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## 6. Output Group 3: Corrections and Enforcement

### Tasmania Prison Service (TPS)

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The TPS aims to contribute to a safer Tasmania by ensuring the safe and secure containment of prisoners and by providing them with opportunities for rehabilitation, personal development, reintegration and community engagement.

The TPS's facilities at Risdon Vale, Hobart and Launceston provide custody (at various levels of security) and care for prisoners and people on remand. The reception prisons in Hobart and Launceston also provide short-term accommodation for people detained in police custody.

Access more information about the Tasmania Prison Service at <https://www.justice.tas.gov.au/prisonservice>

#### Overview

In 2018-19, the TPS continued to undertake significant work to improve rehabilitation and throughcare outcomes for prisoners in line with *Breaking the Cycle – A Safer Community: Strategies for Improving Throughcare for Offenders 2016-2020* (Breaking the Cycle).

Tasmania's prison population has increased in line with the national trend. As at 30 June 2019 the TPS had a total prison population of 690, consisting of 631 males and 59 females.

The Tasmanian Government has provided significant funding to boost capacity and improve ageing infrastructure, and further details of the specific projects under way are contained in the Strategic Infrastructure and Projects section of this report (Section 7).

#### New Facilities

The opening and commissioning of the Dr Vanessa Goodwin Cottages occurred on 21 October 2018 creating 25 additional minimum-security beds for female prisoners. This includes the new five-bed Mother

and Baby Unit which has been built to accommodate prisoners and their children and includes an outdoor play area. Additionally, October 2018 marked the official handover of the refurbished Division 7 in the Ron Barwick Minimum Security Prison. The 40-bed facility was designed to accommodate elderly and infirm prisoners, as well as those with a disability. Parts of the unit are designed to allow for the accommodation of prisoners living with a disability attributed to a cognitive, intellectual, psychiatric, sensory or physical impairment, or a combination of those impairments.

#### Roster Review

The TPS engaged an independent roster expert, Shiftwork Solutions, to conduct a review of rosters for the TPS. The aim of the review was to achieve rosters for the TPS that are 'fit for purpose'; and provide the capability to progress a number of key initiatives linked to Breaking the Cycle, for example, improved out-of-cell hours and greater access to services and opportunities for rehabilitation.

The draft roster for the Risdon Prison Complex is in the final stages of consultation and implementation and all other facilities have now commenced successfully operating to the new rosters.

#### Correctional Officer Recruit Graduation

In the past financial year, the TPS has welcomed 26 new Correctional Officer recruits to its ranks.

On 12 February 2019, a graduation ceremony was held at the end of the rigorous 13-week training course and the new officers celebrated with their families and colleagues. The TPS wishes the new Correctional Officers a long and successful career in corrective services.



Figure 5.1

### Staff Awards and National Corrections Day

Throughout 2018-19 the TPS has recognised a number of our staff at several awards ceremonies. In particular, National Corrections Day (held 18 January 2019) provided an opportunity to thank and recognise the dedicated and hardworking Correctional staff members of the TPS. A number of awards, including Long Service Awards, National Medals and the Senior Management Team Award were presented to both uniformed and non-uniformed staff working across the service.

The Australian Corrections Medal was also awarded to TPS employee Superintendent Shaun Wheeler as part of the 2019 Australia Day Honours List. Shaun’s career with the TPS extends over 30 years and the presentation of the Australian Corrections Medal was well-deserved recognition of his distinguished service.

### Dedicated Response Team

A Dedicated Response Team (DRT) has been developed to support the TPS objective of providing a safe, secure and constructive environment for prisoners to live in and staff to work in.

The DRT will improve the TPS’s ability to prevent incidents from occurring by providing a presence in key and high-risk areas. Additionally it is able to respond quickly and decisively to any incident minimising the risk of escalation and the risk of injury to staff and prisoners.

The staff selected have undergone a significant training and selection process to ensure they possess the fitness, mental and physical resilience required. Additionally they possess the aptitude to use the skills and accoutrements at their disposal in stressful situations.

Figure 5.1: Premier Will Hodgman and Corrections Minister Elise Archer kneeling next to a plaque commemorating the opening of the Dr Vanessa Goodwin Cottages at the Mary Hutchinson Women’s Prison.  
Figure 5.2: Garden art outside the Dr Vanessa Goodwin Cottages.



