

prisonnews

DECEMBER ISSUE 2021
CAPTAINS OF LIVES
REHAB • RENEW • RESTART

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EXPANDING COMMUNITY CORRECTIONS

MAIN FEATURE

Some photos in this article are taken prior to COVID-19



SINGAPORE PRISON SERVICE



**SPS75 VIRTUAL COMMEMORATIVE EVENT
WEDNESDAY, 1 DECEMBER 2021 AT 2.30PM
GUEST-OF-HONOUR, PRESIDENT HALIMAH YACOB**

It has been 75 years since SPS was formally instituted in 1946 as a government department to oversee the management of prisons.

The event recognises the efforts from our past and present Captains of Lives and the unwavering support from community partners in transforming the lives of offenders and supporting second chances.



President Halimah Yacob graced the event as the Guest-of-Honour



President Halimah Yacob with former and present Directors / Commissioners of Prisons



The SPS75 Commemorative Stamps were launched by President Halimah Yacob and Commissioner of Prisons, Ms Shie Yong Lee



Ms Shie Yong Lee presents President Halimah Yacob with a cheque of \$75,000 raised by Captains of Lives for the President's Challenge 2021

SCAN THE QR CODE TO WATCH THE FOLLOWING VIDEOS OF THE EVENT!



COMMEMORATING
75 YEARS



Well-Wishes to
Commemorate SPS'
75th Anniversary



SPS Cares
fundraising
initiative



Launch of SPS75
Commemorative
Stamps



The Road Ahead
— The SPS75
Music Video

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FEEDBACK

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EDITOR'S NOTE

Dear Readers

We have come to the end of 2021, and what a year it has been! We commemorated SPS75 with the various activities lined up throughout the year, and we continued to work hard to overcome the many challenges and disruptions brought about by COVID-19.

In this issue, we take a look at **SPS' community corrections**. Do you know that a growing number of offenders in our custody are serving their sentences in the community? Most offenders require support during the transition from incarceration to aftercare, and SPS provides step-down aftercare support and supervision through community corrections. In this issue, we showcase the various Community-based Programmes as well as the **Captains of Lives (COLs)** and community partners who support these offenders in the community.

On behalf of the Prison News Committee, I would like to thank each and every COL, and all our community partners, for the tireless work and dedication in overcoming every obstacle and hurdle, to ensure that every offender has the means and opportunity to turn their lives around. Let us press on, and continue to inspire everyone, at every chance, towards a society without re-offending.

To all readers, here's wishing you a **Happy New Year!**

ASP Muhammad Sadiq Bin Sa'ad
Editor, Prison News

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Reported by
MX Crystal Wong

WHAT IS COMMUNITY CORRECTIONS?

Community corrections involves the management and supervision of offenders in the community. In gist, offenders can serve the tail-end of their sentences in the community, or be imposed with a condition before their release from prisons.

Research has shown that rehabilitation is more effective in a real-world setting, as it allows offenders to face and tackle real-life stressors and seek the necessary support. In recent years, SPS expanded community corrections by emplacing more offenders on community-based programmes, and for longer duration under close monitoring and support. The number of offenders on community corrections, also known as supervisees, is expected to increase in the next few years.



TYPES OF COMMUNITY CORRECTIONS

COMMUNITY CORRECTIONS		
<p><i>Implemented in 1985</i></p> <p>COMMUNITY-BASED PROGRAMME (CBP)</p> <ul style="list-style-type: none"> Suitable offenders serve the tail-end of their sentences in the community Facilitates reintegration into society with the support of offenders' families, community partners and volunteers Provides an opportunity to offenders to function as useful members of society 	<p><i>Implemented in 2014</i></p> <p>MANDATORY AFTERCARE SCHEME (MAS)</p> <ul style="list-style-type: none"> A structured aftercare regime to provide a step-down approach for released offenders to undergo in their reintegration into society Enhanced community support, counselling, case management, and supervision can be imposed as conditions to be adhered to by the supervisees Targetted for individuals who are at higher risk of re-offending or need more support in their reintegration 	<p><i>Implemented in 2011</i></p> <p>COMMUNITY-BASED SENTENCES (CBS)</p> <ul style="list-style-type: none"> CBS can be meted out by the Courts to sentence offenders of less serious offences as part of the alternative sentencing options CBS managed by SPS are the Day Reporting Order (DRO) and Short Detention Order (SDO)

FACTSHEET: COMMUNITY-BASED PROGRAMME (CBP)

Allows suitable offenders to serve the tail-end of their sentences in the community, subject to curfew and other supervision conditions.



- Suitable offenders from prisons
- Suitable offenders from Drug Rehabilitation Centres (DRCs)

TYPES OF CBP

Home Detention / Residential Scheme

- Allows supervisees with family support to serve the tail-end of their sentences or detention period at home under specified conditions, including work or education if suitable and electronic monitoring.

Halfway House Scheme

- Provides support to supervisees who need more help in their reintegration journey, through emplacement on the halfway houses under the Halfway House Service Model.
- Supervisees go through structured rehabilitation programmes and job placement support.

Day Release / Work Release Scheme

- Meant for supervisees who lack family support or a conducive family environment by keeping them engaged in work productively.
- After work hours, supervisees return back to their dormitories at the Selarang Park Complex, a facility managed by SPS.

FACTSHEET: MANDATORY AFTERCARE SCHEME (MAS)

A structured aftercare regime that provides enhanced community support, counselling and case management.

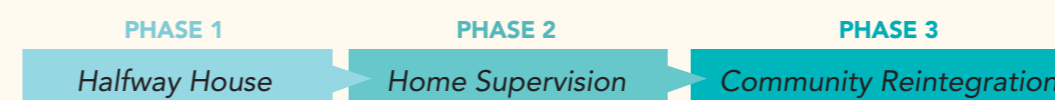


- Drug offenders
- Property offenders with drug antecedents
- Serious crime offenders



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

PHASES



Assessment will be carried out for each individual before progressing to the next phase, and supervisees assessed to be of lower risk may be placed on Home Supervision directly.

Visit www.sps.gov.sg/volunteer/conditional-remission-system-and-mandatory-aftercare-scheme for more information!

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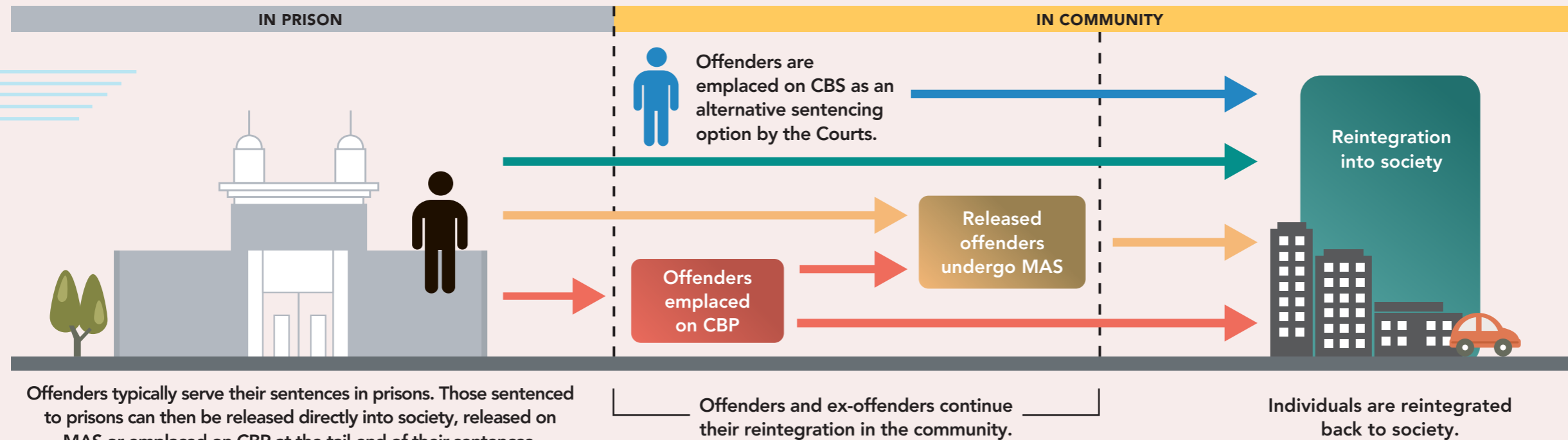
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TYPICAL REINTEGRATION PATHWAYS FOR OFFENDERS



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FACTSHEET: COMMUNITY-BASED SENTENCES (CBS)

Alternative sentencing option by the Courts which does not result in a criminal record upon successful completion of the sentence.

