

HEAD P

MINISTRY OF HOME AFFAIRS

OVERVIEW

Mission Statement

We work together as one Home Team, and in partnership with the community, to keep Singapore safe and secure.

FY2026 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	TOTAL EXPENDITURE	8,453,684,525	9,202,762,500	9,662,762,500	11,694,421,000	2,031,658,500	21.0
	MAIN ESTIMATES						
	OPERATING EXPENDITURE	7,576,646,601	8,017,421,000	8,489,575,500	9,232,333,600	742,758,100	8.7
	<i>RUNNING COSTS</i>	<i>7,479,548,380</i>	<i>7,905,761,900</i>	<i>8,384,362,100</i>	<i>9,102,790,100</i>	<i>718,428,000</i>	<i>8.6</i>
	Expenditure on Manpower	3,700,365,147	3,737,879,000	4,015,533,000	4,099,247,600	83,714,600	2.1
1200	Political Appointments	1,264,873	1,274,800	2,551,700	2,532,500	(19,200)	(0.8)
1500	Permanent Staff	3,467,845,834	3,477,999,300	3,766,818,300	3,864,650,500	97,832,200	2.6
1600	Temporary, Daily-Rated and Other Staff	231,254,440	258,604,900	246,163,000	232,064,600	(14,098,400)	(5.7)
	Other Operating Expenditure	3,133,353,845	3,396,267,500	3,502,902,500	3,698,799,300	195,896,800	5.6
2100	Consumption of Products and Services	2,875,202,319	3,106,042,700	3,186,781,100	2,514,040,400	(672,740,700)	(21.1)
2200	Maintenance	—	—	—	945,210,600	945,210,600	n.a.
2300	Staff Development and Well-Being	—	—	—	146,385,600	146,385,600	n.a.
2300A	Manpower Development	117,774,779	123,719,800	125,880,700	—	(125,880,700)	(100.0)
2400	International and Public Relations, Communications	101,545,382	132,466,200	144,294,200	44,130,000	(100,164,200)	(69.4)
2700	Asset Acquisition	29,956,185	27,235,400	34,195,000	34,220,100	25,100	0.0
2800	Miscellaneous	8,875,179	6,803,400	11,751,500	14,812,600	3,061,100	26.0
	Grants, Transfers and Capital Injections	645,829,388	771,615,400	865,926,600	1,304,743,200	438,816,600	50.7
3100	Grants and Capital Injections to Statutory Boards	636,517,122	763,520,000	854,453,500	1,291,400,000	436,946,500	51.1
3400	Grants and Capital Injections to Others	9,312,266	8,095,400	11,473,100	13,343,200	1,870,100	16.3
	<i>TRANSFERS</i>	<i>97,098,221</i>	<i>111,659,100</i>	<i>105,213,400</i>	<i>129,543,500</i>	<i>24,330,100</i>	<i>23.1</i>
3500	Social Transfers to Individuals	71,578,558	77,430,100	66,401,000	89,339,000	22,938,000	34.5
3600	Transfers to Institutions and Organisations	23,985,293	33,522,900	37,013,700	39,811,700	2,798,000	7.6
3800	International Organisations and Overseas Development Assistance	1,534,370	706,100	1,798,700	392,800	(1,405,900)	(78.2)

Code	Object Class	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026	Change Over Revised FY2025	
		\$	\$	\$	\$	\$	%
	OTHER CONSOLIDATED FUND OUTLAYS	7,204,442	10,331,000	10,279,800	10,362,000	82,200	0.8
4600	Loans and Advances (Disbursement)	7,204,442	10,331,000	10,279,800	10,362,000	82,200	0.8
	DEVELOPMENT ESTIMATES						
	DEVELOPMENT EXPENDITURE	877,037,925	1,185,341,500	1,173,187,000	2,462,087,400	1,288,900,400	109.9
5100	Government Development	808,592,926	1,148,141,500	1,173,042,900	2,173,850,300	1,000,807,400	85.3
5200	Grants and Capital Injections to Organisations	68,444,998	37,200,000	144,100	288,237,100	288,093,000	n.a.
	OTHER DEVELOPMENT FUND OUTLAYS	8,000,000	62,000,000	62,000,000	210,000,000	148,000,000	238.7
5500	Land-Related Expenditure	8,000,000	62,000,000	62,000,000	210,000,000	148,000,000	238.7

Establishment List

Category/Personnel	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
POLITICAL APPOINTMENTS	4	4	5	5
Minister	2	2	2	2
Senior Minister of State	–	–	2	2
Minister of State	2	2	1	1
PERMANENT STAFF	26,456	29,168	27,274	29,247
Accounting Profession (2008)	2	2	1	2
Administrative	5	12	6	12
Commercial Affairs Scheme (2008)	179	195	189	249
Corporate Support	1	–	2	–
Director, Internal Security Department	1	1	1	1
Education Service (2008)	12	15	13	13
Estate Maintenance	4	7	3	3
Home Affairs Services (ICA) 2017	5,290	6,102	5,489	5,916
Home Affairs Uniformed Services (Civil Defence) 2017	2,537	2,711	2,714	2,667
Home Affairs Uniformed Services (Narcotics) 2017	742	779	775	846
Home Affairs Uniformed Services (Police) 2016	12,779	14,185	13,108	14,227
Home Affairs Uniformed Services (Prisons) 2017	1,943	1,954	1,953	2,022
Home Team Specialist Scheme (HTSS)	271	319	288	335
Information Service (2008)	2	2	3	3
Language Executive Scheme (2008)	1	1	1	1
Language Executive	13	22	21	22
Legal	8	8	7	8
Management Executive Scheme (2008)	2,603	2,817	2,535	2,780
Management Support Scheme (2008)	27	–	21	1
Management Support Scheme (Language Officer)	3	3	3	3
Mechanical Support	6	6	6	6
Medical Scheme 2002	6	9	8	9
Operations Support	20	18	19	14
Others	–	–	107	107
Technical Support Scheme (2008)	1	–	1	–
TOTAL	26,460	29,172	27,279	29,252

FY2025 BUDGET

The revised FY2025 total expenditure of the Ministry of Home Affairs is expected to be \$9.66 billion. This is an increase of \$1.21 billion or 14.3% compared to the actual FY2024 total expenditure of \$8.45 billion. Of the revised FY2025 total expenditure, \$8.49 billion or 87.9% is for operating expenditure while \$1.17 billion or 12.1% is for development expenditure.

Operating Expenditure

The revised FY2025 operating expenditure of the Ministry of Home Affairs is expected to be \$8.49 billion. This is an increase of \$912.93 million or 12.0% compared to the actual FY2024 operating expenditure of \$7.58 billion. The increase is mainly due to higher operating grants to the Home Team Science and Technology Agency, and higher expenditure on manpower and other operational needs such as ICT support and infrastructure services, security services, and repair and maintenance of buildings.

