



Asian and Pacific Conference of Correctional Administrators
APCCA | Issue no. 32 | May 2012

Partnership with Private Sectors and the Community

**Reducing Re-Offending
Through Better
Engagement with
Maori Communities**

**Public Private
Partnerships Thrive in
Western Australia**



**Partnership with
Private Sectors of the
Community :
The Fiji Experience**

**A Tripartite Social
Enterprise Project from
Hong Kong -
Making Rice Dumplings**

Contents

PARTNERSHIPS WITH PRIVATE SECTORS AND THE COMMUNITY

| | |
|---|-----------|
| Foreword | 01 |
| Inmate Rehabilitation Activities of Macao Prison | 02 |
| A Tripartite Social Enterprise Project from Hong Kong : Making Rice Dumplings | 03 |
| Successful Initiatives of the Prison Department of Malaysia | 04 |
| Public Private Partnerships Thrive in Western Australia | 06 |
| Partnerships with Private Sectors of the Community : The Fiji Experience | 08 |
| Reducing Re-Offending Through Better Engagement with Maori Communities | 11 |
| South Australia DCS Highlights Successful Partnerships and Projects | 14 |
| A New Era for Corrections in Australia's Northern Territory | 17 |
| Canada's Federal Community Corrections Strategy : A Vision for Inclusive, Effective and Progressive Community Corrections to the Year 2020 | 20 |
| SCORE and Their Partners : Providing Equal Opportunities for All | 22 |

Foreword

Partnerships with private sectors and the community feature in this edition of the APCCA newsletter. The articles provided by the various members celebrate the success of these alliances. In many cases, such collaboration produce a win-win result where the community and organisation enjoy the social and economic benefits while inmates and ex-offenders acquire relevant skills and benefit from positive experiences that aid in rehabilitation and reintegration.



Soh Wai Wah, Director of Singapore Prison Service

Australia highlights many successful partnerships with private organisations to run select institutions and provide operational services as well as impart industrial skills to inmates to improve employability upon release. Canada shares with us their strategy for inclusive, effective and progressive community corrections. Fiji reports on their efforts in increasing community participation and private sector involvement in corrections work.

Hong Kong highlights a tripartite project that utilises social enterprise to provide employment opportunities for rehabilitated offenders. The article from Macao talks about two recent major rehabilitation activities organised in the community with support from two local non-governmental organizations. The submission from Malaysia shares that their inmates had achieved royal endorsement for their work in silk weaving and also about a collaboration between Sungai Udang Prison and a statutory government body in a green industry.

New Zealand contributes an article about partnerships with Maori communities and service providers to ensure culturally appropriate services that would enhance effectiveness in reducing re-offending among Maoris. And finally Singapore highlights an ongoing collaboration with employers by showcasing an employer willing to give ex-offenders a second chance.

I would like to thank the various APCCA members who have contributed to this issue of the newsletter. I hope the successes achieved by fellow jurisdictions will spur us to seek greater, deeper and more meaningful collaborations with private organisations as well as the community.

Inmate Rehabilitation Activities of Macao Prison

Contributed by Macao Prison

Besides supervising inmates, assisting their social reintegration is also part of the major task of Macao Prison. With the support from the two local non-governmental organizations (NGOs), the prison has undertaken two major rehabilitation activities recently, which aims at building the ties between inmates and the society and calling for continued support and encouragement from the community, so that the rehabilitation as well as the social reintegration of the inmates can be reinforced.

With the approaching of St Valentine's Day, Macao Prison co-operated with a local NGO, Fuhong Society of Macau, and jointly launched the Valentine's gift sets for Valentine's Day, each Valentine's gift included heart-shaped cookies made by inmates of Macao Prison. The Fuhong Society of Macau is a local non-profit social service organization that provides comprehensive vocational rehabilitation services for adults with mild or moderate mental disabilities. The gift sets were sold to the public and the earned profit would be used as a rehabilitation service subsidy by that organization.



Inmates are attracted by the performance of the two French performers

Besides assisting the rehabilitation of the people with intellectual disabilities, the program demonstrated to the community, the talents of the inmates and the skills inmates learnt through the vocational training in the prison, in hopes of sending the message of supporting inmate rehabilitation and further facilitating their social reintegration.

In addition, the Macao City Fringe Festival organized by Civic and Municipal Bureau was held in Macao recently. This festival is a showcase



The Valentine's gift set

for the performing arts and is held in Macao every year. Different arts groups are invited to present artistic performances to the local residents during the festival period. During the festival, The Alliance Française de Macao, a local NGO dedicated to promote both French language and culture, specially brought into the prison an artistic performance named 'Global Cabaret', which aims at express care and support to inmates, and in the hope that arts could bring about purification of the soul as well as inspiration to the inmates.

The performance took place in one of the recreation grounds of Male Detention Zone in Macao Prison. Approximately 100 inmates enjoyed the show. At the performance, two French performers transcended the language barrier using light and humorous music, magic and farce, and had an artistic and cultural exchange with the inmates. The wonderful performances gave inmates a joyous afternoon and enabled them to experience care and support from the community. Through participation in various educational activities, vocational trainings and interest classes in the prison, inmates learn diligently and reform themselves for future payback to society. With the acceptance and support from different social sectors, inmates can cultivate a stronger determination for self-reform, to rebuild their lives, and to obtain a successful reintegration into the society upon release.



Alliance Francaise de Macao brings a cultural performance into Macao Prison expressing care to inmates

A Tripartite Social Enterprise Project from Hong Kong : Making Rice Dumplings

Contributed by Hong Kong Correctional Services



HKCS set up an exhibition booth at the 46th Hong Kong Brands and Products Expo in December 2011 to promote public awareness of offender rehabilitation services. The 24-day Expo attracted an attendance of 2.52 million visitors

Hong Kong Correctional Services (HKCS) endeavors to facilitate the reintegration of rehabilitated persons through comprehensive rehabilitation services for inmates and persons discharged from correctional institutions. HKCS believes that the successful reintegration of rehabilitated persons is vital to achieving the ultimate goal of building a secure, safe and inclusive society. In this regard, fair job opportunity and community acceptance are important elements for offender rehabilitation.