WHO?

- Suitable low-risk, first time offenders, taking into consideration the circumstances of the case, and nature of the offence.

HOW?

- Cases that are suitable for CBS are generally sent to the Community Court for management.
- The Community Court adopts a problem-solving approach that combines criminal justice and community resources for a comprehensive response.
- SPS manages the Day Reporting Order (DRO) and Short Detention Order (SDO) of the CBS.

TYPES OF CBS

Day Reporting Order (DRO)

- Offenders are required to report to the Day Reporting Centre to attend counselling and rehabilitation programmes.
- Offenders will also be supervised closely via electronic monitoring system.

Short Detention Order (SDO)

- A community sentence in which offenders are detained in a prison for up to 14 days.

FUN FACT:

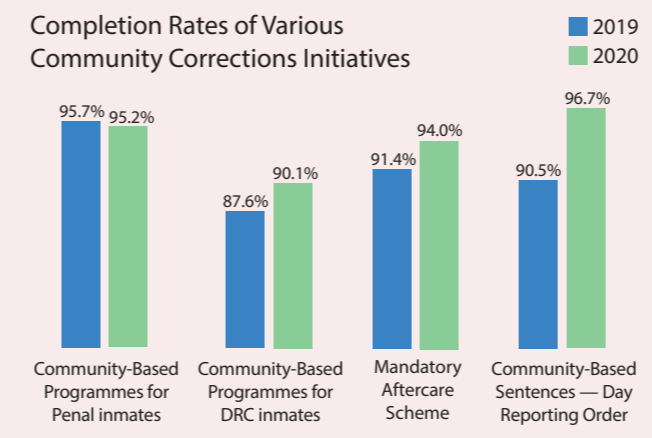
The Community Rehabilitation Centre (CRC) was officially launched in January 2015, to help first time young drug offenders to rehabilitate into society with minimal disruptions to their studies, if they are attending schools.

Suitable offenders must first undergo their detention stint in the Drug Rehabilitation Centre, located at the Changi Prison Complex. Upon completion, they will undergo their residential phase at the CRC first, followed by another period of supervised home leave.

The CRC is managed by SPS and is overseen by a Superintendent.



COMPLETION RATES OF VARIOUS COMMUNITY CORRECTIONS INITIATIVES



The good result for community corrections is a testament to the hard work of Captains of Lives (COLs) and community partners in providing effective supervision and support to the supervisees. This also gives SPS the confidence to emplace more suitable offenders on community corrections.

KEY STAFF AND PARTNERS SUPPORTING SUPERVISEES ON COMMUNITY CORRECTIONS

REINTEGRATION OFFICERS AND CORRECTIONAL REHABILITATION SPECIALISTS FROM SPS' COMMUNITY CORRECTIONS COMMAND

The Community Corrections Command (COMC) was formed in August 2014 as an operational unit dedicated to overseeing the rehabilitation, reintegration and supervision of offenders and ex-offenders in the community.



COMC is made up of uniformed officers and civilian specialists who complement each other in their roles to ensure the smooth reintegration of offenders into society.

Reintegration Officer (RO)

- Ensure supervisees' compliance to supervision conditions and assist them in their reintegration.

Correctional Rehabilitation Specialist (CRS)

- Conduct regular counselling sessions and provide referral services for supervisees.

CASE MANAGEMENT PARTNERS

- Provide case management services and support for offenders and their families.
- Integrate a range of services available in the community in a timely and coordinated manner to address the needs of offenders and their families, such as employment opportunities, accommodation and overcoming work challenges.

Case Management Partners



From left to right: • Association of Muslim Professionals (AMP) • Singapore Anti-Narcotics Association (SANA) • Singapore After-Care Association (SACA) • Ang Mo Kio FSC • Fei Yue FSC • Lakeside FSC

CAREER COACHES FROM YELLOW RIBBON SINGAPORE (YRSG)

Yellow Ribbon Singapore, or YRSG, is a statutory board under the Ministry of Home Affairs. It was established on 1 April 1976 as the Singapore Corporation of Rehabilitative Enterprises (SCORE) and rebranded as YRSG on 1 May 2020.



SPS partners closely with YRSG to provide skills training and employment assistance for offenders and ex-offenders, and also to engage the community through the Yellow Ribbon Project.

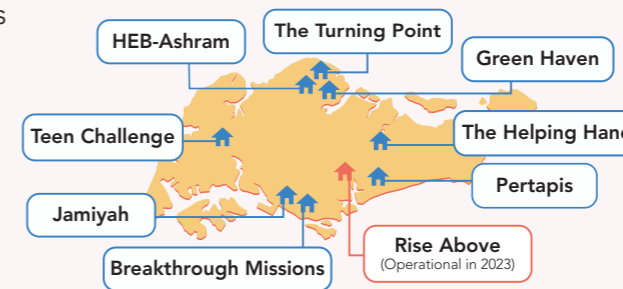
Career Coaches

- Conduct assessments, job profiling and matching of offenders with suitable jobs.
- Provide career coaching to help offenders understand their employment pathways and address potential work challenges.

OTHER COMMUNITY PARTNERS

Other stakeholders who also play an important role to support community corrections include:

- Government agencies such as Ministry of Social and Family Development (MSF)
- Law enforcement agencies such as the Central Narcotics Bureau (CNB)
- Community Action for Rehabilitation of Ex-Offenders (CARE) Network partners
- Halfway houses under the Halfway House Service Model (HSM)
- Volunteers from various organisations and Social Service Agencies (SSAs)



FUN FACT:

The nine halfway houses partnering SPS under the HSM are shown above.

MOVING FORWARD IN COMMUNITY CORRECTIONS

Community corrections is crucial in achieving SPS' mission and vision to inspire everyone at every chance towards a society without reoffending for a safer Singapore. The period after release is the most tumultuous and volatile for released offenders, where they may relapse and re-offend if not supported and supervised. Community corrections thus provide supervisees with resources, interventions and supervision at this critical stage so that they have a better chance of staying crime and drug free.