Development Expenditure

The revised FY2025 development expenditure of the Ministry of Home Affairs is expected to be \$1.17 billion. This is an increase of \$296.15 million or 33.8% compared to the actual FY2024 development expenditure of \$877.04 million. The increase is mainly due to the progressive payments for several ongoing projects. These include the redevelopment of the Woodlands Checkpoint, further enhancements of the land checkpoints, the immigration and security requirements of the Johor Bahru – Singapore Rapid Transit System Link, the expansion and upgrading of the Police Cameras network, and the development of the Home Team Complex and the Home Team Tactical Centre.

Other Consolidated Fund Outlays

The revised FY2025 other consolidated fund outlays of the Ministry of Home Affairs are expected to be \$10.28 million. This is an increase of \$3.08 million or 42.7% compared to the actual FY2024 other consolidated fund outlays of \$7.20 million. The increase is mainly due to the reinstatement of some overseas training activities which were cancelled or postponed in FY2024.

Other Development Fund Outlays

The revised FY2025 other development fund outlays of the Ministry of Home Affairs are expected to be \$62.00 million. This is an increase of \$54.00 million or 675.0% compared to the actual FY2024 other development fund outlays of \$8.00 million. The increase is mainly due to land-related expenditure for reclamation works as part of the redevelopment of the Woodlands Checkpoint.

FY2026 BUDGET

The FY2026 total expenditure of the Ministry of Home Affairs is projected to be \$11.69 billion. This is an increase of \$2.03 billion or 21.0% compared to the revised FY2025 total expenditure of \$9.66 billion. Of the FY2026 total expenditure, \$9.23 billion or 78.9% is for operating expenditure while \$2.46 billion or 21.1% is for development expenditure.

Operating Expenditure

The FY2026 operating expenditure of the Ministry of Home Affairs is projected to be \$9.23 billion. This is an increase of \$742.76 million or 8.7% compared to the revised FY2025 operating expenditure of \$8.49 billion. The increase is mainly due to higher operating grants to the Home Team Science and Technology Agency and higher expenditure on manpower and operational needs such as increased deployment of artificial intelligence capabilities, ICT support and infrastructure services, security services, and maintenance of buildings and vehicles.

Development Expenditure

The FY2026 development expenditure of the Ministry of Home Affairs is projected to be \$2.46 billion. This is an increase of \$1.29 billion or 109.9% compared to the revised FY2025 development expenditure of \$1.17 billion. The increase is mainly due to progressive payments for ongoing projects, such as those to further strengthen immigration control and border security, and for the impending operationalisation of the Johor Bahru – Singapore Rapid Transit System Link, the Home Team Complex as well as the Home Team Tactical Centre.

Total Expenditure by Programmes

Police Programme

The Police Programme aims to uphold the law; protect life and property; prevent, deter, and detect crime and disorder; and preserve the internal security of Singapore. Other functions include formulating and enforcing road traffic rules and regulations; and testing and licensing motorists. The FY2026 operating budget for this programme is \$4.17 billion or 45.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$710.40 million or 28.9% of the total FY2026 development expenditure.

Immigration and Checkpoint Control Programme

The Immigration and Checkpoint Control Programme focuses on immigration control and safeguarding Singapore's borders against the entry of undesirable persons, goods, and conveyances; the administration of laws on immigration, citizenship, and national registration; and enforcement against immigration offences. The FY2026 operating budget for this programme is \$1.50 billion or 16.2% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$1.09 billion or 44.4% of the total FY2026 development expenditure.

Home Team Science and Technology Agency Programme

The Home Team Science and Technology Agency Programme focuses on developing and maintaining cutting-edge technologies to enhance the Home Team's effectiveness and efficiency. The FY2026 operating budget for this programme is \$1.26 billion or 13.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$288.24 million or 11.7% of the total FY2026 development expenditure.

Civil Defence Programme

The Civil Defence Programme aims to safeguard lives and property by providing firefighting, rescue, and emergency medical services; enforcing fire safety; managing civil defence shelters; and promoting emergency preparedness. The FY2026 operating budget for this programme is \$765.01 million or 8.3% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$175.40 million or 7.1% of the total FY2026 development expenditure.

Offender Management and Rehabilitation Programme

The Offender Management and Rehabilitation Programme administers, maintains, and operates penal institutions and Drug Rehabilitation Centres for the safe custody, rehabilitation, and reintegration of offenders, whilst supporting their families through community partnerships. The FY2026 operating budget for this programme is \$789.69 million or 8.6% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$66.75 million or 2.7% of the total FY2026 development expenditure.

Administration Programme

The Administration Programme sets policies and reviews legislations to enable the work of the Home Team. The FY2026 operating budget for this programme is \$438.52 million or 4.7% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$83.62 million or 3.4% of the total FY2026 development expenditure.

Drug Enforcement Programme

The Drug Enforcement Programme aims to build a drug-free Singapore through enforcement operations against traffickers and abusers, preventive drug education, and community engagement. The FY2026 operating budget for this programme is \$225.62 million or 2.4% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$38.55 million or 1.6% of the total FY2026 development expenditure.

Home Team Academy Programme

The Home Team Academy Programme focuses on training and learning for Home Team officers. The FY2026 operating budget for this programme is \$48.25 million or 0.5% of the total FY2026 operating expenditure. The FY2026 development budget for this programme is \$7.03 million or 0.3% of the total FY2026 development expenditure.

Yellow Ribbon Singapore Programme

The Yellow Ribbon Singapore Programme supports inmates' and ex-offenders' skills training to enhance their employment prospects and their reintegration into society, and fosters an effective aftercare support system. The FY2026 operating budget for this programme is \$32.40 million or 0.4% of the total FY2026 operating expenditure.

Other Consolidated Fund Outlays

The FY2026 other consolidated fund outlays of the Ministry of Home Affairs are projected to be \$10.36 million. This is an increase of \$0.08 million or 0.8% compared to the revised FY2025 other consolidated fund outlays of \$10.28 million. The increase is mainly due to incidental expenses and advances for officers' overseas work attachments and trips.

