# BREAKING THE CYCLE – A SAFER COMMUNITY

Strategies for Improving Throughcare for Offenders 2016-2020

Second Report – 2018

# Progress in 2018

A significant amount of work has continued in 2018 to progress the strategies and actions contained within *Breaking the Cycle – A Safer Community: Strategies for Improving Throughcare for Offenders 2016-2020*.

Of the 74 action items, five have been completed, 13 are on schedule and the remaining 56 action items are ongoing.

Many of the actions will never reach the stage of completion as they have been integrated into normal practice or policy, they relate to issues that require regular review, or provide opportunities for ongoing improvements.

Each action item in the following pages has been allocated a category as follows:

|  |  |
| --- | --- |
| **COMPLETED** | The strategy or action has been completed / implemented. |
| **ON SCHEDULE** | The implementation of strategy or action is progressing as planned. |
| **ONGOING** | The implementation of strategy or action is underway with no end date. |

### Strategy:

Minister for Corrections will chair a series of individual one-off meetings with the Minister for Health, Minister for Human Services and Minister for Education and Training to identify changes in practice in those areas and in Corrections that will lead to improved throughcare outcomes. The results of these meetings and associated actions will be reported to Cabinet by the middle of 2017.

### Status:

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| --- |
| **COMPLETED** |

## Goal 1: To improve the organisational structures across Corrections in Tasmania to support throughcare

### Strategy: Provide organisational structures and support to enable staff to work more closely and collaboratively to improve throughcare outcomes

| No. | Action | Status |
| --- | --- | --- |
|  | Commence planning and consultation for the creation of a new entity – Corrections Tasmania – bringing the Tasmania Prison Service and Community Corrections together under a single organisational structure | **ON SCHEDULE** |
|  | Identify opportunities to combine resources, e.g. staff training and recruitment, programs delivery, reintegration functions and support roles | **ONGOING** |
|  | Implement any structural or operational changes required to support throughcare and sentence management processes for individuals transitioning from prison to the community | **ONGOING** |
|  | Increase the effectiveness of assessment tools and case management practices, improve consistency, reduce duplication and increase confidence in their use among staff | **ONGOING** |

## Goal 2: To improve the assessment and management of each individual from their first contact with the corrections system by enhancing our relationships with other service providers and through more effective sharing of information

### Strategy: Enhance service delivery and improve linkages to the Courts:

| No. | Action | Status |
| --- | --- | --- |
|  | Increase communication and consultation with the Courts to identify opportunities for improvements in the assessments provided, e.g. in the provision of pre-sentence reports or the information provided to support the diversion of individuals with mental health needs or other disability related needs | **ONGOING** |
|  | Increase the provision of information on services delivered by Corrections, e.g. additional information on intervention programs, to Judges, Magistrates and other Court staff | **ONGOING** |
|  | Ensure practices and procedures are consistent within Corrections relating to the enforcement and administration of program orders | **ON SCHEDULE** |
|  | Work with the Courts and other areas of the justice system to introduce program specific sentencing orders to enable sentencing direct to a community based rehabilitation program such as the Sober Driver Program | **ONGOING** |
|  | Work proactively with our partners in relation to the administration of any new sentencing options | **ONGOING** |
|  | Continue to pursue the use of new technology to increase efficiency and improve outcomes for individuals and victims of crime | **ONGOING** |
|  | Pursue opportunities to introduce flexible working hours for operational staff, e.g. to enable program participants to attend interventions after normal working hours | **ONGOING** |

### Strategy: Improve assessment processes through enhanced relationships and information sharing

| No. | Action | Status |
| --- | --- | --- |
|  | Ensure assessments are undertaken on all individuals who require them to identify risk factors and needs and barriers to motivation for change, including the expansion of needs assessments to different stages during a person’s sentence | **ONGOING** |
|  | Continue to work with partner organisations and across Corrections to increase transparency and the sharing of relevant and timely client information, to increase the sharing of expertise and to research opportunities to develop shared forms or assessments and address any privacy issues | **ONGOING** |
|  | Further develop our relationships with other government agencies who have already had contact with an individual, e.g. Tasmania Police, Youth Justice, Child Protection, Department of Education | **ONGOING** |