Figure 5.2

### Development and Implementation of the Key Performance Indicator Suite

The TPS Performance and Compliance (P&C) Unit is responsible for promoting compliance with legislation, policies and guidelines within the TPS and ensuring – as far as is practicable – that the prison service meets its reporting obligations. The P&C Unit is also responsible for the development and implementation of systems that facilitate monitoring of TPS performance against key requirements, or “key performance indicators” (KPIs).

In particular, the TPS P&C Unit is responsible for the following functions:

- TPS Performance and Compliance Framework – developing an integrated risk-based compliance management system, which incorporates all of the following systems which are currently under development within the TPS:
  - KPI Monitoring and Performance – the development of the TPS KPI Performance Suite across all TPS departments that will promote improved performance in high-risk, core business services. The KPI Suite will initially comprise 36 indicators for “live” reporting from 1 July 2019 for the 2019/20 financial year.
  - Incident Management System – a central register of all TPS incidents has been developed and is in use that meets internal KPI and Australian Government (Report on Government Services, RoGS) reporting requirements. This system provides supporting data for incident-related KPIs in the TPS KPI Suite;
  - Integrated Performance System (IPS) - the IPS allows TPS to capture, monitor and manage all items requiring action within the organisation from internal and external stakeholders. In time, the IPS will facilitate an automated risk management system against TPS strategic risks and associated business processes;

- TPS Reporting – enhanced TPS reporting to include reporting and analysis of performance against KPIs in the TPS KPI Suite, as well as identifying trends relating to high-risk issues across the organisation;
- Risk management process – the TPS Strategic Risk Register has been embedded and reviewed by the TPS Senior Management Team (SMT) and when combined with the development of the automated “live” IPS Risk Management System will provide a powerful risk-management tool for the TPS relating to its core and high-risk business processes; and
- Internal Audit and Compliance – the flexible, prioritised, and risk-based TPS Audit Schedule that covers all core TPS business processes will be reviewed and updated in conjunction with the Policy Work Plan, with an emphasis on identifying and mitigating or eliminating risks and ensuring TPS documentation is true and current. Process audits have continued in line with the Audit Schedule since September 2017 and have had a significant positive impact on high-risk processes and associated work areas across all TPS facilities.
- Justice Connect Program – the TPS continues to work collaboratively with the Justice Connect Program team to prepare for the development and implementation of a software solution that will improve TPS processes and data management across the Output.

## Performance

Unfortunately, there was one death in custody due to apparent unnatural causes in 2018-19. While this matter is currently under review by the Coroner, the TPS expresses its thoughts and sympathies towards the family and friends of the prisoner who died.

While assault figures for 2018-19 were higher than for the previous year, the number of prisoners has also increased.

**Table 5.1: Assaults: Prisoners on staff**

Measure	2017-18	2018-19
Serious assaults	2	0
Assaults	18	21

Note: For national comparability purposes, these figures do not include assaults by watch-house detainees.

**Table 5.2: Assaults: Prisoner on prisoner**

Measure	2017-18	2018-19
Serious assaults	8	13
Assaults	79	89

Note: Assaults are measured by the number of victims, not the number of attackers or events and are broken down by seriousness.

A ‘serious assault’ is defined as one requiring overnight hospitalisation, on-going medical treatment or any sexual assault.

An ‘assault’ is defined as an act of physical violence resulting in physical injuries (which may or may not require medical treatment).

**Table 5.3: Escapes**

Measure	2017-18	2018-19
Secure Custody	0	0
Open	0	0

**Table 5.4: Staff Days Lost Due to Workers Compensation**

Measure	2017-18	2018-19
Average days lost	12.1	29.5
Total days lost	593	2388

\*Note: Increase due to individuals with long-term injuries.

The percentage of Tier 1 health assessments completed this year was 99.8%. This is compared to 100% last year.

The average out of cell hours per prisoner per day was 7.9 this year, compared to 8.5 last year.

## Work Health and Safety

The TPS has initiated several measures focused on supporting staff who may experience psychological injuries as a result of undertaking their duties. During the year, the TPS actioned the following:

- introduction of Stop Look Assess Manage (SLAM) personal risk assessment tool for staff;
- managers received training from Equal Opportunity Tasmania on Workplace Communication and Conduct;
- the M.A.T.E.S peer support team continued to be upskilled to provide assistance to staff; and
- Hobart and Launceston Reception Prisons participated in team Performance and Culture Improvement Program.
- Additionally, a review into cell fire response within the Risdon Prison Complex was completed with the implementation of the recommendations made from the review to be rolled out during 2019-20.

