

Appendix I

Submissions to the Investigation Panel

Name	Position	Organisation (where applicable)
Kevin Lewis	Managing Director	Australasian Correctional Management
Anthony Calabro	Executive Director	Australian Community Support Organisation
Dennis O'Neill	Chief Executive Officer	Australian Council for Infrastructure Development Limited
Michael Dennis		Barwon Prison
Julian Knight		Barwon Prison
Liz Curran	Executive Officer	Catholic Commission for Justice, Development and Peace
Fr Grant O'Neill	Chaplain	Catholic Prison Ministry
Dr Bronwyn Naylor		Centre for the Study of Privatisation and Public Accountability, Law Faculty, Monash University
Martine Marich		
Gail Hubble		
Karen Batt	Branch Secretary	Community and Public Sector Union
John Griffin	Chief Executive	CORE – the Public Correctional Enterprise
Richard Bourke	Secretary	Criminal Bar Association
Rev Judy Redman	Outreach Ministries Coordinator	Criminal Justice Chaplains' Advisory Committee
Maartje Van-der-Vlies		Criminologist (private)
Ray Griffiths	Director	East Gippsland Institute of TAFE
Kate Lawrence	Corrections Working Group	Federation of Community Legal Centres (Vic) Incorporated
Karen Taylor		Flat Out
Marcus Williams	Co-ordinator	Footscray Community Legal Centre
Michael Burt	Chief Executive Officer	Forensicare
Stephen Masterson		Fulham Correctional Centre
Greg Welsh		Fulham Correctional Centre
Bill Henebery	Chairman	Fulham Correctional Centre Advisory Group
Jim Pennell	Member	Fulham Correctional Centre Advisory Group
Peter Olszak	Managing Director	Group 4 Securitas
Greg Hooper		H & S Support Services
Beth Wilson	Commissioner	Health Services Commissioner
Julie Levey-Williams	Doctoral Student	HUMCASS Department, Monash University
Michael Strutt	Spokesperson	Justice Action, NSW
Keith Hamburger	Managing Director	Knowledge Enterprises (Australia) Pty/Ltd
Hon Glen Milliner	Director, Business Development	

Name	Position	Organisation (where applicable)
Tina Millar	President	Law Institute Victoria
Loddon Prisoner Consultative Committee		Loddon Prison
Rev Ray Cleary	Chief Executive Officer	Melbourne Citymission
(anonymous)		Member of the community
Elizabeth Hogan		Member of the community
G King		Member of the community
David Ring	Policy Worker	Mental Health Legal Centre Inc.
Gavan Tellefson	Principal Solicitor	Murray Mallee Community Legal Service
(anonymous)		Port Phillip Prison
Paul Young		Port Phillip Prison
Tom Wallace	Chairman	Prison Industries Advisory Committee
Karen Fletcher	Coordinator	Prisoners Legal Service Inc, Qld
Dr Tricia A Fox	Senior Lecturer, Welfare Studies	School of Humanities, Communications & Social Sciences, Monash University
Kerrie Cross	Regional Chief Executive Officer	Sisters of Charity Health Service
Rev David Pargeter	Director	The Uniting Church in Australia
Dr Mark Zirnsak	Social Justice Development Officer	
Prof. Jarlath Ronayne	Vice-Chancellor and President	Victoria University of Technology
Robin Inglis	Research, Policy and Development Unit	Victorian Aboriginal Legal Service Co-operative Ltd
Dimity Fifer	Chief Executive Officer	Victorian Council of Social Service
Carmel Benjamin	Chairperson	Victorian Women's Prison Council
Philip Grano		Villamanta Legal Service Inc
Damien Lawson		Western Suburbs Legal Service Inc.

