

Corrections Victoria

Correctional Management Standards for Women Serving Community Correctional Orders

Community Correctional Services
2009

DEPARTMENT
OF JUSTICE

State Government
Victoria

This is the first version of the Correctional Management Standards for Women Serving Community Correctional Orders. This version was endorsed by the Commissioner, Corrections Victoria on 10 February 2009. Amendments to this document will be recorded in the on-line version of this document.

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Introduction

The Victorian Government, through its over-arching policy platform Growing Victoria Together, is committed to building friendly, confident and safe communities. This includes tackling the causes of crime by reducing offending and re-offending and minimising drug abuse and self harm.

Corrections Victoria is the agency within the Department of Justice that is responsible for the direction, management and operation of Victoria's adult corrections system. As an agency within the Department of Justice, Corrections Victoria develops and implements policies, programs, and services that:

- contain and supervise prisoners in a safe, secure, humane and just manner
- actively engage offenders and prisoners in positive behaviour change
- provide opportunities for offenders and prisoners to make reparation to the community and
- manage prisoners in a way that facilitates the above goals.

The Correctional Management Standards for Community Correctional Services (CCS) (2007) establish the minimum requirements for community corrections in Victoria. They serve as a benchmark against which the performance of the system can be monitored and thus provide the basis for ensuring accountability and a consistent level of service delivery across the system.

The Correctional Management Standards form part of a hierarchy of requirements and guidelines. The diagram 'Hierarchy of Guiding Documents' on the following page illustrates where the Correctional Management Standards for Women Serving Community Correctional Orders sit within that hierarchy. In particular, it should be noted that Director's Instructions flow out of the standards and detail how the standards are to be achieved.

Underlying Principles

The Correctional Management Standards reflect the relevant legislation and the four practice principles outlined in the *Offender Management*

Framework for Prisons and CCS. These principles state that practices, programs and services are to be developed and delivered in such a way that they:

- *maintain integrity* by developing practices that will ensure that what is introduced and delivered remains as it was planned and designed so that it meets its objectives
- *manage risk and address need* by developing practices that will accurately identify risk/needs and appropriate intensity of intervention
- *enhance self management* by developing practices that facilitate learning in an individual and subsequently lead to behaviour change
- *provide environmental support* by developing practices that ensure that the staff and setting characteristics promote, support and engage prisoners in behaviour change.

These principles underlie all correctional practice, programs and services in Victoria.

In addition to the above principles, the following seven gender specific principles apply to the Correctional Management Standards for Women Serving Community Correctional Orders in CCS:

- *Strengthening relationships*; by acknowledging the importance of relationships in women's lives and promote healthy connections with children, family and friends, correctional practitioners and community based support networks that integrate effectively with broader rehabilitation objectives
- *Addressing varied and complex needs*; by adopting holistic, integrated and flexible responses which take account of individual needs and respond to linkages between substance abuse, trauma and mental health issues when addressing offending behaviour
- *Providing respect and safety*; by delivering services for women in a safe and supportive environment which promotes dignity and trusting relationships to foster improved self-esteem and responsibility for making positive life choices.
- *Creating opportunities*; by addressing, where

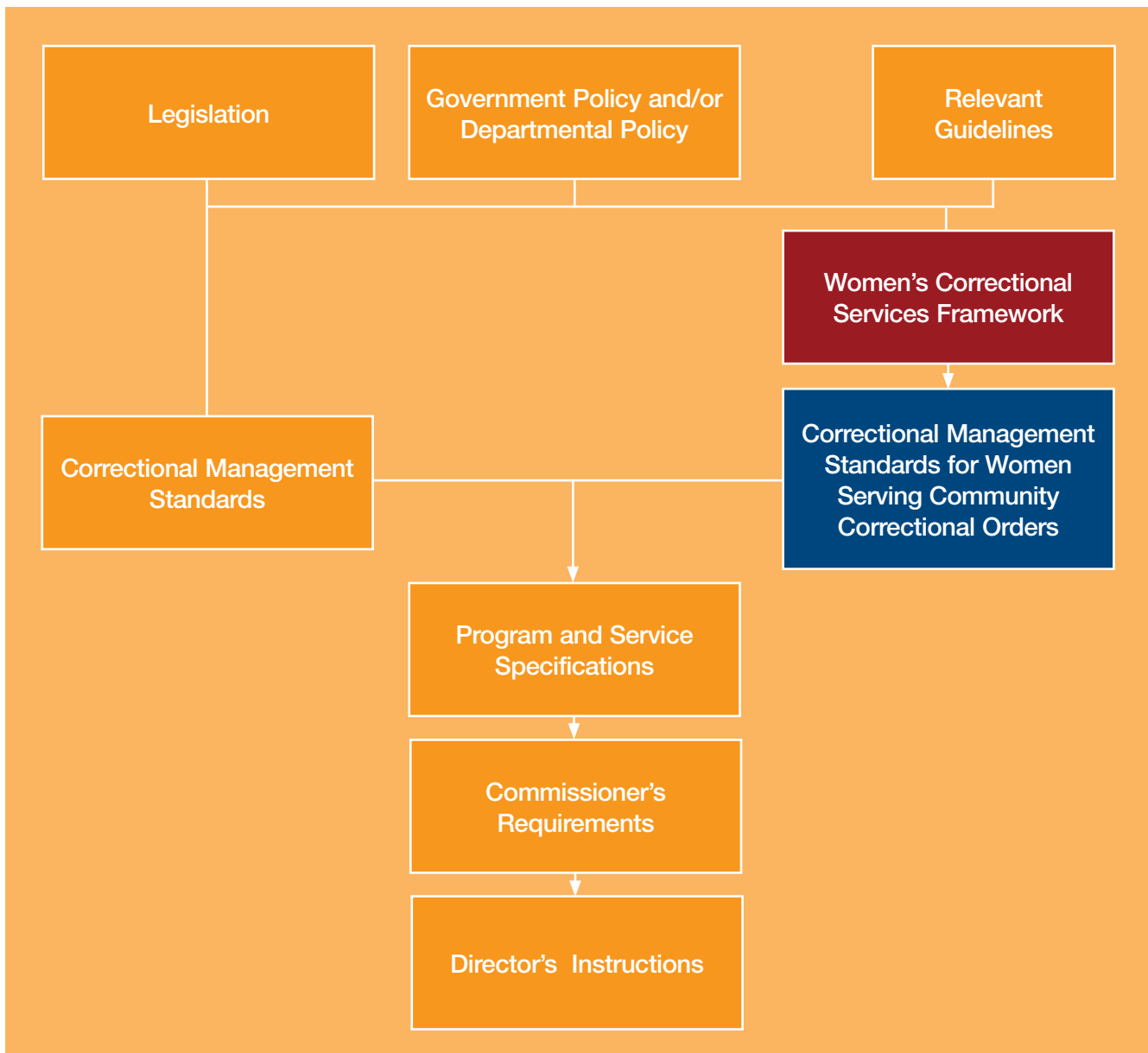
possible, socioeconomic and other forms of disadvantage by offering meaningful choices and maximising the individual's control over her circumstances and environment

