for 20% of total persons arrested in 2015, compared to 18% in 2014. Youth arrests are over-represented in terms of the proportion of youth population in Singapore⁵. The three most common offences that youths were arrested for were shop theft, wilful trespass, and other thefts. Wilful trespass overtook rioting as one of the top three offences committed by youths in 2015. About a third of the cases involve youths trespassing on school premises. Other common locations of offence include rooftops of high-rise residential or commercial premises, or vacant buildings/units.



▼ 4.3%
185 Foreigners

Foreigners Arrested

- Fewer foreigners were arrested for crime in 2015. A total of 4,099 foreigners were arrested, compared to 4,284 foreigners in 2014 (-185 persons or -4.3%). Foreigners accounted for 26% of the total number of persons arrested in 2015, similar to the previous year. The three most common offences committed by foreign offenders were shop theft, cheating-related offences and theft as a servant, similar to 2014.



▼ 20.8%
103 arrests

Public-Assisted Arrests⁶ For Selected Offences

- In 2015, members of public contributed to the arrest of 393 criminals for selected major offences of murder, rape, outrage of modesty, robbery, housebreaking, motor vehicle theft and snatch theft. These public-assisted arrests accounted for 27.7% of the total arrests for these selected major offences, a decrease of 4.3 percentage points from 32.0% in 2014.

Conclusion

Singapore remains a safe place to live and work in for all, but this should not be taken for granted. In addition to the Police's tough enforcement efforts, SPF will continue to invest in public education and community engagement initiatives as part of the overall strategy to combat crime.

With the growing trend of online crime, the Police will continue with public education efforts to address scammers' changing modus operandi, through both online and mainstream media platforms. Internet users are also urged to exercise heightened vigilance to avoid falling victim to such preventable crimes.

⁴ Refer to persons (both residents and foreigners) aged 7-19 years old.

⁵ Estimated proportion of youth population is less than 1/6 of total population. (Source: [Department of Statistics](#), Singapore. Correct as at end June 2015.)

⁶ Public-assisted arrests refer to citizen's arrests or arrests made through information provided by the public. Statistics for public-assisted arrests cover seven selected offences - murder, rape, outrage of modesty, robbery, housebreaking, motor vehicle theft and snatch theft, and are compiled in terms of number of persons arrested.

SINGAPORE ROAD TRAFFIC SITUATION

January - December 2015¹

AN IMPROVED SITUATION, EXCEPT FOR SLIGHT INCREASE IN INJURY ACCIDENTS

The road traffic situation in 2015 continued to show improvements in several areas. Fatal traffic accidents and fatalities continued to fall, although injury accidents increased slightly. This is the fourth consecutive year that fatalities have seen a decline.

Motorists' compliance with traffic light signals and speed limits improved after the installation of the Red Light Cameras (RLC)

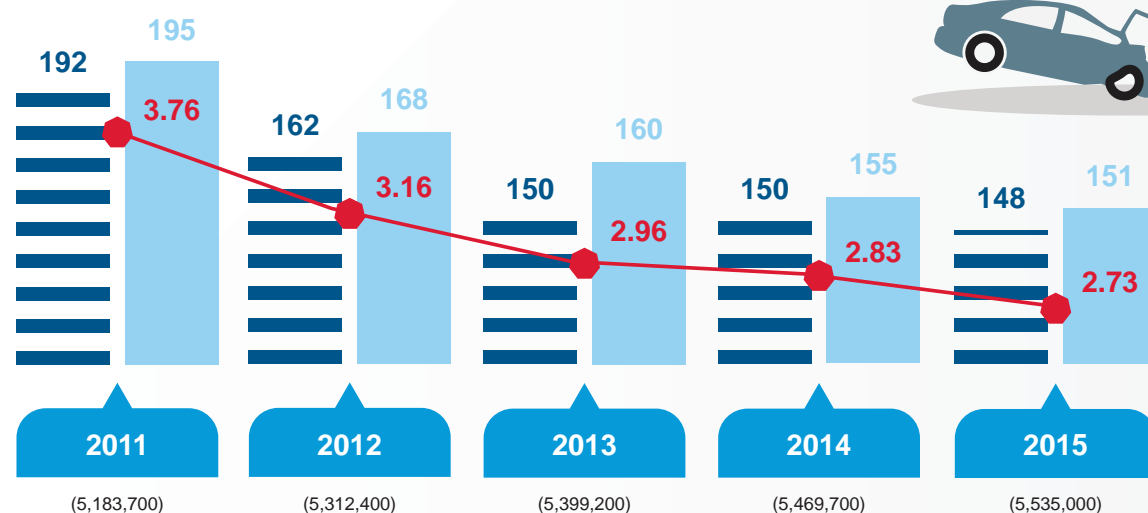
and Fixed Speed Cameras (FSC) respectively. There was also a decrease in drink driving accidents and the number of people arrested for drink driving.

Road safety is a shared responsibility and the Traffic Police (TP) will continue to work with the community and stakeholders to create safer roads for all.

DECREASE IN FATAL TRAFFIC ACCIDENTS AND FATALITIES

There were 148 fatal accidents in 2015, compared to 150 fatal accidents in 2014. The number of fatalities fell slightly from 155 in 2014 to 151 in 2015.

2015. The fatality rate per 100,000 persons has been declining steadily over the past five years. In 2015, the fatality rate fell to 2.73 from 2.83 in 2014. Every road fatality is one too many. TP will strive to further reduce road fatalities by working with road users to increase awareness of road safety and adherence to traffic rules.



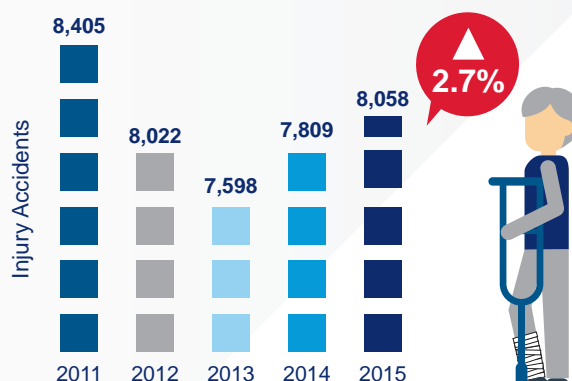
Note: Total Population as at June of each year | Source: Department of Statistics, Singapore

Fatal Accidents 2011-2015
 Fatalities 2011-2015
 Fatality rate per 100,000 persons 2011-2015

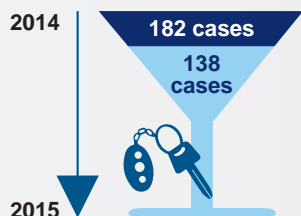
INCREASE IN INJURY ACCIDENTS

The number of injury accidents in 2015 increased slightly by 2.7%, from 7,809 cases in 2014 to 8,058 cases last year. Please refer to Chart 1 for the number of injury accidents over the past five years.

Chart 1: Injury Accidents Statistics 2011-2015



¹Figures are accurate as at 1 April 2016



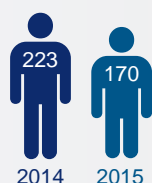
IMPROVEMENT IN DRINK DRIVING SITUATION

There was an improvement in the drink driving situation. Drink driving accidents decreased by 24.2% in 2015, from 182 accidents in 2014 to 138 in 2015. The number of persons arrested for drink driving decreased by 22.8%, from 2,982 persons in 2014 to 2,303 persons in 2015.

Fatalities involving drink driving increased from 12 in 2014 to 14 in 2015. Six of the 14 drink driving fatalities were motorcyclists who self-skidded after drinking and riding. Motorists who drink and drive not only risk their own lives, but also the lives of other road users. Daily roadblocks and regular enforcement action will be conducted to deter and detect such reckless behaviour.

FALL IN ACCIDENTS INVOLVING RED-RUNNING AND FEWER RED-RUNNING VIOLATIONS

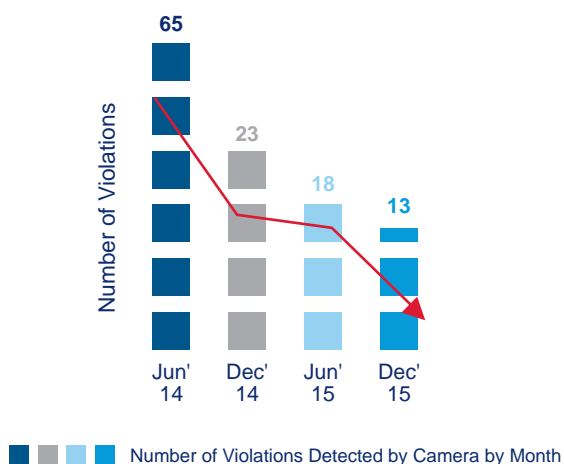
With the introduction of the RLC and the FSC, TP has seen signs of improvement, as motorists comply with traffic light signals and keep within speed limits.