Appendix II

Consultations with Individuals and Organisations

Name	Position	Organisation (where applicable)
His Hon. Justice Frank Vincent	Chairman	Adult Parole Board
Cam Nguyen Tuong Nguyen	President	Australian Vietnamese Women's Welfare Association
Anthony Calabro David Rose	Executive Director Asst. Director, Policy & Planning	Australian Community Support Organisation
Liz Curran Peter Johnston Judge John Hassett	Executive Officer	Catholic Commission for Justice, Development and Peace
Fr Grant O'Neill	Chaplain	Catholic Prison Ministry
Maartje Van-der-Vlies		Criminologist
Karen Batt John Dickson	Branch Secretary Industrial Officer	Community and Public Sector Union
Richard Bourke	Secretary	Criminal Bar Association
Josie Thwaites	Client Manager, Enterprise Risk Services	Deloitte Touche Tohmatsu
Michael Boswell		Formerly of Dept of Corrective Services, SA
Denise O'Brien Sue Clifford	Associate Director Operations Corrections Education, Fulham CC	East Gippsland Institute of TAFE
Amanda George	Community Lawyer	Federation of Community Legal Centres Inc
Pauline Spencer	Case work Solicitor	Fitzroy Legal Service
Felicity Dunne		Forensic Psychologist
Michael Burt Professor Paul Mullen	Chief Executive Officer	Forensicare
Denis Shelton	Official Visitor	Fulham Correctional Centre
Samuel Johnston	Official Visitor	Fulham Correctional Centre
Bill Henebery Jim Pennell	Chairman Member	Fulham Correctional Centre Advisory Group
Beth Wilson Heather Andrews	Commissioner Inquiry Officer	Health Services Commissioner
Father Peter Norden Bernie Geary Tony Hayes	Director Program Director Manager, Brosnan Centre	Jesuit Social Services
Philip Jones Kevin Phelan	Partner Senior Associate	Maddock Lonie & Chisholm
Rev Ray Cleary Margaret Ray Merrilee Cox Aileen Ashford	Chief Executive Officer Board member Research Officer A/GM, Western	Melbourne Citymission

Name	Position	Organisation (where applicable)
Elizabeth Hogan		Member of the community
Merrlyn Irwin		Member of the community
Barry Richardson		Member of the community
Sophie Delaney	Principal Solicitor Coordinator	Mental Health Legal Centre Inc
David Ring	Policy Worker	
Peter Quincee	Commander, Western Zone	Metropolitan Fire & Emergency Services Board
Joff Manders	Inspector	
Felicity Jack	Official Visitor	Metropolitan Women's Correctional Centre
Janet Farrow	Executive Director	Moreland Hall Alcohol & Drug Centre
Margaret Cooper	Manager, Counselling Support	
Sally Laurie	Manager, Education & Training	
Annie Trainor	StepOut	
Kate Lawrence	Community Lawyer	North Melbourne Legal Service
Simon Brown-Greaves	Chief Executive Officer	Occupational Services of Australia
Robert Seamer	Senior Assistant Ombudsman	Office of the Ombudsman
Professor Jim Beck	Chief Executive	Open Learning Australia
Lynne Wenig	Official Visitor	Port Phillip Prison
Barry Ellem	Official Visitor	Port Phillip Prison
Dr Eugenie Tuck	Clinical Director	Port Phillip Health Services
Richard Whaley	Executive Director	Prison Fellowship of Australia
Tom Wallace	Chairman	Prison Industries Advisory Committee
Jim Beggs	Member	
Tony Delves	Member	
Marg Swales	Executive Officer	Prison Network Ministries
Captain Sophia Gibb	Chaplain for Women in Court and Prison	The Salvation Army
Stephen Kerr		Stephen Kerr & Associates
Dr Mark Zirnsak	Social Justice Development Officer	The Uniting Church
Rev Judy Redman	Outreach Ministries Coordinator	
Rev Leslie Ann Curran		
Judy Lazarus	Executive Officer	VACRO
Anne Rosewood		
Charandev Singh		Victorian Deaths in Custody Watch Committee
Carmel Benjamin	Chairperson	Victorian Women's Prison Council
Richard Harding	Inspector of Custodial Services	Western Australia

Department of Justice

Secretary

Deputy Secretary Justice Operations

Director and staff, Justice Policy

Commissioner and staff, Office of the Correctional Services Commissioner

Chief Executive and staff, CORE – the Public Correctional Enterprise

Private Prison Operators

General Manager and staff, Metropolitan Women's Correctional Centre

General Manager and staff, Fulham Correctional Centre

Director and staff, Port Phillip Prison

Executive General Manager Human Resources, Australasian Correctional Management

Managing Director and Commercial Director, Group 4 Securitas

Department of Human Services

Director and staff, Aged, Community and Mental Health

Department of Education, Employment and Training

Office of Post Compulsory Education, Training and Employment

The Panel also met with groups of staff and prisoners at the Metropolitan Women's and Fulham Correctional Centres, and Port Phillip, Loddon and Tarrengower prisons.

