Dear Readers

It has been a while since the Panopticon newsletter was available to the public, and I hope you enjoy the content in this inaugural issue for FY2019! Panopticon is published quarterly to give readers an update on key developments in the Singapore Prison Service (SPS) and offer a peek into what our Captains of Lives (COLs) do, within and beyond the prison walls.

Our feature article for this issue is the SPS and Singapore Corporation of Rehabilitative Enterprises (SCORE) Corporate Advance. Themed ‘2Gather – Effecting Change, Transforming Lives’, this year’s event re-affirmed our shared commitment to providing rehabilitation and reintegration support for offenders and ex-offenders. Various initiatives were announced, and this year’s Outstanding COLs were also unveiled.

Community Corrections is becoming increasingly integral to our work of helping ex-offenders reintegrate well in the community, and SPS will be expanding its scope in the near future. In this issue of Panopticon, we had a chat with the Director of Community Corrections Command (COMC), and traced the roots of Community Corrections in SPS. We also got to find out from our COMC Reintegration Officer and Correctional Rehabilitation Specialists on their experiences working with supervisees in the community.

I hope you’ll enjoy the return of Panopticon. Do let me know if you have any feedback or suggestion by writing to me here.

Mr Wong Ci Yi
Editor, Panopticon
2GATHER – EFFECTING CHANGE, TRANSFORMING LIVES

Reported by Crystal Seet (Panopticon Sub-Editor), Chen Shuyi (Panopticon Reporter) and Ng Wei Ming (Panopticon Reporter)

CAREER TRIAL PROGRAMME

With the help of a job profiling tool, some ex-offenders were selected to undergo a Career Trial with prospective employers. While undergoing structured on-the-job training, their employers can assess their work performance and job fit, before making a hiring decision. If found suitable, these ex-offenders can proceed to get employed, and be motivated to stay on the job.

From 1 November 2018, in partnership with Workforce Singapore (WSG), SCORE had commenced a 6-month pilot to place ex-offenders on the Career Trial. As of March 2019, a total of 31 employers offering more than 170 job vacancies had come on board the Career Trial, with 40 ex-offenders still gainfully employed.

"Z" represents SPS and SCORE, while ‘Gather’ describes SPS and SCORE’s collective efforts in bringing on board individuals and organisations to effect change in the lives of the inmates under our charge. ‘Effecting Change’ represents SPS and SCORE’s commitment to continue to provide rehabilitation and employment opportunities to the offenders.

Through the implementation of various initiatives, SPS and SCORE work towards transforming the lives of offenders and their families towards a society without re-offending.”

– MR MATTHEW WEE
CEO SCORE
EXPANDING COMMUNITY CORRECTIONS
– PRISON WITHOUT WALLS

LEARNING PRISON – FACILITATING GREATER OWNERSHIP OF OFFENDERS’ OWN REHABILITATION

Corrections 2025 is SPS’s transformation roadmap, consisting of three strategic initiatives to transform our operational and rehabilitative environment.

The Learning Prison (LP) aims to enable offenders to take greater ownership of their own rehabilitation from the onset of incarceration, with various initiatives that involve our Captains of Lives (COLs) supporting the offenders in their learning and rehabilitation journey. One of the initiatives is “My Action Plan”, a tool designed for offenders to keep track of their own rehabilitation needs and progress.

EXPANDING COMMUNITY CORRECTIONS
– PRISON WITHOUT WALLS

Minister for Manpower and Second Minister for Home Affairs, Mrs Josephine Teo, speaking at the Opening Address.

“Rehabilitation does not end when an offender leaves prison... Community corrections will be expanded, with more offenders emplaced in the community while under Prisons’ supervision, and for longer durations. This expanded step-down approach will further smoothen the transition for offenders from incarceration to release.”