- *Supporting continuity*; by adopting a consistent and co-ordinated approach to service delivery that utilises inter-agency partnerships and provides opportunity for support that extends beyond the period of correctional supervision
- *Responding to diversity*; by responding

appropriately to women's diverse characteristics as part of an inclusive, gender and culturally responsive approach that takes account of individual characteristics and circumstances

- *Informed by best practice*; by ensuring that services for women are informed by best practice knowledge and research on effective responses for women, and incorporate ongoing monitoring and evaluation to ensure continuous improvement.

Diagram: 'Hierarchy of Guiding Documents'



Background

Corrections Victoria's mission is to deliver a safe and secure corrections system that actively engages offenders and the community to promote positive behaviour change. Corrections Victoria supports this mission through the development and implementation of strategies to improve rehabilitation outcomes for offenders under correctional supervision. Under the Corrections Long Term Management Strategy (CLTMS) which commenced in 2001, the Victorian Government allocated funds over four years to curb the projected growth in Victoria's prison population.

A key component of the CLTMS was the development of an Offender Management Framework (OMF). The OMF describes a service delivery model for assessing, treating and managing offenders to capitalise on opportunities to reduce their risk of re-offending. The OMF contains a number of "what works" theoretical principles, which guide effective offender management in Corrections Victoria. The key theoretical principle which directly impacts upon the development of standards for the management of women subject to community correctional orders is the "risk" principle. Risk refers to the probability of an offender re-offending. The risk principle states that offenders should be provided with supervision and treatment levels that are commensurate with their risk levels; that is, intensive interventions should be applied to higher risk offenders and minimal intervention is to lower risk offenders. The risk principle, which is founded on a strong evidence base, suggests that, by applying a high level of supervision and treatment to low risk offenders, their risk of re-offending actually increases.

This is a key principle, because it dictates how CCS targets services to, and interventions for, offenders who are supervised on community correctional orders. For example, the same level of supervision and intervention would not be applied to a high risk parolee as it would to a low risk offender subject to a Community Based Order- Fine Default. Thus, in ensuring that the risk principle underpins the core business of CCS and its investment of resources, it is imperative to clarify expectations regarding

CCS's response to the supervision of offenders and the range of services and interventions which will be provided to offenders subject to "supervised" Orders compared to those subject to "unsupervised" Orders. In aligning service provision with the risk principle, it follows that those subject to Supervised Orders are typically higher risk and will receive the majority of resources, while those subject to unsupervised Orders will receive less supervision and intervention so as not to increase their risk of re-offending.

The exception to the level of intervention applied to unsupervised Orders is in relation to "duty of care". While there is no "supervision" component applied to an unsupervised Order, CCS has a "duty of care" to offenders subject to unsupervised Orders. Therefore, if an offender subject to an unsupervised Order presents at a CCS location displaying self-harm, suicidal ideation or harm to others, then CCS will address that offender's current needs and facilitate referrals if required.

Supervised Orders include: Parole, Intensive Parole, Community Based Orders, Intensive Correction Orders, Interstate Orders and Combined Custody and Treatment Orders.

Unsupervised Orders include: Community Based Orders- Fine Default, Community Work Permits, and Community Based Orders- Community Work Only Orders.

Each standard presented in this document includes a statement about *unsupervised Orders* where the practice varies from that applied to offenders subject to supervised Orders.

Each standard presented, includes an *outcome* statement, being the anticipated outcome, and *specific outputs*, being the actions that will contribute to the achievement of the aim of the standard. Further, each standard refers to relevant legislation and associated policy documents.

Overall, the Standards are designed to ensure that service delivery and contributions to community safety are consistent for all offenders and for all communities throughout the State of Victoria.

These Standards are consistent with Corrections Victoria's requirement for all policy and procedures to be compliant with the Victorian *Charter of Human Rights and Responsibilities Act 2006* ('the Charter'). The Charter is a law that protects the human rights of all people in Victoria. The Charter has been developed to ensure that declared human rights are taken into account in administrative and judicial decision-making and the development of new laws. These rights include the right to privacy; freedoms of thought, religion and belief; freedoms of expression, association and assembly; and the right to humane treatment when deprived of liberty.

Better Pathways: An Integrated Response to Women's Offending and Re-offending

The *Better Pathways* strategy was developed to address the increase in women's imprisonment in Victoria in the early 2000s. The *Better Pathways* strategy has the four following aims:

- To reduce the number of women who offend
- To reduce the number of women who enter prison custody
- To reduce the number of women who re-offend
- To reduce the level of victimisation

The *Better Pathways* strategy is a four year strategy (2005–2009) consisting of 37 initiatives to reduce women's offending, imprisonment, re-offending and victimisation. The *Better Pathways* initiatives address a range of needs shared by women at risk of offending or re-offending relating to mental health, substance abuse, children and family ties, physical health, sexual assault, family violence, housing, education and training, employment, debt and gambling, and transport.