Since August 2008, HKCS has lined up the cooperation of a catering operator (Ocean Empire International Ltd.) and a non-government organization [the Society of Rehabilitation and Crime Prevention, Hong Kong (SRACP)] for the establishment of a social enterprise to provide employment opportunities for rehabilitated offenders. The tripartite partnership project, known as "Rice Dumpling Production Project", is supported by a grant of HK \$1.4 million (US \$0.18 million) under the Enhancing Self-Reliance Through District Partnership Programme run by the Hong Kong Government.



A rehabilitated person employed by the social enterprise cooks rice dumplings

This project, which aims to enhance the employability of inmates and to provide job opportunity for rehabilitated persons, is currently operated by the social enterprise, Bright Services Co. Ltd., under the management of SRACP.

HKCS refers suitable inmates to undergo a series of vocational training under this project covering basic knowledge on food handling and production. Upon completion of the basic course, kitchen assistant placement is then offered by the social enterprise to suitable persons.



A rice dumpling made by a rehabilitated person working in the social enterprise

By the end of 2011, 80 rehabilitated persons had participated in this project. After the training, 54 of them were subsequently engaged in food and beverage industry including 18 of them employed by the social enterprise.

Playing the role of rehabilitation facilitator, HKCS strives to mobilize the community's support and calls on employers in the business sector to eliminate misunderstandings about inmates and give a chance to rehabilitated offenders. This project definitely helps rehabilitated offenders turn over a new leaf so that crimes in the society will eventually be reduced.

In December 2011, HKCS set up an exhibition booth in the 46th Hong Kong Brands and Products Expo for promoting the public awareness towards the services on offender rehabilitation, particularly those in relation to social enterprises.

HKCS will continue to facilitate more social enterprise projects for the benefit of rehabilitated offenders. It is hoped that with the out-reaching strategy, HKCS could enhance the rehabilitation services through tapping community resources.

Successful Initiatives of the Prison Department of Malaysia

Contributed by Prison Department of Malaysia

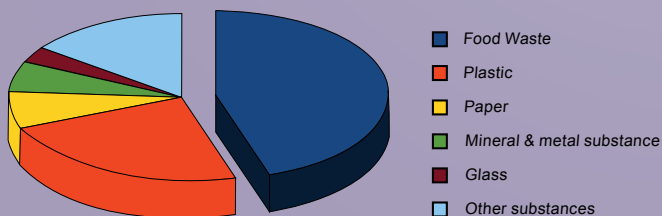
Prison Go Green : Composting of Solid Waste in Sungai Udang Prison

Sungai Udang Prison, which is situated in the state of Malacca, Malaysia has embarked on a new approach of converting solid waste to useful usage. With continued advice from the Solid Waste Management & Public Cleanliness Corporation (a statutory body under the state government), solid wastes from the prison kitchen has been composted into organic fertilizer.

The main objectives of the project are to reduce wastage from the prison kitchen, to encourage use of organic fertilizer, to inculcate Going Green among staff and prisoners and to increase the life-span of disposal sites.

Project Achievement

Until the end of December 2011, 1000 kilogrammes of compost fertilizer has been produced. At the moment, it is mainly used in the prison's agricultural project. Ultimately, it is the intention of the department to market it to the public eventually.



Resources & Apparatus Used



Preparation 1



Fermentation during the 3-5 days before usage



Preparation 2



Silk Weaving : The Royal Touch in Prison



Silk weaving was first introduced in Penor Prison Pahang in the year 2006, with 2 prison staff as the instructor and 10 prisoners for a start. The prisoners were taught silk weaving by the well trained staff. Since the art is unique in nature and not easily acquired, the response from the prisoners was very encouraging. They were not only taught basics and advanced silk weaving, but were also taught of choosing fine and suitable fabrics to produce quality clothes. The products are well received by the public due to its high quality and value for money.

Her Royal Highness of Pahang (Ke Bawah Duli Yang Teramat Mulia Tengku Puan Pahang) has given her consent for the product to be called Tenun Pahang Diraja or "Product under the Patronage of the Royalty" due to its high quality and excellent workmanship.

Prior to this, Her Royal Highness of Pahang has made frequent visits to the prison and was very impressed with the quality of the product. Besides that, she also gave her personal advice to further improve the quality of the product.

At the moment, there are 20 inmates in the workshop and they are categorised as very skilful. They produced weaved based products such as sampin (a sarong-like cloth complementing the Baju Melayu or traditional dress), shawls and clothes for men and women.



Indeed, this small and unique industry behind the wall has benefited immensely from the benevolence of Her Royal Highness of Pahang.

Public Private Partnerships Thrive in Western Australia

Contributed by Department of Corrective Services in Western Australia



The Department of Corrective Services in Western Australia has developed many successful Public Private Partnerships (PPP) in recent years with two more projects planned for 2012. Acacia Prison and the Court Security and Custodial Services contract are both successfully run by private company Serco. The Young Adults Facility, for males aged between 18 and 24, is set to open in 2012 through a PPP, and the upgrade to Eastern Goldfields Regional Prison will also be a PPP project.

In order to better manage PPP projects, the Department recently established a PPP Directorate that is responsible for the development and support of all new public private partnership projects within DCS. The key role of the Directorate is to develop and maintain a best practice procurement framework for new privately funded assets, asset maintenance and correctional services.



Director Public Private Partnerships Brian Lawrence said the Department already had well established partnerships with private companies and was looking forward to expanding these. "We've had great success with our PPP projects so far and have established great relationships with the companies involved," he said. "Acacia Prison in particular has been a very successful partnership."

