



# A FORCE FOR THE NATION

SINGAPORE POLICE FORCE ANNUAL 2013

## MISSION

To prevent,  
deter and detect  
crime

## VISION

To make Singapore  
the safest place in  
the world

# CONTENTS

- 02/ **COMMISSIONER'S REPORT**
- 06/ **ORGANISATION STRUCTURE**
- 08/ **GENERAL REVIEWS**

## **STAFF DEPARTMENTS**

- 10/ Administration and Finance Department
- 12/ Inspectorate and Compliance Office
- 14/ Internal Affairs Office
- 16/ International Cooperation Department
- 18/ Manpower Department
- 20/ Operations Department
- 22/ Planning and Organisation Department
- 24/ Police Licensing and Regulatory Department
- 26/ Police Logistics Department
- 28/ Police National Service Department
- 30/ Police Technology Department
- 32/ Public Affairs Department
- 34/ Service Delivery Department
- 36/ Volunteer Special Constabulary

## **SPECIALIST STAFF DEPARTMENTS**

- 38/ Commercial Affairs Department
- 40/ Criminal Investigation Department
- 42/ Police Intelligence Department

## **SPECIALIST & LINE UNITS**

- 44/ Airport Police Division
- 46/ Home Team School of Criminal Investigation
- 48/ Police Coast Guard
- 50/ Public Transport Security Command
- 52/ Security Command
- 54/ Special Operations Command
- 56/ Traffic Police Department
- 58/ Training Command
- 60/ Central Police Division ('A' Division)
- 62/ Clementi Police Division ('D' Division)
- 64/ Tanglin Police Division ('E' Division)
- 66/ Ang Mo Kio Police Division ('F' Division)
- 68/ Bedok Police Division ('G' Division)
- 70/ Jurong Police Division ('J' Division)

## **72/ FEATURES**

- 74/ 25<sup>th</sup> Anniversary of Ang Mo Kio, Bedok and Clementi Police Divisions
- 80/ 60<sup>th</sup> Anniversary of the Special Operations Command
- 84/ 20 Years of Police Psychological Services
- 88/ 35<sup>th</sup> Anniversary of the Singapore Police Force Overseas Scholarship
- 92/ To Engage, To Inspire
- 96/ Lowest Crime Rate in 30 Years

## **100/ STATISTICS**

## **114/ ALMANAC**

## **125/ ACKNOWLEDGEMENTS**



# COMMISSIONER'S REPORT

**NG JOO HEE**

Commissioner of Police  
Singapore Police Force



## A DIFFICULT YEAR

2013 was a challenging year for the Police.

Corruption trials, protesting Malaysian voters, a police officer accused of double-murder, the Shane Todd inquest, international football match-fixing, computer hacking, a kidnapping, a headless corpse, multiple breaches of security at Woodlands Checkpoint, and unrestrained rioting by foreigners on Singaporean streets.

Indeed, it has been a turbulent and tumultuous year for us. Certainly, I cannot think of a year, in recent memory, that was more eventful than the one that has just passed.

## BUT STILL A GREAT YEAR

That as it may, the mission of the Singapore Police Force (SPF) remains to prevent, deter and detect crime. And in this regard, we have had yet another outstanding year, despite and in spite of the many distractions that sprung up along the way.

In 2013, the absolute number of crime recorded continued to decline, for the fourth year in a row, and the crime rate reached a 30-year low. In other words, Singapore has never been safer in our history than now, notwithstanding the frequent newspaper headlines.

There were 365 days in 2013. Of these 365 days, 178 recorded no robberies. In the whole of last year, there were 187 days free from snatch theft. Put robberies and snatch thefts together, and we saw 90 days last year free of any confrontational property crime in Singapore.

These are, again, sterling and almost incredible numbers.

It is much the same story with unlicensed money lending. From its peak in 2009, we have more than halved the number of loanshark harassment cases, bringing it down by 55.5% in the space of four years. And still, we are not satisfied. We fully intend to half it again and to eradicate this scourge from our neighbourhoods and housing estates once and for all.

When we consider the many things that had happened in 2013, the safety-from-crime outcomes that we had delivered last year, and year after year, are even more remarkable. I believe that we are able to do this because police officers are crystal clear about our professional mission and refuse to be distracted from it. Hardworking police officers continue to deliver, regardless, on this mission 24 hours a day, seven days a week, week after week, month after month, year after year.

Today, our Force enjoys a rock-solid trust with the communities that we police, and we continue to maintain a laser-sharp focus on delivering better and better operational outcomes. The consequence of this is a safer and safer Singapore, year after year.

We are proud of these results and thank, from the bottom of our hearts, the many community partners for helping us bring about these positive outcomes.

## THE POLICE BRAND

Ultimately, the SPF will not be judged by the colour of our uniform, but by the content of our character.

After two years of consultation and collective introspection, I can say, with wide consensus, that we want the SPF to be famous for five things.

First, policing is more than just a job. In fact, policing is unlike any other work. And police officers are special people. To become a police officer is to take the road less travelled. It is to possess a sense of justice and fairness, and to want to do something about it. It is to have a desire to make a difference and to want to do something about it. The work that we do is very real, and has a direct and meaningful impact on the lives of many other people.

**Policing is real work that matters.**

Second, **our work is driven by high purpose.** Our purpose is not to increase revenue or to maximise profit. Our purpose is to fight evil-doing, and to make what is wrong right again. Our work is to protect the weak and the vulnerable, and to bring the wicked and the dishonest to account. Our ambition is a lofty one, to make Singapore the safest place in the world, no less.

Third, every men and women in our Force, by choosing to become a police officer, declares himself or herself to be a **leader in the community**. This is the burden we all willingly bear by choosing to wear police blue. Singaporeans, residents and visitors look to us for assurance, for guidance, for direction and for leadership when they are most in need. Police officers, regardless of rank, are immediately invested with a special standing in society. There is no running away from this. Instead, we seize this mantle of leadership purposefully and apply it towards the greater good.

Fourth, police officers are **equipped to succeed**. We choose carefully who we admit into the Force. More importantly, we never stop investing in the continued development and advancement of our officers. We are unstinting in this, and literally spend millions every year making sure that our officers are improving in professional skill and knowledge. Our work as police officers and the experience we gain from it equip every one of us with a set of unique skills that cannot be found anywhere else. These same skills are the reason why high performing police

officers are so sought after by other employers in the private sector and the rest of the public sector.

Fifth, the Police **value the contributions** of our hardworking officers. We mean it when we say that people are our most valuable asset. Indeed, the men and women of the SPF constitute the single most precious resource that Singapore has in her arsenal against crime and wrongdoing. We are committed to recruiting the best people that we can find, and then to retaining and rewarding the best of our staff. We reward generously those who excel in their duties. At the same time, we are also unforgiving of those who do not meet our demanding standards of conduct and performance. Very few organisations, public or private, go to the lengths that we do when it comes to caring for our staff.

We do real work that matters. We are driven by high purpose. We are leaders in the community. We are equipped to succeed. And we value everyone's contributions. These are the five things that define the Singapore Police Force. These are in our corporate DNA. And together, they make up the essence of the SPF brand.

These are the five things that we want to be famous for. And these are the five things that every one of our actions will continue to support and to reinforce, so that the SPF can remain authentic and trustworthy.

## TRANSFORMATION

In order that we can execute our policing mission even more effectively, we have gone ahead to make many changes in the past few years.

We have made wide-ranging changes to the way we operate on the frontlines. We have made improvements to the terms and conditions of employment. We have added new infrastructure and renovated existing ones. We have improved equipping and we have rolled out new technologies.

In the plans are many more changes to come: changes in operations, in the way we organise ourselves, in the form of new infrastructure and equipment, and also in how we reward good performance while deterring dysfunctional behaviour.

We do all these as parts of a wide, deliberate and on-going effort to transform the Force as we know it.

## THANK YOU

A crime-free and orderly Singapore requires a police force that is clean, diligent and committed to her mission.

It also requires that the communities we police trust us to do a good job, and want to help us, and to join with us, to do an even better job.

Only then can Singapore's tomorrows be safer than today.

# CREATING SAFER ROADS

Day and night, our traffic officers navigate the bustling city giving thumbs-up to responsible drivers and keeping traffic incidents at bay. Off the road, the journey continues. We impart good safety habits to citizens young and old to keep safety on everyone's mind.







# ORGANISATION STRUCTURE

(Correct as of 31 December 2013)

## DEPUTY COMMISSIONER (INVESTIGATIONS & INTELLIGENCE) MR HOONG WEE TECK

### Staff Departments

<b>Administration and Finance Department</b> DAC Lee Chwee Huat	<b>Inspectorate and Compliance Office</b> AC Lee Chin Ek	<b>Internal Affairs Office</b> DAC Abdul Khalik Bin Abdul Latiff	<b>International Cooperation Department</b> DAC Cheong Chee Ming	<b>Manpower Department</b> SAC Tan Hung Hooi	<b>Operations Department</b> SAC Lim Kok Thai	<b>Planning and Organisation Department</b> AC Teo Chun Ching
---	--	---	--	--	---	---

### Specialist Staff Departments

<b>Commercial Affairs Department</b> Mr Tan Boon Gin	<b>Criminal Investigation Department</b> DC Hoong Wee Teck	<b>Police Intelligence Department</b> SAC Tan Chye Hee
---	--	--

### Specialist & Line Units

<b>Airport Police Division</b> DAC Sam Tee	<b>Gurkha Contingent</b> AC Mark Lindsay Ross Forman	<b>Home Team School of Criminal Investigation</b> AC Loy Chye Meng	<b>Police Coast Guard</b> SAC Hsu Sin Yun	<b>Public Transport Security Command</b> AC Gerald Lim	<b>Security Command</b> AC Lim Chee Pheng	<b>Special Operations Command</b> AC Anthony Ng
--	---	--	---	--	---	---



**COMMISSIONER OF POLICE**  
MR NG JOO HEE

**DEPUTY COMMISSIONER (POLICY)**  
MR T. RAJA KUMAR

**DEPUTY COMMISSIONER (OPERATIONS)**  
VACANT

**Police  
Licensing and  
Regulatory  
Department**  
AC  
Kwok Swee  
Cheng Jessica

**Police  
Logistics  
Department**  
SAC  
Koh Yak Leng

**Police National  
Service  
Department**  
DAC  
Manimaran  
Pushpanatan

**Police  
Technology  
Department**  
Mr Tay Yeow Koon

**Public Affairs  
Department**  
AC  
Ng Guat Ting

**Service  
Delivery  
Department**  
DAC  
Kuldip Singh

**Volunteer  
Special  
Constabulary**  
AC (V)  
S Lakshmanan

**Training  
Command**  
SAC  
Zuraidah Abdullah

**Traffic Police  
Department**  
AC  
Cheang Keng  
Keong

**6 Land  
Divisions**

**Ang Mo Kio Police Division 'F Div'**  
AC Keok Tong San

**Bedok Police Division 'G Div'**  
DAC Alvin Moh

**Clementi Police Division 'D Div'**  
DAC Melvin Yong

**Tanglin Police Division 'E Div'**  
DAC Lu Yeow Lim

**Central Police Division 'A Div'**  
DAC Daniel Tan Sin Heng

**Jurong Police Division 'J Div'**  
DAC Wilson Lim

# GOING THE DISTANCE

No matter what it takes, we are always ready to protect you and your loved ones. Thanks to popular local drama C.L.I.F, viewers at home can now get a closer look at the daily challenges of police life and get inspired to join the crime-fighting effort.









# ADMINISTRATION AND FINANCE DEPARTMENT

**By Deputy Assistant Commissioner of Police  
Lee Chwee Huat**

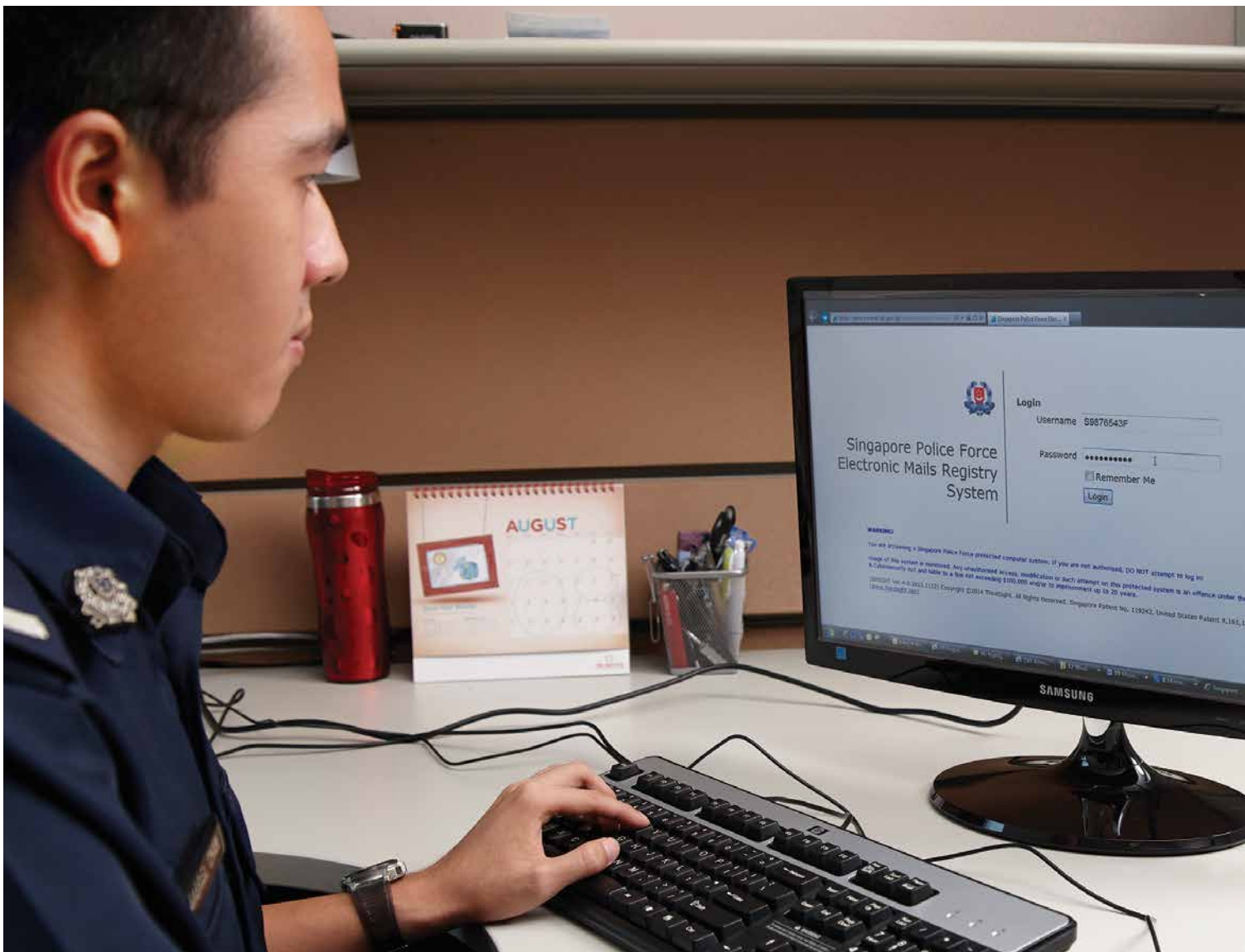
*Director, Administration and Finance  
Department*

The Administration and Finance Department (A&F) upholds the fiduciary responsibilities of the Force in the areas of administration, finance and procurement through strengthening governance and building capacity.

## **STRENGTHENING GOVERNANCE**

Building trust with the public is a cornerstone of effective policing. Good governance in corporate management not only upholds the Force's image as a clean and upright organisation, it also goes a long way towards supporting the Force's mission to prevent, deter and detect crime by building trust with the public. It is paramount that we remain resolute in our pursuit to strengthen internal controls and procedures to weed out lapses in our administrative, financial and procurement activities.

The procurement of goods and services by the Singapore Police Force (SPF) units was gradually centralised, with tenders at the Ministry level in April 2013 and quotations at the A&F level in the second half of 2014. In preparation for the latter, we conducted a pilot trial with three units to ensure a smooth transition. With the trial, we streamlined the processes, identified demands for aggregation and developed procedures for implementation force-wide.



Through partnerships with the units and Vital (government shared services provider), we progressively reduced incidences of late payments, erroneous payments and outstanding payments or liabilities. We also worked with the units to engage suppliers in consolidating their billings in order to reduce the volume of small value payments.

We reviewed the administration of safes, document security, registry operation, gifts and gift vouchers to ensure their relevancy and

effectiveness in the current operating environment. The audits on document security did not surface any serious lapses but only minor ones which were primarily attributed to individual officers' oversight.

### CAPACITY BUILDING

In order to build the necessary capacity to deal with the increasing complexities in administration, procurement and financial management, we continued to invest heavily in the training of our officers and leveraged technology to ensure quality service delivery.

The curriculum of our annual in-house fixed assets management workshops and procurement and contract management courses were reviewed regularly for up-to-date rules and procedures to be disseminated. We shared the latest case studies to create awareness of the lapses and encourage staff to guard against complacency. We also held regular communities of practice sessions to encourage inter-unit sharing within the SPF procurement and finance community.

### LOOKING AHEAD

We will remain steadfast in our efforts to strengthen governance and build capacity. We will diligently monitor risk areas in administration, procurement and financial management. In the coming year, we will work towards harnessing data analytics to detect irregularities in the system and introduce competency tests for the finance and procurement community.

We will progressively automate manual processes in the Force to enhance productivity. For a start, we are currently looking into automating our registry file management, warrant card management and foreign interpreters' claims processing. A holistic review of the revenue collection system and fixed asset management system is also in the pipeline.

## HIGHLIGHTS

### Audit Marksmanship

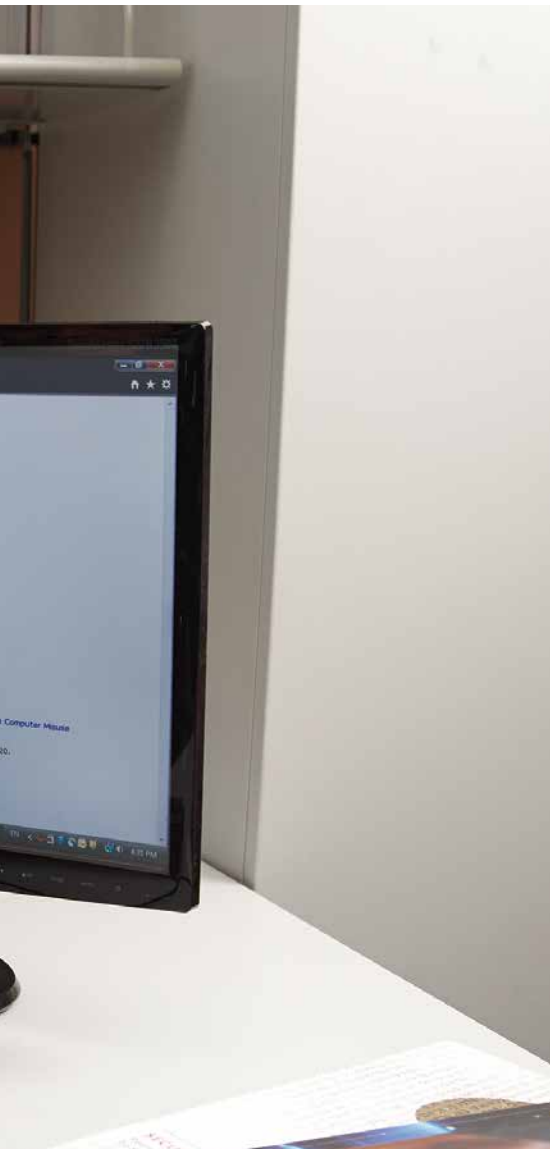
Through the collective effort of every unit, the SPF obtained another year of unqualified audit reporting in the fixed assets audits commissioned by the Accountant-General.

### Records Management

The SPF Electronic Mails Registry System (SEMS) was rolled out successfully to capture electronic mails, thus better retaining and preserving critical corporate records for the Force.

### Fair Payment Practices

The SPF made improvements by reducing the late payment rate to our suppliers from an average of 3.08% in FY2012 to 1.78% in FY2013, registering an all-time low of 0.65% in October 2013.



# INSPECTORATE AND COMPLIANCE OFFICE

By Assistant Commissioner of Police  
Lee Chin Ek

Director, Inspectorate & Compliance Office

The Inspectorate and Compliance Office (InCO) was set up in September 2012 at a time when lapses committed by public officers had come under heavy public attention. The InCO's mission was to ensure that the Singapore Police Force (SPF) units were compliant with all government and police regulations.

## GETTING THE FUNDAMENTALS RIGHT

With the support from the SPF Leadership Group, and engagement with the Ministry of Home Affairs Headquarters (MHQ) and the Auditor General's Office, we carried out and coordinated a series of audits, surprise inspections and risk management

Publication 02/2013

## In COnnect

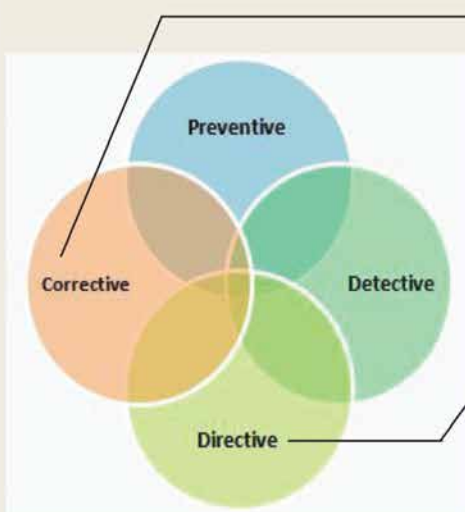
A publication for sharing useful reminders, case studies, best practices, near miss reports, audit findings and compliance issues. For this issue, we will continue to explore the other types of internal control activities.

*An Initiative By Inspectorate & Compliance Office*

## More on Internal Controls

### 复 Recap

In the previous issue, we touched on preventive control which is by design to curb potential risk and reduce the probability of an undesired occurrence. The greater the impact of the risk on the entity's ability to achieve its mission, the more important it becomes to implement appropriate preventive control.



Types of Internal Control Activities

### CORRECTIVE CONTROL

It is designed to correct undesirable outcomes that have been realised. They could also act as a contingency to achieve some recovery either of funds or serviceability against loss of damage.

### DIRECTIVE CONTROL

It is designed to ensure that a particular outcome is achieved. These are particularly important when it is critical that an undesirable event (such as security breach) is avoided so are often used to support the achievement of compliance objectives.



initiatives. From the observations and analysis, we prescribed measures needed to improve risk management and internal controls. We strengthened internal communications and training across the SPF, in order to develop competencies, shape mindsets and help the management make better governance decisions and strengthen accountability across the Force.

### AUDITORS AS PARTNERS

Audits and inspections to check for mistakes are easy to do. However, the InCO approached audits differently by working in partnership with staff departments and police units to devise better, efficient internal controls and work processes post audits. Audits were simply done to seek facts and data points to help the management better understand trade-offs so as to make better decisions.

### SIX PRINCIPLES IN AUDITING

The InCO adopted six principles in auditing so as to position ourselves as a business partner, promoting improvements in processes rather than fault-finding. They are audit the system, not the individual; understand evidence for conclusive assessment; drive towards fairness, objectivity and professionalism; improvement through audit; take note of confidentiality; and seek reasons for non-compliance.

The principles were also applied across the entire audit system. Even so, audits and inspections could not guarantee that lapses would not occur. More had to be done to ensure that the SPF units could work with the InCO to identify and pursue improvements.

### DEVELOPING A RIGHT MINDSET

The SPF is a large organisation and there are limits to the number of audits and inspections that could be carried out. An effective governance, risk management and compliance framework in the SPF was needed as

## HIGHLIGHTS

### Introduced SPF's Enterprise Risk Management Framework to support Risk-Based Audits in Six domains

We introduced the Enterprise Risk Management Framework to systematically manage SPF's internal risks. Together with a Risk-Based Audit system, these systems address the underlying causes for existing risks and manage emergent risks; creating audit resource optimisation and preventing audit fatigue.

### Improved Performance for External Audits

MHQ's Internal Audit Division conducted finance audits at various SPF units. Our effort in preparing units and departments for the audits yielded better set of compliance scores in 2013.

### Introduction of InConnect

We introduced the fortnightly InConnect online publication to share case studies of lapses and raise awareness on risk management. The publication is simplified to make it an easy read for officers.

a force-wide effort so that every staff had a stake in risk management and plays an active part in compliance.

The InCO invested substantial effort in cultivating the right mindset amongst officers through platforms such as the Risk Management and Audit Committee Meeting chaired by the Deputy Commissioner of Police (Policy), Director InCO's Forum, dialogue sessions with frontline supervisors, regular publications and Intranet. Through these platforms, the InCO shared near-misses, audit observations, conducted training on risk identification and reinforced the need to be proactive in risk identification and mitigation.

These were done to cultivate a sense of awareness amongst officers of potential risks in their work, mitigate them and escalate, if necessary.

### MOVING AHEAD

In 2014, the InCO will continue to conduct independent checks to detect irregularities and weaknesses, and work with all the SPF units to make improvements and better anticipate compliance issues in the risk domains. We will continue to work with our stakeholders to further improve the state of governance and compliance in the SPF, particularly for contract management and storekeeping. We will introduce the SPF Audit Handbook for management and carry out road shows as part of our efforts to inculcate the right mindset and attitudes towards risk management and compliance. The InCO will also strengthen the SPF's Enterprise Risk Management capabilities through investments in specialist competencies, systems, trust building and timely reporting.

# INTERNAL AFFAIRS OFFICE

---

*By Deputy Assistant Commissioner of Police  
Abdul Khalik Bin Abdul Latiff  
Director, Internal Affairs Office*

It is necessary that the Internal Affairs Office (IAO) is an independent commission for its proper functioning. The department oversees internal breaches of discipline such as disobedience of orders, misconducts, abuse of power, and rash and reckless acts.

## THE INDEPENDENT OFFICE

The Singapore Police Force (SPF) polices the nation. It forms the backbone of law, order, and stability. Police officers must be incorruptible and steadfast, models who abide the law and police orders. Internal policing ensures that our officers talk the talk, and walk the walk.

It is necessary that the Internal Affairs Office (IAO) is an independent commission for its proper functioning. The department oversees internal breaches of discipline such as disobedience of orders, misconducts, abuse of power, and rash and reckless acts.

Besides internal breaches of discipline, the IAO also oversees cases of officers embroiled in financial embarrassment. Officers facing financial problems are susceptible to misdeeds out of desperation. This may in turn result in grave consequences for their career and life. The IAO thus has been hard at work to nip this problem in the bud.

## WALKING THE TALK

On 4 March 2013, I was a keynote speaker at the annual ethics seminar organised by the Manpower Department. I spoke at length about measures to curb misconduct and methods to guide and monitor our officers. Case studies were also shared to remind the officers of the Force's core values of Courage, Loyalty, Integrity, and Fairness.

The IAO staff also conducted talks with frontline supervisors as part of an outreach programme to the various SPF units over the past year. The talks covered topics such as the pitfalls and traps facing frontline officers, and



the importance of a strong resolve against misconduct.

The IAO discussed case studies, high-risk Standard Operating Procedures and Police General Orders, good practices, and cases of malpractice which were "near-misses" so to speak, at numerous staff meetings and through other communication channels. These channels include our IAO website, emails to the unit commanders and road shows to land divisions and staff units.



## HIGHLIGHTS

### Fostering Strong International Relations

On 9 October 2013, the IAO hosted the Chief Inspector of Internal Investigation Division, Ms Winnie So of the Hong Kong Police Force. IAO officers shared our strategies and methods to deal with discipline issues and the system we use to ensure swift and impartial resolution of cases.

### Address at CID Ethics Seminar

Chief Special Investigator Sim Hgin Kit, Internal Affairs Office was invited to be a guest speaker at the Criminal Investigation Department's (CID) Ethics Seminar. Recent trends in the offences committed by officers were shared and supervisors were taught to focus on specific warning signs.

### Conducted talks to SPF Paracounsellors

In a financial counselling talk to SPF Paracounsellors, Special Investigator (Acting Inspector) Gerard Oen emphasised the importance of officers to being free of financial embarrassment. He also reminded officers to live within their means and being free from financial embarrassment. Officers can also seek help if they found themselves in financial difficulties. They are also to make truthful declaration during the annual declaration of indebtedness/non-indebtedness.



# INTERNATIONAL COOPERATION DEPARTMENT

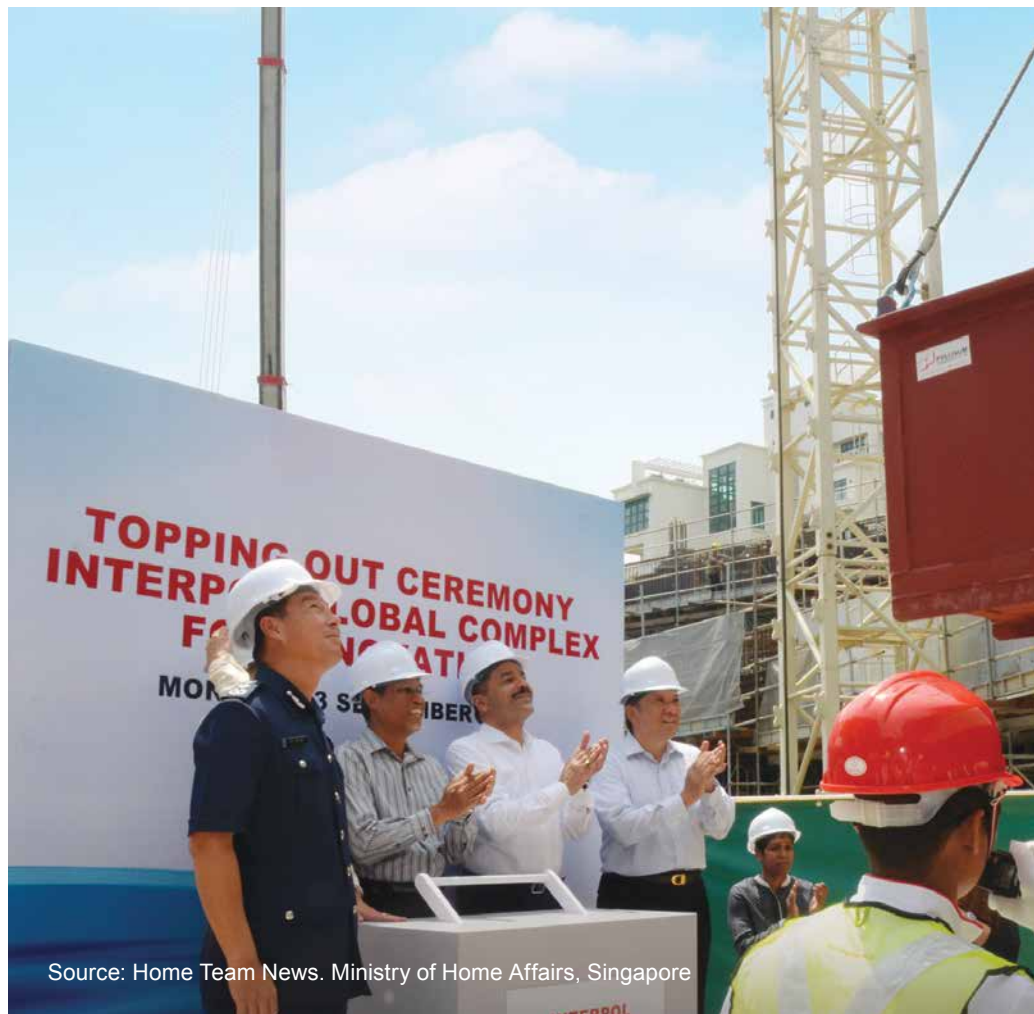
*By Deputy Assistant Commissioner of Police  
Cheong Chee Ming  
Director, International Cooperation Department*

The Singapore Police Force (SPF) is a firm believer of international cooperation and actively taps into its international law enforcement network to pool professional knowledge and information, and to conduct joint operations with its foreign counterparts to prevent, deter and detect crime.

## INTRICACIES OF INTERNATIONAL COOPERATION – A SENSITIVE BUSINESS

Advancement in technology has greatly enhanced human mobility and social connectivity, spurring global economic growth. However, criminal operations have also become increasingly sophisticated and transcend national boundaries through the ease of travel and communication. Therefore, it is imperative for law enforcement agencies worldwide to forge cooperative relationships to stamp out illicit transnational activities.

As a lean outfit established in October 2009, the International Cooperation Department spearheads the SPF's international engagement efforts through a multitude of platforms. This ranges from the sharing of knowledge, expertise, information and good practices to participating in joint operations and undertaking strategic



Source: Home Team News. Ministry of Home Affairs, Singapore

relationship-building collaborations while recognising foreign counterparts' contributions towards combating transnational crimes.

The SPF's active participation in regional and international law enforcement conferences, workshops and operations is a lucid testament of its strong resolve to combat transnational crimes. Its international engagement efforts not only aid it to

build on its operational capabilities and professional knowledge but also allow it to foster new ties, paving way for more policing collaboration.

International policing cooperation, however, is more than just active participation in joint activities. It involves sound diplomacy and managing delicate relations in challenging situations. These often require calibrated measures to work



out the best possible solution. Despite best efforts, ensuring a win-win situation for both the SPF and its foreign law enforcement counterparts may not always be possible.

We are keenly conscious that any failure to handle the intricacies of the relationship with care could adversely affect the good ties that have been painstakingly nurtured over many years and could even

create tensions at the national level. As such, we proactively work with the SPF's internal stakeholders on all international relations matters so that the SPF remains sensitive to the needs and requirements of our foreign law enforcement counterparts.

### OPEN COMMUNICATIONS

Notwithstanding our endeavours to extend our fullest support and assistance to SPF's foreign counterparts, we must also work within our operational parameters and Singapore's laws. There will be occasions which we may not be able to accede to foreign counterparts' requests for assistance. In such scenarios, it is important to manage expectations and arrive at a mutual understanding. Adopting an open communication approach with our law enforcement counterparts will clarify any misunderstandings, dispel mistrust, reaffirm our commitment to combat transnational crimes and promote agencies' efforts to explore alternative solutions.

### CONCLUSION

In the age of globalisation, no law enforcement agency can be an island. Criminals worldwide are constantly looking for vulnerabilities to exploit. It is important for SPF to be an active part of the global law enforcement network and build cooperative relationships through open communication. This will allow us to enhance its capabilities, enrich its intelligence and to enable joint operations. Ultimately, international cooperation is a force multiplier that SPF must leverage to effectively and efficiently tackle the evolving transnational crimes in a dynamic operating environment.

## HIGHLIGHTS

### Strengthening Ties with the Royal Brunei Police Force and Indonesian National Police

The conferment of the Distinguished Service Order (DSO) on both the Chief of Royal Brunei Police Force and Chief of Indonesian National Police recognised their significant contributions in fostering bilateral cooperation and reaffirmed the close ties SPF has with these two police forces, and our commitment to future collaborations.

### Signing of MOU with Korean National Police Agency

The signing of the MOU is a significant milestone development in the relationship between both forces. With this MOU, cooperation between both forces is expected to be further enhanced in the areas of information sharing, capacity building, professional development and training.

### Better Relations with Our Foreign Counterparts

In 2013, the SPF hosted more than 100 visits from foreign guests and dignitaries and saw a 4% rise in requests for information and assistance from other forces, which culminated in the deepening of relations, exchanging of good practices and information, thereby strengthening SPF's operational capabilities.

# MANPOWER DEPARTMENT

*By Senior Assistant Commissioner of Police  
Tan Hung Hooi*

*Director, Manpower Department*

The Manpower Department (MPD) acted on the frequent feedback received from officers on their desire to have a longer working career.

## **RETAINING TALENTS – EXTENSION OF RETIREMENT AGE**

The desire to have a longer working career was a common feedback received by the Singapore Police Force (SPF) senior management and the MPD. Given the increase in life expectancy, improvement in health and fitness of officers and the desire of our officers to work longer, we reviewed the retirement age for junior police officers (POs) of the Home Affairs Uniformed Services (HUS) scheme and extended it with effect from 1 October 2013.

