

Rehabilitation & Reintegration Inspection Report

Inspection of Adult Custodial Services in
Tasmania, 2018



March
2020

Produced by the Tasmanian Custodial Inspector

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From the Custodial Inspector

The function of the Custodial Inspector is to provide independent, proactive, preventative and systemic oversight of custodial centres. A custodial centre is defined as a prison within the meaning of the *Corrections Act 1997*, and a detention centre within the meaning of the *Youth Justice Act 1997*.

As Inspector, I am required under section 6 of the *Custodial Inspector Act 2016* (“the Act”) to carry out a mandatory inspection of each custodial centre at least once every three years and to report on my findings and recommendations to the responsible Minister and Parliament.

Due to limited resources, to meet legislative obligations, my staff undertake themed inspections of custodial centres focussing on particular inspection standards. At the end of a three year cycle, all aspects of custodial centres will have been inspected against the entire set of standards.

Section 15 of the Act requires me to prepare a report of my findings in relation to each mandatory inspection. In this regard, I report directly to the Minister responsible for the custodial centre and the responsible Minister is required to table a copy of the Inspector’s report in each House of Parliament. In this way, the findings and recommendations relating to inspections become a public record. After tabling, all inspection reports are published on [my website](#)¹.

In October 2018, inspections against the Rehabilitation and Reintegration standards were undertaken and I am now pleased to present this inspection report. It should be noted that a significant period has elapsed between the onsite Rehabilitation and Reintegration inspection and the publication of this report. This delay reflects the resourcing constraints under which the Custodial Inspectorate continues to operate, which I have raised in previous inspection reports.

The report is structured into headings that correspond to the *Inspection Standards for Adult Custodial Services in Tasmania*, and under each heading the relevant inspection standards are referenced.

Prior to publication of this report, the Department of Justice was consulted and invited to correct any factual inaccuracies in it and to provide a written response to the recommendations it makes. Appendix 1 details that response.

Richard Connock
Custodial Inspector

July 2020

¹ <https://www.custodialinspector.tas.gov.au/>



Acknowledgements

I would like to acknowledge the contribution of Ms Grazia Pagano, who consulted on this inspection. I sincerely thank Ms Pagano for her expert advice and assistance, which has added greatly to the work of my office.

Acknowledgment and appreciation is also extended to all staff at Tasmania Prison Service who supported the inspection, as well as service providers to the prison who willingly met with the inspection team to provide feedback on their experience with the Tasmania Prison Service.

I also greatly value the contribution of detainees and prisoners in custody to this report.



Executive summary

This is the report of the inspection of Tasmanian adult custodial centres against the suite of Rehabilitation and Reintegration inspection standards. The inspection was an announced inspection, carried out in November 2018.

Tasmania Prison Service (TPS) is responsible for providing care and custody, at various levels of security, for prisoners and people remanded in custody in Tasmania².

The following custodial centres operated by TPS were visited during the inspection

- Risdon Prison Complex (RPC)
- Ron Barwick Prison (RBP), at the time of the inspection known as Ron Barwick Minimum Security Prison (RBMSP)
- Mary Hutchinson Women's Prison (MHWP)
- Hobart Reception Prison (HRP)

During the inspection, a number of evidence sources were used to assess the custodial centres against the inspection standards. These included onsite visits; meetings with senior management; individual interviews carried out with staff, prisoners and service providers; survey results; group discussions with prisoners; a review of documentation; a desktop audit of TPS policies, procedures and registers; and observation by inspectors and experts. For this inspection, Ms Grazia Pagano joined the inspections as an external consultant to supplement the internal expertise of the inspection team.

As I have noted in previous reports, TPS is over-stretched at almost every point due to the continual increase in prisoner numbers and existing infrastructure constraints. This creates system pressures in many areas including education and programs, employment for prisoners and preparation for their release.

The following general observations were made during the inspection

- Reinvestment by TPS in a range of infrastructure and resources is critical to employment, rehabilitation and reintegration of prisoners.
- The Director's Standing Orders (DSOs) relevant to rehabilitation and reintegration services at TPS facilities were issued in 2006 and last updated in 2017.
- Lockdowns directly impact the completion of education and programs by prisoners.
- Traineeships in prison industries should be implemented and Section 42 leave³ should be prioritised to provide better reintegration opportunities for prisoners.

² NOTE For the purposes of this report, a reference to the term *prisoner* includes people that are remanded and detained in custody.

³ Section 42 leave is a leave permit issued pursuant to section 42 of the Corrections Act 1997 for a range of purposes relating to the reintegration of a prisoner into the community and the preparation of a prisoner for release.



A guiding principle of the *Corrections Act 1997* is that prisoners should be assisted to become socially responsible. Maintaining family and community ties, preparation of prisoners for release and rehabilitation and reintegration are clear themes throughout the Act. Activities relating to these themes should therefore be a priority for TPS and a consideration in all aspects of the prison regime.

Since the inspection, events at the Risdon site (specifically an escape from the then minimum rated RBP in late 2019) have led to a decision by TPS to temporarily suspend most Section 42 leave so that each prisoner could be individually risk assessed. In some instances, leave was recommenced but there are now very few opportunities for prisoners to work outside of the prison and to re-socialise with family and community in preparation for their release. This is disappointing to say the least and at a recent visit to the Risdon site my staff were advised that the number of prisoners working in the community had been reduced from 25 to one. Very few opportunities are now being provided to prisoners to re-socialise with family and community to ready them for release. These opportunities would contribute to a reduction in re-offending by prisoners and the decision to cancel most Section 42 leave can only increase the likelihood of people returning to prison.

Whilst it is acknowledged that security of the prison and community safety are key considerations for TPS, they should be rationally evaluated against the rehabilitation and reintegration of prisoners. It is clear that a more balanced approach is needed for TPS to meet its obligations of safety and security for prisoners, TPS staff and the community while at the same time ensuring that prisoners receive rehabilitation and reintegration.

Post inspection, my staff have recently been advised that very few programs are now delivered in TPS facilities. Frequent lockdowns are limiting access for Programs Unit staff to RPC to the extent that no programs have been delivered at RPC in the 2020 calendar year to date, and due to the unpredictability of lockdowns none are scheduled. Rehabilitation programs that address offending behaviour are vital to reducing re-offending and the related likelihood of people returning to prison. The prison regime must support the rehabilitation of prisoners and the lack of programs, particularly in the maximum prison where prisoners most need assistance, should be addressed as an urgent priority.



Summary of recommendations

It is recommend that TPS

1. immediately reviews, updates, distributes and implements DSOs relating to rehabilitation and reintegration
2. develops and implements mandated monitoring and regular reviews of the updated DSOs

Individual case management

It is recommended that TPS

3. provides ongoing professional development to correctional officers to highlight the importance of case management and emphasise the significance of case management work by correctional and non-correctional staff
4. reviews recruit training relating to case management to include examples, practical demonstrations and record keeping so that recruits gain a full understanding of the importance of case management and the processes associated with it
5. considers assigning mentors to assist new correctional officers with case management

Offender programs

It is recommended that TPS

6. adequately resources the Integrated Offender Management (IOM) Unit to address wait times for programs and meet the needs of prisoners with disabilities
7. reviews prison regimes to ensure that prisoners participating in programs are escorted to the program location on time for commencement of the program session
8. implements a room booking system for therapeutics, education, case management, health and external service providers which provides room booking consistency for the provision of these services
9. considers making the education area in the RPC medium precinct available for more time during the day
10. implements a drug and alcohol program such as the Apsley program for women prisoners
11. considers making arrangements for remand prisoners to commence programs in prison and continue with an external provider upon release
12. schedules walk times for prisoners in high security regimes so as not to conflict with program appointments



13. addresses issues regarding redeployment of correctional staff to cover staff shortages, and subsequent lockdowns, that directly impact upon prisoners completing education and programs

Education

It is recommended that TPS

14. reviews course delivery to determine why completion rates are low
15. undertakes exit interviews with prisoners to determine their reasons for withdrawal from courses
16. reviews pay scales for prisoners to reflect equal pay for prisoners attending programs, education and work and to increase prisoner participation
17. undertakes ongoing review of the pay scale for increase in line with at least the Australian consumer price index
18. considers making available education specific rooms conducive to learning
19. considers making available the auto body workshop to be used for other training courses throughout the year
20. reviews the advertising strategy for flexible learning and distance education
21. reintroduces peer tutor support in all facilities
22. reviews the range of courses available to women prisoners and maximum security prisoners in RPC to ensure equal opportunity for all prisoners
23. reviews the range of courses to include areas of commercial viability to increase opportunities for employment of prisoners upon release, including Certificate courses and trade certificates
24. makes available Certificate courses in music and art
25. reviews reporting processes to ensure that course completions are accurately reported

Preparation for release

It is recommended that TPS

26. makes available pre-release activities for those prisoners who are to be released from medium and maximum security facilities
27. considers entering into a memorandum of understanding with more than one employment agency to assist prisoners in obtaining employment after their release
28. considers making available a careers advisor to assist prisoners in determining pathways for education, training and employment upon their release
29. considers making available to prisoners secure digital tablets and software, or other technology, to keep them up to date and provide better outcomes upon release



Employment

It is recommended that TPS

30. reviews general security in industry areas to ensure the safety of staff, prisoners and visitors
31. reviews the vegetable processing facility's requirements as to work health and safety and hygiene
32. reviews the work health and safety requirements in the woodwork shop
33. implements computerisation in industry areas to reflect current community work practices so that prisoners can develop current workplace knowledge and skills
34. replaces commercial laundry equipment
35. addresses the key dependency on the tailor shop manager to ensure the tailor shop remains open and prisoners employed there can continue to work in the absence of the Manager
36. implements relevant nationally recognised training for prisoner workers in industry areas to provide better reintegration opportunities for prisoners
37. implements strategies within prison industries and education to enable prisoner workers to undertake education and training while continuing in employment
38. considers opportunities to increase prisoner employment inside and outside the prison



About Tasmania Prison Service

TPS is responsible for providing care and custody, at various levels of security, for prisoners and people remanded in the five adult custodial centres in Tasmania. Most adult custodial centres are located on one large site at Risdon which is approximately 12 kilometres from the Hobart CBD and very close to the suburb of Risdon Vale.

The five adult custodial centres are

1. Risdon Prison Complex (RPC). This facility is located at Risdon in the south of the state and comprises the medium and maximum security precincts. The medium security precinct has the capacity to house 196 prisoners and the maximum security precinct the capacity to house 103 prisoners.
2. Ron Barwick Prison (RBP). This facility is located at Risdon, and has the capacity to house 296 prisoners (including in the pre-release O'Hara Cottages). At the time of inspection RBP was a minimum security facility but in late 2019 TPS advised that RBP is now a medium security facility.
3. Mary Hutchinson Women's Prison (MHWP). This facility is located at Risdon and has the capacity to house 63 prisoners.
4. Hobart Reception Prison (HRP). This facility is located in the Hobart CBD and has the capacity to house 36 prisoners.
5. Launceston Reception Prison (LRP). This facility is located in the Launceston CBD and has the capacity to house 26 prisoners.

