



LCCS at 15

Making Relationships Great

LUTHERAN COMMUNITY CARE SERVICES



Our tag line forms the foundation (bottom part) of a circle. The circle itself is symbolic of our Restorative Practice approach. Within this, LCCS sits on top of 2017 as we will continue to build on what we have achieved through the years.

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LCCS 15th Anniversary Message

REV JOHN TAN



THE LUTHERAN CHURCH in Singapore was established on October 30, 1997. Being a new church, the initial focus was on formulating policies and guidelines for ministries. At the same time, it was also exploring new mission fields like China, Mongolia and Cambodia. The church mission does not end here as it is imperative to establish a balance between sharing the gospel and having social responsibility. According to the bible in *Matthew 4:23* and *9:35*, Jesus did not just teach and preach, he was also performing acts of kindness and healing in *Acts 10:38*. Therefore, in church history, spreading the gospel and community care are inseparable.

James 2:17 tells us that faith without deeds is dead. The parable of the Good Samaritan points out that the priests and the Levites did not save the wounded due to religious or other reasons. It was a Gentile that extended a helping hand to the wounded man. The Christian faith emphasizes that love must be put into action. Lutheran Care Community Services (LCCS) was established on September 2, 2002 by the Lutheran Church in Singapore, and Rev Daniel Ang Kok Ser was appointed to lead the organization. Rev Ang began to plan and promote some small-scale social care work. After a series of preparation, LCCS was registered as a charity under the Charity Act on January 30, 2003, and was admitted as a member of the National Council of Social Service on September 15 of the same year. Thereafter, LCCS was issued Institutions of a Public Character (IPC) status by the Charity Council on November 1, 2006.

Over the years, we are pleased to witness the growth and development of LCCS and the diversification of its work. We are in a rapidly changing age, and besides political, economic and education institutions, even religious organizations are talking about reforms and renewal and social care is no exception. On its 15th anniversary, I pray for LCCS to have greater success every step of the way, growing to extend help for more people in need as well as people who hurt and need healing. Let LCCS continue to play the role of a good Samaritan, providing shelter, financial aid (*Luke 10: 30-37*), giving help and influencing. On that day, we can hear Jesus say, "Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me." (*Matthew 25:40*)

新加坡信义社区关怀服务 15周年纪念感言

陈约翰牧师

新加坡信义会于1997年10月30日正式成立。鉴于是一个新的教会团体，所以比较聚焦于拟定各种事工的政策和准则，也探索发展其他地方如中国、蒙古、柬埔寨的宣教事工。教会的使命不是只停留在这里，应该在传福音和社会责任持之以衡。圣经记载得很清楚，耶稣在公开的事工当中，不仅「教导、传道」(太四23, 九35)，也「行善医病」(徒十38)。因此，在教会的历史中，宣扬福音和社会关怀是密不可分的。

雅各书告诉我们，「信心没有行为是死的」(雅各书2:17)。好撒玛利亚人的比喻指出了祭司和利未人因宗教信仰或其他的原因而对路上那位受伤的人见死不救，反而是位外邦的撒玛利亚人对他伸出援手。基督教的信仰强调爱必须要付诸于行动。新加坡信义会于2002年9月2日正式成立新加坡信义社区关怀服务(LCCS)，并委任洪国土牧师全时间负责带领这个团体。洪牧师从此开始策划推动一些小规模的社会关怀工作。一系列的准备过后，信义社区关怀服务LCCS在2003年1月30日在慈善法令下注册为慈善团体，同年9月15日被接纳为国家福利理事会的成员，后又在2006年11月1日获公益机构颁发免税许可证。

这些年来欣喜见证信义社区关怀服务的成长与发展，事工也趋于多元化。我们处在一个快速变化的时代，无论政治、经济、教育、宗教信仰都在谈论改革更新，社会关怀工作也不例外。在LCCS 15周年之际，祝她百尺竿头更进一步，事工越作越好，并延伸到更多有需要的人，毕竟这社会上心灵受创者不少，他们在期待援助。愿信义社区关怀服务继续扮演好撒玛利亚人，无论提供栖身所或金钱(路加10:30-37)，都给受医治者带来一定的帮助和影响。到那日，我们可以听见耶稣基督说：「我实在告诉你们，这些事你们做在我弟兄中一个最小的身上，就是做在我身上了。」(马太25:40)



PARTNERING CORPORATES FOR SOCIAL IMPACT...

DANIEL ANG

"DISRUPTION" IS A WORD that creates excitement and anxiety. While new jobs are created, it also causes the loss of old jobs. In the social service sector, organization are not spared either. The message is "innovate" or be "disrupted." As a consequence, social service organizations are challenged to disrupt how services are delivered.

As LCCS enters its 15th year of service, we are ever mindful that we have been constantly disrupted by many variable factors like policy changes, competition and the shift in direction of our institutional partners. LCCS' niche and resourcefulness has always managed to navigate us out of the treacherous water. But moving forward, we seek innovative ways to disrupt the sector or risk disappearing.

As corporate social responsibilities (CSR) move away from giving outright cash to focus on engagement, volunteerism and alignment of their core businesses, organization like LCCS need to harness their intellectual property to create revenue streams to fund its work. We discovered the troubles presented by children and teenagers in schools mostly point to parenting style and skills.