POs will now retire at the same age as senior officers (SOs) at 55 years old, instead of 50 years old. Furthermore,

both SOs and POs may be offered the extension of services beyond 55 years old to the extended age of 60 years depending on organisational requirements, officer's performance, conduct and fitness.

With a longer career in the Force, officers would have a longer path to further develop their competencies and build up deeper expertise. The SPF would also be able to leverage the experiences of these officers to provide invaluable wealth of knowledge to the younger officers.

This is important in view of a shrinking resident workforce in which the scarcity of manpower is an imminent challenge.



Director MPD in conversation with the recipients of the Singapore Police Force Overseas Scholarship in 2013



## KEY LEARNING LESSONS

### Ironing out the details

Work to prepare for the extension of retirement age of officers actually began back in late 2011 when the SPF put up a formal proposal to the Ministry of Home Affairs (MHA). The MPD worked closely with the Human Resource Department (HRD) of MHA and other Home Team Departments (HTDs) to iron out the details to ensure that all angles are covered.

### Communication – Engaging Officers

Whenever there is a change in human resource (HR) policy, it will undoubtedly raise questions and generate anxiety among officers. Following the experience of the implementation of the HUS (Police) 2012 Scheme for Police Officers, we prepared a series of communication plans to ensure that accurate information reached the ground and to prevent incorrect information from being disseminated via the grapevine.

Prior to the announcement, we briefed the Deputies and Heads Manpower to prepare them to chair the cascaded briefings at individual units. The SPF senior management played an active role in the communication process as well. The Deputy Commissioner of Police (Policy) (DC(P)) shared the news and elaborated on the planning process when he blogged about the announcement on the SPF blog. The blog post was well-received by officers based on the numerous comments and queries received. All queries were subsequently addressed in detail by DC(P) in his blog post. The announcement also coincided with the series of 'MPD Conversations' to ground units and it presented an

## HIGHLIGHTS

### SPF CARE Programme

The SPF CARE Programme is the product of the Force's goal and commitment to enhance welfare for SPF staff. The SPF CARE portal, logo and tagline were officially launched by CP at the Police Family Day on Sunday, 25 August 2013 at the River Safari. As part of the programme, existing welfare benefits such as SPF Flexi-Work Arrangements were reviewed, and value added services such as direct crediting of wedding and new born gifts for Police Central Welfare Fund (PCWF) members were introduced.

### MPD Conversations

We initiated 'MPD Conversations' to engage officers and introduce greater transparency on HR policies and initiatives. We addressed common misperceptions on HR matters, ensured more transparency on HR policies and strived to better manage officers' expectations on posting and promotion matters.

The conversations started with a briefing to the SPF Leadership Group, followed by townhall sessions with the SOs, and lastly, ground visits and dialogues with the POs.

The senior officer sessions were segregated by rank and allowed us to provide more targeted messages/responses to queries on postings and promotion. For the sessions for POs, we covered other topics such as extension of retirement age, and full-time degree sponsorship programme, as well.

The sessions allowed us to better understand ground sentiments and shape our delivery of HR services to the ground more purposefully.

excellent platform for MPD to address any doubts.

Together with our multiple stakeholders, we worked very hard to reach out to officers on the extension of retirement age to ensure that each and every officer is aware of the change and how it affects them.

# OPERATIONS DEPARTMENT

*By Senior Assistant Commissioner of Police  
Lau Peet Meng*

*Director, Operations Department*



Active involvement of the community has always been central to the successful policing of Singapore. In 2013, two of our initiatives in this aspect were the inaugural Bicycle Bay Design Competition and launch of the revamped Neighbourhood Police Post (NPP).

## CO-CREATING CRIME FIGHTING SOLUTIONS

Held in collaboration with the National Crime Prevention Council between March and August 2013, the Bicycle Bay Design Competition was an open call to the community, seeking to leverage its creativity and co-create innovative solutions to curb theft of bicycles from bicycle bays, which has been on the rise over the past few years.

We kicked off with an intensive publicity campaign, which included print and digital media, leaflets at our Neighbourhood Police Centres (NPCs), and targeted letters and posters to educational institutions and agencies. The community responded enthusiastically with more than 150 designs, submitted by participants from all walks of life, including students, professionals from various disciplines, and retirees. The top five designs were selected after rounds of evaluation and presentation, and the teams went on to fabricate prototypes of their designs.

We also involved the general public at this stage, by inviting them to vote for their favourite among the five designs, which were displayed at various public road shows.

All five finalists displayed their prototypes during the final round of the competition, and the winning design was one that fulfilled our essential requirements, including good security features, conservation of space, and ease of use. In addition, the competition itself garnered extensive media coverage, providing us with an opportunity to highlight crime concerns to the public.

Going forward, we will be refining the winning design further, before installing it at selected housing estates for trial. In the long run, we are looking at implementing it as a standard fixture for bicycle bays across the island, and will encourage developers to incorporate it into their blueprint for future buildings and properties.

## STRENGTHENING COMMUNITY POLICING

We embarked on the NPP re-design journey in February 2012, to enhance the NPP's capabilities in order to better support community policing, by creating a service point that best meets its residents' needs.

We envisioned that after the transformation, NPPs would operate around the clock, offering a wider range of services through automated kiosks so that members of public are not constrained by the current NPP operating hours. Our desk-bound NPP officers would be re-deployed to patrol the neighbourhood, while the video conferencing facility ensures that a police officer remains available to offer advice to anyone who comes to the NPP to speak to us. A community zone set aside in each NPP caters for engagement activities by Police and community partners.

To achieve this vision, we worked closely with our colleagues from other departments to source for possible technologies and engage external agencies for their buy-in. Inter-departmental meetings were held regularly to bring diverse ideas together, refining our scope for the revamped NPP along the way.

Our efforts paid off in December 2013, when we completed the transformation at three NPPs in Marsiling, Radin Mas, and West Coast, the culmination of nearly two years of work behind the scenes. Since the launch, we have been monitoring the usage and gathering public feedback on the revamped NPPs, which will help us refine our processes as we move on to transform the remaining NPPs in Singapore.

## HIGHLIGHTS

### CrimeStopper

A newly added feature to the Electronic Police Centre (ePC), CrimeStopper provides an alternative online avenue for members of public to make less urgent reports, or submit information to help Police in combating crime.

### Community Policing System (COPS)

Following the pilot roll-out of COPS in two NPCs in May 2012, another 18 NPCs have made the transition by the end of 2013, and we are on track to complete the transformation of all NPCs by 2015.

### Video Surveillance System (VSS) Standard

The VSS standard has been developed to provide private building owners with a consistent set of guidelines for their camera systems. By following this standard, owners can ensure that there are sufficient security provisions and coverage for their buildings.





# PLANNING AND ORGANISATION DEPARTMENT

By Assistant Commissioner of Police  
Teo Chun Ching

Director, Planning and Organisation Department

The role of the Planning and Organisation Department (P&O) is to ensure that the SPF retains the crucial edge in fighting crime, through strategic planning and resource management and in developing the organisation's capabilities to meet current and future challenges.



## STRATEGIC PLANNING AND CAPABILITIES BUILDING

The increasing complexity of the Singapore Police Force's (SPF) operating environment and the constantly evolving security threats and public demands spell the need for the Force to continuously develop new strategies and capabilities to advance the SPF's mission.

The P&O continued to spearhead the SPF's strategic thinking and planning through various initiatives. These included the SPF Corporate Advance where the SPF Leadership Group (LG) deliberated on key challenges and outlined broad strategies to tackle them, the annual Police Workplan Seminar where our direction and strategies were cascaded to our

officers and key stakeholders for organisational alignment and the Capabilities Development Forum, to drive new capabilities and provide oversight on major developmental projects. We also set up a Futures Team under this umbrella with the purpose of identifying fresh opportunities and emerging capabilities that the SPF can leverage. This team

is made up of officers from various departments and studies undertaken include 3D printing and how it affects law and order.

The P&O formed project teams (known as Strategic, Operational and Resource Masterplan (STORM) Teams) to study in-depth the long-term issues confronting the SPF that came up during the Strategic Group Discussions that we have been leading. The teams then proposed measures to address these issues. By 2013, we had launched a total of eight STORM Teams to tackle diverse issues ranging from cybercrimes to engagements with youths and the elderly.

### TRANSFORMING THE SPF

In August 2012, we embarked on a consultancy project to review our internal and external engagement. Following the consultants' recommendations, the P&O spearheaded the Force's efforts on implementing the recommendations and rolling out a series of initiatives in 2013. We named the project the Police Transformation Programme (PTP) - an organisational development effort involving all officers. Under the PTP, there are five key pillars – Doing Real Work that Matters, Being Community Leaders, Being Purpose-Driven, Being Equipped to Succeed and Valuing Contributions. These pillars serve as the guiding principles to shape our policies and initiatives; these pillars are also what the SPF aspires to be known for. As part of the PTP, there are various on-going initiatives like the Community Policing System (COPS),

Human Resource consultancy, Service Framework Review, etc. We will also roll out new initiatives that are in line with the five themes of the PTP. There will be roadshows in the heartlands to showcase the capabilities of the SPF and increase our engagement with the community. We will hold a series of internal conversations led by the SPF LG with ground officers to bring everyone on board the programme. Through the PTP, we hope to foster pride amongst our officers, enhance public trust and magnify the SPF's presence in the community. These will in turn reinforce the SPF's position as an employer of choice so that we can continue to attract talents to bring the SPF through the next lap.

### MOVING FORWARD

There was other important work done in 2013 too. These included the development of the Woodlands Divisional Headquarters and two new Neighbourhood Police Centres (NPC), the review of ground response forces and frontline resourcing, and the re-organisation of units in the SPF. The P&O will continue to press on to chart new territories and drive the building of foresight capabilities to future-proof the SPF.

## HIGHLIGHTS

### Community Warden Scheme

The Community Warden Scheme was conceived in collaboration with the Operations Department and the Ministry of Home Affairs. Community Wardens will attend to cases of social disamenities such as noise pollution and neighbour disputes freeing up police resources to handle core issues relating to crime and security.

### Home Team Festival 2013

P&O was part of the organising committee for the Home Team Festival 2013 that showcased the Home Team Departments' capabilities and innovations. The three-day event held from 8-10 November 2013 at the Singapore Expo attracted about 57,000 visitors.

# POLICE LICENSING AND REGULATORY DEPARTMENT

*By Assistant Commissioner of Police  
Kwok Swee Cheng Jessica*

*Director, Police Licensing and  
Regulatory Department*

We, at the Police Licensing and Regulatory Department (PLRD), are evolving from a prescriptive processing biased mindset towards a new licensing norm of identifying the right stakeholders, and working in partnership with the various industries to regulate the sectors under our regimes to support the Force's mission to prevent, deter and detect crime. Together, we aim to implement licensing policies and frameworks that enhance the standards of the various licensing regimes, in today's dynamic operating landscape.



PLRD officers inspecting seized items.

## REVIEW OF THE LIQUOR LICENSING REGIME

The review of the liquor licensing regime is to tackle public drinking and sale of liquor. While the primary issues are still dominated by public order and security concerns, social disamenities like noise pollution had gained attention recently, especially in areas where commercial and residential zones overlap.

To strike a balance between maintaining law and order and the interests of various stakeholders, we, together with the Ministry of Home Affairs and Ministry of Communications and Information's Reaching Everyone for Active Citizenry@Home (REACH) solicited feedback from all stakeholders through public engagement sessions. We consulted grassroots organisations, public entertainment

outlets, major liquor retail operators and the public. Restricting the time for liquor sale at retail shops and consumption at public places were discussed. These discussions provided in-depth views and concerns and allow for a more holistic approach while we develop strategies to enhance the regulatory regime.





## HIGHLIGHTS

### Second-hand Goods Dealer (SHGD) Transaction Records System (SHOTS)

PLRD implemented the first phase of SHOTS, targeting at SHGDs dealing in second-hand handphones in November 2013. SHOTS enables online submission of transaction records by SHGDs and matches the transaction records submitted with the lost / stolen items maintained in other Police databases. With SHOTS, transactions records are readily available to our officers and stolen / lost items can be detected when they are sold to dealers.

### Mandatory Workforce Skills Qualifications (WSQ) module for Directors of Security Agencies (SAs)

PLRD instituted the requirement for all directors of SAs to be certified competent in the WSQ module of “Manage Security Agency within Legal Framework” with effect from 1 November 2013. This is to ensure that directors of SAs understand the legal framework to operate a security agency. In addition, at least 1 director has to be certified competent in the WSQ modules of “Manage Security Operations” and “Manage Security Emergencies”.

### Raising Standards among Security Agencies (SAs)

New productivity and performance indicators were included in the annual grading framework for security agencies. Regulatory actions are taken against SAs which have consistently under-performed. Raising the standards of SAs ensure that security services of higher quality are provided to the service buyers.

### PROGRESSIVE WAGE MODEL FOR THE SECURITY SECTOR

The Progressive Wage Model (PWM) was introduced by the National Trades Union Congress in June 2012 to help the cleaning sector employees earn better wages through four distinct ladders of Wages, Skills, Productivity and Career Progression.

We regulate the private security sector which faces similar challenges like the

cleaning sector. Private security is an important contributor to Singapore's security ecosystem. Cheap-sourcing, however, has depressed wages of security officers. We plan to level up the private security industry by making PWM a licensing requirement. The PLRD, as a member of the Security Tripartite Committee, has also developed a competency-linked career progression path to attract, retain and enhance the skills of security officers.

With PWM, security officers will receive competitive wages that commensurate with enhanced job scopes. The industry and buyers of security services will benefit from a nation-wide multi-tiered rank structure where security officers are recognised for their abilities and competencies.

# POLICE LOGISTICS DEPARTMENT

*By Senior Assistant Commissioner of Police  
Koh Yak Leng*

*Director, Police Logistics Department*

Transformation, Operations-Technology (Ops-Tech) integration and Capability Development were the key focus of the Police Logistics Department (PLD) in 2013.

## OUR TRANSFORMATION JOURNEY

We fundamentally reviewed the organisation structure and the competency levels of all logisticians. We considered core functions that we should undertake to enhance governance, productivity and mission-readiness. We aim to expand and deepen our engineering capabilities

to ensure sustainable capability development, while keeping a balanced perspective of operational demands and constraints. This transformation, together with a new competency framework to develop T-shape expertise, is to ensure that the PLD is professional as the staff authority of all non-ICT logistics support for the Singapore Police Force.



A volunteer of the Active Ageing Centre demonstrating the usage of the property drop box to a member of public.

## DEVELOPING CAPABILITY THROUGH INTEGRATING TECHNOLOGY WITH OPERATIONS

Besides enhancing the professionalism of logisticians, we advocate Ops-Tech integration for the timely provision of fit-for-mission logistics through strong interface between operational requirements and engineering expertise. Through Ops-Tech integration, we saw the development of several new capabilities in 2013, which brought about enhanced operational capability and better utilisation of resources.

### Property Drop Box

One of the new capabilities rolled out in 2013 was the property drop box. A first-of-its kind, the property drop box replaces the manual process of managing found properties by police officers. Leveraging automation and innovative technology, this new capability provides the public a self-service option of handing over found properties round the clock in a secured and convenient manner. With the property drop box, police resources can be better deployed to focus on crime-fighting while administrative processes are streamlined.

The prototype has been piloted at Marsiling Neighbourhood Police Post (NPP), West Coast NPP and Radin Mas NPP since December 2013. The full implementation in all NPPs, in conjunction with the transformation of all NPPs island-wide, will reap further productivity and efficiency gains through the enhanced utilisation of police resources.

## HIGHLIGHTS

### Mission-Readiness and Governance through Knowledge Management (KM)

We formed knowledge scribe teams to check logistical support processes during major deployments. The deliberate application of KM ensures valuable ground knowledge are documented and applied, thereby enhancing governance and mission-readiness over time.

### Holistic Management of Police National Service Force (PNSF) Officers

PNSF officers were put through a systematic training programme which provides certifications (such as Work Health and Safety certification) and life skills that would be useful for current vocation and future endeavours. Officers also undergo fitness training while dedicated supervisors offer counselling to officers and their parents to help officers develop their full potential.

### Deepening Capability-Development and Innovation through Strategic Partnership

The SPF signed a Memorandum of Understanding (MOU) with the Singapore Polytechnic on 9 November 2013 to explore capabilities in smart policing, design thinking, surveillance, human factors, material sciences and green technologies. It opened new frontiers for research and development and the provision of fit-for mission logistics for SPF. This strategic collaboration also opens the door for 'Green Harvesting' – attracting polytechnic graduates to join our cause in fighting crime.

### Aerial Surveillance Capability

2013 saw a breakthrough in the development of the SPF's aerial surveillance capability through the trial of flying of an unmanned aerial vehicle (UAV) during the Singapore Grand Prix Formula 1 Race security deployment. The trial pushed new boundaries for the SPF to further develop its capability in aerial surveillance, particularly in an urban setting. This capability, while in developmental stage, is a game-changer which will immensely enhance the SPF's capabilities in managing public order situations and border security.

## CONCLUSION

The provision of logistics support is critical to the success of frontline operations. It underscores the importance of Ops-Tech integration and capability development to ensure the timely provision of fit-for-mission logistics to support the SPF's mission.

2013 presented several systemic and structural changes in the PLD. The achievements would not be possible without the dedication and resilience of our Logisticians, who remained focused on their mission despite the challenges and changes they faced.

<sup>1</sup> T-shape expertise: To have the breadth of knowledge and skills that can be applied across functions as well as depth of knowledge and expertise in specific domains.



# POLICE NATIONAL SERVICE DEPARTMENT

*By Deputy Assistant Commissioner of Police  
Manimaran Pushpanatan*

*Director, Police National Service Department*

The Police National Service Department (PNSD) endeavours to make NS a positive and meaningful experience for our Police National Service (PNS) officers as they support the SPF mission, and integrate into SPF's role in peacetime and national emergencies.

## **NATIONAL SERVICE IN THE SINGAPORE POLICE FORCE**

Since 1967, every Singaporean son has served National Service (NS), securing the foundation of our Nation's security with determination, commitment and loyalty. NS in the Singapore Police Force (SPF) has come a long way from its humble beginnings, now boasting a formidable 30,000 PNS personnel, ready to serve the nation.

## **COMMITTEE TO STRENGTHEN NATIONAL SERVICE (CSNS)**

The Committee to Strengthen National Service (CSNS), which aims to review the role of NS in Singapore, is chaired by the Minister for Defence Dr Ng Eng Hen. Between May and August 2013, thousands of participants from all walks of life were engaged for suggestions and feedback on NS through focus group discussions and town hall sessions. Officers from the PNSD were also on hand to assist in the facilitation of these discussions. We also conducted separate focus group discussions for over 100 PNS officers to learn more about their NS



KINS officers patrolling the Changi Airport Fuel Hydrant Installation.

experiences, the strengths of NS and the areas to be strengthened further, as well as their aspirations for NS.

In addition, we also organised special visits for members of the CSNS

committee to learn more about the roles PNSmen (operationally ready NS officers) play in the area of security. On the evening of 1 August 2013, Senior Parliamentary Secretary for

the Ministry of Defence, Dr Mohamed Maliki Bin Osman, visited the SPF Geylang Bazaar Operations, where he was briefed on the security operations managed entirely by PNSmen. Similarly, the CSNS also held its fourth meeting at the Home Team Academy where they witnessed Trainee Special Constables from the Training Command undergoing a scenario-based assessment as part of the Police Officer Basic Course. Throughout these visits, the CSNS members were impressed with the level of commitment and professionalism displayed by our PNS officers.

### **SPF ENGAGEMENT FRAMEWORK**

Today, NSmen balance their personal plans and pursuits in career and family, with their NS commitments. An engagement framework was therefore developed to better engage NS personnel, to improve their National Service experience, and their contributions towards the SPF mission. This framework targets both the hearts and the minds of our officers, with a view to strengthen their continued support and commitment to the SPF through their active stint, and beyond.

Covering five focal areas of deployment, training, communication, leadership and recognition, the framework aims to provide a platform to build and strengthen our NSmen's commitment to the Force, and developing a fully integrated Force that is committed towards achieving the SPF mission. Families and employers of NSmen will also be included in this framework, recognising their indirect contributions to NS.

## **HIGHLIGHTS**

### **Understanding the New Generation of Officers**

In collaboration with the Police Psychological Services Division (PPSD), PNSD launched a longitudinal study called the "National Service Attitudes" survey to look into the perception of NS officers and their commitment to NS and the nation, and the factors that impact on their levels of involvement and engagement as they transit from full-time NS. This information was used to develop and enhance the current policy for NS officers. It also provided targeted solutions to their concerns, and connected them better with the SPF mission.

### **PREPS initiative to Aid Enlistee Integration**

Together with the PPCSD, we prepared a new Resources and Issues Survey (RIS), set up under the PNSF Resilience and Preparedness System (PREPS) project. This initiative serves to identify specific groups of enlistees with issues for early interview/intervention. This allows supervisors to quickly identify officers in need of attention and counselling, such as those with family and financial issues, and enlistees with suicidal thoughts. This early detection ensures that aid is promptly provided to act on the stresses and issues faced.

### **Introduction of KINS Familiarisation Programme**

SPF's Key Installations Unit (KINS) serves as a paramilitary force, protecting against security threats to Singapore's key facilities, a role starkly different from policing duties at the rest of SPF's operational units. This makes the transition of selected NSFs to become KINS troopers a difficult one. To facilitate this transition, we have launched a KINS Familiarisation Programme. It seeks to provide insights into the training, facilities and specialised gear for those who will be posted as KINS NSmen.

### **RECOGNISING NSMEN CONTRIBUTION**

To commemorate the 45<sup>th</sup> anniversary celebrations of NS, as well as to recognise our PNSmen's dedication to NS, they were entitled to a wide range of HomeTeamNS benefits. Over 6 million dollars' worth of

HomeTeamNS benefits were awarded to eligible officers to thank them for their dedicated service to our Nation. Senior PNSmen were also offered Honorary Senior Police Officers' Mess membership to accord due recognition to their valuable and undying contributions to the SPF.

# POLICE TECHNOLOGY DEPARTMENT

By Mr Tay Yeow Koon

Director, Police Technology Department

Technology was identified as one of the key priorities and strategic thrusts in the Singapore Police Force (SPF) work plans. Command, Control, Communication, Surveillance, Screening, Sense-making, Intelligence, Investigation, Incident Management (CSi)<sup>3</sup> Operations Technology Vision (OTV) was developed jointly among the business and technical community to articulate the SPF capabilities in 2020 to prevent, deter and detect crimes.



Minister for Home Affairs, Mr Teo Chee Hean viewing the facilities in the new Combined Operations Room in the visit to PTD.

The (CSi)<sup>3</sup> OTV was approved at the Ministerial Technology Capability Development (MTCD) meeting in Oct 2012. In 2013, implementation details and 6 key thrusts – Mobility, Operations Support Centre, SPHERE, Unified Surveillance Platform, Cloud Data Centre and Enterprise Architecture, were identified and developed to lay the foundations for Initial Operations Capabilities in 2014. I list the key achievements we have made under each of these thrusts below.

## MOBILITY

As part of the Community Policing System (COPS), more than 100 mobile devices were delivered to COPS officers to support their business and access to the SPF's knowledge management portal, CREATE. More applications (apps) would be developed and downloaded to support operations.

## OPERATIONS SUPPORT CENTRE (OSC)

The OSC lab was established with more than 40 existing systems made available to Operations and Technology community to develop the future sense-making capabilities.





## SPHERE

This system shall be a one stop search platform that amalgamates the traditional silo police systems that contain pertinent data. The name was chosen as the scope is as diverse as the all encompassing look of a sphere. The system help officers to connect the dots faster on information related to Person, Object, Location and Event (P.O.L.E). Real-time Incident Link Analysis System (RILAS) was implemented to help the Combined Operations Room and Divisional Operations Room officers search across incident reports for related P.O.L.E.

## UNIFIED SURVEILLANCE PLATFORM (USP)

With the proliferation of sensors implemented by the SPF and the need to tap on other organisations' sensors, a USP was developed to effectively manage the existing thousands of sensors and the scalability to hundreds of thousands in future.

## CLOUD DATA CENTRE

Adopting the industry best practices of cloud computing, the SPF data centre would be transformed to have better sharing of resources across projects and build up capacity to allow provision of infrastructure in minutes instead of months to support faster time to market of capabilities to users. All new systems will ride on the virtual platform while existing systems had progressively migrated to it.

## ENTERPRISE ARCHITECTURE

In order to ensure that technology investments were aligned to our business, Business and Solution Architectures were developed to have a "Big Picture" view of business needs and the possible re-usable solutions to deploy across projects/ systems. With the overarching tracking and monitoring of the business processes and technical solutions, users can identify where the areas affected in the systems are whenever a change arises, minimise repetition in databases and processes and streamline our technical solutions to support the various operational demands.

Notwithstanding the above, the various thrusts under the (CSi)<sup>3</sup> OTV will continue to evolve to meet the ever increase operational challenges.

## HIGHLIGHTS

### SPF Infocomm Technology Seminar

From 4 to 5 April 2013, we organised the SPF Infocomm Technology Seminar and invited distinguished overseas counterparts from New York Police Department (NYPD), Hong Kong Police Force (HKPF), Australia Federal Police (AFP) and London Metropolitan Police to share on how they leverage technology to bring their police service to the next level. Participants of the seminar comprising police and home team officers were also invited to the exhibitions set up by 31 companies.

### Rollout of Revamped Neighbourhood Police Posts

On 7 December 2013, three revamped Neighbourhood Police Posts (NPP) namely Marsiling NPP, Radin Mas NPP and West Coast NPP were rolled out with technologies such as digital signages, self-help services and video conferencing to provide police services while optimising limited manpower resources.

### Geographic Information System (GIS) Analytics for Crime Statistics

We came up with a simple GIS analytics solution for the Land Divisions. This will enable key officers to analyse the crime situation in their areas and thereafter develop a tactical plan to deal with them.

# PUBLIC AFFAIRS DEPARTMENT

**By Assistant Commissioner of Police  
Ng Guat Ting**

*Director, Public Affairs Department*

2013 was literally filled with cases that got our adrenaline high. Though managing high profile incidents is part and parcel of life in the Police Public Affairs Department (PAD), what distinctly differentiated 2013 from other years was the sheer intensity of the public scrutiny that these cases generated.

## **THE LIMELIGHT**

Right from the start of the year, we had to deal with high signature events like the Punggol East By-election, the arrest of the suspect involved in the Cenotaph War Memorial vandalism, and the protests against the Malaysian general election results at the Merlion Park.

In June, an American engineer, Dr Shane Todd, was found dead in his apartment. His family insisted that he did not commit suicide but was murdered, possibly in connection with the work he had been doing. The Singapore Police Force's (SPF) investigation procedures, protocol and capability were publicly scrutinised and debated in a Coroner's Inquiry.

In July, two men were found dead in Kovan. To the shock and dismay of

many, the suspected killer arrested was a SPF officer. In September, the SPF again hit international headlines with the arrest of the alleged mastermind of an international match fixing syndicate.

Then in December, the year ended for PAD with a mass riot involving 400 foreign workers; the first of its kind in 40 years.

## **STAYING FOCUS. STAYING CLOSE TO THE GROUND**

The main priority for the PAD in managing these incidents was to ensure that our communications remained open to both the local and foreign media. The protracted process of damage control, recovery, confidence building and rebuilding has to be part of us. Throughout the 12 months, our key business was on



enhancing the public communications between the Force and the general public, building trust and ensuring that the public confidence in the Police Force and the police officers on the ground was maintained. Towards this end, in each of these incidents, the PAD officers worked hard to ensure speedy gathering and dissemination of accurate and timely information to both officers (the internal audience) and the media representatives (for the general public).

### ALWAYS BE PREPARED

This daily onslaught of media queries has built up our officers' resilience and stamina. Each day, the Police Media Information Centre (MIC) handles about some 100 or more calls and queries from the media. The same number of media statements – both over the phone and through releases – is dished out on a daily basis.

While 2013 was a challenging year for PAD, the officers tackled the crises with professionalism and agility. Crisis communications plans were quickly implemented to manage public queries, reassure the public and safeguard the good reputation of the SPF.

Incomplete information and poor clarification would only leave room for misinterpretation and speculation, creating unnecessary anxiety and even mistrust in the police. This was a situation which we had to steer the organisation away from, in the aftermath of the Little India Riot. With the long running relationship with the media, we were able to work very closely with the media partners to ensure that the facts were disseminated accurately and that assurance and updates were given to the general public promptly and as frequently as needed.

## HIGHLIGHTS

### The 'Million Mask March'

Prior to Guy Fawkes Day 2013, the PAD was the first to detect the thread of postings in the local social media instigating people to participate in the 'Million Mask March' at Orchard Road. Very quickly, it was intervened. Advisory warnings against participation in illegal assemblies were sent out fast to deter the violation of offences. This was an important move as it helped to signal to potential offenders that the Police was going to be firm in its enforcement action. This stern message was reinforced by timely updates via various social media on the subsequent arrests. This in turn helped prevent an escalation of disorder.

### E-Community Outreach

The PAD led and collaborated with 20 Neighbourhood Police Centres (NPCs) to launch their respective NPC Facebook pages, in tandem with the roll-out of COPS (Community Policing System). With the NPC Facebook pages, NPC officers can leverage the cyber space to engage the residents on police-related issues in their neighbourhood. At the same time, this social networking platform can also serve as an e-communications channel to send residents the latest crime preventive measures.

### Strong Presence On Television

In 2013, the SPF and National Crime Prevention Council's flagship television show, 'Crimewatch', hit its highest viewership in 27 years. The programme crossed the 1 million viewership mark and attained Number One rating on Channel 5 for all 10 episodes. The SPF-MediaCorp blockbuster drama serial on Channel 8, << 警徽天职 2 C.L.I.F. 2 >>, was also the channel's most-watched drama in 2013.

## STRONG INTERNAL RELATIONS

Working closely with internal units for short but intense media bursts is common in the day-to-day running of the MIC. Usually, media interest in one event or issue, would at most, last for several days and then the attention would move to new subjects or events. However, in most of the incidents in 2013 such as the death of Dr Shane Todd, the Kovan Murders and the Little India Riot incident – the duration of media interest was exceptionally long. The scope and depth of interest were also extraordinary. Fortunately,

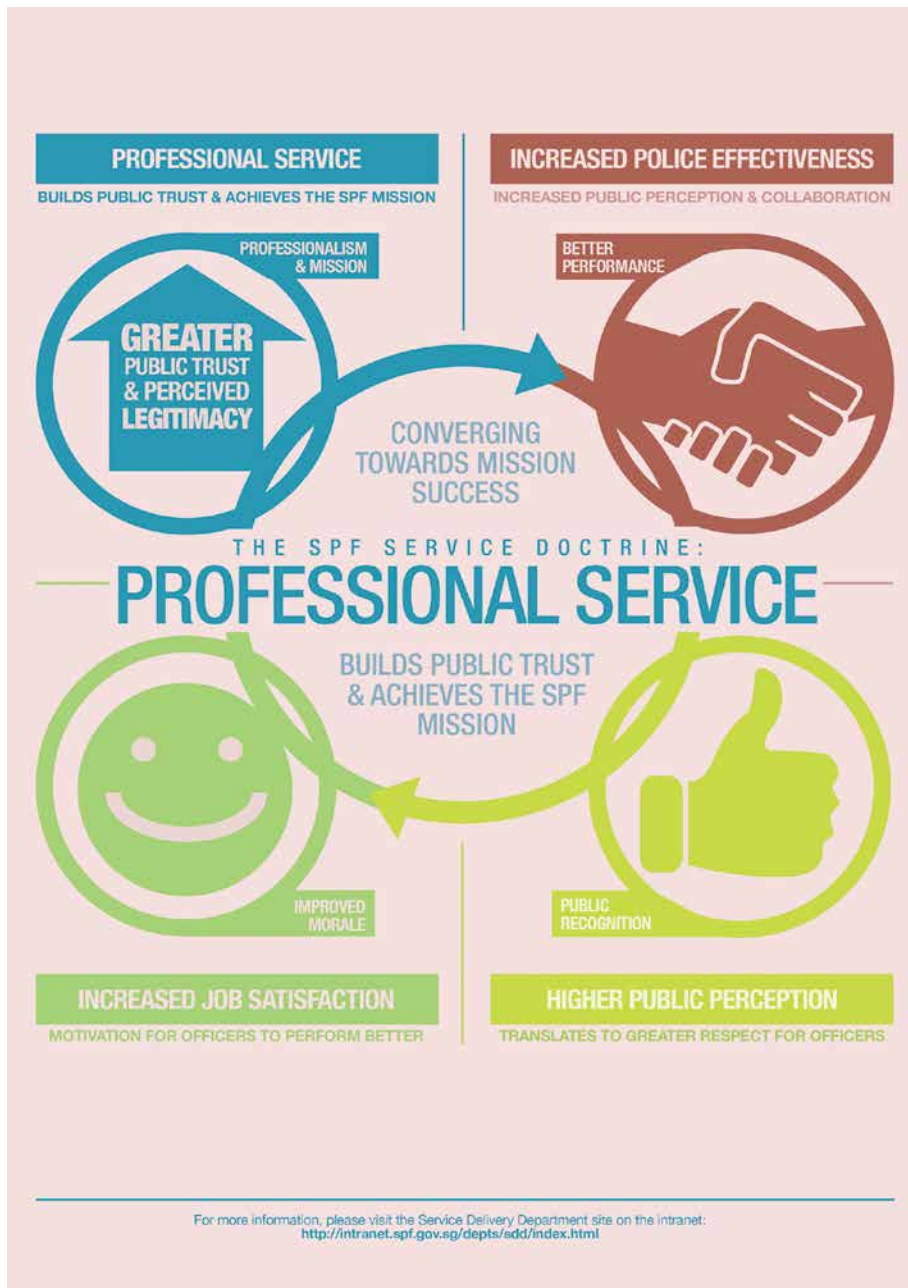
the excellent relationships the PAD has forged with our fellow units came in handy. The high public interest in these incidents generated unprecedented media queries touching on a wide spectrum of police work, from policy matters, to investigations and operational decisions. Quick and accurate responses from the SPF units enabled us to curate and reply to media queries speedily – an important performance indicator which further improved the SPF's professionalism in the eyes of the public.



# SERVICE DELIVERY DEPARTMENT

By Deputy Assistant Commissioner of Police  
Maria Oh

Director, Service Delivery Department



In 2013, the Service Delivery Department (SDD) achieved several milestones that exemplified the progress made by the Singapore Police Force (SPF) in delivering good service and inculcating the appropriate service mindsets amongst officers.

## A CALIBRATED APPROACH

Despite a notable increase and a sharp upward trajectory in feedback received over the past three years, from about 50,000 submissions of feedback received in 2011 to 87,000 in 2013, the SPF has consistently maintained a high standard of performance in day-to-day operations. The SDD effectively manages public expectation, feedback and enquiries, coordinates with other departments within the SPF and other agencies on service-related matters, collates and monitors e-services development and feedback received by the SPF and maintains a high standard of service delivery based on targets set by the management.

Looking back, the key achievements that marked the start of the new beginning for the SPF in service delivery began with a calibrated approach on service strategies.

Winning entry of the SPF Service Doctrine poster design competition.

## PROMULGATING THE SERVICE DOCTRINE

We promulgated the SPF Service Doctrine in August 2013 after numerous iterations and consultations with all levels of the Force. The SPF Service Doctrine illustrates how the delivery of professional service contributes to the police mission. The document also outlines the “Professional Police Officer” framework, which encapsulates good service attitudes and behaviours necessary to achieve the SPF mission.

