



40TH
FORGING NEW FRONTIERS IN CORRECTIONS
APCCA
2022 | SINGAPORE
19 - 23 SEPTEMBER 2022

**Asian and Pacific Conference of Correctional
Administrators**

CONFERENCE REPORT 2022

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The following matters are available at <https://apcca.org>:

- National and Regional Participation in APCCA since 1980
- Correctional Statistics in the Asia and Pacific region
- List of topics for Agenda Items and Specialist Workshops since 1980

FIRST VIRTUAL CONFERENCE

1. INTRODUCTION

This is the official report of the proceedings of the 40th Asian and Pacific Conference of Correctional Administrators (APCCA) which was held from Monday 19th September to Friday 23rd September 2022. The conference was generously hosted by the Ministry of Home Affairs and the Singapore Prison Service. This was the first time that APCCA had been held virtually and came after a hiatus of two years due to the impact of the COVID-19 Pandemic.¹

It has been the practice for the conference to be attended by the Chief Executives, Commissioners or Director Generals (the Heads of Delegation) and senior officers with specialist knowledge and experience in the topics that are being presented and discussed.

Singapore attended APCCA's first conference in 1980. Since then, it has attended APCCA every year except in 1985 and 1989. Singapore was one of the original signatories to the *APCCA Joint Declaration* in 2002. It has been a strong supporter of APCCA – not only as an active Member but also as the APCCA Secretariat since 2001 (a position that is jointly held with Hong Kong (China)).

Singapore hosted APCCA for the first time in 2004, the year it launched its *Yellow Ribbon Project*.² This is the second time that the conference has been hosted by Singapore.

The conference was a great success with Singapore providing the requisite technology to enable over 1,000 correctional officers in the Asia and Pacific region to listen to PowerPoint presentations on five topics, to learn best practices, and to participate in the *Question-and-Answer* sessions. The registrants came from 22 nations and territories from the Asian and Pacific region including Australia, Brunei, Cambodia, Canada, China, Hong Kong (China), Macao (China), Fiji, India, Indonesia, Japan, Republic of Korea, Malaysia, Mongolia, Papua New Guinea, Philippines, Samoa, Singapore, Solomon Islands, Sri Lanka, Thailand and Vietnam.³

Representatives from the United Nations and Far East Institute for the Prevention of Crime and the Treatment of Inmates (UNAFEI) and the International Committee of the Red Cross (ICRC) also tuned in to the virtual conference as 'observers' at the invitation of the host.⁴

¹ In 2020 and 2021, APCCA was cancelled due to the emergence of the *COVID-19 Pandemic*. The health and safety of APCCA Members were of paramount consideration. In late 2021, due to the uncertainty of the pandemic, a decision was taken to hold the first virtual conference for APCCA 2022 so that all APCCA Members could participate. For more information, please see the *APCCA Business Reports 2020 and 2021* available at <https://apcca.org/apcca-conference-reports-and-newsletters/>

² Singapore's *Yellow Ribbon Project* has been discussed in previous APCCA Reports (available on the APCCA website). Please also see: <https://www.yellowribbon.gov.sg/community-engagement/yellow-ribbon-project>

³ See <https://apcca.org> for a list of countries that have attended APCCA since 1980.

⁴ See Clause 4 of the *APCCA Joint Declaration* in **Appendix B**.

2. OVERVIEW OF THE VIRTUAL CONFERENCE

The conference commenced with the Opening Ceremony. The Guest of Honour was the Minister for Communications and Information and Second Minister for Home Affairs, Mrs Josephine Teo who delivered the Opening Address. She warmly welcomed everyone to the conference and gave an inspiring and thought-provoking speech. Mr Shin Yong Hae (Commissioner, Korea Correctional Service) and Ms Shie Yong Lee (Commissioner, Singapore Prison Service) also delivered their speeches.



The 2022 logo incorporates the conference theme '*Forging New Frontiers in Corrections*'.

The theme reflects the importance of looking beyond the COVID-19 pandemic and improving correctional practices through the sharing of information among correctional departments, globally.

The Honourable Minister's speech focused on the conference theme. Mrs Teo highlighted following three key planks for correctional agencies to operate in a dynamic work environment and to forge new frontiers:

- (1) Act with agility to adapt to change.
- (2) Collaborate, locally and globally.
- (3) Leverage technology and use data.

The Opening Ceremony was followed by a Plenary Session entitled '*Forging New Frontiers in Corrections – Technology, Partnerships and Advocacy*'. This provided an excellent introduction to the themes that developed throughout the week. Australia, China, Malaysia, Solomon Islands and Thailand made thought-provoking presentations. The discussions were interesting and reflective, and showed both the diversity and shared values of APCCA Members.

The first and second days of the conference were taken up with presentations by APCCA members on Agenda Item 1, '*Challenges and Initiatives in Corrections*'. Agenda Item 1 is an important tradition of APCCA as it allows each country to say something about current challenge and initiatives. The topic reflects the values of mutual respect, equality and inclusiveness between APCCA Members (as stipulated in the *APCCA Joint Declaration* – see Appendix B).

PowerPoint presentations and discussions on Agenda Items 2 and 3 were held in concurrent sessions on Wednesday 21st September. This was followed by concurrent presentations on Agenda Items 4 and 5 on Thursday 22nd September. The topics included the management of prison emergencies, staff development, engaging the community for effective reintegration and best practices in meeting offenders' needs. These gave opportunities for attendees to exchange ideas and practices on changes in the correctional landscape and to discuss ways to enhance the delivery of correctional services.

The presentations were followed by *Question-and-Answer* segments facilitated by SPS. The Rapporteurs (Emeritus Professor Neil Morgan and Mrs Irene Morgan) then made *Concluding Remarks* and drew out the themes, ideas and best practices that emerged in all the agenda items.

One tradition of APCCA is for delegates to visit correctional institutions during the conference week. As this was not possible for a virtual conference, a number of videos were shown instead. The videos included: *‘Overview of Singapore Prison Service’*, *‘Facilities in Changi Prison Complex’*, and *‘Technology and Ops Capabilities in Singapore Prison Service.’* These videos gave the registrants an excellent insight into the facilities and the different technologies being used to optimise the delivery of correctional services.

Specialist Presentations were delivered on Friday 23rd September:

- *‘An Inclusive Society: A Nation Beyond Second Chances’* by Mr Elric Toh, Senior Assistant Director (Partnership), Yellow Ribbon, Singapore.
- *‘ICRC Working with Detaining Authorities: Forging New Frontiers in Corrections’* by the International Committee of the Red Cross
- *‘UNAFEI’s Contributions to Criminal Justice around the World’* by the United Nations and Far East Institute for the Prevention of Crime and the Treatment of Inmates

On the final day, an *APCCA Leaders Fireside Chat – Correctional Leadership, Organisation Development and Culture* was held, with speakers from Singapore, Vietnam, Canada, Hong Kong (China), Fiji, Indonesia and the Republic of Korea. The discussions provided insights on the importance of strong leadership in driving organisational development and culture in the interests of correctional staff, the inmates, their families, and the community.

The conference concluded with a Closing Ceremony which included speeches from Professor Morgan and Ms Morgan and Lieutenant General Le Minh Hong, Director General of the Vietnam Prison Management Department (APCCA 2023 host). There was an Official Handover of the APCCA Flag to Vietnam⁵ and the APCCA Song being played.

3. BRIEF INFORMATION ABOUT APCCA

Appendix A to this Report provides detailed information on the history and traditions of the Asian and Pacific Conference of Correctional Administrators (APCCA). The first conference was held in Hong Kong in 1980 and developed from discussions between the then Director of the Australian Institute of Criminology and the then Commissioner of the Hong Kong Prison Service. Since 1980, apart from 1990, 2020 and 2021, the conference has met every year in several APCCA member jurisdictions.⁶

⁵ The handover of the APCCA Flag was skilfully executed, digitally.

⁶ In 1990, there was no host. The *APCCA Business Reports* of 2020 and 2021 explain the reasons for the cancellation of the conference in 2020 and 2021. Copies of these Reports are available at <https://apcca.org/apcca-conference-reports-and-newsletters/>

An important juncture in APCCA's history was the signing of the *APCCA Joint Declaration* in 2002 (see **Appendix B**) by the Heads of Delegation present at the conference in Bali, Indonesia. Since then, a number of other APCCA members have signed up (see **Appendix D** for a list of current APCCA members). The *APCCA Joint Declaration*, which flowed from the recommendations of a Working Party in 2001, sought to place APCCA on a firmer and clearer footing for the future whilst not detracting from its positive and well-established traditions. Several amendments have since been made to the *APCCA Joint Declaration* whilst maintaining the spirit and objectives of the organisation.⁷

Key features of the *Joint Declaration* include a broad statement of the organisation's goals, the establishment of a Governing Board (in place of the former Advisory Committee), the formalisation of the APCCA Fund (including the establishment of a Finance Committee), and provisions governing the appointment and roles of the Secretariat and the Rapporteur.

Since 2001, the Secretariat role has been shared by Hong Kong (China) and Singapore. The roles of the Rapporteurs are also set out in the *Joint Declaration*.

From 1980 to 1992, the conference was assisted by the Australian Institute of Criminology and from 1993 to 2001 by the late Professor David Biles. Emeritus Professor Neil Morgan AM⁸ (who has been serving APCCA since 1997) and Mrs Irene Morgan⁹ (who has been serving APCCA since 2000) have been formally appointed as the Rapporteurs since 2003 under the *Joint Declaration*.

Over the years, APCCA has developed several important traditions. For example, the conference is not open to general registrations but is strictly by invitation only by the host country to the chief executive officers of correctional departments in the Asia Pacific region who are APCCA members. Host nations provide hospitality as well as logistical support and an appropriate venue. It is the prerogative of the host to invite non-APCCA member countries in the Asia and Pacific region and organisations to attend the conference as 'observers' to the conference proceedings.

As explained in **Appendix A**, APCCA has adopted a number of symbols that embody its enduring values and traditions. The symbols are a Fijian war club, an Indian oil lamp, an APCCA Flag¹⁰ and the APCCA Song '*Togetherness in Unity*' (see **Appendix C** for the lyrics).¹¹

⁷ **Appendix B** contains footnotes which explain the amendments made to the *Joint Declaration* since 2002.

⁸ In May 2019, Neil retired as Inspector of Custodial Services for Western Australia (www.oics.wa.gov.au) after 10 years in that position. He is an Emeritus Professor at the University of Western Australia and has been a Visiting Research Professor at the National University of Singapore. He holds a First Class Honours degree in law from Oxford University, an MA in Criminology from Sheffield University, and a PhD (with Distinction) from UWA. He has received two Australian national teaching awards, one for teaching criminal Law, and one for contributions to Aboriginal legal education. In 2022, he was awarded an Order of Australia under the late Queen's Honours List, for his work.

⁹ Irene is a Prison and Legal Policy Consultant. She has an Upper Second Class Honours degree in Law from the University of Essex, UK and a Master of Laws from the University of Western Australia (UWA). She was the recipient of UWA's *Excellence in Teaching Award*. Irene previously held positions as Legal Policy Advisor (Western Australia Police); Principal Legislation Project Officer (Department of Health); Legal Research Officer (Parole Board and Mentally Impaired Accused Review Board of Western Australia), and senior law academic positions at UWA Law School lecturing in Criminal Law, Contract Law, Legal Process and Criminology. She was also involved in the successful *Aboriginal Pre-Law Program* at UWA.

¹⁰ Presented by the Korea Correctional Service when it hosted APCCA in 2005.

¹¹ The APCCA Song was composed and presented by the Malaysian Prisons Department when it hosted APCCA in 2008.

4. THE SINGAPORE PRISON SERVICE

(a) Introduction

The Singapore Prison Service¹² (SPS) was established in 1946 under the Ministry of Home Affairs. It administers 14 institutions, Selarang Park Community Supervision Centre and Community Rehabilitation Centre.

SPS contributes to the Ministry's Vision of being 'A Trusted Home Team, A Safe and Secure Singapore' through the secure custody and rehabilitation of inmates. It takes a 'Through-care' approach in the rehabilitation and reintegration of inmates. This journey begins in prison ('in-care'¹³) and continues when the offender is released into the community ('aftercare'¹⁴). Programs and intervention strategies are implemented to address the inmates' criminogenic thinking and behaviour, to improve their pro-social skills, to enhance their employability and other protective factors.

SPS staff are known as 'Captains of Lives'. They are highly engaged and work in an organisation recognised as one of Singapore's Best Employers. SPS's tagline: 'Rehab, Renew, Restart' emphasises its commitment to rehabilitate inmates who desire to change, renew and restart their lives for the better, with the support of the community.

(b) Vision, Mission and Core Values

The Singapore Prison Service has the following Vision, Mission and Core Values:

- *Vision:* As Captains of Lives, we inspire everyone, at every chance, towards a society without re-offending.
- *Mission:* As a correctional agency, we enforce secure custody of inmates and rehabilitate them, for a safe Singapore.
- *Core Values:* Our Captains of Lives enforce the secure custody of inmates and provide opportunities for them to rehabilitate to become better individuals. With the support from our community partners and volunteers, we also provide support to inmates' families and facilitate the inmates' reintegration into society. The Singapore Prison Service is guided by a set of core values: *Synergy, Vigilance, Integrity and Care.*

(c) Organisation

At the staff level, SPS has 11 Divisions:

- (1) Corporate Communications and Service Division
- (2) Intelligence Division

¹² For more information, see <https://www.sps.gov.sg/>

¹³ For example, one of the 'in-care' approach is the implementation of a 'Learning Prison' which strive to transform the inmates into better persons during their incarceration, by instilling learning and change.

¹⁴ For aftercare, SPS continues to build on the knowledge and skills that inmates have gained in prisons, through a structured and gradual reintegration process in the community. This is discussed under Agenda Item 4 in this Conference Report.

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- (3) Investigation Division
 - (4) Logistics & Finance Division
 - (5) Operations Division
 - (6) Psychological and Correctional Rehabilitation Division
 - (7) Rehabilitation and Reintegration Division
 - (8) Risk Management and Assurance Division
 - (9) Staff Development Division
 - (10) Strategic Planning Division
 - (11) Transformation and Technology Division

The organisation is headed by a Commissioner, two Deputy Commissioners, four Commanders and 12 Directors. Ms Shie Yong Lee is SPS' first female Commissioner.

(d) *The Yellow Ribbon Project (YRP)*

In 2004, Singapore hosted APCCA for the first time, and launched its *Yellow Ribbon Project (YRP)* that year. The YRP aims to raise community awareness in giving a second chance to released inmates and their families. This involves accepting them and their families in the community and to support their rehabilitation and reintegration into the community.

The YRP has been a successful enterprise with some Pacific countries adopting similar projects. Throughout September 2022, a Yellow Ribbon Race '*1 Race for Second Chances*' was held which included both physical and virtual race categories, expanding how the public can show their support for second chances for ex-inmates. Please see Agenda Item 4 to this Report for more information about the YRP and also previous APCCA Reports (available at <https://apcca.org>).

OPENING CEREMONY

The Opening Ceremony was held on Monday 19th September 2022. It commenced with the traditional procession of the APCCA Symbols by the Guards of Honour to the centre stage and delivery of the following speeches.

OPENING SPEECH BY APCCA HOST 2021

**Mr Shin Yong Hae,
Commissioner, Korea Correctional Service**

Hello and a very good morning to you.

I am SHIN Yong Hae, Commissioner of the Korea Correctional Service. I would like to express my gratitude to the Commissioner of Singapore Prison Service who has prepared for APCCA 2022 to be held, and to the member countries for participating despite the difficult situation caused by COVID-19.

As you all know, the 2021 meeting was scheduled to be held in the Republic of Korea last year. However, due to the spread of COVID-19, the meeting had to be postponed to 2025.

It has been more than two years since the spread of COVID-19. Non-face-to-face meetings have become the standard for all of us in accordance to changing times.

Nonetheless, what is certain is that our cooperative system is stronger than ever. Even though unpredicted situations await us, all the challenges we face will unite us and we will continue to hold hands to overcome all the difficulties that arise.

The KCS decided to host the APCCA Conference in 2025, as mentioned above, in order to maintain the momentum and spirit of the APCCA community and to build an even better cooperative system.

The Republic of Korea will prepare the best APCCA for everyone. You will experience the state-of-the-art Seoul, in harmony with the wonderful night view of the Han River and Seoul, a tradition that has been passed down for 600 years as the capital of the Republic of Korea, and will confirm mutual trust and friendship.

We hope to see you in Seoul in 2025.

Thank you.

OPENING ADDRESS

by Mrs Josephine Teo
Minister for Communications and Information
and Second Minister for Home Affairs

APCCA Rapporteurs Emeritus Professor Neil Morgan and Ms Irene Morgan,
Distinguished guests and delegates,
Ladies and gentlemen

A warm welcome to the 2022 Asian and Pacific Conference of Correctional Administrators, or APCCA.

This is the second time that Singapore is hosting the event. We are honoured and delighted to have you join us today.

I would like to give special mention to Rapporteurs Emeritus Professor Neil Morgan and Ms Irene Morgan. Thank you for your continued service and invaluable support to APCCA.

The theme for this year's APCCA is "*Forging New Frontiers in Corrections*". In the week ahead, participants can look forward to hearing ideas on how to break new grounds in corrections.

The past two years have been challenging for correctional agencies in many jurisdictions. The pandemic has disrupted operations and significantly changed the way we work.

- We had to fight against the spread of the virus in prisons to keep our inmates, staff and stakeholders safe.
- Even with the pandemic, we had to minimise the disruptions to our inmates' rehabilitation.
- We had to ensure continuity in the delivery of rehabilitation programmes.
- We also had to ensure that inmates were able to continue engagements with their loved ones when physical visits were suspended.

But the pandemic has also presented us with opportunities to do things differently.

APCCA 2022 is therefore timely, for us to reflect, share and progress as a community.

Let me outline three key planks that can guide us on how we go about forging new frontiers in corrections.

First, we need to act with agility. The pandemic has highlighted the importance of being swift and agile.

Correctional agencies had to respond quickly to contain the spread of the virus in the dense prison environment. For example, segregation and quarantine facilities had to be set up quickly within prisons to control the rise in infection cases.

It was our nimbleness, our willingness to learn and adapt, which allowed us to emerge stronger.

We should be ready to review our strategies and processes so we can also respond well when the next pandemic or crisis happens.

As we build up our capabilities through reviewing our policies and processes, we must not forget our people. Correctional leaders and staff play an important role in the criminal justice system.

Correctional institutions administer prison sentences which serve as punishment and deterrence for crime. Beyond this custodial mission, there is also a noble social mission. Correctional institutions also rehabilitate and reintegrate ex-inmates back to society.

Correctional officers are therefore at the heart and spirit of our correctional efforts. We must invest in skills training for our officers. This ensures that they are well-equipped and can remain agile for the correctional work of the future.

I will now talk about the next plank – to collaborate with the community.

The reintegration of ex-inmates back into society cannot be done by correctional agencies alone. Rehabilitation efforts have to continue after an inmate's release. We need support from the community to provide a strong ecosystem of support for both ex-inmates, and their families.

Let me share a new initiative on how Singapore partners the community to support reintegration.

The *Employment Preparation Scheme* was just introduced by the Singapore Prison Service, or SPS, earlier this month. Previously, inmates could only work outside prison during the tail-end of their sentence.

The new scheme allows suitable inmates to undergo skills training and education in the community. Inmates will be able to upskill themselves and enhance their employability. In the process, inmates would also be better prepared for reintegration.

Aside from the collaboration with local community partners, we should also continue to encourage collaboration and networking at an international level. The international community plays an important role in advancing corrections. Through joint trainings and sharing of knowledge, we collaborate and learn from one another to refine our correctional practices.

SPS will be launching a correctional leadership programme for international participants next year. This will help to facilitate learning and sharing of best practices amongst APCCA members.

You will hear more about this from Commissioner of Singapore Prisons – Madam Shie Yong Lee, on the last day of the conference.

The third plank I will talk about is – to leverage technology. Technology will transform the way we work.

During the pandemic, many correctional agencies had to accelerate the use of technology. For example, using video technology to facilitate virtual visitations between inmates and their loved ones.

To minimise the downtime caused by COVID-19, in-person rehabilitation programmes were converted to virtual or pre-recorded formats.

Besides the use of technology, the use of data by correctional agencies is also important.

We should collect and use data to help us design our rehabilitation programmes. We should also use data to evaluate the effectiveness of the programmes. The sharing of relevant data with community partners allows them to support inmates in need of help during incarceration and post release.

I want to appreciate APCCA members too, for starting to share key statistics based on standardised definitions with one another. This also makes it easier for members to then share and learn best practices from each other.

To conclude, these three planks are key:

- Agility
- Collaboration with the Community; and
- Use of Technology

Together, we can make APCCA an effective platform in supporting the transformation of corrections globally.

As joint secretariat with the Hong Kong Correctional Services Department, Singapore remains supportive and committed to APCCA's cause and its success.

I encourage all participants to actively share and exchange knowledge.

I wish you all a fruitful conference.

Thank you.

WELCOME SPEECH BY APCCA HOST 2022

Ms Shie Yong Lee

Commissioner, Singapore Prison Service

Distinguished Guests,
Our Rapporteurs Emeritus Professor Neil Morgan AM and Ms Irene Morgan
Fellow APCCA members,
Ladies and Gentlemen,
A very Good Morning to all.

Thank you for taking time to participate in APCCA 2022. It is my great pleasure to welcome everyone to this conference. Personally, I am feeling excited and looking forward to learning about the best practices from our esteemed APCCA members over the next few days.

COVID-19 has made it unsafe for us to travel, and we were not able to meet in person for APCCA in 2020 and 2021. Thanks to technology, we were able to overcome this constraint. Last November, we organised an online webinar for APCCA members to share on our responses to the COVID-19 challenges in corrections. It was attended by over 160 participants from 15 APCCA members, which culminated in an enriching experience with webinar participants sharing on how their agencies adapted quickly to the pandemic.

Building on that positive experience, in the beginning of this year when the COVID situation was still very uncertain, with the Omicron wave just developing, we believed that hosting a virtual APCCA 2022 could be as engaging and meaningful as a physical conference, and to allow more staff from each member country to participate. This year, we are happy to welcome more than 700 participants from 25 APCCA members for the virtual conference.

We have also continued to keep connected through our APCCA newsletters featuring articles of interest to members.

The APCCA website had also been revamped earlier this year to make it more user-friendly and included new features such as a Knowledge Sharing Portal, and Customisable Surveys. We encourage members to actively use the new features to share experiences and best practices in corrections. Moreover, the Singapore Prison Service is looking forward to organise an *International Correctional Leadership Programme* in the last quarter of 2023 to promote greater networking and collaboration amongst the community of corrections. I will be sharing more on this at the last day of the conference.

This year, for APCCA 2022, albeit held virtually, we will be introducing two new segments namely, the opening plenary session and leaders fireside chat during the conference. For

the plenary session, we will hear sharing by the panellists on the topic of *'Forging New Frontiers in Corrections: Technology, Advocacy and Partnerships.'*

On the final day of the conference, panellists will be invited at the Fireside Chat to share their perspectives on anticipated challenges, opportunities to enhance corrections, as well as key factors in building good correctional organisations. We look forward to the sharing by the panellists and active participation from all APCCA members.

While managing Covid-19 has been an unprecedented challenge that pushed us out of our comfort zone, we have grown to become more resilient and forward looking. APCCA members have demonstrated commendable efforts in navigating the challenges during this pandemic.

There are three common areas of focus in member countries' experiences.

Firstly, robust systems were put in place to detect and limit the spread of COVID-19. To cite just a few examples, colleagues from Malaysia collaborated with various inter-ministry agencies to treat and manage the spread of the pandemic. Vietnam provided inmates with knowledge on COVID-19 prevention and control measures to protect themselves and individuals around them. India ensured that all newly admitted inmates were tested for COVID-19, and random testing was also conducted amongst inmates and prison officers to check for asymptomatic cases.

China also actively carried out epidemic tracing and vaccination for all their inmates. A COVID isolation centre, Site Harry, was successfully set up by The Bureau of Corrections in Philippines, with support from ICRC.

Secondly, correctional agencies accelerated the development of their technological capabilities to ensure business continuity of their operations. For instance, Korea Correctional Service introduced telemedicine consultations and video counselling services. Fiji Corrections Service established video conferencing facilities to enable inmates to have access to legal counsel and their families virtually. Corrective Services New South Wales rolled out new pilot in-cell tablet technology at two prisons in Sydney which enabled inmates to access programmes, educational material, approved news websites, and make additional phone calls to their loved ones.

Thirdly, staff rallied together to provide support for one another, as well as for the wider community. For example, over 2500 off-duty and retired staff from Hong Kong Correctional Services Department volunteered to participate in filter mask production round the clock at workshops in an institution. The process of working together in various governmental anti-epidemic operations greatly united their staff and also increased their sense of belonging to the Department during this adversity. Singapore Prison Service established a mental health framework to support staff's well-being by forming peer

support networks, empowering leaders with skills to support their staff, and cultivating a culture of appreciation within the organisation.

All these efforts by our APCCA members are a testament to the agility, adaptability, and resilience of the respective agencies, enabling us to emerge stronger and better than before. We will hear more from the various country reports today and tomorrow.

Work in the correctional landscape is challenging and continually evolving. Over the next few days, we will also be hearing more of these developments from the various presenters.

Many correctional agencies recognize the importance of vocational and employment programmes in supporting inmates' desistance. Colleagues from Thailand established a Center to provide support for inmates in vocational training, and job placements. Semarang Women's Correctional Facility in Indonesia saw success with the introduction of its Batik Vocational Programme for women inmates. CORCAN with Correctional Service of Canada facilitates inmates to have access to opportunities, such as on-the-job training and vocational certifications. They experienced high rate of success in supporting inmates in their Community Industries Training Programme even during the pandemic to obtain regular employment in the community.

Successful rehabilitation and reintegration of inmates requires the crucial support of our community partners and volunteers. Colleagues from Japan gained trust from the public by contributing to community support efforts during natural disasters. Papua New Guinea established Community Correctional Centres which improved community engagement and facilitated reintegration activities for inmates. Macao (China) worked with Social Welfare Bureau and the YMCA of Macao (China) to organise Family Support Service Scheme to assist inmates and their families. The work of community partners does not just impact on the individual. It also helps to generate a larger ripple effect in society, by raising awareness and acceptance of ex-inmates and their families.

In many correctional agencies, volunteers play an integral role in supporting rehabilitative and reintegration efforts of our lean workforce. In Singapore, over the last 23 years, from less than 200 registered volunteers in 1999, today, Singapore Prison Service works with over 3,000 volunteers offering a range of programmes and services such as religious counselling, befriending, financial assistance, both in the prisons and the community. Our volunteers include members on our Board of Visiting Justices and Board of Visitors who go beyond their duty in inspecting our institutions, to also raise funds to support the families of inmates.

Over the next 5 days, we can look forward to a line-up of exciting presentations from various APCCA members, revolving around 5 agenda items. There will be opportunities for engagement with fellow participants through the conference microsite.

I hope that these virtual platforms will help you make connections with colleagues from other countries, initiate richer conversations and strengthen friendships amongst APCCA members.

May the next five days be a fruitful experience for everyone. Thank you.

AGENDA ITEM 1:

Challenges and Initiatives in Corrections

1. INTRODUCTION

This agenda item plays a key role in APCCA proceedings and history:

- All countries, large or small, have equal standing to share information and experience.
- It gives opportunities for cross-jurisdictional learning in areas of common importance.
- It promotes understanding of how correctional services are evolving in the region.
- It ensures continuity in the APCCA knowledge base.

The Asian and Pacific region has extraordinary cultural, economic, religious, and socio-political diversity. However, as the papers and presentations on this Agenda Item showed, correctional administrators share many common values and challenges. Above all, there is shared agreement on the importance of treating offenders with decency, and of working towards their rehabilitation and reintegration, as well as ensuring safety and security.

The papers and PowerPoint presentations on this Agenda Item run to several hundred pages and this summary cannot cover all the points. The aim is to:

- Outline the main points identified by each jurisdiction.
- Reflect on how the learnings from these presentations can help us achieve the conference goal of *'Forging New Frontiers in Corrections'*.

Where appropriate, the following discussion includes contextual information from the papers presented at other recent conferences.

2. CHALLENGES AND INITIATIVES

Singapore, as host of APCCA 2022, gave the first presentation. Other members then made presentations in alphabetical order.

SINGAPORE

In Singapore, the Singapore Prison Service (SPS) is responsible for prisons, for community-based programs and after-care that operate at the end of a person's sentence, and for managing offenders who are placed on 'Day Reporting Orders' by the courts as an alternative to imprisonment.

SPS is a division of the Ministry of Home Affairs. It operates 14 institutions, which are located at the Changi Prison Complex and Selarang Park Complex on the eastern side of Singapore.

The SPS Mission is to ‘enforce secure custody of offenders and rehabilitate them for a safe Singapore.’ Its Vision is: ‘as Captains of Lives, we inspire everyone, at every chance, towards a society without re-offending.’

On 1 June 2022, SPS was responsible for managing 11,200 people. Significantly, 28% of them were serving sentences in the community. The number and proportion of people supervised in the community has continued to increase in recent years.

In the past 20 years, Singapore has reoriented its system. It has maintained a focus on deterrence and discipline, but has developed new approaches to rehabilitation, reintegration and community engagement. The results are impressive:

- Crime rates have fallen, and Singapore is consistently rated as one of the world’s safest cities.
- Total prisoner numbers have dropped from over 18,000 in 2002 to 11,254 on 1 June 2022. These numbers include around 3,000 people who are undergoing community supervision at the end of their prison sentences.
- Recidivism rates (measured as a return to prison within two years of release) have fallen. In the early 2000’s they were over 40%. From 2003 to 2017, they were between 24% and 27%. The figures for people released in 2018 (22%) and 2019 (20%) are even lower.
- There have been no escapes or hostage situations for over 20 years, and prison assault rates are low.

Although overall recidivism trends are relatively low, SPS remains concerned about the number of repeat offenders. Drug abuse is the primary driver of recidivism, with 80% of the local prison population having drug-related antecedents.

SPS has continued to drive innovation, community engagement and offender-focused programs despite the challenges posed by Covid-19 as well as budget and manpower cuts. It sees technology, data-driven operations, evidence-based interventions, and targeted corrections as the key to improving outcomes and efficiencies.

SPS has devised three core strategies to achieve these goals:

- *Prisons without Guards* (PWG) involves greater use of technology and business intelligence to ensure discipline and good order inside the prison.
- *Prisons without Walls* (PWW) involves the expansion of community corrections including increased work opportunities and transitional housing.
- *The Learning Prison* will complement PWG and PWW by focusing on learning and personal development by both staff and inmates. Technology will be a key driver of initiatives and improvements in the range of educational, vocational and rehabilitation programs.

One of the most interesting and innovative developments is the Selarang Park Complex. Selarang Park is an ‘integrated complex’ that provides both incare and aftercare services. It works closely with other government agencies, community partners and volunteers to develop a well-coordinated and effective path to release and reintegration.

SPS places a high value on collaborations and partnerships within Singapore and also on international engagement. The *Yellow Ribbon Project*, which started in 2004, has played a crucial role in the evolution of corrections in Singapore. It taps into extensive networks of volunteers who provide support to offenders and their families. It has also helped to promote community acceptance of ex-offenders back into their midst as well as understanding and support for the work of SPS.

SOLOMON ISLANDS

The Corrections Services Department of the Solomon Islands (CSSI) is responsible for prison administration. CSSI replaced the former Prisons Department in 2007.

CSSI's vision is to be 'an effective, ethical, committed and professional organisation, and a leader in correctional management in the region.' Its mission is 'to enhance the safety of the community by providing secure and humane containment, and through facilitating the rehabilitation and reintegration of prisoners.' Its values are 'justice and fairness; accountability and transparency; respect and responsibility; diversity, professionalism and integrity; and partnership and cooperation'.

In 2008, Solomon Islands enacted the *Correctional Services Act 2008* and supporting Regulations. These legislative instruments embody international standards and involve a philosophical shift from social isolation and punishment to rehabilitation and reintegration.

Prisoner numbers have increased rapidly, from an average daily population of 300 in 2015 to 500 in 2019. The main reason is a growth in remand prisoners who comprise over 50% of the prison population compared with 30% in 2012. Although the prison system has a total capacity of around 600, several prisons are overcrowded.

CSSI faces many challenges, including the following:

- Poor infrastructure
- Natural phenomena, such as storms and cyclones, create displacement and homelessness and may also damage prison infrastructure.
- An ageing workforce.
- Lack of resources to treat the growing number of offenders with mental health and substance abuse problems.

In order to meet these challenges, the government announced in 2018 that it would 'support the development of specialised facilities for young offenders, female offenders, mentally ill prisoners and immigration detainees.' The first stage of this will be a new facility for juveniles located outside the main Rove Prison.

Other CSSI initiatives include:

- Measures to improve case management.
- Greater use of early release programs and the development of halfway houses.

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- Continuing efforts to engage communities, churches and NGOs in promoting community support and reconciliation between offenders, victims, families and communities.

‘Reconciliation’ is a key focus for CSSI. Reflecting local culture, values and religious beliefs, reconciliation between offenders and victims, communities and families is considered vital to rehabilitation and reintegration.

SRI LANKA

In Sri Lanka, the Department of Prisons is responsible for the administration of prisons, youth detention facilities and lockups. There are 34 facilities for adults, comprising four high security prisons for convicted inmates, 18 closed remand prisons, and 12 open prisons and work camps. There are three facilities for juveniles (one training school and two correctional centres).

Sri Lanka has faced serious economic and political challenges and social unrest in recent times. As a result, the whole society faces shortages and rapidly rising prices for food and fuel. This has added to the already difficult task of running prisons. Corrections reform has also long been hindered by overcrowding and outdated corrections legislation.

However, there is some good news to report. The prison population declined markedly in 2021 and the first part of 2022. Because of this decline, combined with the introduction of new prison infrastructure, the overcrowding rate has dropped from 250% in 2020 to 140% in 2021 and conditions have improved somewhat.

Sri Lanka aims to comply with the UN Standard Minimum Rules for the Treatment of Prisoners (the ‘Mandela Rules’), the Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the ‘Bangkok Rules’), and other international standards. The new Angunakolapalessa Prison in the south of the country was designed to meet these standards. It is the first of several new prisons that will eventually replace the old ones. The complex includes a separate women’s prison, workshops, a health centre, and education/program areas. BOOSSA Prison has also been renovated and upgraded so that it can serve as a high security prison for high profile prisoners.

Many of the biggest challenges for the Department of Prisons involve matters outside its direct control. They include:

- High numbers of unconvicted prisoners, with longer periods being spent on remand.
- High numbers of death sentence prisoners.
- Drug abuse in the community.

To reduce overcrowding, it was therefore necessary to develop a comprehensive plan across government agencies. Critical elements of the five-year plan included:

- Setting short, medium, and long-term goals.

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- Ensuring effective communication and coordination between all the different criminal justice agencies, including the Attorney General's Department, the Department of Justice and the Police.

Although it is early days, Sri Lanka's careful planning seems to be reaping the intended results even in the face of the challenges posed by Covid-19 and the difficult economic, social and political problems that have affected the country in recent years.

THAILAND

In Thailand, corrections is the responsibility of the Department of Corrections, which is part of the Ministry of Justice. The Department of Corrections aims to improve inmates' quality of life and public safety, as well as efficiency and accountability.

Thailand's Department of Corrections has been busy tackling the challenges posed by Covid-19. However, it has also been able to pursue a range of other initiatives. There have been some significant changes since APCCA last met in 2019.

First and foremost, the prison population has declined rapidly. In early 2000, it was around 360,000. In June 2022 it was 269,000, a drop of over 25% in just over two years.

As the total capacity of the Thai prison system is 233,000, there is still some overcrowding, but it is far less severe.

The main reasons for the decline in prisoner numbers are:

- The exercise of Royal Pardons.
- A reduction in court activity due to Covid-19 pandemic.
- The introduction of a new *Narcotics Act* in December 2021. This Act targets serious offenders but is less punitive than the old laws for minor offenders. The approach for minor offenders is rehabilitation rather than punishment. Importantly, the new laws do not just apply to new offenders. People serving sentences under the old laws are also able to petition the courts and seek a reduction in their sentence.
- The *Cannabis Act 2022* has decriminalised the possession of cannabis. Over 1,000 prisoners have been released under the new cannabis laws.

The Department of Corrections introduced some successful initiatives in response to the Covid-19 pandemic. They established a coordinating body (the Emergency Operations Centre), provided health training to staff and volunteer inmates, and made extensive use of telemedicine. As a result, despite the challenges of overcrowding, the death rate from Covid19 in prisons has been lower than in the community.

Thailand has also established a Centre for Assistance to Reintegration and Employment (CARE) to assist inmates to transition back to the community by finding employment and accessing help with accommodation, healthcare and education.

VIETNAM

In Vietnam, the Prison Management Department (formerly the Department of Criminal Sentence Execution and Judicial Support) is responsible for prisons and corrections. The Department is part of the Ministry of Public Security.

Vietnam has over 50 prisons as well as five rehabilitation centres and three juvenile schools. The number of people in these facilities rose quickly from 2010 to 2014 but has been falling since then. In mid-June 2022, Vietnam's detention facilities were managing a total of 133,986 offenders, of whom 118,581 were serving sentences in the prisons.

Vietnam has been consistently revising its laws to keep up with contemporary needs and requirements. Over the past decade, there have been many amendments to the laws governing the Criminal Code, Criminal Procedure and the carrying out of sentences.

In June 2019, the 14th National Assembly approved the *Law on Execution of Criminal Judgment*. This came into force on 1 January 2020. This new law:

‘marked an important development in the legislative activities of the State of Vietnam in general, and in the field of criminal judgment execution in particular, demonstrating the humanitarian policy of the State towards the inmates, contributing to the protection of national security, maintaining social order and safety, fighting against crime, meeting the requirements of judicial reform, administrative reform, building a state ruled by law in Socialist Republic of Vietnam and better guaranteeing the freedom and democracy of citizens.’

The *Law on Execution of Criminal Judgment* recognises that people who are in prison cannot enjoy the full rights of a free person. However, they still retain their basic human rights and should be treated with humanity and in accordance with prevailing socio-economic conditions. The new laws therefore give rights to prisoners but also impose obligations on them:

- The *rights* of prisoners include the rights to ‘have their lives and health protected’, to receive board and lodging, appropriate clothing and personal care, to participate in recreation and other activities, to receive visits, to participate in work, study and apprenticeship activities, to conduct civil transactions via their representatives, to lodge complaints, and to express religious beliefs and faiths.
- The *obligations* of prisoners include the duty to abide by regulations, to comply with lawful orders, to study or learn a trade as prescribed, and to pay damages if they break, lose or destroy other people’s property.

The Vietnam Prison Management Department is working hard to improve rehabilitation through vocational training. Where possible, it engages with businesses and community groups to achieve this goal. However, because of limited funds and the remote location of many prisons, it has not been possible to provide sufficient training opportunities. The Department has therefore developed a seven-stage plan:

- ‘Renew the mind’ – in other words, make sure each prison focuses on what it can achieve.
- ‘Strengthen and improve the quality of strategic vocational guidance and training’ and the ‘quality and capacity of the staff to perform this service’.
- Pilot programs organizing labour activities, vocational guidance and training for inmates outside prisons.
- Encourage officers to actively seek jobs for inmates.
- Organize seminars and exchange programs among inmates, business organizations, and political organizations in the locality where the prison is stationed.
- Provide vocational training to inmates in occupations that meet the social needs of the place where they return and ‘in accordance with the inmates’ abilities, strengths and aspirations.’
- Organize knowledge training classes for staff in charge of production planning, in order to improve their qualifications and knowledge in production, labour and vocational training.

Vietnam’s presentations to APCCA conferences have charted many improvements in the past 20 years. The legal framework has been modernised and improved and the 2019 Law on Execution of Criminal Judgment is an important landmark. It lays down the rights and obligations of prisoners and embeds the principles of rehabilitation and reintegration. APCCA members are looking forward to the 2023 conference in Hanoi and to learning more about Vietnam’s achievements and future goals.

AUSTRALIA

Australia is a vast continent with a scattered population. It has a federal system of government consisting of six States and two Territories as well as the Federal (or ‘Commonwealth’) government. Australia’s presentation was given by Western Australia’s Commissioner of Corrections.

The different States and Territories are primarily responsible for criminal laws, correctional policy and prisons. People convicted under federal laws are also imprisoned in State or Territory prisons.

Legislation, policies and imprisonment trends and patterns vary widely between the different Australian jurisdictions. For example, the state of Victoria has a much lower imprisonment rate than most other jurisdictions. The Northern Territory and Western Australia have the highest imprisonment rates.

Although there are differences between the various States and Territories, there are four common trends and concerns:

- The number of people in prison increased rapidly from 2000 to the first part of 2020. However, in

most States and Territories, numbers stabilised or dropped slightly during the Covid-19 pandemic.

- The proportion of unsentenced prisoners is increasing. In 2000, they were 15% of the population. In March 2022, they were 37% of the population – and increase of 2% since 2021.
- Women are a growing proportion of the growing population. They comprise 7% of prisoners nationally and close to 10% in some jurisdictions.
- Aboriginal people are grossly over-represented in prison. They comprise 3.2% of the general population but 32% of the national prison population. Per capita, Western Australia has by far the highest rate of Aboriginal incarceration.

The increase in prisoner numbers has led to high levels of overcrowding in most of the country. Cells that were only intended for one person are commonly ‘doubled up’. In addition, new prisons are opening, and additional accommodation units are being added to existing prisons. Overcrowding presents many challenges for security, safety and access to services,

Significantly, the growth in prisoner numbers does not reflect an increase in crime. Reasons for the increase include:

- Public concern at offences committed by people on bail or on parole led to laws and policies being tightened.
- The use of drugs such as methamphetamine has increased. It is linked to unpredictable behaviour and violent crime.
- Some states have enacted stricter sentencing laws.

A large proportion of prisoners have complex needs, including serious mental health and substance abuse problems. Correctional Services Departments are trying to better address these needs in some of their prison building or renovation programs. For example, dedicated mental health or drug treatment units have been set up within some prisons.

However, the presentation cautioned that there is ‘no quick fix’ to the major issues – especially the problem of Aboriginal over-representation.

BRUNEI DARUSSALAM

In Brunei, the Prisons Department, which is part of the Ministry of Home Affairs, is responsible for the prison system and some other aspects of corrections.

The Prisons Department’s vision is to ‘be an excellent rehabilitation institution’. Its mission is to ‘protect society through safe, humane custody and ideal rehabilitation of inmates to become useful, law abiding citizens and responsible members of society.’

In line with this mission, the Prisons Department has set the following strategic priorities:

- Reduce recidivism.
- Improve correctional facilities for the benefit of staff and prisoners.

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- Improve the working environment and professional development opportunities for staff.
 - Expand after-care.
 - Introduce more community-based programs.
 - Enhance the detention, management and safety of inmates through effective modern security systems.
 - Improve the effectiveness of rehabilitation through spiritual and moral reformation, education and vocational training.
 - Increase public awareness and collaboration in corrections.
 - Organisational restructure to meet both current needs and future challenges.

There are three prisons at two sites in Brunei: Jerudong Male Prison, Jerudong Women's Prison, and Maraburong Male Prison. Between 2005-2006 and 2009-2010, the number of prisoners declined from around 800 to around 500. However, by 2018, numbers had increased to over 1,300. The biggest increase has been in the number of remand prisoners. Fortunately, the prison population has declined in the last two years. This should help the Prison Department to achieve its goals.

The Prison Department recognises that it cannot achieve good outcomes by itself, and has therefore adopted a 'whole of nation' approach. This will seek to ensure coordinated engagement by other government agencies, NGOs and the private sector.

Another emerging area is the impact of Islamic Syariah criminal law. The government intends to implement a Syariah Criminal Code across the country in stages over the coming years. The Brunei Prisons Department will be responsible for administering some of the punishments under these laws.

CAMBODIA

In Cambodia, the General Department of Prisons is part of the Ministry of the Interior. The country has four correctional centres and 23 municipal and provincial prisons.

The country has faced extraordinary challenges in the past 50 years. After experiencing blanket bombing by the US air force during the 'Vietnam War', it witnessed the genocidal Pol Pot/Khmer Rouge regime and interventions by foreign powers before it was able to become an independent kingdom once more.

Not surprisingly, Cambodian prisons were in a poor state twenty years ago. However, the country has an impressive commitment to meeting the requirements of the *Mandela Rules*, the *Bangkok Rules*, the *Tokyo Rules* and the *Beijing Rules*. Importantly, these standards are now reflected in domestic law.

Although Cambodia has been working hard to meet these standards, progress has been hampered by overcrowding. Unfortunately, the prison population has increased by around 150% since 2014. Numbers dropped in 2020 and 2021 but are now increasing again. The system has sometimes reached 180% of official capacity and some prisons are even more overcrowded.

The causes include an increase in drug-related crime, and a clampdown on organised crime. Drug offences account for over 50% of the prison population, violent crimes for only 6.5% and property crimes for 20%.

Cambodia is working with several international organisations, including ICRC, UNODC and JICA to develop community corrections as well as to improve prison infrastructure, drug treatment and prisoner health services. The number of people being diverted from prison for misdemeanours has been increasing since 2020.

Other challenges and initiatives include the following:

- Staff training and a lack of psychologists. This problem is being partially addressed by NGOs providing training to equip correctional staff in psychology and mental development.
- Inadequate equipment to detect contraband.
- Inaccurate classification and assessment systems.
- Reintegration programs are in their infancy and 'still lack strong partnership with the community'.