All prisoners entering the Tasmanian prison system enter through one of the two reception prisons, HRP and LRP.

TPS continues to respond to an increasing prisoner population across all population groups. At the time of the inspection the prison population was approximately 660. This is a significant increase from 2008 when the prison population was approximately 500. The Australian Bureau of Statistics report, *Corrective Services, Australia, June quarter 2018*, reported that on 30 June 2018

- Tasmanian Prisons held 614 prisoners
- 93 percent of prisoners were male and seven percent female
- the proportion of female prisoners was low compared to other jurisdictions but had increased from 18 per 100,000 females in 2017 to 20 per 100,000 in 2018 and
- Nineteen percent of Tasmanian prisoners identified as Aboriginal. Incarceration of Aboriginal people in Tasmania is at a rate four times higher than the equivalent rates of incarceration in the non-Aboriginal population, but the lowest proportion reported by any Australian jurisdiction.



Inspection methodology

Inspection provides independent, external evaluation including analysis of areas that require improvement. It is based on gathering a range of evidence that is evaluated against an inspection framework.

All inspections of custodial centres are conducted against the Custodial Inspector's published inspection standards. The inspection standards are based on international human rights standards, and cover matters considered essential to the safe, respectful and purposeful treatment of prisoners in custody.

The inspection standards specify the criteria for inspection. During the Rehabilitation and Reintegration inspection, a number of sources of evidence were used to assess the custodial centres against the standards. These sources of evidence included

- individual interviews carried out with staff and prisoners
- survey results
- group discussions with prisoners and service providers
- documentation
- observation by the inspection team and
- the engagement of an external expert consultant

In addition, desk-based research and data analysis was carried out with input from TPS.

The inspection team invited input from a cross-section of prisoners in the different custodial centres and accommodation units. Participation was informed and voluntary. Discussions with prisoners were held with, and without, officers present. Some discussions were structured and others were conducted as the inspection team walked around the units of the centres, allowing people to provide their opinions in a more informal manner.

Inspection reports are published in Parliament after an inspection is completed. Prior to publication of the report custodial centre management and the Secretary of the Department are consulted with, and invited to correct any factual inaccuracies in the report.

How will the inspection team make judgements?

The inspection team will ensure that their judgements are

- **secure** - based on sufficient evidence
- **first-hand** - based on direct observation of processes, prisoners and staff
- **reliable** - based on the criteria in the inspection standards
- **valid** - accurately reflecting what is achieved and provided
- **corporate** - findings reflect the collective view of the inspection team



Inspection standards

The Inspection standards for adult custodial services in Tasmania provide the structure for reviewing and assessing the performance of custodial centres in relation to the treatment of, and conditions for, prisoners in Tasmania.

The standards were developed taking into account the full range of relevant international treaties, covenants, and the *Standard Guidelines for Corrections in Australia, Revised 2012*.

The standards are closely aligned to both the New South Wales and Western Australian inspection standards for adult custodial services, providing an element of harmonisation across multiple Australian jurisdictions. The Custodial Inspector consulted with Tasmania Prison Service and other stakeholders throughout the drafting process of the inspection standards.

Independent monitoring and assessment is important to ensure custodial services are meeting standards. An independent perspective can identify issues – both shortcomings requiring improvement and strengths that can be better utilised – that may not be obvious to the custodial centre, thereby providing a continuous improvement framework.

The inspection standards are publicly available on the [Custodial Inspector's website](https://www.custodialinspector.tas.gov.au/)⁴. The inspection standards relevant to this report are 113 to 133.

The findings of the inspection team in respect of the Rehabilitation and Reintegration suite of inspection standards are summarised below.

⁴ <https://www.custodialinspector.tas.gov.au/>



1 Individual case management

Inspection standards 113 and 114

The expectation of inspection standards 113 and 114 is that case management of sentenced prisoners should be based upon individual risk and need assessments and include input from the prisoner and where practicable, from the prisoner's family. Case management should begin immediately after sentence and provide a planned pathway and preparation for release.

Case plans for individual prisoners should include work, education and other relevant activities including actions to prepare prisoners for release.

Individual case management in Tasmanian adult custodial centres is to a large extent provided only to sentenced prisoners. Remand prisoners are provided with limited case management. For prisoners whose sentence is less than six months case management is meant to be undertaken by correctional officers but the inspection found that this is uncommon. For prisoners whose sentence is more than six months, case management is provided by the TPS Integrated Offender Management (IOM) Unit.

The IOM Unit includes the Planning and Reintegration team, the Programs Unit, Therapeutic Services and the Prison Chaplain Service. The Manager of the IOM Unit is a member of the TPS Senior Management Team (SMT).

Director's Standing Order

The relevant Director's Standing Order (DSO) is DSO 2.02 *Induction and Case Management* which outlines steps to be taken to assess prisoners upon reception into prison in order to determine case management and exit (or release) plans. The DSO was first issued on 26 October 2006 and was due to be reviewed after five years. At the inspection, the inspection team was advised that no review had been undertaken and the DSO - in its original form - was still operational. During the consultation process for this report, the Inspectorate was advised that

...a comprehensive review of the DSO had been undertaken in 2017, and it was reissued on 7 December 2017. The review of this DSO was a large piece of work that saw the replacement of four previously issued Standing Orders and three Standard Operating Procedures.... All associated forms and processes were also updated as part of this review.

The document has now been updated to indicate the DSO was implemented on 7 December 2017 and is due for review after five years.



Assessments for Case Management

TPS has four assessments which contribute to individual case plans

- The Tier 1 Assessment is undertaken immediately upon reception into custody to determine a prisoner's immediate management needs such as risk of self-harm, protection issues and other factors relevant to their safety and security. The Tier 1 Assessment has two parts – a custodial assessment including relevant custodial history, escape risks and other historical risks and a health assessment by Correctional Primary Health Service (CPHS) staff.
- The Tier 2 Assessment takes place shortly after reception into custody and essentially begins the conversation with prisoners about activities and supports in prison. It is completed by Planning and Reintegration staff and includes a literacy and numeracy screening. The results of the screening are shared with the TPS Prisoner Education and Training (PEaT) team to action referrals to literacy training if required. The inspection team was advised that Tier 2 Assessments are generally conducted at HRP within five calendar days of the prisoner being received into custody.
- The Tier 3 Assessment is completed after a prisoner has been sentenced and only if the sentence is greater than three months. It includes a literacy and numeracy assessment to determine learning needs and education opportunities available to the prisoner and a Level of Service/Case Management Inventory (LS/CMI). The LS/CMI is a risk/need assessment and treatment planning system designed to address prisoners' rehabilitation needs and the level of services to be provided to address those needs. For sex offender prisoners the Tier 3 Assessment also includes an assessment to determine risk of re-offending and identify risk-relevant tendencies so that these can be addressed.
- A Tier 4 Assessment is undertaken as required for remand and sentenced prisoners identified as having complex needs such as mental health issues, cognitive disabilities, vulnerability issues or at risk of self-harm. This assessment determines how the prison will best manage and address individual needs to ensure prisoners' safety and security.

These Assessments inform the development of case management plans of various types

- Foundation Plans – initial plans for support and assistance for prisoners with referrals to relevant programs, education and activities to address criminogenic, health, welfare, safety and security needs. Foundation Plans identify goals for prisoners relating to participation in work, education and programs and remain in place until the remand prisoner is sentenced or released. According to the DSO these plans should be reviewed monthly. The inspection found no evidence that the plans are reviewed monthly.



- Extended Case Management Plans are developed for sentenced prisoners serving a sentence greater than six months identified as requiring intensive case management. These plans outline suitable interventions and programs for the prisoner and the order in which they will occur. The DSO provides for these plans to be reviewed every month or more often if required. Again, the inspection found no evidence that the plans are reviewed as required or at all. For high risk and complex needs prisoners, the plan provides for a multi-disciplinary approach with weekly review by the TPS High Risk Assessment Team (HRAT).
- Exit Plans are basic reintegration plans for sentenced prisoners which are to be reviewed only as required up until six weeks before a prisoner's scheduled release. Within six weeks of scheduled release, the review is to occur weekly to assist the prisoner to access relevant services upon their release. The inspection found no evidence that these plans are reviewed regularly, and feedback from many prisoners was that they are given no assistance in preparing for release.
- Release Strategies involve complex plans for release and reintegration of prisoners identified as high risk; prisoners who are likely to be released directly from segregation to the community, prisoners convicted of serious sexual and/or violent offences who have not participated in criminogenic programs and prisoners identified as Priority Family Violence Perpetrators by the Safe Families Coordination Unit⁵. Release Strategies involve interaction by TPS with other government agencies to manage the risks associated with the release of such prisoners.

Prisoners may require more than one case management plan as they progress through their time in custody. Significant changes to a prisoner's circumstances such as eligibility for parole, transfer to a new prison facility, or a new sentence might also require a new plan to be put in place.

Responsibility for the implementation and review of case management plans is outlined in the DSO and varies. Correctional officers are assigned as case officers for Foundation Plans and Exit Plans for prisoners serving a sentence of six months or less. IOM Unit staff are responsible for all Exit Plans for prisoners serving sentences of more than six months. IOM Unit staff are also responsible for Release Strategies and Extended Case Management Plans.

Issues identified

As noted above, there is little to no case management of remand prisoners and prisoners who are serving a sentence of six months or less. Case management of these prisoners is the responsibility of correctional officers, who are paid a wage related allowance for case management. Some who were interviewed at inspection commented that

⁵ The Safe Families Coordination Unit is a whole of Government family violence unit led by Tasmania Police to undertake inter-agency assessment of families experiencing family violence and to identify and support families at risk as early as possible.



- correctional officers were not trained to be case managers
- case management work added undue stress to correctional officers

One correctional officer indicated that he did not undertake any case management work even though he was assigned a case load.

They [the prisoners] have to find out who I am and come and see me. It is not up to me to make contact with inmates. If they have a problem they can chase me up. I don't have time to do any check ins with my case load.

The expectation that a prisoner will *chase up* his or her case officer is unreasonable.

It is not unusual for correctional officers to be assigned to work in areas where the prisoners on their case load are not accommodated. Prisoners are frequently moved between accommodation units and prisons and correctional officers are subject to redeployment when required. It appears that when such movement occurs case officers are not reassigned. The reality is that prisoners cannot always locate their case officer; it is impossible for them to do so if their case officer is working in a different prison.

It was clear that most correctional officers did not encourage, and were not encouraged to undertake, case management work. The inspection team was advised that *case management is not peer supported* [between correctional officers]. *You fall into line with what other correctional officers do because they have to protect you.*

These comments highlight the lack of understanding of the importance of case management. There is an urgent need for training and ongoing professional development to address this.