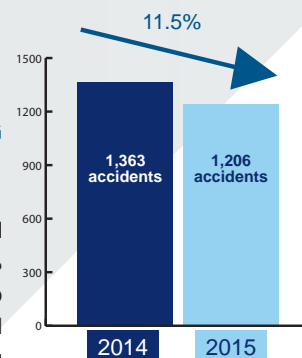
The red-running situation has improved, with the number of red-running accidents falling from 223 accidents in 2014 to 170 accidents in 2015. Fatal accidents resulting from red-running decreased from four in 2014 to two in 2015.

The total number of red-running violations detected fell by 26.4% from 39,168 in 2014 to 28,832 last year. The number of violations detected by RLC also steadily declined. Please refer to Chart 2, which shows the average number of red-running violations detected per camera per month.

Chart 2: Violations Detected per Camera per Month



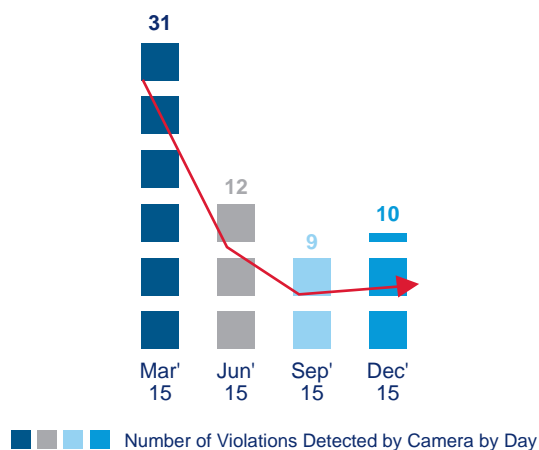
FALL IN ACCIDENTS INVOLVING SPEEDING AND FEWER SPEEDING VIOLATIONS



The number of speeding-related accidents decreased by 11.5% from 1,363 accidents in 2014 to 1,206 in 2015. However, fatal accidents involving speeding increased slightly from 43 in 2014 to 48 in 2015. Motorists are reminded to comply with vehicle and road speed limits.

Violations detected by FSC also steadily declined since its implementation in March 2015, from 31 violations per camera per day to nine violations per camera per day. Please see Chart 3 for the violations detected per camera per day.

Chart 3: Violations Detected per Camera per Day



AREAS OF CONCERN - MOTORCYCLISTS, PILLION RIDERS, ELDERLY AND RECKLESS DRIVERS

Notwithstanding encouraging signs of improvement in Singapore's road traffic situation, there were some areas of concern.

MORE MOTORCYCLISTS AND PILLION RIDERS INJURED

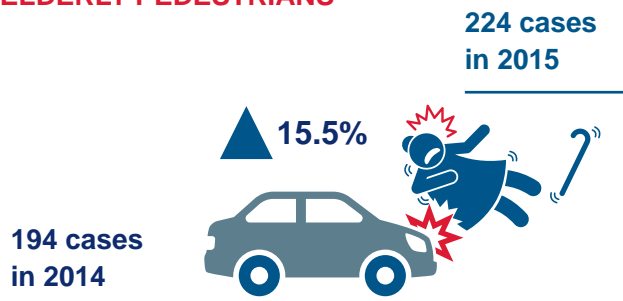
Although the number of motorcyclists and pillion riders who died in traffic accidents decreased from 74 in 2014 to 72 in 2015, injured persons from this group increased by 6.3%, from 4,634 in 2014 to 4,928 in 2015. This increase contributed to the overall rise in injury accidents.

The common causes of fatal and injury accidents involving motorcyclists and pillion riders include failing to keep a proper lookout, failing to have proper control, and failing to give way to traffic with right of way. TP will work with the driving schools to place emphasis on these areas for learner riders. TP will also continue to engage the riding community through efforts such as 2015's Ride Safe event.

SINGAPORE ROAD TRAFFIC SITUATION

January - December 2015

MORE ACCIDENTS INVOLVING ELDERLY PEDESTRIANS



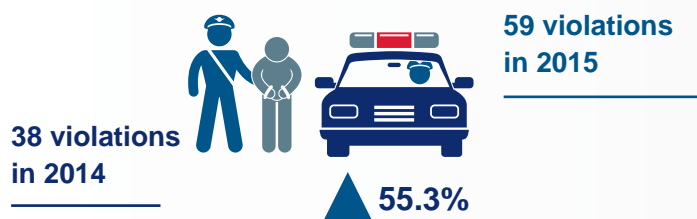
The number of elderly pedestrians¹ killed decreased by 11.5%, from 26 in 2014 to 23 in 2015. Despite this improvement, accidents involving elderly pedestrians increased by 15.5%, from 194 in 2014 to 224 in 2015. 25.4% of these accidents occurred when the elderly pedestrians were jaywalking.

Other common causes of accidents with elderly pedestrian fatalities were motorists failing to keep a proper lookout, and turning vehicles failing to give way to pedestrians when the lights were in the pedestrians' favour.

TP plans to engage and reach out to more senior citizens to highlight the dangers of jaywalking and raise awareness on what they can do to stay safe on the roads. Motorists also have an important role to play. TP urges all motorists to be careful and look out for pedestrians while driving on the roads. In particular, motorists should be more careful when driving in residential areas and other areas where there are vulnerable pedestrians, such as the young or elderly.

MORE OPERATIONS TO CLAMP DOWN ON RECKLESS AND DANGEROUS DRIVING

TP takes a stern view of errant and irresponsible motorists who engage in dangerous driving behaviour. This includes illegal racing activities, as well as motorists who travel at high speeds or recklessly weave in and out of traffic. Such activities are committed by a small number of motorists, and TP will be relentless in clamping down on them.



Through TP's targeted efforts, the number of reckless and dangerous driving offences detected through enforcement operations increased by 55.3%, from 38 violations in 2014 to 59 violations in 2015. TP will be conducting more operations to target reckless motorists who endanger the safety of other road users.

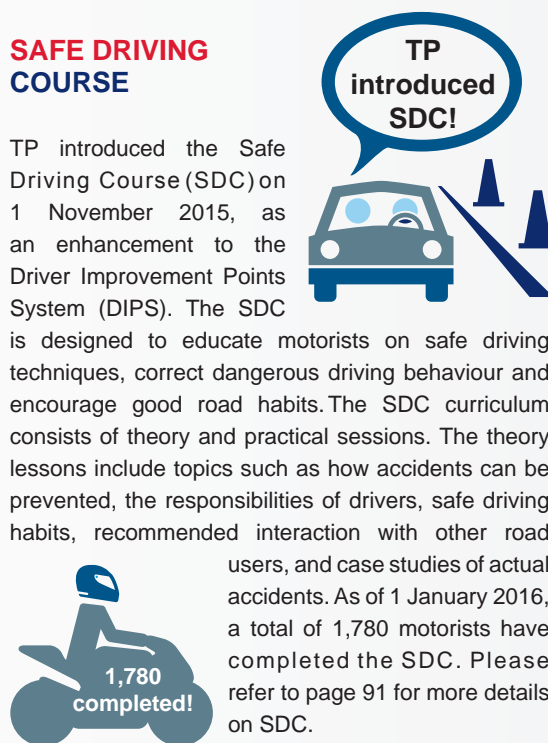
INITIATIVES TO NURTURE SAFE AND COURTEOUS ROAD USE IN 2016

TP will implement a range of initiatives in 2016 to continue its efforts to create a culture of safe and courteous road use.

SAFE DRIVING COURSE

TP introduced the Safe Driving Course (SDC) on 1 November 2015, as an enhancement to the Driver Improvement Points System (DIPS). The SDC is designed to educate motorists on safe driving techniques, correct dangerous driving behaviour and encourage good road habits. The SDC curriculum consists of theory and practical sessions. The theory lessons include topics such as how accidents can be prevented, the responsibilities of drivers, safe driving habits, recommended interaction with other road

users, and case studies of actual accidents. As of 1 January 2016, a total of 1,780 motorists have completed the SDC. Please refer to page 91 for more details on SDC.



ROAD SAFETY BILLBOARDS AT CHECKPOINTS

TP intends to reach out to foreign motorcyclists to promote greater RoadSense² and safer road interaction

¹ The term 'elderly pedestrians' refers to pedestrians aged 60 years old and above.