Located 60 kilometres outside of Perth, Acacia Prison is a medium-security male facility. The prison was designed and built by the private sector, financed by the WA government and is operated and maintained by the private sector. "The philosophical change to private operations of one of our prisons resulted from a need to develop process changes for the current prison system. The changes were aimed at the introduction of competition and associated bench-marking, thus enabling service provision standards to be reviewed and improved."

A report published by the Office of the Inspector of Custodial Services in Western Australia in May 2011, found that Acacia was delivering quality services, meeting high accountability standards and providing value for money. The report went on to explain that this was brought about by a high level of accountability to the Department of Corrective Services, with Acacia being the most closely monitored and accountable prison in Australia.

Following on from the success of Acacia, 2011 saw an extensive selection process for a new private partnership to take control of Court Security and Custodial Services (CS and CS) in Western Australia. The CS and CS contract provides prisoner transport and court guards. In 2011 more than 32,000 people were transported across more than 2 million kilometres through this contract.



Historically, prison transport services were provided by prison staff at DCS and CS and CS were provided by WA Police. In 2000, a move was made to privatise these services in order to allow prison and police staff to return to frontline duties. From 2000 until 2007 services were run by CCA/AIMS, in 2007 by Global Solutions Limited and from 2008 to 2011 by Group 4 Securifor (G4S). In 2011, Serco was selected as the preferred bidder for services for the next five years.

The next PPP project for DCS will be the Young Adults Facility (YAF) due to open in 2012. The 80-bed minimum-security facility is an innovation for DCS as it will be the first WA location aimed specifically at isolating younger prisoners from career criminals. Emphasis will be put on vocational education with internal and external employment opportunities, reintegration support and engagement of family members. The facility will be privately operated at an existing youth detention centre in the Perth metropolitan area. Negotiations are currently underway for the preferred private tender for this project.

The Eastern Goldfields Regional Prison is another future PPP project for DCS. A new 350-bed prison will be built adjacent to the existing prison, with the existing prison to be demolished. The build and design as well as some of the prison services will be delivered through a PPP. Brian said when partnerships with the private sector are involved, it is essential DCS maintains an emphasis on accountability. "The Department must make sure we monitor work being conducted through these partnerships and the PPP Directorate play a very important role in this," he said. "DCS has had great success with PPP projects in the past and is hoping to continue this success well into the future."



Partnerships with Private Sectors of the Community : The Fiji Experience

Contributed by Fiji Corrections Service

Introduction

The introduction of the Singapore conceived Yellow Ribbon Project (YRP) in Fiji in 2008 has sparked several programmes specifically aimed at enhancing a major paradigm shift in the general public's perception of inmates and ex-offenders.

The three phased constituents of the YRP development namely Awareness, Acceptance and Action have taken off with exception results. While, we have in the last three years concentrated in the Awareness phase, progress in the other two phases has been indeed overwhelming.

A major contributing factor to the success has been the vibrant existence of three major pillars of our society – the family, religion and the extended family network with their support systems. These provide the basic matrix support of our system particularly for the indigenous population (who make up 80% of our inmate members).



Unfortunately, inmates are only with us for a short period of time, within which we are to facilitate all that we can to ensure that we meet government's mandate.

A major part of inmates' lives are spent outside of the corrections' precincts, within which are an array of factors that could easily bring them back inside.

It is this recognition that has moved the Fiji Corrections Service to acknowledge fully, the need to engage the community in all aspects of our work.

We have seen major transformation within inmates from the use of the community, particularly their families at all stages of their incarceration.

Pre-Release consultations with families have brought about a greater degree of successful reintegration of inmates with society on their release.



Initial Analysis of Our Role and Its Effectiveness to Meet Government's Mandate

The government has given two basic mandates to the Fiji Corrections Service. The first is to reduce recidivism and the second is to decrease the incidents of escapes.



Strategies

In recognition of the important role each pillar of our society plays, concerted efforts were targeted at enlightening the upper echelons of these pillars, those that had authority and a greater following in their respective areas of influence.

Firstly, the Head of State, the Prime Minister, and government ministers were invited into our correction centres to view first hand, our new rehabilitation programmes. With the new focus on changing inmates' lives through customized behavioral enhancement interventions and the upskilling/training programmes, inmates are now better prepared for work after their terms.

Church leaders, administrative heads of the 14 provincial councils were also invited to visit. Awareness programmes were also carried out to all the church congregations and provincial councils.

We have also targeted our awareness programmes to the corporate sector in particular the banking organizations, and other employment providers whose industries closely resemble the upskilling/training programmes carried out within our corrections centres.

In a preventative move, given that over 55% of our inmates have gone through secondary schools, awareness programmes have been targeted to all our major secondary schools, primarily with the message that there is no glamour in prison life. Second, once inside, the stigma associated with this has major implications on one's opportunities outside, hence the drive not to step outside the law.

We have also targeted government departments and statutory bodies in our awareness programmes.

Families have also been encouraged (even with support) to frequently visit their relatives within to allow broken "bridges" to be mended

Families and community groups have also been included in over all facets of inmate sentence planning exercises, to establish closer rapport with them and strengthen their support for the inmates during their terms.

In close collaboration with school management within specified "red zone crime districts", school prefects are brought into our corrections academy on weekend camps and instilled discipline and team building exercises. These have been a major demand of this programme by schools who have witnessed changes in their prefects' command and control of situations in schools.



"We have also targeted government departments and statutory bodies in our awareness programmes."



Results

As of to date, 12 of the 14 provinces have in the last 24 months paid visits to inmates from their provinces in all of the 12 corrections institutions.

Further, most of the councils have also set up rehabilitation funds to support inmates from their province on their setting up on their release.

Churches are now competing with their various programmes to run spiritual programmes for inmates.

The corporate sectors are beginning to pay visits to the corrections centres, as part of their corporate social responsibilities.