– MRS JOSEPHINE TEO
Minister for Manpower and Second Minister for Home Affairs

Among the many initiatives to enhance community corrections is the One Man Model, which allows supervisees with low and moderate risks to be managed by a single officer, instead of the current two, thus making better use of limited resources.

The Self-Help and Rehabilitation E-Application (SHARE) is a mobile application developed for supervisees in the community that allows supervisees to reinforce their learning and access community resources. With the help of technology, they can complete their programmes and achieve their reintegration needs more easily.

The Virtual Intervention System (VIS) allows supervisees who have progressed well in the community to communicate with their Reintegration Officers and Correctional Rehabilitation Specialists through video conferencing. This system complements the supervisees’ face-to-face sessions, and also aids those with limited mobility.

– MR TERRENCE GOH
Deputy Commissioner (Operations & Rehabilitation) of Prisons

“These strategies, if well implemented, will help us to achieve what we have set out to do all along – to maintain safety and security in prison, deliver effective rehabilitation and reintegration programmes, and reduce incarceration and recidivism rates.”

– MR TERRENCE GOH
Deputy Commissioner (Operations & Rehabilitation) of Prisons

Editor’s Note
Main Feature
Corporate Advance 2019
Our COLs Outstanding Captains of Lives
What’s the Buzz? April to June Events
Conversation with Director COMC
A Day in the Shoes of COMC RO and CRS
#Throwback Community Corrections in SPS

(Panopticon Jul 2019)
STANDBY, READY, ACTION!
Who knew SPS has so many Oscar-worthy actors? One highlight of Corporate Advance 2019 was the in-house stage production presented by our very own staff!
The stage production brought the audience through the rehabilitation journey of a group of offenders.

Panopticon had a chat with the production’s lead actor, Faizal, who shared about his on-stage experience and the ideas behind the production.

WHAT WAS THE PRODUCTION ABOUT?
It was about how technological tools and rehabilitative initiatives aid the work of Prison Officers, our specialists and SCORE staff. It also highlights how these initiatives help to strengthen the rehabilitation pathways of offenders.

HOW WAS THE EXPERIENCE OF ACTING ON STAGE IN FRONT OF A LARGE AUDIENCE?
In all honesty, we were initially apprehensive and didn’t quite know what to expect. But with the guidance of Ms Cem Sim (Chairperson of Corporate Advance 2019) and Ms Peggy Ferroa (Lead Trainer of SPS’s Theatre Arts Programme), we grew into our roles and eventually enjoyed the preparation process and the final product. (Singapore Prisons Emergency Action Response) Force officers even had bruises to show for their action-packed intervention scenes!

TELL US MORE ABOUT SOME OF THE TRANSFORMATIONAL INITIATIVES WHICH WERE SHOWCASED.
We showcased a video analytics system being trialled that alerts our officers to fights or unusual behaviours real-time. By helping our officers detect fights promptly, we can intervene before the situation escalates.

During the aftercare phase, the ORMS (Offender Reintegration Management System) assists our Correctional Rehabilitation Specialists and Reintegration Officers to document case notes from their counselling sessions with supervisees, which can be shared with SCORE, other Home Team Departments and our community partners to facilitate better coordination of care for them.

The stage production follows the rehabilitation journey of four offenders (role played by our COLs)

Minister for Manpower and Second Minister for Home Affairs, Mrs Josephine Teo, onstage with our community partners, performers, as well as SPS and SCORE staff.
OUR OFFICERS’ COMMITMENTS

Before the closing of Corporate Advance, SPS and SCORE staff were invited to pen down their personal commitment to the continuous pursuit of excellence. Some of their commitments are highlighted below:

**MOVING FORWARD 2GATHER**

In his closing address, Commissioner of Prisons, Mr Desmond Chin reiterated his faith in the ability of SPS and SCORE to rise to the challenge in achieving our vision towards a society without reoffending.

