

## **APCCA Newsletter No. 18**

**July 2004**

### **Note from Director, Singapore Prison Service**

In the blink of an eye, we are already six months into a new year. It has been an eventful six months for the Singapore Prison Service. After much hard work, the first Cluster of our new Changi Prison Complex (CPC) was fully operational in April. This represents a new phase in the history of the Singapore Prison Service. My staff face many challenges in adjusting to a new working environment, operating technologically advanced security systems, and most of all, working in a cluster management system. A flexible mind, and the ability to adapt to new experiences are our strongest allies in facing the challenges ahead. In a society where change is the only constant, it is essential for us to be able to change our mindsets to keep up with and to complement the changing environment. I am sure this applies to all of us as much as it does to my staff working in the new Cluster of the CPC.

I should like to thank Hong Kong Correctional Services Department for their warmth and excellent organisation of the 23<sup>rd</sup> APCCA last December. This year, it is Singapore's turn to host the annual Conference from 3 - 8 October. The 24<sup>th</sup> APCCA will be quite different from previous runs. We hope the revised Conference format will encourage and facilitate more in-depth knowledge-sharing amongst participants. You will also visit our new Cluster in the CPC, with its many unique features. My staff and I extend a warm welcome to you in advance. We look forward to a fruitful Conference together.

### **23<sup>RD</sup> APCCA**

The 23rd Asian and Pacific Conference of Correctional Administrators was held at the Gordon Wu Hall of BP International House in Hong Kong SAR from 7 to 12 December 2003. It was, in a sense, a return to the home of APCCA conferences, Hong Kong having been the first ever host in 1980. The Conference was attended by representatives of 22 jurisdictions, a record number.

The Conference comprised four main Agenda Items and two Specialist Workshops. The Agenda Items covered contemporary issues in corrections; prisoners' complaints and grievances; prison officer culture; and major prison disturbances. The Specialist Workshops considered the development of partnerships for prison industries and training and succession planning for senior managers. Many of these topics involved issues of considerable sensitivity but delegates were frank and open, and there was a higher level of discussion during the proceedings than at previous conferences.



The Conference was hosted by Mr Kelvin Pang, Commissioner of the Correctional Services Department of Hong Kong SAR. Delegates will long remember the immense professionalism, generous hospitality and good humour of Mr Pang and his colleagues (including Deputy Commissioner Mr Kwok Leung Ming, Assistant Commissioner Mr Samson Chan and Mr Mathias Chan). They ensured that the conference proceedings not only ran efficiently but that they were also relaxed and informative. Guests of Honour at the Conference included Ms Elsie Leung, Secretary for Justice of Hong Kong SAR and Mr Ambrose Lam, Secretary for Security.

The formal proceedings were complemented by visits to four institutions representing a range of modern correctional services (Pak Sha Wan Correctional Institution, Shek Pik Prison, Sha Tsui Detention Centre and Lai Chi Rehabilitation Centre). Delegates were also impressed with the Correctional Services Department facilities at Stanley, including the new Corrections Museum, which contains a section recording the 1980, 1993 and 2003 APCCA conferences in Hong Kong.

The conference saw several changes from previous years but retained all the core traditions and values that have been developed over 23 years. The major change was that, as announced in the previous issue of this Newsletter, Professor David Biles decided to step down as Rapporteur. The Conference thanked Professor Biles for his contributions and wished him success in the future. It elected Dr Neil Morgan (formerly Co-Rapporteur) and Ms Irene Morgan to be Rapporteur and Co-Rapporteur respectively; initially for this Conference and then for the next three years. The transition proved to be very smooth and the Rapporteur and Co-Rapporteur undertook a greater role in facilitating discussion and providing thematic summaries during conference sessions and workshops.

Another successful innovation was the inclusion of invited scholars in the conference proceedings. Professor Roger Hood (Oxford and Hong Kong Universities) provided expert international commentary on prisoner grievance proceedings and Dr Rod Broadhurst (Hong Kong) co-facilitated the workshop on succession planning.

As China, Fiji, Korea, Malaysia, New Zealand and Singapore said in formal votes of thanks to Mr Pang and the Hong Kong organizers, the 23<sup>rd</sup> APCCA will be fondly remembered for the strong conference organization, the quality of presentations and debates, the splendid

hospitality and the valuable institutional visits. Equally important, the 2003 Conference reaffirmed the role of APCCA and laid a strong basis for its future operations. This was confirmed by the fact that offers to host APCCA are now in place right up to 2009. Following Singapore in 2004, the hosts will be Korea (2005); New Zealand (2006); Vietnam (2007); Philippines (2008) and Western Australia (2009).

**ARE YOU COMING FOR THE 24<sup>TH</sup> APCCA IN SINGAPORE?**

The 24<sup>th</sup> Asian and Pacific Conference of Correctional Administrators (APCCA) will be held in Singapore, Pan Pacific Hotel, from 3 October 2004 (Sunday) to 8 October 2004 (Friday). The registration and information package on the 24<sup>th</sup> APCCA has already been sent out for all APCCA members and participating jurisdictions. We welcome more participants to visit our garden city!

***Conference Programme***

**As agreed at the 23<sup>rd</sup> APCCA, There will be five agenda items for the Conference. They are:**

Agenda Item	Topic
1	National Report on Contemporary Issues in Correction
2	Roles of Community / Public Sector Agencies and Families in Successful Reintegration
3	Preventing and Containing Infectious Diseases
4	Management of Public Expectations in the Treatment of Offenders
5	Practices in Dealing with the Diverse Cultural and Spiritual Needs of Inmates

**Our APCCA Rapporteurs, Dr Neil Morgan and Mrs. Irene Morgan have prepared a comprehensive Discussion Guide to assist delegates in the preparation of papers.**

Delegates are encouraged to refer to the Discussion Guide when drafting their papers to assist in structuring the conference discussions and to allow comparison across countries.

Three workshops have been tentatively planned for the Conference and delegations are invited to present on any of the topics. Depending on the interest of the participants, the specialist workshops may be reduced to 2.