Chemical management improvement and prevention strategies against trips and falls involving stairs has been addressed. All stairs assessed as a high slip risk have had anti-slip nosing installed.

## Sustainable Prison Project

The TPS remains committed to the Sustainable Prisons initiative and has developed some significant plans for the project moving forward. In particular, a Sustainable Prisons Project Proposal is currently being researched and developed in order to further progress the Sustainable Prison Project in the TPS. The Project Proposal is being developed in a tiered approach, allowing multiple sustainable prison projects to be run within prison facilities. This includes establishing a recycling centre while also re-establishing many of our current projects, including the Paper Brick Project and the various vegetable gardens across the site.

## Education and Training

The TPS, in partnership with TasTAFE and Libraries Tasmania, currently provides a range of industry qualifications, literacy support, foundational courses, and tertiary offerings to prisoners which aim to assist individuals gain skills and opportunities that assist in reducing their risk of reoffending when they are released. The TPS is strengthening these partnerships under a reformed education model which will offer greater opportunities to access specialist literacy support; accredited courses that align with the Tasmanian economy for greater job opportunities; living and lifestyle courses that will look to build life skills such as money management and budgeting; designated health and wellbeing offerings that seek to improve personal knowledge around healthy lifestyles; and foundational skills and engagement programs with embedded educational outcomes.

The TPS and TasTAFE have been progressing plans to operate a dedicated TasTAFE campus within Risdon Prison. As part of the implementation project a full review of delivery will be undertaken by TasTAFE and evaluated against the broader Tasmanian economy. This will ensure course offerings give prisoners the greatest opportunity to find employment after release.

Similarly as part of this new initiative, the TPS continues to work with Libraries Tasmania to increase service delivery to prisoners through provision of an additional prison-based full time Literacy Coordinator that will enable prisoners to access more specialised literacy support and expand the engagement programs currently delivered. Libraries Tasmania also continues to provide a library service within the TPS and is considering new service provision possibilities.

The TPS has fostered a strong relationship with Asset Training which has been committed to delivering Cert III in Asset Management (Cleaning) across the TPS to minimum and medium security prisoners, which is particularly useful to prisoners as a post-release employment opportunity.



## Officer profile: Rebecca Cowen

*Rebecca Cowen is delivering on the Department of Justice's mission to develop more diverse and inclusive workplaces.*

*The Tasmania Prison Service Indigenous Officer works each day confronting the challenges faced by prisoners who self-identify as Aboriginal.*

*These challenges are complex and make Rebecca's job particularly demanding but she is heartened by the Department-wide efforts at valuing differences and respecting each person as unique.*

*She believes the whole workforce will benefit through greater understanding and education, particularly of Tasmanian Aboriginal history.*

*"There is a lot of misunderstanding around Tasmanian Aboriginal culture," Rebecca, who has worked in the role for two-and-a-half years, said.*

*"They just aren't aware and greater sensitivity through education would benefit everybody."*

*Rebecca works to try to connect people who identify as Aboriginal with organisations that can offer support upon exiting the prison system and is heartened by "little wins" in the challenging role.*

*"It's nice to have some kind of positive impact on people's lives," she said.*

*The Department has a Diversity and Inclusion Working Group, led by Project Manager Serena Ellery, that has a continuing mission to have a positive influence on the culture of Justice.*



Figure 5.3

### Wooden Boat Restoration

The Department of Justice worked in partnership with the Rotary Club of Howrah to restore a century old dingy. The huon pine dingy, which was restored by prisoners housed in the Ron Barwick Minimum Security Prison, was on display at the Wooden Boat Festival in Hobart in January 2019. The dingy was named in honour of the late Attorney-General Dr Vanessa Goodwin.

### Artists with Conviction

In November 2018, the TPS held its eighth consecutive Artists with Conviction Exhibition. The exhibition, titled 'Down the Rabbit Hole', was housed at the Waterside Pavilion at Mawson Place.

As with previous years, the exhibition was open to all prisoners and offenders subject to community-based orders state-wide, providing them with an outlet for expression and the ability to develop and improve their creative and vocational skills.