"We want to improve because we know that when we become better at what we do, we will be able to make a greater impact and transform more lives. Excellence is not a state that we arrive at, but a continuous journey. We have excellent infrastructure, effective technology, the right systems and processes, and the expertise and know-how. Most importantly, we have YOU, our people, working towards a compelling vision that is wholly achievable.

We have done it before; we are doing it now and we will continue to do so as we work towards Corrections 2025 and a society without reoffending."

— MR DESMOND CHIN

Commissioner of Prisons
Our Outstanding Captains of Lives!

The Outstanding Captains of Lives (OCOL) Award, introduced in 2003, is a prestigious departmental award for Captains of Lives (COLs) who have excelled in their work and are exemplary role models. In order for a COL to be nominated, he/she should be a recipient of the Quarterly Role Model Award, with at least five years in service. This year, there are seven OCOL Award recipients. Our reporter spoke to them to find out more about their experiences and what keeps them motivated at work.

Ms Siti Fatimah Binte Mohamad Nor
Assistant Executive (Family Policy), Rehabilitation & Reintegration Division

Mr Koh Chai Hock
Corporate Support Officer, Community Corrections Command (COMC)

Mr Lau Tai Leong
Chief Cluster Control Centre Officer, Cluster A

WHAT DO YOU THINK DEFINES AN OCOL?
I believe it’s the passion in doing our work well and being well-connected to stakeholders such as superiors, vendors, inmates’ families and colleagues.

WHAT KEEPS YOU GOING AS A COL?
While I am not working with the inmates directly, our branch has been involved in the coordination of family programmes and services, and I am indirectly involved in assisting the inmates’ family. When one is incarcerated, the effects extend beyond themselves, and some families will struggle to make ends meet. Knowing that my job has a part to play in supporting the inmates’ families keeps me going as a COL.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
Through the inter-agency operations, I learnt that everyone must work together and be coordinated in order to achieve mission success. Similarly, in SPS, we need to work together with all the supporting units and community partners. It is through such concerted efforts that we can achieve SPS’s Mission and Vision together.

Mr Koh Chai Hock
Corporate Support Officer, Community Corrections Command (COMC)

WHAT DO YOU THINK DEFINES AN OCOL?
Being always willing to help others solve their issues and put a smile on their face.

WHAT WAS A MEMORABLE EXPERIENCE YOU HAD IN SPS?
I was involved in a joint operation involving several Ministries and agencies. Initially, there were hiccups and coordination gaps due to the different protocols between agencies. However, we were able to tackle the gaps in communication and operational processes, and the operation was executed smoothly.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
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Ms Siti Fatimah Binte Mohamad Nor
Assistant Executive (Family Policy), Rehabilitation & Reintegration Division

WHAT KEEPS YOU GOING AS A COL?
The presence of good superiors and colleagues is key to keeping me going. I enjoy being with my team, as we go through thick and thin together, motivating each other along the way.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
It is important to maintain a healthy and positive working culture. When we create a positive culture and a happier place to work in, staff will also be more open to embrace the changes and new initiatives.
WHAT DO YOU THINK DEFINES AN OCOL?
Being approachable to all, and to respect and recognise others.

WHAT KEEPS YOU GOING AS A COL?
I once bumped into an ex-inmate with his family, and he called out to me. I learnt that he has stayed crime-free for 12 years, and now leads a productive life with his wife and children. This is a reminder that while we might not be able to rehabilitate all inmates under our charge, if we can manage to help at least one inmate to not re-offend, that is still something worth celebrating.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
It is important to find passion in what you do, to do what you like and do it with pride.

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WHAT IS A MEMORABLE EXPERIENCE YOU HAD IN SPS?
I served my National Service (NS) in SPS, and joined SPS as a regular staff after my NS.

WHAT KEEPS YOU GOING AS A COL?
Out of the 5 million population in Singapore, there are only 2400 COLs. It takes a certain kind of people, individuals with courage, to work in the prisons. Work as a COL has never been boring and every day is different. I have also been surrounded by dedicated colleagues and inspiring superiors throughout my career here. Seeing success stories of ex-inmates also make me feel like our work is worth the effort.