Despite these challenges, Cambodia still adheres to the philosophy that 'prison is a place for redemption by giving yourself an opportunity to change, change for a better outcome for our community.'

CANADA

Canada has a federal system of government. The Correctional Service of Canada (CSC) is a Federal agency with responsibility for offenders sentenced to two years' imprisonment or more, and for the management of such prisoners when they are released on parole. CSC manages around 14,000 inmates and over 9,000 people under community supervision.

In Canada, people being held on remand (around 38% of Canada's total prison population) and those serving sentences of less than two years are held in Provincial and Territorial jails. The Provinces and Territories are also responsible for offenders under the age of 18 years. Reflecting these arrangements, Canada has a total of 14 different correctional services.

CSC is taking numerous initiatives to better meet the needs of vulnerable offender groups, including Indigenous offenders who are highly overrepresented in the offender population.

Canada has experienced serious problems with drug use and opioid overdoses. In response, the Federal Government identified mental health and substance abuse as national priorities for all government departments. It laid down four strategic 'pillars': prevention, treatment, harm reduction and enforcement. It also appointed its first ever Minister of Mental Health and Addictions.

Research has shown that 70% of CSC inmates have 'mental health symptoms' at the time of reception. Half of them are impaired by mental illness, 12% of whom have a severe mental illness. Over 60% of

inmates have lifetime substance use disorders and the figures are even higher for Indigenous people (well over 80%). Rates of injecting drug use are also high (around 22% for men and 29% for women).

CSC said that, in response to the new whole of government priorities, it has 'changed its lens'. It now views problematic substance use as a 'chronic disease that requires a range of prevention, treatment, harm reduction and other supports.' To that end, it employs the following strategies:

- *Pharmacological treatment (Opioid Agonist Therapy)*. CSC has increased by four-fold the number of patients on opioid replacements such as Methadone, suboxone and buprenorphine. People who are receiving such treatments are also given strong individual case management.
- *Psychosocial interventions* have been improved. CSC aims for a coordinated continuum of care and is currently implementing the Self-Management and Recovery Training (SMART) model of care.
- *Harm reduction measures* have been greatly expanded. Before 2016, the main measures were bleach, condoms, dental dams, peer support and services provided by Alcoholics Anonymous and Narcotics Anonymous. New measures are now being rolled out to different sites. They include a Prisoner Needle Exchange Program (PNEP), an 'Overdose Prevention Service' and access to Naloxone (also known as Narcan - a drug that can temporarily reverse opioid overdose) for both inmates and people who have been released.
- *Stronger partnerships with community organisations and treatment experts*. CSC is working closely with universities, hospitals and community organisations to improve knowledge and services.

It is too early to have robust research evidence on the results of these initiatives. However, preliminary findings suggest they are having positive effects.

CHINA

Despite its vast size and population, China has one national prison system, directed by the central government in Beijing. However, responsibility for administering prisons is devolved to the 23 Provinces, four Municipalities, and five Autonomous Regions. China's two Special Administrative Regions (Hong Kong SAR and Macao SAR) have separate correctional services.

China's overriding philosophy is to 'combine punishment and reform with the purpose of reform', and to prevent reoffending and reduce crime.

China's prison population has become more complex. The female prisoner population is increasing faster than the male population, and women now comprise 10% of the total. The proportion of people with physical and mental health issues is also rising.

China has invested heavily in prisons and community corrections, with a strong focus on improving governance, professionalism and rehabilitation. Their presentation highlighted five ways in which they are seeking to address the challenges:

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- *Highlighting the rule of law.* China's prison regulations have been progressively revised 'including quantitative assessment of offenders, visitation, correspondence, lawyer interviews and procedures for handling cases.'
 - *Strict, standardised and fair treatment.* China aims for standard treatment across the country to ensure fairness and justice. To achieve this goal, prisons are expected to improve transparency and accountability for their actions, with open days and access to legal aid.
 - *Improving the quality and efficiency of rehabilitation* through 'legal, moral, cultural, vocational and technical education' and psychological counselling. In 2021, more than 200,000 offenders completed literacy and compulsory education, and more than 20,000 achieved college diplomas or higher qualifications.
 - *Protecting the legitimate rights of criminals in accordance with the law.* The law states that prisoners' basic rights are guaranteed. Torture, corporal punishment, and maltreatment are officially outlawed.
 - *Ensuring prisons and prison work are reformed.* The government has invested significant funds in developing different types of prison, with different security levels and purposes. Technology is playing an increasing role in developing 'smart prisons'.

China emphasised that engagement in international forums such as APCCA has been of assistance in modernising its system.

HONG KONG (CHINA)

2022 was an important year for Hong Kong (China). It marked the 25th anniversary of the establishment of the Hong Kong Special Administrative Region of the People's Republic of China and the 40th anniversary of the Correctional Services Department (HKCSD).

HKCSD is responsible for managing persons in custody (PICs). Its mission is to protect the public and to reduce crime. HKCSD sees public safety as something that starts as soon as a person enters prison.

HKCSD aims to balance three elements: safe and decent custody, rehabilitation and reintegration programs, and community support/education. Staff professionalism is a critical element that underpins all these areas.

HKCSD reported that in 2019 and part of 2020, Hong Kong (China) had been through a challenging period. It was 'badly traumatised by a spate of serious violence and riots. Radical disruptors had persistently promoted negative sentiment and supported violence to break the law, and some of them were propagandised to undermine the rule of law.'

As a result of these events, the crime rate increased slightly. However, Hong Kong (China) remains a safe place. The imprisonment rate also increased in response to the disorder but is still below 2018 levels.

HKCSD has introduced a number of new programs to tackle the challenges posed by ‘radical lawbreakers’. The first stage is to assess the PIC against various ‘indicators of radicalisation’. The PIC is then matched to a program to meet their profile and needs. These programs have three core elements:

- *Understanding Chinese history and national education.* PICs are required to attend learning activities to ‘enhance their sense of national identity, help them build positive values and reflect on the meaning of life, and guide them back on the right track.’
- *Psychological reconstruction and re-establishment of values:* ‘HKCSD has launched a new psychological counselling programme named Youth Lab to enable young PICs to undergo psychological rehabilitation and reconstruction, adjust their mode of thinking and enhance their law-abiding awareness.’
- *Life planning and rebuilding of family relationships.* HKCSD facilitates family-based psychological treatment to mend family rifts or address other serious family problems. Professionals from different sectors are also invited to assist PICs to prepare themselves for future employment/studies.

Recidivism rates have continued to decline from 27.3% in 2015 to 20.9% in 2019. The City of Hong Kong University has calculated that between 2012 and 2016 alone, the government made savings of more than HK\$74 billion as a result of the decline in recidivism.

These indicators are very encouraging, but like other correctional systems, CSD faces many challenges in meeting the needs of people with special needs. The groups of concern include the elderly, transgender people, and people from other nations.

More generally, HKCSD remains focused on upgrading its older facilities, providing high quality rehabilitation and reintegration services to PICs, and community engagement. To help achieve these goals, HKCSD is also developing the concept of the ‘Smart Prison’ through the ‘implementation of innovation and technology strategies to modernise, informatise and humanise the management mode and process innovation of correctional facilities.’ It is anticipated that this will ‘enhance the operational efficiency of correctional institutions, thereby providing a safer, more secure and humane custodial environment’.

MACAO (CHINA)

In Macao (China), the Correctional Services Bureau (CSB) is responsible for Coloane Prison and the Youth Correctional Institution. The CSB falls under the Secretary for Security. The Department of Social Reintegration (DSR) is responsible for non-custodial measures, rehabilitation services for released prisoners, and support for offenders’ families. The Department of Social Reintegration is part of a separate government agency, the Social Welfare Bureau.

Macao (China) has a land mass of only 33 square kilometres and a population of 680,000. However, prior to the Covid-19 pandemic, it had over 30 million visitors each year, primarily from mainland China. Its main source of revenue is gaming.

Macao is a safe place. The crime rate has been relatively low and stable over the long term and dropped during the restrictions caused by the Covid-19 pandemic. Despite stable crime rates, the number of prisoners had been rising up to 2019. However, numbers declined during the pandemic.

The Coloane Prison opened in 1990. Over the years, it has been expanded and renovated, but is outdated. Construction of a new replacement prison has commenced.

In 2021, important new laws came into force to increase career opportunities for corrections staff and to improve CSB's ability to respond to future challenges. The new laws establish several higher level management positions and provide better career prospects and promotion channels for staff.

CSB has continued to engage with the community to enhance prison-citizen relations and to improve prisoners' prospects of successful reintegration.

Like CSB, the Department of Social Reintegration (DSR) has been actively implementing initiatives to improve rehabilitation and reintegration. One of DSR's most significant initiatives is the Cross-regional Reintegration Service. This aims to provide support to:

- Residents of Macao (China) who are serving sentences in Hong Kong (China) or Guangdong province.
- Residents of Hong Kong (China) who are in prison in Macao (China).

DSR has also developed an 'Enhanced Patriotism Program'. This has four elements: 'Loving the Motherland', 'Love our country, Abide the Law', 'Love Macao' and 'National Development Workshop'. The aim is to use 'patriotic educational videos' and educational courses to help offenders understand 'the historical background of the Basic Law, the basic rights and obligations of Macao residents ... [and] the contemporary development of mainland China' and to 'enhance national identity'.

Other DSR initiatives include:

- A virtual job hunting program for prisoners to get information on job opportunities, and for employers to conduct virtual job interviews.
- A range of correctional courses on issues such as life skills and education about the law.

FIJI

In Fiji, the Fiji Correctional Service (FCS) is responsible for corrections.

The *Corrections Act* of 2016 embeds a focus on rehabilitation and reintegration and aims to encourage self-respect and personal responsibility on the part of prisoners. It also aims to improve staff professionalism, accountability and ethical behaviour.

FCS has aligned its strategic planning and practices to the legislative requirements and the expectations of government:

- *Vision*: to effectively rehabilitate all inmates to become law abiding citizens who contribute positively to Fiji.
- *Mission*: to positively restore lives.
- *Values*: Family, Integrity, Loyalty, Honesty, Empathy, Leadership.
- *Motto*: 'Semper Restituens' (which means 'Always Rehabilitation').

This has helped FCS to gain support from government and to improve staff professionalism. By focusing on security, safety and throughcare, FCS has also started to reduce recidivism. However, it still faces significant challenges.

Fiji's presentation outlined five key challenges:

- *Contraband*. To reduce the risk of contraband entering prisons, Fiji has invested in body scanners and sniffer dogs. The sniffer dogs operate not only in the prisons but also in other places of risk such as court rooms.
- *Sex offenders*. Special regimes and programs have been introduced to tackle an influx of sex offenders, many of whom are elderly.
- *Elderly offenders*. Prison design and routines are not well suited to the elderly. The increase in elderly prisoners has therefore required FCS to invest in special facilities, special vehicles and specialized medical care.
- *Overcrowding* remains an ongoing challenge. However, a number of early release schemes have been introduced and FCS works with communities to promote understanding and support.
- *Community acceptance*. To garner community support, Fiji has introduced a Yellow Ribbon project that draws heavily on Singapore's experience. There are also a number of local initiatives that are designed to help ex-offenders gain employment.

In their conclusion, Fiji pointed out that challenges can improve practices and outcomes:

"Challenges are a norm in the field of corrections..... [but] the challenges have improved how we conduct our operations on a daily basis."

INDIA

India is a vast and complex country with a vast and complex prison system. The Indian Union comprises 28 States and seven Union Territories, and the country has a population of around 1.4 billion people. The prison system is governed by national legislation (the *Prisons Act* of 1894) but administered by the different States and Territories.

To some degree, India's colonial legacy and struggle for independence live on, and the words of Mahatma Gandhi resonate strongly in prison law and administration. Gandhi emphasised the right of

all people, including prisoners, to be treated with dignity, humanity and respect. He said that the way prisoners are treated is one of the best indicators of the state of the whole society, and that they should be treated as patients, not criminals. In line with Gandhi's comments, Indian prisons are currently guided by 'three R's': *Reformation, Rehabilitation and Reintegration*.

Similar principles are reflected in the Indian Constitution which guarantees to everyone the rights of liberty, dignity and equality. The Supreme Court has been activist in interpreting these Constitutional provisions and requires prison administrators to adhere to various principles and requirements. National and state-based Human Rights Commissions are also actively engaged in prison issues.

Although prisons are the responsibility of the States and Territories, the central government has been working hard to promote reforms and greater consistency. It has done this by conducting research, developing a Model Prison Manual backed by training manuals and a Model for Prison Architecture, and also by providing financial assistance for prison building programs that meet these goals.

India has more than 488,000 prisoners in over 1300 custodial facilities. It has a low rate of imprisonment (29 prisoners per 100,000 of the population) but a high rate of overcrowding.

India's biggest challenge is the number of 'under-trials' (people being held awaiting trial). This has been a long-term problem. There have been several initiatives over the years to try and reduce the number of under-trials but in 2020 they comprised 76% of the population, an increase from just around 69% in previous years.

India's long-term goals include reducing the number of 'under-trials', reducing recidivism, making prisons eco-friendly, keeping prisoners busy with work and education, promoting literacy, and using technology to improve operations and transparency.

The presentation showcased some of the initiatives that are leading to better educational outcomes and improved vocational training for prisoners. More prisoners are now receiving education and vocational training. Partnerships have been established with universities and training providers and with central government agencies. During the Covid-19 pandemic, prisoners also used their skills to stitch face masks and to produce hand sanitizer.

India is increasing its focus on the welfare of prisoners and their families. For example, children may be allowed to live with their mothers up to the age of six, and creche and literacy programs have been established for these children. There is also a subsistence allowance for children whose parents are incarcerated. This is proving valuable in keeping the children healthy and engaged in school.

INDONESIA

In Indonesia, the Directorate General of Corrections, which is part of the Ministry of Law and Human Rights, is responsible for the administration of corrections.

Indonesia's rapid development has led to a growth in transnational, organised and white-collar crimes. The country also faces complex community and religious dynamics and must be ever alert to the risks of extremism. There are more than 600 violent extremist prisoners across 25 different provinces.

Prisoner numbers have continued to rise at a rapid rate. Between 2014 and 2019, the population increased from 160,000 to 265,000. It dropped in 2020 but then increased again. In 2022, it was over 278,000.

Prison capacity and resources have not expanded to meet demand. As a whole, the system is operating at 205% of its official capacity. Some prisons are even more overcrowded, and prisoners sometimes have to be transferred away from their home areas to alleviate overcrowding.

Overcrowding has impacted on the supervision of prisoners, healthcare, disease transmission, and the mental health of prisoners. Although women and children are held in separate areas of the prisons, overcrowding also makes it difficult to adequately separate different cohorts.

In response to the problems of overcrowding, the Directorate General of Corrections has embarked on a program of prison construction and renovation backed by a Prison Revitalisation Program. In addition, a new program has been introduced to allow the release of people before the end of their sentence. However, overcrowding remains the predominant problem.

Indonesia reported that Covid-19 had presented many challenges but that it has also allowed them to roll out new technologies for family visits, court appearances and medical consultations.

The Directorate General of Corrections is also focused on professionalising its workforce and providing good management and leadership. Examples include the establishment of a 'corporate university program' for more senior staff and a 'Correctional Polytechnic' for staff training and development.

JAPAN

The Correction Bureau of the Ministry of Justice is responsible for corrections in Japan.

Japan has undertaken many significant penal reforms over the past decade. To give effect to the findings of high-level reviews, the Act on Penal Detention Facilities and Treatment of Inmates and Detainees was enacted in 2006, and processes were put in place to improve transparency and accountability. Other more recent legislation and policy has targeted recidivism.

In 2002, Japan's crime rate was around 2,500 crimes per 100,000 of the population. The crime rate has fallen dramatically. In 2017 it was 1080 per 100,000. In 2020, it was just 487 per 100,000. Most of the recent fall predates the Covid-19 pandemic. The main reason is a big drop in the number of cases of theft. The prison population has also declined dramatically, from 80,000 in 2007 to 47,332 in 2020.

The low crime rate and falling prisoner numbers mean that the prison system as a whole is not overcrowded. However, changes in the profile of the prisoner population have created some pressure points. They include increasing numbers of female prisoners and prisoners aged 60 or more.

Japan's recidivism rate is low by international standards and has been declining over recent years. In 2017, only 17% of ex-prisoners were reincarcerated within two years. However, despite these low recidivism rates, a larger percentage of prisoners are now 'repeat admissions'. In 2004, less than half of prisons admissions involved recidivists. By 2020, the figure was 58%.

Parole has been effective in reducing recidivism. The proportion of people who are reconvicted after parole (10.2%) is significantly less than for people who serve their full sentence without parole (23.3%).

The Act on the Promotion for the Prevention of Recidivism came into effect in December 2016. This Act lays down the essential elements for policies for preventing recidivism. They involve 'guidance and assistance in every stage of the Criminal Justice System and seamless, long-term, and collaborated support by both national and local government as well as private bodies.'

To give effect to these laws, the national government instituted a '*Re-offending Prevention Promotion Plan 2018-2022*'. The plan aims to ensure that Japan is a 'society where no one is left behind' and to reduce the recidivism rate to less than 16%. Specific measures include:

- Strengthening initiatives and supports for people released at the end of their sentence.
- Strengthening cooperation with local governments.
- Utilising the skills of NGOs and individuals in the community.
- Improved educational programs and vocational training for 18-19 year olds.

In recognition of the rights of victims, Japan now requires the heads of penal institutions to listen to the victim's feelings, to convey them to the offender, and to incorporate the victim's feelings into the offender's treatment plan.

In 2019, Japan established a Special Security Readiness Team ('SeRT') to improve responses to disasters, security incidents such as riots and escapes, and terrorism threats (see Agenda Item 2).

In 2021, Japan hosted the *Fourteenth United Nations Congress on Crime Prevention and Criminal Justice* (the UN Crime Congress) in Kyoto. Delegates adopted the '*Kyoto Declaration on Global Cooperation against Crime*'. The '*Kyoto Declaration*' sets out a roadmap for the crime prevention and criminal justice for the next five years. The Ministry of Justice is taking the following initiatives to implement the '*Kyoto Declaration*':

- Holding a regular Criminal Justice Forum for Asia and the Pacific (first meeting was in February 2022).
- Organizing a regular 'Global Youth Forum for a Culture of Lawfulness' (first forum was in October 2021).
- Taking the lead in developing new UN standards and norms on reducing reoffending.

REPUBLIC OF KOREA

The Korea Correctional Service (KCS) is responsible for corrections in the Republic of Korea (South Korea). KCS is part of the Ministry of Justice.

Korea has 39 Correctional Institutions, 11 Detention Centres, three branch offices and one privately operated 'Hope Centre'. These facilities are managed through four Regional Corrections Headquarters.

Between 2011 and 2016, prisoner numbers increased from around 45,000 to around 57,500. Since then, numbers have declined to less than 50,000. Around 66% of prisoners are sentenced and 34% on remand.

The profile of prisoners has been changing. First, there are now many more female prisoners (7.7%) than in 2015 (6.4%). Secondly, the number of older prisoners has increased. People over the age of 60 now comprise 16% of the population, compared with just 6% in 2010.

In constructing and upgrading correctional facilities, KCS places a high priority on safety and decency in the treatment of prisoners. For example, measures have been taken to reduce the risks of suicide and fire, to increase environmental efficiency, and to improve prisoners' privacy, comfort and conditions.

The reduced prison population is the result of carefully implemented policies to reduce overcrowding, not the impacts of Covid-19.

In 2016, the Constitutional Court of Korea held that prison overcrowding is unconstitutional. KCS therefore engaged in a national agenda to address overcrowding. Key elements were better treatment programs, better preparation for release, and prison construction and improvement programs. As a result, system-wide overcrowding has dropped from 120% in 2017 to 107% in 2021.

Reforms to preparation for release include improved training opportunities and stronger practical supports. There has also been a strong focus on mental health treatment and psychiatric interventions for prisoners who need such assistance.

Another significant development is the introduction of 'Inmate Child Support Teams', which started operating in 2021. The teams consist of corrections staff and external support organisations. They coordinate support from government and non-government organisations and arrange scholarships for the children. Where a child is at risk, the teams can also work with local governments to implement protective measures.

KCS is actively pursuing the 'Smart Prison' concept. Examples include:

- A smart band and radio detecting and ranging sensor (RADAR). This will not only track the inmate's location but will also monitor their vital signs. This will help prevent suicide, death from disease, and other health problems.

-
- A service kiosk system is being introduced into the prisons.
 - A new correctional information system, with mobile capacity.

Korea will be hosting APCCA in 2025. APCCA members are looking forward to learning more about KCS's important initiatives and innovations at that time.

MALAYSIA

The Malaysian Prison Department (MPD) is responsible for corrections in Malaysia. MPD falls under the Ministry of Home Affairs.

MPD operates five types of facility:

- 39 prisons.
- 47 'Admission Prisons'.
- Three juvenile centres (Henry Gurney Schools).
- Six community rehabilitation centres.
- 15 Detention Centres under the *Prevention of Terrorism Act (POTA)*, the *Prevention of Crime Act (POCA)* and the *Dangerous Drugs (Special Preventive Measures) Act*.

The biggest challenges facing MDP are overcrowding and the prevalence of drug related offenders. The system as a whole is overcrowded by 15.5%. However, some prisons are operating at almost double their approved capacity. Almost two thirds of prisoners are there for drug-related offences.

Approximately 30% of prisoners are on remand, and 70% are sentenced. The number of foreign prisoners has dropped from over 21% of the population in 2019 to 17.3% in 2021. This is likely due to Covid-related travel restrictions.

Overcrowding is generating pressure in three areas: the quality of treatment, the risk of incidents, and the rehabilitation of offenders. MPD initiatives to address these issues include:

- Improved offender profiling and risks and needs assessments.
- Improved medical services (physical and mental health).
- Self-sufficiency projects such as food production in prisons.
- Better intelligence gathering and analysis.
- More inter-agency collaboration.
- Extension of parole and community-based sentences.

In 2008, the *Prisons Act* was amended to allow the implementation of a parole system (drawing on Australian experience). Success rates are good. MPD figures state that the overall recidivism rate is around 10% but the figure is less than 1% in the case of people released on parole.

MPD wants to build on the success of parole and to increase the use of community-based sentences and programs. Initiatives in the pipeline include home detention, suspended sentences and deferred sentences.

PAPUA NEW GUINEA

In Papua New Guinea (PNG), prisons and community corrections are the responsibility of the Correctional Service.

The priority for the PNG Correctional Service is to 'implement Key Impact Projects which will improve the performance of the Department and progress towards the goals and vision of the government.' Its core function is 'to detain prisoners and rehabilitate them in order for them not to return to a life of crime when they leave prison.' Its motto is '*One God, One Country, One Corrections Service, One Commissioner.*'

As PNG consists of a large number of scattered islands, there are major logistical and financial challenges in providing justice services and arranging transportation. Natural disasters, climate change, civil unrest and political challenges have also impacted. In addition, PNG has been facing significant economic challenges.

However, the government has committed to improvements. Currently in PNG there are just over 5,000 prisoners in 20 prisons. The system as a whole is 10% above official capacity. However, some prisons are operating at 200% of capacity and other are under 50%. This is because supply and demand do not match geographical need.

Sentenced prisoners make up 60% of the population, and 40% are on remand. Women are around 5%. Recidivists (defined as offenders who return to prison more than three times) comprise 11% of the population. Recidivism is primarily drug-related.

This combination of factors means that the Correctional Service faces high costs but it has a low budget and low staff numbers. Some important initiatives are underway to address these problems. They include the following:

- Investment in prison industries to provide prisoners with work and to give them skills that will help them find employment on release.
- The development of regional community corrections centres (or 'rural lockups') as a cost-effective alternative to transporting people to prison.
- Prison infrastructure projects.
- Improvements in staff training and professional development.

Priorities for the coming years include:

- Identifying cost-savings.
- Improving service delivery.
- Developing institutional infrastructure.
- Organisational development and professionalisation.

PHILIPPINES

In the Philippines, responsibility for corrections is shared between two agencies. The Bureau of Corrections (BuCor) is part of the Ministry of Justice. It administers seven national prisons and is responsible for people who have been convicted and sentenced to more than three years' imprisonment. BuCor is also responsible for administering a probation and parole system and for the Board of Pardons and Parole, which advises the President on matters relating to the grant of executive clemency.

The Bureau of Jail Management and Penology (BJMP) administers provincial, city and municipal jails. These hold prisoners who are on remand and those sentenced to three years' imprisonment or less. BJMP is part of the Department of Social Welfare and Development.

Both BuCor and BJMP prepared papers on Agenda Item 1.

BuCor faces severe overcrowding problems. It operates seven facilities with an official total capacity of 12,299. The actual number of prisoners is over 46,000. Overcrowding is impacting on conditions for prisoners and basic prison management requirements. For example, it is not possible to have adequate separation of different prisoner groups, such as people with 'radical inclinations'. In addition, adverse economic conditions have affected the delivery of basic services, including food and healthcare. Initiatives taken by BuCor to address the challenges include:

- Development of a 'decongestion roadmap'.
- Streamlining the processing of parole applications.
- Building and renovation programs.

BJMP holds around three times as many prisoners as BuCor. In 2021, BJMP was responsible for 476 facilities and 125,000 prisoners.

Between 2017 and 2020, the number of people in BJMP prisons dropped by more than 20%. Unfortunately, numbers went back up in 2021 and in May 2022, the system-wide 'congestion rate' was 396%. However, some prisons are operating under capacity while some are operating at over 2,000% of capacity. The most overcrowded prison is the San Mateo Municipal Jail (2,836%). People lie in close proximity to each other and have little or no personal space.

Overcrowding is exacerbated by low staffing levels. These factors are impacting on conditions, rehabilitation, safety and security. It is very difficult for BJMP to manage high risk and radicalised inmates or to provide adequate rehabilitation and reintegration services.

Initiatives being taken by BJMP include:

- Infrastructure projects based on improved data and modelling.
- Recruitment of more prison officers.
- Releasing more prisoners under good conduct laws.
- Paralegal programs to give legal assistance to prisoners, especially those on remand.

3. CONCLUSION: *'FORGING NEW FRONTIERS IN CORRECTIONS'*

Singapore chose the motto: *'Forging New Frontiers in Corrections'* as the guiding theme for the 2022 conference. The above summary shows that all jurisdictions are seeking to improve and to drive forward. Indeed, simply maintaining the status quo is not an option:

- Governments have high expectations. They expect correctional services to reduce costs and achieve efficiencies while also reducing recidivism.
- The public also have high expectations. They expect correctional services to do more than just secure and control offenders. They expect them to treat offenders properly, to reduce their risks of reoffending, and to be open, transparent and accountable in the process.

It is not easy for corrections departments to meet all these demands. However, the papers and presentations are full of valuable and enriching detail, with many examples of successful initiatives.

'Where challenges arise, greater opportunities abound'

In her opening address to the conference, the SPS Commissioner Ms Shie Yong Lee referenced a Chinese saying: "Where challenges arise, greater opportunities abound".

Many of the papers echoed the same sentiment. For example, Fiji said: 'Challenges are a norm in the field of corrections..... [but] the challenges have improved how we conduct our operations on a daily basis.'

It is clear that correctional services across the region have risen to recent challenges and have also taken opportunities for innovation on the way. The best example is the response to Covid-19. Correctional services have not only managed the pandemic well, but have also innovated, especially by using technologies such as video-links with families and courts, telehealth, and digital platforms for education. These technologies have long been available but were not previously optimised. In this sense, Covid has opened the door to forging new frontiers in offender management and treatment while also making the efficiencies that governments demand.

Forging new frontiers hinges on meeting the needs of different groups of offenders

The frontiers of corrections have already changed remarkably. Twenty years ago, APCCA was prison-focused and inward-looking. The papers and conference discussions were dominated by words like security, control, discipline and punishment. Our discussions are now outward-looking and dominated by the concept of 'corrections'. This includes community-based corrections as well as prisons. And the dominant words include care, rehabilitation and reintegration.

It follows that success in corrections will no longer be judged by the number of escapes or incidents of disorder: it will be judged by how well we meet the needs of different offender cohorts.

It was therefore positive to hear how APCCA members are taking an increasingly nuanced approach to offender management, which recognises that different group of offenders have different needs. For example, women have different needs from men, and require different programs and a different regime. Younger adults have different needs from older people, and this demands age-appropriate programs and services. And people with mental health issues and substance use disorders require individually targeted interventions and supports.

The papers gave many examples of positive initiatives to address these different needs. This should lead to better correctional outcomes.

Remember some 'C-words'

Everyone is committed to improving correctional services in ways that enhance the lives of offenders, increase the professionalism of staff, and improve public safety. But there are two main challenges:

- How to *operationalise* these goals.
- How to forge *new* frontiers.

The presentations on Agenda Item 1 commonly referred to 'C-words' They included '*care*', '*collaboration*', '*cooperation*', '*coordination*' and '*community*'. In his closing remarks to the Conference, Rapporteur Professor Neil Morgan also highlighted three other 'C-words': '*clarity*', '*continuity*' and '*creativity*'.¹⁵

- **Clarity of purpose:** As the saying goes, '*if you don't know where you're going, you'll end up somewhere else*'. Successful correctional systems have a clear sense of purpose.
- **Continuity:** Correctional services must be flexible and responsive. But they will not achieve the outcomes they want if they keep chopping and changing their priorities, people and policies.
- **Communication, coordination and collaboration** are vital cogs in an effective system:
 - *Internally*, people in corrections organisations must talk with each other, and be open to learning from what doesn't work as well as what does work.
 - *Externally*, corrections agencies must collaborate with other government departments, academia, community organisations and international colleagues.
- **Care:** correctional services must achieve not only secure custody, but *safe custody, rehabilitation and reintegration*. It follows that care – or empathy - for offenders is not about being soft on crime or criminals - it's about being smart and focused on community safety.
- **Creativity:** the challenges and opportunities are always evolving. It is therefore important to be agile and to think of creative new solutions.
- **Community** support and buy in are vital elements to successful correctional work.

Focusing on these eight 'C-words' is likely to result in better correctional outcomes.

¹⁵ His full speech can be found later in this report, in the section headed 'Closing Ceremony'.

AGENDA ITEM 2:

Managing prison emergencies (COVID-19 pandemic, natural disasters, disorder, escapes, suicides etc): prevention, preparedness, response and recovery

1. INTRODUCTION

The aim of this Agenda Item was to share experiences in managing emergency situations in prisons, and to learn what has been successful and what has not been successful.

Prison emergencies take many forms. Some involve 'internal' threats, such as riots, escapes and outbreaks of disorder. Others involve 'external' threats, such as fires, floods, cyclones and pandemics. Some emergencies are of short duration (such as a brief period of disorder) but others last a long time (such as COVID-19 Pandemic).

Every emergency involves unique features, causes and responses. However, it is generally accepted that effective emergency management involves four stages:

- **Prevention** (sometimes called 'risk mitigation') refers to actions taken to reduce the chances of an emergency occurring or to minimise its impact.
- **Preparedness** refers to actions taken before an incident occurs to ensure that there will be an effective response and recovery.
- **Response** refers to actions taken during or immediately after an emergency to contain, control or minimise the impact of the emergency.
- **Recovery** refers to actions taken to recover from the emergency.

There were eleven presentations on this agenda item. Eight of them examined responses to Covid-19, two discussed responses to disasters, and one discussed suicide prevention.

2. COVID-19 PANDEMIC

Singapore, Cambodia, Canada, Hong Kong (China), Macao (China), India, Korea and Philippines made presentations on this topic. Their papers can be read on the APCCA website. This summary does not attempt to summarise them in detail. Instead, it provides a thematic review of key findings and lessons, using examples arising from the presentations.

(a) Correctional Services successfully limited the spread and impact of Covid-19

We are pleased to report that, overall, APCCA members' responses to Covid have been impressive and effective. Importantly, the challenges posed by Covid-19 have also prompted innovation in the use of

technology and inter-agency collaboration. This is likely to bring long-term benefits to the delivery of correctional services (see below).

Measures taken

The Singapore Prison Service (SPS) identified four main principles for creating a safe environment:

- Preventive measures.
- Risk-targeted testing.
- High quality care and treatment for people who are infected.
- ‘Strong control protocols’ for positive cases in prisons and the community.

All the presentations outlined measures taken to prevent the entry and spread of Covid into prisons and to manage those outbreaks that did occur. The measures were generally common across jurisdictions. They included:

- Routine and regular testing for Covid infections amongst staff and offenders. The techniques included:
 - Rapid Antigen Tests (RATs);
 - Targeted use of Polymerase Chain Reaction (PCR) tests; and
 - Body temperature checks for anyone entering a facility.
- Vaccination programs for staff and offenders. Importantly, because of the risks of virus transmission in closed environments, many countries prioritised prisons in their vaccination rollout programs.
- Mandatory quarantine for all prisoners on admission.
- In some countries, facilities were set aside specifically for the treatment of Covid patients.
- Use of PPE by staff and prisoners.
- Comprehensive cleaning and disinfection programs.
- Restricting items coming into facilities. Screening and disinfecting the items that do come in.
- Ensuring that food hygiene standards are strictly followed – and improved when necessary.
- Imposing more restrictive prison regimes to reduce the amount of inter-personal contact.
- Suspending or heavily restricting visits by families, friends and lawyers.
- Making much greater use of technology for court hearings and family visits, and for rehabilitation and reintegration programs.
- Some jurisdictions, including Karnataka (India) moved prisoners from the most crowded prisons to those which had more space.

Results

Prisons and other closed environments are potentially a high-risk pressure point for infection control. This is especially so if they are overcrowded, as is the case in many parts of the region (see Agenda

Item 1). We are therefore pleased to report that the results of the measures taken by corrections departments to tackle Covid-19 have generally been positive:

- The Singapore Prison Service reported low rates of infection and high rates of vaccination.
- Cambodia reported that the first case of Covid-19 in a prison was identified in May 2021. Within a short time, 8,500 inmates were positive (22% of the population). However, only 25 people died, and 99.7% made a 'full recovery'. The last known case was April 2022. By September 2022, 100% of Cambodia's prisoners had received three vaccination doses.
- Correctional Service Canada (CSC) reported that it had managed to keep a lid on infections and that 80% of prisoners were now vaccinated.
- Hong Kong (China) explained that in late 2021 and early 2022, the local health system had become 'overwhelmed' by the number of Covid cases in the community. However, 'with the support of the Department of Health, HKCSD was successful in containing Covid-19 in penal facilities in a timely way without imposing any extra burden on the local healthcare system.'
- Macao (China) has largely contained the virus because everyone entering Macao (China) is carefully screened and are isolated and treated as required. This means Macao (China) also has a low rate of prison infections. 94% of staff and 85% of inmates are now fully vaccinated.
- India's paper discussed the situation in Karnataka State. It concluded that the management of Covid-19 in that state had been 'exemplary in terms of prevention, preparedness, response and recovery, ensuring the pandemic remained fully under control.' 99.75% of prisoners who contracted Covid had recovered. Only seven prisoners had died, and all of them had been suffering from pre-existing conditions. There had been no reported cases in Karnataka's prisons since April 2022.
- Korea identified its first prison case of Covid-19 in January 2020. The Correctional Service reported that in total, there had been over 23,000 infections (8,000 staff and 15,000 prisoners). The Omicron strain posed serious challenges in early 2022, especially in multi-level metropolitan prisons. However, by April 2022 numbers had fallen, and 'some infection control measures were eased thanks to accumulated expertise in dealing with COVID-19, vaccines, and medicine.' More than 90% of staff and 80% of inmates are now fully vaccinated.
- The Philippines paper was presented by the Bureau of Jail Management and Penology (BJMP). BJMP reported that the country had been badly affected by the pandemic which had 'tested the limits and resilience of the health care system.' BJMP said that in the prisons it operates, it had detected 5,000 cases amongst prisoners and 3,800 among staff. Seventeen staff and 54 inmates had died. However, the situation has stabilised, and 99% of staff and 97% of inmates are vaccinated.

(b) It is important to be proactive, responsive and adaptive

Prevention is always better than cure. We must therefore be proactive. In short, if we don't attack diseases such as Covid, they will attack us.

We must also be responsive and adaptive. Just as the disease itself mutates and the risks evolve – so too must our responses mutate and evolve.

All the papers commented on this point. Examples include:

- Singapore: 'A proactive posture was needed for swift & decisive actions to quickly escalate measures in order to remain ahead of the curve and de-escalate measures if necessary to ensure the safe resumption of activities.'
- Hong Kong (China): 'early identification, early isolation and early treatment' are critical.
- In Macao (China), infection rates are low, but the Corrections Bureau has ensured that it is well-prepared to tackle any outbreaks. In 2003, at the time of the *Severe Acute Respiratory Syndrome* (SARS) epidemic, it established an Epidemic Prevention and Response Team. This has monitored trends and responded to risks posed by Covid-19.
- Karnataka (India) had activated the emergency provisions of the state's Epidemic Diseases Act even before the World Health Organisation (WHO) declared a global pandemic in February 2020, and correctional leaders started planning for Covid in early in 2020.
- In the early stages of the pandemic, the Republic of Korea was proactive in rolling out a '3-T Strategy' (Test, Treat, Trace). However, when the Omicron variant led to a spike in cases, it was necessary to respond and adapt. The focus therefore shifted to the high-risk groups. Korea is already preparing for the onset of new variants in the future.

(c) Communication, collaboration & coordination are critical

It was clear from all the papers that communication, collaboration and coordination are critical to responding effectively to emergencies, including Covid-19. In fact, the title of the presentation by Correctional Service Canada was 'Collaboration is the Key'.

There are many layers and challenges in achieving successful communication, collaboration and coordination in responding to a pandemic because responsibility is shared across many different government agencies, each of which has its own priorities. However, all jurisdictions seem to have achieved good results.

Internal communication and collaboration

All the papers emphasised the importance of internal collaboration (different parts of the organisation working together) and of effective communication to staff, prisoners and people on community orders.

This is obviously important for infection control. But it is also important to ensuring good order. Prisoners are likely to accept restrictions on programs, work, activities and visits if they know there are good reasons for those restrictions, but poor communication will create tension and potential disorder.

Communication and collaboration with other government departments

An effective pandemic response requires strong collaboration and communication between corrections departments and other government departments (especially Health Departments). As Singapore pointed out, this was particularly important because government protocols and requirements in relation to Covid would change as the virus evolved and rates of community infection fluctuated.

In similar vein, Cambodia said it had ‘maintained close dialogue and collaboration with the Ministry of Health and also with the Ad-hoc Committee for Covid-19 Vaccination’ which was established in the Ministry of Interior.

Correctional Service Canada is responsible for delivering healthcare to people in federal penitentiaries. However, Provinces and Territories are generally responsible for community-based healthcare. Split responsibilities of this sort can sometimes make it difficult to achieve a coordinated whole of government approach. However, CSC reported that the collaborations had been proactive, strong and successful.

Hong Kong (China)’s paper said that strong collaboration with the Department of Health had been the key to its success in containing Covid-19 without burdening the local healthcare system.

In Macao (China), the 20-year-old Epidemic Prevention and Response Team ensures that the Corrections Bureau ‘stringently adheres’ to all the government’s requirements. The Team also collaborates with the health authorities to coordinate knowledge and to administer mass PCR testing inside the prison.

The Korea Correctional Service has worked closely with national health agencies throughout the pandemic. Importantly, it is now partnering with the Korean Disease Control and Prevention Agency to develop more detailed ‘responses specific to the characteristics of each facility’ and a ‘tailored scientific prevention system’ with a focus on higher risk groups.

Communication and collaboration with NGOs and community partners

The papers also emphasised the importance of maintaining effective communication with NGOs and with groups involved in delivering community-based programs and support services.

For example, Singapore has eight Halfway Houses operated by community partners. ‘As offenders stay in these facilities during their community emplacement period, they have a higher risk of exposure to COVID-19. In addition, the communal living space in community facilities increases the risk of viral transmission. Therefore, a close knitted collaboration between SPS, Yellow Ribbon Singapore (YRSG), community partners and family members was required.’ Specific measures adopted by SPS included contingency planning to manage any outbreaks, robust information sharing protocols, adherence to mask wearing and other measures, and collaboration with hospitals treating infected supervisees.

Cambodia said it had benefited greatly from the assistance of the International Committee of the Red Cross (ICRC) in tackling the pandemic. ICRC had established a team to advise and support the Prison Department's efforts and to provide practical onsite medical assistance.

Correctional Service Canada said it had established partnerships with a range of public health organisations at federal, provincial and local levels, and that the Canadian Red Cross had also provided valuable support.

Hong Kong (China) noted that its officers had engaged in significant community outreach work to try and assist the community.

BJMP (Philippines) said that it had strengthened existing partnerships with ICRC and UNODC, as well as with the Department of Health and local government.

Communication and collaboration with academia

Some of the papers also referred to the benefits of engaging with academia to improve understanding of public health issues in closed environments.

As Correctional Service Canada (CSC) said, it is important to have 'evidence specific to the incarcerated population' that can lead to 'evidence-based recommendations.' CSC has therefore collaborated with McGill University to conduct research on 'vaccine hesitancy' amongst inmates. This led to published academic articles and to the creation of patient education materials targeting the specific needs of incarcerated people.

Coordination and leadership

Successful communication and collaboration hinge on strong central coordination to ensure that the messages are clear and consistent. This requires strong leadership. Examples from the papers include the following:

Correctional Service Canada adopted a two-pronged approach to coordination:

- A Covid-19 Governance Structure to drive understanding of the virus, develop risk mitigation strategies, and coordinate and communicate consistent messages.
- An Emergency Operations Committee to coordinate support during Covid outbreaks at any site.

India pointed out that there must be coordination at all levels, from individual facilities to the central agency. This is particularly important in large and diverse custodial systems. The state of Karnataka therefore established a central Covid-19 Monitoring Team that included police and prisons.

Cambodia noted the importance of developing nationwide standard operating procedures. It also established a central coordinating body and required all prisons to report regularly to that body on the Covid situation in their facility.

In similar vein, BJMP (Philippines) established a National Covid-19 Taskforce to formulate policies. This Taskforce also required 'regional counterparts' to monitor and report.

Hong Kong (China) established a Special Task Force to drive and coordinate anti-epidemic measures across all institutions and Macao (China) set up an Epidemic Prevention and Response Team.

(d) Technology has been a valuable friend

Technology can never replace human interaction. During Covid, however, technology served some vital functions. It helped to maintain safety, allowed the justice system to continue to operate, and mitigated the impacts of the restrictions placed on offenders.

Ensuring the justice system can continue to function

Singapore, Hong Kong (China), India and BJMP (Philippines) said that Covid had required them to make more use of technology such as video-links to facilitate court appearances and consultations with lawyers. This reduced the need to move people between prisons and courts and allowed judges to continue to hear cases. However, face-to-face hearings are still held if the court considers this is necessary in the interests of justice.

Maintaining a safe environment

Modern technologies can enhance environmental hygiene and safety. For example, Hong Kong (China) has been using disinfection robots, air purifiers with HEPA filters, and ultra-low volume fogging machines to improve cleanliness and air quality.

Education, rehabilitation, and reintegration

During Covid, it has often not been safe or feasible to hold face to face educational courses, treatment programs, or other rehabilitation and reintegration programs. In response, Singapore and several other jurisdictions have converted courses and programs into digital formats, where this does not compromise program integrity (see also Canada's presentation on Agenda Item 5).

Interestingly, Karnataka (India) took the opportunity presented by Covid to train selected prisoners in the manufacture of masks and other PPE equipment and hand sanitizer.

Family contact

Restrictions on people's movements led to family visits being suspended or cancelled. Prisoners prize such visits. They are also important to maintaining family bonds and improving the person's prospects of successful reintegration.

To compensate for the reduction in face-to-face visits, many countries have made use of 'e-visits' and secure email or 'e-letter' systems. Singapore has used these systems for a long time but expanded their use and also allowed prisoners to write more letters. Hong Kong (China) and BJMP (Philippines) also mentioned similar initiatives.

(e) Staff and offenders must be kept informed and supported

Adding to the challenges posed by the virus itself, the Internet has been awash with 'fake news' and conspiracy theories about Covid-19. Although many vaccines have been shown to be effective, there have been false stories that doubt their efficacy and promote alternative 'treatments' that have no factual basis. As Cambodia said, it has therefore been important to 'spread proper information among staff and prisoners to avoid confusion, misinformation and chaos'.

All the presentations emphasised the importance of informing and supporting staff and offenders, and discussed the measures taken to achieve this. They included:

- Additional counselling and support for staff and their families (most countries).
- Ensuring senior correctional leaders remain connected to staff by visiting the facilities and offering support (mentioned by Singapore, Hong Kong (China)).
- Webinars on health, wellbeing and social matters (Singapore).
- Giving staff information and key 'talking points' to share with prisoners (Singapore).
- Educational and wellbeing tools for prisoners. Examples include:
 - Digital packages (Singapore)
 - A 'psychological wellness kit' to help people in custody practise mindfulness and other techniques (Hong Kong (China)).
 - Awareness programs, radio announcements, posters, and information sheets (Karnataka (India)).
 - Daily broadcasts and updates (Macao, China).

(f) People in custody deserve recognition, appreciation and respect

The presentations and discussions focused on how correctional agencies and their staff have acted to combat Covid. Their efforts have certainly been admirable. However, it is also important to record that *people in custody deserve our recognition, appreciation and respect* for how they have responded to the challenges and uncertainties of Covid-19, and to the restrictions that have been imposed on their daily lives.

Even in normal circumstances, prisoners lead highly restricted lives, and time out of cell, family visits, and access to work, education, programs and recreation are vitally important to their stability and well-being. Obviously, at times of pandemic, such activities must be restricted. But we must also strike the

right balance. As Canada put it, we need a 'targeted, risk-based approach' and measures that 'are proportional to the level of risk and equitable.'