Specialist Workshop	Topic
1	<b>Resolving Ethical Conflicts amongst Prison Officers</b>
2	<b>Innovation within Correctional Settings</b>
3	Communication and Public Relations – Ways to Gain the Support of Media, Politicians and the Public

### What's New!

Exhibition! There will also be an exhibition on the Application of Technology and Innovation in Correctional Settings during the 24<sup>th</sup> APCCA. The exhibition will showcase some of the latest prison-related technologies. The exhibits will include both hardware and software equipment, ranging from security and communications to IT.

More Interaction! This is the first time that the Singapore Prison Service is hosting the APCCA. We would be revising the format for discussion of agenda items to facilitate more in-depth sharing amongst participants:

As in previous Conferences, presentation and discussion of agenda 1 will be held at a Conference setting where all delegates will be present. Participating countries/ areas will take turns (in alphabetical order) to present their papers and 10 minutes of presentation

**time will be allocated for each country. As discussed at the 23<sup>rd</sup> APCCA, all delegates are strongly encouraged to make use of Powerpoint in their presentations.**

**The discussion of agenda items 2 – 5 will be conducted concurrently in small breakout group sessions to facilitate closer interaction between participants. The Conference will then reconvene as a whole to discuss the conclusions and views of the breakout groups.**

**The process of discussion at breakout group session is as follow:**

- a. First, the 24<sup>th</sup> APCCA Secretariat will provide a content summary based on the papers submitted by the countries. This will be followed by discussion among the delegates in the breakout group.
- b. Each breakout group will be managed by a process facilitator (Singapore Prison Officer) and a content facilitator (participating countries/ areas). The process facilitator will manage the process of discussion while the content facilitator, an expert on the agenda topic, will work with the process facilitator to manage the content of discussion during the breakout group session.
- c. At the end of each breakout group, time will be allocated for the groups to discuss and summarise its main findings. Each group will then appoint a presenter to present these findings when the Conference reconvenes as a big group.
- d. A delegate from the group will be nominated as the presenter. After the nominated presenter has presented the group's views to the full conference, the item will be opened up for detailed discussion, including questions and answers.

**This is the first time that discussion of agenda items will be held in the format of breakout group discussion. Conducting discussion in small groups will help to:**

- a. Provide opportunity for every delegate to share his/her views and comments on the agenda items
- b. Promote spontaneous group interaction such that delegates are able to build on each other's ideas and comments to provide an in-depth view. This would have been more difficult to attain at a big group setting.
- c. Encourage delegates to express their feelings and opinions fully.

**The Singapore Prison Service, together with the Rapporteurs, hope that the revised format for agenda items will help to facilitate more in depth discussion and sharing of expertise among the delegates. The Singapore Prison Service will do our best to offer all delegates a fruitful and enjoyable Conference. Details on the 24<sup>th</sup> APCCA, including the 24<sup>th</sup> Registration and Information Package, will be available on the APCCA Website at <http://www.apcca.org> by end of May 2004.**

## **SIX FEET AND OVER THE MOON**

### *Drug Dog Detector Unit Graduates Clear the High Bar of Training*

Not so long ago, Issac Papalii was jumping out of planes. These days, he has all *six feet* firmly planted on the ground!

The former Paratrooper Issac Papalii and his partner Correctional Dog 'Timmy' are among the most recent graduates of the New South Wales Department of Corrective Services' elite Drug Dog Detector Unit (DDDU).



Of the 20 correctional services officers who participated in a recent Selection Day, only five were invited to training with the DDDU at Windsor, near Sydney.

Thirteen weeks later, the somewhat weary but triumphant officers and their four-footed partners of Drug Dog Detector Handlers Course 01/03 paraded to the cheers of family and friends and the praise of the Department's most senior officers.

"I thought I was fit before I started the training," said Correctional Officer Papalii. "But this course has pushed us all further than we have ever thought possible."

CO Papalii is referring to the rigorous physical, psychological and educational training, which Steve Davis, Officer in Charge (OIC) of the DDDU describes, as "one of the most intense and challenging (courses) the Department has to offer."

Speaking at the Passing Out Ceremony of Course 01/03, OIC Davis recalled the day that the successful DDDU applicants began their training. "It was on this day that five became ten.

"Each new handler was introduced to a new friend, a friend that would become a major part of the handler's life and a new work colleague. A friend and work colleague that needed to be accepted not only by the handler but by the handler's family as well."

OIC Davis praised the officers for the added commitment of handlers who are required to live with their dogs 24/7. But for Papalii, and no doubt other graduates of Course 01/03, the relationship with dog and handler makes the role that more satisfying.

"Timmy is already part of the family," said CO Papalii. "My little boy won't go to sleep until he has said good night to him."

## ***Fallen Officers Honoured***

Correctional officers killed on duty or who have died after being assaulted on duty were remembered at a special ceremony at the New South Wales Corrective Services Academy.

In a moving service to honour the Department's fallen officers, Minister for Justice John Hatzistergos, and Commissioner Ron Woodham, attended the ceremony and laid a wreath at the Academy's Cenotaph.

The service also honoured the memory of Corrective Services employees who have died while still working for the Department of Corrective Services, and others who have died in retirement.

In the past 95 years in NSW prisons, a total of seven correctional officers have died as a result of injuries sustained after being assaulted by inmates. The last of these was Geoffrey Pearce who died in 1997.

Mr Hatzistergos said it was particularly important to remember those who had died in the course of protecting the people of NSW.

"Although only seven officers out of the thousands who have worked in NSW prisons have been murdered while on duty over the last 95 years, their deaths nevertheless demonstrate that the work of correctional officers has its extremely dangerous moments," the Minister said.

"New South Wales is indebted to these officers and their families, and indeed all officers and their families, past and present.

The Department continues to advance the safety of correctional officers, and in recent years, has introduced initiatives including:

- Officer training at the Corrective Services Academy (Eastwood);
- The carrying of duress alarms by all officers working within maximum, medium and some minimum security correctional centres;
- The installation of security cameras in maximum and medium correctional centres monitored by officers in a central control room;
- Establishment of the High Risk Management Unit at Goulburn to accommodate up to 75 high-risk inmates;
- Programs for violent offenders;
- Improved searching techniques resulting in the confiscation of contraband that could be used against an officer;
- Sight or sound practice in maximum security correctional centres where officers must be within sight of another officer or within a distance where verbal contact can be made;
- Case management of inmates in order to target offenders with poor impulse control and those who use violence;
- Placement of Security Emergency Response Teams (SERT) in maximum security correctional centres to respond immediately to emergencies; and
- Video-taping of critical incidents which in some cases prevents the escalation of violence.