In order to bring the doctrine closer to the ground and to achieve buy-in, we commissioned a one-year structured engagement plan to inculcate in officers the new service doctrine principles. The plan comprised several phases. At the awareness stage, we publicised the existence of the new doctrine amongst officers. At the comprehension stage, we helped officers understand the doctrine and what it advocates through supervisor and in-service briefings, roadshows, and a specially produced training video. This was followed by measures such as staff audits, random checks, and recognition of exemplary behaviours displayed, ensuring that officers put the principles into practice, thus forming sustainable habits. The plan will wrap up with a final assessment phase to gauge the success of the engagement plan. The highlights of the plan, which wrapped up in August 2014, include the ongoing service roadshows at key public-facing units, incorporation of

doctrine principles in existing training and assessment platforms, and a well-received poster design contest. With a clearer understanding of service delivery in a law enforcement context, we hope that our officers would be better equipped to meet the increasing expectations of the public.

## IMPROVED TRACKING OF SERVICE REQUESTS AND DELIVERY

In view of the increased volume of feedback received, the Service Delivery Department enhanced its Feedback Analysis Management System (FAST) to enable better tracking and monitoring of the feedback received from the public. For the period between 1 January 2013 and 31 December 2013, all service requests were responded to and processed within the time frame set by the management. SPF is also exploring on a Business Intelligence Tool that allows for publication of charts and graphs for reporting purposes based on users’ requirements, pulling data from FAST thereby allowing for real time report generation with live updates seamlessly.

As SPF continues to introduce new platforms and channels to engage the public, officers uphold a sense of duty to provide professional police service to the community. From managing feedback to service responses, formulating service strategies to policy and implementation work, SPF is guided by the mission to prevent, deter and detect crime.

## HIGHLIGHTS

### Participating in Public Service Transformation Efforts

The Public Service Division has embarked on a Singapore-wide municipal service delivery project to improve the delivery of services to the public, addressing the grey issues which straddle across agencies. We have been facilitating the on-going discussions with the agencies and spearheading the change management efforts within SPF, helping to foster good inter and intra-agency relationships and understanding across the various strata of the civil service.

### Transformation Effort Within SPF

The SDD-led initiatives such as the service replies competition and the enhancements in the feedback management system have also bolstered the transformation efforts within the SPF.

### Providing Electronic e-Services via the Revamped Electronic Police Centre

With the revamped Electronic Police Centre (EPC) that we rolled out in April 2013, the public no longer need to queue at the police counters to lodge a delayed police report, lost property report or apply for certified true copies of police reports or documents as the EPC is accessible online anywhere, anytime.

# VOLUNTEER SPECIAL CONSTABULARY

By Assistant Commissioner of Police  
(V) S Lakshmanan

Commander, Volunteer Special Constabulary



The Volunteer Special Constabulary (VSC) comprises volunteers from all walks of life, and augments the capabilities of the Singapore Police Force (SPF) as a force for the nation. Volunteers today not only perform frontline duties, but also plain clothes and specialist staff roles.

## OPERATIONALLY READY

The Volunteer Special Constabulary (VSC) completed another challenging year, contributing almost 350,000 man-hours to the Singapore Police Force (SPF) despite a 7% drop in manpower. As of 31 March 2013, our total strength stood at 1,217 with 321 Honorary VSC officers and 107 trainees undergoing training.

## RECOGNITION AND AWARDS TO VOLUNTEERS

In 2013, the coveted VSC best unit award was won by the Bedok Police

Division, which played a significant role in major events such as the Formula One (F1) Singapore Grand Prix, and the National Day Parade (NDP). The VSC units from the Ang Mo Kio Police Division and the Clementi Police Division came in second and third place respectively.

Of great significance are the 26 VSC officers who received the Pingat Bakti Setia (PBS–Polis) long service medal for their 25 years of dedicated service on 27 November 2013. This is the first time that VSC officers joined





their national service counterparts in receiving the state medal.

### MAINTAINING HIGH PRODUCTIVITY

The VSC Commitment Awards continued to recognise officers for their contributions of 1,000, 750 and 500 hours served annually. In its second year of implementation, 372 officers received the commitment award challenge coins.

The average VSC productivity hours per officer remained high in 2013, with every active officer contributing an average of about 41 hours per month. This is more than double of the requirement set at 16 hours per month.

### INCREASING RECRUITMENT

Decentralised recruitment in the heartlands, as well as targeted outreach efforts to students and working adults, continued to bring in new serving officers for the Force. Through roadshows at events such as the Home Team Festival and in heartland malls, the VSC Recruitment Taskforce recruited 48 officers into our fold.

### HOME TEAM VOLUNTEER NETWORK AND MEDIA ENGAGEMENT

The Home Team Volunteer Network (HTVN) continued to provide publicity and visibility for the VSC through its outreach and visit programme. The chairman of the HTVN, Associate Professor Ho Peng Kee initiated the inaugural HT run at the Singapore Botanic Gardens with the VSC on 7 September 2013.

The VSC also supported the joint effort between the Public Affairs Department and Mediacorp in the production of Channel 8's TV series C.L.I.F. 2. With VSC officers playing recurring characters in the popular drama, the VSC's participation in this initiative is an added boost to raising the VSC's profile.

## HIGHLIGHTS

### Supporting all Major Events

Providing strong support for our regular counterparts, the VSC contributed between 80 and 100 officers for frontline duties alongside our regular counterparts in each major national event including the NDP, F1 Singapore Grand Prix and the year-end countdown events.

### Home Team Volunteer Management System Goes Live

VSC was a key partner in the Home Team Volunteer Management System (HTVMS). Phase I implementation and Phase II trial that were completed in 2013. The HTVMS will allow computerised tracking of claimable hours, personal profile, training background, honours and awards. This will improve the efficiency and effectiveness of the human management and human development functions of the VSC.

### Towards a World Class Volunteer Police Force

VSC senior officers are deployed as dissertation supervisors at the ongoing officer development and attachment programme run collaboratively by the Shanghai Police College and the SPF Training Command. This is one of the VSC's efforts in aiding the SPF to foster strong bilateral ties with its foreign counterparts.

# COMMERCIAL AFFAIRS DEPARTMENT

By Mr Tan Boon Gin

Director, Commercial Affairs Department

We reorganised the Commercial Affairs Department (CAD) in 2013 to become a more threat-focused and intelligence-led unit, and to manage the increase in our numbers. The number of Commercial Affairs Officers (CAOs) has more than doubled. This has enabled us to free up some of our tight uniformed resources to be deployed more strategically.

## THREAT FOCUSED

### Expanding the Financial Investigation Group

Singapore's openness as an international transport hub and financial centre exposes it to inherent cross-border money-laundering and terrorist financing risks. We are seeing a trend of overseas criminals seeking to launder money through Singapore bank accounts. We have tripled our financial investigation resources, with dedicated branches for international co-operation and terrorist financing, investigations into proceeds from both domestic and overseas criminal activity and serious tax crimes.

### Setting up the Investment Fraud and Public Institutional Fraud Divisions

There has been public concern over fraud taking place in the investment space that falls outside the reach of our financial regulators. There has been similar concern expressed over the misappropriation of government funds and donations in the non-profit sector. We have dedicated resources to combat investment fraud and public institutional fraud to improve the

## Ex-protocol chief at MFA pleads guilty to cheating

Prosecution seeks 18-month jail term, saying his acts were deliberate

By WALTER SIM

THE former Ministry of Foreign Affairs (MFA) protocol chief at the heart of the pineapple tarts fraud case pleaded guilty yesterday.

Lim Cheng Hoe, a 61-year-old public service veteran, pilfered \$88,997 of taxpayers' money, mostly on thousands of boxes of tarts he claimed he bought but never did. He is expected to be sentenced on Thursday.

The prosecution is asking for an 18-month jail sentence, citing a series of aggravating factors. Not only was he a public servant who abused his position to cheat the Government, but he also committed his deliberate acts repeatedly and over more than four years.

Cutting a remorseful figure during yesterday's hour-long hearing, Lim grimaced and furrowed his brows as the statement of facts, which he had accepted without any qualifications, was read.

He came to court "prepared to start serving his sentence", said defence counsel Philip Fong.

In mitigation, his lawyers argued that a prison term of between eight and 10 months and a fine was enough.

Not only did Lim fully pay back the money, but he also never benefited personally. Instead,

he made the false claims only to cut through bureaucratic red tape, said Mr Fong.

He added that Lim used the money to buy gifts for dignitaries on occasions, such as parties held by foreign diplomats based in Singapore, which the MFA did not allow reimbursements for.

"He felt that the lack of such a policy hindered his ability to carry out his duties effectively," said Mr Fong.

Details emerged yesterday of how Lim, a non-graduate who rose through the ranks over 38 years in public service, concocted his ruse. As chief of protocol, he was responsible for organising official overseas visits by local delegations, as well as incoming visits by foreign diplomats.

From February 2008 to May 2012, he submitted 60 claims - most of them for 10,075 boxes of pineapple tarts, which are popular as gifts for foreign delegates. But only 2,226 were used.

The court heard how in 2007, Lim became a regular at a pastry shop which issued receipts only on pieces of paper torn from disused books. Soon, Lim asked for blank receipts. The shopkeepers agreed, thinking their handwriting was unclear.

Lim then got an unknown friend to fill up the receipts, claiming the shopkeepers could not write in English. Lim



Lim leaving the court yesterday. The court heard how he got an unknown friend to fill up blank receipts from a pastry shop. ST PHOTO: WONG KWAI CHOW

stamped them as "paid" himself.

Some of the false claims also involved wine. He did submit genuine receipts for 248 bottles, but only 89 were given as gifts.

The Commercial Affairs Department started a probe after an MFA official blew the whistle in June 2012.

The prosecution made it clear that each time Lim submitted a fake claim and declared it correct on the online submission form, he deceived MFA officials into putting taxpayers' money into his personal bank account.

His false claims, the prosecution added, were a "gross betrayal of the trust placed in him". Deputy Public Prosecutor Kel-

vin Kow said yesterday: "The accused had made the deliberate decision to override MFA policies through criminal deception."

"This cannot be condoned."

Lim's guilty plea to 10 charges - with another 50 to be considered during sentencing - marked a stunning fall from grace for the Public Administration Medal (Silver) recipient in 2009.

District Judge Eddy Tham, who extended Lim's \$100,000 bail, said he required time to "weigh carefully" the punishment.

The maximum penalty for cheating is 10 years' jail and a fine for each charge.

WALTER SIM

## Anti-graft officer gets 10 years' jail

By ELENA CHONG

HE WAS a senior anti-graft officer in an organisation dedicated to fighting corruption in Singapore, yet he ended up embezzling \$1.76 million and using part of it to feed his gambling habit.

Yesterday, Edwin Yeo Seow Hiong paid a hefty price for his crimes when he was jailed for 10 years.

He admitted three charges of criminal breach of trust and one of forging a receipt for more than \$370,000. Sixteen other charges were considered.

Almost half of the money was gambled away, the court heard.

The former assistant director of the Corrupt Practices Investigation Bureau (CPIB) lost more than \$479,000 at Singapore's casinos over two years and another \$260,000 through betting with Singapore Pools.

In fact, Yeo visited Marina Bay Sands 220 times and Resorts World Sentosa on 152 occasions between 2010 and 2012.

As head of CPIB's Field Research and Technical Support (FRTS), he was responsible for funds released to pay monthly operational and ad-hoc expenses, such as goods and services.

He was often issued cash cheques and applied for an

Internet banking account allowing him to access funds meant for the FRTS between 2009 and 2012.

Deputy Public Prosecutor Navin Thevar said Yeo covered up these offences by "rolling-over" - paying off earlier expenses with new funds meant for FRTS.

He also asked his staff to persuade various vendors to accept delayed payments of the sums owed to them.

After noticing that several expenses had not been paid for, the CPIB lodged a report with the Commercial Affairs Department in October 2012, accusing Yeo of embezzling the money. He has since been suspended on half-pay.

In mitigation, Yeo's lawyer Tan Iee Jock said that his client had been involved in several high-profile cases. "He turned to gambling to relieve the strain and stress he was labouring under," he said.

Yeo had engaged in "egregious abuse" of his position as a senior law enforcement officer and his offences were deliberate, carefully concealed and hard to detect.

His actions were "detrimental to public confidence in the integrity of Singapore's public service", he added.

ELENA CHONG



Yeo (above) lost over \$730,000 visiting Singapore's two casinos and betting with Singapore Pools. ST PHOTO: WONG KWAI CHOW

Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.

turnaround time for investigating these offences and speeding up the recovery process for victims.

### **Expanding the Securities Fraud Division**

The scope of enforcement for the regulated sector is set to increase with the proposal to criminalise the manipulation of financial benchmarks. Recent events in the stock market also suggest an increase in the scale and complexity of market abuse. To gear up for these challenges, we have expanded the securities fraud branch to a full Division comprising three branches, including a dedicated branch to investigate fraud where the victim is a public company.

### **Expanding the Commercial Crime Division**

Organised crime groups are becoming more sophisticated and taking advantage of the opportunities afforded by our expanding financial services sector. They continue to launch direct attacks on our payment systems by stealing data to commit credit card fraud. They attack our financial industry by committing insurance fraud, and that can have a direct impact on consumers if there is an increase in premiums. Phone scams and internet scams are also becoming more audacious. Recently, scammers have even dared to pose as government officials. We have redeployed our uniformed officers to increase our resources in this area, and step up our crime prevention efforts with the financial industry and outreach to increase public awareness of such scams.

### **INTELLIGENCE-LED**

#### **Expanding the Suspicious Transaction Reporting Office**

Financial intelligence is the first line of detection for money-laundering and terrorist financing. To ensure that our

## **HIGHLIGHTS**

### **Collaboration with Federal Bureau of Investigation (FBI)**

CAD assisted the United States (US) in its investigations into the three largest internet poker companies for bank fraud, illegal gambling offences and the laundering of billions of illegal gambling proceeds. The companies, which operated major online gambling sites – PokerStars, Full Tilt Poker and Absolute Poker – were suspected of circumventing US laws on gambling-related payments by deceiving US banks into facilitating such transactions. CAD's assistance contributed to a successful resolution of the case, including a US\$731 million settlement in relation to PokerStars and a US\$50 million settlement in respect of its CEO, Mark Scheinberg.

### **Investigation into Pilfering through False Claims**

CAD investigated ex-public service veteran Lim Cheng Hoe for pilfering almost S\$90,000 by making false claims for the purchases of pineapple tarts during his stint as the Ministry of Foreign Affairs Chief of Protocol. He was convicted and sentenced to 15 months in jail.

### **Investigation into Misappropriating of Funds**

Another case in the spotlight was the investigation of Edwin Yeo Seow Hiong, a former assistant director of the Corrupt Practices Investigation Bureau (CPIB) for misappropriating more than S\$1.75 million over a period of about four years. He was convicted and sentenced to 10 years in jail.

suspicious transaction report (STR) regime is robust enough to handle the reports generated by the world's fourth largest financial centre, the STR Office (STRO) has expanded from a branch to become a full-fledged Division comprising three analytical branches and one field research branch.

We recently carried out an assessment of our money-laundering and terrorist financing risks at the national level together with our fellow enforcement and regulatory agencies. To mitigate these risks the STRO will work with the private sector and regulatory bodies to build a strong culture of STR reporting, particularly in the areas identified to be of higher risk.

Our experience with investment scams is that by the time we are alerted that something is wrong and conduct an investigation, it can be too late to recover most of the monies invested. We are building a new intelligence capability to try and take a more proactive approach to nip such scams in the bud.

### **RESULTS**

These collective efforts have contributed to Singapore's highest ever level of money laundering prosecutions and convictions and the seizure of more than \$115 million of suspected criminal proceeds in 2013.



# CRIMINAL INVESTIGATION DEPARTMENT

By Deputy Commissioner of Police  
(Investigations & Intelligence)

**Hoong Wee Teck**

Director, Criminal Investigation Department



CID officers combing through the Tuas South Incineration Plant for the missing remains of the victim of the Whampoa River murder.

The year 2013 was laden with many challenging and complex cases for the Criminal Investigation Department (CID).

I am proud to say that despite that, the CID has successfully overseen a significant number of incidents that has further developed and pushed the boundaries of investigation. I will highlight two cases that occurred in 2013 and the key learning points arising from them.

## **SMRT STRIKE STRUCK SPF**

The SMRT strike took place on 29 November 2012. However, investigations into the case carried on into 2013. The investigation resources that were deployed were significant because of the sheer numbers of

workers who went on strike. Despite the limited resources, the officers excelled and completed investigations expeditiously. There were allegations that surfaced in January 2013 that some of the workers had been assaulted by CID officers for the purpose of extracting confessions, putting the CID under the spotlight. The public's trust in the Police was at stake but eventually, such allegations were shown to be baseless.

## **KEY LESSONS LEARNT** **Quick Turnaround Time in Investigation**

The quick turnaround time in bringing the culprits to task was important as a signal to the other SMRT bus drivers that such an unlawful act to disrupt the public transport services was not acceptable. This had impacted Singapore's industrial harmony and had clearly crossed the line.

## **Investigation as a Process of Finding the Truth and to Uphold Justice**

A labour strike in Singapore was rare. Despite the unique circumstances surrounding the case, armed with the notion that the purpose of investigation was to establish the truth in the incident so that justice could be upheld, CID officers worked day and night to ensure that only those who were involved were swiftly brought to justice.

## **Professionalism in Investigation**

Maintaining professionalism throughout the entire process of investigation is critical. The allegations that CID officers had assaulted the offenders for the purpose of extorting confession, proved unfounded as CID officers had conducted their investigations professionally throughout.

## **SHANE TODD'S CASE**

Another case that had attracted international attention was the suicide



case involving Shane Todd. Many would have read that the allegations by the deceased family against Singapore was that the Singapore Police Force had failed to properly investigate the death of the deceased, suggesting that there was foul play involved in the death of Shane Todd. At the conclusion of the Coroner's Inquiry, the coroner presiding over the case, after having considered all evidence that was brought before him, was satisfied that there was no foul play involved in Shane Todd's death. He had also refuted suggestions by the family members of Shane Todd that Police investigations had failed to show that there had been foul play involved because of Police's inability to obtain certain evidence.

### KEY LESSONS LEARNT

#### Increasing Scrutiny and Expectations for the Investigation Fraternity

With heightened public expectations, it is expected that there would

be increasing scrutiny on Police investigation into cases. Our investigators are sufficiently trained to handle the cases and have done well. However, we cannot afford to be complacent and the CID will constantly improve our processes and knowledge so that the investigation work carried out by the Investigators can withstand scrutiny in Court and by the public. This will also ensure that the public's trust in the Police is not undermined.

### LOOKING AHEAD

2014 is shaping up to be even more exciting. The Committee of Inquiry that looked into the Little India Riots would have concluded. The incident itself was one of unparalleled magnitude in this new millennium, which would require the CID to relook how we carry out investigations. Together with ongoing cases, the CID would also have to adapt to the new legislations being worked out, ranging from the Remote Gambling Bill in this World Cup year to the Prevention of Harassment Bill.

## HIGHLIGHTS

### CID Masterplan – Improving Investigations

The ongoing comprehensive reviews of the investigation fraternity make up the CID Masterplan to Improve Investigations. It consists of Project EQUIP (Enhancing the Quality of Investigations by Police), Project IRIS2 (Investigation Review and Implementation Study), Strategic Review of Training of Investigation Officers (IOs), Deepening Specialisation in Investigations and the Review of the Investigation Branches in Traffic Police and Police Coast Guard. All these reviews started in 2013 and are still ongoing.

### Combating Unlicensed Moneylending (UML)

The number of harassment cases fell by 21.5% in 2013 as compared to 2012. This can be attributed to continued efforts to suppress the scourge of UML activities, where a multi-faceted approach of enforcement, community involvement, public education and stricter laws has been adopted.

### Operational Successes

CID achieved a 100% solving rate for murders in 2013, including the case of the headless body found in Whampoa River, amidst the aftermath of the Little India Riot. Other successful operations included those which disrupted UML activities, online vice syndicates, illegal betting syndicates, counterfeit goods and a global match fixing syndicate.

# POLICE INTELLIGENCE DEPARTMENT

---

*By Senior Assistant Commissioner of Police  
Tan Chye Hee*

*Director, Police Intelligence Department*

The Police Intelligence Department's (PID) motto is "Never Surprised". These two words encapsulate the essence of our mission, which is to provide useful intelligence to prevent, deter and detect crime in Singapore. This mission drives our officers in their work every day.

## **INTELLIGENCE SUPPORT FOR MAJOR EVENTS / CRIMES**

One of the major events in 2013 was the Punggol East By-Election held on 26 Jan 2013. Intelligence is essential to the successful policing of elections. With a short preparation period of less than two months, training sessions and extensive ground work were conducted simultaneously to prepare the PID officers for the task of ensuring a peaceful By-Election without any public order incidents.

Unlike previous By-Elections which were contested by two parties, the Punggol East By-Election was contested by four parties. Due to the four-way contest, balloting was required for the allocation of rally sites with the results of the allocation being announced only one day in advance for most of the campaigning period. This added to the complexity of planning for the operations. Nevertheless, our intelligence operations were conducted successfully and there were no major incidents throughout the proceedings. We also provided strong and swift support to other Singapore Police Force (SPF) units in cracking down on criminal syndicates throughout the course of 2013. Syndicates involved in illegal horse-betting, unlicensed money lending (UML) and housebreaking, among others, were smashed with our assistance.

## **UNLICENSED MONEY LENDING**

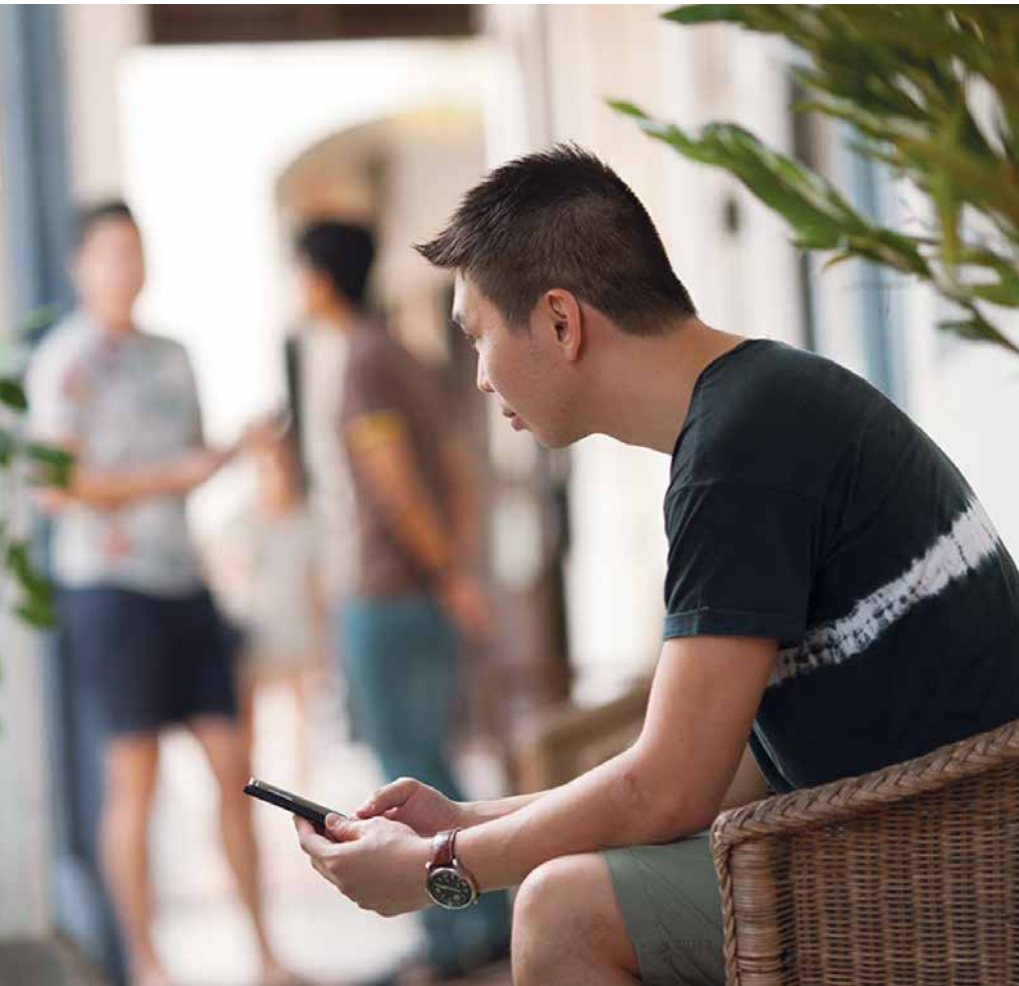
Unlicensed Money Lenders and harassers are a scourge to society. In recent years, they have resorted to desperate harassment tactics, distressing innocent members of public. We have made the fight against UML one of our top priorities and



we continue to work hand-in-hand with other SPF units to crack down on UML syndicates and put a stop to their deplorable acts. Together with the Criminal Investigation Department (CID), we conducted a number of joint enforcement operations which led to the crippling of several UML syndicates.

For our combined efforts, UML harassment cases fell by 1,937 cases (21.5%), to 7,052 cases in 2013.





## HIGHLIGHTS

### Operational Successes

PID provided crucial intelligence support that led to the crippling of criminal syndicates, such as illegal horse-betting, UML and housebreaking syndicates, as well as the solving of major crime cases, such as serial housebreaking and theft of luxury watches and jewellery.

### Expanding Knowledge Base

PID re-aligned our focus on key areas of concerns and continued to conduct high quality research and analysis to help SPF keep its finger on the pulse of criminal threats.

### Sustaining Key Partnerships

PID continued to maintain close ties with our partners both in and outside Singapore through visits, law-enforcement workshops and courses, such as the Singapore National Strategic Intelligence Course, to sharpen our edge in combating transnational crime.

Nevertheless, we are continuing to keep up the pressure on UML syndicates. These syndicates have also been evolving and changing their tactics in their attempt to evade detection. Faced with such challenges we ensure that we keep up-to-date with the latest developments and technology to fight these criminals.

### STRENGTHENING INTELLIGENCE CAPABILITIES

In view of the rapid changes in the SPF's operating landscape, we

embarked on **Project Review and Enhance SPF Intelligence System (RESIS)** in 2013. It culminated in a reorganisation of our structure and helped strengthen the SPF's overall intelligence capabilities. The review allowed our respective branches to focus on our core competencies and clarified the roles of our officers in achieving the SPF's mission. Project RESIS is an example of how we constantly innovate to combat new threats.

# AIRPORT POLICE DIVISION

*By Deputy Assistant Commissioner of Police  
Sam Tee*

*Commander, Airport Police Division*



2013 was another good year for the Airport Police Division (APD). There was no major security-related incident or serious crime at the airport.

## **CHANGI AIRPORT – AN INTERNATIONAL GATEWAY**

Ensuring the airport's safety and security is a critical mission for APD as Changi Airport is a key international gateway and a major regional aviation hub. Unlike other countries with many international airports, Singapore has only Changi Airport, hence the APD has to secure the airport doubly well and recover doubly fast in the event of a crisis.

## **WORKING SWIFTLY TO THWART HOAXES**

Co-operation between the APD and key airport stakeholders is instrumental to Singapore's civil aviation security. Despite several bomb threat incidents against airlines operating at Changi Airport in the past year, the swift action led by the APD, to ascertain these as hoaxes, together with the affected airlines, Changi Airport Group (CAG) and relevant security agencies ensured that there were no major disruptions to airport operations and inconvenience caused to the travellers.

## TACKLING THEFT FROM AIRCRAFT CABINS

While the overall crime rate at Changi Airport remained low, cases relating to theft from aircraft cabins had increased since 2011. Overseas crime syndicates devised ways, sometimes working in groups, to steal from bags put in overhead storage compartments when the unsuspecting victims were asleep or at the lavatory. Singapore-bound flights were targeted because they are deemed to be more lucrative than flights to other destinations. APD officers arrested 47 foreigners for cabin theft-related cases in 2013. We have made concerted efforts to educate passengers and crew to exercise greater caution whilst on a flight, and worked with the Attorney General's Chambers to mete out stiffer punishment for cabin theft-related offences. By July 2013, the Courts had enhanced the minimum sentence from six to twelve weeks previously to nine to twelve months' imprisonment. The multi-prong strategy proved to be effective and displaced some of the syndicates to other parts of the world.

## ICAO STRONG AFFIRMATION OF CHANGI AIRPORT'S SECURITY REGIME

APD led the preparation and execution of the international aviation security audit as part of the Universal Security Audit Programme (USAP) run by the International Civil Aviation Organisation (ICAO). With the support from the Ministry of Home Affairs (MHA), Ministry of Transport (MOT), Civil Aviation Authority of Singapore (CAAS), CAG, Immigration and Checkpoints Authority of Singapore (ICA) and other key airport partners, Singapore achieved a remarkable

result of zero non-compliance to the stipulated ICAO standards and recommendations for this assessment. In fact, Singapore was ranked with the best scores among the many contracting states that had been audited by ICAO - a significant affirmation of Singapore's aviation security regime at the global platform. This achievement could not have been possible without the dedication of the APD officers and the close partnership with the airport community.

## FUTURE-PROOFING

The international outlook for civil aviation remains bright. In 2013, a record 54 million travellers passed through Changi Airport. The CAG is fast-tracking the development of Terminal 4 and Project Jewel. In support of this, the APD is proactively seeking to future-proof airport security and its crime fighting-capabilities, especially by leveraging more technology. Examples would be the APD's closed-circuit television camera masterplan, facial recognition, body scanners, centralised screening concept and the Electronic Article System (EAS). The deployment of EAS would greatly deter shop theft given that many of the foreign travellers are not familiar with the strict laws in Singapore. The piping of the shops' in-house CCTV footage to APD's Command and Control Centre will also enable faster and better Police response.

Changi Airport ranks amongst the best secured airports in the world. We will continue to build upon this strong foundation by leveraging technology and continue to be vigilant in safeguarding the airport that all Singaporeans love.

## HIGHLIGHTS

### Fall in Crime

In 2013, APD registered the lowest overall crime rate since 2005.

### Recipient of "Most Active Unit" Award

APD was one of the recipients of the "Most Active Unit" award from the Police Sports Association. This marks the second consecutive year that the APD has attained this award.

### Champion of SPF Green Competition

This award is in recognition of the APD's continuous efforts and support to SPF Green Movement. The judging criteria for this competition include low consumption of electricity, water and paper usage.



# HOME TEAM SCHOOL OF CRIMINAL INVESTIGATION

**By Assistant Commissioner of Police  
Loy Chye Meng**

*Director, Home Team School of Criminal  
Investigation*

The Home Team School of Criminal Investigation (HTSCI) aspires to set the gold standard for investigation training in Singapore. As with any professional school, the three key business components at the HTSCI are curriculum development, training delivery, and post-training assessment. In 2013, the school focused on taking stock of the work done in these three areas to raise standards all round.

## **BUILDING ON CURRICULUM DEVELOPMENT**

We updated the content of regular courses such as Home Team Basic Investigation Course, Home Team Immediate Investigation Course and Home Team Advanced Investigation Course. We have also reviewed the Home Team Basic Intelligence Course (HTBIC) and the Crime Strike Force (CSF) investigation module. There are now new lessons in the HTBIC on immigration and passport offences, and protocols for prison visits to record statements and to administer a warning, among others. The updated CSF curriculum will have greater coverage on unlicensed moneylending cases.

## **DELIVERING ON PROFESSIONAL TRAINING**

In 2013, we successfully completed the second run of the course for professionals against white-collar crime. This course is for entry-level white collar crime busters from the Commercial Affairs Department (CAD) and the Corrupt Practices Investigation Bureau (CPIB).

## **ENHANCING POST-TRAINING ASSESSMENT**

To evaluate the effectiveness of the training programs, the school reviewed the assessment regime for the HTBIC, Home Team Intermediate Course (HTIIC) and the Home Team Advance Investigation Course (HTAIC). We aligned the examinations with the learning outcomes of the respective courses. Hundreds of questions, including short essay questions, were developed during the review. Experts in the relevant fields such as the Health Science Authority (for DNA), and the Criminal Investigation Department (CID)'s Bomb and Explosive Investigation Division,



Specialised Interview Branch and Forensic Division, to name a few, were engaged to help in the review. Moving forward, the HTSCI will also review the assessment regime of competency-based specialised courses, such as the Scene of Crime course, in order to structure them more coherently.

## **INTERNATIONAL COLLABORATION**

During the year, we played host to several foreign guests and visitors, some of whom were invited to give



Mr Ali Soufan, ex FBI agent notable for his investigation work on the 9/11 attacks, speaking to a group of Home Team Officers.

## HIGHLIGHTS

### Revision in Assessment Framework

HTSCI revised the assessment framework by better aligning assessment questions with course contents and building a robust question bank.

### Dedicated Forum with CID

HTSCI instituted a dedicated forum with CID on investigation training to chart key training programmes and priorities for the year ahead. This is to further strengthen the training regime for the investigation fraternity especially at a time when the vocation is gaining recognition as a specialised calling.

talks in their areas of expertise. These included a guest lecture co-organised with the CAD in June 2013, by investigators of the US Internal Revenue Service' Global Illicit Finance Taskforce. The investigators shared their experience on the 'Liberty Reserve Case', which was a complex, cross-border fraud case. In October, together with the National Security Coordinating Secretariat, HTSCI co-organised a guest lecture by Mr John Daley, Chief Technology officer, from the Boston Police Department. Mr Daley spoke about the social

media impact on the investigation of the bombing incident at the Boston Marathon.

We have also benefited much from co-hosting delegation on study visit from the City University of Hong Kong with the Home Team Academy.

In all, 2013 was a year when the school consolidated what it started and strove to make things better and move closer to achieving the gold standard that we have set our sights on.

# POLICE COAST GUARD

*By Senior Assistant Commissioner of Police  
Hsu Sin Yun*

*Commander, Police Coast Guard*

In 2013, I continued to focus on the three key priorities that I had set for the Police Coast Guard (PCG) when I took over in 2012 – Preventing Intrusion, Enhancing Governance, and Improving Worklife.

## PREVENTING INTRUSION

We did better in 2013, arresting 49 illegal immigrants, an increase from 41 in 2012. Our alertness also yielded better results with a four-fold increase in sightings from 1644 in 2012 to 7891. We chased away 84 boats attempting to land on our shores, an increase from 72 cases in 2012. In terms of boat checks, our officers conducted 51,088 checks, a 45.45% increase from 35,124 checks in 2012.

With the help of our partners, we also cracked five syndicated cases in 2013. We mounted operations with the Singapore Customs against contraband cigarette smugglers, arresting six persons and seizing two vans with about 2,400 cartons of contraband cigarettes amounting to \$244,796 in street value and \$228,280 in evaded customs duties and taxes. In another joint operation with the Immigration and Checkpoints Authority, we arrested a Singaporean, who was the head of a human smuggling syndicate and his seven male Indonesian accomplices. We also smashed two syndicates that were involved in the pilferage of Marine



Gas Oil, arresting 25 Indonesians and seizing five vessels as well as cash amounting to \$20,800.

In 2013, we also initiated a review of the PCG Masterplan to ensure that we continue to meet new challenges. We focused on two key areas – enhancing our operational capabilities to achieve zero intrusions into Singapore; and optimising our limited manpower through leveraging technology. We planned to move away from a radar-

centric surveillance system to one which would focus on the use of electro-optics. In addition, we would want to tap on detailed databases from our partnering agencies to make sense of all the maritime activities occurring in our waters. Through the use of advance analytics, we would be able to prioritise our deployment and checks. On the interception front, we would replace our boats with faster crafts and equip them with state-of-the art weapon systems.





## HIGHLIGHTS

### Exercise Highcrest

We participated in this national exercise, witnessed by the Prime Minister and several cabinet members on 6 November 2013, to validate the operational adeptness of Singapore's maritime security agencies.

### Successful Arrest

We arrested five subjects and seized one Singapore-registered van with 1,199 cartons of contraband cigarettes amounting to \$124,947 in street value and \$118,458 in evaded customs duties and taxes.

### PCG Family Day

We treated more than 2000 officers, their family members, and other guests to a carnival of games, displays, boat visits and rides, and demonstrations at PCG Headquarters on 16 and 17 November 2013.