The inspection team considered the information provided at TPS recruit training relating to case management. It does explain what case management involves, but could go further and

- incorporate detailed examples of case management
- discuss case management reviews and frequencies
- demonstrate ways to stay engaged with prisoners
- include practical methods of record keeping for case management purposes

It may also be useful for TPS to assign mentors to assist new correctional officers with case management duties for a set time.

The inspection team was advised that the IOM Unit was understaffed such that there was a significant waiting list for case management of those prisoners sentences to more than six months. It was clear that planning officers had high case loads which were impacting on delivery of planning and reintegration services and activities, with staff commenting as follows



We focus too much on KPIs. We should be focussing on outcomes for prisoners.

Our case loads get higher and our case times get shorter.

Case management work has transitioned into exit planning really. We need time to do the work [with prisoners] early on. Exit planning does nothing to stop prisoners coming back to prison.

Planning officers indicated that case loads were capped at 35 prisoners but they often helped prisoners who were not assigned a planning officer due to short sentences. The reality is that arrangements for these prisoners are the same regardless of the length of sentence, they still need accommodation, employment and access to appropriate supports upon release. The inspection team was advised that there is a long waiting list to be assigned a planning officer even if a prisoner's sentence is greater than six months. The team was told that it is a common occurrence that prisoners are released before reaching the top of the waiting list and therefore receive no assistance prior to release.

It was also evident that there was a clear divide between correctional officers and IOM staff regarding case management. One planning officer described it this way

It's a slog to prove to correctional officers that planning is legitimate and my job is needed and should be respected.

Professional development for correctional staff should address this issue.

Prisoners were also interviewed as part of the inspection. Some comments were as follows

I've seen a planning officer twice in nine and a half years.

Every time I see a planning officer it's a different one.

No one has ever discussed education with me.

I've been here seven years. I no longer have a planning officer to help me with preparation for work on the outside, to help set up bank accounts or Centrelink. I rely on the help of my family.

The inspection team also consulted with external stakeholders and one commented that TPS ... *appears to be bereft of any planning. Who asks inmates how long they are in custody? How long until release? What will they do when they get out?*

This particular statement has been included in this report because it came from an external, independent source that validates the voice of prisoners outlined above.

It is acknowledged that TPS has well established reporting functions that determine how long sentenced prisoners are in custody and when they are due for release, but TPS does not have the capacity to meet the needs of prisoners being released. There is a systemic issue as the parameters around pre-release assistance mean that, as noted above, only prisoners who are sentenced to more than six months receive assistance from planning officers.



There is a cohort of prisoners who are provided with very little, if any, pre-release assistance because they are on a sentence of less than six months, or are remand prisoners, and the responsibility falls to correctional officers. There is no supervision or monitoring of pre-release support by correctional officers. Some correctional officers provide very good pre-release support, but the inspection found most do not.

The statements from prisoners and the external stakeholder above indicate that

- better communication with prisoners and external stakeholders about these dates is required to plan prisoner activities and prepare them for their release and
- more planning and reintegration resources are required to plan prisoner activities and prepare them for release

Post inspection, the inspection team was advised that

- Some prisoners were transferred from HRP to RPC without a Tier 2 Assessment being completed. It was difficult for Planning and Reintegration staff to follow through with the assessment at RPC because frequent lockdowns resulted in no access to prisoners, or prisoners would not show up to the appointment because they didn't know what it was for.
- There is no capacity for Planning and Reintegration staff to complete Tier 3 Assessments if required, and no LS/CMLs were being completed due to lack of staff resources.

Generally, the inspection team concluded that

- case management is ad hoc and inconsistent
- the IOM Unit is drastically under-resourced
- the procedures for case management specified in the DSO need to be implemented, monitored and regularly reviewed

The framework set out in the DSO is good and sound, but the case management system is failing in its implementation of, and adherence to, the framework.

Recommendations

It is recommended that TPS

- provides ongoing professional development to correctional officers to highlight the importance of case management and emphasise the significance of case management work by correctional and non-correctional staff
- reviews recruit training relating to case management to include examples, practical demonstrations and record keeping so that recruits gain a full understanding of the importance of case management and the processes associated with it
- considers assigning mentors to assist new correctional officers with case management



2 Offender programs

Inspection standard 115

Prison provides an opportunity for criminogenic behaviours, attitudes and thinking to be addressed. The inspection standard outlines that

- all prisoners, including remand and short sentenced prisoners, should be offered and engaged in evidence-based, best practice programs to address needs identified by case planning
- prisoner out of cell hours must support program engagement and completion

Availability of programs to prisoners

The range of programs available to prisoners at the time of inspection is listed at Appendix 2. Education programs are specifically discussed at 3 Education.

With the exception of intervention programs, programs in custodial centres are largely provided by unfunded external service providers⁶. There is significant reliance on volunteers to deliver these programs and such arrangements are not sustainable. The facilitation of these programs does require TPS cooperation and resources (staff and facilities), and on an individual basis, some TPS staff put significant and commendable effort into these arrangements. There is, however, real concern that if external service providers ceased to facilitate programs, there would be few programs available to prisoners.

The inspection team was advised that remand prisoners access all programs apart from intervention programs, which are available only to sentenced prisoners. This is because there is a risk of a remand prisoner being released part way through the program and experience has shown that this upsets the program group dynamic. The inspection team was also advised that studies indicate that only partly completing these programs can be to the participant's detriment.

Intervention programs and counselling

The majority of work for intervention programs and counselling is undertaken by the IOM Unit by the Programs Unit and Therapeutic Services Unit.

At the time of inspection in the Programs Unit there were six senior program facilitators, six general facilitators, two alcohol and drug counsellors and two sex offender management counsellors to facilitate intervention programs.

The Therapeutic Services Unit is comprised of psychologists and high needs support counsellors (and prison chaplains who are engaged under contract). This unit provides prisoners with evidence based treatment including individual psychological therapy and cognitive behaviour therapy. IOM advised that its *role stops at criminogenic needs*. Risk

⁶ TPS has one funded service provider, providing a drug and alcohol program.



assessments are carried out daily and it was positive to note that there was no set amount of therapy to be provided. Staff advised that there was no limit as to *how much time they stay in counselling, it depends if they are able to function and cope. If they can, they are removed from the case load.*

Therapeutic counselling feeds into the National Disability Insurance Scheme for case management and support for prisoners with a disability, during their time in custody and after release. At the time of inspection there was one staff member allocated to work with those with a disability. It is commendable that the need for this support is recognised but given that TPS staff advised the inspection team that a high number of prisoners have an acquired brain injury, consideration should be given to increasing the resources to meet the prisoner needs. Staff expressed frustration that despite performing to the best of their capabilities they were physically unable to satisfy the demand.

Following consultation on the draft of this inspection report, the inspection team was advised that TPS has a Disability Case Management Group, which was established in 2016 with the following primary roles

- ensure people with an intellectual disability and/or acquired brain injury are being flagged by system measures to ensure their needs are appropriately met whilst in custody and
- develop and guide the delivery of supports that are to be offered to prisoners who have been identified as having an intellectual disability and/or acquired brain injury.

The Group was not discussed at the inspection and the inspection team queries whether TPS staff are aware of the Group and its functions. The inspection team could not locate any documents or references to the Group on the TPS intranet.

The psychological management of prisoners was described as mostly risk assessment of suicide, self-harm, violence and harm to others. The focus is on keeping prisoners safe while in prison with relaxation techniques offered to help them cope. The inspection team was advised that at least two more staff would allow the therapeutics team to provide what they considered to be *real counselling* to assist prisoners to cope better and resulting in less risk of harm to prisoners and staff.

It was made very clear to the inspection team that

- underlying issues and possible causes of criminogenic behaviours, thinking and attitudes, such as post traumatic trauma and sexual abuse, cannot be treated in prison due to the limited staff available
- TPS staff are only able to provide generic strategies to help prisoners cope with trauma and manage their emotions and distress

Programs Unit staff operate in the prison from Monday to Friday between 8:30am and 5:00pm however due to the prison routine the reality is that programs staff have access to prisoners for only four hours per day. Frequent lock downs result in prisoners being unable to access psychological assistance and there is limited assistance available to prisoners



after hours or on weekends. On weekdays, after hours assistance is available by means of an on-call roster for therapeutics team staff. Weekends are covered by CPHS with its rostered psychiatric liaison nurse providing psychological assistance to prisoners if required. I query whether this coverage is sufficient as the needs of prisoners do not diminish after hours. This is an issue that will be considered further at the next Mental Health Care inspection.

At the time of inspection IOM staff were also preparing to offer a Trauma Informed Care course for all staff and prisoners as it was recognised that many staff do not self-care and were not equipped to deal with prisoners with trauma. It is commendable that this professional development will be made available. At the time of writing this report the inspection team was advised that the course had been delivered to staff at MHWP and LRP, and was also being presented to new correctional officer recruits.

Apsley drug and alcohol program

Apsley is a 10 bed unit providing a 12 week residential drug and alcohol treatment program. It is offered to male prisoners only.

The program is designed as a live-in program and is facilitated by two counsellors from the IOM unit who are supported by external drug and alcohol counsellors to work with prisoners to address their substance misuse issues, and assist them to gain the strength and skills to progress toward behavioural change.

The program is based on the Australian Capital Territory Solaris program, which is a therapeutic community model of treatment for substance misuse. It provides a structured environment where the participants in the community itself are used as the principal tool to bring about personal change. Prisoners in Apsley are reasonably self-sufficient in that they do their own cleaning and laundry and there is a higher standard of personal cleanliness and hygiene than in other prison areas. My inaugural inspection report, *Inspection of Adult Custodial Services in Tasmania, 2017: Care and Wellbeing Inspection Report*, outlined criticisms by staff and prisoners of the program's success. Those criticisms remained at the time of this inspection, with concerns about the high number of relapses after completing the program and the continual release of graduating prisoners into the medium security precinct where reportedly, most of the drug use at the Risdon site occurs.

It should also be noted that increasing lock downs impact significantly on the efficiency of the program, as it takes longer to complete the 12 week course. Additionally, the inspection team was told that because the prisoners accommodated in Apsley are generally better behaved than mainstream prisoners, the unit is often the first port of call when a unit is required to be locked down. This is because the Apsley participants will accept being locked down without resistance.

Drug and alcohol counselling is available to women prisoners, but it is disappointing that there is no equivalent Apsley program for women and there are no plans for one.

Facility issues

Concerns about the availability of rooms for programs to be delivered were continually



raised at inspection. There are limited physical spaces available and most are inappropriate for delivery of programs. Room bookings are made through a centralised system which was described as cumbersome, manual, inflexible and key staff dependent. These concerns were raised by TPS staff as well as external service providers with some reporting a wait time of up to three weeks for a room to become available.