It is striking that not one of the papers suggested that the restrictions imposed on the basics of prisoners' lives had resulted in disruption or disorder. Far from it: in fact, prisoners seem to have been accepting of the restrictions, responsive to the 'changed order', respectful of orders and directions, and appreciative of staff efforts.

This is of great credit to the people who have been in custody over this difficult period. In addition to facing restrictive regimes, they would have been feeling concerned for their own wellbeing, and anxious and powerless about their families. They were true partners in the Covid response.

3. NATURAL DISASTERS: JAPAN

Japan is prone to severe earthquakes and destructive typhoons. As 70% of the country is mountainous, heavy rains can lead to landslides and floods. Climate change has increased the risk that future disasters will be more frequent and more serious.

The Correction Bureau has always had a comprehensive approach to responding to and recovering from disasters. Importantly, the Bureau focuses not only on its own facilities but also on contributing to community response and recovery. For example, staff help to provide food and to operate shelters and emergency evacuation centres.

The Great East Japan Earthquake of 2011 left more than 18,000 people dead or missing, and Tsunami waves more than 10 metres caused catastrophic damage to Pacific coastal areas. Half a million people were evacuated, and many more households were left without power or water. Fortunately, however, the correctional facilities themselves were not damaged. Staff were redeployed to roles such as transporting relief supplies, operating shelters, and preparing meals.

The Kumamoto Earthquake of 2016 was less severe but still resulted in 180,000 evacuees. The Kumamoto Prison was not damaged, and its Training Centre was therefore used as a shelter for local residents, providing beds, food and shelter from the weather. Again, Corrections Bureau staff coordinated this response and provided most of the support services.

The Correction Bureau therefore has an impressive track record of responding to disasters in a way that supports the community as well as its own staff and inmates. In 2019, however, because of the threat of more serious and more frequent disasters in the future, it established a permanent disaster response team called the Special Security Readiness Team (SeRT).

The purpose of SeRT is to make the Bureau more self-sufficient, reduce reliance on other uniformed services such as fire and police, and improve response services. Previously, staff were recruited and trained for such roles regionally and locally. There is now stronger central leadership and coordination. There is a central corps of personnel, backed by regional and locally trained staff. The SeRT 'troops'

have special training for their roles. SeRT also plays an important role in developing cooperation and collaboration with community-based organisations to prepare for disaster management.

Through these measures, the Correction Bureau is 'aiming to enable penal institutions to do more advanced and safe rescue operations' that will contribute to the community as well as to the prisons and other correctional centres.

4. FIRE: INDONESIA

Indonesia's paper noted that prisons and detention centres are 'one of the social environments that are vulnerable to being affected by natural and non-natural disasters.'

It is therefore important to have systems in place for effective post-disaster recovery. Indonesia's presentation focused on one aspect of this: the role of 'psychological rehabilitation for disaster victims ... in accelerating recovery/normalisation.'

Comprehensive psychological rehabilitation programs are important because everyone caught up in a disaster will suffer, including staff, offenders and their families. Indonesia has therefore introduced Psychological Assistance Teams as part of the Emergency Management Team.

The presentation outlined the role of these teams through the example of the Tangerang Prison fire in September 2021.¹⁶ A fire – which probably started because of an electrical fault – swept through an overcrowded block in the prison, which is not far from Jakarta. Forty-one prisoners died.

After the fire, the Corrections Department implemented the following support measures for staff and prisoners:

- Initial screening for psychological conditions.
- Initial psychological support.
- Assessment of ongoing psychological needs.
- Individual and group counselling.
- Psychological mentorship

The Department implemented the following measures for victims' families:

- Initial support.
- Counselling.
- Assistance during identification of the deceased and the handing over of the bodies to the families.

The presentation concluded that 'psychological rehabilitation has a tremendous impact in helping disaster victims go through difficult times and preparing them to move and socialize in a healthy way.' This, in turn, has helped the institution itself to recover and to return to normality.

¹⁶ <https://www.bbc.com/news/world-asia-58483850>

5. SUICIDE PREVENTION: MALAYSIA

Like many countries, Malaysia is facing an increase in suicides in the community. Their paper described the situation as ‘alarming’. The national suicide rate has risen rapidly to 5.8 people per 100,000 of the population. Rates are especially high among young people ages 15-30.

From 2017 to 2021, there were 47 deaths in Malaysian prisons. Fifteen of these (32%) were suicides. The rest involved natural causes or resulted from incidents such as fighting.

Prisoners pose a particular risk of suicide because they experience high rates of mental illness and distress. On a positive note, the number of suicides in Malaysian prisons is not trending upwards, and numbers fluctuate from year to year. However, the Prison Department has responded to the national trends and concerns by developing improved policies and practices.

The single most important message from Malaysia’s paper is that we must focus on establishing a ‘Healthy Prison’ which treats people with dignity, respect and empathy. As the paper put it, it is important to build a culture where ‘difficult behaviour is no longer treated as manipulative but as a sign of distress.’ This culture is vital to achieving effective prevention, preparedness, response and recovery.

The Prison Department has identified a range of specific measures to give effect to its new policy settings. They include the following:

- New Standard Operating Procedures (SOPs)
- Better screening to identify risks of self-harm and suicide when a person is admitted to custody
- Giving staff clear ‘tips’ so they can better recognise the warning signs that a person is at risk.
- Limiting access to the tools for suicide or self-harm, such as sharp objects or items that can be sharpened or swallowed.
- Improved ‘architectural and environmental safeguards’ such as protrusions and other hanging points.
- Better physical facilities for people assessed to be at risk of suicide.
- Providing stronger psychiatric support counselling and other supports to people identified to be at risk.
- Better staff training in areas such as mental health and suicide prevention.

In addition to training staff in how to respond to self-harm or attempted suicide, it is important to have a framework for reviewing and learning from what has happened. The Malaysian Prison Department now conducts a multi-disciplinary Root Cause Analysis (RCA). As in other countries, the RCA examines the background, sets out a timeline of events, identifies the causes and any weaknesses in processes or practices, and makes recommendations for improvement. It is important to ensure that systems are

in place to communicate the key learnings from these reviews to other prisons and to other relevant areas of the Department.

Processes must also be established to ensure that staff and prisoners can recover from the trauma of a suicide and that the prison can return to normal operations.

In summary, good policies and infrastructure alone are not enough to minimise the risks of suicide and self-harm. As Malaysia's paper says, the key is to have a healthy prison culture, with a prosocial environment. Evidence from around the world is that prisons that are under stress or have a poor culture will have higher rates of self-harm.

6. CONCLUSIONS: LOOKING BACK AND LOOKING AHEAD

(a) Looking back

Correctional service departments across the region can take pride in the way they have responded to the Covid-19 pandemic and to other emergencies.

Covid-19 hit quickly and hit hard. This meant there was little time for prevention and preparation work before the pandemic arrived. However, Members generally already had generic plans in place for containing and managing infectious diseases and were quick to respond.

As a result, prisons were not affected as badly as many people originally feared. At the time of the conference, there were high rates of vaccination and low rates of infection amongst inmates and staff. Death rates, at the height of the pandemic, were also low.

As discussed above, the keys to success were:

- Being proactive, responsive and adaptive.
- Ensuring strong communication, collaboration and coordination, not only within prisons and corrections departments but also with other government agencies and NGOs.
- Ensuring that staff 'on the ground' and people in custody were given accurate and consistent information (often in the face of a large amount of 'fake news' on the Internet).
- Smart use of technology to improve institutional hygiene, to facilitate court hearings, to allow family 'visits' and to allow prisoners to undertake education, training and rehabilitation activities.
- Last, but not least, the prisoners themselves were responsive and respectful in the face of restricted regimes and anxieties about the impacts of Covid on themselves and their families.

Japan's paper focused on responses to earthquakes, typhoons and other natural disasters. Indonesia's paper discussed the importance of providing support to staff and prisoners in the aftermath of major incident such as fire. And Malaysia's paper examined suicide prevention. All these papers reflected many of the same lessons as the Covid-19 papers. Above all, it is vital to be prepared, proactive and responsive. For example, although Japan has a very impressive track record in responding to natural

disasters, it identified opportunities for better collaboration, communication and coordination. In 2019 it therefore established a central Special Security Readiness Team (SeRT).

(b) Looking ahead

Two observations seem appropriate by way of conclusion.

First, Covid-19 forced correctional services to innovate with technology. Prior to Covid, many available technologies were not fully used. However, prisons seem to have recognised the potential benefits of technology for the justice system as a whole and for offender rehabilitation. In fact, technology proved crucial. We have no doubt that these innovations will lead to improvements in correctional systems well past the end of the pandemic.

Secondly, we must not be lulled into a false sense of security in relation to Covid-19. As a result of vaccinations and other measures, the problems have become less acute over time. However, new mutations and outbreaks pose ongoing risks. We must remember what we have learned, continue to implement the highest standards of hygiene and infection control, and stay alert.

In conclusion, we would do well to remember a Chinese saying, quoted by Macao (China):

Be prepared against danger even in peaceful times. Those conscious of this will get prepared - and preparation averts perils. This should be the norm.

AGENDA ITEM 3:

Providing Effective Programs for Staff Support and Career Development

1. INTRODUCTION

Staff working in corrections face many challenges. Prisons are particularly challenging as staff face significant risks. Prisons are also 'closed environments' where personality conflicts between staff can be damaging to morale, mental wellbeing, and even to safety. It is therefore important to build a positive culture and to ensure that staff have access to counselling and other forms of support.

Career development is equally important. Most people choose a career in corrections because they want to contribute in a positive way to offender rehabilitation and reintegration. However, if they do not have opportunities for career development, there is a risk that they will become negative and cynical. Career development programs also help organisations to identify, nurture and retain talented staff.

Success in corrections is not just about custodial staff. It requires a wide network of people to be working towards common goals in a cohesive and supportive way. Key non-custodial staff include teachers, psychologists, accountants, community corrections officers and those providing health, treatment program, human resources and information technology. It is important to ensure they are not professionally isolated and that they retain their accreditation and have access to support programs and to career development opportunities that are relevant to their particular profession. If not, they will seek employment in the general community rather than in corrections.

For this Agenda Item, there were presentations from the following countries: Singapore, Hong Kong (China), South Australia, India, Indonesia, Malaysia, the Philippines (Bureau of Corrections) and South Australia.

2. THE IMPORTANCE OF VISION AND MISSION STATEMENTS

As the saying goes, *"if you don't know where you're going, you'll end up somewhere else"*. Successful correctional systems have a clear sense of purpose. In other words, the success of an organisation depends on having a clear *'Vision and Mission'* and organisational structure that provides a strong foundation:

- To lead the organisation into the future that meets its goals.
- To identify the talents and skills that are required in the officers to reach its goals and future directions.
- To nurture and empower its officers to enable them to adapt to future needs and challenges in the organisation.

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- To provide succession planning that ensures change management, continuity of leadership, accountability, transparency, responsibility and safety.

Over the years, the Singapore Prison Service (SPS) has faced challenges including an ageing population, a shrinking workforce, ageing infrastructure and government funding limits. It is evident from previous APCCA Reports, that since 1980, the SPS has embraced the future changes and challenges in corrections by encouraging creativity and innovation, and enhancing staff engagement, ownership, resilience and motivation.¹⁷

As a result, SPS sees data-driven operations, evidence-based interventions and targeted corrections as the key to improving outcomes for inmates. In addition, staff are encouraged to be 'self-driven learners'. Hence, SPS' *Vision and Mission 2025* is to have:

- *A Prison Without Walls*:¹⁸ Interventions to support increased community corrections and facilitate a seamless rehabilitation and reintegration of inmates (see Agenda Item 4, below).
- *A Prison Without Guards*: Using technology to optimise resources, improve efficiencies in operations and processes.
- *A Learning Prison*: Making prison a place of learning and change where officers are equipped with the skills to guide inmates to take ownership of their own rehabilitation.

The Hong Kong Correctional Services Department (HKCSD) implemented its *Staff Support and Career Development Protocol* in 2018 which provides a blueprint for sustainable and holistic development of its staff over a 10-year period. Its focus is on shaping the workforce culture and increasing its capability. HKCSD's *Protocol* contains measures that enable staff to reach their full potential, cultivate a positive workplace culture, and improve working conditions and staff welfare. This structured *Protocol* enables HKCSD to recruit and retain quality staff. Like Singapore, a culture of self-learning is encouraged at all levels.

The above concepts and protocols adopted by Singapore and Hong Kong (China) provide a focal point for the organisation to develop effective change management, staff competencies and staff support in order to rehabilitate and reintegrate inmates, and to protect community safety. It also provides clarity to the staff on the aims of the organisation so that they can equip themselves with the necessary skills to meet the same goals and aspirations.

3. STAFF SUPPORT PROGRAMS

The presentations raised some of the challenges faced by correctional and non-correctional staff whilst working in a closed environment. The presentations from India, Indonesia, Malaysia and the Philippines identified prison overcrowding as the main issue causing stress and risks for all staff as well the inmates.

¹⁷ Please see the speeches made at the Opening Ceremony (above).

¹⁸ The concepts of *Prison Without Walls* and *Prison Without Guards* have been discussed in previous APCCA Reports. Please see N Morgan and I Morgan, *APCCA Report 2019*, Ulaanbaatar, Mongolia, available at <https://apcca.org/>

The reasons and impact of overcrowding have been discussed in previous conferences and documented in past APCCA Reports.¹⁹ Other challenges include:

- The risks and dangers for officers include managing inmate disputes, the unpredictable nature of violence among inmates, and threats or insults from the inmates.
- Overcrowding coupled with the ageing and outdated infrastructures of the prisons can contribute to anxiety, depression and stress for both officers and inmates.
- Work conflicts, fatigue, heavy workload, working long and inconsistent hours, and inadequate resources can result in stress and burnout in the officers.
- Mismanagement, the provision of poor or inadequate training to officers and understaffing can increase the risks to safety and security.

The above factors place officers (correctional and non-correctional) in situations that compromises their safety and security. Inevitably, officers will feel unsafe, insecure, exhausted, stressed, unhappy and demoralised. These can impact on staff morale, work output and synergy/cooperation, and they will eventually leave the organisation. Feeling negative and stressed can place a strain on relationships with family and loved ones.

All the presentations acknowledged that working in closed environments can affect an officer's physical, mental, emotional and spiritual well-being. Many departments have introduced support structures for the officers, as well as their family members. During the session, the following Staff Support Programs were discussed:

(1) South Australia: *Wellbeing and Resilience Training Program to correctional staff*

The Department of Correctional Services of South Australia (DCSSA) has nine prisons and 16 community corrections centres around the state with 1,900 staff (correctional and non-correctional). It has a diverse and geographically isolated workforce, with a large number of staff working on rosters.

Six years ago, the DCSSA partnered with a health and medical research institute with a research institute to formulate and implement a *Wellbeing and Resilience Program* to create a safe, secure and healthy work environment with these objectives:

- Increase wellbeing and resilience (individual and group).
- Improve productivity and engagement, and talent attrition.
- Reduce the impact of mental stress claims and non-attendance.

The program has three components that benefit all parties involved:

(i) Wellbeing and Resilience Skills training

- Flexible delivery format to meet staff demand and work shifts.
- Builds the participants' knowledge and skills on mental health, wellbeing and resilience.

¹⁹ See <https://apcca.org/> for past Conference Reports where overcrowding has been raised under Agenda Item 1.

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- Provides psychological training and online resources to staff: Group, face-to-face, flexible, individualised, and practical exercises.
 - Each participant develops their own practical and personalised toolkit to be used in the workplace and throughout their lives.

(ii) *Upskilling of DCSSA staff trainers and co-facilitation*

A unique feature is that DCSSA trainers co-facilitate the program with the institute's trainers. This enhances the staff trainers' professional development, training quality and their own mental health, wellbeing and resilience.

(iii) *Measuring wellbeing*

Participants measure their own wellbeing at the start and at the end of the program, in five key areas: *Mental wellbeing; Resilience; Mood; Anxiety and Stress.*

- The participants are able to obtain insights into their own wellbeing.
- An evaluation of the program found that employees who have high wellbeing are more creative; are present in the moment; are able to seize opportunities; feel a sense of purpose; deal with challenges when they arise; and are satisfied with their personal lives.
- The DCSSA is able to evaluate the program, and the overall impact of the training and investment. For example, DCSSA is able to provide targeted support to specific units.

The program was a success for the following reasons:

- Boosted the participants' level of wellness and resilience each year.
- Improved the participants' productivity, engagement and talent attrition.
- Resulted in financial savings to DCSSA (reduced sick leave and mental health claims).
- Created a flow-on positive impact on the inmates and the community.

An adapted version of the *Wellbeing and Resilience Training Program* was successfully piloted to 24 female inmates.²⁰ The results were very positive as the participants' wellbeing scores increased significantly; their psychological stress decreased significantly; and the training created a positive understanding amongst the staff and the participants.

In addition, a successful pilot program has been delivered to male inmates and the plan is to expand the program to other inmates.

The DCSSA aims to instil *Wellbeing and Resilience* across the department by:

- Incorporating the *Wellbeing and Resilience Training Program* to existing correctional program.
- Delivering ongoing content and Master classes.
- Obtaining ongoing staff feedback.
- Reducing barriers for staff to be involved as trainers.

²⁰ See <https://journals.sagepub.com/doi/abs/10.1177/0306624X20928029> for a published article on "Improving the Wellbeing of Female Prisoners via Psychological Skills Training: A Feasibility Study", June 2020.

(2) Coaching and Mentoring Programs

Singapore, Hong Kong (China), Indonesia, Malaysia and the Philippines (BuCOR) offer Coaching and Mentoring Programs for their officers to help them overcome difficulties and challenges they face in their work duties. Discussing these issues in a group session can provide solutions and support.

(3) Psychological and Counselling Services

All the presenters reported that they provide psychological and counselling services to their staff. They discussed the importance of helping staff to maintain a harmonious family relationship and a healthy work-life balance. Hence, psychological services and other activities are offered to staff and their families to help maintain harmonious family relationships and to create a happy work environment. The aim is to strengthen their resilience to adversity and work pressures, and to help staff to build a healthy and balanced lifestyle.

Generally, workplace counselling is a short-term intervention program that is free, confidential and forms part of the employer's duty of care to its employees. Various psycho-educational materials such as videos, relaxation music and exercises and talks are offered as part of psychological support services. In Hong Kong (China) a series of audio drama was launched to promote positive psychology, and during the COVID-19 Pandemic, a '*COVID-19 Support Hotline*' was established to offer mental health support to staff.

(4) Psychotherapy Group Program

These are usually offered and integrated into a comprehensive treatment plan. It involves one or more therapists working with a group of people at the same time to promote team building. It encourages the staff to work together as a team.

(5) Community Services and Fund-raising activities

Engaging in Community Services and Fund-raising activities can improve staff morale as they interact with the public (the 'do good, feel good' element). For example, Singapore continues to implement its *Yellow Ribbon Project* with gusto. Hong Kong (China) organises Sports activities for children with disabilities.

(6) Bonding activities

Bonding activities allow officers to get to know each other and build friendship. They include Family Days, hiking, cycling, fishing, celebrating festivities, Music Bands and other group activities.

Having a *Sports Association* can promote a healthy and balanced lifestyle as it encourages team spirit through activities such as swimming gala, annual sports event, and fun run. In Hong Kong (China),

there are over 35 sports teams which participate in charitable sports events for children with Down Syndrome and those with hearing impairment.

(7) Reward and Recognition

Reward and recognition create an environment that recognises exceptional work. They can motivate officers and encourage loyalty. When officers feel valued and their efforts recognised, this will boost their performance and they will grow with the organisation. Formal recognition includes awarding medals and certificates, Annual Dinner, bonuses, appreciation letters and promotion.

In summary, all the presenters agreed that working in correctional facilities can be stressful and demoralising for staff, and this can indirectly affect family relationships. Thus, it is important for correctional departments to provide support to all staff as well as their families. However, as pointed out by South Australia, it is important to provide not only the appropriate *type* of support program, but it is also important to be able to *evaluate* the program, and the *overall impact of the training on the participants and investment by the department*.

4. CAREER DEVELOPMENT PROGRAMS

(a) Introduction

The presentations acknowledged that a *Career Development Pathway* is intertwined with the Correctional Training Programs that new recruits and current officers are required to complete. Implementing a clear and well-structured *Career Development Program* can bring mutual benefits to the organisation and to the staff (correctional and non-correctional):

Benefits to the Organisation	Benefits to the Individual
<ul style="list-style-type: none"> • Can convey the organisation's goals and vision. • Identify potential staff to meet future goals and needs. • Nurture and support staff to meet their full potential. • Identify potential leaders for succession planning in the future. 	<ul style="list-style-type: none"> • To identify and improve own skills. • To demonstrate full potential. • Increases motivation and productivity. • Allows realistic career development goals to be created. • Gives some direction on what career path they wish to pursue (in corrections or other careers). • Clarity about opportunities for promotion or lateral appointments.

Employees want to be valued and appreciated for their commitment to the organisation. As discussed above, it is important to provide the appropriate types of support programs to maintain their wellbeing and resilience. In addition, staff should be given opportunities to develop new skills and work experience that can lead to promotions and pay increases. Ideally, skilled officers should be given the autonomy, professional discretion and responsibility to make a positive impact to their unit area and to the organisation as a whole.

To be successful, a *Career Development Pathway* should contain opportunities for learning and applying new skills. This would attract and retain talented prison officers. An effective *Career Development Pathway* would offer the following elements to the officers:

- *Executive Coaching*: For example, enrolling in Leadership Courses; Job Rotations and opportunities for officers to attend practical training.
- *Mentoring Programs*: For example, undertaking increased duties and responsibilities; attending leadership courses and professional development.
- *Training Programs*: For example, Internships and work exchange programs with other departments or agencies to broaden knowledge and expertise.
- *Professional Education*: For example, tertiary education sponsorships at a local or overseas university; or participating in research programs.

Importantly, a *Career Development Program* is only effective and successful if the Team Leader of the Unit is a role model for the officers in the following ways:

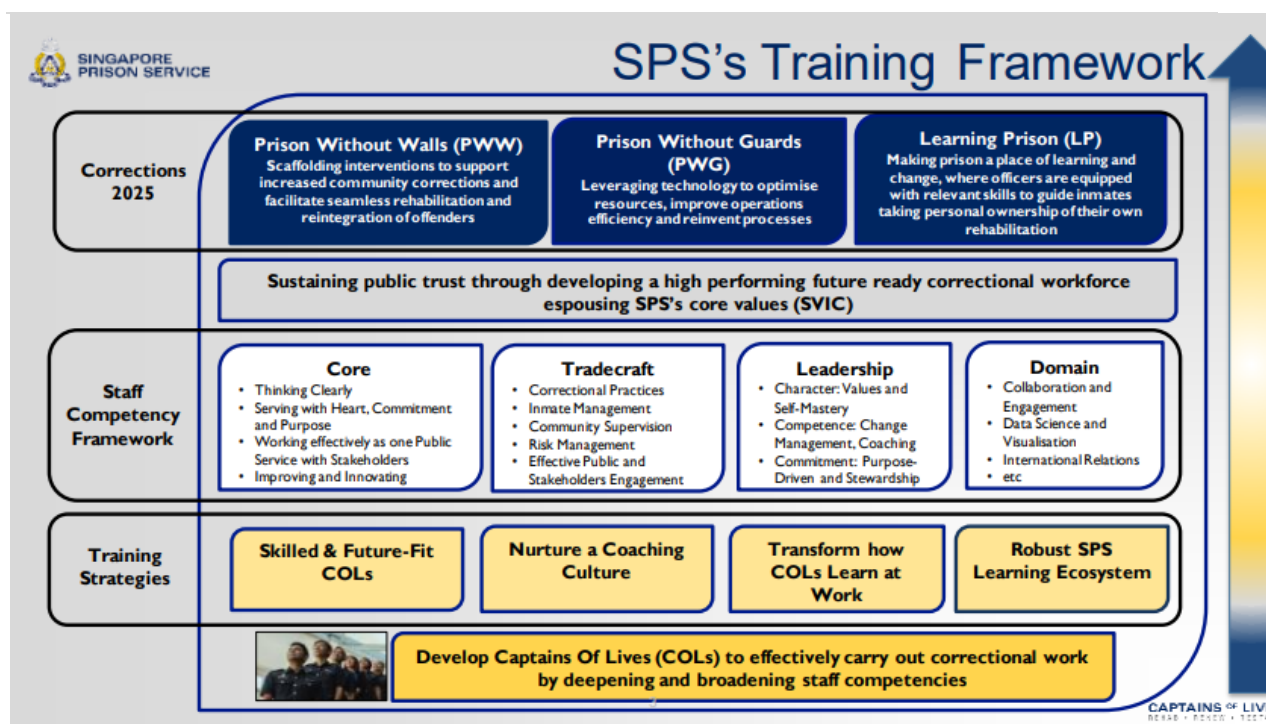
- *As an Advisor*: Advise the officers about the department's future direction, current policies and information about career development. This would help the officers develop a realistic career goal, and understand the current opportunities and limitations of their current job.
- *As an Appraiser*: Providing frequent feedback to the officers about their performance and match their skills to potential opportunities offered by the department by conducting performance appraisals and using Individual Management Plan (for continual feedback and development).
- *As a Coach*: For example, have an open communication; teach officers how to identify their skills, values, strengths, weaknesses, and interests.
- *As a Mentor*: A *Mentoring Scheme* can play an important role in nurturing and supporting officers in their career development. Singapore, Hong Kong (China), Indonesia, Malaysia and the Philippines (BuCOR) offer Coaching and Mentoring Programs for their officers.

A successful *Mentoring Scheme* has the following elements:

- *Mutual respect*. The mentor and protégé recognise their respective knowledge, skills and aspirations.
- *Trust and confidentiality* form the basis of this relationship.
- A professional *Partnership* dedicated to reaching mutually agreed goals.
- Regular *Communication* which includes meetings, work site visits, and lunch time chats to discuss any issues.
- *Time* that allows meaningful, purposeful and effective discussion in different settings.

(b) Singapore

The presentation from the Singapore Prison Service (SPS) has the following *Training Framework* which is provided under two pathways - *Staff Competency Framework* and *Training Strategies*. Both contain theoretical and practical components to meet its Vision and Mission 2025.



Singapore: Training Framework

Different levels of training are provided to become a prison officer and a rehabilitation officer. Thereafter, officers who have potential leadership qualities can enrol in *Leadership Courses* to gain new skills in command and supervision. *Functional Courses* provide competencies to become a Superintendent or an Officer-in-Charge of a correctional unit.

SPS adopts a learning model that is ongoing, embedded and always available. Courses have been designed that makes the learning experience almost invisible to its staff. There is a shift away from traditional classrooms to e-learning at the officer's own pace. In terms of content, SPS focusses on 'building enduring capabilities and transferable behaviours.'

The following four training strategies have been applied:

- (i) *Nurturing a coaching culture:* The coaching culture has been implemented since 2001 to emphasise a coaching mindset, coaching communication style and coach-like leadership style throughout the organisation to enhance individual, team and organisational performance.
- (ii) *Transforming how officers learn at work:* Officers learn according to their own pace and time through formal, informal and e-learning formats as part of their daily work. Practical trainings are also provided.
- (iii) *Developing skilled and future-fit officers:* In response to a rapidly changing correctional landscape and the future, SPS implemented its Staff Development Objectives to ensure its officers can adapt quickly to changing needs by:
 - Developing officers who are competent in in-care and aftercare work.

- Nurturing officers who are future-ready and digitally and data adept.²¹ This includes understanding in communication and collaboration; cyber security and data security; information and data interpretation; and technology.
- Training officers in '*Restorative Practices*' to improve their inmate management skills. Officers can help inmates to understand the impact of their decisions and actions, and to help them think what needs to be to make things right and to restore relationships. Thus, prison is seen as a place of transformation for inmates to gain the 'right skills, right attitude and right mindset' through a Learning Prison enabled by '*Prison without Guards*' concept.
- Training officers in '*Community Corrections*'. Over the years, more inmates are serving their sentences in the community (i.e. Community-based sentencing) for non-serious offences through '*Prison without Walls*' concept.
- Strengthening the officers' mental resilience and well-being through wellness workshops and a 'Telegram' channel to share mental health resources (e.g. how to manage work-life balance and stress management, and for staff to talk about mental wellness).

SPS' *Leadership Program* aims to develop leaders as a *whole person*. A review of this program will be conducted including how to measure success. In addition, a pilot program for civilian supervisors will be expanded to help the officers to gain skills to lead, manage and coach effectively.

(iv) *Building a robust learning ecosystem* requires the sharing of best practices; delivering relevant and timely training interventions; reviewing the training framework to strengthen public trust. This will be done through an e-learning module and gathering data through feedback forms and surveys to improve the training activities.

In 2023, SPS will be hosting an *International Correctional Leadership Program* that targets counterparts in the Asia-Pacific region. The objective is for participants to share and understand the use of contemporary evidence-informed correctional practices in offender rehabilitation and reintegration together and appreciate the application of the different features of each country's model of corrections. It is hoped that this program will facilitate greater collaboration and networking amongst correctional leaders within the region.

(c) Hong Kong (China)

As mentioned above, the Hong Kong Corrective Services Department (HKCSD) implemented its *Staff Support and Career Development Protocol* in 2018 which has five Pillars. One of the Pillars covers Psychological Support and Healthy Balanced Lifestyle which has been discussed above. The remaining four Pillars are discussed below.

²¹ This resonates with the speech made by the Minister for Communications and Information and Second Minister for Home Affairs, at the Opening Ceremony (see above under 'Opening Ceremony'). It was very impressive to see how digitally-savvy the SPS officers were in organising and facilitating the first virtual conference for APCCA, successfully and efficiently.

Pillar 1: Career Planning and Posting: HKCSD provides a transparent and fair career pathway to its staff. Regular transfer and postings are made that matches the officers' training needs. Junior staff spend the first three to five years performing mainstream duties at correctional institutions to acquire the basic custodial management skills.

Thereafter, staff are offered postings to gain further skills such as in security, rehabilitation and administration depending on their academic qualifications, aptitude and preference. The postings are for three to five-year periods which allow the individual to develop their competencies and potential and also to map out their career paths.

Pillar 2: Training and Professional Development: The Hong Kong Correctional Services Academy (HKCSA) provides residential training to new recruits and offers development, command and tailor-made courses to all staff at different stages of their career paths. The HKCSA is fully equipped to facilitate theoretical and scenario-based training courses.

Accredited training programs in corrections are provided to all officers ranging from junior officer to senior officers. 'Smart Training' is provided to new recruits at three levels: e-Classrooms; Virtual Reality training; and Scenario Training. Scenario Training is conducted at training facilities such as Ma Hang Prison.

In addition, other accredited training programs are offered to staff at different stages of their career ladder. They range from Foundation Certificate to Doctorate qualifications. Some courses are facilitated by HKCSA whilst others are facilitated by HKCSA in conjunction with local universities. The types of courses include Correctional Management, Control Tactics, correctional Governance and Leadership, Correctional Social Work, National Security, and Young Person-in-custody Management. Different types of Professional Development courses are offered to respond to changing needs in corrections. For example, in response to the increased number of elderly persons in custody, staff are trained in professional healthcare and first aid skills to respond to their needs. Likewise, staff have been trained to respond to those with disabilities.

Over the years, there has been an increase in the number of foreign nationalities. The HKCSD has collaborated with the Embassies and religious organisations to provide cultural and religious talks and language courses to the staff. This has raised greater awareness of the different cultures and has enabled staff to communicate effectively with the foreign nationals.

Like Singapore, the HKCSD continues to train its staff through greater use of information technology. The HKCSD will further invest in 'Smart Training' to equip teaching facilities with technical supports and devices. Virtual Reality Scenario Training and other mediums will be expanded to enrich interaction in learning.

Pillar 3: Coaching and Mentoring: The aim is to release officers' potential and to develop a harmonious and positive culture and team spirit in the workplace. Since 2011, all new recruits attend an institutional-based *Mentorship Program* for one year. Team-building workshops and sessions are held

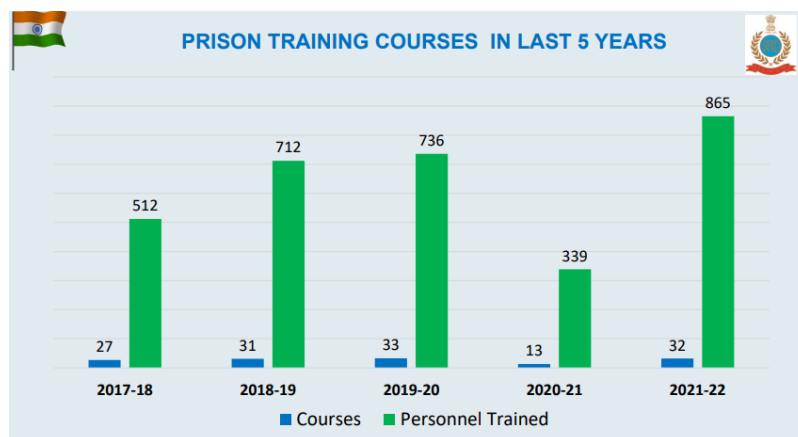
to share their work experience and develop their problem-solving and team-building skills. Coffee mornings are held to connect with senior management.

Pillar 4: Knowledge Management: Since 2010, staff has been using the *Knowledge Management System (KMS)* to acquire professional knowledge via an e-platform intranet system, at any time. The KMS provides a one-stop information technology platform that organises, stores, disseminates, shares and updated information and policies. In 2020, a mobile app was developed so that staff can access the same information via mobile phones and tablets at home.

The HKCSD continues to explore and invest in different technology projects to enhance the operational efficiencies of correctional institutions and work atmosphere in order to provide a safe, secure and harmonious custodial environment.

(d) India

India reported that on 31st December 2020, it had 61,296 prison staff, 51,789 prison officials and 488,511 inmates. The Bureau of Police Research and Development is responsible for capacity building, research and publication and other activities. The chart below shows the number of training courses and number of officers who were trained between 2017 and 2022.



India: Prison training snapshot 2017 - 2022

The Bureau has produced the following publications:

- Model Prison Manual 2016
- Training Manual of Basic Course for Prison Officers 2017
- Training Manual of Basic Course for Prison warders 2017
- 7th National Conference of Heads of Prisons of all States/UTs on Road Map for the prisons and Correctional Services

(e) Indonesia

Indonesia has implemented a *Talent Management Strategy* which contains the following components:

- *Talent Attraction:* This involves the officers participating in a Shared Value and Entrepreneurial Orientation. An assessment is done to identify the officer's aspirations and goals.
- *Talent Identification:* This assesses an officer's potential and performance in corrections.
- *Talent Development:* Apart from the prison officer training courses, Indonesia offers specialist training courses for its staff. For example:
 - The COVID-19 pandemic and lock downs led to a range of innovations in facilitating Rehabilitation Programs. Virtual sessions were held with prison staff on designing prison-based rehabilitation programs to foster social reintegration.
 - In late 2020, a 3-week online '*Specialized Training Program for Staff at Malang Women's Prison, Indonesia*' was held to increase awareness of the *United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Inmates* (the *Bangkok Rules*).²²
 - The program was facilitated by the Thailand Institute of Justice and the United Nations Office on Drugs and Crime. The e-training was attended by 31 participants and 19 international and local experts from seven countries. It provided an in-depth understanding of the gender sensitive needs of women prisoners, with a focus on their health, security and rehabilitation. The training was designed to improve the officers' knowledge as well as specific, actionable, and practical skills that they can use in their existing roles in prison.
 - Specialist courses on the de-radicalisation of inmates and drug inmates have also been held for officers.
- *Talent Retention:* This involves evaluating an officer's perceptions and aspirations in order to retain them within the organisation.

(f) Malaysia

The Malaysian Prison Department (**MPD**) has the following *Career Development Process* for its officers.

(i) Targeted career paths for officers based on current and future policies

The MPD sets a clear target and career path for its officers based on the organisation's vision as well as its current and future policies. The career path is based on the job-specific growth and the career enhancement and development of officers who fall within the following work areas:

- Rehabilitation Officers
- Teaching staff
- Custodial Specialist Officers (Industry)
- Security and Detention (those involved in prisoner assessments, sentence planning, placement, psychological assessments, prisoner security risk analysis, case management, quality control etc)

²² <https://www.tijthailand.org/en/highlight/detail/specialized-training-programme-indonesia>

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- Special Task Force Team (such as those involved in prisoner escort, crisis management, electronic security, safety equipment etc).

(ii) *Identify and nurture talent*

The MPD has adopted an open-minded approach to identify and nurture talent with the aim of boosting diversity (demographically and cognitively) that encourages creativity and innovation.

The MPD has conducted a review to understand and identify the performance of an officer that constitutes 'competence' and 'incompetence'. It has applied the following key points that have helped its team leaders to identify and nurture the talents of correctional officers:

- *Think ahead:* A team leader would know what needs to be achieved over the next five years or so. For example, when interviewing the candidates, it would be wise to focus on whether the candidates have the expertise and abilities required to achieve the policies and vision of the Department.
- *Believe and trust:* There are two important components:
 - Believe and trust that your officers do have the talents and skills required to move forward with you.
 - Consider *how* you interact with your team. A positive interaction will convey the confidence and positive expectations you have in them. This will open the door to opportunity and success.
- *Providing opportunities:* Such as opportunities for officers to undertake different types and levels of tasks. At the same time, give them enough room to make mistakes, to learn and remedy them. This will empower the officers to learn and grow and will pave the way for succession planning.
- *Teach, support and coach:* Constantly coaching and guiding the officers are positive ways to identify and nurture their talents.

(iii) *Executive Coaching, Mentoring Programs and Training Programs*

The types of career development programs offered by the MPD include Executive Coaching; Mentoring Programs and Training Programs (e.g. internships; cross training where officers are sent to other departments). Mentoring schemes provide additional support to the officers to ensure that they are 'on the right track' in the career pathway.

In summary, there were several similarities in the presentations on *Career Development Pathways*:

- All the presenters discussed their respective *Career Development Pathways* that identify and nurture staff's talent to unlock their potential and provide opportunities for growth. Within this Pathway, Singapore, Hong Kong (China), Indonesia and Malaysia have a *Talent Management* component to attract, identify, develop and retain those with the required skills.

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- All presenters explained their core-work training courses at junior to senior levels, including scenario-based learning. This forms part of the Promotion Ladder in the organisation.
 - Professional Development courses are another common feature. Courses include Leadership, Governance, Emergency Response, and data management.
 - Singapore, Malaysia and Indonesia nurture staff through in-house coaching to learn new skills, to gain experience and practice.
 - Postings and Job Rotations to widen staff experience were mentioned by Hong Kong (China) and Malaysia. It is a great way for staff to decide which area they would like to pursue in their career.
 - E-learning Platforms were also discussed. This provides a flexible approach to learning.
 - Malaysia, Indonesia and Hong Kong (China) offer staff Educational Scholarships to study at local and overseas tertiary institutions.
 - Staff Exchange programs and overseas training provide opportunities to learn new ideas and best practices.
 - Reward and Recognition are given to acknowledge staff's dedication and performance. Examples include Awards, Certificates, Medals and bonuses. They also boost staff morale and appreciation.

5. CONCLUSION

The presentations acknowledged the challenges and impact of working in a closed environment for both correctional and non-correctional staff and for correctional administrators.

The key challenges include:

- Overcrowding and outdated facilities.
- Ageing population, shrinking workforce and funding cuts.
- Mismanagement and inadequate training for correctional officers.
- Unpredictable violence amongst inmates.
- Low staffing level; inconsistent and long work hours; heavy workload; and work conflicts.
- Lack of opportunities for career advancement, job rotations and further training and education.

The above challenges can affect staff - mentally, physically and emotionally. Stress, depression, low morale and burn-out in the officers can indirectly affect families.

It is interesting to note that Singapore and Hong Kong (China) have implemented long-term strategies as a focal point to shape its workforce and increase capability:

- Since 1980, to overcome its challenges (such as shrinking workforce, funding cuts, and ageing population and infrastructure), Singapore sees data-driven operations, evidence-based interventions and targeted corrections to improve outcomes for inmates and to enhance staff engagement, creativity, ownership, resilience and motivation. Hence, it has implemented the

initiatives '*Prison Without Walls*', '*Prison Without Guards*' and '*Learning Prison*' as its Vision and Mission 2025.

- In 2018, Hong Kong (China) implemented its *Staff Support and Career Development Protocol* as a 10-year plan to shape its workforce culture and to increase staff capability, welfare and working conditions.

All the presentations revealed that providing a variety of *Support Programs* is critical to creating a healthy work environment and culture. Ideally, family members should also be able to access such programs.

The types of *Support Programs* discussed included the following:

(a) South Australia's *Wellbeing and Resilience Program* is successful (and therefore worth considering) because:

- It is evidence-based and available to all.
- The Department's staff are involved as co-trainers.
- The participants measure their own wellbeing which raises their insights and awareness.
- Each participant takes away with them a personalised and lifelong wellbeing and resilience toolkit.
- The Department can evaluate the program's effectiveness and investment value in order to respond to workforce changes and needs.

The program has resulted in the following outcomes:

- Boosted staff's level of wellness and resilience leading to improved productivity, engagement and talent attrition.
- Financial savings to the Department due to reduced number of mental health claims and sick leave.

(b) Coaching and Mentoring Programs that are based on mutual respect, trust and partnership.

(c) Psychological Counselling Services.

(d) Engaging in Community Services and Fund-raising activities to boost morale.

(e) Group activities to foster team-spirit and comradeship such as sporting activities, Family Days, Music Bands, and outdoor group activities.

(f) Reward and recognition (such as awarding medals, certificates, bonuses) as appreciation of staff's work.

All presenters agreed that different levels and types of support programs are important to boost morale, wellbeing, resilience, productivity and staff retention. However, it is important to ensure that the appropriate support programs are being provided to address staff needs, and that the program can be evaluated for its effectiveness and the investment by correctional departments.

Having a *Career Development Program or Pathway* is important to identify, nurture and retain talented staff. Staff are assets to the organisation and are worth the investment for succession

planning. A *Career Development Programs* that is structured can provide invaluable information to the Department – for example:

- On the current and future trends in corrections;
- To identify new skillsets that are needed;
- To provide a realistic career path for staff;
- To retain valued officers; and
- To have succession planning for the future.

At the Opening Ceremony, the Honourable Minister, Mrs Josephine Teo identified three key planks to forge new frontiers and respond to change and challenges:

- To act with agility.
- To collaborate, locally and globally.
- To use technology and data.

As mentioned above, Singapore embraced these three key planks by implementing its *Prison Without Walls*,²³ *Prison Without Guards* and *Learning Prison* initiatives. The aim is to develop a high-performing and future-ready correctional workforce that embraced its core values. Thus, Singapore has a *Staff Competency Framework and Training Strategy* to:

- Upskill officers in in-care and aftercare work.
- Nurture those who are future-ready and digitally-savvy.
- Strengthen their mental resilience and wellbeing.
- Develop officers in Restorative Practices and Community Corrections.
- Give officers opportunities to participate in local and international programs in leadership and technology.

In conclusion, there is a lot that we can learn from Singapore to embrace the above three key planks to respond to challenges and grow in strength. It is evident that we are increasingly embracing technology in delivering correctional services. But, as human beings, we have feelings, emotions, values, strengths, weaknesses and capabilities. Thus, it is important to strike a 'right' balance between using technology and human interaction in delivering correctional services. Modern technology cannot replace the importance of human interaction and in building mutual respect, trust, compassion and appreciation in people.

Finally, correctional and non-correctional staff are indeed the cogs and wheel in the organisation:

- All the presenters stressed the importance of identifying, nurturing and supporting staff.
- But most of all, it is important to *believe, trust, teach, coach, mentor and support them and their families – these are the ingredients to a successful organisation.*

²³ The *Prison Without Walls* initiative is discussed further below under Agenda Item 4.

AGENDA ITEM 4:

Managing the Release of Prisoners and Engaging the Community in Reintegration

1. INTRODUCTION

Prison is an unreal environment that bears little relationship to the 'real world'. Prisoners are generally subject to tight controls and monitoring and often have few choices. They are told what to do, how to do it and when to do it. As a result, they do not have to show the level of personal responsibility and self-organisation that is required for daily living in the community. These problems are exacerbated when people have been in prison for a long time and are not familiar with modern technologies.

It is therefore important to prepare people for release while they are still in prison. After their release, it is important to provide services and supports to help them live a law-abiding life. Government departments alone cannot achieve these goals. They must work with community organisations to encourage the community to accept ex-prisoners back into society and to provide well-targeted support programs.

For most ex-prisoners, the priority areas are housing, family support and employment. Women, young people, people from ethnic minorities and people with mental health problems are likely to have the highest needs. They require additional types of support such as mental health services, interpreters, and support in the community.

For cultural, economic, political and religious reasons, practices will vary across the region. For example, practices in small Pacific Island nations cannot simply be transferred to densely populated city states or large countries. However, there are many opportunities to learn from each other.

For this agenda item, there were presentations from the following countries: Singapore, Canada, Hong Kong (China), Indonesia, Macao (China) and Malaysia.

2. CHALLENGES IN THE MANAGEMENT AND RELEASE OF INMATES

During the session, the presenters discussed some of the common struggles faced by inmates and correctional departments.