WHAT KEEPS YOU GOING AS A COL?
I am grateful to my mentors, coaches, and colleagues through my years of service. The leaders and people whom I have worked with have guided me in my personal and professional development. They were approachable, open and provided me with their listening ears.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
It is important to find passion in what you do, to do what you like and do it with pride.

WHAT KEEPS YOU GOING AS A COL?
Being positive and optimistic, yet possessing a sense of urgency for the work at hand.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
It is important for stakeholders to communicate openly. With the upcoming slew of initiatives, COLs will be expected to do more with less resources. It will be increasingly important to build more bridges, and to work together closely to achieve our intended outcomes.

WHAT IS A MEMORABLE EXPERIENCE YOU HAD IN SPS?
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WHAT DO YOU THINK DEFINES AN OCOL?
Being positive and optimistic, yet possessing a sense of urgency for the work at hand.

WHAT IS A MEMORABLE EXPERIENCE YOU HAD IN SPS?
I studied Social Work and have always been interested in working with the inmate population, as I felt that a lot can be done to help them, and I wanted to be a part of it.

WHAT IS A KEY TAKEAWAY FROM YOUR JOURNEY IN SPS THUS FAR?
"It doesn’t matter if the glass is half empty or half full, what matters is that we are all working together to pour into the glass to make it full. " If everyone shares a common goal, no matter how difficult it may be, everything will eventually be aligned. We just need to have faith, and do our job to help the inmates.
SGT Muhammad Nurhakeem Bin Sukor was one of the 61 officers who graduated from the Prison Officer Course last week. In attendance was his proud mother who removed the white training bands from his epaulette, signifying the start to being one of our #CaptainsOfLives.

Do you know that as part of their rehabilitation, selected inmates can undergo training with professional artists and volunteers at the Visual Arts Hub? As part of the annual Yellow Ribbon Community Art Exhibition, their artworks are displayed in public.

128 inmates were awarded the National Youth Achievement Awards.

Guest-of-Honour Senior Parliamentary Secretary, Ministry of Social and Family Development & Ministry of Education, A/P Muhammad Faishal Ibrahim congratulated the award winners and commended them for their efforts in developing qualities of self-reliance, perseverance and a sense of responsibility to themselves and the community. #BehindPrisonWalls

Expression through art helps inmates better understand themselves and is one of the ways that the Singapore Prison Service facilitates rehabilitation. #BehindPrisonWalls

Each issue, we select trending posts from our @CaptainsOfLives social media accounts to provide a peek at what our COLs are up to. Click on the posts to find out more! #ICYMI

Follow us! @CaptainsOfLives
Community corrections is crucial in achieving SPS’s Mission and Vision to reduce reoffending for a safer Singapore. Studies have shown that the period after release is the most tumultuous and volatile for ex-offenders, where they may relapse and reoffend if not supported and supervised. Community corrections provides supervisees with resources, intervention and supervision at this critical stage, so that they have a better chance of staying crime and drug free.

Moreover, we have seen strong and positive results from our community programmes with about 80% to 90% of our supervisees successfully completing their programmes over the years. This gives us the confidence to put more suitable inmates out on community programmes for longer durations.

The Community Corrections Command is a dedicated operational command which supervises, rehabilitates and reintegrates supervisees emplaced on programmes in the community. With the ongoing efforts to emplace more supervisees for longer periods of time in the community, Panopticon checks in with Director COMC, Mr Rockey Francisco Junior, to find out more about community corrections and our progress towards the concept of a ‘Prison Without Walls’.

"Community corrections is crucial in achieving SPS’s Mission and Vision to reduce reoffending for a safer Singapore. Everyone in SPS has a part to play if we want to make a difference in our inmates’ lives."