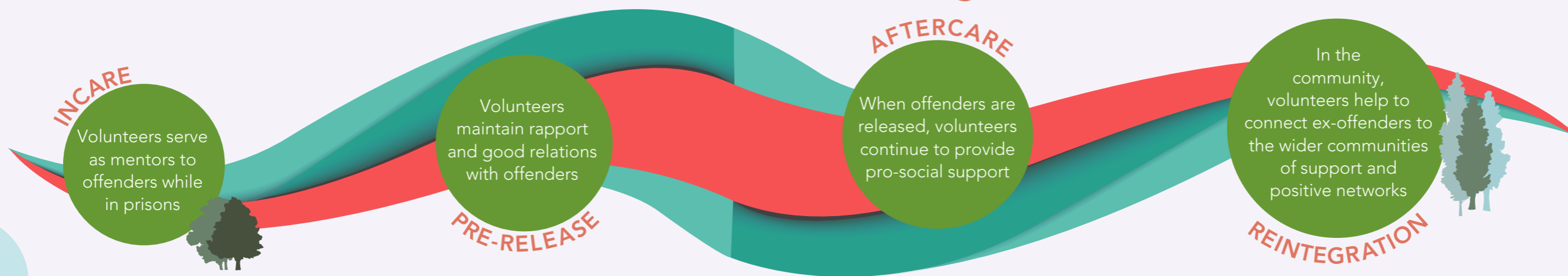
Together with community partners, SPS will continue to co-create effective community corrections to build a pro-social ecosystem to provide support for offenders and ex-offenders beyond the prison walls and help them in their reintegration journey.

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Enhancing Pro-social Support: The Befriender Enhancement Programme

Reported by
RO Leticia Koh

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1 BUILDING POSITIVE NETWORKS, ENHANCING SOCIAL CAPITAL

Having a pro-social support from positive peers is one of the key protective factors that can prevent individuals from relapsing and re-offending.

The Befriender Programme has been around since 2010. Today, SPS partners with 520 volunteers and seven organisations to provide befriending support for offenders from incare to aftercare. SPS also partners with specific community agencies to support targeted offender groups like the elderly.

2 PILOTING BEFRIENDER ENHANCEMENT PROGRAMME

Early this year, the Singapore Prison Service (SPS) piloted the Befriender Enhancement Programme. The pilot saw several existing SPS Befrienders working closely with the Reintegration Officers (ROs) to provide integrated support for supervisees on the Community-Based Programmes.

The closer collaboration between the Befrienders and ROs allows a more seamless flow of information between all parties and strengthens the efforts of SPS and community partners in supporting supervisees in the community.

3 THE BEFRIENDER ENHANCEMENT PROGRAMME AT A GLANCE

Befrienders	Training Sessions	Role of Befrienders	Supervisees
11 volunteers from the existing pool of SPS Befrienders participated in the pilot programme	The Befrienders went through structured training by SPS to equip them with the necessary skills such as building collaborative relationships, casework management and crisis management	Assist ROs to ensure supervisees adhere to supervision conditions, engage them regularly, and share the supervisees' progress with the ROs	11 supervisees undergoing the Community-Based Programmes (CBPs) participated in the pilot programme. To date, 8 out of the 11 supervisees had completed their CBPs.

The pilot Befriender Enhancement Programme is an example of how SPS collaborates and co-creates correctional opportunities with our partners to strengthen the pro-social support for offenders, and to ensure that we remain connected, updated and current in our correctional knowledge and practices.

The pilot provided valuable insights in collaborating with partners to co-create successful community corrections. Volunteers shared their

feedback and challenges in working with the supervisees, and also gave suggestions on how to enhance the relationship and rapport building with them. These are valuable inputs that would help to improve our efforts to provide support for offenders and ex-offenders.

Moving forward, SPS would take into consideration the learning points from the pilot programme to strengthen community corrections.



Social relationships can help or hinder desistance from crime.



Read more about it in a study conducted by SPS in the Home Team Journal, Issue No. 8!

www.mha.gov.sg/hta/publications

Singapore Prison Service
October 2, 2021

Yellow Ribbon Community Project (YRCP) Awards and Appreciation 2021

The YRCP is a grassroots-led initiative that provides proactive support and assistance to the families of offenders. To appreciate the commitment of the grassroots in supporting YRCP and the families of offenders, the Yellow Ribbon Community Project Awards and Appreciation Ceremony was held virtually on 2 October 2021.



Singapore Prison Service
November 23, 2021

Ms Rafidah Mohamed Ayob received the Promising Social Worker Award 2021 from President Halimah Yacob

Our heartiest congratulations to our very own #CaptainOfLives, Ms Rafidah Mohamed Ayob, who received the Promising Social Worker Award 2021! This award is given to young up-and-coming social workers who have made a difference to the lives of their clients, as well as the community.



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Singapore Prison Service
October 12, 2021

Virtual Reality Training for Prison Officers

The Singapore Prison Service (SPS) leverages Virtual Reality (VR) training for Prison Officer trainees to build expertise and familiarise themselves with the various Standard Operating Procedures in a real but virtual environment before they are deployed to start their foundational postings in the prisons.



WHAT'S THE BUZZ?

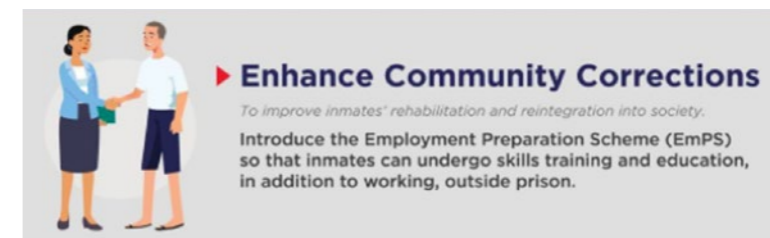
Reported by RO Ryan Christopher Lee
GET UP TO DATE WITH OUR CAPTAINS OF LIVES!

CLICK ON THE POSTS TO FIND OUT MORE!

Singapore Prison Service
November 29, 2021

The Prisons (Amendment) Bill

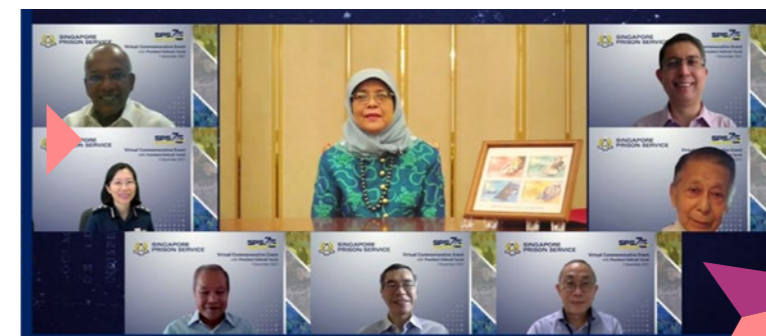
The Prisons (Amendment) Bill was first introduced in Parliament on 1 November 2021 to enable the Singapore Prison Service (SPS) to carry out its work of rehabilitating and reintegrating inmates into society more effectively. A key amendment is the introduction of the Employment Preparation Scheme, which will replace the current Work Release Scheme.



Singapore Prison Service
December 1, 2021

Commemorating SPS' 75th Anniversary with President Halimah Yacob

The event recognised the efforts of past and present Captains of Lives and community partners in transforming the lives of offenders and supporting second chances. To mark the significant event, commemorative stamps were launched by President Halimah Yacob and Commissioner Shie Yong Lee gave a cheque amounting to \$75,000 to President Halimah Yacob. This amount was raised by the Captains of Lives for the President's Challenge 2021.



Singapore Prison Service
November 17, 2021

The National Youth Achievement Award (NYAA) 2021 Ceremony

The NYAA 2021 Ceremony was held on 17 November 2021, recognising inmate participants' accomplishments in four areas — Service to Community, To Aspire and Dream, Excel through Learning, and Pave Your Own Path.