Traditionally, we work with schools to reach out to these parents through parenting workshops, but the participation rate from these parents is low. We are looking at partnering corporate organisations to reach out to their employees who are parents. An employee who has a happy family is also an employee that is most productive. The employees become better informed and more skillful in parenting. If collectively parents take less time off to attend to their children's problem in schools, it will increase their productivity.

To begin this journey, we like to invite our corporate sponsors for our Charity Golf Event to collaborate with us further by reaching out to their employees to make them better parents and family members as they contribute to the company's productivity.

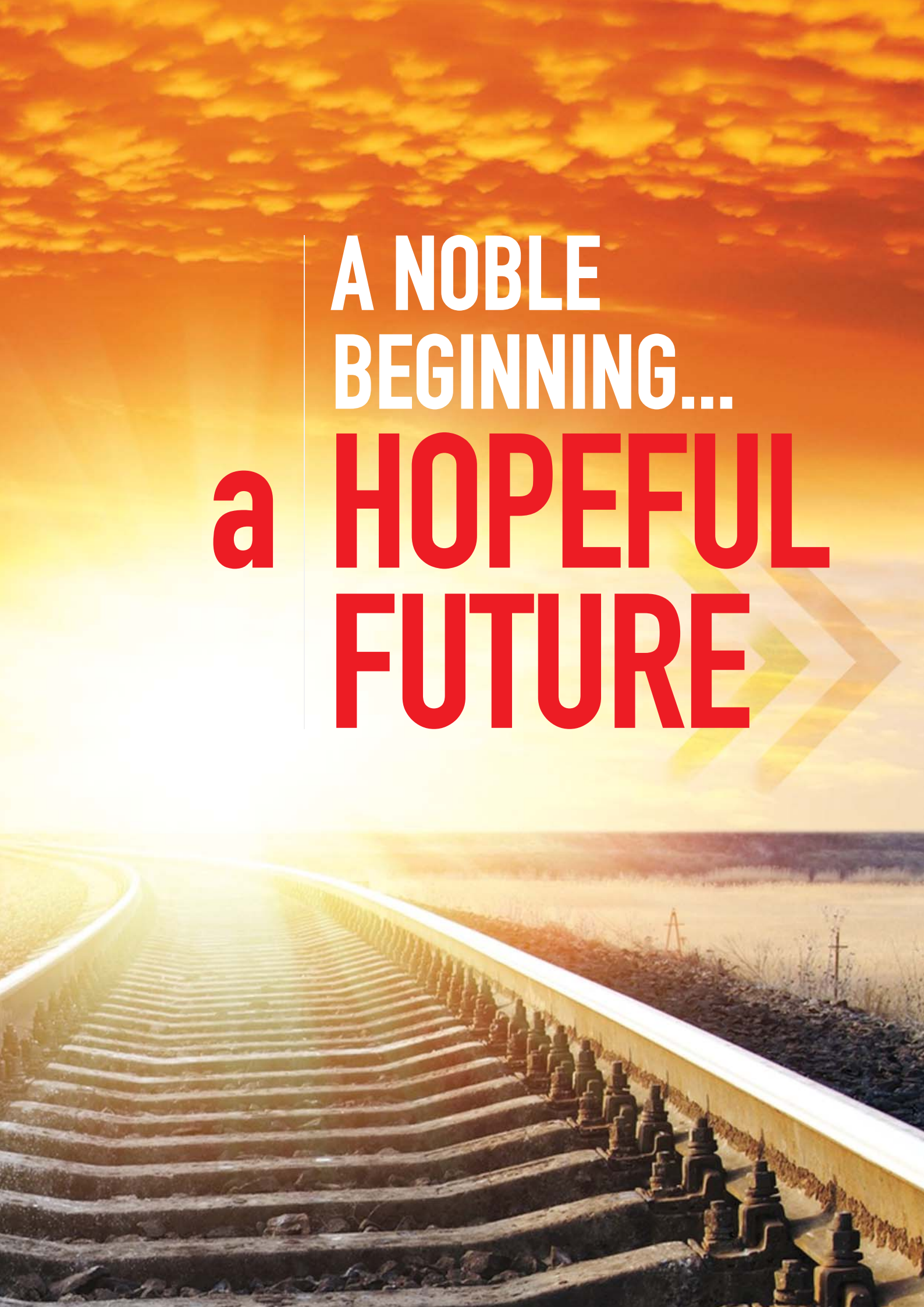
Thank you

Daniel Ang

CEO

Lutheran Community Care Services

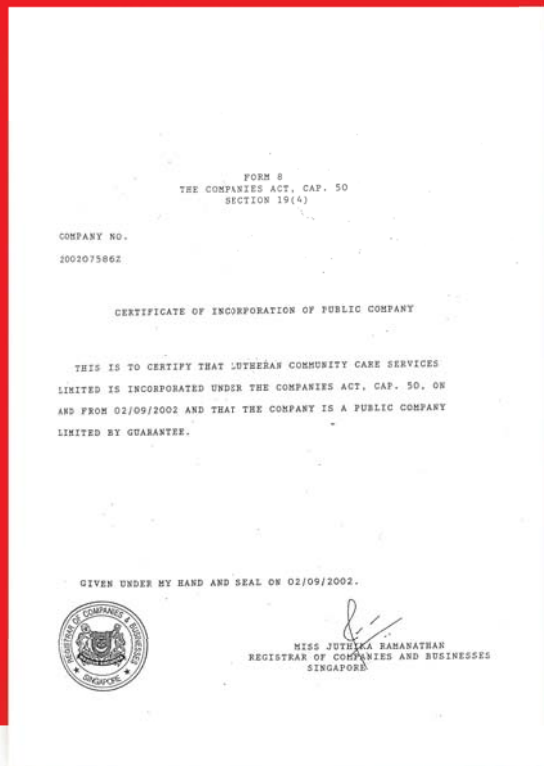


A sunset over a field with a path leading into the distance. The sky is filled with orange and yellow clouds, and the sun is low on the horizon, creating a bright glow. The path is a dirt road that curves into the distance. The foreground shows a field of tall grasses and a fence line.

**A NOBLE
BEGINNING...
a HOPEFUL
FUTURE**

The Orgins of our Birth Founding Principles

In 2002, the Lutheran Church in Singapore (LCS) realized that it did not have a charity arm unlike most of other Christian denominations. Arising from deliberations to achieve this objective, the 5 member churches of LCS decided to consolidate management of the childcare centres at each of their premises and plough profits back to charity work.



Our "birth certificate"



Involvement of LCS Support and Guidance

On 2nd September 2002, Lutheran Community Care Services Ltd ("LCCS") was formally incorporated with the LCS as the shareholder.

Initial funding contribution was as follows: \$700 per month per congregation except Mas Kuning at \$130 per month. Thai Good News Centre contribution was \$50 per month.

The first AGM was held on 2nd March 2004.

Management and Board of Directors (BOD) Composition

The dedication and installation service of our first BOD was held at Lutheran Church of our Redeemer (LCOR) on 23rd January 2003 for the 8 members nominated by LCS:

2003 BOD

Bishop John Tan Yok Han
Wong Ka Heung
Dr Leong Seng Kee
George Ng Ah Kow
Chong Fu Kiong
Doo Cheng Jei
Liow Poh Chong
Rev Daniel Ang Kok Ser
Chua Koh Peng (*Company Secretary*)
Elizabeth Yam Keng Keon (*Treasurer*)

Rev Daniel Ang Kok Ser was seconded by LCS to LCCS and was appointed as BOD member and executive director ("ED").

2017 BOD

David Chew
Bishop Terry Kee
Tan Hock Ing
Christopher Wang
Desmond Teo
Gabriel Ho
Chong Foo Kong
Chong Fu Kiong
Elizabeth Martin
Seng Yong Poh

Mission Lift-off Our Raison d'être