Other Development Fund Outlays

The FY2026 other development fund outlays of the Ministry of Home Affairs are projected to be \$210.00 million. This is an increase of \$148.00 million or 238.7% compared to the revised FY2025 other development fund outlays of \$62.00 million. The increase is mainly due to land-related expenditure for reclamation works as part of the redevelopment of the Woodlands Checkpoint.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
		\$	\$	\$	\$	\$
P-A	Administration Programme	436,658,800	1,862,800	438,521,600	83,620,900	522,142,500
P-C	Police Programme	4,166,071,700	7,744,700	4,173,816,400	710,397,500	4,884,213,900
P-D	Civil Defence Programme	764,866,200	146,100	765,012,300	175,402,900	940,415,200
P-F	Offender Management and Rehabilitation Programme	670,485,900	119,207,900	789,693,800	66,745,900	856,439,700
P-G	Drug Enforcement Programme	225,441,300	182,000	225,623,300	38,553,600	264,176,900
P-H	Immigration and Checkpoint Control Programme	1,499,619,600	400,000	1,500,019,600	1,092,094,600	2,592,114,200
P-I	Home Team Academy Programme	48,246,600	–	48,246,600	7,034,900	55,281,500
P-J	Home Team Science and Technology Agency Programme	1,259,000,000	–	1,259,000,000	288,237,100	1,547,237,100
P-K	Yellow Ribbon Singapore Programme	32,400,000	–	32,400,000	–	32,400,000
Total		9,102,790,100	129,543,500	9,232,333,600	2,462,087,400	11,694,421,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
DEVELOPMENT EXPENDITURE	...	...	877,037,925	1,185,341,500	1,173,187,000	2,462,087,400
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>808,592,926</i>	<i>1,148,141,500</i>	<i>1,173,042,900</i>	<i>2,173,850,300</i>
ADMINISTRATION PROGRAMME						
MHA Command, Control and Communication System (MHA C3)– Tech Refresh	33,246,200	22,093,159	1,659,326	2,673,700	3,322,600	914,300
Renovation Project	27,841,400	14,888,097	1,203,365	–	415,300	550,000
MHA Mobile Data Network	159,540,200	107,959,524	1,485,412	19,433,900	6,920,900	13,768,600
MHA-DSTA Block Agreement	50,126,000	14,535,253	3,420,310	3,000,000	2,874,400	1,800,000
MHA Integrated Video Hub	141,100,000	104,113,399	6,909,990	4,000,000	7,246,000	6,319,800
Consultancy Services for Annex to New Phoenix Park	19,238,000	2,610,589	–	–	677,700	3,758,100
Integrated Logistics Management System Phase 2	16,555,010	8,779,437	–	–	5,820,000	1,955,100
MHA Enterprise Geographical Information System	37,490,000	26,383,220	253,480	1,167,800	1,642,600	722,500
Ministry of Home Affairs Communications Network (2) Phase 3	31,359,000	6,813,422	5,610,072	–	535,400	103,900
MHA Command, Control and Communication System (MHA C3)– Privileged Access Management System (PAMS)	14,166,200	7,054,914	1,343,887	1,429,900	2,109,900	190,400
Consultancy Services for the Development of Home Team Tactical Centre Phase 3C	48,557,700	–	–	7,930,200	1,304,200	1,654,700
Generic Crisis and Incident Management System	43,340,000	6,677,594	6,150,275	9,082,000	7,578,500	3,501,000
MHA Electronic Registry System	14,304,000	–	567,303	1,435,400	726,300	1,701,900
MHA NSPortal	9,600,000	29,748	4,445,404	441,300	1,092,400	1,092,200
Registry of Societies and Registry of Foreign and Political Disclosures E-Services	5,620,000	493,330	3,263,883	509,500	1,347,400	515,300
Development of Integrated Project Information & Management System	10,256,305	–	796,856	1,673,400	2,393,000	4,466,300

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
Renovation of Common Areas for New Phoenix Park	23,440,000	—	—	300,000	85,600	1,248,700
Construction of Home Team Data Centre	769,020,000	—	—	—	1,332,000	8,428,800
MHA Communication Network 2 Vulnerability Management System	11,082,000	—	—	—	—	4,842,900
MHA Integrated Video Hub Tech Refresh	17,724,000	—	—	—	2,631,500	4,639,500
MHA Command, Control and Communication System	42,534,311	—	—	—	1,888,800	6,976,000
Minor Development Projects (Others)	...	...	17,690	—	69,000	269,500
Minor Development Projects	...	...	3,471,621	8,803,800	1,341,200	14,201,400
Completed Projects	...	...	21,288,518	6,089,800	4,591,900	—
POLICE PROGRAMME						
Police Licensing Computerised System (PLUS) 2A	8,400,900	2,126,830	602,820	378,200	439,700	472,800
Computerised Criminal Intelligence System 2	89,260,600	66,933,436	2,838,986	1,359,300	1,364,200	1,364,200
Physical Barriers from Poyan Reservoir to Second Link and Kranji Park to Woodlands Checkpoint	31,418,000	12,283,354	3,588,654	1,505,000	1,858,100	24,900
Public Camera Zone (PCZ) Phase 2	66,117,200	29,341,612	872,800	1,413,400	640,800	2,068,600
Police Cameras (PolCam) - Video Surveillance System in Public Housing Estates	142,063,500	107,508,627	2,964,932	1,328,600	2,029,000	805,000
Renovating and Equipping of Rooms	7,723,700	3,477,708	25,441	211,800	298,300	276,600
Police Coast Guard Command and Control Systems	135,358,000	103,579,496	5,804,099	9,570,000	8,497,300	3,547,500
Home Team Complex Development	577,500,000	126,894,624	44,504,211	53,000,000	74,000,000	165,000,000
Public Order Master Plan Phase 2	92,719,400	78,449,683	2,723,725	2,152,500	36,800	2,702,800
Enhancement of SPF Command and Control System	25,922,400	19,141,290	51,331	—	206,700	1,586,700
Protected Operational Vehicles	15,300,000	13,397,433	—	433,000	902,000	457,500
Development and Refurbishment of Redesignated Neighbourhood Police Posts (NPPs)	44,371,100	20,254,647	4,275,271	2,769,800	4,509,100	1,277,000
Enhancement of Police Coast Guard Command Control and Surveillance System	20,208,000	10,982,963	133,944	46,900	118,900	22,300
Digital Evidence Search Tool	19,825,000	12,987,608	1,645,935	148,900	271,000	342,400
Construction of New Security Command Base	116,340,000	105,463,109	250,034	1,453,700	—	1,480,300
Construction of a Neighbourhood Police Centre	10,680,000	8,308,803	577,031	328,600	—	262,900
Replacement of Air Conditioning Systems for Singapore Police Force Premises	18,255,000	15,394,959	1,146,938	388,000	388,000	612,000
Development of Capabilities for Special Operations Command's Operationally-ready National Servicemen Troops	8,860,300	4,344,961	259,410	1,023,800	2,900	913,900
Redevelopment of Police Building	473,470,000	5,948,178	2,679,356	2,333,300	1,196,700	27,118,300
Body Worn Cameras for Police	8,120,000	1,641,061	457,390	96,700	202,800	171,700
Police Coast Guard Camera System	9,492,000	985,572	2,755,940	142,800	178,500	35,100
Supply, Installation and Overhaul of Outboard Motors on Police Coast Guard Boats	13,678,800	11,171,750	—	1,002,800	940,100	1,566,900
Supply of Broadband Connectivity for PolCam	94,167,300	73,204,270	820,464	929,100	1,457,700	1,373,800
Replacement of Fire Alarm Systems	7,410,000	3,685,919	27,401	—	—	937,000
Public Order Tactical Response Van (PETRA)	27,081,500	16,206,900	—	460,900	576,100	2,629,600
IT Infrastructure - Development at Neil Road (S)	25,000,000	242,792	150,929	160,000	985,100	6,427,700
Enhancements to MHA Communication Network 2	16,225,600	5,542,092	595,189	453,200	190,700	556,200
Development of Home Team Tactical Centre Phase 2A	270,310,000	252,471,603	4,959,633	1,610,000	547,000	5,000,000
PolCam 3.0	73,819,700	33,790,288	2,751,379	583,800	659,700	3,359,100
PolCam 4.0	14,981,000	5,489,703	20,433	410,200	517,300	512,800
Development of Security Vetting and Clearance System (VACS)	5,070,000	3,147,440	152,150	—	150,000	150,000

