

**DRAFT CLOSING ADDRESS**  
**HON. DR. HORACE CHANG, CD, MP**  
**on the occasion of the**  
**BOARD OF VISITORS ORIENTATION & SENSITIZATION SESSION**  
**September 14, 2023**

**Acknowledgement & Salutations**

- Hon. Juliet Cuthbert-Flynn, Minister of State, Ministry of National Security
- Dr. Marc Thomas, Commissioner of Corrections (Acting)
- Senior Technical Officers from the Ministry of National Security
- Senior Officials of the Department of Correctional Services
- Newly appointed Board of Visitors
- Other distinguished guests,
- Ladies and gentlemen,

A special welcome to the newly appointed Board of Visitors.

You are a critical part of the strategic framework that we are building for the improvement of the management, rehabilitation and reintegration services of the Department of Correctional Services.

Your role in facilitating the humane treatment of individuals within our correctional system is indispensable. I am confident that today's sensitization session has been informative and engaging as you join this experienced team at the DCS.

Within our correctional institutions, the Board of Visitors are guardians of:

- Accountability;
- Transparency;
- Fairness; and

- Justice

Your oversight ensures that those who have lost their way are not lost to neglect or abuse.

Your vigilance reassures society that our commitment to justice extends even behind bars. We recognize the importance of your role in shaping the very foundation of a more just and compassionate society.

In correctional facilities, we are tasked with not only securing those who have broken the law but equally important, in rehabilitating them, giving them an opportunity to reintegrate into society and contribute to its continued growth and development.

Your responsibility is to uphold our ideals of rehabilitation and reintegration while respecting human dignity.

You will observe firsthand, the living conditions, the rehabilitation programmes that are implemented, and the impact of our policies on incarcerated individuals.

Your objective observations will enable us to fine-tune our strategies, refine our policies and ensure that the correctional system evolves to meet the needs of both the incarcerated and society as a whole.

Moving forward, I urge you to continue embracing the principles of professionalism, empathy and courage. Fearlessly speak up about any issue of concern, but similarly, I ask that you acknowledge when progress has been made.

Engage in constructive dialogue with correctional staff on the ground and the policymakers within the Ministry and other stakeholders to bring about positive change.

Remember that you are advocates for those who may have no voice, and your work can have a lasting positive impact on their lives.

In closing, let us remember that the ultimate goal of our correctional system is not simply to confine, but to uplift, rehabilitate and reintegrate.

Each of you contribute significantly to this mission through your diligence, dedication and the integrity with which you approach your responsibilities.

I applaud your commitment to justice and the betterment of our society, and I assure you that your efforts will not go unnoticed.

Thank you for your service, and may your work continue to drive positive transformation within our correctional facilities and our society.

**END**