² Use Your RoadSense movement aims to facilitate understanding between different road user groups such as pedestrians, cyclists and motorists.



between road users. While there are existing platforms to engage local motorcyclists, it is a challenge to reach out to foreign motorcyclists given their transient nature. To address this, TP will be putting up billboards at the land checkpoints to serve as visual road safety reminders to motorcyclists coming into Singapore.

The billboards will feature three different rotating displays with relevant road safety messages. This will serve as an advisory to foreign motorcyclists to ride safely. Please refer to an artistic impression of the billboards above.

SAFEGUARDING LIVES THROUGH ENFORCEMENT CAMERAS

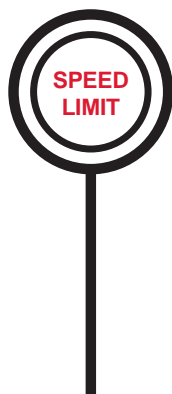
TP will look into the deployment of more traffic sensors, such as speed and red light cameras, to shape safer motorist behaviour. TP will explore placing additional cameras in accident-prone locations, in order to mitigate the risks of accidents occurring. The highly visible cameras will serve to deter the commission of traffic violations, thereby enhancing road safety.

TP will be rolling out the Mobile Speed Cameras (MSC) in February 2016. This is part of our efforts to curb errant road behaviours and enhance our enforcement efforts at speeding hot spots.

The MSC is an unmanned speed enforcement camera that can be quickly deployed to address emerging problems. Unlike the FSC which is a permanent fixture, the MSC camera has its own power source and can be set up within a week. This means that the MSC can be swiftly set up to deter and detect speeding violations at new locations.



Similar to the FSC, the MSC leverages technology and reduces reliance on manpower. The MSC operates round the clock and even during inclement weather. It will similarly be painted in bright, orange colours to enhance the visibility of the cameras during the day and night. TP hopes that with sustained education, engagement and enforcement efforts, motorists will better understand the importance of keeping within speed limits for their own safety and the safety of other road users. Please refer to page 92 for more details on MSC.



COMMANDER OF TRAFFIC POLICE: CREATING SAFER ROADS FOR ALL

“ In 2015, we saw an improvement in the road safety situation. There was a decrease in road fatalities, and lesser red-running and speeding violations. We thank motorists for playing their part in keeping our roads safe.

The Traffic Police will continue to focus on protecting vulnerable road users such as elderly pedestrians and motorcyclists. Motorists should continue to look out for their fellow road users and remind your loved ones of good road practices. Together, we can create a better and safer road culture for all.

Even as we focus on our engagement efforts, the Traffic Police will continue to strictly enforce the law against errant motorists who endanger the lives of other people, especially those who drive or ride recklessly and dangerously on our roads.

With the right RoadSense mindset, we can create a safer Singapore for all road users.”

- Assistant Commissioner of Police
SAM TEE
Commander of the Traffic Police



SINGAPORE ROAD TRAFFIC SITUATION

January - December 2015

SAFE DRIVING COURSE (SDC)

Under the Safe Driving Course introduced on 1 November 2015, eligible motorists can have three demerit points deducted from their driving records upon completing the SDC. The SDC, conducted by the driving instructors from the three licensed driving schools – ComfortDelGro Driving Centre, Singapore Safety Driving Centre and Bukit Batok Driving Centre, is an enhancement to the Driver Improvement Points System (DIPS). The course is designed to educate motorists on safe driving techniques, correct dangerous driving behaviour and encourage good road habits. This new initiative offers an opportunity for motorists to come forward on their own accord to improve their driving behaviour.

Eligible motorists may complete the SDC and receive the deduction of three demerit points only twice during their lifetime. For details on eligibility, please refer to Table 1. Eligible motorists will also be notified to register for SDC.

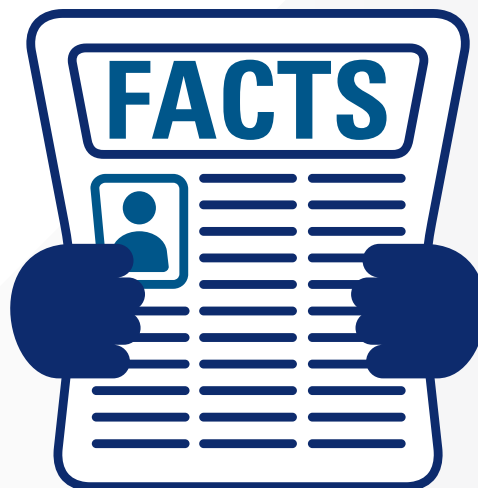


Table 1: Criteria for SDC

Who	<ul style="list-style-type: none"> Eligible motorists may choose to apply for the course.
Eligibility Criteria	<ul style="list-style-type: none"> Motorists with 12 – 23 demerit points (without existing suspension records) Motorists with 6 – 11 demerit points (with an existing suspension record) Not liable for suspension or revocation of driving licence Not under Court disqualification of driving licence Valid Qualified Driving Licence holders (but not drivers who obtained a new class of licence within a year prior to SDC) Not holding on to a valid SDC notification letter
Duration	<ul style="list-style-type: none"> 2 sessions with total duration of 4 hours A 3.5 hours theory session + 0.5 hours practical session Participants can choose to complete the theory and practical sessions either in one day or on two different days
Curriculum / Evaluation (*must attend and complete to pass SDC)	<p>*Theory Lesson (210 Minutes or 3 ½ Hours) – 7 Topics</p> <ul style="list-style-type: none"> Accident Facts and Figures Driving Improvement Points System (DIPS) Preventable and Non-Preventable Accidents Attitude and Responsibilities of a Driver Interaction with Other Road Users Six Adverse Conditions that Lead to Accidents Case Studies of Actual Accidents <p>A worksheet will be issued at the beginning of the theory lesson and must be completed with all the correct answers by the end of the lesson.</p> <p>*Practical Lesson (30 Minutes or ½ Hour)</p> <ul style="list-style-type: none"> Demonstration by instructor on application of safe driving techniques Practicing safe driving/riding techniques by participant

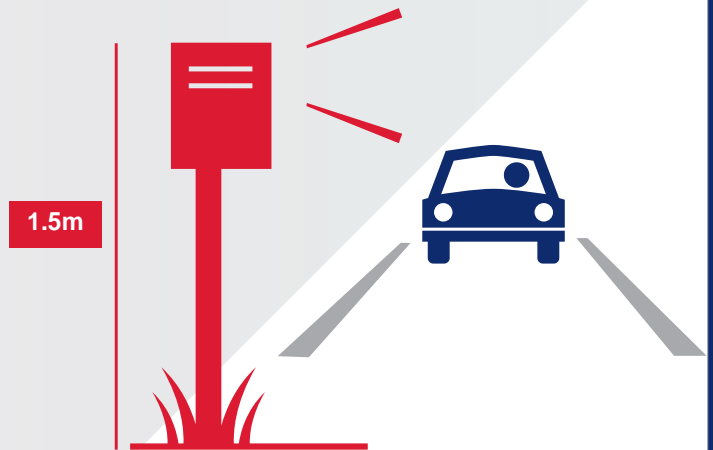
For more information, the public may contact the three driving schools, or visit the TP's website at <http://driving-in-singapore.spf.gov.sg>.

MOBILE SPEED CAMERA (MSC)

The MSC will enhance the Traffic Police (TP)'s capabilities in identifying speeding vehicles. Similar to the RLC and FSC, images of traffic violations can be downloaded wirelessly and processed swiftly. It can operate round the clock.

Other features of MSC are:

- The MSC has its own power source and does not require any infrastructure preparation on site. Hence, MSC can be deployed swiftly to deter and detect speeding violations at new locations within a week.
- The MSC has a footprint of about 1.5m², and an extendable shaft up to 3.7m; hence, it can be deployed at most locations.
- The MSC eliminates the need to reload and retrieve wet-film negatives.
- It also allows for a faster processing time so that violators will be informed promptly.
- The MSC enhances TP's vehicle detection capabilities and provides coloured images. It can also detect up to 32 vehicles, covering a 5-lane span.



DEPLOYMENT OF MSC

The MSC will be deployed at locations where there is a high number of speed-related violations or speed-related accidents, as well as at illegal racing hot spots.

CONTINUOUS ENFORCEMENT EFFORTS

TP employs various enforcement strategies to ensure that motorists comply with vehicle and road speed limits. These include the use of FSC islandwide and the use of mobile speed laser cameras during anti-speed operations. Locations where such anti-speed operations are regularly conducted are made known publicly on the TP's website: <http://driving-insingapore.spf.gov.sg/>. In addition, TP is continually on the lookout for errant motorists who speed and drive dangerously.



Motorists who commit speeding offences can be fined \$130 to \$200 and receive 4 to 24 demerit points. They may also be prosecuted in court.



