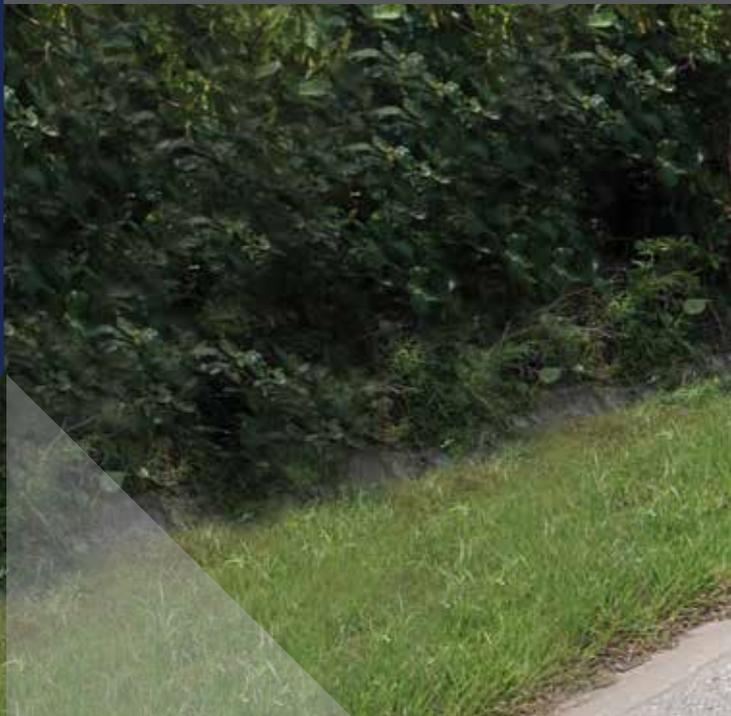


SAFEGUARDING EVERY DAY

SINGAPORE POLICE FORCE ANNUAL 2014

PROTECTING OUR PEOPLE, OUR HOMES AND OUR COMMUNITY



EQUIPPED FOR ADVANTAGE



DRIVEN BY PURPOSE



UNLOCKING THE TRUTH



COMMITTED TO COMMUNITY



VALUING CONTRIBUTION

MISSION

To prevent,
deter and detect crime

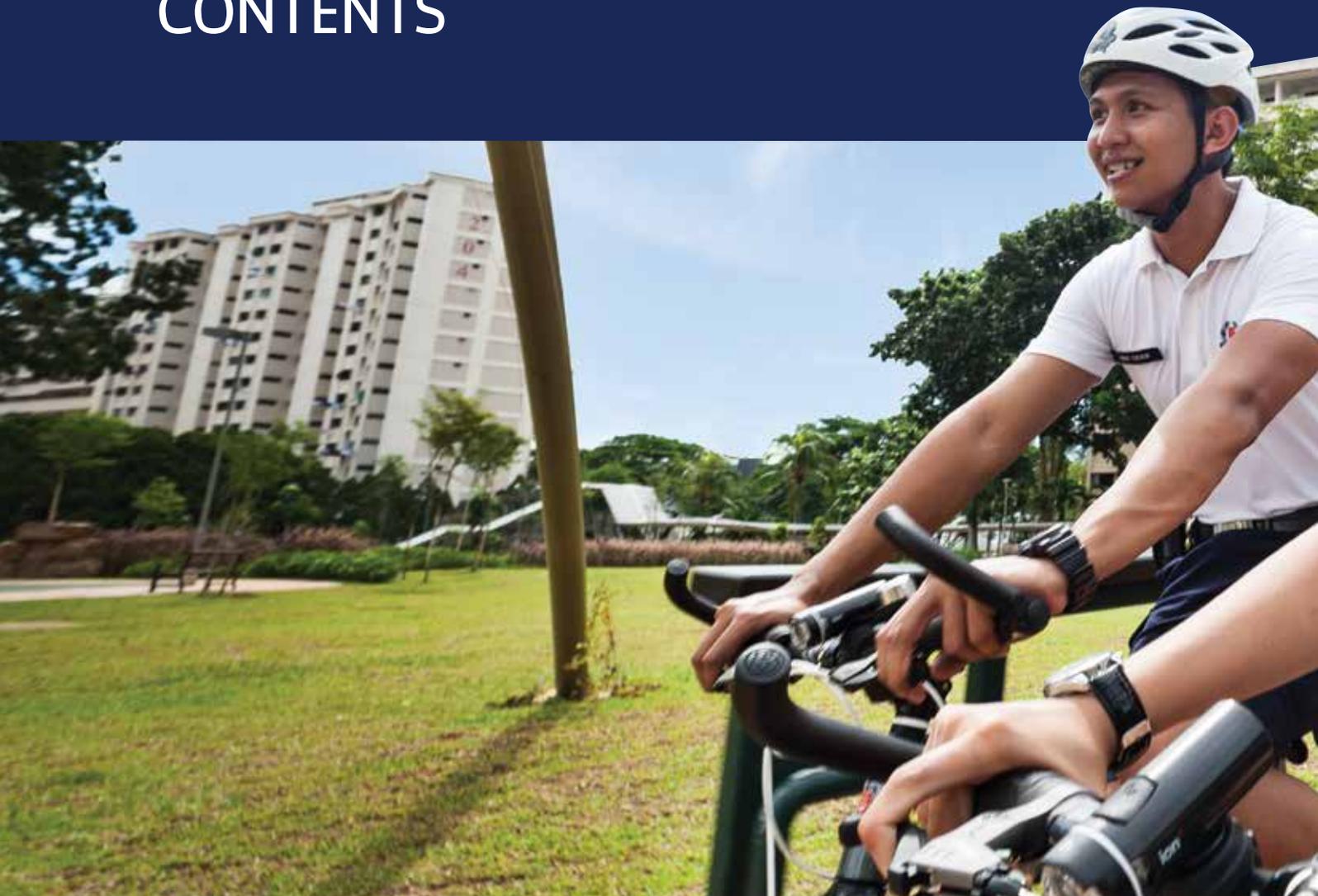
VISION

To make Singapore
the safest place in
the world





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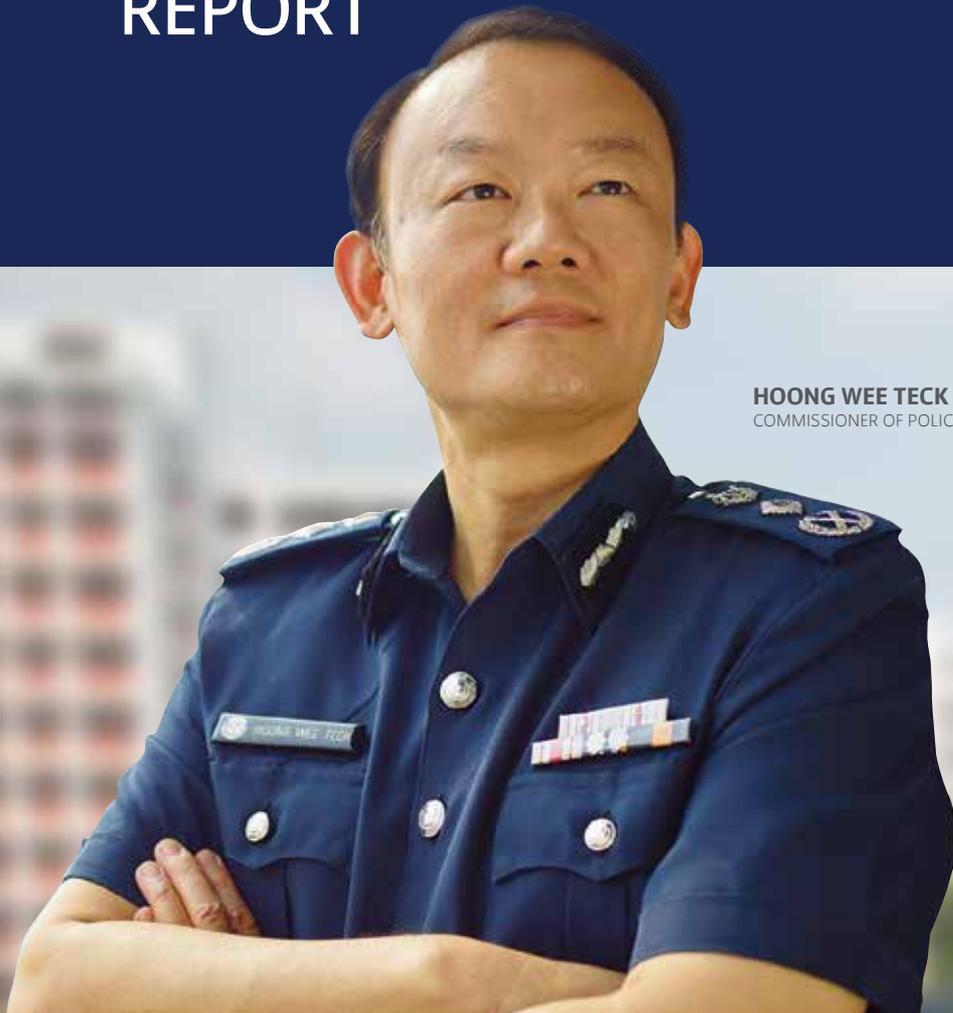


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COMMISSIONER'S REPORT



HOONG WEE TECK
COMMISSIONER OF POLICE, SINGAPORE POLICE FORCE

ANOTHER BUSY YEAR

2014 was another busy year for the Police.

Kidnapping of an elderly woman for ransom – the first in Singapore in more than a decade, the Committee of Inquiry for Little India Riots, gruesome murders, commercial frauds and scams made sensational headlines and tested the resolve of our officers to solve the crimes.

I am proud to note that our officers rose to the challenge, proving their mettle by bringing criminals to justice, with expert proficiency and efficiency.

SINGAPORE REMAINS A SAFE CITY

While overall crime rose by 7.8 percent last year, our crime rate of 591 cases per 100,000 population continues to be significantly lower than that of other major cities. In the 2015 Safe Cities Index, Singapore was ranked

the second safest city in the world, and the safest city in the world in the personal safety category. This reflects the level of safety that the Singapore community enjoys. This is also testament to the unwavering commitment and dedication of our officers to prevent, deter and detect crime as trusted guardians of the security of Singapore.

The increase in overall crime rate in 2014 was largely due to cyber-enabled crimes. Cheating through e-commerce, Internet love scams and cyber extortion cases tripled to 2,120 cases in 2014. The SPF is committed to tackle this developing crime trend head-on. We will continue to improve our capability to detect the acts of these criminals. We are also working with partners such as National Crime Prevention Council (NCPC) to educate the public to prevent them from falling prey to cyber-crime. For example, as part of the Anti-Scam Public Education Campaign, a website www.scamalert.sg was launched to raise awareness of the common scams in Singapore. In addition, episodes on online purchase scams and cyber-extortion were featured on CrimeWatch. Through a

concerted public education effort, we can help the public be more aware of cyber-enabled crimes. Together, we can keep cyber-criminals at bay.

NAVIGATING A COMPLEX OPERATING LANDSCAPE

The SPF is operating in an increasingly complex landscape, with a rise in transnational crime and greater public demands. To meet these challenges, we have leveraged technology and enhanced community partnerships to complement the work that we are doing.

Police Cameras (PolCam) have been installed at the void decks of over 5,000 HDB blocks and multi-storey car parks. Over the past two and a half years, more than 430 crime cases were solved island-wide with the footage retrieved from the PolCam. On the other hand, the digital traffic red-light cameras have also helped to shape driver behaviour and improve road safety. Since their installation in March 2014, the



number of violations detected per camera has decreased significantly. This is an encouraging development in making our roads safer, as beating red-lights is a cause of many serious and fatal accidents.

The community has once again proven to be a strong and credible partner of the SPF in keeping Singapore safe. The strong Police-Community network had resulted in the solving of numerous crime cases, as well as deterring crimes such as Unlicensed Money Lending harassment from taking place. In 2014, about a third of our arrests were made with assistance from the public. The Community Policing System (COPS) seeks to build on this strong foundation, by providing a platform for our officers to enhance police presence and foster a stronger partnership with the community.

OFFICERS ARE THE SPF'S MOST VALUED ASSET

Each and every officer in the SPF, regardless of rank or scheme of service, plays an

important part in keeping Singapore safe every day. To ensure that they have the best support to carry out their duties, there are various schemes taking care of their day-to-day welfare, as well as their longer term career and personal development.

For example, services such as flu vaccination and health check-ups are provided free. During major operations, we routinely conduct morale sensing exercises to ensure that issues affecting our officers are identified and dealt with in a timely manner.

In addition, personal and professional development opportunities such as sponsorships for diploma and degree programmes, as well as specialist skills training, are given to the deserving officers. We value the contributions of every officer on the ground and those who work tirelessly behind the scenes.

Moving forward, we are also studying ways to provide more seamless advancement opportunities for our officers. We will continue to build a supportive team culture

so that our officers remain driven to make a difference to the lives of fellow Singaporeans.

MAKING SINGAPORE THE SAFEST PLACE IN THE WORLD

As Commissioner, I am proud to lead a group of men and women who are steadfast in their commitment to keep Singapore safe, and have consistently demonstrated the core values of Courage, Loyalty, Integrity and Fairness.

At the same time, I am humbled by the trust that the community has in us, which has enabled the close cooperation between our community and officers.

Let us work together to realise our vision of making Singapore the safest place in the world.



Police Officer

NAME TAG

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CITIZEN
ON
PATR

POL



Our officers are ready to take the lead, engaging and involving communities in crime-fighting.

NS
OL
ICE DIVISION

ORGANISATION STRUCTURE

(CORRECT AS OF 6 JANUARY 2015)

DEPUTY COMMISSIONER (INVESTIGATIONS & INTELLIGENCE)
MR TAN CHYE HEE



STAFF DEPARTMENTS

Administration and Finance Department DAC Lee Chwee Huat	Inspectorate and Compliance Office AC Lee Chin Ek	Internal Affairs Office AC Paramjit Singh	International Cooperation Department DAC Cheong Chee Ming	Manpower Department SAC Tan Hung Hooi	Operations Department DCP Lau Peet Meng	Planning and Organisation Department AC Teo Chun Ching
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SPECIALIST STAFF DEPARTMENTS

Commercial Affairs Department Mr Tan Boon Gin	Criminal Investigation Department DCP Tan Chye Hee	Police Intelligence Department Vacant
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SPECIALIST & LINE UNITS

Airport Police Division SAC Zuraidah Abdullah	Gurkha Contingent AC Mark Lindsay Ross Forman	Home Team School of Criminal Investigation SAC Loy Chye Meng	Police Coast Guard SAC Hsu Sin Yun	Public Transport Security Command DAC Lee Su Peng	Security Command AC Lim Chee Pheng	Special Operations Command AC David Scott Arul
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COMMISSIONER OF POLICE
MR HOONG WEE TECK

DEPUTY COMMISSIONER (POLICY)
MR LIM KOK THAI

DEPUTY COMMISSIONER (OPERATIONS)
MR LAU PEET MENG

**Police Licensing
and Regulatory
Department**

AC
Kwok Swee
Cheng Jessica

**Police
Logistics
Department**

AC
Cheang Keng
Keong

**Police National
Service
Department**

DAC
Manimaran
Pushpanatan

**Police
Technology
Department**

Mr Tay Yeow Koon

**Public Affairs
Department**

AC
Melvin Yong

**Service
Delivery
Department**

DAC
Maria Oh

**Volunteer
Special
Constabulary**

DAC
Chua Chuan Seng

**Training
Command**

SAC
Loy Chye Meng

**Traffic
Police**

AC
Sam Tee

**Land
Divisions**

Central Police Division ('A Div')
DAC Daniel Tan

Clementi Police Division ('D Div')
AC Gerald Lim

Tanglin Police Division ('E Div')
DAC Lu Yeow Lim

Ang Mo Kio Police Division ('F Div')
DAC Lian Ghim Hua

Bedok Police Division ('G Div')
DAC Alvin Moh

Jurong Police Division ('J Div')
DAC Wilson Lim





Our work is more than just a job to us. We strive to uncover the truth and set wrongs right so that our citizens may lead safe lives.

ADMINISTRATION AND FINANCE DEPARTMENT



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

DELIVERING VALUE-BASED SERVICES

2014 was a watershed year for the SPF's procurement community. To strengthen governance in procurement, we embarked on a bold but important step to centralise within our department, the approval of all quotations and purchase orders published by the Singapore Police Force (SPF).

This initiative enabled us to have a holistic oversight of all purchases under the SPF, standardise practices across the units and weed out irregularities at the earliest opportunity. Despite the dramatic increase in the workload with minimal increase in manpower, our dedicated team of procurement specialists remained steadfast in this endeavor and maintained the turnaround time in processing all transactions. This achievement would not have been possible



without the commitment of the staff and the cooperation of all units.

We took a systems perspective to address lapses in administration, financial management and procurement surfaced through the financial audits so that the standard of compliance by the SPF was raised collectively.

We coordinated the forcewide replacement of shredders and safes to uphold the standards on document security. We also updated the season staff car park charges forcewide to ensure their alignment with market prices

and the Government's clean wage policy, ceasing discounted parking benefits to officers in all government premises.

All Police Institutional Funds (PIFs) were also subjected to the annual fixed asset verification exercise to account for their fixed assets and gifts, to ensure compliance with the Instruction Manuals (IM).

To strengthen our revenue collection system, we conducted an exercise to check on the state of delegation of duties of the SPF Collector of Public Money regime, accounting of monies in the Miscellaneous Deposit Account and the conduct of surprise checks on cash books.

Since the PIFs shared a common obligation to uphold fiduciary accountability in the use of PIF funds, we extended our training and development initiatives such as procurement, contract management courses and communities of practice sessions, to the PIF key office holders.

We will continue to provide value-based services to the administration, finance and procurement community so that the SPF can continue to meet the challenges of an increasingly complex and fast-changing operating environment. We will actively streamline and review our policies and operating procedures to keep them nimble, relevant and up-to-date, without compromising the standards of governance so that we will safeguard the SPF's fiduciary responsibilities.



REDUCING CASH TRANSACTIONS

In 2014, all collections of canteen rental revenue were made via electronic ones, thereby reducing the risks of misappropriation or loss of public monies. We also embarked on initiatives to reduce cash collections by the SPF. We worked with relevant units to ensure all canteen rentals were collected via electronic means to minimise the risks of misappropriation and loss. We also provided internet banking facilities to some of our PIFs to conduct their transactions via electronic means.

LEVERAGING TECHNOLOGY

We will be introducing online competency tests in 2015 to educate our administration, finance and procurement officers on prevailing compliance requirements and allow them to measure their competencies against established benchmarks so that they can undertake the necessary training to close the gaps revealed through these tests.

UNQUALIFIED AUDIT

Through the SPF's collective effort, the Force has obtained another year of unqualified reporting in the fixed assets audits commissioned by the Accountant-General.

INSPECTORATE AND COMPLIANCE OFFICE



Organisation Structure of Inspectorate and Compliance Office (with effect from 15 Sep 2014)

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

2014 was an exciting year for the Inspectorate and Compliance Office (InCO). We worked with the Singapore Police Force (SPF) departments to strengthen Governance, Risk Management and Compliance (GRC), so as to enhance efficiency, effectiveness and professionalism in the SPF.

ROADSHOWS AND IN-HOUSE PUBLICATIONS

14 roadshows were held at the six Police Land Divisions to share case studies and seek feedback from supervisors on audit and risk management concepts for the revision of the SPF's Risk Management and Internal Audit Doctrines. These roadshows received positive feedback from participants and plans are underway to extend them to specialist units and staff departments in 2015. In the same year, 12 issues of our in-house publication "In Connect" were rolled out to highlight incidents and good practices relating to GRC in both operations and financial areas. We also launched a GRC Awareness Training Program for the Senior Officers Basic Course at Training Command (TRACOM) to inculcate the right GRC mindset in future SPF leaders.

STRENGTHENING COMPETENCIES

Besides enhancing awareness and seeking feedback, we also worked on strengthening the competencies of SPF officers in internal auditing through a more structured training framework. At the foundation tier, we continued to provide Internal Auditor and Lead Auditor courses for new officers who joined InCO and officers tasked to carry out Internal Audits within the line units and staff departments. Professional courses provided by recognised audit institutions, such as the Institute of Internal Auditors (IIA) of Singapore form the next tier. Through this tier of courses we seek to benchmark and improve SPF's internal auditing and risk management practices with that of other organisations. At the highest tier, suitable officers who wish to specialise in auditing would be given the opportunity to go for IIA's Certified Internal Audit Programme.

LEVERAGING TECHNOLOGY

A fundamental part of the SPF's Risk Management System (RAMS) entails the development and maintenance of risk registers across the various domains in the SPF. Risk events that materialised must also be monitored and risk treatment efforts, if any, documented. With feedback from the ground units and staff departments, we created risk registers covering key risk areas. Currently, the creation and maintenance of risk registers are done manually. InCO will commence on the development of a computerised RAMS which will automate processes in the SPF's enterprise risk management framework. It will facilitate the upkeep of the SPF's enterprise and unit-level

risk registers, monitor risk incidents and near misses and track audit issues.

REORGANISATION OF INCO

On 15 September 2014, InCO restructured into three branches, comprising the Compliance, Inspectorate and Risk Management Divisions. This change from the old set-up of Compliance Audit Unit and Systems Audit Unit is for a more optimal fit between risk management and internal audit through risk domain specialisation, and to transform the InCO into an enabler and catalyst for positive change in the SPF, underpinned by a strong GRC control environment and culture.

REVISION TO THE POLICE GENERAL ORDERS (PGOs)

We also revised three PGOs to address issues pertaining to financial compensation claims against the SPF, Risk-Based Internal Audit (RBIA) system and the Enterprise Risk Management System. The revisions helped to highlight the principles, concepts and code of conduct for audits. In managing claims for financial compensation other than arising from a motor accident, we highlighted clearly the principles to bear in mind when processing claims. The PGO on the RBIA system provides officers with a better understanding of the concepts of the RBIA and the code of conduct for audit, and an understanding of the roles, responsibilities and authority of the officers who are involved in audit. Finally, the PGO on the Enterprise Risk Management System sets out more clearly the requirements for managing risk at the SPF unit level more effectively.



ENSURING FAIRNESS AND TRANSPARENCY

We conducted five operational audits, four financial audits and three special audits where we presented to the units our key findings and significant recommendations. We also followed up with the units to ensure that corrective actions were taken and outstanding issues were tracked regularly at regular forums.

DEVELOPING EFFICIENT AUDITORS

We coordinated one run of the International Register of Certificated Auditors (IRCA) Certified Quality Management System (QMS) Lead Auditor Course and two runs of the QMS Internal Auditor Course for SPF officers. Through these courses, we trained officers to be more effective in their audit responsibilities and certified them.

INTERNAL AFFAIRS OFFICE



**By Assistant Commissioner of Police
Paramjit Singh**
Director, Internal Affairs Office

FOCUSING ON INDEPENDENCE, FAIRNESS AND THOROUGHNESS

The Internal Affairs Office's (IAO) work is purpose-driven. We uphold the Police values and discipline as we are an integral part of the organisation to foster greater public trust and confidence. We do this by ensuring that every complaint that is referred to us is treated with utmost independence, fairness and thoroughness.

PLAYING A CRITICAL ROLE IN THE ECOSYSTEM

We play an important role in the Independent Review Panel (IRP) that was established by the Ministry of Home Affairs in August 2014.

The IRP was set up to strengthen the Home Team's system for reviewing internal investigations into allegations of wrongdoing or misconduct by Home Team officers.

It ensures that there are independent, robust and fair processes in place to review allegations made against Home Team officers. We work closely with the IRP to review relevant cases investigated by the IAO.



ENSURING FAIRNESS AND IMPARTIALITY

We are mindful to remain fair and impartial in our work.

We investigate complaints that are referred to us in a swift, timely and effective manner. This has helped us to quickly exonerate innocent officers who can then continue with their mission as police officers.

On the other hand, rogue officers are swiftly brought to account for their misconduct.

We also strive to be transparent in our work. We engage the leadership in the Police Land Divisions to demystify the IAO. At these sessions, we share some of the processes that we adopt to conduct our investigations in a fair, rational and consistent manner.

EQUIPPING OURSELVES

We continue to equip ourselves to ensure our work is thorough and robust. We do this by carefully selecting the right officers to join us. We continue to invest in their development, skills and knowledge. We are also developing new strategic alliances to enhance our internal capabilities and processes. These will enable our work to withstand scrutiny and ensure that the trust given to us is not misplaced.

FACTORS TO OUR SUCCESS

IAO is privileged to have a strong team of mission-driven officers who possess the right attitude, temperament and aptitude for the delicate job of investigating allegations against our own officers of wrongdoing or misconduct. Each of IAO's officers has been steadfast in keeping to the exacting standards and expectations required of them.

The IAO's success must also be attributed to the leadership of Mr Abdul Khalik, first Director of the IAO. From 2011 to 2014, he led the IAO in developing and streamlining our capabilities, setting the high standards required of our officers and ultimately achieving effective outcomes for the SPF. Even now, the IAO continues to grow from the solid foundation that he had put in place.

The close support from other SPF departments also plays a key role in our success, as we continue to work together to make our work more meaningful. In particular, the strong partnership with the Inspectorate and Compliance Office has helped us significantly in achieving our mission.



WORKING WITH THE INDEPENDENT REVIEW PANEL

When directed by the Minister for Home Affairs, the IRP will review the internal investigations into cases of serious alleged misconduct by an officer in his official capacity. Examples include cases which have resulted in death or serious injury, cases which obstruct, prevent, pervert or defeat the course of justice, or where it is in the public interest to do so. Since its inception in August 2014, we have worked closely with the IRP on the protocols to refer specific cases to the IRP.

TIERED INVESTIGATION TIMELINES

We introduced tiered investigation timelines in November 2014 to better focus our resources and efforts when conducting internal investigation into allegations of wrongdoing or misconduct. This allowed us to manage multiple cases and reduced the time needed for investigations into such complaints.

INTERNATIONAL COOPERATION DEPARTMENT



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

GROWING NEED FOR INTERNATIONAL POLICING COOPERATION

Technological advancement in infrastructure and communications has enhanced the connectivity of people and goods, and eased the transfer of money, boosting the global economy. As business networks continue to form and grow in the increasingly connected world to support the growth of the global trade, transnational criminals are also surreptitiously riding the technology wave to exploit unsuspecting victims across national borders and expand their criminal enterprises. This underscores the importance for international cooperation amongst the law enforcement agencies around the world.

FORGING INTERNATIONAL PARTNERSHIPS TO FACILITATE CRIME FIGHTING

The Singapore Police Force (SPF) is a strong advocate of international cooperation. The International Cooperation Department (ICD) was established in 2009 through the merger of three divisions (International Ops, International Policy and Protocol) from the

Criminal Investigation Department, Planning and Organisation Department and the Public Affairs Department. Since its formation, the ICD has been working closely with the SPF's internal and external stakeholders to spearhead the SPF's international engagement through a multitude of platforms; from sharing of knowledge, expertise, information and good practices, and participating in joint operations to undertaking strategic relationship-building collaborations and recognising international policing counterparts' contributions towards combating transnational crimes.

We constantly scan for opportunities for the SPF to leverage existing law enforcement networks to anchor the SPF's standing in the international policing arena and develop professional ties with its international policing counterparts. The solid foundation and strong linkages established enables the SPF to grow its organisational capacity, enhance its operational effectiveness in dealing with transnational crime and aid in deterring opportunistic international criminals.

MULTI-PRONGED APPROACH TOWARDS INTERNATIONAL POLICING COOPERATION

To ensure that the SPF remains connected to the international law enforcement community, we adopt different engagement strategies at different fronts – bilateral, regional and global.

At the bilateral level, the SPF fosters closer cooperation with our strategic partners through the signing of Memoranda of Understanding to further its interests in areas of mutual policing concerns and to strengthen law enforcement cooperation in combating transnational crime. To enhance operational effectiveness, we have deployed Police Attachés overseas and seconded officers to INTERPOL. This extends the SPF's international outreach and foster mutual cooperation with its international counterparts.