Given that we were finding our niche in the social service landscape in the first year, our memorandum and articles of association ("M&A") was initially crafted broadly to give us a blank canvas. This M&A was subsequently narrowed to exclude financing activities which we did not do and also revised at the request of the Commissioner of Charities to exclude overseas work as we are a local charity and funds tapped were to be used for local activities only.

Due to the Ministry of Education's intention to implement single session schools by 2004 as well as lack of response from relevant agencies, we shelved our proposed involvement in student care.

We subsequently cast the net wider and looked to takeover an existing Family Service Centre (FSC) operated by Muhammadiyah-Mendaki but Thye Hua Kuan Moral Society was eventually awarded the contract to operate this FSC.

The SARS crisis in 2003 provided more time for research and we identified a service gap in youth work. This materialized in July 2003 as the Cooperative Adolescents Study Team (CAST) Programme, with the first schools under this pilot study being Marsiling and Woodlands. By 2004, the outreach of the CAST Programme was extended to include Assumption English School, Greenridge Secondary School and Jurong Secondary School.



**JULY
2003**

CAST PROGRAM
Pilot study in Marsiling and Woodlands Secondary schools

**NOVEMBER
2003**

PROJECT SHINE
Received higher number of cases to an average of 11 per month

2004

CAST PROGRAM
Extended to Assumption English School, Greenridge & Jurong Secondary schools

The scope of our counselling services under Project Shine was successfully expanded to include less traumatic cases leading to LCCS receiving a higher number of cases to an average of 11 per month by November 2003.

Given the trend towards social enterprise — where business activities are engaged in so as to generate income to support social activities — a committee was formed within the church to help identify business opportunities.

What's in a Name?

The Lutheran branding prevailed although more neutral names like Concord, Faith etc were mooted during deliberations.

First logo was "Lutheran Community Care Services Ltd" in stylized font.

Lutheran Community Care Services Ltd

This evolved into a Logo with the "cross" and the tagline "To show concern and provide care services for the needy in the community" by June 2003.



To show concern and provide care services for the needy in the community

Viable from the Start First Year Financial Performance

The first financial year was from 2nd September 2002 to 31st December 2003. Thereafter the financial year shall be from 1st January to 31st December of each financial year.

In financial year 2003 LCCS recorded a surplus of \$54,426 as contributions received from LCS congregations more than covered low initial start-up costs and the salary of CEO Rev Daniel Ang continued to be borne by LCS under a secondment arrangement.