A number of hotels have started providing essential items like bedspread, towels and blankets.

A number of private entrepreneurs are supporting the introduction of specialized programmes for behavioral enhancement programmes for inmates, which required specialized skills.

Corporate entities are providing hands on real life work experience for inmates at a stipend. These work attachments are a big attraction for inmates as they uplift their self esteem.

Greater profiling of inmates' details has been possible with greater support from families and the community. This has allowed for a better identification of the real issues and the proper programmes to address these.

The Prime Minister himself has issued a directive that no communication shall be held against an ex-offender when applying for a post in the Civil Service, provided he/she meets the minimum qualification requirement.



Conclusion

We believe we still have a lot of work to do to increase Community participation.

There is greater work to be done also with regard to private involvement.

Constant evaluation needs to be done on our efforts to ensure that these remain focused and relevant.



“The corporate sectors are beginning to pay visits to the corrections centres, as part of their corporate social responsibilities.”

Reducing Re-Offending Through Better Engagement with Maori Communities

Contributed by New Zealand Department of Corrections

Introduction

The New Zealand Department of Corrections works to reduce re-offending and keep the public safe by giving prisoners the skills and support they need to rehabilitate themselves and effectively reintegrate into the community.

The Department has a responsibility to succeed with Maori offenders, who are over-represented in the justice system. The Department understands that we can only succeed with Maori offenders if we work closely with Maori communities.

By working in partnership with Maori communities and service providers we can be sure the interventions for Maori follow 'kaupapa Maori' – or the Maori way of doing things – which will ensure we provide culturally appropriate services that are effective in reducing re-offending among Maori.

The following two initiatives are among those the Department is implementing in order to be more successful for Maori.

Whare Oranga Ake – a new approach to reintegration



Whare Oranga Ake are a new approach to successfully re-integrating prisoners back into the community.

Corrections opened two new reintegration units, called Whare Oranga Ake, in July 2011 and prisoners are settling in well to their new environment.

The 16-bed units, purpose-built outside the prison wire, will reintegrate prisoners in a kaupapa Maori environment (i.e. an environment that follows the Maori 'way' of doing things).

The units are designed to help soon-to-be-released prisoners find a job, a place to live on release, and improve extended family and community relationships. The units also help the prisoners reconnect with their Maori identity, which also contributes to reduce re-offending.

With many prisoners having little contact with family, there is a focus on reconnecting the prisoners with pro-social family.

Based outside the prison wire at Hawke's Bay Regional Prison and Spring Hill Corrections Facility (SHCF), in the north Waikato, the units are a new approach to successfully re-integrating prisoners back into the community.

A first for the Corrections Department, the units are run by community-based Maori service providers who can better strengthen those community links.

"To find a capable community provider we ran information sharing workshops for a range of service providers in the area before asking for tenders, in the months leading up to implementation," says the Department's Rehabilitation and Reintegration Services General Manager Alison Thom. Once the provider was selected, the Department worked with them on the detailed design of the programme. "It was unique; not your usual purchasing arrangement."

Alison says the on-going working relationship between the Department and the provider is also unique in that it is very close. "We have Department staff working as members of the provider's team and we continue to co-develop the business processes and relationships."

Additionally because this type of reintegration programme is a new initiative, and was endorsed by the Associate Minister of Corrections, it has come under close scrutiny from a national and political perspective. "We've matched this scrutiny with the appropriate level of support," says Alison.

"Things are going well as we build an effective relationship between Corrections and the service providers," says Alison. "They have developed individual reintegration plans for each of the prisoners and also begun working with them to reconnect with their families and find jobs – all of which is vital if they are going to live successful, crime-free lives on release."

These units demonstrate the importance of supported reintegration and are underpinned by four figurative centre posts; greater support of positive family and community connections, sustainable employment and employability, long term accommodation and stronger relationships with the community.



Enhanced therapeutic programme designed, developed, delivered by Māori

Corrections Rehabilitation and Reintegration Services Director Maori Neil Campbell believes the enhanced Maori Therapeutic Programme (MTP), to be launched in July 2012, fits a government initiative encouraging more activities to be designed, developed and delivered by Maori.

"All government agencies are striving to do more of this and we are really proud that we have achieved it," says Neil speaking of the enhanced MTP.

This an offence-based programme with the objective of teaching prisoners how to alter the thoughts, attitudes and behaviours that led to their offending and assist them to develop strategies for maintaining any positive change.

The programme includes learning and practicing skills in problem solving, new ways of thinking, ways to cope with negative emotions and navigating through relationship stresses. Participants will also construct an offence map, as well as develop a safety plan.

The MTP is a group-based programme, delivered by Maori community service providers, for male prisoners with a range of offending needs.

This programme is similar to other rehabilitative programmes developed by the Department for offenders of medium risk of re-offending, but includes a specific Maori cultural perspective.

The MTP has been producing some good results, as evidenced in the 2010/2011 Annual report; offenders who have undergone the MTP have a reconviction rate 15 percentage points lower than an untreated group over a 12-month follow-up period.

Importantly, the redesign has been actively supported by the Department's Psychological Services who are supplying design advice for the development by identifying and resourcing a Maori psychologist to assist. Most importantly the content of the revision is being written in partnership with the current providers.

"The special thing about the re-write of this programme is it has been designed and developed by Maori, including an external Maori psychologist," says Neil. "We've tried as a Department to be more hands-off and allow the innovation of the Maori community to thrive."

Another aspect of the programme which hasn't been done before will see family members come into prison for parts of the programme. "Greater family involvement is a core aspect of the programme," says Neil.

Offenders Play Vital Role In The Oil Spill Clean-up



Offenders on Community Work beachcombing for oily waste.

Offenders on community work sentences worked alongside other members of the community to help clean up oil washed ashore from a grounded cargo ship, *Rena*, which ran aground in October 2011. Staff and offenders were deployed on beaches wherever they were needed and removed large quantities of the oily waste. On average 60 offenders initially worked daily for a period of five weeks and as required on an on-going basis.