## Goal 3: To contribute to a reduction in reoffending by case managing individuals throughout their sentence and by providing interventions and opportunities to enable each person to achieve positive and sustainable changes

### Strategy: Improve case management processes through a whole of system approach

| No. | Action | Status |
| --- | --- | --- |
|  | Identify and implement a consistent assessment and case management approach based on best practice and what works | **ONGOING** |
|  | Provide training and support to Corrections staff to enable them to more effectively engage in case management processes | **ONGOING** |
|  | Increase collaborative case management, including the involvement of non-government organisations and families in appropriate circumstances | **ONGOING** |
|  | Ensure that case management plans contain structure and purposeful activity for those serving community based sentences | **COMPLETE** |
|  | Ensure timely reviews of the case management process are undertaken | **ONGOING** |

### Strategy: Enhance the range of productive employment opportunities provided to increase skills and employability on release

| No. | Action | Status |
| --- | --- | --- |
|  | Pursue the development of employment programs and partnerships to increase employability, including a review of those initiatives operating in other jurisdictions | **ON SCHEDULE** |
|  | Work with community partners to explore the feasibility of developing a social enterprise to provide an employment pathway for participants | **ON SCHEDULE** |
|  | Enhance our focus on increasing a person’s employability, skills and qualifications and identifying areas for personal development | **ONGOING** |
|  | Ensure employment service provision is included in sentence planning to prepare participants for vocational training, employment placement, work trials or career change | **ONGOING** |
|  | Increase our liaison with industry sectors and employers in areas with high labour demand or skills shortages to enhance opportunities for employment or targeted training for local markets | **ONGOING** |
|  | Provide increased opportunities for those in prison to engage in employment outside of the prison in a normal community environment and earning an award wage and review policies relating to such employment | **ONGOING** |
|  | Increase job readiness through engagement in voluntary community work or work experience through partner organisations and by identifying and removing any barriers to such participation where possible | **ONGOING** |

### Strategy: Increase opportunities to engage in education and training

| No. | Action | Status |
| --- | --- | --- |
|  | Work with the Department of Education (LINC Tasmania), the Department of State Growth (Skills Tasmania) and TasTAFE to increase the delivery of foundation skills courses (e.g. literacy and numeracy and work ready skills) and the delivery of vocational education and training | **ONGOING** |
|  | Increase study options and opportunities for people in custody to practice work skills learned in a training environment and to encourage continued engagement in education and training on release | **ONGOING** |
|  | Increase our engagement with education providers to explore opportunities for partnerships | **ONGOING** |

### Strategy: Continue to increase the provision of interventions that address issues which contribute to offending behaviour and address criminogenic needs such as substance misuse, anti-social attitudes, violent behaviour etc.

| No. | Action | Status |
| --- | --- | --- |
|  | Ensure appropriate interventions are available to support the compulsory treatment of convicted sex offenders in prison | **COMPLETED** |
|  | Expand the range of programs and interventions aimed at young adults aged 18-25 | **ONGOING** |
|  | Develop and implement clear strategies for better dealing with aggressive and violent behaviour | **ONGOING** |
|  | Continue to enhance interventions for those with substance abuse issues | **ONGOING** |
|  | Improve our communication and engagement with government and non-government services willing to work with individuals who have substance abuse issues in the community and in custody and ensure we have appropriate procedures in place to coordinate and provide access to prisoners | **ONGOING** |
|  | Ensure that interventions delivered within Corrections are of a high standard and evidence based (given the similar services provided in all Australian states and territories, some programs are evaluated in other jurisdictions) | **ONGOING** |