Each issue, we select trending posts from our @SingaporePrisonService social media accounts to provide a peek at what our Captains of Lives are up to. #ICYMI

Follow us! @SingaporePrisonService



CONVERSATION WITH...

DAC KAREN LEE

Director, Community Corrections Command (COMC)



Reported by
RO Alson Tan

08



Did you know that DAC Karen Lee, Director of Community Corrections Command (COMC), has an artistic and musical side to her? DAC Karen shares about her life outside work, her past experiences working in the Singapore Prison Service (SPS), and her thoughts on the evolvement of community corrections in Singapore over the years!

Q1 WHAT IS SOMETHING MOST OFFICERS MAY NOT KNOW ABOUT YOU?

I started playing the piano and violin since I was four and I had the opportunity to 'perform' twice when I was in service. First was during Commandant's Night during my training at then Prison Staff Training School, and the second time was during an award ceremony. I'm secretly passionate about starting an official SPS band.

Did You Know?

DAC Karen spends most of her free time entertaining her three daughters, Danielle (6-years-old), Charis (3-years-old) and Hadassah (1-year-old) and training for her IPPT by chasing them around the house



Did You Know?

Apart from spending time with her family, DAC Karen also picked up a new hobby — painting by numbers. This helps to clear her mind and bring some peace and calm to her busy world. Though it takes a lot of patience and time, DAC Karen encourages everyone to try it!

Q2 WHAT INSPIRED YOU TO PURSUE A CAREER AS A CAPTAIN OF LIVES (COL)?

I studied Psychology and Statistics at the National University of Singapore. Upon graduation, I went career shopping on the Careers@Gov website and saw an opening for a Home Affairs Senior Executive with SPS. I applied and got the job in 2001.

I spent three months at Queenstown Remand Prison (QRP) and then three months at Sembawang Drug Rehabilitation Centre (DRC). During those times, I met many passionate Prison Officers and worked very closely with them. Fast forward six months later, I was asked whether I would like to be converted to the uniformed scheme. I thought I could contribute more as a uniformed Prison Officer. As such, I took the plunge and never looked back since.

Q3 WHAT WERE YOUR FIRST IMPRESSIONS/MEMORIES AS A YOUNG PRISON OFFICER?

PERSONAL SUPERVISOR (PS)

A PS is a Prison Officer assigned to look after a group of inmates under his/her charge. On top of the operational duties, a PS engages the inmates purposefully through daily interactions and interviews, and help inmates stay on course in their rehabilitation and reintegration journey.

My first posting was to Changi Women's Prison / Drug Rehabilitation Centre (CWP). I had the opportunity to manage all categories of female inmates in CWP.

I recall one incident many years ago, when I was at the Tampines Mall. While I was walking, I heard someone shouted "Ma'am!". Immediately, I thought, "Surely that person can't be calling me!" The next thing I knew, I heard "Ma'am Karen!" and I felt someone grab my hand. It was an ex-CWP inmate whom I had the opportunity of being a Personal Supervisor to. She started telling me how she had been and how she had reunited with her family when she was released. These are just one of the many stories that tell me I have chosen the right career.

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Q4 CAN YOU SHARE ABOUT ONE CHALLENGING TASK YOU FACED IN YOUR CAREER AND HOW DID YOU OVERCOME IT?

One of the toughest, yet most rewarding, projects I was involved in was the set-up of the Pre-Release Centre (PRC) at Institution B4 in 2010.

THE PRE-RELEASE CENTRE (PRC)

The PRC prepares inmates for reintegration by mitigating their criminogenic risks, enhancing their employability and building up their family and pro-social networks to support their reintegration.

PRC is also a transformative environment where inmates' rehabilitation is centred upon five core values, which are Responsibility, Hope, Perseverance, Honesty, and Respect.

We had to dream big and encourage inmates to dream for themselves. We had to change mental models, including running night programmes, something which was never done before, re-design the prison environment, roped in the support from staff who were passionate about the project.

A clear vision, strong leadership support, trust, resilience, and teamwork were key to help ensure the project was completed successfully. The support of the Cluster B

Management was also important in ensuring the project got the resources required. The staff involved invested a lot of time and energy in planning for the programmes, and how the environment would look and feel like. When the PRC eventually started operations, the teamwork was very evident. The team trusted the leadership and showed great resilience to ride through every obstacle

Q5 HOW HAS COMMUNITY CORRECTIONS EVOLVED OVER THE YEARS?

SPS' work in the community is not something new. In 1985, we already had the the Work Release Scheme. Thereafter, the Halfway House Scheme and Home Detention Scheme came along. However, the number of inmates emplaced on the various schemes were not big.

The pivotal point came in 2014 when COMC was set up to take charge of functions related to aftercare supervision and support. At the same time, SPS' role also expanded with the implementation of the Mandatory Aftercare Scheme (MAS). We saw uniformed officers working hand in hand with Correctional Rehabilitation Specialists to provide supervisees with the necessary supervision and interventions.

Another milestone was the establishment of the first government-run Halfway House, also known as Selarang Halfway House, in 2017 to provide structured support for high-risk supervisees emplaced on MAS. This ensured that

MAS supervisees have access to stable employment and a roof over their heads before they were released from our custody, thereby helping them stay crime- and drug-free.

'Prison Without Walls' was subsequently introduced as a strategy in SPS' transformation journey towards Corrections 2025. Research has shown that community corrections improves offenders' chances of staying crime- and drug-free, as rehabilitation is more effective when carried out in the community as opposed to purely in an institutional setting. We have also seen encouraging results from the various community corrections regimes. As such, with policy shifts and legislation changes, we saw more supervisees being placed on community corrections, from about 2,000 in 2019 to 3,000 at the end of 2020. They are also emplaced for longer durations.

Over the years, COMC has also expanded our reach and worked with more community partners, who play important roles in the successful reintegration of the supervisees. We now have an online case management system to share information with our partners. We have also seen an increase in the number of officers joining COMC, and after gaining substantial experience and knowledge in the aftercare, they return to incare as more well-rounded officers.

Community corrections in SPS is still evolving and there are many more milestones to achieve. The journey ahead of us is an exciting one!

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HISTORY OF COMMUNITY CORRECTIONS

1985

Introduction of Work Release Scheme

2000

Low-risk offenders with strong family support serve the tail-end of their sentences at home, as part of the Home Detention scheme

2012

The Enhanced Supervision Scheme provides a structured aftercare regime for repeat drug offenders with higher risk of re-offending

2016

The Day Release Scheme allows suitable first-time drug offenders to serve their detention in the community after completing their Drug Rehabilitation Centre stint

2020

The Selarang Park Complex was operationalised

1995

Amenable offenders without strong family support serve the tail-end of their sentences at Halfway Houses

2009

The Selarang Park Prison/Drug Rehabilitation Centre was converted into a Community Supervision Centre

2014

Amendments to Prison Act pertaining to the Conditional Remission System and the Mandatory Aftercare Scheme.

Read more about it here:
<https://www.sps.gov.sg/volunteer/conditional-remission-system-and-mandatory-aftercare-scheme>

2017

The Selarang Halfway House began operations. It is the first Government-run Halfway House to provide support for MAS supervisees



A DAY IN THE SHOES OF...

Community Corrections Partners

Reported by
RO Jasmine Oh

The future of corrections is in the community. Find out how SPS and our community partners work together to provide supervisees with the support they need to successfully rehabilitate and reintegrate into society.