At the regional level, the SPF is a member of the ASEAN National Police grouping, the ASEANAPOL. The ASEANAPOL Conference

is held annually and attended by police delegations from the 10 ASEAN countries and dialogue partners. These ASEANAPOL Conferences allow participating delegations to share information on crime in the region and discuss new initiatives that could enhance regional police cooperation. As the ASEAN Lead Shepherd in Cybercrime and International Economics Crime, the Commercial Affairs Department (CAD) of SPF also takes on an active role within ASEAN in promoting and enhancing regional capabilities in these areas, such as organising and hosting the inaugural ASEAN Workshop on International Economic Crime in August 2013. Organised with the funding support from Republic of Korea (Dialogue Partner), the objective of the workshop was to create a platform for ASEAN law enforcement agencies to exchange information and best practices on the trends, patterns and challenges in combating international economic crime.

At the global level, the SPF leverages the INTERPOL platform to stay connected with the international policing community. As a member country of INTERPOL, we leverage INTERPOL's tools and services to further our operational interests and enhance our capabilities in combating transnational crime, such as financial crimes and high tech crimes. With the establishment of the INTERPOL Global Complex for Innovation in Singapore, SPF will benefit from the cutting-edge research and development facility for identification of crimes and criminals, training, operational support and partnerships for better enforcement against transnational crimes.

CONCLUSION

We recognise that international policing cooperation entails active and sustained participation, substantial investments and managing intricate diplomacies, and will continue to work closely with our internal stakeholders on all international relations matters so that the SPF remains a relevant and responsible global partner in the joint fight against transnational crimes.



STRENGTHENING TIES WITH INTERPOL

The conferment of the Distinguished Service Order (DSO) on the Secretary General of INTERPOL in 2014 recognised his significant contributions in fostering bilateral cooperation and re-affirmed the close ties SPF has with INTERPOL and our commitment to future collaborations.

RENEWAL OF MOU WITH NEW YORK POLICE DEPARTMENT

The renewal of the MOU on 7 October 2014 was a significant milestone development in the relationship between both forces. Co-operation between both the Forces is expected to be further enhanced in the areas of technology sharing and capacity building, reinforcing the initial MOU on training exchange signed between both agencies on 18 January 2011.

MAINTAINING CLOSE RELATIONS WITH OUR INTERNATIONAL COUNTERPARTS

In 2014, the SPF hosted more than 100 visits from foreign guests and dignitaries and saw a two percent rise from 2013, in the requests for information and assistance from other forces. This helped to deepen relations, exchange of good practices and information, and strengthen the SPF's operational capabilities.

MANPOWER DEPARTMENT



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

POLICE TRANSFORMATION PROGRAMME – THE MANPOWER STORY

Our people are our most valued assets. Men and women who choose to don the blue uniform and dedicate themselves to the real work we do in a small country like ours, are scarce. The Manpower Department (MPD) believes in providing a career in which officers feel valued, are able to fulfil their personal aspirations and are well-equipped to achieve the Singapore Police Force's (SPF) mission – to prevent, deter and detect crime. We strive to provide a positive employee experience for each of our officers throughout their career with the SPF as part of the Police Transformation Programme.

Home Affairs Uniformed Service (HUS) Police 2014 Salary Revision

Recognising the challenging and purposeful work of our officers against the backdrop of a complex operating environment, together with the Human Resource Division (HRD) of the Ministry of Home



Affairs (MHA), we implemented the HUS (Police) 2014 Salary Revision for Police Officers (POs) and Senior Police Officers (SPOs) in August 2014 to ensure that the remuneration package remains competitive, keeping pace with the market and commensurate with the skills and demands required of our officers. All officers enjoyed an increase of between 10 percent and 12 percent in monthly gross salary.

People Development

Policing is a job which offers many challenges. In line with our shared vision - People are our most valued assets; we constantly develop and nurture our officers to become learners, leaders and professionals so that they are equipped to succeed wherever they go.

In 2014, we enhanced the posting framework and Leadership Development Programme for POs after a series of engagement sessions (Manpower Conversations) with the ground officers. The revised frameworks are part of our continuous efforts to enhance the career opportunities for POs and provide them with the necessary support in developing their lifetime career with the SPF. Under the new PO posting framework, officers can look forward to job rotations either through internal or external postings. Officers who exhibit high potential can also expect to be developed in the areas of self, team and strategic leadership under the revised programme, also known as Learn.Equip.Act. Progress (LEAP).

For the SPOs, an assessment centre for the selection of Commanding Officers of Neighbourhood Police Centres (CO NPCs) was introduced in July 2014. Besides using the results to support the selection of the new CO NPCs, developmental feedback was also provided to officers through this platform to identify and improve on their leadership and developmental gaps.

As we continue in the Police Transformation Programme journey, our officers can look forward to more initiatives to be rolled out in the coming year to ensure that the SPF remains a choice employer for all.



HR CONSULTANCY STUDY

The ongoing study aims to look at the feasibility of integrating the existing SPO and PO schemes and developing expert tracks to ensure the SPF continues to remain attractive and relevant to prospective entrants and serving officers.

INAUGURAL FEMALE SELF-DEFENCE COURSE

The SPF piloted the inaugural one-day self-defence course for female students from polytechnics in June 2014. The course comprised a self-defence lesson by Police Defensive Tactics trainers to acquaint the students with the basics of police defensive tactics, an interactive session with female career advisers and members of the Swift Women Tactical Team (SWTT), scenario-based training demonstration, and visits to Home Team Academy facilities.

OPERATIONS DEPARTMENT



**By Deputy Commissioner of Police
Lau Peet Meng**
Director, Operations Department

On 8 December 2013, a fatal traffic accident occurred along Race Course Road in Little India. The riot that followed was one of the worst public order incidents Singapore had seen in recent times. The incident was successfully contained within two hours, and there were no loss of lives. Nonetheless, there were many valuable lessons we learned from the incident to be better prepared for future contingencies.

LEARNING FROM THE LITTLE INDIA RIOT

To restore order after the riot, the Police stepped up uniformed presence with dedicated deployment of Police Officers as well as Auxiliary Police Officers every weekend. We brought forward the installation of Police Cameras at public areas and HDB blocks within the congregation areas, to provide greater deterrence against crime and anti-social behaviour.

We also reviewed the activation protocol for our contingency forces, shortening the approval process to give our land division commanders the autonomy to activate the first troop while alerting higher management. The enhanced protocol also ensured that contingency forces could respond more quickly. At the same time, we have enhanced training and equipment for our Neighbourhood Police Centre (NPC) officers to deal with public order scenarios.

We upgraded our C3 (Command, Control, and Communications) systems through the rollout of Cubicon II in November 2014. We



also started introducing vehicle-mounted cameras, with body-worn cameras set to be deployed at the NPCs progressively from January 2015 onwards.

In addition to these changes within the Singapore Police Force (SPF), we collaborated with other agencies to make infrastructural and legislative changes. Bussing arrangements in Little India have been improved, roads have been widened, and several roads are now closed on Sundays to improve pedestrian safety. The Liquor Control Act, which will enable Police to adopt a more calibrated approach towards alcohol-related incidents, has been passed and will be implemented by April 2015.

PAVING THE WAY FOR FUTURE DEVELOPMENT

Since 2012, we have been working on the revitalisation of community policing through the implementation of the Community Policing System (COPS), where we introduced new dedicated units for community engagement and local level crime-fighting.

We are now building upon that foundation to review the set-up for our frontline patrol team officers, who are at the forefront of the SPF's everyday interaction with the community. Named the Frontline Policing Master Plan (FPMP), this review aims to meet our frontline officers' current needs, refresh their existing infrastructure, and ensure that they are future-ready.

Under FPMP, we will improve our frontline officers' training regime, access to operational knowledge, and equipment for responding to incidents. We will also introduce other initiatives to streamline our work processes so that they can focus on doing real work that matters. The initiatives under the FPMP are set to be implemented from 2015 onwards.

CLOSING THOUGHTS

The changes we have initiated this year have set a firm foundation for us to build new capabilities for the future. The Operations Department will work closely with ground units to ensure that the SPF continues to be a Force for the Nation.



PILOT FOR COMMUNITY WARDEN PROGRAMME

Conceptualised as a complementary force to the SPF, Community Wardens will be the first responders to community noise complaints. Piloted in Boon Lay and Tampines North wards since April 2014, CWs will be deployed during the Pilot Phase 2 in Q3 2015.

INTRODUCTION OF THE FOREIGN EMPLOYEE DORMITORIES BILL

We worked with the Ministry of Home Affairs and the Ministry of Manpower (MOM) to introduce this Bill in November 2014. The Bill proposes baseline conditions for large dormitories, including better security, living, social, and recreational alternatives for foreign workers, helping them to co-exist harmoniously with their surrounding communities.

FORMATION OF INTEGRATED CHECKPOINTS COMMAND

We are working with the Immigration and Checkpoints Authority (ICA) towards a single security authority to oversee immigration and security functions at the land, air, and sea checkpoints, with one Domain Commander overseeing all Home Team operations in each domain's checkpoints.

PLANNING & ORGANISATION DEPARTMENT



Source: Home Team News

**By Assistant Commissioner of Police
Teo Chun Ching**
Director, Planning & Organisation Department

STRATEGIC PLANNING AND CAPABILITIES BUILDING

In 2014, the Planning and Organisation Department (P&O) continued to spearhead the Singapore Police Force's (SPF) strategic thinking and planning through various initiatives.

To develop the Force towards achieving organisational excellence, we reviewed the Key Performance Indicators for the Unit Award Scheme. The indicators were tightened to make it more challenging yet achievable for units in areas of their core function and staff deliverables.

To build the management and use of data as a capability and strategic asset in the Singapore Police Force (SPF), we worked with the Police Technology Department (PTD) to form the Data Administration Group (DAG). The DAG will ensure that structures and processes are in place for adequate management of data in the six key areas of Big Data Management.



becoming increasingly crucial. To bring our crime fighting and counter terrorism capabilities to a new level, we organised several events to support innovation. In October 2014, we organised the Police 3I Convention which showcased the best of innovation efforts in the Force such as the Found Property Drop Box and the Revamped NPP.

As part of our efforts to promote an innovation culture in the SPF, we initiated the inaugural SPF IdeApp Challenge. The SPF IdeApp Challenge served as a platform for crowd-sourcing ideas from SPF officers to develop useful mobile applications for the SPF and members of public. One of the interesting ideas submitted for the Challenge was an app called iDiscover, which educates foreign workers and the elderly on crime prevention measures through games. In addition, we created a new bi-monthly innovation e-bulletin, 'The Spark', to share implemented innovation projects contributed by our officers.

MOVING FORWARD

In the past year, we worked closely with various units on the amendments to the Police Force Act, which will be passed in 2015. The amended Act will improve the administration of the SPF. Some key changes include providing Auxiliary Police Officers with powers of arrest under specific conditions, criminalising the abuse of the Police insignia and enhancing the penalty for evading Police roadblocks. There are also administrative amendments comprising the provision of certain Police powers to civilian specialist forensics officers supporting the SPF, voluntary extension of service for Police NSmen, streamlining of disciplinary processes and enhancing operational procedures such as the handling of lost and found property.

We are also coordinating SPF-wide crowdsourcing initiatives to enhance the way members of public can provide information to SPF and vice versa.

Moving forward, we will continue to drive strategic planning, capability building and organisational development in the SPF to ensure its success now and in the future.

Knowledge in the SPF covers both explicit and tacit data. The latter include personal experiences and insights that are unique to each individual. To foster a culture of knowledge sharing, we developed a comprehensive Knowledge Management (KM) framework. By the end of 2015, we will launch a revamped KM portal, CREATE 2.0 where knowledge documents are categorised into functional areas for easy retrieval with new features such as 'comments on knowledge documents' and video sharing.

PROMOTING A CULTURE OF INNOVATION IN SPF

In the fight against crime, technology is



COMMUNITY WARDEN PROGRAMME PILOT PHASE 1

In 2014, the Community Wardens Programme commenced its pilot phase at two wards, Boon Lay and Tampines North, where grassroots leaders conduct informal mediation. They step in to mediate disputes between neighbours arising from noise complaints. Working with the Operations Department and the Ministry of Home Affairs, we will recruit and deploy Community Wardens in Phase 2 of the pilot in 2015.

POLICE LICENSING AND REGULATORY DEPARTMENT



**By Assistant Commissioner of Police
Kwok Swee Cheng Jessica**
Director, Police Licensing and Regulatory Department

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

We work with the key stakeholders of these licensing regimes to carry out the Force's mission to prevent, deter and detect crime. In 2014, we implemented two key initiatives to enhance our regulation of the licensing regimes.

RISK-BASED FRAMEWORK FOR LICENSING INSPECTIONS

Previously, licensing inspections by Land Divisions Compliance Management Units (CMUs) were conducted in response to prevailing concerns. While this approach had been effective in addressing local concerns, it had its limitations. CMUs tend to conduct more checks on areas with more complaints, such as massage establishments and public entertainment outlets. As a result, other licensing regimes, such as the second-hand goods dealers, were not inspected as often. Although these areas are typically of lower risks, the lack of frequent inspection creates situational awareness gaps. To overcome this, we



developed a holistic risk-based framework for licensing inspections across all nine regimes.

Under this risk-based framework, we clearly specify the number of inspections to be carried out by the CMUs on different regimes, and the CMUs plan their operations accordingly. This allows us to obtain a holistic picture of the regulatory climate to prescribe policies that address the law and order concerns at the national level.

REGULATORY ENHANCEMENT FOR THE NEW LIQUOR LICENSING REGIME

In 2014, PLRD continued to review the Liquor Licensing regime. Gathering inputs through public consultations and focus group discussions with relevant stakeholders, together with the Police Operations

Department, Attorney General Chambers (AGC), and the Ministry of Home Affairs (MHA), we helped to formulate the Liquor Control (Supply and Consumption) Act.

A key component of the Act pertains to liquor licensing. Liquor licensing provisions would be transferred from the Customs Act to the new Act. In line with the general restriction on the consumption of liquor in public places, the retail sale hours for take-away liquor will end earlier. This will help support restrictions on public consumption and reduce disamenities caused by public drinking.

Police's regulatory powers were also enhanced with the new Act to allow us to more effectively regulate the supply of liquor and provide greater flexibility to adapt to the rapid changes in the industry. Moving forward, we endeavour to encourage businesses and the community to play their part in ensuring the responsible sale and consumption of alcohol.



MASS RENEWAL OF SECURITY OFFICER LICENCE

Approximately 27,000 security officer and private investigator licences expired on 26 April 2014. To manage this large number of licence renewal applications, we conducted outreach events to educate stakeholders on the renewal process, and designed an expedient renewal process which enabled us to complete the exercise smoothly.

REVIEW OF THE ANNUAL AUXILIARY POLICE FORCE (APF) AUDIT

The audit checklists for the Annual APF Audit were revamped in 2014. The revamped APF audit now includes all relevant sections of the Auxiliary Police General Directive. In addition, inspections on the deployment of Auxiliary Police Officers are also conducted regularly outside of the audit period.

IMPLEMENTATION OF SECURITY PROGRESSIVE WAGE MODEL (PWM)

In October 2014, the Security Tripartite Cluster announced the implementation of PWM for the security sector. The PWM differentiates five ranks of Security Officers and provides basic wages for each rank. With effect from 1 September 2016, the PWM will be mandatory for all Security Agencies, and we will incorporate the PWM into the existing licensing framework for Security Agencies.

POLICE LOGISTICS DEPARTMENT



**By Assistant Commissioner of Police
Cheang Keng Keong**
Director, Police Logistics Department

STRENGTHENING ENGINEERING CAPABILITIES

The Police Logistics Department (PLD) supports the Singapore Police Force's (SPF's) mission by providing non-Infocomm Technology (ICT) logistics services and supplies, such as vehicles, infrastructure, operational equipment, weapons and ammunition. To better serve and support the SPF's various units to fight crime, the PLD underwent a re-organisation, which primarily aims to strengthen our engineering capabilities.

Given the dynamic operational terrain that the SPF operates in, we strive to provide timely mission-centric capabilities for all units; leveraging innovation and streamlining processes to enhance efficiency and productivity.

Apart from the recruitment of more engineers, we developed a Strategic Competency Framework to identify the core competencies required for all staff. This structured system allows supervisors and staff to identify the gaps and core competencies needed to equip each staff in their respective functional areas.



PLAYING OUR PART TO SAFEGUARD EVERY DAY

In 2014, we provided infrastructural support and supply of critical equipment for major operations such as the Formula 1 Grand Prix, International Institute of Strategic Studies Asia Security Summit and the National Day Parade.

Besides the provision of logistical support for planned operations and contingencies, we co-develop the SPF's long term capabilities with frontline units through forward planning and acquisition of the SPF's armament and vehicles. The Armoured Patrol Vehicle is one of the new capabilities added to augment the SPF's crime-fighting competency.

We also support the SPF's expansion and development by working with the SPF units to plan and provide for infrastructural needs to support their growth. The construction of the Home Team Tactical Centre (HTTC) and Home Team Complex (HTC) are examples of the infrastructural support that we provide.

INNOVATING AND STREAMLINING FOR CONTINUOUS IMPROVEMENT

We tap on innovation and conduct continuous review of processes and systems for operational efficiency. We also redesign processes for productivity gains and to minimise risks. In 2014, we embarked on a project to automate the issuance process of the armoury. Leveraging biometrics and customised weapon storage box, the automated armoury system allows police officers who are authorised to draw weapons without the need of an armourer to issue the weapon, thus reducing the time taken to withdraw arms.

We also work with our strategic partners such as the National University of Singapore (NUS) and Singapore Polytechnic (SP) to enhance our competencies through the provision of logistical and specially designed courses on Design Thinking.

INTEGRATING OPERATIONAL REQUIREMENTS AND ENGINEERING SOLUTIONS

Of equal importance is the push for Operations and Technology (Ops-Tech) integration. By understanding user needs and challenges, we aim to provide technical solutions to match operational requirements better. We leveraged Design Thinking to understand user requirements, which were subsequently translated into technical requirements for key projects such as the new Woodlands Division Headquarters project.



AUTOMATION OF ARMOURY

In 2014, a trial of the automated armoury system was successfully carried out at the Choa Chu Kang Neighbourhood Police Centre (NPC) and Queenstown NPC. Following the success of the first trial, we will be carrying out more trials on the issuance of other operational equipment.

CONCLUSION

As a supporting unit, we endeavour to provide the most suitable logistical solutions and services to aid frontline units in their fight against crime. Our logisticians take pride in doing real work that matters—behind-the-scene support that contributes to the success of the SPF in fighting crime and safeguarding Singapore.

POLICE NATIONAL SERVICE DEPARTMENT



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

The safety and security of Singapore cannot be taken for granted. Police officers work tirelessly every day to prevent, deter and detect crime. These officers include 5,000 Full-time Police National Servicemen (PNSFs) and 30,000 operationally ready Police National Servicemen (PNSmen).

Since the inception of the Police National Service (PNS) in 1975, PNSFs and PNSmen have worked alongside regular officers to deliver the mission of the Singapore Police Force (SPF). Today, PNSFs constitute more than 80 percent of the ground forces in the Public Transport Security Command, about 50 percent of officers on the Police Coast Guard patrol boats, and 45 percent of the Airport Police Division. They also play an indispensable supporting role in the Land Divisions and other units in the SPF.

The need for the PNS to augment the regular force became eminent as a consequence of the “Laju Incident” in 1974. This incident revealed the vulnerability of vital installations in Singapore. Full-time PNS was hence established to take on the role of armed guards for these installations. However, in today’s resource-constrained environment, it has become increasingly critical to better optimise National Service (NS) resources.



POLICE NATIONAL SERVICE (PNS) MASTER PLAN

In 2014, PNSD engaged relevant stakeholders on the PNS Master Plan to better maximise the potential of PNS officers and to harness the PNS resource through deployments that maximise operational returns.

The Master Plan proposed three action plans. Firstly, a specialised command comprising a significant proportion of NS officers will be formed to undertake the SPF's protective security functions. Secondly, Public Order Troops comprising NSmen will also be formed to boost the SPF's public order capabilities. Lastly, to enhance operational effectiveness, Land Division NSmen will be restructured into new units at the divisional HQ level.

SPF will also increasingly deploy PNSFs at the frontline rather than in staff functions. 828 Station Security Officer and Persons-in-Custody duties performed by PNSFs will be outsourced and the PNSFs from these functions will be re-deployed to the frontline. The SPF will further explore more meaningful deployment of PNSFs with lower physical fitness status (i.e. PES B2 and C) to operational duties such as community engagement roles. With these changes, the SPF will maximise the potential of PNS officers, increase their effectiveness and provide a more meaningful NS experience.

COMMITTEE TO STRENGTHEN NATIONAL SERVICE (CSNS)

The Committee to Strengthen National Service (CSNS) was set up in March 2013 to examine how NS can be strengthened and better serve Singapore and Singaporeans. In the course of a year, the CSNS engaged over 40,000 people and 150 PNS officers from all walks of life through extensive conversations on NS. The PNSD facilitated these conversations and conducted focus group discussions with the PNS personnel to learn more about their NS experiences, suggestions and aspirations.

The CSNS examined the feedback and made 30 recommendations in six broad areas in May 2014. These recommendations target NS personnel through various stages of their lives, and also give them and others more opportunities to contribute to Singapore's safety and security.

The key recommendations include partnering the NSmen to improve their fitness by giving them more time and flexibility to meet their Individual Physical Proficiency Test (IPPT), IPPT Preparatory Training and Remedial Training requirements, increasing leadership opportunities for NS personnel, strengthening the NS training system by employing additional regulars, and revamping the NS Recognition Award into the NS HOME Awards.

We are working closely with the Ministry of Home Affairs to ensure that the recommendations are progressively rolled out over the few years.



PREPS INITIATIVE TO AID ENLISTEE INTEGRATION

PNSD in collaboration with the Police Psychological Services Division (PPSD), has 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 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.

ENHANCING RECOGNITION

From 1 April 2014, PNSFs no longer need to pay their Central Welfare Fund contributions. Instead, SPF will pay for them. In addition, funding provisions have been made for Unit Welfare and Active Cohesion Funds, new Family Engagement Funds and Defensive Riding Course as well as a One-Off Grant for PNSFs with financial difficulties.

SHARING BEST PRACTICES

We embarked on professional exchanges between the Police Key Installations (KINS) Command and the Singapore Armed Forces (2PDF Unit) to learn more about each other's urban training methodology, equipment, and facilities. As part of the NS Masterplan, KINS will be transformed into Protective Security Command (PROCOM) to undertake a range of protective security functions, benchmarked against the 2PDF, etc.

POLICE TECHNOLOGY DEPARTMENT



By Mr Tay Yeow Koon
Director, Police Technology Department

Over the years, the Singapore Police Force (SPF) has leveraged technology and innovation as a force-multiplier to bring crime-fighting and counter terrorism capabilities to new levels. Technology continues to be a key strategy in supporting the SPF mission to prevent, deter and detect crimes.

In the SPF Annual Report 2013, I wrote about the Command, Control, Communication, Surveillance, Screening, Sense-making, Intelligence, Investigation, Incident Management (CSI)³ Operations Technology Vision (OTV) and the identified key thrusts.

These set the framework for the development of new capabilities and enabling technologies to support police operations more effectively and efficiently. Following the implementation details set in 2013, we continue to make progress and have achieved initial operational capabilities.

Here are some of our achievements in 2014:

CUBICON II

The new Command and Control System, Cubicon II, was commissioned on 28 November 2014. It features state-of-the-art technologies to enhance the SPF's operational efficiency and responsiveness to



emergencies and incidents. Cubicon II also has the ability to interface with the Singapore Civil Defence Force (SCDF)'s Advanced C3 Emergency System.

IMPROVED SURVEILLANCE

With plans to increase the number of eyes on the ground, more Police Cameras (PolCam) were installed to improve surveillance and to gather information for sense-making analysis and crime-fighting. These cameras cover different areas including crime hotspots, the heartlands and our public transport network.

As at end 2014, cameras have been installed at about 40 percent of the Housing & Development Board (HDB) blocks in Singapore. More than 200 cases have been solved in the last two years with the aid of video footage from PolCam. Such footage has also helped to provide investigative leads in more than 450 cases.

Beyond leveraging our own cameras, the SPF is also now able to access video footage of cameras from the Land Transport Authority (LTA) and the two Integrated Resorts. In future, the SPF will also be able to tap on more camera footage from other government agencies and private sector organisations.

An In-Vehicle Video Recording System (IVVRS) is also being tested in police vehicles. In a pilot project launched in June 2014, cameras with local recording capabilities were installed in 70 fast response cars. Findings from the pilot phase were used to refine the functional specifications for cameras with live streaming features. Besides providing live images to the Police Operations Command Centre (POCC) and Divisional Operations Room (DOR) for better situational awareness, the IVVRS footage would also assist in post-incident investigations to trace persons-of-interest or vehicles-of-interest.

ENHANCEMENTS TO REAL-TIME INCIDENT LINK ANALYSIS SYSTEM

With the plan to provide a one-stop search platform that amalgamates silo systems databases, enhancements have been made to the Real-time Incident Link Analysis System (RILAS). This allowed POCC and DOR officers to search across incident reports for related persons, objects, locations and events.

MOBILE FUNCTIONALITIES

The SPF has also adopted strategies to provide officers with more mobile functions. The Cubicon II mobile device has allowed the SPF to retain command and control of their frontline officers even when they are out of their Fast Response Car (FRC). Previously the mobile device was only available in the FRC. Our frontline officers will also be equipped with mobile capabilities to support operational information communications with the POCC.

A mobile version of the SPF's knowledge management portal, Mobile CREATE, has also been launched. Our Community Policing System (COPS) officers can now access Mobile CREATE via their COPS iPads.



ENHANCING SECURITY IN PUBLIC ORDER HOTSPOTS

In line with one of the recommendations of the Committee of Inquiry, a total of 50 cameras were installed in Little India and Geylang by November 2014 to enhance the SPF's incident management and post-incident investigation capabilities.

Another 223 cameras will be deployed in Little India and Geylang, another potential hotspot for disorder, by the end of 2015. Mobile sensors such as the IVVRS, mobile man-packs and body-worn cameras were also deployed to enhance surveillance coverage beyond fixed location cameras. With the delivery of Cubicon II system and the initial capability of the Unified Surveillance Platform, RILAS to POCC and DOR, the overall Command, Control, Communications, Surveillance, Screening and Incident Management capabilities were enhanced.

BODY-WORN CAMERAS (BWCs)

The use of BWCs facilitates investigations and evidence gathering, complementing existing methods to allow SPF to piece together what actually happened during incidents. A trial was completed in 2014. BWCs will progressively be deployed at all 35 Neighbourhood Police Centres.

DIGITAL TRAFFIC RED LIGHT SYSTEM (DTRLS) AND DIGITAL SPEED ENFORCEMENT CAMERA (DSEC)

As part of the 'Safer Roads Singapore' action plan, we had assisted Traffic Police in implementing a total of 120 DTRLS cameras in 2014. Another 120 DTRLS cameras and 20 new DSECs will be installed island-wide in 2015.

PUBLIC AFFAIRS DEPARTMENT



**Assistant Commissioner of Police
Melvin Yong**
Director, Public Affairs Department

2014 was an eventful year for the Public Affairs Department (PAD), with the Singapore Police Force (SPF) in a myriad of headline-making news.

The year started against the backdrop of the Little India Riot where the operational and contingency planning capabilities of the SPF continued to be the subject of much public debate. We saw one of the most intense public hearings in Singapore where the Committee of Inquiry convened and sat for 24 days. Without a doubt, 2014 started with the spotlight squarely on the SPF.

PAD was charged with protecting the reputation of the SPF during this challenging period. Against the barrage of criticism, there were also voices of support from the community. Our job was to ensure constructive criticism was translated into actionable learning points, while encouraging words were amplified to our officers to spur them on. To maintain public trust, we worked tirelessly behind the scenes to ensure that accurate facts were made available to the media, and that officers were kept up-to-date on the latest happenings in the COI.

Driven by constant and rapid technological advancements in communication, information can now be disseminated at break-neck speed at any time, across any border, and through any medium. Increasingly, the actions and operations of Police Forces around the world are subject to scrutiny not just from the local public, but by citizens around the world.



Why did the Police handle the situation this way? Did the Police overreact? How could the Police allow the criminal to act in the first place?

This is the “new normal” that we now operate in. And there is no turning back.

The public has always been a key partner in the SPF’s mission to prevent, deter and detect crime. The public’s trust in the SPF is the cornerstone in our fight against crime. The challenge for us therefore, is to ensure that the SPF’s communication tools and efforts evolve with time and technology, so that the PAD remains as the trusted source of information for the community at large.