No.	Dr	Cr	Debit	Credit
18	LCS - BIC			
19	LCS - BIC (A), BIC (C), LCS, TONG			
19	LCS - BIC (C) - int.			
20	LCS			
21	LCS			
26	Ang H.K. fee			

LUTHERAN COMMUNITY CARE SERVICES LIMITED
(Incorporated in Singapore)

REVENUE AND EXPENDITURE STATEMENT FOR THE PERIOD
02.09.2002 to 31.12.2003

REVENUE	
Contribution from LCS Congregations	79,960
Offerings	4,259
Service fees	2,810
Donation	1,970
	<u>88,999</u>
LESS EXPENDITURE	
Admin services	5,839
Auditors remuneration	800
CAST programme	827
Computer accessories	231
Depreciation	670
Entertainment and refreshments	58
General expenses	42
Honorarium	1,854
Installation expenses	160
Insurance	176
Membership	109
Postages	139
Printing and stationery	782
Repair and maintenance	1,493
Salary, AWS and CPF	557
Staff welfare	13,796
Staff training	89
Transport	859
Youth Service	48
	<u>30,473</u>
Surplus for the period	<u>54,426</u>

The annexed NOTES form an integral part of the accounts and should be read in conjunction with the accounts.

In 2010 we shifted to having 3 separate logos for each of our 3 divisions Centre for Restorative Practice ("CRP"), Student Work Services ("SWS") and Family Work Services ("FWS") in line with the emphasis that each division was self-sustaining.



We reverted back to a single logo due to an impending website revamp and the realization that coordinating

the management of 3 sub-brands was difficult. A more neutral logo was created and shortened to "LCCS".

The new tagline "Changing Stories, Transforming Lives" was coined and incorporated into the logo to reflect the increasing focus on relationships in all spheres of our work.



The Most Precious Asset – Our People

Our Pioneer Staff



Petrina served as secretary to board meetings beginning from 3rd Board Meeting on 5th June 2003. LCCS also engaged Hosanna Software, a sole proprietorship owned by Petrina, to provide administrative, IT and other operational services to LCCS for a monthly service fee. She also received a stipend for work performed as a youth coach in the CAST programme at Marsiling and Woodlands Secondary schools.

1. What factors made you decide to join or volunteer at LCCS?

I wanted to spend my time and effort on work that would benefit society.

3. Were there any challenges/difficulties you or the organisation faced as a new 'start-up'? How were these resolved?

Mainly inexperience, as none of us had any formal qualifications nor training in social work. However, the Lord provided many able and willing volunteers.

2. What were some of the most memorable moments during your first year at LCCS?

During one of the sessions at a school I befriended a boy who later referred one of his friends who had some issues with homosexuality to us. I remember feeling really happy that I was in a small way able to help.

4. How long did you stay on at LCCS? By the time you left, in what ways had the organisation changed/progressed?

Am not sure, maybe 1½ years? By the time I left, LCCS had engaged a social worker/counselor.

(Note: In September 2003, Germaine Wong joined as psychotherapist/counselor to participate in the school programmes, develop family counselling service and training volunteers. She left LCCS in February 2004 to move to the USA).

5. Any words of wisdom or encouragement you would like to give the current team at LCCS?

Serve the Lord with joy.



Peh Ping was hired as a full-time admin executive due to increasing workload as well as the impending cessation of Hosanna Software managed by Petrina.

1. How did you come to join or volunteer as part of the "pioneer" group at LCCS. That is, were you persuaded by someone (if so who) or you responded to a recruitment advertisement etc?

At that point in time, I had decided to enter into the social services sector. Similarly, LCCS was just starting up and was looking for an administrative executive. So I wrote in and went for an interview.

2. What were the responsibilities or roles you had at LCCS?

I was the administrative executive and did payroll & handle other admin duties. Apart from that I remember drawing up slides for a simple session for youths. As the LCCS team was small, when we had to conduct enrichment activities in schools, the whole team of 4 went down to provide support & led sessions.

4. How would you describe the culture or working environment at LCCS during the early days?

There was a spirit of cooperation among us. Additionally, our boss gave us space to be creative and improve on ideas. It was fast-paced during the holiday seasons.

3. Who was the first beneficiary/- client/outside party you dealt with? Any interesting or significant details to share?

I remember one of the secondary schools asked LCCS to conduct session with a challenging class. The jitters came when we delivered the customised sessions & tested whether there was true change in individuals. During those sessions, I learnt to build rapport quickly with youth and enjoyed conversations with them.

5. Any other events, issues or perspectives that you wish to share? Candid or hilarious light-hearted moments that show the lighter side of life at LCCS will also be good!!

LCCS has grown so much since the early days and the demands of clients have increased. I hope that all the efforts put in by LCCS staff will bear fruit as each seeks to evaluate on what has been done so that effectiveness of programmes, counselling sessions & the like can be improved. Every bit that is done for individuals is to be applauded. Keep up the hard work & do not forget to live life to the fullest.

Our 2 Most Recent Staff

Hansel and **Hui Ying** are the 2 newest additions to the LCCS family, having just joined us in July 2017.



Hansel



Hui Ying

Tell us more about yourself...

Hansel: *I am a psychology graduate from James Cook University (JCU), previously working with preschool children teaching music. I am introverted in nature, but can get pretty crazy when comfortable with my environment.*

My personality can be described in 6 letters:

Humourous
Adaptable
Nonsensical
Sophisticated
Expressionless
Loaquacious

Huiying: *Using my favourite colour, "R.E.D.", I am passionate in doing purposeful work and impacting lives by "Restoring, Educating, Developing", one's mindset, values and behaviour. Driven with a sense of mission that souls matter and convicted that only God saves, I have followed God's call to serve in full time outreach and mission work the last 20 years.*

What drew you to the social service sector?