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
Implementation of Security Measures at Coastline Facilities	16,969,800	735,177	–	–	–	600,000
Upgrading Works at Protective Security Command	5,856,000	5,287,104	–	–	–	479,000
SPF Lighting Replacement Works	14,902,600	5,903,914	–	–	704,900	41,500
Analytics and Data Management System	9,416,000	5,975,962	820,200	286,100	642,000	73,200
Body Worn Cameras for Police (Batch 2)	11,131,000	2,859,225	704,996	151,200	317,700	271,400
Replacement of Access Management System	38,111,600	27,082,441	1,128,671	1,481,000	1,851,300	3,726,200
Development of Home Team Tactical Centre Phase 3A	529,680,000	3,391,826	996,830	2,800,000	1,916,600	9,500,000
Development of New Phoenix Park Complex B	43,600,000	28,974,034	7,821,920	–	1,800,000	2,500,000
Redevelopment of Building	6,584,500	5,809,243	21,729	–	–	92,200
Implementation of Arms Storage System	35,433,300	3,789,555	2,763,805	4,764,000	4,553,200	2,549,300
Replacement of Building Management System for SPF Establishments	22,534,000	335,114	29,350	68,400	1,115,400	8,500,000
Phase 2B Development of Home Team Tactical Centre (HTTC)	16,900,000	13,557,774	893,546	180,000	900	1,000,000
Forensics Unified Management System	6,956,600	3,892,261	1,198,792	614,600	614,600	768,300
Upgrading Works at Bukit Batok NPC and Serangoon NPC	26,259,000	20,279,409	120,291	3,243,000	1,605,300	2,412,600
Construction and Maintenance of a Range	17,692,000	–	–	–	29,300	1,304,200
Tech Refresh for CUBICON 2	42,743,000	15,923,425	4,509,735	7,734,000	1,765,500	10,624,900
Procurement of Personal Defence Weapon	26,532,800	–	1,889,794	9,631,500	10,822,700	439,900
Development of Home Team Tactical Centre Phase 2C	68,848,000	2,258,750	10,695,564	22,000,000	28,600,000	19,000,000
Procurement of Night Vision Equipment	7,435,100	2,389,946	1,829,900	–	–	2,058,800
Development of Sense-Making Platform	11,316,600	3,358,132	3,358,132	3,134,300	3,854,900	622,600
Procurement of Chemical Agent Personal Protection Equipment	6,196,800	822,060	614,079	–	–	1,323,900
Replacement of Coastal Patrol Craft System	43,992,200	7,456,030	7,579,924	12,216,200	11,728,100	9,653,000
Procurement of Blackout Weapon System	9,701,300	–	3,062,409	2,357,900	2,856,000	588,200
Police Operational Vehicle	10,400,000	340,700	681,400	4,633,500	6,017,700	18,000
Replacement of Taser X26P	7,646,000	6,214,854	–	–	–	624,700
Procurement of Expressway Patrol Cars	5,426,500	–	–	–	2,230,200	2,501,900
Construction and Replacement of Barriers	46,578,000	–	502,559	1,038,400	609,400	692,100
Off-Road and Support Vehicle Replacement	17,337,600	1,438,098	–	5,905,000	9,199,100	6,700,400
Police Licensing Computerised System (PLUS) 2B	30,185,400	1,455,432	7,384,876	5,566,500	8,154,900	2,779,200
Maintenance of Police Floating Pontoons	30,450,000	–	335,966	800,000	932,300	684,400
Renovation of Command Centre	7,787,200	–	4,433,927	212,600	655,900	720,000
Project Aero – Drone Detection System	6,232,600	324,800	805,450	–	955,700	696,600
Purchase of Terminals / Upgrade Network	9,500,000	–	278,528	3,715,900	1,265,300	4,132,800
Development of Customer Relation Management System	9,000,000	–	397,434	2,354,600	596,200	3,497,700
Purchase of ICT Parts for Patrol Boats	30,198,000	–	1,604,214	4,480,200	5,893,300	11,961,100
Purchase of Ballistic Helmets and Plates	5,683,000	–	–	–	1,624,600	1,414,800
Tech Refresh of Network Equipment	18,429,000	–	6,669,954	3,023,700	907,500	1,375,400
Replacement of SPF Videowall System	9,058,000	–	–	314,600	947,300	4,253,400
Expansion & Upgrading of PolCam System	3,188,975,900	13,885,200	25,679,787	78,929,400	83,856,900	42,353,600
Replacement of Off-Road Vehicles	5,620,000	–	–	513,800	642,300	1,153,800
Replacement of Fuel System	6,643,000	–	–	–	–	500,000
Renovation of New Phoenix Park Sector B - Pilot Phase	23,824,000	–	420,160	3,600,000	5,335,000	14,377,000
Project Integrated Corporate Enterprise System	47,145,000	–	25,258	4,140,600	8,310,600	13,053,400

