



ICA

SECURING OUR BORDERS SAFEGUARDING OUR HOME

ANNUAL REPORT 2020



OUR VISION

Secure Borders, Safe Singapore

OUR MISSION

We secure our borders and uphold our laws on immigration and national registration

OUR VALUES

Integrity, Commitment and Accountability

OUR PLEDGE

We, as ICA officers, pledge to uphold our values of integrity, commitment and accountability.

We pledge to ensure secure checkpoint clearance; and effective administration of our laws on immigration and registration.

We pledge as part of the Home Team to make Singapore a safe and secure best home.

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COMMISSIONER'S FOREWORD

"**SECURE** Borders, Safe Singapore". ICA launched this **renewed vision** in 2019, to emphasise our role in border security and our commitment in safeguarding our home. Little did we expect that in 2020, a global pandemic would redefine border control and place ICA at the forefront of Singapore's defence against COVID-19, giving new meaning to our vision and strengthening our conviction to keep Singapore safe. Together, we battled the COVID-19 threat at the borders and also carried out new functions inland to keep Singapore safe.

While the crisis presented many unprecedented challenges, there were also opportunities to speed up innovation, find new ways of doing our work and preparing our officers to embrace new roles created from our transformation plans.

Given the evolving COVID-19 situation, the Government had to constantly review and adjust **border control measures** to mitigate the risk of importation of the infectious disease. This was often done at very short notice to manage the evolving public health concerns and ensure

public safety. As Singapore's first line of defence, ICA had to put in place many new operational policies and guidelines to effectively implement the measures on the ground and contain the pandemic threat. Within our borders, ICA had stepped up to take on the responsibility of issuing, monitoring and enforcing the **Stay-Home Notice (SHN) regime**, to support the Government's collective fight against COVID-19.

More importantly, we have built greater resiliency in the face of adversity as one ICA. This is made possible through our officers' demonstration of our core values - **Integrity**, doing the right things even when nobody is watching; **Commitment**, doing our job to the best of our ability; and **Accountability**, owning and solving the problem, not passing it around.

NEW WAYS OF DOING THINGS

In our fight against COVID-19, we have developed new systems and improved existing ones to support our changing border control operations. The **Singapore Arrival**

“ COVID-19 is a crisis of our generation. We have proven over the last one year, individually and as a team, that we can adapt and emerge stronger from this crisis. ”



Card (SGAC) was enhanced in March 2020 for travellers to submit their health declaration online before they enter Singapore. The information submitted by travellers was integrated with ICA's border clearance system, which allowed us to notify travellers on the SHN requirements ahead of their arrival in Singapore, as well as support Singapore's contact tracing efforts.

During the Circuit Breaker, we operationalised a new concept of operations for our Services Centres within three days. We restricted over-the-counter services at the ICA Building to only urgent services with pre-approved appointments. We extended the deadlines for those who were unable to complete their application for immigration facilities because of travel restrictions. We also

enhanced our system to allow visitors to extend their stay in Singapore online. For the first time ever, to minimise visits to ICA during circuit breaker, we offered a one-off home delivery of Singapore passports and Identity Cards to over 25,000 residents.

At its peak in April 2020, ICA monitored more than 40,000 persons placed on SHN. As of 31 December 2020, we issued and enforced over 280,000 SHNs. To ensure that the regime was robust, ICA set up the SHN Task Force to investigate offences under the Infectious Diseases Act. ICA also introduced the **SHN electronic wristband** in September 2020 to monitor those who were serving SHN at their own place of residence. This allowed ICA to monitor a larger group of travellers with existing resources, which was crucial to the progressive re-opening of Singapore's borders. An effective SHN regime has allowed Singapore to remain open to the world, while ensuring that the well-being of our community is not put at risk.

We set up the **Safe Travel Office (STO)** in August 2020 to coordinate travel applications under the various International Safe Travel schemes. Today, STO centralises the management of these schemes across the Whole-

of-Government. As the main public gateway, STO also provides greater convenience to travellers by serving as a single touchpoint for their entry applications, regardless of their travel scheme and purpose of entry.

ADAPTING TO THE NEW NORMAL

The travel curbs and circuit breaker had pushed more consumers towards e-commerce and online shopping for their daily essentials and entertainment needs. As a result, **cargo volume increased** last year, with ICA clearing over 11.7 million consignments, containers and parcels in 2020, which is about 400,000 more cargoes as compared to 2019. The number of low-value goods passing through our air cargo checkpoints surged, from 10.5 million in 2019 to over 21 million low-value goods cleared in 2020. Despite the increase in shipments, ICA officers did not let their guard down and had detected more contraband items, most of which were hidden among inconspicuous household items. Our officers' dedication to facilitate cross-border movement while thwarting smuggling attempts is not only a testament to their vigilance, but also to their ability to adapt to the changing operational terrain.



We also recognised that COVID-19 would affect ICA officers to varying extents, whether in or outside of the workplace. We closely monitored **officers' morale** and confidence levels through regular morale sensing surveys. Our welfare teams procured and issued care packs to spur our officers on and show our appreciation for their hard work. Work units installed safe distancing markers and segregation screen shields at workplaces to provide officers with stronger protection.

ICA's in-house psychologists and paracounsellors also provided regular reminders and tips to officers on how to maintain mental wellness.

To gear ICA officers up for the new normal and given our role in safeguarding our borders from COVID-19, we were amongst the earliest essential frontliners to be offered the **COVID-19 vaccine** in January 2021. As of April, 89% of our workforce (medically eligible) had received both doses of the

vaccine. Medically eligible officers were strongly encouraged to get vaccinated to protect themselves, their loved ones and their colleagues. As more of us are inoculated, our resilience to the virus will improve, our defence against COVID-19 will strengthen, and our transition to the new normal will be smoother. Every officer counts in forming a strong line of defence at the borders against COVID-19, because we protect more than just a line on the map!

ONWARDS AND UPWARDS

The pandemic prompted a timely reflection on our workforce and systems transformation. Our early efforts in

transformation has put ICA in a much stronger footing to ride through the challenges ahead of us. Even as we deal with the uncertainties from COVID-19, ICA has adapted from what we have learnt in 2020 as we continue to push ahead with our transformation plans.

In 2021, ICA will be implementing the **Automated Clearance Initiative (ACI)**, which is one of the building blocks of the New Clearance Concept (NCC). Eligible foreign travellers can enrol their biometrics at both the manual immigration counters and designated automated lanes upon their arrival. This enables them to enjoy automated clearance when they depart Singapore

and on arrival in their subsequent trips without the need for prior enrolment.

To facilitate a fuss-free clearance experience for these travellers, they will soon be issued with an **Electronic Visit Pass** upon successful immigration clearance, in lieu of physical immigration endorsements on the passport. An email will be sent to them, indicating the length of stay granted. These initiatives will bring us another step closer to achieving our vision of providing travellers with more secure, seamless and convenient immigration clearance.

We have also made good progress to realise our '3N' vision of Services Centre Next Generation (SCNG), to deliver a "No Fuss, No Visit, No Waiting" service experience to our customers. Almost all ICA services are already available online. ICA will progressively replace physical documents with digital ones. This will further reduce the need for our customers to make physical trips to ICA to collect their documents. They can also look forward to a new ICA Services Centre by 2023, which will be purpose-built to deliver seamless, one-stop and integrated services to the public.

To realise our transformation plans, ICA will need to develop an agile and digital-ready workforce. We have seized the opportunity to commence

NCC training in August 2020 to enhance officers' skills in profiling, case assessment and investigation. SCNG training has also started in March 2021, to enhance our officers' knowledge on ICA products and services, including the relevant policies and legislations. We will continue to re-tool and upskill all our officers and equip our workforce with the relevant competencies in the year ahead. We will not leave any officers behind in our transformation journey.

COVID-19 is a crisis of our generation. We have proven over the last one year, individually and as a team, that we can adapt and emerge stronger from this crisis. Driven by one mission and guided by ICA's core values, every single ICA officer has stepped up to serve our country and protect our people in many ways. My sincere gratitude to all ICA officers for your dedication, support and professionalism in going the extra mile, beyond your call of duty during these unprecedented times. I am immensely proud of each and everyone of you and it is my honour to serve alongside you as part of ICA.

Stay Safe and Well!

MARVIN SIM

Commissioner, ICA



LEADERSHIP GROUP

COMMISSIONER/DEPUTY COMMISSIONERS



HSU SIN YUN

Deputy Commissioner
Operations



SIM WAI MENG MARVIN

Commissioner, ICA



CHEN CHIAN CORA

Deputy Commissioner
Policy & Transformation



ONG CHOON BENG

Deputy Commissioner
Corporate Development
& Administration

LEADERSHIP GROUP

OPERATIONS



NAM LIANG CHIA

Director Operations

WONG HONG MENG

Director Intelligence

THEODORE TAN

Director Enforcement

SNG GEK LIAN JULIA

Domain Commander (Air)

CHUA TUAN MENG

Domain Commander (Land)

CHUA SZE HOW

Domain Commander (Sea)

LEADERSHIP GROUP

OPERATIONS



**KOO WENG
YEW ALAN**
Commander Airport



NG CHIN KOK DANNY
Commander Ports



CHIA HOI MUN
Commander Coastal



TAN NGAK LENG COLIN
Commander Woodlands



JACKSON TAN
Commander Tuas



**MARAN S/O V K
SUBRAHMANIYAN**
Commander Air Cargo

**CHUA POH
KEYONG ERIC**
Senior Deputy Director
Enforcement



**MOHD FARHAD BIN
MOHD SHARIFF**
Senior Deputy Director
Intelligence

LEADERSHIP GROUP

POLICY & TRANSFORMATION



CHUA TIAN LYE DOMINIC
Director Policy & Development



CHUA YENG ENG
Director Planning & Review



SIEW CHUI LIN
Director Visitor Services



**WONG KUM PECK
@ ANGIE WONG**
Director Permanent Resident Services



CHUI WAI CHENG
Director Citizen Services

LEADERSHIP GROUP

CORPORATE DEVELOPMENT & ADMINISTRATION



PRAVINA JIT
Director Manpower



TAN SOR HOON
Director Technology



YONG KOI HIN
Director Corporate Services



CHIA HUI KENG
Director Information
Management



SOO SUN HON ERNEST
Commander Training



SHARON WONG
Director Corporate
Communications & Service



NG KOA HENG
Deputy Director
Ops-Tech



ICA UNITED AGAINST COVID-19

To battle against COVID-19, ICA had to tighten border control measures and constantly adjust them, within a short span of time, to reduce the risks of importation and community infection. ICA also facilitated the return of Singapore citizens and residents and movement of essential supplies into Singapore. During the Circuit Breaker period, ICA had to implement measures to restrict public access to the ICA Building, while continuing to offer services that were urgently required.

ICA officers' roles have expanded beyond border security, immigration control and registration services. Since the outbreak of COVID-19, ICA has been working closely with other agencies to implement and support COVID-19 related measures, both inland and at our borders.

ICA UNITED AGAINST COVID-19

INTER-MINISTRY COORDINATION FOR SPECIAL OPERATIONS



Airport Command officers who assisted the clearance of 174 Singaporeans and residents returning from Wuhan on 9 February 2020



ICA officers facilitating the return of Singapore residents from Malaysia



ARISING from travel restrictions and limited flight availability, ICA liaised with various agencies to facilitate the safe return of our citizens and residents, coordinated movement of travellers into Singapore as well as to ensure the continued flow of essential supplies through the checkpoints.

Repatriation and Facilitation of Travellers Coming into Singapore

ICA coordinated with the Ministry of Foreign Affairs (MFA), Ministry of Health (MOH), Ministry of Transport (MOT), and Civil Aviation Authority of Singapore (CAAS) to facilitate the clearance of relief flights that brought home almost 300 Singaporeans and residents who were stranded in Wuhan and Hangzhou due to the lockdown in January 2020.



ICA officers clearing travellers from Costa Fortuna cruise ship on 10 March 2020

At the sea checkpoints, ICA worked with MOH, Singapore Tourism Board, and Maritime Ports Authority (MPA) to conduct special operations to facilitate the disembarkation and immigration clearance of travellers onboard a Singapore-based cruise ship, Costa Fortuna. The cruise ship had earlier been denied permission to dock in Thailand and Malaysia as it had carried travellers with travel history to countries severely affected by COVID-19.

When Malaysia's Movement Control Order (MCO) was imposed on 18 March 2020, many Singaporeans were stranded in Malaysia. Through close coordination, ICA, MFA, MOH and MOT initiated several operations to facilitate the return of Singaporean minors and elderlies via the land crossings. These Whole-of-Government efforts have helped the reunion of many families in Singapore.



ICA officers were amongst the earliest frontliners to be vaccinated



ICA officer performing checks on live poultry passing through the land checkpoints

Facilitation of Essential Supplies Coming into Singapore

Malaysia's MCO had also raised concerns of the disruption in the daily movement of essential supplies into Singapore. ICA worked closely with the Ministry of Trade and Industry (MTI) to ensure the continued flow of essential goods and cargos through the land checkpoints. The measures implemented included distributing meals to the Malaysian truck drivers and issuing them with tracking devices. These efforts minimised the drivers' interaction with the local community while they made their delivery runs in Singapore.

COVID-19 Vaccination Exercise for ICA officers

When MOH approved the first COVID-19 vaccine for public use, ICA immediately worked with MOH, Ministry of Home Affairs (MHA) and Home Team Medical Services Division to prioritise the vaccination of our frontline officers. We disseminated various communications messages and held engagement sessions with our leaders to inform, engage and assure our officers of the vaccination exercise. Officers were encouraged to get vaccinated if they are medically eligible.

The close inter-ministry collaboration has resulted in the successful special operations. ICA will continue to work closely with government agencies and our stakeholders to overcome this pandemic and emerge stronger. Find out more about ICA's special COVID-19 operations in the upcoming articles.

ICA UNITED AGAINST COVID-19

CLEARANCE OF RELIEF FLIGHTS FROM WUHAN AND HANGZHOU, CHINA AT CHANGI AIRPORT

WHEN COVID-19 started to emerge globally and most people retreated into the safety of their homes, a team of Airport Command officers stepped forward to volunteer to perform immigration clearance of Singaporeans and residents arriving from Wuhan and Hangzhou, China on several relief flights in January and February 2020. The team has displayed continued dedication amid the COVID-19 pandemic and is indeed an inspiration to fellow ICA officers.

"I was not scared. I just wanted to help fellow Singaporeans return home."

ASP Bay Sau Chuan

Airport Command, ICC (Air)

"If I can do something to help, I will definitely help."

SGT 2 Muhammad Imran Bin Busalin

Airport Command, ICC (Air)

"I didn't hesitate as I felt that it's my duty as an Immigration Officer. Also, I pictured myself in the shoes of a Singaporean who had been stranded overseas and not knowing when they could return home. It can be stressful, especially for those with families. That's why I decided to step forward."