As at 31 December 2014, the SPF’s Facebook page recorded 411,858 followers, making it one with the largest Facebook fan base among all Singapore government agencies. To enhance engagement and outreach to the online community, we embarked on a few

new initiatives. We launched the “SPF Pride” series – a monthly instalment featuring the good work and contributions of our police officers on the ground – on the SPF Facebook page. Apart from showcasing the good work done by our officers, the series also allows us to show appreciation to the invaluable contributions from our officers.

In addition, in-house video productions were published at timely junctures on our social media platforms. These videos helped to spread important crime prevention messages to a wider audience, as the light-hearted approach attracted a significantly high viewership. The year-end festive video – “Don’t Let These 5 Spoil Your Holidays” – had an outreach of more than 504,000 Facebook users within a week.

These small victories give us the confidence to continue engaging the public in creative and meaningful ways, in this new age of communication.



100,000TH VISITOR TO POLICE HERITAGE CENTRE

The Police Heritage Centre welcomed its 100,000th visitor in September 2014. This is a heartening milestone which reflects the strong public interest in the rich heritage of the Singapore Police Force.

C.L.I.F. 3 – CONSISTENTLY STRONG INTEREST IN POLICE DRAMA

The third installation of the C.L.I.F. drama series proved to be yet another success, recording one of the highest viewership numbers for MediaCorp’s 9pm primetime dramas. In particular, the finale episode was the most-watched single episode among MediaCorp’s Channel 8 drama series since 2010.

EXTENDING OUR CRIME-FIGHTING CAPABILITIES ONLINE

Our wide social media fan base proved to be a credible crime-fighting force by providing the SPF with valuable information time and again. Till date, we have solved more than 20 crime cases by leveraging the SPF Facebook page to appeal for information.

SERVICE DELIVERY DEPARTMENT



**By Deputy Assistant Commissioner of Police
Maria Oh**
Director, Service Delivery Department

2014 was a significant year for the Service Delivery Department, as action plans were put in place for service improvement to manage the increasing public expectations in a complex operating environment.

IDENTIFYING GAPS IN MUNICIPAL ISSUES

In his National Day Rally speech on 17 August 2014, Prime Minister Lee Hsien Loong announced that the Government will set up a Municipal Services Office (MSO) on 1 October 2014 to focus on the delivery of municipal services. Municipal services refer to services pertaining to the upkeep and improvement of the communal living environment of citizens, and Ms Grace Fu, Minister at Prime Minister's Office and Second Minister for the Environment and Water Resources and Foreign Affairs, is overseeing the MSO, under the Ministry of National Development (MND).

With the setting up of the MSO, agencies like the Agri-Food and Veterinary Authority of Singapore, Housing and Development Board, Land Transport Authority, National Environment Agency, National Parks Board, People's Association, Public Utilities Board and the Singapore Police Force came together to improve feedback



systems backend, handling found property or changing of address (ICA's service). Using the Lean methodology, we embarked on a project in 2013 to reduce average lead time at NPC for the counter service processes by cutting down waste and streamlining workflow. A workgroup led by the SDD was set up to follow through the implementation of recommendations arising from the Lean project involving stakeholders from various departments within the SPF in 2014. The efforts of the workgroup will bring about reduction in workload of frontline officers and improve the standard of service for customers at police counters.

SETTING THE PATH FOR SPF E-SERVICES TRANSFORMATION

Apart from improving counter services and written communications, we have also embarked on a digital transformation journey to better meet citizens' needs while achieving our mission more effectively. This is in tandem with the national push to provide more government e-services. Besides the SDD, many departments within the SPF also have a strong stake in the various public-facing e-services. The E-Services Work Group (ESWG) was formed in August 2014 to generate good ideas for improvements and enhance the SPF's existing e-services. We created public awareness on online reporting service through CrimeWatch and new publicity collaterals have been made available at police counters to educate and encourage members of public to use electronic platforms instead of queuing up at the counter. We had also engaged consultants from the Institute of Systems Science, National University of Singapore, to train key officers and develop a coherent SPF strategy for e-services development.

CONCLUSION

In the current changing landscape, we continue to strive towards providing professional police service and managing the increased public demands through the various feedback channels, police counters and e-service platforms. Every interaction with the public is an opportunity for building a lasting relationship and building trust to achieve the SPF mission.

management and customer service vis-a-vis municipal services. The MSO, together with these agencies, will fine-tune current processes to manage and address public feedback on municipal issues, so that cases can be resolved more quickly and effectively. Moving forward, more agencies will be roped in to augment the provision of municipal services and to better meet the needs of Singaporeans. The rollout of OneService@SG will also allow the routing of cases to the right agencies quickly and more efficiently.

FORMING THE NPC COUNTER SERVICE IMPROVEMENT WORKGROUP

We have worked out the areas for service improvement such as reducing the number of statements to be recorded, integrating



SHAPING OFFICER'S MINDSET TOWARDS DELIVERING PROFESSIONAL SERVICE

As part of the one-year Service Engagement Plan, which started from August 2013, Service Roadshows were conducted for the sixland divisions, Commercial Affairs Department, Criminal Investigation Department, Police Licensing and Regulatory Department, Traffic Police Department, Airport Police Division and Radio Division to boost the professionalism and service mindset amongst SPF officers.

REVAMPING WRITTEN COMMUNICATION IN THE SPF WITH PSD

The SPF has also embarked on the Written Communication Project with the Public Service Division (PSD) to revamp written replies for letters and emails and develop writing guides on written correspondences. This will serve to address the public's unhappiness about the quality and type of government replies that they receive in response to their feedback or queries, which they feel do not adequately address their concerns and needs.

Our participation formed part of the Public Service Transformation efforts across the Civil Service, and 16 officers were also sent for a workshop to pick up skills in 'Designing Effective Standard Written Letters/Emails' organised by the PSD.

VOLUNTEER SPECIAL CONSTABULARY



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

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

ALWAYS READY

The VSC completed yet another challenging year in 2014, contributing almost 311,000 man-hours to the SPF despite a five percent drop in manpower. Notwithstanding the declining strength, every serving VSC officer was always motivated and ready when duty called, to the extent of taking their own leave to support the SPF's operational needs.

RECOGNISING THE VOLUNTEERS

The VSC officers are valued assets of the SPF and giving them due recognition is but one avenue of acknowledging their contribution and sacrifices. In 2014, the coveted VSC best unit award was won by the Bedok Police Division where the officers played a significant role in supporting the Division's operations and major events such



at Formula One (F1) Singapore Grand Prix and the National Day Parade (NDP). The VSC units from the Clementi Police Division and the Central Police Division came in second and third place respectively.

29 VSC officers received the Pingat Bakti Setia ((PBS)–Polis) long service medal for their 25 years of dedicated service on 23 November 2014. This is the second year that the VSC officers are honoured at State level for their outstanding contributions to the SPF. This is the highest accolade given to a dedicated VSC officer.

ENSURING COMMITMENT

We continued to recognise officers through the VSC Commitment Awards for their admirable support through duty hours¹ served annually. In its third year of implementation, 337 officers received the awards for serving more than 350 hours each on 12 June 2014.

The average VSC productivity hours per officer remained high in 2014, with every active officer contributing an average of about 35 hours per month. This is more than double the minimum required service of 16 hours per month.

INCREASING RECRUITMENT

Decentralised recruitment in the heartlands, and targeted outreach efforts to students and working adults, continued to bring in new serving officers for the Force. Through roadshows in heartland malls, exposition venues and tertiary institutions, the VSC Recruitment Taskforce recruited 68 more 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 programmes. Two VSC officers, DSP(V) Lui Kwong Hon Joseph and CPL(V) Koh Ping Ping Gladys, were featured on a Radio Talk-show series (Capital 95.8 FM) on 27 July 2014. There, they shared how they got acquainted and joined the VSC, the interesting cases that they had encountered as they worked alongside the regular officers, and how all these were possible with a supportive family, employer and proper time management for a balanced worklife. VSC officers and their families turned up in droves to partake in the Family Day organised by the HTVN at Gardens by the Bay on 20 December 2014. The occasion was graced by HTVN Chairman, Associate Professor Ho Peng Kee who personally thanked officers and their families for their continued support.

We also continued to support the collaboration between the Public Affairs Department and Mediacorp in the production of Channel 8's TV series C.L.I.F. 3 which was screened on 9 April 2014. VSC officers helped to inject professionalism and authenticity into the production, while the show itself complemented our recruitment and publicity efforts.



CHANGE OF STEWARDSHIP

Former Commander VSC, Assistant Commissioner of Police (V) S Lakshmanan retired from Service on 29 October 2014, after serving a total of three terms as Commander VSC. He handed the baton over to Deputy Assistant Commissioner of Police Chua Chuan Seng. Former Assistant Commissioner of Police (V) S Lakshmanan took over command of VSC on 1 June 2005 and during his nearly 10-year tenure, he had steered the VSC into a resilient volunteer force, augmenting the SPF's strength during many major events, such as the IMF-World Bank Meetings (2006), F1 Grand Prix (since 2008), APEC Leader's Week (2009) and Singapore Youth Olympics Games (2010). Two new VSC units were set-up under his stewardship – the former VSC Police MRT Unit, now known as the VSC TRANSCOM (2007) and the VSC CID Unit (2013). He also led officers on study visits to the Police Forces in Macau, Hong Kong, Beijing, Shanghai, Malaysia, United Kingdom and the United States of America to learn about their Volunteer Forces and their good practices. He also introduced the first Senior Officer Development Course (2006) to develop the VSC's leadership capability. In a nutshell, his contributions have been significant in the moulding of the VSC to what it is today.

¹ Two tiers of commitment awards were given for service rendered between 350 -699 hours and above 700 hours

COMMERCIAL AFFAIRS DEPARTMENT



By Mr Tan Boon Gin
Director, Commercial Affairs Department

In 2014, there was a significant increase in cheating cases involving e-Commerce. Commercial crime increased by 42.3 percent to 5,615 cases. Of these, 1,856 cases were offences involving e-Commerce and scams.

SYNERGISING EFFORTS TO FIGHT SCAMS

Seeing a surge in online scams, the Commercial Affairs Department (CAD) set up the Scam Control Forum, a cross-department committee in June 2014 to look at Police's investigation and crime prevention efforts holistically to solve and prevent crime.

The Scam Control Forum consists of officers from the CAD and representatives from the Police Land Divisions, Operations Department, Police Intelligence Department and the Public Affairs Department. The forum offers a platform for commercial crime investigators, policemen familiar with the local community and crime concerns, intelligence officers, crime prevention specialists and public communications personnel to come together regularly to share knowledge, explore ideas and coordinate investigation and education efforts to prevent, deter and detect online scams.

STEPPING UP ENFORCEMENT EFFORTS

The rise in online scams is not surprising given that 73 percent of our population are internet users and total mobile subscriptions are 1.48



times of the population. Online shopping has also grown. Internet users who engaged in online shopping rose from 17 percent in 2003 to 52 percent in 2012 according to a survey on 'Infocomm Usage for Households and by Individuals' by the Infocomm Development Authority of Singapore.

Police investigations into online scams showed that most of the fraudsters are based overseas and they enlisted the help of Singapore bank account holders to receive monies to create a false impression that victims are dealing with local persons. These local bank account holders, also known as 'money mules', are usually recruited via social dating websites and online job portals and are persuaded by the fraudsters to allow their bank accounts to be used to receive these funds.

To stop online scams, we need to deprive fraudsters of access to local bank accounts, by prosecuting money mules who knowingly receive proceeds of crime. In December 2014, Police mounted a two-day operation and picked up 17 persons suspected of laundering monies paid by victims in online scams. We also publicise prosecutions of money mules

to educate the public not to allow their accounts to be used by others.

International cooperation on law enforcement is essential to fight transnational crime. We share information on scams and complicit parties with foreign law enforcement agencies through the Interpol and cooperate on investigations. We also have Memorandum of Understanding with overseas financial intelligence units to share financial intelligence.

IMMUNISING THE PUBLIC AGAINST SCAMS

Many e-Commerce related cheating cases can be prevented if consumers exercise caution and shop on websites with secure payment systems or insist on face-to-face transactions. In November 2014, the National Crime Prevention Council and the Police launched a nationwide anti-scam public education campaign. A new website (www.scamsalert.sg) to educate public on scams was launched. New advertisements and posters on scams were also placed at MRT stations and bus interchanges. The Police Land Divisions included crime advisories on scams in their community road shows to educate the public. In addition, digital advertorials, articles and videos were posted on YouTube, Facebook, Twitter and other popular portals to reach out to online audience.

As the medium for transfer of funds from the victims are primarily internet-banking and remittance agencies, we worked with financial institutions and remittance agencies to place crime advisories prominently at e-Banking sites and physical premises. We also gave talks to financial institutions and remittance agencies on latest scams to help their staff identify vulnerable customers and provide timely crime advisories before the customers make remittances. Two such outreach sessions were conducted to remittance agencies in November 2014. Stakeholders like the Monetary Authority of Singapore (MAS) and the Media Development Authority of Singapore (MDA) were engaged to raise public awareness on online scams.

We also worked with major online shopping portals to post crime advisories and with website administrators to take down advertisements or deactivate accounts used to commit fraud.



PRECIOUS STONES AND METALS DEALERS CASH TRANSACTION REPORTING (PSMD CTR)

This regime requires PSMDs to report cash transactions exceeding \$20,000 in the sale of precious stones or metals. This regime equips CAD with an additional tool to detect crime. 3,039 CTRs were received in the last quarter of 2014.

REPORTING OF CROSS BORDER MOVEMENTS OF PHYSICAL CURRENCY AND BEARER NEGOTIABLE INSTRUMENTS (CBNI)

From September 2014, the amount of currency for which a declaration at the customs is required, has been lowered from SGD 30,000 to SGD 20,000. This revision will facilitate the detection, investigation and prosecution of more drug-trafficking offences and serious crimes.

WHITE-COLLAR CRIME INVESTIGATION TRAINING

Held from 18 July to 22 August 2014, the White-Collar Crime Investigation Training (WCCIT) was well-attended by about 40 finance professionals at the Home Team Academy. The training aimed to strengthen understanding of legal framework and laws as well as investigative skills of new officers.

CRIMINAL INVESTIGATION DEPARTMENT



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

2014 was a busy and eventful year for the Criminal Investigation Department (CID). We handled a number of serious crimes and high-profile cases. Despite the unique circumstances and challenges posed by each case, the CID lived up to its vision of being the “cutting-edge” in crime-fighting by successfully solving these cases, often through the sheer dedication and tenacious efforts of its officers in the pursuit of justice.

FORMIDABLE IN CRIME-FIGHTING

Singapore had its first kidnapping case in more than a decade when the 79-year-old mother of Sheng Siong supermarket chain’s Chief Executive Officer (CEO) was reported to have been kidnapped in January 2014. The suspects had demanded a ransom of 20 million Singapore dollars. Responding immediately, CID officers with investigative acumen, through swift and coordinated action with officers from the Police Intelligence Department (PID), successfully arrested the suspects within 12 hours. The victim was re-united with her family unharmed. All of the ransom money which had been paid out was also recovered.

In June 2014, a gruesome case was reported to the Police where a legless torso was discovered in a luggage bag at Syed Alwi Road. Again with the support of officers from the PID and the Land Divisions, CID officers conducted intensive probes and enquiries in pursuing all available leads. Within 24 hours, the identity of the deceased was established and the two suspects were swiftly arrested. Through follow-up investigations, a pair of legs believed to be that of the deceased was also subsequently retrieved from the cemetery at Jalan Kubor.

These and many other major crime cases which were solved expeditiously, demonstrate the synergy and importance of close



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collaboration between the investigation and intelligence fraternities within the Singapore Police Force (SPF) in combating crime.

Besides solving crimes, the CID also maintained its unwavering efforts against crime syndicates. In the lead-up to and during the FIFA World Cup tournament in June 2014, our officers busted several football betting syndicates where a total of 56 suspects were arrested and about 2.8 million Singapore dollars was seized.

The CID also worked closely with the Land Divisions and the PID to conduct island-wide anti-loansharking operations in the past year and arrested more than 1,000 persons - the highest haul in a year since such operations commenced four years ago. On this front, we continued with our crime suppression efforts against other syndicated crimes in the areas of vice, secret societies, gang activities, casino crimes, gambling and intellectual property rights infringements.

ENHANCING CAPABILITIES AND CAPACITIES

While the CID is at the cutting-edge of crime-solving, we made significant investments in capability and capacity building to prepare for the future. Working with partners from the Ministry and Police Headquarters, we were

actively involved in the formulation of other new legislation such as the Remote Gambling Act, Prevention of Human Trafficking Act and Organised Crime Bill. These laws will provide the SPF with the necessary levers to tackle new investigative demands arising from highly complex transnational organised crimes, remote gambling, and many other forms of crimes, including cyber-crimes. With the increased use of mobile and computing devices, we are now dealing with a complex external environment where crime is increasingly borderless and faceless. Against this backdrop, we initiated efforts to build up our capabilities and operationalise new units such as the Cybercrime Command and the Organised Crime Division to boost the investigation and forensic capabilities of the SPF to tackle these crimes.

In the area of legislation, we played a significant role in the new Protection from Harassment Act (POHA) which came into effect on 15 November 2014. This Act introduced new offences such as stalking, and provided a tiered scheme of responses comprising self-help remedies, civil remedies and criminal sanctions to protect against harassment and related anti-social behaviour. In addition to providing SPF investigative inputs, we conducted relevant training for the investigation fraternity, reviewed the Standard Operating Procedures (SOPs) and directives, and drafted the charge sheets for the new POHA offences. The "ACT-PUNCH" Framework was implemented on 1 May 2014 to better allow frontline officers and investigation officers (IOs) to better manage non-arrestable offences, particularly, Voluntary Causing Hurt cases.

We led comprehensive work reviews amongst officers to streamline investigation work processes through Project EQUIP (Enhancing the Quality of Investigations by Police) and these are still ongoing. Project EQUIP seeks to enhance the business value of investigations for internal and external stakeholders in areas such as cutting waste in business processes, leveraging technology and enhancing the IOs' competencies. Examples of work being done include building integrated screening platforms, developing the use of mobility devices to support the IOs in field work and enhancing inventory management of case exhibits through the use of RFID technology.

Moving forward, we continue to take a proactive approach to be on top of our game in support of the SPF's mission to prevent, deter and detect crime.



'OPERATIONS STRIKEBACK I AND II'

We participated in the INTERPOL-coordinated 'Operations Strikeback I and II' where a series of raids was carried out by the Philippines National Police (PNP) in the Philippines in May and August 2014, targeting organised crime networks behind 'sextortion' cases around the world.

VICTIM CARE CADRE PROGRAMME

To improve victim care in the investigation processes, the Victim Care Cadre (VCC) pilot project was launched in June 2014 where volunteers, trained by Police psychologists, provided direct moral support to victims of cases investigated by the CID's Serious Sexual Crime Branch (SSCB).

OVERSEAS 'LIVE BLAST' EXERCISE

The inaugural 'live blast' training exercise conducted in Brunei Darussalam in September 2014 was the first time such an exercise was held overseas, and marked an important milestone in the development of post-blast investigation capabilities within the SPF. The exercise was jointly organised by our Bomb and Explosive Investigation Division (BEID) and the Royal Brunei Police Force (RBPF).

POLICE INTELLIGENCE DEPARTMENT



**By Assistant Commissioner of Police
Lim Chin Tiak**
Deputy Director, Police Intelligence Department

The Police Intelligence Department's (PID) motto "Never Surprised" serves as a constant reminder for us to always remain vigilant and to keep pace with the ever-changing operating environment in order to stay ahead of criminals.

INTELLIGENCE SUPPORT FOR MAJOR CRIMES/EVENTS

One of our key roles is to assist other Singapore Police Force (SPF) units to solve major and serial crimes. We rendered our support in a number of serious crimes and high profile cases in 2014, one of which was the kidnapping of Madam Ng Lye Poh, the mother of Sheng Shiong supermarket chain's Chief Executive Officer (CEO), Mr Lim Hock Chee, on 8 January 2014. This was Singapore's first kidnapping case in more than a decade. Together with investigators from the Criminal Investigation Department (CID), our officers

both cases expeditiously. These two cases demonstrated how intelligence officers work hand in hand with investigators in solving serious crime cases.

Our officers also sprang into action during World Cup 2014, when a series of intelligence-led enforcement operations was conducted at various locations. Working alongside our counterparts from the CID, multiple raids were carried out to smash illegal football betting syndicates. The operations culminated in the arrest of several individuals for illegal football bookmaking and punting activities involving World Cup matches.

Besides tackling serious crimes, we also play an important role in ensuring public safety and security during events. For example, football matches attract large crowds of fervent fans when popular teams play. The experience in various countries has shown that football hooliganism could rear its ugly head when emotions run high. There had even been fatalities in other countries arising from public order incidents involving football matches. When Singapore hosted the ASEAN Football Federation (AFF) Suzuki Cup tournament in 2014, we provided intelligence support to ensure public safety and security. The tournament was conducted smoothly without any major public order incidents.

UNLICENSED MONEY LENDING (UML)

conducted intensive probes and ground enquiries. Within 12 hours, the case was solved with the perpetrators arrested, the victim unharmed and the full amount of ransom money recovered.

We also provided intelligence support for a case where an upper body without both legs was found in a luggage along Syed Alwi Road on 11 June 2014. Less than 24 hours later, this gruesome murder case was solved with the arrest of the two perpetrators.

In both cases, immense challenges were faced by the Police in identifying the culprits and solving the cases. Extensive resources, including officers from the PID, were deployed and the SPF managed to crack

Faced with rigorous enforcement by the Police, UML syndicates have become more cautious and are employing new tactics to avoid detection. Despite facing the challenge of evolving tactics by UML syndicates, we continue to collaborate with other SPF units to relentlessly clamp down on these syndicates. A series of joint enforcement operations was conducted with the CID, which led to the crippling of several UML syndicates. Our collective efforts contributed to the decline in UML harassment cases by 1,289 cases (-18.3 percent) from 7,052 in 2013 to 5,763 cases in 2014. We will continue to keep up the pressure on UML syndicates and weed them out.



LEVERAGING TECHNOLOGY

Our next-generation criminal intelligence system, C-CRIS 2, was commissioned in 2014 and has significantly enhanced the quality of intelligence generated. We also commissioned the Electronic Submission of Information Report (ESIR) portal in 2014 which streamlined administrative processes and improved the effectiveness of intelligence processing.

FOCUS ON HIGH QUALITY INTELLIGENCE PROCESSING AND ANALYSIS

We continued to focus on high quality intelligence processing and analysis to ensure that the SPF stays ahead of the curve on crime trends. The intelligence products that we generate, at both the strategic and tactical levels, have assisted the SPF in tackling real and potential criminal and public order threats.

FOCUS ON SUSTAINING KEY PARTNERSHIPS AND TRAINING

We continued to maintain close ties with our partners both in and outside Singapore through visits and law-enforcement workshops and courses. In 2014, we collaborated with the Australian Federal Police (AFP) and conducted the inaugural Singapore National Strategic Intelligence Course (SG-NSIC) in Singapore.

AIRPORT POLICE DIVISION



**By Senior Assistant Commissioner of Police
Zuraidah Abdullah**
Commander, Airport Police Division

SAFEGUARDING OUR AIRPORT

Unlike other countries with many international airports, Singapore has only one - Changi Airport. It is imperative that we keep our airport safe and it is the mission of the Airport Police Division (APD) to protect Singapore civil aviation against crime.

In 2014, Changi Airport served more than 54 million passengers and handled 1.84 million tonnes of cargo. Compared to 2013, this was an increase of 0.7 percent in passenger movements. Despite this increase, there was no major security or law and order incident in the Changi Airport in 2014.

This however did not happen by chance. APD made tremendous efforts to enforce the law and manage daily incidents in the airport to achieve this desired outcome.



KEEPING CRIME RATE LOW

Our efforts had also enabled us to ensure that the crime rate in the Changi Airport remained low. A total of 337 crimes were reported in 2014 compared to 417 in 2013. In fact, the overall crime rate in 2014 was the lowest since 2005.

Apart from thorough and speedy detection and investigation of crime, we also focus on crime prevention. For example, public education through crime advisories and road shows to educate and remind cabin crew to be alert to suspicious passengers, had enabled us to reduce the number of thefts

from aircraft overhead compartments by 70 percent, from 57 cases in 2013 to 17 cases in 2014.

Speedy detection and investigation had also enabled us to solve most of the cases in the Changi Airport. We achieved a crime clearance rate of 84 percent. One of the notable cases we solved was a series of cargo thefts in May 2014. Between March and May 2014, several consignments of microSD cards valued at about \$60,000 were reported stolen from the Changi Airfreight Centre (CAC). Through thorough investigations and with the support from the cargo tenants in the CAC, three male Singaporeans were arrested. They were imprisoned between six and 15 months for Theft in Dwelling, Disposal of Stolen Property and Dishonestly Receiving Stolen Property.

MAINTAINING CLOSE PARTNERSHIP WITH THE AIRPORT COMMUNITY

We also worked closely with the airport community to realise our vision of making our airport the safest airport in the world. We continuously engage the relevant airport agencies to review procedures and conduct exercises to validate them. In 2014, we conducted a total of four joint exercises with relevant airport agencies. After Action Reviews were conducted after every exercise and lessons learnt were important takeaways for each agency.

We also lead the airport community on all matters relating to aviation security. In 2014, we led in the security planning for the new Terminals 4 and 5, and Project Jewel to ensure that security features prominently in the projects.

CONCLUSION

A secure airport not only provides peace-of-mind to travellers but also provides Changi Airport with a competitive economic edge over other airports. We will continue to remain vigilant and effective in responding to all incidents to safeguard our airport every day.



AUDIT BY US TRANSPORTATION SECURITY ADMINISTRATION (TSA)

The US TSA audit/inspection is a requirement that the TSA has to fulfil under the US government Federal law. Such audits/inspections are made with the permission of the other country. The audit/inspection is to confirm that the airport and aircraft security measures of the said country are in compliance with the relevant ICAO (International Civil Aviation Organisation) Annexes as well as relevant TSA security regulations. For Singapore, the TSA had reported that they found no discrepancies in our airport and aircraft security measures.

PUBLIC SERVICE 21 STAR SERVICE

Staff Sergeant (SSgt) Mohd Imran Bin Moosa Ismail was the first officer in APD to receive this prestigious award. SSgt Imran went above and beyond his duty while investigating a 57-year-old Indian national for stealing. Concerned about her age and unfamiliarity with Singapore's legal system, SSgt Imran regularly checked up on her mental and physical well-being while he carried out impartial investigations. Although she was later convicted and handed a fine, the accused's daughter called SSgt Imran personally to thank him for being fair and showing genuine care and concern for her throughout the case proceedings.

INNOVATION EXCELLENCE

APD received several awards in 2014, including the National Team Excellence Symposium – Gold Award, the MHA 3i Convention – Production Innovation Commendation Award and the SPF 3i Convention – Gold Award.

HOME TEAM SCHOOL OF CRIMINAL INVESTIGATION



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

OUR ACHIEVEMENTS

Courses Conducted

Staying true to the mission of the Home Team School of Criminal Investigation (HTSCI), we conducted a total of 26 milestone courses including the Home Team Basic Investigation Course, the Intermediate Investigation Course and the Advanced Investigation Course in 2014. In addition, we also held 21 specialised courses including the Basic Post Blast Investigation Course, the Scene of Crime Officer Course and the Criminal Registration Course.

With the support from about 75 adjunct trainers, more than 900 course participants attended and benefitted from the HTSCI courses last year. The course participants were not only officers from the Singapore Police Force (SPF) and other Home Team Departments but also officers from the Singapore Armed Forces, the Attorney-General's Chambers, Ministry of Manpower and the Corrupt Practices Investigation Bureau.



ENHANCING KNOWLEDGE COMPETENCY OF OFFICERS IN THE INVESTIGATION FRATERNITY

In consultation with the Criminal Investigation Department (CID), we implemented a 60-question knowledge test for all SPF investigators in November 2014. One of the main objectives of the test is to obtain a sensing of the level of understanding or awareness of the investigation directives issued by the CID. The test covered 16 broad areas relevant to criminal investigation, which included Standard Operating Procedures, Law, Court Craft and Directives.