Appendix III

Status Report – Implementation of Recommendations from Inquiries and Reviews

INQUEST INTO FIVE DEATHS AT PORT PHILLIP PRISON OCSC - ACTIVITIES IN RESPONSE TO CORONER'S RECOMMENDATIONS

Recommendations	Current Activities	Progress & Future Activities
Identification and Management of At Risk Prisoners (R 1 and 9).	<p>High Risk Case Management Project A working party of representatives from all providers was convened in May 2000 to develop a statewide framework for the management of high risk prisoners.</p> <p>Suicide Risk Assessment Tool A consultant was engaged in May 2000 to develop an actuarial suicide risk assessment tool to be used at the point of reception.</p>	<p>Draft framework for the management of at risk prisoners was circulated to correctional providers for comment and feedback re implementation issues in Oct 2000.</p> <p>Finalised framework to be circulated to providers for implementation Dec 2000.</p> <p>A pilot risk assessment tool has been developed and a validation study is underway including MAP & PPP. Discussions have commenced re validation study at MWCC.</p> <p>Following validation of the tool, a pilot study will be carried out, commencing in Nov/Dec 2000.</p>
Emergency procedures (R 2 & 3) (1 st Aid Training and entry of emergency vehicles).	All providers have emergency procedures in place which are endorsed by OCSC.	OCSC will review current procedures in relation to first aid training and emergency procedures, including those relating to entry of emergency vehicles to prisons.
Standards relating to the delivery of medical and counselling services (R 4 – 6). Major issues: <ul style="list-style-type: none"> • Recording of medical information. • Investigation of medical management in relation to significant incidents. • Prescription of drugs 	<p>Draft Principles for the Communication of Health related Information Across the Victorian Correctional System have been endorsed by the Corrections Health Board.</p> <p>DHS currently monitor recording practices on health files in relation to assessment of suicide and self harm.</p> <p>DHS conducts regular audits of the transfer of health files between locations.</p>	<p>A working party consisting of correctional and health service providers is developing improved processes for the transfer of relevant information between correctional, health service, drug and alcohol services and community corrections.</p> <p>DHS is coordinating the standardisation of prisoner health files across the system. Implementation of a standardised health file is planned by the end of 2000.</p> <p>Strategies to minimise errors in the transfer of health files have been proposed by DHS.</p>

Recommendations	Current Activities	Progress & Future Activities
<ul style="list-style-type: none"> • Communication between health service and correctional staff and community agencies. • Actuarial assessment of risk by health professionals. 	<p>Prescription and administration of medication is currently monitored by DHS against community standards.</p>	<p>Corrections Health Board is considering issues related to medication prescription. This will include an audit of medication use by DHS.</p>
<p>Cell design (R 7 & 8)</p>	<p>Building Design Review Project – focussing on the removal of more obvious hanging points in mainstream prison cells while maintaining habitability - commenced in July 2000.</p>	<p>Design of prototype cell has been endorsed by Sec Dept of Justice and Commissioner.</p> <p>Preparation of final draft of review document is underway.</p>
<p>Drugs in Prisons (R 10 & 11) (Role of PAD Dogs; & Information for families)</p>	<p>Redevelopment of the Corrections Drug Policy</p>	<p>The role of PADD dogs and education of family members is being progressed as part of the Redevelopment of the Corrections Drug Strategy.</p>
<p>Liaison with families (R 12).</p>	<p>VACRO currently provides a range of family liaison and support activities across the system.</p>	<p>OCSC will review current family liaison & support initiatives in conjunction with VACRO and correctional providers.</p>
<p>Communication from Courts regarding risk factors (R13).</p>	<p>Processes are in place for referral of magistrates' and judges' concerns regarding individual prisoners but may need improving.</p> <p>Criminal Justice Enhancement Project (CJEP) will provide for information to be recorded and accessed at each stage of a persons involvement with the criminal justice system.</p>	<p>OCSC will liaise with Courts and providers around improving current processes. Liaison will also occur with CJEP project regarding future requirements.</p>
<p>Coronial and related investigations (R14 & 15).</p>	<p>OCSC has implemented revised standards for the review of deaths in prison.</p>	<p>A working group will be established, including representatives from Police, OCSC and Coroner's Office to review investigatory standards for deaths in custody.</p> <p>OCSC will keep Coroner's Office informed as to activities undertaken in response to Coronial findings and recommendations.</p>
<p>Review of all parties recommendations to the Coroner in these Inquests (R16).</p>	<p>OCSC made 16 recommendations to the Coroner which the Coroner recommended be used as a baseline against which recommendations from other parties be assessed.</p>	<p>Preliminary analysis and grouping of recommendations completed. The recommendations will be further reviewed in order to identify any outstanding issues that need to be addressed.</p>