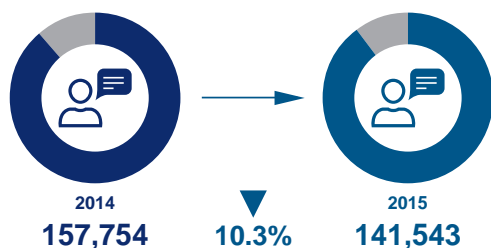
FEEDBACK REPORT

January - December 2015

INTRODUCTION

In the year 2015, SPF received a total of 141,543 feedback as compared to 157,754 feedback in 2014. The feedback includes inter alia, enquiries, appeals, suggestions, complaints and compliments.

Total Number of Feedback received in 2014 and 2015



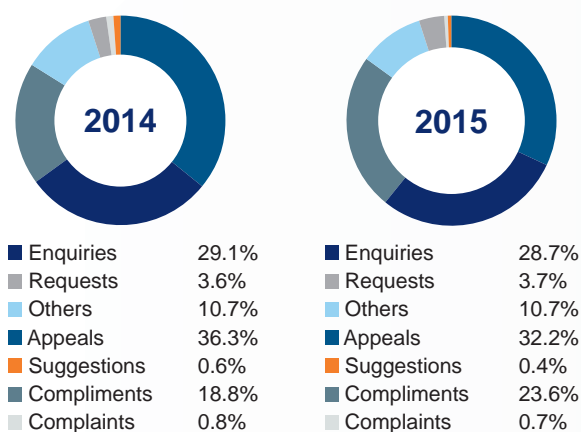
TREND

This slight decrease in public feedback may be attributed to the implementation of the Municipal Services Office in late 2014. The public may be more aware of the right agencies to channel their feedback to.

The majority of the feedback were received through emails sent to the various Police divisions and units.

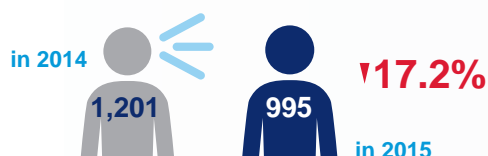
On a year-to-year comparison, apart from an increase in the 'Compliments' category, all other feedback categories recorded a decrease in 2015. The overall decrease was 10.3% (or 16,211 feedbacks). The detailed breakdown of the different categories of feedback is as follows:

Breakdown of Total Feedback received for 2014 and 2015



COMPLAINTS

In the year 2015, we saw a 17.2% decrease in the number of 'Complaints' from 1,201 in 2014 to 995 in 2015. Out of these, only a small percentage of complaints were substantiated in 2015 (12.7%). This improvement is attributed to SPF's efforts to improve its professional image and an augmentation of its service delivery processes at the frontline.



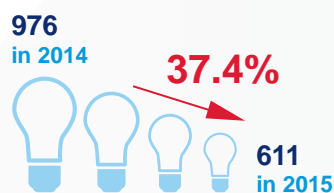
COMPLIMENTS

In the same year, 'Compliments' increased by a further 12.4% from 29,728 in 2014 to 33,418 in 2015. Generally, members of the public praised the quality of service delivered by officers and their courteous and approachable attributes.



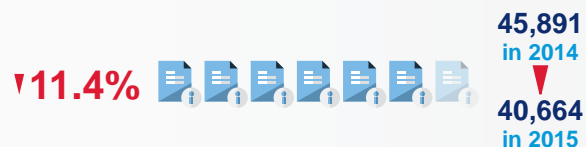
SUGGESTIONS

The number of 'Suggestions' received decreased by 37.4% from 976 in 2014 to 611 in 2015. Most of the suggestions were related to crime prevention measures and traffic-related issues such as enforcement against errant motorists.



ENQUIRIES

The number of 'Enquiries' received decreased by 11.4% from 45,891 in 2014 to 40,664 in 2015. Most of the enquiries were related to the application of certificate of clearance for foreigners, licensing and traffic-related matters.



REQUESTS

The number of 'Requests' received decreased by 0.5% from 5,742 in 2014 to 5,712 in 2015. Most of the requests were to seek updates on cases reported or under investigation, and for frequent patrols.



APPEALS

The number of 'Appeals' received decreased by 20.6% from 57,261 in 2014 to 45,492 in 2015. The main bulk of the appeals were for traffic-related offences. The rest of the appeals were mainly to initiate or expedite Police investigations, and for lighter sentences or charges to be dropped.



SERVICE PLEDGE REPORT

January - December 2015



PLEDGE TO ARRIVE AT URGENT INCIDENTS WITHIN 15 MINUTES AT LEAST 87% OF THE TIME



In 2015, 75,533 urgent incidents were reported by the public. Out of which, 68,675 or 90.9% of urgent incidents in 2015 were attended to within 15 minutes by patrol resources.



PLEDGE TO ANSWER 999 CALLS WITHIN 10 SECONDS AT LEAST 90% OF THE TIME



In 2015, a total of 1,096,555 '999' calls were answered by the Combined Ops Room (COR). Out of which, 1,043,672 or 95.2% of the calls were answered within 10 seconds.



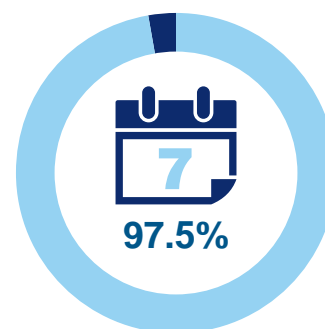
PLEDGE TO RESPOND TO LETTERS FROM THE PUBLIC WITHIN 5 WORKING DAYS AT LEAST 90% OF THE TIME



In 2015, members of the public sent in 60,872 letters. Out of which, 60,824 or 99.9% of the letters received a response within 5 working days.



PLEDGE TO UPDATE VICTIMS OF CRIME ON THE PRELIMINARY STATUS OF CASES WITHIN 7 WORKING DAYS AT LEAST 90% OF THE TIME



In 2015, a total of 59,684 crime cases were reported at the six Land Divisions, Police Coast Guard (PCG), Criminal Investigation Department (CID) and Commercial Affairs Department (CAD). Out of which, 58,183 or 97.5% victims of crime were informed of the preliminary status of their cases within 7 working days.

