



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

STANDING COMMITTEE ON JUSTICE AND COMMUNITY SAFETY

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Submission Cover Sheet

Inquiry into Dangerous Driving

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ACT
Government

ACTCS Integrated Offender Management Framework

Justice and Community Safety Directorate

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1. Introduction

Following a series of external reviews, opportunities to improve the integration and coordination of case planning and management of offenders along the continuum from entry into custody through to release into the community were identified.

Integrated Offender Management (IOM) is a whole of ACT Corrective Services reform aimed at operationalising an efficient, effective, and integrated model for delivery of programs and services for offenders.

This IOM Framework outlines a five-stage process that incorporates a more individualised approach to sentence management that responds to gender, complex trauma and other issues of disadvantage, and will seek to better recognise and respond to differing pathways for all offenders.

2. Drivers for Change

2.1. Government Priorities

External Service Reviews:

- Healthy Prison Review of the Alexander Maconochie Centre 2019 (Healthy Prison Review) conducted by the Inspector of Correctional Services
- Parole Processes at the Alexander Maconochie Centre, conducted by the ACT Ombudsman in 2020

Internal Policy Priorities

- JACS and ACTCS strategic priorities
- Walking with Women on the Pathway to Change Framework
- Aboriginal and Torres Strait Islander Offender Framework (in development)
- Disability Offender Framework (in development)
- Rehabilitation Framework

Internal Restructure

- Creation of Offender Reintegration Division

2.2. Current to Future State

From	To
Standard approach to all clients	More individualised approach responsive to gender, trauma and other disadvantaged populations across custodial and community corrections
Nine separate inductions causing information overload for detainees	Three coordinated inductions by Custodial Case Management, Custodial Operations, Programs and Interventions

Having to repeat the same story to different services/staff	One primary service provider as the key contact at each stage of the client's journey with formal handovers.
Multiple disjointed plans for each client	<ul style="list-style-type: none"> One integrated case plan across custody and community. Thorough and individualised upfront assessment to inform case plan/journey
Transactional based interactions	Transformational interactions to make every contact count and contribute to a rehabilitative culture.
Same level of services provided to all clients	More contact and intensity of service provided to those with complex needs and higher risk of reoffending i.e. case conferencing for more complex clients.
Case plans developed for clients	Case plans developed with clients
Gaps in programs and interventions	Programs and interventions aligned to client needs and length of stay
Lack of release planning targeted at individual needs	Early release planning with community and family support (with specific interventions)

3. Integrated Service Elements

All service elements of the IOM work together to support the goal of reduced reoffending, and improve community safety, whilst also ensuring that the safety, security, health and welfare needs of offenders are addressed in an effective and trauma aware manner. The service elements of the IOM are described below.



3.1. Custodial Case Management

This service element area is responsible for the 'end-to-end' integrated case management of detainees from induction into custody, including initial assessment, and screening through to case planning, event-based case reviews and release planning.

3.2. Programs and Interventions

With a comprehensive range of criminogenic (offence specific and offence related), psycho-educational and wellbeing programs and interventions, this service element provides support for both male and female, remand and sentenced detainees, including offenders subject to supervision orders in the community. For those detainees experiencing a range of mental ill health, disability and other vulnerabilities, Programs and Interventions works in conjunction with external providers to facilitate a further range of programs within the AMC facilities and community-based settings.

3.3. Custodial Operations

Staffing and services that support security and good order across the location. This includes:

- Security systems
- Provision of a safe and humane environment in the management of detainees within the facility
- Supporting and facilitating family visits and connection to community
- Supporting multiple service providers in program and service delivery to detainees
- Providing a safe environment for detainees, staff and visitors.

3.4. Employment

This service element works with clients both pre and post release to help achieve sustainable employment and/or training opportunities. It also provides coaching and mentoring related to all aspects of the processes of sourcing, securing, and maintaining employment and/or training opportunities. Focus is on building productive networks with internal and external stakeholders, including the employment and training sector to support improved outcomes.

3.5. Reintegration

This service element provides support to detainees leaving the AMC across five key pillars: accommodation, training/employment, health, basic needs, and community connections. Engagement with a detainee commences prior to release and continues post-release with the support of community organisations.

3.6. Community Corrections

Community Corrections is responsible for supervising offenders subject to community-based supervision orders or a community service work condition. Supervision focusses on addressing criminogenic risk factors with the aim of reducing recidivistic behaviours, as well as ensuring offender compliance with court-imposed conditions.

3.7. Education

Participation in education and training can significantly increase employment opportunities and reduce risks of re-offending. All detainees (sentenced or remand) are encouraged to:

- Engage in educational, training and employment opportunities to increase successful reintegration into the community upon release
- Engage in language literacy and numeracy programs to support their participation in programs and increase employment opportunities.