CI (1) Patrick Goh

Airport Command, ICC (Air)



ICA officers who assisted in the clearance of Singaporeans and residents returning on relief flights from Wuhan and Hangzhou, China



Photos were taken prior to implementation of safe management measures

ICA UNITED AGAINST COVID-19

FACILITATION OF CROSS-BORDER TRAVELS AT THE LAND CHECKPOINTS



Crossing of the Borders Before the Lockdown in Malaysia

THE imposition of the Movement Control Order (MCO) on 18 March 2020 restricted the entry of foreigners into Malaysia and barred Malaysians from travelling abroad. In the day before the MCO was effected, travellers rushed to enter or depart from Singapore. ICA officers at both Woodlands and Tuas Checkpoints worked tirelessly round the clock to facilitate the entry and exit of these travellers.



Facilitation of Travellers in Need

The MCO resulted in the suspension of cross-border public transport services which greatly impeded travel across the border at the two land checkpoints.

Travellers, especially the elderly, pregnant women and unaccompanied minors, faced difficulties in making their way across the Causeway and the Tuas Second Link. ICA had to conduct special operations to facilitate essential movement.

FACILITATION AT TUAS CHECKPOINT



FACILITATION AT WOODLANDS CHECKPOINT



ICA had facilitated the reunion of 832 families by ferrying travellers in need of assistance and have since handled over 600 of such requests for assistance. ICA coordinated closely with various agencies such as Ministry of Foreign Affairs, Ministry of

Transport, Ministry of Education, Land Transport Authority and the Malaysian Immigration counterparts to ensure that the entire facilitation process was smooth. Many had even gone the extra mile to assist these travellers with their heavy luggage.

ICA UNITED AGAINST COVID-19

ICA'S INVOLVEMENT IN CLEARANCE OF COSTA FORTUNA CRUISE SHIP



Officers clearing passengers from Costa Fortuna

COSTA Fortuna, a cruise ship that is homeported in Singapore, was denied permission to dock at Thailand and Malaysia's ports due to the evolving COVID-19 situation.

ICA Coastal Command officers conducted special operations at the Marina Bay Cruise Centre Singapore

on 10 March 2020 to facilitate the clearance of 1,631 passengers onboard the cruise. Enhanced precautionary measures such as the donning of masks and gloves were implemented to ensure the safety of ICA officers who were handling the passengers.

All passengers had to go through temperature screening before entering the immigration hall for clearance. Those exhibiting fever and/or other symptoms of respiratory illness had to undergo a COVID-19 swab test. More stringent measures were undertaken for passengers with recent travel history to COVID-19 affected countries. They were screened separately at a temporary medical assessment point and were issued fit-to-fly status by doctors. They were then directed back to the ship, and were only allowed to disembark a few hours before their confirmed flight departure timing.

Except for crew members who did not disembark, the entire operation



Team Leader conducting briefing to ICA officers

was successfully completed within 14 hours.

This was made possible given the close coordination between ICA, the Maritime and Port Authority of Singapore, Singapore Tourism Board and Ministry of Health.



Domain Commander (Sea) engaging the officers

ICA UNITED AGAINST COVID-19

FIRST CRUISE TO NOWHERE SET SAIL FROM MARINA BAY CRUISE CENTRE SINGAPORE

THE global cruise industry was shut down due to the COVID-19 pandemic. It was only in November 2020 that Singapore resumed cruise operations, starting with cruises to nowhere for Singapore residents.



Travellers clearing immigration in batches at the immigration hall



Travellers clearing immigration through the automated gates, using facial features and iris patterns as the primary biometric identifiers

ICA officers deployed at Marina Bay Cruise Centre Singapore facilitated the immigration clearance of passengers when the cruise to nowhere first set sail on 6 November 2020. Various government agencies as well as terminal and cruise operators discussed, planned and conducted trials to ensure that cruise operations resume in a safe manner.

Enhanced safety protocol and safe management measures such as the installation of acrylic shields, provision of hand sanitisers at the various touchpoints and safe distancing markers were also implemented to ensure officers' safety.

It was also timely for ICA to implement the use of facial features and iris patterns as the primary biometric identifiers for contactless immigration clearance for cruise operations. This offers a more hygienic, more efficient and more secure immigration clearance.

ICA UNITED AGAINST COVID-19

U-TURN FOR ROYAL CARIBBEAN CRUISE SHIP, QUANTUM OF THE SEAS AFTER A PASSENGER TESTED POSITIVE FOR COVID-19

THE Royal Caribbean cruise ship, Quantum of the Seas (QoS), commenced its first Cruise-to-Nowhere sail from Marina Bay Cruise Centre Singapore (MBCCS) on 1 December 2020.

During QoS' third sail, on 9 December 2020, a 83-year-old Singaporean male was tested positive for COVID-19*

while on board. He had initially reported to the ship's medical centre with diarrhoea and was subjected to the mandatory Polymerase Chain Reaction (PCR) test. As part of the safety protocol, the passenger and his close contacts were immediately identified and isolated. QoS had to return to Singapore, a day ahead of schedule.

All QoS passengers had to remain in their cabins and onboard activities were ceased while contact tracing was ongoing. The suspected COVID-19 patient was first offloaded via a dedicated route and conveyed to the National Centre for Infectious Diseases via an ambulance.

Not only did the various government agencies and the terminal operator work together to manage the clearance of QoS passengers, they also had to handle the passenger clearance of World Dream (WDR) cruise ship, that was scheduled to arrive at MBCCS on the same day.

To prevent any intermingling between passengers from the two ships, the embarkation process of WDR was completed before

the QoS passengers were allowed to disembark. They alighted in a controlled process to ensure that the safe management measures were strictly adhered to. In line with regular protocols for arriving passengers, passengers who were not close contacts of the patient were first accorded immigration clearance and had to go through the mandatory Antigen Rapid Test thereafter. The close contacts were accorded immigration clearance separately and conveyed to government quarantine facilities by pre-arranged transport.

With the close co-ordination among the agencies and stakeholders, the entire clearance process for passengers for both QoS and WDR was smooth.

* MOH subsequently confirmed on 10 December 2020 that the suspected passenger was tested negative and did not have COVID-19 infection.



Arriving passengers registering for the mandatory post-arrival swab



Non-close contact travellers going through immigration clearance at the immigration hall



ICA UNITED AGAINST COVID-19

RESTRICTED SERVICES AT ICA BUILDING DURING CIRCUIT BREAKER

TO support safe management measures while allowing members of the public to have walk-in access to restricted ICA services, a triage was set up from 7 April 2020 to 30 July 2020 by Visitor Services Centre, Permanent Resident Services Centre and Citizen Services Centre at the ground floor of ICA Building.

A digital-first approach was adopted to manage the volume of walk-in requests at the triage, encouraging visitors to transact with ICA via our e-Services, and allowing an in-person appointment for urgent services. To regulate the number of visitors entering ICA Building, ICA extended the validity of in-principle approvals for Singapore Citizenship, Permanent Residence and Long-Term Visit Pass applicants who were unable to complete the formalities in time. A FormSG portal was also introduced for enquiries, requests and appointments.

"I felt that we were the 'first line of defence' for ICA, to filter the genuine customers from less urgent ones. We worked together, shared our product knowledge and expertise, to protect the staff and customers that were in ICA Building."

DSP Li Jiankun

Citizen Services Centre

At the triage, the work units worked closely together to handle a wide spectrum of enquiries and requests from the public. Cross-unit learning was crucial as all officers needed to be equipped with knowledge on the products and services from the different Services Centres.



Collaboration efforts among three Services Centres

ICA'S SERVICES IN PHASE 2 OF SINGAPORE'S RE-OPENING FROM 19 JUNE 2020

Counter services at the ICA Building at 10 Kallang Road continue to remain strictly for selected services and by appointment only.

Appointments to visit ICA Building can be made either through ICA's e-Appointment Service or FormSG, "Request for ICA services in view of COVID-19".

Scan either one of the QR codes to make an appointment for the services with ICA:



Request for ICA services in view of COVID-19

<https://go.gov.sg/ica-services>



ICA e-Appointment

<https://eservices.ica.gov.sg/book>

Members of the public should continue using ICA's e-Services available at MyICA (www.ica.gov.sg), wherever possible.



If you have an appointment to visit ICA Building, please ensure you:



Arrive at the ICA Building within 15 minutes of your appointment time

Get ready to check in using SafeEntry



Have the following documents prepared:



- Your e-Appointment letter or screenshot of e-Appointment booking; or
- Permission for Entry letter/email



You should visit ICA Building on your own, unless specified.

For more information, please visit ICA website at www.ica.gov.sg



"It was also a good opportunity to learn more about other services centres' products as we encountered a variety of queries. Overall, I felt that the triage operation was a success as it allowed ICA to continue the safe delivery of essential services."

ASP Lim Xiuan Pin

Permanent Resident Services Centre

"It was a fulfilling experience to be part of the triage team. We had to quickly pick up knowledge of the various products from different Services Centres in order to address the enquires from members of the public. It was very heartening to see that all officers stood in solidarity at the frontline to assist the residents during this crisis."

CI(2) Qu Kim Wee

Visitor Services Centre



Staff assisting with public queries at triage



"The triage duty heightened my knowledge on the different services that ICA provide. ICA provided us with the necessary tools, knowledge and equipment to execute our jobs effectively and safely as we faced high volumes of public daily. The support from the management kept the team resilient."

MX 13 Nur Iskandar Izzat Bin Szali

Citizen Services Centre

The team also demonstrated effective communication and empathy, understanding the requests of the customers, and providing guidance to those who were unfamiliar, or uncomfortable with using ICA's e-Services.

During the course of the officers' duties, good personal hygiene was strictly observed, including frequent sanitising of hands and surfaces, and observing safe distancing when interacting with customers.

During the triage operations, members of the public have become more aware of and comfortable with ICA's e-Services.

It was an encouraging and fulfilling experience for the teams involved, and a demonstration of ICA's adaptability, resilience and commitment to serving the needs of the community.



Maintaining safety distancing



Temperature screening at triage

ICA UNITED AGAINST COVID-19

ONE-OFF FREE HOME DELIVERY OF IDENTITY CARDS AND PASSPORTS

SINGAPOREANS who registered for their Identity Card (IC) or applied for a passport between 1 January and 31 May 2020 were unable to collect their documents at ICA Building due to the Circuit Breaker. In view of safe management measures, ICA arranged for a one-off delivery of ICs and passports to residents. The operation commenced in mid-June and was completed in two months. More than 30,000 documents were successfully delivered by courier. Many residents thanked ICA for going the extra mile during uncertain times.



"This initiative embodies ICA's values of going the extra mile to serve our citizens. They did not have to worry about travelling to ICA during this period. I feel proud to be part of this project!"

MX 13(I) Nurdiyana Binte Abd Razak

Citizen Services Centre



"This was something we have never done before, and it was quite challenging at the initial stages. However, we brainstormed, improvised along the way and worked hard together as a team to accomplish the mission. It was indeed a great experience!"

MX 14 Huang Zheng Zhong Keith

Citizen Services Centre



ICA UNITED AGAINST COVID-19

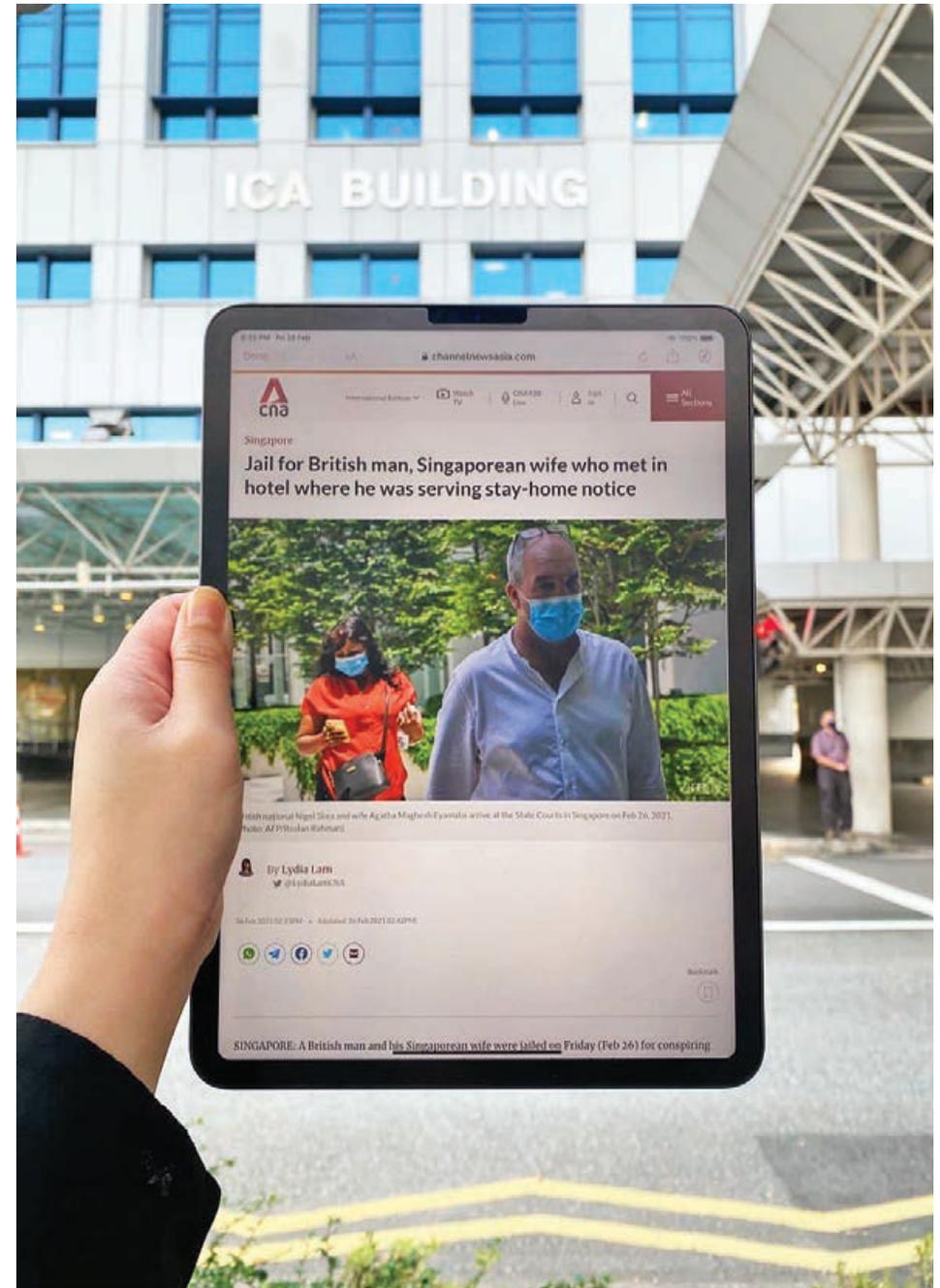
FORMATION OF HOME TEAM SHN INVESTIGATION TASKFORCE

TO ensure an effective and robust Stay-Home Notice (SHN) regime, ICA set up and operationalised the SHN Investigation Taskforce on 31 March 2020 to investigate cases of SHN

breaches. The taskforce led by ICA Enforcement Division, comprised officers from the Singapore Police Force, Central Narcotics Bureau and Casino Regulatory Authority. These officers were empowered as Health Officers to investigate offences under the Infectious Diseases Act.