Project Title	Actual Expenditure					
	Total Project Cost	Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
Frontline Officer Computerised System 2.0 (FOCUS 2.0)	22,030,000	–	–	–	–	2,005,800
Development of Forensic Facilities	12,624,000	–	–	51,500	51,500	430,000
Unified Video Surveillance System 2.0	14,562,000	–	161,663	2,131,400	791,600	9,500,500
Procurement of SPF Patrol Robots	14,128,800	–	–	3,676,100	2,533,300	3,031,100
Replacement of Interceptor Boats	37,905,714	–	1,311,091	5,632,200	4,079,400	15,110,700
Development of Beyond Visual Line of Sight Unmanned Aerial Systems	51,765,000	–	9,463,950	18,218,100	14,195,900	23,685,400
Upgrading of Visual Display Systems	7,720,000	–	–	–	989,000	1,371,700
Replacement of Operational Capabilities	6,443,000	–	–	1,221,000	2,008,000	3,420,000
Drone Sensor Gateway	6,025,000	–	–	933,400	2,162,200	530,400
Unified Video Backend System 2.0	6,150,000	–	–	–	–	6,150,000
Development of Police Service Centres	32,322,000	–	–	1,239,600	–	1,430,500
Replacement of Police Coast Guard Boats' Surveillance and Communication Systems	19,050,000	–	300,913	–	3,187,500	6,864,600
Replacement of Ballistic Resistant Personal Protection Equipment 2.0	43,710,000	–	–	25,200	28,000	10,400,000
SPF-SCDF Command and Control System	118,100,000	–	–	–	–	10,000,000
Criminal Records Office System 2.0	14,640,000	–	–	–	–	2,950,000
Replacement of Concealable Ballistic Resistant Vests and Ballistic Shields	6,697,000	–	–	–	–	56,000
Airport Pass Automated Screening System and Aviation Security Information System	6,794,000	–	–	–	–	4,224,600
Replacement of Police Coast Guard's Command and Control Systems	106,490,000	–	–	–	5,404,900	15,678,200
Tech Refresh of Police Smartphone	24,111,000	–	–	–	9,643,800	7,127,500
Procurement of Electric Vehicles and Chargers	11,330,000	–	–	–	–	9,162,000
Tech Refresh of Fixed Traffic Enforcement Camera System	107,098,000	–	–	–	–	11,583,200
Procurement of Counter Unmanned Aircraft System Equipment	10,187,000	–	–	–	2,495,800	4,293,000
Refresh of Integrated Security System (ISS)	8,758,150	–	–	–	490,400	7,546,600
Development of Police Simulation Centre	23,097,000	–	–	–	–	1,325,900
Installation of Barriers at Pulau Tekong	7,579,000	–	–	–	–	112,900
Replacement of Chemical Agent Personal Protective Equipment	17,666,000	–	–	–	–	28,000
Replacement of Police Coast Guard's Coastal Surveillance Camera System	55,520,000	–	–	–	–	9,015,500
Development of Data-Sharing Platform	14,610,000	–	–	–	2,163,800	3,094,500
Replacement of Central Air-Conditioning and Mechanical Air Ventilation System at New Phoenix Park Sector B	14,600,000	–	–	–	115,000	4,250,000
Data Transfer Solution and Physical Security Setup to Support StellarNet	12,424,000	–	–	–	2,000,000	8,800,000
Operationalisation of Customs, Immigration and Quarantine Facilities and MHA Office Premises at Rapid Transit System Link	7,039,140	–	–	–	1,406,800	5,462,900
Minor Development Projects (Others)	...	...	1,133,141	34,321,800	10,274,900	37,487,900
Minor Development Projects (Singapore Police Force)	...	...	21,175,808	19,484,600	25,537,300	39,402,800
Minor Development Projects	...	...	14,355,139	18,213,000	20,902,500	20,190,200
Completed Projects	...	...	70,275,297	7,353,900	11,629,300	–

Project Title	Total Project Cost	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		Up to End of FY2023					
	\$	\$	\$	\$	\$	\$	\$
CIVIL DEFENCE PROGRAMME							
Redevelopment of the Civil Defence Academy Field Training Area	91,591,000	83,879,925	2,309,008	1,301,500	–	300,000	
Punggol Fire Station, Marine Outpost and Neighbourhood Police Centre	60,715,000	35,408,426	444,867	2,467,500	1,885,700	6,638,800	
Build Up of Emergency Medical Services towards 2025	84,553,000	43,411,968	6,070,791	66,300	511,700	19,069,200	
Replacement of Major Civil Defence Equipment in NSEW Lines MRT Shelters	17,800,000	11,902,535	1,016,884	2,236,300	1,329,400	2,968,600	
Purchase of Body Worn Cameras	11,074,000	2,195,177	397,598	157,000	–	1,027,500	
Traffic Priority System for SCDF Ambulances	12,531,200	2,404,982	1,404,788	2,233,600	1,406,800	1,913,600	
Acquisition of Chemical Sensors under Initial Operational Capability	6,290,600	3,887,803	1,264,428	–	23,100	15,100	
Development of HazMat Incident Management System (HIMS) 2	16,787,400	8,650,169	693,238	–	1,270,000	1,638,400	
Expansion of SCDF Marine Division HQ Building	40,704,971	1,467,201	2,674,747	13,000,000	19,000,000	11,000,000	
Additions and Alterations Works for Bukit Batok Fire Station	6,095,000	771,500	4,252,334	934,200	384,300	71,100	
Development of Chlorine Standoff Detection & Early Warning Demonstrator	19,950,000	15,199,437	707,184	1,764,500	–	2,714,200	
Additions and Alterations Works for Jurong Island Fire Station	15,416,000	547,296	628,942	5,010,100	3,996,400	5,767,000	
Advanced Command, Control and Communication Emergency System Mid-Life Upgrade	25,154,300	18,499,130	3,978,698	748,800	737,800	597,400	
Vessel Replacement Programme FY2021-FY2023	55,639,700	23,435,018	1,461,182	4,647,500	7,194,300	1,309,200	
SCDF Smartwatches and Wearable Management System	8,128,000	4,995,895	378,300	–	98,200	50,300	
SCDF Crisis Information Management System (CIMS2)	16,250,000	3,864,696	4,008,384	3,575,000	2,410,300	2,776,500	
Vehicle Replacement Programme FY2023-FY2025	115,768,498	–	6,928,772	7,166,000	12,600,900	58,300	
Additions and Alterations Works for Yishun Fire Station	12,190,000	140,593	224,552	215,700	339,500	1,783,400	
myResponder2.0	6,006,000	–	4,360,060	367,100	705,200	165,700	
Fire Safety Online Processing System 2 Technology Refresh 2022	10,079,000	–	3,167,894	949,000	1,569,700	2,992,100	
Equipment Replacement Programme FY2023-FY2026	84,596,000	–	1,643,066	9,124,800	2,253,100	14,311,400	
Development of SCDF E-Staging	11,545,000	–	520,563	676,000	1,191,400	2,321,800	
Additional Three Electric Pump Ladders for Operations Trial	8,166,900	–	1,387,779	3,690,700	680,100	5,567,200	
Additions and Alterations Works for SCDF Headquarters	114,835,000	–	–	–	–	1,865,200	
Equipping SCDF Rescue Unit	7,651,000	–	–	–	–	7,320,700	
Clementi Fire Station and Neighbourhood Police Centre Relocation	60,096,000	–	–	–	542,000	120,000	
Additions and Alterations Works for Sengkang Fire Station	9,096,000	–	–	–	–	163,100	
Foreshore Infrastructure for Marine Division	32,950,000	–	–	195,000	482,500	1,933,400	
Home Team Unmanned Aerial Vehicle Beyond Visual Line of Sight	52,185,000	–	9,463,950	–	14,195,900	23,607,300	
Development of Cell Broadcast System	43,081,000	–	–	13,821,500	4,506,400	14,646,800	
Authority Owned Spares for 1st Generation Marine Fleet	9,271,000	–	–	–	–	8,096,200	
Additions and Alterations Works for Civil Defence Academy Dormitory and National Service Training Centre Multi-Purpose Hall	17,549,000	–	–	–	–	261,300	
Enhancement of Marine Firefighting Capability	96,909,980	–	132,143	–	677,700	833,800	
Development of Home Team Talents	9,011,000	–	–	–	–	920,000	