More than 500 members of the public attended the exhibition across the five days of opening, with 121 pieces of art exhibited. The TPS would like to thank the very generous sponsors who supported the event: Life Without Barriers, 26Ten, Libraries Tasmania, The 20, Artery and the CPSU.

Planning for the 2019 exhibition is well under way.

### Prisoner Work

Prisoner participation in structured activities, such as work, contributes to a healthier and more stable prison environment, as well as improved prisoner behaviour.

Currently 85% of our prisoner population is employed in various employment state-wide which include commercial and non-commercial work opportunities. This does not include the number of prisoners who actively participate full-time in education and criminogenic programs.

New work opportunities and positions that have been initiated within the prison environment for work purposes are:

- Maintenance Support work;
- Library Handlers;
- Dr Vanessa Goodwin Cottages Unit work;
- Additional General Hand positions;
- Additional Woodwork positions;
- Additional Vegetable Processing positions; and
- Additional 2nd Shift for the Commercial Laundry

Participating in work gives prisoners and detainees the opportunity to learn and develop skills, give back to the community and prepare for reintegration, reducing their risk of re-offending when released.

Wherever possible, work at the TPS is aligned to vocational training to improve prisoners' employability upon release. Some examples of the linkages between work and vocational training are Cleaning, Food Handling, Bakery, Construction and Horticulture. Employment-related courses such as First Aid and Barista are also widely available.

The TPS has established links with the community where prisoners are able to participate in community service work. For example, there are a number of prisoners working at the Botanical Gardens and Government House - a service that has been provided to the community for many years. Other places where prisoners work include:

- Fencing Crew – Bush Fire Relief;
- The Community Garden on the Risdon Prison site;
- Kingston Community Garden;
- Scout Association of Australia (The Lea);
- City Mission, Moonah;
- Dogs' Homes of Tasmania;



Figure 5.4

- RSPCA Mornington;
- St David's Cathedral,
- Velocity Church and Christian Family Centre;
- Relay for Life, Hobart; and
- Various projects in partnership with Clarence City Council and Risdon Vale Neighbourhood Centre.

The prison is currently developing a Disaster Relief plan where prisoners will be able to actively give back to the community in the event of a natural disaster occurring.

Female prisoners in the Mary Hutchinson Women's Prison are employed in the kitchen and laundry, undertaking cleaning and gardening work, and can participate in 'Handmade with Pride' which provides items to the Royal Hobart Hospital neonatal ward, Cancer Council, UnitingCare, and the Launceston General Hospital neonatal ward.

Prisoner participation in community service activities supports the concept of altruism among prisoners and connects them to pro-social people and groups in the community.

### Return to Corrections

One of the primary objectives of Tasmania's criminal justice system is to reduce the incidence of repeat offending. This is tracked using benchmarks from the national data on return-to-corrections rates, which is published in the annual *Report on Government Services (RoGS)*. Return-to-corrections rates are affected by many factors, including police and court practices and corrective services.

The figures measure the proportion of adults returned to corrective services under sentence for a new offence within two years of being released from prison or completing a community-based order.

People are counted as having 'returned to corrections' if:

- within two years of release from prison, they start a further period of sentenced imprisonment or a new probation or community service order;
- within two years of completing a probation or community service order, they start a period of sentenced imprisonment or a new probation or community service order; or
- while serving a community service or probation order, they start a period of sentenced imprisonment.

The figures from the most recent RoGS are provided below. Updated figures will be publicly available when the next RoGS is published in January 2020.

#### *Adult offenders released from prison*

**Table 5.5: Prisoners released during 2015-16 who returned to prison or corrective services with a new sentence or a new correctional sanction within two years:**

Prisoners returning to:	TAS	AUS
Prison	46.3%	45.6%
Corrective services	55.5%	54.2%

#### *Adult offenders discharged from community corrections orders*

**Table 5.6: Offenders discharged from community corrections orders in 2015-16 who returned to corrective services with a new correctional sanction within two years:**

Offenders returning to:	TAS	AUS
Community Corrections	18.5%	13.6%
Corrective Services	23.6%	23.1%

Figure 5.3: Examples of entries from the Artists With Conviction exhibition.

Figure 5.4: Work undertaken by a fencing crew after the 2019 Huon Valley bushfires.



Figure 5.5

## Community Corrections

Community Corrections contributes to a safe, fair and just Tasmania by working with offenders, through a combination of support and accountability to inspire positive change in their lives.