ENHANCING LEARNING FACILITIES: HTSCI'S 'CITY CAMPUS'

Responding to the feedback from our trainees and partners, we commenced with the renovation of our training facilities located within the CID premises in the last quarter of 2014. When completed, course participants will enjoy a more conducive learning environment, and access to many of the CID's forensic facilities. The city campus will be equipped with Wi-Fi access to facilitate the retrieval of web-based training materials.



In line with our mission to be a practice-oriented premier training institution, we conducted two White-Collar Crime Investigation Courses last year. These courses are targeted at entry-level commercial crime busters from the various law enforcement agencies. A total of 45 officers from the Commercial Affairs Department, the Corrupt Practices Investigation Bureau, the Attorney-General's Chambers and the Monetary Authority of Singapore, attended the courses. The white collar crime course is a comprehensive training programme that caters to all the training needs of an entry-level commercial crime investigator. The course contents include laws relating to commercial crimes, forensic accounting, funding tracing and basic knowledge of the banking systems and various financial instruments.

Appreciation of Adjunct Trainers

We value the commitment and expertise of our pool of about 75 adjunct trainers from various agencies such as the Home Team Departments, Ministry of Social and Family Development and the Health Science Authority. They play a vital role in ensuring our courses are up-to-date in terms of knowledge and practice. We held an appreciation event for them in recognition of their contributions and commitment on 30 July 2014.

Knowledge Sharing

On 18 August 2014, the HTSCI and the Home Team Academy jointly hosted Mr William Hughes, a retired Chief Constable and former Director-General of the Serious Organised Crime Agency, United Kingdom, for a sharing session on the rising trend of organised crimes. More than 90 officers from the Singapore Police Force, Central Narcotics Bureau, the Attorney-General's Chambers, the Prime Minister's Office and the Corrupt Practices Investigation Bureau attended the talk in the dining hall of the Senior Police Officers' Mess.

CONCLUSION

The pursuit of excellence in criminal investigation training has spurred us to constantly review our courses and ensure that lessons remain contemporary for course participants. We are determined to equip our course participants with the latest knowledge and skills of criminal investigation to put them ahead of criminals in the fight against crime.

POLICE COAST GUARD



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

Securing Singapore's maritime borders is a challenging task given its porous nature, and the dynamics of the socio-political situation in our regional waters. Despite the challenges, the Police Coast Guard (PCG) strives to achieve zero intrusions into Singapore Territorial Waters. 2014 was indeed a defining year for us as we embarked on our new Master Plan which is to guide our development for the next two decades to make our waters the safest in the world for the security, survival and success of Singapore.

PREVENTING INTRUSION

We made significant improvements in 2014 in preventing intrusions into our waters. There was a 65 percent increase in the arrest of illegal immigrants who attempted to swim into Singapore, from 17 persons in 2013 to 28 persons in 2014. Our officers' alertness to the presence of suspicious boats in our waters led to a two-fold increase in the number of suspicious vessel sightings from 7,891 in 2013 to 13,162 in 2014. Our officers also checked an average of about 123 boats every day for the past three years, sending a clear deterrent message to would-be criminals.

Operational success against seaborne crime was also achieved last year. We smashed five syndicates that were involved in Criminal Breach of Trust and the pilferage of Marine Gas Oil, arresting 32 subjects and seizing the vessel as well as cash involved. Numerous operations were mounted with our partners such as the Singapore Customs and Immigration and Checkpoints Authority. During these operations, we seized close to 3,000



cartons of contraband cigarettes.

Moving forward, we will be adopting a three-pronged approach of Deterrence, Detection and Interception under the PCG Master Plan 2014 to stay ahead of the new maritime challenges.

New initiatives would be implemented progressively from 2015 to 2024. Singapore's coastline will be reinforced by an additional 80 kilometres through the deployment of more sea and land-based barriers.

Our surveillance coverage will be enhanced through adopting a panoramic Electro-Optics-based surveillance system and deploying islandwide closed circuit television cameras (CCTV).

In addition, there will be an integration of maritime information with our stakeholders to better analyse all maritime activities occurring in our waters.

Through the use of advance data and video analytics, we will significantly increase the odds of detecting all intrusions. On the interception front, we will replace our

boats with faster craft and equip them with state-of-the-art technology to disable the operations of adversary vessels.

ENHANCING GOVERNANCE

We also reviewed our Master Training Framework to enhance our maritime operations and interdiction capabilities so that our officers would be better trained to carry out their duties at sea.

Through this review, we will increase training in the areas of Maritime Law Enforcement knowledge and Boat Force Operation skills by more than three-fold.

Our 2013 efforts in creating internal audit mechanisms to ensure that our internal processes are sound have paid off. Six audits into functional systems such as procurement, collection of revenue, direct payments, maintenance of fixed assets, claims processing and store management were conducted by an external agency appointed by the Ministry of Home Affairs. We were commended with a Grade A in 2014. In particular, we scored exceptionally well in the areas of direct payment and claim processes as well as procurement procedures.

IMPROVING WORK LIFE

The completed renovations at our Brani Regional Base Blocks D and E were welcomed by our officers. The renovation at POLCOM to be completed in February 2016 will see the introduction of Human Factor Engineering and Ergonomic Design allowing for better workplace environment. As for Gul Base, it will be refurbished by May 2015 to better suit the operational workflow of the base and at the same time fully optimise the limited compound area. The current Lim Chu Kang Base will be replaced with a three-storey building by May 2016.

We fared well in 2014's Organisational Health Survey when compared with other specialists and line units. This is the result of the increased communications with our officers and prompt engagements with them on issues that were of direct interest to them over the past years. We scored exceptionally well in the areas of communications, workplace safety, and job satisfaction, indicating that the PCG has passionate and highly motivated officers.



PCG MASTER PLAN 2014

PCG Master Plan 2014 was approved by Deputy Prime Minister and Minister for Home Affairs Teo Chee Hean in July 2014. The master plan comprises three thrusts: Deterrence, Detection and Interception.

GOOD COMPLIANCE TO GOVERNMENT PROCEDURES

Following the enhancement of internal audit measures such as specialised internal audit teams for in-house checks last year, 2014 saw PCG achieving Grade A with an average compliance score of 96 percent during an external audit into six functional areas.

GOOD ARRESTS

PCG smashed five syndicates that were involved in the pilferage of 16,000 litres of Marine Gas Oil and 67 metric tonnes of Marine Gas Fuel, arresting 31 Indonesians and one Singaporean and seizing one vessel as well as cash amounting to \$4,004. For contraband smuggling, we arrested 17 Indonesians and three Vietnamese and seized 2,779 cartons of contraband cigarettes worth \$366,637.94.

PUBLIC TRANSPORT SECURITY COMMAND



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

The Public Transport Security Command (TransCom) has been steadfast in our mission of protecting Singapore's public land transport system against crime.

LOOKING BACK

The command has gone from strength to strength in the past year. In 2014, our frontline officers, made up entirely of Police National Service Force (PNSF) officers, made 642 arrests while performing patrols in the public transport network. Of the arrests made, 431 (67 percent) were due to the skilful behavioural observation and assessment of the ordinary commuters by the PNSF officers.

These proactive arrests consist of persons wanted for various offences, drug addicts and persons who possess offensive weapons. Every arrest made is one less criminal out in the street. The sheer



presence of TransCom foot patrol officers in the public transport network and their keen eye to pick out suspicious persons from the crowd serves to amplify the deterrence effect against any would-be terrorist planning for an attack.

TRANSCOM MASTERPLAN 2014

Singapore's public land transport system continues to be an attractive and vulnerable target for terror attacks. The Mass Rapid Transit (MRT) network is also set for a rapid expansion from the current 106 stations to 172 stations by 2024. In response to these

two considerations, we formulated the TransCom Master Plan 2014 to ensure that we can enhance our capabilities in tandem with the growth of the MRT network and operate effectively till 2024 and beyond.

The three strategic thrusts in this master plan are enhancing uniformed presence, improving surveillance and sense-making and building capabilities in the TransCom patrol officer.

In the meantime, TransCom's manpower will grow by 60 percent in tandem with the expansion of the network.

The expansion of TransCom's frontline will see greater opportunities for PNSF officers to develop their leadership qualities and take on vital frontline leadership roles, in line with the recommendations of the Committee to Strengthen National Service (CSNS).

Also in the pipeline are plans to expand our operations from the current one base to three bases spread across the island and strategically located close to MRT interchange stations. This is so that TransCom's patrol officers can be inserted into and spread throughout the MRT network more efficiently.

We will acquire video analytic capabilities to find and track the movement of persons-of-interest across the many cameras in the MRT network so that criminals can be tracked and apprehended faster, thereby neutralising the threat as soon as possible in order to safeguard the security of the public land transport system.

Training for the TransCom officer will be enhanced to sharpen their professionalism, confidence to handle members of public and capabilities in expeditiously picking out criminals among the crowd in the public land transport system. They will also be trained to carry the Taser for an added option to neutralise a subject before reinforcements can arrive.



RANDOMISED PATROL SCHEDULER

We have implemented software to inject unpredictability of the patrol pattern of our foot patrols, through the use of randomisation, routing and game theory engines to generate the shift work plans for all foot patrol groups.

JOINT CRIME PREVENTION EFFORTS

We have collaborated with the operators and Land Transport Authority to enhance the SPF's efforts in promoting public awareness on crime prevention measures. Posters warning against Outrage of Modesty were put up in the trains, and the stations have started to screen crime prevention videos at the platform TV screens.

SECURITY COMMAND



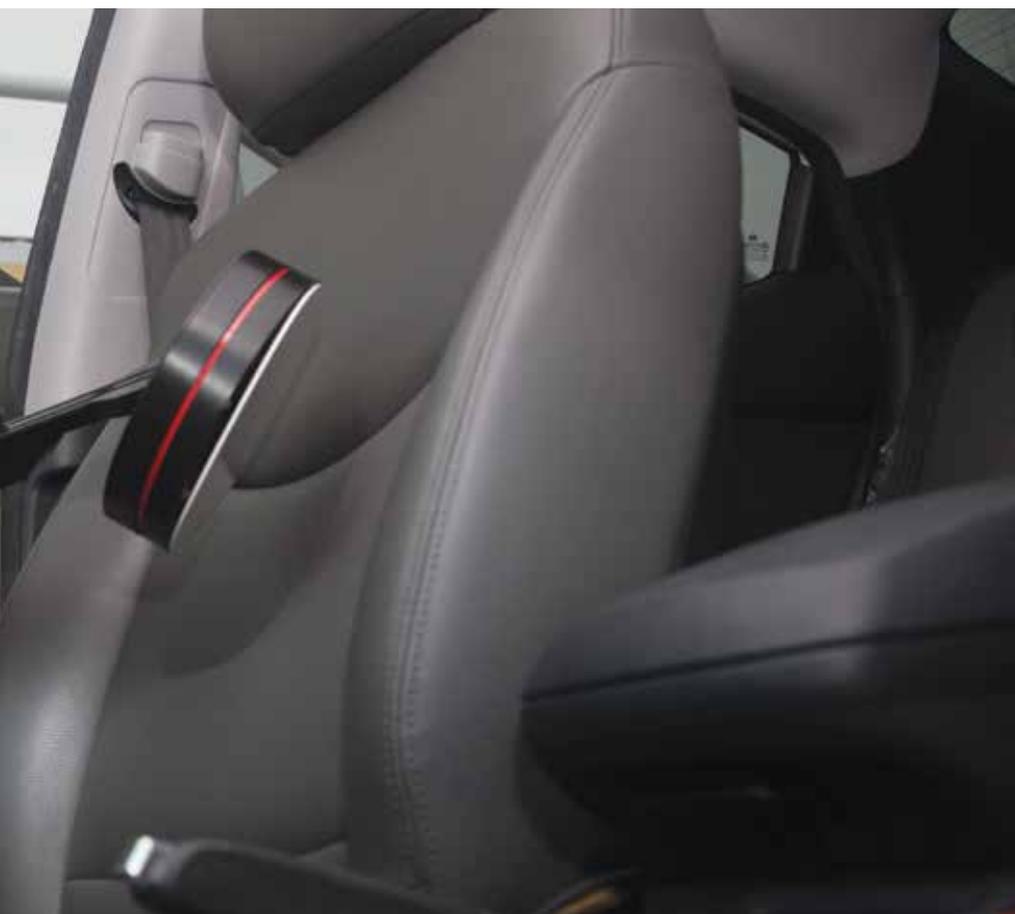
**By Assistant Commissioner of Police
Lim Chee Pheng**
Commander, Security Command

The Security Command's Personal Security Officers (PSO) are often seen as the smartly dressed men and women. They look serious with hardly a smile, and often stand in proximity to Very-Important Persons (VIPs) that they are assigned to protect, at events and function venues. This is however, just the 'glamorous' side of the work of a PSO. There is much more to what they do than meets the eye.

PAP60 DINNER AT SINGAPORE EXPO HALL

The PAP60 Dinner, attended by the entire cabinet of 19 Ministers, was not held at a ballroom or a typical dining venue, but instead it was held at an unlikely location - the Singapore Expo Hall 8 and 9 on 22 November 2014. This was the first time that a dinner event pegged at security level 4 was held at the Singapore Expo Hall, which was purpose-built for exhibitions, not sit-down dinners. This event venue presented many challenges for the SecCom's security operation.

An empty hall at the Singapore Expo may seem to imply that security and bombsweep operations would be smooth-sailing. It was anything but that. Our Operations and Bombsweep planners had to conduct multiple reconnaissance of the event venue, armed with the technical drawing of the entire expo hall, to understand the layout of the roof structure, and the extent of the cable trenches that run under the hall's floor. The usual method of sweep and seal could not be applied here as cable trenches are covered with movable concrete covers laid side by side for the entire network of trenches.



NEW HIGH PERFORMANCE PISTOLS

SecCom received its first batch of new pistols on 18th February 2014. The new weapon was selected after a rigorous trial, including post procurement stress test where randomly selected pistols were each used to fire 10,000 rounds over six days. With its superior qualities and the successful stress tests, SecCom will replace all the existing pistols for its PSOs with the new high performance pistol.

SPORTING EXCELLENCE IN SHOOTING CHAMPIONSHIPS

Three PSOs from SecCom participated in the 38th South East Asia Shooting Association Championship 2014 and Singapore Invitation Shoot Championship 2014. Two PSOs emerged among the top six shooters at the competition, clinching one Gold and one Bronze Medal. Overall, the PSOs won four Gold, two Silver and three Bronze medals in both individual and team events.

SHARING OF FESTIVAL JOY WITH STAKEHOLDERS

On 8 September 2014, SecCom PSOs celebrated the Lantern Festival with a BBQ buffet with invited guests from grassroots groups in Teck Ghee, a key stakeholder of SecCom, for their strong support to our PSOs. SecCom PSOs play an active role as community leaders and collaborate closely with grassroots leaders and members on the security aspect of the numerous grassroots events attended by the VIPs that we serve to protect.

The officers painstakingly measured and mapped out the layout of the cable trenches and manhole openings, and worked closely with the contractors to ensure the bare concrete floor was covered up by carpet. This was necessary as certain locations of the carpets that were covering the trenches and manhole openings had to be cut out in a special way to enable maintenance check by the bombsweep operators after all the carpets had been laid and the dining tables set up. Arrangement were also made for the bombsweep operators to use a cherry picker to lift them to conduct bombsweep of the hall's high roof structure that could not be reached by regular ladders.

To overcome the lack of a suitable standby room at the venue, we explored the option of using the armoured assets of our fellow specialist units, namely the Gurkha Contingent's Armoured Personnel Vehicle (APV) and the Special Operations Command's (SOC) Tactical Response Vehicle (TRV). Eventually, we opted for the SOC's TRV as a mobile standby room for contingencies.

The SecCom PSOs with Class 4 driving

licences readily volunteered to go through the TRV orientation and driving training conducted by the SOC. This was also the first time that we had utilised a mobile standby room for an event.

Despite the daunting task, the officers were determined to overcome the challenges posed by the venue. They worked closely with the Operations planners from the Bedok Police Division, SOC and various stakeholders including the venue management, event organiser, event production company, contractors and the mobile dinner caterer, to ensure that the venue was safe, secured and set-up completed in time for the event to take place smoothly.

The officers were driven by the purpose of their work which motivated them to think out of the box and come up with innovative solutions to deal with the challenges presented by the venue.

It is through these actions that the SecCom PSOs have demonstrated the qualities in the motto that SecCom upholds: Patriotic, Strong and Courageous.

SPECIAL OPERATIONS COMMAND



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

MAINTAINING THE EDGE

The Singapore Police Force (SPF) dealt with the aftermath of the Little India Riot in 2014. We enhanced patrols to enforce new regulations on alcohol restrictions and movement of persons affecting public order after Little India was gazetted under the Public Order (Preservation) Act (POPPA). In 2014, the public and a Committee of Inquiry scrutinised our every decision and action, from the top management of the SPF to the first officers at the scene. With the clarity of hindsight and with information that had not been available to anyone on the night of the riot, the search for answers was detailed and intense.

At the conclusion, the SPF emerged stronger and more determined to push ahead with our plans to fully equip and resource ourselves to handle such emergencies. The Special Operations Command (SOC)'s professionalism in dispersing the crowd and restoring order had been clear for all to see. There is a simple reason for this. This is what we have been training for conscientiously. Public order policing is our bread and butter. Every crisis presents opportunities for learning and capability development and this crisis was no different. Within



FOUR KEY FACTORS TO THE SOC'S SUCCESS

There are only two things that the SOC is held accountable for and they are the maintenance and restoration of public order and the preservation of public security. The SOC needs to ensure that we maintain our edge in these areas. Four factors are key to this - selection; training; demanding standards and attention to detail.

Through stringent selection, we find officers who are best suited for our work. For the SOC, there is a focus on fitness and tactical competence. Approximately 20 percent of each Police Tactical Unit (PTU) cohort will fail their training even after the initial selection. For a unit like the Special Tactics And Rescue (STAR), the drop-out rate is as high as 90 percent.

Training allows our officers to develop more specific skills and knowledge required to do their jobs. Specialist units have an advantage where a fair amount of training time is factored into our deployments. This is time that must never be squandered. Training is tough and focused on enhancing the tactical competence and leadership of our officers.

We do not just want to maintain an edge, we want to hone and make it sharper. To do this, we demand high standards and consistently raise those standards. These include standards related to operational fitness, activation timings, tactical firearms, close quarter battle, the variety of public order skills for the PTU officers, and handling skills required for our K9 officers.

Finally to maintain the edge, attention to detail is necessary to become experts in our craft. Individual officers must understand the principles behind each of our tactics. He must be particular about his weapons and gear, down even to the extent of how his lanyard is secured and his laces tied. He must plan down to the last detail but have the flexibility to operate comfortably outside the plan when required.

These key elements help mould the specialist unit into a fit fighting force to maintain public order and security in all situations.

a year, 300 new posts were approved for the SOC and four additional troops were formed - an increase in troop strength for all troops and a corresponding increase in training and support staff.

Nonetheless, we must acknowledge, while our training prepared us for the crisis that unfolded that night, we were also fortunate that our troops had been on patrol not far from the scene when we were activated. The violence was only directed at the Police and SCDF responders and not at the public or their property. There was also no looting and arson committed was directed only at government vehicles. While these factors helped to contain the situation, we are keenly aware that it would not always be the case.



TRAINING FOR EXCELLENCE

Together with Operations Department, we developed the public order training for first responders. This focuses on containment tactics to prevent a riot from spreading and tactics to extract people whose lives are threatened during a public order situation. We are also working with the Training Command (TRACOM) to enhance the first responder training for active gunmen situations.

ON PAR WITH INTERNATIONAL STANDARDS

In September 2014, the STAR Unit sent a team to the United States to participate in the Exercise Urban Shield 2014, a 48-hour non-stop tactical exercise, consisting of 35 tactical scenarios. 32 US Police SWAT teams as well as the Korean Sea Special Attack Team and the United States Marine Corps, participated. From this exercise, we were able to benchmark our capability, and take home good lessons.

K9 DETECTS CRIME

On 3 September 2014, an alert Police K-9 team detected heroin on a suspect at Woodlands Checkpoint, which resulted in his arrest by the Central Narcotics Bureau (CNB). Four bundles of heroin weighing approximately 1.93kg were found on the suspect and in his motorcycle.

TRAFFIC POLICE



**By Assistant Commissioner of Police
Sam Tee**
Commander, Traffic Police

The road-use environment in Singapore is ever growing and changing, with the development of new residential and commercial hubs and changes in the trends of vehicle usage and demographics. Given the complexities of our operating environment, the Traffic Police (TP) remains steadfast in our mission to safeguard the lives of Singaporeans as they go about their everyday lives, as pedestrians, cyclists and motorists.

The commonly-evoked image of the TP is the stern patrol officer who pulls over motorists to take them to task for flouting traffic laws. However, enforcement is only one aspect of our work, and it is actually our least preferred mode of operations. Strict enforcement is taken against recalcitrant persons, or those who blatantly violate traffic rules without regard for the lives of themselves or other people.

What many people do not know is that we are motivated solely by our mission to enhance road safety and protect peoples' lives as they travel on Singapore's roads every day. We strive to enable Singapore's 5.5 million people to go about their everyday lives without worrying about being a traffic victim. Through our diligent efforts, the fatality rate has fallen from 2.96 per 100,000 population in 2013 to 2.83 per 100,000 population in 2014. Even then, the 155 fatalities in 2014 continue to spur Traffic Police to greater heights in making our roads even safer.



TRAFFIC GUARDIAN ANGELS ON THE ROAD

Despite our best efforts, unfortunately, accidents do happen on the roads and it is the duty of our Patrol Unit Officers to be the first responders at such tragic scenes. Arriving in either their Expressway Patrol Cars or two-wheelers, they are the guardian angels of the road who come to people in their time of need.

Staff Sergeant (SSgt) Fadli, one of our Patrol Unit Officers, recalled a motorcycle accident that he had attended to. Upon arrival at the scene, the rider had already been conveyed to hospital, leaving only his motorcycle behind. SSgt Fadli began on-scene investigations and gathered the belongings of the rider that had scattered across the scene. A group who claimed that they were the rider's friends approached SSgt Fadli and he asked them if there was a pillion rider. He did a search around the vicinity to confirm there was no other casualty. Shortly, a couple approached SSgt Fadli. They were the distraught parents

of the rider seeking information. SSgt Fadli gently informed them of the rider's condition and patiently waited with them until the arrival of the Investigation Officer. Because SSgt Fadli had processed multiple accident scenes throughout his career, he understood that the rider's parents were in a state of shock and thus ensured that he adjusted his demeanour to calm them down.

The processing of accident scenes and dealing with the victim's next-of-kin is what motivates SSgt Fadli in his diligent patrols on the roads. He does not enforce traffic violations to meet a quota or mete out punishments – he does it to protect the next motorist and his/her next-of-kin from the trauma of a tragic accidents. He is a Traffic guardian angel on the road.

TRAFFIC GUARDIAN ANGELS ON THE PHONE

It is equally important for the public to understand our motivation in carrying out our duties. That is we are driven by the desire to protect the lives of the millions of road-users in Singapore. This is why every interaction with the public is crucial in establishing this motivation.

Another of our frontline officers group, which has a different interaction with the public, is from the Traffic Police Information Hotline unit (TPIH). TPIH averages about 20,000 calls per month and the number of calls received grows with each year. One of our officers, Eugenie, recalls multiple memorable calls during her 14-year stint at TPIH.

One call that she remembered clearly was a woman whose brother was caught beating a red light while driving her car. Her brother's appeal had been rejected, and the caller was not pleased with the decision. Eugenie took her time to explain the situation to the caller, informing her that she could view the violation image if she wished. More importantly, she explained the dangers involved in beating the red-light. The caller ended the call, pleased with the outcome, and even thanked the operator for her help.

Every officer of Traffic Police plays a part in keeping our roads safe. Every interaction with the public is an opportunity to engage and educate them on the importance of safe road-user behaviour, in the hope that they will remain safe on the roads.



DIGITAL TRAFFIC RED LIGHT CAMERAS

120 Digital Traffic Red Light Cameras were rolled out to replace existing wet-film Traffic Red Light Cameras. These Digital Traffic Red Light Cameras are operational 24/7 and do not run out of film. They are more efficient.

ADDITIONAL DEMERIT POINT FOR OFFENCES COMMITTED WITHIN SCHOOL ZONES

Motorists caught committing certain offences within school zones will be given an additional demerit point. This is to encourage motorists to drive safely and deter them from committing traffic violations that can endanger the lives of vulnerable road users who use the roads within the vicinity of the schools.

TRAINING COMMAND



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

NEW ROLES FOR OUR NS INSTRUCTORS

In response to the recommendations by the Committee to Strengthen National Service (CSNS) to give greater job responsibilities and more leadership roles to our Full-time National Servicemen (PNSF), the Police Training Command (TRACOM) conducted a review on the deployment of PNSFs as Field Instructors. With the outsourcing of physical training, these PNSF instructors will no longer be deployed as solely fitness instructors. They will be deployed as assistant trainers covering a wider scope of skills training, including firearms and defence tactics training. As assistant trainers, they work closely with their regular counterparts to manage the overall discipline and look after the welfare of the trainees under their charge. They also assist their regular counterparts to plan and execute police professional training such as practical exercises, and scenario-based training. Other than expanding our training capabilities, this provides a platform for our PNSF instructors to exercise greater leadership roles, enabling them to be more involved in training management and administration.

To prepare them for their enlarged roles and responsibilities, we provide additional training and certifications through courses



like the Range Conducting and T-Baton Instructors course. We also sent them for certification with the Australian Strength & Conditioning Association (ASCA). The ASCA certification attained during NS can continue to be used by our officers especially for those keen to pursue a career in the fitness domain as physical instructors.

BETTER USE OF TRAINING TIME

Besides the improvements made to instructors' competencies, we also reviewed the recruits' enlistment process to allow us to make better use of training time. A joint project with the Police National Service Department and the Police Logistics Department has been implemented to enhance the process. By re-engineering portions of the enlistment workflow, trainees are now able to receive their uniforms and

equipment required for training within the first day of enlistment, which previously took more than a week. This allows us to commence our training early and cut down training downtime.

LEVERAGING TECHNOLOGY

We have also leveraged technology to better support the training of our officers. All recruits undergoing training in the TRACOM are equipped with their own ultrabooks to access training materials. This also facilitates e-learning to take off. In tandem with establishing a new Home Team Learning Management System and a wireless networking infrastructure within the Home Team Academy, this has facilitated interactive information sharing, participative discussion and enhanced knowledge acquisition and learning anytime, anywhere.



REVIEW & STANDARDISATION OF FIRST-AID TRAINING SYLLABUS FOR ALL HOME TEAM (HT) OFFICERS

After conducting a review of the first aid training previously conducted, we have introduced a new standardised three-day first-aid training syllabus for all HT officers, as part of the First Aid Taskgroup at the Home Team level.

OUTSOURCING CONDUCTING OF SCENARIO-BASED ASSESSMENT

We engaged external assessors to allow police trainers to focus on core police training and to maintain neutrality of assessments. Assessment comprises trainees going through scenarios that they might come across when they are posted to the frontline.

19TH WORLD POLICE BAND CONCERT

In October 2014, the SPF Band co-hosted the World Police Band Concert. The Tokyo Metropolitan Police Band and the New York City Police Band joined us in this event. It provided us an excellent platform to extend our public outreach, showcase the talents of our officers and deepen Police collaboration internationally.

CENTRAL DIVISION ('A' DIVISION)



**By Deputy Assistant Commissioner of Police
Daniel Tan Sin Heng**
Commander, Central Division ('A' Division)

REAL WORK THAT MATTERS – SOLVING THE SYED ALWI ROAD MURDER

While responding to a call for assistance on 11 June 2014, my Rochor Neighbourhood Police Centre (NPC) officers came across a gruesome discovery at Syed Alwi Road – the legless body of a male stuffed into a blood-soaked suitcase.

The officers did not allow the violent nature of the crime distract them from the task at hand. Within 24 hours, we had arrested two men in relation to the crime.

This quick arrest was made possible for two reasons – diligent police work and a sound knowledge of our operating terrain. The NPC's Crime Strike Force, including those who were off-duty, sprang into action and zeroed in on the purchase of a luggage bag matching the one that was used to conceal the body.

That was not an easy feat as such luggage bags are commonly sold items and a purchase is unlikely to raise any suspicion. Combing



No other crime stirs the imagination like murder and it is a stark reminder that the work we do has a direct impact on the community we serve. The solving of this case is testament to the real work that the Police do every day, 24/7.