“It is also important to note that the custodial officer to inmate ratio in NSW correctional centres is among the highest in the country at an average of 1.9 inmates to every officer,” Mr Hatzistergos said.

“Their vital work is performed mostly out of public view. As a result, it is often misunderstood and not sufficiently appreciated.

The Minister said the remembrance ceremony for fallen officers was an opportunity to honour those who had given their lives.

“It is also an opportunity to express thanks to their families for the terrible sacrifice they have made and to let today’s officers know they and their essential work are appreciated.”

### **Honour Roll of Officers Lost 1908-2003**

1908 - John Sutherland Brown (Cootamundra Gaol) - attacked across the head with an axe by two prisoners. The officer did not regain consciousness and died a short time later.

1958 - Alan Cooper (Bathurst Gaol) - attacked and bashed to death by two prisoners at the front gate of the gaol during a failed escape attempt. Passed away.

1959 - Albert Hedges (Berrima Gaol) - attacked, bashed and locked in a shed during an escape attempt in 1959. Officer Hedges survived and after a long rehabilitation, returned to work. However, his injuries were severe and he was medically retired, passing away several years later.

1959 - Cecil Mills (Emu Plains Training Centre) - attacked and bashed to death by prisoners during an attempted escape.

1978 - Carl Faber (Parramatta Gaol) - attacked and bashed with a hammer by prisoners during an attempted escape.

1979 - John Mewburn (Long Bay) - attacked and bashed to death with a hammer by a prisoner at Long Bay.

1997 - Geoffrey Pearce (Metropolitan Reception Prison, Long Bay) - attacked by a prisoner with an AIDS infected needle that infected the officer with the virus. Officer Pearce was posthumously awarded an OAM.

### **Reforming Women's Corrections in Western Australia**

Reforms to the management of women prisoners, currently being implemented in Western Australia, aim to achieve world's best practice in women's corrections.

A key feature of these reforms is the development of the metropolitan low-security prison for women.

The facility is being built on a site adjacent to a previously 'mothballed' juvenile detention facility, Nyandi. This was re-opened as a minimum-security prison for women in 1998 to deal with a doubling of the women prisoner population in Western Australia within a five-year period.

In 2001/2002, following a change of government, the newly appointed Western Australian Attorney General, Jim McGinty, together with Department of Justice officials, travelled overseas to investigate best practice in women's corrections.

(See *Report on a Visit to Canada, Minnesota and England*  
[http://www.justice.wa.gov.au/content/files/Womens\\_prisons\\_trip\\_final.pdf](http://www.justice.wa.gov.au/content/files/Womens_prisons_trip_final.pdf))



A proposal for a purpose-built metropolitan low-security prison for women was subsequently developed and approved.

At the same time, a comprehensive survey of the characteristics of women prisoners highlighted the generally 'low-risk / high-need' nature of the Western Australian women prisoner population.

(See *Executive Summary: Profile of Women*. Department of Justice. June 2002.  
[http://www.justice.wa.gov.au/content/files/profile\\_of\\_women\\_in\\_prison.pdf](http://www.justice.wa.gov.au/content/files/profile_of_women_in_prison.pdf))

The results of the survey on the nature and profile of women prisoners were consistent with studies conducted in other parts of Australia. These studies clearly highlight that the basis of women's offending is often an interplay of drug and alcohol issues precipitated by pervasive histories of lifelong abuse and victimization. This includes sexual abuse, domestic violence, rape and other trauma, together with related mental health issues.

Acting Director of Women's Custodial Services Jane Sampson, said the survey clearly showed that women prisoners are a highly vulnerable population, with few employment and life skills, supports or resources.

"In addition, a high proportion of women prisoners are mothers or care-givers, with sole responsibility for children, and the lives of these children can be seriously disrupted by parental imprisonment," she said.

The results of the '*Survey of Women Prisoners*', along with high rates of women's imprisonment and recidivism rates in Western Australia as compared to other Australian states, have made it clear that new and more effective approaches are needed to address women's offending.

Superintendent of the low-security prison for women, Christine Ginbey, said simply 'warehousing' prisoners without attending to the underlying causes of offending and recidivism does nothing to equip them to live law abiding lifestyles upon their release from custody.

“Furthermore, management and service delivery for low-risk women offenders is clearly a very different proposition to approaches applied to more high-risk male offender populations,” she said.

Based on these understandings, the Western Australian metropolitan low-security prison for women has the following objectives:

- Successful reintegration of women into the community and a reduced rate of recidivism;
- ***An operational philosophy that recognises and incorporates the needs of women prisoners;***
- ***Reforms in the way women offenders are managed and implementation of a women’s perspective in design and operation of prison facilities;***
- ***Integration of the prison into the community and community into the prison; and***
- ***‘Normalisation’ of living arrangements and management approaches.***

The principles underpinning the philosophy for the metropolitan low security prison for women include:

- Personal responsibility and empowerment;
- Family responsibility;
- Community responsibility; and
- Respect and integrity.

The redeveloped prison will set new standards for women’s corrections and is intended as a benchmark for reforms across Western Australian prison services overall.

The innovative design and daily activities of the prison will mirror responsibilities faced by women in everyday life and will support a strong community and family focus, with a strong emphasis on preparation for reentry into the community. Staff will be chosen for their interpersonal skills and suitability to work with women and their children in a low-security environment.

“A self-care model of accommodation is being implemented at the prison within a normalised, campus-style environment,” Christine explained.

“17 individual houses are being built to the HomesWest (Western Australian public housing authority) standard, with account taken of Aboriginal architectural design considerations. As well we have incorporated best practice disability access standards.



“The prison will accommodate up to 70 women, and each woman will be allocated her own bedroom within each residence and share other facilities, such as kitchen, bathroom and laundry areas.

“Women will undertake household chores such as cooking, cleaning, budgeting and shopping for essentials, with the guidance and assistance of staff where necessary,” said Christine.

“Children to age four will be accommodated with their mothers, and school aged and other children will have access to extended visits.

“Intermediate care accommodation will be provided for women needing temporary additional support or respite from the self-care environment,” she said.