Combined In-service, along with the three priorities to give my officers focus and a clear direction going forward. In 2013, we also created internal audit mechanisms like internal audit teams for in-house checks to ensure our internal processes would be sound. Thus far, no major lapse had been uncovered in the seven external audits conducted on PCG in 2013. Nonetheless, we would have to continue our vigilance to ensure that governance in the unit is robust.

### IMPROVING WORKLIFE

In 2013, we continued efforts to improve our officers' worklife. Renovation works at Block F of PCG Brani Regional Base had been completed while works at Block D and E had begun to improve our work environment. Plans were also underway to upgrade our other regional bases, with the rebuilding of the Lim Chu Kang Regional Base and renovation of the Gul Regional Base. We optimised our welfare budget with corporate passes to the Night Safari and River Safari, in addition to our existing corporate memberships with the Singapore Zoological Gardens and the Jurong Bird Park.

To address gaps in our Internal Communications that were identified pursuant to the conduct of the Organisational Health Survey in 2011, we embarked on a project to give each and every officer an email account in 2013. With email access for all officers, information would be passed down in a timely and direct manner, allowing officers to have greater awareness of the issues that might affect them. This would be fundamental to building a more cohesive unit as we meet future challenges.

### ENHANCING GOVERNANCE

We reviewed our vision and mission in 2013, in line with the new vision and mission of the Singapore Police Force, i.e. to make the Singapore Territorial Waters the safest waters in the world for the security, survival and success of Singapore, and to prevent, deter and detect crime in the Singapore Territorial Waters respectively. I had since communicated the new vision and mission to all my officers during my Command Visits and at our

# PUBLIC TRANSPORT SECURITY COMMAND

**By Assistant Commissioner of Police  
Gerald Lim**

*Commander, Public Transport  
Security Command*

The Public Transport Security Command (TransCom) has been dedicated to its mission of protecting Singapore's public land transport system against crime in an eventful 2013.

TransCom officers made a total of 809 arrests while performing patrols in the public transport network, out of which 631 (77.9%) were proactive arrests made by our officers through profiling. Our arrest figures have shown a yearly increase from 625 in 2011 to 763 in 2012 to over 800 arrests in 2013. In addition, through strategic adjustments in the deployment of our ground resources, we have managed to significantly improve our incident response rates for urgent cases – from 69% of all urgent cases in 2012 to 82% of all urgent cases in 2013. These sterling results show our officers' belief in our mission and their dedication in translating that belief into action.

## OPERATIONAL SUCCESSES

With the continued support of our strategic partners, such as the Land Transport Authority (LTA), SMRT, SBS Transit (SBST), Transit-Link and EZ-Link, we contributed to several of the Singapore Police Force's (SPF) operational successes in 2013.

Notably among these operational successes was a case of negligent act causing hurt reported onboard a train on 2 May 2013, where a female commuter was injured by chemical detergent spilt onto a train seat. Several days of relentless analysis of voluminous CCTV footage led to the successful detection of a suspect who was responsible for spilling the



TransCom officers participating in a MRT evacuation exercise.



liquid onto the train seat. The critical lead provided by TransCom led to the arrest of a male Japanese employment pass holder. Our swift action, coupled with the close collaboration with our Land Division counterparts, the Police Intelligence Department and Internal Security Department, led to the successful solving and conclusion of this high profile case.

Another notable operational success was the Little India Riot on 8 December 2013. As the events unfolded within the CCTV coverage area at Little India MRT station, we were quick to respond by supporting the Criminal Investigation Department (CID) in the identification of suspects involved in the riot. Our protracted

intelligence probes in the aftermath of the riot led to the identification and subsequent arrest of several rioters.

### LOOKING AHEAD

The MRT network in Singapore is set to expand, and the number of train stations is expected to increase from the existing 105 stations to 173 stations by the year 2021 with the completion of the Downtown, Thomson and Eastern Regional Lines. With the rapid expansion of the MRT network in mind, TransCom is reviewing our operations to ensure that we continue to operate effectively so as to achieve our mission of protecting Singapore's public land transport network against crime.

Also in the pipeline are plans to decentralise our operations to sub-bases to be located at three new Police establishments, namely the Home Team Complex, the Woodlands Divisional Headquarters (DHQ) and the Paya Lebar DHQ. Decentralisation will enable TransCom officers to be inserted into and spread throughout the MRT network quickly.

### CORPORATE SOCIAL RESPONSIBILITY

We adopted the Pertapis Children's Home as our beneficiary from 1 April 2013 to 31 March 2015. This holds great significance to us as we take the first major step to enhance our corporate social responsibility efforts. TransCom's primary aim is to cultivate a positive and healthy environment for our beneficiary through our efforts. We have assisted the Home in the maintenance of their infrastructure and computer systems. In addition, TransCom officers and their families have contributed generously during the quarterly internal fundraising and collection of food items. The children from the Home were invited to our Hari Raya celebrations in September 2013, and were taken on an educational field trip to the Singapore Science Centre in December 2013.

## HIGHLIGHTS

### Randomised Patrol Scheduler

TransCom has embarked on a project to develop an automated shift work plan generation software which uses Game Theory to randomise the patrols of the MRT network, so as to reduce the predictability of our patrol patterns.

### Joint Crime Prevention Efforts

In addition to promoting public awareness on crime prevention measures through the display of crime prevention posters within the public transport nodes, we collaborated with SBST and SMRT to broadcast crime prevention videos using the train platforms' TV screens and to install CCTV cameras at the train stations' bicycle bays to combat bicycle theft.

### Tackling Outrage of Modesty (OM) Cases Reported on Public Transport

Outrage of Modesty cases reported on public transport has been a key concern. We stepped up our efforts to combat this crime threat by providing the Land Divisions leads leading to the identification of culprits. In 2013, we supported intelligence probes leading to the arrest of 16 OM culprits.





# SECURITY COMMAND

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



As the specialist unit for VIP close protection, the Police Security Command (SecCom) is involved in all events that involve the participation of our principals. Despite the hectic workload, SecCom continues to ensure mission-success by maintaining a zero incident rate.

## **THE SINGAPORE-MALAYSIA LEADERS' RETREAT**

In February 2013, Malaysian Prime Minister Najib Abdul Razak led a delegation of 10 Ministers and the Menteri Besar of Johor to meet the delegation led by Prime Minister Lee Hsien Loong for the Singapore-Malaysia Leaders' Retreat at Shangri-la Hotel. This was a significant event supported by about 300 officers from various Ministries and was covered extensively by local and foreign media. After the Retreat at Shangri La Hotel, both the Prime Ministers and their delegations proceeded to Marina One to jointly grace the Opening

Ceremony of a joint venture residential project. The Retreat programme also brought the two delegations across the Causeway for a tour to Medini North in Johor and ended with a Ground Breaking Ceremony for a Joint Venture Project there. The movement of the Malaysian motorcade, involving 15 vehicles, was smooth and well-executed with close planning and coordination between the SecCom, Traffic Police Department and the Immigration and Checkpoints Authority.

In view of the large number of visiting Malaysian dignitaries and multiple event venues for this Retreat, Security Liaison Officers (SLOs) were deployed

to supplement our Personal Security Officer deployment. SLOs are a group of uniformed officers from across the SPF Units who were selected and trained to perform such security coverage duties.

### CONSTANT VIGILANCE

On a routine morning in February 2013, a woman Auxiliary Police Officer (APO) on duty at the Istana Mail Centre received a stack of mails from SingPost. While screening the mail, the officer's suspicion was aroused when she noticed a mail addressed to the Prime Minister sent from Taiwan with excessive postage stamps on it. She immediately subjected the envelope through X-ray screening and detected some suspicious metallic objects in the envelope. The Istana Security Unit (ISU), one of the line units within SecCom, was alerted. Commanding Officer ISU and his officers took immediate action to isolate and verify the contents of the envelope with approval from the Prime Minister's Office. Eight bullet-head shaped metallic projectiles were found in the envelope, together with some papers with writings in Chinese characters.

The case was investigated by the Tanglin Police Division and eventually led to the successful identification and arrest of a 46 year-old male subject in Taiwan by the Taiwanese authorities. It was reported in the media that the accused had also mischievously sent some of the projectiles to the Taiwanese President Ma Ying-Jeou and Taipei Mayor Hsu Lung-Pin.

The case was successfully detected and solved with the constant vigilance of the APO deployed at the Istana, meticulous follow-up action by the ISU officers and thorough follow-up investigation by the Tanglin Police Division.

## HIGHLIGHTS

### Enhancing Operational Readiness

To raise the proficiency level and safety awareness in performing high rise bomb sweep searches, SecCom collaborated with the Special Operations Command's Special Tactics and Rescue Unit to conduct a workshop on the safe usage of climbing equipment and rope craft techniques. 10 SecCom officers successfully completed the workshop and they formed the pioneer SecCom High Rise Search Team that enhances SecCom's operation capabilities. The Team has been deployed for high rise search operations for National Day Parade 2013 at the Floating Platform and National Day Investiture 2013 at the University Cultural Centre.

### Strengthening Alliances With International Counterparts

We hosted a delegation from the Hong Kong Police VIP Protection Unit (HKVIPPU) led by their Commander for a week-long Study Visit. The delegation was so impressed with the Contact Tactics (CT) training that they subsequently sent two of their trainers over to observe and learn the finer points on the conduct of the training.

### Sporting Achievements

Two of our officers were selected as part of the 66-member Singapore Police Force Contingent at the World Police and Fire Games in Belfast, Ireland. The World Police and Fire Games is the third largest multi-sport event in the world, after the Olympics and the Commonwealth Games. Collectively, they participated in events such as the Police Pistol Combat (PPC) 1500 Open Class, PPC 1500 Open Class Individual Sharpshooter category, the 400 metres and the 5,000 metres speed walk, and won medals that added on to the total medal tally of the SPF Contingent.

# SPECIAL OPERATIONS COMMAND

*By Assistant Commissioner of Police  
Anthony Ng  
Commander, Special Operations  
Command*

The Police Tactical Unit (PTU) was not the only force from the Special Operations Command (SOC) that was activated during the Little India Riot. Many other units and support branches were also activated concurrently to provide support and reinforcement.

## **A PROVEN STRATEGIC FORCE AGAINST THE FIRST MAJOR PUBLIC RIOT IN 40 YEARS**

On the night of 8 Dec 2013, Police received a call reporting a road traffic incident, a not so unusual occurrence, except for the fact that it led to a riot in Little India. That is something that has not been seen in the streets of Singapore for more than 40 years. Within minutes of the accident, an angry crowd had gathered and attempted to attack the driver and timekeeper of the bus that had knocked down a pedestrian. Their anger and violence did not abate even with the appearance of the first responders from the Singapore Civil Defence Force (SCDF) and the Singapore Police Force (SPF), who quickly found themselves pelted with beer bottles, concrete blocks and drain covers, and even had their vehicles set on fire.

Two PTU troops were activated to quell the rioting. The troopers' training and specially-customised vehicles allowed



Source: The Straits Times © Singapore Press Holdings Limited.  
Reproduced with permission.

them to be quickly geared up into their Personal Protective Equipment (PPE) so that they could be deployed as soon as possible. Upon reaching the hotspot, the troops worked with the other police officers from the Land Divisions, and succeeded in dispersing the crowd and restoring order within an hour. In dispersing the rioters,

significant restraint was exercised to prevent any escalation of violence despite officers facing a barrage of missiles from the rioters.

As the main anti-riot unit of the SPF, the PTU has been training diligently to ensure that peace and stability is restored during public disorder





as quickly as possible. Each of my officers in the PTU undergoes a robust training regime before becoming a trooper, and their training continues into maintenance training even after graduation. The realistic training that is provided to my officers, takes a toll on them physically and mentally, yet they undergo it willingly and

uncomplainingly. Ultimately it proved to be one of the critical factors that gave them the edge when it mattered during the Little India Riot. Not only did they have the confidence and resilience to face the rioters, but their operational edge also allowed them to display professionalism during such the crisis. Indeed, the PTU was the game changer in getting the riot under control quickly.

### **ONE UNIT, DIVERSE CAPABILITY, UNITED TEAMWORK**

SOC's other units were also instrumental in helping to restore order that night.

The General Purpose Dog (GPD) of the Police K-9 Unit was activated to provide support in dispersal of the rioters and the SOC's intelligence officers played a significant role in providing ground intelligence on rioters' movements. The officers from the Manpower, Administration and Logistics branches contributed in co-ordinating and ensuring sufficient food and water supply to sustain our officers in the mop-up operations throughout the night. Likewise, Special Operations Training Centre officers got ready to move out in our Water Cannons, should the button be pressed. And of course, the Operations Branch was the key pillar in overall co-ordination of the successful operation.

The Little India Riot may have been unexpected and a shock to the nation, but it was also a validation of the SOC's training and preparations for public order incidents, and our officers' professionalism and mission-readiness. Underlying this would be the unique strength of our Command, in being one unit but with diverse capabilities, that complements and supports one another to fulfil our SPF mission.

## **HIGHLIGHTS**

### **National Day Parade (NDP) Dynamic Defence Display (D3)**

The SOC put up a dramatic demonstration of its Anti-Swarming Team capability in the Police Tactical Unit (PTU) during the NDP 2013. It was one of the highlights of the D3 programme and was very well-received by the audience.

### **Humanising the Force**

The SOC supported the publicity efforts of the SPF in various media platforms such as blogs, TV Variety shows, newspaper and online special features. Initiatives / programmes included the SOC being featured in "Behind Every Job II and III, OktoLive, C.L.I.F. drama series, The Straits Times and Home Team News.

### **Direct Recruitment for Special Tactics And Rescue (STAR) Unit**

The STAR Unit conducted its first direct recruitment from members of public at the Singapore Expo during the Home Team Festival 2013. It leveraged Facebook, to help broadcast the recruitment to a wider pool of interested parties.

# TRAFFIC POLICE DEPARTMENT

By Assistant Commissioner of Police  
Cheang Keng Keong

Commander, Traffic Police Department

We saw a marked improvement in the overall traffic accident situation in 2013 compared to 2012. The number of casualties and the number of accidents with fatalities or injuries fell by 11%. Nevertheless, one life lost on the roads is one too many and we will continue to do more to keep our roads even safer.

## SAFER ROADS SINGAPORE

The “Safer Roads Singapore (SRS)” action plan was operationalised in 2013 after a review of our traffic policing policy along a three-pronged approach of Education, Engagement and Enforcement. Beyond an action

plan, SRS aims to build and foster a culture of road safety amongst road users, making safe road usage instinctive and habitual.

As part of the SRS effort to enhance public engagement, we collaborated with the Singapore Road Safety Council to use various platforms and events such as the Singapore Road Safety Month (SRS M) to deliver customised road safety messages to different groups of road users, namely, the young road users, elderly pedestrians, motorcyclists and the vocational drivers. We also started sending notifications of demerit points to drivers after every traffic violation to serve as a constant reminder of their personal driving record.

From 2013, we implemented the compulsory Expressway Familiarisation Ride (EFR) programme to provide additional training for new motorcyclists before they begin riding on our expressways.

## INCREASED DETECTION AND ENFORCEMENT

In order to shape better road use habits, we continue to leverage technology, starting with the digitisation of static enforcement cameras that detect red light and speeding offences. These enhanced capabilities will greatly improve the processing time needed to issue traffic summons and will allow us to mete out timely punishments for traffic violators with a view to improving their road behaviours.

In order to strengthen our enforcement efforts, we deployed 70 additional Traffic Police officers and engaged Auxiliary Police Officers to detect traffic violations. This additional deployment led to the detection of 35,290 more traffic violations compared to 2012. Drivers of heavy vehicles caught speeding were also required to undergo additional inspections to ensure that their speed limiters are operational.



EDUCATION



ENGAGEMENT



From 1 Jan 2014, motorists detected for the offences of careless driving, inconsiderate driving, speeding or beating the red light in a school zone will receive an additional demerit point.

### SAFER DRIVERS, SAFER ROADS

Increased enforcement alone is insufficient to improve driving behaviours and create safer roads in Singapore. Continual reviews of our road safety education and engagement with the transport industry are important to foster a culture of safe and courteous road use. Driver Improvement Point System (DIPS) retraining courses have also been revised to make them more comprehensive.

We are also in the midst of implementing the voluntary Safe Driving Course. This course is targeted at motorists who have accumulated half or more of their allowable demerit points, thereby

identifying at-risk motorists and encouraging them to undergo corrective training and improve their driving habits. As an incentive, those who pass the course will have three demerit points deducted from their record.

In the first half of 2014, a new online portal will also be launched for the public to report traffic violations and exemplary behaviour on our roads. This portal provides an avenue for the community to act as additional “eyes” on our roads and help us to shape better driving behaviours.

The Traffic Police will strive to continue keeping our roads safe. Road safety is a shared responsibility and each of us should recognise the impact that we have on any road traffic situation with our road behaviours. Every life matters and together, we can have safer roads.

## HIGHLIGHTS

### Decline in Fatal Accidents on Our Roads

The number of fatal accidents decreased by 8.0% from 162 cases in 2012 to 149 cases in 2013. Singapore's road fatality rate also fell to 2.94 in 2013. This continues a trend of decreasing fatal accidents since 2011.

### Tougher Enforcement

The Traffic Police continued to project strong presence on the roads by increasing the number of Traffic Police officers from 140 to 210 and leveraging technology through the digitisation of enforcement cameras targeted at detecting Red Light and Speeding offences.



## ENFORCEMENT



# TRAINING COMMAND

**By Senior Assistant Commissioner of Police  
Zuraidah Abdullah**

*Commander, Training Command*

Policing is tough. Training continuously and training hard can make our jobs easier. It allows us to learn and practise new knowledge and skills to carry out our mission of preventing, deterring and detecting crime successfully.

## **CONTINUOUS TRAINING AND LEARNING**

However, officers on the ground are finding it difficult to catch up with the latest knowledge and skills given the changing operating environment coupled with an increased workload post-9/11. Officers are also hard-pressed for time to attend formal training. To facilitate continuous training on the ground, a revised Singapore Police Force (SPF) Continuous Training Framework was introduced by the Training Command (TRACOM) in 2013 based on four key principles.

## **CONTINUOUS TRAINING IS FOR EVERYONE**

Every police officer, regardless of his job, must be trained appropriately and keep his knowledge and skills up-to-date.

## **CONTINUOUS TRAINING MUST BE TIMELY**

Officers must be equipped with the required competencies before they are posted to take on a new job.

## **CONTINUOUS TRAINING MUST BE REAL**

Training must reflect current ground realities. It must be conducted in a fashion which is as realistic as possible.

## **CONTINUOUS TRAINING MUST BE VALIDATED**

Officers cannot be considered trained by mere passive attendance. Their ability must be validated to ensure that they are adequately trained rather than through mission failures and public complaints.

The new framework ensures a tight integration between training, operations and manpower requirements.

At an individual level, officers are expected to take responsibility for their own learning and enhance personal mastery by identifying training needs (Individual Training Roadmap) and enrolling in suitable courses to bridge the gaps; taking the annual Police Officer Basic Competencies (POBC) e-test to maintain their competencies; doing self-paced learning and preparing ahead before attending classes (materials are made available via online learning portals such as the Learning Management System and the Collective Resources, Learning And Thinking System (CREATE)). Officers are also taught how they can conduct self study and where to access for information; and attending regular in-service training conducted by the respective units to keep abreast with recent operational changes.

At unit level, learning is facilitated by providing on-the-job-training through the On-The-Job Competency Assessment (OJCA) System to probationers. Experienced supervisors are deployed as Probationer's Competency Assessment Officers to coach the probationers so that correct attitudes and competencies could be inculcated and developed at the onset and assess their performance. Units also conduct regular in-service training and Crime-In-Progress (CIP) exercise in line with the Training Directives issued by TRACOM, which include



mandatory topics that all units must deliver. In addition, we issued a guide on how topics should be delivered to ensure that units leverage other platforms and delivery modes apart from in-service training to train officers.

At the force-wide level, officers' competencies are now validated by actual applications and scenario-based exercises such as the CIP exercises that we administer twice per year on all Land Divisions. After-Action-Reviews conducted at the end of these exercises provide a good

platform for us to identify areas for improvement in training. Lessons learnt are also shared with all units. The administration of the annual POBC e-test in the month of May, which all officers must take, also helps validate competencies.

Moving forward, a dedicated Head Training post in every Land Division is being proposed to help our frontline units to access and engage in continuous training.



## HIGHLIGHTS

### Police Driving Circuit

In October 2013, the Police driving circuit located at 90 Admiralty Road was operationalised. It serves as a temporary circuit for the conduct of various driving courses whilst a new driving circuit is being identified and developed.

### Risk Management Process

In April 2013, the Risk Management Process was revised to include the use of the Risk Assessment Worksheet Record for identification of risk. We also introduced Safety Officers Course and a Training Safety Module for milestone courses.

### NPCC Unarmed Tactics

In August 2013, the National Police Cadet Corp (NPCC) conducted a trial of the NPCC Unarmed Tactics for its cadets. It aims to equip cadets with the skills to protect themselves. In 2014, NPCC Unarmed Tactics will be introduced to all cadets.



# CENTRAL POLICE DIVISION (‘A’ DIVISION)

*By Deputy Assistant Commissioner of Police  
Daniel Tan Sin Heng  
Commander, Central Police Division*



Source: Berita Harian © Singapore Press Holdings Limited. Reproduced with permission.

The year ended on a peak when the Little India riot erupted. Being born after the 1950s, many of us had never seen a public order situation like this, not to mention having to bear the brunt of the mob's fury.

## **RESTORING LAW & ORDER IN LITTLE INDIA**

The previous riot in which I was personally involved – the Lavender Street riot during the General Election 2001 – paled in comparison to what unfolded on 8 December 2013.

After quelling the law and order situation that night, our priority was to restore calm and normalcy

to Little India. Enhanced security measures under the Public Order (Preservation) Act were implemented almost immediately. In addition to the enhanced police patrols, our officers had to enforce the restrictions on the sale and consumption of alcohol in that area under the Act. Additional measures like closed circuit television cameras (CCTV) for enhanced surveillance, barricades for crowd





management, and additional lighting for congregation areas were deployed. It has been all hands on deck in engaging residents to assure and allay their concerns. We also continued our engagement efforts at various dormitories and construction sites in the Division to assure law-abiding workers that they had nothing to fear and should continue normally with their daily lives.

### A 'NEW NORMAL'

The additional deployments have been challenging as we have to balance operational requirements with officers' well-being. I am heartened that many officers from non-frontline units within the Division have volunteered to supplement manpower on the ground. This act of self-sacrifice truly personifies the police camaraderie amongst our officers; and I would like to think that in some way, this can be attributed to our ongoing effort of improved internal communications.

The road ahead will not be easy, and I am grateful that officers whom I have spoken to have shown determination to ride this journey with me as we move into a 'new normal'.

### INTERNAL COMMUNICATIONS

We rolled out several internal communication initiatives to encourage an open and responsive culture within our Division, which I personally feel is vital to the well-being of any organisation. We revamped our e-Bulletin, and the first issue of "Central Connects" was published in April 2013. A dedicated email account was also set up to make it easier for officers to provide feedback and suggestions.

What I find most valuable are the quarterly visits I make to the Neighbourhood Police Centres (NPCs) and units where I meet different officers each time; as well as the fortnightly 'kopi' sessions I have with small groups of officers. These face-to-face sessions have allowed me to not only explain SPF policy rationale, but also share my personal thoughts with officers. Despite the operational demands, officers have been forthcoming with their feedback and I am glad that the reaction towards these initiatives has been positive.

## HIGHLIGHTS

### Official Opening of Marina Bay Neighbourhood Police Centre (MB NPC)

Commissioned in June 2009, MB NPC was officially opened on 26 April 2013. It is the only building in Singapore that houses officers from MB NPC and Singapore Civil Defence Force's Marina Bay Fire Station.

### Implementation of Revamped Neighbourhood Police Post (NPP)

Radin Mas NPP is one of three revamped NPPs undergoing a 6-month trial to offer round-the-clock automated police services for residents.

### Awards

'A' Division clinched the Best National Service Operationally Ready Unit despite the operational demands placed on the Division. Bukit Merah East NPC also clinched the 1<sup>st</sup> runner-up position for the Inter-NPC Best Fast Response Car Fleet competition.

### Greater Responsibility with PNSmen

For the first time, PNSmen were given the responsibility to lead and command an entire sector during major events such as National Day Parade 2013 and Marina Bay Singapore Countdown 2013.

# CLEMENTI POLICE DIVISION (‘D’ DIVISION)

*By Deputy Assistant Commissioner of Police  
Melvin Yong*

*Commander, Clementi Police Division*

2013 was another eventful and successful year for the Clementi Police Division. The Division was second in the Best Land Division Competition, and third in the Best Voluntary Special Constabulary (VSC) Unit and Best Police National Service (PNS) contingent competitions respectively, making us the only Land Division with a podium finish in all three categories for the second consecutive year. In a tight manpower environment, every officer counts in achieving our mission.



## **COMMITMENT TO CRIME FIGHTING**

Sentosa continues to be a favourite destination amongst tourists and locals alike, attracting a record 20 million visitors in the year, while Singapore's largest shopping mall, Vivocity, drew more than 80 million visitors. We also saw new developments in our operating terrain. With the opening

of Jurong East Mall and Westgate, the Jurong Lake District is poised to become the biggest retail and commercial hub outside of the Central Business District.

It is imperative for our Division to adopt new and creative crime-fighting strategies, particularly to prevent, deter and detect opportunistic crimes





at crowded areas. The launch of Community Policing System (COPS) at the Clementi and Jurong East Neighbourhood Police Centres (NPCs) in 2013 has enhanced our crime-fighting capabilities and deepened our involvement in community partnership projects. Coupled with regular anti-crime operations involving every available officer, we have been able to keep emerging crime trends at bay. In 2013, there was a 5% decrease in overall crime, and a drop of more than 20% in loanshark harassment cases.

## ENGAGING THE COMMUNITY

Our key community projects have also attained significant milestones during the year. With the formation of citizen watch groups in Bukit Timah, West Coast, Yuhua, Buona Vista and Tanglin-Cairnhill constituencies, the Delta Citizenry Project has expanded beyond the pioneer Clementi constituency to include more than 1,800 active volunteers. The Delta League, in partnership with the National Crime Prevention Council, has grown to become an islandwide youth engagement program. The league had more than 1,600 youths playing for 56 soccer teams in its most recent sixth season.

The more than 45,000 foreign workers living in dormitories within the Division's jurisdiction have formed an important part of our residential community. Our active engagement of the foreign workers and the formation of the Foreign Workers' Ambassadors helped raise awareness of the Do's and Don'ts while living in Singapore, amongst foreign workers. These ambassadors also participate in community engagement activities such as crime prevention road shows and Citizens-On-Patrol rounds together with the Police and grassroots, which helped advance their integration into the local community and strengthen their sense of ownership on safety and security issues.

Community engagement is an integral lever and an advantage in the Division's overall crime-fighting strategy. It has allowed us to address upstream issues, optimise our resources and multiply our crime-fighting capabilities exponentially. With the evolving population profile and ever-changing terrain, working with and through the community is even more important in our mission to prevent, deter and detect crime, and to keep our community safe.

## HIGHLIGHTS

### 18 November 2013

111 Home Team officers and 317 Safety and Security Watchgroups' members took part in Exercise Heartbeat Delta at Biopolis, which tested the emergency preparedness and first line joint response plans in countering crime and terrorism threats prior to the arrival of national emergency responders.

### 14 September 2013

Yuhua Guardian became the first Delta Citizenry Community watch group that was launched beyond Clementi NPC's jurisdiction. With the addition of Buona Vista Guardians on 26 October 2013 and Tanglin Cairnhill Alliance on 14 December 2013, Delta Citizenry has successfully expanded to all 4 NPCs within the Division.

### 7 December 2013

The revamped West Coast NPP was officially launched together with West Coast Wellness Club (WWC), a senior citizens' activity centre. Volunteers from the co-located WWC have been trained to assist residents and fellow senior citizens requiring police services in navigating the revamped NPP platform.



# TANGLIN POLICE DIVISION (‘E’ DIVISION)

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

In 2012, the crime rate in the Tanglin Police Division’s jurisdiction had risen to the second-highest level since 2006. This needed to be addressed urgently, and we thus went into 2013 on a challenging note.

## TURNING THE TIDE ON CRIME

We pursued a series of innovative initiatives like geo-mapping and data analytics to optimise the limited Police resources, reduce crime, and maintain public order in a diverse jurisdiction. A year later, these objectives have been met to a significant extent.

In 2013, overall crime reported in our division dropped to its lowest level on record, falling by 8.6%, from 4,767 cases in 2012 to 4,359 cases in 2013. This figure is double the island wide fall in overall crime. The number of five major crimes also dipped by 9.3% and cases of Unlicensed Moneylending (UML) harassment recorded a significant decrease of 29.7%.

Within the five major crime categories, our division registered decreases in all categories except housebreaking. The latter saw an increase driven by break-ins committed by a few housebreakers who have since been caught and dealt with.

## A SHIFT TOWARDS HOT SPOT POLICING

We continued to sharpen our policing strategy to best utilise our limited resources and prevent crime more effectively. Building on a successful anti-UML trial conducted in 2012, we

inducted geo-mapping as part of our monthly crime forums. The visual representations enabled us to identify crime hot spots and direct more police resources, such as foot patrols, to those areas.

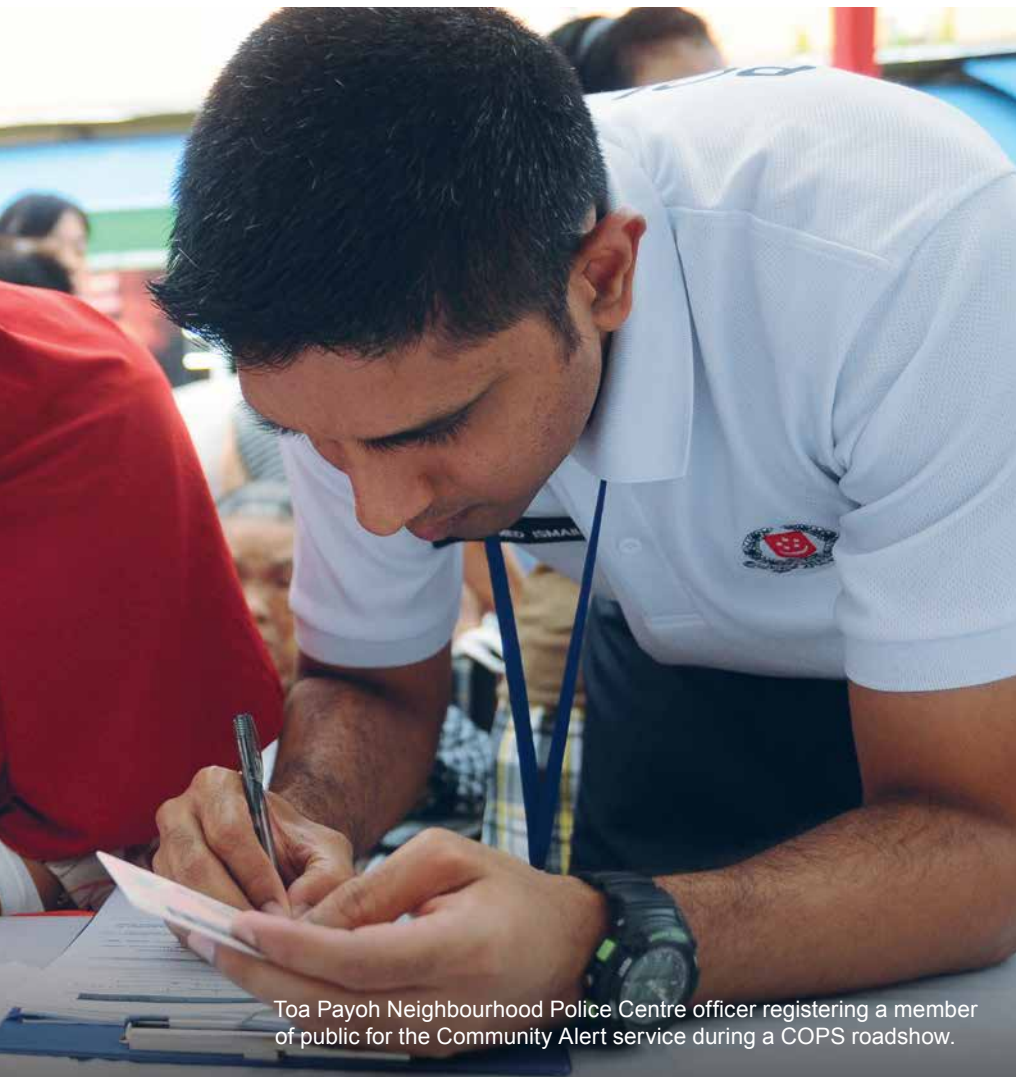
To increase the data sources for hot spots policing, we also worked with the Central Narcotics Bureau (CNB) to map out drug hot spots, overlay them on crime hot spots and conduct regular joint operations in common hot spots to arrest drug abusers and other criminals. Known as Operation Eclipse, this was an unprecedented effort aimed at the drug-crime nexus. This close collaboration with the CNB yielded more than 70 arrests in 2013, with untold numbers of property crime being prevented as a result.

We also intensified our efforts in persistent crime hot spots such as Clarke Quay with a brand new programme named Operation Torrent. This operation involved deploying teams of Police National Servicemen (PNSmen) around the nightspots during crime-prone hours to intervene in disputes before they escalate into violence. We also partnered other stakeholders to implement crime-reducing measures such as the curtailment of liquor sales and the installation of additional Closed Circuit Television Cameras.



## MANAGING THE LITTLE INDIA RIOT

While we successfully brought crime down in 2013, we were confronted with a serious public order event on 8 Dec 2013 when a crowd of about 400 turned violent at Little India. This was the worst riot to hit Singapore since 1969. Despite being pelted by glass bottles and rocks, our first responders embodied the SPF’s core value of courage by risking their own safety to recover the body of the accident



Toa Payoh Neighbourhood Police Centre officer registering a member of public for the Community Alert service during a COPS roadshow.

## HIGHLIGHTS

'E' Division clinched a total of four awards during the SPF Team Excellence Symposium (TES) 2013. They are Gold (2<sup>nd</sup>) Award, Silver Award, Best TES Facilitator Award and lastly, the Most Innovative Unit Award (1<sup>st</sup> Runner-up). The Most Innovative Unit Award is based on the most number of Gold Awards won in the In-House TES Competition.

'E' Division successfully organised the SPF Promotion Ceremony 2013 on 28 and 29 May 2013.

'E' Division's Investigation Branch was the first land division to pilot two new Attorney – General Chambers' (AGC) initiatives in 2013. We operationalised the AGC Satellite Office within Division Headquarters to allow convenient access to the Deputy Public Prosecutor for consultations and implemented the Integrated Criminal case filing and Management System (ICMS) to perform online submission of court documents.

victim and to rescue the bus driver and timekeeper who were the target of the initial violence. The officers, some of whom were injured in the process, then held their position and contained the riot until the arrival of the Special Operations Command's troopers. Two hours after the start of the incident, we had arrested offenders, cleared the ground and restored public order in Little India.

In the aftermath of the riot, we counted scores of injured officers and damaged vehicles from our Division. As dawn rose on the anguished night, police patrols resumed and officers returned to their beats with typical professionalism. The Little India riot is a defining moment of my officers' undying spirit. This, together with our achievements in 2013, has added another chapter to our long history of overcoming tough challenges.

# ANG MO KIO POLICE DIVISION (‘F’ DIVISION)

---

**By Assistant Commissioner of Police  
Keok Tong San**

*Commander, Ang Mo Kio  
Police Division*

I have always told my officers that winning a competition is secondary; putting in our best effort is what matters most. And this has been the way we operate as a Division: we keep our mind focused on the mission, do our best in whatever we do, and let the result speak for itself.





### THREE REASONS FOR SUCCESS

When we received news that the Ang Mo Kio Police Division had been crowned the Best Land Division for FY2012, my officers and I were very happy that our efforts had been recognised.