PURPOSE DRIVEN – COMMAND & CONTROL FOR THAIPUSAM OPERATIONS

Thaipusam, an annual religious event observed by the Hindus, occurs in the first quarter of every year, with approximately 10,000 devotees fulfilling their religious obligations. The ceremony also attracts tens of thousands of supporters and spectators making it one of the largest religious processions in Singapore.

In the years preceding 2014, the police deployment for Thaipusam was collectively managed by the six Land Divisions (LDs) while 'A' and 'E' Divisions maintain overall command and control over our own jurisdictional boundaries of the procession route.

Each LD was allocated a sector along the procession route for which each would set up its own command post. This inevitably raised costs as there was duplication of command posts and its related resources.

Feedback from our stakeholders indicated that the situation was not ideal so the deployment was reviewed with the aim to achieve a leaner, more efficient deployment model and to have greater consistency and effectiveness in managing event-centric issues such as crowd management, traffic management and procession-related matters. In 2014, 'A' and 'E' Divisions took over the command and control for our own respective boundaries and officers from other LDs were sent to augment our strength for the event. Only two, instead of the original six, command posts were set up. This in turn translated to savings in manpower and public funds. There was positive feedback and no major incidents were noted during Thaipusam in 2014. In early 2015, 'A' Division went a step further and took command and control of the entire Thaipusam area of operations.

through a few weeks' worth of Closed Circuit Television (CCTV) footage, the officers' efforts paid off when a suspect was seen purchasing an electric cutter prior to purchasing a piece of luggage matching the one that was used in the crime.

The officers meticulously analysed the CCTV footage and discovered that there were in fact two suspects, and that they were likely of South Asian descent. Armed with images of the suspects, our CSF officers together with investigators from the Criminal Investigation Department (CID) methodically combed the areas where South Asians are known to congregate.

It was not long before the search met with success and the two culprits were swiftly nabbed.



AWARDS

Despite the operational demands placed on our Division, we clinched the Best National Service Operationally Ready Unit Competition for the second consecutive year and the 2nd runners-up spot in the Best Land Division Competition (BLDC).

EXERCISE LOCUST

Together with the Singapore Civil Defence Force and the Gurkha Contingent, we organised a 4-day exercise at the Marina Bay Cruise Centre in June 2014. The exercise involved 700 participants and tested the preparedness of our first responders and their ability to respond and recover from an incident involving multiple gunmen.

OPERATION ARMAGEDDON 3

Vice and sleaze are clear and present concerns for our Division with more than 1,000 public entertainment outlets and massage establishments dotting our compact operating terrain. Our week-long offensive in October 2014, codenamed "Operation Armageddon 3" netted more than 400 persons mainly for vice and sleaze-related offences.

CLEMENTI DIVISION ('D' DIVISION)



**By Assistant Commissioner of Police
Gerald Lim Han Ming**
Commander, Clementi Division

Change is the law of life.

The terrain profile within the Clementi Division has developed rapidly in the past year, especially in and around the Jurong Gateway and the Jurong Lake District. The Jurong East area is poised to become a major suburban Regional Centre in the south-western part of Singapore. The Clementi Division must constantly look towards adopting new and creative strategies, and leveraging technology to ensure that we are always one step ahead of crime.

CONTINGENCY PLANNING: BEING PREPARED, STAYING PREPARED

Presently, the total retail space in Jurong Gateway, which includes the latest three shopping malls; JEM, Westgate and Big Box, is over 258,509 sqm. This is a major development considering its growth from an unassuming public housing estate previously. Jurong East is progressively developing into the largest commercial hub outside of the Central Business District, with a diverse mix of retail, entertainment, office and residential spaces, as well as the upcoming Ng Teng Fong General Hospital and Jurong Community Hospital. Given these, the district will undoubtedly see an increase in the transient population with many retail and commercial visitors expected at this area.

With the extensive commercial expansion, Jurong East Neighbourhood Police Centre (NPC), in collaboration with major



Employability jointly participated in the Exercise at the IMM Shopping Centre. Through this collaboration, the Home Team, our corporate partners and SSWG members, were able to validate joint response plans to fortify readiness and coordination in times of emergency.

PROJECTING PRESENCE, ENGAGING THE COMMUNITY

Clementi Division's ongoing efforts to engage the public and raise crime prevention awareness, is in line with SPF's community-oriented policing strategy. With the rollout of the Community Policing System (COPS) at Queenstown NPC and Bukit Merah West NPC in October 2014, all four NPCs under the Clementi Division fully operationalised COPS. The implementation of COPS has enhanced our overall crime fighting capabilities, and further strengthened our partnership with the community.

As part of our continuing efforts to promote crime prevention awareness, Clementi Division launched the 'Community TV' Project on 28 February 2015. The project achieved the Gold Award at the 2014 SPF In-House Team Excellence Symposium (TES). With its implementation, the 'Community TV' Project saw the installation of TV monitors at three HDB lift lobbies in the Tanglin Halt estate for a one-year trial period. These Community TVs displayed information on crime prevention, e-posters, advisories and relevant information of public interest. Real-time crime alert messages can also be triggered by DOR to keep residents updated on the current crime situation.

With crime prevention information readily available, the public will be better able to "self-police", acting as a force multiplier, resulting in the Police having more eyes and ears on the ground.

A brain child of Clementi Division, the Delta League is currently into its fourth year. Using football to engage the youth, the Delta League is aimed at keeping at-risk youths meaningfully occupied during the school holidays and raising youth awareness of the consequences of being involved in crime. This nationwide programme is jointly organised together with the National Crime Prevention Council. A total of 96 teams participated in the league 2014, while local football stars Aleksander Duric and Lionel Lewis were appointed as Delta League Ambassadors the same year.

retailers and building managements of the retail malls, came together to launch the 'Jurong Gateway Retail Watch Group' on 15 February 2014. The Watch Group aims to raise the level of public awareness on crime prevention and involve the various stakeholders to improve crime prevention measures. The close partnership between the Police and the members of the Watch Group serves to benefit all stakeholders.

To enhance community resilience and effectively prepare to deal with potential terrorist threats, an emergency preparedness exercise, Exercise Heartbeat, was held over two days.

The Exercise, led by the Police, in collaboration with the Singapore Civil Defence Force (SCDF), was held at highly-populated areas, including a shopping centre and a public transport node. On 27 October 2014, the Clementi Division, together with the SCDF and the Jurong East NPC Safety & Security Watch Group (SSWG) comprising representatives from JCube, JEM, Westgate, IMM and the Devan Nair Institute for Employment and



EXERCISE HEARTBEAT 2014

Exercise Heartbeat 2014, held over two days, marked the 6th anniversary of the annual emergency preparedness exercise. Involving members of the Safety & Security Watch Group (SSWG) and the various Home Team agencies, the exercise strived to enhance community resilience and effectively prepared members of the public and the community to deal with potential terrorist threats.

COPS LAUNCH AT OLDEST NPC IN SINGAPORE

Queenstown NPC, the oldest NPC in Singapore with a 17-year history, rolled out the Community Policing System (COPS) in October 2014. All four NPCs in Clementi Division have now fully operational COPS. With the COPS roll-out, public spaces in HDB flats and car parks will see more surveillance cameras being installed. Dedicated NPC units will also work to forge stronger Police-Resident bonds through civic-engagement programmes such as the Citizens-on-Patrol (COP) and the Neighbourhood Watch Group (NWG).

TANGLIN DIVISION ('E' DIVISION)



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

Training has always been a priority in the Division as we believe that officers have to be adequately trained to effectively tackle and keep pace with the ever-changing security environment. Being an operational frontline unit, we constantly face the challenge of balancing operational and training needs. It is imperative that we use the time available for training optimally. The division thus embarked on a training curriculum revamp in November 2013 to focus our efforts on curriculum development and to right-size the training platform.

REVAMPED TRAINING CURRICULUM

The traditional training curriculum at the Division level focuses primarily on the drilling of basic skills (e.g. Police Defence Tactics) and going through various lesson plans on core Standard Operating Procedures (SOP) and doctrines.

Compounding the problem, this one-size-fits-all training curriculum, condensed within the 13 annual in-service training sessions, is predominantly lecture-based, and irrespective of the roles officers play in an incident.

This presents a significant gap between the kind of lapses detected in daily operations and the training provided.

To address these shortcomings, we implemented the 'Continuous Training Programme', placing greater emphasis on right-sizing the training platform while helping officers develop a structured decision-making process during work. The programme saw greater attention to different training needs, for example, from catering to the specific needs of the Team Leader to that of the Fast Response Car crew.

We also drew from past operational lapses and near misses as lesson materials, which were converted into flow charts and used for discussion during in-service to review mistakes and enhance critical thinking.

In order to maximise the use of the 13 in-service training sessions, officers are encouraged to read up on their own, from sources made available on our intranet, and to apply this knowledge to scenario-based MCQ tests conducted quarterly.

To validate the skills and competency of our officers, small group and 'Crime-in-Progress' exercises were incorporated during training sessions to test our officers' ability to think on their feet and adapt what they have learnt to various scenarios.

This method of training also allows trainers to correct the mistakes of each individual officer, ensuring that the same mistake will not be made twice. Six months after the programme was implemented, we registered a 30 percent drop in the number of operational lapses over a six-month period.

In addition, the concept of 'Crime-in-Progress' exercises was also applied to our Anti-Swarm Attack training. Instead of merely repeating

choreographed footwork and drills that were taught in a fixed syllabus, officers were put through scenarios of multiple gunmen armed with paintball guns.

With the injection of realism in the training, officers were exposed to the unpredictability and fluidity of a swarm attack and were able to better appreciate the situation while adapting their learning in a safe environment.

OPERATIONAL PREPAREDNESS AND EXERCISES

The Division manages some of the most diverse and high profile terrains in the country, including the Istana, premier shopping and entertainment belts, embassies and other consular offices.

To raise the level of operational readiness, a series of 'Ops Risk Forums' were used as a platform to identify possible operational risk areas and to come up with plans to mitigate these risks.

A number of Tactical Exercises without Troops, based on scenarios such as a Swarm Attack at Orchard MRT station and an intrusion at the Woodleigh Water Treatment Plant, were conducted in response to the operational risks identified.

These exercises have helped our ground supervisors acquire a better appreciation of the terrain challenges and develop their priorities in the event of such attacks.

Moving forward, Tanglin Division will continue to invest heavily in the training of our officers to equip them with the necessary skills and knowledge to perform their job professionally and competently.



INNOVATION

The Division clinched a Silver Award during the National Team Excellence Symposium and a Gold Award in the Sri Lanka International Convention Quality Control Circles for the E-map system.

ARREST OF TWO GERMAN VANDALS FOR GRAFFITI ON MRT TRAIN

On 8 November 2014, an MRT train was vandalised with spray paint at the Bishan SMRT Depot. With very few leads to work on, 'E' Div officers focused their attention on the spray cans which were left at the scene and through good investigation and intelligence work, the identities of two suspects were established. Working closely together with the Royal Malaysia Police, 'E' Div extradited the suspects to Singapore to stand trial and the duo were eventually convicted and sentenced to nine months' imprisonment with three strokes of the cane.

ANG MO KIO DIVISION ('F' DIVISION)



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

SAFEGUARDING EVERY DAY – PROTECTING OUR ELDERLY THROUGH SILVER WATCH

Home to some 1.5 million residents, the Ang Mo Kio Division has the largest residential population amongst the six Land Divisions. As a Division serving the heartlands, we place much emphasis on engaging our community in creating safe neighbourhoods. We do this through many Community Safety and Security Programmes (CSSPs). One such programme is Silver Watch introduced in 2014 to serve the elderly living in our midst.

Singapore's population is ageing. In 2014, 13 percent of residents in Serangoon, and 11 percent of residents in Hougang and Ang Mo Kio were aged 65 years and above. It was important for us to reach out to these elderly residents in a purposeful and targeted manner to keep them safe from crime.

REAL WORK THAT MATTERS

Silver Watch is a CSSP initiated by our Division to enhance ongoing efforts to educate senior citizens to prevent them from falling prey to crimes such as robbery, snatch theft and scams such as



the elderly through their daily foot patrols and house visits, and share with them useful information on prevailing crime trends. By working closely with our community partners, we were able to reach out more meaningfully to more than 3,000 elderly residents through targeted engagements over the year.

Silver Watch also aims to build the capabilities of our community partners. Through the programme, VWOs, FSCs and SACs have picked up valuable crime-prevention tips, and basic fire-fighting and fire-risks knowledge. Joint evacuation exercises conducted with the SACs and VWOs allowed them to gain familiarity with and validate evacuation procedures, and better prepare them to deal with such situations. Such enhanced capabilities allow these partner agencies to serve their elderly clients better, providing them with a safer and more secure environment.

We also rolled out the *Silver Watch Card* – a specially designed pocket-sized name card for the elderly that keeps a record of their personal particulars, medical conditions and next-of-kin's details. This greatly facilitates the timely rendering of appropriate assistance to elderly in need of help during emergencies.

kidnap, lottery and apple scams. In close collaboration with our counterparts from the Singapore Civil Defence Force (SCDF) and the Central Narcotics Bureau (CNB), we also included fire-safety education and drug-abuse awareness into Silver Watch. Silver Watch also aims to build a sense of community amongst the elderly so they are able to look out for one another's safety and security.

COMMUNITY LEADERS

Silver Watch leverages the Division's close working relationships with community partners such as the Seniors' Activity Centres (SACs), Voluntary Welfare Organisations (VWOs), Social Service Offices (SSOs) and Grassroots Organisations (GROs). Our officers work closely with these organisations to equip our elderly residents with crime prevention and fire-safety knowledge through talks and roadshows. Our officers also interact with

GOING FORWARD

Silver Watch has also exposed 'F' Division officers to more in-depth engagements with the elderly. This is critical going forward as the ability to effectively engage the elderly will be important in light of the silver tsunami facing Singapore.

In 2014, there was a 16 percent increase in elderly victims in Singapore compared to 2013. Sustaining and enhancing Silver Watch in the long-run will be a crucial part of 'F' Division's strategy to help our elderly enjoy their golden years free from crime.

The Silver Watch programme was recognised with the Home Team Public Security Cluster Sector Excellence Award in FY2014. This is a testament to the importance and value of this initiative. I am confident that the sustained efforts of Silver Watch will have a positive impact on the elderly residents residing in our neighbourhoods. Together with our community partners, we endeavour to keep up our efforts in this area.



BEST LAND DIVISION

The Division was crowned the Best Land Division for a second successive year in June 2014. This was a testament to the division's excellence in mission effectiveness, efficiency, values and readiness.

MOST ACTIVE UNIT

The Division takes pride in its strong sporting culture. Besides excelling in competitions such as athletics, cross-country, table-tennis and sea sports, the Division also clinched the Most Active Unit award for the third successive year in 2014.

SPF IN-HOUSE TEAM EXCELLENCE SYMPOSIUM (TES)

The Division kept up its spirit of innovation by winning one Gold, two Silvers and one Bronze awards at the TES 2014 with innovations in the areas of operations, crime prevention and training.

AWARDS FOR SERVICE EXCELLENCE

A total of 301 'F' Division officers received the Excellent Service Award, while two received the MHA Star Service Award, and another two the prestigious PS21 Star Service Award for their outstanding service delivery in 2014.

BEDOK DIVISION ('G' DIVISION)



**By Deputy Assistant Commissioner of Police
Alvin Moh**
Commander, Bedok Division

Based in the eastern part of Singapore, Bedok Division operates within a unique terrain. Beyond the HDB heartlands and industrial estates, we oversee a long coastal line including East Coast Park, the main recreational beach in Singapore. Major sporting and trade events, like the AFF Suzuki Cup and Singapore Airshow are held at the new Sports Hub and Changi Exhibition Centres, which too fall under our jurisdiction. And there is Geylang, well-known for good food and entertainment, which comes to life at night.

FOCUSING ON WHAT WE DO BEST

Keeping a tight rein on crime has always been a key priority of our Division, in order to safeguard our residents and those that work and study within our jurisdiction.

Leveraging the implementation of Community Policing System (COPS), 'G' Division continues to enhance its crime-fighting capability through close collaborations between the Investigation Branch, Operations Branch, Intelligence Branch and the seven Neighbourhood Police Centres (NPCs). We also take pride in our close working relationship with our other Home Team partners such as the Central Narcotics Bureau (CNB), Immigration & Checkpoints Authority of Singapore (ICA), Singapore Civil Defence Force (SCDF)



LEADING THE COMMUNITY

We also appreciate the potential of the community to fight crime. We constantly explore opportunities to enable the community to work hand-in-hand with us. By doing this, we create a culture where the public feels responsible towards their community. We also launched the Vehicle-On-Watch (VOW) scheme over 40 carparks within our jurisdiction in May 2014. This creative and high-tech crime prevention initiative was well-received by the public. More than 700 motorists have since joined this initiative in their neighbourhood.

VALUING OUR OFFICERS

Support from every individual officer is key to keeping our community safe. Thus, the Division makes it a priority to actively engage our officers through regular sessions between the command level officers and the individual teams and units. Feedback from these sessions is acted upon swiftly to address ground concerns. Thus our officers perform their duties knowing they have the strong support and trust from the management.

OUR EFFORTS

With the strong support from our PNS and VSC counterparts, close working relationship with other Home Team Agencies and the community, as well as a motivated team of officers who are well-supported and taken care of, we were able to reduce crime rate in the Division.

CHALLENGES AHEAD

2015 will be a challenging year for the Singapore Police Force (SPF) with the hosting of the South East Asian (SEA) Games in Singapore. With the Singapore Sports Hub situated within our jurisdiction, we will see more deployments involving our officers covering key sporting activities.

However, I am confident that the Bedok Division, with the strong support from all our strategic partners, will remain steadfast and vigilant in our mission to prevent, deter, and detect crime.

and Singapore Prison Service (SPS) to keep Singapore safe and secure.

LEVERAGING OUR COMRADES' STRENGTHS

The support from our Police National Service men (PNSmen) and Volunteer Special Constabulary (VSC) officers has been instrumental towards creating a safe and secure community. Their level of competency is comparable to our regular officers. Therefore, we believe in empowering our PNSmen and VSC purposefully.

In addition to leading and managing the yearly Geylang Serai Bazaar operations, we empowered our PNSmen to oversee one security sector during the 2014 F1 Night Race. Another notable contribution is the Operation Blue Mesh, where our PNSmen form the dedicated patrol forces in keeping the order and peace in Geylang.



BEST VSC UNIT

Participating in many deployments, day-to-day duties and anti-crime rounds, our VSC officers have shown a similar level of commitment and competency as our regular officers. For the second time in a row, our VSC unit clinched the Best VSC Unit Award in 2014.

VEHICLE-ON-WATCH SCHEME

In-vehicle CCTV cameras are gaining popularity among drivers who wish to protect their vehicles from accidents, mischief and theft from vehicles. These camera systems are easily installed and are able to provide a wide coverage even when in stationary mode. The Vehicles-On-Watch (VOW) Project leverages these electronic eyes to combat Theft from Vehicles. More than 700 motorists have since joined this initiative to fight crime in their neighbourhood.

"WE STRIVE" PROGRAMME

The "We Strive" Programme offers a platform for Home Team officers to mentor 105 high risk youths from secondary schools under our jurisdiction. Mentors from the various Home Team Departments collaborated on this project to keep our high risk youths away from crime.

JURONG DIVISION ('J' DIVISION)



By Assistant Commissioner of Police
Wilson Lim
Commander, Jurong Division

PROJECT ALLIANCE

There are 169,000 foreign workers staying in dormitories within our Division's jurisdiction. This figure exceeds the total foreign worker population in the other five Police Land Divisions. With the completion of several purpose-built dormitories over the next two years, this figure will grow to 235,000.

Thus, it was imperative for our Division to establish a holistic framework to manage and engage this large number of foreign workers. This gave birth to Project Alliance. Launched in 2014, the project is in line with our objective of being a Centre of Excellence in public disorder management and engagement strategies for foreign workers.

The three key objectives under Project Alliance are to reduce crime, reduce social dis-amenities and prevent public disorder involving foreign workers. The four fundamental principles of Project Alliance are adopting a zero-tolerance policy towards offenders, treating all foreign workers humanely and with respect so as to build trust, adopting a 'Whole-of-Society' problem-solving approach and being innovative in pioneering solutions.



to know that they can trust the Police who are duty-bound to protect and prevent them from becoming victims of crimes.

Since 2014, our Division has implemented many crime prevention and education initiatives for foreign workers residing in dormitories, including the 'Safest and Cleanest Rooms' competition, a 'Welcome and Induction'(WIN) briefing package for all new tenants, the production of a new crime prevention video titled "Keep It, Lock It or Lose It!", encouraging companies to adopt cashless GIRO salary payment, launching of a new Crime Prevention and Awareness Guide for foreign workers, holding regular crime prevention outreach roadshows and implementing the Foreign Workers Ambassador programme whereby foreign workers spread information on crime prevention and societal norms to their peers. Our Division engages foreign workers at both social and emotional levels. This is crucial in building trust and facilitating communication, mutual respect and understanding not just between the Police and foreign workers but between the foreign workers and the larger community as well, thereby ensuring a harmonious relationship within the community.

We engage them through sports with our officers joining the foreign workers for soccer games and partaking in their festive celebrations such as Deepavali and Iftar (breaking fast during Ramadan). Under Project HeartWear, where officers are encouraged to donate their clothing to foreign workers living in the jurisdiction of 'J' Division, we swiftly donated more than 800 pieces of clothing to 200 construction workers when their entire dormitory was gutted by a fire on 11 June 2015.

Our Division will continue to build stronger trust with the foreign worker community so that they will regard Police Officers as trusted protectors and friends.

'J' Division officers have worked hard to foster closer relationships with our community partners and residents, and to safeguard the community every day. We are grateful for the collaboration and strong support from our Home Team partners and the valuable support given by our community partners and residents.

The bedrock of Project Alliance is its '3I4E' strategies - *Information, Innovation, Intelligence, Enforcement, Exercise, Education and Engagement* - which will uphold our mission to prevent, deter and detect crime and keep our community safe.

The Division believes that it is important to engage foreign workers so that we can educate them on Singapore's laws, culture, and acceptable social behaviour, thereby enabling them to integrate into our community better.

These foreign workers have become an integral part of our community and are stakeholders in our country. Being a stakeholder means they know the right things to do and will therefore not engage in activities that will disrupt peace and harmony. More importantly, we want them



SAFEGUARDING THE COMMUNITY

We implemented 'Be SAFE' - a crime prevention campaign against Outrage of Modesty (OM) in 2014 which helped to reduce OM cases. We educated residents on personal safety measures through videos and crime prevention posters, and installed reflective films in the lifts of over 300 HDB blocks.

EXTENSIVE POLICE COMMUNITY ALERT SERVICE (CAS) OUTREACH

The Police CAS has been actively subscribed by 102,000 residents in 98,000 households, which is about 41 percent of the Division's resident population. Residents receive regular alerts via the email/SMS on the local crime situation and proactive crime prevention measures that they can take.

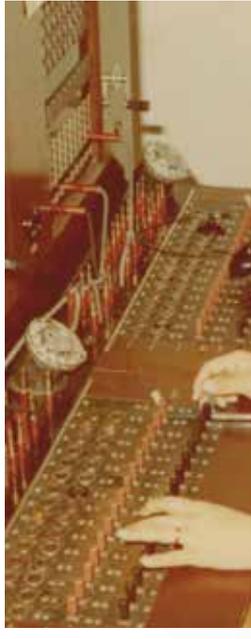
STRONGER ROLE FOR POLICE NATIONAL SERVICE (PNS) MEN

For the first time, our PNSmen undertook the responsibility to plan, execute and command the entire annual Qing Ming security operations deployment at the various cemeteries around Lim Chu Kang area. We are very proud of our PNSmen who had not only welcomed this initiative, but also accomplished this operation with pride and success.



Our work is driven by a higher purpose of ensuring the safety and security of our Singapore.







WOMEN IN POLICING 65 YEARS AND COUNTING

By DSP Weng Wanyi, Head Research, Planning & Organisational Development, Traffic Police

On 8 March 2014, over 650 serving and retired female officers packed the dance floors of the Neverland II club to commemorate the 65th anniversary of women first joining the Singapore Police Force (SPF). Dressed to the nines and donning the latest fashion designs, these women were a far cry from the stern, uniform-clad persona that they project when on duty.

It was truly a sight to behold – retired female officers reunited with long-lost colleagues; the younger generation stood in awe of the trailblazing pioneers before them; and the amazing spectacle of so many policewomen dancing to the beats of the SPF Combo Band. The event, held in conjunction with International Women’s Day, was boisterous and joyful as hundreds of ‘sisters-in blue’ collectively celebrated their 65-year journey in Singapore law enforcement.

And what a journey it has been so far.

THE VERY BEGINNING

It all began in March 1949, when ten women decided to forge their own paths by joining the SPF as uniformed officers. Even in those early pre-independent days, it was clear that the SPF valued all their officers equally. These brave women were the first females in the Civil Service to be paid wages equal to their male counterparts.

The first batch of female police officers truly epitomised the trailblazing, “can-do” spirit of Singapore’s Pioneer Generation. They went against the norm, defied convention and even went against their families’ wishes in pursuit of their dream to contribute to Singapore’s safety and security. One of them, Ms Mandy Goh, who joined the Force in 1952, recounted in a 1973 interview on how her parents strongly objected to her career choice and even refused to speak to her for months.

Nevertheless, the groundbreaking efforts of these pioneers led them to forge successful careers in the SPF, blazing the trail for future generations of female officers. Ms Goh rose through the ranks to be the first female officer to head the Anti-Vice Enforcement Unit of the Criminal Investigation Department. One of the officers in the first batch of ten female recruits, Ms Mary Voon Quintal, became the first female Assistant Superintendent of Police (ASP) in 1961.

POLICEWOMEN IN THE EARLY DAYS

Given the prevailing attitudes towards women in early post-independent Singapore, it was unsurprising that women police officers were confined to administrative duties. Many of them were deployed as message operators in Radio Division and became affectionately known as the “Triple

Niner Girls". Female police officers also took on less physical postings such as in crime prevention and traffic control.

In 1970, the first all-female Traffic Police Mobile squad was formed with seven officers, a Staff Sergeant and six Constables. Riding their Vespa scooters, they performed patrol duties and booked motorists who violated traffic regulations. They quickly garnered a reputation for being strict to errant motorists, and certainly did their part to help make Singapore's roads safer.

HOLDING UP HALF THE SKY

Things began to change in the 1980s, perhaps due to rising education standards and the increasing prevalence of women in the workforce. The breakthrough came in October 1980 with the formation of the Women Task Force. A total of 44 female police officers underwent an intensive month-long training course on riot and crowd control tactics, proving that women could be deployed on the ground for public order incidents.

The very next year, another bastion of policing saw the introduction of female officers into their midst. In 1981, five female Inspectors became Singapore's first female Investigation Officers (IOs) in the Land Divisions. They completed the same duties as their male counterparts - processing crime scenes, interviewing suspects and making arrests.

Since then, women police officers have steadily broken down the barriers in every aspect of policing. Today, with the exception of the Gurkha Contingent, there are female police officers in every single police unit. They are part of the teams in police cars and on our traffic motorbikes and boats. Policewomen easily stand shoulder-to-shoulder with their male counterparts at the frontlines, protecting Singapore from crime and disorder.

Former Commissioner of Police, Mr Ng Joo Hee, said it best during his speech at the 65th anniversary event: "Today, there is no glass ceiling in the Police. Women officers are judged on exactly the same merits as the men. And every command and leadership position in the Force is also open to our women officers."

Female police leaders such as the first female Senior Assistant Commissioner of Police Zuraidah Abdullah, Commander Airport

Division; Assistant Commissioner Florence Chua, Director Police Intelligence Division; and Assistant Commissioner Jessica Kwok, Director Police Licensing and Regulatory Department are testament to the truth of Mr Ng's words and SPF's commitment as a merit-based, gender-blind organisation.

WOMEN TO MAKE UP ONE IN THREE

Just as Singapore's fortunes have been closely linked to SPF's success in creating a low-crime environment attractive to investors, the story of women in policing is inextricably woven to the history of our nation. The tremendous changes in the role of the female police officer in the last 65 years, mirrors that of Singapore's transformation to First World status in the space of a single generation. Our own Pioneer Generation of women officers were trailblazers in their own right, determined to create their own careers despite all odds. The next generation of female officers built upon these foundations and went even further, taking up the mantle of leadership as they became Commanders and Directors of various police units.