The prison will have a focus on drug management, with drug treatments including pharmacological and therapeutic treatment programs provided.

Providing women with opportunities to address their personal and family needs and issues as well as their offending behaviour will be of key importance to equip them for successful re-entry into the community. With improved health, work and education skills, the women will be better able to take responsibility for their choices - thereby reducing the risk of re-offending.

The centralised location of the prison, within the Perth metropolitan area, is crucially important as it permits access to locally available education and training institutions, local work and traineeship opportunities, community-based health and welfare services, public transport and other amenities.

The prison will facilitate women’s participation in voluntary and community work that provide opportunities for reparation as well as facilitating the family and community contact necessary for maintenance of essential relationships and development of re-entry supports. Rather than being isolated, the prison aims to maximise the potential for women to positively, confidently and safely reintegrate with their families and communities.

Development of the low-security prison for women has involved extensive consultation with a wide variety of stakeholders. A *Community Advisory Group*, formed from self-nominated local business and community representatives and local residents, has provided input into the development of the prison and will continue its work once the facility is commissioned in May 2004.

Advice has also been provided by a *Project Reference Group*, comprising international, national and local experts in the fields of women’s imprisonment, restorative justice, women’s health, family services, Aboriginal issues, pastoral care, women’s advocacy and social policy.

Volunteers are being recruited to assist in the delivery of services and essential supports to the women prisoners, their children and families, with a focus on addressing women's re-entry needs.

As well partnerships have been developed with local organisations and neighbours including Swan Village of Care, Technology Park, Curtin University and others.

The volunteer, Community Advisory Group and neighbourhood partnership strategies reflect the commitment of the Western Australian Government and Department of Justice to community engagement and participation.

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### *Maintaining the Bonds*

A father stands at a back door watching as his young son scrambles over a play structure in the middle of a small, treeless yard. The boy has just finished breakfast with both his

parents, and like children everywhere, he has energy to burn. It is a special occasion for the boy. He has not had a chance to spend an entire weekend with both his parents for a long time and his excitement shows in a joyful smile.

The grassy yard is edged with wire fencing. As the father smiles back at his happy son, he can see past the small yard and over the flat compound beyond to larger and higher fences that mark the perimeter of the property.

The man is an inmate serving a sentence at a federal penitentiary. He is having a private family visit (PFV) with his wife and son at a special unit within the confines of an institution administered by the Correctional Service of Canada (CSC).

### **Across the Country**

Private family visits take place every day in virtually all CSC institutions across the country. They were established to help nurture and maintain the positive bonds between an offender's family and the community. Such visits also aid the offender's steps toward rehabilitation.

"Under the law, inmates have the right to community contact," says Sylvie Carrier, Project Officer, Education and Personal Development Programs, Reintegration Programs at CSC's National Headquarters. "PFVs are a way to pursue positive family contacts and they play a role in successful reintegration. For example, if an inmate is involved in one of the Living Skills programs, a PFV provides him with the opportunity to put into practice the various skills he learns in these programs."

"While on a PFV, inmates are in a home environment. It keeps them involved with what's going on in their family, allows a sense of belonging and allows them to play their role as parent and partner."

### **A Privilege, Not a Right**

Each institution has two to four PFV units and a correctional officer who oversees inmates'

use of these units. Most are simple two-bedroom structures with a combination kitchen and living area. Some are built exclusively for the purpose while others are basically trailer homes. The units are in high demand and fully booked months in advance. Once approved for a PFV, an inmate and his guest(s) can spend up to 72 hours together.

“Approval is not automatic,” says Sylvie Carrier, pointing out that the criteria for PFVs are more stringent than for general visits. “Immediate family members—spouse or common-law partner, children, parents, foster parents, siblings or grandparents—are eligible. It is not enough to be just a friend.”

Other persons may be allowed if, in the opinion of the institution’s warden, there is a close familial bond. Carrier points out that such a bond is normally expressed through regular correspondence and visits between the inmate and the prospective visitor. Other inmates are not permitted to attend a fellow inmate’s PFV.

### **Community Assessments of All Prospective Visitors**

When a PFV is requested, the inmate’s history is examined and an assessment is made of any prospective visitor.

“A parole officer from the community interviews that person and makes a recommendation,” says Mrs. Carrier. “There are different things to consider, issues such as the risk of family violence. In any circumstances, if we conclude that the visitor may be in danger, we can refuse or stop the PFV at any time.”

### **Visitors Carefully Screened Before Entering an Institution**

Before arriving for a PFV, visitors are told what items constitute contraband or unauthorized item. As with all others entering the institutions, PFV visitors are searched thoroughly. Attempts to smuggle in contraband may result in the inmate losing PFV privileges and possible criminal charges against the visitor.

Visitors are not allowed to bring food into the institution. Instead, the inmate is provided with an approved list of food and the amount of food ordered is subject to the approval of the institutional head. “The inmate pays for his visitors’ food himself,” says Carrier.

### **Regular Inspections**

To ensure visitor and institutional safety while still allowing privacy, regular inspections by correctional officers take place throughout the stay. They will terminate a visit if there is any contravention of the rules or if they perceive any danger to the guests or the inmate or the security of the institution. Cancellation of the visit mid-way through is an extremely rare occurrence.

Each unit is equipped with a telephone. Visitors can call if they feel unsafe or unwell and the PFV will be terminated. After each PFV, visitors and inmate are interviewed separately to ensure that everything went smoothly.

### **First PFV Units in 1979**

While regular visits have long been a feature of corrections in Canada, PFVs are relatively new.

“Private Family Visits began in 1979,” says Denis Barbe, Acting Director, Education and Reintegration Programs. He says they were originally piloted then at Millhaven Institution and then they were put in place at maximum-security federal institutions across Canada.

“They began following an evaluation of the difficulties lifers were having when they were finally released after a long period of incarceration,” says Mr. Barbe. “They had lost contact with their families and they had lost the ability to deal with day-to-day life—making meals, doing laundry, all these everyday things.

The results were so positive, it was decided to offer PFVs at all security levels. It has given offenders a valuable opportunity to practice life skills and maintain family contacts while incarcerated.

“We wanted to prevent the loss of the inmate’s positive relationships and the loss of their ability to perform everyday activities,” says Mr. Barbe.