The education area in the RPC medium security precinct is open for a total of four hours each day and is used for a range of services including therapeutics, education, case planning, health and external service providers. Consideration should be given to making this area available for more time during the day.

The variety of services being delivered in the medium education area creates competition for rooms. Room booking consistency needs to become a priority so that all IOM services can be confident that their schedules are reliable. One facilitator explained how inconsistency with room availability affects engagement with prisoners and the success of programs as follows

As a team we develop and invest in intervention; however it's not consistent or deemed important, it needs a big cultural shift to help with prisoners making a change.

External program providers consistently expressed the importance of prisoner participation in their programs as in most cases participation has a direct consequence for prisoners being able to access parole. Inconsistencies with room bookings and allocations cause inefficiency and disruption to programs and impact negatively on parole prospects.

Other issues identified

- It is recognised that remand prisoners may be released part way through programs. Prisoner risks and needs, however, should be identified and addressed on an individual basis to determine whether participation is warranted. Arrangements for remand prisoners to commence programs in prison and continue with an external provider upon release should be considered by TPS.
- Some program facilitators expressed concerns that the LS/CMI assessments were not being completed properly or at all and were therefore unreliable in determining the risks and needs of prisoners. This indicates that case management is not supporting the programs being delivered at TPS facilities and LS/CMI assessments need to be prioritised.
- The inspection team was consistently advised that prisoners participating in programs were not escorted to the program location on time and can miss 15 to 35 minutes of a one hour program session. This is unacceptable and needs to be rectified so that prisoners receive the maximum benefit from programs. The prison regime should reflect the importance of programs addressing criminogenic needs.
- External service providers consistently mentioned cultural issues with correctional staff as a concern. One provider reported that prison staff *make it almost impossible for*



services to come in and some guards treat us quite rudely. They spoke of feeling safe but indicated they were mostly left to their own devices in the prison and were unescorted in secure areas. This lack of security needs to be addressed.

- Lockdowns also had an impact on the delivery of programs in TPS facilities. Lockdowns were raised in detail in my previous inspection report, *Inspection of Adult Custodial Services in Tasmania 2018: Custody Inspection Report*. Delivery of scheduled programs cannot be undertaken if prisoners are locked down, and the high number of lockdowns in recent times can only impact negatively on completion rates for programs.
- Also of concern is the scheduling of time out of cell for prisoners in high security regimes, also known as walk times. Walk time is of paramount importance to these prisoners as they are locked down for 22 to 23 hours per day. When correctional staff schedule walk times at the same time as therapeutic or intervention program appointments, prisoners will usually refuse the appointment so that they do not miss out on their walk time. This is an example of the prison regime not supporting the engagement by prisoners in and completion of programs. It not only diminishes the prospect of any progress for the prisoner but effectively wastes the time of program staff who could be spending that scheduled appointment time providing invaluable services to other prisoners. It is essential that walk times for prisoners are still made available but TPS should ensure that these are scheduled so as not to conflict with program appointments.
- The wait time for a place in the sex offender treatment program was consistently raised and it was clear that this was due to a lack of resources for the Programs Unit. Participation in the program is prioritised on the basis of prisoner release dates and as a result, some prisoners remain on the wait list for some time, leading up to their release date. It also remained, as reported in my *Inspection of Adult Custodial Services in Tasmania, 2017: Care and Wellbeing Inspection Report*, that medium and maximum security rated prisoners could not participate in this group program. One on one treatment is offered to these prisoners where deemed appropriate by TPS.

Recommendations

It is recommended that TPS

- adequately resources the IOM Unit to address wait times for programs and meet the needs of prisoners with disabilities
- reviews prison regimes to ensure that prisoners participating in programs are escorted to the program location on time for commencement of the program session
- implements a room booking system for therapeutics, education, case management, health and external service providers which provides room booking consistency for the provision of these services
- considers making the education area in the RPC medium precinct available for more



Offender programs

time during the day

- implements a drug and alcohol program such as the Apsley program for women prisoners
- considers making arrangements for remand prisoners to commence programs in prison and continue with an external provider upon release
- schedules walk times for prisoners in high security regimes so as not to conflict with therapeutic and intervention program appointments
- addresses issues regarding redeployment of correctional staff to cover staff shortages, and subsequent lockdowns, that directly impact upon prisoners completing education and programs



3 Education

Inspection standards 116 to 123

Many prisoners have had impoverished educational experiences, particularly those with low levels of literacy and numeracy. Re-engaging with learning inside prison can be an important part of making imprisonment a positive and transformative experience. Successful engagement with educational programs can help prisoners with their social skills, artistic development, and help them deal with their emotions.

The expectation of the inspection standards is that prisoners are provided with access to programs and services, including education, vocational training and employment, to enable them to develop appropriate skills and abilities to lead law abiding lives when they return to the community. The prison regime should support access to education and promote it by appropriate prisoner pay.

Education in prison

The IOM Framework incorporates education for prisoners and is supported by the *Integrated Offender Management and Industries 2017-18 Business Plan*. Education provides opportunities for a limited range of nationally accredited and non accredited courses and short courses. A list of the courses available to prisoners in 2018 is at Appendix 3.

Education is facilitated by the PEaT Team and supplemented by TasTAFE teachers for vocational training. Libraries Tasmania Literacy Coordinators also work with the PEaT Team.

In general the PEaT Team and TasTAFE are providing some good short courses, the majority being at Certificate I and II level, that is pre-apprenticeship and below trade qualification. Some courses are skill sets only. These require completion of several units of competence but they do not amount to qualifications. A limited range of university courses is available to prisoners to be undertaken by means of distance and flexible learning.

At the time of inspection there was noticeable instability for PEaT staff due to the decision that TasTAFE would be taking over responsibility for all prison education⁷. Staff were unsure of their future employment at the prison and said that the situation was *destabilising for staff and prisoners*. The previously positive collaboration between PEaT staff and TasTAFE staff was now negative and would not promote productive education in TPS facilities.

TPS and TasTAFE indicated to the inspection team that the proposed changes would result in a TAFE style campus at the Risdon site with new outcomes and nominal hours to meet community service obligations and expectations. This would greatly enhance a prisoner's education experience and support rehabilitation and reintegration but it is vital, as with all change management, that the change process is transparent and inclusive of existing education staff.

⁷ At the time of writing this report responsibility for prison education was still with PEaT.



The inspection team considered education enrolment and completion figures for 2017 and 2018. It is positive that enrolments for 2018 were considerably higher than those for 2017. TasTAFE indicated that from 2017 to 2018 course delivery hours increased significantly from 30,000 to 70,000, an increase of 110%. With course completions at just over 50% of enrolments, however, a review of course delivery is required to determine why the completion rate is low.

It was noted that information was not collected from prisoners to determine why they were withdrawing from a course. This information could be obtained by means of an exit interview and would be a worthwhile indication for TPS to determine future courses to be offered to prisoners.

There is a very high rate of computer access for prisoners for education purposes

- 80% of women prisoners had computer accounts
- 66% of prisoners in the Ron Barwick (then) Minimum Security Prisoner had computer accounts
- 33% of prisoners in RPC (medium and maximum security) had computer accounts

Prisoners expressed to the inspection team that they are happy to engage in education and feel valued when they are participating.

Prisoner pay for education

The current pay scale at Appendix 4 includes allowances for prisoners undertaking education and training. Compared to prisoner employment, education is much lower at

- \$37.50 per week for full-time education
- \$27.50 for part-time students
- \$5.50 extra duty allowance for those who do pre-apprenticeship courses

The pay scale does not reflect equal value for education or training, which does not augur well for prisoners taking up rehabilitative opportunities and skill development to prepare them for release.

A review of the pay scales to reflect equal pay for attending programs, education and work, would increase prisoner participation.

The inspection team was advised that pay rates have not increased for some 11 years. Ongoing review of the pay scale for increase in line with at least the Australian consumer price index is recommended to encourage prisoner participation in education and work, and to reflect the importance of these activities in preparing prisoners for life outside prison.



Issues identified

There were several issues having an impact on the delivery of education services to prisoners

- Remand prisoners often have a lengthy wait prior to being sentenced and in the meantime have limited opportunities for education. One former prisoner said that he was on remand for six months and was not able to access any programs or education. This is counter-productive to the ethos expressed in the inspection standards and the TPS Vision and Purpose set out in the *Tasmanian Prison Services Integrated Offender Management and Industries Business Plan*

Our vision is to improve the lives of those committed to our care and to deliver social and economic benefits to the Tasmanian community.

Our mission is to contribute to a safer Tasmania by providing a safe, secure and constructive environment for prisoners, encouraging them to address their offending behaviour, leading to rehabilitation, personal development and safer communities.

- Prisoner comments about the lack of planning for education in prison are concerning. One prisoner stated

Nothing has ever been discussed with the education plan, they do some literacy and numeracy testing and [we] have absolutely no input.

- TPS management seemingly places no real value on prisoner education. This is reflected by
 1. Job losses when prisoners engage in education – the inspection team was advised that employment is valued more than education and prisoners are frequently given the ultimatum that if they do more than two days' education they lose their job and go back to the standby list for work. This is discussed further at 5 Employment.
 2. Prisoners are paid less when undertaking education than if they are working. This does not encourage prisoners to take up education opportunities and does not meet the inspection standards.
 3. It is difficult for prisoners who work to be released from their job to attend training.
 4. A TasTAFE trailer that was set up as a computer lab for training prisoners was instead used as an administration office for TPS staff.
 5. Inadequate staffing and opening hours for education areas.
- There are inconsistencies in the availability and use of education facilities and resources throughout the prison. Room bookings need to be reliable so that facilitators can be confident that their scheduled education programs can go ahead.



- Education specific room availability is limited and rooms are often shared. For example, a barista course is delivered in a staff room and the horticulture course in the open space for staff redeployment. These areas are not conducive to learning.
- There is a workshop located in the RPC medium precinct which is exclusively used to facilitate an auto body skill set course. It is noted though, that this course runs for a period of six weeks and was offered only once in 2018. The workshop is otherwise not used.
- As with programs, lockdowns seriously impact education outcomes and completion rates. PEaT staff consistently raised concerns about how much education is really delivered in any one facility because of the frequency of lockdowns.
- Flexible learning and distance education is advertised in a newsletter, and while this is one positive advertising strategy, the inspection standards express the need to be more innovative and engaging, especially for those prisoners with low literacy or previous unpleasant experiences with education.
- At the time of inspection there had been no peer tutor support in TPS facilities for four years. This support is essential to provide encouragement and aspiration for learners.
- Women prisoners said that they do not have the range of courses available to male prisoners to assist with employment on release. The inspection confirmed this to be the case. The nature of women's offending and the fact that many are serving short sentences limits the ability of TPS to provide relevant courses as female prisoners will often be released before completion of courses. More consideration should be given to running standalone modules/course units that could be credited towards appropriate courses on release.
- Very little accredited education is available to maximum security prisoners in RPC. Some non-accredited learning is available to these prisoners, facilitated by the TPS creative learning and sport and recreation teams and Libraries Tasmania, but these opportunities are very limited and are significantly impacted by lockdowns. The provision of accredited course offerings for maximum security prisoners should be addressed as a matter of urgency, as education is a foundation to rehabilitation.
- Areas of commercial viability need to be considered for education which leads to employment upon release. Ms Pagano identified two areas in this regard
 1. The laundry has a commercial viability, and prisoners could access recognition for prior learning and receive a certificate to assist with employment on release.
 2. Cleaning is another employability course. The inspection team was advised at inspection that a Certificate course in Asset Maintenance was not offered. Following consultation on the draft report the Department of Justice advised that this has been addressed and the Certificate 3 in Asset Maintenance has been provided by Asset Training in the 2019 and 2020 school years.