Hansel: I was given a wonderful opportunity to be introduced into the social service sector by joining the PCP (Professional conversion program). My friends who are also working in the social service sector have piqued my interest by sharing with me their work experience and the work satisfaction that they get, and I wanted to experience that for myself.

Huiying: As the saying goes, "if we do not win their hearts today, they will break ours tomorrow", seeing many people, especially children and youth struggling with soul's matters and socially, I want to share with many who seem lost, the "heart" and "help" I found in Christ Jesus, that they too may be guided or restored to abundant living.

What attracted you to LCCS in particular?

Hansel: The welcoming work environment and the eagerness to share by our Director Justin during my interview made me feel more at ease to join the LCCS family. Youth work was also a direction that I was planning to head into and I felt that LCCS was a suitable platform for me to gain experience in this area.

Huiying: I feel LCCS will allow me both to grow and to do what I passionately believe is the most important in life i.e. living purposefully (useful work) and meaningfully (loving relationships).

Bricks and Mortar

A Chronological Trace of Our Physical Office Shifts



2003 – 2005

Our first premises was at Lutheran Church of Our Redeemer (LCOR) with no fees charged. By July 2003, there was a lack of space at LCOR as the new Tamil congregation pastor was to have his office in the room which Rev Daniel Ang and Petrina Chew were using. In any case we required more space for new staff and counselling rooms.

We explored the possibility of renting space at Bedok Lutheran Church (BLC). However, dependence on the LCS churches was seen as a temporary arrangement as the long-term plan was to look for a neutral environment. In the interim period due to the church's own needs there was no space available at BLC for LCCS' use. Rev Ang was allowed to continue using one of

the rooms at LCOR as an office space while Germaine and Petrina used the Tamil congregation pastor's room. This arrangement continued till 2005.



2006 – 2011

Eventually we moved into BLC with 6 staff in a 700 sq ft office at a rental rate of \$800 per month.

2010 – 2011



Concurrent with our premises at BLC, we had an office at Upper Bukit Timah fire station. A church member took the lease and charged us market rate but donated back ½ to LCCS. Rationale was that there were a lot of schools in the West part of Singapore and we were planning to develop a drop-in centre. Although Singapore Land Authority ("SLA") had a 3-year master lease with 1.5 years left, there was a significant increase in rental in 2011. We therefore vacated. In any case we will not have satisfied SLA's new criteria to have the station as an education and enrichment centre.

2012 – 2013



Leased Bukit Timah Shopping Centre unit on 17th floor to serve as office plus 10th floor unit as training and conference centre.

2012 – 2014



Shifted from BLC to Block 81 Macpherson Road as larger premises were needed to house expanding headcount. This also provides us a separate and additional centre in the East.

2014 – Present



Shifted to 450 Macpherson Road, all of us together under one roof again.

Historical Journey of the Good Work that We Do

2002

Founded on 2 Sept 2002 as the Charity arm of the Lutheran Church of Singapore

2003

Project Shine – Family Court referred cases related to disputes, personal protection orders, maintenance etc.

2006

Received Institutions of a Public Character Status

2008

Layout the foundations of Restorative Practice

2010

Charity Golf – Inaugural year of our signature fundraising event

2011

Centre for Restorative Practice established. Launch of adoption services under our Family Work Services

2013

Appointed as international partner of the Institute for Restorative Practice, bringing a wealth of knowledge, resource and training to Singapore

2015

Builders Project – Pilot project to build stronger relationships through fostering of culture of care in primary school students

2017 & Beyond

2016

Victim Empathy Programme – A programme to help inmates understand the impact of their crime on victims, families and society

We continue to lay the tracks to chart our future direction

Why LCCS? Validation from Beneficiaries that Matter...

"I have found someone that I can trust. I find help whenever I need it. It also shows me that there is someone out there who really cares. Thanks for everything."

Youth from our outreach programmes

What have I learnt from the session with the surrogate victim:

I FEEL EMPATHY FOR HER.
I AM REALLY TOUCH WITH HER SISTER. WHEN SHE SAY, SHE FORGAVE THE MAN, I HOPE ME TO CAN BE FORGIVEN.

"The programmes generally have strong theoretical underpinnings and clear outcomes. There are also good attempts to understand the school needs and to customize and adapt the training materials accordingly. The trainers are caring and they show genuine interest in the students they are working with."