4. The IOM Framework at a glance

Spanning the end-to-end journey of an offenders contact with Correctional Services, from entry into custody through to community the IOM Framework consists of five stages, with each stage having a clear objective, and high-level resources and activities required to achieve the objective as summarised in the

Stage	Induction	Case Planning	Custodial Case Management	Pre-release	Community Case Management
Objective	Information giving to new detainee on entry and initial screening for health and other issues	Formation of a case plan to achieve the detainee's rehabilitative and reintegrative goals	Motivate detainee to achieve their case plan goals and ensure services are delivered as per case plan	Plans reintegration needs of detainees and clear handover arrangements for community service providers are in place	Monitor and support the detainee's reintegration into the community
Primary service provider/ coordinator*	Sentence Management Unit	Sentence Management Unit	Sentence Management Unit & Custodial Operations	Sentence Management Unit and Reintegration Unit	Community Corrections Officer and Reintegration Unit
Key activities	Introduction of services and programs at AMC Drug and alcohol test Screening (i.e. AOD, Mental Health) Assessment of immediate needs and referrals	Assessments (criminogenic risk/s, reintegration needs, independent living skills) Case Plan development Partnerships with relevant interventions.	Case Plan reviews Motivational and meaningful interactions/case notes Programs and interventions Education and employment	Pre-release plan Pre-release report Handover	Programs and interventions Education and Employment Throughcare Justice Housing Community Corrections Offender Management Framework
Underpinning systems and processes	Incentives and earned privileges, structured day, classification and placement				Supervision

table below:

*key contact for the client and oversees progress of the key activities in the stage.

5. The Five Stages of IOM

5.1. Stage 1: Induction

The purpose of the induction stage is to ensure new detainees entering the custodial environment are provided all relevant/appropriate information and support, acknowledging the significant distress and anxiety often experienced during this period.

This induction will include:

- Provision of information regarding AMC services and programs, court and Sentence Administration Board processes
- The identification of any immediate welfare needs requiring follow up actions (children, property, pets, accommodation)
- A preliminary assessment of literacy and numeracy capacity/needs and cursory screening for other needs, risks and wellbeing issues and referral/coordination of services as required.
- Urinalysis test and health assessment

5.2. Stage 2: Case Planning

The purpose of the assessment and case planning stage is to ensure that all detainees are involved in the formation of a case plan to achieve their rehabilitative and reintegrative goals.

More detailed assessment builds on the screening undertaken during induction and covers issues such as complex mental health needs, domestic and family violence, disability and alcohol and drug use. Identified issues are integrated into the detainees' case plan and further addressed in release planning.

Criminogenic risk assessments will also be undertaken to inform the development of the case plan and considers a detainee's risk of reoffending, functional needs, reintegrative needs, and general responsivity. The case plan will effectively detail interventions and strategies to achieve identified goals which can include but are not limited to:

- Programs and interventions
- Employment
- Education
- Family and Community Engagement
- Restorative Justice Opportunities
- Cultural and Religious Connection
- Physical & Mental Health

The case plan is developed in partnership with many other service partners from across the agency.

5.3. Stage 3: Custodial Case Management

The case management stage aims to ensure that a detainee is motivated to achieve their case plan goals and that the services and programs are provided in accordance with the case plan.

Key activities in this stage relate to assertive efforts to engage and motivate the detainee in their rehabilitation, monitoring progress against the case plan, reviewing goals and activities and addressing any challenges or barriers to progress.

5.4. Stage 4: Pre-release

The pre-release stage commences from 7 months prior to the detainee's earliest release date and ensures that reintegration needs of detainees have been planned for and clear handover arrangements for community service providers are in place. There will be a focus on Domestic Violence and Family Safety considerations throughout the process. For detainees with drug and alcohol needs, the IOM will explore a broad range of potential targeted interventions and programs, including residential rehabilitation approaches provided in collaboration with the Justice Housing Program and family support interventions as an alternative option to residential rehabilitation.

For detainees released to parole, the detainee is engaged prior to their earliest release date to complete a range of assessments relevant to their needs and circumstances and a pre-release report is completed.

5.5. Stage 5: Community Case Management

The objective of this stage is to monitor and support the detainee's reintegration into the community and ongoing supervision in the community. This may occur for both offenders who are released to the community following a custodial sentence or commencing their sentence in the community.

To ensure consistency of information and reduce repetition in assessment & planning, one integrated case plan will follow a detainee as Community Corrections become the primary service provider. The case plan will continue to address the detainees risks of reoffending and community safety. The focus of the case plan will shift to focus on reintegration in the community

6. Operationalising the IOM Framework

In consultation with both internal and external stakeholders, the IOM Framework will be implemented into service delivery through the development policies and operational procedures. Separate to this document is an Implementation Plan that will guide successful rollout.

7. Governance

The Assistant Commissioner, Offender Reintegration is the owner of this framework.

Any changes will be considered and endorsed by the Executive Governance Committee.