Community Probation Services Assistant Area Manager Jocelyn Comiskey said local staff had done a great job liaising with the clean-up organisers and coordinating Community Probation Services' involvement.

Like everyone helping with the clean up, offenders were provided with hazardous material suits and worked under close supervision to scrape, pick up and sift the oily sand.

Those helping and all were keen to be involved in the environmental effort. "This definitely counts as unpaid work for the community; they're giving back and that's the whole point of community work," says Jocelyn.

The ongoing oil clean up would be a long-term project and Mark says other community work partners in the area had been very understanding about their projects being put on hold.

During one particular clean-up, offenders were also in the right place at the right time when two whales stranded on the section of beach where they were working. Tauranga Service Manager Mark Nijssen says they responded immediately.

"The whales grounded right where we were working on the oil recovery. The Department of Conservation asked for our help. If the guys hadn't gone in to stop the whales rolling in the surf they could have drowned."

South Australia DCS Highlights Successful Partnerships and Projects

Contributed by Department for Correctional Services, South Australia

The Department for Correctional Services (DCS) is responsible for the operation of nine South Australian Prisons and the supervision of offenders in the community through its 17 Community Correctional Centres.

The ultimate goal of DCS is reduced recidivism and the successful reintegration of offenders into the community. Effective partnerships with community based organisations and the private sector are critical to this reintegration and can lead to better outcomes for offenders when they leave prison and re-enter the community.

DCS has created a number of successful partnerships and projects that aim to offer meaningful and targeted opportunities which both address offending behaviour and assist to break the cycle of crime. These partnerships encourage a positive release experience for offenders and can also be of social and economic benefit to the community and industry.

Some of the successful projects managed by DCS include work and education based programs including the BHP Prisoner Reintegration Employment Opportunity Program (PREOP) and Prison Industries. Other partnerships are centred on contracts that DCS has to ensure public protection and service delivery including those with G4S Custodial Services Pty Ltd as well as providing the opportunity for offenders to access high quality Reintegration Services through a number of non-government organisations.



BHP Prisoner Reintegration Employment Opportunity Program (PREOP)

The Department has developed a partnership between one of its institutions, Port Augusta Prison, and BHP Billiton – one of the premier global mining companies. This partnership provides low security prisoners with the opportunity to develop industrial skills and improve their chances to secure employment upon release from prison.

The PREOP consists of two male camps and one female camp per year, with each camp aiming to have 12 prisoners involved. Prisoners undergo training in areas such as elevated work platform, fork lift operation and the mandatory 'White Card', which is an Occupational Health Safety and Welfare certificate necessary for work in construction areas. The prisoners then participate in work activities at Andamooka Station, Olympic Dam and Roxby Downs (in regional South Australia).

Some of the work that has been carried out by prisoners as part of PREOP includes renovation and maintenance work, painting, landscaping and concreting. Prisoners at Olympic Dam and Roxby Downs have also undertaken flood remediation work – which is of great value to the community.

The great benefit of PREOP is that prisoners who may have struggled with employment options upon release are now being given the opportunity to work for a global mining, oil and gas company. In addition, the program not only teaches a variety of work skills, but also assists with important life skills including work ethic, budgeting and cooking.

PREOP is the most successful project of its kind in Australia with many of the prisoners who have completed the program being offered employment.





Prison Industries

The Department's Prison Industries Program engages prisoners in commercial activities with public and private sector companies and organisations. In 2010-2011, there were approximately 300 prisoners employed in Prison Industries across all DCS sites.

Prison Industries allows prisoners to undertake a diverse range of activities and nationally accredited qualifications which offer opportunities for employment upon release. It also helps to foster strong and lasting commercial relationships with the community, public and private sector businesses and organisations.

Prison Industries also provide a value for money service through the internal sale of products including milk (at Cadell Training Centre), bakery products (at Mobilong Prison), laundry services (at Yatala Labour Prison) and the provision of prisoner clothing and bedding (at Adelaide Women's Prison). In addition, it acts as a resource to the Department through the manufacture of cell furniture and bunk beds for accommodation increases across DCS sites.

Some activities undertaken are: engineering, carpentry and joiner, E-Recycling, laundry, spray painting and powder coating; bakery, concrete product manufacture; dairy, citrus, olive growing; cropping, carpentry and vegetable production.

DCS places a high priority on ensuring Prison Industries will benefit local industry and the South Australian economy. Currently it is in partnerships with organisations including local governments, not for profit organisations, schools and government instrumentalities.

Prison Industries is continuing to grow in effort to provide a variety of activities and skill sets for prisoners, whilst also playing an important role in the structured day routine where the work/life balance is mirrored to reflect the expectations of the wider community.

G4S Custodial Services Pty Ltd for the operation of Mount Gambier Prison

The Department has a number of major contracts which are critical to effective service delivery, security and the good order of DCS sites. Three contracts are held with G4S Australia Pty Ltd (G4S). These are for the operation of Mount Gambier Prison, the Prisoner Movement and In-Court Management Services (administered by DCS on behalf of participating agencies), and the hire of the Department's Electronic Monitoring System (used to monitor offenders in the community).

G4S (previously named Group4) is an international security services company operating in more than 125 countries with nearly 625,000 employees worldwide.

G4S has operated the Mount Gambier Prison since it opened in 1995 having won the initial competitive tender in 1994 and successfully negotiating a contract renewal in 2005. It recently won another competitive tender for the future operation of the Mount Gambier Prison and continues to provide an operationally effective and value-for-money outcome. The capacity of the prison is 172 and generally caters to medium and low security prisoners.

A competitive tender for the provision of prisoner transportation and court security services to the South Australian Government was won by Group 4 (now G4S) with services commencing in 1996. G4S has continued to provide these services today having won a second competitive tender in 2008. Approximately 17,000 movements and 14,000 management tasks are provided by G4S for the Department each year.