Women's Correctional Services Framework

The Women's Correctional Services Framework ('the Framework') (2007) is one of the key initiatives of the *Better Pathways* strategy. The Framework describes a model for the delivery of correctional services that takes into account the distinct needs, characteristics, life experiences and family circumstances of women within broader offender management practice.

The Framework includes a work plan identifying 30 projects to be delivered by June 2009. One of the priority projects identified in the Framework was to review and redevelop correctional standards for women undertaking CCS orders.

The Correctional Policy and Management Standards were first prepared separately for CCS in 1997. These Standards were included in the Purchase Order Document for CORE – the Public Correctional Enterprise as 'Correctional Standards and Minimum Requirements – CCS'. The Standards formed the basis upon which CCS operating procedures were developed.

Since that time, the administration of the corrections system has changed substantially, particularly with the establishment on 1 July 2003 of Corrections Victoria as a single entity, responsible for the direction, management and operation of Victoria's adult corrections system. Corrections Victoria brings together the functions of the former Office of the Correctional Services Commissioner and CORE – the Public Correctional Enterprise. At the same time, the Corrections Inspectorate, now known as Office of the Correctional Services Review, was created as an independent body, with responsibility for monitoring the delivery of correctional services in Victoria and reporting directly to the Secretary, to the Department of Justice.

The implementation of management standards specifically for women ensures that Corrections Victoria delivers a system that provides a differential response to the needs of women under CCS supervision. It is also an important step in ensuring that it meets the Operational Objectives outlined in the Framework, including responding effectively to women's needs in the:

- Delivery of correctional services to women
- Design of programs for women
- Offender management practices for women
- Workforce recruitment, training and development

These standards complement the Correctional Management Standards for CCS, which establish the minimum requirements for community

corrections in Victoria. Director's Instructions provide additional detail about how the standards are to be achieved in an operational sense.

The Correctional Standards for the Management of Women Serving Community Correctional Orders in CCS provide a reference point for staff and offer specific guidance to those staff working with women in a CCS environment. They will also ensure consistency in service delivery across Victoria's CCS locations and provide a benchmark against which the system can be monitored.

CCS Statement of Purpose in relation to Women Serving Community Correctional Orders

The primary purpose of CCS is to enhance community safety. CCS will achieve this by effectively enforcing Court and Adult Parole Board orders, by providing objective and timely advice to these authorities, and by participating in appropriate pre-sentence and post-sentence rehabilitation initiatives.

Specifically in relation to women, CCS will:

- Advise Courts and the Adult Parole Board on a woman's suitability for a community based correctional order, taking into account factors that may impact on her capacity to comply with the conditions of an order
- Monitor compliance with the conditions attached to orders and utilise programs available to assist women to comply with orders
- Provide opportunities for women to make reparation to the community through suitable community worksites, taking into account women's roles as primary care givers
- Facilitate access to appropriate programs and services aimed to reduce the risk of women's re-offending and take into account the distinct needs, life experiences and family circumstances of women
- Assist women to adopt productive, law abiding lifestyles in the community by linking women with appropriate service providers
- Assist women released from prison onto parole to make a successful transition back into the community by ensuring their access to services and programs that assist in their reintegration and minimise their risk of re-offending

To achieve these objectives, CCS will:

- Assess and manage women according to their risk of re-offending and/or the degree of risk they present to the community.
- Ensure that programs to reduce re-offending address women's specific individual needs, are responsive to women's learning styles and lifestyles, are based on sound theory and are rigorously evaluated.
- Enhance the confidence of the Courts and the Adult Parole Board in its services through continuous dialogue about the performance of the CCS system and its response to their needs.

- Enable staff to more effectively engage women in addressing the causes of their offending behaviour through specific staff training and development on effectively managing women as well as continuous review and improvement of business processes
- Maintain closer integration of case management practice between the Women's Prisons Region and CCS
- Develop effective partnerships with other justice-related and community agencies to support better supervision outcomes

CCS recognises the importance of staff in achieving its mission and ensuring quality in service delivery, and is committed to providing appropriate training and support to staff to ensure their well-being and professional development.

A1.0 Assessment and Advice

A1.1 Outcome

Courts and the Adult Parole Board are provided with timely, relevant and accurate assessment and advice that considers the particular needs of women and facilitates the processes of sentencing and sentence management.

A1.2 Specified Outputs

CCS will ensure that the Courts and the Adult Parole Board are provided on request and where relevant with assessment and advice regarding:

- (a) any special needs or circumstances of a woman and how this may impact on her ability and capacity to comply with a community based disposition, such as her responsibilities as a primary care giver
- (b) the most appropriate program or special condition(s) to be attached to an order that will ensure that the order is both responsive to the woman's criminogenic needs and personal circumstances and achievable
- (c) accurate information regarding recommended program/special conditions and the availability of necessary facilities and programs
- (d) a woman's capacity to undertake unpaid community work, taking into account childcare issues if applicable
- (e) a reasonable time frame within the duration of the Order in which the woman can complete any ordered community work hours, with consideration to child care issues if applicable
- (f) any risk of re-offending posed to the community by the woman
- (g) her offence specific and offence related needs, taking into particular account the linkages between substance abuse, trauma and mental health issues

CCS will ensure that reports are:

- (h) provided to authorised bodies according to agreed requirements and within agreed timelines
- (i) objective, impartial, verified and factually accurate.

CCS will ensure that assessments:

- (j) utilise an approved risk/need gender responsive assessment tool, which is validated with women and that establishes the woman's risk level (risk of re-offending) and their offence specific and offence related needs.

CCS will ensure that:

- (k) where a woman is assessed for a community based disposition, that she is given information in a manner that is responsive to her learning style and enables her to provide informed consent to the order
- (l) primary carer responsibilities are considered as an issue that may impact on her ability to complete an order
- (m) availability and suitability of gender specific programs that will maximise a woman's chances of successfully completing her order are canvassed
- (n) orders are attentive to gender specific needs such as childcare
- (o) interpreter services are accessed and utilised as required

A1.3 Unsupervised Orders

Assessments will not be conducted for Community Based Orders- Fine Default, Community Work Permits and Community Based Orders- Community Work Only (under 250 hours community work).