Reported by Wong Ci Yi (Panopticon Editor) and Crystal Seet (Panopticon Sub-Editor)
WORKING IN COMMUNITY CORRECTIONS SURE SOUNDS CHALLENGING – WHAT ARE SOME OF THE KEY TRAITS OF COMC OFFICERS?

COMC has about 240 uniformed staff and civilian specialists, managing around 2,400 supervisees in the community. Despite the diverse staff profile, there are three desired traits a COMC staff should possess:

First, our staff need to have a strong sense of purpose – to understand why we are doing what we do. It is easier to adopt a no-nonsense approach and recall supervisees back into prison whenever they flout the rules. However, this would run contrary to what we want to achieve in the longer term. We do not want to bring them back into prison, we want to keep them out! The more problematic the supervisee is, the more time and effort we need to spend on them. We must always remember the end goal.

Next, officers need to be responsive and adaptable. In the community, supervisees are no longer in a controlled environment. They are confronted with everyday stressors such as the temptation of drugs and alcohol, negative peers, work pressures and relationship issues. There is no ‘closing muster’ and often staff need to work or respond after office hours. They also need to adjust their sessions based on the immediate issues and needs presented by the supervisee, then carry out the planned interventions in that context, and be resourceful to tap on the family and community where possible to support the supervisee.

Perhaps most importantly, staff have to be resilient. There are times when a supervisee has to be recalled back to prison. This can affect our officers, especially after rapport and bonds have been built with the supervisee. We have to understand that slips and set-backs are part of the desistance journey, and remind ourselves that just because things did not work out for this particular supervisee at this particular time, it does not mean that it would not work again the next time or for other supervisees. We need to keep faith in what we are doing and keep going!

Q2 TELL US MORE ABOUT YOUR EXPERIENCE AS DIRECTOR OF COMC.

It has been an eye-opening posting because working in the community is quite different from working in the prison. It is exciting because this is a period of ‘growth’ for community corrections, due to the various initiatives and changes we will be implementing under ‘Prison Without Walls’. It is interesting because of the different scenarios we encounter in the community, and the fruitful team discussions and decisions that follow. Lastly, it is invigorating because of the passion we see from our COMC staff and the various stakeholders involved in community corrections.

Q3 WHAT IS PRISON WITHOUT WALLS (PWW), AND WHAT ARE THE DESIRED OUTCOMES?

PWW is simply trying to do community corrections in a bigger way but differently, so that we can be more effective and efficient without compromising safety. Even as we emplace more supervisees in the community for longer durations, public safety and staff safety remain our utmost priority. We plan to operationalise PWW through three strategies: (1) Strengthening throughcare; (2) Reviewing how we do community corrections; and (3) Leveraging family and the community for more long term and sustainable results.

Operationalising PWW is not just the work of COMC or our partners in the community. The rehabilitation journey begins at the onset of an inmate’s incarceration and the work done by our incare officers are crucial for our work downstream in COMC. The more prepared an inmate is for re-entry into the community, the better chance we have to prevent re-offending. Everyone in SPS plays a part to make a difference in our inmates’ lives.

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A DAY IN THE SHOES OF...
COMC REINTEGRATION OFFICERS & CORRECTIONAL REHABILITATION SPECIALISTS

Reported by Wong Ci Yi (Panopticon Editor) and Chua Yi Gang (Panopticon Reporter)

Contrary to popular belief, our Captains of Lives do not only work with offenders within prisons. There are teams of Reintegration Officers (ROs) and Correctional Rehabilitation Specialists (CRSes) who work beyond the four walls of prison to help ex-offenders on community supervision programmes reintegrate. Panopticon’s reporters shadowed a team of staff from the Community Corrections Command (COMC) who manage supervisees under the Mandatory Aftercare Scheme (MAS), to experience the work they do.

THE WORK

REINTEGRATION OFFICER (RO)
Ensures supervisees comply with supervision conditions and assists them in their reintegration.