Where, then, does the future lie for female officers? The next challenge for women in policing must be to increase the number of uniformed female police officers within SPF, to inspire even more young women to take up the challenge of keeping Singapore safe and secure.

Today, there are about 1,500 uniformed women officers in the SPF, forming about 17 percent of all uniformed officers. That is less than ideal, given that women hold up half the sky. Mr Ng publicly set targets for SPF to raise this proportion to 20 percent and to eventually have a third of all police officers be female.

In order to achieve the targets, SPF will be setting up the Women's Committee to serve as the official voice for every policewoman and to help SPF become an even more female-friendly organisation. It also becomes the duty of every policewoman, serving and retired, to become a role model and an ambassador for young women in search of a purposeful and fulfilling career.

Women officers have played a crucial role in the SPF over the past 65 years, and they will certainly continue to propel SPF towards its vision of making Singapore the safest country in the world.



The tremendous changes in the role of the female police officer in the last 65 years, mirrors that of Singapore's transformation to First World status in the space of a single generation.



TRANSFORMING HUMAN RESOURCE MANAGEMENT

By Mr Benjamin Oh Wenjie, 2 Manager,
HR Transformation Office, Manpower Department



The Singapore Police Force (SPF) collaborated with the Ministry of Home Affairs (MHA) in June 2011 to conduct a Human Resource (HR) organisational design and transformation study. The initial scope was to examine how best SPF could structure its HR and enhance the Force's HR capabilities to support the business needs of MHA. As the study progressed, operational and administrative synergy across Home Team Departments (HTDs) became part of the scope as well. In May 2013, SPF set up the HR Transformation Office (HRTO) to spearhead these transformation efforts.

The SPF HR transformation efforts focused on four areas, namely People, Process, Structure and System. With these areas in mind, several initiatives were implemented in 2014.



PEOPLE	PROCESS	STRUCTURE	SYSTEM
<p>Developing our HR officers to become experts in their Core and Domain Competencies.</p> <ul style="list-style-type: none"> ■ Adds value to their professional capability. ■ Enabling them to become our officers' trusted advisors. 	<p>Shaping existing and new HR processes.</p> <ul style="list-style-type: none"> ■ To achieve efficiency and resource optimisation. 	<p>Redesigning our operating model for our HR fraternity.</p> <ul style="list-style-type: none"> ■ For greater focus on strategic functions. ■ Enhanced self service features. ■ Better service delivery. ■ Stronger governance and accountability. 	<p>Leveraging technology to drive process effectiveness and data accuracy.</p>

HR COMPETENCY FRAMEWORK

HR officers are committed in developing effective people strategies to meet organisational objectives. To help develop HR officers to become experts in their Core and Domain Competencies, SPF introduced the HR Competency Framework crafted by the Public Service Division (PSD) in July 2014. Strengthening HR officers' competencies will boost their capability and professionalism in providing effective and efficient HR service delivery, to all SPF officers.

SKILL ALLOWANCES

With more than 8,000 uniformed regular officers in the SPF, ensuring timely and accurate payments to officers for their operational skills was a key challenge. With the introduction of more allowance categories, it was also timely to move away from applications from individual units to centralised processing by the Manpower Department (MPD).

A new workflow was defined for a more systematic and standardised mode to process allowances. With technical support from the MHA, the HRTO developed an engine which effectively reduced the time taken to validate complex allowance criteria. This improved workflow was achieved with fewer headcount and ensured that our officers' skill allowances were correctly and promptly paid.



WEDDING AND NEWBORN GIFTS DISBURSEMENT

SPF firmly believes that the welfare of our officers is a crucial aspect of our organisational health as it has an impact on our morale and productivity. Delivering welfare benefits efficiently brings about a positive experience for our officers. An example is the disbursement of wedding and newborn gift vouchers. In the past, Police Central Welfare Fund (PCWF) members had to individually apply for such vouchers and submit the forms to their Unit Welfare Officer (UWO), together with hardcopy documentary proof. The UWO would then manually submit the applications to HR officers for processing and make further trips to collect the vouchers when they were ready. This labourious effort of processing hardcopy applications and procurement of vouchers was both time-consuming and a strain on resources.

To achieve a better service experience for officers, a new process was implemented on 1 April 2014. Wedding and newborn gift grants are now directly credited into the bank accounts of PCWF members, without the need for the former's applications. Using systems linked to that of the Registries of Births and Deaths and Marriages, HR officers initiate back-end processing which allows the direct crediting to go through. This approach saves time for both the PCWF members and the HR officers. Audit risks related to procurement and issuance of gift vouchers are also mitigated.

SERVICE INJURY

In the current challenging climate, officers have to continually execute their duties professionally and safely. And it is SPF's commitment to ensure that officers' well-being is taken care of should they injure themselves in the course of duty.

HRTO conducted an in-depth review and with the collaboration with MHA, SPF introduced the Service Injury Management System (SIMS) to facilitate seamless processing and monitoring of officers' service injury cases. A systematic procedure was then drawn up and introduced to support the processing of the cases in SIMS. As service injury documents are uploaded in SIMS, it obviates the need for hardcopy movements. Existing service injury records were also digitised and centrally managed in SIMS. Since its introduction in December 2014, SIMS has enhanced SPF's ability to expedite our officers' compensation claims and monitor real-time case statistics with improved accuracy and efficiency.

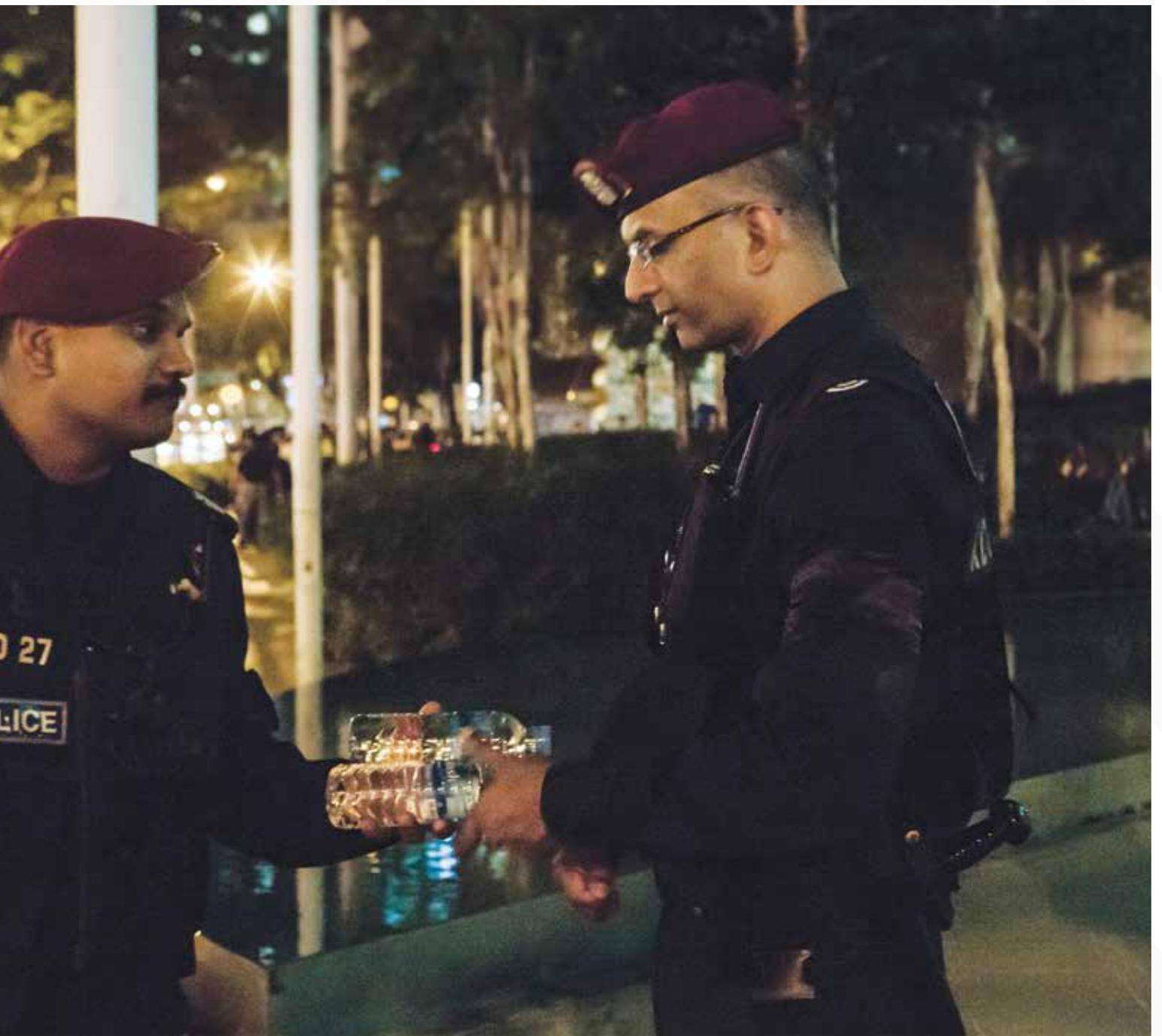
FUTURE PLANS

HRTO has already embarked on the acquisition of a state-of-art IT platform which offers automation for process-centric implementations. Configurable, scalable, "on-the-go" cross-platform connectivity are some of the key features of the advanced platform. When reacting to new policy changes, the agile nature of the platform allows improved speed-to-market implementations. The first HR system to use the new platform is the CARE Portal. This new portal addresses gaps



from the previous legacy welfare system by having more welfare related e-services for the convenience of all SPF officers. This would mean an enhanced service delivery experience for our officers through various self-service functions and features available around the clock. There would also be productivity gains for HR officers in view of the improved administrative efficiency.

SPF HRTO is dedicated to continuously seek operational excellence to maintain HR efficiency and effectiveness. Further transformation efforts will reap additional benefits and provide officers with better and more positive service experience. With this, all officers can focus on their core duties to make Singapore the safest place in the world!







THE NEW POLICE OPERATIONS COMMAND CENTRE (POCC)

By Supt Heng Chih Yang,
Commanding Officer POCC, Operations Department

Police Operations Command Centre (POCC) comprising an administration office of POCC, POCC Watch Floor and the Police Headquarters Incident Command Post (PICP). POCC was previously known as Combined Operations Room (COR).

POCC started operations on 28 November 2014 at 4.20am, together with the commissioning of a new Cubicon II system, which is the Singapore Police Force's (SPF) command and control system to receive all '999' calls, despatch police resources and to manage and monitor incidents in real time. This was a significant milestone in SPF's history. The old Cubicon system has always been an integral part of the operational DNA of SPF. It was first deployed in 1998 in COR at Pearl's Hill Terrace. It subsequently shifted to New Phoenix Park in August 2001 and had been in use for more than 16 years.

The move to the new POCC building and the cut-over from the old Cubicon system to Cubicon II proved to be a complex operation, as much planning and coordination work was involved to ensure that emergency services to the public were not disrupted. More than 4,850 officers from Operations Department, Police Technology Department, Divisional and Specialist Units Ops Room and Ground Response Force (GRF) officers from the Neighbourhood Police Centres (NPCs) as well as technical support teams from the vendor were involved in overseeing the smooth transition to the new command and control system in the POCC Building.

Unlike any off-the-shelf product, Cubicon II is a build-to-order system, specifically designed by SPF officers for SPF. It is a platform that integrates people, technology and processes; allowing real-time communication of voices, data, images and even videos from incident locations to POCC. Cubicon II is a state-of-the-art technology to enhance SPF's operational efficiencies and responsiveness to emergencies and law and order incidents in all aspects of Frontline Policing Operations.

OTHER KEY FEATURES INCLUDE:



The management of '999' calls at POCC with the capability of routing such calls automatically to Divisional Operations Rooms (DORs) and Neighbourhood Police Centres (NPCs) to help manage high surges of call loads;



Timely sharing of information with the Singapore Civil Defence Force (SCDF) on incident management of 'live' cases for better incident awareness;



Real-time resource monitoring, automatic despatch of resource for certain categories of incidents as well as ease of mass deployment of resource to deal with major incidents; and



Improved work / operational efficiency via a single entry of facts by ground resources via their mobile devices.

CHANGE FROM COR TO POCC



1980s to 1990s



1990s to 2000s



A complementary hand-held mobile data terminal that allows tracking of resource locations, dispatch functions, mobile screening and exchange of situational awareness between frontline officers and POCC was also deployed. Cubicon II also features automatic dispatch of Police resources to incident locations and dashboard functions to track incident load, incident response time and automatically flags up sensitive incidents for the necessary supervisory interventions.

The commissioning of Cubicon II and the migration to the POCC Building marked a major enhancement to the operational capabilities of SPF in real-time incident management and sense-making. There will be more capabilities rolled out as SPF builds on the momentum to actualise the Ops-Tech Masterplan, utilising technology to advance our capabilities. More sensors in the form of video surveillance feeds from multiple

sources as well as information from social media platforms will enhance POCC's overall situational awareness. POCC will develop better sense-making capabilities through a more powerful one-stop search and link analysis system. This system allows the officers to trawl multiple databases in real time, to detect linked incidents and linked entities, thereby making better decisions in deployment of resources to manage these incidents.

In addition, we will be implementing a brand new MHA Communication Network (MCN) 2 system, which will replace the current MCN that has been in operation since the year 2000. MCN 2 will provide secured voice and data communications between the ground officers, operations rooms and command posts.

It is timely to implement the new communications network that use TETRA

technologies with enhanced coverage as well as additional features to address SPF's operational challenges. Officers will be equipped with smaller and lighter radio sets. There will also be more powerful vehicular radio sets to ensure officers have better coverage when they are travelling in their operational vehicles. As the MCN 2 radio sets are GPS-enabled, Operations Rooms will be able to send backup resources to support officers who may need assistance or reinforcement. MCN 2 will continue to facilitate communications between SPF and SCDF officers during joint operations, and in time, Immigration and Checkpoints Authority (ICA) and Prisons officers as well.

The continued efforts to upgrade our systems and capabilities ensure that SPF will continue to leverage technology as a force multiplier to prevent, deter and detect crime.



28 November 2014

"The B5 COR holds a lot of memories for me as it was not only where I had learned the call-answering techniques and incident management skills, but it was also where I had built up strong friendships with my colleagues. Jokes were common while working in COR and as there was no natural sunlight entering COR, there was a saying when performing our morning shift that "you report to work in the dark, you go home in the dark too". While fond memories will remain at COR, the new purpose-built POCC building is more productive for the officers as the workstations are more organised and the positioning of the ICT equipments was designed for the comfort and ease of all users."

– Sgt Chng Li Quan, AOOM POCC

LAST MOMENTS OF CUBICON I IN ACTION:



A final moment at COR before Cubicon II system cut-over.



Final update on Cubicon II system health status before cut-over.



Commencement of Shadow Ops for Cubicon II (concurrent with Cubicon I) before 0300hrs and successfully cut-over at 0420hrs.

“

“The migration of POCC from COR is a huge change for me. I have been in COR for 11 years and experienced mixed feelings over the move. When I was first posted to COR, there was no RIM (Risk & Incident Manager) system and the place was at Basement 5 with no video walls nor windows for us to look outside. The administrative staff were also housed in a separate building. Looking back, I am amazed at how COR could squeeze so many systems into the small work environment. With the migration of COR to POCC, we now have a bigger space for our own consoles. This comes in handy in carrying out our jobs, especially for RIM officers. The video walls are large and we can have a good view to monitor cases that require viewing of the CCTVs. New and more equipment are also being introduced to enhance our daily operational needs. POCC has a very conducive environment to work in despite the fact that COR is located at Basement 5 and will always hold fond memories for me.”

– SSgt Salbiah Binte Suadi, Team D

A NEW BEGINNING FOR SPF, AS CUBICON II CONTINUES THE COMMAND AND CONTROL OPERATIONS



A purpose-built POCC



Officers relocating to POCC



Officers started operations at 0420hrs



A final ground inspection by Director Operations (Covering)



A final check on Cubicon II system health status – GOOD



A celebratory group photo to mark the system commissioning of Cubicon II



“Here in POCC, the environment is spacious, bright and clean. I enjoy looking out of the window. All the systems inside POCC are new, fast and improved. I feel Cubicon II really helps me a lot in terms of auto-routing incidents automatically to SCDF. The shifting from COR to POCC has benefited me. It has not only equipped me to be more operationally confident in carrying out my duties, but also improved my mental and physical health through a more conducive working environment. I have also made new friends with several Tanglin Police Division officers who are currently co-located with us as part of a trial to enhance incident management coordination.”

– MSO Rafa’ah Hamzah, Team D





THE POLICE TRANSFORMATION PROGRAMME

By **ASP Foo Wen Ling**, 1 Planning Officer (Innovation), Planning & Organisation Department
Ms Mabel Ang, Brand Audit & Development Officer, Public Affairs Department

In view of the changes in the operating environment and demographics of Singapore, the Singapore Police Force (SPF) has been reviewing our policing and communication outreach model to ensure that we are well positioned to deal with the challenges.

Planning & Organisation Department (P&O) and Public Affairs Department (PAD), together with a consultant, have been working together since August 2012 to develop an integrated transformation plan to address the challenges. The project encompasses a wide-ranging Organisation Development programme that incorporates reviews of policies and procedures in human resources (HR), service and operations, as well as public and internal communications. This programme is known as the Police Transformation Programme (PTP).

FIVE PILLARS AND INITIATIVES

The essence of PTP is the belief that we are ‘safeguarding every day’, protecting the Singapore way of life for the people who call Singapore home. The foundation of PTP is anchored by five pillars. They were developed after extensive engagement with the public and internal feedback from our officers through focus group discussions, feedback from various digital platforms and an online forum.

TABLE 1: PTP FIVE PILLARS

Pillars	Description
Pillar 1: Real work that matters	The work we do has a direct and meaningful impact on the lives of the people living in Singapore.
Pillar 2: Purpose driven	SPF officers are driven by a higher purpose to safeguard the people of Singapore.
Pillar 3: Community leaders	SPF officers are trusted and respected as leaders in the community.
Pillar 4: Equipped to succeed	SPF continuously invests in our officers’ professional and personal development to ensure they are equipped to succeed.
Pillar 5: Valuing contribution	SPF values the contribution of all SPF officers.

The five pillars reflect our culture and aspirations, and represent our DNA. They make up who we are, what we are truly about and what we want SPF to be recognised for. The five pillars resonate strongly with our officers as well. Reflecting on the meaningful impact policing work can have on the lives of people, Cpl Michelle Kok Ziwei said: “As a police officer, we are often faced with certain life and death situations. These kinds of cases have helped me to look deeper and appreciate life in a more meaningful way. It also made me understand that there are less fortunate people out there who need help, and we can make a difference to their lives.”

The belief in the pillar of Purpose Driven is summed up best by DSP Cindy New Lay Peng: “Be passionate in what you do and always do your best. Whenever you have doubt, always remember why you joined the SPF initially and stay guided by these values and principles.”

We have many ongoing programmes and initiatives that support the five pillars. One example under the pillar of “Real work that matters” is the revamp of our Neighbourhood Police Posts (NPPs). A key feature of the new NPP system is to leverage technology to free up officers from administrative duties so that they can be deployed to ground patrols, where they can serve the residents better.

Another example under the pillar of “Community Leader” will be the introduction

of the set up of the Community Policing Unit (CPU) as part of our Community Policing System (COPS) rollout. CPU officers play an active role in engaging community partnerships and participating in community projects. CPU aims to promote community engagement and outreach and the high visibility patrols by CPU officers illustrate our officers as being leaders in the community.

To further realise the five pillars, many reviews are ongoing and we are looking forward to implementing new initiatives aligned to the five pillars. One example under the pillar of “Valuing Contribution” will be an ongoing Human Resource Consultancy Study to review existing HR policies and provide recommendations to ensure that due recognition is accorded to our officers for their efforts.

VISUAL IDENTITY SYSTEM

The Visual Identity System (VIS) is our communication tool to project a consistent public image for the SPF identity. The VIS consists of elements such as the SPF crest, logotype, secondary graphics and colour palette.

The SPF crest has been refreshed with a modernised look, while retaining the overall shape and design of the existing crest to preserve our heritage. The crest is rendered three-dimensional so that it is visually more impactful, dynamic and solid. This is in line with our mission to prevent, deter and detect crime.

We have also introduced the chevrons as our secondary graphics to enable the public to better identify and associate with SPF whenever they see the chevrons. The alternating chevrons illustrate SPF’s behind-the-scenes role in creating a continuous sense of personal safety in Singapore. They represent the police and public working together to achieve a safer Singapore for everyone.

The VIS will guide the application of these elements on SPF’s current infrastructure, uniform and assets, and serve as a differentiator to set SPF apart from other organisations, and enhance police visibility and presence to bring greater assurance to the public.

MESSAGING GUIDE

The messaging guide will help shape SPF’s written and verbal communications to be in line with SPF’s identity. With a consistent verbal identity in its communications, SPF hopes to build trust with the public, inspire and persuade them to promote SPF’s cause.

CONCLUDING REMARKS

The PTP is an ongoing programme as SPF continues to evolve and develop initiatives to meet future challenges, using the PTP five pillars as an anchor to guide us in our efforts. The VIS and Messaging Guide not only enable SPF to communicate and connect more effectively with the public, but enhance our operational capability by increasing SPF’s public visibility.

TABLE 2: KEY ELEMENTS OF THE SPF VISUAL IDENTITY SYSTEM

SPF CREST



SPF CREST WITH ‘SINGAPORE POLICE FORCE’



SINGAPORE POLICE FORCE

POLICE LOGOTYPE

POLICE

CHEVRON-SECONDARY GRAPHIC



“

“Effective communication enhances understanding, trust and mutual valuing. With the enhanced communication tools developed as part of the PTP, SPF strives to deepen public trust and understanding.”

– AC Melvin Yong, Director PAD.



PTP 2nd Round Engagement Sessions with officers





We invest in the development and advancement of our officers relentlessly in our pursuit of excellence.

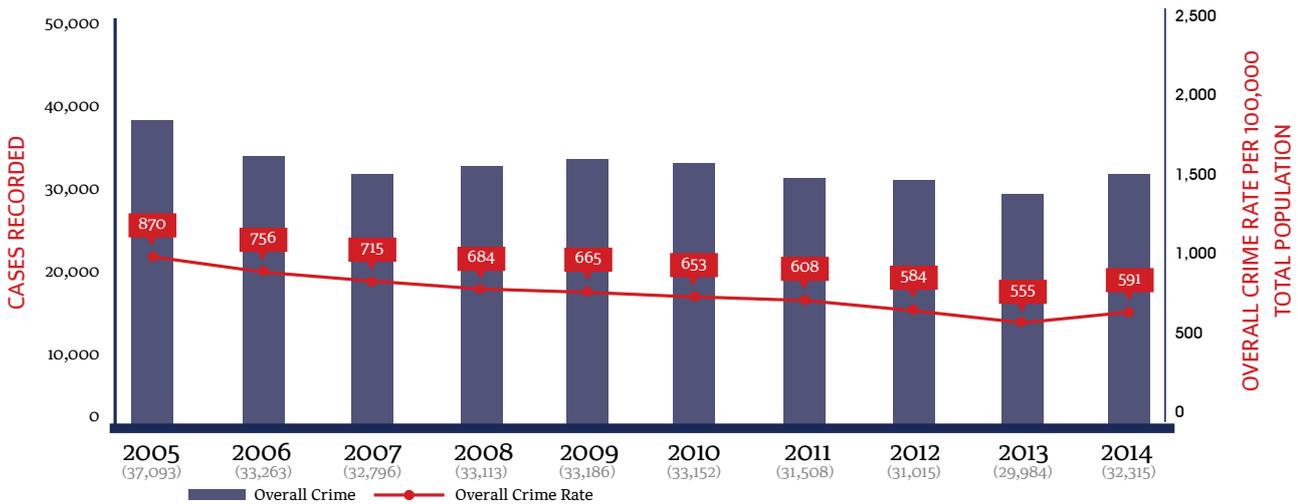
SINGAPORE CRIME SITUATION

(1 JAN - 31 DEC 2014¹)

The year 2014 saw an increase of 7.8% in Overall Crime from 29,984 cases in 2013 to 32,315 cases. The increase was largely due to Commercial Crimes.

The crime rate² increased from 555 in 2013 to 591 in 2014, an increase of 36 cases per 100,000 total population. In terms of arrests, a total of 17,687 persons were arrested for Overall Crime in 2014, a decrease of 4.0% from the preceding year.

OVERALL CRIME CASES AND RATE, 2005 TO 2014



CRIME CLASSES³

Four of the six crime classes recorded increases in 2014, namely Commercial Crimes (+44.1%), Violent/Serious Property Crimes (+28.0%), Miscellaneous Crimes (+13.5%) and Crimes Against Persons (+11.7%). The remaining two crime classes of Housebreaking and Related Crimes (-33.7%) and Theft and Related Crimes (-2.1%) registered decreases.



-33.7%
Housebreaking
and Related
Crimes



-2.1%
Theft and
Related Crimes



+44.1%
Commercial
Crimes



+28.0%
Violent/Serious
Property Crimes



+13.5%
Miscellaneous
Crimes



+11.7%
Crimes Against
Persons

¹ Figures for 2013 and 2014 were revised for annual report publication and accurate as of September 2015.

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

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

HOUSEBREAKING AND RELATED CRIMES



- Housebreaking was lowest in 20 years with 311 cases.
- Sharp decreases in housebreaking were due to fewer break-ins targeting residential and commercial premises.



THEFT AND RELATED CRIMES



- Offences include a variety of thefts such as shop theft, theft in dwelling, theft from motor vehicle, theft of motor vehicle, snatch theft and other thefts.
- Snatch theft was lowest in 20 years with 165 cases.
- Theft of motor vehicle was lowest in 20 years with 314 cases.
- Decreases in this crime class were mainly in theft in dwelling (-316 cases or -7.9%), other thefts (-106 cases or -2.8%) and theft of motor vehicle (-90 cases or -22.3%).



COMMERCIAL CRIMES



- Comprises mainly cheating and related offences.
- Increases were mainly in cheating cases involving E-Commerce (+1,155 cases or +226.5%). This is likely due to an increase in the number of Internet users who use online shopping facilities.
- "Internet Love Scam" cases increased by 117 cases (+144.4%) from 81 cases in 2013 to 198 cases in 2014.
- "Credit-for-Sex Scam" was a new type of scam in 2014. 66 such cases were reported in 2014, with at least \$118,000 cheated.



VIOLENT/SERIOUS PROPERTY CRIMES



- Refers to crimes which involve the taking of money or property by force or means of threat against the victims. These include crimes where physical violence may not necessarily be involved e.g. cyber-extortion.
- Comprises mainly robbery and extortion / attempted extortion cases.
- Robbery was lowest in 20 years with 230 cases.
- Increase in crime class was mainly in attempted extortion/ extortion (+140 cases or +85.4%). Majority of such cases were cyber-extortion cases.



MISCELLANEOUS CRIMES



- Comprises various offences, including mischief, vandalism, bomb hoaxes and bringing prohibited items into Singapore.
- Larger increases were seen in causing hurt by act which endangers human life (+258 cases or +38.5%), affray (+159 cases or +62.8%), and possession of offensive weapon cases (+108 cases or +62.8%).



CRIMES AGAINST PERSONS



- Refers to crimes where the victim is an individual and suffers bodily harm as a result of the crime.
- Except for murder which fell by 2 cases (or -12.5%), four major offences under this crime class registered increases. They were rape (+44 cases or +36.7%), serious hurt (+37 cases or +7.8%), outrage of modesty (+47 cases or +3.5%) and rioting (+6 cases or +3.7%).
- Murder was second lowest in 20 years with 14 cases.
- Increase in this crime class was mainly in criminal intimidation cases (+145 cases or +19.2%). These cases usually arose from dispute related issues by known culprits.



2014 AREAS OF INTEREST



▲ 138.0% | 149 cases

CYBER-EXTORTION

- Cyber-Extortion cases increased by 149 cases (+138.0%), from 108 cases in 2013 to 257 cases in 2014.
- In majority of these cases, culprits would get acquainted with victims via social networking websites. They would initiate cybersex over webcam conversations 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 (both locals and foreigners).