- There is no Certificate course in music or art. Both courses are considered therapeutic and may promote self esteem for prisoners.
- The limited course list has an imbalance of lower level Certificate courses and introductory units of competence, with little qualification completions. This lessens opportunities for reintegration and employment upon release. One prisoner said

There are some part-time courses but very few of them lead to employment other than the Certificate III in fitness.

And another

Two people twice a year can do engineering with TAFE. If you want to better your skill level it's frustrating, if you want to study you have to give up a job and then your job will go to someone else.

- At the time of inspection the prison population was approximately 660 with few trade certificates offered. No traineeships are available and this is a gap that requires rectification. As a rehabilitation and reintegration mechanism, traineeships support the development of knowledge and skills that prisoners can use for employment once released.
- The inspection team was advised that the education indicator for the Australian Government Productivity Commission's annual *Report on Government Services* (RoGS) is based upon the number of prisoners actively participating in education programs. This data is extracted from activity records in the Justice Offender Information System Tasmania (JOIST). These records do not, however, account for those prisoners who did not attend a scheduled course. Nor do they provide an indication of whether the course was actually completed. The calculation method used by TPS meets the requirements of the RoGS counting rule, but it does not provide a true reflection of attendance at education programs and course completions.

Recommendations

It is recommended that TPS

- reviews course delivery to determine why completion rates are low
- undertakes exit interviews with prisoners to determine their reasons for withdrawal from courses
- reviews pay scales for prisoners to reflect equal pay for prisoners attending programs, education and work and to increase prisoner participation
- undertakes ongoing review of the pay scale for increase in line with at least the Australian consumer price index
- considers making available education specific rooms conducive to learning



Education

- considers making available the auto body workshop to be used for other training courses throughout the year
- reviews the advertising strategy for flexible learning and distance education
- reintroduces peer tutor support in all facilities
- reviews the range of courses available to women prisoners and maximum security prisoners in RPC to ensure equal opportunity for all prisoners
- reviews the range of courses to include areas of commercial viability to increase opportunities for employment of prisoners upon release, including Certificate courses and trade certificates
- makes available Certificate courses in music and art
- reviews reporting processes to ensure that course completions are accurately reported



4 Preparation for release

Inspection Standards 124 to 126

The inspection standards outline that a prisoner's entire sentence should be planned to ensure safe release back into the community. This includes providing assistance with accommodation, employment and social security benefits to every prisoner in the months prior to their release. The last stage of a sentence should be completed in a minimum security facility to facilitate pre-release activities.

Pre-release activities should include work release, day leave, education and family leave so that prisoners are gradually reintroduced to community life. Given these activities are generally undertaken outside of the prison, input from community support agencies is required.

Pre-release activities for reintegration which are undertaken offsite require the approval of section 42 leave. This is a leave permit issued pursuant to section 42 of the *Corrections Act 1997* which is issued for a range of purposes including for undertaking programs designed for the reintegration of a prisoner into the community and the preparation of a prisoner for release.

Employment, or work release, is a significant pre-release activity for TPS. It is addressed at 5 Employment below. TPS has a Memorandum of Understanding with MAX Employment to assist prisoners with employment, prior to and upon release.

Reintegration activities at TPS facilities

Apart from employment, reintegration activities generally relate to arrangements for the prisoner post release and resocialisation by means of supervised community activities and practicing life skills. These are addressed by Exit Plans which are discussed at 1 Case Planning above. Links with external service providers and support agencies are essential to make arrangements for accommodation, social security benefits and access to services. For example, Centrelink attends TPS sites twice per week to meet with prisoners due for release and to organise payments. Prisoners expressed their gratitude for this service.

Reintegration also involves reconnecting prisoners with their families and supports within the community. Much of this work is undertaken by volunteer external service providers. As an example, at the time of inspection the Onesimus Foundation was facilitating the Inside Out Program which is offered to prisoners six months prior to release. The program covers themes such as self-development, responsibility and self-control. Prisoners are introduced to a mentor they can contact after their release and they indicated that it was positive to have someone they have met prior to release to assist with reintegrating back into the community.

Issues identified

- Section 42 leave is given for a range of purposes other than reintegration and preparation for release. At the time of inspection, there was one Reintegration Officer to facilitate the assessment and approval or non-approval of all section 42 leave applications. Approximately 90% of the Reintegration Officer's work was dealing with



applications for compassionate leave by prisoners. This leaves little time for consideration of leave applications for reintegration and pre-release purposes.

- The Director's Standing Order that governs section 42 leave was implemented in May 2011 and has not been reviewed since. It is unacceptable that TPS does not have current policies that ensure current and relevant process and procedures and this must be rectified as a priority.
- There are minimal reintegration activities available to medium and maximum security rated prisoners. Prisoners are often released directly from these facilities but may not be afforded opportunities to prepare for release.
- It would be beneficial if more than one employment agency was used to assist prisoners with employment prior to and after release.
- A careers advisor would also be beneficial in determining education, training and employment pathways for prisoners upon their release.
- Lack of access to digital technology is an issue for prisoners and is highlighted when preparing for release. Many prisoners say that they are scared of release due to changes in the digital environment and they feel left behind by technology. Most tasks involved in securing accommodation, arranging social security payments and accessing other services are now completed online and for released prisoners, this may be entirely foreign to them. Obviously implementing digital technology for prisoners will be a major funding issue and there will be IT infrastructure implications, but it is best practise.⁸
- As indicated in the Executive Summary, most section 42 leave was temporarily suspended in late 2019 in order to undertake a review of prisoners participating in the program. Each prisoner was individually risk assessed and in some instances, the leave was able to recommence. The risk assessments have resulted in very few opportunities now being available for prisoners to work outside of the prison and to re-socialise with family and community in preparation for their release.

Recommendations

It is recommended that TPS

- makes available pre-release activities for those prisoners who are to be released from medium and maximum security facilities
- considers entering into a memorandum of understanding with more than one employment agency to assist prisoners in obtaining employment after their release
- considers making available a careers advisor to assist prisoners in determining pathways for education, training and employment upon their release
- considers making available to prisoners secure digital tablets and software, or other technology, to keep them up to date and provide better outcomes upon release

⁸ There are several prisons in the United Kingdom which have implemented secure digital technology for use by prisoners for a variety of purposes. See the article [Prisons go digital](#) published by Russell Webster.com



5 Employment

Inspection Standards 127 to 133

For most prisoners, work provides a way out of the mindless tedium of idleness, a constructive use of their time, an opportunity to learn new skills, and a way of earning a small pay. For the prison system, work enables prisoners to offset the cost of keeping them in prison by undertaking work that otherwise would need to be undertaken through contract or paid employment. For the community, it provides a mechanism by which prisoners may make some reparation for the harm they have done.

It is important that prisons provide appropriate work opportunities for prisoners. Working conditions for prisoners must comply with relevant legislation, such as the *Work Health and Safety Act 2012*. Prisoner work should never be afflictive or degrading, nor expose the prisoner to ridicule.

The inspection team was advised that there were limited employment opportunities for prisoners, both inside and outside the prison.

At the time of the inspection opportunities outside the prison included community based work with Scouts, the Royal Tasmanian Botanical Gardens and Dogs Homes of Tasmania. Prisoners also maintained offsite vegetable gardens and beehives. Prisoners must be eligible for section 42 leave to be considered for these jobs.

Employment in the prison is concentrated in commercial industries. Other work includes wardsmen duties, cleaning, grounds maintenance, building maintenance and food handling.

Prison Industries

Commercial industries undertaken by TPS include the Risdon kitchen, laundry, tailor shop, vegetable processing facility and woodwork shop.

The kitchen is the largest employer in the prison with six non-custodial staff and 45 prisoners working in the kitchen at the time of the inspection. Meals for all TPS facilities are prepared at the Risdon kitchen which is located within RBP.

The commercial laundry is located in the RPC medium precinct and, at the time of the inspection, employed 20 prisoners at capacity. The laundry primarily services the TPS' own laundry requirements. It also has contracts with other government agencies and a private industry agreement with one company.

The tailor shop is also located in the RPC medium precinct and manufactures all prison issued clothing and most bed linen. It also fills external orders and engages with local producers to assemble flat packed oyster baskets. On average there are 11 prisoners who work in the tailor shop. The number fluctuates depending on availability of prisoners who are skilled or can be trained. At capacity, 14 prisoners can be employed.



The vegetable processing facility is located in RBP and is managed by an Industry Supervisor with food industry experience. The inspection team was advised that between 26 and 32 prisoners are employed at the facility which has contracts with several clients.

The woodwork shop is also located in RBP. It is managed by one non-custodial staff member and employs up to 15 prisoners. The woodwork shop produces a range of products from high-end furniture to trinkets for internal and external sales. Since this inspection, the woodwork shop has been closed due to the identification of asbestos in the facility. The inspection team understands that consideration is being given to relocating the woodwork shop to the RPC medium precinct with possible relocation of the tailor shop to accommodate the woodwork shop.

Prisoners must make themselves available for employment before being given a job. Each industry area also has a list of standby prisoner workers to backfill for prisoners who cannot work or have been released. Prisoners on standby lists must attend a labour parade in case they are required for backfilling and even if they are not required, they must attend to be paid the standby allowance. Pay for work and standby allowances are discussed below.

New prisoner workers are inducted in each industry group before commencing work. The induction includes work health and safety, for example how to handle machines and the personal protective equipment required to be worn.

There are clear benefits to having non-custodial staff manage the industry areas. Staff and prisoners reported that the working relationship was *a normal boss / worker relationship* and staff indicated that there is opportunity to *work hard with prisoners on the soft skills* in the work environment.

Prisoner pay for work

The prisoner pay scale, as at 30 June 2018, is at Appendix 4. It includes the allowance for standby workers. As discussed at 3 Education it appears that the pay scale has not changed for many years.