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
Automated Medical Store and Electronic Medical Cabinets Implementation	10,000,000	–	–	–	–	1,300,000
Minor Development Projects (Others)	...	...	212,163	222,300	709,600	9,195,400
Minor Development Projects	...	...	10,905,016	8,584,300	6,215,000	20,082,900
Completed Projects	...	...	28,973,919	1,675,300	3,383,000	–
OFFENDER MANAGEMENT AND REHABILITATION PROGRAMME						
Visit Management System III	19,796,000	9,854,039	–	–	–	99,500
Full CCTV Coverage within Inmate Areas in Prison Institutions	96,500,000	61,351,629	5,948,785	4,961,100	6,605,700	1,737,000
Digitalisation of Inmate Rehabilitation & Corrections Tool (DIRECT)	24,744,500	13,564,493	2,970,251	–	2,376,200	594,100
New State Courts Lock-Up and Video Court Development	20,832,000	1,480,932	716,993	4,050,100	4,570,900	362,900
Cluster B Infrastructural Systems Lifecycle Replacement Programme	32,635,600	20,515,787	1,149,944	9,000	800,800	800,000
Cluster A Infrastructural Systems Lifecycle Replacement Programme	50,977,900	19,867,740	3,851,532	600,000	3,166,000	852,000
Advanced Video Analytics to Detect Abnormal Behaviour (AVATAR) at Institution S1	5,452,000	1,978,955	12,716	396,900	401,400	472,700
Operations Digital Information Nexus (ODIN)	26,803,400	14,066,498	5,385,797	1,861,800	584,900	79,600
Complex Access Management System (CAMS2)	12,220,000	1,840,265	5,294,587	388,300	90,800	1,545,400
Self Help and Rehabilitation e-Application (SHARE)	5,800,000	2,904,862	241,389	–	100	246,100
Consultancy and Project Management Services for Power Resiliency Study	8,351,700	–	–	1,951,300	1,533,500	1,039,500
Retrofitting Works to Inmate-Accessible Toilets in Prisons	56,294,000	–	466,039	–	1,009,600	612,300
Network Extension - Applications (NEX-Apps) & Digitalisation of Inmate Rehabilitation and Corrections Tool (NEX-DIRECT) Network Infrastructure Tech Refresh	54,277,000	–	11,727,973	22,545,200	27,302,000	3,624,700
Enterprise Integrated Security System	452,867,906	–	–	–	–	62,600
Tech Refresh of Prison Operations and Rehabilitation System 2 (PORTS2)	35,595,000	–	225,488	3,813,800	4,953,200	25,039,800
Installation of Anti-Climb Mesh in Prison Institutions	6,457,000	–	–	–	18,000	687,000
Cluster C Life Cycle Replacement & Upgrade of Mechanical & Electrical Systems at Tanah Merah 1	13,820,000	–	–	–	315,300	6,400,000
Consultancy, Project Management Services and Revamp of SPS Kitchens in Clusters A and B	21,213,961	–	–	–	2,546,800	6,082,400
Minor Development Projects (Others)	...	...	1,282,690	396,000	3,561,800	1,030,200
Minor Development Projects	...	...	6,742,901	5,599,700	7,560,900	7,430,400
New Projects	...	...	–	–	–	7,947,700
Completed Projects	...	...	7,615,291	8,858,800	6,858,700	–
DRUG ENFORCEMENT PROGRAMME						
Integrated Drug Enforcement and Administration System (IDEAS) II	38,764,600	34,420,499	942,013	653,400	1,030,000	1,425,600
Next Generation Reporting Centre (NGRC)	19,458,000	–	1,540,781	–	2,100,000	6,451,500
Integrated Information Management and Analysis System (i2mas)	32,753,000	–	–	1,322,700	1,908,800	17,079,700
Minor Development Projects (Others)	...	...	213,268	141,300	143,900	684,200
Minor Development Projects	...	...	10,281,677	10,914,500	13,099,200	12,912,600