(a) Challenges faced by inmates

Inmates face the following challenges whilst in prison and when they are released into the community:

- **Stigmatisation:** Being shunned by the community is one of the main challenges faced by ex-inmates. This is mainly due to the community's lack of understanding of the purpose of the rehabilitation and reintegration process and the importance of supporting ex-inmates.
- **Unreadiness to face the outside world:** Some inmates feel ashamed that they are in prison whilst others have not sought professional help whilst in prison (or support programs have been unavailable). In some cases, the inmates have unaddressed anti-social skills. Inmates who have served a long sentence may not feel confident to return to the community. Thus, it is important for prison departments and the community to have appropriate systems in place to prepare the inmates for their eventual release (discussed below).
- **Institutionalisation:** Malaysia reported that prisoners serving long sentences may have become institutionalised and hence, struggle to cope in the 'real world' when they are released.
- **Inmates with special needs:** Elderly inmates are a concern in Indonesia due to their physical and/or mental health needs. Inmates with special needs struggle when appropriate equipment, facilities and support are lacking in prisons and in the community.
- **Drug-related inmates:** If they have not successfully completed any drug treatment programs whilst in prisons, or if there are insufficient support structures in the community, these inmates may return to a life of drug abuse and crime.
- **Limited or lack of communication, literacy and digital-literacy skills:** This is a common problem for inmates who have missed formal education and who have not taken the opportunity to improve these skills whilst in prison. Inmates serving long sentences may find it difficult to adjust to a world that relies on information technology. Providing interpersonal skills training will help them to interact with others and build their confidence.
- **Limited or lack of vocational work skills:** Inmates with limited or no education and work skills will struggle to get meaningful employment. Canada's Offender Employment and Employability Program is aimed at resolving these issues.
- **Lack of appropriate family and community support:** A life in prison is not an easy one for any prisoner (as well as for their families). It can be very stressful and lonely if they do not have family support whilst incarcerated. And it can be very challenging and daunting if they do not have any support when they are released into the community.
- **Employment issues:** If a country has high unemployment rates, this might reduce work opportunities for released inmates who have limited work skills and experience.
- **Recidivism:** Ex-prisoners who cannot obtain meaningful employment might re-offend particularly if they have no money or support in the community. The possibility of re-offending may also apply to released inmates who have limited or lack resilience and/or relapse prevention strategies.

(b) Challenges faced by correctional departments

Correctional departments strive to do their best in delivering correctional services. However, some of the services may not be delivered for several reasons (such as budget cuts, limited human resources)

and priorities have to be set on expenditure. This can impact on the rehabilitation and reintegration of inmates.

Many correctional departments face budget cuts which provides them with the following challenges:

- Providing adequate training to correctional officers on managing the different cohorts of inmates, and on the inmates' rehabilitation and reintegration processes.
- Providing suitable and effective rehabilitation and reintegration programs to all inmates.
- Providing services and amenities to meet the physical and mental needs of the inmates.
- Providing education and vocational training to the inmates to increase their employment opportunities upon release.
- Engaging with the community to give rehabilitation and reintegration support to the inmates.

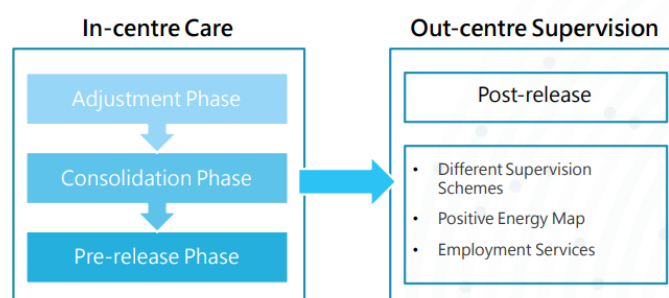
3. THROUGH-CARE APPROACH IN OFFENDER REHABILITATION AND REINTEGRATION

At previous conferences, delegates have discussed the struggles faced by inmates if they do not have the appropriate supports to prepare them *before* they are released and continuing that support *after* their release into the community.²⁴ As coined by Singapore years ago, it is important for inmates to receive '*Through-care Support*'. '*Through-care Support*' means:

- Providing ***In-care Support*** during the inmates' incarceration period, and
- Providing ***Post-release Support*** that continue to support them after their release and to minimise their re-offending. Post-release support includes helping released offenders to obtain meaningful employment, and access to housing, health services and other support (e.g. training, education). It is important to engage with other governmental agencies, NGOs, business groups and individuals to provide these support structures.

Thus, '*Through-care Support*' will only work effectively if inmates are supported by the correctional department and staff, family and the community. The presentation from Hong Kong (China) focussed on its *Through-care Approach* to offender rehabilitation.

A Through-care Approach in Offender Rehabilitation



Hong Kong (China): Through-care Model in offender rehabilitation

²⁴ Please see previous Conference Reports available at <https://apcca.org/>

In a similar vein, Macao (China) provides a *Reintegration Journey* for its inmates which covers *Pre-Release Phase*, *Restorative Phase* and *Aftercare Phase*.

The *Through-care Approach* has been discussed at previous conferences and has been documented in past APCCA Conferences.²⁵ The majority of the countries in the Asia-Pacific region do adopt a similar model to Hong Kong (China)'s, but with modifications to suit the local culture and needs.

The rest of this Agenda Item will focus on:

- In-care Support
- Community engagement and partnerships for pre-release and post-release support to inmates

4. IN-CARE SUPPORT

In-care support is generally provided in three stages during the inmates' period of incarceration:

(a) Admission into prison; (b) Incarceration period; and (c) Pre-release.

(a) Support during admission into prison

In many countries such as Singapore, Hong Kong (China), Indonesia, Macao (China) and Malaysia, it is standard practice for a *Risk and Needs Assessment and Management Protocol* and an *Induction Program* be applied to all newly admitted inmates.

Hong Kong (China) and Indonesia stated that the *Risk and Needs Assessment* serves to determine the re-offending risks, rehabilitative needs, self-harm risks and the required support of each individual. In Hong Kong (China), each offender is assessed under seven domains: family/marital, employment, community functioning, associates, drug abuse, personal/emotional and criminal attitude, and suitable rehabilitation programs. The aim is to reduce the risks of prison misconduct and recidivism.

The *Induction Program* ensures that the inmates are aware of the rules and regulations of the correctional facility, their rights and privileges, and the support systems available. It is important for the inmates to feel secure and discuss problems they might have (e.g. stress, worries, family issues etc) so that the appropriate support can be provided (such as psychological counselling).

(b) Support during incarceration period

A broad range of rehabilitation programs (individual and group) and educational training programs are generally offered to suit the needs of different groups of inmates.

In Singapore, the following support programs are provided (many of which are provided in collaboration with community partners):

²⁵ See <https://apcca.org/>

- *For the individual:* Psychological-based programs; family programs; and other programs that cover religion, vocational and work, academic and arts.
- *For the family and children:* Family Resource Centre; Yellow Ribbon Community Project; Inmates' Families Support Fund; initiatives for Incarcerated Mothers and Affected Children; Programs for families and children; Financial Assistance and Social Assistance.

Other support programs include the following:

- **Rehabilitation programs:** Professional counselling helps the inmates to be aware of their personalities, abilities, family relationships, strengths and weaknesses to enhance their coping mechanisms. It helps to determine their interests in vocational and educational opportunities.

For male inmates, Hong Kong (China) offers programs to resolve anti-social sentiments; tendencies to violence and anger; behavioural addictions; negative peer influence and resistance to seek help. Interestingly, since 2011, the Lo Wu Institution specialises in 'Psychological Gymnasium' (PSY GYM) where a range of psychological treatment programs are facilitated for female inmates with medium to serious emotional and mental health issues. The PSY GYM has a therapeutic environment that are uplifting to the emotional well-being. Different treatment modalities are offered including art and music therapy; self-help; mindfulness-based psychological interventions; sporting activities and other therapeutic programs.

- **Educational programs:** These can nurture positive attitudes and values in the inmates. Educational programs include self-study, distance-learning, and onsite education. In some countries such as Singapore, Hong Kong (China) and Malaysia, the inmates can enrol in tertiary courses with the local universities. Inmates can also apply for scholarships offered by community stakeholders and charitable organisations. For example, Hong Kong (China) has established Prisoners' Education Trust Fund and Subsidy Fund from donations.
- **Accredited Vocational training programs:** In countries such as Singapore, Canada (discussed below), Hong Kong (China), Macao (China) and Malaysia, the correctional departments liaise with external training organisations (such as universities and training bodies) to provide market-orientated training courses to enhance the inmates' employment opportunities when they are released.

In Hong Kong (China), more than 40 vocational training programs that cover 14 trades are offered (for example, construction, retail, catering, beauty, logistics, printing and publication, transport services, tourism, environment-related services, IT and laundry).

- **Family Programs and Community Engagement:** At previous conferences, the importance of family connections and community engagement have been discussed, to support the inmates whilst in prison and to help them reintegrate into the community, successfully. In essence, rehabilitation programs help to reform and prepare the *inmates* for release. However, what is equally important is to prepare the *community* to accept the reintegration of released inmates.

Family activities are organised so that the inmates can reconnect and maintain their family relationships (such as Family Fun Days and celebrating festivities with families in prison).

Engaging with the community at the *pre-release stage* and *post-release stage* is important because it sets the foundation for through-care support for the inmates. Community engagement is discussed further below.

(c) Pre-release support Phase

At previous conferences, different types of pre-release support programs have been discussed, to prepare and strengthen the inmates for their eventual release. Some correctional departments provide inmates with a booklet containing a list of service providers that they can contact for help.

Singapore offers the following support services (many of which are provided in collaboration with community partners):

- *For the individual:* Psychological-based programs; family programs; skills training for employment; job coaching and placement; referral and case management; religious program and services; family resource centres.
- *For the family and children:* Family resource centres; financial assistance and social assistance.

Hong Kong (China) provides the following pre-release support services:

- Labour Market and Employment Services
- Job Interviewing Techniques
- Medical Services
- Human Interaction Skills
- Public Housing and Social Services
- Community Supporting Services and Continuous Learning
- Government Agencies and Statutory Bodies
- Legal Assistance

5. COMMUNITY ENGAGEMENT AND PARTNERSHIPS: Pre-release and Post-release Support

Community engagement and partnerships with NGOs and businesses can provide invaluable pre-release and post-release support to the inmates. This topic has been discussed at previous conferences and detailed information can be found in APCCA Reports.²⁶

In gist:

- Correctional departments have been actively promoting community acceptance of and support for rehabilitated offenders through education, publicity and public involvement.

²⁶ See <https://apcca.org/>

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- Publicity campaigns and public education activities help the community to better understand the needs and problems of rehabilitated offenders and to appeal for their support. In Hong Kong (China), these activities include community involvement projects jointly held with various local NGOs, symposiums on employment of rehabilitated offenders, special television and radio programs and announcements, exhibitions and productions promoting the talents of inmates.
 - Volunteers, NGOs and religious organisations play a key role in providing supervision and support structures for released inmates in the community.
 - Different types of pre-release support programs can help to prepare and strengthen the inmates for their eventual release. Some correctional departments such as Hong Kong (China), provide inmates with a booklet containing a list of service providers that they can contact for help when they have been released (see below).

(a) Singapore: Reintegration support and the Yellow Ribbon Project (YRP)

In Singapore, over 9,000 ex-offenders complete their sentences and are released from the prisons and drug rehabilitation centres each year. Singapore provides the following aftercare and reintegration support:

- *For the individual:* Employment Support (job placement and retention; Skills Assistance Subsidy Scheme); Educational Assistance; Addiction Treatment; Drop-In Centre; Self-help Groups; Financial Assistance; Residential Support.
- *For family and children:* Family Service Centres; Yellow Ribbon Community Project; Financial Assistance; Social Assistance.

Since the early 1980s, Singapore has been promoting its *Yellow Ribbon Project* in gathering community support to give ex-prisoners a 'second chance' in the community so that ex-offenders can reintegrate into the community as responsible citizens.²⁷

The objectives of the YRP are:

- *Raise Awareness* of the need to give second chances to ex-offenders and their families.
- *Generate Acceptance* of ex-offenders and their families in the community.
- *Inspire Community Action* to support the rehabilitation and reintegration of ex-offenders back into society.

The YRP is an annual campaign to gather community support for the offenders' reintegration into society. Main YRP events over the years include:

- *'Wear a Yellow Ribbon':* Media campaigns and main community events are all concentrated in the month of September. Thus, September has been designated as a Yellow Ribbon month and the community members are encouraged to wear an official Yellow Ribbon to show their support for the campaign.

²⁷ See <https://www.yellowribbon.gov.sg/>

- *Yellow Ribbon Prison Run:* The Run started in 2009 and has gathered strong momentum over the years with support from corporations and the public through their participation in the run and donations to the *Yellow Ribbon Fund* (YRF). The YRF is the first national charitable fund that supports the development and implementation of rehabilitation and reintegration programs and services for ex-inmates and their families.

The annual Run is a signature event held in September. At the 2022 virtual conference, delegates were invited to participate in a virtual Yellow Ribbon Prison Run.

- *Yellow Ribbon Community Art Exhibition:* Whilst in prison, inmates can enrol in Art Programs to tap into their potential artistic and creative skills. The exhibition provides an excellent opportunity for the inmates to showcase their artistic talents to the public. Special family and inmate joint art sculptures have been exhibited together with artworks by ex-inmates.
- *Yellow Ribbon Awards:* This new award ceremony started in 2021. It combines various Yellow Ribbon related events into one mega event. The event recognises individuals and organisations that have been involved in the YRP, and aim is to acknowledge and celebrate the community's successes in supporting the inmates and in shaping a more compassionate society.
- *Other Yellow Ribbon activities:* They include song writing, poetry and story-telling competitions. Past events include YR Creative Festivals (2004-2008), YR Fairs (2004 – 2007), YR Conference (2004-2008) and YR Concerts.

The success of the YRP is due to the following strategies:

- (i) **A simple iconic brand:** The yellow ribbon is easily identifiable to portray the values of acceptance, forgiveness and second chances.



Singapore: Using the iconic brand to promote the Yellow Ribbon Race in 2022

- (ii) **Using the media effectively:** The YRP uses the media smartly and effectively, for its campaign messaging. The public campaign is launched through a series of televised and printed advertisements, news and radio broadcasts and posters in strategic public locations. Online mediums such as the internet, websites, YouTube, Facebook, Instagram, mobile phone messages and local internet forums are used to publicise upcoming events.
- (iii) **Community Partnerships:** This is a critical part of the YRP in order to gather community understanding and support. Since its inception, the YRP has gained strong support from individuals, community leaders, politician, business organisations and NGOs to attend events; to provide donations and sponsorships; to wear the Yellow Ribbon; and helping in fundraising events. Partnerships with individuals, and various organisations and businesses have resulted in employer engagement, skills training and career facilitation for the benefit of inmates whilst in prison and in the community.

- (iv) **Annual themes:** Each year, a different theme is developed by building on the successes of the preceding year. For example: *Creating Awareness* (2004); *Engaging the Community* (2005); *Engaging the Ex-offenders* (2006); *Giving Back* (2007); *Lend a hand, make a difference* (2019 and 2020); *Reimagination* (2021); and *We are each other's stories, We are each other's second chances* (2022).
- (v) **Involving the inmates and ex-inmates:** As the YRP is about giving a second chance to inmates and ex-inmates, it is inevitable that they play an important role in the project. For example, inmates have made the Yellow Ribbons which the public can wear to display their support. Ex-inmates have helped during the events such as distributing the Yellow Ribbons, providing transport, and sharing their past and struggles on television and social media. Their involvement shows their way of 'giving back' to the community in giving them a 'second chance' in life in society.
- (vi) **Involving celebrities:** Many celebrities have been involved in YRP as they are able to draw in the crowd and act as ambassadors for the YRP. When the YRP was launched in 2004, some famous actors were involved in the production of movies to portray the hardships faced by inmate whilst in prison and in the community, and the impact on their families.

Singapore's YRP has been so successful that it has been adopted in Fiji and the Solomon Islands. The YRP bears testament of the power of getting a group of like-minded organisations to bring about community transformation towards ex-inmates and committing in a common purpose to help the ex-inmates to reintegrate successfully into society.

(b) Canada: CORCAN Community Industries

The Correctional Services of Canada (CSC) has a special in-house agency called 'CORCAN' that provides 'Through-care' support to offenders with employment and employability related interventions and services when the offenders are in prison and when they are released on supervision orders.

CORCAN works with CSC officers and other agencies across Canada, to help offenders gain new employment skills so that they can secure and maintain jobs in the community. Thus, CORCAN has formed partnerships with various businesses in the community to provide work opportunities to offenders that meet the requisite work skills.

CORCAN's key areas: In essence, CORCAN is involved in three key areas:

- Employment and Employability Program;
 - Community Employment Services; and
 - CORCAN Community Industries.
- (i) **Employment and Employability Program (EEP):** In 36 of the 43 institutions in Canada, CORCAN provides on-the-job training, vocational certificates apprenticeships, essential skills training, job search services and transitional employment. The aim is to build the offenders' employment skills during their incarceration, and this support continues until they secure regular jobs in the

community. Revenue generated from the sale of products and services through the on-the-job training activities, are reinvested in the EEP.

Research showed that:

- Offenders who participate in EEP are more likely to secure and maintain their jobs in the community.
- Offenders under CSC supervision, who are employed in the community are three times less likely to re-offend.

(ii) *Community Employment Services:* CORCAN Employment Coordinators provide employability skills and services in the institutions and community, in liaison with other community-based program providers (e.g. resume writing, accessing training in the community and job search). Other services include on-the-job training, vocational training and transitional employment through CORCAN Community Industries.

(iii) *CORCAN Community Industries:* There are seven CORCAN Community Industries across Canada that supports: (a) Those who have not been able to secure jobs in the community, and (b) Those who have been released on supervision, to continue to gain the skills in five available areas – manufacture, construction, textiles, services and agriculture.

The CORCAN Community Industries:

- Enable the offenders to continue building their employment skills until they secure regular employment in the community.
- Adopt an adaptable approach to deliver interventions and services to them that meet the local job market. This is achieved in partnership with external organisations and clients.
- Operate through:
 - Fixed locations operated by CORCAN or through a third party, and
 - Client site locations covering geographical areas.
- Provide the participants with transitional employment whilst they are on-the-job training and vocational training, to completion.

In essence, the above structure ensures there is community stability for the participants:

- It helps to reduce the days of unemployment whilst the participants are on community supervision.
- The number of transitional employment opportunities depends on the location, type of Community Industry and available projects. About 75 to 100 participants are engaged on any day, depending on the number of transitional employment opportunities, location, type of industry and available projects.

Outcomes: Canada reported that CORCAN Community Industries have produced these outcomes:

- On average, there were about 70 to 75 participants on transitional employment program.

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- Since 2017, about 223,000 on-the-job training hours had been completed. Although the pandemic had decreased the hours in 2021-2022, it is anticipated that over 65,000 training hours will be provided in 2022-2023.
 - Since 2018, there has been an improvement in the number of unemployed offenders under community supervision. However, Indigenous women and indigenous men experience the highest rate of unemployment when released into society.
 - For those on community supervision, there has been an improvement in their hours of employment, with Indigenous women reaping the most gains compared to 2017.
 - It was acknowledged that overall, the results were still lower for Indigenous men (13%) and Indigenous women (8%) compared to other prisoner cohorts.

CORCAN's future aims: For the future, CORCAN aims to improve its Community Employment Services and Community Industries with the following objectives:

- Increasing the number of employment hours for those on community supervision.
- Closing the gap between Indigenous and non-Indigenous offenders employed under community supervision.
- Closing the gap between male and female offenders who are employed whilst under community supervision.
- Increasing the on-the-job training hours through transitional employment opportunities under Community Industries model.
- Enhancing the Community Industry model through greater engagement with government agencies and NGOs and clients. This includes creating more opportunities for unemployed offenders and strengthening the scale of regular employment.

(c) Hong Kong (China): Rehabilitation Pioneer Project and Community Involvement

At previous conferences, Hong Kong (China) had showcased the different types of pre-release support programs available to the inmates to prepare and strengthen them for their eventual release. Hong Kong (China) collaborates with over 100 NGOs and community stakeholders to promote community support for inmates through education, publicity and public involvement. As mentioned above, the inmates are given a booklet containing a list of service providers that they can contact for help when in the community.

Successful strategies: Hong Kong (China) has implemented various successful strategies to help released prisoners to readjust into the community through these channels:

- *Employment Services:* This works as an interactive job-matching platform for potential employers to connect with inmates regarding job opportunities. Job fairs are held through video-conferencing. Interviews are held in-person, via video-conferencing or tele-conferencing. Supervising officers assist in the job-matching process and at times, also accompany the released inmates to attend job interviews.

- *Rehabilitation Pioneer Project (RPP)*: The RPP started in 2008 to, initially, instil anti-crime awareness in students and the general public. The RPP was extended in 2017 to include 'Community Education' and 'Crime Prevention' to raise awareness of law-abiding values.

Activities include Education Talks, Student Forums, visits to the correctional services museum, encounters with inmates, and training camps.

- *FaceBook and YouTube Channels*: These social media platforms are also used to deliver messages about crime-prevention, share mini-movies and other publicity campaigns.
- *Positive Energy Map (PEM)*: Since 2015, Hong Kong (China) has established a comprehensive database of community resources and services provided by NGOs. Released inmates are encouraged to tap into the PEM to establish a positive social network and to cultivate a healthy and crime-free lifestyle. Through PEM, the number of community partners have increased to provide support to released inmates.

Outcomes: Hong Kong (China) reported that as a result of its *Through-care Rehabilitation Program*, the recidivism rate of inmates in respect of the year of discharge, has decreased from 39.9 per cent in 2000 to 20.9 per cent in 2019. This is a remarkable achievement.

Future aims: For the future, Hong Kong (China) will continue to expand its community engagement strategies:

- The educational outreach of the Rehabilitation Pioneer Project will be extended from tertiary and secondary school students to primary school students. The aim is to cultivate positive values towards life and become responsible and law-abiding citizens.
- To reduce the recidivism rate further, collaboration has begun with tertiary institutions to research and evaluate the existing '*Risk and Needs Assessment and Management Protocol for Offenders*' to better assess the offenders' risks and needs on social re-integration.

(d) Macao (China): Pre-release and Post-release Supports - *The Reintegration Journey*

In Macao (China), the Department of Social Reintegration works under the purview of the Social Welfare Bureau which has three units: Reintegration Unit²⁸; Youth Unit²⁹; and Special Correction Unit³⁰.

The Social Welfare Bureau (the Bureau) manages a **Funding Scheme** for NGOs to provide the following services:

- *Personal Resource Expenses*: Covers social service facilities, staff planning and staff funding.
- *Utilities and Maintenance Expenses*: Expenses such as electricity, water, communication, stationery, maintenance costs.

²⁸ The unit covers parole, non-custodial orders and supervision of offenders on parole, probation and community work.

²⁹ The unit covers supervision orders on juveniles.

³⁰ The unit is responsible for offenders under non-custodial orders, as well as juveniles who have committed serious crimes. The unit provides appropriate treatment programs to both cohorts, to address their offending behaviour.

- *Management and Administration Expenses:* Includes accounting, personnel training, insurance.
- *Annual Programs and Activities expenses:* Includes budget allocation and yearly activity plans.

Pre-release Support Strategies: The following *Pre-release Support* is provided to the offenders:

- *Raising Public Awareness and Community Acceptance:* Most released offenders are unable work in the tourism and gaming industry due to their criminal records. Hence, ex-offenders tend to find jobs in small and medium-sized businesses.

Under its *Supportive Employer Network*, NGOs are invited to participate in community promotion projects under a *Funding Scheme*.³¹ For example, a microfilm named '*Not Alone*' was produced to show how an employer employed and supported an ex-offender. Another successful initiative is the offenders' involvement in a *Charity Bazaar* which is one of the largest community events in Macao (China).

- *Employment Projects:* Macao (China) liaises with small and medium-sized businesses to conduct virtual job interviews whilst the offenders are in prison so that successful candidates can commence work as soon as they are released. The *Supportive Employer Network* encourages entrepreneurs to be more socially responsible by offering a wider range of job opportunities to offenders.
- *Family Support Project:* In 2019, the '*Family Beyond the Wall*' Project was launched to help the offenders' families to resolve problems and restore family relationships. Macao (China) works in partnership with NGOs to develop relevant plans, provide front-line services and refer families to social services as needed. The Social Welfare Bureau provides the funding, supervision, project coordination and project evaluation. This partnership ensures that a comprehensive support service is provided to the families, and to ex-offenders.

Between 2019 and 2021, Macao (China) reported that 123 families had registered for this project for financial assistance, legal advice and emotional support. In 2021, Macao (China) extended this Project to its residents serving sentences in the Guangdong Province and Hong Kong (China).

Post-release Support Strategies (Restorative Phase): When the offender is released into the community, he/she is under supervision for a certain period. During this restorative phase, various NGOs provide different activities to raise public awareness and to help the ex-inmates to transition into the community. They include:

- *Volunteer work:* When supervisees do volunteering work in the community (e.g. cleaning and repairing), they develop a sense of responsibility, which increases their self-worth and positive attitude. This generates greater community acceptance.
- *Addiction Treatment Program and activities for offenders with drug addiction and gambling habits:* The Social Welfare Bureau provides funding to NGOs to run Detoxification Treatment Programs and residential detoxification institutions for offenders with drug addiction. The Bureau

³¹ Under the *Funding Scheme*, Macao (China)'s Social Welfare Bureau is able to provide financial and technical assistance to NGOs that provide social services.

also funds and provides personnel training to NGOs that provide front-line services to offenders (such as counselling services) to reduce their chances of abusing drugs.

Macao (China)'s Department of Social Reintegration collaborates with a local NGO to run lectures and workshops for offenders with gambling habits. Counselling services are also provided.

Aftercare Phase: Macao (China) recognises that some released inmates may still need support and assistance even after their supervision period have ended. Thus, a *Community Partnership Program* with various NGOs has been established to provide the following types of continuing support:

- *Half-way Houses.* These are run by the NGOs but are funded by the Social Welfare Bureau. The Department of Social Reintegration supervises the operations of these half-way houses.
- *24-hour Reintegration Support Hotline* was established in 2022 and is run by NGOs.

Future aims: Macao (China) recognises the invaluable work of the NGOs in supporting the inmates during their incarceration period, release period and beyond. The community members can play an important role in supporting the offenders. Equally, the offenders can have the chance to contribute back to the community.

The immense work of the NGOs has reduced the government's expenses. As the *Funding Scheme* has been running for six years, it is time to review the funding system and its effectiveness. It is hoped that greater collaboration between the government and the NGOs will strengthen the support for offenders to cultivate a safe and harmonious community.

6. THROUGH-CARE APPROACH FOR OFFENDERS WITH SPECIFIC NEEDS

(a) Indonesia: Elderly inmates

Indonesia reported that it had 250,000 prisoners, with nearly 5,000 being 'elderly' as they were aged 60 years and over. Overcrowding is a serious issue because Indonesia has a capacity for 132,000 prisoners. It is an acute problem for the elderly inmates because they need specialised care and amenities particularly if they are infirmed,³² are frail, have physical disability and/or mental health issues.

Since 2018, Indonesia has implemented legislation and strategies to improve the treatment of elderly inmates. A pilot project started at Selarang Prison and subsequently expanded to other correctional facilities in the country.

Indonesia provides the following programs and support structures to assist its elderly inmates:

- Specially built units with trained officers.
- The units have handrails, ramps, panic buttons, wheelchairs and other amenities.

³² Deteriorating health conditions include cancer, Parkinson's Disease, Motor Neurone Disease, Alzheimer's Disease, dementia, Multiple Sclerosis etc.

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- A medical officer is available each day for 24 hours.
 - Monthly counselling sessions.
 - Religious activities.
 - Physical training programs are offered based on their mental and physical conditions.
 - Optional skills training programs.

Parole officers provide aftercare support in the community such as access to health services and nursing homes and engaging with families and the community. In 2020, a *Community-Based Community Group* was established with individuals, non-government organisations (NGOs), business organisations, and universities to provide inter-agency support to released elderly inmates. To prevent them from re-offending, support is provided for them to attend suitable vocational training to obtain the skills to gain employment.

Indonesia is keen to discuss with other countries in the Asia-Pacific region on new initiatives and structures to support elderly inmates in the prison and in the community.

(b) Malaysia: Inmates serving long-term sentences

Long-term inmates face many of the challenges mentioned above. However, Malaysia reported that the following challenges apply particularly to this cohort:

- Being institutionalised and therefore, they lack the confidence and ability to cope in the real world.
- Limited or lack of family support in the community. This happens when family members have cut off ties with inmates who have committed very serious offences, or the family members are ashamed to be associated with them.

The challenges faced by the prison department include:

- Providing suitable training programs for correctional officers to increase their knowledge about rehabilitation and reintegration of long-term inmates.
- Providing enhanced Rehabilitation Programs to better prepare these inmates for the eventual release.
- Providing the facilities to deliver vocational training programs that meet market demands.
- Educating and engaging with the community to increase their understanding and acceptance of these inmates. The aim is to reduce stigmatization of released inmates, particularly long-term inmates who have been convicted of serious offences. Potential employers are reluctant to offer a job to the inmates if they do not have the requisite skills or experience.

Over the years, the Malaysian Prison Department has implemented the following initiatives:

- A Dual National Training System in its Vocational and Training Industry to ensure that the inmates qualify with the job skills to gain suitable employment.
- Joint venture programs with government and NGOs. For example, its joint venture with the Department of Agriculture ensures that the inmates are trained in using the latest technology.

- Releasing these inmates on Licence improves their motivation, confidence, resilience and support from their family and the community.
- The parole system and the Halfway House program have helped those who have no family support.

7. EXPANDING COMMUNITY CORRECTIONS IN SINGAPORE

The presentation from the Singapore Prison Service (SPS) was on the key partnerships and processes that it has adopted as part of expanding community corrections under its 'Prison Without Walls' strategy. The aim is to reduce re-offending and recidivism rates by:

- Mitigating the risk of reoffending through tiered and differentiated monitoring and supervision of offenders, based on their level of risk and needs;
- Facilitating the rehabilitation of offenders in a real-life setting by providing a seamless transition from in-care to aftercare; and
- Supporting the rehabilitation and reintegration of the offenders by working with community partners.

(a) Community-based Programs (CBP)

The aim of Community-based Programs (CBP) is to release the offenders into the community prior to the Earliest Date of Release (EDR) under supervision, with conditions and support structures in place. The conditions imposed may include attending work, educational programs, psychological counselling, urinalysis, reporting to supervisors, and curfew periods.

Eligible inmates assessed to be suitable for CBP may be emplaced for a maximum period of 12 months prior to their release. The CBP allows them to gradually reintegrate into the community by building their ability to reconnect with their families and be gainfully employed.

(i) Who are eligible for CBP consideration?

In general:

- All 'penal inmates' will be screened and assessed for the eligibility and suitability for CBP after they have served half of their sentence. A holistic assessment is made by taking into consideration their risks, latest rehabilitation progress, general conduct, and reintegration plans.
- However, some inmates are legally excluded from CBP consideration due to the type of offence committed.
- For inmates who are detained at the *Drug Rehabilitation Centre* (DRC), the CBP is part of their drug rehabilitation regime. Hence, these 'DRC inmates' are emplaced on a suitable CBP scheme upon completion of their in-care rehabilitation regime, subject to their progress and conduct during their rehabilitation program.

(ii) What are the types of CBP Schemes for penal inmates and DRC inmates?

The types of CBP Schemes available to suitable *penal inmates* include:

- **Home Detention and Residential Schemes:** This allows the supervisees to serve the final part of their sentence at home, with the help of their family members and the community. They could either be working, studying, or be involved in community service. Specific conditions are imposed on the supervisees such as curfew monitoring, urine testing and counselling.
- **Halfway House Scheme:** There are nine Halfway Houses that are suitable for supervisees who require a more structured environment in their reintegration into society, with the assistance of community partners. The supervisees attend structured rehabilitation programs including counselling and receive job placement support. The aim is to help the supervisees stay employed and to prepare them for their eventual release. They may be considered for Long Home Leave, subject to assessment and recommendation.

Supervisees who are under the Halfway House Scheme undergo a 4-phase transition framework:

- *Phase 1 - Pre-Halfway House Placement:* The supervisee is interviewed to formulate an Individual Service Plan.
 - *Phase 2 - Halfway House-Based Structured Transition:* Supervisees attend counselling sessions, community maintenance programs, family sessions and skills training to prepare them for reintegration.
 - *Phase 3 - Work-Based Transition:* Supervisees would work or study during the day and return to the Halfway House in the evening.
 - *Phase 4 – Post-Halfway House Support:* The Halfway Houses provide the necessary support to help the supervisees' reintegration into the community.
- **Day Release and Work Release Schemes:** These are for those who do not have family support or a conducive family environment. They work productively in the community and return to the Selarang Park Correctional Complex which is a prison facility.
 - **Employment Preparation Scheme:**³³ In addition to working in the community, this scheme allows suitable offenders to attend skills training and educational programs to enhance their employment prospects. This Scheme gives the supervisees a chance to be productive, contribute to society, instil good work habits and develop a sense of responsibility to support their families.

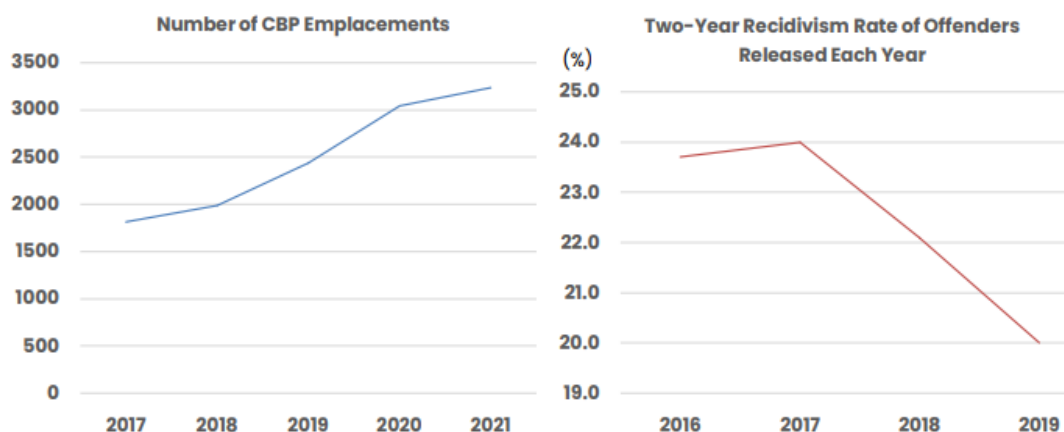
These inmates reside at the Selarang Park Correctional Complex during the early phase of their CBP. They may be considered for Weekend Home Leave and Long Home Leave transit, subject to assessment and recommendation.

³³ The Employment Preparation Scheme replaced the Work Release Scheme in July 2022.

The types of CBP available to *DRC inmates* include Residential Scheme, Day Release Scheme, and Halfway House Scheme.

(b) Emplacement Number and Recidivism Rate

SPS stated that community corrections is one of its key strategies in reducing the recidivism rates. As shown in the chart below, the number of CBP emplacements has been increasing gradually between 2016 and 2021.



Singapore: Number of CBP Emplacements and 2-year Recidivism Rates

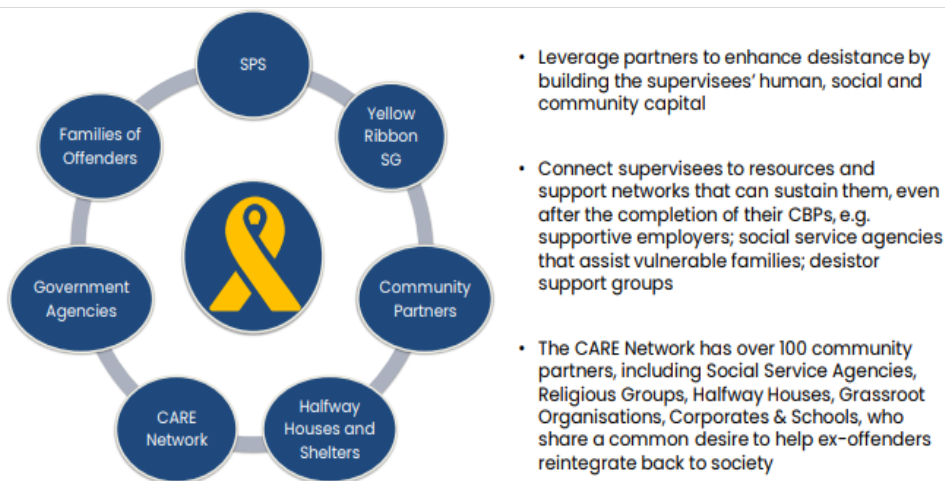
SPS reported that in 1992, the recidivism rate was 52.7% for those released in 1990. However, the graph shows that for offenders who were released in 2019, the two-year recidivism rate has dropped to 20% in 2021. Hence, a very high proportion of supervisees do successfully complete the CBP.

For supervisees who might relapse or re-offend, SPS imposes tight supervision conditions and close monitoring on them. These include additional urinalysis or reporting requirements. Supervisees who have breached conditions, may be recalled to a prison. SPS conducts regular joint operations with the Central Narcotics Bureau and the Singapore Police Force.

(c) Engaging the Community as Partners in Community Corrections

As mentioned above, the 2-year recidivism rate in Singapore has dropped from 52.7% in 1992 to 20% in 2021. This is a remarkable achievement. One of the main contributing factors is engaging effectively with the community under the banner of the *Yellow Ribbon Project*, encouraging them to give a second chance to ex-inmates and to be involved in their rehabilitation and reintegration into the community.

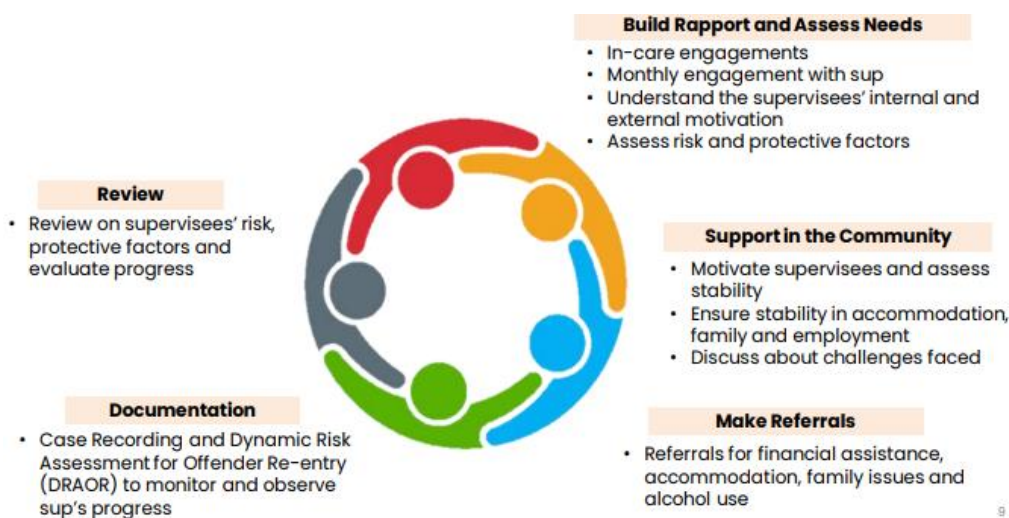
The diagram below shows the extent to which community members have been proactively involved in CBPs, particularly in the Halfway House Schemes. These Community Partners have played a big role in helping supervisees on CBPs to readjust and reintegrate successfully into the community. This has contributed to the improvement of the recidivism rates in Singapore over the years.



Singapore: Support Ecosystem for Desistance

(d) Case Management of Supervisees on CBP

The diagram below gives a snapshot of what Case Management of supervisees entails.



Singapore: Case Management of CBP Supervisees

Case Managers work closely with the supervisees and their families for a period between three months to 12 months to help achieve the supervisees' goals by integrating a range of available services in the community, in a timely and coordinated way.

The Community Corrections Command (COMC) works with community partners to manage supervisees in the community. SPS reported that it has six Case Management Partners³⁴ and eight

³⁴ They include the Singapore After-Care Association, Singapore Anti-Narcotics Association, Lakeside Family Services, and three Family Service Centres located in different parts of Singapore.

Halfway Houses that are managed by community partners. At the Halfway Houses, the community partners ensure there is adequate staffing levels to deliver the following services to the supervisees:

- A structured rehabilitation and case management services, and
- Basic secular curriculum developed by SPS.

Effective supervision of offenders on CBPs typically involves the sharing of information and record keeping of each supervisee, their engagement, intervention efforts and progress. To improve these processes, in 2020, the existing *Case Management System* was extended to include a *Case Management System Partner System*.

The new system has enabled the community partners to access a secured common database platform to document and retrieve information on supervisees under their care. This has resulted in a closer working relationship between the COMC officers and the community partners. Importantly, the prompt exchange of information has resulted in improved planning and coordination of interventions to support the supervisees' reintegration process.

(e) Initiatives to improve Community Corrections in Singapore

SPS has implemented various strategies to improve the delivery of its CBPs:

(i) *Enhancing shared information between SPS, Case Managers and Community Partners:* As mentioned above, the platform for information sharing has been extended, with positive results.

(ii) *Upskilling and training of staff:* The past few years has seen an increase in the number of supervisees on CBP. Hence, SPS has implemented the following ways to upskill and train those involved in CBP:

- *Professional Certificate in Correctional Management:* SPS has collaborated with the National University of Singapore to facilitate this course to enhance the participants' competencies in community corrections including supervision and case management skills. The participants include staff, community partners and those who are interested in a career in corrections.
- *Rehabilitation Coaching Framework and structures:* These were developed in 2021 to develop a coaching culture for Rehabilitation staff to ensure consistency of practice and the application of evidence-based practices and intervention in community supervision.

The aim is to review and evaluate these practices to achieve effective casework, case management and better supervision outcomes.

(iii) *Use of Technology:* SPS is embracing the use of technology in the following ways:

- *Automated Urine Screening System:* This automated urine screening system is unmanned and operational 24/7.
- *Electronic Monitoring Services 2.0:* A tracking device (like a digital watch) is being developed by SPS to use GPS location to track and monitor supervisees in the community. New

biometrics technology will be used to monitor and verify the supervisees at their place of residence for curfew compliance.

- *Mobile Application:* SPS is developing a mobile application for supervisees to reinforce their learning and rehabilitation. They can use the application to access e-resources, keep track of their progress, look for jobs and community support.

(iv) Voluntary Supervision Support Program (VSSP): The VSSP was introduced in 2021 to allow supervisees to temporarily opt-out from CBP due to factors such as relationship issues, family problems, work issues, and risk of relapse. The supervisees volunteer for a two-week program where they return to stay at the Selarang Park Correctional Complex to work with various officers on a series of intervention strategies that cover skills building, goal setting, reintegration issues, relapse prevention plans and other skills.

(v) Restorative engagement of supervisees: A *Restorative Practices Kit* is being developed to assist and guide staff to apply restorative practices during their sessions with supervisees. The same kit will be available to staff at the Halfway Houses. In addition, restorative practices have been incorporated in the engagement and disciplinary protocols to encourage a more restorative culture in the community facilities.

The future: Singapore views prison as a place of transformation and continues to enhance the CBPs by raising the standards of community corrections (discussed above), supporting staff and working effectively with stakeholders to support the offenders' rehabilitation and reintegration into community, and to contribute positively to society. When community stakeholders are involved in CBPs, this helps to reduce the incarceration and recidivism rates as the supervisees feel they have been given a second chance to start their lives anew.

8. CONCLUSION

The presentations show that prisoners face a number of challenges whilst in prison and when they are released into the community.

The challenges include:

- Stigmatisation by the community
- Unreadiness to face the outside world
- Becoming institutionalised
- Limited or lack of communication, literacy and digital-literacy skills
- Limited or lack of vocational work skills
- Lack of appropriate family and community support
- Lack of or limited employment opportunities
- Recidivism
- Inmates with special needs (physical and mental)

To overcome the above challenges, the inmates should be given opportunities to participate in Rehabilitation and Reintegration programs; to undertake accredited vocational training programs, and to learn new work skills that meet market demand.

Some of the key challenges faced by correctional administrators and staff include:

- Enhancing and extending its Rehabilitation and Rehabilitation Programs to suit the needs of the inmates.
- Educating correctional staff on Rehabilitation and Reintegration Programs.
- Raising public awareness and acceptance of ex-inmates in the community.
- Engaging with the community to be involved in the rehabilitation and reintegration of offenders.

In summary, all the presentations have similar themes:

- Providing effective rehabilitation and reintegration programs to offenders.
- Providing staff training programs on offender rehabilitation, reintegration and *Throughcare* support.
- Meeting the needs of the inmates including the types of support structures (including supervision) whilst in prison and in the community.
- The importance of community engagement: Giving offenders a second chance in life and providing in-care and out-care support to them.
- As highlighted by Singapore, effective community support and partnerships can help to reduce re-offending by ex-offenders.
- NGOs and family members play a critical role in providing support to offenders.

The challenges and opportunities in the management and reintegration of inmates fall upon three players: the *inmates*; the *prison department and staff*; and the *community*. If done appropriately and with cooperation, collaboration and understanding, each party can contribute effectively to the smooth and successful transition and reintegration of the offenders into the community.

As detailed above, Singapore is focussed on expanding community corrections by enhancing its Community-based Programs and involving the community as proactive partners in supporting the inmates' transition into the community. This has resulted in reducing the recidivism rates. Now is the time for correctional administrators in the Asia and Pacific region to consider the various types of **Community Corrections** for offenders who have committed non-serious offences.

At the Closing Ceremony, Professor Morgan had highlighted eight important C-words in his speech:³⁵

- Care
- Collaboration
- Cooperation
- Coordination
- Community (including Community Corrections)
- Clarity

³⁵ See his full speech can be found later in this report, in the section headed 'Closing Ceremony'.