Electronic monitoring services have been provided to the Department by G4S since 2001, with contracts renewed several times within this period to capitalise on technological advances. Group 4 won the initial competitive tender in 2000 and successfully negotiated a contract renewal in 2006. It won a second competitive tender in 2008 to provide services until November 2012.





Reintegration services

DCS has important contracts for reintegration services. These contracts are provided through a grant tendering process and assist released offenders overcome obstacles such as finding accommodation, abstinence from abuse of alcohol and other drugs, access to mental health facilities, financial services assistance as well as guidance with employment and training.

Centacare Reintegration Services provide information and support to DCS prisoners (Pre and Post release) and to offenders managed in the community. Centacare offers assistance with these issues by providing services for housing searches, support with financial management tasks, acting as a vocation and employment advocacy and access and engagement with other support services. There is also a focus on Aboriginal offenders through the provision of cultural supervision sessions.

Centacare services are delivered on site within prisons and community corrections centres on a weekly or fortnightly basis (including in regional areas). Services include written and web based information packages, telephone services and email support sessions, group based information briefings as well as one-on-one interviews for prisoners and offenders assessed by DCS as having complex high needs.

In addition to Centacare services, Offender Aid and Rehabilitation Services (OARS) provide a bus service for families wishing to visit prisoners at Cadell Training Centre, a prison located in regional South Australia.

Reintegration services including those offered by Centacare and OARS greatly assist offenders leading up to, and upon release and provide a significant benefit to the community by contributing to the efforts reduce the rate of reoffending.

DCS is continuing to explore new relationships and links with the community, private sector and the industry. In addition to these four examples, there are also a number of other community based projects and initiatives that the Department has in effort to strengthen services and achieve its vision of 'A safer community by protecting the public and reducing re-offending'.



A New Era for Corrections in the Australia's Northern Territory

Contributed by Northern Territory Corrections Services

The Northern Territory faces significant challenges in the area of offender rehabilitation. Over the last 10 years the Northern Territory's prison population rate has outstripped the population growth for the same period by nearly 50 per cent. This trend of high imprisonment and recidivism sits alongside unique cultural and geographic challenges that impact both offender management and rehabilitation. With growth in prisoner numbers projected to continue, the Northern Territory Correctional Services (NTCS) has entered a new phase of reforms tailored specifically for the Northern Territory.

Called a new era in corrections, the initiative signals a change in the underlying philosophy and operational approaches in the way all offenders are currently managed. It places a stronger emphasis on breaking the cycle of re-offending and a renewed focus on reparation, rehabilitation, education, training and reintegration.

The new era in corrections reforms are based on five key elements that provide a holistic approach to reducing the imprisonment and re-offending rates.

Five Key Elements

- > New and enhanced community custody and community-based orders in urban and remote areas
- > Accommodation, treatment and program options as an alternative to custody and to better target offending behaviour
- > Enhanced monitoring and surveillance capacity in the community
- > Increased community-based reintegration methods
- > New correctional facilities - with major investment in the regions

New Sentencing Options

In 2009, approximately 22 percent of Territory inmates were on remand and 19 percent were serving non-violent or driving offences and eligible for parole. As an alternative to imprisonment, the new community custody and community-based orders targets this group by giving courts power to order offenders into rehabilitative initiatives, education and training and work programs instead of custody.

Under the new orders the courts also have the power to mandate specific programs for the offender. If these are breached the offender could serve the remaining sentence in custody.

One program available is the newly created Community Work Crew, which consists of an NTCS supervisor and up to 10 offenders. The crew, equipped with its own trailer and tools, can conduct a range of projects of benefit to the community including landscaping, minor maintenance and gardening.



Increasing community work projects

More Rehabilitation and Targeted Programs

On average, Territory inmates serve only 75 days in custody, making it difficult for them to access custodial programs. In order to better target offending behaviours, more resources are being provided to some non-government agencies to increase their capacity to treat community-based offenders with drug and alcohol abuse issues.

This element of the initiative is delivering an extra 94 supported accommodation and rehabilitation beds to provide offenders with treatment and rehabilitative initiatives to assist in breaking the cycle of re-offending.

Where possible, inmates from the local correctional centres are being offered work placements and training to participate in the construction of these facilities.

The majority of these beds will be located in the two new Supported Accommodation and Program Centres (SAPC). Both centres will be operated by a non-government organisation and will provide accommodation, alcohol and other drug treatment options, driver education programs and work opportunities.

Driving offenders make up about 25 percent of Territory inmates and a key element of the SAPC will be the delivery of an intensive driving offender program. On successful completion of the program offenders can apply to have their learner's licence or their disqualification period lifted under strict conditions.

Tighter Surveillance

The Territory's land mass is around 1,349,129 square kilometres (520,902 square miles) and is sparsely populated with over 230,000 residents, making it the least populous of Australia's eight states and territories.

To better assist NTCS staff manage community-based offenders, including those on home detention, bail and parole, and particularly focusing on those based in the remote communities, electronic monitoring and voice recognition will be introduced.

Studies show that the period immediately post-release is high risk for re-offending and the successful reintegration of offenders into the community depends on housing availability, employment opportunities and support services that post-release offenders can access, such as drug treatment programs.

To minimise this risk, post release supported accommodation is being set up that focuses on providing core transitional needs of employment, housing and substance abuse programs.

Stronger Reintegration Support

Around 82 percent of inmates are Indigenous and so require a unique approach to reintegration back into the community which is both culturally sensitive and safe.

NTCS is working with Indigenous elders to facilitate mediation and conflict resolution, community consultation and the development of post-release plans that focus on breaking the cycle of re-offending and making the community a safer place.

“Around 82 percent of inmates are Indigenous and so require a unique approach to reintegration back into the community which is both culturally sensitive and safe.”