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME						
Next Generation Biometric Passport System	48,324,500	38,791,945	262,951	178,700	178,600	1,395,900
Consultancy Services and Related Preliminary Works for the Development of the New Annex to ICA Building	14,058,500	9,430,590	729,322	760,000	610,800	940,500
Multi-Model Biometrics System with Iris Recognition	52,326,800	40,310,836	581,025	23,400	44,600	270,000
Replacement of Radiographic Screening System	79,233,000	62,821,191	3,418,403	263,800	875,900	1,023,800
Tech Refresh and Scale up Resiliency of Central Identification & Registration Information System	55,838,900	41,712,421	417,924	200,000	265,800	3,198,300
Advance Passenger Screening System	67,884,420	57,941,574	784,250	1,333,000	646,100	2,487,900
Construction of Annex to ICA Building and Retrofitting of ICA Building	493,440,727	158,114,341	43,079,149	38,000,000	29,546,800	33,000,000
Upgrading and Installation of Door Access System	15,386,600	7,598,314	1,816,495	2,000,000	1,859,500	2,090,000
Single-Person Automated Clearance	10,331,000	6,382,440	1,859,886	–	1,265,300	40,500
Streamlining and Digitalisation of Backend Processes to Enhance Operational Efficiency and Achieve 100% Online Submission of Applications for ICA Services	16,589,700	16,490,671	59,908	–	–	17,800
Facial Recognition Capabilities at ICA Land & Sea Checkpoints	32,999,000	12,905,097	937,564	–	87,400	644,500
Perimeter Intrusion Detection System for Land Checkpoints	39,376,000	–	–	–	–	50,000
Building Integrated Targeting Centre's Initial Capabilities through Enhancements of the Warehouse for Statistical Profiling System	17,040,000	8,635,158	129,467	795,000	1,440,300	1,287,600
Enhancements to the Enforcement Case Management Capabilities and Support for Digitalisation of E-Services	9,763,000	4,496,300	1,858,250	–	363,400	2,055,800
Integrated Smart Document Management System and Provision of ICT Systems / Infrastructure for New Annex to ICA Building	99,980,000	25,328,892	10,359,613	16,582,000	15,077,600	7,780,200
Tech Refresh of National Registration Identity Card System and Enhancements to Enhance Members of Public Experience With ICA	18,163,000	8,734,112	1,630,130	1,423,100	1,705,000	84,700
Tech Refresh of Visa Systems (SAVE and VETS)	9,412,000	7,682,482	164,790	–	–	260,000
Additional Automated Immigration Gates for Changi Airport	93,376,000	86,169,691	1,601,274	–	–	273,900
Appointment & Queue System	10,239,000	651,787	888,954	671,400	1,215,100	450,000
Platform for Business Analytics	99,845,000	43,351,300	10,611,693	16,448,900	19,493,300	8,570,000
Improving Capabilities at Automated Gates and Biometric Identification of Motor-Bikers System Lanes	15,773,800	8,201,929	3,794,502	–	13,400	484,200
Integrated Processing System	109,270,000	43,100,551	17,877,178	18,193,400	13,599,200	11,332,900
Implementation of Automated Border Control System in ICA Checkpoints (Passenger Halls)	450,805,000	211,377,670	62,152,072	55,581,000	66,641,600	45,097,900
Integrated Clearance System	86,663,000	40,931,394	25,520,513	4,332,700	10,057,100	9,104,000
Enhancement of ICA Identity and Access Management System	7,730,000	3,974,214	1,007,980	–	627,900	543,400
Develop Digital Twin Models of Land Domain	5,293,000	4,194,579	57,627	–	–	22,800
Procurement of Professional Services for System Enhancements to Re-Structure ICA Operations at Services Centres	7,267,000	5,453,583	752,998	–	423,900	551,400
Electrical Infrastructure Upgrade and Building Additions & Alterations Works to Support New Clearance Concept & Critical Facilities at ICA Land Checkpoints	79,683,000	2,128,688	2,841,619	16,947,300	28,477,700	20,005,200
HDB Acquisition for Woodlands Checkpoint Redevelopment	418,598,500	26,047,469	5,130,038	16,000,000	22,773,300	15,874,700
Engagement of Multi-Disciplinary Team for the Implementation of Lifecycle Replacement of all	7,391,000	1,909,180	506,561	1,211,400	730,900	1,974,400

Project Title	Actual Expenditure		Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	Total Project Cost	Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
Mechanical Systems at Woodlands & Tuas Checkpoints						
Multi-Disciplinary Team for Power Resiliency & Life Cycle Replacement of Electrical Infrastructure Upgrading for Land Checkpoints under Phases 1B,2A and 2B	17,200,000	–	2,338,850	3,680,000	3,915,700	1,864,900
Woodlands Checkpoint Redevelopment Phase 1: Extension at Old Woodlands Town Centre	1,497,930,000	58,249	14,668,828	97,000,000	98,132,600	394,156,100
Enhancements of Integrated Border Systems	18,045,000	–	6,349,900	6,879,600	8,846,600	2,848,500
System Upgrade for ICA's Cargo Screening System	8,873,000	–	2,678,998	4,407,900	4,408,700	864,200
ICA Building ICT Infrastructure Tech Refresh and Procurement of Maintenance Support	24,431,000	–	–	2,032,900	1,165,500	7,566,100
Integrated Border System 2.0 - Clearance Data Hub	119,608,000	–	–	48,523,000	21,850,200	45,629,400
Lifecycle Replacement of all Mechanical Systems at Woodlands & Tuas Checkpoints	81,883,000	–	6,777	645,000	645,000	33,290,600
Automated Biometric Identification of Motorbikers System at Manual Car Lanes in ICA Land Checkpoints	91,464,000	–	–	27,000,000	10,682,300	18,090,200
Automated Passenger Clearance System at Car Zones at Tuas Checkpoint	119,815,000	–	–	40,000,000	24,856,600	32,890,900
Relocation of Singapore Cruise Centre to Interim Ferry and Cruise Terminal	11,519,000	–	–	436,400	850,000	5,235,800
Consultancy Services and Related Preliminary Works for Woodlands Checkpoint Redevelopment Phases 2 and 3	290,147,785	–	–	–	–	1,000
Operationalisation of Customs, Immigration and Quarantine Facilities and ICA Office Premises at Rapid Transit System Link	447,301,889	–	17,507,191	76,000,000	46,585,000	195,493,000
Development of Central Identification & Registration Information System 2.0 to Achieve Enhanced System Resiliency	250,400,000	–	–	–	–	10,829,300
Procurement of Professional Services for System Enhancements to Support ICA Services Centre's Transformation and Policy Changes	15,471,000	–	–	–	2,000,000	5,680,000
Multi-Disciplinary Team Consultancy and Project Management services for the Implementation of the Integrated Checkpoint Operating Nexus - Air & Sea	7,343,000	–	–	–	–	424,900
Automated Passenger Clearance System @ Cargo at Tuas Checkpoint	50,104,000	–	–	–	4,320,400	24,713,700
Electrical Vehicles Phase 2 (Infrastructure Upgrades) for ICA Premises	5,589,000	–	–	–	–	8,900
Front-end System Replacement for Biometric Identification of Motorbikers System	31,990,000	–	–	–	–	1,272,900
Biometric Passport System Tech Refresh	5,119,000	–	–	–	–	4,160,500
Automated Cargo Permit Clearance at ICA Cargo Checkpoints	62,637,000	–	–	–	6,908,400	16,155,500
Development of Singapore Arrival Card E-Service 2.0 and Enhancements to MyICA Mobile Application	9,167,000	–	–	–	–	3,315,000
Automated Passenger Clearance System @ Biometric Identification of Motorbikers System at ICA Land Checkpoints	119,951,000	–	–	–	–	21,872,300
Development of ICA Checkpoint at PSA Supply Chain Hub @ Tuas	40,145,000	–	–	–	101,000	10,153,000
System Tech Refresh and Maintenance Extension for Advance Passenger Screening System	40,686,000	–	–	–	–	1,387,000
Woodlands Checkpoint Redevelopment LA1	17,820,000	–	–	–	112,500	17,707,500
Technology Refresh of Multi-Modal Biometrics System	33,049,000	–	–	–	–	17,954,900