I attribute the achievement to three key factors. The strong partnership that we had forged with our community; the progressive implementation of the Community Policing System across our Neighbourhood Police Centres (NPCs); and the hard work put in by my team of committed and dedicated officers.

### COMMUNITY PARTNERSHIP – THE BEDROCK OF OUR SUCCESS

The Ang Mo Kio Police Division is often termed as the “Heartland” Division, because 1.4 million heartlanders (and counting) reside in our jurisdiction – the largest resident population amongst the six Police Land Divisions. Policing this large resident population is a mammoth task.

It is therefore not surprising that community partnership is a key policing strategy for us. Potentially, we could harness the energies of 1.4 million pairs of eyes, hands and legs to help the Police fight crime.

The grassroots organisation is a major community partner for us. At the ground level, our Community Policing Unit (CPU) officers work tirelessly with Residents’ Committees to develop local crime prevention measures, promote the formation of Neighbourhood Watch Zones, and encourage residents to join Citizens-on-Patrol. At the strategic level, I host a Citizens’ Consultative Committee (CCC) Chairmen Forum every six months to discuss crime concerns and policing strategies and importantly,

enhance working relationships with the grassroots leadership.

In 2013, we rolled out two new ‘flagship’ Community Safety and Security Programmes (CSSP) – Mall Watch and Silver Watch.

Mall Watch, which was launched by Serangoon NPC, piloted in NEX Shopping Mall. It focuses on tackling crime and civil emergencies that occur in shopping malls.

Silver Watch, launched by the Ang Mo Kio South NPC, reaches out to elderly residents with crime prevention advice via various community touchpoints such as the Family Service Centres, Voluntary Welfare Organisations, and People’s Association Senior Citizens Executive Committees. Silver Watch will also include home visits to elderly residents, risk assessment for crime vulnerability, and intensified interactive patrols at areas with higher concentrations of elderly residents.

The two CSSP initiatives will be progressively rolled out to other shopping malls and NPCs within our jurisdiction. With Mall Watch and Silver Watch, our Division now has a total of five CSSP initiatives.

Our strong partnership with the community is a key factor behind our low crime rate. Overall crime fell by 16.6% in 2013, and the number of preventable crimes fell by a significant 30.6%. We are thankful to our community partners for their strong support and to our residents for being vigilant and heeding our advice. We treasure this trust between the Ang Mo Kio Police Division and our community partners and residents, and will continue to nurture it.

## HIGHLIGHTS

### Service Excellence

‘F’ Division’s strive for service excellence produced a stellar result of 61 Star, 77 Gold and 140 Silver SPRING Singapore’s Excellent Service Award (EXSA) recipients.

### Awards

‘F’ Division won the Most Innovative Unit and Top Gold Award for the modular pole climbing surveillance system project at the SPF Innovation Awards Ceremony 2013 and was one of the recipients of the “Most Active Unit” award from Police Sports Association.

# BEDOK POLICE DIVISION (‘G’ DIVISION)

*By Deputy Assistant Commissioner of Police  
Alvin Moh*

*Commander, Bedok Police Division*



Bedok Police Division is the busiest Division among the six Police Land Divisions. Our jurisdiction covers the eastern parts of Singapore which stretches from Geylang to Pasir Ris and Changi.

## **TRANSITION TO THE COMMUNITY POLICING SYSTEM (COPS)**

In 2013, another four Neighbourhood Police Centres (NPCs) in our Division transited to the COPS model, bringing the total number of NPCs on the COPS model to five out of seven. With the increased manpower and technological resources afforded through this transition, we have been able to deepen our relationships with the community and strengthen our crime fighting capabilities.

Our newly appointed interactive patrol officers are excited to meet residents to better understand the local safety and security concerns, and also to update

residents on the latest crime trends and ways to better protect themselves.

Crime prevention initiatives that we have rolled out in 2013 include promoting the use of U-Locks for bicycles through our “U Lock or U Lose” campaign, and the Youth Mentoring Scheme 2.0 where police officers serve as mentors to at-risk youths.

Our newly appointed Crime Strike Force (CSF) officers have also strengthened our localised crime-fighting capabilities. This coupled with the progressive installation of Police Cameras (POLCAM) at HDB void



decks and multi-storey carparks have helped us to solve more crimes.

As we continue our transition to COPS, we will continue to seek feedback from the community and other stakeholders to refine the way we work under the COPS to better serve the community and prevent, deter, and detect crime.

### **FORGING STRONGER HOME TEAM PARTNERSHIPS**

We are also grateful for strong ties forged and seamless collaboration between 'G' Division and our home team partners in the numerous joint operations throughout the year. Our Division regularly conducts major operations with the Central Narcotics

Bureau and the Immigration and Checkpoints Authority to combat criminal and drug-related activities.

### **FORMULA 1 (F1) SINGAPORE GRAND PRIX 2013**

In support of major events in Singapore, our Division also chaired the Security and Emergency Preparedness Working Committee for the F1 Singapore Grand Prix and was overall in command of the security deployment involving five Police Land Divisions.

While the F1 has been around for six years now, every edition brings about new challenges and we also strive to do better every year. The 2013 edition of the F1, which drew a record crowd of more than 250,000, was extended by an additional night to include a post race Monday closing concert. Thanks to the strong teamwork with other police units and external agencies, F1 2013 was a successful event.

For the first time, we had also placed Police National Service (PNS) men fully in charge of the security of one sector within the F1 security plans. Our PNSmen leaders displayed strong leadership and commitment throughout the planning and execution phases, working closely with our regular officers, to ensure a successful event. We will continue to leverage and empower our PNSmen to take on higher responsibilities that will both challenge and excite them.

### **A FORCE FOR THE NATION**

Moving forward, we will continue to strive for improvements to forge closer ties with the community and enhance our capabilities to prevent, deter, and detect crime. In 2014, greater emphasis will be placed on the leadership development and training of our officers to ensure that we remain a Force for the Nation.

## **HIGHLIGHTS**

### **Enhancing Capabilities to Combat Gang-related Activities**

A Task Force to develop specialised expertise to combat gang-related activities was formed within 'G' Division. This has also enhanced localised knowledge and led to enhanced enforcement results in hotspots such as entertainment outlets and Geylang.

### **Best Land Unit (VSC)**

We were champions in 2013 after being 1<sup>st</sup> Runner-up for five years. Our highly dedicated team of 74 VSC officers continue to play a critical role in supporting our crime fighting efforts.

### **Community Policing – Targeting At Risk Youths**

Together with our Home Team Eastern Sector (HTES) agencies, the Youth Mentoring Scheme (YMS) 2.0 project was launched targeting at-risk youths. YMS 2.0 proved beneficial as seen in the low recidivism rate amongst the participants. Winning the Home Team Sector Excellence Award 2013 is a testimony to the success of the program.



# JURONG POLICE DIVISION (‘J DIVISION’)

*By Deputy Assistant Commissioner of Police  
Wilson Lim*

*Commander, Jurong Police Division*



In 2013, the Jurong Police Division saw a decrease of 8.2% from 668 to 613 cases for the five preventable major offences – namely housebreaking, robbery, outrage of modesty, snatch theft and theft of motor vehicles.

## **THEFT OF MOTORCYCLES AND COMPONENT PARTS**

Despite a reduction in thefts of motorcycles and motorcycle component parts in 2013, such cases remained a key concern not just within our Division's jurisdiction but island-wide because of the large population of motorcycles we have in Singapore.

Our Division initiated the "Motorcycle Security Awareness Programme" aimed at educating motorcycle riding learners and new motorcycle licence holders on the importance of undertaking effective crime prevention measures to enhance the security of their motorcycle and in turn, safeguarding their personal safety.

### **MOTORCYCLE SECURITY AWARENESS PROGRAMME AT SINGAPORE SAFETY DRIVING CENTRE (WOODLANDS)**

Launched on 15 August 2013 at the Singapore Safety Driving Centre (SSDC) (Woodlands), the "Motorcycle Security Awareness Programme" is a collaboration between the Jurong Police Division, the Traffic Police Department and the SSDC (Woodlands).

Spearheaded by our Division, the programme introduces crime prevention into the course syllabus for motorcycle riding learners at the SSDC (Woodlands).

The "Motorcycle Security Awareness Programme" comprises two parts, with the first being a theory session conducted in the classroom where the motorcycle student learners learn effective crime prevention measures to enhance the security of their motorcycle. The second part requires all new motorcycle licence holders who have passed the Traffic Police Motorcycle Practical Test to view the "Motorcycle Security Awareness Programme" video. This

video reinforces the importance of diligently embracing motorcycle security as a way of life, both for their personal safety and to safeguard against personal loss of property through simple, cost-effective anti-theft measures. It is in addition to the current Road Safety video that all new motorcycle licence holders must view as part of the completion of the motorcycle course curriculum at SSDC.

All motorcycle riding learners must attend both sessions as part of their motorcycle course curriculum at the SSDC (Woodlands). This initiative not only educates motorcyclists on the prevention of motorcycle-related thefts, it emphasises the importance of taking greater responsibility for their personal safety on the roads by ensuring that the roadworthiness of their motorcycle is not compromised by such thefts.

### **OUTCOME OF PROJECT**

The programme is in its early days but we are positive that by inculcating the correct safety and security mindset in these new motorcyclists from the onset, we would have influenced them to adopt a responsible attitude towards playing an active role in preventing motorcycle-related thefts and to safeguard their personal safety when riding on the roads.

Under our blueprint to reach out to more new motorcyclists, we will also work with the other driving schools to roll out the programme in 2014.

## **HIGHLIGHTS**

### **Opening of Woodlands West Neighbourhood Police Centre (NPC)**

Woodlands West NPC, 'J' Division's seventh NPC, commenced operations on 12 January 2013 to serve the Sungei Kadut, Kranji and Mandai industrial estates.

### **Crime Prevention Pamphlets with Royal Malaysia Police (RMP)**

'J' Division and the Johor Police Contingent of the RMP launched our inaugural joint-crime prevention pamphlets on 3 February 2013 to raise awareness against common crimes such as theft, cheating scams, outrage of modesty and snatch theft.

### **Arrest of Three Colombian Housebreakers**

Three Colombians had broken into a bungalow along Yunnan Crescent and stolen \$350,000 in valuables, including more than \$300,000 in cash on 12 March 2013. Collaborating with the Police Intelligence Department and through extensive investigation, the three suspects were arrested within five hours from the time the Police report was lodged.



# CARING IN EVERY WAY

Our staff stay healthy, active and fulfilled with a wide range of welfare programmes, from free health screening to flexible work arrangements for those juggling work and family. We also support our officers' career and development aspirations, while trained counsellors provide emotional support when needed.







# 25<sup>TH</sup> ANNIVERSARY OF ANG MO KIO, BEDOK AND CLEMENTI POLICE DIVISIONS

*By Superintendent of Police Eric Foo,  
Head Planning & Organisational Development, Clementi Police Division*

*Deputy Superintendent of Police Abdul Rahman Yaacob,  
Head Planning & Organisational Development, Bedok Police Division*

*Superintendent of Police Tan Hou Seng,  
Head Planning & Organisational Development, Ang Mo Kio Police Division*

2013 was a landmark year for the Singapore Police Force (SPF) as three of SPF's Land Divisions – the Clementi Police Division ('D' Division), the Ang Mo Kio Police Division ('F' Division) and the Bedok Police Division ('G' Division) marked a quarter-century of operations.



Both the Bedok and the Ang Mo Kio Police Divisions officially began operations on 1 August 1987 after relocating from Joo Chiat Police Station and Paya Lebar Police Station respectively. Officers from the Clementi Police Division found their new home soon after and had the honour of having then-Member of Parliament for Clementi Constituency, Mr Bernard Chen, grace its official opening in 1988.



## CLEMENTI POLICE DIVISION – UNFORGETTABLE MOMENTS

The first major incident that the Clementi Police Division encountered was in its first year of operations when a ruthless gunman, Lim Keng Peng alias Ah Huat, was shot dead by the police in a coffeeshop at Sunset Way, barely 2 km away from the Division's headquarters. Ah Huat was wanted after he had killed a Criminal Investigation Department (CID) detective back in 1985 and his death ended the 28-month long manhunt in search of him.

With the opening of the Sentosa causeway in 1992, the Division became the first in Singapore to have an island under its jurisdiction. In 1999, Jurong Island also came under its purview with the opening of the Jurong Island Highway. The rapid developments on both islands posed unique security challenges which saw the Division working with various stakeholders for the purpose of public order. Today, Sentosa Island is a leading tourist attraction while Jurong Island is a multi-national petrochemical hub.

In December 1997, the Division launched Singapore's first Neighbourhood Police Centre (NPC), Queenstown NPC, and led the SPF into a new era of community policing. The success of Queenstown NPC provided valuable learning points that were instrumental in the implementation of the NPC system islandwide.

In 2003, the Division was tasked to enforce the closure of the Pasir Panjang Wholesale Centre after it was identified as a Severe Acute Respiratory Syndrome (SARS) cluster. "It was inevitable that the deployed officers and their families were worried about the risks. Nonetheless, all the officers assured their loved ones of the protective measures in place and every officer carried out their duties courageously," recalled Deputy Superintendent of Police (DSP) Lim Sin Kim, who was the Team-in-charge for the operation.

Another highlight for the Division was when it launched the Delta League. What started as a localised youth engagement initiative using football to engage at-risk youths, soon developed into an island-wide programme with thousands of youths benefiting from the close mentoring by police officers.

SSI(2) Mahat Othman, a veteran of the Division who has witnessed its development and progress since day one, observed:

“ Having witnessed the transition from the watch team to the NPC system and now to the Community Policing System (COPS), I am confident that Clementi Police Division will continue to do well and keep our community safe in the next 25 years. ”



## KEY MILESTONES OF CL



### ANG MO KIO POLICE DIVISION – A 'FAMILY REUNION

The estates under the Ang Mo Kio Police Division have undergone monumental changes over the last 25 years. The older trades that thrived, such as farming, gradually gave way to new developments. New towns such as Yishun, Sembawang, Sengkang and Punggol have sprung up, resulting in changes in demography, industry and terrain.

The Division made history by being the first Land Division assigned to oversee two by-election operations in less than a year – the Hougang SMC by-election in May 2012, and the Punggol East SMC by-election in January 2013. Despite having to police large crowds during election rallies, the officers from Ang Mo Kio Police Division fulfilled their mission of ensuring a safe and secure election process throughout both events.

On 26 November 2012, the Division witnessed its first strike in Singapore in 26 years. This was when a group of about 120 Chinese national bus drivers staged a silent protest at the

Woodlands Dormitory against their employers, SMRT Corporation, over what they perceived to be lower salary raises compared to those given to drivers of other nationalities. Over the next few days, officials from the Ministry of Manpower and SMRT representatives engaged the workers to resolve the dispute. While the protest was peaceful and did not result in any violence, it proved to be a valuable learning lesson for SPF as it worked with other agencies to maintain law and order.

The Division, which is home to some 1.4 million residents, is also known as the “heartland division”. Realising that crime cannot be fought alone, officers from the Ang Mo Kio Police Division believe in working closely with residents and community partners to achieve their mission.

The Division attributes its low crime rate to the strong partnerships forged with the community over the years. There are regular meetings with grassroots leaders to understand their concerns. Officers also work closely with the community to develop localised community safety and





# CLEMENTI POLICE DIVISION

**21 January 2009**  
Mr Ng Yew Boon took over command from Mr Anthony Ng.

**2008**

They went on to win the Gold Award at the 13<sup>th</sup> International Convention on Quality Control Circle (ICQCC) held in Cebu, Philippines.

**July 2009**  
Exercise Northstar VII, a three day exercise that tested the coordination and reaction of 14 participating agencies. This is the first exercise that is held in Delta.

**2008**  
Futongpost was officially opened.

**26 October 2008**  
Quarantine NPC WTS Team won the "Extraordinary Award" at the International Convention on Quality Control Circle (ICQCC) 2008 at Dhaka, Bangladesh, for their innovative implementation of the HELP (Hazardous Emergency Life Saving Point).

**June & October 2009**  
The QF Exhibitors WTS Team clinched the Silver Award at the International Exposition on Team Excellence 2009 (IETEX) with their "Neighbourhood Alert System" (NAPS).

**Quarantine NPC's WTS Team excels on the International Stage**

**20 January 2010**  
The first two levels of Resorts World Sentosa (RWS) were opened. RWS Casino was opened on 14 Feb 2010. The first level of the RWS Casino was closed on 18 Mar 2010. The grand opening of the integrated resort held on 1 Dec 2012, was officiated by Prime Minister Lee Hsien Loong together with Genting Group Chairman Lim Kok Thay.

**1 April 2011**  
The Police Post at National University Hospital and Alexandra Hospital ceased operations.

**June 2011**  
Clementi Police Division kicked off the inaugural Delta League, a youth engagement programme, aimed at keeping at risk youths meaningfully occupied during the school holidays. More than 1000 youths took part in the league and clinics conducted by Home United Football Club and Tampines Rovers Football Club.

**7 November 2010**  
University Cultural Centre hosted its first National Day fireworks.

**20 January 2011**  
Clementi Police Division with support from Resorts World Sentosa, organised a Community Resilience Day 2011, showcasing the first response capabilities and operational readiness of the RWS Security team as well as the state police in times of emergency.

**1 June 2010**  
Mr Minnie Tong took over command from Mr Ng Yew Boon.

**1 June 2010**  
Mr Minnie Tong

**August 2011**  
University town of NUS was officially opened by Prime Minister Lee Hsien Loong.

**2 April 2012**  
A cat which houses Singapore's first Olympic-size swimming pool and the first IMAX theatre in the suburbs was opened.

**13 July 2012**  
New Rapid Foreign Worker Ambulance Programme was launched by Mr Tan See Hai, MP for West Coast GRC. A total of 15 foreign workers were specially trained to spread crime prevention messages to their fellow workers and they also participated in the joint patrols at Teluk Gardens estate together with Jurong East NPC officers and grassroots members.

**15 November 2011**  
Exercise Northstar VII. The scenario of enemy weapon on the shores, rifles exploding and catching fire, and a massive chemical leak during the school holidays, many casualties were carried out on Jurong Island.

**2012**  
Clementi Police Division was awarded its seventh Best Land Division Award.

**12 September 2012**  
The Duke and Duchess of Cambridge visited the premises of enemy weapon on the shores, rifles exploding and catching fire, and a massive chemical leak during the school holidays, many casualties were carried out on Jurong Island.

**6 January 2013**  
Clementi Police Division moved into a new era of community policing with Clementi NPC being the first NPC to roll out the new Community Policing System (COPS) on 30 Dec 2012.

**2013**  
Clementi Police Division moved into a new era of community policing with Clementi NPC being the first NPC to roll out the new Community Policing System (COPS) on 30 Dec 2012.

**15 June 2013**  
Delta, the first lifestyle hub in western Singapore with integration of shopping, entertainment and residence at the same location, was opened.

**13 September 2013**  
Launch of Delta League Book.

**28 October 2013**  
With the addition of DSP Chee Chai Lin as CD Quarantine NPC, Clementi Police Division became the first land division with all NPC's headed by female Commanding Officers.

**2 December 2013**  
WestGate was opened.

**7 December 2013**  
Launch of first SFF Seaview Neighbourhood Police Post at West Coast.

**31 January 2014**  
First visit by Prime Minister Lee Hsien Loong to a SFF unit during Chinese New Year at Quarantine NPC.

**28 May 2014**  
Official launch of Joint Command Centre at Sentosa Island.

**12 June 2014**  
Mr Gerald Lim took over command from Mr Minnie Tong.

**2014**



security programmes (CSPS), such as Project Greenleaf – targeting students at risk of committing crime – and Project Forward, which reaches out to foreign workers living in dormitories, as well as dormitory operators.

The Division also actively promotes the formation of Neighbourhood Watch Groups, so as to encourage residents to keep a lookout for one another and play a more direct role in keeping their own neighbourhoods safe.

“ You have been the wind beneath the wings of Ang Mo Kio Police Division. I look forward to your continued support and lifting Ang Mo Kio Police to even greater heights for the next 25 years and beyond. ”

AC Keok Tong San  
Commander, Ang Mo Kio Police Division

On 1 August 2012, the Division commemorated its 25<sup>th</sup> anniversary in style. The highlight of the event was a ceremony which saw members of the Ang Mo Kio Police 'F'amily come together to renew their bonds of partnership.

Mr Ang Chee Yam, Chairman of Chong Pang CCC represented the community; Senior Station Inspector Teo Liang Heng, 'F' Division's longest-serving current officer represented the officers; Lieutenant-Colonel Ling Young Ern, Commander, 3<sup>rd</sup> Civil Defence Division, represented the Home Team partners; Commander, 'F' Division, Deputy Assistant Commissioner of Police Keok Tong San represented the Division's management, and Commissioner of Police Ng Joo Hee represented the Police Headquarters.

All of them went up on stage to insert specially-made keys into the Ang Mo Kio Police Division's 'PRIDE'

logo, igniting a blast of light, sound and confetti into the air. Even as the curtains fell at the end of the celebration, the Division is already looking forward to another 25 years of excellence in its mission to serve and protect the community.

### **BEDOK POLICE DIVISION – FORGING POLICE-COMMUNITY RELATIONSHIPS**

The history of Bedok Police Division dates all the way back to January 1952. At that time, Joo Chiat Police Station served as the Division's headquarters, along with Still Road Police Station and two other sub-police posts, namely Bedok Police Post and Changi Police Post.

In the 1960s, racial riots were the main cause of concern for the Division. In 1964, 1965 and 1969, racial riots involving the Chinese and Malay communities centred in Geylang,

which was under the Division's jurisdiction that covers the Eastern part of Singapore.

On 1 August 1987, the Division moved its headquarters to the current site at Bedok North Road. The new building, which was officially opened by then-Minister for Home Affairs, Professor S Jayakumar on 6 March 1988, provided a more conducive environment, with better facilities and located at a more central location to better serve the community. During his speech at the event, he noted that if the large turnout at the opening was any indication, it was a clear sign that the sustained effort to establish a congenial police-community relationship had certainly borne fruit.

Today, Bedok Police Division's many responsibilities include policing critical areas and sites around Geylang, the Singapore Expo, Malay Village, and the new Singapore Sports Hub in Kallang. These are areas that frequently attract large crowds and require a sizeable police presence to help maintain law and order and ensure safety for all.

On 8 March 2013, the Division celebrated its Silver Jubilee by inviting officers both past and present to look back on the many achievements over the years. Deputy Commander, 'G' Division, Superintendent Chua Chee Wai shared: "Talking about the old times with ex-Commander Peter Lim filled me with nostalgia ... as if it was just yesterday that I was still the Chief Investigation Officer here."



“ Talking about the old times with ex-Commander Peter Lim filled me with nostalgia ... as if it was just yesterday that I was still the Chief Investigation Officer here. ”

*Supt Chua Chee Wai, Deputy Commander, Bedok Police Division*





“ I like the working environment here as officers from different units work together as a family to solve any challenge that arises. ”

*Mdm Salbiah Salam, a retired Bedok Police Division uniform officer, who returned to work as a civilian staff after retiring in 2008.*

Led by former Commander, 'G' Division, DAC How Kwang Hwee, the celebration kicked off with a recitation of the Police Pledge with officers from all seven of the Bedok Police Division's NPCs via a live video feed. A portrait depicting the terrains of all the Division's seven NPCs, drawn by one of its officers, Senior Staff Sergeant Nasrun from Changi NPC, was unveiled. A time capsule filled with memorabilia and items representing significant milestones of the Division such as a former Divisional Flag and t-shirts, was buried.

#### PASSION AND DEDICATION IN THE DAYS AHEAD

Whichever Division our officers come from, their unquestionable passion and dedication to keep Singapore the safest place in the world is evident. From the foundations laid 25 years ago to the ones we are building for our future generations, SPF will continue to be a police force that is clean, diligent and committed to her mission.



# 60<sup>TH</sup> ANNIVERSARY OF THE SPECIAL OPERATIONS COMMAND

*By Deputy Superintendent of Police Kamil Ramley Jenaton,  
Head Special Tactics Advisory Team, Special Operations Command*

*Deputy Superintendent of Police Lim Ke Wei, Operations Officer,  
Operations Branch, Special Operations Command*

*Inspector of Police Eugene Ooi, Deputy Officer-In-Charge,  
Police Tactical Troop, Special Operations Command*

*Staff Sergeant Lee Wei Qiang, Planning Officer,  
Research and Planning, Special Operations Command*

The Special Operations Command (SOC) marked its 60<sup>th</sup> anniversary in 2013 with a big celebration as officers from the past and present got together for this landmark occasion. It has certainly been a unique journey, one that began all the way back in 1952 with a single squad of just 60 people.

The SOC story all started over the custody tussle of a little Dutch girl of local Malay upbringing, named Maria. The bloodshed from that bleak chapter in Singapore's history filled us all with remorse and tragedy, but it paved the way for the formation of what stands today as Singapore's centre for tactical excellence, capable of dealing with situations like the Maria Hertogh Riot that broke out on the fateful days of 11 and 12 December 1950. The 18 deaths (including one Police Inspector) and 173 casualties that resulted from the Maria Hertogh Riots taught us an important lesson and soon led to the recommendation of three specially trained riot squads in June 1952 to deal with similar incidents in the future.

The SOC saw its humble beginnings in June 1952 when a single squad of 60 personnel from various racial origins was formed. Pakistanis, Punjabis and Mahrattas joined Chinese and Malay

officers at Kampong Batak in Jalan Eunus where they underwent special training to become proficient in a new branch of policing. By December that year, the first Riot Squad of Singapore became operational under its Officer-in-Charge, Assistant Superintendent of Police (ASP) J H Davies. In October 1952, the Riot Squad was renamed as the Reserve Unit (RU) with a strength of three troops of 50 officers each. Commanded by a Deputy Superintendent of Police (DSP), the RU was specifically trained for riot suppression. In August 1955, the RU shifted to its first permanent base in Mount Vernon from Kampong Batak. As time passed, it was also tasked with other roles such as flood rescue, the extrication of victims from traffic accidents, building collapses, and even crowd control at scenes of fires (notably the three major fires in Kampung Tiong Bahru, Kampong Henderson and Bukit Ho Swee). The

RU also supplemented the Land Divisions in their patrol duties and conducted preventive patrols.

The 'baptism of fire' for the RU took place five years after the Maria Hertogh incident – during the Hock Lee Bus Riots on 12 and 13 May 1955. The local police were more prepared this time and significantly helped suppress public disorder with fewer casualties recorded in the two days. Though there were six fatalities (including two police officers) and 31 injured, the extent of the damage was much reduced and the RU also learnt many valuable lessons over the incident.

The RU was next tested in the Chinese Student Riots that spread over two months in October and November 1956. In view of these incidents, many upgrades were introduced into the different aspects of the RU's operational capabilities as well as its





training. Stocks of tear gas and smoke grenades were increased as well as locally designed and manufactured plastic-dye grenades that helped identify rioters. The RU also undertook the training for the rest of the police force in the use of anti-riot ordnance methods and tactics, a procedure that is still seen today with the SOC. Not only did this unify anti-riot practices and tactics within the Force, it also acted as reinforcement in terms of trained manpower for the RU when needed.

As time passed and the overall environment changed, the RU transformed to ensure that they remained relevant and effective. As the regularity of strikes increased in the Central Business District, it was deemed necessary to raise a fourth troop in the RU. Commanded by the former Deputy Commissioner of Police, Mr Michael Chai, who was then an ASP, this newly formed 'D' Troop was specially trained in dealing with illegal strikes and was based at the former Hill Street Police Station.



Shortly after the RU successfully quelled the infamous prison riots on Pulau Senang in July 1963, Singapore merged with the Federation of Malaya to become Malaysia on 16 September 1963. This saw a major expansion in strength of the RU from 4 to 15 troops with the addition of manpower from the Federal Reserve Unit (FRU) of Malaysia. The FRU was heavily deployed yet again for the Racial Riots that happened in July and September 1964 with the toll amounting to 36 dead and 560 injured. However, the wave that brought the increase in troops in 1963 receded two years later on 9 August in 1965 when Singapore separated from Malaysia. With the FRUs from Malaysia suddenly withdrawn, there was a void that needed to be filled. The RU was quickly renamed the Police Reserve Unit (PRU) and the mass training of officers kicked off right away. Within eight months, there were a total of 10 troops and by late 1966, there were five PRUs totalling 15 troops.



The late 60s saw the occupying of two newly built bases at Jalan Bahar and Queensway by three PRUs. Also, it saw the first batch of National Servicemen (part-time) joining the ranks of the PRUs. With the part-time troops, PRU expanded to 20 troops, deployed between 7pm and 11pm on a rotational basis.

In March 1978, in response to high-risk criminal incidents and the looming global threat of terrorism, the Police Tactical Team (PTT) was formed within the PRU. These brave men who volunteered their service were recruited from the PRUs and later other Units as well. This establishment also marked the commencement of the dual role<sup>1</sup> (public order and public security) that the unit would undertake in the decades to come.

In 1980, the PRU was renamed as the Police Task Force (PTF). In order to stay relevant with the changing times and the landscape of Singapore, a study team was sent to Hong Kong to study riot control methods from the Royal Hong Kong Police. A second team also visited the United Kingdom and Northern Ireland where they observed modern riot control techniques. Armed with this new knowledge, recommendations were soon made to revamp and restructure the PTF into a modern, well-equipped, compact and hard-hitting force capable of combating riots in urban Singapore.

By May 1983, these changes were soon taking shape. Initial changes included the decommissioning of the PTF at Mount Vernon and the restructuring of the troops from 63 to 46 men each. This wave of change also brought about the formation of a PTF Training Unit, which ensured the standardisation of riot-control drills throughout the PTFs and Divisional Light Strike Forces (LSF). The LSF were teams of fully trained



Divisional officers who were to be the intermediate force during public order incidents to mitigate the situation prior to the arrival of the PTF troops. The LSF also augment the total responding force's presence and capability. On 23 June 1990, PTF 1 and 2 merged to form one PTF Division and was based at Queensway Base.

The PTF was renamed Police Tactical Unit (PTU) in early 1992, and subsequently reorganised and restructured as the SOC on 10 September 1992. The PTU then came under the command of this newly formed unit together with the Police Dog Unit (later renamed as Police K-9 unit in 2003). Subsequently in Nov 1993, the part time Police Tactical Team within the PTU was also reorganised as the current full-time Special Tactics and Rescue (STAR) Unit.

More units were formed within the SOC in the years to come. The United Nations Peace Keeping Force secretariat (UNPKF) was formed in 1997. The Crisis Negotiation Unit (CNU), previously known as the Negotiation Team, and the former Police MRT Unit (PMU)<sup>2</sup> were subsequently absorbed by the SOC from the Operations Department in

May 2002 and on 15 August 2005 respectively. Finally, the Special Women's Task Team (SWTT) came into being in 2007 as a formidable intermediate force made up of female officers from across the SPF. They are recallable to respond to public order incidents and were also introduced under the SOC umbrella. Fully tasked with the responsibility in areas of tactical operations, public order and weapon doctrine, the SOC has come a long way in its journey from that single Riot Squad that began back in 1952.

Over the course of six decades, the SOC, being the current custodian of the strategic tactical arm of the SPF, has constantly evolved with the changing environment and landscape of Singapore to remain relevant and effective. It will continue to do so in the years to come to ensure that it remains the best strategic tactical force for the nation.

In 2013, SOC marked its 60<sup>th</sup> anniversary and a Diamond Jubilee Commemoration was organised on 11 October 2013 to celebrate the historic occasion.

The Guest-of-Honour was Second Minister for Home Affairs Mr S Iswaran, who was also the Parade Review

<sup>1</sup> Formation of the full time Special Tactics and Rescue (STAR) unit on 9 November 1993 and commissioning of the new Anti Swarming Team (AST) capabilities in PTU on 16 July 2010. The ASTs are formed as a rapid response force to respond to any security incidents similar to the 2008 terrorist swarm attacks in Mumbai.

<sup>2</sup> PMU was commissioned as the Public Transport Security Command (TransCom) on 15 August 2009 as an independent unit and shifted to its Base in Geylang in December 2009.

## QUOTES FROM GUESTS/SOC OFFICERS

“SOC has long been associated with a tradition of distinction and dedication. I have not had the chance to be associated with SOC, although many Commanders are close friends, until our POTG training for GE (General Election) 2011. It is tough enough to don those riot gear, but to execute demanding tasks such as boxing in and extraction while doing so would have pushed most people over the edge. But our troopers are no ordinary folks. They are extraordinary officers who are ever mission-ready. “Train hard, fight easy” is a mantra they have taught me. Congratulations on your Diamond Jubilee!”

/ **SAC Koh Yak Leng**

Director, Police Logistics Department

“All roads lead to SOC, our security stalwart, SPF’s first and last line of defence... The changes CNU made after we became part of SOC were tremendous. We were always made to feel at home, and I would definitely not have it any other way.”

/ **AC Gerald Lim**

Commander, TransCom and CO CNU

“SOC officers not only have a high fitness level, but we are also mentally resilient. It makes me feel very proud when I look back at my journey as a Police officer and specifically, an SOC officer.”

/ **SSI 2 Jamil Bin Nawin**

(34 years in Police Tactical Unit, SOC)

“As former Head Research & Planning of the Command, I am heartened to see SOC realising the various operational capabilities and state-of-the-art training facilities which it had envisioned to achieve.”

/ **DAC Lee Chwee Huat**

Director, Administration & Finance Department  
(Former Head Research and Planning, SOC)

“I am proud to have been a part of this unit. SOC officers are a special breed of men with an extraordinary passion and commitment towards the SPF mission. I wish them well in their continuous strive towards tactical excellence.”

/ **DAC Manimaran Pushpanatan**

Director, Police National Service Department  
(Former Head Operations SOC and Deputy Commander SOC)

officer for the parade. Spectators watched a parade made up of contingents representing all the sub-units that make up the SOC – Police Tactical Unit, Special Tactics and Rescue Unit, K-9, Crisis Negotiation Unit, United Nations Peacekeeping Force and Special Women’s Task Team. Commanding Officer of the police K-9 Unit, Superintendent of Police Koh Lye Meng was the parade commander that day.

In his speech, Minister Iswaran, who is also Minister in Prime Minister’s Office and Second Minister for Trade & Industry, lauded the SOC for being the strategic force of the Police, providing the highest level of tactical options to maintain public order, and to prevent, deter and detect crime. He acknowledged that “SOC’s strong deterrent effect is anchored by the commitment, capability and dedication of its officers who operate in dynamic and unpredictable environments.”

He also noted that our officers are the core strength of the SOC, and central to achieving its mission and as such committed both the Ministry and the SPF to “work closely with SOC to ensure that there is a ready pool of strong officers to contribute towards SOC’s mission”.

This was welcomed by all SOC officers in light of their sacrifices and perseverance in ensuring that they keep themselves operational ready to fulfil their mission.

In his speech, Commander SOC, AC Anthony Ng, commended his officers for their unyielding spirit and willingness to “stride through uncharted waters” in meeting the challenges over the past several years. He promised that SOC would always be aware of emerging trends and to adapt to these challenges as they have done so rapidly with our AST capability development. He stated SOC’s gratefulness for the support from our strategic partners such as Police Logistics Department, Police Technological Department, Training Command and International Co-operation Department.

He also outlined his plan for SOC to strengthen its public order capabilities in light of emerging trends such as swarm riots and the changing demographic landscape in Singapore. He promised that SOC would continue to benchmark itself against renowned forces around the world and do what it takes to be a Centre for Tactical Excellence.

At the end of the evening, all who attended left with pride to have served in the SOC and gratified with the recognition given to SOC’s importance in the nation’s national security and well-being.





PPSD psychologist Khoo Yan Leen in a re-enactment of a counselling session for a police officer in local drama C.L.I.F.