Links back to family and community is key for reintegration



The Barkly Work Camp

Barkly Work Camp

Located 500 kilometres (315.5 miles) north of Alice Springs, the Barkly Work Camp is designed for low-security inmates from this region to better reintegrate into their communities and prepare for work. Inmates can learn valuable life skills and undertake a range of beneficial community projects. These are linked to vocational training to help them find employment upon their release.

Katherine Prison Farm

The concept of the 170-bed Prison Farm is to have a facility which delivers work, education and vocational training which targets community needs and skills shortages in the Katherine region. Programs will be centred on literacy and numeracy, horticulture, agriculture, community maintenance and reparation.

This is an exciting time for Northern Territory Correctional Services with all staff looking forward to implementing these important changes.

New Correctional Facilities

Three purpose-built correctional facilities are being constructed across the Territory to enable more effective rehabilitation and give greater program options to inmates whilst in custody. The designs of these new facilities are culturally appropriate to the needs of the Territory's Indigenous population who make up the majority of inmates.

Darwin Correctional Precinct

The precinct will consist of a 1000-bed Correctional Centre; a 30-bed secure Mental Health Behavioural Management Facility, which is a first for the Territory; and a 48-bed SAPC.

The Correctional Centre will provide facilities to effectively deliver education and training programs, and rehabilitative initiatives and treatment services.

In addition to dedicated space for education, program support, industries and life skills training, the Correctional Centre will provide program space and accommodation for visiting Indigenous elders to support reintegration efforts.

“This is an exciting time for Northern Territory Correctional Services with all staff looking forward to implementing these important changes.”

Canada's Federal Community Corrections Strategy: A Vision for Inclusive, Effective and Progressive Community Corrections to the Year 2020

Contributed by Correctional Service of Canada

Canadians consider their personal safety and the well-being of their communities to be a priority. They look to their public institutions for reassurance that the criminal justice system is working and acting in the best interest of its citizens in the name of public safety. In fulfilling its mandate, the Correctional Service of Canada (CSC) contributes to a just, peaceful, and safe society by carrying out sentences imposed by the courts. CSC requires the assistance and participation of citizens and partners to build and sustain the kind of strong, responsive communities that Canadians expect, deserve, and take pride in. To ensure long-term protection of the public - the kind that extends well beyond an offender's sentence - CSC, along with its numerous partners, provides support to offenders throughout the correctional process; from intake to warrant expiry, and beyond. This active, collaborative approach to custody and supervision requires the participation and dedication of many, in order to comprehensively address the diverse reintegration needs of the individuals under the jurisdiction of CSC.

Offenders are part of our communities - they come from our communities, and the majority will return to our communities. Moreover, the diversity of our offender population mirrors that found in Canadian society, from age and culture, to interests and skills. Offender reintegration can therefore be conceptualized as a community affair - an activity that citizens must be engaged in to help facilitate successful offender re-entry, and in turn, ensure public safety.

This engagement must be conducted in an integrated manner, and be present in all aspects of correctional planning. In action, this approach involves creating opportunities for the meaningful participation of citizens and communities throughout an offender's sentence, including, among others: victims, volunteers, Citizens' Advisory Committees, Aboriginal groups, faith-based organizations, and voluntary agencies that deliver programs and provide accommodations to released offenders, operating what are commonly referred

to as Community Residential Facilities (CRFs). These groups and individuals directly contribute to enhanced correctional results by positively impacting the lives of offenders, mobilizing much needed community resources, and raising public awareness, to name a few.



Given the Service's unwavering belief in the positive correlation between increased collaboration and effective correctional services, it is no accident that the development of CSC's Federal Community Corrections Strategy was undertaken as a joint endeavour with longstanding and new partners alike. In fact, CSC's partners can be credited as the impetus for this strategy, when, in late 2009, the Service was asked by the Executive Director of a national voluntary organization to commit to developing a national strategy for community corrections. Recognizing the value of such a request, the organization was challenged by senior management to do just that: develop a strategy that would effectively respond to the complex short and long-term needs of released offenders and ultimately guide Canada's federal community corrections activities to the year 2020.

To ensure a comprehensive, cohesive strategy, CSC approached its development in three phases, which occurred over an 18-month period. The first phase was preparatory in nature and focused on ensuring that the development of this strategy would be 'community' driven.



To help ensure that the development of the Strategy would continue to foster and promote the types of relationships that are vital to its success, the Service hosted an initial consultation with partners in the spring of 2010. To mobilize resources and steer the overall direction of this initiative, a Steering Committee and Working Group were established.

While the first phase focused on ensuring that the organization adopted the approach needed to maximize the development of this strategy, phase 2 was all about engagement. Occurring over the span of eight months, CSC undertook close to 200 engagement activities that included participation from: CSC staff and management; partner organizations; college and university students; municipal government representatives; Aboriginal and ethno-cultural community representatives and service providers; volunteers; chaplains; Citizens' Advisory Committee members; victims' groups and advocates; offenders; and Canadians. After each engagement activity, records of discussion were shared with participants and used by the Service to inform the ongoing development of the Strategy.

Further to sharing our unique and complementary perspectives on effective community corrections, CSC moved on to phase 3, which focused on the development of a concrete strategy that reflected the discussions exchanged during phase 2.

Thanks to the dedication and contributions of all, the Federal Community Corrections Strategy was officially launched in October 2011, at the 33rd Congress of the Canadian Criminal Justice Association. And while its launch is undoubtedly significant and exciting to all those involved, the Strategy cannot realistically deliver on the results it was designed to achieve without a clear plan of action. In other words, in order to truly enhance the well-being of Canadian communities, the strategy must clearly identify concrete actions, measurable outcomes, and a viable means of ensuring continued

collaboration with those whose vision the strategy was borne from.