CORRECTIONAL REHABILITATION SPECIALIST (CRS)
Conducts regular counselling sessions and provides referral services for supervisees.

WORKING HOURS
Typical office hours do not apply to ROs and CRSes. Very often, sessions with supervisees are conducted from 8pm onwards to accommodate supervisees who are working and those who have to go for their Urine Tests in the evenings at the Central Narcotics Bureau (CNB) Divisions. They may also be contacted by supervisees beyond those hours.

AREA OF OPERATION
Island-wide

A TYPICAL DAY OF A RO/CRS

They usually conduct sessions at Selarang Halfway House or CNB Divisions before/after urine testing. They return to their offices to complete their admin tasks and attend meetings. They continue with night sessions, to accommodate the schedule of supervisees who work in the day. They may also conduct work-site visits, home visits and even hospital visits to check on their supervisees’ well-being and progress.

SESSIONS WITH SUPERVISEES EMPLOCALED ON THE MANDATORY AFTERCARE SCHEME (MAS)

2 Months Before Release
A pair of RO and CRS are assigned to conduct pre-release sessions with each offender. They will visit the offender in the institution to understand more about his/her post-release plans and reintegration needs, and brief him/her on the MAS supervision.

Day of Release
The RO and CRS will brief the supervisee on supervision conditions and obtain his/her acknowledgment of the conditions. During the first joint session outside prison, the RO and CRS will address the most immediate issues facing the supervisee in the community.

Subsequent Sessions
The RO will check in with the supervisee at regular intervals, while the CRS will conduct sessions with him/her at least once a month. Just before the supervisee progresses to the next stage of the MAS, another joint session will be conducted by the RO and CRS.

FACTSHEET: MANDATORY AFTERCARE SCHEME

What is MAS?
Mandatory Aftercare Scheme (MAS)
A structured aftercare regime that provides enhanced community support, counselling and case management.

WHO?
Drug offenders
Property offenders with drug antecedents
Serious crime offenders

HOW?
Attending casework and counselling sessions
Complying with curfew hours
Wearing of electronic monitoring device
Undergoing urine tests

STAGES?
Halfway House
Home Supervision
Community Reintegration

Holistic assessment will be done for each individual, and supervisees assessed to be of lower risk may be placed on Home Supervision phase directly.
Visit https://www.sps.gov.sg/volunteer/conditional-remission-system-and-mandatory-aftercare-scheme/ to find out more about MAS.
When I saw him overcome his anxiety and find a job to his liking, the shift in his perception of himself was definitely a fulfilling moment for me.

"Siti"
Previous Offence: Drug Consumption
Released: Half a year ago
Update: Found a job in the hospitality industry.
Immediate Concerns: Managing the demands of being a single mother.

It is not a job where you expect to feel deeply appreciated by supervisors, but there are definitely satisfying moments.

Selarang Halfway House
First Joint Session

Koh Chian Ming
Senior Reintegration Officer

In aftercare, we have to take a more collaborative approach, and be creative in guiding them to solve their issues.

There was a supervisee who went through a rough patch – he was released from prison, got divorced and subsequently lost custody of his children. He remained mentally strong and did not give up. He managed to find a job as a chef in a restaurant and till this day, he has not re-offended. He even sends me greeting cards from time to time!

– Ms Sedrlyn Yap

‘Tom’
Previous Offence: Drug Consumption
Released: One week ago
Update: Visited his family and relatives upon release.
Immediate Concerns: To start work soon and rekindle family relationships.

The real challenge for ex-offenders start when they are out in the community, where they are faced with many real-life issues and temptations, which we are unable to prepare them for despite our best efforts during the incare phase.

– Mr Koh Chian Ming

I had a memorable experience with one of my previous supervisees. 6 to 7 months into the programme, I was unsure if he was going to make it. He had social anxiety and was often depressed. He resorted to violence to make up for his shortfall in other areas. When I saw him overcome his anxiety and find a job to his liking, the shift in his perception of himself was definitely a fulfilling moment for me.