A1.4 Legislation

CCS will comply with the following

- *Sentencing Act 1991*
- *Corrections Act 1986*
- *Equal Opportunity Act 1995*
- *Sentencing Regulations 2002*
- *Charter of Human Rights and Responsibilities Act 2006*

A1.5 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

A2.0 Breach Action

A2.1 Preliminary Action

Prior to breach action CCS will ensure that:

- (a) Orders are managed in a way that the risk of breach is minimised by facilitating a woman's access to programs such as the Childcare and Transport Subsidies (CCaTS) Program if applicable, to assist with appointment attendance and to maximise compliance.

A2.2 Outcome

Where a woman does not comply with the conditions of her Order and there is evidence to substantiate this, a decision about breach action is made and acted upon in a timely manner.

A2.3 Specific Outputs

CCS will ensure that:

- (b) breach action is authorised prior to the matter being referred to the sentencing/releasing authority
- (c) breach action is commenced within two weeks of an alleged failure to comply
- (d) a summons or warrant is issued within six weeks of the alleged failure to comply or sooner if the woman poses a risk of harm to themselves or the community
- (e) where a matter is to be referred to the Adult Parole Board or interstate jurisdiction, advice must be forwarded within two weeks of the alleged failure to comply
- (f) breach action is communicated to the woman and the breach process is explained where possible
- (g) a warrant is not issued until all reasonable steps have been exhausted to serve a summons
- (h) a copy of the warrant is clearly marked as such and the original is forwarded to police for execution
- (i) a brief is prepared and made available to relevant parties which contains:
 - (i) a report which outlines the level of compliance, the allegations and includes an appropriate recommendation should the breach be proven
 - (ii) a copy of the original court documents including the order and police summary or relevant equivalent
 - (iii) a current criminal history
 - (iv) a copy of the summons or warrant
- (j) liaison occurs between CCS, the higher courts and prosecuting authorities where required
- (k) gaol orders are processed in a timely manner and in accordance with interdepartmental policies and procedures
- (l) a CCS court advice officer or a CCS representative is in attendance during breach proceedings where required
- (m) relevant authorities are advised of the breach outcome and electronic databases are updated
- (n) where a matter is returned to a court and the woman fails to appear, an application for a bench warrant is made

- (o) where a matter is returned to a court and the woman faces other matters, all reasonable efforts are made to consolidate matters
- (p) if a woman is subject to breach action which may impact on her childcare responsibilities or accommodation situation, all reasonable steps will be made to inform the appropriate services to arrange contingency plans

A2.4 Legislation

CCS will comply with:

- *Sentencing Act 1991*
- *Corrections Act 1986*
- *Sentencing Regulations 1992*
- *Corrections Regulations 2009*
- *Magistrates Court Act 1989*
- *Evidence Act 1958*
- *Bail Act 1977*
- *County Court Act 1958*
- *Serious Sex Offenders Monitoring Act 2005*
- *Charter of Human Rights and Responsibilities Act 2006*

A2.5 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

B1.0 Induction

B1.1 Outcome

The induction process provides information to ensure that women are aware of their rights and responsibilities while subject to an order supervised by CCS. Women are provided with information about gender specific programs available to them while subject to an Order.

B1.2 Specified Outputs

CCS will ensure that, at induction at a CCS location, staff:

- (a) obtain relevant information from the woman to enable the accurate identification and registration of the order
- (b) obtain the address, emergency contact, employment details and primary care responsibilities of the woman
- (c) ensure that a representative photograph, with the date and the woman's name indicated on the photograph, is attached to the woman's file
- (d) explain and provide women with a written copy of the rules and regulations with which they are required to comply, and ensure that the woman understands the requirements
- (e) advise women in writing of their next time and place of reporting and, where possible, subsequent times and places of reporting
- (f) provide interpreters for non-English speaking women, as required

In ensuring that women understand the expectations of the order, women are to be given the following information in a manner that is responsive to their learning styles and/or cultural backgrounds:

- (g) the meaning and details of their order or permit and how to comply, including information on how to access programs such as the Childcare and Transport Subsidies (CCaTS) Program if applicable
- (h) their rights and responsibilities, including the right to be supervised by a female case manager
- (i) the woman's opportunity for involvement and responsibility for participation in development and implementation of her VISAT Tier 1 Prioritised Needs report
- (j) role of the Community Corrections Officer
- (k) assessment and supervision system, where relevant
- (l) their options in relation to participation in work, vocational training, education and other programs while they are under the order or permit
- (m) information on agencies providing services appropriate to their needs and offence related risk, including sexual assault and family violence counselling and support services
- (n) expectations of behaviour
- (o) disciplinary processes
- (p) benefits of compliance with the order and the consequences of non-compliance
- (q) powers of supervising officers, Managers and the Director in relation to the order
- (r) any health and safety regulations and procedures
- (s) grievance processes
- (t) requirements of the *Firearms Act 1996*

If required, an interpreter must be used to assist in conveying this information.

CCS will also provide written induction information in a range of different languages.

Recognising the importance of maintaining consistency in the relationship between CCO and the woman, CCS will:

- (u) ensure that where possible the supervising officer of the woman will be the CCO who conducts the induction
- (v) allocate moderate and high risk women to a Dedicated Women Case Manager where one is in place at a location
- (w) where possible, appropriate and with the woman's consent, upon her return to a location, allocate the woman to her previous supervising officer

B1.3 Unsupervised Orders

For women subject to Community Based Orders- Fine Default, Community Work Permits and Community Based Orders- Community Work Only Orders;

- A VISAT Tier 1 Prioritised Needs report will not be developed
- Information regarding CV or community based services that address offence related risk and need will not be provided, unless a woman presents to a CCS location with pertinent issues or in crisis

B1.4 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Firearms Act 1996*
- *Sentencing Act 1991*
- *Information Privacy Act 2000*
- *Serious Sex Offender Monitoring Act 2005*
- *Charter of Human Rights and Responsibilities Act 2006*