KIRBY REVIEW
OCSC - ACTIVITIES IN RESPONSE TO RECOMMENDATIONS

Activity	Responsibility	Progress	Timeframe
Revise framework & terms of reference for post incident reviews.	OCSC	Revised framework and terms of reference was completed and implemented in Dec 1999.	Completed.
Develop best practice model for management of high risk prisoners (High Risk Case Management Project).	OCSC	<p>A working party of representatives from all providers was convened in May 2000 to develop a statewide framework for the management of high risk prisoners, including:</p> <ul style="list-style-type: none"> • Principles for the management of high risk prisoners • Common terminology across providers • Common mechanisms for recording of information in relation to management of high risk prisoners. 	<p>Draft framework for the management of at risk prisoners was circulated to correctional providers for comment and feedback re implementation issues in Oct 2000.</p> <p>Finalised framework to be circulated to providers for implementation Dec 2000.</p>
Develop enhancements to provision of specialist mental health services.	OCSC/DHS	<p>Phase 1: Prison Capacity Steering Committee has approved the creation of 10 additional acute beds at Port Phillip Prison.</p> <p>Phase 2: Future planning for psychiatric services (male & female) will be addressed in the Strategy Paper for the Future Correctional Health Services Model.</p>	Indicative timelines for new capacity (phase 1): to be operational by mid 2001.
Develop guidelines for exchange of information between professional groups and correctional staff and between providers.	Corrections Health Board - OCSC & DHS to co-ordinate	<p>Principles for sharing of information endorsed by Corrections Health Board.</p> <p>Working Group has been formed to implement principles.</p>	Draft Pro forma for sharing of health related information by Nov 2000.
Enhance information systems in relation to suicide and self harm.	CJEP/OCSC	Development of an application that will hold data relevant to the management of a person in custody anywhere in the criminal justice system, including information in relation to previous incidents of suicide and self harm.	Expected completion date: June 2001.

Appendix IV

Open Learning Australia and Private Prison Education/Training Requirements

OPEN LEARNING AUSTRALIA PROPOSAL FOR A COMPREHENSIVE EDUCATION AND TRAINING PROGRAM FOR CUSTODIAL OFFICERS IN THE VICTORIAN PRISON SYSTEM.

A broad professional development program could be constructed, building on the current training programs for custodial officers, which would be enhanced by other professional development programs that articulate into nationally recognised qualifications.

1. The Proposed Education and Training Development Program

Training that provides for the ongoing career development of custodial officers (and possibly other correctional staff also) would include all or some of the following components:

1. Induction Training.
2. Industry Specific Correctional Services Training
 - CSC30198 Certificate III in Correctional Practice (Custodial Corrections)
 - CSC30298 Certificate III in Correctional Practice (Community Corrections)
 - CSC30398 Certificate III in Correctional Practice (Administration/Ancillary)
 - CSC40198 Certificate IV in Correctional Practice
 - CSC50198 Diploma of Correctional Administration
3. Short course professional development providing articulation into nationally recognised qualifications.
4. Management induction and skills development.
5. Career and individual educational pathways.

2. Components of a Consolidated Program of Professional Development for Custodial Officers

A suite of programs offering a more comprehensive range of training options from which custodial officers could select in line with their individual needs and aspirations might be as follows.