- Continuity
- Creativity

These are important tenets that should be applied to form partnerships with other Departments and community stakeholders for a seamless Throughcare support structure to meet the different needs of the offenders.

AGENDA ITEM 5:

Best practices in meeting the needs of offenders in prison and in the community

1. INTRODUCTION

Offenders are presenting with different, and more complex, needs than before. In most corrections systems there are now more women, more people with mental health needs, and more people with serious addiction problems.

The changing profile of offenders has created significant challenges for managing offenders safely and securely, and for providing programs that will meet their specific rehabilitation needs.

The purpose of this Agenda Item was to learn, through case studies, how different countries are addressing the increasingly complex needs of offenders. By understanding what works and why, we are better placed to make effective reforms and changes.

There were eight presentations on this Agenda Item. Some took a broad overview, while others discussed specific cohorts of prisoners or specific initiatives:

- Singapore discussed how they have developed their philosophy and practices in a way that combines research evidence with local conditions.
- Macao (China) and Malaysia discussed initiatives for female offenders.
- Indonesia discussed education and vocational training, showcasing an initiative for female prisoners.
- Hong Kong (China) discussed measures for young offenders aged 14-21 years.
- Philippines (BJMP) discussed how they have responded to prisoners' mental health problems, which have been exacerbated by Covid-19.
- Canada explained how Covid-19 provided the catalyst for a digital approach to service delivery.
- India (Karnataka) gave a broad overview of services to prisoners.

2. SINGAPORE'S 'TRANSFORMATIONAL ENVIRONMENT'

The Singapore Prison Service (SPS) has worked over many years to develop an approach to correctional services that blends the findings of international experience and research with the specific needs and social structure of Singapore itself.

SPS's goals include reducing recidivism, improving community safety, enhancing the quality of ex-offenders' lives, and finding efficiencies. As more than 80% of Singapore's prisoners have a history of drug use or drug offending, this has been a primary focus.

For many years, many correctional systems focused heavily on the 'Risk-Need-Responsivity' philosophy ('RNR'). The idea is that recidivism can be reduced by delivering treatment programs that target the person's prior 'offending behaviour'. These treatment programs are conceived and driven primarily through the lens of psychology.

There is some research evidence that well-targeted and well-funded RNR models can have some impact on recidivism. However, RNR is limited in focus. In essence it is 'backward-looking'. It seeks to understand why a person behaved in a particular way in the past, and to give them insight into why they should not act that way again. RNR does not focus on the broader challenge of equipping people with a positive mindset and giving them the skills and supports to cope with the challenges of release.

Singapore has therefore developed an approach that seeks to blend RNR with the learnings from '*desistance theory*' and with a '*Good Lives Model*'.

In brief, desistance theory asks not so much why a particular individual offended in the past, but why most people actually decide to *stop* offending. The reasons why people choose to desist from offending go well beyond the completion of treatment programs. They reasons include greater 'maturity' and personal confidence, gaining skills and employment, having good housing, and having strong family and community supports.

The *Good Lives Model* (GLM) fits well with the desistance literature. It focuses on the person's future goals, and on equipping them with the skills and confidence to achieve these goals in a pro-social way and to live positive and fulfilling lives.

To align these three models in practice, SPS has developed the concept of a holistic 'Transformational Environment' which aims to provide the 'conditions for change'. To create this Transformational Environment, SPS has 'sought to enhance the prison environment to ensure that it could support the development of positive-focused communities' that inspire people and promote positive change.

SPS's blended model also fits well with its long-established philosophy that staff are seen as 'Captains of Lives' who all have an important role in rehabilitation and reintegration.

The full paper (available on the APCCA website) describes how the Transformational Environment model is being incorporated into staff values and into daily routines and practices. Key elements include:

- Embedding a positive culture of staff-prisoner interaction, care and empathy.
- Promoting a culture in which prisoners help their fellow inmates.
- As far as possible, making the physical environment conducive to change (for example, using calming colour schemes, murals and other artwork).
- Using restorative justice practices – usually facilitated by trained officers – to build positive relationships

SPS is clearly benefitting from having a long-term vision and consistently pursuing that vision. Criminological theory and international and local research findings have been combined with intelligent common sense in a way that has allowed SPS to build a distinctive Singaporean model of corrections. Most importantly, its staff are aligned with that journey.

3. FEMALE OFFENDERS: MACAO (CHINA) AND MALAYSIA

In 2010, the United Nations adopted the *Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders*. The *Bangkok Rules*, as they are known, were developed at the instigation of HRH Princess Bajrakitiyabha of Thailand.

The *Bangkok Rules* are premised on the principle that female offenders have different needs from males. The differences are many. They include:

- Different physical health and hygiene needs.
- Different, and higher levels of mental health issues.
- Higher levels of anxiety about children and family matters.
- Lived experience as victims of physical and sexual abuse.
- Different treatment and training needs.

Women are a small minority in most prison systems and their needs were ignored for too long. We are therefore pleased to report that the Bangkok Rules are having a significant and positive impact on the development of women-centred approaches across the region.

(a) Macao (China)

The Correction Bureau and the Social Welfare Bureau of Macao (China) are using Maslow's 'hierarchy of needs' to develop better services and supports for women.

'Physiological' and 'safety' needs

Measures taken in Coloane Prison to address women's physiological and safety needs include the following:

- Measures to make the physical environment more female-friendly.
- Provision of good quality female-specific clothing, including underwear.
- Supplying period products and other personal hygiene needs.
- Women-focused healthcare services, including gynaecological services, support for pregnant women, care for any children who are staying with their mothers, and cancer screening.
- Female guards are responsible for managing female prisoners.

'Social' needs

Macao (China) has found that female offenders generally need more emotional and practical support than men in dealing with issues such as child rearing and family relationships, and that they tend to have stronger and different family bonds and dependencies. Measures taken to address women's social needs include:

- Children up to the age of three can stay with their mothers in prison if this is assessed to be suitable.
- Family gathering activities in Coloane Prison on landmark days such as Mother's Day, Chinese New Year and International Children's Day. These are called 'Conveying My Heart' activities.
- Parent/child reunion activities and workshops on parenting skills and parent-child relationships. These are called 'With You by My Side' activities.
- Family support services provided by the Correctional Services Bureau, the Social Welfare Bureau and a local NGO. These services include family counselling, legal services, psychological support, and help in finding appropriate avenues of education, training and employment.
- Meetings between spouses where both are in prison and want to meet.

'Esteem' needs

Female offenders often lack confidence and suffer from low self-esteem. Coloane Prison is therefore implementing programs for women to experience success and positive feedback. The aim is to boost their confidence and sense of self-worth. Examples include:

- Education and training programs that are women focused. These include hairdressing, makeup, and retail sales training.
- Building support networks and bonds through community groups such as the Women's Association of Macao.

The evidence is that focusing on these three types of need is helping to destigmatise female offenders, to raise awareness of their needs, to boost their sense of self-worth and to contribute to their reintegration.

(b) Malaysia

The paper presented by the Malaysian Prison Department (MPD) summarised the challenges faced by female prisoners as follows: 'Women in prison have some needs that are quite different from men's, resulting in part from women's disproportionate victimization from sexual or physical abuse and in part from their responsibility for children. Women offenders are also more likely than men to have become addicted to drugs, to have mental illnesses, and to have been unemployed before incarceration.'

The paper then described initiatives to reflect the needs of women. It noted that Kajang Prison, which holds most of Malaysia's female prisoners, is in a better position to implement change than prisons where there are very few women.

Initiatives that are being developed or implemented include the following:

- *Different management style.* Traditionally, Malaysia's approach to prison management has been one of 'fair but strict'. In the past, similar approaches have been taken to men and women. However, the MPD now recognises that women will benefit from a less authoritarian and more engaging management style. To that end, it is training prison officers in the special needs of women.
- *New female-specific screening, classification and assessment tools* are being developed. Until now, basically the same systems have been used for women as for men. However, these tools have not been effective in matching women to appropriate supports and services or to appropriate female-specific reintegration services.
- *Prison infrastructure.* There are proposals to develop better accommodation for female prisoners. This includes accommodation designed with women in mind. This will help to alleviate current levels of overcrowding.
- *New programs.* To date, most of Malaysia's prisoner programs have been developed against the background of male offenders. New women-centred programs are being developed, including education and vocational training that meets women's needs, new psychological programs, parenting programs and community transition and re-entry programs.

4. EDUCATIONAL AND VOCATIONAL TRAINING: INDONESIA

Indonesia discussed the importance of ensuring that educational and vocational training programs meet two goals:

- They must match the prisoner's specific abilities and needs. Not all prisoners are the same. For example, women differ from men, and Indonesia is a vast and diverse country. It comprises many different cultures, dense urban areas and remote rural areas, and different parts of the country are at different stages of development.
- The skills that people acquire must meet local market need.

Indonesia offers a range of educational programs for people in custody, including basic literacy, degree courses and life skill programs. Vocational training opportunities include art, sewing, carpentry, bakery, livestock, pond fishery, and other skills that are 'relevant and beneficial for inmates upon release.'

The presentation showcased a training initiative for women involving Batik production. Batik is one of Indonesia's national cultural heritages: 'Indonesian Batik was added to UNESCO's Intangible Cultural Heritage of Humanity list in 2009 and has been internationally recognised as an historical fabric of human civilization.'

The Semarang community in central Java has a deep tradition of Batik production. In 2012, the Semarang Women's Correctional Facility developed a Batik training and production program in collaboration with UNODC.

The Batik training and production program has produced some beautiful pieces of batik. But, more importantly, it has raised the women's self-esteem and equipped them to find work on release.

5. YOUNG OFFENDERS: HONG KONG (CHINA)

Hong Kong (China) discussed its approach to young offenders aged 14 to 21. Up to 2021 the number of such offenders was stable but in 2022 it doubled – perhaps because of the outbreaks of disorder that have occurred from late 2019 (see the discussion in Agenda Item One above).

Under Hong Kong (China)'s laws, a child under 14 years of age cannot be given a prison sentence. Under the general law, young people aged 14 to 16 years are called '*young persons*' and those aged 16 to 21 years are called '*young offenders*'.

The Correctional Services Department (CSD) invests heavily in young people to reduce the risk that they become enmeshed in the criminal justice system and to enhance their prospects of leading positive and productive lives.

CSD's primary role is to implement the orders imposed by a court. However, CSD also plays a key role at the pre-sentence stage. A joint CSD and Social Welfare Department panel conducts a rigorous pre-sentence assessment of young people and gives the court coordinated advice on the most suitable placement and program options.

Importantly, Hong Kong (China) has five different types of facility to meet different needs and risks (prisons, Detention Centres, Training Centres, Rehabilitation Centres and Drug Addiction Treatment Centres). The facilities are designed and operated according to different criteria but all of them aim to reduce the risks of recidivism.

Very few young offenders are sent to prison. The law states that it is the option of last resort and there are almost always better alternatives.

Detention Centres are based on 'three S's'. They seek to deliver a '*short sharp shock*'. Detention Centre placements are for a period of one to six months. They target offenders who are physically and mentally well enough for the rigours of the program but have 'weak willpower' and lead a 'loose' lifestyle. The rigorous regime of Detention Centres is designed to be a deterrent.

Training Centres target the more serious offenders and repeat offenders. The young people who are held in these Centres 'tend to have special needs in their criminal trajectory yet to be sophisticated enough for imprisonment'. Training Centre orders are made for a period of six months to three years.

They focus on ‘three C’s’: character building, career preparation through training and education, and connection with family and community.

Rehabilitation Centres are an interim measure, falling between Detention Centres and Training Centres. They are generally used for first offenders. Rehabilitation Centres focus on ‘three R’s’: reconstruction, resilience, and reintegration. Rehabilitation Centre orders are of three to nine months’ duration, during which CSD offers education, training and rehabilitation programs.

Drug Addiction Treatment Centres offer intensive therapeutic treatment for a period of two to 12 months. They adopt a ‘three T’s’ model focusing on therapy, talent and targets. Drug Addiction Treatment Centres adopt a holistic approach that combines a focus on abstinence with identifying and nurturing young people’s talents and helping them set targets for the future.

In collaboration with community partners, CSD also delivers programs to maintain family and community support for young offenders.

To achieve its goals, CSD invests heavily in staff training and skill development in the treatment of young people.

The results are positive, with the recidivism rate for young people generally around 10% (approximately half that for adults). However, there was a slight increase to 13% for offenders released in 2019.

6. PRISONERS WITH MENTAL HEALTH ISSUES: PHILIPPINES (BJMP)

The Philippines paper was presented by the Bureau of Jail Management and Penology (BJMP). As BJMP said, even at the best of times, prisoners commonly struggle with mental health issues, ranging from low-level depression and anxiety to fully blown illnesses such as schizophrenia.

BJMP found that Covid-19 had worsened these problems. It led to a marked increase in problems of depression, insomnia, eating disorders and anger management. As mental and physical health are inter-linked, it also exacerbated ailments such as headaches, high blood pressure and nausea.

In response, BJMP implemented a range of psychological interventions, and other therapeutic programs. Measures included:

- Expanding the use of telemedicine to ensure that more prisoners can access help for physical and mental problems.
- Individual and group counselling.
- Cinema therapy.
- Art therapy.
- Stress management and mindfulness workshops.

-
- Mental health awareness seminars.
 - A mental health helpline.

The evidence suggests that these initiatives have helped people to cope with their immediate challenges and also to prepare for the future. They also seem to have reduced institutional stress and to have helped prevent suicide and self-harm. In addition, they seem to have reduced the stigma attached to mental illness.

7. DIGITAL APPROACHES TO SERVICE DELIVERY: CANADA

Correctional Service Canada's paper took a different approach to this topic. It discussed how Covid has been a 'catalyst for innovation and transformation', especially in the use of digital technology. It noted that the stakes were high: 'Covid put CSC's very mandate at stake. Our duty of care and custody to offenders, our role in the Federal Public Safety agenda, and our goals around reduction of recidivism would all have been at risk if we had been unable to drastically shift our methods of operations.'

The pandemic therefore forced the organisation to 'completely rethink program delivery with a focus on digital.'

CSC had strong foundations for this shift in thinking because staff were already familiar with Microsoft Office 365 and other platforms. However, the benefits of such technology had never previously been maximised.

The Covid-19 pandemic changed this for ever. Examples of CSC's digital rollout include:

- *Virtual visits* with families and loved ones are now commonplace. Virtual visits allow prisoners to see people who cannot visit because of distance, disability or illness. They are also not constrained by restricted institutional 'visiting hours'.
- *Virtual court hearings* and Parole Board hearings have been introduced.
- *Digital education and rehabilitation* programs are being developed when feasible and appropriate. This means that more prisoners will be able to access such programs while reducing CSC costs.
- *Digital healthcare*. Telehealth systems are increasingly used for both physical and mental health consultations. This can help to reduce both waiting times and costs.

Employees' expectations have also changed during Covid. Many people have transitioned to remote working for at least part of the week. Platforms such as Microsoft Teams and Zoom now allow meetings to be conducted remotely, and this will continue. Work practices and employers' expectations will continue to evolve.

It is too early to evaluate the success of these digital innovations, but the early signs are positive.

8. IMPROVING OFFENDER SERVICES: INDIA

India's paper was presented by the state of Karnataka and discussed initiatives to improve services to offenders. The paper stated that: 'Karnataka State Prisons and Correctional Services Department has been a pioneer in adapting and innovating best practices in meeting the needs of offenders in prisons and the community.'

One focal point has been to modernise and improve prison infrastructure so it meets modern standards. Four large new prisons are under construction.

Some of the improvements in Karnataka are based on the use technology. They include the following:

- Virtual court appearances now comprise 90% of all appearances.
- Virtual visits with family and friends.
- Virtual visits with lawyers.
- Electronic filing of court documents such as bail applications.

Karnataka has also adopted a more rigorous approach to food safety standards in its prisons. Eight prisons in the state have now been awarded a 4-Star rating by the Food Safety Standards Authority of India. This is the same rating achieved by food outlets in many of the country's top multi-national corporations.

In August 2021, an initiative called '*Navchethana*' started in all the state's prisons. The aim of *Navchethana* is to provide a holistic approach to prisoners' physical and mental health, and to link this to education, training and other activities.

Navchethana is in its early days but the signs are promising. Health screening has improved, health awareness programs have been developed and prisoners have better access to counselling and psychiatric treatment when required. Yoga, meditation and physical activity also form part of this holistic philosophy.

Significantly, Karnataka is also seeking to implement the Prisons and Correctional Services Manual that has been developed by the national Ministry of Home Affairs. This seeks to improve operational standards and professionalism. In drafting and adopting its own Model Prison Manual, it is one of the national leaders.

9. CONCLUSION

Although the presentations on this topic covered a broad range of issues, we can identify six common themes and key learnings.

First, the presentations showed how far correctional services have progressed amongst APCCA members over recent years. Everyone is genuinely committed to finding more humane, efficient and

effective methods of managing people in custody and the community, and to meeting or exceeding international standards.

Second, it is important to focus on local solutions. For example, approaches that meet the needs of Canada or Singapore will not be automatically transferrable to other jurisdictions. As Indonesia pointed out, different approaches may also be required within one country. Singapore provides a good example: SPS has developed a uniquely Singaporean approach that is based on a blend of criminological theories and strong research evidence but also reflects the country's values and social structure.

Third, everyone recognises that, while prisons need consistent rules, offenders are all different. If we are to achieve good outcomes, there must be a nuanced approach to different groups of offenders. It was therefore pleasing to learn about initiatives being taken for women in Macao (China), Malaysia and Indonesia, for young people in Hong Kong (China) and for people with mental health issues in Philippines.

Fourth, as the presentations by Canada and India showed, technology offers some benefits in developing and delivering relevant services and programs. However, there will always be a place for face-to-face contact and engagement.

Fifth, it is important to have a holistic approach. For example, mental health and physical health are not matters for health professionals alone: there needs to be a 'wrap around' service model in which education, training, treatment programs, recreation and other activities are linked to the person's mental and physical capacity and needs. The papers by Singapore, India and Philippines provide good examples of this thinking.

Finally, change is never easy. As shown by Singapore's paper, it is important to have a vision and a plan, and to take staff on the journey.

CONFERENCE BUSINESS

INTRODUCTION

APCCA has a Finance Committee and a Governing Board. The rules regarding the membership and roles of the Finance Committee and the Governing Board are specified in the APCCA *Joint Declaration* (see **Appendix B**).

In late 2021, it was evident that the *COVID-19 Pandemic* and travel restrictions would continue in 2022. In consultation between the Singapore Prison Service (2022 host), the Rapporteurs and the Secretariat, it was decided that:

- A virtual conference would be held for APCCA 2022 as the health and safety of APCCA members were of paramount consideration;
- The Finance Committee, Governing Board and Agenda Topics Committee meetings would be held via Zoom; and
- Business Sessions One and Two would be conducted via email.

Thus, the meetings of the Finance Committee and the Governing Board were held virtually on Tuesday 30th August. Business Sessions One and Two were held via email and the *United Nation's Silence Procedure* was applied to these meetings (discussed below).

An Agenda Topics Committee³⁶ meeting was held virtually on Thursday 22nd September. It was chaired by the Rapporteurs, Emeritus Professor Neil Morgan and Mrs Irene Morgan. The purpose of the meeting was to decide on the topics to be discussed at APCCA 2023 (see below).

VIRTUAL FINANCE COMMITTEE MEETING

Tuesday 30th August 2022 at 3:00pm – 3:15pm (Singapore time)

Under Clause 38 of the *Joint Declaration*, one of the roles of the APCCA Secretariat is to administer the APCCA Fund. The role of the Administrator of the APCCA Fund is performed by Hong Kong (China).

Pursuant to Clause 30, the financial year of APCCA ends on 31st July each year. The *Report on the Administration of the APCCA Fund* for the period 1st August 2021 – 31st July 2022 was circulated to the Committee members via email prior to the meeting (see **Appendix H**).

In accordance with Clause 22, the Finance Committee meeting was attended by:

APCCA Fund Administrator and Chair: Hong Kong (China)

Current host: Singapore

³⁶ See Clause 23 of the *Joint Declaration*.

<i>Two immediate previous hosts:</i> ³⁷	Republic of Korea (2021) Mongolia (2019)
<i>Two future hosts:</i>	Vietnam (2023) Indonesia (2024)

The *Report of the APCCA Finance Committee* (see **Appendix I**) documents the minutes of the virtual meeting. This Report and the *Report on the Administration of the APCCA Fund* (see **Appendix H**) were sent to the Governing Board members via email shortly before the Board meeting commenced. Please see the discussions below regarding these reports.

VIRTUAL GOVERNING BOARD MEETING
Tuesday 30th August 2022 at 3:30pm – 5:00pm (Singapore time)

Under Clause 14 of the *Joint Declaration*, the members of the Governing Board 2021-2022 were:

<i>Current host and Chair:</i>	Singapore (2022)
<i>2 Future Hosts:</i>	Vietnam (2023) Indonesia (2024)
<i>3 Immediate Past Hosts:</i>	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
<i>3 Rotating Members:</i>	Malaysia India Fiji
<i>4 Elected Members:</i>	Sri Lanka (elected in 2021) China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018)
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary: ³⁸	Ms Irene Morgan, Rapporteur Professor Neil Morgan, Rapporteur

³⁷ APCCA 2020 and 2021 were cancelled due to the ongoing global COVID-19 pandemic. To ensure maximum participation, the Republic of Korea and Mongolia were included as members of the Finance Committee as the '*past hosts*' in 2021 and 2019, respectively.

³⁸ Clause 24 of the *Joint Declaration*. Clause 20(g) provides that the Secretariat will serve as Secretary to the Governing Board meetings in case the Rapporteur is not available.

1. Open and Welcome

The meeting was attended by all the Board members. It commenced with a warm welcome and opening remarks by Ms SHIE Yong Lee, Commissioner of Singapore Prison Service (2022 host) and introductions by the Board members and the Rapporteurs. Ms Shie chaired the meeting with the Rapporteurs' assistance.

On behalf of the Board members, Ms Irene Morgan (Rapporteur) thanked Ms Shie and the Organising Committee for organising the virtual meeting. She also thanked the Singapore government and the Singapore Prison Service for hosting and supporting the upcoming virtual conference in September.

Ms Morgan advised the Board that:

- The minutes and recommendations of the Board meeting would be circulated to APCCA Members via email, to seek their endorsement of the Board's recommendations.
- In 2020, APCCA adopted a modified version of the *United Nations Silence Procedure* for taking decisions during the pandemic. This approach was used for all the 2020 and 2021 business meetings (Finance Committee, Governing Board and Business Session).³⁹

Under the *United Nations Silence Procedure*, information is circulated by email and countries are given 72 hours to respond. If they do not respond, silence is taken as agreement. However, instead of the 72-hour deadline, APCCA Members were given one week to respond to the Board's recommendations in 2020 and 2021.

Ms Morgan recommended to the Board that the same process be adopted for Business Session One.

⇒ *The Governing Board:*

- *Thanked the Singapore government and the Singapore Prison Service for their support and for hosting APCCA 2022.*
- *Decided that Business Session One be conducted via email to all APCCA Members, in the same format and process that were adopted in 2020 and 2021 (as explained by Ms Morgan).*

2. Report by the Administrator of the APCCA Fund

As APCCA Fund Administrator, Hong Kong (China) prepared the *Report of the APCCA Fund Administrator 2022* and the *Report of the Finance Committee 2022*, for Governing Board members' consideration. Copies of both Reports are provided in **Appendices H** and **I**.

Ms Morgan invited Mr WONG Kwok-hing, Commissioner of the Hong Kong Correctional Service Department, to present the reports to the Board. In accordance with the terms of the *Joint*

³⁹ See I Morgan and N Morgan, *APCCA Business Report 2020* and *APCCA Business Report 2021* (available at <http://apcca.org>).

Declaration, the financial statements of the APCCA Fund were certified by an accounting professional. In essence, APCCA's financial situation continues to be healthy.

⇒ *The Governing Board:*

- *Thanked Commissioner Wong for presenting both Reports. It thanked Hong Kong (China) for its role as Fund Administrator and for the excellent work in managing and producing the financial statements.*
- *Accepted both Reports and recommended that they be circulated to APCCA Members at Business Session One, for their endorsement.*

3. APCCA Secretariat Report 2022

The APCCA Secretariat is held jointly by Hong Kong (China) and Singapore. Each year, the *Secretariat Report* is prepared and presented, in rotation, between both countries. This year, it was prepared by Hong Kong (China). A copy of the Secretariat Report is provided in **Appendix J**.

Mr WONG Kwok-hing, Commissioner of the Hong Kong Correctional Service Department presented the *Secretariat Report* for the Governing Board's consideration.

⇒ *The Governing Board:*

- *Thanked Commissioner Wong for presenting the report to the Board.*
- *Thanked Hong Kong (China) for preparing the Secretariat Report 2022 and thanked both Hong Kong (China) and Singapore for their continued hard work as the Joint Secretariat.*
- *Accepted the report and resolved that it be tabled at Business Session One for endorsement.*

4. Report on APCCA activities during 2021 – 2022 (for information only)

Ms Morgan advised the Board that during 2021 and 2022, the Rapporteurs and the Secretariat have been in regular contact to plan around the challenges posed by the pandemic. Although APCCA 2021 could not be held in person, Ms Morgan stated that the following business meetings and activities were held to ensure the continuation of the spirit and synergy of the organisation:

- Virtual Finance Committee and Governing Board meetings (September 2021).
- Business Session via emails (October to November 2021).
- Webinar on "*Responding to the Challenges of Covid-19 in Corrections*", organised by the Singapore Prison Service (November 2021).
- The new APCCA website was launched in April 2022.

Ms Morgan advised the Board that she and Professor Morgan wrote the following Reports to record the events that occurred (available at <https://apcca.org/>):

- *APCCA Business Report 2020* on the global impact of the *COVID-19 Pandemic*, the decision to cancel APCCA 2020 and 2021, and the outcomes of the Business Meetings.

- *APCCA Business Report 2021* on APCCA activities and business from March 2021 to February 2022.

After the conclusion of APCCA 2022, the Rapporteurs will:

- Send an email to the APCCA Community to inform them of the outcomes of the Business Meetings.
- Write the 40th *APCCA Report* to document the conference discussions and Business Meetings.

5. Confirmation of APCCA members *(for information only)*

Ms Morgan advised the Board that to date, there has been no change to the following list of APCCA Members.

- | | | |
|--|--------------------------|----------------------|
| 1. Australian Capital Territory, Australia | 12. Canada | 25. New Zealand |
| 2. New South Wales, Australia | 13. China | 26. Papua New Guinea |
| 3. Northern Territory, Australia | 14. Hong Kong (China) | 27. Philippines |
| 4. Queensland, Australia | 15. Macao (China) | 28. Singapore |
| 5. South Australia, Australia | 16. Fiji | 29. Solomon Islands |
| 6. Tasmania, Australia | 17. India | 30. Sri Lanka |
| 7. Victoria, Australia | 18. Indonesia | 31. Thailand |
| 8. Western Australia, Australia | 19. Japan | 32. Tonga |
| 9. Bangladesh | 20. Republic of Kiribati | 33. Vanuatu |
| 10. Brunei Darussalam | 21. Republic of Korea | 34. Vietnam |
| 11. Cambodia | 22. Malaysia | |
| | 23. Mongolia | |
| | 24. Nauru | |

⇒ *The Governing Board confirmed the above list of APCCA Members.*

6. Confirmation of Future Hosts

Ms Morgan advised the Board of the following future hosts:

- 2023 - Vietnam
- 2024 - Indonesia
- 2025 - Republic of Korea
- 2026 - *Please contact the Rapporteurs for more information about hosting or if you would like to host in 2026 or later.*

Ms Morgan informed the Board that Vietnam had hosted APCCA for the first time in 2007 in Hanoi. Indonesia had previously hosted APCCA in 2002 in Bali. In 2025, it will be the third time that the Republic of Korea will be hosting APCCA, having previously hosted in 1986 and 2005. The Board members acknowledged the success of those conferences and how memorable they were.

Ms Morgan advised the Board that she and Professor Morgan have written a *Conference Planning Manual* to assist future hosts in organising the conference. They are already in contact with Vietnam to prepare for APCCA 2023.

⇒ *The Governing Board:*

- *Expressed its deep appreciation to Vietnam, Indonesia and the Republic of Korea for offering to host APCCA in 2023, 2024 and 2025.*
- *Offered its best wishes and support to the future host countries. The Rapporteurs and the Secretariat are happy to advise and assist host countries in conference planning. Future hosts can contact the Rapporteurs for a copy of the Conference Planning Manual.*
- *Advised that if any other country wishes to host in 2026 onwards, they should contact the Rapporteurs.*

7. Renewal of Term of Rapporteurs

The appointment and functions of the APCCA Rapporteurs are governed by Clauses 24 - 27 of the *APCCA Joint Declaration*. Under the *Joint Declaration*, their roles are to prepare a *Discussion Guide* to help members prepare presentations at the conference, to compile the report for each Annual Conference, and to serve as the secretary to the Governing Board.

Under Clause 26, the Rapporteurs are appointed for a period of up to three years. The last review was at APCCA 2019 in Mongolia.

Professor Morgan has served as Rapporteur with the late Professor David Biles from 1997 to 2002. Ms Morgan has been serving APCCA since 2000. The *APCCA Joint Declaration* was formally signed by the attending APCCA Members in 2002 when the conference was hosted in Bali, Indonesia. When Hong Kong (China) hosted APCCA in 2003, Professor Morgan and Ms Morgan were formally appointed as the Rapporteurs under the *Joint Declaration*.

At the virtual Board meeting, Professor Morgan and Ms Morgan informed the Board that they were willing to continue to serve APCCA as Rapporteurs. They then left the meeting while the Board considered this matter.

The Board noted that, in addition to performing the roles set out in the *Joint Declaration*, Ms Morgan and Professor Morgan also advise each year's Host on organising the Conference, keep in close contact with APCCA members and provide advice and assistance where necessary. When the annual Conference had to be cancelled in 2020 and 2021, they continued to work with the Joint Secretariat to organise the Finance Committee and Governing Board meetings virtually, and then conduct the Business Meetings with members over emails.

⇒ *The Governing Board:*

- *Thanked Ms Morgan and Professor Morgan for their contributions to APCCA over the years.*

- *Unanimously supported their reappointment for another three years until the end of the 2025 conference to be held in Republic of Korea.*
- *Resolved to recommend to the Conference that Ms Irene Morgan and Professor Neil Morgan be appointed as the APCCA Rapporteurs for three years (expiring at the end of the 2025 conference).*

8. Governing Board membership for 2022-2023

Professor Morgan explained the relevant clauses in the *APCCA Joint Declaration* (see **Appendix B**) pertaining to the Board membership. He referred to Clause 15 of the *Joint Declaration* which states:

“The Governing Board will hold office from the conclusion of the Annual Conference at which its composition is confirmed until the conclusion of the next Annual Conference.”

Professor Morgan explained Clause 14 of the *Joint Declaration*:

“The composition of the Governing Board for a particular Annual Conference will be as follows:

- Board Chair*: The host of that Annual Conference will be the Board Chair;
- Elected membership*: There will be four elected members. Each year, there will be an election for one of the four seats;
- Previous host membership*: The previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;
- Rotating membership*: The rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year’s Annual Conference;
- Secretariat host membership*: The existing APCCA Secretariat host(s); and
- Next host membership*: The hosts of the next two Annual Conferences.”

Clause 14(c) stipulates that the previous host membership consists of the past immediate consecutive hosts. Professor Morgan explained that Singapore was scheduled to host APCCA in 2020 but was unable to do so because of the ongoing pandemic. In 2022-2023, Singapore will be an *'immediate past host'* because it is hosting in 2022.

To ensure maximum participation, Professor Morgan explained that the Rapporteurs and Secretariat propose that Mongolia, as host of the last face-to-face conference (2019), continue to be an *'immediate past host'* member of the Board for 2022-2023 together with Singapore (2022) and the Republic of Korea (2021).

Regarding *'rotating members'*, Professor Morgan explained that under Clause 14(d), the rotating membership for 2022-2023 will consist of three reversed alphabetically chosen states/territories *'attending'* the 2022 virtual conference. He said that the rotating members were likely to be Macao (China), Cambodia and China.

Professor Morgan explained that Clause 14 of the *Joint Declaration* provides for four 'elected members'. As Australia was elected in 2018, it will therefore step down in 2022, leaving one vacancy. Professor Morgan advised the Board that one country has already indicated its wish to be an 'elected member'. However, if any other APCCA member would like to be considered as an elected member of the Governing Board, Professor Morgan suggested that the member can email to Mrs Morgan by 23.59 hours (GMT+8) on Sunday 11th September 2022. If there is more than one candidate, an election will be held, and APCCA Members will be advised of the election process.

The Governing Board considered the above clauses and proposed the following Board membership:

Governing Board Membership 2022 - 2023

Host and Chair for 2022 – 2023:	Vietnam
2 Future Hosts:	Indonesia (2024) Republic of Korea (2025)
3 Immediate Past Hosts:	Singapore (2022) Republic of Korea (2021) Mongolia (2019)
3 Rotating Members:	Macao (China) Cambodia Canada
4 Elected Members:	Sri Lanka (2021) China (elected in 2019) Japan (elected in 2019) <i>One vacancy</i>
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary (not Board members):	Rapporteurs

⇒ *The Governing Board:*

- *Recommended that the proposed Board membership for 2022-2023 (above) be tabled at Business Session One via email, for endorsement.*
- *Noted that the Rapporteurs will inform APCCA of the final membership after the elected member has been chosen and the renewal of the Rapporteurs' term has been endorsed. This will be done at Business Session Two via email to all APCCA Members.*

9. Agenda Topics and Discussion Guide for APCCA 2023

Ms Morgan advised the Board that:

- Under Clause 23, the Agenda Topics Committee was established to decide on the topics for Agenda Items 2-5 for APCCA 2023. The topic for Agenda Item 1 remains the same - namely,

'Challenges and Initiatives in Corrections'. This topic is fair as it enables all countries to deliver a presentation at the conference.

- On 13th August 2022, she had sent an email, inviting APCCA members to submit their suggested topics to her by 5th September at 5:00pm (Perth, Western Australia time). As APCCA 2022 is a virtual conference, the following process will be adopted:
 - Based on Members' suggestions, and in consultation with Vietnam (2023 host), the Rapporteurs will propose topics for consideration by the *Agenda Topics Committee*.
 - The Rapporteurs will chair the *Agenda Topics Committee* meeting on Thursday 22nd September 2022 at 3:00pm to 4:00pm (Singapore time). The meeting will be held via Zoom and will decide on the topics for Agenda Items 2-5.
 - The Rapporteurs will email the APCCA Community, advising of the topics for APCCA 2023.
- During 2023, the Rapporteurs will write the *Discussion Guide* for APCCA 2023. This will explain what the topics are about and will guide APCCA Members to prepare their papers and presentations for APCCA 2023.

During the Board meeting, Ms Morgan invited Board members to consider being on the Agenda Topics Committee and that the Committee meeting would be held on 22nd September 2022 via Zoom at 3:00pm - 4:00pm (Singapore time). The following countries volunteered to be on the Agenda Topics Committee:

- Vietnam (2023 host)
- Australia
- Hong Kong (China)
- India
- Singapore

⇒ *The Governing Board adopted the above matters and resolved to advise APCCA Members of the following matters:*

- *The adoption of the above process, outlined by Mrs Morgan.*
- *The above membership of the Agenda Topics Committee and the Committee's meeting on 22nd September 2022 via Zoom at 3:00pm - 4:00pm (Singapore time).*
- *If any other Members wish to be on the Committee, they email Mrs Morgan by 23.59 hours (GMT+8) on Sunday 11th September 2022.*

10. Communication among APCCA Members

Ms Morgan advised the Board that:

- Important information about APCCA's business and activities is relayed to the APCCA Community via email and phone.
- To ensure that APCCA Members receive ongoing information, Members should:
 - Check that at least two contact points have been provided to the APCCA Secretariat or the Rapporteurs. This includes the contact persons' names, email addresses, work address, fax number and phone numbers.

- Ensure that at least one contact person is to be contactable via *WhatsApp*.
- Notify the Secretariat or the Rapporteurs of the appointment of a new Commissioner or a new contact point.

⇒ *The Governing Board recommends that the above proposals be put forward to the Conference for endorsement.*

11. Other Business

(a) APCCA website: New Knowledge Sharing Portal and Survey function

The APCCA Secretariat (Singapore branch) is responsible for managing the APCCA website.

Ms SHIE Yong Lee, Commissioner, Singapore Prison Service (SPS) informed the Board that new *Knowledge Sharing Portal* and *Survey* function have been added to the revamped APCCA website.

The new *Knowledge Sharing Portal* allows members to upload correctional reports and research materials. For example, in future SPS will upload its annual report and its publication 'Year-In-Review' on the Portal. Ms Shie also encouraged other members to also contribute materials. Members can then download these documents for reading or sharing with their staff.

From March 2023, SPS will also utilise the *Knowledge Sharing Portal* for one of the two annual APCCA e-newsletters. This will make it more convenient and efficient for countries to share knowledge and best practices. A new 'filter function' will also allow members to search for related articles based on the categories 'Operations'; 'Rehabilitation'; 'Reintegration'; 'Staff Development'.

SPS will continue to request members to submit thematic articles for the Newsletters. However, instead of emailing the articles to SPS, members will be able to upload the articles directly to the *Knowledge Sharing Portal*. SPS will then publicise the article's availability of the uploaded articles.

SPS showed Board members a short demonstration video on how to upload articles on the Portal and the capabilities of the Survey function. The Survey function allows members to devise a *Survey Form* on a chosen subject-matter and send it to all members via the APCCA website. A report may also be generated on the responses received. The Survey function is only open to APCCA members via a login system.

Ms Shie encouraged APCCA Members to actively utilise the revamped APCCA website.

The Board members were shown a sample of a *Survey Form* that could be created on the website.

(b) Fostering stronger friendships and sharing of best practices

To foster stronger friendships and promote greater learning among APCCA members, Ms Shie suggested additional activities outside the annual Conference.

For example, members who are conducting online webinars or training courses could make some slots available to APCCA members. Ms Shie also encouraged members to consider opening up slots for face-to-face training programmes.

The newly revamped website can be utilised to publicise these learning opportunities. For example, SPS has placed an electronic poster about the *Yellow Ribbon Race 2022* on the APCCA website.

Ms Shie encouraged other members to send soft-copy publicity posters to the Secretariat (Singapore branch) so that they can be placed on the APCCA website. The Secretariat (Singapore branch) will then send an email notification to all members, so that members who are interested in the event can communicate directly with the host.

(c) Observers invited to APCCA 2022

For APCCA 2022, Singapore as the host for APCCA 2022, has invited the following organisations to attend as ‘observers’:

- United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Inmates (UNAFEI)
- International Committee of the Red Cross (ICRC)
- International Corrections and Prisons Association (ICPA).⁴⁰ The ICPA had written in to request to attend APCCA 2022.

Clause 1 of the APCCA *Joint Declaration* states:

“The purpose of the Asian and Pacific Conference of Correctional Administrators (hereinafter referred to as the APCCA) is to provide a forum for government officials responsible for prison or correctional administration within the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation.”

Clause 4 states:

“Membership of the APCCA will be confined to the government agencies and departments responsible for prison or correctional administration within the Asia-Pacific Region.”

⁴⁰ The *International Corrections and Prisons Association* (ICPA) is an international platform for correctional and prison professionals, industry experts and academics. There are regular events organised to share experiences and best practices in Corrections.

In light of the above clauses, the decision to invite UNAFEI, ICRC and ICPA as ‘observers’ to future conferences, will be a matter for the host.

(d) Registrations for the upcoming virtual APCCA 2022

Ms Shie advised the Governing Board that to date, approximately 500 participants have registered for the upcoming conference. As it is a virtual conference, it is a great opportunity for APCCA members to encourage their correctional officers to register as they will learn about initiatives and best practices in the Asia-Pacific region.

⇒ *The Governing Board acknowledged the above matters and resolved that they be ‘tabled’ at Business Session One via email, for endorsement.*

The Governing Board meeting concluded with Ms Shie thanking Board members for their attendance and participation.

BUSINESS SESSION ONE (via email)

On 5th September 2022, Ms Morgan emailed the following document to APCCA Members together with copies of the Report of the *APCCA Fund Administrator 2022*, *Finance Committee Report 2022* and the *Secretariat Report 2022* (copies available in the Appendices).

40th ASIAN AND PACIFIC CONFERENCE OF CORRECTIONAL ADMINISTRATORS

Singapore
19th – 23rd September 2022

BUSINESS SESSION ONE (Email Meeting)

1. The 2022 Finance Committee, Governing Board and Business Session meetings

(a) Background

In late 2021, it was evident that the *COVID-19 Pandemic* would continue in 2022. In consultation between the Singapore Prison Service (2022 host), the Rapporteurs and the Secretariat, it was decided that:

- A virtual conference would be held for APCCA 2022;
- The Finance Committee, Governing Board and Agenda Topics Committee meetings would be held via Zoom; and
- Business Sessions One and Two would be conducted via email.

(b) Business Session One: Purpose and adoption of the ‘Silence Procedure’

The Rapporteurs (Emeritus Professor Neil Morgan AM and Mrs Irene Morgan) are the Secretary to the Governing Board. The purpose of this Business Session One is to notify APCCA members of the minutes of the Governing Board and to seek APCCA members’ endorsement of the Board’s recommendations.

In 2020, APCCA adopted a modified version of the *United Nations Silence Procedure* for taking decisions during the pandemic. This approach was used for all the 2020 and 2021 business meetings (Finance Committee, Governing Board and Business Session).

Under the *United Nations Silence Procedure*, information is circulated by email and countries are given 72 hours to respond. If they do not respond, silence is taken as agreement.

However, 72 hours is a short timeframe. As in 2020 and 2021, APCCA Members therefore have one week to respond to the matters raised in this agenda.

**Please send your responses to this Business Session One document
by 23.59 hours (GMT+8) on Sunday 11th September 2022.**

In accordance with the United Nations Silence Procedure, if we do not hear from you by this time, silence will be taken as agreement.

(c) Zoom meetings of Finance Committee and Governing Board on 30th August 2022

The Singapore Prison Service provided the technical and logistical support for both meetings and ensured that the attendees were able to connect and contribute to the meetings. Singapore’s support and efforts are greatly appreciated.

The Finance Committee meeting was held at 3:00pm (Singapore time). The meeting was chaired by the APCCA Fund Administrator, Commissioner WONG Kwok-hing, Hong Kong Correctional Service Department.

The Governing Board meeting was held from 3:30pm to 5:00pm (Singapore time). It commenced with welcome remarks by Ms SHIE Yong Lee, Commissioner of Singapore Prison Service (2022 host). Ms SHIE chaired the meeting with the Rapporteurs’ assistance.

Both meetings were well attended, and conducted in the respectful, collaborative and friendly spirit of APCCA. There was a positive consensus on all matters that were discussed.

2. Reports on the Administration of the APCCA Fund and the Finance Committee 2022

As APCCA Fund Administrator, Hong Kong (China) prepared the *Report of the APCCA Fund Administrator* and the *Report of the Finance Committee*, for Governing Board members’ consideration. Copies of these reports have been sent with this document.

Mr WONG Kwok-hing, Commissioner of the Hong Kong Correctional Service Department, presented the reports to the Governing Board. In essence, APCCA’s financial situation continues to be healthy.

The Governing Board:

- Thanked Hong Kong (China) for preparing both Reports and for their work in administering the APCCA fund.
- Accepted both Reports and recommended that they be tabled at Business Session One for endorsement.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

3. APCCA Secretariat Report 2022

The APCCA Secretariat is held jointly by Hong Kong (China) and Singapore. Each year, the *Secretariat Report* is prepared and presented, in rotation, between both countries. This year, it was prepared by Hong Kong (China).

Mr WONG Kwok-hing, Commissioner of the Hong Kong Correctional Service Department presented the *Secretariat Report* for the Governing Board's consideration. A copy of the report has been sent with this document.

The Governing Board:

- Thanked Hong Kong (China) for preparing the *Secretariat Report 2022*, and thanked Hong Kong (China) and Singapore for their continued hard work as the Joint Secretariat.
- Accepted the report and resolved that it be tabled at *Business Session One* for endorsement.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

4. Report on APCCA activities during 2021-2022 (for information only)

In 2021-2022, the Rapporteurs and the Secretariat have been in regular contact to plan around the challenges posed by the *Covid-19 Pandemic*.

Although APCCA 2021 could not be held in person, the following business meetings and activities were held:

- Virtual Finance Committee and Governing Board meetings (September 2021).
- Business Session via emails (October to November 2021).
- Webinar on "*Responding to the Challenges of Covid-19 in Corrections*", organised by the Singapore Prison Service (November 2021).
- The new APCCA website was launched in April 2022.

The Rapporteurs wrote the following Reports (available at <https://apcca.org/apcca-conference-reports-and-newsletters/>):

- *APCCA Business Report 2020* on the global impact of the *COVID-19 Pandemic*, the decision to cancel APCCA 2020 and 2021, and the outcomes of the Business Meetings.
- *APCCA Business Report 2021* on APCCA activities and business from March 2021 to February 2022.

After the conclusion of APCCA 2022, the Rapporteurs will:

- Send an email to the APCCA Community to inform them of the outcomes of the Business Meetings.
- Write the 40th APCCA Report to document conference discussions and Business Meetings.

Please type your country's name to acknowledge the above matters:

Acknowledged:	
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5. Confirmation of APCCA members *(for information only)*

The list of APCCA members was confirmed at the Governing Board meeting. To date, there have been no changes.