On 1 August 2020, ICA took over and assumed full responsibility of the taskforce, manned by investigation officers from ICA. Over the months, the daily number of SHN breaches has exponentially increased. As of 31 March 2021, the taskforce has investigated more than 298 cases of SHN breaches.

As the COVID-19 situation continues to evolve, it is crucial for the SHN Investigation Taskforce to continue to undertake the challenging task of investigating cases of breaches, to prevent community transmission.



ICA UNITED AGAINST COVID-19

ENFORCEMENT OF STAY-HOME NOTICE REGIME

ICA's Intelligence Division took on an additional task to ensure that returnees on Stay-Home Notice (SHN) were placed under proper surveillance. Resources were ramped up quickly and the House Visit Teams (HVT) were formed in February 2020.

Due to the fluid and dynamic nature of HVT operations, the officers had to quickly learn the ropes. They were deployed to conduct routine checks, attend to tip-offs and deal with SHN breaches daily. Officers also arrested individuals who breached the SHN requirements under the Infectious Diseases Act.

"We had an encounter with a male Singapore citizen who failed to go for swab tests despite being served with official notice. He even deliberately appeared nude in the presence of officers in his hotel room. Even after his family members managed to persuade him to go for the swab test, he was uncooperative and refused to be swabbed when reached the swab test site. We had to put him under arrest and sent him to the National Centre for Infectious Diseases for swab test, and then handed him over to the police for investigations."

Despite some challenging situations, ICA officers continue to bear the heavy responsibility of executing inland measures against COVID-19 undauntedly. Our officers' concerted efforts and sacrifices demonstrated their commitment and professionalism in such unprecedented times.



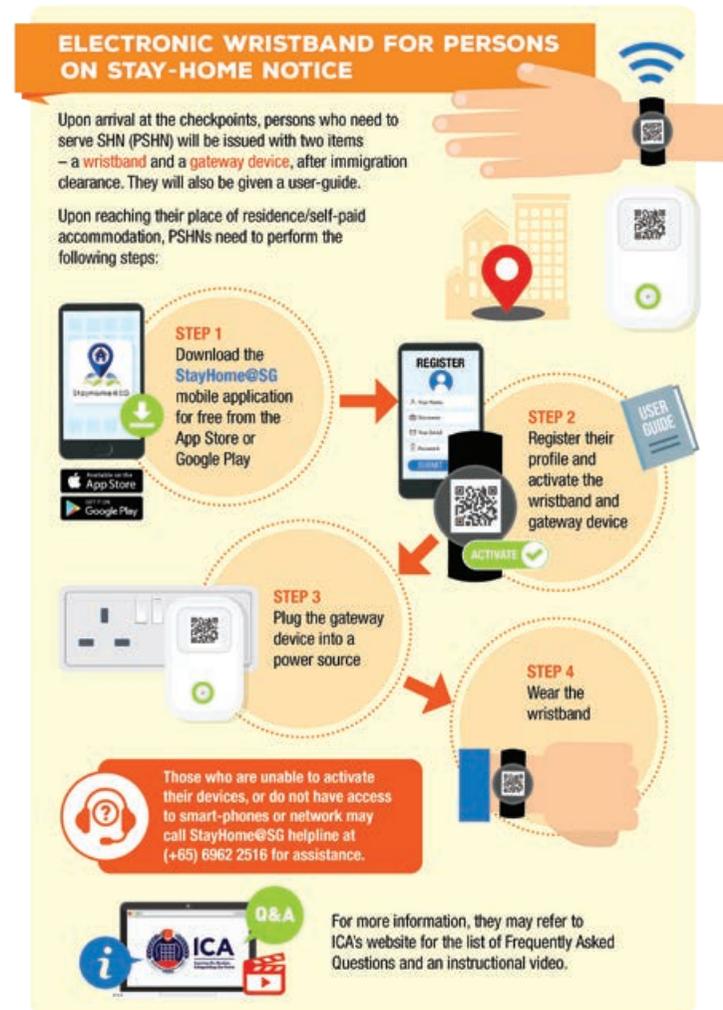
Our officers conducting regular house visits to enforce SHNs

ICA UNITED AGAINST COVID-19

ELECTRONIC WRISTBAND IMPLEMENTATION



ICA was among the first few organisations in the world to introduce the Electronic Tag Monitoring System (ETMS) to enhance compliance with Stay-Home Notice (SHN) regime and thereby reduce the risk of COVID-19 transmission by incoming travellers to the local community.



The electronic wristband equipped with GPS and 4G/Bluetooth technology, to be worn by persons serving SHN at their place of residence, serves to complement the voice calls and house visits by enforcement officers.

With the ETMS, ICA was able to manage more persons on SHN with the same resources and thus monitor the SHN enforcement regime more effectively. Persons serving SHN also faced less inconvenience with the reduced frequency of checks via phone calls and house visits.

“The ETMS has enabled us to detect and act on potential SHN infractions in a timely manner. It is another example of how ICA has leveraged digital solutions to do our jobs better.”

SUPT Tan Lay Yan
Intelligence Division

“Working with the ETMS team has been a rewarding experience. Coordinating between the different vendors on ETMS and generating ETMS-related statistics have taught me the importance of multitasking. I have a broadened perspective working with different agencies and have grown as an officer.”

INSP Fan Zhi'An
Woodlands Command,
ICC (Land)

ICA UNITED AGAINST COVID-19

ENHANCEMENT OF SYSTEMS AND PROCESSES TO SUPPORT OPERATIONS

IN view of the urgency to operate during the COVID-19 breakout and in anticipation of an extended crisis, ICA developed and fine-tuned our systems and work processes to support checkpoint and enforcement operations.

To improve data accuracy in travellers' information, the SG Arrival Card (SGAC) was enhanced within a month to facilitate the submission of electronic Health Declaration Card and issuance of electronic

Stay-Home Notice (eSHN) advisories for all arriving travellers. With the integration of health declarations with ICA's checkpoint clearance system, the process of administering SHNs at the checkpoints was significantly streamlined. This also improved contact tracing of suspected and confirmed cases.

The closure of Singapore's borders to all short-term visits on 23 March 2020 affected a substantial group of travellers with extenuating reasons

to enter Singapore. In response, ICA developed a set of internal guidelines to grant entry to select traveller groups. These guidelines were quickly translated into executable exemption rules at the checkpoints to help frontline officers in the processing of affected travellers.

As border control measures continued to evolve with the introduction of various safe travel lanes and health protocols, more than 40 enhancements were made to our clearance systems to support operations. These improvements have helped alleviate ICA officers' workload at forward triage at the checkpoints as arriving travellers under the different travel schemes could be distinguished by the system with minimal intervention needed.



Officer informing traveller on SHN



Checkpoint officers assisting travellers with SGAC



ICA UNITED AGAINST COVID-19

DATA MINING EFFORTS BY INTEGRATED TARGETING CENTRE TO MANAGE COVID-19 OPERATIONS

ICA analysts from Integrated Targeting Centre (ITC) supported the various government agencies in their COVID-19 operations. To handle the constant flow of requests for data and statistics from these agencies, the team had to adjust their opening hours to meet the needs. They worked closely with agencies and ground officers to provide:

A

Traveller related data for contact tracing purposes and controlling health risks from identified cruise ships including Costa Fortuna, Westerdam, World Dream, and Diamond Princess.

B

Pre-screening support to sieve out returning travellers with high health risks to ensure smooth immigration clearance upon arrival. At its peak, ITC identified almost 15,000 travellers each day to flag them for additional border health assessment at the checkpoints.

C

Data to the Multi-Ministry Taskforce and Homefront Crisis Executive Group to deliberate policies to support COVID-19 operational needs.

The team also conducted audit checks to ensure travellers provide accurate information in their health declaration, as there were past cases of travellers who had falsely declared their travel history to be exempted from serving the Stay-Home Notice.



ICA UNITED AGAINST COVID-19

FORMATION OF SAFE TRAVEL OFFICE



STO officers working on entry approvals for travellers seeking to enter Singapore

WHEN COVID-19 struck, foreigners needed to seek prior approval to enter Singapore due to strict border control measures. Then, officers at the Visitor Services Centre, supported by officers from various checkpoints, took on the task to assess the entry of these non-residents in advance while bearing in mind the changing travel policies.

Officers worked closely with agencies such as Ministry of Health and Ministry of Foreign Affairs to respond to queries on foreigners' eligibility to enter Singapore and enable entry to non-residents on compassionate grounds. They also coordinated with agencies such as Housing Development Board

and Singapore Tourism Board to handle requests from people serving their Stay-Home Notice. The joint efforts helped to keep Singapore safe while allowing families, separated across borders, to reunite amidst the COVID-19 pandemic.

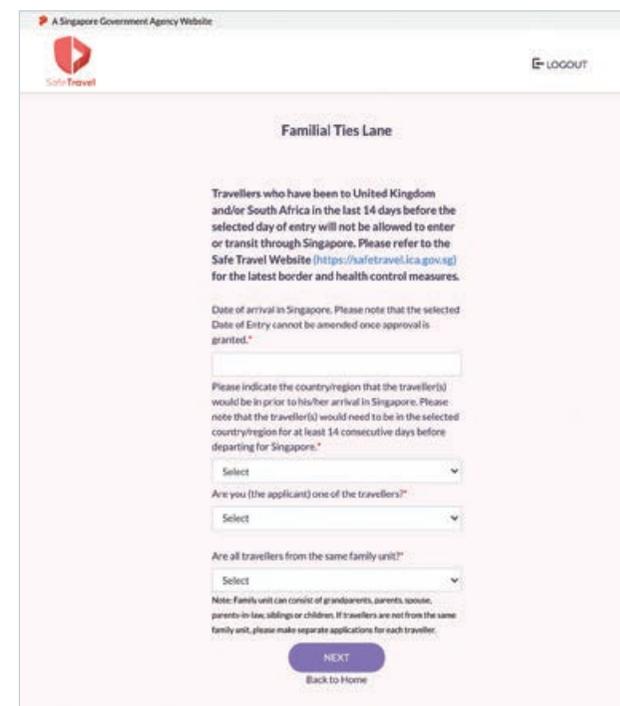
As borders gradually reopened, there was a need to streamline border control measures and provide travellers with a single government touchpoint to manage travel-related matters such as enquiries, entry applications and appeals. Hence, the Safe Travel Office (STO) was set up under ICA in August 2020.

To help travellers plan their journey in and out of Singapore, STO manages the one-stop SafeTravel website (<https://safetravel.ica.gov.sg>) which provides updated information on Safe Travel Lanes and health control measures. STO also set up a Contact Centre in April 2021 to provide travellers with a single touchpoint to make enquiries on safe travel, which were previously handled by six different agencies.

STO also oversees an online application portal to efficiently process applications from travellers seeking to enter Singapore, including the verification of application details and collection of payment for COVID-19 swab tests, before granting approval. As of 31 December 2020, the application portal includes application processes for more than 10 Safe Travel Lanes, and has automatically processed over 45,000 travellers' applications.



Travellers who wish to find out more about the entry requirements and application procedures for entry under the various Safe Travel Lanes can visit the portal at safetravel.ica.gov.sg



Travellers can use STO's automated application portal to apply for entry into Singapore under the various Safe Travel Lanes

ICA UNITED AGAINST COVID-19

SEA DOMAIN OFFICERS STAYING AFLOAT AMIDST CHOPPY WATERS

FACED with the pandemic in 2020, ICA officers stationed at the sea checkpoints had to continually facilitate the movement of cargoes and sea crew. They faced the twin objectives of implementing border control measures as well as ensuring smooth clearance of sea vessels and cargoes through Singapore, without affecting our trade and supply chain.



Officers performing pre-clearance duties had to methodologically scrutinise each vessel's arrival application based on the constantly changing Rules of Engagement (ROE). They also had to work closely with other agencies such as the Maritime Port Authority, the National Environment Agency and Ministry of Health to manage COVID-19-related queries and requests from the shipping community.

The team of pre-clearance officers worked hand in hand with officers at the piers and other government agencies to process ad-hoc and urgent applications from shipping agents whose crew had to seek shore leave for urgent medical treatment or be quarantined for COVID-19. This entailed a high degree of collaboration and coordination amongst all the agencies to facilitate the clearance of COVID-positive cases or persons under quarantine in a timely manner.



"COVID-19 has tested our operational resiliency to work beyond our operational constraints and policies. The dynamic rules of engagement to ensure health security during the pandemic warrant a flexible mindset to learn, unlearn and relearn. ICA will emerge stronger from this pandemic."

DSP Mohammad Fauzi

Ports Command, ICC (Sea)

"From COVID-19, we have learnt to adapt to the new challenges that have surfaced and responded with proactive actions and pre-emptive measures in our crew clearance."

CI(2) Loy Heng Thian

Ports Command, ICC (Sea)



Ports officers discharging their duties during pandemic



“The initial stages were especially challenging- we had to painstakingly check the crew lists with the prevailing border control measures. To enforce blanket NTL from March 2020, we had to NTL crew one by one. Fortunately, the CREW system was enhanced to issue NTLs en masse. This is an example of how COVID-19 has made us re-think our processes and come up with solutions that streamline our workflow and processes in the long run.”

SSGT Anwar Bin Jamil,
Coastal Command, ICC (Sea)

ICA officers also supported other agencies to jointly facilitate a crew change framework to address the welfare of sea crew who were stranded onboard vessels due to global restrictions on crew change. Our officers would carefully assess each application to ensure that all necessary conditions were met before granting approval. They had to keep up with constantly changing instructions when enforcing SHN regime for sea crew. Sea Domain was also involved in the joint-agency review and implementation

of the lifting of Not-to-Land (NTL) guideline for sea crew who had not gone ashore for some time. With the lifting of NTL, the crew can go for shore leave during specific timings. The first batch had their NTL lifted on 29 December 2020 for their shore leave.

ICA officers at the sea checkpoints braved the pandemic, with the knowledge that they have helped to maintain one of the vital lifelines of Singapore's economy.

“For more than one year into COVID-19, we have to scrutinise the applications and liaise closely with other government agencies and the shipping agents, usually on tight timelines. Despite these challenges, we are committed to ensure that our fellow frontline workers and fellow Singaporeans remain safe from the pandemic.”

SGT3 Iswandy Bin Othman
Coastal Command, ICC (Sea)

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RESHAPING OPERATIONS AT TANAH MERAH FERRY TERMINAL



THE roles of ICA officers at Tanah Merah Ferry Terminal (TMFT) had expanded during COVID-19. Ferry services were consolidated at TMFT with the diversion of ferry services from Harbourfront Ferry Terminal (HFT) to TMFT. Other than having to ensure connectivity between Singapore and Indonesia by facilitating essential travel, ICA

officers also facilitated the clearance of seafarers to keep international trade and global supply chains afloat.