FINANCIAL REPORT

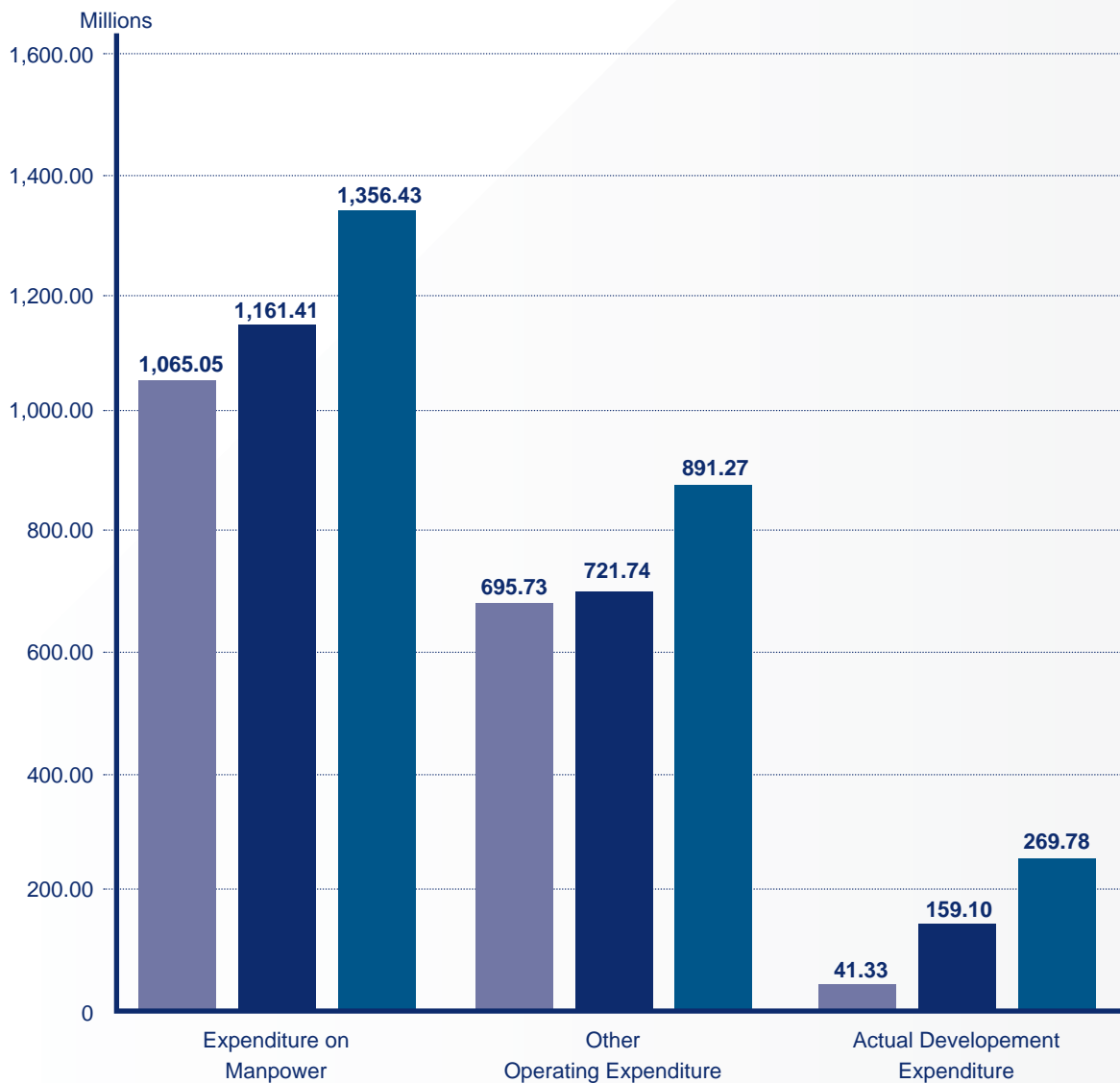
1 April 2014 - 31 March 2015

The total budget for Singapore Police Force (SPF) comprises of Recurrent Budget and Development Budget. The total Recurrent Budget consists of allocation for Expenditure on Manpower (EOM) and Other Operating Expenditure (OOE).

Actual Recurrent Expenditure and Development Expenditure for Financial Year (FY) 2014

The total actual recurrent expenditure incurred in FY 2014 was S\$2.25 billion. It comprised of EOM amounting to S\$1.36 billion and OOE amounting to S\$891.27 million. The total actual development expenditure in FY 2014 was S\$269.78 million.

Total Expenditure Incurred by SPF from FY2012 - FY2014



■ FY 2012

Total Recurrent Expenditure:

1,760.78

Total Expenditure:

1,802.11

■ FY 2013

Total Recurrent Expenditure:

1,883.15

Total Expenditure:

2,042.25

■ FY 2014

Total Recurrent Expenditure:

2,247.70

Total Expenditure:

2,517.48

TRAINING INDICATORS

April 2014 - March 2015

For Financial Year (FY) 2014, the training investment incurred was **11.6%** of the total Annual Payroll.



11.6%



The average number of training days per officer was **18.65**.



18.65 DAYS



The percentage of officers with at least 10 training days for FY2014 was **94.5%**



94.5%



MANPOWER REPORT

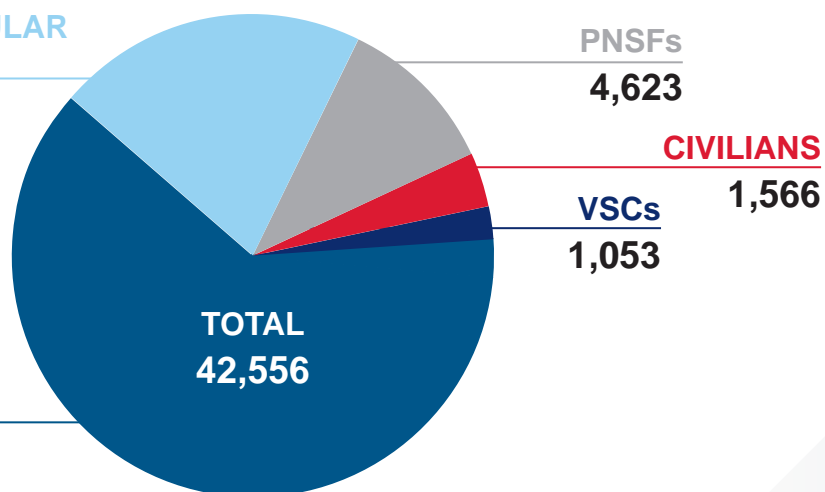
As at end March 2015

UNIFORMED REGULAR OFFICERS

9,104

PNSMEN

26,210



PNSFs

4,623

CIVILIANS

1,566

VSCs

1,053

TOTAL
42,556

**MORE
THAN
JUST
A
FRIENDLY
FACE**





AWARDS

NATIONAL DAY AWARDS

Public Administration Medal (Silver)

AC	Florence Chua Siew Lian
HTS 9	Abdul Majeed Bin Abdul Khader

Public Administration Medal (Bronze)

Supt(1A)	Chua Chee Wai
Supt(1A)	Pauline Yee Poh Ing
Supt(1A)	Evon Ng Ee Fong

Commendation Medal

SSI(2)	Akhbar Bin Ali
SSSgt	Mydeen S/O Sahul Hameed
SSgt	Mak Chung Kit
ASP(2)	Jonathan Tang Wenhao
ASP(2)	Edwin Yong Wen Wei
Supt(1A)	Raja Sekaran S/O M Vellu
DSP(2)	Dominic Tan Wee Kwang

Efficiency Medal

SSSgt	Farid Bin Abdul Aziz
SI	Steven Soh Chee Siong
SSSgt	Adeline Soo Poh Li
SI	Ibrahim Bin Mohamed
SSgt	Louis Lou Hui Kiat
Insp(2)	Loo Leng Guan
SSI	Muhammad Yazid Bin Md Yusup
SI	Azlin Bin Sedek
Insp(1)	Eric Tan Kheng Tze
SSI	Tay Kong Joo
SI	Salleh Bin Omar
MSO 5	Goh Geok Leng
SSSgt	Tong Hui Hua
SI	Gordon Chey Wai Mun
SSgt	Eric Low Hin Kee
ASP(1)	Ho Kah King
ASP(1)	Zulkanai Mohamed Jinnah
Insp(2)	Mohd Ramdhan Bin Jaafar
SSI	Tay Yeow Leng
SI	Eric Toh Teck Huat
MSO 3	Jeya Letchumi D/O Bala
G/ASP	Makar Gurung
G/SSSgt	Salim Gurung
SSSgt	Loh Liat Chung
CSO 2	Tay Lai See
MSO 6A	Tan Soon Cheng
ASP(1)	Liow Yong Hwee
ASP(1)	Sum Tuck Meng
SSI	Jacob Tan Buck Heng
SI	Pang Yin Cheng
SSI	Sidney Bin Jumri
Insp(1)	Yusrinal Bin Nasir
ASP(2)	Mohamed Iqubal S/O A Rahim
ASP(2)	Yap Keng Guan
ASP(1)	Ching Yeow Boon
SSI	Tan Hiue Lian

SI	Abdul Rahim Bin Mohd Noor
SSI(2)	Anthony Tay Tian Meng
CSO 1	Lee Boon Yiang
HTS 12	Neo Lee Koon
SSI(2)	Ong Chye Thiam
ASP(1)	Ng Soon Chye
Insp(2)	Mohamed Rafi Bin Mohamed Ismail
SSI	Chia Peng Yew
SSI	Ng Chai Koon
SI	Haslinda Bte Sugianto
Insp(2)	Jeremy Png Leng Kwan
Insp(1)	Mohamed Ramallan S/O Abdul Samad
SSI(2)	Lee Bak Chye
SSI(2)	Zulkifli Bin Abu
SI	Jason Cho Kok Sum
SSSgt	Michelle Tan Siok Hui

Long Service Medal

Insp(2)	Edmund Tan
SSI(2)	Azhar Bin Abu Bakar
SSI	Amirudin Bin Mohamed
SSI	Mohamed Jahankeer Bin Abdul
SI	Jayamarry D/O K Vethamooto
SI	Mohamad Rozi Bin Razali
SSSgt	Munawir Bin Mohammad Tahir
SSgt	Lim Ai Kok
Insp(2)	Goh Kwong Chuan
SSI	Kamsani Bin Kadir
SSI	Tan Chin Hee
ASP(2)	Lim Yeow Leong
SSI	Rashidah Bte Abdullah
SI	Mohamed Bin Mohamed Jalil
SSSgt	Logaraj S/O Narayanasamy
SSSgt	Mansor Bin Abdul Aziz
Insp(2)	Chris Chua Yung Seang
SI	Sarimah Bte Mohd Isa
SSI(2)	Gulam Rasul B Md Yusoff
SSI(2)	Ong Pang Huat
SSI	Lam Chin Choon
SI	Teo Chye Keat
ASP(1)	Tan Kah Kiat
SSI	Lim Lian Huat
SSI	Mohamad Saleh Bin Kassim
SI	Azmi Bin Ahmad
ASP (2)	Irene Ang Ai Leng
SSI	Yazid Bin Ismail
ASP(2)	Lim Kok Seong
Insp(2)	Suraya Binte Kasman
MSO 5	Rohani Binte Mohamed Said
AC	Florence Chua Siew Lian
AC	Sekher Warriar
DSP(1)	Ang Siew Leng
DSP(1)	Peh Kar Wee
ASP(2)	Raymond Tan Lee Chye
ASP(2)	Tan Sin Choon
ASP(1)	Tsai Hing Soon
Insp(2)	Razali Bin Razak
Insp(2)	Tai Yian Peng
Insp(2)	Thermizi Tho
Insp(1)	Stephen Tay Chee Meng