▲ 226.5% | 1,155 cases

CHEATING CASES INVOLVING E-COMMERCE

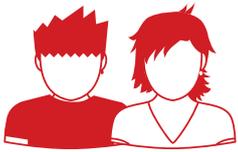
- Cheating cases involving E-Commerce increased by 1,155 cases (+226.5%) from 510 cases in 2013 to 1,665 cases in 2014. These were cases where victims fell prey to scams while buying or selling goods online. The victims would either fail to receive the goods they paid for or the payment for the goods they have shipped out.



▲ 144.4% | 117 cases

INTERNET LOVE SCAM

- Internet Love Scam cases saw an increase of 117 cases (+144.4%), registering 198 cases in 2014. The total amount cheated was significantly higher, from S\$5.8 million in 2013 to S\$8.8 million in 2014.
- Such cases involved culprits who typically claimed to be from UK and targeted women who searched for love online through dating or social networks. Culprits maintained contact with victims via email or phone.
- The culprit would claim that he was coming to Singapore or would ask for the victim's hand in marriage. On the supposed day of arrival, the victim would receive a call from the suspect who claimed that he had been detained by the Customs for carrying excess cash, and he would ask the victim for money to secure his release.
- In another variation of the scam, the suspect would claim to be sending a parcel containing valuable items such as branded bags and watches. The suspect would then ask the victim to assist to clear the penalty charges imposed on the items.



▲ 2.9% | 89 persons

YOUTHS⁴ ARRESTED

More youths were arrested in 2014. A total of 3,120 youths were arrested compared to 3,031 in 2013 (+89 persons or +2.9%). Youth offenders accounted for 18% of total persons arrested in 2014, similar to the previous year. Youth arrests are slightly over-represented in terms of the proportion of youth population in Singapore⁵. The three most common offences committed by youths continued to be shop theft, rioting and other thefts.



▲ 13.8% | 39 persons

YOUTHS ARRESTED FOR RIOTING

- More youths were arrested for rioting, with 322 persons arrested in 2014 (+13.8% or +39 persons). Youths were arrested in 73 rioting cases in 2014, 11 cases more than 2013. Five such cases involved 10 or more 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.



▲ 6.6% | 266 persons

FOREIGNERS ARRESTED

More foreigners were arrested for crime in 2014. A total of 4,284 foreigners were arrested, compared to 4,018 foreigners in 2013 (+266 persons or +6.6%). Foreigners accounted for 24% of the total number of persons arrested in 2014, similar to the previous year. The three most common offences committed by foreign offenders were shop theft, cheating related offences and theft as a servant.



▲ 32.0% | 496 arrests

PUBLIC-ASSISTED ARRESTS⁶ FOR SELECTED OFFENCES

In 2014, members of public contributed to the arrest of 496 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 32.0% of the total arrests for these selected major offences, a decrease of 1.8% from 33.8% in 2013.

CONCLUSION

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

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

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

⁵ Estimated proportion of youth population is less than 1/6 of total population. (Source: Department of Statistics, Singapore. Correct as at end June 2014.)

⁶ Public-assisted arrests refers 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 2014)

OVERVIEW

The road traffic situation in 2014 showed encouraging improvements in several areas. Fatal traffic accidents and fatalities continued to fall although injury accidents increased slightly. Fatal accidents involving red-running¹ also fell, and motorists' compliance with traffic light signals improved after the installation of Digital Traffic Red Light System (DTRLS) cameras at road junctions. The drink-driving situation also improved. The Traffic Police will continue to work with stakeholders including the community to create a culture of safe and courteous road use by all.

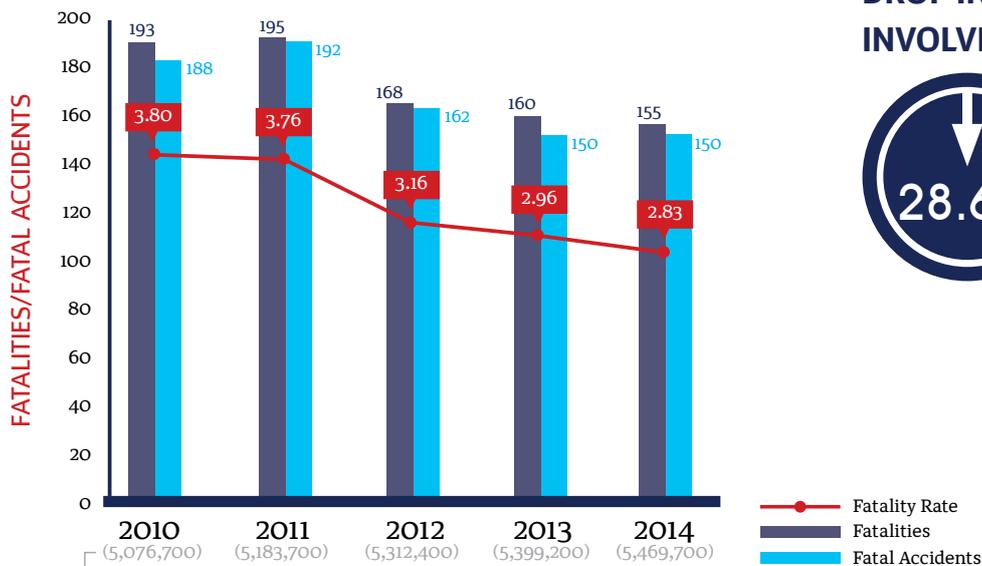


DECLINING TREND IN FATAL ACCIDENTS AND FATALITIES

Even with more people and vehicles on the road, the number of fatal traffic accidents and fatalities in 2014 continued to fall, after the sharp drop in 2012.

There were 150 cases of fatal accidents in 2014. The number of fatalities also dropped slightly from 160 in 2013 to 155 in 2014. The fatality rate per 100,000 persons decreased from 2.96 in 2013 to 2.83 in 2014.

FATALITIES AND FATALITY RATE, FATAL ACCIDENTS 2010 – 2014



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

DROP IN FATAL ACCIDENTS INVOLVING DRINK-DRIVING



The number of fatal accidents involving drink-driving also decreased by 28.6%, from 14 fatal accidents in 2013 to 10 fatal accidents in 2014.



IMPROVEMENTS IN DRINK-DRIVING AND RED-RUNNING SITUATION

DROP IN FATAL ACCIDENTS INVOLVING RED-RUNNING



The number of fatal accidents involving red-running also fell, from eight fatal accidents in 2013 to four fatal accidents in 2014.



FEWER DRINK-DRIVERS ARRESTED



Even though there was an increase in the number of drink-driving enforcement operations conducted in 2014, the number of persons arrested for drink-driving dropped by 1.2%, from 3,019 persons in 2013 to 2,982 persons in 2014.

¹ Red-running: beating the red light

MORE MOTORCYCLISTS AND PILLION RIDERS INJURED

The number of motorcyclists and pillion riders who were injured in traffic accidents increased by 5.7%, from 4,383 in 2013 to 4,634 in 2014.

The common causes of fatal and injury accidents involving motorcyclists and pillion riders include failing to keep a proper lookout, failing to have proper control, and failing to give way to traffic with right of way. The Traffic Police will place emphasis on these areas for learner riders. The Traffic Police will also step up engagement efforts among motorcyclists to raise awareness of these common causes of accidents.



MORE ELDERLY PEDESTRIAN FATALITIES

The number of fatalities involving elderly pedestrians² increased by 52.9%, from 17 in 2013 to 26 in 2014.

The common causes of accidents with elderly pedestrian fatalities were motorists failing to keep a proper lookout, and turning vehicles failing to give way to pedestrians when the lights were in the pedestrians' favour. In addition, 31% of the elderly pedestrian fatalities occurred while they were jaywalking.

MORE SPEEDING VIOLATIONS DETECTED

The number of speeding violations detected in 2014 increased by 6.6%, from 261,540 violations in 2013 to 278,860 violations in 2014. In addition, the number of fatal accidents involving speeding also increased, from 39 accidents in 2013 to 43 in 2014.



² The term 'elderly' refers to those aged 60 years old and above

INSTALLATION OF DIGITAL TRAFFIC RED LIGHT SYSTEM

Motorists' compliance with traffic light signals improved with the installation of Digital Traffic Red Light System (DTRLS) cameras at road junctions. Violations detected per DTRLS camera installed have steadily declined. The total number of violations detected by cameras installed has also decreased, despite an increase in the number of cameras installed.

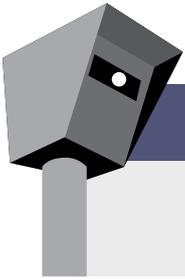


TABLE 1: VIOLATIONS DETECTED BY DTRLS CAMERAS

Month (2014)	No. of DTRLS cameras installed	Total no. of violations detected	No. of violations detected per DTRLS camera
March	5	574	115
July	60	4,674	78
December	120	2,785	23

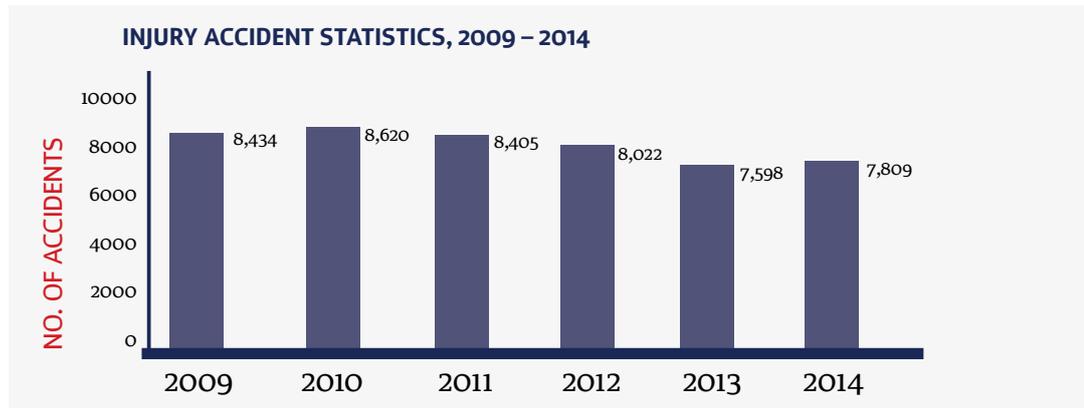
The Traffic Police commends motorists for being more careful when approaching traffic light junctions and for slowing down and stopping when the traffic lights turn amber. Each incident of red-running is a potential serious accident.

The Traffic Police will be installing more DTRLS cameras adding to the 120 cameras currently installed.

INCREASE IN INJURY ACCIDENTS IN 2014

MORE ACCIDENTS RESULTING IN INJURY IN 2014

The number of accidents resulting in injury in 2014 increased slightly by 2.8%, from 7,598 cases in 2013 to 7,809 cases last year. Nevertheless, the number of accidents resulting in injury in 2014 is still lower, compared to the period 2009 to 2012.



CONTINUING OUR EFFORTS IN 2015

The Traffic Police will continue its efforts to create a culture of safe and courteous road use.

Amendments to the Road Traffic Act were passed by Parliament in September 2014, and will come into effect on 1 February 2015. The amendments include expanding the scope of the offence for driving while using a mobile communication device, clarifying the expected behaviour of motorists involved in accidents, and imposing a rebuttable presumption against vehicle owners for certain types of traffic offences

Commander of the Traffic Police, Assistant Commissioner of Police Sam Tee said, "The road safety situation in Singapore has improved, and the decrease in traffic fatalities is particularly heartening. All road users share the responsibility of keeping our roads safe. The Traffic Police will continue to work closely with our stakeholders in this effort. I would like to thank our strategic partners, namely the Singapore Road Safety Council and its sponsors, as well as our friends in the media, for their help in promoting road safety together with the Traffic Police."

FEEDBACK REPORT

(1 JAN - 31 DEC 2014)



2014 157,754 submissions of Feedback
2013 87,330 submissions of Feedback

COMPLAINTS

 ▼ 20.2% | 304 complaints

In the year 2014, we saw a 20.2% decrease in the number of 'Complaints' from 1,505 in 2013 to 1,201 in 2014. Out of these, only a small percentage of complaints were substantiated in 2014 (10%). This improvement is attributed to SPF's efforts to improve its professional image and an augmentation of its service delivery processes at the frontline.

COMPLIMENTS

 ▲ 37.3% | 8,072 compliments

In the same year, 'Compliments' showed an increase of 37.3% from 21,656 in 2013 to 29,728 in 2014. Generally, members of the public praised the quality of service delivered by officers; and their courteous and approachable attributes.

SUGGESTIONS

 ▲ 0.3% | 3 suggestions

In relation to 'Suggestions' received, members of public made suggestions pertaining to traffic-related issues such as enforcement against errant motorists and crime prevention measures. There was a slight increase in the number of suggestions received from 973 in 2013 to 976 in 2014.

ENQUIRIES

 ▲ 30.5% | 10,716 enquiries

The number of 'Enquiries' increased by 30.5% from 35,175 in 2013 to 45,891 in 2014. Noticeably, members of public enquired about the process of applying for certificate of clearance for foreigners, licensing matters and traffic-related matters.

REQUESTS

 ▼ 15.7% | 1,066 requests

In the 'Requests' category, SPF saw a decrease of 15.7% from 6,808 in 2013 to 5,742 in 2014. It was noted that the nature of requests were mainly on status updates of police reports lodged, Police assistance on case updates and investigation and request for frequent patrol.

SERVICE PLEDGE REPORT

(1 JAN - 31 DEC 2014)

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 AT LEAST 87% OF THE TIME



In 2014, 88,372 urgent incidents were reported by the public. Out of which, 78,097 or 88.37% of urgent incidents were attended to within 15 minutes by patrol resources.

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



In 2014, members of the public sent in 86,527 letters. Out of which, 86,466 or 99.93% of the letters received a response within five working days.

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



In 2014, a total of 1,216,349 '999' calls were answered by the Combined Ops Room (COR). Out of which, 1,179,100 or 96.94% of the calls were answered within 10 seconds.

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



In 2014, a total of 68,260 crime cases were reported at the six Land Divisions, Police Coast Guard (PCG), Criminal Investigation Department (CID) and Commercial Affairs Department (CAD). Out of which, 66,512 or 97.44% victims of crime were informed of the preliminary status of their cases within seven working days.

FINANCIAL REPORT

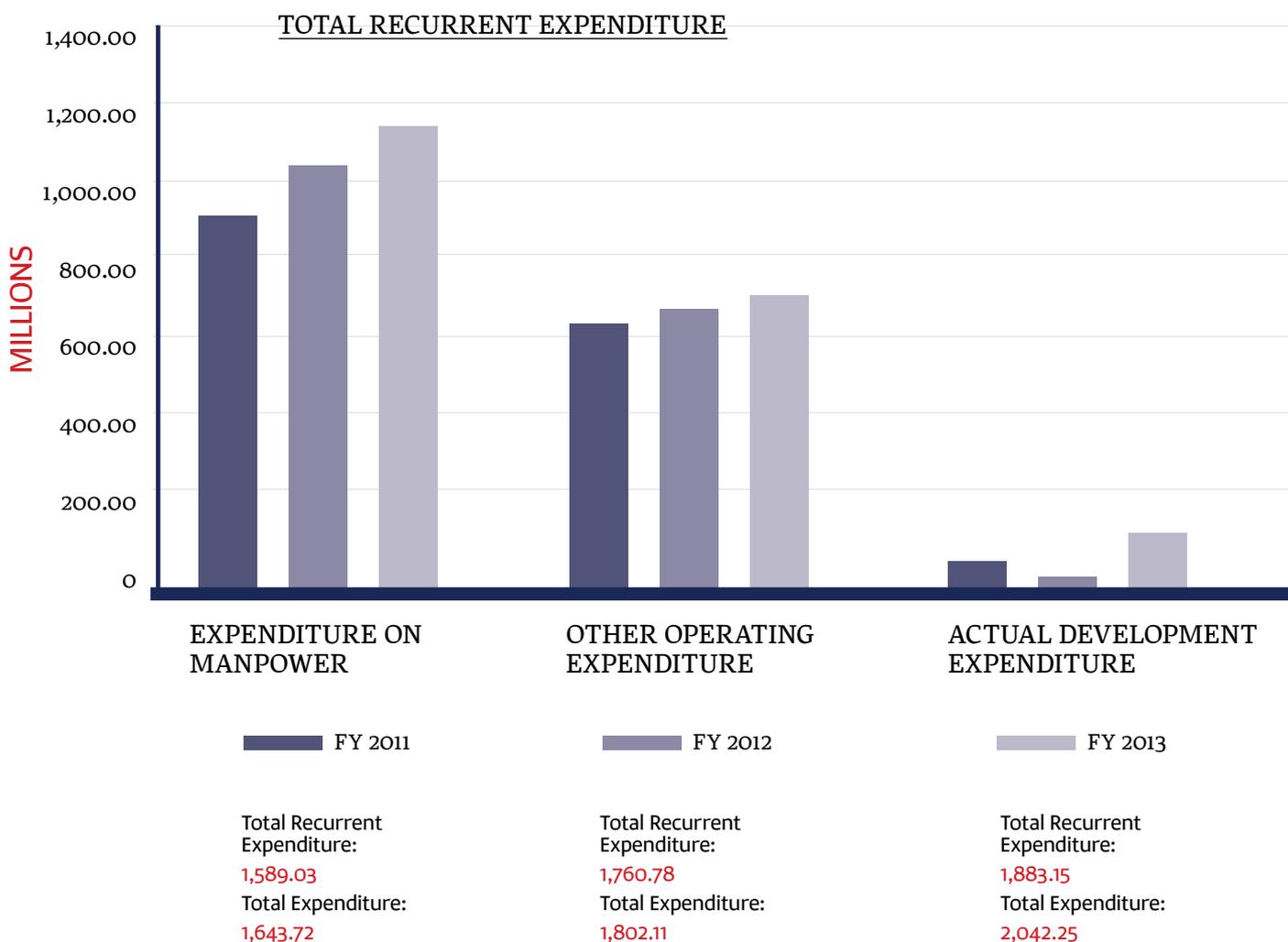
(1 APR 2013 - 31 MAR 2014)

The total budget for the Singapore Police Force (SPF) comprises the 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) 2013

The total actual recurrent expenditure incurred in FY 2013 was S\$1.88 billion. It comprised EOM amounting to S\$1.16 billion and OOE amounting to S\$721.74 million. The total development expenditure in FY 2013 was S\$159.10 million.

Total Expenditure Incurred by SPF From FY2011 - FY2013



TRAINING INDICATORS

(1 APR 2013 - 31 MAR 2014)

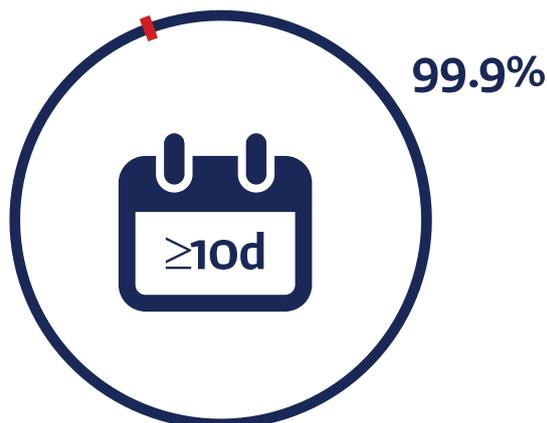
Training investment is defined as the costs incurred in providing training to staff. It is measured as a percentage of staff payroll using the following formula:

$$\frac{\text{Total Annual Training Expenditure}}{\text{Total Annual Payroll}} \times 100\%$$

The training investment incurred was 9.9% 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 was 99.9%.



MANPOWER REPORT

(AS AT 31 MAR 2014)

As of 31 March 2014, the Singapore Police Force had an operationally ready strength of 15,031 full-time officers. This comprises 8,783 uniformed regular officers, 1,544 civilian officers, and 4,704 full-time Police National Servicemen (PNSF) dedicated to keeping Singapore safe and secured. In addition, a total of 25,492 Police National Servicemen (PNSmen) and 1,076 Volunteer Special Constabulary Officers (VSC) also contributed to ensure the nation's safety and security.

UNIFORMED REGULAR OFFICERS

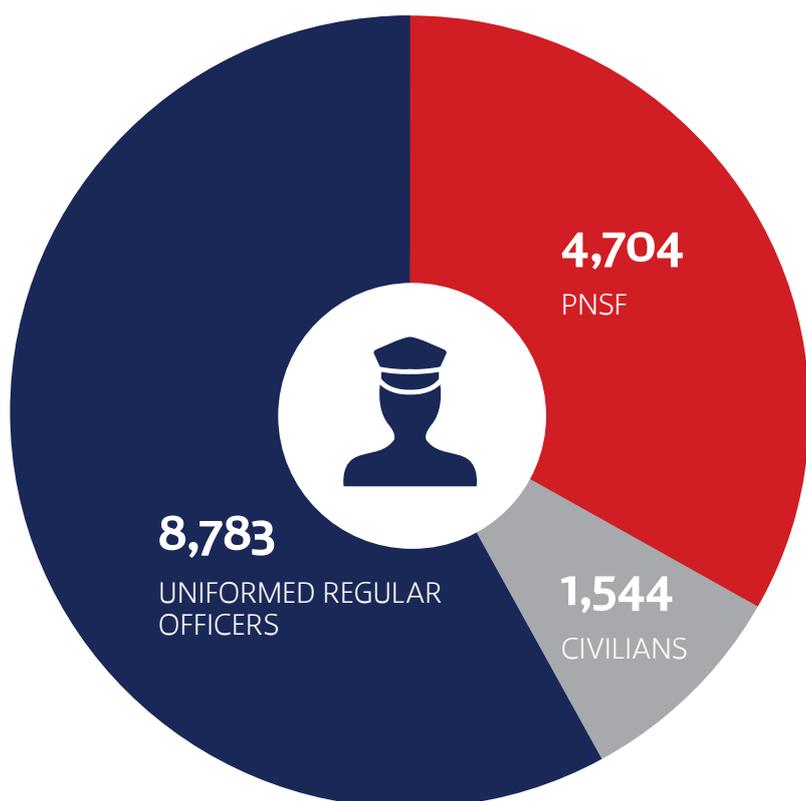
8,783

FULL-TIME POLICE NATIONAL SERVICE OFFICERS (PNSF)

4,704

CIVILIANS

1,544



TOTAL OPERATIONALLY READY STRENGTH 15,031





Our roles are diverse but every officer's contribution is important - making a real and meaningful impact on others.

ALMANAC

(1 APR 2013 - 31 MAR 2014)

AWARDS

NATIONAL DAY AWARDS

THE PUBLIC ADMINISTRATION MEDAL (SILVER)

AC Lim Han Ming Gerald

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

Supt (1A) Sim Seok Ling

Supt (1A) Fay Teng Sin Bobby

THE COMMENDATION MEDAL

Supt (1A) Tan Kheng Seng

Supt (1A) Rozario Christopher

EFFICIENCY MEDAL

SI Tan Chun Siong
SSSgt Lim Chee Keong
SI Quek Hong Sen Jack
P/Insp Koh Choon Ann
ASP Lee Choi Choi
Insp (2) Shrmani Bin Abdul Hamid
SSI (2) Norhisham Bin Isa
SI William Tan Song Hwee
P/Insp (1) Tan Yong Sen Steve
ASP (1) Ong Poh Tock
Insp (2) V Suresh Kumar
SI Azmi Bin Adnan
SSSgt Mohamad Noor B Aboe Bakar
P/Insp (1) Su Jun Jie
SSI Mohamad Bin Abdullah
Insp (2) Ahmad Khusairi Bin Juraimi
Insp (2) Tan Lee Teck
P/Insp Tan Yi Hao
SSI (2) Mohd Arifin Bin Mohd Amin
Chief Insp Bhakta Raj Gurung
SSSgt Sashiraj Rai
P/Insp Pang Zhiwei Patrick
SSI Juriah Binte Ismael
P/Insp Anthony Lim Tiong Lam
MSO 5 Tan Soh Keng
MSO 6A Ng Foong Sim
SSI Lee Ngoi Kau
SI Abdul Halim Bin Basumi
ASP Tan Hock Ann
SSI (2) Lee Cheong Foong
MSO 6 Nini Fazlin Binte Abdul Jalil
SSI Azman Bin Abdullah

EFFICIENCY MEDAL (CONTINUED)

TSO 3 Oh See Toon Kelvin
MSO 5 Chue Choy Har
SSI (2) Pang Teck Siong
TSO 3 Tan Soon Teck
MSO 5 Rosenah Bte Mohd Yatim
ASP (1) Png Tian Wei Royston
SSSgt Ng Chew Hua
CSO 1 Png Siew Har
SI Anthony Luke Fernandez
SSSgt Loo Sze Aw Kenny
SSI Mohammad Jamal Bin Marzuki
SI Neo Chin Loong
MSO 3 Ng Siew Soo alias Ng Siew Choo
Insp (2) Kek Chin Ken
SI Alan Teo Wee Loong
SSSgt Eric Toh Heen Choi

LONG SERVICE MEDAL

Supt (1A) Ho Choon Beng
MSO 7 Peter Prem Kumar S/O Anthony
Insp Nasharudin Bin Ali
CAO 8 Seow Hwee Koon
MSO 6A Tan Siew Lay Carol
MSO 7 Zainudin Bin Mohamed
Insp (2) Mohd Ramdhan Bin Jaafar
SSI Tan Boon Huat
SI Oh Keen Mun Benjamin
MX 11 Yong-Ting Poh Lin
Supt (1A) Gwee Aik Chiong
SSI (1) Norazman Bin Nordin
SSI (1) Ong Yew Cheong
ASP (2) Anwar Bin Ngasiman
SSI (2) Mazelan Bin Selamat
SSI Goh Teck Heng
SSI Lim Kheng Eng
SSSgt Aw Eng Seng
SSSgt Muhaimin Bin Mawasi
Sgt Razali Bin Samin
SSI (2) Tan Yew Chuan
SSI Mazli Bin Othman
SI Mohamed Shaharum B Abdul Jebar
SI Mohd Dali Bin Mohd Saleh
ASP (1) Birendra Bikram Limbu
Chief Insp Madan Sing Thapa
Chief Insp Narayan Kumar Gurung
SSI Hom Bahadur Ale
SSI Khem Bahadur Gurung
SSI Yudistir Rai
SI Bigyan Kumar Rai

LONG SERVICE MEDAL (CONTINUED)

SI	Gyan Bahadur Gurung
SI	Jhak Bahadur Pajja
SI	Obidhan Thapa Magar
SI	Ram Bahadur Rana
SSSgt	Ganga Bahadur Sinjali Magar
SSSgt	Pawan Rai
Sgt	Dan Bahadur Garbuja
Sgt	Om Bahadur Gharti Magar
ASP (2)	Selvakumar S/O Prakasam
SSI	Ng Hock Guan
SI	Sia Cheong Yen
SSSgt	Sundrapandian Angel
MX 11	Lau Wee Nah
ASP (2)	Ang Kah Huat Gerald Erich
SSI	Lee Hung Yong
ASP (2)	Chiang Teck Hock
Supt (1A)	Yap Shao Peng
DSP (2)	Choy Ying Hoe Raymond
ASP (2)	Zakir Hussain s/o Seeni Mohamed
AC	Lim Chee Pheng
ASP (2)	Heng Kok Tiong David
SSI	Lim Cheng Wah
SI	Lau Meng Hock
P/Insp	Lim Beng Huat
Supt (1A)	Ronnie Cheam Kok Koon
Supt (1A)	Rozario Christopher
SSI	Oh Yeow Meng Raymond
AC	Lim Han Ming Gerald
ASP (2)	Ng Choon Yong
DAC (NS)	Lionel Chai Yee Yuen
Supt (NS)	Wong Soon Yang
Supt (V)	Jimmy Toh
Supt (V)	Tham Wai Kee
DSP (V)	Chee Hiaw Kong Stephen
DSP (V)	Lim Kee Seng
DSP (V)	Siu Kim Leong Richard
DSP (V)	Tan Lye Choon Winston
ASP (V)	Samuel David Anthony
Insp (V)	Ang Ngoh Ho Freddy
Insp (V)	Giam Kim Poh David
Insp (V)	Ishak Bin Jalil
Insp (V)	Lim Hong Wan Danny
Insp (V)	Seah Beng Choo
Insp (V)	Sha'ari Bin Yaakub
Insp (V)	Subamaneeyam s/o G Pakirysamy
SSI (V)	Peter Joseph
SSI (V)	Salim Bin Shahdan
SI (V)	Chia Chen Wuang
SI (V)	Lee Cheow Liak
SI (V)	Sivasupramaniam s/o Kasi