Secondary school principal

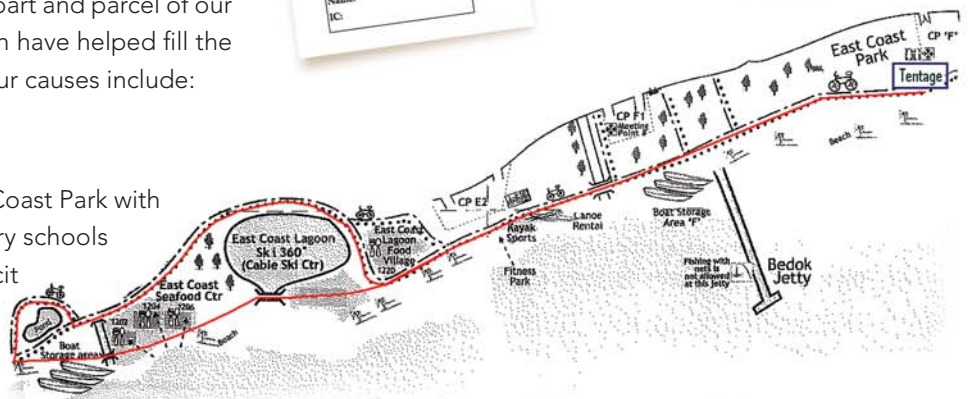
Fundraising \$ Spinners Through the Years

Significant and innovative events:

Besides flag days, painting auctions and handmade jewellery sales which have been part and parcel of our fundraising avenues, events which have helped fill the kitty and increase awareness of our causes include:

- **Walkathon 2008**

Held on 31st May 2008 at East Coast Park with our beneficiaries from secondary schools helping out in full force to solicit donations with pledge cards.



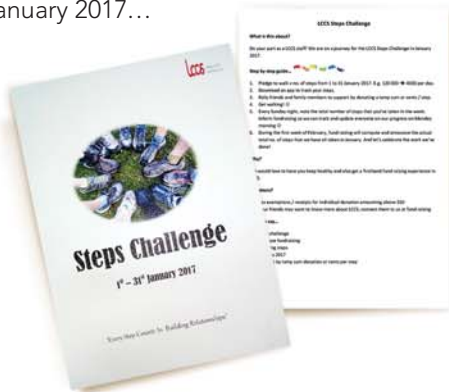
The Big Screen 2014

Our supporters and sponsors were given insight to “changing stories and transforming lives” through a movie screening related to youth work.



Steps Challenge 2017

LCCS staff tapped on our own contacts for support as we walked for funds and health from 1st – 31st January 2017...



Trash for Cash 2017

Starting with our maiden project in December 2016, our appointed contractors collect residents' donations of paper and cloth items and on-sell these for recycling or export.

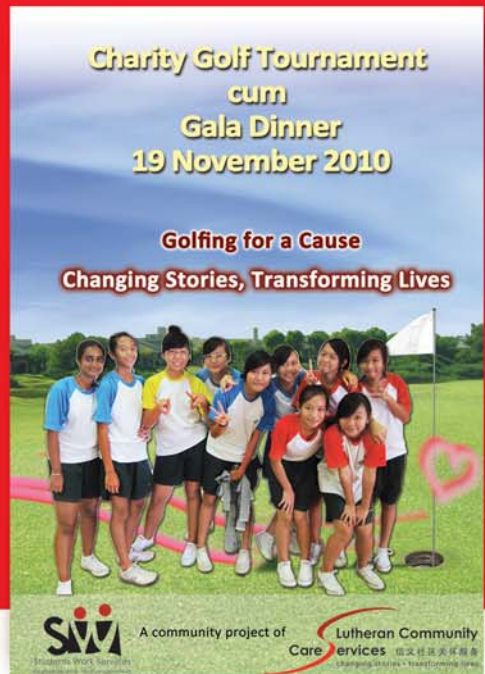


Swing for Dough Charity Golf

The First Tee-off

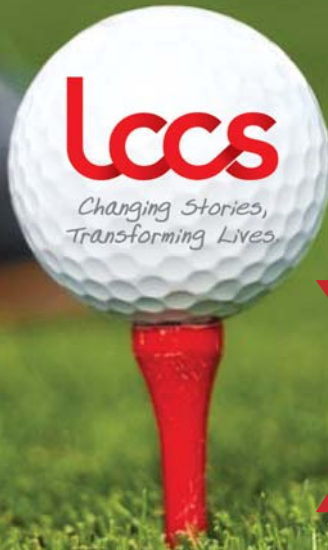
Our maiden event was held in 2010 at Orchid Country Club (“OCC”). Response was overwhelming with all 54 flights taken up and we booked all 3 nine-hole layouts at the Club. Mr Ang Mong Seng was the Guest of Honour.

Besides OCC, our charity golf event has been held at Laguna National Golf and Country Club, Tanah Merah Country Club, Sentosa Golf Club and now Singapore island Country Club to give our sponsors and participants new venues and different courses to look forward to.



4th August 2017
Singapore Island Country Club

Guest-Of-Honour:
Mr Tan Chuan Jin
Minister for Social and
Family Development



Hole-in-One
Cash Prize **\$100,000**

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Bio-essence
Innovation . Value . Honesty