B1.5 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

B2.0 Offender Management

B2.1 Outcome

Women are managed in a gender responsive manner, in accordance with relevant legislation, and the community corrections system contributes to the protection of the community by:

- **motivating women to engage in and continue with gender specific programs and services designed to address offending behaviour**
- **identifying and monitoring women's risk and distinct needs, taking into account specific issues such as past victimisation, substance abuse and mental illness**
- **co-ordinating access to appropriate programs, services and activities**
- **managing compliance to enable women to complete their orders successfully**

B2.2 Specified Outputs

CCS will ensure that:

- (a) each woman will be managed in a manner that:
 - (i) ensures all requirements of the sentencing authority are implemented
 - (ii) encourages women to develop responsibility for their actions and attitudes and to adopt a law abiding lifestyle
 - (iii) is responsive to the individual woman's learning style and abilities
 - (iv) considers needs such as self esteem, victimisation, child care responsibilities and significant relationships in establishing an environment in which to address offending behaviour
 - (v) recognises the importance of consistent relationships in women's lives and ensures wherever possible that the supervising officer assigned to a woman will remain throughout the length of the order
 - (vi) demonstrates the benefits of compliance and the consequences of non-compliance
- (b) women undergoing orders are not further punished over and above the sentence imposed, and specific consideration is given to women with child-care responsibilities
- (c) women are provided with a safe and supportive environment when attending programs and appointments, taking into particular account that women are more likely than men to have histories of abuse and trauma
- (d) if appropriate, identify and address a woman's personal goals in relation to parenting and/or family reunification, ensuring they are incorporated into the woman's management planning and relevant referrals are facilitated
- (e) disciplinary processes are applied fairly and consistently within the requirement of the relevant authorities and in ways that encourage positive behaviour from women
- (f) alleged non-compliance and behaviours contrary to good order and security are investigated and determined, with the woman having the opportunity to make submissions
- (g) a multi-disciplinary case conferencing approach is considered to engage agencies in the management of women and compliance with their order requirements
- (h) disciplinary processes are structured, consistent and take into account women's behaviour, needs and circumstances

- (i) all absences are determined to be acceptable or unacceptable and the evidence for the determination is documented
- (j) all requirements of the relevant order have been satisfied prior to termination of an order, or the appropriate action is taken
- (k) women on parole, Intensive Correction Orders, Extended Supervision Orders, Combined Custody and Treatment Orders and Community Based Orders are:
 - (i) routinely assessed to determine their level of risk of re-offending and criminogenic and other needs
 - (ii) supervised at a level of intensity that is commensurate with their level of assessed risk and need
- (l) women are linked to gender and culturally appropriate community based agencies as required throughout their community correctional order
- (m) women subject to supervision are given clear information about their assessed level of risk and are provided with opportunities to participate in the development of a VISAT Tier 1 Prioritised Needs report
- (n) where required by their order, or as indicated by their assessed risk, women are subject to intervention strategies that:
 - (i) are based on dynamic individual risk and need assessment, case planning and revision
 - (ii) are aimed at reducing their risk of re-offending
 - (iii) address issues relevant to history of offending
 - (iv) encourage acceptance of responsibility for their own behaviour
 - (v) use community agencies where appropriate
 - (vi) are based on credible research and methods that reflect current best practice.

B2.3 Unsupervised Orders

For Community Based Orders-Fine Default, Community Work Permits and Community Based Orders-Community Work Only Orders, specified outputs will be limited to ensuring that:

- all requirements of the sentencing authority are implemented
- disciplinary processes are applied fairly and consistently
- alleged non-compliance and behaviours contrary to good order and security are investigated and determined, with the woman having the opportunity to make submissions
- all absences are determined to be acceptable or unacceptable and the evidence for the determination is documented
- all requirements of the relevant order have been satisfied prior to termination of an order, or the appropriate action is taken

B2.4 Policy Requirements

CCS will actively participate in the implementation of the Offender Management Framework.

B2.5 Legislation

CCS will comply with:

- *Sentencing Act 1991*
- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Serious Sex Offenders Monitoring Act 2005*
- *Dangerous Goods Act 1985*
- *Occupational Health and Safety Act 1985*
- *Crimes Act 1958*
- *Equal Opportunity Act 1995*
- *Public Records Act 1973*
- *Freedom of Information Act 1982*
- *Intellectually Disabled Persons' Services Act 1986*
- *Information Privacy Act 2000*
- *Charter of Human Rights and Responsibilities Act 2006*

B2.6 Relevant Guidelines

CCS will have regard to:

- *Women's Correctional Services Framework, Corrections Victoria 2007*
- *Standard Guidelines for Corrections in Australia 2004*

C1.0 CCS and Community Based Programs

C1.1 Outcome

Women have access to and, where required by their order or indicated by their assessed risks and needs, participate in evidence based gender-responsive programs which address personal development, individual well-being and offending behaviour

C1.2 Specified Outputs

Programs Designed to Reduce Offending Behaviour

CCS will ensure that:

- (a) opportunities are provided which enable women to fulfil the program conditions of their orders
- (b) a holistic, integrated and flexible response which takes into account individual needs and responds to the linkages between substance abuse, trauma and mental health issues is taken
- (c) programs are tailored to the specific needs of women and consider primary carer responsibilities, in the context of reducing re-offending, community protection, risk to the community, and self harm
- (d) women are referred and supported to access programs and services appropriate to their needs and offence related risk, including sexual assault and family violence counselling and support services
- (e) programs are delivered by adequately trained and supervised staff with relevant qualifications, in accordance with Corrections Victoria's specifications for particular offending behaviour programs
- (f) program and operational integrity is maintained
- (g) attendance and progress is recorded
- (h) staff encourage women to engage in, and continue participating in, programs and services that address offending behaviour and reduce risk of re-offending
- (i) gender responsive programs are delivered in an innovative and flexible manner which take into account the challenges of bringing a small number of women together for group based interventions

Programs designed to address women's developmental needs

CCS will ensure that women are provided with opportunities which:

- (j) facilitate women's access to offence related programs to meet their developmental needs
- (k) enhance women's social, functional and job-related skills by:
 - (i) referring and supporting women to undertake a range of community based educational, training and work options which are of relevance to women's development and facilitate participation beyond the life of the Order
 - (ii) negotiating and advocating on behalf of women to ensure that they have equal access to community based programs that meet their personal development needs
 - (iii) monitoring the provision and effectiveness of community based offender personal development programs and identifying gaps in service provision.