# 20 YEARS OF POLICE PSYCHOLOGICAL SERVICES

*By Ms Ko Si Hui, Psychologist,  
Organisational and Personnel Psychology, Police Psychological Services Division, Manpower Department*

*Mr Shaherul Bin Syed Ahamad, Project Coordinator,  
Resilience and Counselling Psychology, Police Psychological Services Division, Manpower Department*

---

“I believe that psychology is to policing,  
as physics is to construction, mathematics  
to finance, or history is to diplomacy.”

~ CP Ng Joo Hee

---

The incorporation of psychology in local policing has a unique history of its own. Based on the Police Psychological Services Division's (PPSD) archival records, police psychology as a field of discipline and practice in the Singapore Police Force (SPF) can be traced back about two decades.

## **INCEPTION OF PSYCHOLOGY IN THE SPF**

The first recorded use of police psychology was in the early 1980s when two university students assisted in a study on improving relations with members of the public. They discussed police officers' disciplinary conduct and frontline police officers' interactions with the public, prompting the Ministry of Home Affairs to commission a needs survey on the utility of psychological services for policing. Even though there

was a strong interest among survey respondents on the introduction of formal police psychology programmes, little was done due to the limited resources available at that time.

In 1974, psychologists were asked to support the teams involved in the prolonged crisis negotiations during the 'Laju Ferry Hijacking'. The incident resulted in the creation of a Police negotiation unit. By the late 1980s, spurred by the impact and benefits that external consulting psychologists had upon police operations, official implementation of psychological services in the SPF was revisited. One such operation involved the 'Hotel New World collapse' on 15 March 1986 where psychologists were consulted on the possible psychological trauma faced by attending personnel and affected victims.

In the early 1990s, the conceptualisation of psychological services began with the inception of a 'Resource Panel of Psychologists' and a proposal for a professional unit. Former Director of Manpower and Administration, Mr Heng Swee Keat (now Minister for Education), engaged a psychology graduate to conduct a needs assessment. Based on the results, a paper was submitted on the 'Use of Psychology in the Republic of Singapore Police' and was strongly supported by the former Chief-of-Staff Mr Khoo Boon Hui.

### FROM UNIT TO DIVISION

Provision of psychological services in the SPF started in 1993 and the Police Psychological Unit (PPU) was officially launched on 1 March 1996 by former Director of Manpower, Deputy Assistant Commissioner of Police Ng Seng Liang. The PPU was split into two branches. The "Field Services Branch" looked into operational support; emergency management and direct services to police personnel; and the "Manpower Branch" covered personnel support functions and organisational development.

In 2004, the PPU was reorganised into four main branches: the Organisational and Personnel Psychology (OPP) Branch, Resilience and Counselling Psychology (RCP) Branch, Operations and Forensic Psychology (OFP) Branch and an operations support branch known as the Operations and Corporate Support (OCS) Branch. Professional services were categorised into three "O"s: services to the Organisation (by OPP), Officers (by RCP) and Operations (by OFP). A full-fledged Division under the Manpower Department was born.

### THE FOUR BRANCHES OF PPSD

The OPP branch's role is in enhancing the functioning of the SPF as an organisation. It provides research support in job analyses, system designs, psychological assessments, and selection and recruitment of police officers through psychometric

testing. Appointments in specialised units such as the Special Tactics and Rescue (STAR), Security Command and the United Nations Peacekeeping Force (UNPKF) are also part of the responsibilities of the OPP branch.

The RCP branch provides psychological services to officers. It looks into counselling, paracounselling or peer counselling programmes and is involved in knowledge sharing through counselling-related courses and information dissemination via in-house publications and outreach efforts. The RCP branch is also responsible for programmes aimed to help officers build their resilience and life skills in order to enhance their ability to cope with adversities.

The OFP branch focuses on improving police operations through research, training and operational support. In terms of operations and crisis support, psychology principles are applied in various types of police operations, whether they are routine, planned or crisis operations. For instance, the OFP branch supports major and planned operations through morale management initiatives and provides consultation to units during operations regarding crowd psychology. In addition, it supports officers involved in hostage negotiation situations. The OFP branch assists in criminal investigations and crime prevention efforts through research in understanding and profiling crimes and criminals. It also provides police officers training in victim management support.

The OCS branch handles a wide spectrum of operational and corporate services. One of the major projects handled by the OCS branch is the Organisational Health Survey (OHS) held at 18 month intervals for all SPF officers. The OHS is a feedback exercise on the total well-being of the staff in an organisation, including issues such as job satisfaction, working relationships, rewards and recognition and organisational functioning. The

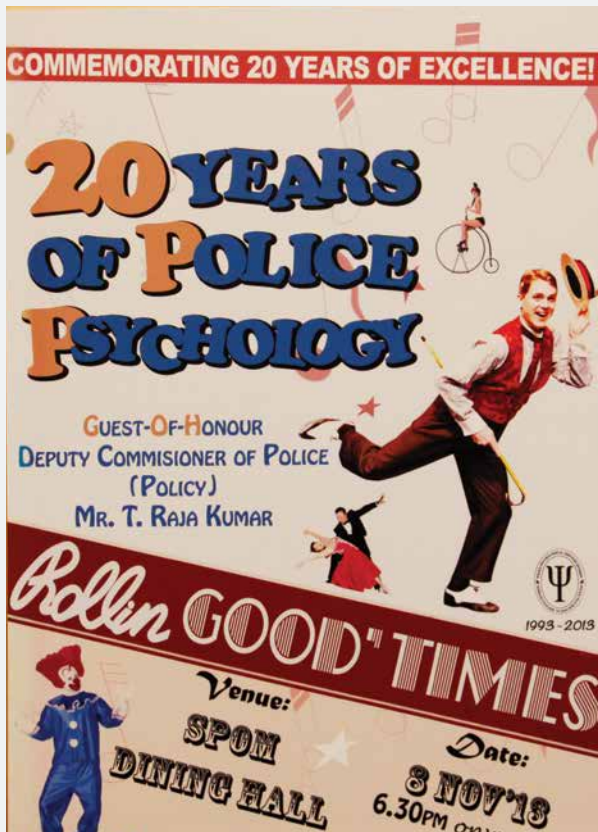
idea was first mooted in 1995 when Mr Goh Liang Kwang, the former Chief-of-Staff, initiated the formation of a Working Group comprising officers of various ranks to review and enhance the support systems of organisational health in the SPF.

### POLICE PSYCHOLOGY CHANGING POLICING

Psychology is more than talking to a doctor while lying on a couch. Police psychology in SPF is all about using psychology to make a real difference at the frontline. There were many firsts started by the PPU and the current PPSD. Some of these include:

**Morale Sensing Operations:** The Severe Acute Respiratory Syndrome (SARS) crisis in 2003 was a unique crisis for policing. There were widespread public concerns about safety at the frontline for officers facing a deadly crisis. The usual channels for briefings and cascading of information were not recommended as any congregation of people increased the risk of mass contamination. To understand the morale of frontline officers, their confidence in achieving the mission and the support required, PPSD developed a morale sensing tool that has since been used in several major police deployments and localised crises.

**Organisational Health Surveys:** How do the police get an internal pulse on how officers perceive the SPF? Are they supported with the right training, equipment, technology and leaders to do the job? What would make them stay in SPF or look for greener pastures? In 1998, the PPU working under the guidance of Mr Leo Yip started the first ever Organisational Health Survey (OHS) to find answers to these. The OHS has since become a mainstay of the SPF's corporate planning process and has spilled over into many Home Team Departments, public and private agencies.



**Crisis Negotiation Psychologists:** In 2002, the Crisis Negotiation Unit (CNU) was formed as SPF's response to hostage and barricaded situations. Realising that psychologists can add tremendous value towards understanding the persons in crisis and resolving the crisis, police psychologists were incorporated as organic members of the CNU. The deployment of psychologists along with negotiators is a first among the worldwide negotiation fraternity and the Singapore CNU has been the envy of negotiation units around the world.

### COMMEMORATING 20 YEARS OF POLICE PSYCHOLOGY

Over the years, the use of psychology has gradually proliferated and become a force multiplier in policing. As the PPSD entered its 20<sup>th</sup> year of providing psychological services to the SPF, it was an apt time to commemorate and take stock of the development, growth and contributions in the past two decades. Besides reminiscing and reflecting on the past, we also wanted to take the opportunity to envisage how future police psychological work could further value-add to the SPF, to its officers and operations, and to consider long-term sustainability of the field.

With these objectives in mind, an internal working group was formed and started work on activities and collaterals aimed at reaching out to PPSD's stakeholders and to showcase the work that PPSD has done in the past 20 years. Four key collaterals were produced and shared with the PPSD's partners during the appreciation dinner held on 8 November 2013.

### LOOKING INTO THE FUTURE OF PPSD

"Since its formation, the PPU has grown and matured by leaps and bounds... My hope is that future police commanders will continue to maintain a psychological perspective to all police operations with the police psychologists rising to the occasion in meeting their needs. But moving forward, the psychologists should at times take the initiative in helping law enforcement officers in dealing with antisocial behaviour in the fight against crime in Singapore."

/ **Adjunct Associate Professor Fred Long Foo Yee**  
Nanyang Technological University

"I hope that police psychology in the SPF will continue to adopt a learning orientation because there is always much to learn. Most importantly, I hope police psychology will continue to professionalise and develop strong scientific expertise, uphold the values of professional ethics and adhere to the psychology code of conduct in both research and practice."

/ **Professor David Chan**  
Singapore Management University

"My advice for colleagues is never to look down or disrespect the cops that they work and deal with. Much of what they do works well. Very well, in fact for most of the time! Opening our minds and our methods to what they already do well and to study the elements of what works and why will add a huge multiplier effect to our work as police psychologists. This is the raison d'être of police psychology. With this note, I thank our police psychologists past and present [and future] for their contributions!"

/ **Dr Majeed Khader**  
Deputy Director, Police Psychological Services Division



# 35<sup>TH</sup> ANNIVERSARY OF THE SINGAPORE POLICE FORCE OVERSEAS SCHOLARSHIP

*By Mr Robin Jiang, Manpower Officer/Scholarships, Recruitment Division,  
Manpower Department*

One of the most prestigious scholarships conferred by the Public Service Commission, the Singapore Police Force Overseas Scholarship (SPFOS), was established in 1978 to attract the best and brightest young Singaporeans to join the SPF and to groom them for leadership positions. Since its inception, the scholarship has been awarded to more than 60 officers, of whom 11 are also President's Scholars.

In 2013, the SPF celebrated 35 years of giving out the SPFOS to deserving recipients at the annual SPFOS ceremony held at the Istana.

Recipients of the SPFOS are sponsored for a world-class education at the best overseas universities, before returning to embark on a career with the SPF.

The first recipients of the SPFOS were Mr Benedict Cheong (Chief Executive Officer (CEO) of Temasek Foundation) and Mr Ong Kian Min (former Member-of-Parliament for Pasir Ris and Tampines GRCs), both awarded in 1979. Through the years, many holders of the SPFOS have contributed in the SPF and in the Ministry of Home Affairs; or continued contributing in other fields such as law, academia, politics and as CEOs of large private and public organisations.

Among the many notable recipients of the scholarship include Mr Heng Swee Keat, Minister for Education; Mr Heng Chee How, Senior Minister of State in the Prime Minister's Office; Mr Leo Yip, Chairman of the Economic Development Board; and Mr Aubeck Kam, Permanent Secretary at the Ministry of Communications and Information. Within the SPF today, a number of its top leadership ranks are recipients of the scholarship, including the Commissioner of Police himself, Mr Ng Joo Hee.

## THE COMMISSIONER'S STORY

Mr Ng Joo Hee received the SPFOS nearly 30 years ago in 1985. By his own candid admission, Mr Ng never aspired to be a Police Officer in his youth. His favourite subject in school was Chemistry; his career ambition back then was to become an oil explorer, which in his view back then, would offer both money and adventure. His backup ambition was to become a journalist. According to him, quite unusual for someone schooled in the hard sciences, he could write a decent essay, and that became a source of motivation for him to consider a journalism career.

All that changed, when at 18 years old, Mr Ng was offered a place in the University of Oxford, but could

not afford to go due to his family's financial status.

Mr Ng took up the SPFOS, which not only paid for his education at Oxford, but also planted him on the path of policing traversed by the men and women in blue. And the rest, as they say, is history.

His career with the SPF, in Mr Ng's own words, has been an "outstanding adventure". Since returning to serve in the SPF after spending three years in Oxford, Mr Ng has served as an investigator, a spy catcher, a United Nations peacekeeper, a SWAT team leader, a secret agent handler, a CID detective and a jail-keeper on his way to the top job of Commissioner of Police.

As Commissioner, he now leads the 17,000-strong SPF and is entrusted with the immense responsibility of ensuring the safety and security of the country. By his own profession, it is a duty he carries out with "a grave sense of responsibility and humility".

Mr Ng's intense commitment to his duty and service is also fuelled by a strong sense of gratitude at being offered the scholarship that has played a major part in taking him where he is today.

“  
As Commissioner,  
he now leads the  
17,000-strong SPF and  
is entrusted with the  
immense responsibility  
of ensuring the  
safety and security  
of the country

”



## THE CELEBRATION

On the evening of 22 August 2013 the stars of the show were the four newly awarded SPFOS scholars, Adil Hakeem Bin Mohamad Rafee, Joshua Jesudason, Poh Yu Quan and Timothy Yap. All were present at the Istana except Adil who had already left Singapore to commence his studies in the United States of America. Sharing in their joy and in attendance that night were their family members, friends and school principals and teachers.

Distinguished guests at the event included the Public Service Commission (PSC) Chairman, Mr Eddie Teo, and members of the PSC, Ministry of Home Affairs (MHA) and SPF Senior Management, and the SPFOS alumni. The SPFOS alumni included seconded officers like Senior Assistant Commissioner of Police (SAC) Jerry See and SAC Raymond Khoo.

The Guest-Of-Honour, Deputy Prime Minister and Home Affairs Minister Teo Chee Hean, opened the award

ceremony with a speech touching on the significance of the SPFOS. He reiterated the responsibility and high calling placed on the young shoulders of the new awardees before presenting them with their certificates.

The 35<sup>th</sup> anniversary celebrations gave the many SPFOS alumni in attendance an opportunity to catch up with old friends and batch-mates to reminisce about the past.

As the evening drew to a close, Commissioner of Police Ng Joo Hee addressed the guests with a stirring reflection of his own SPFOS and policing journey.

The following is the full reproduction of his speech at the SPF Overseas Scholarship Presentations & 35<sup>th</sup> Anniversary Celebrations:

## THE COMMISSIONER'S SPEECH

"Deputy Prime Minister, Chairman and members of the PSC, The Permanent Secretary, Ladies and gentlemen,

The first police overseas scholarships were given to Mr Benedict Cheong and Mr Ong Kian Min 34 years ago, in 1979.

This evening, we mark the 35<sup>th</sup> year that we have been giving away these scholarships. In the interim years, 68 outstanding young men have been bestowed the honour of becoming police overseas scholars.

Of these 68, 41 are still police officers. Two others serve in the wider civil service. Two hold high political office. And the other 23 are in private enterprise. The oldest is 53 years old, and the youngest, 20.

This evening, we celebrate the addition of our four latest inductees. We welcome Joshua, Timothy, Yu Quan and Adil to the brotherhood. Their lives will never be the same again."



## MY POLICE STORY

I received my scholarship in 1985, 28 years ago. And I can say, hand over heart, in all honesty, that winning the Police Overseas Scholarship was, other than marrying my wife and having my two girls, the best thing that has happened to me.

I think everyone who has ever chosen to become a police officer joined up for different reasons. Some to fulfil a youthful ambition. Some for a stable career and the steady pay. And some, like many of us in this room, in return for scholarships or other sponsorship.

Becoming a policeman was never an ambition of my youth. But a place in Oxford, and an expensive scholarship changed all that.

When I was 18, I was smart enough to get a place at the University of Oxford, but had no money to go.

My parents were poor hawkers, and there was no way they could afford to send me to England, even on their entire lifetime earnings. I also have a younger brother and sister after me, who were also doing well in school, and likely to make it to college.

As such, I had to, somehow, find my own way to the hallowed halls of Oxford.

At the time, my favourite subject in school was Chemistry, specifically organic chemistry. And I had applied for, and was granted a place, in the NUS to study chemical engineering. My career ambition then was to become an oil explorer which, in my youthful imagination, would offer me both money and adventure.

My backup ambition was to become a journalist, largely due to the fact that, quite unusual for someone schooled in the hard sciences, I could write a decent essay.

The offer from Oxford, as you would expect, changed all my plans, and eventually also altered the course of my life.

Ultimately, the police came along and offered to pay for Oxford, in exchange for eight years as a police officer after graduation.

Going to Oxford University was, of course, a life-changing experience. Oxford was then, as it had been for

800 years, and as it remains today, a great centre of learning in the world. It was a place where the wise congregated, and where the young and eager came to learn.

After three years in Oxford, I kept my promise and returned to Singapore, and to the police force. Thankfully, I turned out to be a fairly good policeman, and now have the responsibility of leading the force.

My own policing career has been an outstanding adventure. I have been, at various times in my career, an investigator, a spy catcher, a UN peacekeeper, a SWAT team leader, a secret agent handler, a CID detective, and a jail keeper.

Today, I lead the 17,000 strong Singapore Police Force with a grave sense of responsibility and humility; knowing full well that the personal safety and security of five million Singaporeans and residents are largely in my hands.

For a son of a street hawker to be able to attend the best universities in the world and then rise to become police chief is, by any measure, a remarkable thing. In our Singapore system, however, it is but common place.

I believe that those of us who have been honoured with government scholarships, whether still in public service or not, owe a debt to our country which we can never hope to repay.

## THE POLICE SCHOLAR

Our police force is nothing without our cadre of dedicated officers. The force constantly seeks out outstanding young persons to join our ranks, believing that only conscientious renewal and rejuvenation can guarantee continued success.

Of course, we have uncompromisingly high standards, and are unapologetic about them. We demand our prospective scholars to have achieved





high excellence in both academic and extra-curricular work. In addition, we insist on an indomitable spirit, a clear demonstration of outstanding leadership, and an uncommon willingness to serve others.

The police overseas scholar will receive a world-class education at the best universities in the world, on terms which are second to none.

For the successful scholar, I am certain that policing offers an extraordinary career, in the service of our nation and our fellows.

You cannot learn policing in a university. It is only in practice that the police scholar develops the skills and instincts required for crime fighting, for engaging with the communities that we serve, and for motivating and leading others.

Policing is difficult work. Some will claim that it is thankless work. Those of us in the business know that it is a noble vocation, even a calling, and will not want to do anything else.

Our police officers work tirelessly to keep Singapore safe; indeed, one of the safest places in the world. By any measure, our police force is a world-class police service, and we are all proud to belong to a forward-looking, innovative and responsive organization.

## POLICE LIFE

You learn a lot about life as a police officer.

Our job, in essence, is to deal with other people's misfortune, and to prevent misfortune from befalling upon the innocent.

To be a good cop takes a lot of you. But every crime solved, every tragedy averted, and every evil put right continue to instruct me in the fragility of life, and to make me treasure human goodness that little bit more.

Our work as police officers and the experience we gain from it equip every one of us with a unique set of skills that cannot be found anywhere else. This is simply because the situations that we encounter and the challenges that we face every day as police officers are unlike anything else.

Good police officers learn very quickly to be empathetic, decisive, resourceful, adaptable and efficient.

These skills, which cannot be taught in any school or university, give police officers a distinct advantage in a world that is becoming more complex, more demanding, and more competitive.

These same skills are the reason why high performing police officers are so sought after by other employers in the private sector and the rest of the public sector.

## THE FORCE

The Singapore Police Force, the organisation which we have chosen to dedicate our working lives to, is a most venerable one.

It is as old as Singapore itself, having been established soon after Raffles claimed this island for the British. Our history as a police force is intimately intertwined with that of our nation.

Collectively, we are the guardians of a near 200-year-old tradition.

From Singapore's founding; through colonial times; through two world wars; through Confrontation and communalism; through to independence and early nationhood; to today's Singapore, our police force has helped Singapore come through thick and thin.

Ours is a special organisation. We are a Singaporean institution, and occupy a special place in the national consciousness. Every one of us who has worn this uniform inherits this long and proud history.

Throughout our long history, it has been the devotion, the sacrifice and the courage of police officers which have kept the force relevant and effective.

## WHAT LKY SAID

I want to conclude my remarks with the words of another.

Mr Lee Kuan Yew had dined with the police on four separate occasions: first, in January 1967, soon after independence; then, five years later in April 1972; a further five years later in February 1977, soon after end of the Vietnam War; and most recently, two years ago in November 2011.

On his second visit in 1972, he had the following words for us; words which, 41 years later, remain relevant and pertinent.

Mr Lee had said this, and I quote:

"But most of all, you need integrity; you need a sense of purpose... to have that mark which others recognise to be special. You are upholding the state. Without you, without the quiet civil servant who gets things done, all the young executives who can wine and dine in the Shangri-La, they will go down the drain. (The Police) must have high morale. It must be proud of itself. And it can't be proud of itself if it hasn't got the right leadership." Unquote.

Integrity, a sense of purpose, a special quality, high morale, pride and leadership. These are still what our police force is about today.

I congratulate our four new scholars. You are now police officers. You now share a common membership and a common purpose with a special band of men and women. And you must devote yourselves to the mission of our police force, and to making Singapore the safest place in world.

Thank you very much."

# TO ENGAGE, TO INSPIRE

By Staff Sergeant (NS) Muhammad Nazri Hadi Saparin, Public Affairs Department

His eyes lit up when he spoke about how he led his friends on a 'road march' at a youth camp he attended recently.

It was his first time in a leadership role and 17-year-old Tang Yi Long enjoyed it thoroughly.

"The camp taught me so much," he said. It opened his eyes to a world of possibilities.

"I discovered so many things about myself. I became more confident, more motivated and I knew if I put my mind to something, I can do it," said the Pioneer Secondary School student.

Yi Long's enthusiasm was understandable. His life now is a stark contrast to the one he knew just two years ago. Yi Long was then in a gang, trapped in a downward spiral of destruction.

He had a tough childhood. His father was a drunkard and a wife-beater. After years of abuse, his mother left home and started a fresh life with a new family. Yi Long has been cared for by his grandmother ever since.

He grew up angry and desperately longing for love. At 15, he found what he was looking for in a gang, or so he thought.

"I had three very close friends since Secondary One. They understood what I was going through, and we did everything together. When one of them asked me to join a gang with him, I was excited. But things were not what I expected," he said.

Being in a gang changed him and Yi Long did not like the person he became. He started smoking, played truant and became rude to his grandmother – the only person who never gave up on him. He was also forced to fight. He could never forget an incident where his school mate was beaten viciously with a metal rod.

"He was begging for help but I just stood there and watched. The gang turned me into a monster," admitted Yi Long.

Now, Yi Long's days as a gangster are firmly behind him. After much difficulty, he managed to leave the gang with the help of his parents, who are now back together. He now sees a different person in the mirror – a much changed one.

According to Yi Long, he owed his transformation to the *My Life Programme* – a youth engagement initiative by the Jurong Police Division.

Started in 2013, the programme aims to engage youths in meaningful activities so as to steer them away from committing crime.







“ Throughout the activities, Yi Long has shown a determination to learn new things. He has demonstrated good leadership qualities and is focused on the right things in life, such as his studies. ”

The programme ran for six months and attracted 60 students from 11 schools. These students have been flagged by their school as being ‘at-risk’.

Staff Sergeant (SSgt) Denyse Young is one of the programme’s mentors and he has personally seen how Yi Long developed from a rebellious teen to a confident and respectful adult.

“Throughout the activities, Yi Long has shown a determination to learn new things. He has demonstrated good leadership qualities and is focused on the right things in life, such as his studies,” said the 39-year-old officer.

SSgt Young is all too familiar with cases like Yi Long. Most youths who join gangs are those who do not have an adult role model in their formative years. Along with a lack of supervision, it is a recipe for disaster.

“I do not believe any child is born ‘bad’. They need guidance, supervision and lots of love,” said the father of two boys. “Unfortunately, due to their circumstances, youths like Yi Long may not get this, and that is something *My Life Programme* hopes to provide them,” he added.



Youths enrolled in the *My Life Programme* attend a residential camp where they are exposed to activities that are aimed at providing them with important life skills such as self-confidence and self-motivation as well as activities that develop their leadership qualities.

Besides the camp, the youths also enjoy other activities ranging from dance workshops to paintball. Yi Long is most thankful that the *My Life Programme* gave him an opportunity to bond with police officers such as SSgt Young.

"I like speaking to SSgt Denyse. I always thought police officers are arrogant and are always looking to find fault. But now I know they actually care for us," said Yi Long.

Combating youth crimes and delinquency is a SPF effort that has roots reaching back to 1982, Police started the Boys' Club as part of its community outreach programme. These clubs were drop in centres for wayward boys of 11 to 16 years old who come from mostly low income family residing at matured HDB estates. Up till 1996, Police handed over the Boys' Club to the People's Association.

Despite a downward trend over the past three years, youth arrests remained as Police's key concern. One of Police's strategies to deal with youth delinquency is to identify and engage at risk youths early so as to reduce future adult offender population.

In total, about 1,115 students from 85 secondary schools participated in the Police's YEP conducted across all land divisions since it was introduced in 2010.

That year, the Ang Mo Kio Police Division organised Project Green Leaf as part of the Frontline Policing Experiments coordinated by Operations Department and Planning & Organisation Department. The success of the initiative led to YEP to be extended to all land divisions.

The other YEPs under the other land divisions are Project OASIS by Central Police Division, iBelieve by Clementi Police Division, Project Guiding Light by Tanglin Police Division and Youth Mentoring Scheme by Bedok Police Division.

The Youth Mentoring Scheme (YMS) was first piloted by the Pasir Ris Neighbourhood Police Centre in 2011, the programme has since been enhanced and expanded to cover other Neighbourhood Police Centres (NPC) in the division. Some 160 students and about 80 officers are currently involved in the programme.

Muhammad Afiq Khalis Ahmad Kawi from Changkat Changi Secondary School is one of the beneficiaries of the programme.



“

I am really proud of him. It is really down to his own determination to change and be a better person. As a mentor, it gives me great satisfaction to know that I have played a part in changing someone's life. It makes being a police officer that much more meaningful.

”



His mentor, SSgt Abdul Karim Muthalib recalled: “He was very mischievous and disruptive. I remembered looking at him and thinking how challenging it was going to be.”

Initially, Muhammad Afiq was not too pleased either to be ‘looked after’ by a police officer.

“At first, I thought he was very annoying and intrusive. He called me every day and asked to meet. I felt like he was spying on me,” he said with a laugh.

“But eventually, I grew to like his company. He gives good advice. He doesn’t judge me and he lets me make my own decisions. He only asks me to think things through before I do anything. He is like an angel that is here to look after me” he added.

Under the mentoring programme, Muhammad Afiq was also exposed to several life-skills activities conducted by the Bedok Police Division and a youth agency – Care Singapore. Among others, the 16-year-old Secondary Two student was also given the opportunity to do community work.

Since joining the programme, Muhammad Afiq has managed to stay trouble-free. He also quit smoking and his studies have improved. This year, he was promoted to the Normal Academic stream.

SSgt Abdul Karim is very happy with the change in the youth under his wing.

“I am really proud of him. It is really down to his own determination to change and be a better person. As a mentor, it gives me great satisfaction to know that I have played a part in changing someone's life. It makes being a police officer that much more meaningful.”





# LOWEST CRIME RATE IN 30 YEARS

*By Superintendent of Police Chong Zunjie, Assistant Director,  
Intelligence Doctrine & Development Division, Police Intelligence Department*

*Deputy Superintendent of Police Heng Chih Yang, Head Research,  
Planning & Organisational Development Division, Criminal Investigation Department*

*Deputy Superintendent of Police Tan Yong Liang, Operations Officer,  
Operations Planning, Operations Department*

In 2013, Singapore enjoyed a year of low crime rate, registering the lowest crime rate in the past 30 years. Overall Crime in 2013 fell by 3.3% to 29,984 cases from 31,015 cases in 2012 while the **Overall Crime rate<sup>1</sup>** for 2013 also fell from 584 cases per 100,000 population in 2012 to 555 cases in 2013.

OVERALL  
CRIME IN  
2013

**3.3%**

FROM  
**31,015**  
CASES IN 2012

TO  
**29,984**  
CASES IN 2013

<sup>1</sup> Crime Rate refers to Overall Crime per 100,000 total population. It is computed by dividing the number of cases reported over the total population and multiplied by 100,000.





This excellent set of results could not have been achieved without the strong support from all our community partners and stakeholders.

Besides working closely with the community and stakeholders, the Singapore Police Force (SPF) has also been constantly evolving and developing to stay ahead of criminals and criminal threats that jeopardise Singapore's safety and security. One of the key approaches to stay ahead is by leveraging technology as a force multiplier in helping the SPF achieve its mission to prevent, deter and detect crime.

## EVOLUTION OF POLICING

Drawing inspiration from Japan's Koban<sup>2</sup> system of community policing, the SPF implemented the **Neighbourhood Police Post (NPP)** system in 1983 as a strategic shift from response and reactive-based policing to a community and proactive-based approach. The NPP system proved to be a successful strategy in

allowing SPF to reach out and partner the community in fighting crime.

Building on the success of the NPP system, our community policing model evolved into a **Neighbourhood Police Centre (NPC)** system in 1997. The NPCs linked the SPF Land Division Headquarters to the NPPs, making a wide range of police services such as emergency response, counter-based services, on-scene investigations and community engagement easily accessible to the community. These capabilities at the NPC-level enhanced frontline commanders' options and capacity to fight crime. The NPC system has been effective in tackling crime and with it Singapore saw a decreased crime rate from 974 cases per 100,000 population in 1997 to 584 cases per 100,000 population in 2012.

While the NPC system has served us well, the SPF embarked on a new **Community Policing System (COPS)** since May 2012 to keep pace with the changing operating

environment and to meet the shifting safety and security needs of our community. Under COPS, the NPCs are being enhanced with the formation of Crime Strike Force (CSF) units and Community Policing Units (CPU). The CSF and CPU bring crime-fighting capabilities closer to the community and increase the level of engagement with the community.

The Police Camera (PolCam) project is also being implemented at HDB blocks and HDB multi-storey car parks to deter and solve crimes. By end-2016, Police cameras will cover key entrances and exits of about 10,000 HDB blocks and HDB multi-storey car parks.

The SPF is also investing heavily in technology to transform the way Police services are provided at our NPPs, allowing Police officers to be deployed in a more strategic and targeted way. Three revamped NPPs were launched on 7 December 2013 – Marsiling NPP, Radin Mas NPP and West Coast NPP.

<sup>2</sup> The *Koban* System refers to a system of community policing in Japan where Police Officers operate from small neighbourhood police centres located within the community.

The improvements of the revamped NPPs over the previous manned NPP model are round-the-clock access to services from Police and ICA, and video-conferencing capabilities. Selected NPPs will also have Automated Teller Machines (ATMs). In addition, there will be digital signage and interactive tablet computers which offer crime prevention advisory, access to Police@SG and other government mobile apps. Lastly, there will also be Heritage Displays which showcase information and artifacts on Police's rich heritage.

As of end-2013, COPS had been rolled out to 20 NPCs and the results have been encouraging. The implementation of COPS is on track and all 35 NPCs in Singapore will have crossed over to the COPS model by the end of 2015.

### PARTNERING THE COMMUNITY

Another of the SPF's key focus over the years is to build strong community partnerships. As the Commissioner of Police puts it, "trust is the currency of our trade" and "public safety, from criminal harm and public disorder, is a co-created blessing". Our partners and volunteers complement our crime prevention activities. Nearly 6,000 volunteers in Neighbourhood Watch Zones assist in promoting crime awareness and community vigilance.

The SPF also believes in **equipping** the community with the right information, skills and tools to allow residents to take ownership of local issues and assist each other in times of need. As part of these efforts, the SPF will enhance initiatives such as road safety education in schools and public awareness talks.

Engaging the community also plays a critical role in reducing crime. We continuously seek to create platforms and opportunities for the community to collaborate with the Police. Through the Community Safety and Security Programme (CSSP), the Police has worked with schools and families on youth mentoring projects, with foreign worker dormitory operators on crime prevention initiatives and also with the community at large such as through the Bicycle Bay Design Competition.

Sometimes, the community is in a better position to tackle issues on the ground and take **action**. For example, residents who know the neighbourhood well could provide suggestions on how to improve the environment so as to make it more difficult for criminals to strike. There have also been many cases where







information provided by members of public resulted in the arrests of criminals. For instance, in January 2014, a molester struck in a public residential estate. He was arrested after being identified by a member of the public from an image of him posted on the SPF's Facebook page. Underlying the significance of their joint efforts in fighting crime, public-assisted arrests made up 33.8% of all arrests made in 2013.

### TECHNOLOGY – BOON AND BANE

Today's environment is characterised by rapid technological advancements and the prevalent use of smartphones and the Internet. Criminals are increasingly using technology to perpetrate crimes. For instance, cheating via cyberspace surged from 238 cases in 2012 to 510 cases in 2013. Internet love scams also registered an increase from 50 cases

in 2012 to 81 cases in 2013. To stay ahead of the criminals in this digital era, we will continue to actively leverage technology to give us the upper hand over anyone who breaks the law.

The SPF has been pushing on three fronts for technology. In terms of **mobility**, the SPF has been extending knowledge and IT-based policing functionalities to frontline officers. For instance, Community Policing Officers are now equipped with "workpads". These "workpads" are installed with applications to help officers engage the community and also assist them in operational work. We are building up our **sense-making** capabilities by combining equipment such as PolCams, In-vehicle cameras and Body Worn Cameras with data analytics, giving our officers a bigger and better view of the situation on the ground. To

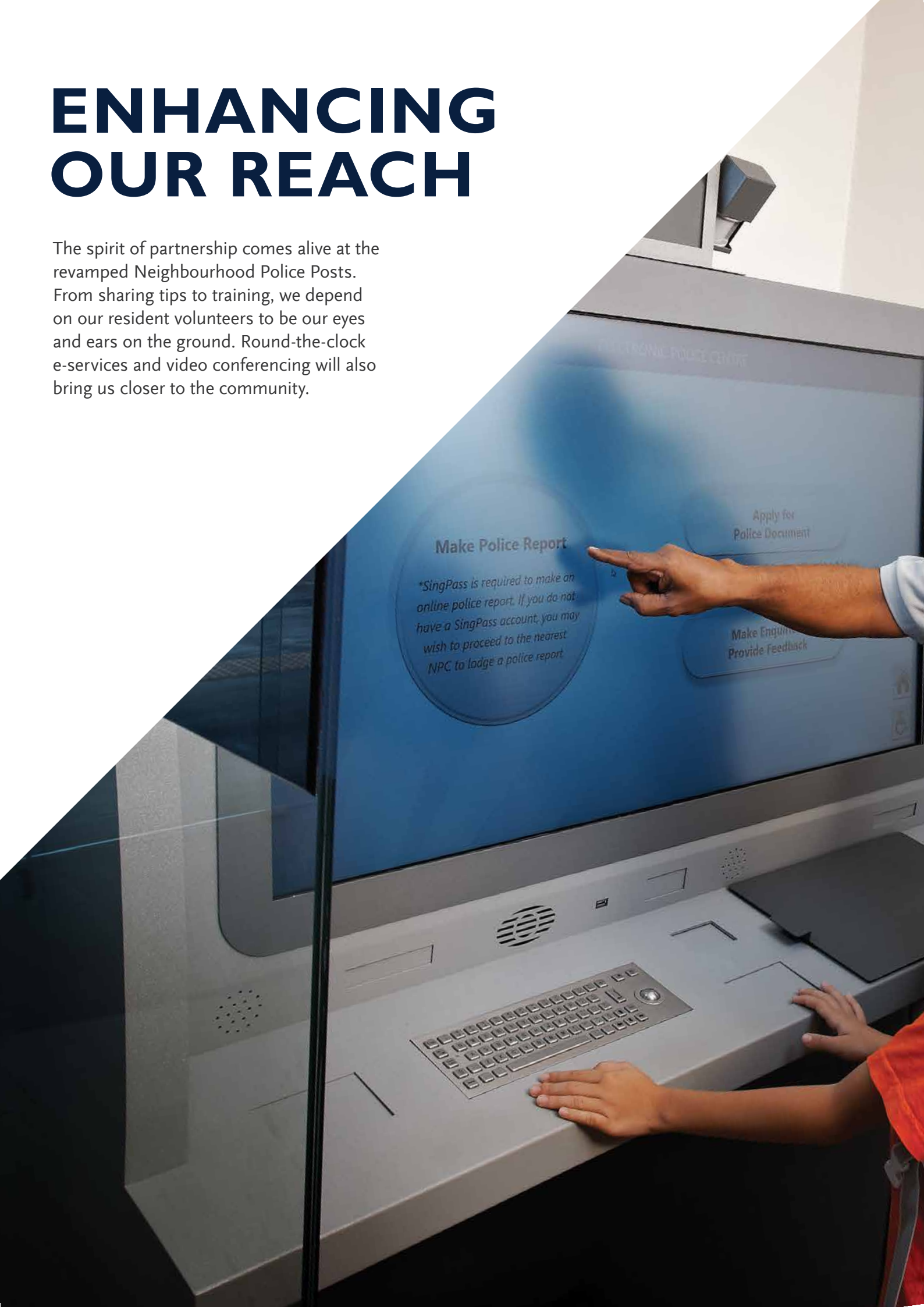
ensure an **adaptive and resilient support infrastructure**, we are also investing in wireless communications infrastructure and data centres to meet dynamic demands on technology. We have embarked on enterprise-level monitoring tools, virtualisation tools and Cloud technology to make our work more efficient, with segmented networks to protect our systems. These initiatives will allow the SPF to meet the changing operational requirements and demands while safeguarding against external threats.