### Strategy: Develop and introduce a purposeful activity driven working day for prisoners

| No. | Action | Status |
| --- | --- | --- |
|  | Continue to increase levels of activity at the Risdon Prison Complex and Mary Hutchinson Women’s Prison and implement a core day that reflects life in the community as closely as possible | **ONGOING** |
|  | Provide opportunities through the Tasmania Prison Service and partnering non-government organisations in areas of sport, music, art and spiritually and culturally appropriate activities to assist prisoners to adopt more holistic, pro-social and constructive lives | **ONGOING** |
|  | Encourage individuals serving a period of imprisonment to give back to the community through increasing the provision of programs developed in partnership with non-government organisations, e.g. the Community Gardens, Sustainable Prisons Project in the Risdon Prison Complex, Hand Made With Pride in Mary Hutchinson Women's Prison, and Pups on Parole in the Ron Barwick Minimum Security Prison | **ONGOING** |

### Strategy: Improve health and wellbeing

| No. | Action | Status |
| --- | --- | --- |
|  | Continue to work closely with the Department of Health and Human Services to increase the sharing of information in relation to identified health and wellbeing issues that impact on the management of prisoners | **ONGOING** |
|  | Develop and increase therapeutic support services and work closely with the Department of Health and Human Services to increase access to mental health services for individuals in prison | **ONGOING** |
|  | Develop and implement a disability strategy and increase the provision of assessments to identify and enhance support for individuals with disabilities, and to identify opportunities to engage with and support those people through the National Disability Insurance Scheme | **ON SCHEDULE** |
|  | Work in partnership with the Department of Health and Human Services to identify opportunities to increase the delivery of primary health care and throughcare in the area of health services, e.g. referral to an external general practitioner, relapse prevention | **ONGOING** |
|  | Improve the general health and wellbeing of prisoners and their families through the delivery of promotional activities and opportunities to learn, e.g education concerning a healthy lifestyle | **ONGOING** |
|  | Implement a Tasmania Prison Service Drug and Alcohol Strategy in consultation with stakeholders, e.g. the Department of Health and Human Services, based on a supply, demand and harm minimisation model | **ON SCHEDULE** |
|  | Develop indicators to measure health outcomes for participants in the Court Mandated Diversion Program | **ON SCHEDULE** |
|  | Pursue the expansion of specialised screening services, e.g. acquired brain injury, foetal alcohol syndrome or the need for speech pathology interventions and identify pathways for effective management and ongoing support | **ONGOING** |

## Goal 4: To recognise the valuable role community and family play in rehabilitation and reintegration by providing opportunities for individuals and their families to engage in mutually support activities during supervision or imprisonment and through increased community engagement

### Strategy: Increase family engagement and involvement throughout an individual’s sentence

| No. | Action | Status |
| --- | --- | --- |
|  | Review policies and processes to ensure that they reflect and support the value of family in effective reintegration and ultimately a safer community | **ONGOING** |
|  | As part of the government’s Safe Home, Safe Families response to family violence, take advantage of opportunities to develop relationships with service providers and support an integrated response to develop programs that will alter the attitudes and behaviours of perpetrators and support families | **ONGOING** |
|  | Formalise the introduction of the Family Engagement Worker role in the Tasmania Prison Service and develop a team of workers in the prison and community to support individuals and their families during incarceration and on release | **ONGOING** |
|  | Expand engagement with community services and agencies to facilitate increased community support for families, e.g. neighbourhood centres, local councils, men’s sheds | **ONGOING** |
|  | In order to consider family circumstances that inform case management, identify and collect relevant information about families and children of prisoners | **COMPLETED** |
|  | Work with the Department of Health and Human Services to promote a joint working relationship and shared planning through the identification of common client families as part of the Strong Families – Safe Kids Project | **ON SCHEDULE** |
|  | Raise an awareness with Corrections staff and professionals in the community of the impact of incarceration on children and families through the development of initiatives such as “hidden sentence training” | **ONGOING** |
|  | Consult with the community and government and non-government service providers about the development and implementation of support programs both for children while their parent is incarcerated, and to support parental reintegration into their families and communities on release | **ONGOING** |