– Ms Victoria Neoh

We may receive distress calls any time. There was a supervisee who texted me in the middle of the night requesting to meet the next morning, but he did not turn up. When I managed to contact him, he told me he was contemplating suicide. I was lucky to have my teammates around, and they split up to help locate him. Eventually, he was found unconscious at home and was sent to Intensive Care Unit. He had an overdose on anti-depressants, and fortunately, he survived the ordeal. I am really grateful for my teammates’ support when I need it.

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Correctional Rehabilitation Specialist
Community Corrections in SPS has evolved over the years since the Work Release Scheme was first introduced in 1985. Among the developments were the introduction and enhancement of various Community-Based Programmes, Community-Based Sentencing, and legislation that enabled SPS to do more to assist our supervisees in the community.

A key milestone was the setting up of the Community Corrections Command (COMC) to provide enhanced support and supervision for ex-offenders in their reintegration journey. As SPS continues to strengthen its efforts in Community Corrections, Panopticon took a trip down memory lane to review how far we have come, and what’s in store for the future.

- **1985**
  - **Introduction of Work Release Scheme (WRS)**
  - Offenders selected for WRS work during the day and return to the Work Release Camp after work.

- **1995**
  - **Halfway House (HWH) Scheme**
  - Amenable offenders without strong family support serve the tail-end of their sentences at a HWH, where they are engaged in work and other programmes.

- **2000**
  - **Home Detention (HD) Scheme**
  - Low-risk offenders with strong family support serve the tail-end of their sentences at home, and are subjected to curfew and supervision conditions.

- **2009**
  - **Selarang Park Community Supervision Centre (SPCSC)**
  - Selarang Park Prison/Drug Rehabilitation Centre was converted into a Community Supervision Centre to manage inmates emplaced on Community-Based Programmes or Released on Supervision.

- **2011**
  - **Community-Based Sentencing (CBS)**
  - CBS options were introduced for low-risk offenders. With the implementation of Day Reporting Orders, SPS began to supervise offenders who were not given a custodial sentence.

- **2010**
  - **HWH Service Model (HSM)**
  - The HSM was introduced to better meet the reintegration needs of offenders. It provides a framework for HWHs to provide programmes based on stipulated service requirements.

- **2012**
  - **Enhanced Supervision Scheme (ESS)**
  - In collaboration with CNB, the ESS provides a structured aftercare regime for repeat drug offenders with higher risks of reoffending. The scheme includes CNB’s urine supervision.

  - **Community Corrections Command (COMC)**
  - The new command takes charge of functions relating to aftercare supervision and support, with the aim to better assist ex-offenders’ reintegration into society.
Amendments to Prisons Act
Conditional Remission System
Offenders released after serving two-thirds of their sentences are subjected to the basic condition of not re-offending or being sentenced to a custodial sentence. This condition remains in effect till the completion of their sentences.

Mandatory Aftercare Scheme (MAS)
Offenders with a higher risk of reoffending are subjected to compulsory and structured aftercare arrangements, such as counselling, which provides them with scaffolding and support upon their release after serving two-thirds of their sentences.

Day Release Scheme (DRS)
The DRS allows suitable first-time drug offenders to serve their detention in the community after completing their interventions in the DRC. It provides offenders with the opportunity to pursue their studies or to work during the day while reporting back to LLCSC at night.

The CRC caters to young first-time drug abusers of moderate risk, and provides a drug intervention programme in a residential setting that minimises disruptions to their daily routines.

Interim Selarang Halfway House (SHWH) at LLCSC
The interim SHWH was operationalised at LLCSC while awaiting completion of the upcoming Selarang Park Complex (SPC). SHWH is the first Government-run facility to provide structured aftercare support for higher-risk supervisees who are emplaced on MAS.