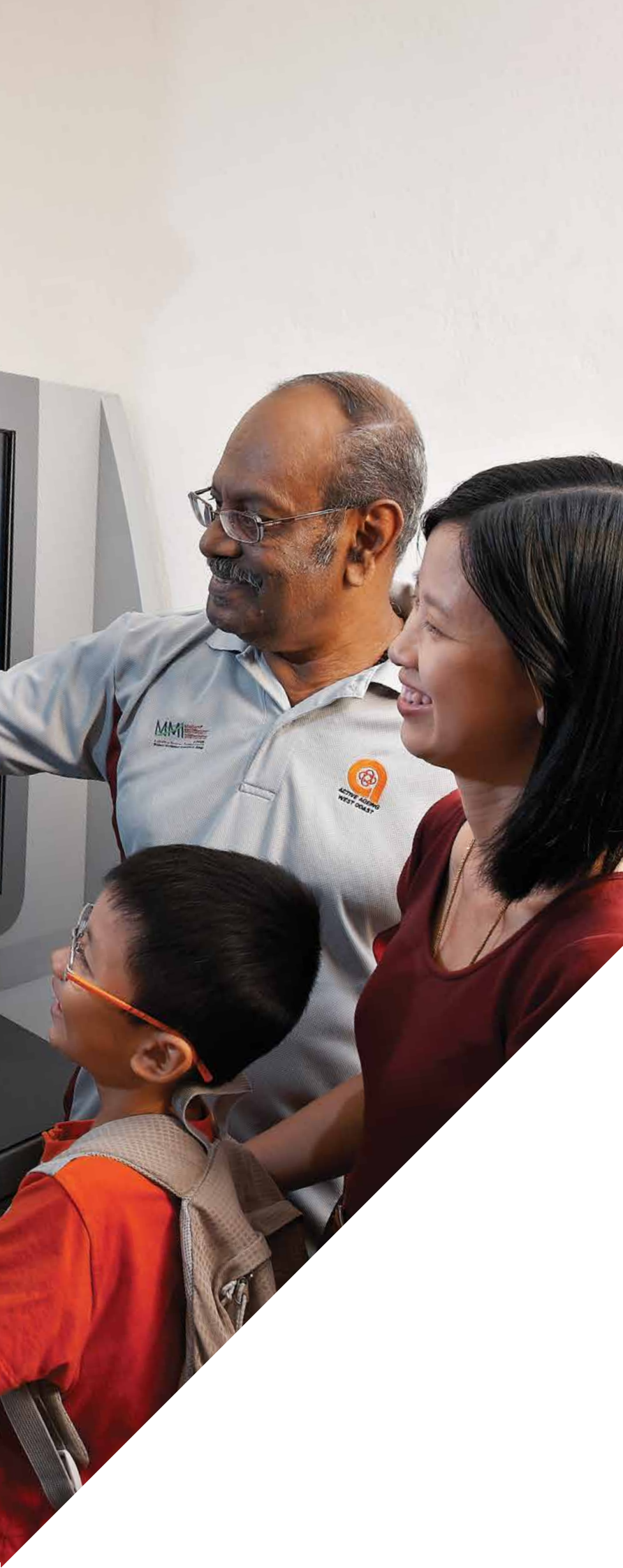
Staying ahead in the fight against crime requires constant effort. The SPF remains strongly committed to tackling crime head-on. Through the support of the community, various stakeholders and with the help of technology, we will continue to adapt, thrive and achieve our mission to prevent, deter and detect crime.



# ENHANCING OUR REACH

The spirit of partnership comes alive at the revamped Neighbourhood Police Posts. From sharing tips to training, we depend on our resident volunteers to be our eyes and ears on the ground. Round-the-clock e-services and video conferencing will also bring us closer to the community.





# SINGAPORE CRIME SITUATION

(1 JAN – 31 DEC 2013)

There was a decrease of 3.3% in Overall Crime from 31,015 cases in 2012 to 29,984 cases in 2013. The Overall Crime rate registered a notable decrease in 2013 and was also the lowest in the past three decades.

FROM  
**31,015**  
CASES IN 2012

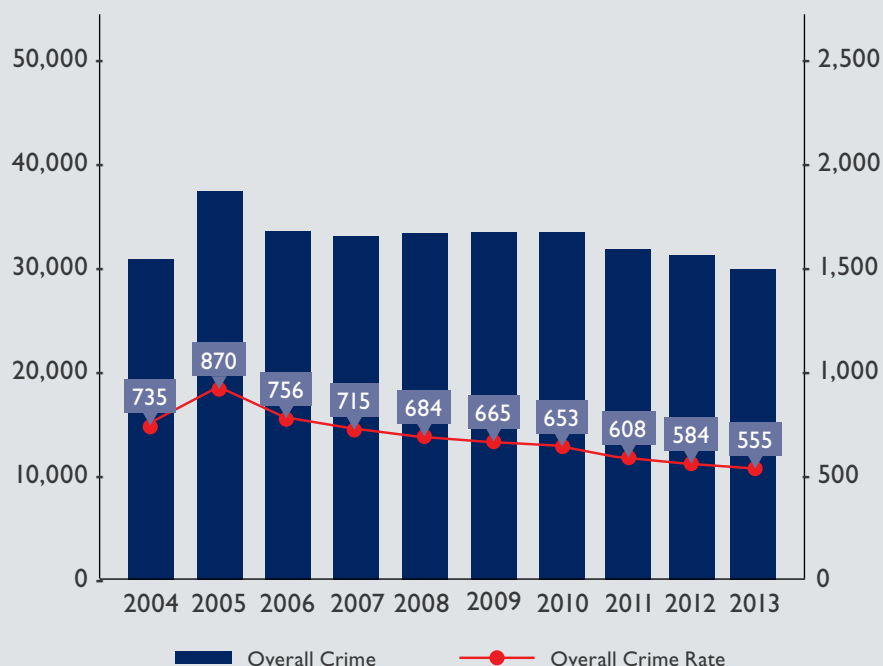
TO  
**29,984**  
CASES IN 2013

OVERALL  
CRIME IN  
2013

**3.3%**

## OVERALL CRIME

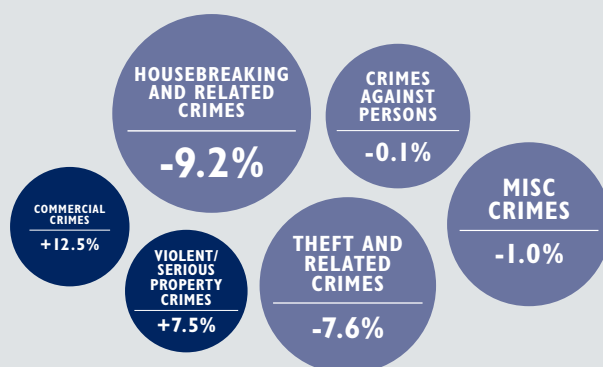
Overall Crime and Crime Rate (2004–2013)



The crime rate<sup>1</sup> per 100,000 population mark fell from 584 in 2012 to 555 in 2013 and was the lowest in the past three decades.

In terms of arrests, a total of 17,002 persons were arrested for Overall Crime in 2013, a decrease of 6.8% from the preceding year.

## CRIME CLASSES<sup>2</sup>



Four of the six crime classes recorded decreases in 2013, namely Housebreaking and Related Crimes (-9.2%), Theft and Related Crimes (-7.6%), Miscellaneous Crimes (-1.0%), and Crimes Against Persons (-0.1%). Violent/Serious Property Crimes registered an increase of 7.5% and Commercial Crimes registered an increase of 12.5%.

<sup>1</sup> 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.

<sup>2</sup> 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.



## 2013 CRIME CLASSES



### HOUSEBREAKING AND RELATED CRIMES

#### OVERVIEW

- / Lowest in 20 years.
- / Housebreaking lowest in 20 years with 507 cases.
- / Sharp decrease in housebreaking due to fewer break-ins targeting residential premises, both public and non-public housing premises.

**2013**  543 cases  
**2012**  598 cases

▼ **9.2%**  
or 55 cases



### CRIMES AGAINST PERSONS

#### OVERVIEW

- / Refers to crimes where the victim is an individual and suffers bodily harm as a result of the crime.
- / Despite the decrease, two major offences under this crime class increased. They were namely Murder (+5 cases or +45%) and Serious Hurt (+24 cases or +5.3%).
- / Murder was the second lowest in 20 years with 16 cases.

**2013**  3,822 cases  
**2012**  3,824 cases

▼ **0.1%**  
or 2 cases



### THEFT AND RELATED CRIMES

#### OVERVIEW

- / Offences include shop theft, theft in dwelling, theft from motor vehicle, theft of motor vehicle, snatch theft and other thefts.
- / Snatch theft lowest in 20 years with 239 cases.
- / Theft of motor vehicle lowest in 20 years with 404 cases.
- / Decreases in crime class were mainly in theft of motor vehicles (-182 cases or -31.1%), theft of motor vehicle component parts (-97 cases or -30.7%) and other thefts (-829 cases or -18.0%).

**2013**  17,075 cases  
**2012**  18,476 cases

▼ **7.6%**  
or 1,401 cases



### VIOLENT/ SERIOUS PROPERTY CRIMES

#### OVERVIEW

- / 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 cases.
- / Robbery lowest in 20 years with 254 cases.
- / Increase in crime class was mainly in attempted extortion/extortion (+65 cases or +65.7%). Majority of such cases were of the cyber-extortion nature.

**2013**  418 cases  
**2012**  389 cases

▲ **7.5%**  
or 29 cases



### MISCELLANEOUS CRIMES

#### OVERVIEW

- / Comprises various offences, including mischief, vandalism, bomb hoaxes and bringing prohibited items into Singapore.

**2013**  4,179 cases  
**2012**  4,221 cases

▼ **1.0%**  
or 42 cases



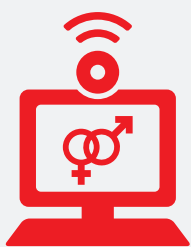
### COMMERCIAL CRIMES

#### OVERVIEW

- / Comprises mainly cheating and related offences.
- / Increases were mainly in cheating cases involving E-Commerce (+272 cases or +114.3%), and credit and debit card fraud (+78 cases or +32.4%).

**2013**  3,947 cases  
**2012**  3,507 cases

▲ **12.5%**  
or 440 cases



### CYBER-EXTORTION

#### OVERVIEW

- / Cyber-Extortion cases increased by 68.8% (+44 cases), from 64 cases in 2012 to 108 cases in 2013.
- / In these cases, culprits would get acquainted with victims via social networking websites. They would commence a webcam conversation with the victims and initiate cybersex by undressing themselves first before persuading victims to appear nude or perform sexual acts in front of the web camera.
- / Culprits would then threaten to circulate compromising photographs and videos of the victims to extort money from them.
- / Culprits were usually described as female foreigners while victims were males.



### CHEATING CASES INVOLVING E-COMMERCE

#### Multiple Payment Online Purchase Scam

#### OVERVIEW

- / Cheating cases involving E-Commerce increased by 272 cases (+114.3%) to 510 cases in 2013. These were cases in which perpetrators put up advertisements on websites or mobile applications for bogus goods/services. The victims did not receive the good/services they had paid for.
- / The Multiple Payment Online Purchase Scam is an example of cheating cases involving E-Commerce. Cases recorded for the Multiple Payment Online Purchase scam saw a significant increase of 255 cases (+1,821.4%), registering 269 cases in 2013.
- / In such cases, culprits would first post online advertisements on the sale of goods. Victims would be asked to make payments through interbank transfers or via remittance agencies.
- / Subsequently, to cheat victims into making further payments, culprits would notify them of one of the following:
  - o Items were held or wrongly delivered to another country
  - o Items were seized at the Customs
  - o Items faced courier / shipment problems
  - o Items included in the package required a minimum quantity / package was too light
- / Some of the victims adhered to the request for further payments but did not receive the items.



### INTERNET LOVE SCAM

#### OVERVIEW

- / Internet Love Scam cases saw an increase of 31 cases (+62%), registering 81 cases in 2013. The total amount cheated was significantly higher, from S\$1.2 million in 2012 to S\$5.8 million in 2013.
- / Such cases involved culprits who typically claimed to be from Britain 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.



## YOUTHS ARRESTED FOR RIOTING

### OVERVIEW

- / In contrast to the decrease in youths arrested for Overall Crime, youths arrested for rioting increased, with 283 persons arrested in 2013 (+18.4% or +44 persons). Youths were arrested in 62 rioting cases last year, 12 cases fewer than 2012. Five such cases involved more than 10 youths arrested.
- / Similar to past years, cases with youths arrested arose mainly from disputes and trivial matters. Such cases typically occurred at places where youths congregate, or HDB common areas.

### YOUTHS<sup>3</sup> ARRESTED



Fewer youths were arrested in 2013. A total of 3,031 youths were arrested compared to 3,359 in 2012 (-328 persons or -9.8%). Youth offenders accounted for around 18% of total persons arrested in both 2012 and 2013. Youth arrests are slightly over-represented in terms of the proportion of youth population in Singapore<sup>4</sup>. The three most common offences committed by youths continued to be shop theft, rioting and other thefts.

### PUBLIC-ASSISTED ARRESTS FOR SELECTED OFFENCES



In 2013, members of public contributed to the arrests of 531 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 34% of the total arrests for these selected major crimes, a decrease of four percentage points from 2012 (38%).

### FOREIGNERS ARRESTED



More foreigners were arrested for crime in 2013. A total of 4,018 foreigners were arrested, compared to 3,859 foreigners in 2012 (+159 persons or +4.1%). Foreigners accounted for 24% and 21% of the total number of persons arrested in 2013 and 2012 respectively. The three most common offences committed by foreign offenders were shop theft, theft as a servant and cheating related offences.

### CONCLUSION

Singapore continues to be a safe place to work and live in for all. The overall crime rate for 2013 is the lowest in thirty years and is the result of proactive and rigorous enforcement efforts. Firm Police-community partnership forged over the years has also contributed greatly to the low crime rate.

While the Overall Crime situation has improved in 2013, Police will press on with our holistic strategy of keeping crime down, and criminals at bay. Besides taking an uncompromising stand towards criminals and lawbreakers, Police will also continue with community engagement and outreach efforts.

<sup>3</sup> Refers to persons (both residents and foreigners) aged 7-19 years old.

<sup>4</sup> Estimated proportion of youth population is less than 1/5 of total population. (Source: Department of Statistics, Singapore. Correct as at end June 2014.)

<sup>5</sup> 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

(1 JAN – 31 DEC 2013)

FROM  
**162**  
CASES IN 2012

TO  
**149**  
CASES IN 2013

DECREASE  
IN NUMBER  
OF FATAL  
ACCIDENTS

**8.0%**

There was a 8.0% decrease in the number of fatal accidents from 162 cases in 2012 to 149 cases in 2013. Singapore's road fatality rate also fell to 2.94 in 2013. This continues a trend of decreasing fatal accidents since 2011. Despite the declining number of fatal accidents, Traffic Police will sustain tough enforcement, in particular against heavy vehicle offenders, as one life lost to a traffic accident is one too many.

## OVERALL DROP IN VULNERABLE ROAD USER FATALITIES

The total number of fatalities decreased from 168 in 2012 to 159 last year. In particular, fatalities involving two vulnerable road user groups namely motorcyclists and their pillion riders, as well as elderly pedestrians, declined in 2013.



## MOTORCYCLISTS & PILLION RIDERS

### NUMBER OF FATALITIES

Although the proportion of motorcyclists and pillion riders fatalities remain fairly constant at an average of 49.1% over the past three years, there is a decreasing trend in the number of road fatalities involving motorcyclists and their pillion riders since 2011. In 2013, the number of motorcyclists and their pillion riders who died on the roads fell by 5.3% from 76 persons in 2012 to 72 persons

**2013** 72 cases  
**2012** 76 cases

▼ **5.3%**  
or 4 cases



## ELDERLY PEDESTRIANS

### NUMBER OF FATALITIES

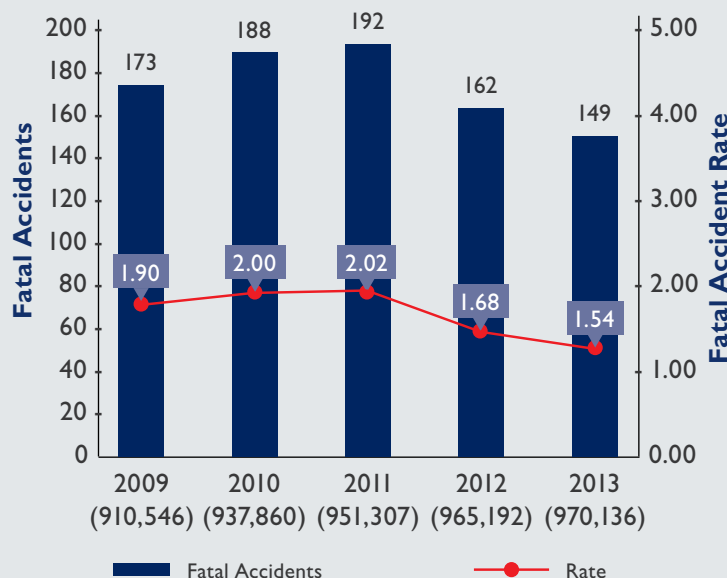
The number of fatalities involving elderly pedestrians<sup>3</sup> fell by 26.1%, from 23 in 2012 to 17 in 2013. In terms of overall pedestrian fatalities, we saw a slight decrease from 44 pedestrian fatalities in 2012 to 43 in 2013.

**2013** 17 fatalities  
**2012** 23 fatalities

▼ **26.1%**  
or 6 cases

## DECLINE IN NUMBER OF FATAL ACCIDENTS ON OUR ROADS

Chart 1: Fatal Accident Rate (2009 – 2013)



The fatal accident rate (normalised against 10,000 vehicle population<sup>2</sup>) dropped from 1.68 in 2012 to 1.54 in 2013. Please refer to Chart 1 for the fatal accident rates for the past five years.

<sup>1</sup> The road fatality rate of 2.94 is derived from number of fatalities recorded in the year over the base of mid-year human population, per 100,000 human population.

<sup>2</sup> The vehicle population in Singapore increased by 0.51% from 965,192 in 2012 to 970,136 in 2013. The vehicle population presented in Chart 1 is retrieved from the Land Transport Authority, as at June each year.

<sup>3</sup> Elderly refers to those aged 60 years old and above.

While we are encouraged by the progress that has been made in the road traffic situation over the years, one life lost to a traffic accident is still one too many. Accidents are preventable and our road traffic situation can continue to improve. The rising number of accidents involving heavy vehicles, the rising number of traffic violations detected and the existence of recalcitrant traffic offenders are still real concerns.



## ACCIDENTS INVOLVING HEAVY VEHICLES

### OVERVIEW

- Due to the larger size of heavy vehicles and the propensity for such vehicles to cause greater harm in an accident, road accidents involving heavy vehicles continue to be a cause for concern. In 2013, the number of fatalities that resulted from accidents involving heavy vehicles increased by 37.5% from 32 in 2012 to 44 in 2013.

**2013** 44 cases  
**2012** 32 cases

▲ 37.5%  
or 12 cases

- To address this issue, TP will continue its enforcement efforts against heavy vehicles. In 2013, TP mounted 33% more operations against errant heavy vehicles as compared to 2012. The recently introduced increased inspection regime for speeding heavy vehicles installed with speed limiters would also add more bite to our enforcement efforts.



## INCREASE IN TRAFFIC VIOLATIONS

### NUMBER OF TRAFFIC VIOLATIONS

- The total number of traffic violations registered an increase of 10.6% from 332,206 in 2012 to 367,496 violations in 2013.

**2013** 367,496 cases  
**2012** 332,206 cases

▲ 10.6%  
or 35,290 cases

- Whilst this is also a reflection of TP's increased enforcement efforts, such a trend remains a concern as every traffic violation can potentially result in a fatal or injury accident and the loss of lives.
- Among these traffic violations, speeding violations continued to make up the largest portion, with a total number of 260,512 speeding violations detected in 2013, compared with 245,427 detected in 2012. The next top two violations are red-running and careless driving respectively.



## RECALCITRANT TRAFFIC OFFENDERS

### OVERVIEW

- We are heartened by the conduct of the general road users, who remain responsible and are committed to following road rules and partnering the Traffic Police in enhancing road safety. However, there is still a small proportion of motorists, making up 0.7% of all licence holders in 2013, who were detected more than once for committing a serious moving offence<sup>4</sup>. Over the past three years, the figures increased from 8,246 (0.5% of all) licence holders in 2011 to 12,279 (0.7% of all) licence holders in 2013. There is also the trend of a yearly increase of 2,944 (from 2011 to 2012) and increase of 1,089 (from 2012 to 2013) of such offenders.

**2013** 12,279 cases  
**2012** 11,190 cases

▲ 9.7%  
or 1,089 cases

- The number of suspended<sup>5</sup> licence holders has been increasing for the past three years with the following figures of 1080 in 2011, 1,375 in 2012 and 1,992 in 2013. Close to 200 motorists were suspended more than once over the period of 2011 to 2013. Although these numbers are relatively low compared to the overall motoring population, the behaviour of such recalcitrant offenders on our roads remains a cause of concern.

<sup>4</sup> Serious moving offences comprise speeding, red-running, and dangerous/reckless driving.

<sup>5</sup> Under the Driver Improvement Point System (DIPS), a motorist can have his licence suspended if he/she accumulates more than 24 points within a span of 24 months.

## CONTINUING OUR EFFORTS IN 2014



/ Since 2013, a series of education, engagement, and enforcement initiatives have been developed and implemented under the Safer Roads Singapore action plan. Our goal is to create a culture where safe and courteous road use is habitual and instinctive.



/ Accidents can be prevented through continuous education and increasing the awareness of the importance of road safety among our road users. TP will continue to engage various groups of road users in our community through road safety talks and exhibitions to inculcate good road use behaviours.



/ TP has continued to step up our enforcement efforts in 2014 to deter and detect traffic offenders through increased police presence and the use of technology. The digitisation of our red light cameras, which will enhance our capabilities to detect and enforce against red running offences, has commenced since last year and will complete by early 2015.

/ To deter unsafe driving within school zones, TP has also increased demerit points for identified traffic offences committed within school zones with effect from 1 January 2014. Very soon, the public can also expect to tap on our new public portal which will provide a dedicated channel for the reporting of both positive and bad road use behaviours.



/ Road safety is ultimately still a shared responsibility. Key stakeholders in our community, such as the heavy vehicle fleet owners and transport companies can expect to play a bigger role and contribute to road safety with several of our initiatives targeted at galvanising them to play their part.



/ The Safer Roads Industry Taskforce, which was set up in 2013, will serve as a platform for the government and industry to share and co-develop initiatives that promote safer driving for vocational drivers. Comprising representatives from various industry sectors, industry associations, unions, and the government, the Taskforce will look into areas such as continuous training and education, vehicle engineering and infrastructural solutions, as well as work health-related issues to help drivers drive in a safer manner.

## CONCLUSION

Commander of TP, Assistant Commissioner of Police Cheang Keng Keong said, "Traffic Police commends the community for playing their part in ensuring our roads remain safe. While Traffic Police continues to partner the community on our road safety efforts, there remains a small group of recalcitrant drivers who are a menace to other road users. We will continue to conduct tough enforcement on these errant road users. Recalcitrant offenders can expect to be suspended or lose their license altogether if they do not improve. With our Safer Roads Singapore action plan, we hope to make our roads safe for everyone because every life matters."



# PUBLIC FEEDBACK REPORT

(1 JAN – 31 DEC 2013)

In the year 2013, the Singapore Police Force received 87,330 submissions of feedback as compared to 72,325 in 2012. These feedback came in the form of complaints, compliments, enquiries, requests, suggestions and others.



FROM  
**72,325**  
SUBMISSIONS OF  
FEEDBACK IN 2012  
TO  
**87,330**  
SUBMISSIONS OF  
FEEDBACK IN 2013



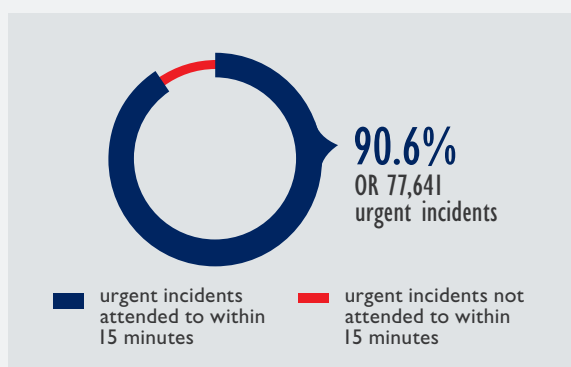
# SERVICE PLEDGE REPORT

(1 JAN – 31 DEC 2013)

The Singapore Police Force (SPF) Service Pledge is a commitment to the public on the service standards that they can expect from the SPF.



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



/ In 2013, 85,652 urgent incidents were reported by the public. Of these, 77,641 or 90.6% of urgent incidents in 2013 were attended to within 15 minutes by patrol resources.



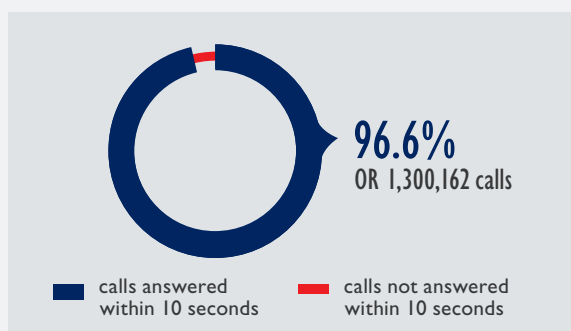
## PLEDGE TO RESPOND TO LETTERS FROM THE PUBLIC WITHIN 5 WORKING DAYS 90% OF THE TIME



/ In 2013, members of the public sent in 68,273 letters. Of these, 68,044 or 99.7% of the letters received a response within five working days.



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



/ In 2013, a total of 1,346,033 '999' calls were answered by the Combined Ops Room (COR). This represented a decrease of 87,189 calls as compared to 2012. A total of 1,300,162 or 96.6% of calls in 2013 were answered within 10 seconds.



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



/ In 2013, a total of 52,646 crime cases were reported at the six Land Divisions, Police Coast Guard, Criminal Investigation Department and Commercial Affairs Department. Of these, 51,899 or 98.6% victims of crime were informed of the preliminary status of their cases within seven working days.

# FINANCIAL REPORT

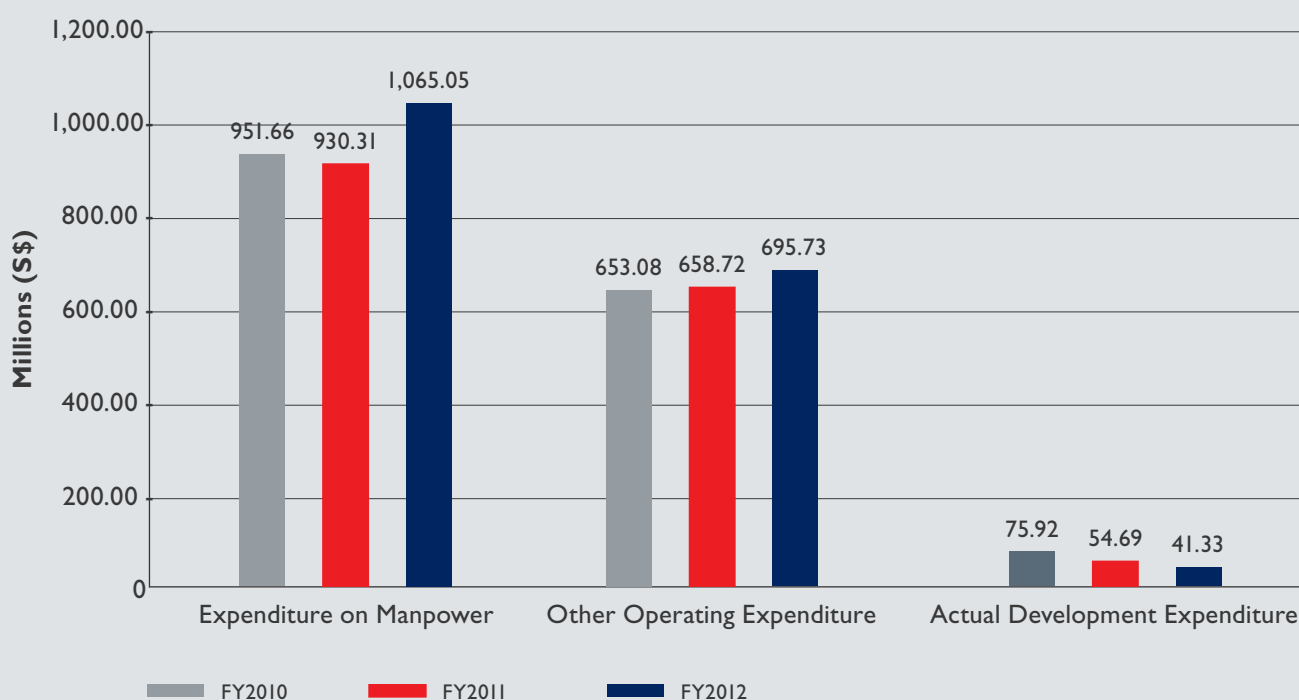
(1 APR 2012 – 31 MAR 2013)

The total budget for Singapore Police Force (SPF) comprises 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 2012)

The total actual recurrent expenditure incurred in FY 2012 was S\$1.76 billion. It comprised EOM amounting to S\$1.06 billion and OOE amounting to S\$695.73 million. The total actual development expenditure in FY 2012 was S\$41.33 million.

Total Expenditure Incurred by SPF From FY2010 – FY2012



Total Recurrent  
Expenditure:

**1,604.74**

Total Expenditure:

**1,680.66**

Total Recurrent  
Expenditure:

**1,589.03**

Total Expenditure:

**1,643.72**

Total Recurrent  
Expenditure:

**1,760.78**

Total Expenditure:

**1,802.11**





# TRAINING INDICATORS

## (1 APR 2012 – 31 MAR 2013)

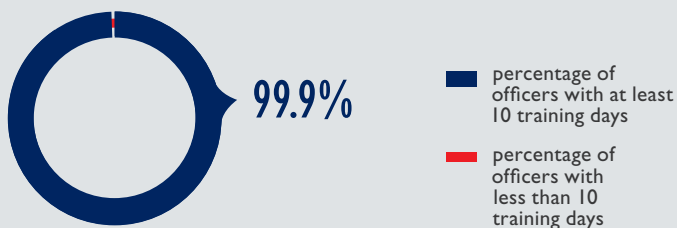
/ Training investment is defined as the costs incurred in providing training to staff. It is measured as a percentage of staff payroll using the following formula:

$$\frac{\text{Total Annual Training Expenditure}}{\text{Total Annual Payroll}} \times 100\%$$

/ For Financial Year (FY) 2012, the training investment incurred was 8% of the total annual payroll.



/ The average number of training days per officer was 16.6. The percentage of officers with at least 10 training days for FY 2012 was 99.9%.





# MANPOWER REPORT

(AS AT 31 MAR 2013)

As of 31 March 2013, the Singapore Police Force had an operationally ready strength of 14,893 full-time officers. This comprised 8,617 uniformed regular officers, 1,423 civilian officers, and 4,853 full-time Police National Servicemen (PNSF) dedicated to keeping Singapore safe and secured. In addition, a total of 24,248 Police National Servicemen (PNSmen) and 1,212 Volunteer Special Constabulary Officers also contributed to ensure the nation's safety and security.

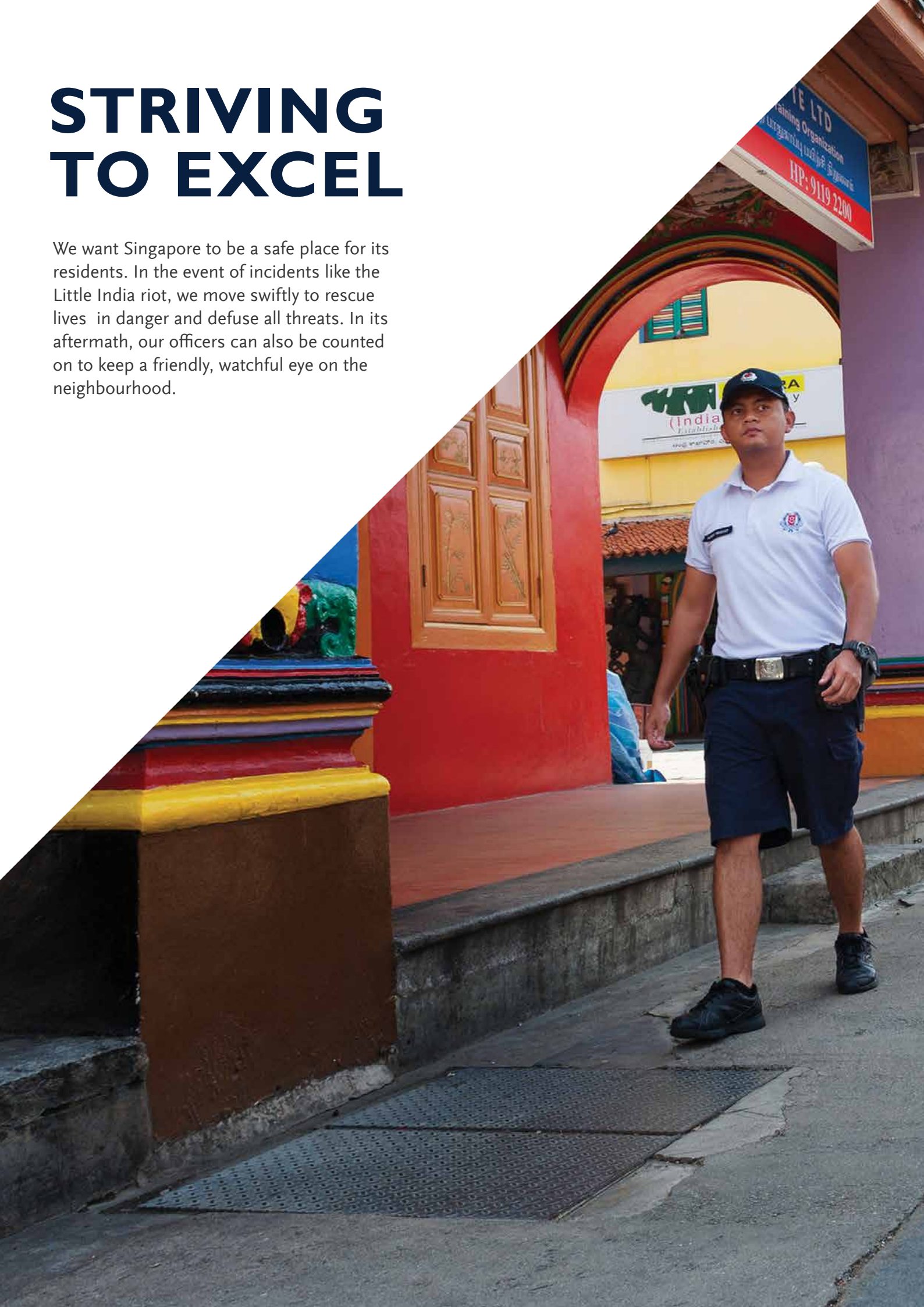
## Operationally Ready Strength



Civilian Officers	1,423
Police National Service (Full-time)	4,853
Uniformed Regular Officers	8,617

# STRIVING TO EXCEL

We want Singapore to be a safe place for its residents. In the event of incidents like the Little India riot, we move swiftly to rescue lives in danger and defuse all threats. In its aftermath, our officers can also be counted on to keep a friendly, watchful eye on the neighbourhood.