As part of the enhanced border control measures, ICA officers at TMFT had to enforce the Stay-Home Notice (SHN) regime for arriving passengers from Indonesia. They are also actively involved in the multi-agency efforts to combat the pandemic:

Support Maritime and Port Authority of Singapore (MPA) and Ministry of Health in setting up health screening station.

Assist MPA with ad-hoc clearance of seafarers who require evacuation inland for medical services or quarantine orders.

Work with the terminal operator to implement safe-management measures and optimise operational efficiency in passenger clearance.

Coordinate with Singapore Tourism Board and the Ministry of Transport to ensure passengers from Indonesia are conveyed to SHN dedicated facilities.



Triage of arriving passengers at TMFT jetty



"It amazes me how our officers at Coastal Command rose to the occasion during this COVID-19 pandemic. Despite being at the frontline, our officers remained in high spirits. As HFT was closed for operations and ferries were diverted to TMFT, officers were redeployed within Sea Domain and across ICA. Our officers' sacrifices and volunteering spirits showed what ordinary men are capable of during extraordinary times. Kudos to all officers!"

DAC Thomas Peh

Coastal Command, ICC (Sea)



Mandatory temperature screening for all arriving passengers



Handling of febrile passengers



Contactless clearance of passenger

"COVID-19 has exposed me to a new challenge of clearing passengers in a pandemic, which is distinctly different from the pre-COVID era. Notwithstanding the challenges, we were able to persevere due to the strong camaraderie and support from fellow officers at TMFT. I am honoured and humbled to play a part in our country's fight against COVID-19."

CI(1) Nur Aisyah Bte Hashim

Coastal Command, ICC (Sea)



Assisting with medical evacuation of sea crew

"Since the onset of COVID-19, my fellow officers and I had to adjust and adapt to the ever-changing situation. It has also exposed me to new experiences such as donning the PPE to manage febrile passengers, assisting with medical evacuations and enforcing the importance of SHN. As a frontline officer, I am proud to be part of WOG's effort against COVID-19 and will continue to uphold my duty to ensure the security of our borders."

CI(1) Daniel Tham

Coastal Command, ICC (Sea)

ICA UNITED AGAINST COVID-19

ENHANCING AND SUPPLEMENTING ICA SERVICE TOUCHPOINTS

WITH much uncertainty on the evolving COVID-19 pandemic as well as border and health control measures, ICA saw a significant increase in the volume of enquiries via calls, emails and ICA website views. Given the anxiety of members of public during this period, there was a need for ICA to address enquiries and concerns timely and accurately. It was also important to reach out to both our internal and external customers across geographical distance to keep them abreast of updates and changes.

A concerted approach was then taken to mobilise manpower and resources to enhance and supplement ICA's existing communications channels and service touchpoints. Together with Ministry of Social and Family Development and People's Association, we set up a single SHN Helpline in March 2020. A dedicated email account was also created to handle COVID-19-related queries. These touchpoints were

subsequently consolidated under the Safe Travel Office's Contact Centre.

ICA started a pilot launch of a real-time Live Chat service for passport collection and birth registration on 15 May 2020 during the Circuit Breaker period. The aim was to attend to public queries and feedback, even when our officers were working from home. The Live Chat service was subsequently expanded to include more services such as the application for Re-Entry Permit and extension of Visit Pass. This had effectively reduced waiting time and improved responsiveness to customers.

With a concerted approach to handling COVID-19 and general enquiries across our service touchpoints, ICA was able to provide assistance to our customers in a timely and empathetic manner.



Call agents manning the enquiry line at ICA Call Centre



Call agents handling calls at expanded Call Centre



Agents manning the SHN Helpline

Officer manning the Live Chat service

ICA UNITED AGAINST COVID-19

GOING THE EXTRA MILE – ICA OFFICERS AS FAST OFFICERS AND SAFE DISTANCING AMBASSADORS



FAST officers in PPE

FAST Operations

AS part of Whole-of-Government efforts to combat COVID-19, ICA officers took on new challenges and functions. 45 ICA officers volunteered to be deployed as part of the inter-agency Joint Task Force (Assurance) or ground support Forward Assurance and Support Teams (FAST) to deal with the COVID-19 situation in the foreign worker dormitories.

Along with the dormitory operators and Home Team volunteers, FAST officers from the Ministry of Manpower, Ministry of Health, Singapore Armed Forces and ICA were activated on short notice to ensure that the welfare needs of foreign workers were met. They assisted in setting up medical facilities and triage clinics, bringing in supplies and food, managing logistics and housekeeping, coordinating swab operations and



FAST officer in foreign worker dormitory



ICA officers as FAST

conveying foreign workers in and out of the dormitories, while ensuring adherence to social distancing and isolation measures.

Despite the constantly evolving ground situation and long deployment hours, ICA FAST officers carried out their duties with dedication and professionalism. They were much encouraged by words of appreciation from the foreign workers.

"Every day presented us with a new challenge because we never knew what to expect. One site could be clean and spotless, and the next could be the complete opposite."

INSP Ahmad Salehin Bin Mohamed Saleh

Airport Command, ICC (Air)

Safe Distancing Ambassadors

ICA officers also stepped up to help contain the spread of the pandemic by volunteering as Safe Distancing Ambassadors with the Singapore Food Agency.

They were deployed at the Pasir Panjang Wholesale Centre to educate and advise tenants, workers and members of the public on safe distancing measures, such as wearing masks correctly and maintaining a one-metre distance from each other.

To our officers, it was a fulfilling experience and they were happy to have contributed to the ongoing fight against COVID-19.



ICA officers as Safe Distancing Ambassadors

ICA UNITED AGAINST COVID-19

CARING FOR OUR STAFF DURING COVID-19



Personal care items in ICA's care packages for our staff



Distributing and collecting of personal care items

AS part of our efforts to improve staff well-being, ICA's Corporate Services Division and Staff Welfare Committee worked together to procure personal care items such as thermometers, hand sanitisers, anti-bacterial wipes, reusable masks and Vitamin C supplements as part of ICA's care packages for all ICA officers.



Airport officers with their personal care items



Training classroom converted into alternative office space

To create a safer working environment, ICA maintains a healthy stockpile of Personal Protection Equipment, including surgical and N95 masks, disposable gloves and gowns for our frontline officers who need to interact with high-risk travellers and members of the public at the checkpoints as well as at the services centres.

ICA also introduced additional measures to reduce the risk of COVID-19 transmission within the ICA Building - placed air purifiers in every office, stepped up the cleaning frequency for high touchpoint areas, placed hand sanitisers at every service counter, lift and meeting room, and installed acrylic screen shields for front-facing service counters, ensuring the safe delivery of our services to our customers.

To provide safe physical spacing at the workplace, ICA converted selected training classrooms and meeting rooms outside of the ICA Building into alternative workstations. The geographical segregation of our backend officers allows them to continue their work with minimised cross-unit deployment and mitigated potential infections or contamination of facilities.



Officer with her personal care items



Acrylic screen shields installed at front-facing service counters

ICA UNITED AGAINST COVID-19

TOGETHER, WE CAN OVERCOME COVID-19 AND BRAVE THE NEW NORMAL



MEMBERS of the public have rallied together to show their appreciation to ICA officers battling the COVID-19 pandemic in 2020.

Well wishes and words of encouragement in the form of care packages, thank you notes, artwork and appreciation cards came pouring in from schools and organisations for our officers. Their gesture of support has helped our officers to stay strong and steady at the frontline during the challenging period.

Photos were taken prior to implementation of safe management measures



Photos were taken prior to implementation of safe management measures

ICA UNITED AGAINST COVID-19

PROTECTING OURSELVES, SAFEGUARDING OUR LOVED ONES

AS ICA officers, we work hard to secure the borders to ensure a safe Singapore. During the course of our work, we face a real risk of being exposed to COVID-19. The vaccine safeguards our personal health and protects our loved ones from possible transmission.

The majority of the ICA workforce have received and completed their dosage of the Pfizer-BioNTech COVID-19 vaccine. Let us continue to play our part in the fight against COVID-19 to keep our nation safe and secure!



"Together we form a strong line of defence at our borders against COVID-19, because we protect more than just a line on the map."

Marvin Sim

Commissioner, ICA



"Now that I have completed the two doses of COVID-19 vaccine, I feel more assured when serving members of the public over the counter. Let's do our part to safeguard the well-being of ourselves and our loved ones."

MX 14 Hardiana Ayu Bte Halifi

Visitor Services Centre



"If this can be an additional layer of protection for ourselves, our families and friends as well as fellow colleagues, why not take it? We are all in this together!"

DSP Wong Hwee Fern

Airport Command, ICC (Air)



"I strongly urge everyone to join us in the fight against COVID-19 by going for the vaccination. By reducing the spread of the virus, it allows us to protect our borders and loved ones."

SGT 2 Muhammad Firdaus Bin Zailani

Coastal Command, ICC (Sea)

HIGHLIGHTS

This chapter shares the various key initiatives rolled out by ICA in 2020, amidst the challenging COVID-19 pandemic situation. These initiatives showcase ICA's determination in pushing onwards with the transformation journey, as well as how we constantly challenge ourselves to rethink our work processes to perform our tasks more efficiently and effectively.



HIGHLIGHTS

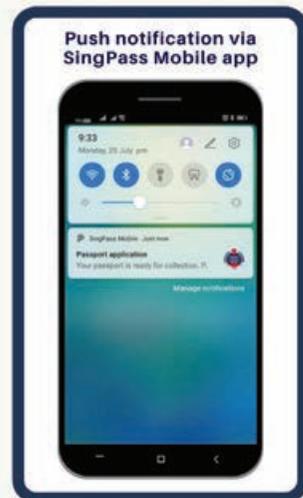
DIGITAL PUSH NOTIFICATION SERVICE FOR IDENTITY CARD AND PASSPORT-RELATED MATTERS

New Digital Push Notification Service for Identity Card and Passport-Related Matters

- From 1 Sep 2020, Singapore citizens and permanent residents with registered SingPass accounts, will receive digital push notifications on Identity Card (IC) and passport-related services from ICA, sent to their mobile devices.
- Push notifications will be sent either through their SingPass Mobile app or if they do not have the app, via an SMS to their mobile number registered in SingPass.*
- * Singapore residents with no SingPass accounts will continue to receive hardcopy letters.

SingPass

Remember to update your mobile number with SingPass and activate the push notifications function in your SingPass Mobile app!



“WHEN and how to renew”... “where and when to collect”... are common questions Singapore residents have pertaining to their Identity Card (IC) and passport. They are addressed with the launch of ICA’s digital push notification service.

From 1 September 2020, Singapore residents with registered SingPass accounts will receive digital push notifications for IC and Singapore passport matters sent to their mobile. These notifications contain a link which residents can click and be directed to the ICA website to begin

their transaction or check on the outcome of their application. A fuss free process that can be performed anywhere in the comfort of one’s space, and even from abroad!

More digital push notification services for other ICA products and services will be progressively rolled out.

No more worrying about missing a reminder letter or mail in the future!

Benefits



- Receive notifications in a more direct and timely manner
- Able to conveniently proceed to perform the necessary follow-ups (e.g. submit applications, book appointments to collect documents)

A Seamless and Fuss-Free Experience

ICA is committed to transform our service delivery, through greater use of digital technology, to provide a seamless and fuss-free experience for customers.



HIGHLIGHTS

ONLINE CHANGE OF ADDRESS

FROM 1 October 2020, holders of Singapore Identity Cards (IC) can now report their change of address in a few simple steps via ICA's new e-Service – Online Change of Address.

The e-Service is available in four different languages – English, Mandarin, Malay and Tamil. It eliminates the need for the applicants to visit ICA Building or a Neighbourhood Police Post Centre to update their address and also allows them to save on travelling time. With this e-Service, they can go online and update their address in a timely manner.

NEED TO REPORT CHANGE OF RESIDENTIAL ADDRESS?

Online Change of Address

JUST 3 STEPS...

REPORT your new address online with ICA.

RECEIVE BY MAIL

- A PIN to verify new address online
- A sticker bearing your new address

AFFIX the sticker to the back of your Identity Card.

The process is complete!

Visit go.gov.sg/ic-address or Scan the QR code to access the "Online Change of Address" e-Service now!

ICA
Immigration & Checkpoints Authority

STEPS TO ONLINE CHANGE OF ADDRESS E-SERVICE

- Report new address via e-Service using SingPass.
- Receive a unique PIN by mail at new address.
- Enter the PIN via the e-Service as a way to verify the new address.
- Receive a sticker bearing new address by mail.
- Affix the sticker to the back of their IC according to the instructions provided.

The new address will be updated within one working day in the databases of public agencies participating in the One-Stop Address Reporting (OSCARs) initiative.

HIGHLIGHTS

ONLINE DOCUMENT VERIFICATION FOR LONG-TERM VISIT PASS APPLICATIONS

WITH the aim to achieve a “No Fuss, No Visit and No Waiting” customer service experience, the Visitor Services Centre (VSC) reviewed its Long-Term Visit Pass (LTVP) processes. In August 2020, the LTVP e-Service was enhanced to allow applicants to submit the required documents online and to allow VSC to verify the documents backend early.

Previously, the applicants were required to submit hardcopy documents in person at VSC for the completion of formalities (COF) for the issuance of the LTVPs. Those who were unable to produce complete documents would be turned away. With the enhancement of the LTVP e-Service, their transaction time at the counter is now shortened. They also need not be concerned about making multiple trips in the event of bringing incomplete documents for the COF.



HIGHLIGHTS

IRIS AND FACIAL SCANS AS PRIMARY BIOMETRIC IDENTIFIERS FOR IMMIGRATION CLEARANCE



Traveller using the automated gates for iris clearance

COVID-19 has accelerated the operationalisation of a new mode of immigration clearance. Since July 2020, iris patterns and facial features have replaced fingerprints as the primary biometric identifiers for immigration clearance at the passenger halls of the Air, Land and Sea Checkpoints in Singapore. All travellers – including Singapore citizens, Permanent Residents, Long-Term Pass holders and foreign visitors – who have enrolled their iris and facial biometrics with ICA are eligible for this new mode of clearance. This system allows for a simultaneous and contactless capture of iris and facial biometrics, thus offering a more hygienic, convenient and efficient immigration clearance.

By using iris patterns in lieu of fingerprints for identification, issues with fingerprint verification, such as deterioration of fingerprints due to ageing, scarring or dryness, are avoided. Iris patterns also have a higher degree of variation and

uniqueness than fingerprints which provides more robustness and reliability for identification purposes. Facial recognition provides a second layer of checks of a person's identity. The use of multi-modal biometric identifiers provides a more reliable authentication of the identity of travellers and further strengthens ICA's ability to safeguard Singapore's borders.

The use of iris and facial scans as primary biometrics identifiers is also a part of ICA's plan to transform Singapore's checkpoints to realise ICA's New Clearance Concept. We aim to enable Singapore residents to clear immigration without the need to present a passport to provide them with more secure and efficient immigration clearance.