The PFV Units seen from the top of KP’s wall. Since being designated a national historical site in 1989, changes or additions to KP are undertaken with great care and attention. Not only are units constructed with safety and security concerns in mind, but they are also built in a style and with materials similar to those used elsewhere in the institution.



Denis Barbe, Acting Director, Reintegration Programs; Sylvie Carrier, Project Officer, Education and Personal Development Programs, Reintegration Programs.



An inmate feeds his son during a PFV at Montée St. Francois Institution (MSFI). Since 1990, MSFI, a minimum-security facility in Quebec, has had PFVs.



Visits and Correspondence Officer Mike Donovan stands inside a PFV Unit at KP.

## Offenders put their faith in new unit



The opening of the New Zealand Department of Corrections' new faith-based unit at Rimutaka Prison in Wellington in November marked a new approach to reducing re-offending in New Zealand.

The 60-bed unit uses Christian-focused teachings and programmes to help put offenders on the right track when they are released.

"The unit's Christian activities and programmes complement and supplement the inmates' existing sentence plans," says General Manager Public Prisons

Service, Phil McCarthy.

"Faith has a role to play in reducing re-offending. With the right support, there are plenty of examples of people transformed, who leave behind gangs and a life of crime after becoming a Christian in prison."

The unit is based on similar facilities in the United States that have achieved low re-offending rates. It has been developed in partnership with the Prison Fellowship of New Zealand (PFNZ), which promotes church-based ministry to present and former inmates and their families, their victims and those in the justice sector.

Inmates in the faith-based unit continue to follow regular prison routines and attend standard rehabilitative programmes, education and employment activities as per their sentence plans.

Both staff and inmates must volunteer for the faith-based unit. Inmates must have a low or minimum security classification and meet certain criteria before being considered. Inmates do not have to be Christian but are expected to have a desire to explore the Christian faith.

## Commonwealth scholars study life in prison

Founded by the Duke of Edinburgh in 1956, are held every six years. More than 200 leaders in companies and organisations from the Commonwealth nations participate in these Conferences.

New Zealand's largest prison recently hosted an international delegation from the 2003 Commonwealth Study Conference. The group's 14 participants hold senior positions in corporate, government and non-profit organisations in countries such as Kenya, Bermuda, Malta, India, Sri Lanka, Canada, Australia, Britain, and the Cook Islands.

Following the conference opening and plenary sessions in Australia, 14 study groups embarked on week-long study tours around Australia and New Zealand. The groups visited a range of workplaces to gain insight into local industrial, commercial and social situations and their successes, failures and opportunities.

Three study tour groups came to New Zealand, one of which visited Waikeria Prison. The prison accommodates up to 906 male and female minimum and medium security inmates.

The visitors were welcomed with a powhiri, a traditional Māori welcome, then visited the Prison's Youth Unit, Addiction Treatment Unit, Māori Focus Unit and Women's Unit.

"It was a great opportunity to showcase modern offender management and the work of the Public Prisons Service. The visitors were blown away by all that they learned," says Waikato/Central Regional Manager Harry Hawthorn.



The study tour party walks through Waikeria Prison's facilities.



Commonwealth Study Conference scholars are welcomed to Waikeria Prison with a powhiri (traditional Maori welcome) by the prison's Maori Focus Unit inmates.

### *Moving the Malaysia Prisons Department towards achieving MS ISO 9001:2000*

For the first time in the Malaysian prisons history, the Malaysia Prisons Department gained world recognition when three of its correctional institutions received the MS ISO 9002:1994 certification in 2000.

The scope of the certification focused on the Management of Inmates Detention. The correctional institutions which received the certification included Kajang Prison, Sungai Buloh Prison and Seremban Prison. The Department has taken another leap forward to achieving the latest version of MS ISO 9001:2000, which will be implemented in stages throughout 16 correctional institutions in the country.

On 1 March 2004, the Secretary General of the Ministry of Home Affairs, Dato' Seri Aseh bin Che Mat officially launched the latest version of the MS ISO 9001:2000 at the Prisons Headquarters.

The Malaysia Prisons Department is the first department among seven other agencies housed under the Home Ministry to have achieved this outstanding recognition. Work procedures and processes in the correctional institutions will be performed based on the ISO 9000 standards. This certification proves that the seriousness of the Department in implementing its roles and responsibilities in society.



*The launching and handing over of MS ISO 9001:2000 documents by Secretary General of Home Ministry Dato' Seri Aseh bin Hj Che Mat to Dato' Mustafa bin Osman, the Malaysia Director General of Prisons*

Malaysia Prisons Department takes over Immigration Detention Centres

The Department expanded its wings when the Ministry of Home Affairs announced in 2002 that all immigration detention centres would eventually be placed under the administration of the Malaysia Prisons Department. This new task serves as recognition of the Department by the Home Ministry for its expertise in managing both inmates and other types of offenders, such as immigration detainees. As a result of this new policy and practice, the Immigration Department is able to concentrate on its primary objectives.

The Malaysia Prisons Department has since taken over six immigration depots. The five remaining immigration detention centres will be handed over in stages to the Department before end 2004. The detention centres are responsible for the detention of illegal immigrants, especially those from neighbouring countries such as Indonesia, Bangladesh, Thailand, the Philippines, and India. Currently, there are a total of about 7000 immigration detainees being confined in immigration detention centres throughout the country.



The handing over of Juru Immigration Detention Centre to the Malaysia Prisons Department

### **PERSONAL DEVELOPMENT PLAN TO REHABILITATE INMATES IN THE MALAYSIAN CORRECTIONAL SYSTEM**

Rehabilitation has been the primary objective of the Malaysian correctional system. The Malaysia Prisons Department has recently taken a bold step to improve its rehabilitation program by transforming its traditional practice into a new comprehensive, systematic and well-integrated rehabilitation program known as “Pelan Pembangunan Insan” or Personal Development Plan. This program consists of integrated approaches designed to reform and equip inmates with the necessary knowledge, skills and attitudes through a series of modules that include physical and spiritual activities. An inmate has to undergo through the incarceration process once he or she enters the penal system. They will have to go through and complete the four phases of the plan over a minimum period of three years. The program can be divided into four phases, i.e., the orientation phase, personality enhancement phase, vocational training phase and pre-release phase.