# ALMANAC (1 APR 2012 – 31 MAR 2013)

## AWARDS

### NATIONAL DAY AWARDS

#### THE PUBLIC ADMINISTRATION MEDAL (SILVER)

SAC Hoong Wee Teck

#### THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

Supt (IA) Deep Singh S/O Piara Singh

Supt (IA) Lee Sok Ying Linda

Supt (IA) Kenneth Nicholas Kavanagh

#### COMMENDATION MEDAL

DSP 2 Milkeet Singh S/O Hari Singh

DSP 2 Amri Bin Amin

#### EFFICIENCY MEDAL

Insp 2 Low Yew Wai  
MSO 3 Soranam D/O Muthiah  
SSSgt Ameenullah Bin Mohd Haniffa  
SSI 2 Koh Liang Hwee  
SSI 2 Lee Mei Fun  
Insp 2 Lim Hian Teck  
SSI Jasmi Bin Johan  
SI Low Meng Fatt  
Insp 2 Low Jiing Haur  
P/Insp Lam Kiang Tong  
P/Insp Goh Chin Seng  
SSI 2 Lim Peng Chye  
SSI 2 Masrun Bin Ahmad  
SI Osman Bin Abdul Rahim  
MSO 4 Tiew Hong Hua  
Insp 2 Aizad Bin Abdul Hamid  
A/Insp Dan Dunstan Cheang  
A/Insp Ong Boon Tiam  
SSI 2 Tan Swee Chuan  
SI Tan Bee Sen Bernard  
Insp 2 Narayan Kumar Gurung  
SSSgt Kamal Thapa Masrangi  
SSgt Hem Kumar Limbu  
SSgt Tek Bahadur Thebe (Subba)  
SSSgt Chua Kok Choon  
SSSgt Lim Meng Jye  
SI Soh Han Cheow  
SSI Abdullah Bin Abdul Kadir  
SSSgt Hanizan Bin Hamzah  
ASP I Toh Boon Han  
SI Ling Charng Shen

#### EFFICIENCY MEDAL (cont'd)

SI Mohamad Irwan Bin Pungot  
P/Insp Ku Eng Chai  
P/Insp Raba'ah Jan Bte Karim Dal  
SI Chua Peng Soon Peter  
SI Peh Eng Lee  
SSI 2 Chan Swee Liang  
SI Ng Say Heng  
SSSgt Tey Heok Yam Calvin  
SSI Ang Swee Lian  
A/Insp Gilbert Tan Zendmondi  
SI Ong Hock Soon

#### LONG SERVICE MEDAL

SSgt Chandran Meedperdhas Charles  
CSO 4 Sinadoray Meenachi  
DSP I Ng Poh Lai  
ASP 2 Burhanudeen Bin Haji Hussainar  
Insp I Sarfoji Radah  
SSI Lim Boon Wah  
SSI Quah Lip Hua  
ASP 2 Roslee Bin Khali  
P/Insp Kamsani Bin Harop  
SSI Sri Ram KJ  
SI Fadil Bin Masiran  
CSO 2 Zalena Binte Abdul Raman  
SSI Lim Chee Hong  
MSO 6A S M Ariff Bin Mohamed Tahir  
SSI Lee Teck Chai  
SSI 2 Teo Teck Hua  
SI Mohamat Sallim Bin Jun  
SI Shaik Mohammed Bin Shaik Abdullah  
SSSgt Masghani Bin Leng  
ASP I Birendra Sherchan  
ASP I Dhakal Bahadur Gurung  
ASP I Pratap Bahadur K.C.  
ASP I Tikaram Gurung  
CI Dhiraj Gurung  
CI Gam Bahadur Pun  
CI Khagendra Rai  
CI Padam Prasad Shrestha  
CI Purna Bahadur Budhathoki  
SSI Bal Krishna Sherchan  
SSI 2 Basant Rai  
SSI Chandra Kumar Limbu  
SSI Devi Prasad Tamang



**LONG SERVICE MEDAL (cont'd)**

SSI	Kumar Singh Thapa
SSI	Man Bahadur Rana Magar
SSI	Sing Prasad Gurung
SI	Harkumar Shrees
SI	Hom Bahadur Gurung
SI	Janga Bahadur Gurung
SI	Kali Bahadur Rai
SI	Prem Kumar Rai
SI	Suresh Kumar Pun
SSSgt	Basanta Kumar Rai
SSgt	Dan Bahadur Gurung
Sgt	Ambar Bahadur Chand
Sgt	Bom Bahadur Limbu
Sgt	Mani Raj Limbu
Sgt	Subba Rai
SAC	See Buck Thye Jerry
DSP I	Chan Wai Sun
Insp I	Nazri Bin Abdul Karim
SI	Hadri Bin Abdul
SI	Hasram Bin Mohamed
SI	Manirajan S/O Masilamani
SSgt	Selvaraja S/O Singka Kulothungar
SSI	Azman Bin Abdullah
SI	Ang Chee Cheng
SSI	Tan Poh Ann
SI	Mohamed Yusof Bin Othman
AC	Kwok Swee Cheng Jessica
Supt IA	Francis Tan Eng Wah
DSP 2	Syed Sagoff Bin Ahmad
SSSgt	Tng Geok Peng Mary
SSI	Kannan S/O Subramaniam
SSI	Zulkarnain Bin Khalil
SI	Masly Bin Masud
DSP 2	Ho Lay Choo
SSgt	Salimi Bin Mohamad Saleh
SI	Lim Hock Chye
SI	Roslan Bin Ahmad
SSSgt	Tan Sia Peng
CSO 2	Letchumiparaba D/O Andiappan
CSO 4	Lai Mi Gim
SSSgt	Mohd Iesham Bin Mohd Jais
SSSgt	Zainudin Bin Muhammad
SSgt	Abdul Samad Bin Tomari
SSgt	Hamdan Bin Hashim
SSgt	Salim Bin Samsi

**PS21 STAR SERVICE AWARD****INDIVIDUAL**

SSI	Mazelan Bin Selamat
SI	Thinagaran S/O Krishnasamy
Sgt	Muniyandi S/O Pandian

**MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD****INDIVIDUAL**

MSO 5	Lourdes Venantius Patrick
Supt I	Yeo Song Huat Douglas
DSP I	Ng Boon Hau Edmund
SI	Muhammad Hazri Bin Maswari
ASP 2	Kothandom Vasanthan
ASP 2	Li Junbin
P/Insp	Hairol Nizam Bin Ibrahim
P/Insp	Siti Norashiken Binte Md Yusof
P/Insp	Tan Koon Liang
A/Insp	Tan Chia Wei Eddie
ASP I	Chong Wei Tong
P/Insp	Goh Chin Seng
A/Insp	Tan Chee Hiong
SSI 2	Sudesh Kumar Nair
SI	Lim Chee Wei
SI	Lim Kwee Soon
SI	Mohamed Faisal Bin Mohamed Ali
SSSgt	Koh Boon Yong
SSgt	Toh Kian Sing Michael
SSI	Ong Boon Tiam
SI	Abdul Gaffor Bin Jainul Hussain
SI	Gulam Rasul Bin Mohamed Yusoff
SI	Loo Yew Thiam
SI	Soh Chee Keong
SI	Vijayendran s/o Balakrishnan
SSSgt	Ong Wei Kok
SSSgt	Wong Chee Wai Jeremy
SSgt	Koh Wee Loon Alvin
SSgt	Leong Meng Fai
SSgt	Ronnie Lim Chee Yong
SSgt	Syed Az-Zameer Bin Abdul Rahim
Chief Inspector	Birendra Bikram Limbu
Insp 2	Ramesh Gurung
SSI	Ambar Bahadur Rai
SSgt	Devendra Rana
HTS II	Goh Chee Young
SSSgt	Muhammad Firdaus Bin Abdullah Taufik



**INDIVIDUAL (cont'd)**

MSO 4	Siti Nadiyah Bte Mohd Noor
DSP 2	Foo Jit Piao
DSP 1	Kang Swee Kok
ASP 1	Yim Yew Fye Winston
SI	Ng Yu Boon
Supt 1	Gavin Gay Teck Chuan
SI	Tan Chin Yong
SSSgt	Jefferson Gerard Badmanathan
SSgt	Thabagesh Jeyathesh
SSgt	Yeo Chun Jian Jerry
SSSgt	Sazali Bin Misri

**TEAM (Inter-Agency Trafficking In Persons Taskforce)**

DAC	Goh Lam Kiong
Supt 1A	Deculan Goh Kim Chuan
Supt 1A	Leon Chan Liang Hwa
DSP 2	Eugene Wang Heng Tuck
DSP 2	Ng Kang Bee
DSP 2	Sim Wei Chung
DSP 1	Justin Wong Xing Shun
DSP 1	Tan Pit Seng
ASP 2	Jane Lim Miao Qing
ASP 2	Kenneth Siew Chee Khan
Insp 2	Tew Meng Hwee
Insp 2	Yeo Kok Leong
Insp 1	Lee Sock Hwa
SSI 2	Poh Boon Choon
SSI	Ong Teng Chai
SI	Jessie Lim Geok Hwee
SI	Ken Tey Thong Heng
SI	Leong Shee Chun
SI	Ng Bee Yean Angeline
SI	Tang Chee Koon Mike
SI	Tea Ai Huay
SI	Zahwiya Adnan
SSSgt	Ang Yi Ting Stephanie
SSSgt	Chaw Li Chun Linda
SSSgt	Cheng Hsiao Ling Kit
SSSgt	Goh Inn Chen Kelly
SSSgt	Lee Seow How Jonathan
SSSgt	Tan Khui Hin Kelvin
SSSgt	Tan Teng Teck
SSSgt	Teng Chee Siong
SSgt	Hong Yaw Min Melvin
SSgt	Nor Faizal Bin Yahya

**TEAM (Inter-Agency Trafficking In Persons Taskforce) (cont'd)**

SSgt	Oh Eng Lee
SSgt	Ong Suet Ling Jasmine
SSgt	Sim Siang Howe Ken
SSgt	Neo Kim Leng
SSgt	Tan Kah Siong Louis
SSgt	Yanti Sulastri
Sgt	Bryan Ang Tai Yong
Sgt	See Wee Lee
Sgt	Tan Yi Li
Cpl	Darvina Halini Bte Deniyal
CSO 3	Normah Ruffe
CSO 4	Lek Huay Eng

**MHA STAR SERVICE AWARD**

SSSgt	Chua Wee Lian, William
P/Insp	Joardy B Jasmen
SI	Tiang Foot Hin
Sgt	Huang Weijian
SSgt	Muniyandi S/O Pandian
Sgt	Muhammad Qayyum Bin Ramli
SSgt	Tan Thiam Poh
SSgt	Chang Boon Kiat, Jonson
SSI	Muhamad Azalin Bin Abdul Rahim
SI	Chan Hong Mun Jason
MSO 8	Nurzwani Binte Hassan

**MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE**

Names of Ops	Div/Dept awarded
Operation Flyover	A Div
Operation E200	D Div
Operation Innova	E Div, PID
Operation Hollywood Heist	E Div
Operation Shady Shopper	E Div
Operations Restraint	E Div
Operation Check	CID, F Div
Operation Yellow Card	F Div
Operation Apple-wrap	F, G Div
Operation Delinquents	F Div
Project Sneaky Fishers	F Div
Operation Galaxy	CAD, F, G Div
Operation Storm	F Div

### MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE (CONT'D)

Operation Tremor II	G Div
Operation Shark Boy	G Div
Operation Scavenger	G Div, GC, Ops, PID, SOC
Operation Venture	G Div
Operation Sharp Foliage II	F, G Div, GC
Arrest of Serial SNT	G Div
Project Glasshopper	J Div
Project Government Service	J Div
Project Metallica (James Anand)	J Div
Project Metallica (Ravi Trailer)	J Div
Project Boomerang (Lojack)	J Div
Project Lucky Dip (Tan Jing Yuan)	J Div
Project Millstream (Stunt Bikers)	J Div
Project Piscary (Kassim)	A, D, J Div
Project White Picket (Yasni)	J Div
Project Robble (Ooi Khai Keat)	J Div
Operation Million Apples	APD
Operation Hawk Eye	APD
Operation Fatal Cage	CID, PID
Operation Fatal Square	CID, PID
Operation Giant Peach	CID, PID
Operation I33	CID
Operation TRIGA	CID
Arrest of 1 PRC Illegal Immigrant and 2 Singaporean abettors	F Div, PCG
Leads Enrichment Centre Team	PID
Operation Slayer	CID, PID
TransCom Tracking and Monitoring System (TTMS)	TransCom
Operation Antium	PID
Operation Quaver III	CID, G Div
Detection of contraband smuggling via sea by Team Trident	PCG
Detection of 5 significant contraband cases involving tablets of "Midazolam", "Codeine Phosphate", "Dormicum" and cartons of duty-unpaid cigarettes	SOC
Ops Penny Ante 2 & 3	A, J Div
HDB Flat Fire at Blk 612, Ang Mo Kio Avenue 4	F, J Div

### BEST LAND DIVISION, KINS, VSC & PNS UNIT

Name of Award	1st Place	2nd Place	3rd Place
Best VSC Unit	G Div	F Div	D Div
Minister for Home Affairs National Day Award (Home Team Volunteers)	Desmond Hill		
Minister for Home Affairs National Day Award (Home Team Volunteers)	DSP (V) Stephen Chee Hiaw Hong		
Best Land Division Competition	F Div	D Div	J Div
Best KINS Division	APD	PCG	J Div
Best NS Operationally Ready Unit Competition	A Div	E Div	D Div

### HOME TEAM NSMAN OF THE YEAR AWARD 2013

Supt (NS) Tan Hock Yuen Jon	PCG
DSP (NS) Tan Yew Yaw	G Div
DSP (NS) Mohammed Nurizham Shah Bin Abdullah	TransCom
SSSgt (NS) Ng Chee Chuang Simon	E Div
SSgt (NS) Wee Chun Liang Archer	A Div

## RETIREES

### SENIOR OFFICERS

Rank	Name	Present Unit	Date of Retirement
SAC	Teo Kian Teck	PCG	01/04/2012
DSP 2	Chong Chin Chan	SecCom	03/09/2012
DSP 2	Lim Cher Khin	PNSD	12/09/2012
Supt 1A	Ng Geok Khoon	PCG	30/11/2012
Insp 2	Mike Goh Kwee Meng	G Div	01/01/2013
ASP 2	Rajendran S/O Kannusamy	Ops	19/01/2013
DSP 2	Gan Song Seek	Tracom	01/03/2013
ASP 2	Seow Hong Lee	J Div	22/04/2012
DSP	Cheng Swee Kiang	PID	12/07/2012
DSP 2	Azmy Bin Abdullah	Tracom	01/02/2013
DSP	Chan Yoong Lin	APD	26/03/2013

### POLICE OFFICERS

Rank	Name	Present Unit	Date of Retirement
SSgt	A Rohaizah Binte Mohamad	J Div	02/12/2012
SSgt	Abdul Jalil Bin Jam'an	PCG	04/01/2013
SSgt	Abdul Khalid Bin Abdul Majid	G Div	02/05/2012
SI	Abdul Wahid Bin Abdul Lani	TRACOM	21/11/2012
SSgt	Ameenullah Bin Mohd Haniffa	CID	15/03/2013
SSI	Aslahuddin Bin Selong, BBA	TRACOM	10/04/2012
SSI 2	Augustine Arlando	E Div	27/11/2012
SI	Barmawi Bin Mari	D Div	15/11/2012
SI	Bong Fook Seng	CID	30/11/2012
SI	Chee Teck Chai ,Colin	TRACOM	25/02/2013
SSI 2	Chua Hong Lang	PID	20/01/2013
SSI 2	Daljit Singh S/O Darshan Singh	SecCom	22/03/2013
SI	Daud Bin Ahad	LTA	01/06/2012
SI	Hisham Bin Haroun	G Div	27/09/2012
SSI	How Hee Boon	SecCom	26/07/2012
SI	Jamaludin Bin Mohd Hashim	SOC	05/12/2012
SSI	Jasmi Bin Johan	D Div	19/01/2013
SI	Jegajeed Singh S/O Jahmir Singh	J Div	04/08/2012
SI	Joginder Singh S/O Dalip Singh	G Div	15/09/2012
SSI	Jufri Bin Haji Majuri	TP	17/03/2013
SI	Kamarulzaman Bin Alladent	G Div	05/11/2012
SSgt	Kamsani Bin Said	TRACOM	10/10/2012
SSI	Karamjit Kaur D/O Bachint Singh	Logistics	01/06/2012
SI	Karem Bin Mansoor	TRACOM	25/04/2012
SI	Khoo Thian Seng	PCG	28/07/2012

### POLICE OFFICERS (cont'd)

SSI 2	Lau Ah Hock Joseph	F Div	04/08/2012
SSI 2	Lee Hong Soon	J Div	02/09/2012
SI	Loh Chai Huat	CID	28/11/2012
SSI 2	Mahat Bin Othman	D Div	01/03/2013
SSI	Mazlan Bin Amat	TP	14/06/2012
SSI 2	Mazlan Bin Rahmat	PCG	06/09/2012
SI	Mazuri Bin Abu	SOC	10/05/2012
SSI 2	Mohamad Arfan Bin Ambran	PID	25/06/2012
SSSgt	Mohamad Yuni Bin Sulong	APD	07/05/2012
SSgt	Mohamed Rafi S/O Abdul Rahman	PCG	12/02/2013
SSI 2	Mohamed Yusoff Bin Taib	SOC	14/11/2012
SSgt	Mohammad Akhtar	G Div	23/09/2012
SI	Mohd Nasir Bin Osman	TP	22/03/2013
SI	Muhammad Ridzuan Bin Basirun	TRACOM	30/05/2012
SI	Murad Bin Mohammed Shariff	G Div	20/02/2013
SSgt	Ng Lin Kiat	PCG	18/09/2012
SI	Norhaini Binte Abu Bakar	PID	29/04/2012
SSI 2	Ong Liang Soon	SecCom	20/05/2012
SI	Ong Siew Mui	CNB	22/01/2013
SSgt	Ow Chee Kian	D Div	23/08/2012
SSI	P Seda Raman	SOC	30/04/2012
SSI 2	Patrick Mariadass	SOC	17/07/2012
SSI 2	Peh Ah Beng	PID	06/07/2012
SI	Ramli Bin Ali	PCG	13/02/2013
SSI	Razali Bin Rahmat	G Div	05/12/2012
SSI	Safri Bin Kasim	SOC	11/12/2012
SSgt	Sapura Nor Binte Abdul Rahman	PID	07/04/2012
SSgt	Sulaiman Bin Ya'akub	VSC	24/04/2012
SSgt	Tan Choon Hoe Albert	D Div	05/04/2012
SSI 2	Tan Chwee Lai	CID	28/01/2013
SI	Tan Kwee Seng	J Div	12/10/2012
SI	Tan Saik Leong	CAD	18/10/2012
SI	Toh Kah Goon	PCG	28/12/2012
SSI 2	Voon Poh Seng Charlie	SecCom	08/05/2012
SI	Wong Fook Jan	PID	15/11/2012
SI	Woodford Lawrence Paul	TRACOM	05/02/2013
SSI 2	Yang Nyuk Lan, Angeline	SecCom	07/04/2012
SI	Yeo Chit Phong, Brian	A Div	26/06/2012
SSI 2	Yip Yew Kee	SOC	08/04/2012
SSgt	Zainab Bte Jaffar	PID	03/02/2013
SSgt	Zaini Bin Husani	SOC	31/10/2012
SSI	Zainuddin Bin Abdul Samad	LTA	09/03/2013



## CIVILIAN OFFICERS

Rank	Name	Present Unit	Date of Retirement
CSO 3	Azizah Binte Abdul Karim	TP	17/02/2013
CSO 1	Chan Lai Har	TP	09/07/2012
MSO 6A	Chan Poh Chee	PCG	01/11/2012
Tester	Chong Kok Chong	TP	28/06/2012
Tester	Choo Cheng Sang	TP	29/03/2013
CSO 1	Chor Keok Hiong	Logistics	16/01/2013
CSO 1	Chua Seok Kheng	TP	09/11/2012
CSO 4	Goh Tong Luan	TP	10/05/2012
CSO 3	Jamiah Binte Wahid	PID	20/09/2012
TSO 5	Jumadi Bin Sakam	Logistics	28/07/2012
TSO 5	Koh Kok Meng	PCG	24/04/2012
Personal Asst	Koh Ngien Gek	P&O	31/07/2012
MSO 2	Lee Chee Khwin	TP	24/06/2012
CSO 4	Lek Huay Eng	CID	13/09/2012
CSO 3	Low Swee Ching	A&F	16/06/2012
CSO 4	Mariah Binte Ariffin	G Div	08/05/2012
Chauffeur 2	Ng Seng Huat	A Div	05/04/2012
CSO 3	Png Kai Heng Mary	G Div	23/09/2012
CSO 3	Poon Yuke Kwai	PID	08/10/2012
CSO 1	See Nee Chua Seok Kheng	TP	09/11/2012
MSO 5	Suselah D/O Periasamy	D Div	25/04/2012
CSO 2	Tan Ah Moi	TP	07/09/2012
MSO 5	Tan Chai Hia	A Div	31/12/2012
Sr Tester	Tan Chong Seng	TP	20/06/2012
CSO 2	Tan Heng Jong	VSC	08/05/2012
CSO 3	Tan Siew Yin	A&F	21/06/2012
Tester	Teo Ee Hiang	TP	11/10/2012
Personal Asst Sp Gr	Yee Lian Chin	CID	29/10/2012

## GURKHA CONTINGENT

Rank	Name	Present Unit	Date of Retirement
G/ASP 1	Chhabi Lal Paija Pun	Gurkha Contingent	22/04/2012
G/ASP 1	Pratapbahadur K.C.	Gurkha Contingent	31/12/2012
G/Chief Insp	Dhiraj Gurung	Gurkha Contingent	31/12/2012
G/ASP 1	Dhakal Bahadur Gurung	Gurkha Contingent	31/12/2012
G/ASP 2	Arjunkumar Gurung	Gurkha Contingent	31/12/2012
G/Cpl	Kuldip Kumar Rai	Gurkha Contingent	14/05/2012
G/Sgt	Ek Kumar Rai	Gurkha Contingent	10/09/2012
G/Cpl	Buddhiman Gurung	Gurkha Contingent	25/08/2012
G/Cpl	Hem Bahadur Rana Magar	Gurkha Contingent	24/07/2012
G/PC	Mangal Man Rai	Gurkha Contingent	26/09/2012
G/Sgt	Devi Prasad Angdembe	Gurkha Contingent	28/09/2012
G/Cpl	Tapan Kumar Gurung	Gurkha Contingent	05/09/2012
G/SI	Krishnaprasad Gurung	Gurkha Contingent	31/12/2012
G/Sgt	Bombahadur Limbu	Gurkha Contingent	31/12/2012
G/Sgt	Mani Raj Limbu	Gurkha Contingent	31/12/2012
G/SSI	Deviprasad Tamang	Gurkha Contingent	31/12/2012
G/SI	Hombahadur Gurung	Gurkha Contingent	31/12/2012
G/SI	Harkumar Shrees	Gurkha Contingent	31/12/2012
G/SSI	Kumarsingh Thapa	Gurkha Contingent	31/12/2012

## GURKHA CONTIGENT (CONT'D)

G/SI	Tek Kumar Rai	Gurkha Contingent	31/12/2012
G/SSSgt	Basanta Kumar Rai	Gurkha Contingent	31/12/2012
G/SSI	Man Bahadur Rana Magar	Gurkha Contingent	09/10/2012
G/Sgt	Ambar Bahadur Chand	Gurkha Contingent	31/12/2012
G/SI	Prem Kumar Rai	Gurkha Contingent	31/12/2012
G/SSgt	Dan Bahadur Gurung	Gurkha Contingent	31/12/2012
G/SI	Suresh Kumar Pun	Gurkha Contingent	26/08/2012
G/Cpl	Narayan Rai	Gurkha Contingent	05/09/2012
G/Cpl	Harkabahadur Roka	Gurkha Contingent	01/09/2012
G/Cpl	Lalkaji Gurung	Gurkha Contingent	13/02/2013
G/Sgt	Mani Kumar Tamang	Gurkha Contingent	07/09/2012
G/Sgt	Ram Kumar Rai	Gurkha Contingent	26/12/2012
G/Cpl	Homendr Prakash Rai	Gurkha Contingent	08/03/2013
G/PC	Tek Bahadur Kandangwa	Gurkha Contingent	13/02/2013
G/SSgt	Bhusan Gurung	Gurkha Contingent	22/03/2013
G/SSgt	Mankaji Gurung	Gurkha Contingent	27/03/2013

## SPORTS ACHIEVEMENTS

### BADMINTON

Name of Tournament	Result
Public Service STAR Games	2 <sup>nd</sup> Runner-up
Home Team Games	1 <sup>st</sup> Runner-up
IFG SPF-RBPF	Champion
IFG SPF-RMP	Runner-up
IFG SPF-HKPF-MJP	1 <sup>st</sup> Runner-up

### BASKETBALL

Name of Tournament	Result
Public Service STAR Games	Champion
IFG SPF-HKPF-MJP	1 <sup>st</sup> Runner-up

### BOWLING

Name of Tournament	Result
Home Team Games	Champion
Public Service STAR Games	Mixed Team – Champion
IFG SPF-RMP	Runner-up

### CRICKET

Name of Tournament	Result
Singapore Cricket Association (SCA) Division 3 League 2012	12 <sup>th</sup> out of 15 teams
Singapore Indian Association National Day Sixes 2012	2 <sup>nd</sup> Runner-up

### FLOORBALL

Name of Tournament	Result
Singapore Floorball Association (SFA) Division 3 Men's Floorball League 2012/2013	3 <sup>rd</sup> Overall (Promoted to Division 2)
Singapore Floorball Association (SFA) Division 2 Women's Floorball League 2012/2013	14 <sup>th</sup> Overall

### GOLF

Name of Tournament	Result
Bradley Putter Golf Tournament	Champion
SPOM-JOM Inter-Mess Golf Tournament	Champion
IFG SPF-RBPF	Champion
IFG SPF-RMP	Runner-up

## HOCKEY

Name of Tournament	Result
SHF Men's Premier League	1 <sup>st</sup> Runner-up
SHF Men's Premier Thorb Cup	1 <sup>st</sup> Runner-up
SHF Men's Div 3 League	9 <sup>th</sup>
SHF Men's Div 4 League	2 <sup>nd</sup> Runner-up
SHF Men's Div 4 Thorb Cup	Semi-Finalist
IFG SPF-RMP	Runner-up

## NETBALL

Name of Tournament	Result
Energizer National League	6 <sup>th</sup> Position
Public Service STAR Games	3 <sup>rd</sup> Runner-up
Home Team Games	Champion
IFG SPF-RBPF	Champion
IFG SPF-RMP	Runner-up

## RUGBY

Name of Tournament	Result
National Rugby Conference League 2012/2013	8 <sup>th</sup> Position out of 12 teams
Singapore Rugby Clubs 7s Tournament	2 <sup>nd</sup> Runner-up
Negri Sembilan POWER Royal 7s Tournament	Runner-up

## SEPAK TAKRAW

Name of Tournament	Result
PERSES National Premier League	1 <sup>st</sup> Runner-up
Public Service STAR Games Inter Regu	Champion
Public Service STAR Games Inter Team	Champion
Home Team Games	Champion
IFG SPF-RMP	Runner-up

## SEA SPORTS

Name of Tournament	Result
DBS Marina Regatta	5 <sup>th</sup> (National Community Mixed)
CSC Invitational Open	Champion (Men's Open) 2 <sup>nd</sup> Runner-up (Women) 3 <sup>rd</sup> Runner-up (Women)

## SEA SPORTS (CONT'D)

Singapore River Regatta	1 <sup>st</sup> Runner-up (Minor Final) (National Premier Open)
	3 <sup>rd</sup> Runner-up (Grand Final) (National Senior Men)
Public Service STAR Games	Champion (Public Service Open)
	Champion (Public Service Men)
	Champion (Public Service Mixed)
	1 <sup>st</sup> Runner-up (Public Service Mixed)
	2 <sup>nd</sup> Runner-up (Public Service Women)
	3 <sup>rd</sup> Runner-up (Public Service Women)
	Champion (Public Service Senior)
	Champion (Public Service Active Agers)
IFG SPF-RBPF	1 <sup>st</sup> Runner-up (200m 8 Crew)
	1 <sup>st</sup> Runner-up (200m 10 Crew)
	1 <sup>st</sup> Runner-up (200m 12 Crew)

## SOCCER (MEN)

Name of Tournament	Result
National Football League Div I	3 <sup>rd</sup> Runner-up
Public Service Futsal Tournament	Champion
Public Service 7-a-side Tournament	2 <sup>nd</sup> Runner-up
Public Service Football 11-a-side Tournament	1 <sup>st</sup> Runner-up
Bogaars Cup (SPF vs SAF)	Champion
Home Team Games	Champion
IFG SPF-RMP	Champion

## SOCCER (WOMEN)

Name of Tournament	Result
Women Premier League (National Club Level)	3 <sup>rd</sup> Runner-up
Women Challenge Cup (National Club Level)	1 <sup>st</sup> Runner-up



## SNOOKER

Name of Tournament	Result
National Snooker League 2012/2013	2 <sup>nd</sup> Runner-up
Public Service STAR Games Snooker	Champion
Public Service STAR Games Pool	Champion

## SHOOTING

Name of Tournament	Result
S'pore Open Shooting Competition	
International Defensive Pistol Association (Revolver)	
Overall Stock Service Revolver (Individual)	Champion
Stock Service Revolver (Individual)	1 <sup>st</sup> and 2 <sup>nd</sup> Runner-up
Stock Service Revolver (Team)	1 <sup>st</sup> Runner-up
Sharpshooter Category, Enhanced Service Revolver (Individual)	Champion
Marksman Category, Enhanced Service Revolver (Individual)	Champion
Stock Service Revolver (Team)	1 <sup>st</sup> Runner-up
Enhanced Service Revolver (Team)	Champion
International Practical Shooting Confederation IPSC (Revolver)	
Individual	Champion and 2 <sup>nd</sup> Runner-up
Team	Champion and 2 <sup>nd</sup> Runner-up

## SQUASH

Name of Tournament	Result
National Squash League	
PSA "B" Team	3 <sup>rd</sup> Runner-up
PSA "C" Team	5 <sup>th</sup> Position
PSA "D" Team	2 <sup>nd</sup> Runner-up
PSA "E" Team	3 <sup>rd</sup> Runner-up
PSA "F" Team	5 <sup>th</sup> Position
PSA Veteran Team	2 <sup>nd</sup> Runner-up
Public Service STAR Games	Champion
Home Team Games	Champion

## SWIMMING

Name of Tournament	Result
Public Service STAR Games	3 <sup>rd</sup> Runner-up
Home Team Games	Champion

## TABLE TENNIS

Name of Tournament	Result
National Championship - Grand Finale Open	Top 16
National Championship - Veteran Open Team	2 <sup>nd</sup> Runner-up
Public Service STAR Games	3 <sup>rd</sup> Runner-up
Home Team Games	Champion

## TENNIS

Name of Tournament	Result
Inter Port Tennis Games with HKPF	Champion
IFG SPF-HKPF-MJP	1 <sup>st</sup> Runner-up
PS STAR Games Tennis Championship	Quarter Finalist
Home Team Games	Champion

## VOLLEYBALL

Name of Tournament	Result
UTM International Invitational Volleyball Championship 2012	Quarter Finalist
PS STAR Games Beach Volleyball	Champion
Men's category	1 <sup>st</sup> Runner-up 2 <sup>nd</sup> Runner-up 3 <sup>rd</sup> Runner-up
Public Service STAR Games Indoor Volleyball	
Men's category	Champion
Singapore Open Volleyball Championship	Champion
Home Team Games	Champion
Volleyball Association Singapore (VAS) Premium Cup	
Men's category	Champion
IFG SPF- RBPf	Champion
IFG SPF-RMP	Runner-up

# ACKNOWLEDGEMENTS

The Public Affairs Department would like to thank the following officers, and all those who have helped in one way or another, to make the Singapore Police Force Annual 2013 possible.

## Editorial Team

AC Melvin Yong  
DAC Tan Tin Wee  
DAC Poh Lye Hin  
Ms Leena Rajan  
Ms Tham Yee Lin

## Technical Production and Coordination Team

Ms Jinnie Chew  
SSgt Edwin Lim Jia Zhong  
SSgt Chee Yong Tat  
SC/Cpl Muhammad Alif Bin Sapuan  
SC2 Mok Wen Jie  
SC/Cpl Gabriel Chan Duen Yue

## General Reviews

All Commanders, Directors and Heads Planning & Organisational Development

## Features

DSP Abdul Rahman Yaacob  
Supt Eric Foo Jong Liat  
Supt Tan Hou Seng  
Supt Chong Zunjie  
DSP Heng Chih Yang  
DSP Tan Yong Liang  
Ms Ko Si Hui  
Mr Shaherul Bin Syed Ahamad  
DSP Kamil Ramley Jenaton  
DSP Lim Ke Wei  
Insp Eugene Ooi  
SSgt Lee Wei Qiang  
Mr Robin Jiang  
SSgt (NS) Muhammad Nazri Hadi Saparin

## Special Thanks

Sgt(NS)Zhuo Zehai  
SC2(NS) Goh Jia Wei  
Sgt(NS) Earnest Seow Buan Chuan  
Ms Loh Jin Feng,  
Home Team Volunteer Network

## Statistics

Administration & Finance Department  
Manpower Department  
Service Delivery Department  
Police Intelligence Department  
Traffic Police Department

## Almanac

Ms Ang Mei Qi,  
Manpower Department  
Mr Yow Tsung Hsien,  
Manpower Department  
Ms Teoh Li Lian,  
Manpower Department  
Supt Surjit Singh,  
Manpower Department  
Ms Yap Wan Jing,  
Manpower Department  
Ms Shanaz Thoufeekh,  
Police National Service Department  
Ms Nur Azkiya Ahmad,  
Training Command



Front (from left to right): Ms Tham Yee Lin, DAC Tan Tin Wee, AC Melvin Yong, Ms Leena Rajan, DAC Poh Lye Hin, Ms Jinnie Chew  
Back (from left to right): SSgt Chee Yong Tat, SC/Cpl Muhammad Alif Bin Sapuan, SC/Cpl Gabriel Chan Duen Yue, SC2 Mok Wen Jie



SINGAPORE POLICE FORCE  
New Phoenix Park, 28 Irrawaddy Road,  
Singapore 329560  
Tel: 1800-353 0000  
Fax: 65-6259 6648  
[www.police.gov.sg](http://www.police.gov.sg)