- | | | |
|--|------------------------|--------------------|
| • Australia (Australian Capital Territory, New South Wales, Northern Territory, Queensland, South Australia, Tasmania, Victoria and Western Australia) | • Hong Kong (China) | • New Zealand |
| • Bangladesh | • Macao (China) Fiji | • Papua New Guinea |
| • Brunei Darussalam | • India | • Philippines |
| • Cambodia | • Indonesia | • Singapore |
| • Canada | • Japan | • Solomon Islands |
| • China | • Republic of Kiribati | • Sri Lanka |
| | • Republic of Korea | • Thailand |
| | • Malaysia | • Tonga |
| | • Mongolia | • Vanuatu |
| | • Nauru | • Vietnam |

If you know of any country in the Asia and Pacific region who would like more information about APCCA and/or wish to become an APCCA member, please contact Irene Morgan at irene.morgan@hotmail.com

Please type your country's name to acknowledge the above:

Acknowledged:	
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6. Confirmation of Future Hosts

At the Board meeting, the following countries confirmed that they will be hosting the conference:

- 2023 - Vietnam
- 2024 - Indonesia
- 2025 - Republic of Korea
- 2026 - *Please contact the Rapporteurs for more information about hosting or if you would like to host in 2026 or later.*

Mrs Morgan informed the Board that Vietnam had hosted APCCA for the first time in 2007 in Hanoi. Indonesia had previously hosted APCCA in 2002 in Bali. In 2025, it will be the third time that the Republic of Korea will be hosting APCCA, having previously hosted in 1986 and 2005. The Board acknowledged the success of those conferences and how memorable they were.

Mrs Morgan advised the Board that she and Professor Morgan have written a *Conference Planning Manual* to assist future hosts in organising the conference. They are already in contact with Vietnam to prepare for APCCA 2023.

The Governing Board:

- Expressed its great appreciation to Vietnam, Indonesia and the Republic of Korea for offering to host APCCA in 2023, 2024 and 2025.
- Offered its best wishes and support to the future host countries. The Rapporteurs and the Secretariat are happy to advise and assist host countries in conference planning. Future hosts can contact the Rapporteurs for a copy of the *Conference Planning Manual*.
- Advised that if any other country wishes to host in 2026 onwards, they should contact the Rapporteurs.

Please type your country's name to acknowledge the above hosting arrangements:

Acknowledged:	
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7. Renewal of Term of Rapporteurs

The appointment and functions of the APCCA Rapporteurs are governed by Clauses 24 - 27 of the *APCCA Joint Declaration*. Under the *Joint Declaration*, their roles are to prepare a *Discussion Guide* to help members prepare presentations at the conference, to compile the report for each Annual Conference, and to serve as the secretary to the Governing Board.

Under Clause 26, the Rapporteurs are appointed for a period of up to three years. The last review was at APCCA 2019 in Mongolia.

Emeritus Professor Neil Morgan AM and Mrs Irene Morgan have been the Rapporteurs since 2003.⁴¹ They informed the Board that they are willing to continue to serve APCCA in this capacity. They left the room while the Board considered this matter.

The Board noted that, in addition to performing the roles set out in the *Joint Declaration*, Mrs Morgan and Professor Morgan also advise each year's Host on organising the Conference, keep in close contact with APCCA members and provide advice and assistance where necessary. When the annual Conference had to be cancelled in 2020 and 2021, they continued to work with the Joint Secretariat to organise the Finance Committee and Governing Board meetings virtually, and then conduct the Business Meetings with members over emails.

The Governing Board:

- Thanked Mrs Morgan and Professor Morgan for their contributions.
- Unanimously supported their reappointment for another 3 years until the end of the 2025 conference to be held in Republic of Korea.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

⁴¹ Professor Morgan also served as Rapporteur with Professor David Biles from 1997 to 2002. Mrs Morgan has been serving APCCA since 2000. Professor Morgan and Mrs Morgan have served together as Rapporteurs since 2003.

8. Governing Board membership for 2022-2023

Clause 15 of the *Joint Declaration* states:

“The Governing Board will hold office from the conclusion of the Annual Conference at which its composition is confirmed until the conclusion of the next Annual Conference.”

Clause 14 of the *Joint Declaration* states:

“The composition of the Governing Board for a particular Annual Conference will be as follows:

- (a) *Board Chair*: The host of that Annual Conference will be the Board Chair;
- (b) *Elected membership*: There will be four elected members. Each year, there will be an election for one of the four seats;
- (c) *Previous host membership*: The previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;
- (d) *Rotating membership*: The rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year’s Annual Conference;
- (e) *Secretariat host membership*: The existing APCCA Secretariat host(s); and
- (f) *Next host membership*: The hosts of the next two Annual Conferences.”

The Governing Board considered the above clauses and proposed the following Board membership for 2022-2023:

Host and Chair for 2022 – 2023:	Vietnam
2 Future Hosts:	Indonesia (2024) Republic of Korea (2025)
3 Immediate Past Hosts:	Singapore (2022) Republic of Korea (2021) Mongolia (2019)*

** Singapore was scheduled to host APCCA in 2020 but was unable to do so because of COVID-19. In 2022-2023, Singapore will be an 'immediate past host' because it is hosting in 2022.*

To ensure maximum participation, the Rapporteurs and Secretariat proposed that Mongolia, as host of the last face-to-face conference (2019), continue to be an 'immediate past host' member of the Board for 2022-2023.

3 Rotating Members:	Macao (China) Cambodia Canada
4 Elected Members:	Sri Lanka (2021) China (elected in 2019) Japan (elected in 2019) <i>Australia was elected in 2018 and will therefore step down, leaving one vacancy.</i>
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary to Board:	Rapporteurs

The Rapporteurs advised the Board that one country has already indicated its wish to be an 'elected member'. If any other member of APCCA wants to be considered as an elected member of the Governing Board, please email Ms Irene Morgan at irene.morgan@hotmail.com by 23.59 hours (GMT+8) on Sunday 11th September 2022. If there is more than one candidate, an election will be held, and you will be advised of the election process.

The Governing Board:

- Recommended that the proposed Board membership for 2022-2023 (above) be tabled at Business Session One for endorsement.
- Noted that the Rapporteurs will inform APCCA of the final membership after the elected member has been chosen and the renewal of the Rapporteurs' term has been endorsed.

Please type in your country's name under 'Endorsed' or 'Not endorsed':

Endorsed	
Not endorsed:	

9. **Agenda Topics and Discussion Guide for APCCA 2023**

The role of the Agenda Topics Committee is to decide on the topics for Agenda Items 2-5 for APCCA 2023. The topic for Agenda Item 1 remains the same - namely, '*Challenges and Initiatives in Corrections*'. This topic is fair as it enables all countries to deliver a presentation at the conference.

Ms Morgan advised the Board that:

- On 13th August 2022, she had sent an email, inviting APCCA members to submit their suggested topics to her by 5th September at 5:00pm (Perth, Western Australia time).
- As APCCA 2022 is a virtual conference, the following process will be adopted:
 - Based on Members' suggestions, and in consultation with Vietnam (2023 host), the Rapporteurs will propose topics for consideration by the *Agenda Topics Committee*.
 - The Rapporteurs will chair the *Agenda Topics Committee* meeting on Thursday 22nd September 2022 at 3:00pm to 4:00pm (Singapore time). The meeting will be held via Zoom and will decide on the topics for Agenda Items 2-5.
 - The Rapporteurs will email the APCCA Community, advising of the topics for APCCA 2023.
- During 2023, the Rapporteurs will write the *Discussion Guide for APCCA 2023*. This will explain what the topics are about and will guide APCCA Members to prepare their papers and presentations for APCCA 2023.

During the meeting, the following countries volunteered to be on the Agenda Topics Committee:

- Vietnam (2023 host)
- Australia
- Hong Kong (China)
- India
- Singapore

The Governing Board:

- Agreed with the above process.
- Accepted that Vietnam, Australia, Hong Kong (China), India and Singapore are members of the Agenda Topics Committee. The Committee meeting will be held on 22nd September 2022 via Zoom at 3:00pm - 4:00pm (Singapore time).
- Requested that if other APCCA members would like to be on the Committee, they should email Mrs Irene Morgan at irene.morgan@hotmail.com, by 23.59 hours (GMT+8) on Sunday 11th September 2022.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

10. Communication among APCCA Members

Mrs Morgan advised the Board that:

- Important information about APCCA's business and activities is relayed to the APCCA Community via email and phone.
- To ensure that APCCA Members receive ongoing information, please:
 - Check that you have provided at least two contact points to the APCCA Secretariat or the Rapporteurs. This includes the contact persons' names, email addresses, work address, fax number and phone numbers.
 - Ensure that at least one contact person is to be contactable via *WhatsApp*.
 - Notify the Secretariat or the Rapporteurs of the appointment of a new Commissioner or a new contact point.

The Governing Board recommends that the above proposals be endorsed.

Please type your country's name under 'Endorsed' or 'Not endorsed':

Endorsed:	
Not endorsed:	

11. Other business

(a) APCCA website: New Knowledge Sharing Portal and Survey function

Ms SHIE Yong Lee, Commissioner, Singapore Prison Service (SPS) informed the Board that new *Knowledge Sharing Portal* and *Survey* function have been added to the revamped APCCA website.

The new Knowledge Sharing Portal allows members to upload correctional reports and research materials. For example, in future SPS will upload its annual report and its publication 'Year-In-Review' on the Portal. Ms Shie also encouraged other members to also contribute materials. Members can then download these documents for reading or sharing with their staff.

From March 2023, SPS will also utilise the Knowledge Sharing Portal for one of the two annual APCCA e-newsletters. This will make it more convenient and efficient for countries to share knowledge and best practices. A new 'filter function' will also allow members to search for related articles based on the categories 'Operations'; 'Rehabilitation'; 'Reintegration'; 'Staff Development'.

SPS will continue to request members to submit thematic articles for the Newsletters. However, instead of emailing the articles to SPS, members will be able to upload the articles directly to the Knowledge Sharing Portal. SPS will then publicise the article's availability of the uploaded articles.

SPS showed Board members a short demonstration video on how to upload articles on the Portal and the capabilities of the Survey function. The Survey function allows members to devise a Survey Form on a chosen subject-matter and send it to all members via the APCCA website. A report may also be generated on the responses received. The Survey function is only open to APCCA members via a login system.

Ms Shie encouraged APCCA Members to actively utilise the revamped APCCA website.

Sample of a *Survey Form* via the APCCA website:

survey on investigation units in your correctional agency preview

Name *

<input type="text"/>	<input type="text"/>
First	Last

Email *

Responding APCCA member/ jurisdiction

for example, Singapore Prison Service

1. Is there any legislation governing disciplinary offences for inmates? Please indicate the respective legislation below.

For example, Singapore has a Prisons Act

(b) Fostering stronger friendships and sharing of best practices

To foster stronger friendships and promote greater learning among APCCA members, Ms Shie suggested additional activities outside the annual Conference.

For example, members who are conducting online webinars or training courses could make some slots available to APCCA members. Ms Shie also encouraged members to consider opening up slots for face-to-face training programmes.

The newly revamped website can be utilised to publicise these learning opportunities. For example, SPS has placed an electronic poster about the Yellow Ribbon Race 2022 on the APCCA website.

Ms Shie encouraged other members to send soft-copy publicity posters to SPS so they can be placed on the APCCA website. SPS will then send an email notification to all members, so that members who are interested in the event can communicate directly with the host.



Yellow Ribbon Webinar 2021



Yellow Ribbon Race 2022

(c) Observers invited to APCCA 2022

For APCCA 2022, Singapore as the host for APCCA 2022, has invited the following organisations to attend as 'observers':

- United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Inmates (UNAFEI)
- International Committee of the Red Cross (ICRC)
- International Corrections and Prisons Association (ICPA).⁴² The ICPA had written in to request to attend APCCA 2022.

Clause 1 of the APCCA *Joint Declaration* states: "The purpose of the Asian and Pacific Conference of Correctional Administrators (hereinafter referred to as the APCCA) is to provide a forum for government officials responsible for prison or correctional administration within the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation."

Clause 4 states: "Membership of the APCCA will be confined to the government agencies and departments responsible for prison or correctional administration within the Asia-Pacific Region."

In light of the above clauses, the decision to invite UNAFEI, ICRC and ICPA as 'observers' to future conferences, will be a matter for the host.

(d) Registrations for the virtual APCCA 2022

Ms Shie advised the Governing Board that to date, approximately 500 participants have registered for the upcoming conference. As it is a virtual conference, it is a great opportunity for APCCA members to encourage their correctional officers to register as they will learn about initiatives and best practices in the Asia-Pacific region.

⁴² The *International Corrections and Prisons Association* (ICPA) is an international platform for correctional and prison professionals, industry experts and academics. There are regular events organised to share experiences and best practices in Corrections.

The Governing Board meeting concluded with Ms Shie thanking Board members for their attendance and participation.

Please type your country's name to acknowledge the above matters:

Acknowledged:	
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BUSINESS SESSION TWO (via email)

On 7th October 2022, Ms Morgan emailed the following document to APCCA Members to confirm the outcomes of *Business Session One* and to advise members of the topics for APCCA 2023 as decided by the Agenda Committee.

40th ASIAN AND PACIFIC CONFERENCE OF CORRECTIONAL ADMINISTRATORS

Singapore

19th – 23rd September 2022

BUSINESS SESSION TWO (Email Meeting)

The purpose of Business Session Two is to:

- Confirm the outcomes of *Business Session One* (**PART A**); and
- Advise you on the topics for APCCA 2023, as decided by the Agenda Item Topics Committee (**PART B**).

PART A: OUTCOMES OF BUSINESS SESSION ONE

The purpose of Business Session One was to inform APCCA Members of the discussions and recommendations of the Finance Committee and Governing Board and, where appropriate, to seek Members' endorsement.

Business Session One was conducted by emails sent to Members by the Rapporteurs on 3rd and 5th September 2022. In accordance with APCCA's revised version of the *United Nations Silence Procedure*, as used in 2020 and 2021, Members had one week to respond. Thereafter, silence was taken to be acceptance of the recommendations.

1. Finance Committee and Governing Board meetings on 30th August 2022

These meetings were held virtually. The Singapore Prison Service (SPS) provided technical and logistical support and ensured that attendees could connect and contribute to the meetings.

⇒ APCCA members thanked SPS for providing the expertise and resources in hosting both meetings.

2. Reports on the *Administration of the APCCA Fund* and the *Finance Committee 2022*

⇒ APCCA Members endorsed the *Report of the APCCA Fund Administrator* and the *Report of the Finance Committee*, prepared by the APCCA Fund Administrator (Hong Kong (China)).

3. *APCCA Secretariat Report 2022*

The APCCA Secretariat is held jointly by Hong Kong (China) and Singapore. Each year, the *Secretariat Report* is prepared and presented, in rotation, between both countries. This year, it was prepared by Hong Kong (China).

⇒ APCCA Members endorsed the APCCA Secretariat Report, prepared by Hong Kong (China).

4. Report on APCCA activities during 2021-2022 (for information only)

Although APCCA 2021 could not be held in person, the following business meetings and activities were completed:

- Virtual Finance Committee and Governing Board meetings (September 2021).
- Business Session via emails (October to November 2021).
- SPS organised a Webinar on *Responding to the Challenges of Covid-19 in Corrections*, (November 2021).
- The new APCCA website was launched in April 2022.
- The Rapporteurs wrote the *APCCA Business Report 2020* and the *APCCA Business Report 2021* (available at <https://apcca.org/apcca-conference-reports-and-newsletters/>).

After the conclusion of APCCA 2022, the Rapporteurs will write the 40th *APCCA Report 2022*.

⇒ APCCA Members acknowledged the above matters.

5. Confirmation of APCCA members (for information only)

⇒ APCCA Members acknowledged the following APCCA membership:

- | | | |
|--|--------------------------|----------------------|
| 1. Australian Capital Territory, Australia | 13. China | 24. Nauru |
| 2. New South Wales, Australia | 14. Hong Kong (China) | 25. New Zealand |
| 3. Northern Territory, Australia | 15. Macao (China) | 26. Papua New Guinea |
| 4. Queensland, Australia | 16. Fiji | 27. Philippines |
| 5. South Australia, Australia | 17. India | 28. Singapore |
| 6. Tasmania, Australia | 18. Indonesia | 29. Solomon Islands |
| 7. Victoria, Australia | 19. Japan | 30. Sri Lanka |
| 8. Western Australia, Australia | 20. Republic of Kiribati | 31. Thailand |
| 9. Bangladesh | 21. Republic of Korea | 32. Tonga |
| 10. Brunei Darussalam | 22. Malaysia | 33. Vanuatu |
| 11. Cambodia | 23. Mongolia | 34. Vietnam |
| 12. Canada | | |

6. Confirmation of Future Hosts

- ⇒ APCCA Members acknowledged the following confirmed future hosting arrangements:
- 2023 - Vietnam
 - 2024 - Indonesia
 - 2025 - Republic of Korea
- ⇒ APCCA Members formally thanked the above countries for their generous support in hosting the conference in 2023, 2024 and 2025, respectively.

7. Renewal of Term of Rapporteurs

- ⇒ APCCA Members:
- Acknowledged Emeritus Professor Neil Morgan AM and Mrs Irene Morgan's work and contributions as Rapporteurs.
 - Endorsed the Governing Board's recommendation that they be reappointed as Rapporteurs for another three years until the end of the 2025 conference to be held in Republic of Korea.

8. Governing Board membership for 2022-2023

- ⇒ APCCA Members endorsed the following membership of the Governing Board 2022-2023:

Host and Chair for 2022 – 2023:	Vietnam
2 Future Hosts:	Indonesia (2024) Republic of Korea (2025)
3 Immediate Past Hosts:	Singapore (2022) Republic of Korea (2021) Mongolia (2019)
3 Rotating Members:	Macao (China) Cambodia Canada
4 Elected Members:	Malaysia (elected in 2022) Sri Lanka (elected in 2021) China (elected in 2019) Japan (elected in 2019)
APCCA Secretariat:	Hong Kong (China) Singapore
Secretary to the Board:	Rapporteurs

9. APCCA 2023: Agenda Topics and Discussion Guide

- ⇒ APCCA Members endorsed the Governing Board's recommendations for the membership of the Agenda Topics Committee and the format of its virtual meeting on 22nd September 2022 (for details of this meeting see p 5 below).

10. Communication among APCCA Members

It has been the practice for the Rapporteurs and the Secretariat to circulate important information about APCCA's business and activities by email to the Members' nominated contact points. On many occasions, communication is made on the mobile phone via WhatsApp.

- ⇒ APCCA Members endorsed the Governing Board's recommendations that:
- Each Member ensures that at least two contact points are provided to the APCCA Secretariat and the Rapporteurs. The information includes the contact persons' names, email addresses, work address, fax number and telephone numbers.
 - If possible, at least one contact person is to be contactable via WhatsApp. This is simply an optional additional form of contact.
 - The Rapporteurs and the Secretariat are notified of the appointment of a new Commissioner and/or a new contact point.

11. Other business

- ⇒ APCCA Members acknowledged the following matters raised by Ms Shie Yong Lee, Commissioner, Singapore Prison Service:
- The new *Knowledge Sharing Portal* on the revamped APCCA website allows members to upload correctional reports and research materials.
 - The new *Survey Function* on the APCCA website will be restricted to APCCA members via a login system. This new function allows members to devise a Survey Form on a chosen subject-matter and send it to members via the APCCA website. A report may also be generated on the responses received.
 - To foster stronger friendships and promote greater learning opportunities among APCCA members, Ms Shie suggested additional activities outside the annual Conference.

For example, APCCA members who are conducting online webinars or training courses could make some slots available to other members. Face-to-face training programs could also be another option. Soft copy publicity posters should be sent to the APCCA Secretariat (Singapore branch) for uploading on the website and notification to members.
 - Pursuant to Clauses 1 and 4 of the *APCCA Joint Declaration*, the decision to invite organisations to attend the conference as 'observers' rests with the conference host.
 - At the time of the Governing Board meeting on 30th August 2022, there were about 500 registrants to the virtual APCCA 2022 from 19th to 23rd September 2022. Ms Shie urged APCCA members to encourage their officers to register for the virtual conference.

Postscript:

On 23rd September 2022, at the Closing Ceremony of APCCA 2022, Ms Shie stated that there were over 1,000 registrants for the virtual conference. This was an amazing success and achievement for APCCA's first virtual conference.

PART B: TOPICS FOR APCCA 2023

The *Agenda Topics Committee* meeting was held virtually on 22nd September 2022.

The meeting was chaired by the Rapporteurs and attended by representatives from Singapore, Vietnam, Australia, Hong Kong (China) and India.

Following discussions, Committee members agreed on the following topics for APCCA 2023. As the host for 2023, Vietnam strongly endorsed these topics:

Agenda Item 1: Challenges and Initiatives in Corrections

Agenda Item 2: Managing inmates with unique needs such as mental health problems, behavioural disorders, physical disabilities or drug problems: providing a safe and secure environment and delivering effective treatment.

Agenda Item 3: Reducing recidivism through reintegration programs in prison and the community.

Agenda Item 4: Engaging with the private sector and with not-for-profit organisations to provide vocational training and other rehabilitation programs.

Agenda Item 5: Developing future-ready correctional systems: improving infrastructure, technologies and training in custody and community corrections.

Agenda Item 1 remains unchanged each year as it gives an opportunity for all countries to deliver a presentation and adheres to the *APCCA Joint Declaration* which:

- Is mindful of the existence of common interests and problems among correctional jurisdictions within the Asia-Pacific Region and convinced of the need to strengthen existing relationships and further cooperation;
- Considers the differences in the stages of economic development and in the cultural and socio-political systems in the region; and
- Recognises equality, trust and mutual respect being the basis of communication and co-operation.

By mid-2023, the Rapporteurs will write a *Discussion Guide* and email this to the APCCA Community.

The *Discussion Guide* will:

- Give detailed guidance on *Discussion Guide* Agenda Items 1 – 5; and
- Assist members to prepare their papers and presentations for APCCA 2023.

CLOSING CEREMONY

The Closing Ceremony was held on Friday 23rd September. It commenced with speeches by the Rapporteurs followed by the Official Handover of the APCCA Flag to Vietnam, the 2023 host.

SPEECH BY MS IRENE MORGAN

APCCA Rapporteur

Good afternoon, everyone. What a fantastic week we have had, with over 1,000 registrants to this first virtual conference!

On behalf of the APCCA Family, I would like to thank the Singapore Government for supporting APCCA 2022; Commissioner Shie Yong Lee for her leadership and drive in hosting the conference; the Organising Committee, Liaison Officers and the IT staff who have ensured the smooth running of this successful conference.

We have heard some insightful and wonderful presentations and discussions this week. You have all been open, professional & engaged. It has been very uplifting to hear about the progress you have made and the positive spirit you have taken to the challenges posed by Covid-19 and other pressures.

The Singapore Prison Service has made remarkable advances since Neil and I started working for APCCA around 25 years ago. Here are some of our observations.

Singapore used the phrase '*Through-care Support*' to stress the importance of providing a seamless support to inmates from incarceration to release. During Agenda Item 4, we heard from the countries which have embraced this concept in many ways.

Singapore showcased its *Yellow Ribbon Project* when it hosted APCCA in 2004. It was an appeal to the public to give a Second Chance to ex-inmates. Today, the Project has expanded with businesses, NGOs, and individuals supporting the inmates throughout their Rehabilitation and Reintegration journey. The message is: *Prison Departments are not alone, and community engagement is the key to success.*

Importantly, the *Yellow Ribbon Project* has also had international impact. Fiji and the Solomon Islands have adopted the *Yellow Ribbon Projects* with their local flavour, and many other countries have learned from the Singapore experience.

At the Opening Ceremony, the Honourable Minister, Mrs Josephine Teo identified three key planks to forge new frontiers and respond to change and challenges:

- Act with agility.

-
- Collaborate, locally and globally.
 - Use technology and data.

Singapore embraced these planks years ago when it realised that the country would be facing a reduced workforce. It formulated its 2025 Vision of *Prison Without Walls*, *Prison Without Guards* and *Learning Prison* with the aim of developing a high-performing, future-ready, and IT-savvy correctional workforce that embraced its core values.

During the week, we were shown videos on how technology is being used in Singapore's prison operations and service delivery, and the facilities at Changi Prison Complex. Changi Prison has been transformed from a place of custody to a place of care. The community has been brought into the rehabilitation and reintegration endeavour in innovative and effective ways. Singapore has certainly achieved its aims!

The recipe for its success is that Singapore has drawn on international experience and research, but has developed its own model, tailored to Singapore's culture, needs and society. We are also confident that Singapore will continue to make advances from which we can all learn.

Commissioner Shie: You have a young, vibrant, well-educated group of staff. They know *what* they are doing, *why* they are doing it, and *how* to do it. And they act with a spirit of respect, professionalism, hard work and good humour. And these things do not just happen. They require:

- A strong Leader,
- Long-term planning,
- A clear focus, and
- A determination to succeed.

So, to Singapore Prison Service: Congratulations - Be proud and keep up the great work!

SPEECH BY EMERTIUS PROFESSOR NEIL MORGAN AM **APCCA Rapporteur**

This year's conference theme is '*Forging New Frontiers in Corrections*'.

As Irene and I reflect on 25 years with APCCA, it is clear that the frontiers have changed remarkably. In 1997, APCCA was prison-focused and inward-looking. Discussions were dominated by words like security, control, discipline and punishment. Our discussions are now outward-looking and dominated by the concept of '*corrections*' – including '*community corrections*' - and by words such as '*care*', '*rehabilitation*' and '*reintegration*'.

This is a very positive change and we are all on the same journey. But there are two main challenges:

- How can we *operationalise* our goals?
- And how can we *forge new frontiers*?

Or, to use the words of the APCCA song: how can we ‘achieve greater heights’ in what we do now and in the future?

Reflecting on the week’s presentations, I think they show that the key to success lies in a selection of C-words. Earlier in the week I mentioned four such words: *Communication*, *Collaboration*, *Coordination* and *Community*. But 4 is an unlucky number in Chinese so I would like to add four more C-words so we reach the lucky number of eight!

Those words are *Clarity*, *Consistency*, *Care*, and *Creativity*.

Putting these words together:

We need **clarity** of purpose. As the saying goes, “*if you don’t know where you’re going, you’ll end up somewhere else*”. Successful correctional systems have a clear sense of purpose.

Continuity is also important. We must be flexible and responsive, but we won’t achieve the outcomes we want if we keep chopping and changing.

Communication, coordination and collaboration are vital cogs in an effective system:

- *Internally*, we must talk with each other, and be open to learning from what doesn’t work as well as what does work.
- *Externally*, we must collaborate with other government departments, academia, community organisations and our APCCA friends.

Care is another word that has come up a lot this week – especially in Singapore’s presentations. Correctional services must achieve not only secure custody, but *safe custody, rehabilitation and reintegration*.

It follows that care – or empathy - for inmates is not about being soft on crime or criminals - it’s about being smart and focused on community safety.

Creativity – as Minister Teo said, we must be agile.

Finally, *community* support and buy in are vital elements in our work. In summary, in order to forge new frontiers, I suggest you bear in mind the 8 “C’s”:

- **Clarity**
- **Continuity**

-
- **Communication**
 - **Coordination**
 - **Collaboration**
 - **Care**
 - **Creativity**
 - **Community**

In conclusion, in the words of the APCCA song, we have gathered this week *in unity, sharing ideas, helping each other. And when we do it together, we do it better.*

Thank you to the Singapore Prison Service and to all of you for a superb week. The quality of engagement and sharing has been truly outstanding.

But, while this conference has proved that technology is an ally, it is not a replacement for face-to-face interaction. Irene and I are really looking forward to seeing you all in person in Vietnam next year and to further deepening our APCCA family bonds.

In the meantime, stay safe, work hard and have some fun on the way!

At this juncture, it has been the practice for the current host to physically handover the APCCA Flag to the future host. For the current virtual conference, the handover was cleverly done with APCCA Flag being virtually transported through a portal system from Singapore to Vietnam. This was followed by a speech from Vietnam's Director General.

SPEECH BY LIEUTENANT GENERAL LE MINH HUNG
Director General, Vietnam Prison Management Department,
Ministry of Public Security, Vietnam

Dear Professors Neil and Irene Morgan,
Dear leaders of the host country Singapore, all distinguished delegates and guests.

First of all, I would very much like to express to you, my respectful greetings and best wishes for health, happiness and success.

I am Le Minh Hung, Director General of the Police Department of Prison Management, Ministry of Public Security of Vietnam, I would like to make a few remarks on behalf of our agency today.

For the first time, Vietnam was honored to welcome more than 150 delegates from 25 countries and territories to attend the 27th APCCA in Hanoi in November 2007. Over the years, we have had the opportunity to exchange, share and learn useful experiences in

prison management, rehabilitation, and community reintegration for prisoners from all APCCA members.

Additionally, we can also visit famous places, and enjoy unique performing arts by the talents of artists and culinary specialties from traditional to modern of the host countries through each Conference. Thereby promoting friendship and good cooperative relationships among APCCA members. And today, we are honored to continue to be the host country to welcome delegates to the 41st APCCA in Vietnam in 2023.

Once again, we would like to express our sincere thanks to the host country Singapore for successfully organizing the 40th APCCA so that we have the opportunity to virtually exchange again after two years of cancellation due to the Covid-19 pandemic.

We would like to thank Professors Neil and Irene Morgan and the delegates and look forward to welcoming you all to Vietnam next year. Hopefully, the following video will bring good impressions about our country and people.

The conference concluded with a short video showcasing Vietnam. It gave an insight into the amazing country, its culture and traditions. There is no doubt that the APCCA Community is looking forward to attending the face-to-face conference in Vietnam in 2023. It will certainly be a big and wonderful reunion for the APCCA Family to see and connect with each other again after an absence of two years.

Appendix A

APCCA: History, Management and Traditions

1. History

The first APCCA meeting was held in Hong Kong in 1980. It developed out of discussions between the then Director of the Australian Institute of Criminology and the then Commissioner of the Hong Kong Prison Service.

Since 1980, the conference has met every year apart from 1990, 2020 and 2021. In 1990, there was no host. In 2020 and 2021, the conferences were not held due to the global COVID-19 Pandemic and international travel restrictions. In late 2021, it was evident that the pandemic and travel restrictions would continue in 2022.⁴³ Hence, in 2022, the first virtual conference was held.

Between 1980 and 2022, APCCA met in numerous nations across the region: Australia (five times); Brunei Darussalam; Canada (three times); China (three times); Hong Kong (China) (three times); Fiji (twice); India (twice); Indonesia; Japan (three times); Republic of Korea (twice); Malaysia (four times); Mongolia; New Zealand (three times); Singapore (twice including one virtual conference); Thailand (twice), Tonga and Vietnam.

From 1980 to 1992, the conference was assisted by the Australian Institute of Criminology. From 1993 to 2002, it was assisted by the late Professor David Biles, and from 1997 to 2002, Emeritus Professor Neil Morgan AM⁴⁴ worked with Professor Biles.

In 2003, Professor Morgan and Ms Irene Morgan⁴⁵ were formally appointed as the Rapporteurs under the new *APCCA Joint Declaration 2002* (please see below).

⁴³ See I Morgan and N Morgan, *APCCA Business Report 2020* and I Morgan and N Morgan, *APCCA Business Report 2021* (available at <https://apcca.org/apcca-conference-reports-and-newsletters/>) for detailed reasons of the cancellations.

⁴⁴ In May 2019, Neil retired as Inspector of Custodial Services for Western Australia (<https://www.oics.wa.gov.au>) after serving 10 years in that position. He is an Emeritus Professor at the University of Western Australia and a Visiting Research Professor at the National University of Singapore. He holds a First Class Honours degree in law from Oxford University, an MA in Criminology from Sheffield University, and a PhD (with Distinction) from UWA. He has received two Australian national teaching awards, one for teaching criminal Law, and one for contributions to Aboriginal legal education. In 2022, as part of the late Queen's Honours List, Neil was awarded the *Order of Australia* in recognition of his work.

⁴⁵ Irene is a Prison and Legal Policy Consultant. She has an Upper Second Class Honours degree in Law from the University of Essex, UK and a Master of Laws from the University of Western Australia (UWA). She is the recipient of UWA's *Excellence in Teaching Award*. She previously held positions as Legal Policy Advisor (Western Australia Police); Principal Legislation Project Officer (Department of Health); Legal Research Officer (Parole Board and Mentally Impaired Accused Review Board of Western Australia), and senior law academic positions at UWA Law School.

2. The Joint Declaration 2002 (as amended)

A significant stage in APCCA's history was the signing of a *Joint Declaration* (see **Appendix B**) by all jurisdictions present at the 2002 conference in Bali, Indonesia. Since then, a number of other jurisdictions have signed up and the *Joint Declaration* has been amended over the years. For a **List of APCCA Members** (as at May 2023), please see **Appendix C**.

The *Joint Declaration*, which followed from the recommendations of a Working Party in 2002, sought to place APCCA on a firmer and clearer footing for the future while not detracting from its positive and well-established traditions.

Clause 1 of the *Joint Declaration* states that:

“The **purpose** of APCCA is to provide a forum for government officials responsible for prison or correctional administration within the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation.”

Thus, APCCA's scope of activities are (Clause 3 of the *Joint Declaration*):

- To organise conferences, seminars and workshops;
- To promote co-operation and collaborative initiatives between members in areas of common interest;
- To promote staff exchanges and study visits;
- To promote best practices;
- To compile regional correctional statistics; and
- To conduct any other activities as approved by the Governing Board and/or the Annual Conference.

Key features of the *Joint Declaration* include:

- A broad statement of the organisation's goals.
- Establishment of a *Governing Board*.
- Formalisation of arrangements for the administration of the APCCA Fund, including the establishment of a *Finance Committee* and the *Administrator of the APCCA Fund*.
- Appointment and role of the *Secretariat*.
- Appointment and role of the *Rapporteur*.

APCCA Rapporteurs:

Professor Neil Morgan (who has been serving APCCA since 1997) and Ms Irene Morgan (who has been serving APCCA since 2000) have been formally appointed as the Rapporteurs since 2003. Clause 24 of the *Joint Declaration* states that the Rapporteurs' primary roles are to:

- Prepare a *Discussion Guide* which assists delegates to prepare their papers/presentations on Agenda Items 1-5.
- Serve as the *Secretary* to the Governing Board.
- Write the annual *Conference Report*.

However, over the years, the Rapporteurs have provided the following additional services to APCCA:

- Providing continuity to APCCA (its professional focus, direction, values and traditions).

- Providing advice to the host and the host's Organising Committee regarding conference planning.
- Assist the host in conference proceedings, including chairing business meetings, commentary and advice.
- Chairing *Business Sessions 1 and 2*, including preparing documents and PowerPoint presentations.
- Chairing the *Agenda Topics Committee* meeting and making recommendations for the topics of Agenda Items 2-5 for the following year's conference.
- Approaching member countries to consider hosting future conferences and providing advice to them.

APCCA Secretariat:

Clause 20 states: "The APCCA Secretariat will:

- (a) be a focal contact point between the APCCA and its members, and between the APCCA and other individuals and organisations;
- (b) maintain and distribute the APCCA materials and documents;
- (c) publish and distribute the APCCA Newsletter;
- (d) operate the APCCA web site;
- (e) be the APCCA Fund Administrator;
- (f) implement the resolutions and exercise such powers as authorized by the Annual Conference and/or the Governing Board; and
- (g) serve as the secretary to the Governing Board meetings in case the Rapporteur is not available."

Since 2002, the Secretariat's position has been jointly held by Hong Kong (China) and Singapore. Hong Kong (China) was also formally appointed as the **Administrator of the APCCA Fund**. Their responsibilities have been divided between Hong Kong (China) and Singapore, as follows:

The APCCA Secretariat (Hong Kong (China) branch) undertakes the following responsibilities:

- The role of the *APCCA Fund Administrator* in managing the *APCCA Fund* (includes calling of annual contributions to the *APCCA Fund*);
- Producing the annual *APCCA Fund Report*;
- Organising the *Finance Committee* meeting and preparing/presenting documents relating to APCCA's financial matters;
- Producing the annual *Regional Statistics* based on submission of *Data Collection Forms* from member countries;
- Maintaining and updating the *Members Directory List and Email Contact List*; and
- Producing the annual *Secretariat's Report* (in rotation with Singapore);

The APCCA Secretariat (Singapore branch) undertakes the following responsibilities:

- Publishing the *APCCA Newsletters* based on contributions by member countries;
- Managing and updating the *APCCA website*;
- Producing the annual *Secretariat's Report* (in rotation with Hong Kong (China)).

During APCCA 2010 in Vancouver, Canada, the Conference acknowledged the strong traditions and achievements of APCCA. However, as it was around ten years since the *Joint Declaration* had been signed, it was decided that it was timely to survey members and to establish a *Working Group on the Future Directions of APCCA* to examine opportunities to build on these achievements over the next

decade. The Working Group met in Langkawi, Malaysia, in July 2011. The Working Group's findings and recommendations were accepted at APCCA 2011 in Tokyo⁴⁶

3. APCCA Traditions

APCCA has several important traditions:

- It is unique because the annual conference is not open to general registrations but is strictly by invitation only by the host country to the chief executive officers of correctional departments in the Asia-Pacific region who are APCCA Members (see **Appendix D**).
- There is no registration fee. Delegates pay for their travel and accommodation expenses.
- Host nations provide hospitality as well as logistical support and an appropriate venue.
- Each year, formal business meetings are held: Finance Committee, Governing Board, Business Sessions 1 and 2, and Agenda Topics Committee.
- Each year, several topics are presented and discussed by the delegates (see below).
- Production of the annual *Conference Report*, *Discussion Guide*, *APCCA Regional Statistics*, *Secretariat Report*, *Finance Committee Report*, *Report of the Fund Administrator*, and *Newsletters*. These are discussed below.

4. APCCA Symbols

APCCA has adopted a number of symbols that embody its enduring values and traditions:

- *A Fijian War Club*: Although a Fijian war club might appear to carry connotations of aggression and violence, its true significance is that it is a sign of peace, harmony and civilisation when it is surrendered to another person.
- *An Indian Oil Lamp*: The Indian brass lamp is a symbol of learning and enlightenment. In the context of APCCA, the lamp shines the pathway to the sharing of ideas and best practices in corrections amongst APCCA members.
- *APCCA Flag*: The flag was presented by the Corrections Bureau of Korea when it hosted the conference in 2005. It symbolises the long life and strength of APCCA. Its crystal blue colour symbolises not only peace and humanism but also strictness and transparency of law enforcement that the correctional administration pursues.
- *APCCA Song*: At the 2008 conference in Malaysia, APCCA adopted a song composed by the Malaysian Prison Department entitled '*Togetherness in Unity*'. The lyrics reflect the strength of APCCA where friendships and knowledge are shared each year, and how member countries can help one another to make the world a better place. The *APCCA Song* is played during the Opening and Closing Ceremonies of the conference (see **Appendix C** for the lyrics).

⁴⁶ See N Morgan and I Morgan, *APCCA Report 2011* at <http://apcca.org>



APCCA symbols: Fijian war club, Indian oil lamp, APCCA flag and APCCA song

5. Agenda Items 1 -5 and the *Discussion Guide*

Each year, a number of topics are presented and discussed by the delegates during the conference.

Agenda Item 1:

The topic for Agenda Item 1 is '*Challenges and Initiatives in Corrections*' which:

- Remains the same each year.
- Allows a country to focus on selected recent initiatives or challenges.
- Maintains respect, equality and inclusiveness for each country to deliver a presentation to the whole conference.
- Countries that attend the conference are expected to deliver a concise 8-minute PowerPoint presentation on Agenda Item 1.

Agenda Items 2 – 5:

- The topics for Agenda Items 2 – 5 are chosen at the preceding conference by an *Agenda Topics Committee*, chaired by the Rapporteurs. The Rapporteurs also discuss with the future host on potentially suitable topics.
- During the conference, Agenda Items 2 and 3 are held concurrently in the morning. Agenda Items 4 and 5 are held concurrently in the afternoon.
- PowerPoint presentations on Agenda items 2 to 5, are voluntary.

Discussion Guide:

A few months before the conference week, the Rapporteurs will write a detailed *Discussion Guide* on the various topics and will distribute it to APCCA Members by email. The *Discussion Guide* provides a structure and a series of suggested questions to assist member countries to write their papers and presentations. Most of the papers follow this structure, allowing a more structured focus to the topic in question and an ability to compare practice across jurisdictions. Presenters also use PowerPoint for their presentations.

6. APCCA Conference Reports, Correctional Statistics and Newsletters

One of the most important traditions of APCCA has been the production of the annual **Conference Reports**, the writing of which is the responsibility of the Rapporteurs (Professor Neil Morgan and Irene Morgan). The *Conference Reports* are a specialist report, not just a summary record of the conference, in that they contain a thematic analysis of the matters raised in the various agenda items. These Reports have been used by University academics for teaching and research purposes.

Another important aspect of APCCA's functions is the publication of the **Correctional Statistics**. The APCCA Secretariat (Hong Kong (China) branch) is responsible for circulating data request forms to members, for collating the responses, and for compiling and presenting the results.

In addition, **Newsletters** are produced bi-annually by the APCCA Secretariat (Singapore branch). Member countries are invited to submit articles on selected topics, for publication on the website.

The **Conference Reports**, **Correctional Statistics** and **Newsletters** are the most comprehensive source, sometimes the only source, on diverse correctional areas (available at <https://apcca.org>). These documents are invaluable for the following reasons:

- They are used in various academic institutions and organisations, including United Nations affiliated bodies, in publications, teaching and research on correctional trends and issues.
- They provide useful research, training, and educational tools.
- Some countries translate the Conference Reports that deal with the agenda items, for local use.
- Countries which are unable to attend the conferences also make use of these documents.
- The APCCA Correctional Statistics provide an invaluable and unique resource which permits some tracking of historical trends as well as access to current data on matters such as imprisonment rates.
- Over the years many delegates have commented on the value of the Conference Reports as a resource in developing correctional policies, laws and practices and in influencing government decisions.

Appendix B

APCCA Joint Declaration 2002 (as amended)

Representatives of government agencies and departments responsible for prison or correctional administration from Australia, Brunei Darussalam, Cambodia, Canada, China, Hong Kong (China), Fiji, India, Indonesia, Japan, Republic of Korea, Malaysia, Mongolia, New Zealand, Philippines, Singapore, Sri Lanka, Tonga, Thailand and Vietnam met in Bali, Indonesia on 18 October 2002,

Recalling the long history of development of and sustained cohesion in the Asian and Pacific Conference of Correctional Administrators;

Conscious of the support and personal involvement of senior correctional administrators from states, territories and areas which together share a well-defined geographical identity and represent a sizable world population;

Mindful of the existence of common interests and problems among correctional jurisdictions within the Asia-Pacific Region and convinced of the need to strengthen existing relationships and further co-operation;

Taking into account the differences in the stages of economic development and in the cultural and socio-political systems in the region;

Recognising equality, trust and mutual respect being the basis of communication and co-operation;

Acknowledging the informal nature of the grouping based on the principles of voluntariness and consensus;

Desiring to give the Asian and Pacific Conference of Correctional Administrators a more professional identity;

Do hereby declare as follows:

1. The purpose of the Asian and Pacific Conference of Correctional Administrators (hereinafter referred to as the APCCA) is to provide a forum for government officials responsible for prison or correctional administration within the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation.

Definitions

2. For the purpose of this Joint Declaration:

(a) “*Annual Conference*” means the Annual Conference referred to in Paragraph 7;

(b) “*APCCA Fund*” means the APCCA Fund referred to in Paragraph 28;

- (c) “*APCCA Secretariat*” means the APCCA Secretariat referred to in Paragraph 19;
- (d) “*Finance Committee*” means the Finance Committee referred to in Paragraph 22;
- (e) “*APCCA Fund Administrator*” means the APCCA Fund Administrator referred to in Paragraph 31;
- (f) “*Governing Board*” means the Governing Board referred to in Paragraph 13; and
- (g) “*Rapporteur*” means the Rapporteur referred to in Paragraph 24.

Scope of Activities

3. For the purpose stated in Paragraph 1, the APCCA will carry out the following:
 - (a) To organise conferences, seminars and workshops;
 - (b) To promote co-operation and collaborative initiatives between members in areas of common interest;
 - (c) To promote staff exchanges and study visits;
 - (d) To promote best practices;
 - (e) To compile regional correctional statistics; and
 - (f) To conduct any other activities as approved by the Governing Board and/or the Annual Conference.

Membership

4. Membership of the APCCA will be confined to the government agencies and departments responsible for prison or correctional administration within the Asia-Pacific Region.
5. A territory or an area of a sovereign state may participate in the APCCA on its own, subject to the consent of the sovereign state and the endorsement of the Governing Board.
6. Membership in the APCCA entitles a member to vote and to be elected to office.

Organisation

7. There will be an Annual Conference. The host state, territory or area will be responsible for all the activities in the organisation of this Conference.
8. The Annual Conference will be held at such time and place as the Governing Board may determine in consultation with the Annual Conference host.
9. The Annual Conference will be the ultimate authority to govern the affairs of the APCCA, and may issue guidelines to the Governing Board and the APCCA Secretariat for the operation and management of the APCCA.

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10. The Annual Conference has the power to:
 - (a) Set policies on directions, programs, activities and expenditures;
 - (b) Decide on practices and procedures;
 - (c) Confirm the membership of the governing board;
 - (d) Appoint Finance Committee members and, in case of joint APCCA Secretariat hosts, the APCCA Fund Administrator;
 - (e) Decide on the host(s) of the APCCA Secretariat;
 - (f) Endorse the appointment and approve the duties of the Rapporteur;
 - (g) Endorse agreed contributions to the APCCA Fund; and
 - (h) Consider and adopt or reject the APCCA Fund Administrator's annual report.