Project Title	Total Project Cost	Actual Expenditure	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
		Up to End of FY2023				
	\$	\$	\$	\$	\$	\$
Implementation of Warm Site with Offline Backup for ICA Central Identification and Registration Information System	28,654,000	—	—	—	—	21,900,200
Minor Development Projects (Others)	...	...	431,994	86,400	381,500	103,900
Minor Development Projects	...	...	8,578,152	15,576,400	17,068,400	25,612,100
Completed Projects	...	...	14,282,698	15,787,300	13,449,100	—
HOME TEAM ACADEMY PROGRAMME						
Home Team Learning Management System (HTLMS) 2.0	7,974,800	5,183,820	778,974	—	184,800	400,200
Upgrading of Range System in HTA Range Complex	18,081,700	102,600	66,600	1,005,000	173,000	424,300
Smart Classroom	11,972,400	—	2,272,199	3,682,900	3,685,600	2,036,500
Replacement of Air-Conditioning and Mechanical Ventilation Equipment in HTA	6,490,000	—	482,129	—	—	150,000
Minor Development Projects (Others)	...	...	907,712	244,400	405,300	371,700
Minor Development Projects	...	...	3,229,028	4,857,500	5,341,100	3,652,200
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	<i>68,444,998</i>	<i>37,200,000</i>	<i>144,100</i>	<i>288,237,100</i>
ADMINISTRATION PROGRAMME						
Minor Development Projects	...	...	438,735	—	—	—
Completed Projects	...	...	—	—	144,100	—
HOME TEAM SCIENCE AND TECHNOLOGY AGENCY PROGRAMME						
Enterprise Digital Infrastructure Phase 1.0	14,630,000	—	3,540,604	—	—	7,728,800
Project HTX Forensic Research Lab 1	12,481,000	484,579	1,672,781	834,700	—	8,053,000
Airport Lab	45,269,000	4,894,391	—	12,326,400	—	39,154,400
Technology Sustainment Centre for ICA	13,581,000	9,236,085	—	—	—	3,384,800
MHA Enterprise Content Management and Workflow Platform	7,713,700	—	269,502	2,176,000	—	5,274,500
Project IRIS	8,939,300	—	—	—	—	2,742,900
Enterprise Sensemaking Platform	120,649,620	—	—	—	—	5,951,800
Enterprise Digital Infrastructure (xEDI) Phase 2A	117,687,000	—	—	—	—	62,976,500
On-Premise Artificial Intelligence (AI) Compute Infrastructure	88,827,000	—	—	—	—	48,571,800
Enterprise Mobility Infra Platform (EMIP)	18,735,000	—	—	—	—	17,418,000
Migration of Application Common Service Infrastructure from MHQ Data Centre to MHA Leased Data Centre	22,330,000	—	—	—	—	4,252,900
Home Team Sustainment Centre (Security Operations Centre) Tech Refresh for Phase 2 Systems Onboarding	107,294,000	—	—	—	—	14,000,000
Government Data Centre 3 Hosting	7,795,000	—	—	—	—	2,761,200
MHA Operations Network Extension at Leased Data Centre Network Infrastructure Upgrade	14,387,000	—	—	—	—	14,386,900
Home Team Sustainment Centre Network Operation Phase 2A	14,790,210	—	—	—	—	563,400
HTX In-House Capabilities Build-up for MHA	24,745,000	—	—	—	—	7,220,700
Minor Development Projects	...	...	965,470	21,862,900	—	43,795,500
Completed Projects	...	...	61,557,907	—	—	

Other Development Fund Outlays

Project Title	Total Project Cost	Actual Expenditure Up to End of FY2023	Actual FY2024	Estimated FY2025	Revised FY2025	Estimated FY2026
	\$	\$	\$	\$	\$	\$
OTHER DEVELOPMENT FUND OUTLAYS	...	...	8,000,000	62,000,000	62,000,000	210,000,000
LAND-RELATED EXPENDITURE	...	...	8,000,000	62,000,000	62,000,000	210,000,000
IMMIGRATION AND CHECKPOINT CONTROL PROGRAMME						
Reclamation for Woodlands Checkpoint Redevelopment	1,122,420,000	—	8,000,000	62,000,000	62,000,000	210,000,000

KEY PERFORMANCE INDICATORS

Desired Outcomes

- A Trusted Home Team
- A Safe and Secure Singapore

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2023	Actual FY2024	Revised FY2025	Estimated FY2026
A Trusted Home Team	Public trust in the Home Team as measured by the Home Team Public Perception Survey (%)	92.3	93.1	93.4	90.0
A Safe and Secure Singapore	Global ranking of Singapore's Safety and Security in Gallup's Law and Order Index ¹	n.a. ²	2 nd	2 nd	1 st – 3 rd
	% of urgent incidents to which Police responded within 15 minutes ¹	92.3	90.8	90.8 ³	90.0
	Global ranking of Singapore's fire fatalities per 100,000 population in the World Fire Statistics ^{1, 4}	4 th	5 th	2 nd	1 st – 3 rd
	% of fire and rescue calls to which SCDF responded within 8 minutes	91.0	91.0	90.8 ³	90.0
	No. of short-term visitors deported for committing offences per 100,000 visitors	5.2	5.5	5.2 ³	5.5
	No. of prison inmates who escaped ¹	0	0	0 ³	0
	Two-year recidivism rate (%) ¹	22.0	21.3	22.1 ⁵	22.0
	Prevalence rate of illicit drug use as measured by the Institute of Mental Health's Health and Lifestyle Survey (%) ⁶	0.7	n.a.	1.1 ⁷	n.a.

¹ Figures for these indicators are reported on a Calendar Year (CY) basis.

² Singapore did not receive a score in the 2023 Gallup Law and Order Report because Gallup could not complete its survey in Singapore on time.

³ Figures are based on actual performance data up to 31 October 2025.

⁴ The World Fire Statistics (WFS) ranking is a lagging indicator on fire fatalities with data latency of about two years, i.e. the International Association of Fire Services (CTIF) Center for WFS reports statistics from two years ago.

⁵ Figures are based on data extrapolated from the 21-month recidivism rate of the cohort of prison inmates released in 2023.

⁶ Based on biennial survey.

⁷ The Health and Lifestyle Survey reported for FY2025 was a pulse survey with a significantly smaller sample size than the Health and Lifestyle Survey reported for FY2023.