Pay rates can vary, depending upon the prisoner's security classification and accommodation location. Even unemployment allowances change if a prisoner is moved from a maximum rated facility to a medium rated facility.

As indicated at 3 Education a review of pay scales to reflect equal pay for attending programs, undertaking education and participating in work would increase prisoner participation in all areas.

Issues identified

- General security was noted by the inspection team to be of concern. There were mixed messages about non-custodial staff supervising prisoners in industries with some suggesting more custodial staff should patrol the work areas while others reported that was not necessary because they have a good rapport with prisoners. In



any event TPS should ensure the safety of staff, prisoners and visitors in these areas.

- Work health and safety was also identified as an issue. There were few WHS signs in the vegetable processing facility and the woodwork shop. Hygiene in the vegetable processing facility was also noted as a concern with only one hand washing sign visible. The facility floor is almost continually covered in water and only some prisoners wore gumboots, not all. At the inspection only three prisoners wore hairnets and three or four others wore beanies. Very few wore aprons. It was noted that the workspace in the vegetable processing facility was quite small and with 26 to 32 prisoners working there it could be quite cramped.

In response to this information, as part of the consultation for this inspection report, the Department of Justice advised

...all relevant areas have industry licencing requirements that are regularly audited by the appropriate regulatory bodies. Any works identified through the audits are undertaken as a priority.

And with regard to the vegetable processing area

...certification audits undertaken by the Clarence City Council and Hazard Analysis Critical Control Point Australia (HACCP) have cited compliance with WHS standards. All prisoners are provided with gumboots and aprons and are required to wear a hair covering when working in the area.

- It was noted that there is little computerisation of the workplace. The inspection team was advised that this makes the work slower and keeps the prisoners occupied. This is concerning as it does not reflect current community work practices. Lack of current computer workplace skills disadvantages prisoners' prospects for employment upon release and needs to be rectified. If this cannot be done within prison industries, other work opportunities, including offsite, need to be created so that prisoners can develop current workplace knowledge and skills.
- The commercial laundry equipment is old and needs to be replaced.
- As reported in my *Inspection of Adult Custodial Services in Tasmania, 2017: Care and Wellbeing Inspection Report*, there is one manager in the tailor shop and when the manager is on leave or redeployed to other commercial industries, the tailor shop is closed and prisoners do not work.
- Post inspection the inspectorate was made aware that the tailor shop was considerably impacted by the cancellation of most Section 42 leave following an escape from RBP in late 2019. This was because many of the tailor shop workers came from the then minimum rated RBP and these arrangements were cancelled. On a recent visit to the Risdon site, my staff were made aware of severe shortages in clothing and bedding resulting from the tailor shop being closed for a period of



time following the escape. TPS needs to consider a contingency plan to ensure adequate stock is maintained in the event that the tailor shop cannot operate.

- Work in industry areas does not include opportunities for prisoners to complete relevant nationally recognised training. For example Certificate I and II courses and traineeships could be made available to prisoner workers in industry areas and would benefit TPS and prisoners.
- The inspection team was advised by education staff and prisoners that education is not as valued as much as work in the prison, and quite often prisoners must choose whether to continue employment in industry areas or take up education.
- The inspection found that the percentage of prisoners in employment at the prison is low. This has been significantly impacted again since this inspection, due to the majority of Section 42 leave permits being cancelled following the escape.

Recommendations

It is recommended that TPS

- reviews the general security of industry areas to ensure the safety of staff, prisoners and visitors
- reviews the vegetable processing facility's requirements as to work health and safety and hygiene
- reviews the work health and safety requirements in the woodwork shop
- implements computerisation in industry areas to reflect current community work practices so that prisoners can develop current workplace knowledge and skills
- replaces commercial laundry equipment
- addresses the key dependency on the tailor shop manager to ensure the tailor shop remains open and prisoners employed there can continue to work in the absence of the Manager
- implements relevant nationally recognised training for prisoner workers in industry areas to provide better reintegration opportunities for prisoners
- implements strategies in relation to prison industries and education to enable prisoner workers to undertake education and training while continuing in employment
- considers opportunities to increase prisoner employment inside and outside the prison



Glossary of Terms and Acronyms

Term or Acronym	Definition
CPHS	Correctional Primary Health Service
DSO	Director's Standing Order
HRAT	High Risk Assessment Team
IOM	Integrated Offender Management – the TPS unit which facilitates services to prisoners including planning and reintegration, intervention programs, therapeutic services and chaplaincy.
PEaT	Prisoner Education and Training
Section 42 leave	A leave permit issued pursuant to section 42 of the <i>Corrections Act 1997</i> for a range of purposes including education, training and programs designed for rehabilitation of a prisoner and reintegration into the community. This can include unpaid community work, maintaining family ties and other activities to prepare a prisoner for release.
SMT	Senior Management Team
TPS	Tasmania Prison Service



Appendix 1

Department of Justice Comments

The Department thanks the Custodial Inspectorate for the opportunity to provide comment on the draft Report.

As the inspection was undertaken in October 2018, it is appropriate to provide an update of some of the work that has been, and continues to be, undertaken by the Department in regard to the rehabilitation and reintegration of prisoners. You will note that 24 out of the total 38 recommendations are supported as existing initiatives, an indication of the recent work undertaken by the Department in these areas.

Development of the IOM Framework

Significant work has been undertaken to develop an Integrated Offender Management (IOM) Framework which will form the overarching policy that governs this area. The framework has been developed to ensure that the TPS meets the needs of prisoners according to risk and has the added advantage of being flexible to scale up or down depending on demand and resources. The framework is near finalisation and further consultation will be undertaken within the service following the resolution of the COVID-19 response. The framework will provide guidance on the logical structure of policy and procedural documentation relating to the IOM Unit, including in the areas of rehabilitation and reintegration. The relevant Director's Standing Orders (DSOs) will be developed in conjunction with the framework.

Integrated Prison Education Model

The TPS and TasTAFE agreed in July 2019 to an integrated prison education model to support an improved service delivery model at Risdon Prison as a TasTAFE training facility. The model will support greater opportunities for prisoners to access foundational educational support and accredited vocational courses/skill sets within the prison, providing increased reintegration opportunities and job prospects upon release.



The TPS currently offers a range of industry qualifications, literacy support, foundational courses and tertiary preparation programs. As part of the strategy to improve education services to prisoners, the TPS and TasTAFE have agreed to a dedicated TasTAFE training facility at the Risdon site.

Whilst the Integrated Prison Education Project is well underway it is noted that the COVID-19 response may result in a number of the initiatives being rolled out gradually over the next 12 months as restrictions ease.

The implementation of the Integrated Prison Education Project will address a number of the concerns and recommendations made by the Inspectorate in the draft Report.

Review into the Apsley Drug and Treatment Program

In February 2020 the decision was made to temporarily suspend the Apsley Drug and Alcohol Program to allow an internal review to be undertaken. The aim of the review is to determine the program's continued effectiveness (in its current format) within the TPS. The review is well advanced, however it is noted that the current response to COVID-19 has delayed the finalisation of the review.

Review of Correctional Rosters and Core Day Schedules

An independent roster review was undertaken in 2019 by Shiftwork Solutions, a consultancy firm specialising in providing customised rostering solutions. 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' the current Corrections Strategic Plan, for example, improved out-of-cell hours and greater access to services and opportunities for rehabilitation.

This review provided recommendations for optimum Correctional Officer staffing levels for the TPS and will provide the ability to more appropriately manage staff leave. The TPS is now undertaking a recruitment strategy to address the recommendations made through the review, which, once completed, will reduce staff shortages and the subsequent redeployment of correctional officers and the reduction in staff shortage related lockdowns.

The TPS has also undertaken a review of the core day for prisoners. A schedule has been developed to coincide with the introduction of the new Correctional Officers' rosters, allowing the appropriate scheduling of prisoners activities in accordance with facility regimes and increased out of cell hours for prisoners.



Infrastructure Upgrade

A number of TPS infrastructure projects are underway across the State, including the following:

Hobart Reception Prison

- Electronic security system upgrades are well underway.
- The Tender for the main works contractor to install and commission the new electronic security system has been awarded to BSH Electrical. The works will enhance the security and safety for staff, prisoners and visitors at the prison through the installation of new contraband-control equipment and an upgrade to all major security systems.

Inmate Telephony System Upgrade

- Upgrade of the existing system in line with contemporary technologies.

Northern Regional Prison

- The new Northern Regional Prison will accommodate up to 270 prisoners. It will be constructed in two stages, with the first stage providing 140 beds for male remandees.
- On 30 September 2019, the Minister for Corrections, the Hon. Elise Archer MP, announced a preferred site at 135 Birralee Road, Westbury Tasmania.
- A Social and Economic Study is underway and will incorporate the findings from a mail survey and a phone survey which were conducted as part of the community consultation process.

O'Hara Cottages Extension

- The O'Hara Cottages pre-release facility on the Risdon Prison site currently houses 16 minimum-rated male prisoners.
- Plans to extend the facilities to accommodate an additional 16 prisoners are complete, with the Certificate of Occupancy received on 20 February 2020.



Southern Remand Centre (SRC)

- On 19 December 2019, the Minister for Corrections, the Hon. Elise Archer MP, announced that Hansen Yuncken has been appointed as the Managing Contractor for the main construction phase of this project. Early works, which include a new perimeter wall and civil works, have commenced and are expected to be completed in June 2020.
- Work on the draft SRC Operating Model is progressing and feedback sessions will be occurring in the coming months.
- A Program Reference Group has been established to provide advice and updates to the SRC Program Steering Committee regarding change management and operational impacts of the SRC Program.

Risdon Prison Complex (RPC) – Facility Upgrades

- Design workshops have been finalised for the proposed upgrade and redevelopment of key RPC facilities to accommodate projected growth in numbers with the commissioning of the Southern Remand Centre. These include the Gatehouse/Control Room, Visitor Centre, Prisoner Processing, Prison Hospital and Health Facilities and new kitchen facilities.