Mr Leonard Yap

Correctional Rehabilitation Specialist (CRS), Singapore Prison Service (SPS)



Leonard Yap (standing, first from right) and his colleagues from COMC

WHAT DO YOU DO AS A CORRECTIONAL REHABILITATION SPECIALIST WITH SPS?

As an aftercare CRS, I conduct counselling and case management for supervisees on CBP.

WHAT IS A TYPICAL DAY LIKE FOR A CRS?

I am usually busy conducting counselling sessions. In addition, I prepare and review the supervisees' reintegration plans. This involves documenting case notes, transcribing session recordings, and consulting peers and supervisors. I also do a bit of research to find out appropriate methods to engage and help supervisees better.

WHAT DO YOU ENJOY MOST ABOUT YOUR WORK?

I enjoy journeying with supervisees in a counselling setting and working with colleagues to improve our counselling approaches. I believe that even those who are resistant to intervention, can be helped — we just haven't found the right way to connect and work with them.

WHAT ARE YOUR CHALLENGES AS A CORRECTIONAL REHABILITATION SPECIALIST, AND HOW DID YOU OVERCOME THEM?

Every individual presents unique and complex challenges. To overcome this, I constantly review my session recordings with every individual supervisee, to find areas for improvements and look for better ways to connect with them. I also touch base with my supervisors to sharpen my clinical skills. They also help me in managing my psychological well-being.

Memorable Stories...

I once worked with a supervisee who had difficulties in controlling his drug cravings. He was so worried about relapsing that he refused to spend a single night at home, preferring to stay at the halfway house instead.

My supervisor and I sat down and worked out a way to help him. After months of intensive counselling,

the supervisee grew in confidence and eventually went home. One of the things that stuck with me was when he shared that for the first time in a very long time, his daughter said 'I love you' to him.

Desistance is a journey, and this will give him the strength and confidence to continue his personal battle against drugs.

Ms Shan Low

Case Manager, Singapore Anti-Narcotics Association (SANA)



WHAT DO YOU DO AS A CASE MANAGER WITH SANA?

My main role is to provide case management support for supervisees. Apart from that, I am also involved in the planning and execution of activities for the supervisees, such as conducting support group sessions and learning journeys.

WHAT IS A TYPICAL DAY LIKE FOR A CASE MANAGER?

Always expect the unexpected! This is not a typical nine-to-five job. My day includes clearing paperwork, preparing for meetings, overseeing research projects, managing my team, and of course, conducting casework. There are days where I do not even step into the office as I am busy meeting my supervisees for sessions outside the office.

With the onset of COVID-19, I have adapted to working from home, but I'm as busy as ever. By leveraging technology, I feel that I'm better connected to my colleagues and clients, despite the distance.

WHAT DO YOU ENJOY MOST ABOUT YOUR WORK?

I enjoy the fast-paced nature of my work! My agency, SANA, encourages staff to be independent and try out new ideas. I also look forward to interacting with my supervisees and clients, and being able to witness first-hand the progress they are making.

I also enjoy planning and executing research projects specific to my work with ex-offenders, which supports SANA in sharpening our rehabilitative interventions. Lastly, I also enjoy the company of my colleagues!

WHAT ARE YOUR CHALLENGES AS A CASE MANAGER, AND HOW DID YOU OVERCOME THEM?

The current pandemic has changed the way I work, but I managed to adapt to working remotely. For instance, individual and group sessions with clients are now conducted via Zoom. SANA has also embarked on conducting webinars and other virtual engagement sessions to spread and raise awareness of drug abuse with our clients, as well as members of the public.

When I see some clients going back to their old ways, I question if I could have done more, or what could have been done better. Over the years, I have come to realise that talking to someone about how I feel has been beneficial to me. My colleagues have been great listeners when I share about my challenges as they can truly empathise my situation. Apart from talking, I find that regular sessions in my Muay Thai gym and playing with my dog, Maya, help me to recharge and start afresh.

Memorable Stories...

I had a supervisee who was a victim of an abusive boyfriend, which led her to take drugs. As the abuse became worse, the supervisee surrendered herself to the Central Narcotics Bureau (CNB) to escape her boyfriend.

I remember meeting the supervisee in the prisons for the first time. She was the same age as me, and I was able to better relate to her. She also had

this determination in her when she spoke about her plans for the future. Eventually, she started work at a call centre after her release and progressed to become team leader in less than a year.

Due to her successful rehabilitation, she was featured in numerous interviews and articles that celebrated her success. She is also an avid Muay Thai fan and recently married her Muay Thai coach!

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Mr Nicholas Chan
Career Coach,
Yellow Ribbon Singapore (YRSG)



WHAT DO YOU DO AS A CAREER COACH WITH YRSG?

I provide employment and job retention support for clients (i.e. ex-offenders and supervisees on Community-Based Programmes). While engaging them, I also look into their aftercare needs and see how YRSG can provide them with the support they need to balance their priorities at work.

WHAT IS A TYPICAL DAY LIKE FOR A CAREER COACH?

My typical day involves responding to calls from clients and employers to manage different work-related challenges. I conduct site visits to the client's workplaces to facilitate joint meetings with the employer. I also conduct regular check-ins with clients and their employers on matters such as work performance and relationships with colleagues.



Find out more about what a career coach does in this video here!

<https://www.youtube.com/watch?v=RllrVQHUMFg>

WHAT DO YOU ENJOY MOST ABOUT YOUR WORK?

I find satisfaction in helping clients overcome their doubts in getting a job and excelling in their work. I also enjoy helping clients successfully attain training or license subsidies for their skills upgrading, which will improve their employment stability and growth. These moments are truly satisfying and are what I enjoy the most in my line of work.

WHAT ARE YOUR CHALLENGES AS A CAREER COACH, AND HOW DID YOU OVERCOME THEM?

As a Career Coach, I am challenged daily to be creative in finding employment solutions for the clients. Some of them face financial issues, lack emotional support from their family and peers, and also have personal issues in managing their responsibilities. Hence, I am constantly required to think out of the box to manage the needs of each client, while balancing the needs of individual employer.

Personally, it can be challenging to find the right balance between work and family commitments. I make sure to take a break once in a while to prevent emotional and mental burnout!

Memorable Stories...

I once managed a rather difficult client. He had rejected YRSG's initial job offer, and left his cleaner job only after five days of employment. He was not responsive, despite my attempts to arrange for two more job interviews for him.

I continued to press on and managed to engage him subsequently. Eventually, he took

my advice and managed to leverage his forklift license to secure a stable job.

This case was memorable to me due to the challenges we had to overcome. I felt that the efforts made to reconnect with him proved worthwhile, and I was very proud to see him being employed and achieve financial stability.

CW Anita Anthony
Reintegration Officer,
Singapore Prison Service (SPS)



WHAT DO YOU DO AS A REINTEGRATION OFFICER WITH SPS?

As a Reintegration Officer with the Community Corrections Command in SPS, I work with supervisees in the community to ensure they adhere to all the supervision conditions while on community-based programmes (CBP). We adopt a many-helping-hands approach, working closely with other stakeholders, such as the case managers, career coaches, and other community partners. I also work with the incare Prison Officers to better understand the needs of the supervisees prior to their emplacement on CBP.



Click on this link here to find out more about the various types CBPs!

"The Throughcare Approach"



WHAT IS A TYPICAL DAY LIKE FOR A REINTEGRATION OFFICER?

Every supervisee has his or her own individual needs and concerns — there is no typical day for a Reintegration Officer as each day is different. Our responsibility is to address the supervisees' needs and concerns so that they could comply with the supervision conditions, and refer them to the community resources if need be. For example, if a supervisee faces issues in adhering to his / her supervision conditions, I will arrange for a joint session with relevant stakeholders to find feasible solutions. Such discussions with stakeholders synergise our efforts to help supervisees complete their programmes successfully.