LONG SERVICE MEDAL (CONTINUED)

SSSgt (V)	Lum Kin Fatt
SSSgt (V)	Minjoot Jeffry George
SSSgt (V)	Sim Boon Peng
SSSgt (V)	Wong Kin Fah
SSgt (V)	Gunalan s/o Ramiah
Sgt (V)	Lee Thiam Hock Mervyn
Sgt (V)	Roy Ramachandaran Sambath

PS21 STAR AWARD

INDIVIDUAL

MSO	Nurzawani Binte Hassan
SI	Chan Hong Mun, Jason
SSgt	Chang Boon Kiat, Jonson

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD

INDIVIDUAL

Sgt	Dinesh Vishnu
MSO 5	Sharifah Binte Sanoesi
SSI (2)	Violet Tham Choy Keng
SSI (2)	Wong Fui Kien
SI	Lynette Ng Li Sia
SSI	Chandra Mohan s/o Kanaisan
ASP (1)	Jude Sherman D' Cruz
SSI	Lai Chuen Siong
SI	Mah Meng Tiong
SI	Teoh Teng Choon
SSI (2)	Azam Bin Ahmad
SSgt	Ong Zhiwei
SI	Tan Kian Seong (Chen Jianxiong)
SI	Chow Chee Heng
SSSgt	Helmi Bin Mohamed
SI	Koh Siew Lien
P/Insp (1)	Oh Khong Loon
SSgt	Teo Kim Cheng
SSgt	Lee Wei Yang
SSSgt	Quan Soo Cheng
SSgt	Azzam Bin Mohamed
SI	Seow Ming Huat
SI	Kali Bahadur Rai
Insp (2)	Rabin Shahi
SI	Ram Bahadur Garbuja Magar
Insp (2)	Ram Chandra Basnet
SSSgt	Abdul Rahim Bin Kamarudin

ALMANAC

(1 APR 2013 - 31 MAR 2014)

MINISTER FOR HOME AFFAIRS NATIONAL DAY AWARD (CONTINUED)

SSgt	Chia Soon Chee
SI	Ng Bock Nan
SI	Boey Kok Tian
MSO 6A	Hen Tee Khim Andrew
MSO 5	Siti Melati Binte Yusoff
SSSgt	Chua Seng Yew
SSSgt	Huang Youhong
HTS 11	Jogesh Nambiar Devadas
Insp	Swee Ri Sheng Jason
CSO 2	Mak Kam Por
Supt (NS)	Yeo Kee Seah
SI	Goh Ai Hoon
SI	Leow Yong Hao
SSI	Lim Cheng Wah
ASP (1)	Lim Kit Ping Kit
SI	Asokan s/o Kalimutu
SSI (2)	Thiagaraja s/o Sinasamy
SSSgt	Koh Chee Kiong Terry
SI	Arman Bin Mohamed Ali
SSI	Low Peck Ping Monica

MHA STAR SERVICE AWARD

SSGT	Mohd Imran Bin Mohd Yusop
INSP	Tan Chee Sing
CPL	Muzaffar Bin Mohamed Hasan
SSGT	Balbir Kaur D/O Tara Singh
SGT	Mohd Imran Bin Moosa Ismail Ariff
SGT	Mohamad Farid Bin Jamal
SSGT	Cheong Sin Ee Alfred
SI	Lee Chee Hwei
SSGT	Norainni Binte Mohamed Zaini
SSGT	Muniyandi S/O Pandian

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE

Names of Ops	Div/Dept awarded
Operation Zombie Run	A Div
Operation Zombie Run	CID
Operation Democracy X	A Div
Operation Democracy X	TransCom
Operation Evil Chanter	D Div
Operation Evil Chanter	PID
Operation Golden Crown 1 & Operation Golden Crown 2	D Div
Operation Hazeline	
Operation Cobia, Operation Sharp-Shooter & Operation Golden Python	E Div
Operation Cobia, Operation Sharp-Shooter & Operation Golden Python	F Div
Operation Cobia, Operation Sharp-Shooter & Operation Golden Python	J Div
Operation Cobia, Operation Sharp-Shooter & Operation Golden Python	PID
Operation Big S.T.A.G.E	A Div
Operation Big S.T.A.G.E	E Div
Operation Big S.T.A.G.E	G Div
Operation Big S.T.A.G.E	PID
Operation Big S.T.A.G.E	TransCom
Operation Night Vulture	E Div
Operation Deluxe & Project Maxi Cash (Khamis)	F Div
Operation Deluxe & Project Maxi Cash (Khamis)	J Div
Operation Golden Pillow	F Div
Operation Golden Pillow	PID
Operation Confidence Trickster	F Div
Operation "J & J"	F Div
Operation Last Call	F Div
Operation 'Moon Walker'	F Div
Outrage of Modesty at Boundary Road	F Div
Two Housebreakers nabbed by off-duty officer	F Div
Operation Cracker	E Div
Operation Cracker	F Div
Operation Cracker	J Div
Operation Cracker	PID
Operation Sick Cheat	F Div
Operation Night Getaway	E Div
Operation Night Getaway	F Div
Operation Night Getaway	G Div
Operation Hive Hunter	G Div

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE (CONTINUED)

Operation Hive Hunter	PID
Case of Voluntarily Causing Grievous Hurt with Dangerous Weapon at Tampines West CC	G Div
Case of Voluntarily Causing Grievous Hurt with Dangerous Weapon at Geylang	G Div
Operation Wolf Hunt & Project Overgrepp	J Div
Project Fender Bender	D Div
Project Fender Bender	J Div
Project Holocaust	J Div
Project Opsis (OCBC)	J Div
Project Woody	J Div
Operation Zoodie	J Div
Operation Sideways	J Div
ICAO Audit Steering Committee	APD
Operation Sky Hawk	APD
Operation Money Mule	CAD
Operation Fatal Cow	CID
Operation Fatal Cow	D Div
Operation Fatal Python	CID
Operation Fatal Python	J Div
Operation Fatal Python	GC
Operation iFake, Operation Gush Hour & Operation Triplet	CID
Operation Amber	CID
Operation SOGA IV	CID
Operation Cold Shoe	CID
Operation Compass Raiders	CID
Operation Diablo Shore	CID
Operation Fatal Wharf	CID
Operation Fatal Wharf	D Div
Operation Fatal Wharf	PCG
Operation Fatal Wharf	SOC
Operation Water Wolf	CID
Arrest of 6 '303' Secret Society Members for a Series of Rioting Armed with Deadly Weapons	CID
Operation Grey Goose	F Div
Operation Grey Goose	G Div
Operation Grey Goose	PID
Operation Dark Cloud & Operation Sungei Kadut	F Div
Operation Dark Cloud & Operation Sungei Kadut	TP
Detection of 1.5kg of 'Heroin' and 0.4g of 'Ice' in Malaysia-registered Motorcycle	SOC
Arrest of 1 Male Singaporean for Involvement in Cheating and Forgery Offences	APD

MINISTER FOR HOME AFFAIRS AWARD FOR OPERATIONAL EXCELLENCE (CONTINUED)

Operation Penny Ante	G Div
Enhanced Supervision for Long Term Imprisonment Offenders with Higher Risks of Re-Offending	F Div
Enhanced Supervision for Long Term Imprisonment Offenders with Higher Risks of Re-Offending	G Div
Enhanced Supervision for Long Term Imprisonment Offenders with Higher Risks of Re-Offending	CID
Enhanced Supervision for Long Term Imprisonment Offenders with Higher Risks of Re-Offending	OPS
Operation Quaver VII	G Div
Home Team Joint Operations On SMRT Strike	APD
Home Team Joint Operations On SMRT Strike	CID
Home Team Joint Operations On SMRT Strike	PAD
Home Team Joint Operations On SMRT Strike	PID
Home Team Joint Operations On SMRT Strike	A Div
Home Team Joint Operations On SMRT Strike	F Div
Home Team Joint Operations On SMRT Strike	J Div
Home Team Joint Operations On SMRT Strike	OPS

BEST LAND DIVISION, KINS, VSC, PNS UNIT

Name of Award	1 st	2 nd	3 rd
Best Land Division Competition (FY13)	F Div	D Div	A Div
Best NS Operationally Ready Unit Competition	A Div	D Div F Div	
Best VSC Unit	G Div	D Div	A Div

HOME TEAM NSMAN OF THE YEAR AWARD 2014

SUPT (NS) LIM KOK HWA	D Div
SUPT (NS) NICHOLAS PHUA YEOW BOON	A Div
ASP (NS) CHUA SENG KOK	G Div
SI (NS) KWEK BOON LENG	G Div
SSSGT (NS) HISAM BIN BUANG	E Div

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RETIREES

SENIOR OFFICERS

Rank	Name	Present Unit	Date Of Retirement
Police Sup Gr 7	Goh Liang Kwang	MHQ	13/12/2013
Supt	Deep Singh S/O Piara Singh	E Div	18/02/2014
Police Sup Gr 9 (W)	Tee Eng Peng	TP	13/10/2013
DSP	Tan Eng See	PNS	14/11/2013
Police Sup Gr 9	Tan Chong Hee	PNS	01/01/2014
DSP	Manjit Singh S/O Gurdit Singh	D Div	01/01/2014
Supt	Koh Lian Thye	PNS	01/01/2014
DSP	Chia Tang Heng	CID	30/09/2013
ASP	Chua Choon Teck Robert	RD	17/09/2013
DSP	Lim Siew Choo	CID	14/02/2014
DSP	Conceicao David Brian	F Div	27/01/2014
DSP	Khoo Soo Teong	PCG	08/04/2013
Police Sup Gr 9	Ng Guat Ting	PAD	12/03/2014
Supt	Francis Tan Eng Wah	PNS	01/01/2014
DSP	Mohd Hassan Bin Mohd Said	SOC	01/05/2013
DSP	Wong Dick Son	E Div	16/07/2013
DSP	Gordon Toh Kooi Hock	F Div	16/07/2013
DSP	Chan Man Cheong	PCG	27/10/2013
DSP	Prem Sagar	PLD	04/05/2013
Supt	Kenneth Nicholas Kavanagh	PLD	06/05/2013

POLICE OFFICERS

Rank	Name	Present Unit	Date Of Retirement
SI	Jessilin Neo Siew Bee	TP	14/05/2013
SSI 2	John Jacob	CAD	30/04/2013
Sgt	Ng Soon Hong	F Div	02/09/2013
SSgt (W)	Kamaluddin Bin Mohd Salim	CID	13/11/2013
SSI	Ong Peng Sim	F Div	11/06/2013
SSSgt	Abd Malik Bin Maalim	Tracom	14/08/2013
Tester (W)	Muhamad Bin Abdul Hamid	TP	22/08/2013
SSI 2	Raihan Bin Abu Bakar	Tracom	16/10/2013
SI	Oh Soon Tin	CID	06/10/2013
SI	Bonejo Bin Yahman	TP	16/10/2013
SSgt	Yahya Bin Madon	Tracom	17/10/2013
SSI 2	Nonis Gerard Benjamin	SOC	29/08/2013

POLICE OFFICERS (CONTINUED)

SSI	Teo Kong Beng	E Div	30/09/2013
SSI 2	Sukhdev Kaur D/O Sadhu Singh	CID	07/07/2013
SI	Ong Bee Lay	CID	13/09/2013
SSI 2	Goh Siew Hiang	PPU	19/09/2013
SI	Redzuan Bin Yaya	PCG	16/10/2013
SI	Syed Hasan Bin Syed Zain	Tracom	04/06/2013
SI	Rohaidah Binte Selamat	TP	18/05/2013
SSSgt	N Raja	G Div	18/07/2013
SSSgt	Mah Yuen Yoke Jade	TP	31/08/2013
SSSgt	Zulkifli Bin Mansor	J Div	11/07/2013
SI	Zulfri Bin Abdul Rahman	G Div	23/11/2013
SSI 2	Azman Bin Mohd Tup	SIRD	05/12/2013
SSI 2	Rokhaizat Bin Yatim	PNS, E Div	20/11/2013
SSSgt	Rosnan Bin Ahmad	Tracom	28/04/2013
SSSgt	Liew Kok Seng	J Div	30/09/2013
SSI 2	Soh Peng Guan	TP	15/09/2013
SSI	Sani Bin Supaat	E Div	15/07/2013
SSI	Ng Lay Hong	A Div	03/07/2013
SSI 2	Poh Boon Choon	CID	09/02/2014
SSI	Ang Siok Huay	CID	05/03/2014
SI	Mohamed Jasir Bin Mohamed Zurah	G Div	24/01/2014
SSI	Selamat Bin Bustaman	J Div	03/03/2014
SI	Mohamed Samat Bin Kahat	MHA	17/03/2014
SSSgt	Abu Jalal Bin Sarimon	Tracom	29/01/2014
SSI 2	Lim Yu Sheng	CID	01/11/2013
SSSgt	A K Jagdish Kumar S/O Atma Singh	G Div	14/11/2013
SSgt	Roshan S/O K Thirunavukarasan	ICD	15/04/2013
SSSgt	Alzhar Bin Ismail	J Div	27/05/2013
SSSgt	Roziyah Bte Wahab	F Div	25/08/2013

CIVILIAN OFFICERS

Rank	Name	Present Unit	Date Of Retirement
CSO 3	Ang-Yeo Sok Guat	CID	01/07/2013
MSS (LO) Gr IV	Low Sau Heng	CID	20/11/2013
MSO 8	Mathalaimony Eugenie Antonette	TP	30/04/2013
CSO 4	Sekinah Binte Maherban Shah	APD	02/02/2014

CIVILIAN OFFICERS (CONTINUED)

CSO 2	Norhayati Binte Adi	PCG	02/02/2014
CSO 1	Sng Ah Choon	MPD	08/02/2014
MSO 5	Liew Tee How Nee		
	Yeow Hui Lang	PLRD	12/10/2013
Corp SO Gr I	Mary Chin Yoke Kwong	PAD	14/11/2013
HTS 11A	Teo Bee Chin	PID	23/12/2013
MSO 6A	Chek Heng Bee	TP	06/06/2013
Sr Tester	Ong Boon Kwee	TP	11/04/2013
MSO 6A	Guriati Binte Ahmad	TP	12/02/2014
CSO 2	Low Bee Hwee	SDD	17/12/2013
CSO 4	Tan Keng Eng	TP	16/05/2013
CSO 4	Sutimah Binte Ahmad	TP	01/03/2014
Tester (W)	Tan Yem Soon	TP	25/01/2014
CSO 3	Kaloo Nair Padmini	PLRD	14/11/2013
CSO 3	Chan Yat Boy	F Div	27/05/2013
MSO 7	Peter Prem Kumar	A Div	13/11/2013
	S/O Anthony		
CSO 3 (W)	Soh Peck Lian	A&F	16/03/2014
MSO 6A	Periasamy Sakuntalai	J Div	07/03/2014
MSO 7	Suriati Binte Buang	TP	17/08/2013
MSO 7	Kanapathy Umadevie	PLRD	25/10/2013
MX 10	Er Thiam Yong	PLD	01/06/2013
MSO 7 (W)	Ng Kim Kuan	NPCC	16/02/2014
CSO 3	Saadah Binte Hussain	PNS	01/06/2013
CSO 4 (W)	Yap Hai Cheow	CID	15/09/2013
MX 11	Chan Wing Yin	E Div	01/09/2013
MX 11	Belinda Seetho Kwok Fu	A&F	01/03/2014
MX 11	Teo Siew Hong	MPD	01/03/2014
CAO Gr 8	Scully Michael	CAD	27/01/2014
CSO 4	Ling Liew Ing	A Div	12/12/2013
MX 11A	Foo Jiak Pung	PTD	17/07/2013
CSO 4	Yeoh Kai Booi	SIRD	11/07/2013
MSO 5	Mohamed Noor Bin Dollah	F Div	28/07/2013
MSO 5	Salehan Bin Mohd Som	D Div	26/05/2013
MSO 5	Sedek Bin Yahya	E Div	29/10/2013
MSO 6A	Wong Kek Ming	PLD	04/05/2013
TSO Gr V	Hj Joha Ang B Ismail	PCG	10/03/2014
Sr Tester	Lee Eng Fah	TP	06/09/2013
Tester (W)	Chang Eng Kiat	TP	21/01/2014
Tester (W)	Ng Ah Ba	TP	08/07/2013
Sr Tester (W)	Quak Ah Hok	TP	13/09/2013
CSO 3 (W)	Siti Teja Bte Mohd Noor	PLRD	28/06/2013
Chief Tester	Goh Yong Hua	TP	28/09/2013
Tester (W)	Jussmasra Bin Maulud	TP	31/05/2013

GURKHA CONTINGENT (GC)

Rank	Name	Present Unit	Date Of Retirement
G/ASP 1	Birendra Sherchan	GC	29/11/2013
G/ASP 1	Khagendra Rai	GC	31/12/2013
G/ASP 1	Gam Bahadur Pun	GC	16/11/2013
G/Chief Insp	Purna Bahadur Budhathhoki	GC	31/12/2013
G/Chief Insp	Padam Prasad Shrestha	GC	31/12/2013
G/Chief Insp	Madan Sing Thapa	GC	31/12/2013
G/SSI 2	Basant Rai	GC	31/12/2013
G/SSI	Chandra Kumar Limbu	GC	31/12/2013
G/SSI	Sing Prasad Gurung	GC	31/12/2013
G/SSI	Bal Krishna Sherchan	GC	31/12/2013
G/SI	Mukta Bahadur Gaha	GC	11/10/2013
G/SI	Jhak Bahadur Pajja	GC	31/12/2013
G/SI	Gyan Bahadur Gurung	GC	31/12/2013
G/SI	Robin Rai	GC	28/12/2013
G/SI	Janga Bahadur Gurung	GC	31/12/2013
G/SI	Obidhan Thapa Magar	GC	31/12/2013
G/SI	Kali Bahadur Rai	GC	31/12/2013
G/SSSgt	Pharamchan Sherchan	GC	31/12/2013
G/SSSgt	Ganga Bahadur Sinjali	GC	31/12/2013
G/SSgt	Nilamkumar Nembang	GC	07/05/2013
G/SSgt	Yambahadur Thapa Magar	GC	03/07/2013
G/Sgt	Shukraraj Rai	GC	06/05/2013
G/Sgt	Bhaktajit Garbuja Pun	GC	25/05/2013
G/Sgt	Bil Bahadur Purja	GC	07/03/2014
G/Sgt	Dil Bahadur Tamang	GC	08/02/2014
G/Sgt	Laxmi Prasad Limbu	GC	02/01/2014
G/Sgt	Hari Kumar Rai	GC	20/11/2013
G/Sgt	Dan Bahadur Garbuja	GC	31/12/2013
G/Sgt	Subba Rai	GC	31/12/2013
G/Sgt	Nagendra Ghale	GC	31/12/2013
G/Cpl	Dilendra Kumar Dewan	GC	10/08/2013
G/Cpl	Netra Bikram Rai	GC	06/11/2013
G/Cpl	Sobin Gurung	GC	27/01/2014
G/Cpl	Nir Bahadur Rai	GC	05/04/2013
G/Cpl	Rakesh Gurung	GC	21/05/2013
G/Cpl	Narjit Budhathoki	GC	03/08/2013
G/PC	Ram Parsad Rai	GC	12/08/2013

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SPORTS ACHIEVEMENTS

ATHLETES

NAME OF TOURNAMENT	RESULTS
15th World Police & Fire Games	
Women 45+ 5km walk	Champion
Mens 40+ 5km walk	Champion
Mens 45+ 400m	1 st Runner-up
Mens 45+ 5km walk	2 nd Runner-up
Mens 18+ 10km run	2 nd Runner-up
Mens 50+ 5km walk	2 nd Runner-up
Mens 50+ 10km run	3 rd Runner-up
Mens 30+ 5km run	3 rd Runner-up
Mens 30+ 10 km run	3 rd Runner-up
Public Service STAR Games	
Men's Open	Champion
Men's Open	2 nd Runner-up
Men's Open	3 rd Runner-up
Women's Senior	4 th Runner-up
27th Mt Kinabalu International Climbathon	
Men's OPEN (Individual)	4 th Runner-up
Men's Veteran (Individual)	9 th
Men's Veteran (Group)	20 th

BADMINTON

NAME OF TOURNAMENT	RESULTS
Public Service STAR Games	3 rd Runner-up
Home Team Games	1 st Runner-up
IFG SPF-RBPF	Runner-up
IFG SPF-RMP	Runner-up

BASKETBALL

NAME OF TOURNAMENT	RESULTS
Public Service STAR Games (3-on-3)	Champion
Public Service STAR Games (5-on-5)	2 nd Runner-up
Home Team Games	Champion

BOWLING

NAME OF TOURNAMENT	RESULTS
Home Team Games	Champion & 2 nd Runner-up
Public Service STAR Games IFG SPF-RMP	3 rd Runner-up Runner-up
15 th World Police & Fire Games Team category Individual	Champion 1 st Runner-up

CRICKET

NAME OF TOURNAMENT	RESULTS
Singapore Cricket Association (SCA) Division 3 League	6 th out of 15 teams
Singapore Indian Association National Day Sixes	2 nd Runner-up

FLOORBALL

NAME OF TOURNAMENT	RESULTS
Singapore Floorball Association (SFA) Division 2 Women's Floorball League	3 rd Runner-up
Singapore Floorball Association (SFA) Division 3 Men's Floorball League	3 rd Runner-up
Singapore Floorball Association (SFA) Division 2 Men's Floorball League	2 nd Runner-up

GOLF

NAME OF TOURNAMENT	RESULTS
Public Service STAR Games IFG SPF-RMP	Champion Champion

HOCKEY

NAME OF TOURNAMENT	RESULTS
SHF Men's Premier League	5 th
SHF Men's Div 2 League	6 th
SHF Men's Div 3 League	10 th
IFG SPF-RMP	Runner-up

NETBALL

NAME OF TOURNAMENT	RESULTS
Energizer National League	6 th
Public Service STAR Games	2 nd Runner-up
Home Team Games	Champion
IFG SPF-RMP	Runner-up

RUGBY

NAME OF TOURNAMENT	RESULTS
National Rugby Conference League	7 th out of 11 teams
Singapore Rugby Clubs 7s Tournament 1	8 th out of 13 teams
Singapore Rugby Clubs 7s Tournament 2	13 th out of 14 teams

SEPAK TAKRAW

NAME OF TOURNAMENT	RESULTS
Public Service STAR Games Inter Regu	Champion & 1 st Runner-up
Home Team Games	Champion
IFG SPF-RMP	Runner-up

SEA SPORTS

NAME OF TOURNAMENT	RESULTS
DBS Marina Regatta DBS Marina Regatta	200m Premier Open - 1 st Runner-up 500m Premier Open - 1 st Runner-up
15th World Police & Fire Games	Men 10s Racing - 1 st Runner-up Mixed 10s Racing - Champion Mixed 20s Racing - Champion
CSC Invitational Open	Champion (Men's Open) 1 st Runner-up (Men's Open) 1 st Runner-up (Women)
Singapore River Regatta	Inter Business Houses & Club - Champion National Premier Open - 3 rd Runner-up National Premier Women - 1 st Runner-up National Men Senior - Champion
Public Service STAR Games	Champion (Public Service Open) 3 rd Runner-up (Public Service Open) Champion (Public Service Men) 3 rd Runner-up (Public Service Men) 2 nd Runner-up (Public Service Women) 3 rd Runner-up (Public Service Women) Champion (Public Service Senior) Champion (Public Service Active Agers)
IFG SPF-HKPF-MJP	Champion

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SOCCER

NAME OF TOURNAMENT	RESULTS
National Football League Div 1	Champion
Bogaars Cup (SPF vs SAF)	Champion
Home Team Games	Champion
IFG SPF-RMP	Runner-up
15 th World Police & Fire Games	1 st Runner-up

SOCCER (WOMEN)

NAME OF TOURNAMENT	RESULTS
FAS Women Premier League (National Club Level)	2 nd Runner-up
FAS Women Challenge Cup (National Club Level)	3 rd Runner-up

SNOOKER

NAME OF TOURNAMENT	RESULTS
National Pool League	Quarter-finalist
Public Service STAR Games Snooker	Champion & 1 st Runner-up
15 th World Police & Fire Games	Champion

SHOOTING

NAME OF TOURNAMENT	RESULTS
S'pore Open Shooting Competition	
International Defensive Pistol Association (Revolver)	
Overall Stock Service Revolver (Individual)	Champion

SHOOTING (CONTINUED)

NAME OF TOURNAMENT	RESULTS
Stock Service Revolver (Individual)	1 st & 2 nd Runner-up
Stock Service Revolver (Team)	1 st Runner-up
International Practical Shooting Confederation IPSC (Revolver) Individual	Champion
Team	2 nd Runner-up
15 th World Police & Fire Games	
Police Pistol Combat (PPC) 1500 Open Class	Champion (Team)
Police Action Pistol (PAP)	3 rd Runner-up
Home Team Games	Champion

SQUASH

NAME OF TOURNAMENT	RESULTS
National Squash League	
PSA "B" Team	3 rd Runner-up
PSA "C" Team	5 th
PSA "D" Team	2 nd Runner-up
PSA "E" Team	3 rd Runner-up
PSA "F" Team	5 th
PSA Veteran Team	2 nd Runner-up
Public Service STAR Games	2 nd Runner-up
15 th World Police & Fire Games	2 nd & 3 rd Runner-up
SSRA Individual Open	
B Grade	2 nd Runner-up
C Grade	3 rd Runner-up
E Grade	3 rd Runner-up
SAFRA Open	1 st Runner-up

SWIMMING

NAME OF TOURNAMENT	RESULTS
Public Service STAR Games Home Team Games	3 rd Runner-up Champion

TABLE TENNIS

NAME OF TOURNAMENT	RESULTS
National Championship - Veteran Open Team	Quarter-finalist
Public Service STAR Games Home Team Games	Champion Champion

TENNIS

NAME OF TOURNAMENT	RESULTS
Home Team Games	1 st Runner-up

VOLLEYBALL

NAME OF TOURNAMENT	RESULTS
PS STAR Games Beach Volleyball Men's category	Champion 1 st Runner-up 2 nd Runner-up 3 rd Runner-up
Public Service STAR Games Indoor Volleyball Men's category	Champion & 2 nd Runner-up
Singapore Open Volleyball Championship Home Team Games	Champion Champion

VOLLEYBALL (CONTINUED)

NAME OF TOURNAMENT	RESULTS
Volleyball Association Singapore (VAS) Premium Cup Men's category	Champion
CSC Volleyball Invitational IFG SPF-RMP Home Team Games	Champion 1 st Runner-up Champion

ACKNOWLEDGEMENTS

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EDITORIAL TEAM

AC(Ret) Melvin Yong
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Ms Leena Rajan
Ms Tham Yee Lin
Ms Luo Min Zhen

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SSgt Chee Yong Tat
Cpl Md Shahrinnizam Bin Abdul Rashid
SC/Sgt Gabriel Chan Duen Yue
SC/Cpl Harsha Ramachandran
SC/Cpl Mok Wen Jie

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All Commanders, Directors and Heads
Planning & Organisational Development

FEATURES

DSP Weng Wanyi
Mr Benjamin Oh Wenjie
Ms Aiyadurai Nalaaini
Supt Heng Chih Yang
Supt Lee Kheng Hong
Ms Foo Wen Ling
Ms Mabel Ang

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Sgt(NS) Zhuo Zehai
SSgt (NS) Muhammad Nazri Hadi Saparin
Insp (NS) Lee U-Wen
CPL(NS) Alif Sapuan
Ms Joy Kang
Mr Lea Yi Long

STATISTICS

Administration and Finance Department
Manpower Department
Service Delivery Department
Police Intelligence Department
Traffic Police

ALMANAC

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Manpower Department
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Manpower Department
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Manpower Department
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Ms Azkiya Ahmad,
Training Command
ASP Kek Chin Ken,
Training Command



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Ms Leena Rajan

Ms Tham Yee Lin

Cpl Md Shahrinnizam
Bin Abdul Rashid

Ms Jinnie Chew

SC/Cpl Harsha
Ramachandran

SC/Sgt Gabriel Chan
Duen Yue

NOT IN PHOTOGRAPH: AC(Ret) Melvin Yong, SSgt Chee Yong Tat, Ms Luo Min Zhen and SC/Cpl Mok Wen Jie



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