- I. Induction Program provided at prison in collaboration with OLA.¹
- II. Correctional Practice Training
 - CSC30198 Certificate III in Correctional Practice (Custodial Corrections)
 - CSC30298 Certificate III in Correctional Practice (Community Corrections)
 - CSC30398 Certificate III in Correctional Practice (Administration/Ancillary)
 - CSC40198 Certificate IV in Correctional Practice

¹ Induction training for correctional officers through OLA incorporates the following delivery alternatives:

- customised and personalised print based flexible learning materials;
- customised and personalised on-line flexible learning materials;
- face to face training and education, including mentoring, coaching and workshops;
- combinations of the above;
- assessment of competencies with the option of assessment on-line;
- prison specific development activities; and
- independent assessment of competencies.

CSC50198 Diploma of Correctional Administration

Academic collaborator: Swinburne University of Technology (OLA Shareholder)

- III. Frontline Management Training
 - Certificate III in Frontline Management
 - Certificate IV in Frontline Management
 - Diploma in Frontline Management

Academic collaborator: RMIT University of Technology (OLA Shareholder)

- IV. Certificate IV in Management Skills

Academic Collaborator; Chisholm Institute of TAFE (OLA Provider Management and Leadership Sector Australian Federal Police)

- V. Undergraduate Qualifications
 - Bachelor of Business Studies (*Monash University*)
 - Bachelor of Arts in Criminology and Criminal Justice (*Griffith University*)

- VI. Postgraduate Qualifications
 - Graduate Certificate in Business Leadership (*University of South Australia*)
 - Graduate Diploma/Masters in IT Management (*RMIT University*)
 - Graduate Certificate/Graduate Diploma/Masters in Correctional Services Management (Under development)

- VII. Short-course professional development
 - All OLA units can be taken individually as professional development.

All of these could be provided by OLA through flexible delivery mechanisms that could include tutor support at the workplace. All courses would be provided in partnership with a recognised Victorian tertiary institution. Linkages between programs are described in Figure 1 below.

3. Proposed development strategy

A *Prison Education and Training Advisory Committee* would be required to oversee the development of the consolidated program. This Committee would provide advice on course content so that it was customised for the needs of each prison, and monitor delivery quality. It would need to comprise representatives of providers and prisons.

In addition it may be desirable that a *Prison Officers Education Coordinator* with an understanding of correctional officer training needs be appointed to facilitate the program. The coordinator would carry out the day to day management of the program and advise custodial officers on training options, and would be supported by on-line support service or *portal* (through OLA) which includes capacity for personalisation for individual participant access to registration; study modules; personal study schedule, academic and personal record (where applicable); course descriptions; study advice; and publications and announcements.

In addition a team of Independent assessors with Certificate IV in Workplace Assessment would be required. A training and familiarisation program would also need to be developed for mentors and trainers.