WHAT DO YOU ENJOY MOST ABOUT YOUR WORK?

I enjoy building rapport with supervisees, guiding and empowering them with relevant knowledge and skills. I also enjoy being part of supervisees' small steps towards their successful reintegration into society.

WHAT ARE YOUR CHALLENGES AS A REINTEGRATION OFFICER, AND HOW DID YOU OVERCOME THEM?

It can be tough to manage the supervisees at times. Some of them face multiple challenges and they can be on the verge of giving up, which in turn can affect us. I adopt a positive attitude and constantly remind my supervisees to stay positive, providing them with positive affirmations and roping in more helping hands if necessary.

Memorable Stories...

I once worked with a supervisee whose children and family were disappointed with her and decided to cut ties with her. During her last incarceration, she was very determined to prove them wrong.

I worked closely with her case manager to help her reconnect back with her family. She

was doing very well at work, and I used that to motivate and encourage her to re-build her relationship with her family.

After a few months, the supervisee managed to establish contact with her children, and her family had given her another chance to return home.

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OUR CAPTAINS OF LIVES

SERVING WITH EFFICIENCY,
DEDICATION AND HEART:

CONGRATULATING OUR NATIONAL DAY AWARDS 2021 RECIPIENTS

Reported by
RO Gary Loh

Established in 1962, the annual National Day Awards recognise various types of merit and service to the nation. Awardees are honoured for outstanding contributions to the civil or military service, social and community work, or excellent performance in their own field.

This year, 81 Singapore Prison Service (SPS) staff were conferred the prestigious National Day awards. Prison News spoke to some of our Captains of Lives (COL) awardees to understand their motivation and dedication to give their best in their respective fields.



THE PUBLIC ADMINISTRATION MEDAL



THE PUBLIC ADMINISTRATION MEDAL



THE COMMENDATION MEDAL



THE EFFICIENCY MEDAL



THE LONG SERVICE MEDAL

Visit the Prime Minister's Office website [here](#) to browse through all the award recipients!

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SUPT SZE CHUCK HUANG

Superintendent, Institution A5

The Public Administration Medal (Bronze), 2021
Awarded for outstanding efficiency, competence, and industry.

WHAT ARE YOUR THOUGHTS ON RECEIVING THE AWARD?

I feel honoured to receive this prestigious award. It was unexpected. I am thankful for the recognition and the opportunities SPS has given me to learn, grow, and contribute for the last 27 years. I am also grateful for the support and guidance I have received from the colleagues whom I have worked with, from my early days as a Housing Unit Officer in Khalsa Crescent Drug Rehabilitation Centre, till where I am today at Institution A5.

WHAT MOTIVATES YOU TO STRIVE FOR EXCELLENCE?

Knowing the work that we do has the potential to be life-changing for the inmates and their families — this motivates me! I see my role as an enabler for my officers and inmates; to enable my officers in their work, and to enable the inmates in their rehabilitation and reintegration. These are the key drivers for me to constantly improve, innovate, and be proficient in what I do.

WHAT IS YOUR MOST MEMORABLE EXPERIENCE AS A COL?

My most memorable experience was my stint as the Superintendent of Institution B1. It was a challenging but fulfilling experience to lead a team of officers to manage a group of inmates who were resistant to change. Despite the challenging work environment, there were heartening moments that encouraged my officers and I to press on with our work.

One example was the 'Man Alive' Programme that was conducted in B1. I recalled two inmates who went through the programme, and shared with me that they wanted to contribute back by joining ISCOS* when they were released. I came to know later that they became ISCOS 'Titans' (ex-offenders who volunteer with ISCOS), coming back to prisons to share and encourage other inmates on their rehabilitation and reintegration journeys. This shows that even recalcitrant inmates, given the right encouragement and environment, are amenable to change.

The Industrial & Services Co-Operative Society Ltd (ISCOS) was formed in 1989 as a social enterprise to help ex-offenders reintegrate into society.

ISCOS' five core pillars are Employment, Education, Entrepreneurship, Enrichment and Empowerment.

ANY WORDS OF ENCOURAGEMENT TO SHARE?

As COLs, we cross paths with many inmates in the course of our duty. We have the opportunity to plant seeds of change that can impact their lives in prisons and beyond. Our words of correction, advice, and encouragement also have the ability to change mindsets and transform the lives of the inmates. It is purposeful and meaningful. We may not see positive change taking place every time, but what we do makes a difference.



CW A MARIADAS S/O AROKIASAMY

Chief Personal Supervisor, Institution B1

The Efficiency Medal, 2021
Awarded for exceptional efficiency or exceptional devotion to duty or for work of special significance.

WHAT ARE YOUR THOUGHTS ON RECEIVING THE AWARD?

It was certainly a pleasant surprise. I feel very proud on receiving this award, which I personally think is the highest form of recognition I have received in my years of service with the Civil Service. I'm grateful to my superiors for nominating me for this award and recognising my hard work and diligence over the years. I owe my success to them for being so supportive and understanding in my tour of duty.

WHAT IS YOUR MOST MEMORABLE EXPERIENCE AS A COL?

Through my years of service, the leaders, mentors, and coaches whom I work with guided me to find passion in what I do as a COL. To be nominated and attain this award is my most memorable experience as a COL. It is an affirmation that I have done many things right in my years of service and it is definitely one of my proudest moments.

ANY WORDS OF ENCOURAGEMENT TO SHARE?

Our career is a long journey and it has its challenges along the way. Do not be afraid to make mistakes or face failures as they are often the stepping stones to success. It is also important to lead by example, to persevere and stay motivated in times of difficulties.

Stay ahead by continuing to upgrade our skills so that we can maximise our potential and contribute efficiently and effectively to SPS. Most importantly, have a good work-life balance. At the end of our career, we can then look back on our journey with pride.



RO MOHAMED ISRAAQ BIN MOHAMED SALIM

Staff Officer (SPEAR Operations), Operations Division

The Long Service Medal, 2021
Awarded for irreproachable character and whom the President is satisfied has completed at least 25 years of service, devotion to duty or for work of special significance.

WHAT ARE YOUR THOUGHTS ON RECEIVING THE AWARD?

I am grateful for the recognition and I feel that 25 years of dedicated service flew by in a blink of an eye. I am thankful for the support I have received from all the colleagues I have worked with. There are still a lot more that I wish to contribute, and I hope to achieve them in the remaining years of my service.

WHAT MOTIVATES YOU TO STRIVE FOR EXCELLENCE?

I constantly instill in myself a mindset of giving my best in every task assigned. Partnering with my younger colleagues in delivering work projects and imparting my knowledge and experiences have also sustained my passion and motivated me to keep striving towards personal excellence in my work.

WHAT IS YOUR MOST MEMORABLE EXPERIENCE AS A COL?

I was given the opportunity to train and lead a team to take part in the 2009 Mock Prison Riot held in West Virginia, USA. The team clinched first place and I won second place in an individual event. It was a result of all the sweat and hard work, and the long hours of training. It is definitely one of the proudest moments in my career.

ANY WORDS OF ENCOURAGEMENT TO SHARE?

Always uphold our vision and deliver our mission sincerely during our tour of duty. In times of difficulties, acknowledge the challenges and stay motivated. Be patient, persevere in any course of action we take, and it will eventually pay off someday.