EBENE

M. A. J

New Moon

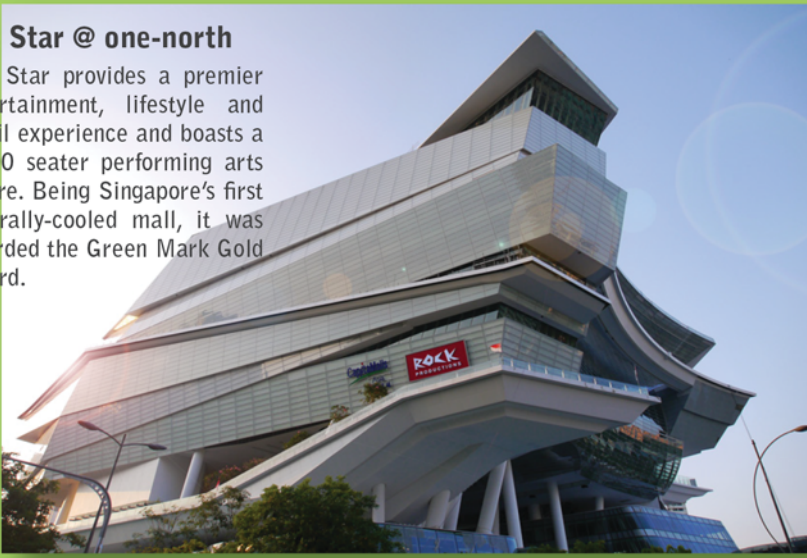


WE SELECT THE SOFTEST LEATHER, TO MAKE YOU FEEL AT HOME.

Travelling in true comfort. It starts with the finest material, handcrafted with care. It comes from experiencing an exclusive space, designed with your needs in mind. Because we understand that thoughtful innovation always needs a human touch. It's just one of the lengths we go to, to make you feel at home.

The Star @ one-north

The Star provides a premier entertainment, lifestyle and retail experience and boasts a 5,000 seater performing arts centre. Being Singapore's first naturally-cooled mall, it was awarded the Green Mark Gold Award.



HEXAACON CONSTRUCTION

Ready to ensure the success of your project

Hexacon Construction is a homegrown main contractor based in Singapore.

We are recognised in the industry for our expertise in engineering work and construction of the highest quality. We are dedicated to providing reliable, timely, excellent and safe construction services to our clients.

Since our inception in 1983, we have grown to become a trusted partner of many of the biggest property developers in Singapore, and actively participate in growing construction industries in and around the region.

We are honoured to have our efforts recognised by our peers and industry through our attainment of numerous accolades for construction excellence and safety.

Our Tampines Hub

A 120,000 sqm development that will combine recreational, sporting, community and culture facilities under one roof. When complete, it will serve as a vibrant and meaningful gathering place for the Tampines community.