Passport Scanning



IRIS AND FACIAL SCANS

The Primary Biometric Identifiers for Immigration Clearance at All Checkpoints' Passenger Halls

- More secure and accurate authentication of travellers
- A touch-free and safe way of clearance at checkpoints
- Travellers with fingerprint issues can now use the automated lanes

On arrival at checkpoints

Present your passport at the automated lanes

Look into the iris and facial scan camera, when prompted

If unsuccessful, place your thumb on scanner

Remove your thumb when prompted

Present your passport at the manual counters

Place both thumbs on scanner

Look into the iris and facial scan camera, when prompted

Remove your thumbs when prompted

For Singapore Citizens, Permanent Residents, Long-Term Pass Holders & Visitors in the Frequent Traveller Programme

* Travellers must be aged 6 and above, and have enrolled their biometrics with ICA

For foreign visitors

* If enrolment of biometrics is successful, travellers can use automated lanes for clearance upon departure

* Fingerprint scanners have been sprayed with disinfectant coating and hand sanitisers are provided.

For more details, visit the ICA website (www.ica.gov.sg)

HIGHLIGHTS

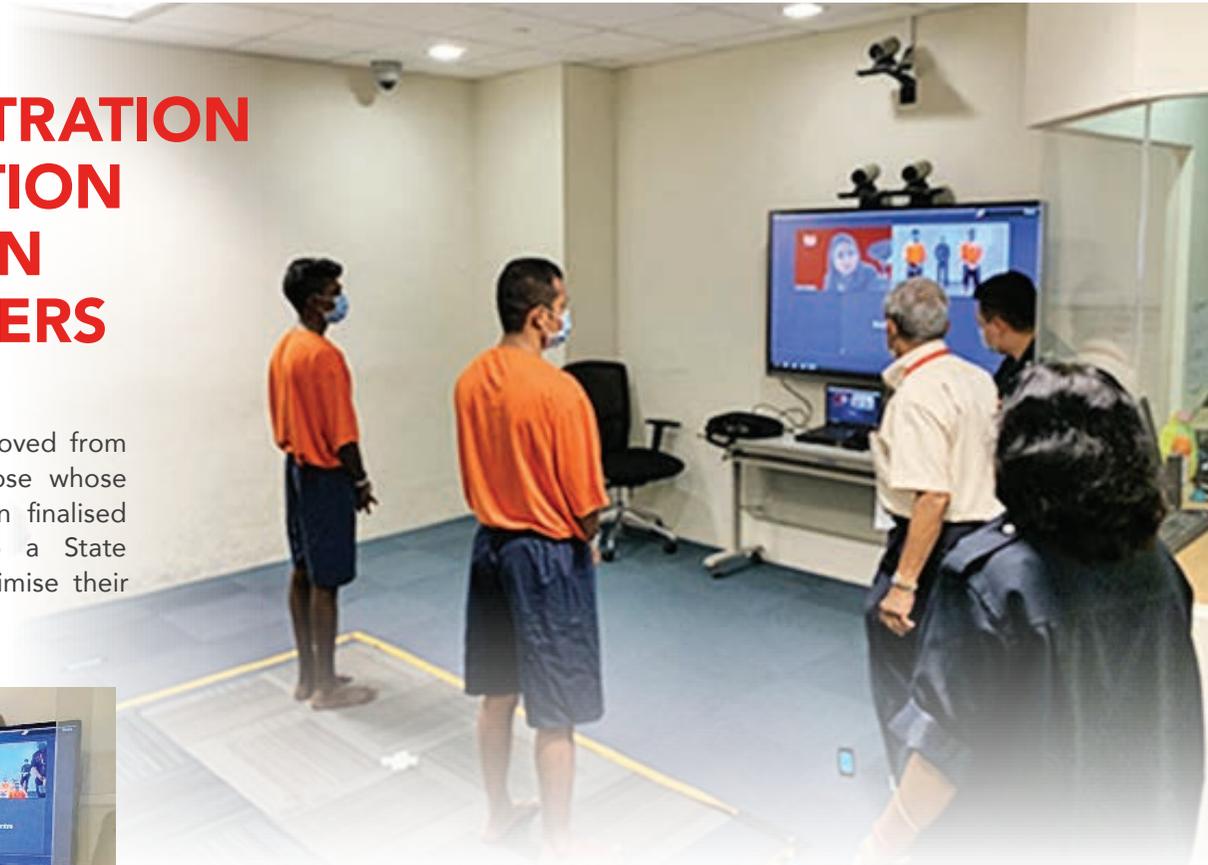
STREAMLINING THE ADMINISTRATION OF REMOVAL ORDER, DETENTION ORDER & FURTHER DETENTION ORDER ON FOREIGN OFFENDERS

ICA administers Removal Orders/ Detention Orders (RO/DO) and Further Detention Orders (FDO) to foreign offenders upon their release from prison. They would be held

by ICA before being removed from Singapore eventually. Those whose repatriation had not been finalised would be presented to a State Court Magistrate to legitimise their extended detention.



FDO session conducted by ICA officers via video conferencing



Minimise Movement of Foreign Offenders

Through a collaborative initiative between the State Courts, Singapore Prisons Service (SPS) and ICA, foreign offenders would now be remanded at the Tanah Merah 2 Complex (TM2) instead of ICA, upon their release from the Prisons Clusters. This would minimise the movement of offenders between the SPS and ICA thus reducing the risk of COVID-19 transmission.

On 7 August 2020, ICA administered RO/DO and FDO via video conferencing to the first batch of foreign offenders pending repatriation at TM2. Since mid-September 2020, the remand facility at TM2 has been relocated to the Selarang Park Complex (SPC) and the same initiative was extended to SPC.

HIGHLIGHTS

INAUGURAL DEPUTY TEAM LEADER DEVELOPMENT PROGRAMME

20 officers from the Integrated Checkpoints Command (ICC) Air, Land and Sea participated in the inaugural Deputy Team Leader (DTL) Development Programme, held at the Home Team Academy from 3 July to 17 July 2020.

The programme aims to equip existing and potential DTLs across ICA with skills to perform their roles effectively. Specifically, it aims to deepen the participants' competencies in:



Participants responding to simulated scenarios via the simulation training system

1

Trade-craft Knowledge and Skills (e.g. Legislative Knowledge & Application, Investigation Skills and Incident Management)

2

Team Management Skills (e.g. Leadership and Counselling)

3

Personal Effectiveness and Soft Skills (e.g. Critical Thinking, Report & E-mail Writing, and Customer Relations)



The participants were provided with opportunities to exercise their incident management skills. They were trained to assess ground situations and hone their incident response skills in simulated scenarios via a simulation training system. The participants were introduced to the ICA's Leadership Competency Framework which aims to encourage officers to look out for their team members and cultivate values that empower the team's productivity and morale through the good times and bad.

Thumbs up to this first batch of officers for completing the inaugural Deputy Team Leader Programme successfully and safely amidst the COVID-19 pandemic.



Participants introduced to ICA's Leadership Competency Framework



Deputy Commander (Training Curriculum & Policy) Mr Phua Chiew Hua sharing his values and beliefs that shaped his leadership journey

HIGHLIGHTS

APPLICATIONS OF THE PSYCHOLOGICAL CRISIS SUPPORT FRAMEWORK DURING COVID-19

CRISES have been known to greatly impact the operations of an organisation and the collective mental health of its employees. It is important that organisations have crisis plans in place to better manage its aftermath and quickly restore operational normalcy.

In 2020, the Psychological Crisis Support Framework (PsychCSF) was conceptualised to set out ICA's psychological strategies during crises.

It addresses two dimensions: the groups of stakeholders involved in crises, and the phases of crises.

From the two dimensions, respective stakeholders can determine the interventions needed for specified periods during a crisis. The interventions aim to expedite communication between stakeholder groups, while facilitating recovery through appropriate and timely support.

Groups of Stakeholders	Phases of Crises				
	Normalcy	Prodromal	Acute	Response	Recovery
Individual (Employees)					
Leaders					
Paracounsellors & Unit Morale Sensing Teams (UMSTs)			Interventions		
Psychologists					

PsychCSF Matrix

Applications to COVID-19 Pandemic

At the start of the pandemic in early 2020, ICA officers were at risk of being overwhelmed in managing the influx of returning residents and the enforcement of travellers' SHN regime. At the same time, they had to deal with growing anxieties from being exposed to incoming travellers who could be potential COVID-19 carriers.

Prodromal and Acute Phase. Guided by the framework, the psychologists from ICA Psychological Services (IPS) recognised that psychological preparations for imminent crisis were necessary. Psycho-education materials on managing stress and finding healthy coping strategies for work and home were disseminated to our officers and staff. IPS adapted its outreach to changes in work environment by adopting ICA's own Telegram mobile messaging platform.

HOW ARE YOU DOING?
It's been about 3 weeks since the circuit-breaker period (CBP) started, and it's going to be another 4 weeks before it lets up. How have you been coping so far?

Let's do a quick check! Rate the following 4 questions according to a scale of 1-5:

(1) Does not describe me at all	(2) Does not describe me	(3) Neutral	(4) Describes me	(5) Describes me very well
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- I look for creative ways to alter difficult situations.
- Regardless of what happens to me, I believe I can control my reaction to it.
- I believe I can grow in positive ways by dealing with difficult situations.
- I actively look for ways to replace the losses I encounter in life.

Add up the rating scores to find out **how resilient you have been in your coping** & what it might mean:

- 4-13: Low resilience in coping
- 14-16: Medium resilience in coping
- 17-20: High resilience in coping

You have been using maladaptive coping strategies (e.g. helplessness, avoidance), which tend to lead to lower levels of mental well-being.

You use adaptive coping strategies (e.g. active problem-solving), but it tends to be mixed with some maladaptive coping (e.g. rumination).

You use mostly adaptive coping strategies (e.g. active problem-solving, reflection, broadening perspectives) resulting in higher levels of mental well-being.

It's alright if you've had difficulties coping. It doesn't have to stay that way. Now that CBP is extended, why not make the best out of it? Try these to help you look at things a different way & cope better!

- Don't try to avoid negative thoughts. Go along with your thoughts, allow them to come and go freely - like waves meeting the shore.
- Adopt a 3rd-person perspective. Imagine you are another person hearing about your own situation: "What would I tell myself?" It also helps to separate the facts from the emotions to determine if you're overreacting.
- Find the light at the end of the tunnel. Let yourself experience negative thoughts, but work through them eventually - no matter how difficult! Working through them helps you end up in a better headspace.

TOGETHER WE CAN FIGHT COVID-19! ICA UNITED ICA PSYCHOLOGICAL SERVICES

MENTAL READINESS CHECKLIST

The circuit breaker has come to an end. However, the fight against COVID-19 is ongoing and we will have to get used to a "new normal." Refer to the checklist for tips on how to adjust to the changes ahead!

✓ COPING WITH WORK

- Re-examine your work goals and priorities in the midst of this "new normal".** Determine if your original work goal(s) is still valid, or if adjustments have to be made.
- Recognize that you cannot figure out everything ahead of time.** You may have to work with incomplete information at times and will have to learn to adapt accordingly.
- Be flexible and open towards considering alternative solutions** which may be more applicable for the current situation than what you normally do.
- Accept that some things are out of your control.** Don't dwell on them or keep trying to predict what will happen in the future.

✓ COPING WITH UNCERTAINTY

- Actively manage your own routines and set small attainable goals** to gain some structure, as well as a sense of accomplishment to keep yourself going each day.
- Face your emotions head on instead of bottling them up.** This will help you to find peace and reduce stress, while helping you cope with the fear of the unknown.
- Identify and filter out irrational thoughts that are causing unnecessary fear.** This will help you maintain a positive attitude and make the best of the situation.
- Avoid continuously seeking news updates** as too much negative news may increase your anxiety.

**TOGETHER WE CAN FIGHT COVID-19! #ICAUUNITED
BROUGHT TO YOU BY ICA PSYCHOLOGICAL SERVICES (IPS)**

IPS also distributed materials to support ICA's leaders in managing their staff during uncertain work climate.

Organisation-wide morale sensing exercises were conducted in anticipation of the long-drawn impact of COVID-19. Between February and May 2020, IPS conducted three rounds of COVID-19 morale sensing surveys, averaging 3,150 respondents each. Through these, ground sentiments were collated and presented to leaders for targeted support.

Response phase. The response phase was triggered with the emergence of confirmed COVID-19 cases in ICA. Paracounsellors were quickly deployed to monitor for signs of distress in their colleagues and to provide support, where appropriate. IPS psychologists extended further support including individual counselling to the COVID-19 survivors and worked with their leaders in monitoring their return to work. A more targeted set of psycho-educational materials to help the affected work units deal with possible stress reactions and to share coping strategies for anxiety and distress were disseminated. IPS also maintained frequent check-ins with the paracounsellors and leaders to monitor for possible vicarious traumatisation.

COVID-19 continues to be a prolonged crisis to our nation and we are far from

recovery phase yet. IPS continues to poise ICA for recovery from this crisis and hone stakeholders in their crisis management skills for a better outcome. With the application of PsychCSF, ICA is now better prepared to handle critical incidents.

HEART TO HEART TALK SERIES 3/3

MANAGING STRESS IN A CHANGING OPERATIONAL ENVIRONMENT

IPS's Outreach for COVID-19

Since the onset of the COVID-19 outbreak, ICA has experienced many **CHANGES** in our operational work. Be it having to work longer hours, having to deal with new and evolving SOPs, or even having to take on new types of work and duties.

Changes are stressful journeys to go through for you and the people around you.
Nonetheless, know that some stress is normal in the process of change!

The Journey through Change

Change evokes many different reactions. This model shows us people's usual reactions to change vs. their morale & confidence through time.

Expectedly, morale & confidence dips when change is first introduced. However, it can rise again with effective leadership & personal management strategies.

Perhaps you or your colleagues have experienced one of these reactions:

DENIAL (OR SHOCK)	ANGER (OR SADNESS)	EXPLORATION	ACCEPTANCE
In this stage, you would feel lost & overwhelmed. You don't know what to do with all the new work.	You feel strong negative emotions towards the change. You might be angry or demoralised by all of it. Usually people contemplate giving up & changing jobs.	You carry out the change because you realised that you have to, but you also start thinking about a better way to tackle this change.	In this stage, you have understood the need for change. You are dealing with it head-on & involved in improving the change behaviour.

Brought to you by ICA Psychological Services (IPS)

HIGHLIGHTS

ROLL-OUT OF ICA OPS-TECH TRACK ON 1 JULY 2020

LAUNCHED on 1 July 2020, the ICA Ops-Tech Track is part of the Ministry of Home Affairs' overall plan to develop Science and Technology capabilities within the Home Team in tandem with the formation of the Home Team Science and Technology Agency (HTX) in 2019. It aims of building ICA's own cadre of tech-proficient officers with deep operational experience.