The SHWH moved to new purpose-built premises at SPC. It is designed to provide a conducive environment for the rehabilitation and reintegration of ex-offenders into the community.

WRS for Females
The WRS for female supervisees was introduced at the Lloyd Leas Community Supervision Centre (LLCSC).

SPS as a Correctional Agency
SPS refreshed its mission to reflect its expanded role as a correctional agency.

Further Developments of SPC
The SPC will be an integrated development that includes a DRC, Work Release Centre and a Community Supervision Centre. These are expected to be operationalised in 2020.

Panopticon spoke to three long-serving staff in COMC, who shared their experiences and views on the past, present and future of Community Corrections.

DSP Kwa Hock Beng
Team Manager
• 1992 – 1996: Programme Officer
• 2010 – 2014: Senior Reintegration Officer
• 2014 – Current: Team Manager

RO Loh Kong Yew
Senior Reintegration Officer
• 2007 – 2014: Reintegration Officer
• 2014 – Current: Senior Reintegration Officer

CW Rajeswari
Reintegration Officer
• 2012 – Current: Reintegration Officer
HOW HAS COMMUNITY CORRECTIONS EVOLVED OVER THE YEARS?

DSP Kwa [K]: Back in the 1990s, Programme Administrators (equivalent to today’s Reintegration Officers (ROs)) had to perform functions such as procurement of urine samples, investigations, worksite visits, organise social programmes, in addition to working with the supervisees on their compliance to supervision conditions. Most of these functions are now handled by a specialised group of officers, so that the ROs can focus on motivating and assisting the supervisees in their reintegration.

RO Loh [L]: Community Corrections in the past was for lower risk supervisees, with an emphasis on supervision and compliance. Today, there are increased opportunities for offenders to go on Community-Based Programmes (CBP) and benefit from the step-down approach to effectively reintegrate into the society.

WHAT ARE SOME MEMORABLE ENCOUNTERS WHILE WORKING IN COMMUNITY CORRECTIONS?

L: I had a supervisee diagnosed with terminal cancer a month after being emplaced on CBP. Other than focusing on his reintegration needs, I had to motivate him to remain hopeful in battling his illness and to work closely with his family and HWH to support him during this difficult time. It was depressing to see him get weaker day by day, but with his fighting spirit, he outlived his prognosis and passed away after 4 months.

CW Rajeswari [R]: I’ve had supervisees who had completed their programme waving out to me in the community and to share how their lives had changed. Some will tell us how they are doing and thank us for guiding them to the correct path.

WHAT ARE SOME CHALLENGES THAT YOU FACED IN YOUR LINE OF WORK?

K: With the increased use of technology, things are moving at a faster pace now, compared to the past when computers were only used by the Registry staff. The challenge now is how to best harness the technology and information available to fulfil our roles more effectively and efficiently.

L: In the past, there were limited community resources available to help address issues like accommodation, family, finances, employment and skills training. It is heartening that we now have more community resources and support services available to help ex-offenders reintegrate. For example, more halfway houses now provide temporary shelter and assistance to ex-offenders.

WHAT ARE YOU LOOKING FORWARD TO IN THE FUTURE OF COMMUNITY CORRECTIONS?

L: With the enhancement of Community Corrections through ‘Prison Without Walls’, optimising resources is crucial in achieving better reintegration outcomes. At the moment, COMC is working to develop a phone application to provide a mobile reintegration support portal for supervisees.

R: I am looking forward to having the option to work and conduct sessions remotely. One ongoing project aims to replace face-to-face reporting sessions for low-risk supervisees with video call sessions. This would reduce travelling time, and free up resources to cater to the increasing number of supervisees on community programmes.
The SPS Annual Report 2018 encapsulates key milestones and achievements in 2018 as we continue to strive for excellence and uphold our standards as a progressive and forward-looking prison service.

You may scan the QR code to access the report.