- (l) enhancing women's knowledge of, and inclusion in, their community
- (m) facilitating women's access to recognised educational and training pathways
- (n) ensuring that attendance and progress is recorded

C1.3 Unsupervised Orders

Community Based Orders- Fine Default, Community Work Permits and Community Based Orders- Community Work Only Orders do not have a program condition.

C1.4 Policy Requirements

The delivery of offending behaviour programs will be consistent with the aims, objectives and requirements set out in:

- (i) Reducing Re-offending: Setting the Scene (2004)
- (ii) Program Specifications as endorsed by the Commissioner

C1.5 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Sentencing Act 1991*
- *Charter of Human Rights and Responsibilities Act 2006*

C1.6 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

D1.0 Specific Need Groups

D1.1 Outcome

Women subject to community correctional orders are managed in a manner that considers their specific needs in relation to age, disability, cultural and linguistic diversity, child-care responsibilities, indigenous status, risk of suicide/self harm and sex offender status.

D1.2 Specific Outputs

CCS will ensure that women with specific needs are managed according to the specific outputs outlined in the Community Correctional Services *Correctional Management Standards*, Community Correctional Services 2007, under the following sections:

D1 Young Adult Offenders

D3 Offenders with a Disability

D4 Offenders from Culturally and Linguistically Diverse Backgrounds

D5 Aboriginal and Torres Strait Islander Offenders

D6 Offenders at Risk of Suicide or Self Harm

D7 Sex Offenders

D1.3 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Sentencing Act 1991*
- *Charter of Human Rights and Responsibilities Act 2006*

D1.4 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

E1.0 Transitional Care

E1.1 Outcome

Continuum of care and links with the community are maintained and encouraged as a woman moves through the criminal justice system.

E1.2 Specific Outputs

CCS will:

- (a) ensure that continuity is maintained in instances where a woman has established appropriate links with community agencies and/or service providers prior to coming into contact with CCS
- (b) provide supervised women with the contact details of relevant community agencies prior to the completion of the order
- (c) engage women in relevant exit planning processes prior to the completion of the order
- (d) in instances where a woman is transferred into custody, provide detailed information about the woman, including information relating to dependant children, suicide/self harm, substance abuse, mental health, Order details and compliance to relevant authorities
- (e) contribute to pre-release planning with prison staff where prisoners are to be released to community based supervision
- (f) in instances where a woman is transferred between CCS locations or between case managers, provide information about the relevant case manager, and
- (g) ensure that the level of information exchanged and the degree of the hand-over process is commensurate with the level of risk and needs of the woman.

E1.3 Unsupervised Orders

For Community Based Orders- Fine Default, Community Work Permits and Community Based Orders- Community Work Only Orders, exit planning will not occur.

E1.4 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Charter of Human Rights and Responsibilities Act 2006*

E1.5 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

E2.0 Community Involvement

E2.1 Outcome

Effective partnerships are established in the community to support better supervision outcomes for women and promote relationships that support long-term reintegration opportunities.

E2.2 Specific Outputs

CCS will:

- (a) identify and promote opportunities for the community to provide services and programs relevant to women
- (b) establish networks with local service providers and other relevant government agencies and utilise a case conferencing approach
- (c) maintain at information about community programs and resources available to women at each location
- (d) consult regularly with stakeholders on case specific issues to ensure combined service delivery is maintained, including where relevant:
 - the judiciary
 - Adult Parole Board
 - courts administration
 - local government
 - police
 - prison officials
 - local agencies and organisations providing services to women
 - local legal practitioners
- (e) promote public awareness of correctional issues for women and the gender specific needs of women in the criminal justice system.

E2.3 Unsupervised Orders

For Community Based Orders- Fine Default, Community Work Permits and Community Based Orders- Community Work Only Orders:

- referral to community based services and programs will only be facilitated in instances where a woman presents at a CCS location in crisis
- a case conferencing approach will not be applicable.

E2.4 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Charter of Human Rights and Responsibilities Act 2006*

E2.5 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

F.0 Community Work

F.1 Outcome

Women have opportunities to make reparation to the community in a meaningful and safe manner that also takes into account women's primary care-giver responsibilities and their right to work in a respectful environment free from discrimination or harassment.

F.2 Specific Outputs

CCS will ensure that:

- (a) women are encouraged to complete required community work hours in ways which enhance their capacity to lead law abiding lifestyles in the community
- (b) women are placed according to the risk that they pose to the community and agencies provide adequate on-site supervision and management of women
- (c) women are placed in worksites that are appropriate to their physical and emotional health, caregiver requirements and other relevant aspects of their personal circumstances
- (d) community work undertaken by women is of demonstrable benefit to the community
- (e) community work does not contribute to private profit
- (f) community work arrangements are made so that, while they do not prevent a woman from being readily available to maintain, seek or take up employment, the community work hours are also fulfilled
- (g) where practicable, women are provided with opportunities which maximise the matching of women's needs, interests and skills to community work sites
- (h) work sites provide a safe and respectful working environment for women, and community agencies are aware of legislative occupational health and safety requirements and acknowledge that women often have histories of abuse and trauma
- (i) where a woman has agreed to be placed on a community work crew or community work site that has more men than women, that the level of supervision provided is appropriate to ensure her safety
- (j) where a woman has documented medical evidence precluding her from completing any work, the woman cannot be directed to perform community work duties until she has been medically cleared, and the matter referred to the relevant court/Adult Parole Board as appropriate
- (k) women undertaking community work have attendance records maintained at each worksite and hours of attendance are accurately recorded and documented on offender files
- (l) women are contracted to an appropriate work-site in a timely manner and, in instances where this may not occur, ensure that the reasons are documented
- (m) once placed, women are credited with minimum hours of attendance at a placement if suitable work becomes unavailable through factors beyond their control.