Equipped with both operational and technical knowledge and skill sets, the ICA Ops-Tech officers aim to fulfil ICA's mission through close collaboration with stakeholders. Their proficiency will be enhanced through opportunities for further studies and other structured development programmes.



HIGHLIGHTS**IMPLEMENTATION OF
ENHANCED E-PAYMENT**

As e-payment is efficient, convenient and green, ICA has launched various initiatives to promote wider range of e-payment across our services.

Since February 2020, we have progressively deployed Unified Point-of-Sales (UPOS) terminals to replace NETS terminals for all over-the-counter services. This enables the use of multiple payment modes within a single device, such as NETS cards, NETS FlashPay, Credit Cards and Mobile Payments (e.g. PayLah, OCBC Pay Anyone, UOB Mighty, Google Pay, Apple Pay and Samsung Pay).

By April 2020, we have a total of 136 UPOS terminals, which significantly reduced cash collection for ICA services. ICA is the first Home Team department to fully implement UPOS.

PayNow was also introduced in ICA's e-services in December 2020. All Singapore residents are now able to pay for their online applications by simply scanning a QR code.

The successful implementation and adoption of digital payment platforms was made possible through ICA's strong collaboration with strategic partners, including HTX, NETS and the various banks.

HIGHLIGHTS

IMPLEMENTATION OF THE INTEGRATED LOGISTICS MANAGEMENT SYSTEM

THE Integrated Logistics Management System (iLMS) is the first MHA-wide Enterprise System which adopts an end-to-end life cycle of assets approach. Processes related to logistics, procurement and finance activities are all integrated and harmonised into one single system.

As the lead for this initiative, SPF started preparation and conducted many engagement sessions since 2015 to gather requirements. SPF had successfully unified the logistics, procurement and finance processes into a standardised workflow across Home Team Departments (HTDs).

From 2018 to 2020, the HTDs worked together to further finetune the workflow in iLMS. As part of the change

management process, ICA Corporate Service Division (CSD) gathered key users from various work units to attend end-user trainings conducted by the iLMS consultants from end 2019. Enhanced training support was also given to officers as 'Kingpins' to assist the users who faced difficulties in using the system.

As with all new systems, the iLMS had teething problems in the initial months of implementation. Key personnel from CSD worked tirelessly round the clock to provide assistance and to ensure continuity in our operations and services. The iLMS consultants were also on standby to attend and resolve technical issues that users encountered quickly. iLMS was officially implemented in ICA on 1 April 2020.

Why iLMS?

Going paperless with all indent and procurement requests

Having a strategic overview to enhance the governance of all Logistics Procurement and Finance activities

Reporting with ease across various domains, including the status of end-to-end procurement processes

iLMS - A ONE-STOP Platform for Procurement, Logistics & Finance

WHAT IS iLMS

iLMS stands for "Integrated Logistics Management System" which is the first MHA-wide Enterprise system that integrates our Logistics, Procurement and Finance activities.



When will it be launched?
April 2020

SOME FACTS OF iLMS



SPF and MHQ Procurement and Finance users have been using iLMS since April 2018!



ICA and the rest of the Home Team are currently setting up the system, with our End User Training starting in Dec 2019!

WHY DO WE NEED TO DO THIS?



To achieve the desired outcome of having one integrated Enterprise System across Home Teams, allowing us to standardise disparate processes across Home Team.



To improve MHA's governance and compliance.

BENEFITS OF iLMS



Governance & Compliance
iLMS will auto-route procurement to the correct approving authority



Seamless Process
Single platform instead of accessing multiple systems like GeBIZ and NFS



Data Analytics
iLMS can perform data analysis to provide strategic direction in Procurement, Logistics and Finance



Automation
Certain processes such as payment certification for PO invoices will be automated



Productivity Savings
Take over manual and tedious tasks so actual man-hours can be reduced

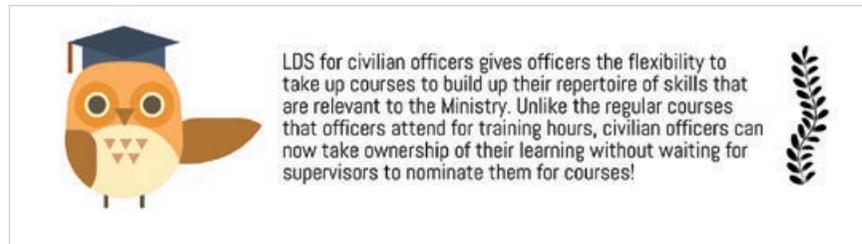


HIGHLIGHTS

INTRODUCTION OF LEARNING AND DEVELOPMENT SUBSIDY FOR CIVILIAN OFFICERS

SELF-DEVELOPMENT is important for our civilian officers to continuously upgrade and improve upon their skills and abilities to stay relevant and effective at work. The Learning and Development Subsidy (LDS) scheme for civilian officers was introduced on 1 January 2020 to support civilian officers' efforts in enhancing their professional and domain capabilities relevant to the Home Team.

LDS encourages civilian officers to take ownership of their learning and provides varied developmental opportunities for them. They have the flexibility to take up courses outside of working hours to build up their repertoire of skills. Eligible officers can claim up to \$700 for courses, seminars and conferences that will enable them to acquire professional competencies relevant to their skill sets and job scopes. This demonstrates our commitment and efforts to develop our people and to inculcate a continuous learning mindset to achieve operational excellence.



"The LDS enabled me to enrol in a Data Protection course series relevant to my work. With this scheme, it was a great motivating factor for me to enrol in the first module and gain a better understanding of the course contents. With the knowledge acquired from the first module, I am now on the trajectory of furthering my learning by completing subsequent modules!"

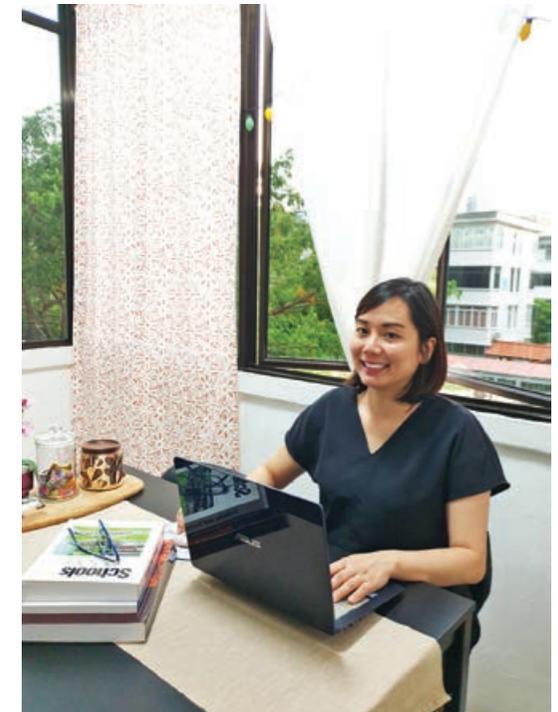
MX 12 Ong Shu Qin

Information Management Division

"The LDS has helped to support me in my pursuit of personal development. I will be utilising it to subsidise the course fee for a part-time certification programme on digital marketing, which is useful and relevant to my current work. It is heartening to know that the department cares for our learning and development."

MX 11 Chin Shu Min

Manpower Division



"I was excited to find out that the LDS was extended to civilian officers because I now have an equal opportunity as the HAS(ICA) officers to upskill myself. Being able to take ownership of my learning means I can identify my own learning needs and have the freedom to take up courses that will stimulate my personal growth and professional development. Learning under my own terms makes it enjoyable instead of something routine."

MX 13 Aziera Bte Adris

Corporate Communications & Service Division

HIGHLIGHTS

HUMAN RESOURCE TRANSFORMATION JOURNEY IN ICA

TO align with the Smart Nation's initiatives and Whole-of-Government's efforts to operate as One Public Service in a sustainable manner, ICA Manpower Division has embarked on a transformation journey.

Under the new Ministry of Home Affairs (MHA) Human Resource (HR) Operating Model, majority of the common transactional activities and processes had been consolidated from the various Home Team Departments (HTDs) and centralised at MHA, under the HR Services Centre (HRSC).

The central management of these shared processes at HRSC aimed to achieve better synergy and reap greater efficiencies for the services rendered to MHA. For the varying HTDs' HR functions centralised at

HRSC, there had been discussions between HRSC and the relevant stakeholders in HTDs to jointly review policies and explore areas where processes might be better streamlined. To support the initiative, ICA has transferred manpower resources to HRSC. With the set-up of HRSC, ICA officers are now able to engage HRSC on their HR-related enquiries and to process selected HR service requests.

With HRSC fully implemented in January 2021, the scope of HR service delivery has widened in partnership with HTDs' HR Management Groups (HRMG) to better serve the HR needs of MHA officers.

The Human Resource & Payroll system (HRP) that is set to go-live in late 2021 is also one of the key enablers of the new MHA HR Operating Model.



This system will replace the existing HR Management System (HRMS) and PaC@Gov to transform HR and Payroll service delivery through one integrated system. ICA HR officers from the various functional groups had given strong support to ensure the robustness of HRP to support automation by being actively involved in requirements gathering, providing fresh perspectives while contextualising the department's needs, and participating in user acceptance tests. Supervisors and

officers will be able to leverage HRP to perform more HR functionalities and gather insights from reports generated for further analysis and improvements.

In tandem with the set-up of HRSC, ICA Manpower Division has transitioned into the HRMG structure, which would focus on higher-value HR work such as strategic planning and HR-related policy reviews.

HIGHLIGHTS

INTERVIEW WITH DEPUTY COMMISSIONER (POLICY & TRANSFORMATION) ON INSIGHTS TO ICA'S TRANSFORMATION JOURNEY



Behind the scenes of Deputy Commissioner's photoshoot

ICA is making good progress towards realising our '3N' vision of Services Centre Next Generation (SCNG) – 'No Fuss; No Visit; No Waiting'. To provide better clarity on ICA's upcoming SCNG initiatives, Deputy Commissioner (Policy & Transformation), Ms Cora Chen spoke to reporters from CNA and Lianhe Zaobao on 22 December 2020 about ICA's transformation plans.

Deputy Commissioner (DC) shared that ICA's new integrated Services Centre will move away from physical documents and introduce more online services such as a secure digital repository of ICA-issued documents. She stressed the need for ICA to continue to value-add in its offerings to the public, as customers' expectations and the social landscape evolve. Some of ICA's initiatives in the pipeline include plans for a secure digital repository, where residents can access ICA-issued documents.

Even as we digitalise our systems and services, DC said that ICA is aware that not all residents are familiar with transacting online. For those who have difficulties using e-Services, such as the elderly, ICA will continue to provide assistance to them. Nonetheless, she opined that we should not underestimate the elderly's ability to learn new skills. As an example, she shared how her mother had adapted and learnt how to scan QR codes during the Circuit Breaker.

DC also shared about the concept of operations of ICA's upcoming integrated Services Centre, slated for completion in 2023. The new building will allow ICA to provide a seamless, one-stop service to members of the public.

"With the integrated services centre concept, it means our officers need to learn the whole suite of services provided by ICA," said DC. "By having different knowledge of the full suite of ICA services, now they are very cross-deployable."

The exclusive interview was reported in CNA and Lianhe Zaobao published comprehensive reports on SCNG on 28 December 2020. We thank DC for flying ICA's flag high in this media interview!

HIGHLIGHTS

OPTIMISING SCANNING RESOURCES BETWEEN ICA AND SINGAPORE CUSTOMS AT SEA CARGO CHECKPOINTS

AS part of the contingency plan for cargo clearance, ICA and Singapore Customs (Customs) explored opportunities to optimise their scanning resources at the sea cargo checkpoints by diverting targeted containers from one agency to the other for scanning in the event of system failure or surge in cargo volume.

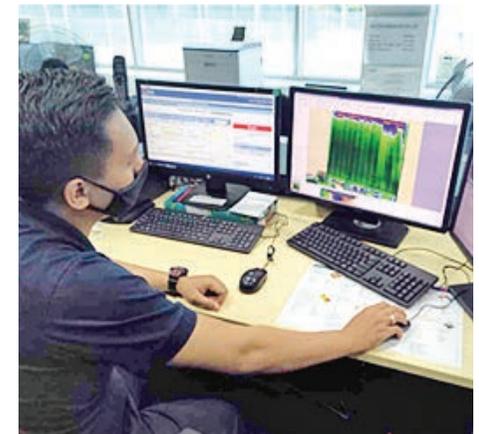
Two trials were conducted to assess the feasibility of sharing scanning resources between ICA and Customs at Keppel Free Trade Zone (FTZ) and

Pasir Panjang FTZ. The trials were successful as both ICA and Customs officers were able to scan the targeted containers and clear the permits at their respective offices.

Following the implementation of this joint initiative in August 2020, ICA had to activate the plan on 11 November 2020 due to the breakdown of the radiographic scanning portal at Pasir Panjang Scanning Station (PPSS). That resulted in the diversion of import cargo containers from PPSS to Customs' Pasir Panjang Export

Inspection Station (PPEIS) to alleviate the build-up of cargo traffic during the morning peak hours.

PSA was appreciative to ICA and Customs for formulating a contingency plan to manage the traffic flow of cargo traffic more efficiently in response to system downtime. The joint collaboration between the agencies reinforced the strong ties, which is critical for the operationalisation of the Tuas Mega Port and future cargo checkpoints.



ICA officer performing scanning on cargo conveyances at PPSS



Singapore Customs officer performing scanning on cargo conveyance that was diverted to PPEIS for checks



The cargo conveyance being diverted from PPSS to PPEIS

HIGHLIGHTS

INITIATIVE TO ENHANCE CARGO SEA-AIR CONNECTIVITY BETWEEN SINGAPORE AND INDONESIA

SINCE 1 November 2020, Batam Logistics has commenced a regular service between Sekupang, Batam and PSA Keppel Terminal (KT) to allow same-day uplift of goods from Batam to Singapore and vice versa via Air Express companies.

The initiative allows for a longer-term and scalable solution to substitute the air connection between Batam and Seletar Airport that was terminated in 2017. Multiple agencies involving ICA, Ministry of Home Affairs, Singapore Police Force, Singapore Customs, Maritime Port Authority, Economic Development Board and Ministry of Transport worked tirelessly to ensure the success of this initiative.