SSI	Chandra Mohan S/O Kanaisan
SSI	Sim Poh Kwang
SI	Lee Chye Huat
SI	Tea Ai Huay
SSSgt	Yong Hwee Kian
DAC	K Puvenesveran
DSP(1)	Cho Wai Cheong
ASP(2)	Teh Kah Hoon
G/ASP	Bhakta Raj Gurung
G/ASP	Dinesh Kumar Gurung
G/ASP	Makar Gurung
G/CI	Umesh Shrees
G/CI	Bishnu Chandra Tamang
G/Insp(2)	Navin Gurung
G/SSI	Ambar Bahadur Rai
G/SSI	Durga Prasad Rai
G/SI	Hari Bahadur Ghale
G/SI	Naina Prakash Magar
G/SSgt	Thir Prasad Phagami
G/SSgt	Chitra Bahadur Roka
G/SSgt	Surya Bahadur Gurung
G/Sgt	Yatri Prasad Rai
G/Sgt	Mukhendra Kumar Limbu
G/Sgt	Shiva Kumar Tilija
G/Cpl	Durga Bahadur Pun
Supt(1A)	Suah Jack Tim
DSP(1)	Christopher Reuben S/O Thomas Devaraj
ASP(2)	Tok Peng Boon
DSP(2)	Law Jimmy
DSP(2)	Yap Lee Jen
Insp(2)	Toh Kok Soon
SI	Lim Kian Tiong
SI	Mohamad Mudrika Bin Abdul Hamid
SI	Poh Keng Kok
SSSgt	Woo Teck Seng
SSgt	Kevin Kwek Chin Chye
SSgt	Mohamed Ali S/O Kothupudeen
DSP(2)	Yee Fook Choy
DSP(1)	Lim Kim Guan
ASP(2)	Anand Singh S/O Charnu Singh
ASP(2)	Ang Yong Chye
ASP(2)	Goh Chiew Chuan
ASP(2)	Lim Tiong Keng
ASP(2)	Michael Antonio Francis Christie
ASP(2)	Yee Wai Onn
SSI(2)	Sarbini Bin Sarib
SSI(2)	Seow Swee Buay Belinda
SSI(2)	Yap Pek Lan
SSI	Tan Ban Hock
DSP(1)	Ho Mui Jee
Insp(2)	Kenneth Wong Jiin Wei
SSI(2)	Tay Lai Soon
SSI(2)	Yusry Bin Muhamad
SAC	Koh Yak Leng
AC	Cheang Keng Keong
SI	Adrian Hilary Berry
SI	Poon Eng Heng
SSI	Mayasamy Kamala Letchimi
SI	Abdul Rahim Bin Mohd Noor
SI	Jason Chin See Poh
SI	Ng Hai Teck
Insp(2)	Tan Eng Soon
Insp	Yeo Kay Hak
SSI(2)	Tan Lee Meng

SSI	Koh Teck Hing
SSI	Tan Chee Hoo
SSSgt	Zainudin Bin Ahmad
SSI(2)	Goh Seow Huat
DAC	Rosalind Khoo
A/Insp	Ibrahim Bin Tecklan
SSI	Chia Peng Yew
SSI	Chow Wei An
SSI	Leong Kwong Kin
SSI	Lim Say Teng
SSI	Maria Han Swee Nyet
SSI	Terence Tong Yew Kiong
SSI	Ruslan Bin Mustafa
SI	Asokan S/O Kalimutu
SI	Chan Choon Keong
SI	Goh Guan Leong
SI	Yoon Chan Fye
SSSgt	Hishamuddin Bin Jamil
Supt(1A)	Choy Chan Hoe
DSP(2)	Salahudin Bin Chee Yahya
SSI	Kasmawati Binte Samian
SSI	Nora Binte Bachok
SI	Norhizam Bin Ramli
MSO 7	Yap Sue Khim
Supt(1)	Alfred Gareth Ho Peng Hon
Insp(1)	Ramadas S/O Ramachandra
SSI(2)	Zulkifli Bin Abu
SSI	Tarjudin Bin Ahmad
SI	Abdul Karim Bin Hashim
SI	Sarina Bte Abidin
ASP(1)	Jack Tan Chiat Hsiong
DAC	Chua Chuan Seng

Long Service Medal (Police)

DAC(NS)	Patrick Fung Chee Yuen
DAC(NS)	Benjamin Yong Kok Kong
Supt(V)	Edwin Ignatious M
DSP(V)	Ang Lee Meng
ASP(V)	Lau Kah Yong
Insp(V)	Ng Weng Keong
Insp(V)	Yeo Mui How
Insp(V)	Abd Jalil Bin Zakaria
A/Insp(V)	Daniel Goh Yeow Chin
SSI(2)(V)	Lee Teck Hwee
SSI(2)(V)	Cheong Chee Yuen
SSI(2)(V)	Tan Hwa Yun
SSI(V)	Kelvin Koh Kin Wah
SSI(V)	Chen Siew Lang
SI(V)	Wee Chye Hee
SI(V)	Chia Siew Peng Carolyn
SI(V)	Kwan Yoon Lee
SI(V)	Sazali Bin Nordin
SI(V)	Srimal Anura Ahangama Badgue
SSSgt(V)	Tan Kok Hui
SSSgt(V)	Lee Pak Mui
SSSgt(V)	Mervin Tan Chor Ngee
SSSgt(V)	Ng Kheng Lee
SSSgt(V)	Roy Lim Hua Lim
SSSgt(V)	Tan Suan Jee
SSSgt(V)	Tang Peng Chiang
SSSgt(V)	Tham Chee Wye Patrick
SSgt(V)	Cheong Mun Choy
SSgt(V)	Syed Harris Bin Hussin
Sgt(V)	Tham Weng Kuan
Sgt(V)	Aw Yong Chai

AWARDS

PS21 STAR SERVICE AWARD

Individual

SSgt	Alim S/O Syed Ibrahim (APD)
SSSgt	Anuar Bin Othman (D Div)
Cpl	Nur Kaiyisah Binte Mohamed (F Div)

Team

Yishun South NPC Community Policing Unit

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

Insp	Ken Tan Kian Wee
SSSgt	Ashemul Haqu Bin Abdul Latheef
SSSgt	Ho Cher Hin
SSSgt	Abdul Hafidz Bin Mohamad Zin
SSgt	Mohammad Farhan Bin Masduki
SSI	Eric Tang Teck Kim
ASP (2)	Muthughopi S/O Balakrishnan
P/Insp	Mahathir Bin Mohamad
SSI	Tan Cheng Eng
SI	Ng Chee Keong
SI	Tea Ai Huay
SSSgt	Edwin E'jaaz Choo
ASP	Qistina Chai Ming Ling
A/Insp	Fabian Tan Hai Yoong
DSP (1)	Anwar Bin Ngasiman
ASP (2)	Koh Koon Beng
Insp (2)	Azri Aldrin Lim Teck Guan
Insp (2)	Yong Chok Choon
SSSgt	Andy Wang Shicheng
SSSgt	Samathanam Joshua Vimal
DSP (2)	Chow May Fong
Insp (2)	Choo Guan Sion
SSI	Hazlinah Bte Ahmad Isa
SI	Daniel Loh Xu Meng
SI	Mohamad Rosbaini Bin Mohamed Rossne
SSSgt	Siti Noraini Binte Shafiee Aloweni
SSgt	Syed Mohamed Mustaffah Bin Abdul Rafah
SSI (2)	Muhamad Azalin Bin Abdul Rahim
SSI (2)	Ong Pang Huat
SSI	Ho Sai Heng
SI	Johnny Tan Beng Heng
SSSgt	Muhamad Sofian Bin Roslan
Insp (2)	Paras Rai
SI	Ganga Bahadur Pun
SSgt	Muhammad Rashiddin Bin Yusof
DSP (1)	Gerald Tay Hong Yew
ASP (1)	Chen ZhaoBao
P/Insp	Lee Hong Tat
Insp (2)	Vinayagaran S/O Krishnasamy
SSSgt	Kenny Ho Thiam Choy
MSO 6A	Er Poh Wah
SSSgt	Lancer Tan Toh Peng
SSSgt	Andy Chan Kok Heng
SSSgt	Guee Chee Keong
SSSgt	Ronnie Chua Chong Lee
SI	Goh Guan Leong
ASP (1)	Clement Tan Chee Sing
SSSgt	Anson Koh Ying Shun
A/Insp	Sng Chee Wei