Its core services include:

- case managing offenders who are ordered to serve their sentence in the community via various types of community based orders;
- undertaking assessments and reporting on offender risks and needs to assist the decision-making of the Courts and the Parole Board; and
- delivering programs to reduce re-offending.

Community Corrections has offices located in Hobart, Glenorchy, Launceston, Devonport and Burnie.

Services are also provided at shared office locations in Rosny Park, Huonville, Sorell, New Norfolk, Queenstown, Smithton and Ulverstone.

### New Devonport Accommodation

For some years, Community Corrections had a small office located at the Devonport Magistrates Court. The growth in service demand could no longer be accommodated in that space and a new office was established at 57-59 Oldaker St. Staff moved into the new accommodation during April 2019.

The new accommodation features a dedicated program delivery room which will significantly enhance the delivery of offender programs on the North West Coast.

### Order Completions

The RoGS is issued each year by the Productivity Commission and includes comparative measures of performance within corrective services across Australia. The most recent report highlighted that Community

Corrections in Tasmania achieved the highest order completion rate of all jurisdictions. The Tasmanian rate was 86.9% compared to the Australian average of 72.9%.

The full report is available at <https://www.pc.gov.au/research/ongoing/report-on-government-services/2019/justice/corrective-services>

### Sentencing Amendments

The Government's amendments to the *Sentencing Act 1997* have continued to be a major focus of activity. The second tranche of these amendments commenced on 14 December 2018. The amendments introduced the sentencing option of Home Detention Orders and replaced community service and probation orders with a single order type – Community Corrections Orders. A Home Detention Order may only be imposed where the court considers that it would have otherwise sentenced the offender to a term of imprisonment and where the offender has consented to the order.

An additional five Probation Officer positions were created across the state to provide home detention suitability assessments and case management for persons subsequently sentenced to home detention orders. The duration of Home Detention Orders that have been issued to date ranges from 3 months to 12 months with an average order duration of 5.6 months.

The change to Community Corrections Orders did not involve major change in practice from the previous order types. Where a court sentences an offender to a Community Corrections Order it may order supervision (probation) or community service as a condition of the order. However, it also has available a range of other conditions that can be applied. For example, the court may require the offender not to be present at specified places.



Figure 5.6



Figure 5.7

**Table 5.7: Community Correction Orders (CCOs) Issued from 14 December, 2018 to 30 June, 2019**

Measure	2018-2019
Number of CCOs imposed	752
Number of CCOs completed	3
Number of CCOs revoked/cancelled	1

\*Note: Most CCOs are imposed for a period of more than six months.

### Community Service and Probation Orders

Courts continued to sentence offenders to Community Service and Probation Orders until their replacement by Community Corrections Orders on 14 December 2018. All orders in place as at that date continued to apply and will continue to be managed until they expire or are revoked by the courts.

**Table 5.8: Community Service and Probation Orders**

Measure	2015-2016	2016-2017	2017-2018	2018-2019
Number of CSOs imposed	776	788	784	327
Number of CSOs completed	973	738	773	579
Number of CSOs revoked/cancelled	202	154	137	132
Number of probation orders imposed	1,149	1,058	1,154	580
Number of probation orders completed	1,039	1,114	984	388
Number of probation orders revoked/cancelled	45	51	35	27

### Parole Orders

Parole orders may be granted by the Parole Board and enable prisoners to serve a portion of their sentence of imprisonment under supervision in the community.

Parole orders are closely supervised by Community Corrections and breaches of order conditions may lead to revocation of the order. When a parole order is revoked, the inmate is returned to prison to serve the remainder of their sentence, including the time they had spent in the community (unless the Parole Board directs otherwise).

**Table 5.9: Parole Orders**

Measure	2015-2016	2016-2017	2017-2018	2018-2019
Number of parole orders imposed	77	93	120	102
Number of parole orders completed	80	83	85	67
Number of parole orders revoked	31	27	36	44

Figure 5.5: Corrections Minister Elise Archer at the opening of the new Devonport Community Corrections office.

Figure 5.6: An electronic monitoring tracking device.

Figure 5.7: The Monitoring and Compliance Unit at their final team meeting prior to the commencement of monitoring.