Responses to Recommendations

Recommendation	Response/Acceptance Level
1. That TPS immediately reviews, updates, distributes and implements DSOs relating to rehabilitation and reintegration	<p>Supported - Existing Initiative</p> <p>The process of reviewing all TPS DSOs has been underway for some time and a policy work plan is being established. There is no intention for the TPS to impose additional change on staff by issuing any new DSOs during the COVID-19 response. In regards to the DSOs relating specifically to rehabilitation and reintegration it should be noted that extensive work has been undertaken to develop an Integrated Offender Management Framework which will be the overarching policy that governs this area. The relevant DSOs will be developed in conjunction with the framework.</p>
2. That TPS develops and implements mandated monitoring and regular reviews of the updated DSOs	<p>Supported - Existing Initiative</p> <p>As noted above the TPS is already in the process of establishing a policy work plan that will govern the review of DSOs and policies and will align with the internal audit model. The current response to COVID-19 has delayed this process.</p>
3.. That TPS provides ongoing professional development to correctional officers to highlight the importance of case management and emphasise the significance of case management work by correctional officers	<p>Supported - Existing Initiative</p> <p>In addition to the Case Management training undertaken during the recruit school, the TPS will add annual refresher training to the mandatory training calendar, whilst also undertaking a review of professional development. The TPS has also recently moved to a new delivery model for Case Management that will be trialled in the Mary Hutchinson Womens' Prison (MHWP) during 2020.</p>



Recommendation	Response/Acceptance Level
4. That TPS reviews recruit training relating to case management to include examples, practical demonstrations and record keeping so that recruits gain a full understanding of the importance of case management and the processes associated with it	Supported in Principle The TPS is currently undertaking a review of recruit training and updating all aspects of recruit sessions. Case Management will be included as part of the review.
5. That TPS considers assigning mentors to assist new correctional officers with case management	Supported in Principle Previous attempts to introduce this practice experienced difficulties due to internal staff movements and rostering issues. The TPS will explore a mentoring scheme to run in conjunction with the next recruit school later this year.
6. That TPS adequately resources the Integrated Offender Management (IOM) Unit to address wait times for programs and meet the needs of prisoners with disabilities	Supported - Existing Initiative The IOM Framework has been developed to ensure we can meet the needs of those prisoners who present the highest risk. This model has the added advantage of being flexible to scale up or down depending on demand and resources. Additional staff will be dependent on the allocation of further resources.



Recommendation	Response/Acceptance Level
7. That TPS reviews prison regimes to ensure that prisoners participating in programs are escorted to the program location on time for commencement of the program session	<p>Supported - Existing Initiative</p> <p>Throughout 2019-2020 the TPS has undertaken considerable work on the development of a new Core Day schedule. This schedule has been implemented to coincide with the introduction of the new Correctional Officers rosters from January 2020, allowing the appropriate scheduling of prisoners' activities in accordance with facility regimes and increased out of cell hours for prisoners. The recent addition of 40 trained Correctional Officers to the establishment will enable more consistent delivery of services such as escorts. It is anticipated that the recruitment of a further 40 Correctional Officers will be finalised by the end of the year in accordance with the TPS recruitment strategy.</p>
8. That TPS implements a room booking system for therapeutics, education, case management, health and external service providers which provides room booking consistency for the provision of these services	<p>Supported - Existing Initiative</p> <p>As noted above, the TPS has developed a new Core Day schedule that aligns more closely with facility regimes. The extended core days introduced will allow greater access to services for prisoners. The TPS has undertaken recent recruitment of 40 Correctional staff, with another recruitment in progress, which will ensure consistent delivery of a full regime of programs. The system will be fully embedded after the COVID-19 restrictions are lifted.</p>
9.. That TPS considers making the education area in RPC medium precinct available for more time during the day	<p>Supported - Existing Initiative</p> <p>A per responses to 8 and 9. This is also currently being examined as part of the wider educational offerings.</p>



Recommendation	Response/Acceptance Level
10. That TPS implements a drug and alcohol program such as the Apsley program for women prisoners	Not Supported The delivery of a residential program such as Apsley would not be the most appropriate method for a small female prisoner population. However, the revised IOM Framework has focused on a rolling drug and alcohol treatment program for female prisoners. Currently female prisoners receive individual alcohol and drug counselling / treatment.
11. That TPS considers making arrangements for remand prisoners to commence programs in prison and continue with an external provider upon release	Supported - Existing Initiative The revised IOM Framework will be able to be scaled up depending on demand and resources to meet the needs of all prisoners. The Operating Manual for the new Southern Remand Centre is currently being drafted and will include processes for the provision of rehabilitation and reintegration support to remand prisoners, including the delivery of appropriate programs.
12. That TPS schedules walk times for prisoners in high security regimes so as not to conflict with program appointments	Supported - Existing Initiative As noted above, the TPS has developed a new Core Day Schedule that will improve scheduling of prisoners activities in accordance with facility regimes and increased out of cell hours for prisoners.
13. That TPS addresses issues regarding redeployment of correctional staff to cover staff shortages, and subsequent lockdowns, that directly impact upon prisoners completing education and programs	Supported - Existing Initiative The TPS is now undertaking a recruitment strategy to address the recommendations made through the review of the rosters. Once completed, this will reduce staff shortages and the subsequent redeployment of Correctional Officers. This will help to reduce lockdowns related to staff shortages and will improve our ability to provide greater access to services for all prisoners. In addition, as mentioned, the TPS has undertaken recent recruitment of 40 Correctional staff, with another recruitment in progress which will assist this recommendation.



Recommendation	Response/Acceptance Level
14. That TPS reviews course delivery to determine why completion rates are so low	Supported - Existing Initiative This initiative is part of the Integrated Prison Education Project currently being undertaken with TasTAFE.
15. That TPS undertakes exit interviews with prisoners to determine their reasons for withdrawal from courses	Supported - Existing Initiative Exit interviews do occur now, and part of the review of the IOM Framework refers to the purpose of exit interviews.
16. That TPS reviews pay scales for prisoners to reflect equal pay for prisoners attending programs, education and work and to increase prisoner participation	Supported - Existing Initiative This has been undertaken by the TPS and the revised DSO 3.04 (Prisoner Allowances) has been developed. This DSO has not been issued due to the current COVID-19 response. The revised DSO includes the increase of pay scales for education allowances in comparison to employment, with the desired outcome being further incentive for prisoners to engage in both study and employment activities. Implementation will occur later this year.
17. That TPS undertakes ongoing review of the pay scale for increase in line with at least the Australian consumer price index	Supported in Principle The TPS will ensure this consideration is included in the annual review of our prisoner pay model, subject to resource allocation being sufficient.
18. That TPS considers making available education specific rooms conducive to learning	Supported - Existing Initiative This initiative is part of the Integrated Prison Education Project and has been reviewed as part of the development of the new Core Day schedules in preparation for the transition of education delivery to TasTAFE. This is expected to be fully implemented during the 2020-2021 financial year.



Recommendation	Response/Acceptance Level
19. That TPS considers making available the auto body workshop to be used for other training courses throughout the year	Supported - Existing Initiative This initiative is part of the Integrated Prison Education Project and our wider discussions with TasTAFE.
20. That TPS reviews the advertising strategy for flexible learning and distance education	Supported in Principle The TPS Education Steering Group is examining broader options for flexible learning and distance education. In particular, educational offerings through the University of Tasmania are being explored. Discussions with TasTAFE have focussed on how to encourage prisoner interest and engagement with education and learning more broadly. Further initiatives will follow in 2020-2021, although it is acknowledged that it is not realistic to deliver all options in all prisons.
21. That TPS reintroduces peer tutor support in all facilities	Supported in Principle The TPS will consider this in conjunction with the roll-out of the Integrated Prisoner Education Model. The Red Cross is keen to extend their existing model and work with the TPS to create a peer support network across all our prisons. This will complement what is currently in place and will closely follow the peer support model the Red Cross has successfully delivered in British and Irish prisons.
22. That TPS reviews the range of courses available to women prisoners and maximum security prisoners in RPC to ensure equal opportunity for all prisoners	Supported in Principle This initiative is part of the Integrated Prison Education Project with TasTAFE and also relevant to our new IOM model. It is acknowledged that it is not realistic to deliver all options in all prisons.



Recommendation	Response/Acceptance Level
23. That TPS reviews the range of courses to include areas of commercial viability to increase opportunities for employment of prisoners upon release, including Certificate courses and trade certificates	Supported in Principle This initiative is part of the Integrated Prison Education Project. It should be noted that TasTAFE has indicated a move away from the delivery of full certificates with a preference instead for skill sets and unit cluster (module) delivery, leading to full qualification upon release. It is acknowledged that it is not realistic to deliver all options in all prisons, but the scope of our partnership with TasTAFE will see a learning component added to all prisoner activities.
24. That TPS makes available Certificate courses in music and art	Supported in Principle The scope of delivery of these courses can be explored by the TPS and discussed with TasTAFE and other partners through our Integrated Prison Education Project. It is acknowledged that it is not realistic to deliver all options in all prisons.
25. That TPS reviews reporting processes to ensure that course completions are accurately recorded	Supported in Part The Department is recording education data in accordance with the Report on Government Services calculation method. The TPS will be adding additional reporting for education as part of the rollout in July 2020 of the Performance and Compliance Framework. This should provide greater accuracy and clarity with respect to reporting completions.
26. That TPS makes available pre-release activities for those prisoners who are to be released from medium and maximum security facilities	Supported in Principle The TPS already does this where practical, however further work is required with external stakeholders and services to ensure availability of services that prisoners may require.



Recommendation	Response/Acceptance Level
27. That TPS considers entering into a memorandum of understanding with more than one employment agency to assist prisoners in obtaining employment after their release	Supported in Principle This initiative broadly aligns with the revised IOM Framework and will be further developed during the 20/21 financial year.
28. That TPS considers making available a careers advisor to assist prisoners in determining pathways for education, training and employment upon their release	Supported in Principle This initiative broadly aligns with the revised IOM Framework and will be further developed during 2020-2021 financial year, and will be dependent on the availability of additional funding.
29. That TPS considers making available to prisoners secure digital tablets and software, or other technology, to keep them up to date and provide better outcomes upon release	Supported - Existing Initiative In response to COVID-19, the TPS has invested in a considerable amount of digital devices for prisoner use and to implement virtual visits. Libraries Tasmania has also provided a number of iPads for prisoner use to assist with literacy and numeracy learning. Work is also underway as part of the Integrated Prison Education Project to examine the digital delivery of education. The longer term goals through the Justice Connect project and as part of the Southern Remand Centre build include the introduction of technology where it can add value such as in-cell computer access in SRC and the use of kiosks.



Recommendation	Response/Acceptance Level
30. That TPS reviews general security in industry areas to ensure the safety of staff, prisoners and visitors	Supported - Existing Initiative Ensuring the safety and security of staff, prisoners, and visitors is a priority for the TPS. Significant funding has been allocated to updating the safety and security of many areas of Industries. Recent updates include repairs to floors, trollies, internal stairs, security mesh, and the installation of appropriate safety signs. All relevant areas have industry licencing requirements that are regularly audited by the appropriate regulatory bodies. Any works identified through the audits are undertaken as a matter of priority. All prisoners are risk assessed for their suitability to attend particular courses or work areas. All areas are regularly searched, patrolled by correctional staff and have tool control procedures in place.
31. That TPS reviews the vegetable processing facility's requirements as to work health and safety and hygiene	Supported - Existing Initiative As above, all industry areas have industry licencing requirements that are regularly audited by the appropriate regulatory bodies. Any works identified through the audits are undertaken as a matter of priority. A new WH&S risk assessment of the facility will be undertaken.
32. That TPS reviews the work health and safety requirements in the woodwork shop	Supported - Existing Initiative As above, All industry areas have industry licencing requirements that are regularly audited by the appropriate regulatory bodies. Any works identified through the audits are undertaken as a matter of priority. A new WH&S risk assessment of the facility will be undertaken.