During orientation session, an inmate will have to attend several modules aimed to familiarise inmates about the prison rules and regulations, personal development, positive values, patriotism, sports and recreational activities, and program evaluation for a period of three months. Then it will proceed with the second phase of the program known as Personality Enhancement for another six to twelve months. During this stage, the inmates

will be exposed to spiritual activities, Therapeutic Community, counselling sessions, human development, and other more specific and specialised modules. The third phase of the program emphasizes on inmates acquiring certified vocational skills, joint venture scheme, industries, agricultural activities, and sports talents. Finally, the inmates will go through the final stage of the program for a period of between six months to a year. The inmates will be involved in the pre-release program designed for their successful re-integration into the larger society. In this particular program, the inmates will be allowed to work outside the correctional facilities such as in factories, community services, giving talks to school, students and the local community.

**Personal Development Plan Framework**



**Orientation (First Phase)**



**Therapeutic Community (T.C.) (Second**

**Phase)**

### **Hong Kong inmates produce facemasks**

The Hong Kong Correctional Services Department (CSD) has set up a facemask production line at the Chi Ma Wan Drug Addiction Treatment Centre (CTC).

The project is yet another step of the Department to enhance work rehabilitation and provide an opportunity for the inmates to serve the community.

CTC is a female institution situated on the Chi Ma Wan Peninsula of Lantau Island. In its Filter Mask Workshop, inmates are trained to work in an environment with disinfected and stringent quality control facilities. They are required to follow procedures in handling materials and products with high hygiene standards.

The inmates develop good working and personal hygiene habits through the training process, while contributing to the community at the same time.

The demand for protective gear for medical practitioners is high at the moment. Disposable protective gowns produced by Department's Correctional Services Industries (CSI), which is responsible for supplying various products and services to the public sector, are well appreciated by users.

Facemasks are also in need by most healthcare workers. However, the quality of supplies in the market is varied and inconsistent.

In May 2003, CSI conducted a study on the feasibility of making facemasks in penal institutions. Solutions for the technical problems and the production difficulties in the penal environment were found. Suitable production machinery and equipment were installed, and production begun.

CSI's facemask has three layers of different non-woven fabrics merged by ultrasound device. These materials are air permeable but fluid repellent, and prove highly efficient in guarding (95% as required by the medical standard) against bacteria. Its center layer serves to filtrate particles.

To gain customers' satisfaction and confidence in CSI products, tight process control is in place to ensure the product serviceability. The initial batch of masks will be supplied to correctional institutions and CSI commercial laundries. Subsequent batches will be provided to public hospitals and clinics for trial use.



An inmate works at the Filter Mask Workshop in Chi Ma Wan Drug Addiction Treatment Centre.

### **Patrol management system goes 'smart'**

The Hong Kong Correctional Services Department (CSD) has launched a project to introduce the Smart Card Patrol Management System to replace the mechanical patrol monitoring system in its penal institutions.

CSD has so far introduced the "smart" system to 18 of its 24 penal institutions. Works on the remaining six will be completed by 2005.

This will not only result in savings in resources and enhance efficiency, but also enable the management of institutions to concentrate on other core business.

The new system was introduced as a result of research and development for a customised product with software design matching operational requirements in a user-friendly manner.

### **Advantages of Smart Cards**

- Compared with the mechanical patrol monitoring system, the smart card system has the following advantages:

#### More economical

- lower capital and recurrent costs

#### More environmentally friendly

- paperless electronic records in lieu of paper-based record cards (each day one card for each checkpoint)
- less noise generated during operation

#### Higher efficiency and better use of resources

- middle managers can be released from routine but time-consuming work of replacing record cards (sometimes outdoor in inclement weathers) so that they can concentrate on core business
- software programmes enable faster checking of irregularities associated with patrol duties, and hence more effective monitoring of patrol duties

#### More flexible for installation

- easier to install or replace smart cards at checkpoints

#### How the system operates

Before launching the current smart card patrol management system, the Department tested various types of systems employing smart card or electronic technology, but all of their software and functionality did not meet CSD's requirements.

The new system uses a customised electronic recorder (a smart card reader) to read and save the unique identities (radio frequency identification, ISO 15693 Standard) of the smart cards in its built-in memory as records of visits to the checkpoints involved. After the patrol tour, patrol records in the electronic recorders are uploaded onto a database with

customised software installed on a computer workstation for storage, processing and documentation.

The customised software enables middle managers to examine accurately and speedily whether the patrol staff members have fulfilled the requirements of their work. Night visiting officers may also use smart cards to generate records of their visits to the patrol staff in the latter's patrol reports.

### **The phasing out system**

For a long time, the Department has been using the mechanical patrol monitoring system, which relies on a mechanical recorder operating on clockwork spring and a record card mounted on it. Patrol staff scratch marks on the card with a metal pin as the records of visits to the checkpoints installed with such recorders.

This monitoring system involves a lot of manual work, from replacing records cards (particularly difficult in inclement weathers for those recorders located outdoor), visual checking and counter-checking of all record cards to storage.



To enhance efficiency, the Hong Kong Correctional Services Department is replacing the mechanical patrol management system with this smart card patrol management system.

### **New rehabilitation initiatives in Hong Kong**

The Hong Kong Correctional Services Department (CSD) has introduced a series of new rehabilitation initiatives for offenders and ex-offenders with a view to facilitating their reintegration into the community.

These include the pilot Enhanced Reintegration Programme (ERP), recruitment of volunteers for tutoring classes and the implementation of the Continuing Care Project.

### **Enhanced Reintegration Programme (ERP)**

Specifically designed for young male prisoners between the age of 21 and 25, ERP has been implemented at Lai Sun Correctional Institution since November 2003 to provide full-time vocational training.

Participants attend half-day vocational training in the catering service and half-day commercial skills training. They have to comply with the rules and regulations of young offender institutions such as the no smoking rule.

Prisoners need to have good institutional behaviour, and have attained at least junior secondary level education, to be eligible for the scheme. They should also have a sentence balance between six and 18 months to ensure they complete one to two vocational courses and obtain accreditation before release.

Unemployment is known as one of the main factors for re-offending. Many ex-offenders have difficulties finding employment due to lack of occupational skills. The enhanced programme would be beneficial to offenders' reintegration into society upon discharge and help to reduce recidivism.