## Establishment of the Electronic Monitoring and Compliance Unit

A core condition of a Home Detention Order is that the offender must submit to electronic monitoring which includes wearing or carrying an electronic device (unless otherwise determined by the court). To facilitate electronic monitoring of these orders, the department entered into a joint procurement with the Department of Police, Fire and Emergency Management for the provision of electronic monitoring devices and software services.

The successful tender was submitted by a UK company – Buddi Ltd. The Buddi tracking device features an ankle strap that is highly resistant to tampering. The strap has embedded fibre optic technology which immediately sends an alert to the monitoring centre if an attempt is made to cut or remove it.

A new unit was established within Community Corrections and 22 additional staff were recruited by 30 June 2019 to undertake electronic monitoring. The unit is based in Hobart and operates on a continuous shift basis. Monitoring of home detention orders commenced on 19 March 2019 with 31 orders under monitoring as at 30 June 2019.

Tasmania Police is also involved in a trial of electronic monitoring for persons who are subject to family violence orders. The same technology is being used and Community Corrections is undertaking monitoring of these persons under a Service Level Agreement with Tasmania Police. Monitoring of these orders commenced from 1 April 2019.

## Preparation of Reports

An important part of the work performed by Community Corrections is the preparation of various types of reports to assist the Courts and the Parole Board with their sentencing and parole decisions.

**Table 5.10: Court and Parole Board reports completed**

Measure	2015-2016	2016-2017	2017-2018	2018-2019
Pre-sentence reports	1009	1,041	1,174	1,010
Pre-parole reports	129	160	177	178
Screening assessments	476	426	538	461
CSO suitability assessments	137	159	135	72
Deferred sentence assessments	N/A	2	12	26
Home Detention Pre-Sentence Report	N/A	N/A	N/A	53

## Sober Driver Program

The Sober Driver program was introduced in July 2008 and was originally developed by the Department of Transport in New South Wales. It addresses issues such as the consequences of drink driving, effects of alcohol on driving, managing drinking situations, alternatives to drinking and driving, relapse prevention and stress management.

Evaluation studies conducted in NSW found that offenders who completed this program are more than 40% less likely to re-offend within two years of completion than similar offenders who received sanctions alone.

**Table 5.11: Completion rates for the Sober Driver Program**

Date	Offenders who started the program	Offenders who finished the program	Completion Rates
July 2008 - June 2009	33	19	57%
July 2009 - June 2010	70	47	67%
July 2010 - June 2011	114	88	77%
July 2011 - June 2012	89	79	88%
July 2012 - June 2013	171	143	83%
July 2013 - June 2014	174	136	78%
July 2014 - June 2015	237	199	84%
July 2015 - June 2016	183	159	87%
July 2016 - June 2017	151	128	85%
July 2017 - June 2018	109	84	77%
July 2018 - June 2019	115	91	79%

## Family Violence Offender Intervention Program (FVOIP)

The *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020* was developed in 2005 as a Whole of Government response to family violence.

The FVOIP is an important component of this strategy and has been delivered since July, 2007. It is a high-intensity program which is targeted at high-risk offenders. The program aims to assist offenders reduce their family violence behaviour and attitudes by changing the way they think, their actions and the choices they make.

**Table 5.12: Number of persons commencing and completing the FVOIP**

	2015-16		2016-17		2017-18		2018-19	
	Commenced	Completed	Commenced	Completed	Commenced	Completed	Commenced	Completed
South	22	17	15	17*	16	14	23	9
North	29	27	39	38	43	27	52	30
North West	24	16	16	14	21	14	31	18
<b>Totals</b>	<b>75</b>	<b>60</b>	<b>70</b>	<b>69</b>	<b>80</b>	<b>55</b>	<b>106</b>	<b>57</b>

\*Note: Some programs commenced in a previous financial year.

## EQUIPS Programs

In 2017 Community Corrections began delivering programs from the Explore, Question, Understand, Investigate, Practise, Succeed (EQUIPS) suite of programs.

EQUIPS was developed by NSW Corrections and targets persons at medium to high risk of reoffending.

The program consists of a suite of three offence-specific programs that seek to reduce reoffending in the areas of Addiction, Aggression, and Domestic Abuse.

**EQUIPS Addiction** is designed to address the addictive behaviours of offenders who have been assessed as having high level drug or alcohol abuse within the past 12 months.