Central @ Clarke Quay



Our Tampines Hub

Central @ Clarke Quay

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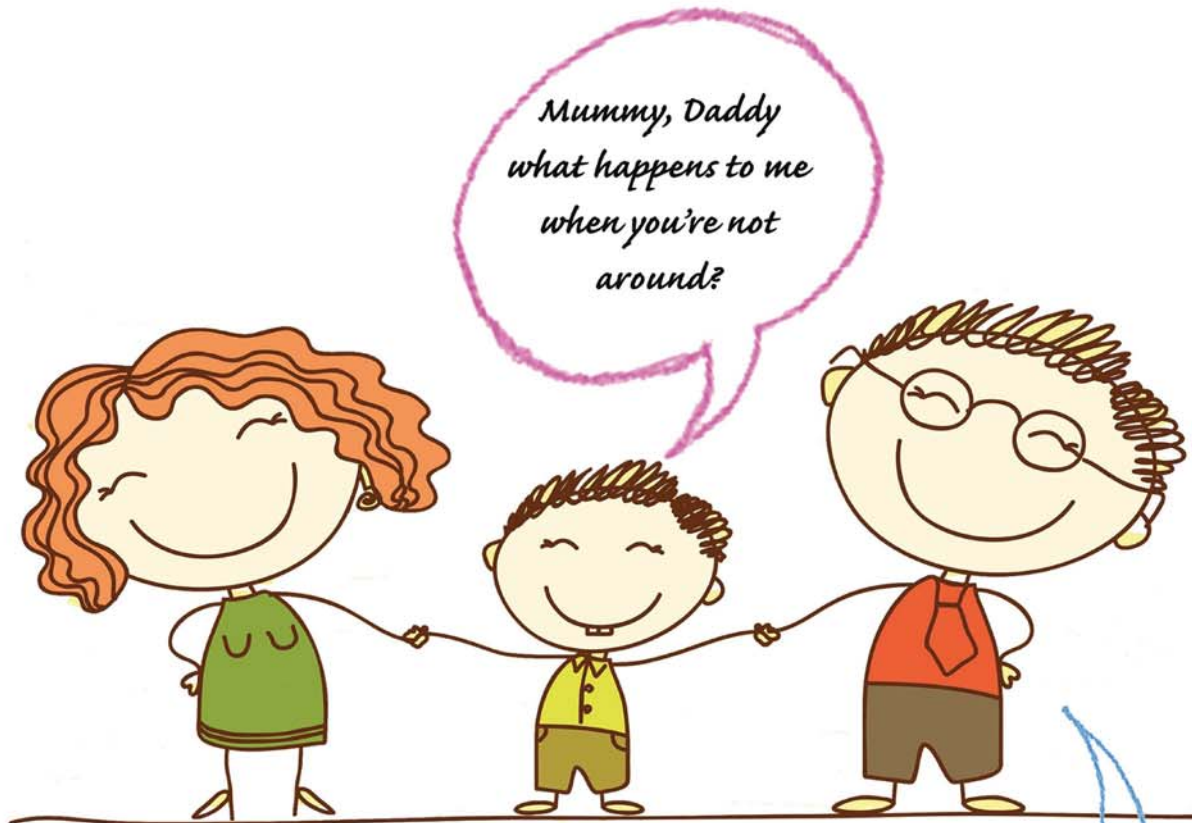
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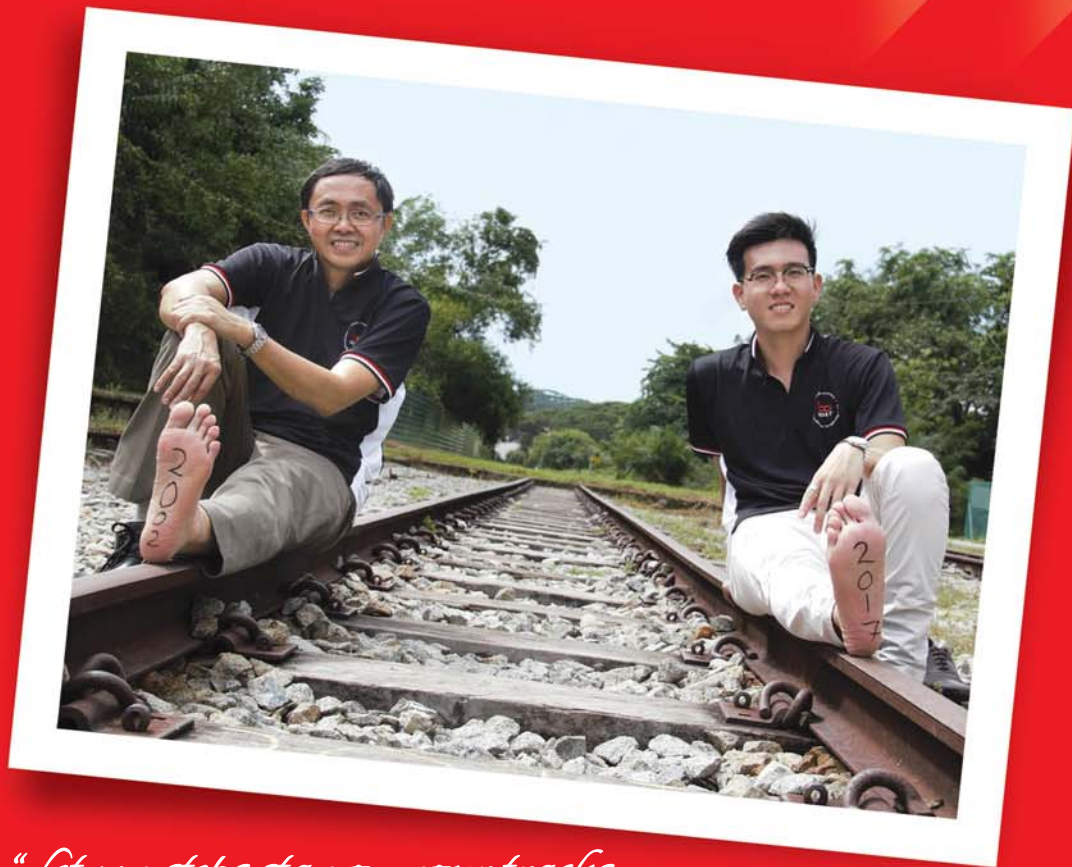
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for Our Future**



*"Let my steps stay on your tracks
so that my feet will not stumble"* Psalms 17:5

As we look to the horizon, the work of LCCS will be spearheaded through the following departments:

Centre for Restorative Practice (CRP)

The enlarged CRP after the merger with Student Work Services consolidated resources and strategically positioned us to better design RP services, training, advocacy and research. The GRID — an internal matrix model to maximize staff interests, skills and passion in the various areas of work and across the different functions — facilitates effective talent deployment and project implementation.

The aim to enlarge our RP footprint has gained traction with:

- increased interest in RP practice amongst primary schools
- breakthroughs in institutional work such as inmate management and
- our impending pioneer ventures into the community space to build capacity in grassroots leaders and volunteers to more proactively build relationship and resolve issues using RP



Family Work Services (FWS)

We run Marriage Preparation Programmes accredited by the Ministry of Social and Family Development and conduct assessment of applicants for their suitability for adoption through the home study reports. The vision of FWS is to build strong, healthy and resilient families. Going forward, we seek to achieve this primary objective through RP, with a focus on:

- Reforming families through a systemic approach based on RP, systemic marriage and family therapies and solution focused brief therapy
- Restoring family relationships that were strained or damaged through the RP techniques of facilitation and conferencing

- Preventing families from disintegrating through timely and appropriate family counseling, interventions, facilitation and conferencing
- Community building through utilizing RP approaches, mentoring, support groups and social activities



Special Projects (SP)

SP's goal is to look at how we can better meet the needs of the community utilizing our key strengths and expertise in RP.

To extend our outreach we are looking to:

- Adopt a whole institutions approach in Prisons Work to enhance staff-inmate relations, creating a more conducive and impactful environment to support rehabilitation and change. One such programme which has already gained traction and has received

favorable reviews from both prisons authorities and inmates is the Victim Empathy Programme which is designed to enable inmates to have a deeper understanding of the impact of their crime on their victims, family members and the wider society

- Include more restorative justice processes within the courts system with regards to criminal cases, and also for child victims placed in state care after they have been taken away from dysfunctional or abusive home environments



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