There are presently 10 prisoners in this programme.

### **Recruitment of Volunteer Tutors**

CSD introduced the plan of engaging volunteer tutors and inmate peer tutors in March 2004 to provide support to educational pursuits by prisoners.

The volunteer recruitment exercise was conducted in late 2003. It met with enthusiastic response, attracting more than 200 professionals and university students. 43 of them were selected for a three-day workshop to equip them with necessary skills to work in a prison environment in March 2004.

Following the establishment of the CSD Rehabilitation Volunteer Group, a series of educational and hobby classes were planned. The 43 trained group members (three teachers and 40 university students) will run 22 educational and hobby classes in 13 correctional institutions.

The classes include English, Japanese, Putonghua (Mandarin), Computer Usage and Handicraft. To fully utilise the talents and skills of prisoners, suitable prisoners will assist the volunteers.

Recruitment of volunteers will be conducted all year round to ensure the availability of sufficient volunteer tutors for the classes. To optimise the usage of this human resource in the community, more areas of rehabilitation work for prisoners will be opened to the volunteers in future.

### **Continuing Care Project**

The Continuing Care Project has been implemented since February 2004. All supervisees who need continued counselling services after the expiry of the statutory supervision period will be referred for follow-up sessions at 7 designated non-government organisations. However, participation is on a voluntary basis.

Overseas studies have shown that correctional education, vocational training, and follow-up guidance such as job counselling and placement services, are effective in reducing recidivism. CSD hopes that recidivism rates will be further reduced with the implementation of its new initiatives.



ERP participants at the Food & Beverage Service training class

### **South Korea's drive to improve conditions for inmates**

#### **The Inmate Video Visitation System**

It is now more convenient for inmates' families in South Korea to visit their loved ones in prison.

In July 2000, the *Inmate Video Visitation System* was piloted at the Su-won Detention Center (Gyeonggi-do) and Gim-cheon Juvenile Correctional Institution (Gyeongsangbuk-do). The system is designed to connect inmates and their family members who would otherwise be unable to visit regularly. The system in the correctional facility is connected, via video cameras and monitors, to video visitation areas for inmates' families.

This system comprises a PC, video camera, microphone and speaker unit. Since the system utilizes the ATM backbone, all communications are TCP/IP based. For security purposes, the system uses intra-net technology; access is restricted and available only on the Bureau's

local computer servers, thus ensuring confidentiality. Inmates' communication with kin is via videoconferencing over a dedicated 4M Bps line, at 100M pixel.

In March 2003, the system was installed in all correctional facilities in the country.

The Bureau is preparing to make the system accessible to the Public Prosecutor's Office, the Probation & Parole Office, the Police Agency, and others, so that they can benefit from the cost savings and productivity improvements associated with the use of video communications.

This cost-effective alternative to in-person visits benefits both correctional facilities and the citizens. For correctional officers, it means improved security, a reduced risk of drug and other contraband traffic, and more productive use of their time. For inmates, the system provides an opportunity for extended visitations. Inmates are encouraged to continue bearing family responsibility, and maintain family bonds. For the visitors, it spells a much simpler and accessible visitation process.

Bong-Tae YANG, South Korea's newly appointed Director General of Correction Bureau, says, "*The Inmate Video Visitation System* throws in improved communication for inmates and more convenience for visitors, and it's clear that video visitation is a winning solution for all parties. I hope that this system will bring about change in the lives of inmates and their family members, to keep intact family structure via state-of-the-art technology."

### **Other new initiatives**

The Correction Bureau of South Korea also carried out major reforms in correctional systems and facilities to enhance inmates' human rights and to help them develop competitive vocational capabilities during their incarceration.

Amendments were made to the *Criminal Administration Act* to protect inmates' human rights as best as possible and uphold the principle that no inmate should be discriminated against because of sex, nationality or social status. In addition, the Bureau recently established *The Minimum Standard of Living System* for soon-to-be released inmates for their successful settlement in society.

To improve the prison environment, many modernized correctional facilities in the country, such as Yeo-ju Correctional Institution, Sun-cheon Correctional Institution, Cheong-ju Women's Correctional Institution, Tong-young Detention Center, Chung-ju Detention Center etc were recently constructed or rebuilt.

Korea is also the first Asian country to enact *the Private Prison Law*, introducing the private prison into their correctional system, in November 2000. Furthermore, a private foundation, 'Agape' was selected, as the trustee of operating a private prison in March 2002. The foundation expects to construct and open a private prison by 2005.

The Bureau has been cultivating inmates' adaptability to society by teaching IT skills and foreign languages, and providing relevant and up-to-date vocational training. *Employment Recommendation Committees* and *Job Information Centers* have been set up in all

Correctional facilities to guarantee jobs for skilled inmates upon their release. At end 2003, a total of 3139 inmates obtained jobs after their release with the support of the Employment Recommendation Committee.

The Correction Bureau of South Korea believes that these reformatory efforts are proper steps for all inmates to return to society and become productive citizens once again. In fact, these measures have contributed to the reduction of recidivism rates in South Korea.



Bong-Tae YANG (Mr.), newly appointed Director-General of Correction Bureau, inaugurated on 19 January 2004, plans many kinds of up-dated programs for the better treatment of inmates in Korea.



South Korea installed Inmate Video Visitation System in all over the correctional facilities in 2003, to make cyber visitation possible in everywhere around the country.



'A' first in Corrections

25 April 2004 is a date to remember in the history of the Singapore Prison Service. After

nine years of planning and construction, the first Cluster of the Changi Prison Complex (CPC) is finally fully operational!

Conceptualised in 1995, the CPC will be the first purpose-built prison that incorporates a cluster management system. Technology will play a major role in the better management of prisons in the CPC, with 24-hour surveillance through the use of an extensive CCTV system. It will also allow the management of more inmates with no increase in manpower.

Known as Cluster A, the newly operational Cluster has a design capacity for 5357 inmates. It now houses 5300 inmates previously from three different prison institutions – Changi Prison, Jalan Awan Prison and Moon Crescent Prison and Reformative Training Centre. There are a total of 16 self-contained Housing Units in Cluster A, with their own dining halls, industrial workshops, indoor recreation yard, laundry rooms, classrooms and tele-visit rooms. Most inmate activities, such as work, recreation, medical consultation and the delivery of rehabilitative programmes and counselling will take place in the Housing Units themselves.