**EQUIPS Aggression** targets offenders, including female offenders, convicted of offences of a violent nature who have a high range of aggressive behaviours. It is designed to increase participants' ability to manage difficult life events and minimise the risk of any consequent aggressive behaviour.

**EQUIPS Domestic Abuse** is delivered to family violence offenders who fall outside of the high-risk category targeted by the FVOIP. It is designed for male offenders who are assessed as being at a medium risk of future family violence offending. The focus of the program is to prevent abuse directed at intimate partners, particularly where children are involved.

**Table 5.13: Number of EQUIPS Programs by Type of Program**

EQUIPS Program	Addiction	Aggression	Domestic Abuse
Programs Offered	11	4	2
Programs Completed*	14	4	1
Participant Graduations	67	16	7

\*Note: Some programs commenced in the previous financial year.

## Court Mandated Diversion Program

The Court Mandated Diversion (CMD) program works with offenders whose risk of re-offending is addressed by treating their substance abuse issues in the community as an alternative to imprisonment. Program participants are required to attend frequent urinalysis testing, individual counselling sessions, group counselling, as well as weekly appointments with their allocated Court Diversion Officer.

Entry to the program is through a court issuing either a Drug Treatment or a Bail Diversion Order. The program was expanded in February 2017 to allow the Supreme Court to issue such orders.

**Table 5.14: Number of CMD Orders**

Measure	2016-17	2017-18	2018-19
Number of drug treatment orders imposed	44	56	58
Number of bail diversion orders imposed	42	34	19
Supreme Court Orders imposed	N/A	7	12

## Safe at Home

Safe at Home is an integrated Whole of Government criminal justice response and intervention system to family violence that aims to:

- improve the safety and security for adult and child victims of family violence in the short and long term;
- ensure that offenders are held accountable for family violence as a public crime and change their offending behaviour;
- reduce the incidence and severity of family violence in the longer term; and
- minimise the negative impacts of contact with the criminal justice system on adult and child victims.

Safe at Home annual reports, other publications and information can be found at [www.safeathome.tas.gov.au](http://www.safeathome.tas.gov.au)

## Staff Engagement

Three major initiatives were undertaken during the year.

The first initiative drew together staff from all offices for a day to share experiences and develop team work within and across all regions. The day focused on understanding differences and improving emotional intelligence.

The second major initiative was the completion of a comprehensive Training Needs Analysis for all case management staff. The analysis identified development pathways from induction to full competency and identified delivery methods, indicative time-frames for delivery and whether formal competency assessment is required.

The exercise will be extended to all other employment groups during 2019-20.

The final initiative was the conclusion of the leadership development program which commenced during 2017-18. The program's core focus included building high performing teams, leading change and improving emotional intelligence. It received extremely high evaluations from the participants.

## Monetary Penalties Enforcement Service

The Monetary Penalties Enforcement Service (MPES) collects monetary penalties that are referred to it by courts, police, local governments and public sector bodies. In collecting these amounts, MPES ensures that the penalties are an effective part of the justice system and helps to achieve the Department's aim of a fair, just and safe Tasmania.

This report satisfies the requirements of section 121 of the *Monetary Penalties Enforcement Act 2005*.

### Referrals

MPES receives referrals from three main sources:

- fines, compensation orders, pecuniary penalty orders, costs and levies imposed by courts;
- infringement notices issued by police and public sector bodies; and
- infringement notices issued by councils.

**Table 5.15: Referrals in dollar value**

Measure	2017-18	2018-19
Infringement notices	8,280,058	7,440,943
Court fines	5,647,027	5,569,239
Pecuniary penalty orders	124,221	237,800
Compensation orders	1,730,669	1,772,328
<b>Total referrals</b>	<b>\$15,781,975</b>	<b>\$15,020,310</b>

## Collection Performance

A key measure of service effectiveness is the collection rate.

The collection rate achieved for all referred debt this year was 94.0%.

The collection rate is the value of fines and infringements collected as a percentage of the value of fines and infringements referred.

**Table 5.16: Collection rate**

Debt type	2017-18	2018-19
Infringement notices	107%	102%
Court fines	113%	110%
Pecuniary penalty orders	119%	42%
Compensation	19%	18%
Total referred debt*	100%	94%
Fees	82%	99%
<b>Total all debt</b>	<b>96%</b>	<b>95%</b>

\*Note: Total referred debt excludes MPES fees. When fees imposed by MPES were added to the debt referred, the collection rate achieved was 94.9%. The referral of high-value Fines, Pecuniary Penalty Orders and Compensation Orders can significantly impact collection rates.