CCS will:

- (n) source community agencies that offer a range of gender specific services including basic life skills, education and training opportunities
- (o) source and place women in community agencies, wherever possible, which provide work options that contribute to and recognises women's work aspirations and employability

- (p) source and place women in community agencies which provide opportunities for women to form long-term supportive relationships beyond the life of the order
- (q) negotiate with community agencies for the availability of flexible hours of placement during school hours and/or the provision of child-care

F.3 Legislation

CCS will comply with:

- *Sentencing Act 1991*
- *Sentencing Regulations 1992*
- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Occupational Health and Safety Act 2004*
- *Equal Opportunity Act 1995*
- *Dangerous Goods Act 1985*
- *Information Privacy Act 2000*
- *Accident Compensation Act 1985*
- *Charter of Human Rights and Responsibilities Act 2006*

F.4 Relevant Guidelines

CCS will have regard to:

- Women's Correctional Services Framework, Corrections Victoria 2007
- Standard Guidelines for Corrections in Australia 2004

G1.0 Requests and Complaints

G1.1 Outcome

Requests and complaints from women and members of the community are dealt with in a prompt and effective manner.

G1.2 Specific Outputs

CCS will:

- (a) attempt to resolve issues and conflicts using open and legitimate processes
- (b) ensure that all women are informed of the request and grievance process
- (c) ensure that a process is in place for the manager to receive and deal with requests and complaints promptly
- (d) enable reasonable and necessary action to be taken in relation to a woman's request or complaint as soon as practicable
- (e) notify the offender/others of the determination of their request or grievance as soon as practicable
- (f) maintain a record of all written complaints and requests received by CCS detailing:
 - (i) name of the woman
 - (ii) date of receipt
 - (iii) copy of the request/grievance
 - (iv) process by which the determination was reached
 - (v) date and means by which the woman or others were notified of the determination and a copy of the notification where it was provided in writing
 - (vi) if applicable, reasons for not providing a determination.
- (g) advise women of their right to make a written complaint to the Ombudsman Victoria or the Commissioner, Corrections Victoria

G1.3 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Information Privacy Act 2000*
- *Freedom of Information Act 1982*
- *Charter of Human Rights and Responsibilities Act 2006*

G1.4 Relevant Guidelines

CCS will have regard to:

- Standard Guidelines for Corrections in Australia 2004

G2.0 Incident Reporting

G2.1 Outcome

All reportable/notifiable incidents are recorded and reported to the Commissioner.

G2.2 Specific Outputs

CCS will comply with the requirements of the Commissioner in relation to reportable and notifiable incidents including:

- (a) reporting all 'notifiable incidents' as soon as practicable and subsequently submitting such written reports as may be required
- (b) recording all 'reportable' and 'notifiable incidents'
- (c) notifiable incidents are serious incidents that must be reported verbally to the Commissioner within the specified time frames indicated below. The following Notifiable Incidents are required to be reported within 30 minutes:
 - death of an offender
 - death of a member of staff while on duty
 - hostage situation
 - bomb threat or suspicious package
 - major fire
 - discharge of a firearm
 - serious assault where the victim is admitted to hospital
 - any assault or serious threat against a staff member
 - use of force where a woman is injured
 - serious self inflicted injury, suicide attempt or serious drug overdose where a person is admitted to hospital
 - introduction of contraband or possession of unauthorised articles
 - security breaches including breaches of data systems
 - demonstrations involving a CCS location, including offender strikes or disputes
 - allegations of misconduct and serious misconduct of a staff member
 - serious injury where person either requires immediate medical assistance or hospitalisation
 - negative media attention
 - serious incidents of sabotage
 - any other serious matter which CCS considers should be reported immediately.
- (d) reportable incidents are those which are less significant than notifiable incidents but which require a formal report to be made to advise the Commissioner of an incident involving women, staff, visitors or other matters which may affect CCS operations.

G2.3 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Corrections Regulations 2009*

G3.0 CCS File and Records Management

G3.1 Outcome

CCS files and records are accurate, up-to-date and securely maintained, and electronic information systems interface with inter-agency and departmental electronic information systems.

G3.2 Specific Outputs

Records and File Management

CCS will ensure:

- (a) that a file is maintained for each offender and that:
 - (i) all relevant information concerning the offender and order management is recorded in a timely manner
 - (ii) case notes accurately reflect all contacts with or regarding the offender
 - (iii) case notes are clearly legible and distinguish between offender statements, facts, observations and opinions
 - (iv) confidentiality requirements are observed
- (b) offender files and all legal instruments are stored securely when not in use
- (c) offender file contents are regularly audited and all files are accounted for
- (d) all file parts are maintained together at all times
- (e) offender files contain all documentation relating to offenders' orders, progress, treatment and program participation
- (f) the secure transfer and long-term storage of offender files and records.

Electronic Information Systems

CCS will ensure that:

- (g) electronic information systems interface with prisons, the Adult Parole Board and Department of Justice information systems
- (h) accurate systems and procedures are implemented for recording, interpreting and calculating orders and sentences imposed by the courts, Adult Parole Board, interstate and Commonwealth agencies
- (i) staff are trained in the retrieval and data entry requirements of electronic information systems and procedures are in place to monitor the accuracy and timeliness of data entry
- (j) only authorised staff have access to electronic information systems
- (k) the security of electronic information systems are not compromised

G3.3 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Freedom of Information Act 1982*
- *Magistrates Court Act 1989*

- *County Court Act 1958*
- *Crimes Act 1958*
- *Sentencing Act 1991*
- *Public Records Act 1973*
- *Information Privacy Act 2000*
- *Charter of Human Rights and Responsibilities Act 2006*

G3.4 Relevant Guidelines

CCS will have regard to:

- Standard Guidelines for Corrections in Australia 2004
- Department of Justice Technology Services policies, standards and guidelines

H1.0 Staff Selection and Training

H1.1 Outcome

Women are managed by appropriately selected and trained staff who promote positive interactions with women utilising a gender responsive approach.