Cluster A has several unique facilities – a 24-hour Medical Centre with 92 beds and 12 cells, the Maximum Security Section which houses the condemned inmates, a commercial laundry, and a Food Hub, with bakery, food manufacturing and processing workshops, and a training kitchen for food preparation. Two new features to support the entire CPC have also been introduced. They are the Prison Link Centre Changi (PLCC), the registration centre for inmates' visitors to CPC; and the Interim Transit Centre, which serves as the security checkpoint for all vehicles moving in and out of CPC.

The Cluster Management system calls for changes in mindset for Prisons staff. One of the greatest challenges is developing a Cluster culture and spirit amongst staff who were previously from different institutions. The Cluster A management team also learnt that integrated planning, and not coordinated planning, is detrimental to the efficient and smooth operationalisation of CPC in general.

A visit to Cluster A has been included in the 24<sup>th</sup> APCCA programme. We look forward to hosting you in October this year.



Cluster A with the Transit Centre (with its blue roof) on the left.

‘Making a Social Impact: Breaking the Offending Cycle’

#### The Prisons-Score Work Plan Seminar 2004

At their second joint Work Plan Seminar, the Singapore Prison Service (SPS) and Singapore Corporation of Rehabilitative Services’ (SCORE) sought to make a Social Impact by Breaking the Offending Cycle. Held on 5 & 6 May 2004, the Seminar boosted the theme ‘Making a Social Impact: Breaking the Offending Cycle’, and was graced by the Minister for Home Affairs, Mr Wong Kan Seng, as Guest of Honour. Participants numbered approximately 450, including staff from both organisations, and strategic partners,



such prison volunteers. Friends from Hong Kong Correctional Services Department and Macao Prisons also attended the Seminar. Our Hong Kong counterparts shared on the Hong Kong experience in cultural change towards rehabilitation in prisons and community.

This year’s Work Plan Seminar was made up of presentations on the latest strategies and initiatives in both organisations, such as the Revised Operations Philosophy, and the lessons learnt on the setting up the first Cluster of the Changi Prison Complex. Assistant Director, Operations, Mr Desmond Chin’s analogy of looking at Operations and Rehabilitation as two sides of the same coin, bearing the same value, thus showing the importance of both aspects to the prison system, was especially well-received by the audience. Assistant

Director, Cluster A, Mr Teo Tze Fang, called for a change in staff mindset and adaptability to compliment the change in working environment in the Changi Prison Complex in future.

Two of the presentations touched on the most recent research studies conducted in SPS. These were a validity study on SPS' inmate classification tool, the Level of Service Inventory – Revised (LSI-R), and the re-banding of the classification system, as well as the newly developed Reintegration Index. Both showed that evidence-based approach is accurate in predicting re-offending and re-integration potential respectively. In addition to these two presentations, exhibition panels showcased research methodology and other research studies, in an effort to promote research conducted within SPS.

Participants had the opportunity to listen to feedback from offenders, ex-offenders, their families and our Community Partners. Feedback from inmates on areas such as living conditions, safety & punishment, perception of Prison Officers etc is collected annually via focus group discussions with inmates and the administration of survey questionnaires. This year, inmates were also asked about their family and educational backgrounds, religion, goals and peers. This is part of an exploratory study to better understand their backgrounds and lifestyle. This would enable us to be more responsive by targeting inmates' individual needs, and to implement suitable preventive measures.



The Seminar was also highly interactive, with time set aside for participants to engage in discussion within breakout groups, and to pose questions to the senior management in a Question & Answer segment. SPS' Director, Mr Chua Chin Kiat, and SCORE's Chief Executive Officer (CEO), Mr Jason Wong, were also interviewed on the challenges facing SPS and SCORE over the next 10 years, by Ms Zahara Lateef, a former presenter on local television, and an ex-inmate.

SPS' Deputy Director/ Chief of Staff Mr Lohman Yew closed the Seminar with a rousing speech, in which he emphasised that SPS and SCORE aimed not only to maximise inmates' reintegration back into society, but to break their offending cycle as well. This can only be achieved by the joint efforts of SPS, SCORE and our Community Partners.

Singapore lauded for being Innovative

Innovation is the hallmark of successful organisations in the knowledge economy. Today, quality and efficiency are no longer sufficient for sustaining competitiveness. To succeed, organisations need to acquire the competencies for managing and sustaining innovation.



The Singapore Innovation Class Programme, administered by the Standards Productivity and Innovation (SPRING) Board, provides organisations with a framework for achieving innovation excellence. Based on extensive international research, expert consultation and studies of renowned innovative organisations in the world, the Innovation Excellence Framework provides an excellence model that can be applied to any organisation, regardless of its uniqueness. It enables organisations to adopt a total approach to developing the conditions, culture, competencies and connectivity for sustaining innovation. The framework consists of four components, namely Conditions, Culture, Competencies and Connectivity. Organisations that attain more than 400 points in this framework receive the Innovation Class (I-Class) award.

The Singapore Prison Service was recognised as an I-Class organisation in April 2004.

The road to achieving this certification was not an easy one. Work started in November 2003 with the I-Class working committee writing the application report, creating awareness among officers and collating documents as evidence to support the content of the report. SPS also had to prepare for a site visit by the I-Class assessors in February 2004.

During the site visit, assessors visited the now-defunct Moon Crescent Prison and the new Cluster A of Changi Prison Complex (CPC), as they were interested to see how a penal institution operated. There, they viewed exhibits of innovative ideas by officers, such as the Internet Home Tele-visit, Quick Response Pack, Compartmentalised Van, Inmates' Board Games, Foldable 3-D Housing Unit Model and Captain's Eye. The assessors strongly suggested that SPS apply to patent these innovations. They also interviewed inmates who were members of a Work Improvement Team (WIT), and recommended that WITs Conventions be held for inmates from different institutions. At Cluster A, they were introduced to the innovative capabilities of CPC – the first of its kind in Asia.

Assessors also conducted interviews with staff to better understand how staff are aligned to SPS' innovative vision and culture.

SPS has come out of this I-Class experience, more aware of our innovative capabilities and how to strengthen them by adopting the I-Class framework.