**Table 5.17: Value collected**

Creditor	2017-18	2018-19
Consolidated Fund	15,104,660.38	13,238,151.07
Local Government	2,953,899.76	2,722,946.48
Compensation	223,282.33	251,000.39
Other Tasmanian State Government	193,139.87	203,341.45
Crime (Confiscation of Profits)	147,842.54	100,178.12
Commonwealth Government	84,117.82	122,692.36
Appeals Cost Fund	40,098.04	37,417.93
Other	185,721.88	306,287.32
<b>Total collected</b>	<b>\$18,932,762.62</b>	<b>\$16,982,015.12</b>

An important measure of service effectiveness is the debt finalisation rate. The debt finalisation rate is the number of fines and infringements finalised as a proportion of the number of fines and infringements referred for enforcement. Unlike the collection rate, this measure is not impacted by high-value penalties.

**Table 5.18: Debt finalisation rate**

	2017-18	2018-19
Finalisation rate all referred debt	115%	107%

**Table 5.19: Debt finalisation**

	2017-18	2018-19
Number of debts referred for collection (gross)	78,183	70,831
less Debts withdrawn by issuing authority	4,843	5,354
less Debts revoked for re-issue	1,877	966
<b>Debts referred for collection (net)</b>	<b>71,463</b>	<b>64,511</b>
Paid in full	74,567	64,502
Deemed uncollectable	8,067	3,729
Administrative debt withdrawal	912	886
Monetary Penalty Community Service Order (MPCSO)	4	19
<b>Debts satisfied</b>	<b>83,550</b>	<b>69,136</b>
<b>Debts finalised</b>	<b>90,270</b>	<b>75,456</b>

### Payment Options

MPES offers a variety of options for persons to pay their monetary penalties. Payments are applied firstly to fees and costs; secondly to the amount of any compensation order; and thirdly, to the amount of the monetary penalty.

**Table 5.20: Breakdown of receipts by payment option**

Payment option	2017-18 Number of receipts	2017-18 %	2018-19 Number of receipts	2018-19 %
BPay	131,723	44%	128,961	46%
Centrelink	98,439	33%	95,060	34%
Service Tasmania	40,384	14%	30,476	11%
Internet	12,593	4%	10,235	4%
Telephone payment line	9,702	3%	8,303	3%
Mail and direct deposit	4,082	2%	5,244	2%
<b>Total</b>	<b>296,473</b>	<b>100%</b>	<b>278,279</b>	<b>100%</b>

Persons who cannot pay their monetary penalty in full within two years can apply to pay by instalments. A written application is required detailing the person's income and expenditure and this is assessed in light of the person's ability to pay.

If a person's only source of income is Centrelink benefits then they are not usually required to make a written application and payments of \$25 per fortnight are usually approved.

There were 22,449 applications to pay by instalments this year, compared to 25,179 last year.

### Compliance and Sanctions

The Director of MPES has powers to take enforcement action and impose sanctions when a person fails or refuses to pay. This can include publishing a person's name on the MPES website, suspending their driver licence and suspending vehicle registrations. Other enforcement options include redirecting money owed to the person and seize and sale of property.

Enforcement orders for unpaid monetary penalties are routinely issued 35 days after referral to MPES. If the amount remains unpaid then the first sanction is applied after a further 21 days have elapsed. This year 17,474 sanctions were applied compared to 24,914 last year.

Sanctions are lifted once the outstanding monetary penalty is paid in full or when payment arrangements are approved.

**Table 5.213: Breakdown of sanctions by type**

Sanction	Number	Percentage
Suspension of Driver Licence	14,815	85%
Publication of Name	1,600	9%
Suspension of Vehicle Registration(s)	981	6%
Enforcement Warrant - Charge Over Registered Land	61	>1%
Redirection of Money Owing	16	>1%
Enforcement Warrant - Seizure and Sale of Assets	1	>1%
<b>Total</b>	<b>17,474</b>	<b>100%</b>

\*Note: More than one enforcement sanction may be applied to a person

Find more information about MPES at <https://www.justice.tas.gov.au/fines/home>

### Our White Ribbon Accreditation journey

*Human Resources formed a team of key contacts in April to specifically help employees with family violence concerns.*