Officer at Tanjong Pagar Scanning Station applying wire seal



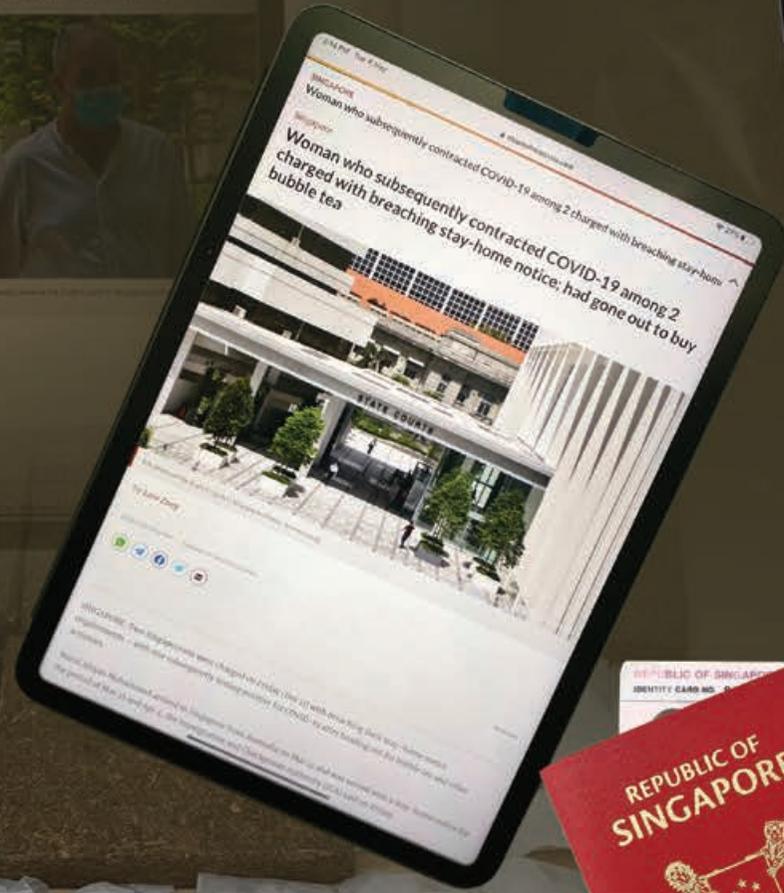
Officer at Changi Airfreight Centre applying wire seal to a cargo conveyance

Besides KT, there were alternative locations being explored but they were found unsuitable. As a gazetted checkpoint for handling cargo and within reasonable distance from Changi Airport, KT was identified as the best location for the initiative. A typical transshipment cargo from Batam via KT will be conveyed in a bonded truck to Tanjong Pagar Scanning Station for scanning, before leaving via Brani Gate to Changi Airfreight Centre for outward cargo clearance.



Officer at Brani Gate retrieving wire seal

With more Air Express companies coming on board the initiative, the volume of cargo involved has been increasing steadily. More importantly, its successful implementation is attributed to the close collaboration between public agencies and private companies. This has enhanced Singapore's status as an international logistics hub.



SIGNIFICANT CASES



SIGNIFICANT CASES

WOODLANDS COMMAND, ICC (LAND)

17 February 2020

Woodlands Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- ICA officers detected anomalies in scanned images of a consignment declared as vegetables.
- A total of 5,220 cartons of duty-unpaid cigarettes were found in cardboard boxes within the consignment after further checks.
- Total duty and GST evaded amounted to about \$445,780 and \$36,090 respectively.
- The Malaysian driver was arrested and handed over to Singapore Customs.
- Singapore Police Force also followed up on the driver's forged driving license.

OFFENCE

Attempted smuggling of 5,220 cartons of duty-unpaid cigarettes hidden in cardboard boxes

OUTCOME

The Malaysian driver was sentenced to 31 months and two weeks' imprisonment and disqualified from holding or obtaining all classes of driving licenses for a period of twelve months.

TUAS COMMAND, ICC (LAND)

19 February 2020

Tuas Checkpoint, Arrival Car Zone



CNB

WHAT HAPPENED

- ICA officers found two blocks of cannabis, weighing about 2,017 grams, concealed in the rear passenger seat of a Malaysia-registered car.
- It was driven by a female Malaysian, accompanied by a female passenger.
- They were arrested and handed over to the Central Narcotics Bureau (CNB).
- Another block of cannabis weighing about 1,014 grams, concealed in the left rear passenger seat, was later found by CNB officers.

OFFENCE

Detection of three blocks of cannabis concealed in car seat

OUTCOME

Investigations by CNB ongoing.

SIGNIFICANT CASES

ENFORCEMENT DIVISION

29 February 2020

Tuas Checkpoint, Arrival Bus Hall



WHAT HAPPENED

- Two male Sri Lankan nationals who had presented their rightful passports for immigration clearance were referred for further checks due to suspicious behavioural indicators.
- One of them was found with a false Singapore passport and a forged Singapore identity card in his belongings. Other than his name and photograph, the rest of the details in the counterfeit documents did not belong to him.
- The other Sri Lankan national was found to have abetted the possession of counterfeit documents.
- Both were arrested.

OFFENCE

Possession of false Singapore Passport and a forged Singapore Identity Card

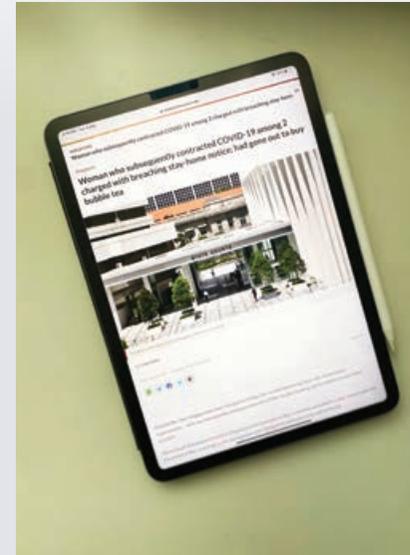
OUTCOME

The two Sri Lankans were convicted and sentenced to eight months' imprisonment.

ENFORCEMENT DIVISION

Between 23 March to 3 April 2020

Various locations across Singapore



WHAT HAPPENED

- A female Singaporean, who had arrived from Australia, was served a Stay-Home Notice (SHN) between 21 March 2020 and 4 April 2020.
- She was found to have left her place of residence to visit several public spaces and also assisted her friend in wedding preparations during this period.
- On 12 April 2020, she visited Khoo Teck Puat Hospital as she was feeling unwell and subsequently tested positive for COVID-19.
- She was investigated for the failure to comply with SHN requirements.

OFFENCE

Failure to comply with Stay-Home Notice Requirements

OUTCOME

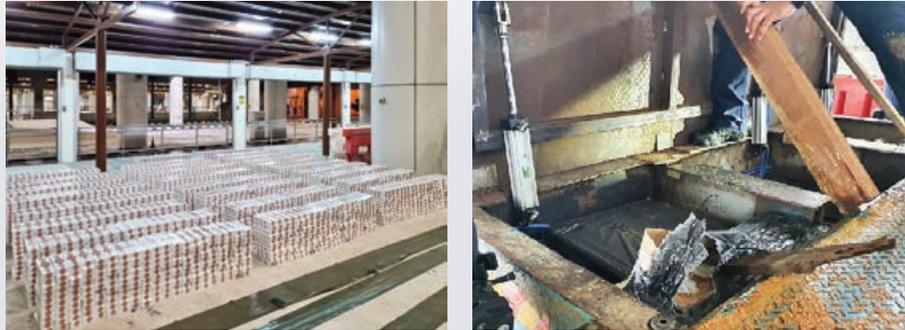
The female Singaporean was sentenced to seven weeks' imprisonment for breaching of SHN requirements.

SIGNIFICANT CASES

TUAS COMMAND, ICC (LAND)

02 April 2020

Tuas Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- ICA officers uncovered 5,344 cartons of duty-unpaid cigarettes beneath the lorry bed of an empty Malaysia-registered lorry during routine checks.
- Total duty and GST evaded amounted to about \$456,370 and \$36,950 respectively.
- The Malaysian driver was arrested and handed over to Singapore Customs.

OFFENCE

Attempted smuggling of 5,344 cartons of duty-unpaid cigarettes hidden beneath a lorry bed

OUTCOME

The Malaysian driver was sentenced to 33 months' imprisonment.

PORTS COMMAND, ICC (SEA)

27 May 2020

Pasir Panjang Scanning Station



WHAT HAPPENED

- ICA officers referred a prime mover and 40-footer container for further checks after noticing anomalies in the scanned images of the consignment of steel storage containers.
- Duty-unpaid cigarettes were found concealed inside the steel containers.
- Singapore Customs officers followed up with an operation at an industrial building in Yishun Street 23.
- 17,250 cartons of duty-unpaid cigarettes were uncovered. Four male Chinese nationals were arrested by Singapore Customs.

NATURE OF CASE

Attempted smuggling of 17,250 cartons of duty-unpaid cigarettes in steel storage containers

OUTCOME

The four male Chinese nationals were sentenced to between 36 and 39 months' imprisonment.

SIGNIFICANT CASES

PORTS COMMAND, ICC (SEA)

30 June 2020

Tanjong Pagar Scanning Station



WHAT HAPPENED

- 2,775 cartons and 624 packets of duty-unpaid cigarettes were found concealed inside 20 units of treadmill machines in a 40-footer container. The consignment was declared as 'Assorted Cargoes'.
- Total duty and GST evaded amounted to \$242,310 and \$19,610 respectively.
- Two male Chinese nationals and a male Singaporean were arrested.

NATURE OF CASE

Attempted smuggling of over 2,775 cartons of duty-unpaid cigarettes concealed in treadmills

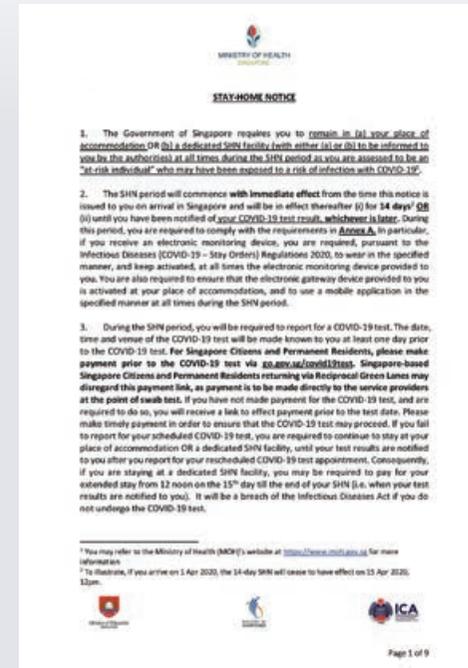
OUTCOME

Investigations by Singapore Customs are ongoing.

ENFORCEMENT DIVISION

8 - 10 July 2020

Katong, East Coast and Marine Parade



WHAT HAPPENED

- A male Singaporean was required to serve his 14-day Stay-Home Notice (SHN) at a hotel after arriving from Australia.
- He was reported by hotel staff for leaving his room and hotel premises on three occasions to purchase food and personal items.

OFFENCE

Failure to comply with Stay-Home Notice Requirements

OUTCOME

The male Singaporean was compounded with a fine of \$2,000 in view of his medical condition.

SIGNIFICANT CASES

OPERATIONS DIVISION

27 July 2020

Woodlands Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- A consignment of personal effects, conveyed in a Malaysia-registered lorry, was referred for checks due to suspicious indicators.
- 525 cartons and 250 packets of duty-unpaid cigarettes were found hidden in a washing machine, a refrigerator, a sofa and a mattress.

OFFENCE

Attempted smuggling of over 525 cartons of duty-unpaid cigarettes in various consignments of a lorry

OUTCOME

Investigations by Singapore Customs are ongoing.

INTELLIGENCE DIVISION

13 August 2020

Moulmein, Novena, Geylang and River Valley

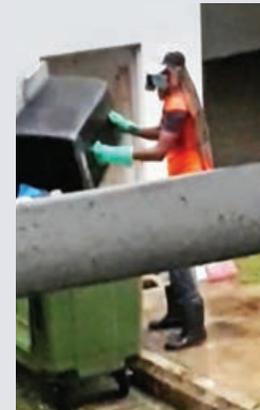


WHAT HAPPENED

- Four male Bangladeshi nationals and one male Singaporean were arrested for overstaying, working without a valid work pass, employment and harbouring of immigration offenders.
- The Bangladeshi nationals were found to be engaged in cleaning services work at residential areas in Moulmein, Novena, Geylang and River Valley.

OFFENCE

Arrest of four Bangladeshi nationals and one Singaporean for immigration-related offences



OUTCOME

Two Bangladeshi nationals were convicted and sentenced to between 6 weeks and 20 weeks' imprisonment, and three strokes of the cane each.

The remaining two were issued with a stern warning for working without a valid work pass.

The Singaporean employer was sentenced to six months' imprisonment and fined \$9,000 in default for three weeks' imprisonment.

SIGNIFICANT CASES

TUAS COMMAND, ICC (LAND)

7 September 2020

Tuas Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- Two lorries, driven by two Malaysian men, were referred for detailed checks during a joint operation by ICA and Singapore Customs.
- Black polythene packages were found hidden within the lorries.
- The two Malaysian drivers admitted that the packages contained chewing tobacco.
- Similarly, concealed polythene packages containing chewing tobacco were uncovered in another three lorries queuing behind the two lorries.
- 53,249 sachets of chewing tobacco were found on the five lorries.

OFFENCE

Attempted smuggling of 53,249 sachets of chewing tobacco hidden underneath engine compartments and bed bunks of lorries

OUTCOME

The five Malaysian lorry drivers were convicted and sentenced to imprisonment terms ranging from five to 16 weeks.

AIR CARGO COMMAND, ICC (AIR)

9 September 2020

Changi Airfreight Centre



WHAT HAPPENED

- ICA officers noticed anomalies in scanned images of a consignment declared as toys.
- 9,143 pieces and 440 bottles of assorted sexual enhancement drugs were detected during further checks.
- The case was referred to Health Sciences Authority (HSA) for follow-up investigations.

OFFENCE

Attempted smuggling of assorted sexual enhancement drugs in airfreight parcels

OUTCOME

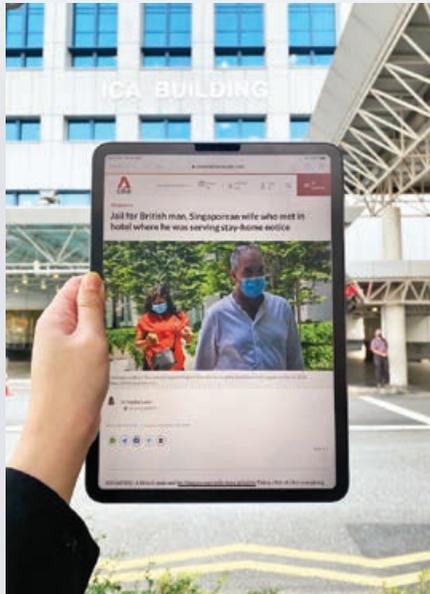
Investigations by HSA are ongoing.

SIGNIFICANT CASES

ENFORCEMENT DIVISION

21 - 22 September 2020

Ritz Carlton Millenia



WHAT HAPPENED

- A male British national was required to serve his 14-day Stay-Home Notice (SHN) at a hotel.
- He was found to have left his hotel room to meet his Singaporean fiancée, who was not serving SHN but staying in the same hotel.
- He did not wear a mask when he was outside and only returned to his hotel room the next morning.

OFFENCE

Failing to comply with Stay-Home Notice Requirements

OUTCOME

The British was sentenced to two weeks' imprisonment while his fiancée was sentenced to one week's imprisonment.