THROWBACK

INTO A NEW ERA

From Lloyd Leas Community Supervision Centre to Selarang Park Complex

The rustic Lloyd Leas Community Supervision Centre (LLCSC), located at 1 Cosford Road, once housed supervisees undergoing Community-Based Programmes (CBP).

Walk down memory lane with Prison News as we speak to CW Muhammad Rizal Bin Alias, Senior Personal Supervisor at Institution S2, who fondly recalls his experiences working in LLCSC.



Reported by RO Alvin Tan

The pathway leading to the accommodation blocks for male supervisees undergoing Day Release Scheme



One of the accommodation blocks for male supervisees undergoing the Work Release Scheme



An inside view of one of the accommodation blocks

Back in 2018, I was one of the team leaders in the Operations and Security Branch in LLCSC. My role was to oversee the day-to-day operations in LLCSC, including managing the security of the premises.

LLCSC was an open environment surrounded by trees. If you were lucky, you could catch glimpses of squirrels, exotic birds, and even owls! While working, we could often see birds perching on the windows of our office, baby parrots flying across our carpark and even little kittens running around the premises, meowing for food.

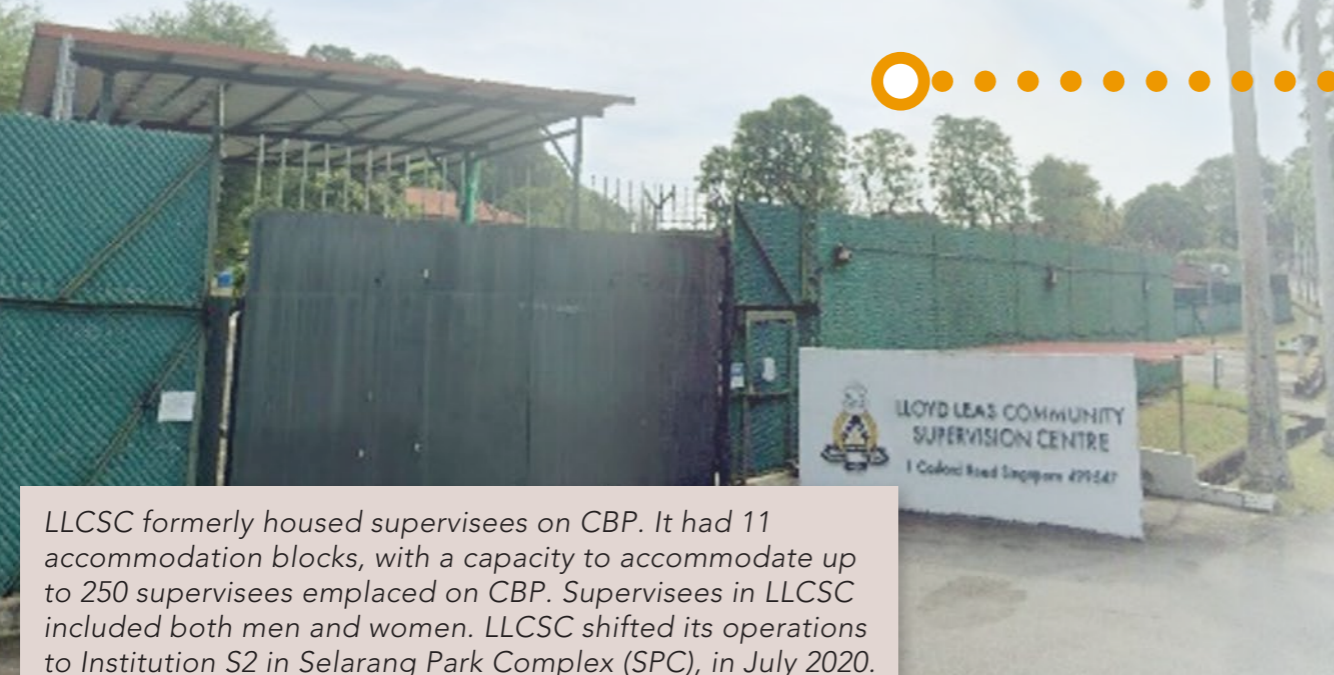
Cute animals aside, we also had to deal with pests like bees, hornets, snakes and strange looking bugs. Our Corporate Services team had a challenging and interesting duty to keep LLCSC a safe environment for staff to work and also for supervisees to reside in.

There was a total of 11 colonial-style buildings within LLCSC which were refurbished as accommodation blocks to accommodate the supervisees. Every day, my team had to conduct regular inspections in each of the accommodation blocks to check that illegal items were not smuggled into the premises to ensure the security of LLCSC. We also ensured that we maintained a conducive environment for the supervisees.

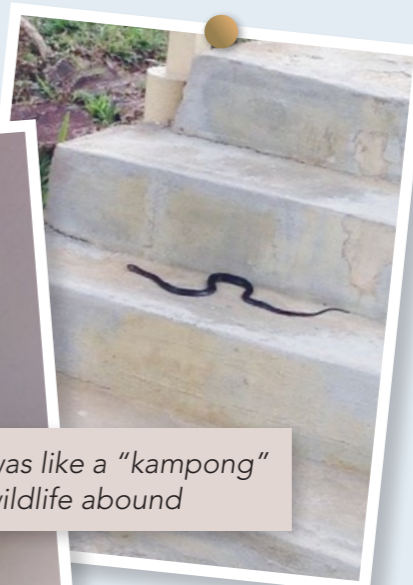
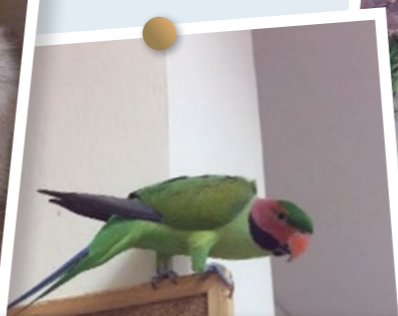
In a stand-alone institution like LLCSC, functions such as opening of doors and gates were done manually with physical locks and keys unlike those institutions in the Changi Prison Complex. We also did our patrolling on foot in LLCSC, and it is by no means a

small compound! To give you a better sense, we cover a total of about 400 metres to go to each of the accommodation blocks when conducting headcount checks.

At LLCSC, we don't particularly like the rain too much, because when it rains, we would be absolutely drenched at the end of our patrols. Even our biggest umbrellas were of no use as the strong winds would eventually get us all wet. Sometimes, after a heavy storm, we would find fallen tree branches strewn across the compound, damaging the infrastructure. Once again, the Corporate Services team would be called to action and help us rectify the damages and clear the debris.



LLCSC formerly housed supervisees on CBP. It had 11 accommodation blocks, with a capacity to accommodate up to 250 supervisees emplaced on CBP. Supervisees in LLCSC included both men and women. LLCSC shifted its operations to Institution S2 in Selarang Park Complex (SPC), in July 2020.



The environment at LLCSC was like a "kampong" — everywhere one turned, wildlife abound

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Supervisees from LLCSC being transferred to Institution S2, SPC



The Facial Recognition System (FRS) technology used to verify supervisees' identities in S2



A caricature of the S2 team

15

What I enjoyed most back then was the team camaraderie. Be it day or night, we worked hard together and triumphed together as a team.

Institution S2 now consolidates all of LLCSC's accommodation blocks into one single building. We can now hold up to 1,200 supervisees, which is approximately five times more than LLCSC's capacity. This is important as we emplace more inmates to undergo CBP in the future.