 11. The host of a current Annual Conference will preside as the Chair at the Annual Conference.

 12. The APCCA and its Annual Conference operate by consensus. When a consensus is clearly not possible, decisions may be reached by a simple majority vote of the APCCA members in attendance of the Annual Conference and a declaration by the Chair of the Annual Conference that a resolution has been carried. Each member has one vote and no proxy vote will be allowed. The Chair will cast the deciding vote in case of a tie. APCCA members will endeavour to follow decisions concerning internal matters of the APCCA that are reached by consensus.

 13. The governing body of the APCCA will be the Governing Board, which is responsible for:
 - (a) Directing all activities relating to the purpose of the APCCA;
 - (b) Managing the business of the APCCA as directed by the Annual Conference;
 - (c) Providing advice on the APCCA activities and conference business;
 - (d) Identifying and recommending suitable APCCA members to host the APCCA Secretariat;
 - (e) Identifying and recommending a suitable person to serve as Rapporteur, as required, for the endorsement of the Annual Conference; and
 - (f) Recommending agenda items for each Annual Conference.

 14. The composition of the Governing Board for a particular Annual Conference will be as follows:⁴⁷
 - (a) *Board Chair* – the host of that Annual Conference will be the Board Chair;
 - (b) *Elected membership* – there will be four elected members. Each year, there will be an election for one of the four seats;
 - (c) *Previous host membership* – the previous host membership will consist of the past three consecutive host states/territories/areas of the Annual Conferences;

⁴⁷ The original opening words of Clause 14 were: "There will be a maximum of 14 Governing Board members, including the Board Chair." However, at the 2015 conference in Thailand, it was noted that as a result of the amendment to Clause 14(f) in 2014 (see footnote below), it was necessary to amend Clause 14 to reflect the fact that the Board could now consist of 15 members. The simplest solution was to delete the opening words in Clause 14.

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- (d) *Rotating membership* – the rotating membership will consist of three reversed alphabetically chosen states/territories/areas attending the previous year’s Annual Conference;
 - (e) *Secretariat host membership* – the existing APCCA Secretariat host(s); and
 - (f) *Next host membership* – the hosts of the next two Annual Conferences.⁴⁸
15. The Governing Board will hold office from the conclusion of the Annual Conference at which its composition is confirmed until the conclusion of the next Annual Conference.
 16. The Governing Board will meet at least once a year at such time and place as the Board Chair may determine.
 17. Five Governing Board members will constitute a quorum for the meetings of the Governing Board. The Governing Board will operate by consensus. Where consensus is not reached, decisions of the Governing Board may be made by a simple majority vote of the members present. Each member, regardless of whether he serves on the Governing Board in more than one capacity, will have one vote. The Board Chair will abstain from voting unless there is a tie.
 18. The Governing Board may transact business by means other than meetings and a decision by a simple majority of its members will be valid.
 19. There will be an APCCA Secretariat to provide support services to the APCCA and to the Governing Board.
 20. The APCCA Secretariat will:
 - (a) Be a focal contact point between the APCCA and its members, and between the APCCA and other individuals and organisations;
 - (b) Maintain and distribute the APCCA materials and documents;
 - (c) Publish and distribute the APCCA Newsletter;
 - (d) Operate the APCCA web site;
 - (e) Be the APCCA Fund Administrator;
 - (f) Implement the resolutions and exercise such powers as authorized by the Annual Conference and/or the Governing Board; and
 - (g) Serve as the secretary to the Governing Board meetings in case the Rapporteur is not available.

⁴⁸ At the 2004 conference in Singapore, Clause 14 was amended by inserting a new sub-clause (f) to include the host of the next Annual Conference as a member of the Board. However, at the 2014 conference in Canada, it was decided that to assist future hosts, the membership of the Board be extended to include the next *two* hosts. Thus, Clause 14(f) was amended to read: *‘the hosts of the next two Annual Conferences’*.

21. The Annual Conference will appoint one or two APCCA members to discharge the APCCA Secretariat functions. The appointment will be reviewed every two years.
22. There will be a Finance Committee comprising the APCCA Fund Administrator, the current conference host, the two immediate prior hosts, and the two immediate future hosts.⁴⁹ All expenditures above a nominal amount set by the Governing Board will require the prior approval of the APCCA Fund Administrator and one other member of the Finance Committee.⁵⁰
23. There will be a Programme Committee to assist the Annual Conference host in planning conference programmes.
24. There may be a Rapporteur, if required, to serve the APCCA in accordance with a Charter approved by the Annual Conference. His or her duties would be to prepare the Discussion Guide and compile the report for each Annual Conference and to serve as the secretary to the Governing Board meetings.
25. The appointment of the Rapporteur will be recommended by the Governing Board and endorsed by the Annual Conference.
26. A Rapporteur will serve the APCCA for a fixed term of three years, which upon expiry may be extended once for a period of two years. One year's notice may be given by either the APCCA or the Rapporteur for termination of the appointment.
27. The Governing Board may pay an honorarium to the Rapporteur.

The APCCA Fund

28. The APCCA Fund comprises:
 - (a) Agreed contributions from the APCCA members as endorsed by the Annual Conference;
 - (b) Voluntary contributions from the APCCA members; and
 - (c) Any income as the Governing Board may approve.
29. The APCCA Fund will be applied exclusively for the purpose of the APCCA.
30. The financial year of the APCCA ends on 31 July.⁵¹

⁴⁹ The membership of the *Finance Committee* was amended in 2012 in Brunei Darussalam. The original wording regarding membership was: "There will be a Finance Committee comprising the APCCA Fund Administrator and two other APCCA members appointed by the Annual Conference.".

⁵⁰ At APCCA 2012 in Brunei Darussalam, the nominal amount was set at US\$1,000 (see page 146 of the APCCA Report 2012).

⁵¹ As amended in India in 2013. The previous wording of Clause 30 was: 'The financial year of the APCCA ends on 30 September'.

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31. The host of the APCCA Secretariat is the APCCA Fund Administrator with the following responsibilities:
- (a) Operation of the APCCA Fund account;
 - (b) Calling for annual contributions;
 - (c) Acknowledgement of receipt of contributions; and
 - (d) Preparation of the APCCA Fund Administrator's Report and financial statement for presentation at the Annual Conference.
32. The financial statements of the APCCA Fund will be certified by an accounting professional and, together with the APCCA Fund Administrator's Report, will be presented to the Governing Board for endorsement before tabling at the Annual Conference.⁵²

Settlement of Disputes

33. Any dispute regarding the interpretation or application of this Joint Declaration will be resolved by consultations between the parties to this Joint Declaration.

Signature and Acceptance

34. This Joint Declaration will come into effect between the parties signing this Joint Declaration on the date upon their signatures. Any state, territory or area who is a member of the APCCA before the coming into effect of this Joint Declaration may accept this Joint Declaration by signing a registration book deposited at the APCCA Secretariat and this Joint Declaration will come into effect for such a state, territory or area on the date upon its signature.
35. Any other state may accept this Joint Declaration by signing a registration book deposited at the APCCA Secretariat and this Joint Declaration will come into effect for such a state on the date upon its signature.
36. Any other territory or area of a sovereign state may accept this Joint Declaration on its own by signing a registration book deposited at the APCCA Secretariat and completing the procedures set out in Paragraph 5. This Joint Declaration will come into effect for such a territory or an area on the date upon its signature and the completion of the procedures set out in Paragraph 5.
37. For the avoidance of doubt, parties to this Joint Declaration are members of the APCCA.

⁵² As amended in New Delhi, India in 2013. The previous wording of clause 32 was: "The APCCA Fund Administrator's Report will be presented to the Governing Board and the Annual Conference. It will be audited by the current Annual Conference host and the host of the previous year's Annual Conference."

Withdrawal

38. A party to this Joint Declaration may withdraw from this Joint Declaration and cease to be a member of the APCCA by written notice to the APCCA Secretariat at any time.
39. A party to this Joint Declaration will be deemed to have withdrawn from this Joint Declaration and ceased to be a member of the APCCA for not attending the Annual Conference for five consecutive years. The withdrawal will take effect on the date of the conclusion of the fifth consecutive Annual Conference from which the party is absent.

Amendments

40. Any party to this Joint Declaration may propose amendments to this Joint Declaration. All parties to this Joint Declaration will make every effort to reach a consensus on any proposed amendment. If all parties to this Joint Declaration do not reach a consensus on a proposed amendment, the proposed amendment will be adopted by a simple majority vote of the parties present at the Annual Conference.
41. Any acceptance of this Joint Declaration expressed on or after the coming into effect of an amendment to this Joint Declaration will be deemed to accept the Joint Declaration as amended.

Transition

42. All decisions, practices, procedures and appointments adopted or approved by the APCCA before the coming into effect of this Joint Declaration, which are not contrary to or inconsistent with the provisions of this Joint Declaration, will continue to have effect until such decisions, practices and procedures expire by their own limitation or are altered, repealed or abolished pursuant to this Joint Declaration.

This *Joint Declaration* does not create any legally binding obligations under international law.

In witness whereof the undersigned have signed this *Joint Declaration*.

Done in Bali, Indonesia on 18 October 2002, in the English Language, in a single copy which will remain deposited in the APCCA Secretariat that will transmit certified copies to all parties referred to in Paragraphs 34 to 36 of this Joint Declaration.

Appendix C

APCCA Song – ‘Togetherness in Unity’⁵³

*Here today we gather in unity
Together we achieve prosperity
A bright future is ours for sure
Sharing ideas, helping each other APCCA*

*Hand in hand we stand together
Growing from strength to strength
Each day is a promise
Of a future filled with peace and harmony*

Chorus:

*When we do it together
We will do it better
As we serve one another
We will achieve greater heights APCCA*

*Friendships formed and knowledge shared
A symbol of love for humanity
That's what we believe in
To make the world a better place
For you and me*

⁵³ The APCCA Song was created by Malaysia when it hosted the 28th APCCA in Langkawi, Malaysia in 2008.

Appendix D

APCCA Members 1980 - 2022

- | | |
|--|-----------------------|
| 1. Australian Capital Territory, Australia | 18. Japan |
| 2. New South Wales, Australia | 19. Kiribati |
| 3. Northern Territory, Australia | 20. Republic of Korea |
| 4. Queensland, Australia | 21. Malaysia |
| 5. Tasmania, Australia | 22. Mongolia |
| 6. Victoria, Australia | 23. Nauru |
| 7. Western Australia, Australia | 24. New Zealand |
| 8. Bangladesh | 25. Papua New Guinea |
| 9. Brunei Darussalam | 26. Philippines |
| 10. Cambodia | 27. Singapore |
| 11. Canada | 28. Solomon Islands |
| 12. China | 29. Sri Lanka |
| 13. Hong Kong (China) | 30. Thailand |
| 14. Macao (China) | 31. Tonga |
| 15. Fiji | 32. Vanuatu |
| 16. India | 33. Vietnam |
| 17. Indonesia | |

Appendix E

Governing Board Membership in recent years

2021 – 2022

Chair and host: ⁵⁴	Singapore (2022)
2 Future Hosts: ⁵⁵	Vietnam (2023) Indonesia (2024) ⁵⁶
3 Immediate Past Hosts: ⁵⁷	Republic of Korea (2021) Singapore (2020) Mongolia (2019)
3 Rotating Members: ⁵⁸	Malaysia India Fiji
4 Elected Members: ⁵⁹	Japan (elected in 2019) Sri Lanka (elected in 2021) China (elected in 2019) Australia (elected in 2018)
APCCA Secretariat: ⁶⁰	Hong Kong (China) and Singapore
Secretary: ⁶¹	Rapporteurs

2020 - 2021

Chair and host:	Republic of Korea (2021)
2 Future Hosts:	Singapore (2022) ⁶² Vietnam (2023)
3 Immediate Past Hosts:	Singapore (2020) Mongolia (2019) Malaysia (2018)

⁵⁴ Clause 14(a) of the *Joint Declaration* (see **Appendix B**, above).

⁵⁵ Clause 14(f) (as amended at the 2014 conference in Canada to include two future hosts).

⁵⁶ In late 2022, Indonesia advised that it was unable to host APCCA in 2024 due to its elections that year.

⁵⁷ Clause 14(e).

⁵⁸ Clause 14(d).

⁵⁹ For Clause 14(b), the process is that elected members will step down after four years' service but would be eligible for re-election. One vacancy was not filled at the 2014 conference in Canada. See the APCCA Reports of 2014 and 2015, for more information.

⁶⁰ See Clause 14(e).

⁶¹ See Clauses 20 and 24.

⁶² APCCA 2020 was due to be hosted by Singapore. However, it was cancelled due to the COVID-19 Pandemic. Indonesia was due to host in 2022, but graciously allowed Singapore to host then. Indonesia agreed to host in 2024. See the *APCCA Report 2020* for a detailed explanation.

3 Rotating Members: ⁶³	Malaysia India Fiji
4 Elected Members: ⁶⁴	Japan (elected in 2019) Sri Lanka (elected in 2021) China (elected in 2019) Australia (elected in 2018)
APCCA Secretariat: ⁶⁵	Hong Kong (China) and Singapore
Secretary: ⁶⁶	Rapporteurs

2019 – 2020

Chair and host:	Singapore (2020)
2 Future Hosts:	Republic of Korea (2021) Indonesia (2022) ⁶⁷
3 Immediate Past Hosts:	Mongolia (2019) Malaysia (2018) Fiji (2017)
3 Rotating Members:	Philippines Papua New Guinea Nauru
4 Elected Members: ⁶⁸	China (elected in 2019) Japan (elected in 2019) Australia (elected in 2018) Sri Lanka (elected in 2017)
APCCA Secretariat:	Hong Kong (China) and Singapore
Secretary:	Rapporteurs

⁶³ Clause 14(d).

⁶⁴ For Clause 14(b), the process is that elected members will step down after four years' service but would be eligible for re-election. One vacancy was not filled at the 2014 conference in Canada. See the APCCA Reports of 2014 and 2015, for more information.

⁶⁵ See Clause 14(e).

⁶⁶ See Clauses 20 and 24.

⁶⁷ Indonesia was due to host in 2022. However, as the 2020 conference was cancelled due to the COVID-19 Pandemic, Indonesia graciously allowed Singapore to host in 2022. Indonesia agreed to host in 2024. The *APCCA Report 2020* explains this situation in detail.

⁶⁸ For Clause 14(b), the process is that elected members will step down after four years' service but would be eligible for re-election. One vacancy was not filled at the 2014 conference in Canada. See the APCCA Reports of 2014 and 2015, for more information.

2018 – 2019

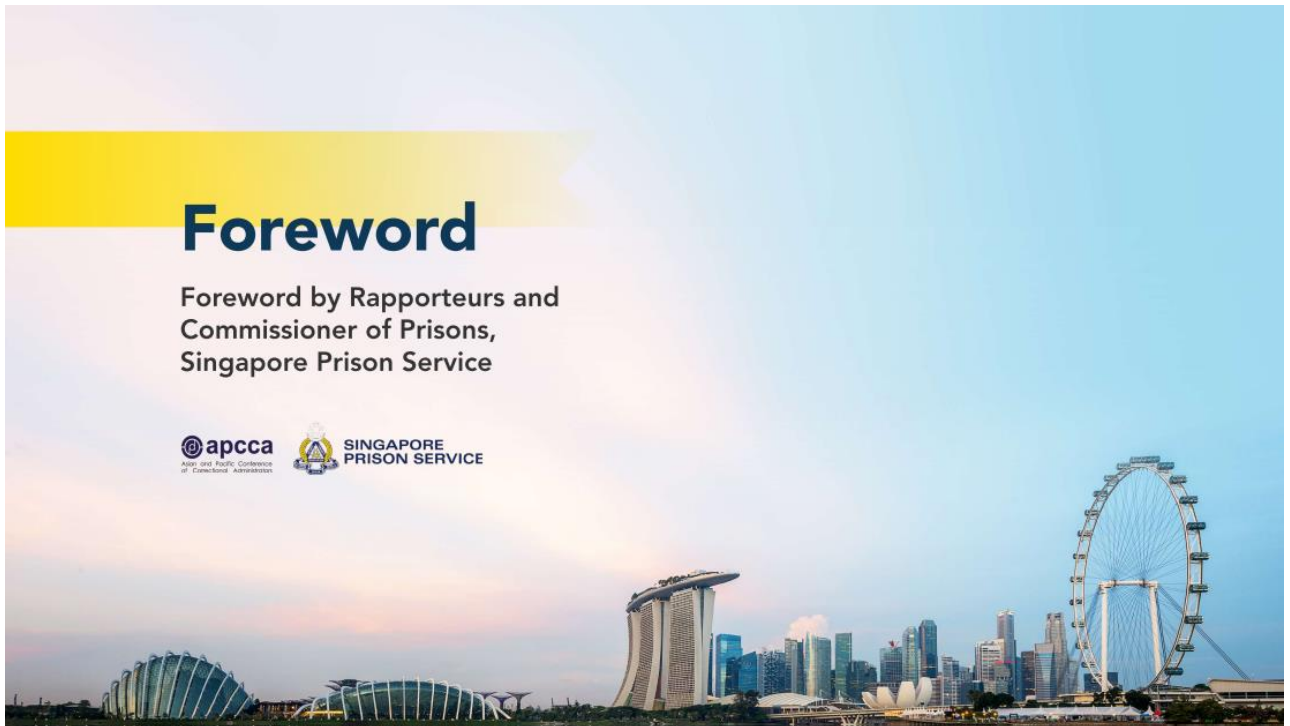
Chair and host:	Mongolia (2019)
2 Future Hosts:	Republic of Korea (2021) Singapore (2020)
3 Immediate Past Hosts:	Malaysia (2018) Fiji (2017) China (2016)
3 Rotating Members:	Vanuatu Thailand Solomon Islands
4 Elected Members: ⁶⁹	Australia (elected in 2018) Sri Lanka (elected in 2017) Japan (elected in 2015) Macao (China) (elected in 2015)
APCCA Secretariat:	Hong Kong (China) and Singapore
Secretary:	Rapporteurs

⁶⁹ For Clause 14(b), the process is that elected members will step down after four years' service but would be eligible for re-election. One vacancy was not filled at the 2014 conference in Canada. See the APCCA Reports of 2014 and 2015, for more information.

Appendix F

Virtual Conference Program 2022





Foreword

Foreword by Rapporteurs and
Commissioner of Prisons,
Singapore Prison Service



SINGAPORE
PRISON SERVICE

FOREWORD

Rapporteurs

Emeritus Professor
Neil MORGAN AM



Warmest greetings to all member countries of APCCA and guests!

Welcome to the Asian and Pacific Conference of Correctional Administrators (APCCA) 2022. APCCA is a forum for government officials responsible for correctional administration in the Asia-Pacific Region to share ideas and practices in the professional area of correctional administration and develop networks aimed at fostering co-operation and best practices.

Although we will be meeting virtually, we are grateful that we can finally come together for APCCA 2022, after the Conference had been cancelled for two years due to the COVID-19 pandemic. It has been two decades since the APCCA Joint Declaration was signed in 2002, and APCCA member countries have made great strides in the field of corrections. We have no doubt that the sharing of correctional knowledge and best practices at APCCA platform will continue to contribute to such progress.

The theme this year is **Forging New Frontiers in Corrections**. We are very grateful to the Singapore Prison Service for hosting this event, and thank them for their dedication, professionalism and hard work.

We look forward to meeting all of you, and hope that APCCA continues to be an integral platform for correctional agencies to come together and forge new frontiers in the correctional landscape.

RAPPORTEURS
Emeritus Professor Neil MORGAN and Ms Irene MORGAN

Emeritus Professor Neil MORGAN AM has been an APCCA Rapporteur for APCCA since 1997. Ms Irene MORGAN has been an APCCA Rapporteur since 2003 and previously assisted APCCA on a voluntary basis.

Commissioner of Prisons,
Singapore Prison Service

SHIE Yong Lee



Dear APCCA member countries and friends,

It is my pleasure to welcome you to APCCA 2022!

Since 2002, Singapore Prison Service (SPS) has served as the APCCA Joint-Secretariat with the Hong Kong Correctional Services Department, and this year, SPS has the honour of hosting the event. This year's theme - Forging New Frontiers in Corrections aptly encapsulates the spirit and transformation of correctional agencies in the past two years in breaking barriers and creating new solutions and opportunities.

From overcoming challenges posed by the pandemic to emerging into a post-pandemic world, correctional agencies must continuously adapt, transform, utilise opportunities and seek new possibilities. I do hope that correctional agencies from member countries can share readily on their journeys of transformation.

Although we are meeting virtually, I am quite certain that we will still have an insightful learning experience with your participation. SPS looks forward to sharing some of our initiatives as well, as we remain dedicated to the cause and success of APCCA.

We trust that you will have a fulfilling time at APCCA 2022.

COMMISSIONER OF PRISONS, SINGAPORE PRISON SERVICE
SHIE Yong Lee



CONFERENCE INFORMATION

The Asian and Pacific Conference of Correctional Administrators (APCCA) is one of the key renowned correctional associations in the world. It comprises a closed group of correctional officials and practitioners in the Asia Pacific region, who meet annually to discuss the administration of prisons and correctional systems in this region.

The first APCCA was held in Hong Kong in 1980, and developed from discussions between the then Director of the Australian Institute of Criminology and the then Commissioner of the Hong Kong Prison Service. Since 2002, Singapore Prison Service has served as the APCCA Joint-Secretariat with Hong Kong Correctional Services Department.

Since 1980, the conference had convened yearly except for 1990, 2020 and 2021 in various APCCA member jurisdictions. Due to the travelling restrictions and safety concerns arising from the COVID-19 pandemic, APCCA was not held in 2020 and 2021. Instead, Business meetings were held over electronic mail correspondences in 2020 and a virtual meeting over Zoom in 2021.

APCCA SYMBOL

APCCA has adopted a number of symbols that embody its enduring values and traditions. The symbols are a Fijian war club, an Indian oil lamp, an APCCA Flag and the APCCA Song 'Togetherness in Unity'.



The Fijian war club is a sign of peace, harmony and civility when it is surrendered to another person.



The Indian oil lamp is a symbol of learning and enlightenment.



The flag symbolises the long life and strength of APCCA.



The APCCA song is titled 'Togetherness in Unity'.

The 40th APCCA 2022 will be held virtually in view of the ongoing challenge of Covid-19. More importantly, the virtual format of the event allows a wider reach, perhaps even to new audiences, as well as encourage more participation. SPS appreciates the regular engagements with its international counterparts as such platforms provide opportunities for APCCA countries to share its latest correctional capabilities, and to benchmark and learn from other jurisdictions on their latest developments and emerging strengths.



The APCCA 2022 logo incorporates the prominent yellow ribbon, which has come to symbolise inclusivity and second chances for offenders.



This year's virtual conference, hosted by Singapore, will be the first interactive virtual APCCA event to be held. The event will take place at <https://40apcca2022.sg/>



CONFERENCE INFORMATION The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

Day 1
MONDAY, 19 SEPTEMBER 2022

09:00 – 09:30 **Opening Ceremony:**

- Speech by APCCA 2021 Host, Commissioner, Korea Correctional Service: Mr SHIN Yong Hae
- Opening Address by Minister for Communications and Information and Second Minister for Home Affairs: Mrs Josephine TEO
- Speech by Commissioner of Prisons, Singapore Prison Service: Ms SHIE Yong Lee

09:30 – 11:00 **Plenary Session: Forging New Frontiers in Corrections – Technology, Partnerships and Advocacy**

Speakers From:

- Corrective Services, Department of Justice, Western Australia, Australia
- Bureau Of Prison Administration, China
- Malaysian Prison Department
- Correctional Services of Solomon Islands
- Department Of Corrections, Thailand

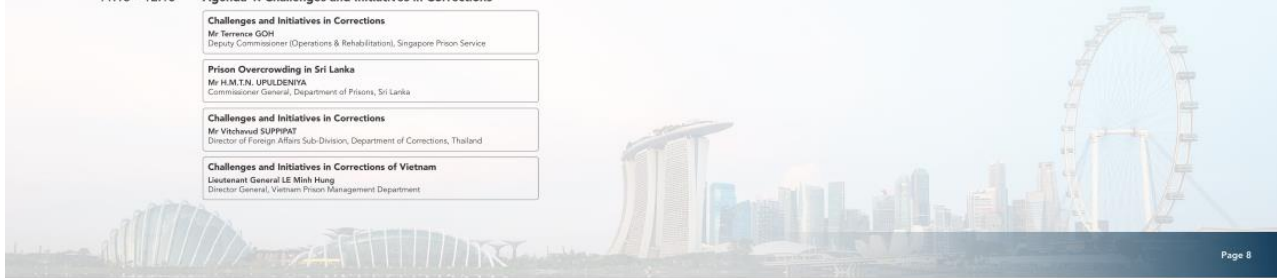
11:15 – 12:15 **Agenda 1: Challenges and Initiatives in Corrections**

Challenges and Initiatives in Corrections Mr Terrence GOH Deputy Commissioner (Operations & Rehabilitation), Singapore Prison Service
Prison Overcrowding in Sri Lanka Mr H.M.T.N. UPULDENITA Commissioner General, Department of Prisons, Sri Lanka
Challenges and Initiatives in Corrections Mr Vichetud SUPPHAT Director of Foreign Affairs Sub-Division, Department of Corrections, Thailand
Challenges and Initiatives in Corrections of Vietnam Lieutenant General LE Minh Hung Director General, Vietnam Prison Management Department

Q&A via "Engage" buttons

12:15 – 12:25 **SPS Video – Overview of Singapore Prison Service**

12:25 – 12:40 **Concluding Remarks by Rapporteurs**
Emeritus Professor Neil MORGAN AM and Ms Irene MORGAN



CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

Day 2

TUESDAY, 20 SEPTEMBER 2022

09:00 – 12:15

Agenda 1: Challenges and Initiatives in Corrections [Continued]

<p>National Report Corrections Australia Mr Mike REYNOLDS Commissioner, Corrective Services, Department of Justice, Corrective Services Western Australia</p>
<p>Challenges and Initiatives in Corrections Mr Haji Aidin Bin HAJI AHMAD Prison Superintendent, Bureau Prisons Department</p>
<p>Challenges and Initiatives in Corrections Mr Savna NOUTH Deputy Director General of Prisons, Ministry of Interior, Cambodia</p>
<p>Person-Centred Comprehensive Care: Addressing Substance Use Disorders in Canada's Federal Penitentiaries Ms Gemma CLARKE Director General, Health Policy and Programs, Correctional Service Canada</p>
<p>Challenges and Measures in Correctional Work of Chinese Prisons Mr CHENG Wei Deputy Director General, Bureau of Prison Administration, Ministry Of Justice, China</p>
<p>Q&A via "Engage" buttons</p>
<p>Challenges and Initiatives in Corrections Mr WONG Kwok-Ning Commissioner, Hong Kong Correctional Services Department</p>
<p>Challenges and Initiatives in Corrections Ms HO Sin-Mei, Candida Head of Social Assistance, Education and Training Division, Correctional Services Bureau, Macao (China)</p>
<p>Challenges and Initiatives in Corrections Mr Apakuki GUARA Deputy Commissioner, Fiji Corrections Service</p>

Challenges and Initiatives in correctional administration
Mr Sandeep GOEL
Director General (Prisons), Department of Prison and Correctional Services, Delhi, Ministry of Home Affairs, India

Challenges and Initiatives in Indonesian Corrections
Mr Dodot ADIKOESWANTO
Director of Information Technology and Cooperation, Directorate General of Corrections, Indonesia

Q&A via "Engage" buttons

Challenges and Initiatives in Corrections
Mr Hirofumi HANAMURA
Director-General, Correction Bureau, Japan

Outstanding Issues and Efforts of Correctional Service
Mr SHIN Yong Hae
Commissioner, Korea Correctional Service

Challenges and Initiatives in Corrections
Dato' Haji Abdul Aziz bin ABDUL RAZAK
Deputy Commissioner General of Prisons, Malaysian Prison Department

Challenges and Initiatives in Corrections
Bureau of Jail Management and Penology, Philippines
Bureau of Corrections, Philippines

Q&A via "Engage" buttons

12:15 – 12:30

SPS Video – Facilities in Changi Prison Complex

12:30 – 12:45

Concluding Remarks by Rapporteurs
Emeritus Professor Neil MORGAN AM and Ms Irene MORGAN

CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

Day 3

WEDNESDAY, 21 SEPTEMBER 2022

CONCURRENT AGENDA

09:00 - 12:45

Agenda 2: Managing Prison Emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, Preparedness, Response and Recovery

<p>Singapore's Strategies to Tackle COVID-19 in Prisons and Community Facilities Mr Nabil Fitri JAWAHIR Staff Officer, Operations Division, Singapore Prison Service Mr TAN Ee Hong Staff Officer, Community Corrections Command, Singapore Prison Service</p>
<p>Managing Prison Emergencies: Prevention, Preparedness, Response and Recovery Mr Savna NOUTH Deputy Director General of Prisons, Ministry of Interior, Cambodia</p>
<p>Collaboration is Key: Canada's COVID-19 Response in Federal Penitentiaries Ms Kristina MA Nursing Project Manager, Health Services, Correctional Service Canada</p>
<p>Managing Prison Emergencies: The New Wave of COVID-19 Pandemic Mr WONG Kai-tai, Jack Senior Superintendent (Health Care), Hong Kong Correctional Services Department</p>
<p>Q&A</p>
<p>Crisis Management, Prevention and Control Mechanism in Response to COVID-19 Ms WONG Su Nam, Kalista Chief Officer, Prison Affairs Support Division, Correctional Services Bureau, Macao (China)</p>
<p>Managing Prison Emergencies: COVID-19 Pandemic - A Study of Prisons in the Karnataka State, India Dr Alok MOHAN Director General, Department of Prison and Correctional Services, Karnataka State, Ministry of Home Affairs, India</p>
<p>Psychological Rehabilitation for Victims' Post-Disaster Recovery in Indonesian Prisons Ms Winant Clinical Psychologist, Jakarta Narcotics Prison, Directorate General of Corrections, Indonesia</p>

Agenda 3: Providing Effective Programs for Staff Support and Career Development

<p>Nurturing a Future-fit Correctional Workforce Ms KOO Ghai Claire Head (Capability & Curriculum Development), Staff Development Division, Singapore Prison Service</p>
<p>Delivering Wellbeing & Resilience Training to Correctional staff Mr Darian SHEPARD-BAYLY Executive Director, Offender Development, South Australia Department for Correctional Services Mr Tom WOODS-KERRISH Program Lead, Shaping Corrections and Wellbeing and Resilience Program, South Australia Department for Correctional Services Ms Monique NEWBERRY Co-Lead, Be Well Co Ms Natalie TUCKEY Project Manager, Be Well Co</p>
<p>Staff Support and Career Development Protocol of Hong Kong Correctional Services Department Ms TO Yuen-sau, Roxan Superintendent (Prison Administration Section), Hong Kong Correctional Services Department</p>
<p>Q&A</p>
<p>Providing Effective Programs for Staff Support and Career Development Ms Anupama Nilekar CHANDRA Inspector General/Director, Bureau of Police Research & Development, Ministry of Home Affairs, India</p>
<p>Providing Effective Programs and Career Development for Correctional Officers in Indonesia Mr Dedy Eduar Eka SAPUTRA Sub-Coordinator, International Cooperation, Directorate General of Corrections, Indonesia</p>
<p>Providing Effective Programs for Staff Support and Career Development Mr Sharil Bin BASIR Assistant Commissioner of Prisons, Malaysian Prison Department</p>
<p>Staff Support Initiatives and Career Development Program Bureau of Corrections, Philippines</p>

CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

CONCURRENT AGENDA

<p>09:00 - 12:45</p> <p>Community Support in the Event of a Natural Disaster and the Establishment of the Special Security Readiness Team (SERT) Mr Yutshiro KUSHIBINO Director, Prison Security Office, Correction Bureau, Japan</p> <p>Q&A</p> <p>Correctional Facilities Response to COVID-19 Mr MUN Junyoung Director, COVID-19 Correctional Facility Emergency Response Team, Korea Correctional Service</p> <p>Managing Prison Emergencies: Suicide Prevention, Preparedness, Response and Recovery Dr Kamsiah Binti KAMIN Deputy Commissioner of Prison, Malaysian Prison Department</p> <p>Managing Prison Emergencies: Prevention, Preparedness, Response and Recovery Bureau of Jail Management and Penology, Philippines Bureau of Corrections, Philippines</p> <p>Q&A</p> <p>Breakout Discussions : Challenges and Best Practices</p>	<p>Q&A</p> <p>Breakout Discussions : Challenges and Best Practices</p>
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12:45 – 12:55 **SPS Video - Video: Technology and Ops Capabilities in Singapore Prison Service**

12:55 – 13:10 **Concluding Remarks by Rapporteurs**
Emeritus Professor Neil MORGAN AM and Ms Irene MORGAN

CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

Day 4

THURSDAY, 22 SEPTEMBER 2022

CONCURRENT AGENDA

<p>09:00 – 12:30</p> <p>Agenda 4: Managing the Release of Prisoners and Engaging the Community in Reintegration</p> <p>Expanding Community Corrections Mr Wilfred WEE Deputy Director, Community Corrections Command, Singapore Prison Service</p> <p>Managing the Release of Prisoners and Engaging the Community in Reintegration Senior Colonel NGUYEN Van Long Deputy Director, Vietnam Prison Management Department</p> <p>CORCAN Community Industries Ms Kelly HARTLE Chief Executive Officer, CORCAN, Correctional Service Canada</p> <p>Roadmap of MKCSD's Rehabilitation Services for Adult Prisoners – Prison to Community Mr TSANG Kwong-yam Superintendent (Nai Kuu Correctional Institution), Hong Kong Correctional Services Department</p> <p>Q&A</p> <p>Managing the Release of Prisoners and Engaging the Community in Reintegration Ms KAN Pek Kai Yen Social Worker, Department of Social Reintegration, Social Welfare Bureau, Macao (China)</p> <p>Rehabilitation and Reintegration for Elderly Prisoner Mr Kurniawan Head, Vocational Training, Bekasi Prison, Directorate General of Corrections, Indonesia</p> <p>Managing the Release of Prisoners and Engaging the Community in Reintegration: Challenges and Opportunities in the Management and Reintegration of Prisoners Serving Long Sentences Mrs Nur Raudzah Binti MOHAMMAD SHAHIMI Superintendent, Malaysian Prison Department</p>	<p>Agenda 5: Best Practices in Meeting the Needs of Offenders</p> <p>Creating Positive-Focused Communities to Support Offender Change Ms Shene SIM Correctional Rehabilitation Specialist, Psychological & Correctional Rehabilitation Division, Singapore Prison Service</p> <p>The Digital Delivery of IT Services in Canadian Penitentiaries during the COVID-19 Pandemic Ms Madeline LAMBE Director General, Offender Management Modernization, Correctional Service Canada</p> <p>Meeting the Needs of Young Offenders Mr LEE Kin-wo Chief Officer (Rehabilitation Unit 2), Hong Kong Correctional Services Department</p> <p>Practices and Interventions Targeted at the Needs of Female Inmates Ms FAN Ieng Ieng, Virginia Specialist, Social Assistance, Education and Training Division, Correctional Services Bureau, Macao (China)</p> <p>Q&A</p> <p>Best Practices in Meeting the Needs of Offenders in Prisons and in the Community: A Case Study of Prisons in the State of Karnataka, India Dr Alok MOHAN Director General, Department of Prison and Correctional Services, Karnataka State, Ministry of Home Affairs, India</p> <p>Educational and Vocational Programs for Specific Groups of Prisoners in Indonesia Ms Septy Jowita Agustin Boru TOBING Sub-Coordinator, Initiates Educational Program, Directorate General of Corrections, Indonesia</p> <p>Best Practices in Meeting the Needs of Offenders: Female Offenders Mr S. Tanabal SOCKLINGAM Superintendent, Malaysian Prison Department</p> <p>Best Practices in Meeting the Needs of PDLs Bureau of Jail Management and Penology, Philippines Bureau of Corrections, Philippines</p>
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CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

CONCURRENT AGENDA

09:00 – 12:30	Q&A	Q&A
	Breakout Discussions - Challenges and Best Practices	Breakout Discussions - Challenges and Best Practices
12:30 – 12:45	Concluding Remarks by Rapporteurs Emeritus Professor Neil MORGAN AM and Ms Irene MORGAN	



CONFERENCE INFORMATION

The event will be held virtually on 40apcca2022.sg from 19 to 23 September 2022.

Day 5

FRIDAY, 23 SEPTEMBER 2022

09:00 – 10:15	An Inclusive Society, A Nation Beyond Second Chances Mr Eric TOH Senior Assistant Director (Partnership), Yellow Ribbon Singapore
	Q&A
10:15 – 10:35	Specialist Presentations Presentation by International Committee of the Red Cross Mr Tony HASSALL Prison Systems Advisor, International Committee of the Red Cross
	UNAFEI's Contributions to Criminal Justice around the World Professor MIYAGAWA Tsuburu The United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI)
	APCCA Leaders Fireside Chat – Correctional Leadership, Organisation Development and Culture: Correctional Leadership, Organisation Development and Culture Speakers from: • Singapore Prison Service • Vietnam Prison Management Department • Correctional Service of Canada • Hong Kong Correctional Services Department • Fiji Corrections Service • Directorate General of Corrections, Indonesia • Korea Correctional Service

12:15 – 13:00	Closing Ceremony: • Speech by Rapporteurs: Emeritus Professor Neil MORGAN AM and Ms Irene MORGAN • Official Handover of APCCA Flag to APCCA 2023 Host, Vietnam • Speech by APCCA 2023 Host, Director General, Vietnam Prison Management Department: Lieutenant General LE Minh Hung
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ADDITIONAL INFORMATION, ORGANISING COMMITTEE AND SPECIAL THANKS

Organising Committee

<p>Advisor</p> <p>Mr Tan Sin Heng, Daniel</p> 	<p>Chairperson</p> <p>Mr Chia Jin Ming Benjamin</p> 	<p>Vice-Chairperson</p> <p>Mr Rockey Francisco Junior</p> 	<p>Head Secretariat & Registration</p> <p>Ms Tung Kai Lee Patricia</p> 	<p>Head Programme</p> <p>Mr Tan Yeow Chong Simon</p> 
<p>Vice-Head Programme</p> <p>Mr Troy Jack Thevathasan</p> 	<p>Head Technical Support</p> <p>Mr Fernandez Dominic Karl</p> 	<p>Head Finance & Procurement</p> <p>Mr Cheam Tiong Pheng</p> 	<p>Head Protocol & Publicity</p> <p>Ms Rafidah Bte Suparman</p> 	

ADDITIONAL INFORMATION

For more information, please log on to

<https://40apcca2022.sg/>

For more queries, please contact:

support@40apcca2022.sg

APCCA member countries may also contact your respective Liaison Officers for more information.

ADDITIONAL INFORMATION, ORGANISING COMMITTEE AND SPECIAL THANKS

SECRETARIAT & REGISTRATION SUB-COMMITTEE

- Ahmad Naufal Bin Amirza
- Lim Jing Jie Kevin
- Lin Rouxiu Juni
- Nabil Fikri Bin Jawahir
- Phor Cai Juan Pamela
- Wu Peishan

TECHNICAL SUPPORT SUB-COMMITTEE

- Aliff Rizduan Bin Mohamad
- Lam Yong Liang Bill
- Nathan Kyaw Naw Da Aung
- Ong Boon Hwee
- Tan De Hao Daniel

FINANCE & PROCUREMENT SUB-COMMITTEE

- Leong Wing Mun
- Siow Yong Sin
- Tan Poh Huay
- Teng Say Siang
- Yeow Kheng Boon

PROGRAMME SUB-COMMITTEE

- | | |
|---------------------------------|------------------------------------|
| • Amanda Tang Jing Qing | • Muhammad Ayub Bin Mohd Sahari |
| • Chang Xin En | • Muzafar Muneer Bin Mustafa |
| • Chionn Yun Jie Shermaine | • Ng Kallin |
| • Chong Li Ling | • Nicole Teo Xin Yi |
| • Choy Chor Ying | • Nur Asyikin Binte Hamzah |
| • Chua Shu Hui | • Ong Chin Hwee |
| • Dhevani D/O Ramachandran | • Ong Jiang Jiang Ace |
| • Elvis Tan Wei Siong | • Quah Feng Ling |
| • Evelyn Tan Ching Yi | • Randeep Singh s/o Jagindar Singh |
| • Gayathri d/o Rajeswara Sarma | • Sarah Levinia Joseph |
| • Hariram S/O Thanasegara Rajah | • Shana Sim Sixuan |
| • Ho Ying Ying Angeline | • Sia Yujian, Samuel |
| • Ho Zhi Rong, Milko | • Soh Jun Hao Jonathan |
| • Joyce Chan Pei See | • Song Zuowei Patrick |
| • Keonz Quek Yong Qiang | • Theapan Prakash s/o Ravintheran |
| • Leong Qian Ning | • Toh Weisheng Mark |
| • Lim Yirong Doris | • Vanessa Tang Kar Wei |
| • Loh Jia Hui | • Wong Wen Hui |
| • Mariam Binte Mohammad Mazlan | • Yew Rong Hui, Varian |
| • Mohammed Farish Bin Azman | |

PROTOCOL & PUBLICITY SUB-COMMITTEE

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- Chen Shuyi
- Elaine Wong
- Ivan Chong
- Jaly Santosh
- Koh Hui Ting
- Marlene Chua
- Ravin Singh
- Suffirah Md Mansor
- Tan Ee Hong
- Tan Siang Leng

LIAISON OFFICERS

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- Cheryllyn Ng
- Hui Yong Hung
- Ivan Chong
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- Lee Dong Neng
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- Muhammad Nazir Abdul Hamid
- Ong Yu Qing
- Suffirah Md Mansor
- Tan Ee Hong
- Timothy Leng
- Tony Immanuel Tin
- Wu Peishan



BROUGHT TO YOU BY SINGAPORE PRISON SERVICE

Appendix G:

Discussion Guide 2022



DISCUSSION GUIDE
for the
2022 VIRTUAL CONFERENCE

HOSTED BY THE
SINGAPORE PRISON SERVICE

Discussion Guide prepared by:

Emeritus Professor Neil Morgan AM and Ms Irene Morgan

APCCA Rapporteurs

INTRODUCTION

In 2022, APCCA Conference will be hosted by the Singapore Prison Service (SPS) from 19 September 2022 to 23 September 2022. Because of COVID-19, it will be a virtual, webinar-based event, not a face-to-face event.

During 2021, the Governing Board and the Business Session resolved that the Agenda Topics for 2022 would be as follows:

AGENDA ITEM	TOPIC
Agenda Item 1	Challenges and Initiatives in corrections
Agenda Item 2	Managing prison emergencies (COVID-19 Pandemic, natural disasters, disorder, escapes, suicide etc): Prevention, preparedness, response and recovery
Agenda Item 3	Providing effective programs for staff support and career development
Agenda Item 4	Managing the release of prisoners and engaging the community in reintegration
Agenda Item 5	Best practices in meeting the needs of offenders in prison and in the community

This Discussion Guide explains the processes for submitting your presentations (pp 1-3) and suggests possible discussion points for the Agenda Items (pp 4-12).

IMPORTANT NOTES

AGENDA ITEM 1 ('Challenges and Initiatives in Corrections'):


- ❖ All countries will give a presentation to the full conference.
- ❖ Your presentation must be of no more than 8 minutes duration.

AGENDA ITEMS 2 -5:

- ❖ Presentations on these topics is voluntary. However, the topics have been chosen to be relevant to everyone. *We therefore encourage you to present on as many Agenda Items as possible.*
- ❖ Agenda Items 2-5 will be presented to concurrent smaller group settings.
- ❖ Presentations on Agenda Items 2-5 should be a maximum of 15 minutes in duration.

HOW TO PREPARE AND SUBMIT YOUR PRESENTATIONS

As this is a virtual conference, a lot more advance preparation is required, especially by the Singapore Prison Service and the Rapporteurs. It is therefore important that you follow these instructions and keep to the following submission deadlines so they have time to complete their tasks before the conference in September.

Task	Deadline	Remarks
<p>Submit title and brief description of your presentation</p>	<p>23 May 2022</p>	<p>Scan the QR Code or click on the link below to submit your agenda abstracts</p>  <p>http://www.go.gov.sg/apcca2022</p>
<p>Submit papers and video recordings</p> <ul style="list-style-type: none"> ❖ PowerPoint slides for your presentation on Agenda Item One ❖ PowerPoint slides on other Agenda topics on which you wish to make a presentation ❖ A written paper (or detailed presenter's notes) to explain your PowerPoint slides ❖ A video recording of each presentation in 1080p (recommended) or 720p resolution and a written English version of your presenter's script. The Singapore Prison Service will insert English subtitles into your video recording and combine it with the slides. 	<p>30 June 2022</p>	<p>Submit to your assigned Liaison Officer (LO)</p> <p>Please ensure that:</p> <ul style="list-style-type: none"> ❖ You explain any acronyms or abbreviations so delegates can understand your presentation. ❖ To avoid confusion, include the following information in the header or footer of your PowerPoint presentations and other written material: <ul style="list-style-type: none"> • Agenda Item number • Country name • Page numbers

After receiving your presentations, the Singapore Prison Service will:

- ❖ Liaise with the Rapporteurs as necessary.
- ❖ View your video recording to ensure the quality of vision and sound.
- ❖ Arrange for English subtitles to be added to your slides, according to the presenter's script that you provide.
- ❖ Arrange for your slides to be combined with your video recording.
- ❖ Provide you with feedback, including any requests for clarification or amendment.