In fact, it would be difficult to argue that the implementation of this strategy does not represent its most critical aspect. Fortunately this task does not seem nearly as insurmountable as it could be. Thanks to the thousands of groups and individuals that came together to develop this shared vision, it is fair to say that everyone involved owns a little piece of it, and is equally invested in seeing it through. This strategy was built on relationships and partnerships; and its success in going live will continue to depend on the individual and collective contributions of the multi-disciplinary coalition that was forged in the initial stages of its development.

Given that community accommodations for released offenders represents such a vital component of any effective community corrections strategy, ensuring that this strategy was community driven was absolutely essential to its success. As is the case in several other jurisdictions, the safe and secure accommodation of offenders under supervision requires that CSC establish and maintain close connections with its CRF partners in both rural and urban settings. The network of Canadian CRFs ensures that a significant number of released offenders are provided with the kind of housing opportunities that effectively support a gradual, structured, and supervised release to the community. Furthermore, through such partnerships, offenders are provided with access to unique, specialized housing opportunities, such as those that have the capacity to respond to the distinct needs of Aboriginal offenders, women offenders, and offenders with complex physical and/or mental health needs.

In simple terms - CSC cannot work in isolation and meaningful results will not be achieved without the contributions of agencies and individuals that provide offenders with concrete support on a daily basis - providing everything from a roof over their head, effective programs, employment services, ongoing support and mentorship, and public awareness, including the de-bunking of common myths and stereotypes.

“This active, collaborative approach to custody and supervision requires the participation and dedication of many, in order to comprehensively address the diverse reintegration needs of the individuals under the jurisdiction of CSC.”

SCORE and Their Partners : Providing Equal Opportunities for All

Contributed by Singapore Prison Service

Ex-offenders face multiple barriers to integrating back to society. Many offenders also have difficulty finding permanent and well- paid employment after release because they lack job seeking experience, proper employment history and occupational skills. These circumstances are often consistently associated with high recidivism rates. They may encounter negative social attitudes and official barriers as well, such as the requirement for offence declaration on job applications.



Ms Sharon Goh from Candy Floriculture

Sharon's Perspective

However, there are employers who look beyond an ex- offender's criminal records. Ms Sharon Goh from Candy Floriculture has been a strong support of the Yellow Ribbon Project. She believes that every human being will make mistakes throughout their lives, and that we should learn from those mistakes and move on.

An offender who commits a crime is already punished for it through incarceration, and should not be discriminated against when they are released. Sharon holds true to this belief and has continuously offered employment opportunities to those who

seek it.

Sharon also recognises that different inmates require different periods of recovery, adjustment and reestablishment upon their release. She makes the extra effort to sit down with her new employees on a casual basis to find out more about themselves and their challenges. She firmly believes that there is no "best-fit" method of helping these offenders and tailors her management style accordingly.

"Look at your fingers, they are not the same. Similarly, people do not come in one size, so there is no best-fit method of managing them. Some of these ex-offenders have a lot of extra baggage, and they are under a lot of stress. We recognise this, and we try to help them where possible."

Going the extra mile

Sharon often tells the ex-offenders that she hires, that their release from Prisons marks a new chapter of their lives. Life in Prisons may have been tough. But the real world is even more difficult.

"Some of them have no families to go back to. Coming back to society is very challenging. It is not easy. They need to think about shelter, food, clothes amongst many others. You have to work for what you want. Only then will you taste the fruits of your labour. That being said, as an employer, you need to get your employees involved, give them a sense of purpose and responsibility. I feel that is the best way we can help." Sharon believes that each staff is an asset to the company. They go beyond that of just an employee. Words of encouragement are often shared with her employees to keep them motivated. Sharon also holds mini gatherings at her company and encourages her employees to bring their families over. She feels the need to get to know the exoffenders on a more personal level as it gives her the insight into each individual's background and builds a stronger relationship. Sharon also has an open door policy where, her employees are encouraged to see her personally if they have any problems at work or at home. This is an opportunity to explore solutions that may not be apparent to the person. She feels that regular intervention makes them feel valued and cared for.

Touching Lives

In one instance, she employed Jack*, an ex-offender, at the company, "Jack shared with me his problem the other day and asked for advice. Jack had a problem with his 16 year old son. He wanted to quit school and join the workforce. He feels guilty over his extended absence and gives in to his son very easily. But I told him that is not the way. You may have been absent, but that was before. Now you are here. Guide him properly; education is the key to a bright future. After a few talks, his son has decided to continue with his education. Jack is happier now, and his work performance has improved."

Working as a family

To improve on her staff retention rate, she job rotates her staff according to their strengths. Staff who displays strong sales acumen will be deployed as her sales crew and those who expressed interest in landscaping work will be sent for the Work Skills Qualifications (WSQ) in Landscape Operations, a nationally recognized skills training and certification system for the Landscape Industry. In addition, Sharon encourages her team to work together by recycling any used materials which will then be sold to the rag and bone man for a common tea-room fund. This common goal creates a stronger sense of camaraderie amongst her staff.


Sharon is truly a believer of equal opportunities for all. She shared that her company does not only hire ex-offenders, but they also give opportunities to the mentally disabled as well. She has also recently employed an intern who was rejected by multiple firms due to his colour deficiencies.

"As humans we are quick to judge. Sometimes, all a person needs is a single opportunity. We can give that opportunity, but the outcome depends on the inmate themselves. We can only provide him with a job, direction and mentorship. But the change that he wants to be has to come from within."

*Name has been changed to protect individual's identity



MULTIMEDIA HUB
Tanah Merah Prison, Singapore

 **APCCA** Newsletter, May 2012 Issue no. 32
Published by Singapore Prison Service

*Special thanks to the inmates at MMH for
their dedication and commitment in the
design and layout of this newsletter*



**SINGAPORE
PRISON SERVICE**

© Copyright 2012. All rights reserved. No part of this publication may be reproduced in any form or by any means without the express written consent of the copyright holder and publisher.