### Strategy: Increase communication with the broader Tasmanian community, partners and stakeholders

| No. | Action | Status |
| --- | --- | --- |
|  | Develop a communication strategy for Corrections Tasmania | **ON SCHEDULE** |
|  | Publish electronically corrections information and non-security related policies and procedures to increase community access to information | **ONGOING** |
|  | Promote community understanding of the corrections system through positive messages, e.g. promoting the good work done in Corrections and innovative initiatives | **ONGOING** |
|  | Work more closely with our partners to develop and utilise Peer Supporter / Peer Mentoring options | **ONGOING** |
|  | Investigate opportunities to increase the use of technology to enhance communication | **ON SCHEDULE** |
|  | Consider opportunities to engage and consult people in custody, those on community orders and individuals who have returned to the community to enhance decision-making and the development of corrections policy | **ONGOING** |

## Goal 5: To ensure that individuals have their reintegration needs met through post-release support services arranged pre-release and by supervision in the community where appropriate

### Strategy: Improve transitional support

| No. | Action | Status |
| --- | --- | --- |
|  | Commence reintegration planning early and, where possible, establish personal throughcare relationships between prisoners and external services to provide continuity of care | **ONGOING** |
|  | Increase reintegration support for those transitioning from prison to Community Corrections, including the continuity of programs and post-release access to community based interventions | **ONGOING** |
|  | Work closely with government and non-government organisations to address the complex needs of individuals prior to and after release, e.g. housing, Centrelink, licensing, community health care, substance abuse support | **ONGOING** |
|  | Formalise and lead multi-agency committees prior to the release of high-risk or dangerous prisoners and enhance processes to identify such prisoners and reduce the risk to the public | **ON SCHEDULE** |
|  | Develop more strategic partnerships and agreements with non-government service providers applying for government grants to ensure new initiatives are tailored to optimise outcomes for individuals | **ONGOING** |
|  | Work with councils and community groups to deliver purposeful community service activities for prisoners who are pre-release to increase reintegration opportunities and linkages | **ONGOING** |
|  | Pursue the expansion of open security transitional accommodation allowing more contact for education and training providers, government and non-government agencies and family visits | **ON SCHEDULE** |

## Goal 6: To enhance information technology systems across Corrections to support the integration of services and improvements to throughcare

### Strategy: Explore options to improve information technology systems operating within the corrections system to increase the capture and analysis of data and ease of access to information

| No. | Action | Status |
| --- | --- | --- |
|  | Improve the capture, analysis and sharing of data in the corrections system, including case management information, intervention data and client outcomes | **ON SCHEDULE** |
|  | Identify and agree on the information that should be readily shared and easily accessible to staff working with or providing services to individuals, e.g. pre-sentence reports or assessments, demographic information, release dates, case plans, referrals and key professionals, constraints to housing, risk factors or safety concerns | **COMPLETE** |
|  | Contribute to the ongoing development of nationally consistent statistical information and the exchange of data through bodies such as the Corrective Services Administrators’ Council and the National Corrective Services Statistics Unit Advisory Group | **ONGOING** |

### Strategy: Increase our understanding of the offender population

| No. | Action | Status |
| --- | --- | --- |
|  | Provide opportunities for projects, research, evaluation and data analysis to inform policy development through partnerships with tertiary education institutions | **ONGOING** |
|  | Encourage research by external parties that will inform policy development and increase the analysis of data, trends and forecasts, e.g. research to identify the cost of crime and how costs to the taxpayer can be reduced | **ONGOING** |
|  | Participate in pilots and projects that promote a better understanding of effective reintegration and examine international evidence based practices that can be adapted to Tasmanian Corrections environment | **ONGOING** |