WOODLANDS COMMAND, ICC (LAND) AND OPERATIONS DIVISION

24 September 2020

Woodlands Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- A Malaysia-registered lorry was targeted for checks due to suspicious indicators.
- ICA officers detected anomalies in scanned images of a Malaysia-registered lorry conveying consignment declared as blinds, curtains track, wallpaper and wooden furniture.
- 11,896 pieces of electronic cigarettes (e-cigarettes) refill pods and accessories were found hidden in the wooden furniture panels during checks.
- The case was referred to Health Sciences Authority (HSA).

OFFENCE

Attempted smuggling of 11,896 pieces of assorted electronic cigarette products hidden in wooden furniture panels

OUTCOME

Investigations by HSA are ongoing.

SIGNIFICANT CASES

WOODLANDS COMMAND, ICC (LAND)

22 October 2020

Woodlands Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- ICA officers directed a Malaysia-registered lorry conveying a consignment declared to be carrying precast concrete for checks.
- 1,981 cartons and 2,780 packets of duty-unpaid cigarettes were found concealed within the modified floorboard of the lorry.
- The total duty and GST evaded amounted to about \$192,910 and \$15,620 respectively.
- The Malaysian driver was handed over to Singapore Customs.



OFFENCE

Attempted smuggling of 1,981 cartons and 2,780 packet of duty-unpaid cigarettes concealed within lorry floorboard

OUTCOME

The Malaysian driver was convicted and sentenced to 25 months' imprisonment.



OPERATIONS DIVISION

24 October 2020

Woodlands Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- A Malaysia-registered lorry transporting vegetables was referred for further checks.
- 1,034 cartons of electronic cigarettes and 13 pieces of accessories were found concealed within the roof, headboard, and side panels of the lorry.
- The case was referred to Health Sciences Authority (HSA).

OFFENCE

Attempted smuggling of 1,034 cartons of electronic cigarettes and accessories concealed in a lorry

OUTCOME

Investigations by HSA are ongoing.

SIGNIFICANT CASES

PORTS COMMAND, ICC (SEA)

30 October 2020

Pasir Panjang Scanning Station



WHAT HAPPENED

- A 40-foot container, said to contain miscellaneous household items, was found to emit radiation above the National Environment Agency's (NEA) regulatory threshold limit.
- This was after the container passed through ICA's radiographic scanning portal for scanning which triggered the radiation alarm.
- Three pieces of negative ion quilt covers and two pieces of negative ion massaging equipment were found in the container during further checks by ICA officers, witnessed by NEA and Home Team Science & Technology Agency officers.

NATURE OF CASE

Detection of quilt covers and massaging equipment with radiation above regulatory threshold limit

OUTCOME

The quilt covers and massaging equipment were returned to the importer to ship back to the country of origin.

INTELLIGENCE DIVISION

9 November 2020

Vegetable farm along Sungei Tengah Road



WHAT HAPPENED

- ICA and Singapore Police Force officers conducted a joint operation on a vegetable farm along Sungei Tengah Road.
- Myanmar nationals were found sleeping in makeshift shelters within the farm's compound.
- Seven Myanmar nationals were arrested for immigration-related offences.

OFFENCE

Arrest of seven Myanmar nationals for immigration-related offences

OUTCOME

The seven Myanmar nationals were sentenced between 14 weeks to six months' imprisonment, and caning of three to four strokes for overstaying and entering Singapore illegally. Investigations against the employers are ongoing.

SIGNIFICANT CASES

ENFORCEMENT DIVISION

25 - 26 November 2020 Shanghai Road

WHAT HAPPENED

- A male South Korean Singapore permanent resident (SPR) was served with a 14-day Stay Home Notice (SHN) on his arrival.
- He declared that he would be occupying his place of residence alone or with household members with the same travel history during his SHN period.
- During the checks by ICA officers, three other household members who did not share the same travel history were found residing in the same place.
- There were also nine house movers who were not members of his family or household moving items into his place of residence then.



OFFENCE

Providing a false statement and exposing others to the risk of infection

OUTCOME

The South Korean SPR had been charged and the case is pending. ICA will review his PR status.

WOODLANDS COMMAND, ICC (LAND)

18 and 21 December 2020 Woodlands Checkpoint, Arrival Cargo Zone, and residential units in Bedok and Geylang Lorong 26

WHAT HAPPENED

- On 18 December 2020, ICA officers referred a Malaysia-registered lorry transporting beansprouts for further checks.
- Seven bundles of controlled drugs, containing about 4,622g of heroin and 521g of 'Ice', were found.
- The male Malaysian driver and the accompanying male Malaysian passenger were arrested.
- On 21 December 2020, another Malaysia-registered lorry, transporting furniture and spare vehicle parts, was directed for further checks.
- ICA officers noticed anomalies in the scanned images of the consignment declared as "personal effect".
- 4,368g of 'Ice', 5,110g of cannabis, 4,900 'Ecstasy' tablets and 4,750 Erimin-5 tablets were found concealed in the furniture.
- Central Narcotics Bureau (CNB) officers followed up with a raid on a residential unit in the vicinity of Bedok North Street area.
- 215g of cannabis were found and a Singaporean man was arrested.
- CNB officers subsequently arrested another Singaporean man and a Singaporean woman, in Geylang Lorong 26 area.
- 504g of 'Ice', 157g of cannabis, 247g of ketamine, 211 'Ecstasy' tablets and 633 Erimin-5 tablets were seized from the couple's hideout in the same vicinity.
- The drugs seized from both cases are estimated to be worth close to \$2.3 million.



CNB

OFFENCE

Detection of 15 kg of controlled drugs and the arrest of seven suspected drug offenders

OUTCOME

Investigations by CNB are ongoing.

ANNUAL STATISTICS

CHECKPOINTS
OPERATIONS

ENFORCEMENT
OPERATIONS

SERVICES
CENTRE
OPERATIONS





Passengers cleared at the checkpoints (Departure)

2019	2020
108,658,000	21,071,000

Passengers cleared at the checkpoints (Arrival)

2019	2020
108,741,000	21,119,000

ANNUAL STATISTICS CHECKPOINTS OPERATIONS

Inward consignments (Non-containerised) cleared at the checkpoints

2019	2020
3,840,000	4,462,000

Inward containers cleared at the checkpoints

2019	2020
1,018,000	1,167,000

Parcels cleared at the parcel post centre

2019	2020
6,493,000	6,131,000

Low-Value Goods Cleared at Air Cargo checkpoints

2019	2020
10,505,000	21,236,000



Figures are adapted from the ICA Annual Statistics 2020 and rounded to the nearest thousand

Deaths registered

2019	2020
21,000	22,000

Passes and permits (excluding re-entry permits) granted to foreigners

2019	2020
601,000	480,000

Singapore passports issued

2019	2020
712,000	321,000

Identity Cards issued

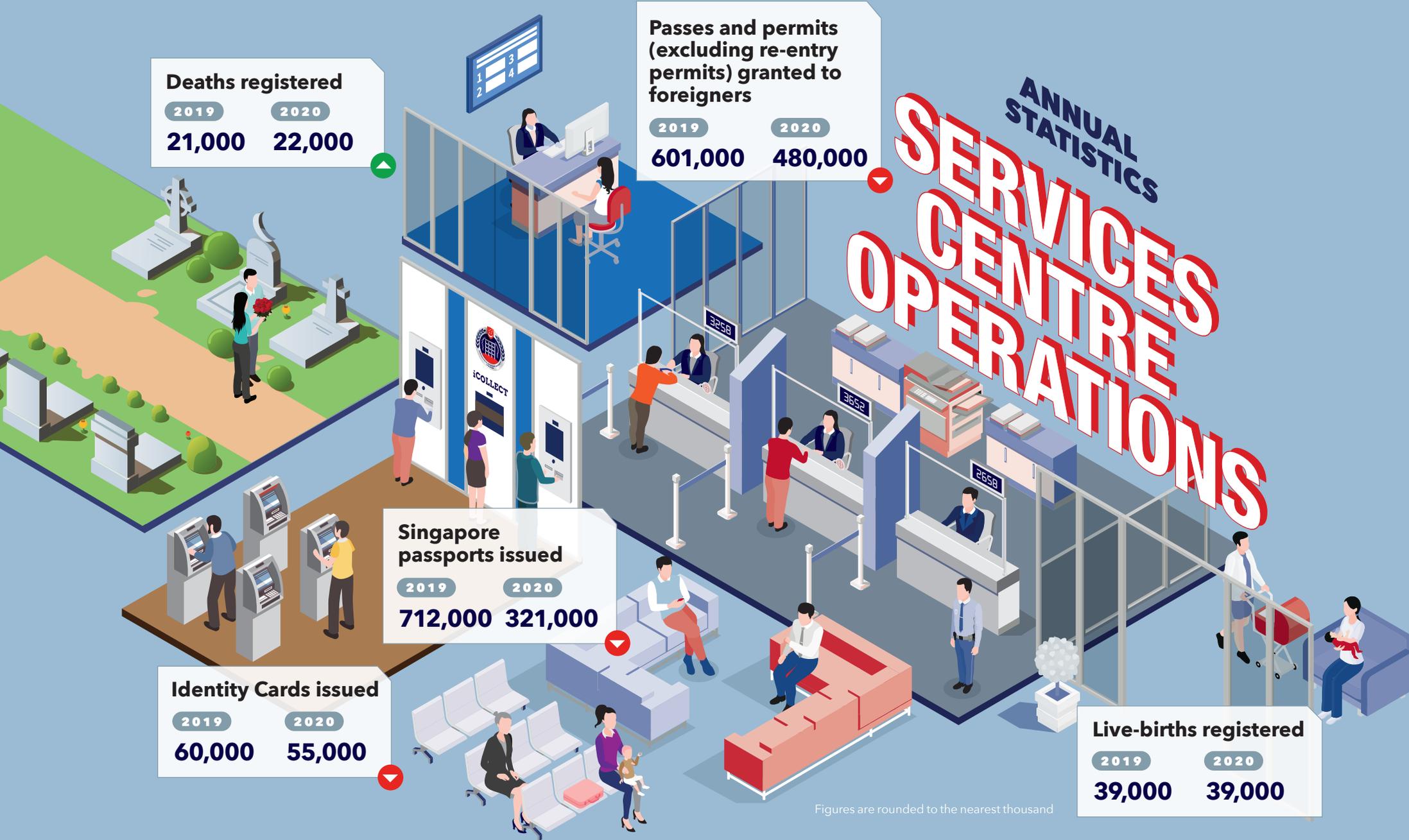
2019	2020
60,000	55,000

Live-births registered

2019	2020
39,000	39,000

ANNUAL STATISTICS SERVICES CENTRES OPERATIONS

Figures are rounded to the nearest thousand



ANNUAL STATISTICS ENFORCEMENT OPERATIONS

Harbourers of immigration offenders arrested

2019	2020
248	223

Employers of immigration offenders arrested

2019	2020
86	56

Overstayers arrested

2019	2020
804	416

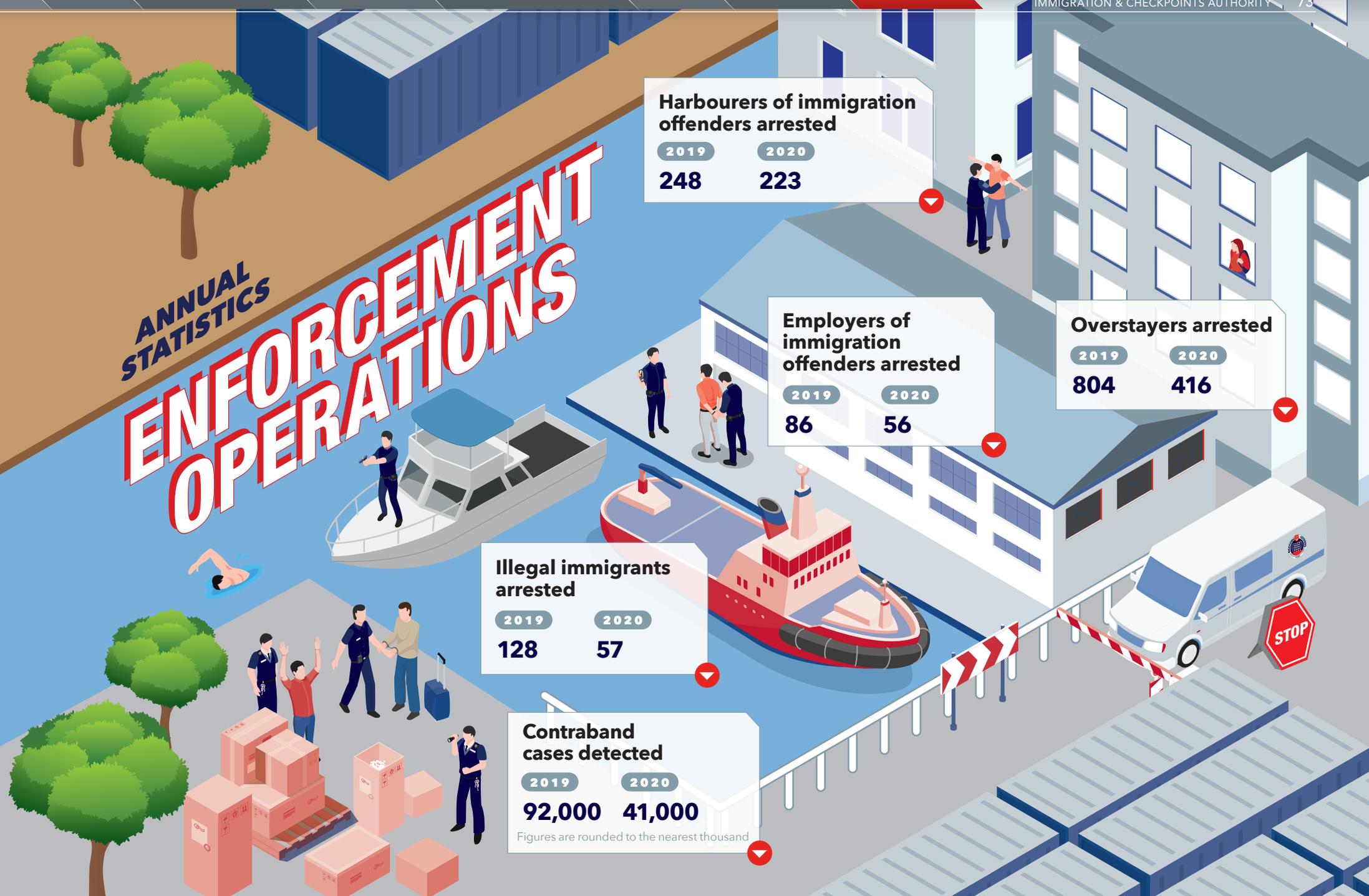
Illegal immigrants arrested

2019	2020
128	57

Contraband cases detected

2019	2020
92,000	41,000

Figures are rounded to the nearest thousand



ACKNOWLEDGEMENTS

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