Recommendation	Response/Acceptance Level
33. That TPS implements computerisation in industry areas to reflect current community work practices so that prisoners can develop current workplace knowledge and skills	Supported - Existing Initiative This initiative is part of the Integrated Prison Education Project, which will see the introduction of kiosks through the Justice Connect project. As it is fully implemented, the delivery model will see greater alignment with post release opportunities for clients within the community.
34. That TPS replaces commercial laundry equipment	Supported - Existing Initiative Since the inspection by the Inspectorate, commercial laundry equipment has been purchased for the MHWP and the Commercial RPC Laundry. The replacement of equipment will continue as required and as practical within budget constraints.
35. That TPS addresses the key dependency on the tailor shop manager to ensure the tailor shop remains open and prisoners employed there can continue to work in the absence of the Manager	Supported - Existing Initiative This will be dependent on state funding allocation for further full-time employees. The tailor shop will be relocated to MHWP and become a bespoke industry. We are exploring different ways to provide clothing for prisoners and will use the tailors shop to increase work opportunities for prisoners.
36. That TPS implements relevant nationally recognised training for prisoner workers in industry areas to provide better reintegration opportunities for prisoners	Supported - Existing Initiative This already happens through TasTAFE and Asset Training and is also under further consideration as part of the Integrated Prison Education Project.



Recommendation	Response/Acceptance Level
37. That TPS implements strategies within prison industries and education to enable prisoner workers to undertake education and training while continuing in employment	<p>Supported - Existing Initiative</p> <p>This initiative is part of the Integrated Prison Education Project. It should be noted that TasTAFE has indicated a move away from the delivery of full certificates with a preference instead for skill sets and unit cluster delivery, leading to full qualification upon release. The scope of our partnership with TasTAFE will see a learning component added to all prisoner activities.</p>
38. That TPs considers opportunities to increase prisoner employment insider and outside the prison	<p>Supported - Existing Initiative</p> <p>This is an ongoing strategy within the TPS and new opportunities are regularly discussed. For example, following an internal review, the TPS has identified the need for additional prisoner peer support roles to be added to the TPS prisoner employment establishment. In total 19 new positions were created across facilities. As mentioned in previous responses, a number of initiatives are underway to increase prisoner employment including the repurposing of the tailor shop and the construction of a new kitchen. The TPS is also working towards the delivery of a Prison Expo later in the year which will allow outside industries to understand more fully what is available within the TPS and how they might engage with the service to assist with prisoner rehabilitation and reintegration.</p>



Appendix 2

Program list

Program Purpose	Program Type	Activity or Theme	Prison/s	Description	Partnership or External Provider (if any)
Reintegration	Community Service Activities with or without Prisoner leave (section 42)	Pups on Parole	RBMSp	Rehabilitating abandoned dogs for rehoming and socialising pups	Dogs' Homes of Tasmania
		Cats in Custody	MHWP	Fostering and preparing cats and kittens for rehoming	Ten Lives Cat Centre
		Gardening at the Centre	RBMSp	Gardening activities for food distribution at the centre	Risdon Vale Neighbourhood Centre
		Handmade with Pride	MHWP	Handmade items donated Pregnant Young Parent Support (PYPS)	Uniting Tasmania
		Risdon Vale Creek Project	RBMSp	Building stone bridges, walking paths in Clarence	Risdon Vale Neighbourhood Centre & Clarence Council
		The Lea Scout Campground Project	RBMSp	Total scout base maintenance and landscaping	Scouts Tas
		Community Gardens	RBMSp	Growing vegetables for hampers and distribution across Tasmania	Second Bite, Christian Family Centre
		Dogs Home	RBMSp	Laundry, cleaning, food supplies and gardening	Dogs' Homes of Tasmania
		Food Based Social Enterprise (in development)	RBMSp	Catering, café, wholesale and emergency relief meals	The Salvation Army, Uniting Tas, Red Cross, Christian Family Centre and Business East



Program Purpose	Program Type	Activity or Theme	Prison/s	Description	Partnership or External Provider (if any)
		Peer Support Program	RBMSp, HRP, MHWP	Volunteer prisoners trained as peer supporters to assist other prisoners, link them to information and services	Red Cross, Prison Fellowship
		Inside Out	RBMSp	Program covers themes such as self-development, responsibilities and self-control	Onesimus Foundation
	Preparation for work	Starting your own Business	MHWP, RBMSp	To enhance employment opportunities upon release	Business East
Intervention	In-house programs	EQUIPS Foundation	RPC, MHWP	Behavioural change program	
		EQUIPS Addiction	RPC, MHWP	Behavioural change program	
		EQUIPS Aggression	RPC	Behavioural change program	
		EQUIPS Domestic Abuse	RPC, RBMSp	Behavioural change program	
		New Directions	RBMSp	Sexual offender treatment program	
		Pathways	RPC Apsley	Intensive alcohol and drug treatment program	
		SMART Recovery	RBMSp, RPC Medium	Cognitive behaviour therapy, motivational tools & techniques to address addictions	
		ARP	RPC Gordon	Abstinence and rehabilitation program	
		Life Skills	RPC Mersey	Developing coping strategies and life skills	Wellways
		Stress management & meditation	RPC Mersey	Facilitated by TPS Therapeutic staff	



Program Purpose	Program Type	Activity or Theme	Prison/s	Description	Partnership or External Provider (if any)
		Circle of Security	MHWP, RBMSP	Family and parenting program	Chatter Matters
	External programs	Alcohol and other drugs	RBMSP		Holyoak
	Induction	Induction to prison/unit	All	Undertaken when prisoner arrives at prison and accommodation unit	
Education	In-house programs	Literacy and numeracy	RBMSP	Assistance with literacy and numeracy	LINC, TPS, TasTAFE
	Vocational Training	Range of pre-vocational, pre-apprenticeship, Certificates I to IV	RBMSP	Various including first aid, automotive, catering, kitchen operations, hospitality, IT, business, community service, construction, fitness, horticulture, OH&S	TasTAFE
		Asset Maintenance	RBMSP	Cert II Asset Maintenance (Cleaning Operations)	Asset Training
Sport & Recreation	Art	Fine Arts	RBMSP	Fine arts & painting tuition	TMAG
		Commercial Art	RBMSP	Ad art	
		Indigenous Art Program	RBMSP	Aboriginal art incorporating literacy	TasTAFE
	Music	Music	RBMSP	Music tuition, programs	TSO
	Sport	Sport and health programs	All	Various sports, fitness and health programs	
Religion	External programs	Faith based & spiritual programs	All	Various programs In conjunction with approved religious visitors	Various



Appendix 3

2018 Course list

<u>Courses done externally: Section 42 required</u>	<u>2018 Courses</u>	<u>Online Courses—RBMSp / MHWP / RPC—Med</u>
<p><u>Full Qualifications—3 places available</u></p> <ul style="list-style-type: none"> Certificate II- Engineering: <i>3rd Sept—12th Dec</i> 	<ul style="list-style-type: none"> Barista training <i>All Areas—Multiple courses in 2018</i> Certificate I Hospitality <i>RBMSp—kitchen workers Multiple courses in 2018</i> Certificate II Retail Bakery <i>RBMSp Must be employed in the bakery</i> Safe Food Handling Certificate <i>All Areas—Multiple courses in 2018</i> Certificate II Horticulture: July—Dec <i>RBMSp RPC—Med</i> Intermediate First Aid <i>RBMSp: 19-21 Sept RPC: 17-19 Oct MHWP: 18-20 July</i> Certificate I information and digital media Technology <i>All Areas— Multiple courses in 2018</i> Certificate II Information and digital media Technology <i>RBMSp: Ongoing enrolments Previous computer experience essential</i> Certificate III Fitness <i>RBMSp: July—Dec</i> Mental Health First Aid <i>RBMSp: 27-31 Aug MHWP: 9-13 July</i> CII Applied Fashion Design <i>MHWP: Ongoing enrolments</i> CII Salon Assistance <i>MHWP: Ongoing enrolments</i> Woodworking/Cabinet making skill set <i>RBMSp Ongoing enrolments Must be working in the woodshop</i> Auto Body Skill Set <i>RPC: 12th June—20th July</i> 	<ul style="list-style-type: none"> Certificate II Business Certificate III Business <i>Must have completed Cert II Business</i> Certificate III Microbusiness Certificate IV Leadership and Management
<p><u>Short Courses— 2-3 places available per course</u></p> <ul style="list-style-type: none"> Work safely at heights (1 day): <i>15th June; 24th July; 31st August</i> Fork-Lift Licence (3 days): <i>4th July; 8th Aug; 21st Nov</i> Traffic Management (1 day): <i>25th July, 30th July; 30th Aug; 19th Nov</i> Remove non-friable asbestos (2 days): <i>6th Dec</i> <p><i>If you are interested in other short courses please come and discuss it with us.</i></p> <p>To apply for a course, complete an Expression of Interest form and forward it to PEaT</p>	<p><u>Full Time Courses</u></p> <p>Certificate II in Construction</p> <p>RBMSp: 2nd July—12th Oct S42 Required</p> <p>Certificate II Automotive Vocational Preparation</p> <p>RPC-Med: 13th Aug—7th Dec</p> <p>To apply for a course, complete an Expression of Interest form and forward it to PEaT</p>	



Appendix 4

Prisoner pay scale

1. Current Pay Scale¶

Level¶	Type of Allowance¶	\$ per week¶
1¶	Management Allowance¶	\$0.00¶
2¶	Basic Living Allowance / Unemployment Allowance¶	\$15.00¶
3¶	Standby Allowance¶	\$25.00¶
4¶	WLC Allowance/Medical Allowance¶	\$25.00¶
5¶	Part – time Students¶	\$27.50¶
6¶	Wardsmen, General Hands, Unit Laundry Hands¶	\$32.50¶
7¶	Wardsmen, General Hands, Cleaners, Full-time Students¶	\$37.50¶
8¶	General hands, Cleaners and Programs Participants¶	\$42.50¶
9¶	General Hands - Commercial, Work Crews, External Workers, Carers¶	\$47.50¶
10¶	General Hands Kitchen, Botanical Gardens, Pre-apprentices, External Cleaners¶	\$52.50¶
11¶	Leading Hands, Senior Hands¶	\$57.50¶
12¶	Tradesmen¶	\$67.50¶
13/14/15¶	Extra duties, Training/Education additional Allowances (ie Sport and Rec & Peer Support Allowance where prisoner is in another primary paid position) ¶	\$5.50¶

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OFFICE OF THE
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