H1.2 Specific Outputs

CCS will:

- (a) comply with relevant Department of Justice human resource policy and procedures
- (b) ensure that effective selection processes and methods are applied by appropriately trained staff
- (c) establish and maintain a session on managing women as part of the induction program for all newly recruited or promoted staff, based on the relevant competency standards required for that position
- (d) establish and maintain, in conjunction with the Women's Policy Unit, a six-monthly training program for the Regional CCS Women's Portfolio Holders which uses interagency partnerships as an opportunity for training across a range of disciplines
- (e) establish and maintain, in conjunction with the Women's Policy Unit, training sessions for Dedicated Women's Case Managers as required
- (f) ensure that staff training and development programs reflect current correctional research and evidence based practice in managing women effectively
- (g) evaluate staff training and development activities in terms of the achievement of learning outcomes, competency acquisition and improvements in work practices
- (h) endeavour to employ staff who are representative of an appropriate range of age, experience, gender and ethnicity, including actively promoting strong representation of female staff at all levels of correctional services
- (i) provide quality assurance processes to ensure that practices maintain integrity
- (j) ensure that staff are provided with ongoing support and mentoring to ensure that practices maintain integrity and acknowledge the different impact associated with working in a correctional environment, where relationships are central.

CCS will ensure that staff training on managing women includes the following key themes:

- (k) the distinct characteristics of women, women's different pathways into the criminal justice system and their responses to correctional interventions
- (l) the importance of relationships in women's lives, including partners, friends and mother-child relationships, and issues associated with separation and reunification
- (m) the link between women's substance abuse, mental health issues and past victimisation, and opportunities to address offending behaviour in the context of these issues
- (n) effective relationship management strategies, including empathetic and supportive communication, ethical behaviour, professional boundaries/limit setting and effective role modelling and mentoring
- (o) inter-cultural awareness and communication, including sensitive management of cultural, linguistic and faith based differences in a correctional setting
- (p) disability awareness, including strategies to appropriately manage women with a disability
- (q) the purpose and importance of both structured education and training and other types of skill development in reducing women's risk of re-offending

H1.3 Legislation

CCS will comply with:

- *Corrections Act 1986*
- *Corrections Regulations 2009*
- *Occupational Health and Safety Act 1985*
- *Workplace Relations Act 1996*
- *Equal Opportunity Act 1985*
- *Public Administration Act 2004*
- *Charter of Human Rights and Responsibilities Act 2006*

H1.4 Relevant Guidelines

CCS will have regard to:

- *Women's Correctional Services Framework, Corrections Victoria 2007*
- *Standard Guidelines for Corrections in Australian 2004*
- *CSC01 Correctional Services Training Package*

I1.0 Specialist Support

I1.1 Outcome

All CCS staff have access to a range of resources including advice, information, training and supervision to manage women on Community Correctional Orders effectively.

I1.2 Specific Outputs

CCS will ensure that:

- (a) all CCS regions have appointed a Women's Portfolio Holder
- (b) all Regional Women's Portfolio Holders (or appointed delegates) are available to attend associated training for the position as required
- (c) a CCS Statewide Representative for the Women's Portfolio is appointed.

Additionally, where the number of moderate and high risk women at a location warrants a targeted response, regions will deploy a Dedicated Women's Case Manager wherever possible. For locations where a Dedicated Women's Case Manager is in place CCS will ensure that:

- (d) the Dedicated Women's Case Manager will be given allocation preference to all moderate and high risk women at the location, including any complex needs women
- (e) the Dedicated Women's Case Manager has an appropriate level of experience in order to effectively manage women, utilising a gender responsive approach
- (f) all Dedicated Women's Case Managers are available to attend any specific training or forum for the position as required

The Women's Policy Unit (Head Office) will:

- (g) provide and continue to update a resource package for Regional Women's Portfolio Holders which includes relevant research and information specific to managing women
- (h) coordinate twice-yearly Network Training Meetings for Regional Women's Portfolio Holders
- (i) support CCS in coordinating training for Dedicated Women's Case Managers as required
- (j) provide support to the CCS Statewide Representative – Women's Portfolio as required.
- (k) provide support to the Dedicated Women's Case Manager through information, research and resources provided to Portfolio Holders

Definitions

Commissioner	Commissioner, Corrections Victoria.
Disability	As defined in the <i>Disability Act</i> 2006.
Electronic Information Systems	The Electronic Information System as determined by the Commissioner, eg, E*Justice.
Higher Courts	Supreme and County Courts of Victoria.
Offence Related Needs	Offence related needs are factors that are not directly related to offending behaviour however may act as obstacles to adopting a law abiding lifestyle. Typical offence related needs include housing or employment, poor social supports and psychological states such as anxiety or depression.
Offence Related Programs	Programs that target issues associated with, or correlated with, offending behaviour such as overcoming grief and loss, enhancing family relationships or parenting skills, conflict resolution or life skills programs.
Offence Specific Needs	Offence specific needs are factors considered to be directly related to offending behaviour and therefore require targeting. Offence specific needs ordinarily include pro-offending attitudes, criminal associates, substance abuse and poor problem solving skills.
Offence Specific Programs	Programs designed to target offence specific needs. Examples include violence programs, drug and alcohol programs and sex offender programs.
Offender Records	The individual management file for each offender, computerised information on the Electronic Information System and documents related to the implementation of program conditions.
Primary Care Giver	For the purposes of these Standards the term ‘primary carer’ is defined as a person who has the primary or significant carer responsibilities for children, aged or other dependant persons.
Reasonable Adjustments	Modifications and adjustments to facilities, procedures and programs that are deemed reasonable, sensible and fair that fit the individual needs of people with a disability.
Victorian Initial Screening Assessment Tool (VISAT)	The Victorian Intervention Screening Assessment Tool (VISAT) is an individually administered risk assessment tool that is used to determine a prisoner/offender’s risk of reoffending and offence-specific and offence-related needs.

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