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD (HOME TEAM VOLUNTEERS)

AC (V) Lakshamanan S/O Seenivasakan	VSC
Supt (V) Koh Yew Hiap	VSC
Mr Gerald Balendran Singham	NCPC

MINISTER FOR HOME AFFAIRS STAR SERVICE AWARD

SSgt	Suresh S/O Paneer Selvam
SSgt	Daniel Gnanaraj S/O Peter John
SSgt	Muhammad Alfi Shahzmeer Bin Annuar
INSP	Surjan Singh S/O Bhag Singh
Sgt	Muhammad Sufi Bin Sanwan
INSP	Lee Si Liak, Ryan
Cpl	Muhammad Hidayatullah
CSO1	Leow Ming Choo

MINISTER FOR HOME AFFAIRS DISTINGUISHED STAR SERVICE AWARD

INSP	Teo Wei-Myn, Darius
SSSgt	Muhammad Nizam Khan Surattee

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

Operation Fatal Hook	CID, PID
Operation Fatal Edge	CID, PID, ICA
Operation Fatal Affairs	J, CID, ICA
Operation Fatal Snatcher	J, CID
Operation Saviour	CID, PID
Operation Botak Groom	E, ICA, ROM
Police Camera (PolCam) Project	OPS, PTD
Operation Mortar Round	F, CID
Project Opsis	J, Transcom
Operation Ruby	CID
Operation Diamond	CID
Operation Sharp Mobile	G, CNB, PID, SOC
Operation Guardian	CID
Project Campfire	J, PID
Operation Ashford Strike	A, D, E, F, G, J, CID, PID, SOC, VSC
Operation I See	APD, SATS
Operation Cat Claws	D, CID
Revamped Neighborhood Police Post Project Team	A, D, G, J, OPS, P&O, PAD, PHQ, PLD, PTD
Operation Primordial Force	CID, PID, SOC
Operation Robin Hood	F, Royal Malaysian Police
Operation Galaxy	F, APD
Unlicensed Money Lending (UML) Initiative	CAD, CID
Operation Shadow Wolf	CID, PID

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

Project Apple Scam	G, J, PID, Transcom
Operation Knife-Point	F
Operation Lightedge	CID
Operation Night Wolf	D, E, F, G, J, CID, ICA, PID, PLRD, TP
Operation CISCO	G
Operation Seven Wonders	E, G, CID, VSC
Operation Beretta	F
Operation Bonus Dollars	CID, PID
Operation Orange Harvest	CID, PID
Operation Maxi Cash	G
Operation Silent Extraction II	G, GC, VSC
Operation Greenwich	CID, PID, PHQ
Operation Indigo Tarts	CID, PID
Management of the WOG Response to the 2013 Cyber Episode	CID
Arrest of three male Bangladeshis for attempting to enter Singapore illegally by swimming across the Straits of Johor on 31 December 2013	PCG
Arrest of one male Bangladeshi for attempting to enter Singapore illegally by swimming across the Straits of Johor on 10 April 2014	PCG
Operation Blue Jacket	PCG
Operation Double Fortress	J, CAD
Operation Lolite	D, OPS

PUBLIC SERVICE PREMIER AWARD

SPF

BEST LAND DIVISION AND NS OPERATIONALLY-READY UNIT

Best Land Division Competition

1st place Unit G Div

Best NS Operationally-Ready Unit Competition

1st place Unit F Div
2nd place Unit A Div
3rd place Unit D Div

POLICE NSMAN OF THE YEAR AWARD 2015

Supt (NS) Lok Weng Hoe	A Div
DSP (NS) Goh Soon Hee Derrick	G Div
DSP (NS) Firdouse Bin Sukor	D Div
SSS (NS) Tan Soo Koon	PCG
SSgt (NS) Mohammad Moiz Bin Malik	TRACOM

NATIONAL SERVICE FULL-TIME (NSF) OF THE YEAR AWARD

(Nominations from 1 April 2014 to 31 March 2015)

NSI Muhammad Azhar S/O Haj Mohamed	A Div
SC/SGT Andrew Koh Wei Hao	E Div
SC/SGT William Tin Wai Leung	Transcom
SC/CPL Abdul Rahim Bin Jasmen	APD
SC/CPL Toh Kian Keat	F Div

RETIREEES

CIVILIAN OFFICERS

RANK	NAME	LAST DEPARTMENT	DATE OF RETIREMENT
Corp SO Gr II	Dorothy Lim	CID	01/12/2014
TSO Gr V (W) (2008)	Goh Hock Huat	PCG	02/09/2014
OSO Gr III	Hu Si Han Percy	TP	30/04/2014
Corp SO Gr II	Chan Nee Liew Sook Chun	TP	17/05/2014
Mgt SO Gr III (2008)	Ng Siew Soo	TP	22/08/2014
MX 10 (2008)	Ong Chor Ghee	MPD	01/04/2014
MGT SO GR VII (2008)	Juhari Bin Sikin	TRACOM	22/07/2014
TSO Gr VIA (2008)	Tan Thiam Heong	PLD	02/03/2015
TSO Gr VIA (2008)	Mohamed Bin Ahmad	F Div	23/09/2014
MGT SO GR VIA (2008)	Toh Siew Gnoor	F Div	14/03/2015
GPC	Khiljang Gurung	GC	30/07/2014
MGT SO GR VII (W) (2008)	Phua Ah Lian	TRACOM	09/11/2014
Mgt SO Gr V (2008)	Soh Mary	PNSD	25/02/2015
MGT SO GR VIA (W) (2008)	Faridah Binte Abdul Rahman	E Div	03/11/2014
Corp SO Gr II	Asiah Binte Omar	F Div	18/01/2015
Corp SO Gr I	Loh Lai Thoe	TP	16/11/2014
TSO Gr IV (W) (2008)	Ong Lai Huat	PCG	14/03/2015
MGT SO GR VIA (2008)	Ling Chu Chuan	J Div	18/11/2014
Corp SO Gr II	Chin-Yeo Suan Bee	TP	10/06/2014
Corp SO Gr II	Suraiyati Binte Senawi	TP	18/12/2014
Corp SO Gr IV	Lee Geok Kee	CID	23/02/2015
MGT SO GR VIA (W) (2008)	Goh Soo Ngin	CID	13/12/2014
MX 11 (2008)	Petaperumal Sivaraj	PCG	11/12/2014
Corp SO Gr II	Mariam Binte Ab Manap	TP	02/09/2014
Tester	Lai Kam Mun	TP	18/06/2014
Ch Tester	Krisnan Murty	TP	21/07/2014
Ch Tester	Ong Chin Hoe	TP	23/09/2014
Ch Tester	Ong Hsia Hsiaw	TP	20/11/2014
Corp SO Gr III	Leela Devan Nee Suppiah Leela	TP	21/11/2014
Ch Tester	Abdul Wahid Bin Mohamed Shariff	TP	22/12/2014
Corp SO Gr II	Cher Lee Noi	TP	09/02/2015
Corp SO Gr II	Low Seok Geok	TP	04/03/2015
Corp SO Gr IV	Vasanth Kumari D/O Ratnasamy	SOC	03/04/2014
HTS 11A	Lee Soo Boon	PID	13/03/2015
Corp SO Gr I	Wong Keng Sou	MPD	05/04/2014
Corp SO Gr II	Tay Lai See	MPD	01/12/2014
Corp SO Gr III (W)	Koo Mui Tiang	A&F	29/09/2014
Corp SO Gr I	Chang-Low Hui Sim	G Div	26/10/2014
MGT SO GR VIA (2008)	Astakhairiah Bte Mohd Zain	CAD	05/09/2014