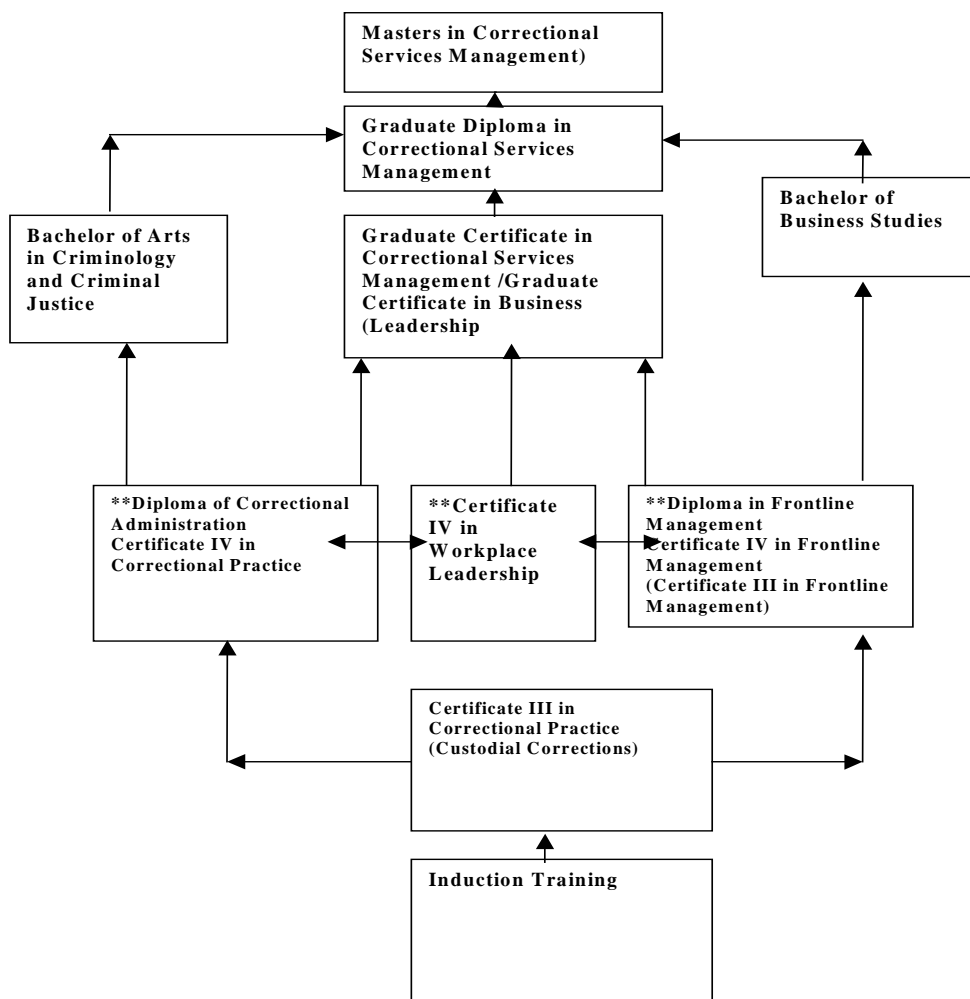
Consultation

A consultation process would be required between OLA, OCSC and representatives of prison management in order to:

- establish the range of programs to be delivered. These would include induction training, professional development, management training and higher education needs;
- establish the role of mentors/key personnel and instigate training programs;
- develop information sessions about flexible learning through OLA including articulation pathways and professional development planning;
- determine, where relevant, and establish the on-line needs of organisation with regard to customisation, mentors and assessment (this would be undertaken by OLA);
- establish Mentors' networks where applicable;
- take decisions on component parts of the delivery, including face-to-face elements such as coaching, workshops and tutorial support;
- establish ongoing monitoring processes; and
- clarify the role of Advisory Committee(s) within individual prisons and OCSC.

Figure 1 provides a schematic representation of potential education and training options and pathways possible through a consolidated custodial officer professional education program provided through OLA.

Fig 1 Prison Officers Professional Development Pathway



** Assessment of prior competencies and recognition of prior learning enable movement from one VET strand to another

Glossary

ACHS	Australian Council of Health Services
ACM	Australasian Correctional Management
CAC	Chaplains Advisory Committee
CCA	Corrections Corporation of Australia
CCPP	Custodial Community Permit or temporary leave of absence Program
CEO	Chief Executive Officer
CFA	Country Fire Authority
CIP	Community Integration Program
CITB	Corrections Industry Training Board
CJEP	Criminal Justice Enhancement Program
CORE	CORE – the Public Correctional Enterprise
CPSU	Community and Public Sector Union
DCM	Differentiated Case Management
DHS	Department of Human Services
DOJ	Department of Justice
FCC	Fulham Correctional Centre
Group 4	Group 4 Securitas
IMP	Individual Management Plan
MCAC	Ministerial Community Advisory Committee
MFB	Metropolitan Fire Brigade
MWCC	Metropolitan Women's Correctional Centre
OCSC	Office of the Correctional Services Commissioner
OLA	Open Learning Australia
OOC	Office of Corrections
PETE	(Office of) Post Compulsory Education, Training and Employment
PFASAG	Prison Fire and Safety Advisory Group
PIMS	Prisoner Information Management System
PLF	Performance Linked Fee
PPP	Port Phillip Prison
PSA	Prison Services Agreement
RTO	Registered Training Organisations
SCH	Student contact hours
SDO	Service Delivery Outcome
SESG	Security and Emergency Services Group
SMU	Sentence Management Unit
VCAT	Victorian Civil and Administrative Tribunal
VPDS	Victorian Prisons Drug Strategy
VUT	Victoria University of Technology

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