Unlike LLCSC, Institution S2 leverages advanced technologies to aid us in our operations. We use Facial Recognition System and the Community Corrections Operations System to verify, control and track supervisees' movements in S2. This means that we no longer have to physically escort supervisees wherever they go — something that we have to do quite often back in LLCSC!

With the use of advanced technologies, staff are able to have more time to engage supervisees in meaningful

conversations and following up on any reintegration issues they may face.

I am very thankful that the team had continued to bring the strong camaraderie over to Institution S2. We will continue to work hard, perspire together, and celebrate successes together as a team.



The Selarang Park Complex houses Institutions S1 and S2. Find out more about them in this video here!

www.youtube.com/watch?v=EVFAEvREpEo



Happy 75th Anniversary SPS!

Messages from our Community Partners



Buddhists believe in forgiveness and rehabilitation, and there exists a good synergy between the Singapore Prison Service and the Singapore Buddhist Federation in remoulding the inmates into responsible and law-abiding citizens.

On this auspicious occasion, it gives me pleasure to give a ringing endorsement to SPS' great achievements. Congratulations.

SEK KWANG PHING
Singapore Buddhist Federation



Christian Counselling Services (CCS) is very happy, honoured and proud to partner SPS's journey in the rehabilitation and reintegration for residents of Changi Institutions.

Many thanks to all officers and staff (past and present) of SPS. Your dedications, contributions and support for offenders have made their transformation possible.

PHILIP LIM
Christian Counselling Services



We are proud of the SPS we see today! SPS has come a long way and evolved to become a transformative place where thousands of lives are turned around each year.

Singapore Children's Society is happy to partner SPS in this journey, to bring hope and light to the families, particularly the children, at their point of need.

May SPS continue to lead the correctional scene and excel in your mission, to have a safer Singapore!

JOY LIM
Singapore Children's Society



Happiest 75th to the SPS family. Wishing you all the very best and more. Thank you for serving tirelessly and dedicatedly. PPIS is proud to be your partner on this journey.

HAZLINA ABDUL HALIM
PPIS



Congratulations on this significant occasion. 75 years' journey was never easy, but you made it happen. Continue to inspire others and forge ahead to more success. Happy SPS75!

MOHAMED FARIK OMAR
FITRAH



From all of us at REACH Youth Service, heartiest congratulations to the Singapore Prison Service on your 75th anniversary! Here's to many more good years of inspiring and making a difference!

REACH Youth Service



Lakeside celebrates together with you (SPS) in this journey of Rehabilitation and Reforming lives. The journey continues on in Re-integration and we are glad that we can be part of this meaningful journey.

LIM GEOK HUAT
Lakeside Family Services



It has been a delightful and inspiring experience for HCSA Highpoint to partner with SPS to serve those whose talents and strength might have been overshadowed by their mistakes. Appreciate the recovery and restorative work that you are doing and the progressive mindset that you adopt. Thank you for the opportunity for us to live out our vision to give a hope and a future to all who need them!

KIM LANG KHALIL
HCSA Community Services



What a milestone as Captains of Lives! May you continue to be a positive catalyst for change to rehabilitate and reintegrate the lost, the least and the last in our community.

CHUA KOK WAN
Prison Fellowship Singapore



Those who came before us believed it. We who are here believe it. Those who come after us will continue to believe it.

Happy 75th anniversary SPS!

DORIS NG
ISCOS



Our prayers and warm wishes go out to the dedicated men and women who serve in the Singapore Prison Service. Congratulations on your 75th anniversary!

Through your commitment and care for those who have made mistakes in their lives, you have shown that we should never give up in our efforts to reach out to those in prisons. They deserve forgiveness and a second chance in life. It is the Roman Catholic Prison Ministry's privilege and honour to work so closely with you all these years.

May God shower His blessings on you in your work and in your lives always!

MELVYN SUM
Roman Catholic Prison Ministry



SPS75 serves to remind us of the awesome work SPS has been doing over the last 75 years in being a hope to many — being a catalyst in changing the mindset of the incarcerated, their families and the society.

The path that had led SPS to where it is today may not have been that easy but, the belief that SPS holds dearly has been the main cause for it to be a model organisation.

SINDA is glad to be a partner with SPS in this journey and we would like to thank SPS for giving us opportunities to work with the SPS family in helping the incarcerated.

To the team at SPS, thank you so much and the tagline 'Captains of Lives' aptly describes the great work you do!

Kudos and keep rocking!

ANBARASU RAJENDRAN
SINDA

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Happy New Year!

From all of us in the Prison News Committee 2021



Best wishes for the new year! May 2022 be better than 2021 for everyone!

RAFIDAH

I am very fortunate to be given this opportunity to serve as a Captain of lives (COL). May the coming year bring out the best in everyone, in everything that we do. Happy New Year!

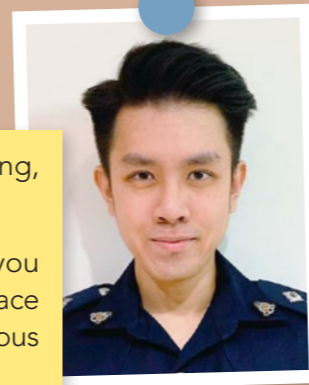
SADIQ



The past year has been challenging, but tough times don't last.

May the New Year ahead bring you even more happiness, love and peace in your lives. Wishing all a prosperous and fulfilling year ahead!

GARY



The best time for new beginnings is now. Happy New Year to all Prison News readers!

SHUYI



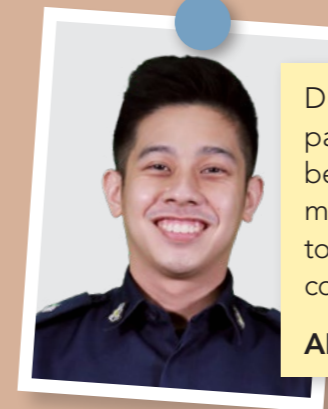
Our work is akin to running a marathon, but as COLs we embrace the challenge and will never stop running. Cheers to another year of great work and changed lives!

HARIZ



May this New Year be one of endless opportunities, boundless adventures, and exciting new possibilities. Happy New Year!

ALVIN



Dear COLs, during this difficult pandemic year, you went above and beyond. It taught us many lessons, but most importantly, it taught us to stick together through thick and thin. Let's conquer 2022 together as one! Cheers!

ALSON

Wishing all COLs and PN Readers the joy and love of the season. May the New Year bring new happiness, new hope and new aspirations to your life. Happy New Year!

LETICIA



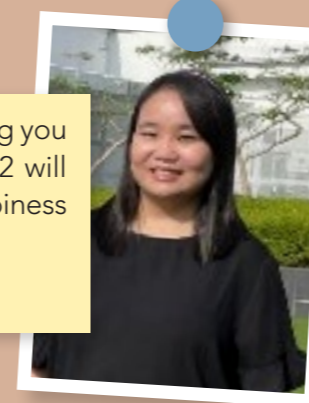
To all COLs & Prison News (PN) Readers, Happy New Year! 2021 has not been an easy year but we overcame the challenges. Thank you all for your hard work in 2021!

RYAN



Dear COLs & PN Readers, wishing you a Happy New Year. I hope 2022 will bring joy, love, peace and happiness to everyone. Cheers!

CRYSTAL



Happy New Year to all! May the coming year be filled with happiness and strength to overcome any adversity that comes our way!

JASMINE

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To all our readers, fellow Captains of Lives and community partners, let's continue to inspire everyone, at every chance, towards a society without re-offending. Keep safe, stay strong, and Happy New Year!