POLICE OFFICERS

RANK	NAME	LAST DEPARTMENT	DATE OF RETIREMENT
Staff Sgt	Chong Soon Ping	CID	22/02/2015
SSI 2	Noorma'at Bin Sawab	CID	01/10/2014
SI	Mohamed Zulkifle Bin Mohd Nor	APD	23/10/2014
SSI	Chua Yeong Guan	OPS	01/01/2015
SSI	Ahmad Jani Bin Jumahat	OPS	11/01/2015
SSI	Himza Aris Bin Haron	TP	28/10/2014
Sr Staff Sgt	Tan Sia Peng	TP	17/12/2014
Sr Staff Sgt (W)	Ravindran S/O M Vengadason	A Div	21/07/2014
SSI	Pei Say Ho	A Div	19/09/2014
SSI 2	Jasni Bin Yahaya	A Div	22/01/2015
SSI 2	Tan Eng Lai	F Div	02/07/2014
SI	Consigliere Guy Hilary Royston	F Div	15/07/2014
SSI 2	Lim Peng Chye	F Div	23/02/2015
SI	Soh Chin Teck	G Div	22/05/2014
SSI 2	Lee Teck Chai	G Div	22/08/2014
SSI	Mohamad Jalil Bin Ali Ahmad	J Div	20/04/2014
SSI 2	Mazlan Bin Sueb	J Div	21/05/2014
SSI	Anuar Bin Atan	J Div	26/10/2014
Sr Staff Sgt	Ahmad Daud Bin Mohamed Noor	J Div	15/11/2014
Sr Staff Sgt	Zawiyah Binte Ismail	J Div	09/02/2015
SSI 2	Eng Kok Heng	PID	07/03/2015
SSI	Lakhsbir Singh S/O Gurbachan Singh	PNSD	24/01/2015
SSI	Mohamad Sani Bin Sanusi	E Div	12/12/2014
Sr Staff Sgt	Zarina Binte Baharudin	E Div	10/10/2014
SSI 2	Azmi Bin Ismail	F Div	13/03/2015
SSI 2	Saliman Bin Abdul Rahman	Seconded out to HTA-CSC	05/02/2015
SSI 2	Chua Ling Mei	PCG	21/03/2015
SSI	Teo Kiah Foo	CID	02/01/2015
SSI 2	Kanaris Bin Raden Jusue	G Div	18/11/2014
SSI 2	Wong Fui Kien	APD	05/03/2015
SI	Yap Mary	APD	09/10/2014
SSI 2	Alfred George Pillay S/O A S	SOC	08/04/2014
SSI 2	Razali Bin Atan	TRACOM	06/09/2014

SENIOR OFFICERS

RANK	NAME	LAST DEPARTMENT	DATE OF RETIREMENT
DSP	Syed Sagoff Bin Ahmad	PNSD	08/08/2014
Supt	Lim Hong Ling	PNSD	01/02/2015
Insp	Keanu Tan Ngee Seng	D Div	18/11/2014
Supt	Mak Kum Kay	CAD	06/08/2014
DSP	Munusamy Mariyappan	CAD	10/03/2015
DSP	Low Yong Liang	TRACOM	30/01/2015
DSP	Anthony Toh Seah Hian	Seconded out to Prisons	10/09/2014
DSP	Ang Siam Hee	PID	05/02/2015
DSP	Zainudin Ibrahim Lee	PNSD	01/07/2014
DSP	Chan Beo Chuan	PLD	15/07/2014
DSP (W)	Chong Kian Cheong	PCG	25/08/2014
ASP	Stephen Lee Kong Hock	J Div	26/12/2014
DSP	Mohd Nasri Bin Haron	TP	13/09/2014
DSP	Khong Kam Wing	PCG	29/08/2014
ASP (W)	Lee Lik Hwee	PCG	31/10/2014
Supt (W)	Tan Kheng Seng	PID	11/07/2014
DSP	Lim Chin Lum	TRACOM	23/03/2015
Police Sup Gr 9	Abdul Khalik Bin Abdul Latiff	IAO	11/08/2014

RETIREEES

GURKHA CONTINGENT

RANK	NAME	LAST DEPARTMENT	DATE OF RETIREMENT
G/Cpl	Ramesh Chandra Rai	GC	11/04/2014
G/Cpl	Bal Bahadur Tamang	GC	08/06/2014
G/Cpl	Sher Bahadur Thada	GC	15/06/2014
G/Cpl	Khilman Limbu	GC	27/06/2014
G/PC	Khil Jang Gurung	GC	30/07/2014
G/SSSgt (P)	Motilal Rai	GC	30/07/2014
G/Sgt (P)	Krishna Raj Limbu	GC	26/08/2014
G/Sgt (P)	Chandra Bahadur Chhantel	GC	28/09/2014
G/Cpl	Abiraj Angdembe	GC	11/10/2014
G/Sgt	Gam Bahadur Pun	GC	14/10/2014
G/Sgt	Kirti Man Gurung	GC	03/11/2014
G/Sgt (P)	Griman Pun	GC	10/11/2014
G/SSgt	Som Kumar Limbu	GC	19/11/2014
G/Sgt (P)	Dut Prasad Gurung	GC	21/11/2014
G/SI (P)	Prem Bahadur Gurung	GC	22/11/2014
G/ASP (1)	Bhakta Raj Gurung	GC	31/12/2014
G/ASP (1)	Birendra Bikram Limbu	GC	31/12/2014
Chief Insp	Hari Bahadur Gurung	GC	31/12/2014
Chief Insp	Narayan Kumar Gurung	GC	31/12/2014
G/Insp 1	Navin Gurung	GC	31/12/2014
G/Sgt (P)	Om Bahadur Gharti Magar	GC	31/12/2014
G/Sgt (P)	Yatri Prasad Rai	GC	31/12/2014
G/Sgt (P)	Ram Bahadur Magar	GC	31/12/2014
G/Sgt (P)	Rum Bahadur Lamtari	GC	31/12/2014
G/Sgt (P)	Songba Tamang	GC	31/12/2014
G/Sgt (P)	Nayendra Kumar Limbu	GC	31/12/2014
G/SI (P)	Ram Bahadur Rana	GC	31/12/2014
G/SI (P)	Lil Bahadur Bura	GC	31/12/2014
G/SI (P)	Naina Prakash Magar	GC	31/12/2014
G/SI (P)	Tek Bahadur Gurung	GC	31/12/2014
G/SI (P)	Bigyan Kumar Rai	GC	31/12/2014
G/SI (P)	Pitambar Limbu	GC	31/12/2014
G/SSgt (P)	Man Kumar Rai	GC	31/12/2014
G/SSgt (P)	Pramod Kumar Roka Magar	GC	31/12/2014
G/SSgt (P)	Mohan Gurung	GC	31/12/2014
G/SSgt (P)	Thir Prasad Phagami	GC	31/12/2014
G/SSI (P)	Khem Bahadur Gurung	GC	31/12/2014
G/SSI (P)	Ambar Bahadur Rai	GC	31/12/2014
G/SSI (P)	Yudistir Rai	GC	31/12/2014
G/SSI (P)	Durga Prasad Rai	GC	31/12/2014
G/SSI (P)	Hom Bahadur Ale	GC	31/12/2014
G/SSSgt (P)	Pawan Rai	GC	31/12/2014
G/Sgt	Shyam Prasad Gurung	GC	16/02/2015
G/Sgt	Mani Bahadur Chemjong	GC	04/03/2015
G/Insp 1	Yodan Rai	GC	20/03/2015

SPORTS ACHIEVEMENTS

BADMINTON

TOURNAMENT	DATE	RESULT
IFG (SPF-RBPF)	07/05/2014	Champion
Public Service STAR Games	16/03/2015	2nd Runner-up

BASKETBALL

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Nov 2014	Champion

BOWLING

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Apr 2014	2nd Runner-up

GOLF

TOURNAMENT	DATE	RESULT
IFG (SPF-RBPF)	07/05/2014	Champion
Public Service STAR Games	Aug 2014	Champion

NETBALL

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Apr 2014	2nd Runner-up
IFG (SPF-RBPF)	07/05/2014	Champion

SEA SPORTS

TOURNAMENT	DATE	RESULT
IFG (SPF-RBPF)	07/05/2014	Champion
Public Service STAR Games	Dec 2014	Champion

SNOOKER

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Sep 2014	Champion

SOCCER

TOURNAMENT	DATE	RESULT
IFG (SPF-RBPF)	07/05/2014	Champion (SO Team)
IFG (SPF-RMP)	11/06/2014	Champion (SO Team)
42nd Bogaars Cup	18/11/2014	Champion
Public Service STAR Games	Dec 2014	Champion

SQUASH

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Sep 2014	Champion

TABLE TENNIS

TOURNAMENT	DATE	RESULT
Public Service STAR Games	Sep 2014	1st Runner-up

VOLLEYBALL

TOURNAMENT	DATE	RESULT
IFG (SPF-RBPF)	07/05/2014	Champion
IFG (SPF-RMP)	11/06/2014	Champion
Public Service STAR Games	Nov 2014	Champion

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