AGENDA ITEM 1

Challenges and Initiatives in Corrections

Agenda Item 1 is an APCCA tradition. It is designed to ensure that all countries have an equal opportunity to make a presentation to the whole conference about their current challenges and initiatives. Sharing such experiences has often led to initiatives being adopted in other countries and to collaborations between members. The papers on Agenda Item 1 also provide a valuable long-term record of trends and progress across the region.

All countries prepare a paper and make a presentation on Agenda Item 1. As presentations are limited to 8 minutes duration, we recommend that:

- ❖ Your **written paper** considers the following 'discussion points'.
- ❖ Your **presentation** discusses just one or two of your current challenges and initiatives.

NOTE: in most countries, COVID-19 has been the biggest challenge of the last three years. You may mention this in your presentation. However, if you wish to discuss COVID-19 in detail, we ask you to make a presentation on Agenda Item 2 ('Managing Prison Emergencies').

SUGGESTED DISCUSSION POINTS

Please discuss the following questions so far as they are relevant to you.

1. Legal and Policy Frameworks

In addition to meeting the traditional goals of security and safety, correctional systems are now expected to rehabilitate and reintegrate offenders, to meet international human rights standards, and to be transparent and accountable.

To achieve these goals, it is necessary to have good modern corrections legislation backed by strong policy frameworks. Many APCCA members have said that their legislation and policy frameworks are outdated and that this has hindered progress.

- ❖ *Please outline any major reviews, initiatives and legislative changes with respect to prisons and community corrections.*

2. Funding

Another common concern is that government funding for corrections has not kept pace with growing demand. Indeed, funding for corrections has often been reduced.

- ❖ *Do you face funding problems? If so, what are your biggest areas of concern?*

3. Prison Populations

Prison populations have risen in many parts of the Asian and Pacific region in the last 20 years and the profile of the prisoner population has been changing. For example, many countries have seen a growth in female prisoners, older prisoners, and prisoners with mental health problems. These changes have created significant challenges.

- ❖ *Has your prison population increased or decreased over recent years? What has caused these changes?*
- ❖ *What is the proportion of unsentenced prisoners compared with sentenced prisoners (and what are the trends)?*
- ❖ *What is the proportion of female compared with male prisoners in the total prison population (and what are the trends)?*
- ❖ *Are there any identifiable trends with respect to the age of prisoners (for example, are you seeing more young prisoners or more older-aged prisoners)?*
- ❖ *How many foreign nationals do you have in your prisons? Are there any developments with respect to agreements for the international transfer of prisoners?*
- ❖ *Do you face problems of prison overcrowding? If so, what are the main 'pressure points' (for example, for female prisoners or remand prisoners)?*

4. Prison Building and Renovation

- ❖ *Are you undertaking prison building or refurbishment programs?*
- ❖ *If so, what are your priority areas?*

5. Community corrections

- ❖ *Please provide an overview of developments in the management of offenders in the community.*

Note: if you wish to present a detailed case study on this topic, please prepare a paper for Agenda Item 4 (see below).

6. Other Issues

Please discuss any other issues of current importance.

AGENDA ITEM 2

Managing prison emergencies (COVID-19 pandemic, natural disasters, disorder, escapes, suicides etc): Prevention, preparedness, response and recovery

1. Background: emergency management principles

The aim of this Agenda Item is to share experiences in managing emergency situations in prisons, and to learn what has been successful and what has not been successful.

Prison emergencies take many forms. Some involve 'internal' threats, such as riots, escapes and outbreaks of disorder. Others involve 'external' threats, such as fires, floods, cyclones and pandemics. Some emergencies are of short duration (such as a brief period of disorder) but others last a long time (such as COVID-19).

Every emergency involves unique features, causes and responses. However, it is generally accepted that effective emergency management involves four stages:

- ❖ *Prevention* (sometimes called 'risk mitigation') refers to actions taken to reduce the chances of an emergency occurring or to minimise its impact.
- ❖ *Preparedness* refers to actions taken before an incident occurs to ensure that there will be an effective response and recovery.
- ❖ *Response* refers to actions taken during or immediately after an emergency to contain, control or minimise the impact of the emergency.
- ❖ *Recovery* refers to actions taken to recover from the emergency.

At all four stages it is necessary to have:

- ❖ *Clear plans and procedures.*
- ❖ *Staff training* so that staff know how to implement the plans and procedures.
- ❖ *Regular emergency management exercises* to test plans and procedures, identify areas for improvement, and make modifications if required.

2. Case study discussion points

Please provide a case study of how you have managed a particular emergency or threat in your prison system. The most topical issue is COVID-19. However, you may discuss any type of emergency.

(a) Nature and extent of the emergency

Describe the emergency that you are discussing. For example:

- ❖ *If you are discussing COVID-19*, outline how COVID has affected your country and how many cases you have had in your prisons.
- ❖ *If you are discussing a riot*, describe what happened and the likely causes of the riot.

(b) Prevention

Outline the actions you took to prevent the emergency or to or minimise its impact. For example, if you are discussing COVID-19:

- ❖ Did you have a pandemic management plan for prisons?
- ❖ What restrictions have you imposed on prison visits (by family, lawyers etc)?
- ❖ Do you test staff for COVID-19?
- ❖ Do you test prisoners for COVID-19?
- ❖ Do you provide personal protective equipment (PPE) to staff?
- ❖ Do you provide PPE to prisoners?
- ❖ Do you have a vaccination program for staff? Are staff required to be vaccinated if they work in a prison?
- ❖ Do you have a vaccination program for prisoners? How effective has this been?

(c) Preparedness

Outline the actions you took to ensure an effective response to the emergency. For example, if you are discussing COVID-19:

- ❖ What measures had you taken to prepare your prisons for pandemics?
- ❖ Have you invested in additional prison medical facilities?
- ❖ Have you employed more medical staff?
- ❖ Do you provide training on COVID-19 to staff?
- ❖ Do you provide training on COVID-19 to prisoners?

(d) Response

Outline the actions you took to ensure an effective response to the emergency. For example, if you are discussing COVID-19:

- ❖ Do you put COVID-positive prisoners into specific prisons or are they spread through the whole system?
- ❖ How has COVID-19 affected the following:
 - Prison cleaning
 - Laundry services
 - Food preparation and service
 - Prisoners' access to treatment programs and counselling
 - Prisoner training and education
 - Prisoner employment
 - Prisoners' access to recreation
- ❖ How do you ensure adequate staffing if staff members are unable to work because they have COVID-19 or are in isolation?
- ❖ Have you implemented measures to allow prisoners to have 'video-visits' with family members and lawyers (such as Zoom, Skype and other systems)?

(e) **Recovery**

Outline your plans and actions to recover from the emergency. For example, if you are discussing COVID-19:

We are not yet into the full recovery phase because COVID-19 remains an ever-present threat. However, we now know more about how to manage COVID and vaccinations are proving effective. As a result, many countries are reducing the restrictions on daily life in the community.

- ❖ Have your prisons returned to a more normal regime?
- ❖ What are your plans for moving ahead over the next year?

(f) **Lessons learned**

Discuss what worked well in your management of this emergency and areas for improvement. Have you modified your emergency management plans, procedures and training to take account of this experience?

AGENDA ITEM 3

Providing effective programs for staff support and career development

1. Background

Staff working in corrections face many challenges. Prisons are particularly challenging as staff face significant risks. Prisons are also 'closed environments' where personality conflicts between staff can be damaging to morale, mental wellbeing, and even to safety. It is therefore important to build a positive culture and to ensure that staff have access to counselling and other forms of support.

Career development is equally important. Most people choose a career in corrections because they want to contribute in a positive way to offender rehabilitation and reintegration. However, if they do not have opportunities for career development, there is a risk that they will become negative and cynical. Career development programs also help organisations to identify, nurture and retain talented staff.

It is important to remember that success in corrections is not just about custodial staff. It requires a wide network of people to be working towards common goals in a cohesive and supportive way. Key non-custodial personnel include teachers, people providing training to prisoners, program providers, psychologists, health professionals, community corrections officers, and staff working in human resources and IT. All these groups need access to support programs and to career development opportunities that are relevant to their particular profession.

2. Staff support

Possible discussion points include:

-
- ❖ Counselling services for staff, including dedicated phone helplines
 - ❖ Prison-based support systems (such as 'staff support officers')
 - ❖ Group programs
 - ❖ 'Bonding' initiatives (such as sports and family days)
 - ❖ Mentoring schemes
 - ❖ Online programs

Please discuss what has been successful, and why.

3. Career development

(a) Custodial officers

Possible discussion points include:

- ❖ What are your aims and priorities in providing career development for custodial officers?
- ❖ How do you identify and nurture talent?
- ❖ Describe some of your career development programs
- ❖ Do you offer online as well as face to face courses?
- ❖ Mentoring schemes

Please discuss what has been successful, and why.

(b) Other staff groups

Many of the other groups who work in corrections hold accredited professional qualifications. They include teachers, psychologists, accountants, IT experts and health professionals. It is important to ensure that these staff retain their accreditations and have access to specialised professional training. It is important to ensure they are not professionally isolated, and that they have career paths. If not, they will seek employment in the general community rather than in corrections.

Please explain how you meet the needs of these different staff groups. What are some of the challenges? What has been successful, and why?

AGENDA ITEM 4

Managing the release of prisoners and engaging the community in reintegration

1. Background

Prison is an unreal environment that bears little relationship to the 'real world'. Prisoners are generally subject to tight controls and monitoring and often have few choices. They are told what to do, how to do it and when to do it. As a result, they do not have to show the level of personal responsibility and

self-organisation that is required for daily living in the community. These problems are exacerbated when people have been in prison for a long time and are not familiar with modern technologies.

It is therefore important to prepare people for release while they are still in prison. And after release, it is important to provide services and supports to help them live a law-abiding life. Government departments alone cannot achieve these goals. They must work with community organisations to encourage the community to accept ex-prisoners back into society and to provide well-targeted support programs.

For most ex-prisoners, the priority areas are housing, family support and employment. Women, young people, people from ethnic minorities and people with mental health problems are likely to have the highest needs.

For cultural, economic, political and religious reasons, practices will vary across the region. For example, practices in small Pacific Island nations cannot simply be transferred to densely populated city states or large countries. However, there are many opportunities to learn from each other.

Please give one or two case studies on initiatives that have been successful.

2. Preparing prisoners for release

Possible discussion points include:

- ❖ What are the main skills in which prisoners need preparation for their release?
- ❖ Do you aim to move prisoners to low security prisons or specialised pre-release centres before they are released?
- ❖ What programs do you offer to people in the 6-12 months before their release?
- ❖ Initiatives to prepare particular groups for release, such as:
 - Women
 - Younger people
 - People with mental health problems.
 - People from minority groups

Please discuss what has been successful, and why.

3. Engaging the community in reintegration

Possible discussion points include:

- ❖ Do you have a strategic plan to engage the community in reintegration?
- ❖ How do you reflect this plan in your organisational structure (for example, is there a division that is responsible for driving community engagement)?
- ❖ Examples of contracts or MOUs with community-based organisations to deliver support services to ex-prisoners?
- ❖ Examples of engagement with the ex-prisoner's family.
- ❖ Examples of engagement with the ex-prisoner's community.

-
- ❖ Examples of specific programs for women, younger people, people with mental health problems and people from minority groups?

Please discuss what has been successful, and why.

AGENDA ITEM 5

Best practices in meeting the needs of offenders in prison and in the community

1. Background

Offenders are presenting with more complex needs than before. In most corrections systems there are now more women, more people with mental health needs, and more people with serious addiction problems.

The nature of drug abuse has also changed significantly over the past decade. Heroin, cocaine and marijuana continue to pose challenges, but dangerous new drugs have emerged, especially methamphetamines. In many countries, the abuse of prescription drugs (such as oxycodone and fentanyl) has also become an extremely serious problem. And alcohol abuse continues to be a problem, especially in relation to crimes of violence within families.

The changing profile of offenders has created significant challenges for managing offenders safely and securely, and for providing programs that will meet their specific rehabilitation needs.

The purpose of this Agenda Item is to learn, through case studies, how different countries are tackling the increasingly complex needs of offenders. This will help us to understand what works and why.

2. Case study discussion points

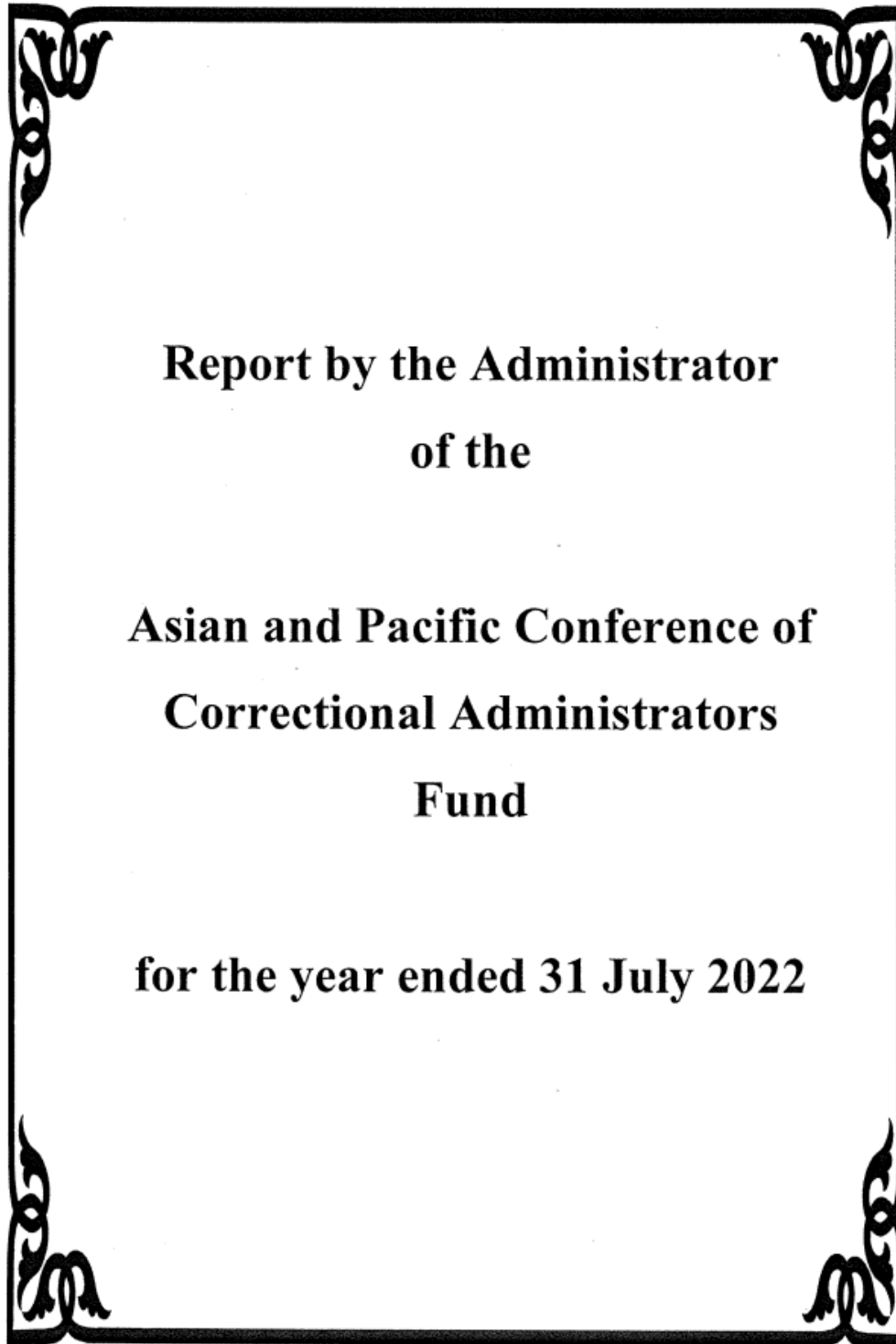
Please provide a case study of an initiative to support the rehabilitation of offenders or to target the needs of a particular group of offenders. You should discuss what has been successful and why.

You can discuss any group of offenders you think appropriate. Examples include initiatives to address the needs of:

- ❖ Female offenders
- ❖ Young women
- ❖ Young men
- ❖ Indigenous prisoners
- ❖ People with mental health problems
- ❖ People with physical disabilities
- ❖ Older prisoners
- ❖ Foreign prisoners
- ❖ People who abuse illegal drugs, prescription drugs or alcohol

Appendix H

Report by the Administrator of the APCCA Fund 2022



**Report by the Administrator
of the**

**Asian and Pacific Conference of
Correctional Administrators
Fund**

for the year ended 31 July 2022

**Report on Administration of
Asian and Pacific Conference of Correctional Administrators Fund
for the year ended 31 July 2022**

Introduction

At the 17th Asian and Pacific Conference of Correctional Administrators (APCCA) held in September 1997 in Malaysia, the full Conference agreed to establish a fund in the name of APCCA to provide a small fee and administrative expenses to the Co-ordinator who had been supporting APCCA on an honorary basis.

Administration of the Fund

The Correctional Services Department, Hong Kong, China has been appointed as the Administrator of the Fund since its establishment in December 1997, and a bank account has been opened in the name of APCCA with the Hongkong and Shanghai Banking Corporation Limited. All expenditure above a nominal amount of US\$1,000 would require the prior approval of the APCCA Fund Administrator and one other member of the Finance Committee. The financial statements of the Fund would be tabled at the APCCA meetings.

As agreed in the 33rd APCCA Conference held in India in September 2013, the following accounting and payment arrangements have been implemented:

- The financial year of the APCCA will end on 31 July;
- The financial statements of the APCCA Fund will be certified by an accounting professional and, together with the APCCA Fund Administrator's Report, will be presented to the Governing Board for endorsement before tabling at the Annual Conference;
- The APCCA Fund will directly reimburse Rapporteurs the cost of round-trip business class airfares between their home city and the current host country; and
- The accommodation expenses of the Rapporteurs will be borne by the current conference host.

Contribution

While contributions from any jurisdictions would be welcome, a scheme of voluntary contributions from interested nations or territories was recommended in the conference 1997 to provide a small fee and administrative expenses to the APCCA Co-ordinator and Co-rapporteur.

Progress and Results

During the Business Meetings and Business Session held via Zoom and email between 29 September 2021 and 31 October 2021, it was noted that the financial position of the APCCA Fund was healthy.

For the year ended 31 July 2022, total contributions received amounted to US\$18,960. On the other hand, total expenditure was US\$28,698 and included the following:

- US\$14,500 being honorarium to the Rapporteurs;
- US\$124 paid to Quirk Pte Ltd of Singapore for the website hosting of APCCA and US\$13,895 being payment to Websparks Pte Ltd of Singapore for revamp of APCCA website including one-time set-up costs and annual costs of hosting, application support and maintenance; and
- bank charges of US\$179 for payments through telegraphic transfer and updating of signatories for the bank account.

After taking into account bank interest income of US\$3, there was a deficit of US\$9,735 for the year. With a balance of US\$227,001 brought forward from the previous year, the Fund had an accumulated surplus of US\$217,266 as at 31 July 2022.

The financial statements were properly prepared and confirmed to have shown truly and fairly the financial position of the fund as at 31 July 2022 and of its income and expenditure for the year then ended by the Senior Treasury Accountant attached to the Correctional Services Department, Hong Kong, China. Please refer to the attached financial statements for details.

Vote of Thanks

I wish to express my appreciation to those jurisdictions that have contributed to the Fund over the years. Members' continuous and staunch support to the Fund is important to build up a solid foundation for the APCCA amidst an ever-changing environment. I sincerely hope that members will continue their support to the APCCA Fund in future years by contributing generously.



(WONG Kwok-hing)

Commissioner of Correctional Services

Hong Kong, China

and

APCCA Fund Administrator

18 August 2022

Asian and Pacific Conference of Correctional Administrators Fund
Balance Sheet as at 31 July 2022

	Note	2022 US\$	2021 US\$
Current Assets			
Cash at bank	2	238,772	238,390
Contribution receivable	3	-	2,987
Prepayment	4	127	124
		<u>238,899</u>	<u>241,501</u>
Current Liabilities			
Accounts payable	5	<u>21,633</u>	<u>14,500</u>
		<u>217,266</u>	<u>227,001</u>
Accumulated fund			
Accumulated surplus:			
Balance at beginning of the year		227,001	223,959
(Deficit)/Surplus for the year		<u>(9,735)</u>	<u>3,042</u>
Balance at end of the year		<u>217,266</u>	<u>227,001</u>

I certify that the financial statements are properly prepared and show truly and fairly the financial position of the fund as at 31 July 2022, and of its income and expenditure for the year then ended.


 (Ms CHAN Hiu-sin)
 Senior Treasury Accountant
 Correctional Services Department
 Hong Kong, China
 18 August 2022

Asian and Pacific Conference of Correctional Administrators Fund
Income and Expenditure Account for the year ended 31 July 2022

	Note	2022 US\$	2021 US\$
Income			
Voluntary contribution (Annex)	6	18,960	18,003
Interest income		<u>3</u>	<u>2</u>
		<u>18,963</u>	<u>18,005</u>
Expenditure			
Honorarium to APCCA Rapporteurs		14,500	14,500
Ongoing development & maintenance of APCCA website	7	14,019	373
Bank charges		<u>179</u>	<u>90</u>
		<u>28,698</u>	<u>14,963</u>
(Deficit)/Surplus for the year		<u><u>(9,735)</u></u>	<u><u>3,042</u></u>

Asian and Pacific Conference of Correctional Administrators Fund
Notes to the Financial Statements

1. The financial statements have been prepared on an accrual basis.
2. Cash at bank represents the balance as at year end date.
3. Contribution receivable represents the contribution income received after the close of financial year.
4. Prepayment represents the website hosting expenditure from August 2022 to September 2022.
5. Accounts payable represents provision for honorarium to the Rapporteurs, one-time set-up costs for revamp of APCCA website, website hosting fee from December 2021 to March 2022 and application support and maintenance fee from April 2022 to July 2022.
6. Contribution income represents the actual contribution amount received and receivable.
7. The amount of 2021-22 represents one-time set-up costs for revamp of APCCA website, ongoing website hosting fee and application support and maintenance fee.

Annex

**Asian and Pacific Conference of Correctional Administrators Fund
Voluntary Contribution for the year ended 31 July 2022**

Jurisdiction	(a) Contribution US\$	(b) Bank Charges US\$	(c) = (a) - (b) Actual Amount Received US\$
Australia			
New South Wales	1,000.00	8.30	991.70
Queensland	1,000.00	-	1,000.00
South Australia	1,000.00	-	1,000.00
Tasmania	1,000.00	8.30	991.70
Hong Kong, China	1,000.00	12.77	987.23
India	990.00	8.38	981.62
Japan	3,000.00	8.30	2,991.70
Republic of Korea	1,944.00	16.66	1,927.34
Malaysia	2,003.88	3.84	2,000.04
New Zealand	3,000.00	8.37	2,991.63
Singapore	1,010.00	-	1,010.00
Thailand	1,100.00	12.77	1,087.23
Vietnam	1,000.00	-	1,000.00
Total	19,047.88	87.69	18,960.19

Appendix I

Report of the APCCA Finance Committee 2022

Report of APCCA 2022 Finance Committee Meeting at 1500 hours (Singapore time) on 30th August 2022

Present

Mr. WONG Kwok Hing, Hong Kong (China)	(Chairperson)
Ms. SHIE Yong Lee, Singapore	(Member)
Mr. CHOI Je-young, Republic of Korea	(Member)
Major General Tran Van Thien, Vietnam	(Member)
Mr. Edward Ekasaputra, Indonesia	(Member)
Mr. Amarjargalan, Mongolia	(Member)

Recorder

Mr. SIU Wing Hong, Hong Kong (China)

Virtual Meeting

During the Governing Board Meeting in September 2021, it was decided that the Business Meetings of APCCA to be held virtually via “Zoom” by Singapore in 2022 because of the COVID-19 pandemic.

Report by the Administrator of the APCCA Fund 2021-2022 (APCCA Fund Report)

- This report covers the period from 1 August 2021 to 31 July 2022.
- A total amount of US\$18,960 contributions was received from 13 jurisdictions.
- Total expenditure was US\$28,698 covering (i) honorarium to APCCA Rapporteurs; (ii) ongoing development and maintenance of APCCA website; and (iii) bank charges for payments through telegraphic transfer and updating of signatories for the bank account.
- After taking into account bank interest income of US\$3, there was a deficit of US\$9,735 for the year.
- With a balance of US\$227,001 brought forward from the previous year, the APCCA Fund had an accumulated surplus of US\$217,226 as at 31 July 2022.
- In compliance with Clause 32¹ of APCCA Joint Declaration, the financial statements of the APCCA Fund were certified by the Senior Treasury Accountant of the Hong

¹ The financial statements of the APCCA Fund will be certified by an accounting professional and, together with the Report by the Administrator of the APCCA Fund, will be presented to the Governing Board for endorsement before tabling at the Annual Conference.

Kong Correctional Services Department. It was confirmed that they were properly prepared and showed truly the income and expenditure of the Fund for the period between 1 August 2021 and 31 July 2022. In brief, our financial position remains healthy. The financial statements and the Report by the Administrator of the APCCA Fund 2021-2022 will be tabled in the coming Governing Board Meeting.

Any Other Business

Nil

Appendix J

APCCA Secretariat Report 2022

APCCA SECRETARIAT REPORT

(September 2021 – August 2022)

For submission to APCCA 2022

This report briefly informs members of the work done by the APCCA Secretariat during the period between September 2021 to August 2022.

Role of APCCA Secretariat

2. The APCCA Joint Declaration provides for the establishment of the APCCA Secretariat (hereafter referred to as the Secretariat) to provide support services to the APCCA and its Governing Board. The main duties of the Secretariat are:

- a. To serve as a focal point between the APCCA and its members, and between the APCCA and other individuals and organisations;
- b. Produce the APCCA newsletter;
- c. Manage the APCCA website;
- d. Implement the resolutions and exercise such powers as authorised by the Annual Conference and / or the Governing Board; and
- e. Serve as the APCCA Fund Administrator.

Secretariat Appointment

3. The Hong Kong Correctional Services Department (HKCSD) and the Singapore Prison Service (SPS) were appointed by the APCCA at the 21st Annual Conference in 2001 to co-serve as the Secretariat for a term of two years. At the 23rd, 25th, 27th, 29th, 31st, 33rd, 35th, 37th and 39th Annual Conference held in 2003, 2005, 2007, 2009, 2011, 2013, 2015, 2017 and 2019, the appointment had been renewed consecutively. In the 2021 Business Meetings, the appointment was, at the latest, renewed for another term of two years till 2023.

4. Based on a cooperative agreement between the two departments, HKCSD undertakes the general administrative duties, liaison work and financial matters while SPS is responsible for the APCCA newsletter production as well as the management and maintenance of the APCCA website.

Administrative and Co-ordination Work

5. Thirty-four jurisdictions have signed the APCCA Joint Declaration and hence became members of the APCCA. Due to the COVID-19 pandemic, the 2020 Conference and the 2021 Conference were forced to be cancelled one after another. Nevertheless, thanks to the untiring efforts from the Korea Correctional Service (KCS) and the Rapporteurs, the 2021 Business Meetings were convened by KCS on 29th September 2021 virtually over Zoom and emails.

6. Efforts have been made by the Secretariat to compile correctional statistics from members. This year, ten members responded to our call for statistical returns. The correctional statistics, compiled by the Secretariat, will be published on the APCCA website after the conclusion of the virtual APCCA 2022.

7. As the APCCA Fund Administrator, HKCSD manages the fund in accordance with the *APCCA Joint Declaration* with the assistance of the Finance Committee. The Report by the Administrator of the APCCA Fund and the Finance Committee's Report for 2021-2022 will be tabled at the virtual Governing Board Meeting and Business Session (over emails) in 2022.

APCCA Newsletter

8. The APCCA Newsletter is a publication for the purpose of sharing and learning amongst correctional counterparts in the Asia and Pacific region. SPS has undertaken the production work since assuming duties as the Secretariat in 2001. The 50th edition of the newsletter was themed "Differentiated Interventions in Correction" and was published in January 2022. Seven members responded to the call for articles, and they contributed articles on differentiated rehabilitation programmes for drug abusers and female offenders. The 51st edition of the newsletter is targeted to be published in September 2022.

9. The Secretariat would like to thank the members who have contributed to this year's newsletter, and looks forward to the continued support from members for the upcoming issues. The Secretariat also hopes that members will continue to leverage the newsletter as a platform to share their knowledge and expertise, as well as to update each other of their latest developments to improve correctional practices.

APCCA Website

10. The aim of the APCCA website is to facilitate information sharing amongst members and promote a wider exposure of the APCCA to the global community. With the setting up of the Secretariat in 2001, SPS was given the responsibility of maintaining and supervising the website and has been doing so since October 2002. The revamped website in 2012 saw an improvement of the layout and aesthetics, and the creation of a restricted access repository so that members can share information and materials amongst themselves. The website now acts as a one-stop portal for all relevant information, such as points of contact, conference resources and newsletters updates.

11. The proposal for another review of the website was agreed at the Governing Board Meeting and later endorsed at Business Session One of the Conference in 2019 (Mongolia). In consultation with HKCSD and the Rapporteurs, SPS has worked with the website vendor on improving the layout, aesthetics and accessibility of information of the website. New features to improve learning exchanges, such as a “Survey” function and a “Knowledge Sharing Portal” for sharing correctional research articles and materials, have also been approved by the Governing Board for implementation. The update was completed and the new website was rolled out in 2022. We would like to encourage all members to actively utilise the new features (i.e. survey and knowledge sharing portal) to share information and best practices.

Concluding Remarks

12. On behalf of the APCCA community, the Secretariat wishes to thank the Rapporteurs, Emeritus Professor Neil Morgan AM and Ms Irene Morgan for their hard work and contributions to our community. Their precious time and efforts are much appreciated.

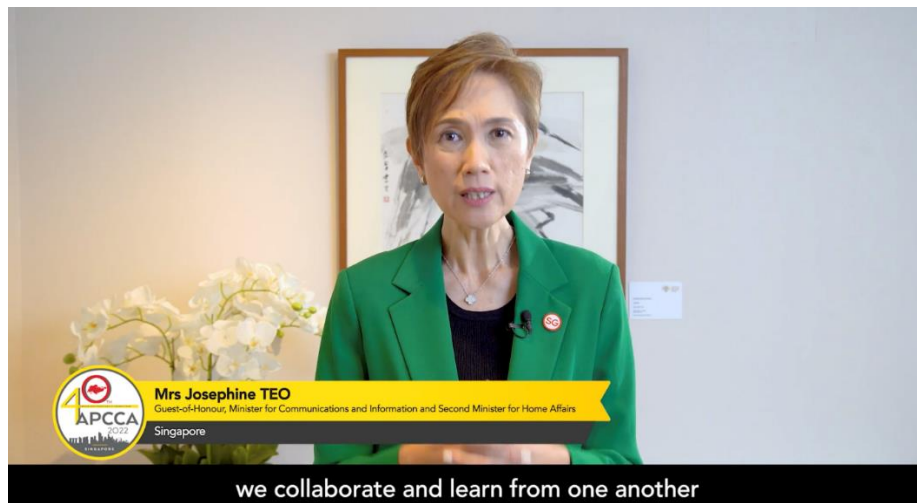
13. The Secretariat will also take this opportunity to thank all members for their contributions and support for its work in the past year, and looks forward to their continued support in the coming years.

APCCA Secretariat
August 2022

PHOTOGRAPHS



Snapshot of some of the presenters and participants from the Asia and Pacific countries



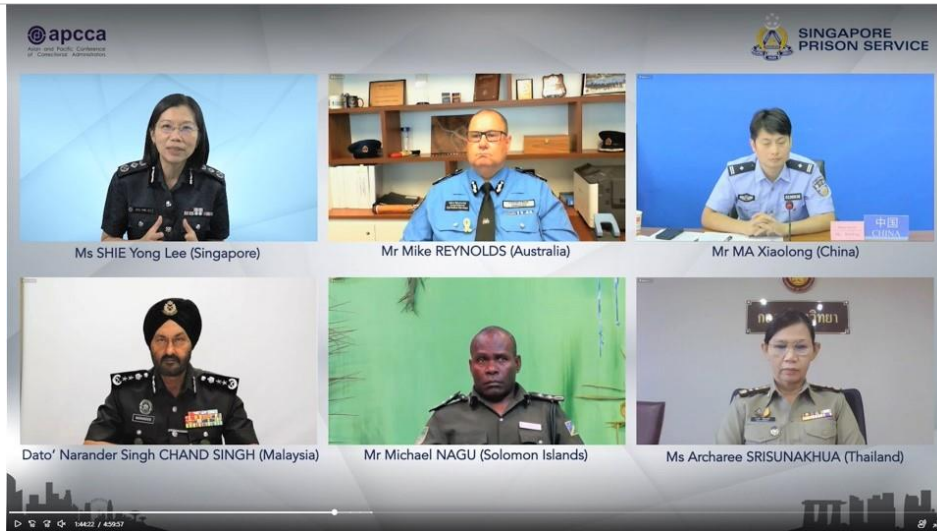
Opening Address by Mrs Josephine Teo, Minister for Communications and Information, and Second Minister for Home Affairs



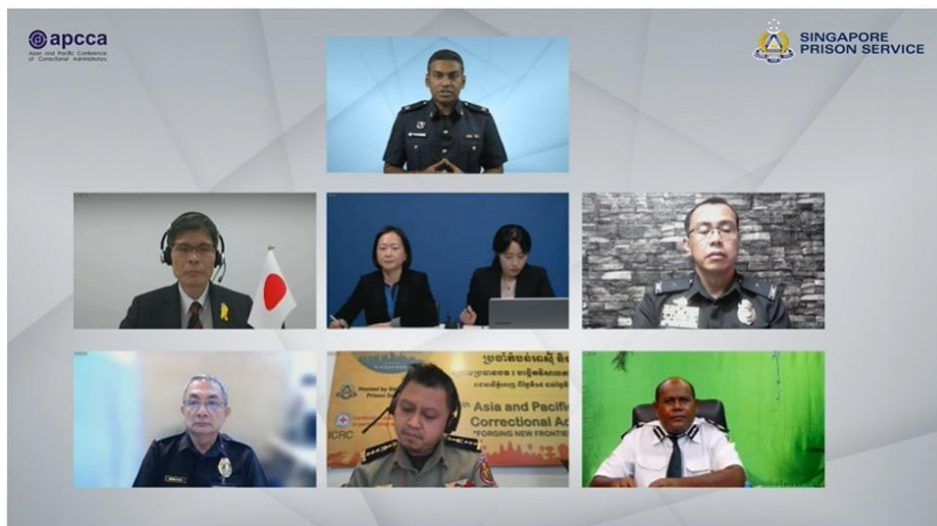
Opening Speech by Mr Shin Yong Hae, Commissioner, Korea Correctional Service (2021 Host)



Welcome Speech by Ms Shie Yong Lee, Commissioner, Singapore Prison Service



Plenary Session: 'Forging New Frontiers in Corrections – Technology, Partnerships and Advocacy'



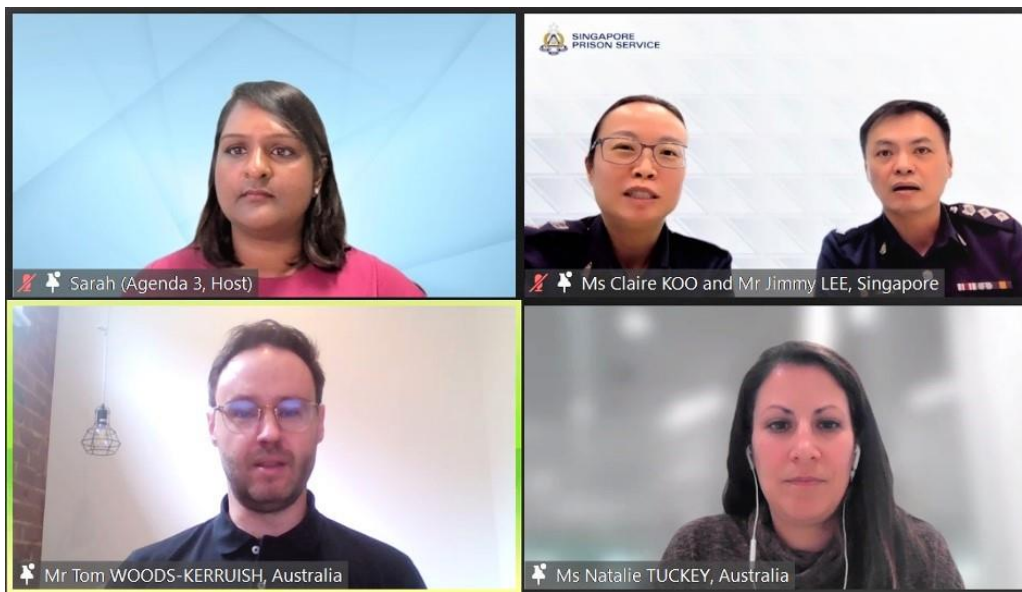
Some of the participants during the Agenda Item 1 session



Some of the participants during the Agenda Item 2 session



Some of the participants during the Agenda Item 3 session



Some of the participants during the Agenda Item 3 session



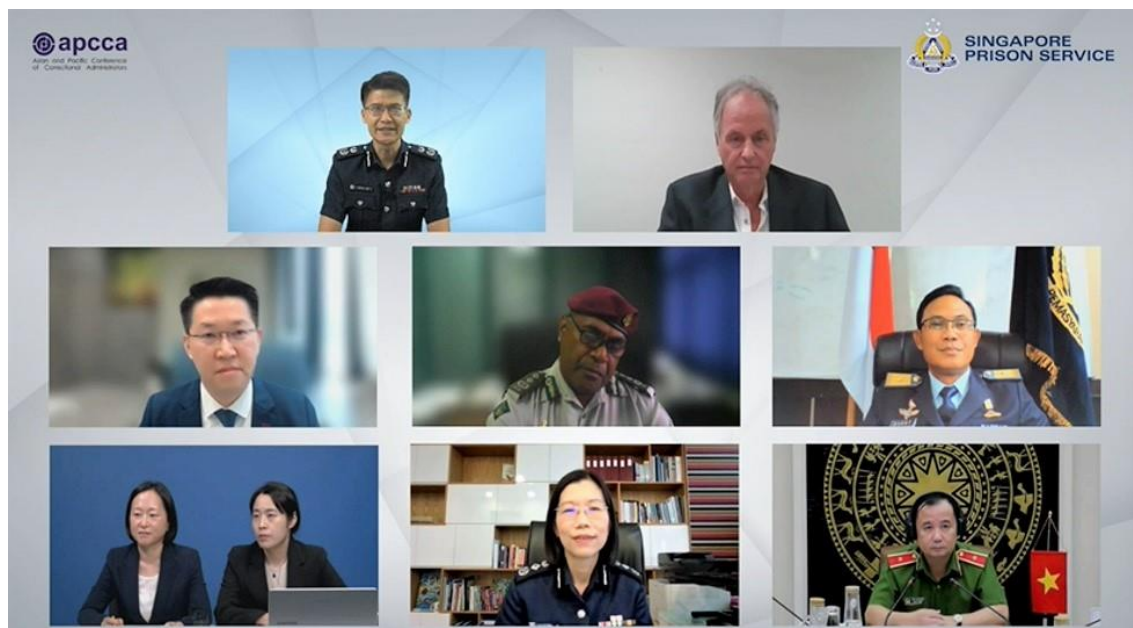
Some of the participants during the Agenda Item 4 session



Some of the participants during the Agenda Item 4 session



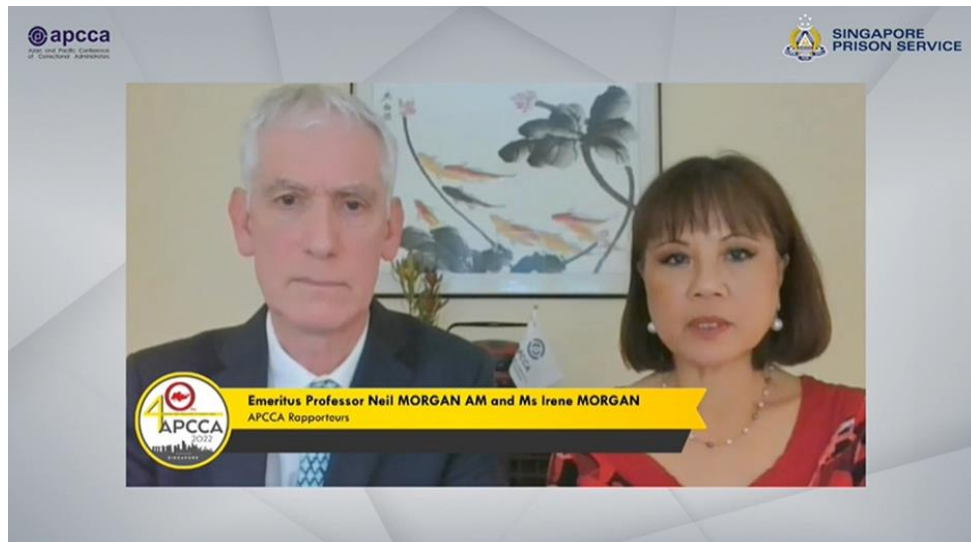
Some of the participants during the Agenda Item 5 session



APCCA Leader Fireside Chat



Cambodian delegates tuning in to the virtual conference



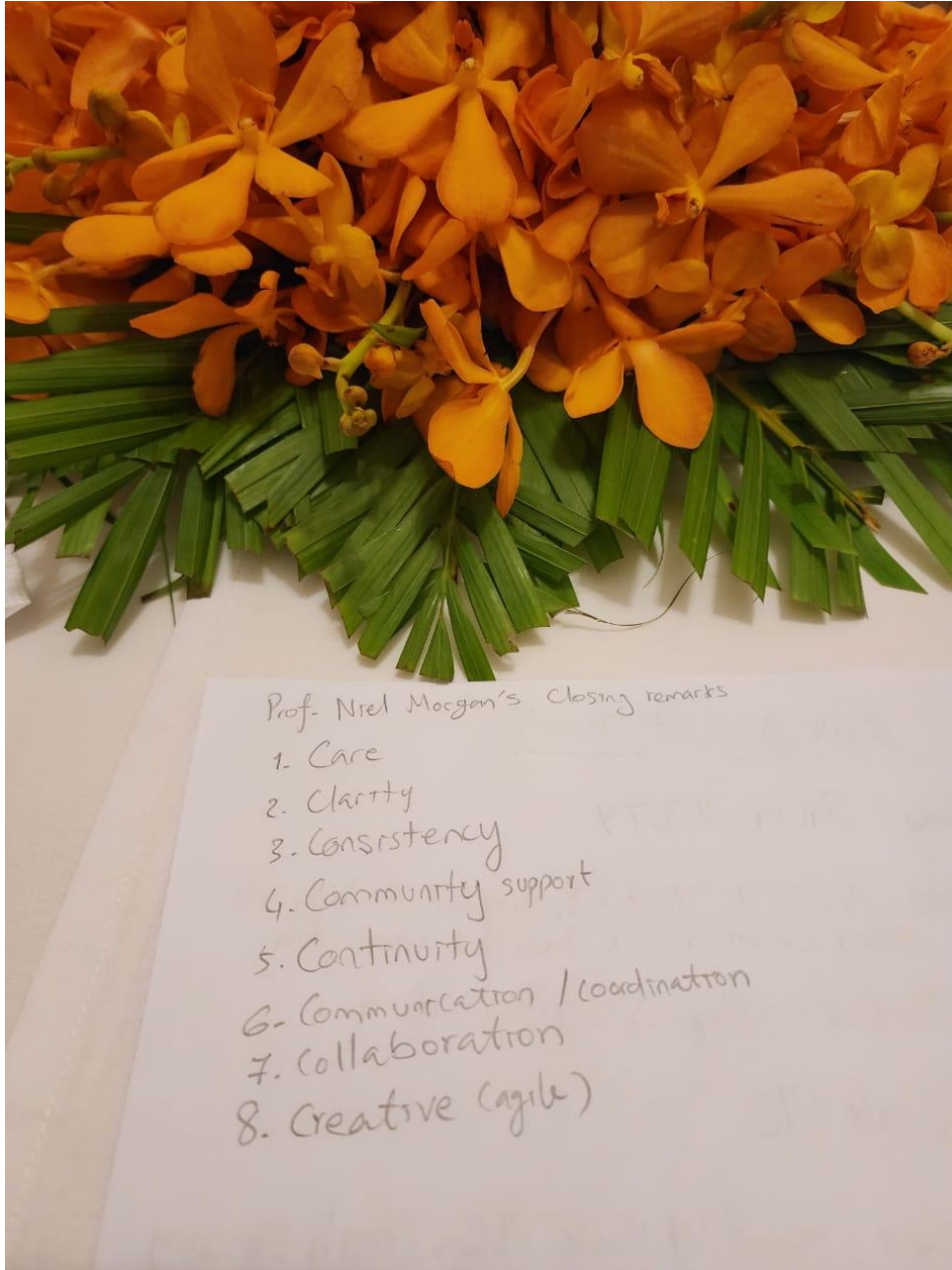
Closing Speech by Emeritus Professor Neil Morgan AM and Ms Irene Morgan, APCCA Rapporteurs



Successful virtual handover of the APCCA Flag from Singapore to Vietnam (2023 APCCA host)



*Speech by Lieutenant General Le Minh Hung,
Director General, Vietnam Prison Management Department*



The 8-C words coined by Emeritus Professor Neil Morgan AM